



Solano Transportation Authority

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Suisun City, California 94585

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**TRANSIT CONSOLIDATION STEERING COMMITTEE**

Members:

- Benicia
- Dixon
- Fairfield
- Rio Vista
- Solano County
- Suisun City
- Vacaville
- Vallejo

**1:00 p.m. – 2:30 p.m.**  
**Monday, May 4, 2009**

**Solano County Government Center**  
**675 Texas Street, 6<sup>th</sup> Floor, Room 6004**  
**Fairfield, CA 94533**

**MEETING AGENDA**

**I. INTRODUCTIONS/APPROVAL OF AGENDA**  
(1:00 – 1:05 p.m.)

Chair Spering

**II. OPPORTUNITY FOR PUBLIC COMMENTS**  
(1:05 – 1:10 p.m.)

Pursuant to the Brown Act, public agencies must provide the public with an opportunity to speak on any matter within the subject matter jurisdiction of the agency and which is not on the agency's agenda for that meeting. Comments are limited to no more than 3 minutes per speaker. Gov't Code §54954.3(a). By law, no action may be taken on any item raised during the public comment period although informational answers to questions may be given and matters may be referred to staff for placement on a future agenda of the agency.

This agenda is available upon request in alternative formats to persons with a disability, as required by the Americans with Disabilities Act of 1990 (42 U.S.C. §12132) and the Ralph M. Brown Act (Cal. Govt. Code §54954.2). Persons requesting a disability-related modification or accommodation should contact Johanna Masiel, Clerk of the Board, at (707) 424-6008 during regular business hours, at least 24 hours prior to the time of the meeting.

**III. CONSENT CALENDAR**  
(1:10 – 1:15 p.m.)

**A. Transit Consolidation Steering Committee Meeting Minutes of December 11, 2008**

Nancy Abruzzo

Recommendation

*Receive the Transit Consolidation Steering Committee Meeting Minutes of December 11, 2008.*

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**COMMITTEE MEMBERS**

City of Benicia	City of Dixon	City of Fairfield	City of Rio Vista	City of Suisun City	City of Vacaville	City of Vallejo	County of Solano
Elizabeth Patterson Jim Erickson	Jack Batchelor, Jr. Nancy Huston	Harry Price Sean Quinn	Jan Vick Hector de la Rosa	Pete Sanchez Suzanne Bragdon	Len Augustine Laura Kuhn	Osby Davis Joseph Tanner	Jim Spering Michael Johnson

**IV. INFORMATION ITEMS**

- A. Purpose and Background of Transit Consolidation Study**  
(1:15 – 1:25 p.m.)  
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Daryl K Halls,  
Executive Director

**V. ACTION ITEMS**

- A. Presentation of Phase 2 Analysis and Recommendations**  
Recommendation:

Joe Story,  
DKS Associates

*Forward a recommendation to the STA Board to approve the following:*

- 1. Option 1: Consolidation of Benicia and Vallejo transit services;*
- 2. Option 4c: Consolidation of interregional Solano transit services under one operator to be selected by the STA Board and decentralize intercity paratransit service to local transit operators;*
- 3. Forward the STA recommended transit consolidation recommendations to the affected agencies for their consideration and participation;*
- 4. Direct STA staff to work with the affected local transit staff to develop Implementation Plans for Option 1 and Option 4c;*
- 5. Report back to the STA Board by September 2009 on the status of the Implementation Plan.*

(1:25 – 2:15 p.m.)

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- VI. CLOSING COMMENTS FROM COMMITTEE MEMBERS**  
(2:15 – 2:30 p.m.)

Committee Members

**VII. ADJOURNMENT**



**SOLANO TRANSPORTATION AUTHORITY**  
**Transit Consolidation Steering Committee**  
**Minutes for Meeting of**  
**December 11, 2008**

**I. INTRODUCTIONS/APPROVAL OF THE AGENDA**

Chair Spering called the regular meeting to order at 11:09 a.m. A quorum was confirmed.

On a motion by Member Batchelor, and a second by Member Bragdon the Transit Consolidation Steering Committee unanimously approved the agenda.

**MEMBERS**

<b>PRESENT:</b>	Elizabeth Patterson	Mayor, City of Benicia
	Jim Erickson	City Manager, City of Benicia
	Jack Batchelor, Jr.	Mayor, City of Dixon
	Nancy Huston	City Manager, City of Dixon
	Harry Price	Mayor, City of Fairfield
	Sean Quinn	City Manager, City of Fairfield
	Jan Vick	Mayor, City of Rio Vista
	Hector de la Rosa	City Manager, City of Rio Vista
	Pete Sanchez	Mayor, City of Suisun City
	Suzanne Bragdon	City Manager, City of Suisun City
	Len Augustine	Mayor, City of Vacaville
	David Van Kirk	City Manager, City of Vacaville
	Jim Spering (Chair)	Supervisor, District 3, County of Solano
	Paul Wiese (Alternate)	County of Solano
	Osby Davis	Mayor, City of Vallejo
	Crystal Odum Ford	Transportation Supt., City of Vallejo

<b>MEMBERS</b>	Michael Johnson	County of Solano
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<b>ABSENT:</b>	Joe Tanner	City of Vallejo
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<b>STAFF</b>	Daryl K. Halls	Executive Director
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<b>PRESENT:</b>	Johanna Masiclat	Clerk of the Board
	Elizabeth Richards	Director of Transit and Rideshare Services
	Elizabeth Niedziela	Transit Program Manager
	Nancy Abruzzo	Administrative Assistant, SNCI
	John Harris	John Harris Consulting
	Derek Wong	PMC/DKS Associates Team
	Joe Story	DKS Associates

**ALSO**

**PRESENT:** *In Alphabetical Order by Last Name:*

George Fink	City of Fairfield
Dan Kasperson	City of Suisun City
Wayne Lewis	City of Fairfield
Brian McLean	City of Vacaville
Jeff Matheson	City of Dixon
Christine Verdin	MTC
Jeanine Wooley	City of Vallejo

**II. OPPORTUNITY FOR PUBLIC COMMENTS**

**III. CONSENT CALENDAR**

**A. Transit Consolidation Steering Committee Meeting Minutes of October 24, 2007**

Recommendation

Receive the Transit Consolidation Steering Committee Meeting Minutes of October 24, 2007.

On a motion by Member Patterson and a second by Member Batchelor, the Transit Consolidation Steering Committee unanimously approved the recommendation.

**IV. INFORMATION ITEMS**

**A. Purpose and Background of Transit Consolidation Feasibility Study**

John Harris, Project Manager of the Study provided an overview of the Purpose and Background of the Transit Consolidation Feasibility Study.

Study History:

- 2005 Board Retreat
- 2005 Establish goals, objectives and evaluation criteria
- 2006 Secured initial funding for study
- 2007 Hired consultant team
- Completed Phase I
- 2007 First Steering Committee (October 24, 2007)

The Potential Goals of Consolidation:

- To streamline transit service, simplifying and improving access to transit use for riders
- To achieve service efficiencies and economies
- To provide a central focus on transit service for the County
- To create a robust transit service to meet the growing transit needs of the County

## **B. Transit Roles of Transit Operators, STA, and MTC**

Elizabeth Richards outlined the Transit Roles of Transit Operators, STA, MTC and noted the following.

### Transit Operators

- Focus on Service Delivery
- Contracted drivers, maintenance, dispatch
- Customer service and fare handling/media
- Service budgeting, grants, procurement, audits
- Service area short and long-range service planning, capital planning
- Reports to State and Federal
- Plan, construct and maintain transit capital facilities
- Ensure compliance with CHP, CARB, ADA and other State and Federal regulations

### STA

- The STA's role in the realm of supporting and advancing transit has evolved over the past ten years toward increasing involvement, coordination and funding.
- STA is involved in various tasks including planning, funding, operations management, coordination, and marketing among Solano transit operators and liaison with MTC and other regional agencies.

### MTC

- MTC is the Bay Area regional transportation planning agency (RTPA).
- MTC leads Bay Area regional transportation/transit planning, sets policy and allocates various transit funds, and has liaisons with Caltrans concerning State and Federal transit funding issues.
- MTC also takes the lead in developing Bay Areawide services and projects to support transit.

## **C. Transit Funding Summary**

Derek Wong, PMC/DKS Associates Team outlined the wide variety of revenue sources for transit operations and capital programs for Solano County. The three major revenue sources for transit operators are TDA funds, passenger fare revenues and FTA funds. Major funding sources, operating revenues, federal revenue programs, other funding sources and how funds are generated were also covered.

## **D. Comprehensive Solano Transit Operations Analysis**

Joe Story, Consultant, DKS Associates provided a synopsis of the Solano Transit Operations Analysis. He reported on the findings, revenue and budget issues as well as providing a summary of projections. Chair Spering requested dollar amounts countywide for the projected operating revenue assumptions: TDA, STAF, RM2, Federal revenues (5307 and others) and passenger fares. Financial dilemma looking at consolidation options. Study noted the revenue trend will affect the various operators differently.

**E. Status of Option 1 (Vallejo/Benicia) Consolidation**

John Harris presented the status of the Transit Consolidation Option 1, South County (Vallejo/Benicia) Consolidation. Vallejo and Benicia were selected because they have similar commute patterns.

Potential Advantages:

- Optimized route structure
- Paratransit coordination improvements
- Better regional leverage
- Direct oversight by board
- Dedicated TDA/STA funding
- 

Potential Disadvantages:

- Unavailability of other revenue sources outside of transit
- Resolution of consolidation issues – fares/facilities/equipment/contracts
- Less local control

**F. Option 5 – Functional Consolidation Overview**

John Harris reviewed the Transit Consolidation Option 5, Functional Countywide Consolidation. Functional Consolidation would provide support capabilities for the existing six operators or a subset of the existing group. This option would not reduce the number of operators as the entity that housed these responsibilities would not directly operate any transit service. This Option can be considered and/or developed in conjunction with other consolidation options. Implementation of this option could be accomplished through a variety of means such as a letter of an agreement or memorandum of understanding among 2 or more jurisdictions.

Potential Advantages:

- Skilled staff available to all operators
- Improved coordination for multi-operator projects
- Paratransit coordination improvements

Potential Disadvantages:

- No reduction in operators
- Perceived loss of individual City oversight
- Additional coordination time

**V. ACTION ITEMS**

- A. New Phase 2 Issue: Adverse Fiscal Environment Effect on Transit Operations**  
Joe Story, DKS Associates, addressed the adverse fiscal environment's effect on transit operations and conveyed new information about projected financial shortfalls for transit operations. Three cities are presently faced with near-term financial shortfalls to maintain existing service: Benicia, Dixon and Vallejo. These three Cities must deal with streamlining service as their costs are projected to exceed revenue.

Core Problem – Not enough revenue to sustain current transit system  
Transit Objective - Sustain through difficult economic times and eventually grow to meet county transit needs.

After discussion, the Transit Consolidation Steering Committee added Transit Consolidation Option 2, South/Central County (Vallejo/Benicia/Fairfield and Suisun Transit) Consolidation, back in for analysis. The Committee requested that the Transit Operator reports be brought back to the Committee for review.

Recommendation:

Affirm, remove or modify consolidation options based on new information about impending financial shortfalls for transit operations.

By consensus, the Transit Consolidation Steering Committee modified the recommendation with the noted changes indicated above.

**VI. CLOSING COMMENTS FROM COMMITTEE MEMBERS**

**VII. ADJOURNMENT**

The meeting was adjourned at 12:23 p.m.

The next Transit Consolidation Steering Committee Meeting will be determined.



DATE: April 28, 2009  
TO: STA Board Transit Consolidation Steering Committee  
FROM: Daryl Halls, Executive Director  
RE: Purpose and Background of Transit Consolidation Study

**Background/Discussion:**

In Solano County, each City and the County fund and/or operate transit services. This includes local and intercity transit services as well as general public and American with Disabilities Act (ADA) paratransit services. A subsidized taxi program and other special transportation services are also funded with local transit funds and operated through local jurisdictions.

Over the past several years, the issue of consolidating some or all of the services has been discussed and proposed for evaluation. This topic was discussed by STA Board members at the February 2005 Board retreat and the participants expressed interest and support for transit service becoming more convenient through a seamless system, that there should be a reasonable level of service throughout the county, and that local transit issues and needs would have to be considered and addressed. In 2005, the STA Board directed STA staff to initiate a countywide Transit Consolidation Study and approved goals, objectives and evaluation criteria to be incorporated in the scope of work for this study. After funding was secured, DKS Associates was selected to lead the Transit Consolidation Study.

Work began in early 2007. The first major endeavor was to conduct an extensive outreach involving interviews with transit operator staff, other city staff, public officials, and others. To gain a broad perspective of issues and concerns, nearly sixty (60) interviews were conducted as well as outreach to transit users.

In May 2007, the consultants presented to the STA Board a summary of their findings from the interviews. The summary represented a set of commonalities, key issues and potential challenges. Board feedback included extending the schedule for the study, completing the interviews, collecting user input, and analyzing the issues associated with preliminary consolidation alternatives prior to the return to the Board.

A preliminary analysis of alternatives was presented to the Technical Advisory Committee (TAC) and Consortium in June 2007. It included five (5) potential transit consolidation alternatives. During discussion at the TAC meeting, a sixth (6<sup>th</sup>) alternative was requested. This alternative suggested consideration of consolidating all intercity fixed-route service and local and intercity American for Disabilities (ADA) paratransit service.

At the July 2007 STA Board meeting, staff presented the six (6) transit consolidation alternatives to the STA Board along with the Executive Committee's recommendation and a recommendation to release the Findings Report and the Options Report once the TAC and Consortium had additional time to review. After discussion, the STA Board modified and approved the membership of the Transit Consolidation Steering Committee to include all eight (8) jurisdictions with individual Board members and City Managers and the County Administrator.

The Transit Consolidation Steering Committee first met in October 2007 and provided guidance to Phase II. Phase II is a detailed assessment of the existing transit operators including an analysis of not only their operations but also their financial accounting methodology and forecasting. In addition, several potential consolidation options were to be further analyzed. One of the first consolidation options to be evaluated was a Benicia/Vallejo consolidation.

Separate from the Transit Consolidation Study, the consultant team recently completed an assessment of the Benicia Breeze and the Vallejo Transit systems. Although the Benicia study was primarily conducted for other purposes, this effort assisted with the transit consolidation study.

The STA Board's Transit Consolidation Steering Committee held a second meeting on December 11, 2008. At this meeting, several elements of Phase II Transit Consolidation study were presented for discussion as well as items requested at the last Transit Consolidation Working Committee. The meeting was well attended and there was significant discussion of several items. The Committee directed staff to add Option 2 (Vallejo/Benicia/Fairfield/Suisun City consolidation) to the list of options to evaluate. Direction was also given to review the financial data with operators individually before moving into the evaluation phase.

The consultants and STA staff finished meeting with all of the transit operators individually to review their agency's financial data. Most of those meetings were held January 12, 2009 and the balance was completed by January 29<sup>th</sup>. Draft financial and other report sections for each of the operators were distributed to the transit operators the last week of February for review and the comments would be incorporated into a larger report. Comments were received from operators through March.

The revised full set of transit operator reports were distributed to TAC and Consortium staff in early April. The Transit Consolidation Steering Committee requested that the revised reports return to the Committee. The reports have been combined into one report which is attached.

**Recommendation:**  
Informational.

Attachment:

- A. Transit Operator Analysis (separate enclosure to committee members; hard copies available on request by calling (707) 424-6075)
- B. Study Background Powerpoint

# Solano ATTACHMENT A Transit Consolidation Study

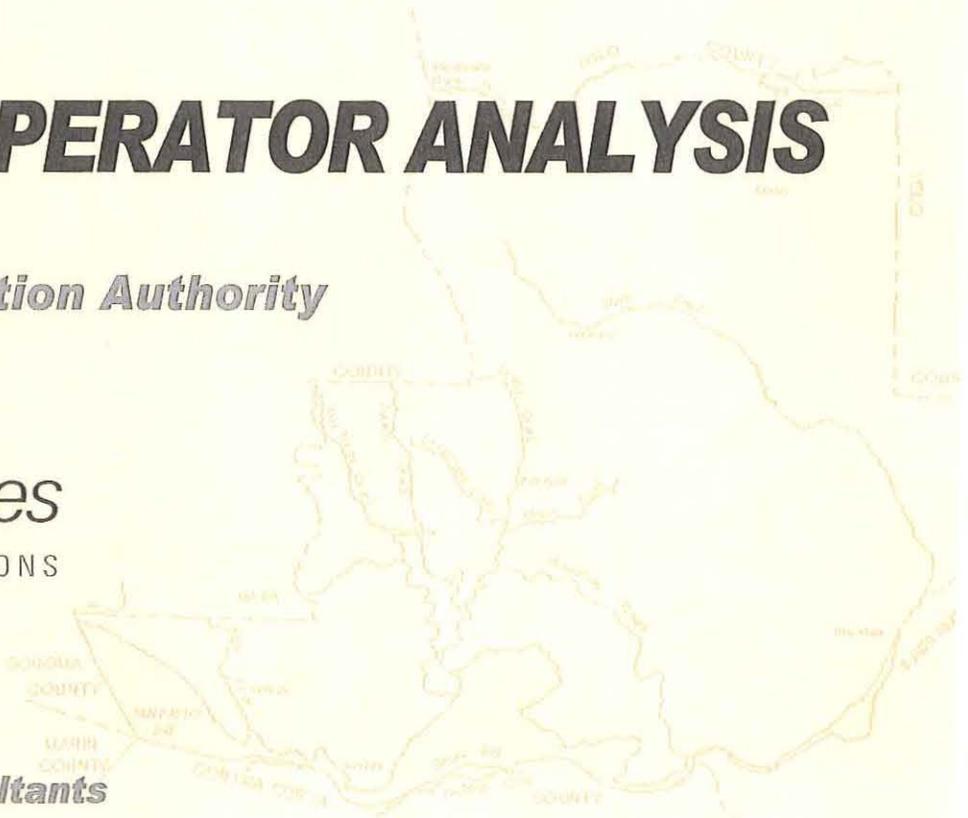


## PHASE 2 TRANSIT OPERATOR ANALYSIS

Prepared for   
**Solano Transportation Authority**

Prepared by  
**DKS Associates**  
TRANSPORTATION SOLUTIONS

In association with  
**HDR Inc.**  
**Pacific Municipal Consultants**



April 28, 2009

# SOLANO TRANSIT CONSOLIDATION STUDY

## TRANSIT OPERATOR ANALYSIS

*Prepared for*

### SOLANO TRANSPORTATION AUTHORITY

*Prepared by*

***DKS Associates***

TRANSPORTATION SOLUTIONS

1000 Broadway, Suite 450

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*In association with*

HDR, Inc.

Pacific Municipal Consultants

April 28, 2009

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## INTRODUCTION TO STUDY AND OPTIONS

In February of 2007, the Solano Transportation Authority (STA), a joint powers authority whose members include Solano County and the cities of Benicia, Dixon, Fairfield, Rio Vista, Suisun City, Vacaville, and Vallejo, initiated a study to develop a consensus approach to possible consolidation of some or all Solano County transit operators. Through the initial interview process and through discussions of various committees, several potential consolidation options have emerged for further evaluation.

In this report, each option is examined for the proposed approach to several specific areas. These areas are:

- A financial analysis
- A facilities analysis
- A staffing analysis
- A paratransit service overview

The intent of this analysis is to identify the building blocks that would be required to implement the options that were identified in the Options Report.

### Financial Analysis

The public transportation operators in Solano County currently utilize a variety of revenue sources to fund operations and capital projects. The main revenue sources are identified by five broad funding categories, including farebox and local revenues, TDA, bridge tolls, state grants, and federal assistance. The funding matrix in Table 1 identifies the fund sources under each category. The bulk of operations costs are typically funded by farebox revenues, TDA and federal grants, while capital projects are typically funded by TDA and state and federal grants. Intercity express bus services receive Regional Measure 2 bridge toll revenues in addition to local operator TDA contributions.

