



Draft Vision, Values, Goals, Objectives, & Performance Measures

COTTAGE GROVE AREA TRANSIT DEVELOPMENT PLAN

DATE: January 31, 2021

TO: Cottage Grove Area TDP Project Management Team

FROM: Lane Council of Governments: Kelly Clarke, Rachel Dorfman, Syd Shoaf

SUBJECT: Draft Vision, Values, Goals, Objectives, and Performance Measures

Memo Contents

Purpose	2
Development of Draft Vision, Values, Goals, Objectives, and Performance Measures	2
Public Engagement	2
Local Plan and Policy Review	4
Cottage Grove Area TDP Draft Vision & Values Statements.....	9
Draft TDP Vision Statement	9
Draft TDP Values Statement	9
Cottage Grove Area TDP Draft Goals and Objectives	9
Draft TDP Goals.....	10
Draft TDP Objectives.....	11
Performance Measures.....	12
Current Performance Measures	13
Optional Performance Measures.....	14

Purpose

The intent of this memorandum is to establish the draft vision, values, goals, objectives, and performance measures for the Cottage Grove Area Transit Development Plan (TDP). This memo will:

1. Discuss the development of the draft vision, values, goals, objectives, and performance measures, including the public engagement process and local plan and policy review that informed their development.
2. Present the draft vision, values, goals, objectives, and performance measures for public transportation in the Cottage Grove area.

The vision, values, goals, objectives, and performance measures will inform the assessment of current transit services within the Cottage Grove Area and transit needs identified by the community. They will also provide a framework for developing and prioritizing strategies, projects, and investments to meet those needs.

Development of Draft Vision, Values, Goals, Objectives, and Performance Measures

Public Engagement

The Cottage Grove Area TDP will plan for a public transportation system that is self-reliant and meets the Cottage Grove area's community needs. Public input is critical to developing a TDP that will serve the community. The Cottage Grove Area TDP should reflect the transit-related vision, values, goals, and priorities of Cottage Grove area community members and stakeholders. The draft vision, values, goals, objectives, and performance measures presented in this memo were directly informed by community and stakeholder feedback.

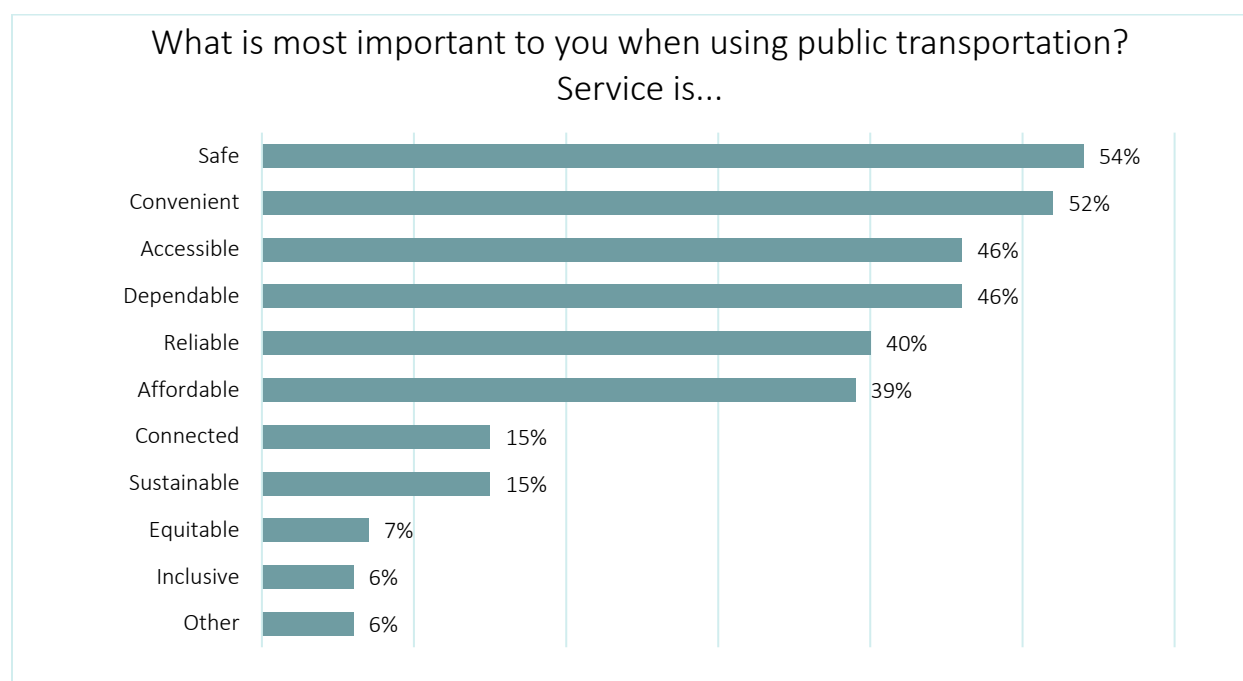
Due to COVID-19 and the associated stay-at-home orders, many outreach activities were not possible as originally planned and were either reformatted in scale or reimagined for a remote setting. Despite these challenges, a robust effort has been made to engage Cottage Grove area residents throughout the TDP process. Table 1 provides a summary of public engagement activities. The *Cottage Grove Area TDP Public Participation Report* provides a full report of public engagement activities and feedback received.