TDA, comprised of the Local Transportation Fund (LTF) and the State Transit Assistance Fund (STAF), provide much of the funding for the Solano County operators. LTF is tied directly to the rate of general retail sales tax generated in Solano County and is largely returned back to the County via the MTC allocation process. While STAF also flows through the MTC process and is derived mainly from sales tax on fuel, the revenue is controlled by the State legislature before flowing to MTC. As past and current State budgets have faced financial crises, the governor and legislature have agreed on a trend of using STAF revenues to backfill state general fund deficits. This is evidenced recently by the latest state budget adopted for FY 2008-09 in which MTC has estimated that the Bay Area Region stands to lose about \$200 million in STAF related revenue compared to earlier estimates. Solano County's share of the loss is about \$2.3 million.

In addition, because sales tax is a good barometer of the economy and moves in tandem with it, LTF revenues have been decreasing as well. Other state transportation revenues have diminished as a result of current trends in gasoline sales declines from

both gas price fluctuations and the weakening economy, although voter-approved Proposition 1B in 2006 has provided a new source of revenue for capital projects.

Federal rural and urban transit grants have also contributed heavily to the funding of Solano County transit operators. Because federal transportation revenues are derived primarily from a flat federal gallonage excise tax, fuel efficiency in the motor vehicle fleet, coupled with the recent general reduction in vehicle miles traveled due to increasing fuel costs, have adversely impacted the level of federal transportation revenues. As such, there is an increased reliance on local funding sources, such as bridge tolls, to maintain and improve the quality and delivery of public transit in the Bay Area. As an example, the RM 2 capital program project list includes proposed funding for several Solano County Express Bus Intermodal Facilities.

**Table 1 Solano County Transit Funding Matrix**

Revenue Source	Benicia Breeze		Dixon Read-Ride		Fairfield and Suisun Transit		Rio Vista Delta Breeze		Vacaville City Coach		Vallejo Transit	
	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital	Operating	Capital
<b>Farebox Revenues</b>	•		•		•		•		•		•	
<b>TDA</b>												
LTF Article 4.0	•	•	•	•	•	•	•	•	•	•	•	•
LTF Article 8.0	•				•		•		•	•	•	
STAF	•		•		•	•	•				•	•
<b>Other Local Revenues</b>												
Other Local Revenues (e.g., Bus Advertising, Interest Income, Equipment Sale, Leases, Other)	•				•		•		•		•	
General Fund		•									•	
<b>Bridge Tolls</b>												
RM2		•			•	•			•	•	•	
<b>State</b>												
STIP												
Proposition 1B (PTMISEA)												
AB 434 (Transportation Fund for Clean Air)	•	•					•	•				
<b>Federal</b>												
FTA 5303 (Planning)	•				•		•		•			
FTA 5307		•			•				•	•	•	•
FTS 5309						•						
FTA 5310		•				•		•				•
FTA 5311				•			•				•	
FTA 5316 (JARC)							•				•	
CMAQ		•										

Source: TDA Claims Forms for FYs 2005-06 through 2007-08, and STA Transit Capital Plan

The financial evaluation of each transit operator is provided in this chapter. The evaluation highlights trends in revenues and costs, funding sources and performance measures over the past three fiscal years. While financial projections are also made for the next five years, the continued weakening of the economy, fuel price fluctuations, and other economic factors at risk make any projection difficult since public transit is not immune from the financial crisis. The projections show that operating revenues will decline over the next fiscal year due to the continued economic weakness before showing some small increases in the future that keep pace with current budgets.

## **Facilities Analysis**

The facilities analysis provides an overview of current administration and operations facilities in use for the transit operators in Solano County. It details the current way that buses are stored, maintained, and serviced, as well as an explanation of the administrative space and equipment. Each operation has different facility arrangements – some have property exclusively designed for bus operations, and some share the facilities with other municipal functions. Some also arrange for outside services as needed. This section also includes a summary of the software used in managing the transit system. Where conclusions can be made, it examines what future constraints and opportunities exist.

## **Support Staff Analysis**

This analysis presents the staff requirements to conduct the transit operations in Solano County. Not only does this chapter present information about what responsibilities are assigned to the staff directly responsible for operating and maintaining the buses, but it also explores the staff functions and other support activities required to operate a transit service. The analysis also identifies the ways in which the various operations interface with other city departments and programs, as well as the City Councils.

## **Paratransit Service Analysis**

Details on Solano County paratransit services are provided in the financial analysis, facilities analysis, and support staff analysis as relevant to those sections. A discussion on the paratransit service is included to provide details on the operations provided by each provider. Information on service type definition, coverage, eligibility criteria, fare structure, trip booking and dispatch systems, and taxi scrip programs (where available) is provided for each paratransit operation.

## BENICIA BREEZE

### Financial Analysis

Table 2 provides a summary of the operating costs and revenues for the Benicia Breeze over the last three years. Details of the revenues and costs can be found in Tables 3 and 4. Increases in costs are attributable to growth in fuel expenses in the last few years and in purchased transportation contract costs from increased service.

**Table 2 Benicia Breeze Revenue and Cost Trends**

<b>Operating Costs</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
<b>Fixed Route</b>	\$766,390	\$1,290,803	\$1,208,912
<b>Demand Response</b>	<u>\$385,870</u>	<u>\$440,265</u>	<u>\$427,352</u>
<b>Total</b>	\$1,152,260	\$1,731,068	\$1,636,264
<b>Revenues</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
<b>Fixed Route</b>	\$774,838	\$993,641	\$1,208,912
<b>Demand Response</b>	<u>\$382,877</u>	<u>\$389,750</u>	<u>\$487,555</u>
<b>Total</b>	\$1,157,715	\$1,383,391	\$1,696,467
<b>Surplus/(Deficit)</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
<b>Fixed Route</b>	\$8,448	-\$297,162	\$0
<b>Demand Response</b>	<u>-\$2,993</u>	<u>-\$50,515</u>	<u>\$60,203</u>
<b>Total</b>	\$5,455	-\$347,677	\$60,203

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

TDA funds provide the vast majority of revenues for operations of the Benicia Breeze, funding between 75 percent and 80 percent of the service. STAF contributes very little to operations of the service. The remaining operating revenues were generated primarily from passenger fares.

Capital revenues include utilizing federal transit administration (FTA) grants and the city's general fund as a loan. According to the City, the general fund loan is being paid back over time as FTA urbanized grants are secured and there are fewer demands on TDA.

**Table 3 Benicia Breeze Detailed Revenues**

Operations Revenue						
Source	Fixed Route			Paratransit		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Farebox Revenues	\$168,000	\$246,630	\$293,633	\$24,000	\$12,839	\$8,689
TDA Article 4.0	\$556,950	\$592,072	\$809,581	\$339,420		\$369,040
TDA Article 8.0					\$351,255	\$102,121
STAF	\$34,723	\$65,753	\$71,575			
Other Local Revenues	\$6,340	\$12,399	\$24,360	\$1,700	\$15,739	\$1,700
General Fund Loan		\$40,237	\$9,763			
FTA 5303	\$8,825	\$36,550		\$2,757	\$2,757	
<b>Total</b>	<b>\$774,838</b>	<b>\$993,641</b>	<b>\$1,208,912</b>	<b>\$367,877</b>	<b>\$382,590</b>	<b>\$481,550</b>
Source	Taxi			Total		
Farebox Revenues	\$15,000	\$7,160	\$6,005	\$207,000	\$266,629	\$308,327
TDA Article 4.0				\$896,370	\$592,072	\$1,178,621
TDA Article 8.0				\$0	\$351,255	\$102,121
STAF				\$34,723	\$65,753	\$71,575
Other Local Revenues				\$8,040	\$28,138	\$26,060
General Fund Loan				\$0	\$40,237	\$9,763
FTA 5303				\$11,582	\$39,307	\$0
<b>Total</b>	<b>\$15,000</b>	<b>\$7,160</b>	<b>\$6,005</b>	<b>\$1,157,715</b>	<b>\$1,383,391</b>	<b>\$1,696,467</b>
Capital Revenue						
Source	Fixed Route			Paratransit		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
TDA Article 4.0	\$0	\$0	\$16,115	\$0	\$0	\$0
General Fund Loan	\$0	\$0	\$250,683	\$0	\$0	\$0
FTA 5307	\$0	\$0	\$64,370	\$0	\$0	\$0
CMAQ	\$0	\$0	\$5,454	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$336,622</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Source	Taxi			Total		
TDA Article 4.0	\$0	\$0	\$0	\$0	\$0	\$16,115
General Fund Loan	\$0	\$0	\$0	\$0	\$0	\$250,683
FTA 5307	\$0	\$0	\$0	\$0	\$0	\$64,370
CMAQ	\$0	\$0	\$0	\$0	\$0	\$5,454
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$336,622</b>

Source: TDA claims – actual data for FY’s 2005-06 and 2006-07, budgeted data for FY 2007-08. Fuel cost comprised between 12 and 15 percent of total operating expenses in FYs 2005-06, 2006-07 and 2007-08. Local flexroute service was also introduced in FY 2006-07 which increased the level of fixed route service provided. These changes help to explain the cost growth.

**Table 4 Benicia Breeze Detailed Operating Expenses**

Expense Category	Fixed Route			Paratransit		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$ 523,005	\$ 742,279	\$ 916,339	\$ 271,365	\$ 360,960	\$ 327,773
Vehicle Maintenance	\$ 121,000	\$ 423,388	\$ 144,641	\$ 54,100	\$ 35,075	\$ 51,617
Non-Vehicle Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Administration	\$ 122,385	\$ 125,136	\$ 147,932	\$ 30,405	\$ 31,759	\$ 35,498
<b>TOTAL EXPENSE</b>	<b>\$ 766,390</b>	<b>\$1,290,803</b>	<b>\$1,208,912</b>	<b>\$ 355,870</b>	<b>\$ 427,794</b>	<b>\$ 414,888</b>

Expense Category	Taxi			Total		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$ 30,000	\$ 12,471	\$ 12,464	\$ 824,370	\$1,115,710	\$1,256,576
Vehicle Maintenance	\$ -	\$ -	\$ -	\$ 175,100	\$ 458,463	\$ 196,258
Non-Vehicle Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Administration	\$ -	\$ -	\$ -	\$ 152,790	\$ 156,895	\$ 183,430
<b>TOTAL EXPENSE</b>	<b>\$ 30,000</b>	<b>\$ 12,471</b>	<b>\$ 12,464</b>	<b>\$1,152,260</b>	<b>\$1,731,068</b>	<b>\$1,636,264</b>

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

The performance trends in Table 5 show an increase in fixed route service as a result of local flexroute implementation. Paratransit performance declined in terms of ridership, revenue hours and miles as a result of eliminating paratransit service to the general public and converting the system into ADA complementary paratransit in FY 2006-07. A recent restructure of the Benicia Breeze system has been implemented to complement the new Intercity Route 78 operated by Vallejo which began in October 2008. At that time, Benicia's Rt. 75 was discontinued and Rt. 76 was started.

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**Table 5 Benicia Breeze Performance Trends**

Performance Data and Indicators	Total Fixed Route				Paratransit			
	FY 2006	FY 2007	FY 2008	% Change FY 2006-08	FY 2006	FY 2007	FY 2008	% Change FY 2006-08
Operating Cost	\$766,390	\$1,290,803	\$1,208,912	58%	\$355,870	\$427,794	\$414,888	17%
Total Passengers	120,853	139,678	138,932	15%	16,252	6,906	7,858	-52%
Vehicle Service Hours	11,985	18,254	18,975	58%	8,413	4,136	4,975	-41%
Vehicle Service Miles	250,320	320,049	257,592	3%	109,338	46,362	40,406	-63%
Employee FTEs	15	15	11	-27%	6	6	4	-33%
Passenger Fares	\$168,000	\$246,630	\$293,633	75%	\$24,000	\$12,839	\$8,689	-64%
Operating Cost per Passenger	\$6.34	\$9.24	\$8.70	37%	\$21.90	\$61.95	\$52.80	141%
Operating Cost per Vehicle Service Hour	\$63.95	\$70.71	\$63.71	0%	\$42.30	\$103.43	\$83.39	97%
Operating Cost per Vehicle Service Mile	\$3.06	\$4.03	\$4.69	53%	\$3.25	\$9.23	\$10.27	215%
Passengers per Vehicle Service Hour	10.1	7.7	7.3	-27%	1.9	1.7	1.6	-18%
Passengers per Vehicle Service Mile	0.5	0.4	0.5	12%	0.1	0.1	0.2	31%
Vehicle Service Hours per Employee	799	1,217	1,725	116%	1,402	689	1,244	-11%
Average Fare per Passenger	\$1.39	\$1.77	\$2.11	52%	\$1.48	\$1.86	\$1.11	-25%
Subsidy per Passenger	\$4.95	\$7.48	\$6.59	33%	\$20.42	\$60.09	\$51.69	153%
Fare Recovery Ratio	21.9%	19.1%	24.3%	11%	6.7%	3.0%	2.1%	-69%
	Taxi				Total Specialized Service			
Operating Cost	\$30,000	\$12,471	\$12,464	-58%	\$385,870	\$440,265	\$427,352	11%
Total Passengers					16,252	6,906	7,858	-52%
Vehicle Service Hours					8,413	4,136	4,975	-41%
Vehicle Service Miles					109,338	46,362	40,406	-63%
Employee FTEs					6	6	4	-33%
Passenger Fares	\$15,000	\$7,160	\$6,005	-60%	\$39,000	\$19,999	\$14,694	-62%
Operating Cost per Passenger					\$23.74	\$63.75	\$54.38	129%
Operating Cost per Vehicle Service Hour					\$45.87	\$106.45	\$85.90	87%
Operating Cost per Vehicle Service Mile					\$3.53	\$9.50	\$10.58	200%
Passengers per Vehicle Service Hour					1.9	1.7	1.6	-18%
Passengers per Vehicle Service Mile					0.1	0.1	0.2	31%
Vehicle Service Hours per Employee					1,402	689	1,244	-11%
Average Fare per Passenger					\$2.40	\$2.90	\$1.87	-22%
Subsidy per Passenger					\$21.34	\$60.86	\$52.51	146%
Fare Recovery Ratio	50.0%	57.4%	48.2%	-4%	10.1%	4.5%	3.4%	-66%

Source: TDA Claims – Actual Data For Fy's 2005-06 And 2006-07, Budgeted Data For Fy 2007-08.

The operations revenue forecast over the next five years is shown in Table 6. The City's FY 2008-09 budget, and conversations with the City finance director, provided the basis for the forecast. The forecast assumes operating funds to be essentially flat due to the poor economic conditions and uncertainty that will continue into at least the next fiscal year. Economists have generally agreed that the downturn in the economy will last until

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at least until the middle of 2009, if not longer. It is assumed that TDA revenues are projected to decline by about 10 percent in FY 2009-10 and remain essentially flat throughout the forecast. Benicia's contribution from TDA to intercity service is projected to increase by five percent per year to offset increased cost in intercity bus services. STAF revenues are assumed to be eliminated beginning in FY 2009-10 as the Governor's proposal to use STAF to help balance the state budget is assumed to pass and continue throughout the forecast. Passenger fares are assumed to be flat given the variability of ridership and the uncertain economy. For the City of Benicia, STA has pledged financial support with STAF revenues over the next two fiscal years in its transition from eliminating the city's Route 75 intercity service. Meanwhile, Benicia is suppose to achieve a 20% FRR. Based on the revised figures in the above table, there will be difficulty achieving this without some sort of Cross-claiming and fare crediting presumably with Rt. 78. Or, too much service and presenting a shortfall for this overservicing is not appropriate.

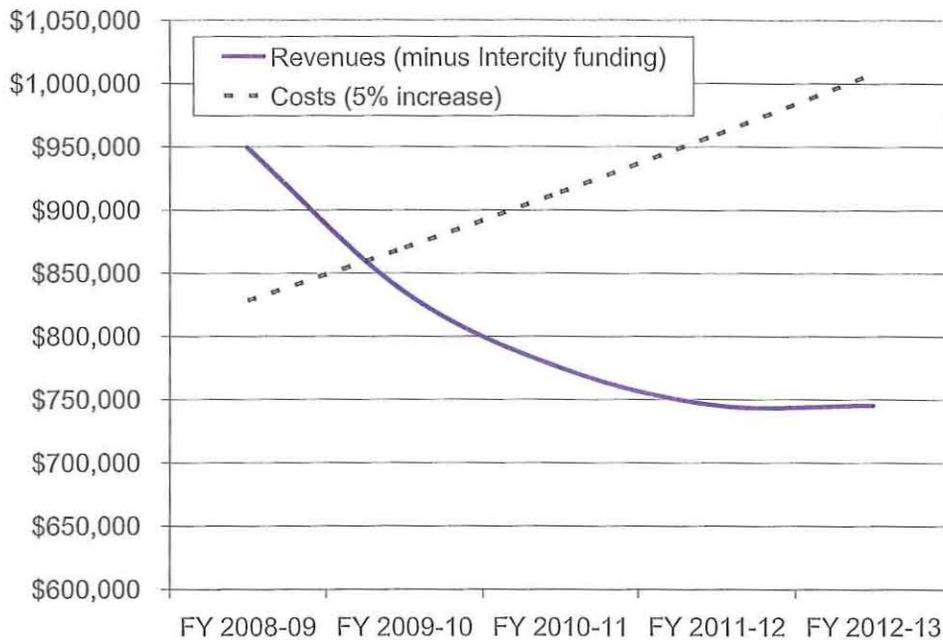
**Table 6 Benicia Breeze 5-Year Operating Revenue Forecast**

Operating Revenues	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Farebox Revenues	\$ 85,700	\$ 85,700	\$ 85,700	\$ 85,700	\$ 85,700
TDA	\$ 692,000	\$ 623,000	\$ 623,000	\$ 623,000	\$ 623,000
STAF	\$ 45,000	\$ -	\$ -	\$ -	\$ -
Other Local Revenues	\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500	\$ 26,500
FTA Section 5303	\$ 10,000	\$ 10,000	\$ 40,000	\$ 10,000	\$ 10,000
STA Transition Support	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ -
Total Benicia Breeze	\$ 949,200	\$ 835,200	\$ 775,200	\$ 745,200	\$ 745,200
TDA - Contributions to Intercity Bus Funding Agreement	\$ 308,000	\$ 323,000	\$ 339,000	\$ 356,000	\$ 374,000
Grand Total Funding	\$ 1,257,200	\$ 1,158,200	\$ 1,114,200	\$ 1,101,200	\$ 1,119,200

Regarding capital funding, Regional Measure 2 is anticipated to fund two capital projects in Benicia, including the Benicia Intermodal Facility and the I-680 Industrial Park and Ride Facility. According to the STA Transit Capital List, the Industrial Park and Ride Facility, costing \$1.25 million, is listed as a STA Board approved Tier 2 project that is funded and can begin construction in the next 10 years. Other capital projects identified as Tier 3 transit projects and in the planning phases include a transit maintenance facility (\$1.25 million), Southampton Park and Ride (\$1.5 million) and Downtown Benicia Park and Ride (\$1.5 million). The two park and ride projects are funded according to STA and construction might occur as early as the next fiscal year. Minor capital projects over the next five years such as bus stop improvements, office equipment and an AVL system are unfunded, costing over \$1 million. In addition, the vehicle fleet is scheduled to be retired over the next five years and will need either replacement or engine overhauls.

Figure 1 provides a five year forecast of operating revenues and costs for Benicia Breeze. Assuming no adjustments to existing services, costs are assumed to grow by an industry rate of 5 percent per year, which applies to all Solano County transit operators.

**Figure 1 Benicia Breeze 5-Year Operating Revenue and Cost Forecast**



## Facilities Analysis

Benicia Breeze transit services are administered by City of Benicia staff and operated under a service agreement with MV Transportation, Inc. The current contract is in effect until June 30, 2011 with the option for (5) one year extensions though 2016.

### Current Administration Facilities and Arrangements:

Benicia Breeze is administered by City of Benicia Finance Department staff located in Benicia City Hall in Downtown Benicia at 250 East "L" Street. Other than a small area of a supply room, there is no office space dedicated specifically to transit administration. All City staff assigned to transit are assigned on a part time basis, working from their regular Finance Department offices. All have other administration duties. MV operations management staff is located at the 225 Bennett operations facility.

### Current Operations Facilities and Arrangements

#### 225 Bennett Street Facility (Benicia Breeze):

Under the current Benicia Breeze service agreement, MV Transportation, Inc. is required to provide an operations facility. To this end, MV leased the 225 Bennett Street facility, located on Vallejo's south side. This is a shared facility also serving as the Vallejo Runabout operations center. Although not central to the Benicia Breeze service area, economies of scale are achieved by splitting facility costs between the Benicia Breeze and Runabout service agreements.

**Benicia Breeze Operations Management:** Although the maintenance area and yard are common areas for both Benicia Breeze and Runabout, the administration and dispatch areas are separated by a wall and partition. Both office areas are located at the rear of the building.

The MV Transportation, Inc. Project Manager has a “semi”- private office (on one wall it is separated from the Runabout space by a room divider). The Road Supervisor and Operations Manager share a small open office space with the dispatch staff.

**Benicia Breeze Bus Operations:** The bus operations space includes a small Benicia Breeze operators’ lounge area, and a dispatch office at the rear of the building with the operations management office. Space is currently sufficient to accommodate a desk for the road supervisor and a dispatch shift with a single dispatcher multitasking as the reservationist, scheduler and dispatcher.

**Benicia Breeze Bus Maintenance:** The Benicia Breeze fleet is maintained in a shared garage space with the Vallejo Runabout fleet. MV maintenance staff at this facility work on both fleets and invoice accordingly. There are two bus maintenance bays. MV provides shop equipment including heavy duty hoists. Shop equipment is used for both fleets. There is limited space for the maintenance of the larger Benicia Breeze transit coaches. Runabout buses are also being serviced.

Preventative maintenance work on transit coaches and most cutaway maintenance is done in-house. While some engine work is handled in-house, most major work on the transit coaches is jobbed out. There is no bus wash at the facility. Interior cleaning is done in the yard and exterior washing is done offsite. Fueling is done at the City of Benicia Corporation Yard at 2400 East 2nd Street in northeast Benicia.

**Benicia Breeze Yard Storage:** There is currently sufficient space to store both the Benicia Breeze and Runabout fleets. There is not sufficient space to facilitate effective staging for bus pullouts. Buses must often be moved in order to access buses specifically assigned to a run. The yard has a gravel surface and not a paved surface. The resultant dust increases the requirement to wash buses.

There is no room for staff parking on site. Staff must compete with other businesses for on street parking.

**Benicia Breeze Computer Software:** All flexroute and paratransit scheduling is done manually. The MV Transportation, Inc.’s central support provides assistance with fixed route scheduling and shift design. The MV Transportation, Inc. *Fleet Focus* is used to schedule and track fleet maintenance. MV provides computers with direct access to company servers.

**Benicia Breeze Fleet:** Prior to the October 6, 2008 switch from the Benicia breeze operated Route 75 to the Vallejo Transit operated Route 78, the Benicia Breeze peak pull out was six transit coaches and four cutaways for both the local flexroutes and paratransit. The fleet included:

- Seven 35 & 40 foot transit coaches
- Seven cutaways

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Four of the transit coaches are 1996 models and three are 2000 models. Given the age of the transit coach fleet and the condition of some of the buses when purchased used, meeting the peak pull out requirement was challenging. At times, cutaways were substituted when transit coaches were not available to meet the Route 75 pull out requirements.

### **Projected Space Needs and Adequacy**

**City Administration Staff:** Current space allocations for City of Benicia staff are adequate for the foreseeable future in light of the unlikelihood of service expansion or an increase in City staff dedicated to Benicia Breeze.

**225 Bennett Street Facility (Benicia Breeze):** There is currently no room for service expansion at the Bennett Street facility. The decrease in Benicia Breeze bus pullout requirements with the discontinuation of the Route 75 will improve bus storage and maintenance capacity for both Benicia Breeze and Runabout as Benicia Breeze buses are no longer in daily operation. Bus staging conditions in the yard will also improve.

When Runabout relocates to the 1850 Broadway facility it may no longer be practical to operate a reduced Benicia Breeze service from the Bennett Street facility. At this point, the Benicia Breeze operations facility may have to relocate to a smaller facility in Benicia that is more central to its service area.

Assuming the continued operation of Runabout and Benicia Breeze services from the Bennett Street facility, MV supervisory staff see operational advantages and economies of scale if paratransit and flexroute dispatching was integrated and handled by a combined dispatch office using more enhanced computer-aided scheduling and dispatch software.

### **Support Staff Analysis**

**Operations:** In 2008, Benicia Breeze operations contain 14 full time and 3 part-time operators, employed by MV Transportation, Inc. MV Transportation, Inc. also employs 3 full-time staff to handle customer service, trip booking and dispatch for the paratransit operations. To supervise staff, there is 1 project manager and 1 operations manager; their duties include road supervision. (It is noted that the staff levels have been reduced since Route 75 was recently eliminated from service, replaced by Route 78, which is operated by Vallejo Transit.

**Maintenance:** MV Transportation, Inc. also employs 3 mechanics to handle bus operations, with each one assigned half-time responsibilities for Benicia Breeze vehicles. There is also 1 utility worker who is responsible for quarter-time to assist with maintenance. The mechanics work normal shifts – at the same time buses are on the street. Maintenance for Benicia Breeze is done by the MV Transportation, Inc. unless the vehicles are still under warranty. Special maintenance needs are also handled by MV Transportation, Inc. at either the garage or at a regional maintenance facility located elsewhere in the Bay Area.

**Operations Oversight:** The City of Benicia key staff is coordinated by a Transit Services Manager, who has 45 percent of their time assigned to Benicia Breeze. This

position is organized under the Finance Department in the Transit Services Division. The City of Benicia assigns 15 percent of the time of the Finance Director and the Assistant Finance Director to perform other functions and oversight. The Transit Services Division administers the transit operations contract with MV Public Transportation, Inc, plans existing and future services, files reports and claims for transit funding, promotes and advertise the transit service, coordinates transit service with other agencies, monitors and administers the City's taxi services.

The Finance Director provides overall management of the system, while the Transit Services manager provides day-to-day review and approval of the contractor operated service. The development and monitoring of transit budgets, including the TDA allocations, are handled by the Finance Director, in coordination with the Transit Services Manager. Complaints are handled through the Transit Services Manager. The replacement of buses is coordinated with the Transit Service Department, in coordination with the Finance Director. The farebox is collected by MV Transportation, Inc. at their maintenance facility. The receipts are then brought to City Hall, and are verified by the Transit Services Manager.

Because the positions of administering the transit service are divided, the City would temporarily cover the staff shortage by using other personnel until a suitable replacement could be hired. The City has sometimes hired a replacement of the Transit Service Manager as a part-time employee.

**Capital Project Oversight:** There are not many major capital transit projects underway in Benicia. Two park-and-ride locations downtown and along Military West are in development, and these are being coordinated by the Public Works Department.

**Other Support Services:** Personnel matters for the staff at the City of Benicia are handled through the Human Resources Division. The City of Benicia hires staff through procedures established in the City's Human Resources Division.

No other Benicia staff members have assigned time specifically to transit items, including staff such as the city government clerk, local police or others who may periodically handle these items. Legal issues are handled through the City Attorney's office.

**Insurance:** Any legal matter that is a result of MV (i.e., driving accidents) then they are handled directly through MV legal. All other is handled through the City Attorney. City employees are insured through the City's insurance programs.

**Council Items:** The Benicia City Council deals with transit once or twice a year. Most transit issues surround budgeting or service changes

**Projected Staff Needs:** The reallocation of services of the Route 75 will result in significantly slightly less staff needed in the future for the operation. Otherwise, no further changes to staff needs are foreseen at this time among the City of Benicia or MV Transportation, Inc. staff.

## Paratransit Service Summary

**Service Definition:** Benicia Breeze ADA Paratransit is a door-to-door ADA complementary paratransit service. (The available flex-route system is sometimes used as a curb-to-curb service, but this is a door-to-door service for persons who have difficulties getting to the curb.)

**Service Area:** Benicia Breeze ADA Paratransit is operated within Benicia city limits. The service also connects Benicia residents to Vallejo RunAbout in Vallejo and offers service over the Benicia Bridge to Sun Valley Mall in Pleasant Hill or Glen Cove in Martinez.

**Service Hours:** Benicia Breeze ADA Paratransit operates:

- Monday through Friday – 5:30 am to 8:53 pm

**Eligibility:** Benicia Breeze ADA Paratransit is provided for persons who are functionally unable to independently use Benicia Breeze fixed route or flex route bus services some or all of the time. Certification is limited to:

1. Persons unable to navigate the fixed route system.
2. Persons who require a lift-equipped bus when the fixed route does not provide accessibility.
3. Person whose disability makes it impossible for them to travel to or from the nearest bus stop.

The City of Benicia uses the standard ADA Paratransit Application form used to determine ADA paratransit eligibility in the San Francisco Bay Area.

### Fare Structure:

	<u>Zone 1</u>	<u>Zone 2</u>
Cash Fare	\$3.00	\$4.00
10-Ride GoPass	\$30.00	\$45.00
Zone Upgrade (in addition to the base fare)		\$1.50

**Trip Reservation and Dispatch:** Trip reservations and dispatching are done manually for Benicia Breeze ADA Paratransit service. The following summarizes the trip booking and dispatch process:

- Trip requests are processed and recorded by dispatch staff from one to seven days in advance of the desired travel date. Pick up times are confirmed with the

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passenger at the time of the request. Pick up times are set approximately 24 minutes before the requested drop off time.

- Run manifests are scheduled the night before the service day based on subscription requests and non-subscription requests.
- Same day trip requests are not accommodated for the door-to-door service. Passengers do have the option for same-day flex-route service.
- Dispatchers process cancellations and communicate schedule changes to drivers by two-way radio communication. Drivers and dispatchers update dispatch log and manifests.

**Taxi Scrip Program:** The City of Benicia offers the Benicia Breeze Taxi Scrip Program to senior residents aged 65 years and older or who have a disability. The taxi Scrip Program is limited to trips within Benicia city limits or trips that connect to Vallejo. Taxi scrip cost \$5.00 for a book of 10, \$1.00 taxi scrip coupons. A limited supply is available for Benicia seniors and persons with disabilities.

## DIXON READI-RIDE

### Financial Analysis

Table 7 provides a summary of the operating costs and revenues for the Dixon Read-Ride demand response system over the last three years. Details of the revenues and costs can be found in Tables 8 and 9. Increases in costs are attributable to growth in fuel and in-house labor expenses in the last year due to service adjustments, including the adoption of a subsidized tax service in FY 2005-06 and Saturday service in FY 2006-07.

**Table 7 Dixon Read-Ride Revenue and Cost Trends**

Item	FY 2005-06	FY 2006-07	FY 2007-08
Operating Costs	\$ 573,535	\$ 567,054	\$ 652,106
Revenues	\$ 564,125	\$ 638,706	\$ 676,287
Surplus/(Deficit)	\$ (9,410)	\$ 71,652	\$ 24,181

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

TDA funds provide the vast majority of revenues for operations of Read-Ride, funding between 85 percent and 90 percent of the service in FY's 2005-06 and 2006-07, and 70 percent in FY 2007-08. STAF has contributed an increased share in the last year. The remaining operating revenues were generated from passenger fares.

**Table 8 Dixon Read-Ride Detailed Revenues**

Category	Operations			Capital		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Farebox Revenues	\$69,093	\$81,276	\$88,848			
TDA Article 4.0	\$467,032	\$537,430	\$472,439			
STAF/LIFT	\$28,000	\$20,000	\$55,000			
FTA 5311			\$60,000			
Total	\$564,125	\$638,706	\$676,287	\$0	\$0	\$0

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

Fuel cost comprised about 7 percent of total operating expenses in FY 2005-06; and 9 percent in each of FY's 2006-07 and 2007-08. Labor costs were between 65 percent and 70 percent of operating expenses. General Administration cost which is comprised of outside professional services and internal management expenses declined significantly between FY's 2005-06 and 2006-07.

**Table 9 Dixon Read-Ride Detailed Operating Costs**

Operating Expenses	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$438,720	\$468,808	\$498,359
Vehicle Maintenance	\$49,953	\$47,632	\$77,579
Non-Vehicle Maintenance	\$1,265	\$1,613	\$1,615
General Administration	\$83,597	\$49,001	\$74,553
<b>TOTAL EXPENSE</b>	<b>\$573,535</b>	<b>\$567,054</b>	<b>\$652,106</b>

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

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The performance trends in Table III-4 show an increase in demand response service which resulted in increased ridership and fares. The resulting performance indicators indicate that the additional revenue hours and miles of service correlate to the increases in operating costs.

**Table 10 Dixon Readi-Ride Performance Trends**

Performance Data and Indicators	FY 2005-06	FY 2006-07	FY 2007-08	% Change FY 2006-08
Operating Cost	\$573,535	\$567,054	\$652,106	14%
Total Passengers	57,971	66,333	71,217	23%
Vehicle Service Hours	7,250	7,734	8,665	20%
Vehicle Service Miles	92,102	104,936	114,407	24%
Employee FTEs	8	8	8	0%
Passenger Fares	\$69,093	\$81,276	\$88,848	29%
Operating Cost per Passenger	\$9.89	\$8.55	\$9.16	-7%
Operating Cost per Vehicle Service Hour	\$79.11	\$73.32	\$75.26	-5%
Operating Cost per Vehicle Service Mile	\$6.23	\$5.40	\$5.70	-8%
Passengers per Vehicle Service Hour	8.0	8.6	8.2	3%
Passengers per Vehicle Service Mile	0.6	0.6	0.6	-1%
Vehicle Service Hours per Employee	944	1,007	1,128	20%
Average Fare per Passenger	\$1.19	\$1.23	\$1.25	5%
Subsidy per Passenger	\$8.70	\$7.32	\$7.91	-9%
Fare Recovery Ratio	12.0%	14.3%	13.6%	13%

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

The operations financial forecast over the next five years is shown in Table 11. The FY 2008-09 TDA claims, and conversations with the Director of Recreation and Community Services, provided the basis for the forecast. The forecast assumes operating funds to be essentially flat due to the poor economic conditions and uncertainty that will continue into at least the next fiscal year. It is assumed that TDA revenues are projected to decline by 10 percent in FY 2009-10 and remain essentially flat throughout the forecast. TDA intercity funding contributions are projected to increase by five percent to offset increased cost in both intercity bus and Solano regional paratransit services. STAF revenues are assumed to be eliminated beginning in FY 2009-10 as the Governor's proposal to use STAF to help balance the state budget is assumed to pass and continue throughout the forecast. Passenger fares are assumed to increase due to the City's anticipated two-tier fare increase in February and July of 2009, then remain flat. Federal rural operating grants are assumed to be flat.

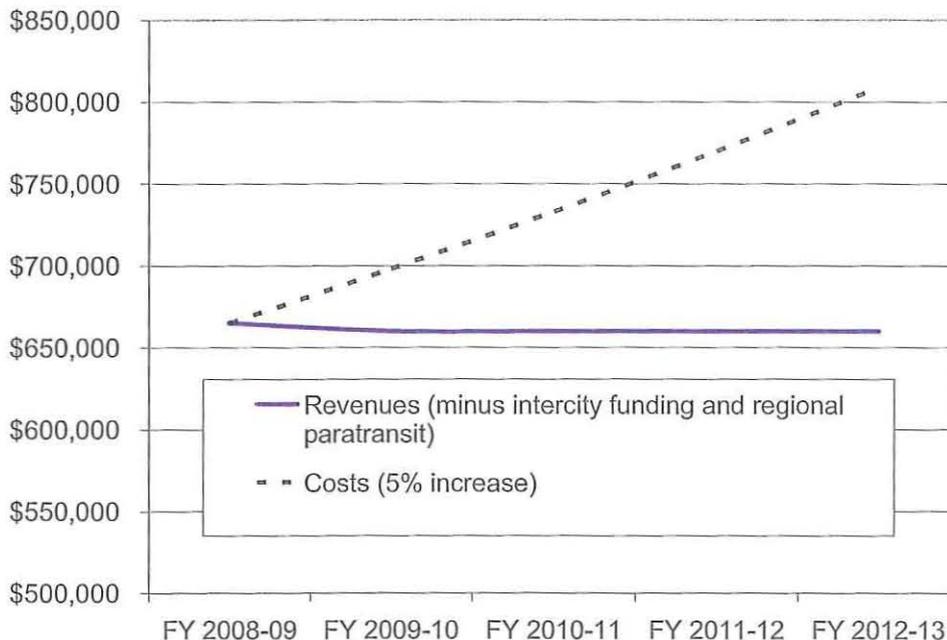
**Table 11 Dixon Read-Ride 5-Year Operating Financial Forecast**

Operating Revenues	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Farebox Revenues	\$90,000	\$150,000	\$150,000	\$150,000	\$150,000
TDA Article 4.0	\$500,000	\$450,000	\$450,000	\$450,000	\$450,000
STAF	\$75,000	\$0	\$0	\$0	\$0
FTA 5311	\$0	\$60,000	\$60,000	\$60,000	\$60,000
Total Dixon Read-Ride	\$665,000	\$660,000	\$660,000	\$660,000	\$660,000
TDA - Contributions to Intercity Bus Funding Agreement	\$87,000	\$91,000	\$96,000	\$101,000	\$106,000
TDA - Contribution to Solano Paratransit	\$40,000	\$42,000	\$44,000	\$46,000	\$48,000
Grand Total Funding	\$792,000	\$793,000	\$800,000	\$807,000	\$814,000

Regarding capital funding, according to the STA Transit Capital List, the Dixon Transportation Center, costing \$13.7 million, is listed as a STA Board approved Tier 2 project that can begin construction in the next 10 years. There is a current shortfall of \$10.5 million for the project. Minor capital projects over the next five years include a new dispatch system which costs \$15,000 and is currently unfunded. In addition, the vehicle fleet is scheduled to be retired over the next five years and will need replacement. Dixon will use FTA 5311 grant funding, Proposition 1B and TDA for vehicle procurement.

Figure 2 provides a five year forecast of operating revenues and costs for Dixon Read-Ride. Assuming no adjustments to existing services, costs are assumed to grow by an industry rate of 5 percent per year, which applies to all Solano County transit operators.

**Figure 1. Dixon Read-Ride 5-Year Operating Revenue and Cost Forecast**



## Facilities Analysis

The City of Dixon's Readi-Ride is a general public dial-a-ride service fully administered and operated in-house by City staff.

**Current Administration Facilities and Arrangements:** Readi-Ride is managed by the City's Department of Recreation & Community Services Director and Transit Coordinator. The Recreation & Community Services Director assumes other departmental duties and is housed in Dixon City Hall at 600 East A Street. The Transit Coordinator is dedicated full time to Readi-Ride and has an office in Readi-Ride Operations Center located in the City of Dixon Public Works Department Maintenance Yard at 285 East Chestnut Street.

**Current Operations Facilities and Arrangements:** The Readi-Ride Operations center is located in the north-west corner of the Public Works Department Maintenance Yard. It is a dedicated facility integrating operations and bus storage. Although there are three inside bus bays, all maintenance is generally contracted out to a local Ford Dealer.

**Readi-Ride Operations Management:** The Transit Coordinator is responsible for the day-to-day operations of Readi-Ride service. The Transit Coordinator has a private office in the operations center.

**Readi-Ride Bus Operations:** The operations center also includes an operators' lounge, a dispatch office, and three enclosed bus bays. Seven bus operator/dispatchers report directly to the Transit Coordinator. Operations staff are all cross-trained to book and dispatch trips and to drive buses.