Table 1: Public Engagement Activities

Community Survey	A 15-question survey was deployed from July through the end of September 2020 to gather community feedback. Surveys were available in English and Spanish, both online and in print at the City of Cottage Grove, on South Lane Wheels buses, and through local nonprofit organizations. The survey received 196 responses. Survey results are summarized in the Cottage Grove Area TDP Public Participation Report .
Presentations and Radio	On August 27, 2020, members of the Cottage Grove Area TDP Project Management Team (PMT) presented to Be Your Best, a coalition of community partners in Cottage Grove that engages marginalized and disenfranchised community members to improve family and community health. Be Your Best coalition members provided PMT members with additional outreach recommendations and opportunities. On August 31, 2020, members of the PMT went on the Beeper Call-In Talk Show, a live radio show covering a wide range of social and political topics. The hour-long show was dedicated to discussion about the Cottage Grove Area TDP and included calls from interested community members. Over 580 people viewed the Facebook post for the broadcast; metrics are not available for those who listened on the radio or South Lane Television translator.
Advisory Committee	The Cottage Grove Area TDP Advisory Committee is made up of local stakeholders, including representatives from other local transit providers, nonprofit organizations, the Cities of Cottage Grove and Creswell, and Lane County. The Advisory Committee's role is to provide technical and policy advice according to member expertise throughout the TDP process.
Printed Outreach	In August and September 2020, Cottage Grove residents received information about the Cottage Grove Area TDP in their water bill, which directed them to the project website and online survey. In addition, a local newspaper, The Chronicle, ran a brief article about the project on August 20, 2020.
Project Website	The Cottage Grove Area TDP project website includes information about the project and resources as well as interactive widgets that encourage community members to leave comments and feedback about public transportation.

The community survey played a significant role in understanding Cottage Grove area residents' values and priorities with respect to public transportation. Question seven of the survey asked respondents, "What is most important to you when using public transportation?" and prompted them to select up to three of ten terms provided. Safe, Convenient, Accessible, Dependable, and Reliable were the top five responses (Figure 1). These themes are reflected in the draft TDP vision, values, goals, objectives, and performance measures presented in this memo.

Figure 1: Community Survey Question Seven Results



Note: See [Cottage Grove Area TDP Public Participation Report](#) for full survey results

Public engagement has helped identify community priorities, needs, and opportunities that this TDP will address. For example, residents and other stakeholders are interested in public transportation services that serve regional employment and activity centers, make regional connections to other public transportation services, and serve residents and businesses with convenient hours. There is also a need to increase community awareness about existing transportation services available in the Cottage Grove area. The next memo LCOG prepares will summarize the needs and opportunities identified throughout public engagement efforts.

Local Plan and Policy Review

The Cottage Grove Area TDP will support local, regional, and state goals to improve the Statewide Transit Network and provide a blueprint to enhance public transportation to Cottage Grove Area residents. The Lane Council of Governments (LCOG) conducted a review of local, regional, and state plans with the intent of identifying applicable transit goals, policies, and objectives that the TDP may consider supporting and reinforcing. Table 2 details the list of plans reviewed. A detailed list of relevant goals, policies, and objectives can be found in the [Plan and Policy Review Memo](#).

Table 2: Reviewed Plans for Cottage Grove Area TDP

Authority	Document	Year Completed
State	Oregon Transportation Plan	2006
	Oregon Transportation Options Plan	2015
	Oregon Transportation Safety Action Plan	2015
	Oregon Bicycle and Pedestrian Plan	2016
	Oregon Public Transportation Plan	2018
County	Lane County Rural Comprehensive Plan	2009
	Lane County Transportation System Plan	2017
	Lane County Transportation Safety Action Plan	2017
	Douglas County Comprehensive Plan	2017
City	Cottage Grove Transportation System Plan	2015
	Creswell Transportation System Plan	2019
Transit Agency	Lane Coordinated Public Transportation Plan (Lane Transit District)	2019

The draft TDP vision, values, goals, objectives, and performance measures are most directly intended to support the Cottage Grove Transportation System Plan (TSP goals and objectives are shown in Tables 3 and 4, respectively), the Oregon Public Transportation Plan (Table 5), and South Lane Wheels’ Mission and Values (as shown in the callout box on the following page). The City of Cottage Grove has also prioritized resilience with respect to the transportation system. Transportation system resilience is critical to the economic, social, and environmental well-being of the community. According to the *City of Cottage Grove Natural Hazards Mitigation Plan* (2016), Cottage Grove’s transportation networks are vulnerable to flooding, landslides, earthquakes, winter storms, and wildfire. Transit buses can play a key role in disaster response by assisting in evacuations, transporting emergency workers and supplies, and providing transportation to recovery-related jobs. Community values identified through the community survey—such as safety, accessibility, dependability, connectivity, and sustainability—also support resilience as a transit priority as reflected in the draft vision, values, goals, objectives, and performances measures presented in this memo.

South Lane Wheels Mission Statement

South Lane Wheels provides safe, reliable, and accessible transportation to empower people of all capabilities while strengthening connections between individuals, businesses, and nonprofit organizations.

South Lane Wheels Organizational & Community Values

We Believe...

For our Communities:

- That building connections to other organizations and people strengthens us all
- In being more than casually involved
- That SLW provides vital services that are valuable, dependable, and consistent
- Transportation should be safe, affordable, and dependable
- Our services are a true economic value to everyone, individuals and businesses alike

For our Organization:

- That SLW should focus on its clients' needs
- The best organization is built of active and involved individuals
- In obtaining our dreams responsibly
- In discovering, cultivating, and using the strengths of the staff and board of SLW
- In organizational integrity that fosters respect and dignity
- That the board of SLW should run the organization in an honest and well-balanced manner while maintaining fiscal responsibility

Table 3: Cottage Grove TSP Goals

Goal 1	Enhance the Cottage Grove area's quality of life and competitive economic advantage by providing a transportation system that is: accessible, balanced, efficient, equitable, environmentally responsible, interconnected, financially stable, safe, and sustainable.
Goal 2	Develop a cost-effective transportation system that meets the needs of all people and businesses, and that serves the existing and future arrangement of land uses to the consensus of all jurisdictions involved.
Goal 3	Develop a cost-effective transportation system plan that is based on informed citizen input, professional review, and technical analysis.
Goal 4	Develop an integrated transportation and land use system that helps implement statewide transportation goals, statewide administrative rules, and the Cottage Grove Comprehensive Plan.

Table 4: Cottage Grove TSP Objectives

Objective 1	Provide an interconnected regional transportation system, which ensures ease of transfer between modes of travel and appropriate access for all potential users to all areas of the city, region, state, and nation.
Objective 2	Provide a balanced transportation system that gives people realistic choices or options other than driving alone in an automobile.
Objective 3	Provide for efficient movement of goods and services.
Objective 4	Provide an environmentally responsible transportation system.
Objective 5	Provide a safe transportation system.
Objective 6	Provide support for sustainable development by designing and developing a transportation and land use system that integrates residential, retail, and employment land uses.
Objective 7	Make streets as “unobtrusive” to the community as possible.
Objective 8	Require developments to address on- and off-site transportation system impacts.
Objective 9	Provide opportunities for public involvement in transportation system decisions and respond to community needs and neighborhood impacts.
Objective 10	Coordinate among agencies to facilitate efficient planning, design, maintenance, and operation of the transportation system.
Objective 11	Ensure a financially stable, economically viable, and cost-effective transportation system.
Objective 12	Make full use of existing roadways by reducing motor vehicle demand during peak use periods and increasing operational efficiency.