**Readi-Ride Bus Maintenance:** All bus maintenance is contracted to outside vendors. Most is handled by a local Ford dealer while some items are sent to Bus West in Woodland. Operators complete trouble tickets and submit them to the Transit Coordinator for maintenance scheduling. The Transit Coordinator also tracks and schedules all preventative maintenance (PM) work. No runs or trips are missed because of insufficient spare buses to meet the daily bus pullout requirements.

**Readi-Ride Yard Storage:** Readi-Ride bus storage is limited to the area immediately around the operations center. Because of other City fleet and equipment storage requirements, there is little free space in the Public Works Department Maintenance Yard. There is currently capacity to store three buses inside the operations center and four buses immediately outside the center.

**Readi-Ride Bus Fleet:** The peak bus pullout requirement is for five buses at school bell times. There are seven cutaways in the Readi-Ride fleet. Currently there is sufficient spare bus capacity to meet the daily pullout requirements.

**Projected Space Needs and Adequacy:** Readi-Bus is conducting a service review. The outcome may be service restructuring. Although there have been ridership increases, service expansion will be limited by the availability of funding. The City currently applies 100% of their TDA to transit.

**Readi-Ride Staff:** Any service expansion will require additional operations staff. Current administration resources are likely sufficient to handle an additional 20 to 25% increase in revenue hours.

**Readi-Ride Operations Center:** While there is sufficient floor space to accommodate service growth up to a 25% increase, there is not enough bus storage space to accommodate an increased fleet size. Either additional yard space would have to be negotiated with Public Works or a new Readi-Ride operations center would have to be found.

**Readi-Ride Computer Software:** Readi-Ride does not use any special software packages other than standard office packages. Subscription trip bookings are recorded on a wall mounted whiteboard. A daily dispatch log is updated as trip requests come in and are processed. Shifts are created manually and posted. A manual record is maintained of vehicle maintenance. Monthly management and performance reports are generated manually using Microsoft Word and Excel.

### Support Staff Analysis

**Operations:** The City of Dixon employs 7 transit operators to drive the Ready-Ride buses. The operators also book and dispatch trips, and provide customer service as part of their responsibilities; the nature of the system allows for staff flexibility to perform these functions. The drivers are members of the public employees union, Union Local 1. Their salaries are negotiated through the master City staff union contract,

**Maintenance:** The City of Dixon appears does not have dedicated maintenance staff assigned specifically to bus fleet maintenance. The fleet is maintained by a local Ford dealer and Bus West (Woodland) on a work order basis. The dealer is open on Saturdays and can tow if needed. They have 5 active vehicles in use at the peak, with three at the base. This allows for 2 back-up vehicles that can be handled at any time.

**Operations Oversight:** The City of Dixon employs a full-time Transit Coordinator. The Transit Coordinator performs the booking, dispatching and scheduling as well as take other requests. The Transit Coordinator is also responsible for both information and complaints. There is no road supervisor, with the functions being among the duties of the Transit Coordinator.

There is Director of Recreation and Community Services, which spends about 10 percent of his time on transit.

The maintenance tasks are performed at the same time buses are on the street – although the nature of the dial-a-ride system allows for minor maintenance to be conducted during normal working hours if buses are not in use.

Budgeting is performed each year through joint discussions by the Transit Coordinator and the Director of Recreation and Community Services. If funding shortfalls are projected to occur, they are typically handled through fare increases, less service, or a combination of the two.

The farebox revenue is counted by the Finance Department. They also manage the accounts payable, grants, audits, and budgets. The Transit Coordinator reviews and approves all accounts payable items that are processed by the Finance Department.

Staff are generally cross-trained in case position vacancies occur.

**Capital Project Oversight:** Capital projects are undertaken by the Engineering Department.

**Other Support Services:** The City of Dixon hires for transit staff as they do with other positions – and would advertise, screen and interview finalists for job vacancies. There are also City drivers, and City maintenance staff that provide daily fueling, cleaning and upkeep of the buses; these are selected through the Human Resources Department.

Any legal issues are forwarded to the City Attorney, who works on a retainer basis. There have been no major legal issues in recent years.

No other Dixon staff members have assigned time to management; including staff such as the city government clerk, local police or others who may periodically handle transit items.

**Insurance:** The insurance is handled through the California Transit Insurance Pool (CalTIP), and insurance claims for transit operations are handled by CalTIP. Employee insurance is handled through City insurance programs.

**Council Items:** The Dixon City Council deals with transit once or twice a year. Most transit issues surround budgeting or service changes.

**Projected Staff Needs:** No changes to Dixon staff needs are foreseen at this time.

### Paratransit Service Summary

**Service Definition:** The Dixon Read-Ride is a general public dial-a-ride system providing curb-to-curb service.

**Service Area:** Service is provided within Dixon City limits to the general public.

Dixon residents eligible for Solano Paratransit can request service to Vacaville, Fairfield, Suisun City and Vallejo, as Dixon participates in and contributes to the Solano Intercity Paratransit Consortium. For these trips, Solano Paratransit provides curb-to-curb service with local pick ups and drop offs in Dixon. Transfers between Dixon Read-Ride and Solano Paratransit are not required.

General public passengers wishing to travel beyond Dixon use Solano Express Route 30 (operated by Fairfield and Suisun Transit). Dixon contributes to the operation of this service. Transfers between Dixon Read-Ride and Route 30 are made at the Market Lane Park & Ride in Dixon.

**Service Hours:** Dixon Read-Ride service is provided:

- Monday through Friday – 7:00 am to 6:00 pm
- Saturday – 8:00 am to 5:00 pm

**Eligibility:** Dixon Read-Ride is a general public demand response service with no eligibility restrictions.

## Fare Structure (Effective February 1, 2009)

Cash Fares		Ride Coupons (20 rides)	
Adult	\$2.00	Adult	\$36.00
Senior (60+)	\$1.50	Youth	\$31.50
Disabled	\$1.50	Senior/Disabled	\$27.00
Youth (5-17)	\$1.75		
Child (4 & under)	\$1.00		

**Trip Reservation and Dispatch:** Dixon Read-Ride uses a "real time" reservation/dispatch model similar to those used by small taxi companies. While a small number of trips for time sensitive appointments are booked a day or more in advance and there are some subscription (standing order) requests, the majority of trip requests come in 30 minutes prior to the requested travel time. A round trip request can be made at the time the reservation call is made. The following summarizes the trip booking and dispatch process:

- Trip requests can be booked Monday through Friday from 7:00 am to 5:45 pm during dispatch hours and Saturdays from 8:00 am to 4:45 pm. Requests outside these hours are recorded and require a call back from dispatch to confirm a time.
- The dispatcher on duty answers reservation calls and confirms a pick up time with the passenger, then:
  - Dispatches a same day service request to a driver via a two-way radio communication system. Sensitive calls are handled by Nextel cell phones.
  - Records the subscription service request or advance trip request on a wall mounted white board for future reference.
- Trip requests are assigned to a 20 minute pick up window (the bus can arrive 10 minutes before or 10 minutes after the confirmed pick up time).
- Dispatchers maintain a log of requested and actual pick up times and actual drop off times. The log is updated as drivers call in actual pick ups and drop offs.

As demand increases, Read-Ride staff will require more advanced bookings in order to handle the volume with existing resources and procedures. Currently, the average response time is 10 minutes.

**Taxi Scrip Program:** The City of Dixon does not operate a taxi scrip program for the general paratransit users, as the current Read-Ride service provides a similar function. Dixon does provide a taxi program for low-income residents, through a grant from the Lifeline transit funding; the service is contracted with Dixon Family Services.

**FAIRFIELD AND SUISUN TRANSIT**

**Financial Analysis**

Table 12 provides a summary of the operating costs and revenues for Fairfield and Suisun Transit over the last three years. The transit system maintains a healthy reserve of TDA funds of about \$2.6 million at the end of FY 2007-08, as it has not used all of its TDA and receives dedicated flexible federal transit funding since the transit system is in its own federally designated small urban area. Details of the revenues and costs can be found in Tables 13 and 14. Increases in costs are attributable to growth in fuel expenses in the last few years as well as increased service such as assuming Route 90 from Vallejo in October 2006.

**Table 12 Fairfield and Suisun Transit Revenue and Cost Trends**

Item	FY 2005-06	FY 2006-07	FY 2007-08
<b>Operating Costs</b>			
Fixed Route	\$5,487,066	\$5,929,229	\$6,510,893
Demand Response	\$1,393,859	\$1,598,163	\$1,876,233
Total	\$6,880,925	\$7,527,392	\$8,387,126
<b>Revenues</b>			
Fixed Route	\$5,507,252	\$8,533,336	\$8,866,173
Demand Response	\$1,340,570	\$2,009,589	\$1,675,730
Total	\$6,847,822	\$10,542,925	\$10,541,903
<b>Surplus/(Deficit)</b>			
Fixed Route	\$20,186	\$2,604,107	\$2,355,280
Demand Response	(\$53,289)	\$411,426	(\$200,503)
Total	(\$33,103)	\$3,015,533	\$2,154,777

Source: TDA claims – actual data for FY’s 2005-06 and 2006-07, City actual data for FY 2007-08; City of Fairfield staff review.

TDA funds provide the majority of revenues for operations of FAST, funding between 40 percent and 50 percent of the service. The transit system has a reserve of TDA revenues as a carryover for future operating and capital costs. The remaining operating revenues were generated primarily from passenger fares and FTA small urban grants while STAF contributes a small percentage to the service. RM2 funds also helped to fund the intercity express bus services (Routes 40 and 90). Capital revenues include a combination of funding sources including TDA, FTA, RM2 and Proposition 1B funds. Contributions provided by other jurisdictions to operate the Solano Paratransit inter-city services are included as revenue here.

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**Table 13 Fairfield and Suisun Transit Detailed Revenues**

Operations Revenue						
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
	<b>Fixed Route</b>			<b>DART</b>		
Farebox Revenues	\$1,168,763	\$1,619,957	\$1,868,717	\$51,986	\$56,833	\$66,944
TDA Article 4.0	\$2,406,066	\$3,677,469	\$3,146,789			
TDA Article 8.0				\$511,743	\$1,020,668	\$704,062
STAF	\$34,845	\$277,560	\$230,000			
Other Local Revenues	\$140,155	\$115,914	\$258,922	\$846	\$3,939	\$16,905
FTA 5303-SRTP Planning		\$10,630	\$120,000			
FTA 5307	\$1,757,423	\$2,312,190	\$2,530,711			
FTA 5309						
RM 2		\$519,616	\$711,035			
<b>Total</b>	<b>\$5,507,252</b>	<b>\$8,533,336</b>	<b>\$8,866,174</b>	<b>\$564,575</b>	<b>\$1,081,440</b>	<b>\$787,911</b>
	<b>Solano Paratransit</b>			<b>Senior Volunteer Driver Program</b>		
Farebox Revenues	\$23,761	\$41,393	\$34,390	\$5,690	\$4,692	\$5,924
TDA Article 4.0						
TDA Article 8.0	\$478,356	\$582,397	\$559,124	\$51,223	\$52,107	\$55,322
STAF		\$10,000				
Other Local Revenues						
FTA 5307						
FTA 5311						
RM 2						
<b>Total</b>	<b>\$502,117</b>	<b>\$633,790</b>	<b>\$593,514</b>	<b>\$56,913</b>	<b>\$56,799</b>	<b>\$61,246</b>
	<b>Taxi</b>			<b>Total Operations</b>		
Farebox Revenues	\$97,510	\$97,130	\$104,954	\$1,347,710	\$1,820,005	\$2,080,929
TDA Article 4.0				\$2,406,066	\$3,677,469	\$3,146,789
TDA Article 8.0	\$119,455	\$140,430	\$128,105	\$1,160,777	\$1,795,602	\$1,446,613
STAF				\$34,845	\$287,560	\$230,000
Other Local Revenues				\$141,001	\$119,853	\$275,827
FTA 5307				\$0	\$10,630	\$120,000
FTA 5311				\$1,757,423	\$2,312,190	\$2,530,711
RM 2				\$0	\$0	\$0
<b>Total</b>	<b>\$216,965</b>	<b>\$237,560</b>	<b>\$233,059</b>	<b>\$6,847,822</b>	<b>\$10,023,309</b>	<b>\$9,830,869</b>
	<b>Capital Revenue</b>					
	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>			
TDA Article 4.0	\$3,113,789	\$1,111,302	\$2,729,121			
TDA Article 8.0			\$114,638			
STAF	\$75,000					
Other Local Revenues		\$120,000				
FTA 5307		\$2,370,720	\$40,625			
FTA 5309	\$1,791,470	\$498,000	\$19,344			
PTMISEA-Prop 1B			\$400,000			
RM 2	\$500,000	\$815,000				
STIP		\$125,000	\$38,089			
<b>Total</b>	<b>\$5,480,259</b>	<b>\$5,040,022</b>	<b>\$3,341,817</b>			

Note: TDA revenues include contributions from other local jurisdictions to Solano Paratransit and Intercity Bus. For Solano Paratransit, the contributions include \$241,522 in FY 2006; \$285,042 in FY 2007; and

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\$275,653 in FY 2008. For Intercity Bus, the contributions include \$186,468 in FY 2006; \$487,417 in FY 2007; and \$422,962 in FY 2008.

Source: Operations: TDA claims – actual data for FY's 2005-06 and 2006-07, City actual data for FY 2007-08. Capital: TDA claims for FY 2005-06, SRTP for FY 2006-07 and City actual data for 2007-08; City of Fairfield staff review.

Fuel cost comprised about 11 percent of total operating expenses in FY 2005-06, 12 percent in FY 2006-07, and 15 percent in 2007-08. Implementation of the Phase I service changes recommended in the SRTP to increase ridership also increased service costs.

**Table 14 Fairfield and Suisun Transit Detailed Costs**

Category	Fixed Route			Paratransit		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$1,982,303	\$2,378,086	\$3,773,535	\$388,404	\$466,998	\$426,753
Vehicle Maintenance	\$976,240	\$1,141,195	\$1,386,205	\$67,630	\$105,595	\$156,672
Non-Vehicle Maintenance			\$92,565			
General Administration	\$2,528,523	\$2,409,948	\$1,258,588	\$132,459	\$124,713	\$302,521
<b>TOTAL EXPENSE</b>	<b>\$5,487,066</b>	<b>\$5,929,229</b>	<b>\$6,510,893</b>	<b>\$588,493</b>	<b>\$697,306</b>	<b>\$885,946</b>

Category	Solano Paratransit			Senior Volunteer Driver Program		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$353,304	\$377,234	\$329,618	\$30,874	\$31,200	\$27,417
Vehicle Maintenance	\$93,393	\$129,300	\$158,270	\$1,790	\$2,444	\$8,729
Non-Vehicle Maintenance						
General Administration	\$87,353	\$108,768	\$209,174	\$18,876	\$22,371	\$19,602
<b>TOTAL EXPENSE</b>	<b>\$534,050</b>	<b>\$615,302</b>	<b>\$697,062</b>	<b>\$51,540</b>	<b>\$56,015</b>	<b>\$55,748</b>

Category	Taxi			Total		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$189,083	\$194,260	\$209,908	\$2,943,968	\$3,447,778	\$4,767,231
Vehicle Maintenance				\$1,139,053	\$1,378,534	\$1,709,876
Non-Vehicle Maintenance				\$0	\$0	\$92,565
General Administration	\$30,693	\$35,280	\$27,569	\$2,797,904	\$2,701,080	\$1,817,454
<b>TOTAL EXPENSE</b>	<b>\$219,776</b>	<b>\$229,540</b>	<b>\$237,477</b>	<b>\$6,880,925</b>	<b>\$7,527,392</b>	<b>\$8,387,126</b>

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, City actual data for FY 2007-08; City of Fairfield staff review.

The performance trends in Table 15 show an increase in fixed route service as a result of SRTP recommendations. Ridership and fare revenues have grown along with increases in revenue hours and miles. DART also increased in service to complement the changes in fixed route. Solano Paratransit ridership declined in the last fiscal year due to more accurate assignment of ridership, while the Senior Volunteer Driver Program (SVDP) and Taxi Scrip programs remained fairly stable.

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**Table 15 Fairfield and Suisun Transit Performance Trends**

Performance Data and Indicators	FY 2006	FY 2007	FY 2008	% Change FY 2006- 08	FY 2006	FY 2007	FY 2008	% Change FY 2006- 08
<b>Fixed Route</b>					<b>DART</b>			
Operating Cost	\$5,487,066	\$5,929,229	\$6,510,893	19%	\$588,494	\$697,306	\$885,946	51%
Total Passengers	777,136	828,079	903,386	16%	20,826	21,218	23,964	15%
Vehicle Service Hours	60,767	73,772	77,310	27%	10,320	10,191	10,696	4%
Vehicle Service Miles	1,012,944	1,472,386	1,542,259	52%	118,154	132,171	150,353	27%
Employee FTEs	52	64	72	38%	10	10	10	0%
Passenger Fares	\$1,171,100	\$1,619,957	\$1,868,716	60%	\$51,986	\$56,833	\$66,944	29%
Operating Cost/ Passenger	\$7.06	\$7.16	\$7.21	2%	\$28.26	\$32.86	\$36.97	31%
Operating Cost/ Vehicle Service Hour	\$90.30	\$80.37	\$84.22	-7%	\$57.02	\$68.42	\$82.83	45%
Operating Cost/ Vehicle Service Mile	\$5.42	\$4.03	\$4.22	-22%	\$4.98	\$5.28	\$5.89	18%
Passengers/ Vehicle Service Hour	12.8	11.2	11.7	-9%	2.0	2.1	2.2	11%
Passengers/ Vehicle Service Mile	0.8	0.6	0.6	-24%	0.2	0.2	0.2	-10%
Vehicle Service Hours/ Employee	1,169	1,153	1,074	-8%	1,032	1,019	1,070	4%
Average Fare/ Passenger	\$1.51	\$1.96	\$2.07	37%	\$2.50	\$2.68	\$2.79	12%
Subsidy/ Passenger	\$5.55	\$5.20	\$5.14	-7%	\$25.76	\$30.19	\$34.18	33%
Farebox Recovery Ratio	21.3%	27.3%	28.7%	34%	8.8%	8.2%	7.6%	-14%
<b>Solano Paratransit</b>					<b>Senior Volunteer Driver Program</b>			
Operating Cost	\$534,050	\$615,302	\$697,062	31%	\$51,540	\$56,015	\$65,748	28%
Total Passengers	11,596	10,699	8,548	-26%	5,998	5,477	5,942	-1%
Vehicle Service Hours	8,547	7,491	7,043	-18%	n/a	n/a	n/a	n/a
Vehicle Service Miles	155,617	151,136	145,330	-7%	n/a	n/a	n/a	n/a
Employee FTEs	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Passenger Fares	\$23,761	\$41,393	\$34,390	45%	\$5,690	\$4,692	\$5,924	4%
Operating Cost/ Passenger	\$46.05	\$57.51	\$81.55	77%	\$8.59	\$10.23	\$11.06	29%
Operating Cost/ Vehicle Service Hour	\$62.48	\$82.14	\$98.97	58%	n/a	n/a	n/a	n/a
Operating Cost/ Vehicle Service Mile	\$3.43	\$4.07	\$4.80	40%	n/a	n/a	n/a	n/a
Passengers/ Vehicle Service Hour	1.4	1.4	1.2	-11%	n/a	n/a	n/a	n/a
Passengers/ Vehicle Service Mile	0.1	0.1	0.1	-21%	n/a	n/a	n/a	n/a
Vehicle Service Hours/ Employee	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Average Fare/ Passenger	\$2.05	\$3.87	\$4.02	96%	\$0.95	\$0.86	\$1.00	5%
Subsidy/ Passenger	\$44.01	\$53.64	\$77.52	76%	\$7.64	\$9.37	\$10.07	32%
Farebox Recovery Ratio	4.4%	6.7%	4.9%	11%	11.0%	8.4%	9.0%	-18%
<b>Taxi</b>					<b>Total Specialized Service</b>			
Operating Cost	\$219,776	\$229,540	\$237,477	8%	\$1,393,860	\$1,598,163	\$1,886,233	35%
Total Passengers	\$25,070	\$24,260	\$25,496	2%	63,490	61,654	63,950	1%
Vehicle Service Hours	n/a	n/a	n/a	n/a	18,867	17,682	17,739	-6%
Vehicle Service Miles	n/a	n/a	n/a	n/a	273,771	283,307	295,683	8%
Employee FTEs	n/a	n/a	n/a	n/a	10	10	10	0%
Passenger Fares	\$97,510	\$97,130	\$104,954	8%	\$178,947	\$200,048	\$212,212	19%
Operating Cost/ Passenger	\$8.77	\$9.46	\$9.31	6%	\$21.95	\$25.92	\$29.50	34%
Operating Cost/ Vehicle Service Hour	n/a	n/a	n/a	n/a	\$73.88	\$90.38	\$106.33	44%
Operating Cost/ Vehicle Service Mile	n/a	n/a	n/a	n/a	\$5.09	\$5.64	\$6.38	25%
Passengers/ Vehicle Service Hour	n/a	n/a	n/a	n/a	3.4	3.5	3.6	7%
Passengers/ Vehicle Service Mile	n/a	n/a	n/a	n/a	0.2	0.2	0.2	-7%
Vehicle Service Hours/ Employee	n/a	n/a	n/a	n/a	1,887	1,768	1,774	-6%
Average Fare/ Passenger	\$3.89	\$4.00	\$4.12	6%	\$2.82	\$3.24	\$3.32	18%
Subsidy/ Passenger	\$4.88	\$5.46	\$5.20	7%	\$19.14	\$22.68	\$26.18	37%
Farebox Recovery Ratio	44.4%	42.3%	44.2%	0%	12.8%	12.5%	11.3%	-12%

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, City actual financial data for FY 2007-08.