Table 5: Oregon Public Transportation Plan Goals

Goal 1: Mobility – Public Transportation User Experience	People of all ages, abilities, and income levels move reliably and conveniently between destinations using an affordable, well-coordinated public transportation system. People in Oregon routinely use public transportation to meet their daily needs.
Goal 2: Accessibility and Connectivity – Getting from Here to There	Riders experience user-friendly and convenient public transportation connections to and between services and travel modes in urban, suburban, rural, regional, and interstate areas.
Goal 3: Community Livability and Economic Vitality	Public transportation promotes community livability and economic vitality by efficiently and effectively moving people of all ages to and from homes, jobs, businesses, schools, and colleges, and other destinations in urban, suburban, and rural areas.
Goal 4: Equity	Public transportation provides affordable, safe, efficient, and equitable transportation to jobs, services, and key destinations, improving quality of life for all Oregonians.
Goal 5: Health	Public transportation fosters improved health of Oregonians by promoting clean air, enhancing connections between people, enabling access to services such as health care and goods such as groceries, and by giving people opportunities to integrate physical activity into everyday life through walking and bicycling to and from public transportation.
Goal 6: Safety and Security	Public transportation trips are safe; riders feel safe and secure during their travel. Public transportation contributes to the resilience of Oregon communities.
Goal 7: Environmental Sustainability	Public transportation contributes to a healthy environment and climate by moving more people with efficient, low-emission vehicles, reducing greenhouse gases and other pollutants.
Goal 8: Land Use	Public transportation is a tool that supports Oregon’s state and local land use goals and policies. Agencies collaborate to ensure public transportation helps shape great Oregon communities providing efficient and effective travel options in urban, suburban, and rural areas.
Goal 9: Funding and Strategic Investment	Strategic investment in public transportation supports the overall transportation system, the economy, and Oregonians’ quality of life. Sustainable and reliable funding enables public transportation services and infrastructure to meet public needs.
Goal 10: Communication, Collaboration, and Coordination	Public and private transportation providers and all levels of government within the state and across state boundaries work collaboratively and foster partnerships that make public transportation seamless regardless of jurisdiction.

Cottage Grove Area TDP Draft Vision & Values Statements

The Cottage Grove Area TDP will reflect the community's vision for the future of public transportation in the Cottage Grove area. It will also be consistent with the community's values about public transportation, which will provide guidance toward achieving the vision. For the purpose of this project, the following definitions apply:

The TDP **Vision Statement** expresses the Cottage Grove Area's transit purpose and mission. The vision is directly informed by the community, the City of Cottage Grove, and South Lane Wheels.

The TDP **Values Statement** reflects the public transportation priorities, principles, and standards that are important to the community. It is intended to reflect the community's values and provides a framework that guides goal setting and helps identify, develop, and prioritize TDP projects, strategies, and improvements.

This memo presents the following draft Cottage Grove Area TDP Vision and Values Statements:

Draft TDP Vision Statement

The Cottage Grove area has a regional transit system offering equitable, safe, resilient, and reliable local and regional connections.

Draft TDP Values Statement

We value a public transportation system that connects people to each other and to their destinations safely and dependably, provides a vital service that is affordable and accessible, is inclusive and equitable, meets the needs of the area's most vulnerable populations, expands opportunity for everyone in the area, and fosters respect and dignity in the Cottage Grove community and beyond.

Cottage Grove Area TDP Draft Goals and Objectives

The Cottage Grove Area TDP will support a range of community and regional goals. It will establish a goal-based framework to develop projects and strategies that address identified needs and support the community's values. For the purpose of this project, goals and objectives are defined as follows:

Goals are guiding statements that set local priorities for TDP implementation by describing the desired result. Goals establish the overall policy direction and organizational philosophy. They are typically value statements.

Objectives offer a means to meeting a goal. They are typically action-oriented strategy statements and should be understandable, specific, attainable, and measurable. Objectives can be met through a variety of actions.

Draft TDP Goals

The following eight draft TDP goals will guide the development of the TDP, including the identification, evaluation, and prioritization of public transportation projects and strategies. Each goal is supported by one or more objective (see Cottage Grove Area TDP Draft Objectives sub-section below).

1-SAFETY

The public transportation system is safe for all users.

2-CONVENIENCE

Public transportation is a convenient option for traveling in and beyond the Cottage Grove area.

3-RELIABILITY

Public transportation provides people with a reliable way to get where they need to go when they need to be there.

4-ACCESSIBILITY

Public transportation connects people with their destinations and improves access to Cottage Grove and the surrounding area.

5-ENVIRONMENTAL SUSTAINABILITY

Public transportation provides an environmentally responsible transportation option.

6-EQUITY

Public transportation reduces transportation barriers and expands opportunity for everyone in the Cottage Grove area.

7-FINANCIAL STABILITY

Public transportation is financially stable through responsible stewardship of financial resources.

8-SYSTEM RESILIENCE

The public transportation system is resilient and helps the Cottage Grove Area anticipate, prepare for, and adapt to natural and non-natural hazards.

Draft TDP Objectives

The following 12 draft TDP objectives were developed to further support and add definition to the TDP vision and goals. Each objective directly supports one or more specific TDP goal, as indicated in Table 6.

Table 6: Draft TDP Objectives

Cottage Grove Area TDP Objective	Related Cottage Grove Area TDP Goals
1. Regional Coordination – Collaborate with regional partners to ensure regional coverage, leverage resources, and support emergency operations.	2-Convenience 4-Accessibility 6-Equity 7-Financial Stability 8-System Resilience
2. Safety & Access – Provide safe access and minimize barriers to transit for Cottage Grove area residents.	1-Safety 4-Accessibility 6-Equity
3. Transportation Options – Increase the use of transportation options by making transit attractive and encouraging safe, multimodal connections to transit.	1-Safety 2-Convenience 4-Accessibility 5-Environmental Sustainability 8-System Resilience
4. Outreach & Education – Educate potential and existing users about the services available and how to use them; provide educational and marketing materials in multiple languages.	2-Convenience 6-Equity
5. Equity – Distribute the benefits and impacts of services fairly and address the transportation needs and safety of all users, including the young, older adults, people with disabilities, people with limited English proficiency, and people of all races, ethnicities, and income levels.	2-Convenience 3-Reliability 4-Accessibility 6-Equity 8-System Resilience
6. Capital Needs – Evaluate capital needs in order to manage the fleet, improve service efficiency and reliability, and provide high-quality transit facilities that support customer comfort, safety, and convenience.	1-Safety 3-Reliability 7-Financial Stability 8-System Resilience
7. Convenience – Provide efficient service that meets the needs of the community and improves access to key destinations with convenient hours and days of service.	2-Convenience 4-Accessibility 6-Equity
8. Sustainable Funding – Pursue sustainable funding sources to support high quality transit service in the long term and create a self-sustaining public transportation system in the Cottage Grove area.	2-Convenience 3-Reliability 7-Financial Stability 8-System Resilience
9. Coordinated Improvements – Coordinate improvements to the coverage, reliability, and frequency of services that are responsive to community needs using data-driven and customer-focused methods.	2-Convenience 3-Reliability 4-Accessibility 8-System Resilience

Table 6: Draft TDP Objectives

10. Environmental Sustainability – Provide environmentally sustainable transportation options that are a convenient alternative to driving, increase the use of public transportation in the Cottage Grove area, and explore opportunities to utilize cleaner energy.	2-Convenience 5-Environmental Sustainability 8-System Resilience
11. Reduce Vulnerability – Reduce the public transportation system’s vulnerability to economic fluctuations, natural disasters, climate change, and hazardous incidents, and provide resources to community members during such events.	1-Safety 3-Reliability 7-Financial Stability 8-System Resilience
12. Community & Economic Development – Develop a multimodal public transportation network that enhances opportunities for people in the Cottage Grove area, promotes tourism, and contributes to sustainable community and economic development.	2-Convenience 3-Reliability 4-Accessibility 6-Equity 7-Financial Stability 8-System Resilience

Performance Measures

Performance measurement helps transit providers monitor the extent to which transit services are embodying their vision and achieving their goals. It is also a valuable tool for ongoing monitoring and management of all aspects of service delivery, ensuring accountability and transparency, and providing support for decision-making. Public transit providers may be required to report on specific performance measures by a funder or may choose to track optional performance measures and targets that enable them to monitor progress toward their goals. Though performance measurement can be a useful tool, data availability and staff capacity can limit the number and type of performance measures that an agency can reasonably track. To this end, this memo provides a summary of the performance measures the City of Cottage Grove is already tracking and introduces optional performance measures the City may opt to track given data availability and staff capacity.