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The operations financial forecast over the next five years is shown in Table IV-5. The FY 2008-09 TDA claims, and conversations with the transit manager, provided the basis for the forecast. The forecast assumes operating funds to be essentially flat due to the poor economic conditions and uncertainty that will continue into at least the next fiscal year. Economists have generally agreed that the downturn in the economy will last until at least until the middle of 2009, if not longer.

However, because FAST has a healthy reserve of TDA revenues of about \$2.6 million as of the end of FY 2007-08, coupled with its ability to use FTA funding for operations, it is assumed that the decline in TDA allocations can be backfilled with reserve TDA. TDA intercity bus and Solano regional paratransit contributions by other agencies are projected to increase by five percent per year to offset increased cost in these services. An assumption by the transit manager is a one-time increase in FTA 5307 of about \$1.6 million for preventive maintenance in FY 2009-10 as part of the federal economic stimulus package. This reduces the amount of TDA required for maintenance for the year. STAF revenues are assumed to be eliminated beginning in FY 2009-10 as the Governor's proposal to use STAF to help balance the state budget is assumed to pass and continue throughout the forecast. Passenger fares are assumed to increase and then flatten as a result of a planned fare increase by the middle of 2009. RM 2 funds are also projected to be flat due to declining bridge toll collections anticipated by MTC and the decision to suspend the 1.5% escalation factor. Federal operating grants are assumed to decrease by 5 percent per year, according to the transit manager.

The following provides the specific assumptions and sources of the FY 2008-09 base forecast data:

Revenue Source	FY 2008-09 Base Amount	Source of Base Data	Forecast Assumptions
Farebox Revenues	\$2,000,000	TDA claim budget FY 2008-09, transit manager	Increase by \$300,000 in FY 2009-10 due to fare increase, then remains flat.
TDA	\$3,906,000	TDA claim budget FY 2008-09, transit manager	Reserve funds assumed sufficient to offset decrease in TDA projections as well as operating cost increases.
TDA Intercity Funding Agreement	\$341,000	TDA claim budget FY 2008-09, transit manager	Revenues provided by other jurisdictions to operate intercity bus. Increase 5% per year.
TDA Solano Paratransit	\$280,000	TDA claim budget FY 2008-09, transit manager	Revenues provided by other jurisdictions to operate regional paratransit. Increase 5% per year.
STAF	\$451,000	TDA claim budget FY 2008-09, transit manager	Eliminated in FY 2008-09.
Other Local Revenues	\$160,000	TDA claim budget FY 2008-09, transit manager	Flat growth for transit center leases, misc.
FTA 5307	\$2,400,000	TDA claim budget FY 2008-09, transit manager	Decline 5% per year. Includes one-time \$1.6 million from Fed. Economic Stimulus in FY 2009-10.
FTA 5311	\$105,000	TDA claim budget FY 2008-09, transit manager	Decline 5% per year.
FTA 5303	\$14,000	TDA claim budget FY 2008-09, transit manager	Assumed amounts for mini-SRTP; full SRTP assumed to cost \$60,000.
RM 2	\$710,000	TDA claim budget FY 2008-09, transit manager	Flat growth
Total	\$10,367,000		

**Table 16 Fairfield and Suisun Transit 5-Year Operating Financial Forecast**

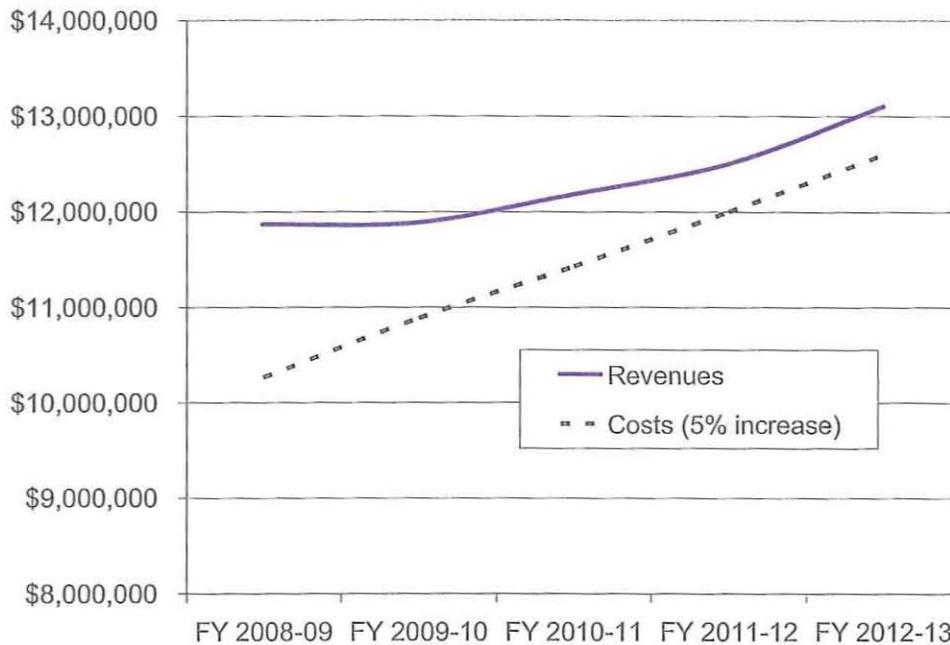
Category	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Farebox Revenues	\$2,000,000	\$2,300,000	\$2,300,000	\$2,300,000	\$2,300,000
TDA	\$3,906,000	\$3,069,000	\$5,140,000	\$5,842,000	\$6,518,000
TDA Intercity Funding Agreement (contributions from other jurisdictions)	\$341,000	\$358,000	\$376,000	\$395,000	\$415,000
TDA Solano Paratransit (contributions from other jurisdictions)	\$280,000	\$294,000	\$309,000	\$324,000	\$340,000
STAF	\$451,000				
Other Local Revenues	\$160,000	\$160,000	\$160,000	\$160,000	\$160,000
FTA 5308	\$2,400,000	\$3,880,000	\$2,280,000	\$2,166,000	\$2,057,700
FTA 5311	\$105,000	\$100,000	\$95,000	\$90,000	\$86,000
FTA 5303	\$14,000	\$14,000	\$60,000	\$14,000	\$14,000
RM 2	\$710,000	\$710,000	\$710,000	\$710,000	\$710,000
<b>Total</b>	<b>\$10,367,000</b>	<b>\$10,885,000</b>	<b>\$11,430,000</b>	<b>\$12,001,000</b>	<b>\$12,600,700</b>

Regarding capital funding, Regional Measure 2 is anticipated to fund two capital projects in Fairfield: the next phase of the Fairfield Transportation Center and the Fairfield/Vacaville Intermodal Rail Station. According to the STA Transit Capital List, the rail station, costing \$40.8 million, is listed as a STA Board approved Tier 1 project that can begin construction in the next 5 years. The Fairfield Transportation Center (\$16.1 million), along with the Central Transfer Station (\$6.6 million) and Red Top Park and Ride (\$2.3 million), are identified as Tier 2 projects that can begin construction in the next 10 years. Each of these projects also carries a current shortfall in funding. The Gold Hill Park and Ride is identified as a Tier 3 transit project and is unfunded. Minor capital projects over the next five years such as bus stop improvements and transit and maintenance equipment are largely identified as being funded, costing about \$2.3 million total.

Ten local fixed route buses in the vehicle fleet that were scheduled for retirement in the past year have been replaced using a combination of FTA and TDA funding. A few Fairfield/STA paratransit vehicles have also been replaced. Six other local fixed route buses are scheduled for retirement in the next five years. The remaining large buses, including the over-the-road MCI motor coaches, are not scheduled for replacement until a few years after the five year forecast period.

Figure 2 provides a five year forecast of operating revenues and costs for FAST. Assuming no adjustments to existing services, costs are assumed to grow by an industry rate of 5 percent per year, which applies to all Solano County transit operators.

**Figure 2 Fairfield and Suisun Transit 5-Year Operating Revenue and Cost Forecast**



## Facilities Analysis

The combined transit system for the City of Fairfield and Suisun City, Fairfield and Suisun Transit (FAST) is administered by City of Fairfield staff and operated under a service agreement with MV Transportation, Inc. The City of Fairfield is also responsible for the maintenance of the intercity, local fixed route and paratransit fleets. The current service agreement covers the combined operation of FAST intercity and local fixed route as well as DART ADA complementary paratransit and Solano Paratransit. FAST administration, operations, and maintenance functions are located in three separate facilities. All three are located within the City of Fairfield city limits. The current service agreement with MV Transportation, Inc. is in effect until June 30, 2012.

**Current Administration Facilities and Arrangements:** FAST is administered by City of Fairfield Transportation Division staff located in the Fairfield Transportation Center at 2000 Cadenasso Drive in Fairfield. City of Fairfield Transportation Division staff is responsible for service agreement oversight, service monitoring and evaluation, operations and capital planning, budgeting, marketing, procurement, and the certification and registration of ADA paratransit applicants. The Fairfield Transportation Center is a regional transit center with dedicated PnR and connections between regional intercity service and local fixed route service.

**Current Operations Facilities and Arrangements:** MV is responsible for the hiring, training and supervision of all FAST operations management and staff, as well as fixed route scheduling and paratransit dispatch. Operations management and support staff are located at MV's operations management center located at 827 Missouri Street in Fairfield.

**MV Transportation, Inc's. 827 Missouri Street Facility:** Under the terms of the service agreement, MV Transportation provides the Missouri Street facility. This facility is essentially office space integrating MV's FAST fixed route, DART and Solano Paratransit contract management and supervisor staff (road supervisors, trainers etc.) as well as DART/Solano Paratransit reservation and dispatch staff. The facility serves as an operations training, fixed route window dispatch and paratransit dispatch center. Fixed route and paratransit bus operators report to and pick up their paddles and manifests at the Missouri Street Facility prior to driving to the City of Fairfield's Corporation Yard to pick up their equipment. MV operations staff and operators use on-street parking when working at or checking in at the Missouri Street Facility.

**City of Fairfield Corporation Yard:** FAST intercity, local fixed route and paratransit vehicles are fueled and maintained by City Public Works staff at the City of Fairfield's Corporation Yard located at 420 Gregory Street in Fairfield.

**FAST Fleet Maintenance:** There are seven service bays available at the City's Corporation Yard. The City operates two maintenance shifts. Most bus maintenance is handled in house. The City out-sources engine and transmission rebuilds and body work. Although bus maintenance is integrated with City fleet maintenance, there is currently sufficient maintenance space and capacity to satisfy FAST's fleet requirements

**FAST Transit Yard Storage:** The City's Corporation Yard is fenced and secure. There is currently sufficient space to store FAST's intercity, fixed route and paratransit fleets. However, there is no capacity to store additional buses at this facility. There is no on-site parking available for MV staff at the City's Corporation Yard. Bus operators park in an off-site lot when they arrive to pick up their buses.

**FAST Fleet:** There are currently 21 over the road coaches, 30 urban coaches and 14 paratransit buses in the FAST fleet. The combined intercity and local transit peak pull out is 45 and the paratransit peak pull out is eight (four for DART and four for Solano Paratransit). With two maintenance shifts there is sufficient spare capacity to make the peak pull out requirements.

**Software and Computers:** MV provides Trapeze fixed route scheduling and runcutting software as well as Trapeze PASS for paratransit trip request booking, scheduling and dispatching. MV has also purchased and supplied AVL and MDT for all fixed route and paratransit equipment.

The City of Fairfield uses *Maximus Fleet Anywhere* for maintenance scheduling, maintenance cost tracking, and inventory control.

### **Projected Space Needs and Adequacy:**

While there is sufficient fleet maintenance and storage capacity, there is insufficient bus storage capacity at the City Corporation Yard to accommodate an increase in fleet size

## Support Staff Analysis

**Operations:** MV Transportation, Inc. employs 50 full time operators and 4 part-time operators for the fixed-route operations. There are also approximately 10 paratransit operators. The operation also includes 4 full-time dispatchers and 2 part-time dispatchers who perform duties such as fixed-route window dispatching, paratransit trip booking and dispatching, and customer service functions. Finally, MV Transportation, Inc. employs a full-time project manager.

**Maintenance:** Fleet maintenance is handled with City of Fairfield employees in a centralized maintenance facility. There are 5.6 full-time equivalents of mechanic staff, as well as 3 staff allocated to bus washing and 1 to fueling. These staff members generally work during garage hours but must adjust hours to meet the demands of vehicles leaving early and arriving late. Starting in March 2009, a second shift for maintenance is being introduced to avoid the high spare ratio; this should be able to allow for fewer spares.

Fairfield uses outside vendors for major service items. The contractor does no maintenance or body work.

**Operations Oversight:** The City of Fairfield employs a full-time Transit Manager. The Transit Manager's primary responsibility is to review and negotiate the contract with the contractor (approximately 60 percent of total job requirements). The Transit Manager is also responsible for insuring compliance with Federal regulations, developing reports according to standards for local, regional, state and Federal agencies; coordinating with other agencies and representing FAST at meetings; tracking vehicle replacement needs; overseeing planning and activities of other staff; and providing a point of contact to the public and elected officials when needed.

The City of Fairfield employs other full-time staff to assist with transit operations. One is a transportation planner, who is responsible for grants management, coordinating and writing responses to documents such as EIRs, drafting RTP, and participating in community-based transportation plans and undertaking specific route productivity review, general operations planning and other long-range planning tasks as needed. The City employs a transportation technician, who is primarily responsible for customer service, field checking and reporting.

The full-time staff members also deal with periodic issues that involve coordination with other departments and agencies, such as safety issues (with the Police Department), tree trimming issues (with other Public Works Department personnel) and scheduling and marketing with the Fairfield-Suisun Unified School District. While MV Transportation, Inc. is responsible for complaints and information requests, those that require higher-level consideration are forwarded to one of the full-time staff.

Other key staff members have most time assigned to the transit system according to the TDA grant information. This includes 80 percent of a senior management analyst (Finance Department), 80 percent of a management analyst (Finance Department), 90 percent of a Public Works Administrative Assistant, and half-time of an office assistant in the Public Works Department. These personnel are actively involved in the accounting of revenues (verification of reported farebox revenue and management of grants), accounts payable and related expenses, and other support functions.

If a position becomes available, the staff size is large enough to temporarily distribute duties until a replacement is found.

**Capital Project Oversight:** There are staff in the Finance Department that work with accounting for all transit-related items, including transit and related transportation capital projects. The Transit Manager prepares budget and minor capital (bus replacements). The Public Works Department assigns management and oversight of large facilities (such as the Fairfield Transit Center and the Fairfield-Vacaville Train Station) to other staff. Other capital projects include the Red Top Road park-and-ride lot, bus stop improvements, and garage items such as bush washers. Facilities management includes the operation of the Fairfield Transportation Center. There is also coordination with maintenance to conform with 5307 grant requirements. These individuals report to the Assistant Public Works Director for Transportation.

**Other Support Services:** Human Resources staff members handle all hiring and monitoring of each staff member's employment status. City payroll is issued through the Finance Department. No other Fairfield staff have assigned time to management; including staff such as the city government clerk, legal assistance (mostly contract review issues), human resources support, information technology division (within the Finance Department), local police or others who may periodically handle transit items. There is a general overhead allowance for these functions in budgeting.

**Insurance:** Insurance is provided by MV Transportation, Inc. and claims are handled by the carrier. Staff employee insurance is managed through the Human Resources Department.

**Council Items:** Council involvement occurs about 6 times a year. The involvement is usually operating budget approvals, service and fare changes, capital projects, and other related items.

**Projected Staff Needs:** No changes to Fairfield and Suisun Transit staff or MV Transportation, Inc. staff are foreseen at this time.

### Paratransit Service Summary

**Service Definition:** DART (Dial-a-Ride Transit) is operated as a door-to-door ADA complementary paratransit system in conjunction with Fairfield and Suisun Transit's (FAST) fixed route services.

**Service Area:** DART serves trip origins and destinations within Fairfield and Suisun City boundaries as well as within a ¾ mile corridor along Route 20 between Fairfield and Vacaville.

**Service Hours:** DART service is provided:

- Monday through Friday – 6:00 am to 8:00 pm
- Saturday – 8:00 am to 6:00 pm

**Eligibility:** DART and Solano Paratransit share common eligibility criteria, application form, and certification process. DART eligibility is limited to persons with a physical or cognitive impairment that prevents the individual from independently using fixed route transit facilities and/or vehicles. Eligibility categories include full eligibility and two

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conditional categories. Full eligibility permits the use of DART for all travel needs. The two conditional categories include:

- Eligibility for some travel needs but not others
- Ability to use fixed route facilities or vehicles for some or all travel needs.

DART eligibility is based on an assessment of functional abilities. The application packet includes a "Verification of Disability" that must be signed by a medical professional familiar with the applicant's condition and the certification process can include a personal interview and a functional assessment to verify eligibility. Eligibility is limited to a three-year timeframe and re-certification is required to maintain DART eligibility.

**Fare Structure:** The current DART fare is \$3.00 per one way passenger trip. Ten-ticket books are available for \$30.00. Ticket books are offered for customer convenience.

**Trip Reservation and Dispatch:** Trapeze PASS software is used to book, schedule and dispatch DART trips. Trips requests are made from one to seven days in advance. Subscription trips are established for trips that reoccur at the same time and between the same origin/destination points. The following summarizes the trip booking and dispatch process:

- Trip requests can be made Monday through Friday between 8:00 am and 8:00 pm and on Saturdays between 8:00 am and 6:30 pm.
- Trips are booked using Trapeze PASS software using the "assign-now" feature. If space is found at the requested trip, the trip is assigned to a route and a pick up time is confirmed. If space is not available at the time of the request, pick up times are negotiated in accordance with the two hour ADA window (based on allowable pick ups or drop offs one hour before or one hour after the requested time). A 30 minute pick up window is used for scheduling (vehicle can arrive 15 minutes before or after the confirmed pick up time).
- Schedules are optimized the night before each service day and printed manifests are produced for each run. Mobile data terminals (MDT) and automatic vehicle locators (AVL) have been installed in all vehicles.
- Dispatchers communicate schedule changes on the day of service. Changes include cancellations, same day bookings (space available basis), trip insertions, and trip reassignments. Cancellations are requested at least two hours before the scheduled pick up time.
- Drivers communicate actual pick up and drop off times and no shows.
- Driver manifests are updated electronically.