For the purpose of this project, the following definitions apply:

Performance measures quantify characteristics of existing transit operations. A performance measure can be used as a basis for comparison to a desired goal, to peer systems, or to past performance. A good set of performance measures should rely on readily available data and focus on key aspects of operations.

Performance targets are values for specific performance measures. They set the expectations for acceptable levels of performance. A single performance measure may have multiple targets based on the service type, operating period, or geographic zone being evaluated. When setting performance targets, a transit provider needs to balance industry norms, its goals and objectives, and any requirements from funding or other sources.

Current Performance Measures

Transit providers that receive or utilize Federal Transit Administration (FTA) funding are required to report financial, operating, and asset condition information to the National Transit Database (NTD).¹ The NTD, established by Congress in 1974, is the primary source of information on transit agencies in the United States. The FTA submits an annual NTD report to Congress summarizing transit service as well as asset and safety data, which is used to apportion funding to transit agencies. Reporting to NTD is a prerequisite for receiving FTA funds, including Urban Area Formula Grants (§5307) and Formula Grants for Rural Areas (§5311). Agencies that do not receive FTA funding may voluntarily submit data to NTD.²

NTD reporting requirements depend on the type of FTA funding (urban or rural) and type or level of service provided. The City of Cottage Grove is a sub-recipient of FTA §5311 funds from the State of Oregon; these funds are passed directly through to South Lane Wheels (SLW). As the recipient, the City of Cottage Grove is responsible for reporting to FTA on behalf of SLW as a Reduced Reporter – General Public Transit. Table 7 lists the data that the City of Cottage Grove reports to NTD.

Table 7: Data Reported by the City of Cottage Grove to NTD in 2019

Performance Measure	NTD Reporting Form
Operations and Capital Expenses by Mode Type	RR-20
Revenues by Mode Type	RR-20
Other Directly Generated Funds	RR-20
Revenues Accrued Through a Purchased Transportation Agreement	RR-20
Funding Sources (Federal and Non-Federal)	RR-20
Number of Volunteer Drivers	RR-20
Number of Personal Vehicles in Service	RR-20
Annual Vehicle Revenue Miles by Mode	RR-20
Annual Unlinked Passenger Trips by Mode	RR-20
Annual Vehicles of Maximum Service by Mode	RR-20
Sponsored Services Unlinked Passenger Trips by Mode	RR-20
Reportable Incidents	RR-20
Fatalities	RR-20
Injuries	RR-20
Rolling Stock – Percent of Revenue Vehicles That Have Met or Exceeded Their Useful Life Benchmark	A-90
Equipment – Percent of Service Vehicles That Have Met or Exceeded Their Useful Life Benchmark	A-90
Facility – Percent of Facilities Rated Below 3 on the Condition Scale	A-90

In addition to NTD reporting requirements, SLW tracks performance measures to report to Lane Transit District (LTD) and the State of Oregon. Because SLW operates the LTD Connector, a Mobility on Demand (MOD) pilot service within the Cottage Grove city limits, SLW provides monthly reports with service and vehicle maintenance data to LTD. As a recipient of State grant funding, including the Statewide

¹ Title 49 United States Code (U.S.C.) §5335(a)

² FTA Office of Budget and Policy, *National Transit Database 2019 Policy Manual*.

Transportation Improvement Fund (STIF) program that funded the development of this TDP, SLW also reports on safety, asset, operations, and financial data through the Oregon Public Transit Information System (OPTIS). SLW also tracks daily rides and fare instruments for internal performance monitoring. See Table 8 for a list of these additional performance measures.

Table 8: Additional Performance Measures Tracked by South Lane Wheels

Performance Measure	Reported To
Total Trips by Service Type and Rider Type	LTD, CG
Total Miles Driven by Service Type and Rider Type	LTD, CG
Total Vehicle Hours by Service Type	LTD, CG
Number of Wheelchair Rides	LTD, CG
Route Accommodations	LTD, CG
People Count	LTD, CG
Self-Pay Ride Refusal	LTD, CG
Riders by Trip Purpose	LTD, CG
Accident Type	LTD, OPTIS
Number of Fatalities	LTD, OPTIS
Number of Injuries	LTD, OPTIS
Civil Rights Complaints	LTD, CG, OPTIS
In-Kind Contributions / Volunteer & Non-Cash Resources	LTD, CG, OPTIS
Fleet Summary (Including Vehicle Condition) / Vehicle Inventory	LTD, OPTIS
Vehicles Out of Service (Idle for More Than 90 Days)	LTD, OPTIS
Total Passenger One-Way Rides	LTD, CG, OPTIS
Seniors & Individuals with Disabilities Rides	LTD, CG, OPTIS
Revenue Operation Hours	LTD, CG, OPTIS
Revenue Service Mileage	LTD, CG, OPTIS
Revenue and Expenses by Type	LTD, CG, OPTIS
Rail and Public Transit Division-Funded Signs/Shelters Condition	OPTIS
On/Off by Stop and Passenger Type (including seniors, youth, general public, disabled, wheelchair, child, and aide)	SLW Internal
MOD Fare Instrument Per Day by Type	LTD, CG, SLW Internal

Note: LTD = Lane Transit District; CG = City of Cottage Grove; OPTIS = Oregon Public Transit Information System;
SLW = South Lane Wheels

Optional Performance Measures

This section provides potential performance measures for the City of Cottage Grove's consideration (Table 9). The intent of including these optional performance measures is to provide tools that could be used to further track this TDP's public transportation goals. The performance measures are presented as options based on what other peer public transportation providers have chosen to measure. The City of Cottage Grove may opt to begin tracking additional performance measures as a baseline and add relevant performance targets later, as desired. Table 9 provides the optional performance measures, potential data sources, and the TDP goals they would support. They could be implemented immediately upon finalization of this TDP or phased in as feasible.

Table 9: Cottage Grove Area TDP Optional Performance Measures

Service Type	Performance Measure	Potential Data Source	Related TDP Goals
FR	Percent of bus stops that are ADA accessible	Field Survey	1-Safety 4-Accessibility 6-Equity
FR	Percent of bus stops with shelters	Field Survey	1-Safety 2-Convenience
FR	Percent of bus stops with pedestrian access	Field Survey	1-Safety 2-Convenience 4-Accessibility 5-Environmental Sustainability 6-Equity 8-System Resilience
FR	Percent of bus stops with bicycle access	Field Survey	1-Safety 2-Convenience 4-Accessibility 5-Environmental Sustainability 6-Equity 8-System Resilience
FR, DR	Transit mode share	Census	4-Accessibility 5-Environmental Sustainability 8-System Resilience
FR, DR	Percent of public transportation vehicle fleet that is low- or zero-emission	Agency Data	5-Environmental Sustainability 7-Financial Stability 8-System Resilience
FR, DR	Percent of vehicles exceeding useful life	Agency Data	1-Safety 7-Financial Stability 8-System Resilience
FR, DR	Total passengers per service hour	Agency Data	3-Reliability 7-Financial Stability
FR, DR	Service miles per service hour	Agency Data	3-Reliability 7-Financial Stability
FR, DR	Cost per vehicle mile	Agency Data	3-Reliability 7-Financial Stability
DR	No show/late cancellation rate	Agency Data	7-Financial Stability
DR	Reservation call hold time/schedule response time	Agency Data	2-Convenience 3-Reliability 7-Financial Stability
DR	Percent pickups within 10 minutes of scheduled time	Agency Data	2-Convenience 3-Reliability 7-Financial Stability
DR	Demand response service level (miles and hours) per capita in Census Blocks with higher concentrations of Communities of Concern	Agency Data	4-Accessibility 6-Equity 8-System Resilience
DR	Number of veterans utilizing transit	Agency Data	4-Accessibility 6-Equity
MOD, DR	Percent of users booking services without using the app	Transit App Data	4-Accessibility 6-Equity

Table 9: Cottage Grove Area TDP Optional Performance Measures

MOD, DR	Percent of users paying for services in cash	Transit App Data	4-Accessibility 6-Equity
MOD	Number of trips requested or planned through the MOD system	Transit App Data	2-Convenience 3-Reliability 4-Accessibility
MOD	Number of trips completed by users of the MOD system compared to number of trips ordered	Transit App Data	2-Convenience 3-Reliability 4-Accessibility
Note: FR = Fixed Route; DR = Demand Response; MOD = Mobility on Demand			