**Reduced Fare Taxi Program:** This program is administered by FAST and available to residents of Fairfield and Suisun City aged 60 years and older. Only local trips within a defined area of Fairfield and Suisun City are eligible for the program. Registered program participants can book trips directly with a participating local taxi companies for

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service 24/7. The Reduced Fare Taxi Program is a "half fare" program with a maximum City contribution of \$10.00 per metered trip.

**Volunteer Driver Program:** The Volunteer Driver program is operated by the Fairfield Senior Center Monday through Friday from 9:00 am to 3:00 pm. It is operated within the City of Fairfield providing curb-to-curb service for persons aged 50 years and older. It is restricted to Senior Center trips, as well as medical and prescription filling trips. A \$1.25 cash fare is charged per one way trip. A discounted 10 ticket book is available for \$10.00.

## RIO VISTA DELTA BREEZE

### Financial Analysis

Table 17 provides a summary of the operating costs and revenues for the Delta Breeze over the last three years. Details of the revenues and costs can be found in Tables V-2 and V-3. General increases in costs are attributable to growth in fuel expenses in the last few years and in purchased transportation costs and the taxi scrip program. The drop in expenses in FY 2006-07 appeared to account for lower recording of direct labor and fringe benefits costs applied to with the transit system.

**Table 17 Rio Vista Delta Breeze Revenue and Cost Trends**

<b>Operating Costs</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
<b>Delta Breeze</b>	\$252,245	\$235,134	\$299,239
<b>Revenues</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
<b>Delta Breeze</b>	\$256,478	\$199,554	\$375,238
<b>Surplus/(Deficit)</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
<b>Delta Breeze</b>	\$4,233	-\$35,580	\$75,999

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

TDA funds and FTA grants provide the vast majority of revenues for operations of the Delta Breeze. FTA grants fund between 50 percent and 70 percent of the service, while TDA provides funding between 25 percent and 45 percent. Lifeline funding through the JARC program is budgeted for the latest fiscal year. The remaining operating revenues were generated primarily from passenger fares.

Capital revenues include utilizing FTA 5310 grants and TDA for a local match. Funding from the Yolo/Solano AQMD is also identified as a source of revenues.

**Table 18 Rio Vista Delta Breeze Detailed Revenues**

Operating Revenues (Deviated Fixed Route)			
	FY 2005-06	FY 2006-07	FY 2007-08
<b>Operations</b>			
Farebox Revenues	\$4,300	\$7,885	\$9,000
TDA Article 4.0		\$51,754	\$128,901
TDA Article 8.0	\$113,923		
STAF/Lifeline	\$797	\$55	\$25,000
Other Local Revenues (include interest income, and developer reimbursement)	\$2,458	\$9,860	\$5,086
FTA 5303	\$5,000		\$10,000
FTA 5311	\$130,000	\$130,000	\$149,692
FTA 5316 JARC			\$22,559
Yolo Solano AQMD			\$25,000
<b>Total</b>	<b>\$256,478</b>	<b>\$199,554</b>	<b>\$375,238</b>
<b>Capital</b>			
	FY 2005-06	FY 2006-07	FY 2007-08
TDA Article 4.0			\$13,054
FTA 5310			\$64,200
Yolo Solano AQMD			\$30,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$107,254</b>

Source: TDA Claims – Actual Data for FY’s 2005-06 and 2006-07, Budgeted Data for FY 2007-08; Review by operator.

Fuel cost comprised about 4 percent of total operating expenses in FY 2005-06, 9 percent in FY 2006-07, and 10 percent in 2007-08. The City significantly increased service frequencies (from a few times a week to every weekday) to Fairfield, which increased operating costs.

**Table 19 Rio Vista Delta Breeze Detailed Operating Costs**

Category	Deviated Fixed Route			Taxi		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$ 137,077	\$ 142,876	\$ 206,248	\$ 5,000	\$ 10,000	\$ 10,000
Vehicle Maintenance	\$ 17,920	\$ 55,422	\$ 55,344	\$ -	\$ -	\$ -
Non-Vehicle Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Administration	\$ 92,248	\$ 26,836	\$ 27,647	\$ -	\$ -	\$ -
<b>TOTAL EXPENSE</b>	<b>\$ 247,245</b>	<b>\$ 225,134</b>	<b>\$ 289,239</b>	<b>\$ 5,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>
<b>Total</b>						
Category	FY 2005-06	FY 2006-07	FY 2007-08			
Vehicle Operations	\$ 142,077	\$ 152,876	\$ 216,248			
Vehicle Maintenance	\$ 17,920	\$ 55,422	\$ 55,344			
Non-Vehicle Maintenance	\$ -	\$ -	\$ -			
General Administration	\$ 92,248	\$ 26,836	\$ 27,647			
<b>TOTAL EXPENSE</b>	<b>\$ 252,245</b>	<b>\$ 235,134</b>	<b>\$ 299,239</b>			

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Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

The performance trends in Table 20 show an overall increase in service which resulted in ridership and fare revenue growth. As the service travels within the City of Rio Vista and between Isleton, Rio Vista, Fairfield, Suisun City, Lodi, Pittsburg/Bay Point BART Station and Antioch, the number of revenue miles has grown.

**Table 20 Rio Vista Delta Breeze Performance Trends**

Performance Data and Indicators	Deviated Fixed Route				Taxi			
	FY 2006	FY 2007	FY 2008	% Change FY 2006-08	FY 2006	FY 2007	FY 2008	% Change FY 2006-08
Operating Cost	\$247,245	\$225,134	\$289,239	17%	\$5,000	\$10,000	\$10,000	100%
Total Passengers	1,907	3,864	4,500	136%	26	110	125	381%
Vehicle Service Hours	2,789	2,569	3,500	25%	900	1,100	1,250	39%
Vehicle Service Miles	42,332	46,939	55,000	30%	21,000	23,000	25,000	19%
Employee FTEs	4	3	4	0%	1	1	1	0%
Passenger Fares	\$4,300	\$7,885	\$9,000	109%	n/a	n/a	n/a	n/a
Other Local Revenues	\$2,458	\$9,860	\$5,086	107%	\$0	\$0	\$0	0%
Operating Cost per Passenger	\$129.65	\$58.26	\$64.28	-50%	\$192.31	\$90.91	\$80.00	-58%
Operating Cost per Vehicle Service Hour	\$88.65	\$87.63	\$82.64	-7%	\$5.56	\$9.09	\$8.00	44%
Operating Cost per Vehicle Service Mile	\$5.84	\$4.80	\$5.26	-10%	\$0.24	\$0.43	\$0.40	68%
Passengers per Vehicle Service Hour	0.7	1.5	1.3	88%	0.0	0.1	0.1	246%
Passengers per Vehicle Service Mile	0.0	0.1	0.1	82%	0.0	0.0	0.0	304%
Vehicle Service Hours per Employee	697	856	875	25%	900	1,100	1,250	39%
Average Fare per Passenger	\$2.25	\$2.04	\$2.00	-11%	n/a	n/a	n/a	n/a
Subsidy per Passenger	\$127.40	\$56.22	\$62.28	-51%	n/a	n/a	n/a	n/a
Fare Recovery Ratio	2.7%	7.9%	4.9%	78%	n/a	n/a	n/a	n/a

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

The operations revenue forecast over the next five years is shown in Table 21. The FY 2008-09 TDA claims, and conversations with the transit manager, provided the basis for the forecast. The forecast assumes operating funds to be essentially flat due to the poor economic conditions and uncertainty that will continue into at least the next fiscal year. It appears as though city of Rio Vista has some TDA reserves based on the MTC fund estimate of October 2008 that could help offset the decline in the revenue. Thus, forecasted TDA revenues remain flat rather than decrease. The transit system receives negligible amounts of STAF revenues due to its size. The transit system receives negligible STAF revenues (\$5,000 per year) from the City of Isleton which has been banking its allocation from the Sacramento region over the past years. Passenger fares are assumed to be flat given the variability of ridership and the uncertain economy. Federal rural operating grants are assumed to be flat but reflect previous allocation amounts of about \$75,000 per year (\$22,000 was amount shown for FY 2008-09 in that year's TDA claim).

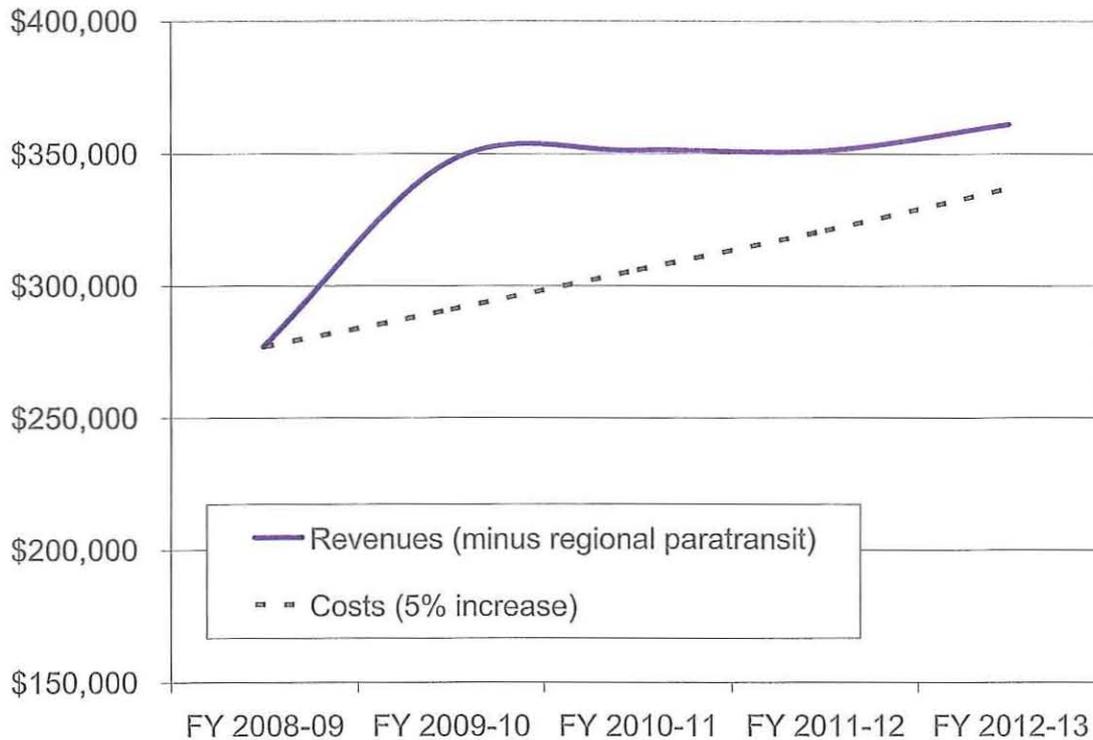
**Table 21 Rio Vista Delta Breeze 5-Year Operating Revenue Forecast**

<b>Operating Revenues</b>	<b>FY 2008-09</b>	<b>FY 2009-10</b>	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>
Farebox Revenues	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000
TDA	\$ 190,000	\$ 190,000	\$ 190,000	\$ 190,000	\$ 190,000
STAF (from Isleton)	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Other Local Revenues	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
FTA 5303	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 15,000
FTA 5311	\$ 22,265	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
FTA 5316 JARC	\$ 23,263	\$ 24,673	\$ 25,000	\$ 25,000	\$ 25,000
FTA 5317 New Freedom	\$ 15,000	\$ 31,000	\$ 35,000	\$ 35,000	\$ 35,000
Total Rio Vista Delta Breeze	\$ 278,028	\$ 348,173	\$ 352,500	\$ 352,500	\$ 362,500
TDA - Contribution to Solano Paratransit	\$ 1,000	\$ 1,100	\$ 1,200	\$ 1,300	\$ 1,400
<b>Grand Total Funding</b>	<b>\$ 279,028</b>	<b>\$ 349,273</b>	<b>\$ 353,700</b>	<b>\$ 353,800</b>	<b>\$ 363,900</b>

Regarding capital funding, according to the STA Transit Capital List, Rio Vista has a capital project listed as a Tier 2 STA approved project. The Church Road/SR 12 Park and Ride project cost \$2.3 million, and is identified as having a funding shortfall. The City also has two capital projects listed as Tier 3 projects. The projects are the Downtown Park and Ride (\$300,000) and Transit Corporation Yard (\$1.3 million). While a current shortfall is also shown for both projects, the Downtown Park and Ride is shown as being constructed within the next five years. Minor capital projects over the next five years include new dispatch software, particulate traps, radio and computer equipment, and bus stop amenities which cost about \$125,000 total. About 70 percent of the minor capital projects remain unfunded. In addition, a few fleet vehicles are scheduled to be retired over the next five years and will need replacement.

Figure 3 provides a five year forecast of operating revenues and costs for Rio Vista Delta Breeze. Assuming no adjustments to existing services, costs are assumed to grow by an industry rate of 5 percent per year, which applies to all Solano County transit operators.

Figure 3 Rio Vista Delta Breeze 5-Year Operating Revenue and Cost Forecast



## Facilities Analysis

Rio Vista Delta Breeze is administered through the Rio Vista Department of Public Works and operated through a service agreement with MV Transportation, Inc. The current service agreement has been extended until December 31, 2009.

**Current Administration Facilities and Arrangements:** The Delta Breeze operations facility is located in the City of Rio Vista's Public Works Office and Yard at 789 Saint Francis Way. Direct administration is through a part-time contracted Transit Manager who is on site one day a week. The City's Transit Manager occupies a small office in a trailer at the operations facility.

**Current Operations Facilities and Arrangements:** MV Transportation, Inc. operates the Delta Breeze from the Public Works Office at 600 Saint Francis Street, sharing space with the City's Transit Manager.

**Delta Breeze Operations Management:** The MV Transportation, Inc. Project Manager is responsible for the day-to-day management of the service as well as customer service, trip booking and dispatching. The Project Manager also performs minor bus servicing and shuttles back and forth to The MV Transportation, Inc. maintenance facility in Stockton.

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**Delta Breeze Bus Operations:** The Project Manager's office space also serves as the dispatch office. In addition to the Transit Manager's office and the Project Manager/Dispatch office there is also a small operator's lounge.

**Delta Breeze Bus Maintenance:** Although there are two service bays at the Public Works Office, these are not available or equipped for bus maintenance. Also there are no City mechanics available to maintain the Delta Breeze fleet.

The majority of bus maintenance is carried out at the MV Transportation, Inc. regional maintenance center in Stockton. This facility is located 30 miles from Rio Vista. The Stockton facility has two bays for cutaways and two bays for 40 foot buses and is a fully equipped shop. Most work is done in Stockton. Body and paint work is contracted out through task orders to Coach Specialties, operated by MV Transportation, Inc.

The use of the Stockton facilities increases non-revenue vehicle miles and fuel consumption. However, MV estimates these additional costs are offset by maintenance costs that are estimated to be incurred if a local private Rio Vista garage was contracted.

**Delta Breeze Yard Storage:** Currently there is sufficient space to store and stage the three Delta Breeze cutaways within the fenced Public Works yard. There is space for an additional three buses.

There is sufficient staff parking for the Project Manager and the three full time and one part time operators. There is a concern with security in the staff parking lot because of inadequate lighting.

**Delta Breeze Computer Software:** Delta Breeze does not use any special software packages other than standard office packages. Subscription trip bookings are recorded and organized in Excel. A daily dispatch log is updated as same day trip requests come in and are processed. Shifts are created manually and posted. Monthly management and performance reports are generated manually using Microsoft Word and Excel. The MV Transportation, Inc. Fleet Focus software is used to schedule and track vehicle maintenance.

**Delta Breeze Fleet:** There is a peak of two buses that pull out on a give service day. There are currently three buses in the fleet. Runs are missed or delayed when the only spare bus is in service and the second in service vehicle breaks down. The spare bus issue is complicated by use of the remote Stockton maintenance facility. A fourth bus has been procured for delivery in December 2008. This new bus will increase the spare capacity and hopefully correct the spare bus shortage.

**Projected Space Needs and Adequacy:** With no plans for service expansion, the current administration and operations staffing levels are adequate. There is sufficient bus storage capacity for an additional three buses. There is the potential to reduce maintenance related mileage by providing MV with local maintenance space. City maintenance space may become available in 2009 with anticipated City administration reorganization.

### Support Staff Analysis

**Operations:** MV Transportation, Inc., the contracted operator, employs one full time and 3 part-time drivers. In addition, MV Transportation Inc. also employs a project manager, who books and dispatches trips, and handles customer service.

**Maintenance:** MV. Transportation, Inc. maintains the Rio Vista Breeze fleet at their Stockton Facility. At this facility there is a supervisor and 3 additional mechanics; there is not a specific allocation to maintaining Rio Vista Breeze buses.

**Operations Oversight:** The City of Rio Vista assigns a number of staff to the operation of the transit service, the Delta Breeze. The primary manager is the Transit Coordinator, who reports to the City Manager. The Transit Coordinator is a contracted, part-time position. The Transit Coordinator's responsibilities include transit management of the service contractor, ADA certification duties, coordination of the marketing planning and promotion, and reporting to funding agencies. The City of Rio Vista also maintains a Taxi Scrip program as a special service to eligible local residents (with mobility limitations), which is administered by the Transit Coordinator. The taxi scrips are sold through the Finance Department. Complaints are forwarded to the Transit Coordinator.

Each year the Transit Coordinator prepares the transit budget and various funding applications for Federal, state and regional funding sources. As part of this assignment, funding adjustments would be brought to the Transit Coordinator, who would then seek direction from the City Manager and City Council on possible actions such as service changes and fare changes.

**Capital Project Oversight:** There are no active capital projects in the City of Rio Vista at this time. If a project was to occur, it would be assigned to the Public Works Department.

**Other Support Services:** The city of Rio Vista key staff have additional time assigned to the transit system. This includes 20 percent of the City Manager, Management Analyst, an Administrative Assistance, the Finance Director, and Accountant, an Account Clerk, and an Administrative Assistant in the Public Works Department. There is also 30 percent of the time of a Senior Account Clerk. No City of Rio Vista staff have assigned time in legal assistance, human resources support, local police or others who may periodically handle transit items.

The contractor provides a safety and training program, including drug and alcohol policies.

**Insurance:** Liability insurance is provided by the transit contractor.

**Council Items:** The Rio Vista Council discusses transit items once or twice a year. Most transit issues surround budgeting or service changes

**Projected Staff Needs:** No changes to Rio Vista or MV Transportation, Inc. staff needs are foreseen at this time.

## Paratransit Service Summary

**Service Definition:** The city of Rio Vista operates a local general public dial-a-ride and route deviation service in conjunction with its fixed-route services. The dial-a-ride and route deviation services are integrated with the operation of the Rio Vista Delta Breeze fixed routes. ADA paratransit service is provided through the route deviation services.

**Service Area:** Rio Vista Delta Breeze Dial-A-Ride is operated within Rio Vista and route deviation service is operated to/from destinations within the city limits of Fairfield, Suisun City, Antioch, Isleton (including Oxbow Marina), all Delta Loop and Resort Communities along State Route 160, and within ¾ mile of the Route 53 in Lodi.

**Service Hours:** Dial-A-Ride and route deviation hours are based on Route 50, 52 and 53 schedules and the times each route is available within the communities they serve:

- **Route 50** operates six outbound trips and five inbound trips between Rio Vista and Fairfield. Three of the inbound and outbound trips start and finish in Isleton.
- **Route 51** operates as a dial-a-ride service within the City of Rio Vista, the City of Isleton, Delta Loop and resort communities along State Route 160.
- **Route 52** operates one round trip on Thursdays between Rio Vista and the Pittsburg/Bay Point BART via Isleton and Antioch.
- **Route 53** operates one round trip on Tuesdays between Rio Vista and Lodi via the Delta Loop Recreational Area.

**Eligibility:** Service is provided to the general public.

**Fare Structure:** The current fare structure is:

Category	Seniors (age 55 years old and older), persons with disabilities, persons under age 5 and Medicare card holders	General population (Ages 5-54 years old)
Local Fare within Rio Vista & Isleton	75 cents	\$1.50
One Way Fare* 10-Ride Pass	\$7.50	\$15.00
Monthly Pass	\$20.00	\$35.00
Intercity Fare to Antioch, Pittsburg/Bay Point BART Station, Fairfield, Suisun City or Lodi	\$5.00	\$5.00
One Way Fare-10-Ride Pass	\$45.00	\$45.00
Monthly Pass	\$85.00	\$85.00
Intercity Route Deviations	50 Cents	50 Cents
Transfers to other transit systems	Free	Free

**Trip Reservation and Dispatch:** Requests for dial-a-ride or route deviation service can be made Monday through Friday between 8:00 am and 5:00 pm. Trips are booked and dispatched using manual trip reservation and dispatch procedures. The following summarizes the trip booking and dispatch process:

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- A subscription list is maintained on an Excel spreadsheet. Non-subscription trip requests can come up to 30 minutes before the requested pick up time. Some are processed within 15 minutes of pick up times. A 30 minute pick up window (the bus can arrive 15 minutes before or after a confirmed pick up time) is used for trip assignment.
- Dial-A-Ride and route deviation requests and cancellations are dispatched to drivers by Nextel telephones. A log of Dial-A-Ride and route deviation requests is maintained by the dispatcher.
- Rio Vista Delta Breeze has an arrangement with the local taxi operator to provide Local Dial-A-Ride service if any of the fixed routes are running behind schedule and cannot meet the confirmed Dial-A-Ride pick ups in Rio Vista.

**Rio Vista Delta Breeze Taxi Scrip Program:** Rio Vista Delta Breeze offers a taxi scrip program to persons aged 55 and older, persons with disabilities and Medicare card holders residing in Rio Vista. Participants must apply and register. Taxi scrip can be used for local trips or trips outside the city. The most common destination outside Rio Vista is the Sacramento International Airport. Eligible participants can purchase \$10.00 of taxi scrip for \$5.00.

## VACAVILLE CITY COACH

### Financial Analysis

Table 22 provides a summary of the operating costs and revenues for Vacaville City Coach over the last three years. The transit system maintains a healthy reserve of funds, as it has not used all of its TDA and receives dedicated flexible federal transit funding since the City is in its own federally designated small urbanized area. Details of the revenues and costs can be found in Tables 23 and Table 24. Operating expenses decreased slightly over the past three years as a result of a restructuring of the transit service including fewer routes without sacrificing coverage area.

**Table 22 Vacaville City Coach Revenue and Cost Trends**

Operating Costs	FY 2005-06	FY 2006-07	FY 2007-08
Fixed Route	\$ 1,977,205	\$ 1,579,516	\$ 1,688,248
Demand Response	\$ 478,015	\$ 589,659	\$ 526,423
	\$ 2,455,220	\$ 2,169,175	\$ 2,214,671
Revenues	FY 2005-06	FY 2006-07	FY 2007-08
Fixed Route	\$ 1,977,205	\$ 1,671,914	\$ 1,705,458
Demand Response	\$ 478,015	\$ 497,260	\$ 518,517
	\$ 2,455,220	\$ 2,169,174	\$ 2,223,975
Surplus/(Deficit)	FY 2005-06	FY 2006-07	FY 2007-08
Fixed Route	\$ -	\$ 92,398	\$ 17,210
Demand Response	\$ -	\$ (92,399)	\$ (7,906)
	\$ -	\$ (1)	\$ 9,304
Funds Balance (Net of All Expenses)	FY 2005-06	FY 2006-07	FY 2007-08
	\$ 1,914,752	\$ 2,070,743	\$ 2,035,242

Source: City of Vacaville; TDA claims – actual data for FY's 2005-06 and 2006-07, Financial Audit for FY 2007-08. Funds Balance is provided by City staff and reflects net revenue after deducting operating and capital expenses.

TDA funds provide the majority of revenues for operations of Vacaville City Coach, funding between 80 percent and 85 percent of the service in FY's 2005-06 and 2006-07, but only 40 percent in FY 2007-08. FTA flexible small urban grants provided a substantial amount of operations funding in the last year, requiring a smaller commitment of TDA. The remaining operating revenues were generated primarily from passenger fares. The transit system has a reserve of TDA revenues as a carryover for future operating and capital costs. Capital revenues include TDA and FTA grants.

**Table 23 Vacaville City Coach Detailed Revenues**

Operations Revenues						
Revenue Sources	Fixed Route			Demand Response		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Farebox Revenues	\$280,029	\$270,580	\$316,273	\$29,743	\$28,182	\$29,446
TDA Article 8.0	\$1,685,077	\$1,351,104	\$576,010	\$325,648	\$350,609	\$208,448
Other Local Revenues	\$12,099	\$14,538	\$19,223	\$5,649	\$2,533	\$0
FTA 5303		\$35,692		\$3,123	\$15,296	
FTA 5307			\$793,952			\$176,962
<b>Total</b>	<b>\$1,977,205</b>	<b>\$1,671,914</b>	<b>\$1,705,458</b>	<b>\$364,163</b>	<b>\$396,620</b>	<b>\$414,856</b>

Revenue Sources	Taxi			Total		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Farebox Revenues	\$44,750	\$43,460	\$46,501	\$354,522	\$342,222	\$392,220
TDA Article 8.0	\$69,102	\$57,180	\$57,160	\$2,079,827	\$1,758,893	\$841,618
Other Local Revenues				\$17,748	\$17,071	\$19,223
FTA 5303				\$3,123	\$50,988	\$0
FTA 5307			\$0	\$0	\$0	\$970,914
<b>Total</b>	<b>\$113,852</b>	<b>\$100,640</b>	<b>\$103,661</b>	<b>\$2,455,220</b>	<b>\$2,169,174</b>	<b>\$2,223,975</b>

Capital Revenues						
Revenue Sources	Fixed Route			Demand Response		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
TDA Article 8.0		\$435,245	\$740,000			\$160,000
FTA 5307	\$396,133	\$1,195,225	\$200,000			
<b>Total</b>	<b>\$396,133</b>	<b>\$1,630,470</b>	<b>\$940,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160,000</b>

Revenue Sources	Taxi			Total		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
TDA Article 8.0			\$0	\$0	\$435,245	\$900,000
FTA 5307				\$396,133	\$1,195,225	\$200,000
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$396,133</b>	<b>\$1,630,470</b>	<b>\$1,100,000</b>

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

Fuel cost comprised about 9 percent of total operating expenses in each of FY's 2005-06, 2006-07, and 2007-08. This was relatively stable given that the vehicle fleet uses alternative fuels (compressed natural gas) and is not as impacted by diesel fuel prices. Vacaville provided funding for the Route 91 intercity service operated by Vallejo which ended in FY 2006-07, thus reducing operating expenses. The restructuring of the system included reducing the number of local routes from eight to four without losing coverage area.

**Table 24 Vacaville City Coach Detailed Costs**

Category	Fixed Route			Paratransit		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$ 1,326,734	\$1,116,426	\$1,126,876	\$ 199,169	\$ 224,468	\$ 213,217
Vehicle Maintenance	\$ 242,587	\$ 151,886	\$ 152,078	\$ 54,597	\$ 39,282	\$ 64,017
Non-Vehicle Maintenance						
General Administration	\$ 407,884	\$ 403,602	\$ 409,294	\$ 110,397	\$ 132,870	\$ 145,528
<b>TOTAL EXPENSES</b>	<b>\$ 1,977,205</b>	<b>\$1,671,914</b>	<b>\$1,688,248</b>	<b>\$ 364,163</b>	<b>\$ 396,620</b>	<b>\$ 422,762</b>
	Taxi			Total		
Vehicle Operations	\$ 87,721	\$ 82,079	\$ 82,644	\$1,613,624	\$1,422,973	\$1,422,737
Vehicle Maintenance				\$ 297,184	\$ 191,168	\$ 216,095
Non-Vehicle Maintenance				\$ -	\$ -	\$ -
General Administration	\$ 26,131	\$ 18,561	\$ 21,017	\$ 544,412	\$ 555,033	\$ 575,839
<b>TOTAL EXPENSES</b>	<b>\$ 113,852</b>	<b>\$ 100,640</b>	<b>\$ 103,661</b>	<b>\$2,455,220</b>	<b>\$2,169,174</b>	<b>\$2,214,671</b>

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, Financial Audit for FY 2007-08.

The performance trends in Table 25 show stability systemwide, with some passenger growth and fare revenue increases. The restructuring of the service has increased efficiencies through fewer routes.

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**Table 25 Vacaville City Coach Performance Trends**

Performance Data and Indicators	Fixed Route				Paratransit			% Change FY 2006-08
	FY 2006	FY 2007	FY 2008	% Change FY 2006-08	FY 2006	FY 2007	FY 2008	
Operating Cost	\$1,977,205	\$1,671,914	\$1,688,248	-15%	\$364,163	\$396,620	\$422,762	16%
Total Passengers	238,686	231,542	265,814	11%	15,276	15,856	16,025	5%
Vehicle Service Hours	28,701	28,364	28,659	0%	7,051	7,153	7,200	2%
Vehicle Service Miles	450,410	437,812	441,600	-2%	79,554	80,102	80,000	1%
Employee FTEs	18	18	18	0%	4	4	4	0%
Passenger Fares	\$280,029	\$275,599	\$314,303	12%	\$29,743	\$27,482	\$28,856	-3%
Operating Cost per Passenger	\$8.28	\$7.22	\$6.35	-23%	\$23.84	\$25.01	\$26.38	11%
Operating Cost per Vehicle Service Hour	\$68.89	\$58.94	\$58.91	-14%	\$51.65	\$55.45	\$58.72	14%
Operating Cost per Vehicle Service Mile	\$4.39	\$3.82	\$3.82	-13%	\$4.58	\$4.95	\$5.28	15%
Passengers per Vehicle Service Hour	8.3	8.2	9.3	12%	2.2	2.2	2.2	3%
Passengers per Vehicle Service Mile	0.5	0.5	0.6	14%	0.2	0.2	0.2	4%
Vehicle Service Hours per Employee	1,595	1,576	1,592	0%	1,763	1,788	1,800	2%
Average Fare per Passenger	\$1.17	\$1.19	\$1.18	1%	\$1.95	\$1.73	\$1.80	-8%
Subsidy per Passenger	\$7.11	\$6.03	\$5.17	-27%	\$21.89	\$23.28	\$24.58	12%
Fare Recovery Ratio	14.2%	16.5%	18.6%	31%	8.2%	6.9%	6.8%	-16%

Performance Data and Indicators	Taxi				Total Specialized Service			% Change FY 2006-08
	FY 2006	FY 2007	FY 2008	% Change FY 2006-08	FY 2006	FY 2007	FY 2008	
Operating Cost	\$113,852	\$100,640	\$103,661	-9%	\$478,015	497,260	526,423	10%
Total Passengers	9,752	9,801	9,850	1%	25,028	25,657	25,875	3%
Vehicle Service Hours	3,008	3,097	3,107	3%	10,059	10,250	10,307	2%
Vehicle Service Miles	45,117	45,328	45,341	0%	124,671	125,430	125,341	1%
Employee FTEs	n/a	n/a	n/a	n/a	4	4	4	0%
Passenger Fares	\$44,750	\$42,495	\$42,920	-4%	\$74,493	69,977	71,776	-4%
Operating Cost per Passenger	\$11.67	\$10.27	\$10.52	-10%	\$19.10	\$19.38	\$20.34	7%
Operating Cost per Vehicle Service Hour	\$37.85	\$32.50	\$33.36	-12%	\$47.52	\$48.51	\$51.07	7%
Operating Cost per Vehicle Service Mile	\$2.52	\$2.22	\$2.29	-9%	\$3.83	\$3.96	\$4.20	10%
Passengers per Vehicle Service Hour	3.2	3.2	3.2	-2%	2.5	2.5	2.5	1%
Passengers per Vehicle Service Mile	0.2	0.2	0.2	1%	0.2	0.2	0.2	3%
Vehicle Service Hours per Employee	n/a	n/a	n/a	n/a	2,515	2,563	2,577	2%
Average Fare per Passenger	\$4.59	\$4.34	\$4.36	-5%	\$2.98	\$2.73	\$2.77	-7%
Subsidy per Passenger	\$7.09	\$5.93	\$6.17	-13%	\$16.12	\$16.65	\$17.57	9%
Fare Recovery Ratio	39.3%	42.2%	41.4%	5%	15.6%	14.1%	13.6%	-13%

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, Financial Audit data for FY 2007-08.

The operations financial forecast over the next five years is shown in Table 26. Conversations with the transit manager, as well as forecast data provided by the transit manager, provided the basis for the forecast. In spite of poor economic conditions that will continue into at least the next fiscal year, Vacaville will have TDA and FTA reserve funds that will likely be sufficient to cover any funding declines. TDA intercity bus contributions made by Vacaville are shown, based on STA intercity funding data. Vacaville also participates in the Solano Intercity Paratransit Consortium, and contributes to operating this service. The forecast assumes passenger fares to be flat given the variability of ridership and the uncertain economy. About two-thirds of annual FTA apportionments are assumed used for operations, as Vacaville does not anticipate future large scale capital investments, and has the flexibility of using federal revenues for operations. This in turn enables TDA funds to accumulate in reserve since only a portion of TDA would be required each year for operating expenses.

The following provides the specific assumptions and sources of the FY 2008-09 base forecast data on revenues and costs:

Revenue Source	FY 2008-09 Base Amount	Source of Base Data	Forecast Assumptions
Farebox Revenues	\$340,000	Transit manager, city forecast data	Flat growth
TDA Article 8.0	\$800,000	TDA Claim FY 2008-09, transit manager	Reserve funds assumed sufficient to offset decrease in TDA projections as well as operating cost increases.
TDA - Contributions to Intercity Funding Agreement	(\$323,000)	STA Intercity Transit Funding Agreement	Increase 5% per year.
TDA - Contributions to Solano Paratransit	(\$214,000)	Transit manager, city forecast data	Increase 5% per year.
Other Local Revenues	\$15,000	TDA Claim FY 2008-09	Flat growth
FTA 5303 Planning	\$0	Transit manager	Mini-SRTP's completed in-house; \$65,000 for full SRTP every third year.
FTA 5307	\$943,000	Transit manager, city forecast data	City forecast data shows about two-thirds of annual apportionment is used for operations.
Funds Balance	\$1,100,000	Transit manager, city forecast data	Projected funds balance each year net of all expenses (operations and capital).

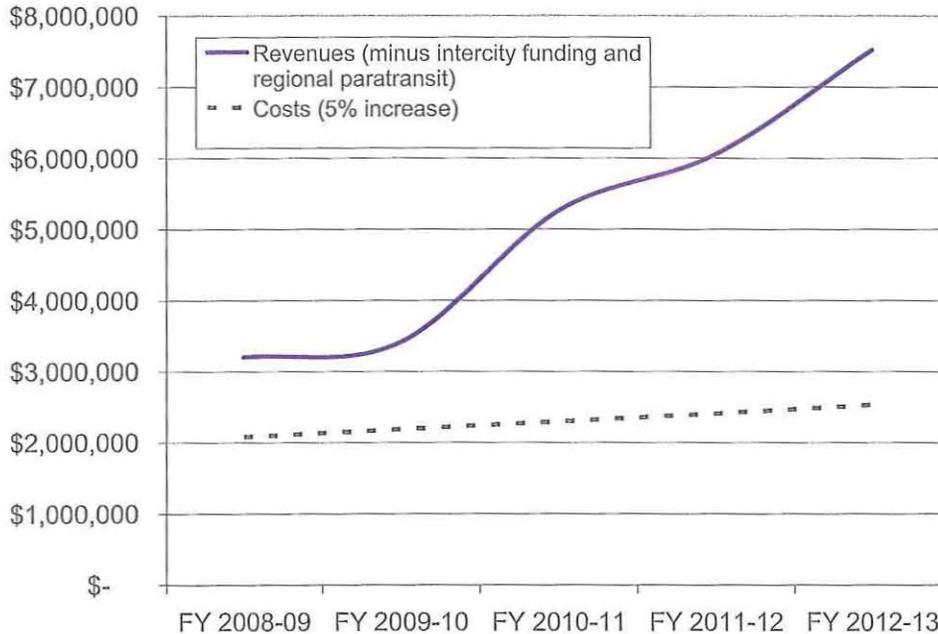
**Table 26 Vacaville City Coach 5-Year Operating Financial Forecast**

<b>Operating Revenues</b>	<b>FY 2008-09</b>	<b>FY 2009-10</b>	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>
Farebox Revenues	\$340,000	\$340,000	\$340,000	\$340,000	\$340,000
TDA Article 8.0 (TDA shortfalls are made up with reserves)	\$800,000	\$850,000	\$1,000,000	\$1,100,000	\$1,100,000
Other Local Revenues	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
FTA 5303 Planning	\$0	\$65,000	\$0	\$0	\$65,000
FTA 5307	<u>\$943,000</u>	<u>\$935,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>	<u>\$1,000,000</u>
<b>Sub-Total City Coach Operations</b>	<b>\$2,098,000</b>	<b>\$2,205,000</b>	<b>\$2,355,000</b>	<b>\$2,455,000</b>	<b>\$2,520,000</b>
TDA - Contributions to Intercity Funding Agreement	\$323,000	\$339,000	\$356,000	\$374,000	\$393,000
TDA - Contributions to Solano Paratransit	\$214,000	\$225,000	\$236,000	\$248,000	\$260,000
Funds Balance (Net of All Ops. and Cap. Expenses)	<u>\$1,100,000</u>	<u>\$1,200,000</u>	<u>\$2,900,000</u>	<u>\$3,600,000</u>	<u>\$5,000,000</u>
<b>Grand Total Funding</b>	<b>\$3,735,000</b>	<b>\$3,969,000</b>	<b>\$5,847,000</b>	<b>\$6,677,000</b>	<b>\$8,173,000</b>

Regarding capital funding, the Vacaville Intermodal Station is being funded in part by Regional Measure 2 and TDA. According to the STA Transit Capital List, the terminal, costing \$12.2 million, is listed as a STA Board approved Tier 1 project and is planned to begin construction in late spring 2009. Minor capital projects over the next five years such as transit maintenance tools, diesel particulate traps for paratransit vehicles, and transit amenities are largely identified as being funded. Most of the buses in the vehicle fleet are scheduled for retirement in the next five years.

Figure 4 provides a five year forecast of operating revenues and costs for Vacaville City Coach. Assuming no adjustments to existing services, costs are assumed to grow by an industry rate of 5 percent per year, which applies to all Solano County transit operators.

**Figure 4 Vacaville City Coach 5-year Operating Revenue and Cost Forecast**



## Facilities Analysis

Vacaville City Coach is administered by City of Vacaville staff and operated under a service agreement with First Transit Inc. The City is also responsible for the maintenance of the fleet. The current service agreement with First Transit, Inc. is for the operation of both fixed route and paratransit services.

**Current Administration Facilities and Arrangements:** Vacaville City Coach is administered by Public Works Department staff with limited office space in Vacaville City Hall located at 650 Merchant Street.

**Current Operations Facilities and Arrangements:** The Vacaville City Coach operations facility is located in the City of Vacaville Corporation Yard located at 1001 Allison Drive. This facility integrates the First Transit Inc. managed operations with the City provided transit fleet maintenance services. Each is located in a separate building on the site.

**Vacaville City Coach Operations Management:** Operations management and bus operations are located in a dedicated building located in the south end of the spacious Corporation Yard in close proximity to the bus storage area. The operations facility is provided by the City. Private offices are provided for First Transit's Project Manager and Safety/Training Manager.

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## TRANSPORTATION SOLUTIONS

**Vacaville City Coach Bus Operations:** The Vacaville City Coach center integrates fixed route and Special Services (paratransit) including a separate count room, a conference/training room, an operators' lounge and break room, a locker room, and dispatch office combining fixed route window dispatch and Special Services (paratransit) trip booking, scheduling and dispatch. Dispatchers serve as fixed route window dispatchers as well as booking, scheduling and dispatching Special Services trips. The space is sufficient for a small urban fixed route and paratransit service with two dispatch shifts and 21 bus operators.

**Vacaville City Coach Bus Maintenance:** The City's bus maintenance garage is located at the north end of the yard. There are two maintenance bays allowing up to four 15 foot cutaways to be worked on at one time. The bays can accommodate the current fleet of 30 foot urban transit as well as the new 35 foot coaches planned for delivery in 2009 and 2010. However, the bays are not long enough to accommodate 40 foot buses with the garage doors shut.

One mechanic working a single 7.5 hour weekday shift is assigned to bus maintenance on a monthly basis. Because there are enough spare buses in the Vacaville Coach and Special Services fleets, daily peak bus pullouts are consistently met with a single maintenance shift.

City maintenance staff conduct the preventive maintenance (PM) work, minor repairs, and some major repairs. Body work and painting along with major rear end, transmission and engine work are jobbed out.

**Vacaville City Coach Yard Storage:** The City of Vacaville Corporation Yard has 26 bus stalls to accommodate the City's current fleet of 12 fixed-route buses and 6 paratransit vehicles. The current space available for fleet vehicle storage is enough to accommodate the storage and efficient daily staging of the current City Coach and Special Services fleets in the area around the operations center. The City of Vacaville is expecting delivery of 10 new 35 foot buses in the fall of 2009, at which time the fixed-route fleet capacity will be augmented from the current 12 buses to 14 with several of the older diesel buses retired from service. With the addition of the new fixed-route fleet vehicles there will be capacity for an additional 6 urban transit coaches.

**Computer Software Computer Software:** Excel software is used for fixed route scheduling and to create Special Services manifests. Shifts are created manually. The City's Fleet Manager software is used to schedule and record bus maintenance.

The City provides computers for Special Services dispatching while First Transit provides their management staff with computers.

**Vacaville City Coach and Special Services Fleet:** The current City Coach fixed route bus pullout is eight and the Special Services bus pullout is three. There are currently 11 active urban transit coaches and six active paratransit cutaways. Some of the existing urban coaches date back to 1995 and are scheduled for replacement with 10 new 35 foot long floor buses in 2009.

### **Projected Space Needs and Adequacy**

**City Administration Staff:** There is sufficient space at City Hall to accommodate the open assistant position when posted. However there is not space to accommodate a further expansion of staff dedicated to transit.

**City of Vacaville Corporation Yard:** While there is currently space to accommodate the operations and maintenance of the current Vacaville City Coach and Special Services operations and fleet maintenance, additional operational office floor space and maintenance capacity would have to be developed to facilitate further service expansion. However, if City Coach operations remained at the current 2009 level there is enough bus storage capacity to accommodate an additional 6 buses. The additional bus storage capacity creates available space for additional storage and staging of buses, although maintenance of additional buses may have to be carried out elsewhere.

### **Support Staff Analysis**

**Operations:** Staff from First Transit, Inc. includes 12 full-time drivers and 11 part-time drivers. In addition, there are 2 full-time persons responsible for handling customer service, trip booking and dispatch. Finally, there is 1 full-time project manager and 1 full-time safety/training manager working for First Transit, Inc. There are not specific road supervisors designed, with this being among the project manager duties. First Transit, Inc. hires unionized drivers; these drivers belong to Local 315. The City of Vacaville administers a training program for drivers to encourage responsibility in job duties.

**Maintenance:** The City of Vacaville handles fleet maintenance as part of the city maintenance pool. The City assigns 1 mechanic to transit, with back-up if required. The City Coach fleet uses CNG as part of a program to convert city vehicles. Routine maintenance is handled by the City, as a City fleet. The spare availability is sufficient and a mechanic is on-call for after-hours service. Special maintenance is contracted out to an outside vendor when needed.

**Operations Oversight:** The City of Vacaville has one full-time Transit Manager. The position of Transit Manager is intended to manage, direct and coordinate the activities and operations of the public transportation programs, ensure that programs comply with various funding requirements and regulations, provide assistance to the Deputy Director of Public Works -- Traffic, as well as to support the Director of Public Works. The Transit Manager is responsible for directing all operations and services, developing budgets, negotiating contracts, monitoring transit operations, overseeing advertising and facility placement, responding to information requests and complaints, and addressing transit-related questions that may come from supervisors or Council. If the position becomes vacant, Transit Manager's supervisors would be responsible; they would assign responsibilities to other personnel, looking for an eventual replacement. Transit Manager oversees bus replacement, which is a collaborative effort with fleet maintenance.

First Transit, Inc. performs the farebox accounting. The counting is made by the dispatcher and contractor, and the Transit Manager and Finance Department are sent deposit slip copies daily to verify and compare rider totals with farebox revenue.

**Capital Project Oversight.** Capital projects are directed by the Public Works CIP Department staff of engineering, project management and other support staff.

**Other Support Services:** There is 1 full-time allocated position to assist the transit manager. This position is currently vacant. The payroll details are handled by the Human Resources Department.

No other City of Vacaville staff have dedicated time to management; including staff such as the city government clerk, legal assistance, human resources, local police or others who may periodically handle transit items. The City of Vacaville does assign general overhead costs for these services.

**Insurance:** The insurance is handled through the California Transit Insurance Pool (CalTIP), and insurance claims for transit operations are handled by CalTIP. Employee insurance is handled through City insurance programs.

**Council Items:** The City Council and City Manager receive a weekly report of transit activities. Decisions on route changes, purchases and other operational items are subject to council approval. This occurs about three to four times a year.

**Projected Staff Needs:** No changes to Vacaville or First Transit, Inc. staff needs are foreseen at this time.

### Paratransit Service Summary

**Service Definition:** Vacaville City Coach Special Services is a door-to-door ADA complementary paratransit service.

**Service Area:** Special Services is operated within Vacaville city limits during the same days and hours as the regular fixed route transit service. Special Services registrants request service to Dixon, Fairfield, Suisun City, and Vallejo through the Solano Intercity Paratransit Consortium; Vacaville contributes funding to this service. For these trips, Solano Paratransit provides curb-to-curb service. Transfers between Special Services and Solano Paratransit are not required.

**Service Hours:** Vacaville City Coach Special Services operates:

- Monday through Friday – 6:30 am to 6:30 pm
- Saturday – 9:00 am to 5:30 pm

**Eligibility:** Eligibility is limited to ADA certified registrants. Three eligibility categories apply: Conditional, Temporary and Unconditional. Certification is limited to:

4. Persons unable to navigate the fixed route system.
5. Persons who require a lift-equipped bus when the fixed route does not provide accessibility.
6. Person whose disability makes it impossible for them to travel to or from the nearest bus stop.

The City of Vacaville uses the formal ADA Paratransit Application form and screening process in place in the Bay Area.

**Fare Structure:** The current fare structure is:

One-Way ADA Fare	\$2.00
20-Ride ADA Punch Pass	\$39.00

**Trip Reservation and Dispatch:** Special Services runs are built on Excel Spreadsheets by the afternoon dispatcher. Drivers go into service with a printed manifest. The following summarizes the trip booking and dispatch process:

- Trip requests can be booked Monday through Saturday from 6:30 am to 5:30 pm.
- Trip requests are required at least 24 hours in advance of the desired travel time. Subscription bookings are also processed in advance. Dispatchers process requests and confirm a pick up time with the passenger.
- Runs are then built on an Excel Spreadsheet based on the established subscription requests and advance non-subscription requests.
- Cancellations, will calls<sup>1</sup> and same day bookings<sup>2</sup> are updated by the dispatcher on the Excel Spreadsheet schedule. Changes are communicated to drivers by two-way radio. Drivers update their spreadsheets accordingly. Cancellations are requested at least one hour before the scheduled pick up time.

### **Taxi Scrip Program:**

The City of Vacaville administers the **Half Fare Discount Taxi Scrip Program**, which provides qualified individuals the opportunity to use the services of Vacaville's local taxi cab company at half the regular fare. Taxi cab services through the use of this program are limited to the city limits of the City of Vacaville and to elderly and handicapped residents in the unincorporated area adjacent to Vacaville's city limits. Eligibility is limited to seniors 60 years and older and Special Services registrants.

Through this program, eligible persons can purchase \$20.00 worth of taxi vouchers for \$10.00.

<sup>1</sup> Will calls refer to return trip requests that are booked when the passenger is able to travel. Will calls are generally associated with return trips from medical appointments.

<sup>2</sup> Requests for same day service are accommodated on a space available basis.

## VALLEJO TRANSIT (EXCLUDING FERRY)

### Financial Analysis

Table 27 provides a summary of the operating costs and revenues for Vallejo Transit over the last three years. Ferry service is not included in the evaluation. Details of the revenues and costs can be found in Tables 28 and 29. The growth in fuel expenses in the last few years has contributed to service reductions in order to match decreasing revenues. The deficits in FY's 2005-06 and 2006-07 were covered from City General Fund loans.

**Table 27 Vallejo Transit Revenue and Cost Trends**

Item	FY 2005-06	FY 2006-07	FY 2007-08
<b>Operating Costs</b>			
Fixed Route	\$12,320,592	\$12,295,999	\$9,970,723
Demand Response	<u>\$1,566,413</u>	<u>\$1,433,053</u>	<u>\$1,564,820</u>
Total	\$13,887,005	\$13,729,052	\$11,535,543
<b>Revenues</b>			
Fixed Route	\$11,534,854	\$11,870,999	\$9,970,723
Demand Response	<u>\$863,410</u>	<u>\$1,433,053</u>	<u>\$1,564,820</u>
Total	\$12,398,264	\$13,304,052	\$11,535,543
<b>Surplus/(Deficit)</b>			
Fixed Route	-\$785,738	-\$425,000	\$0
Demand Response	<u>-\$703,003</u>	<u>\$0</u>	<u>\$0</u>
Total	-\$1,488,741	-\$425,000	\$0

Note: City General Fund loans covered the deficits.

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

TDA funds provide a growing proportion of revenues for operations of Vallejo Transit, funding between 25 percent and 45 percent of the service. Although STAF comprises a relatively smaller share of operating revenue compared to TDA, reductions to STAF would adversely impact the transit system as Vallejo receives the majority share of STAF in Solano County. The remaining operating revenues were generated primarily from passenger fares (20 to 30%) and FTA grants. City General Fund revenues were also previously used as a loan to subsidize the service, although this source is no longer available. RM2 funds also helped to fund the intercity express bus services (Routes 80,

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85, 200 and new Route 78). Capital revenues primarily include TDA, AB 664 bridge tolls, Proposition 1B, Proposition 116 and FTA grants.

**Table 28 Vallejo Transit Detailed Revenues**

Operations Revenue						
	Fixed Route			Paratransit		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Farebox Revenues	\$3,566,058	\$3,222,911	\$2,916,669	\$69,924	\$86,318	\$80,000
TDA Article 4.0	\$2,497,996	\$4,211,176	\$4,401,550		\$393,368	\$10,182
TDA Article 8.0	\$705,694					\$542,159
STAF	\$632,120	\$2,315,401	\$759,318	\$88,000	\$88,000	\$95,000
Other Local Revenues	\$68,669	\$315,288	\$120,417			
FTA 5307	\$2,246,390	\$260,783	\$746,809	\$550,949	\$567,478	\$584,501
FTA 5311	\$100,000	\$199,288	\$162,346			
RM 2	\$1,717,927	\$1,346,152	\$863,614			
<b>Total</b>	<b>\$11,534,854</b>	<b>\$11,870,999</b>	<b>\$9,970,723</b>	<b>\$708,873</b>	<b>\$1,135,164</b>	<b>\$1,311,842</b>
		<b>Taxi</b>			<b>Total</b>	
Farebox Revenues	\$154,537	\$138,937	\$138,000	\$3,790,519	\$3,448,166	\$3,134,669
TDA Article 4.0		\$158,952	\$114,978	\$2,497,996	\$4,763,496	\$4,526,710
TDA Article 8.0				\$705,694	\$0	\$542,159
STAF				\$720,120	\$2,403,401	\$854,318
Other Local Revenues				\$68,669	\$315,288	\$120,417
FTA 5307				\$2,797,339	\$828,261	\$1,331,310
FTA 5311				\$100,000	\$199,288	\$162,346
RM 2				\$1,717,927	\$1,346,152	\$863,614
<b>Total</b>	<b>\$154,537</b>	<b>\$297,889</b>	<b>\$252,978</b>	<b>\$12,398,264</b>	<b>\$13,304,052</b>	<b>\$11,535,543</b>
Capital Revenue						
Category	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
	Fixed Route			Paratransit		
TDA Article 4.0	\$12,782					
TDA Article 8.0	\$10,391			\$42,288		
STIP	\$4,605					
AB 664	\$160,695	\$35,925	\$3,436			
FTA 5307	\$925,852	\$143,700	\$13,743	\$169,152		
<b>Total</b>	<b>\$1,114,326</b>	<b>\$179,625</b>	<b>\$17,179</b>	<b>\$211,440</b>	<b>\$0</b>	<b>\$0</b>
	Taxi			Total		
TDA Article 4.0				\$12,782	\$0	\$0
TDA Article 8.0				\$52,679	\$0	\$0
STIP				\$4,605	\$0	\$0
AB 664				\$160,695	\$35,925	\$3,436
FTA 5307				\$1,095,004	\$143,700	\$13,743
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,325,766</b>	<b>\$179,625</b>	<b>\$17,179</b>

Source: Operating: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08  
 Capital: City of Vallejo grant fund analysis for FY's 2005-06, 2006-07 and 2007-08.

Fuel costs comprised about 14 percent of total operating expenses in FY 2006-07, and 15 percent in 2007-08. With less available funding for bus service, service cuts were implemented on the least efficient routes at the beginning of FY 2007-08. As fuel costs rapidly increased in the spring of 2008 and into the summer, a transit services assessment team assisted Vallejo Transit in identifying potential additional service cuts, if needed. Fuel costs have decreased significantly and have not be a significant cost factor to date in FY 2008-09.

**Table 29 Vallejo Transit Detailed Operating Costs**

Vallejo Transit (non-Ferry)	Fixed Route			Paratransit		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$6,821,782	\$6,160,112	\$5,005,541	\$ 557,474	\$ 542,400	\$ 653,679
Vehicle Maintenance	\$3,266,730	\$3,601,114	\$1,785,409	\$ 137,830	\$ 130,176	\$ 297,127
Non-Vehicle Maintenance	\$ 67,577	\$ -	\$ -			
General Administration	\$2,164,503	\$2,534,773	\$3,179,773	\$ 504,663	\$ 462,588	\$ 361,036
<b>TOTAL EXPENSE</b>	<b>\$12,320,592</b>	<b>\$12,295,999</b>	<b>\$9,970,723</b>	<b>\$1,199,967</b>	<b>\$1,135,164</b>	<b>\$1,311,842</b>

Vallejo Transit (non-Ferry)	Taxi			Total		
	FY 2005-06	FY 2006-07	FY 2007-08	FY 2005-06	FY 2006-07	FY 2007-08
Vehicle Operations	\$ 104,412			\$7,483,668	\$6,702,512	\$5,659,220
Vehicle Maintenance				\$3,404,560	\$3,731,290	\$2,082,536
Non-Vehicle Maintenance				\$ 67,577	\$ -	\$ -
General Administration	\$ 262,034	\$ 297,889	\$ 252,978	\$2,931,200	\$3,295,250	\$3,793,787
<b>TOTAL EXPENSE</b>	<b>\$ 366,446</b>	<b>\$ 297,889</b>	<b>\$ 252,978</b>	<b>\$13,887,005</b>	<b>\$13,729,052</b>	<b>\$11,535,543</b>

Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

The performance trends in Table 30 show that fixed route services decreased, while paratransit service remained relatively stable. Subsequently, ridership and fare revenues decreased.

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**Table 30 Vallejo Transit Performance Trends**

Performance Data and Indicators	Fixed Route				Paratransit			
	FY 2006	FY 2007	FY 2008	% Change FY 2006-08	FY 2006	FY 2007	FY 2008	% Change FY 2006-08
Operating Cost	\$12,320,592	\$12,295,999	\$9,970,723	-19%	\$1,199,967	\$1,135,164	\$1,311,842	9%
Total Passengers	2,224,085	2,111,326	1,776,403	-20%	37,875	39,001	39,000	3%
Vehicle Service Hours	140,246	127,768	86,908	-38%	18,595	17,313	17,313	-7%
Vehicle Service Miles	2,986,445	2,487,132	1,653,127	-45%	218,228	220,000	220,000	1%
Employee FTEs	120	115	100	-17%	18	20	20	11%
Passenger Fares	\$3,566,058	\$3,222,911	\$2,916,669	-18%	\$69,924	\$86,318	\$80,000	14%
Operating Cost/ Passenger	\$5.54	\$5.82	\$5.61	1%	\$31.68	\$29.11	\$33.64	6%
Operating Cost/ Vehicle Service Hour	\$87.85	\$96.24	\$114.73	31%	\$64.53	\$65.57	\$75.77	17%
Operating Cost/ Vehicle Service Mile	\$4.13	\$4.94	\$6.03	46%	\$5.50	\$5.16	\$5.96	8%
Passengers/ Vehicle Service Hour	15.9	16.5	20.4	29%	2.0	2.3	2.3	11%
Passengers/ Vehicle Service Mile	0.7	0.8	1.1	44%	0.2	0.2	0.2	2%
Vehicle Service Hours/ Employee	1,169	1,111	869	-26%	1,033	866	866	-16%
Average Fare/ Passenger	\$1.60	\$1.53	\$1.64	2%	\$1.85	\$2.21	\$2.05	11%
Subsidy/ Passenger	\$3.94	\$4.30	\$3.97	1%	\$29.84	\$26.89	\$31.59	6%
Fare Recovery Ratio	28.9%	26.2%	29.3%	1%	5.8%	7.6%	6.1%	5%
Performance Data and Indicators	Taxi				Total Specialized Service			
	FY 2006	FY 2007	FY 2008	% Change FY 2006-08	FY 2006	FY 2007	FY 2008	% Change FY 2006-08
Operating Cost	\$366,446	\$297,889	\$252,978	-31%	\$1,566,413	\$1,433,053	\$1,564,820	0%
Total Passengers	28,362	30,000	22,500	-21%	66,237	69,001	61,500	-7%
Vehicle Service Hours	n/a	n/a	n/a	n/a	18,595	17,313	17,313	-7%
Vehicle Service Miles	n/a	n/a	n/a	n/a	218,228	220,000	220,000	1%
Employee FTEs	n/a	n/a	n/a	n/a	18	20	20	11%
Passenger Fares	\$154,537	\$138,937	\$138,000	-11%	\$224,461	\$225,255	\$218,000	-3%
Operating Cost/ Passenger	\$12.92	\$9.93	\$11.24	-13%	\$23.65	\$20.77	\$25.44	8%
Operating Cost/ Vehicle Service Hour	n/a	n/a	n/a	n/a	\$84.24	\$82.77	\$90.38	7%
Operating Cost/ Vehicle Service Mile	n/a	n/a	n/a	n/a	\$7.18	\$6.51	\$7.11	-1%
Passengers/ Vehicle Service Hour	n/a	n/a	n/a	n/a	3.6	4.0	3.6	0%
Passengers/ Vehicle Service Mile	n/a	n/a	n/a	n/a	0.3	0.3	0.3	-8%
Vehicle Service Hours/ Employee	n/a	n/a	n/a	n/a	1,033	866	866	-16%
Average Fare/ Passenger	\$5.45	\$4.63	\$6.13	13%	\$3.39	\$3.26	\$3.54	5%
Subsidy/ Passenger	\$7.47	\$5.30	\$5.11	-32%	\$20.26	\$17.50	\$21.90	8%
Fare Recovery Ratio	42.2%	46.6%	54.6%	29%	14.3%	15.7%	13.9%	-3%

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Source: TDA claims – actual data for FY's 2005-06 and 2006-07, budgeted data for FY 2007-08.

The operations financial forecast over the next five years is shown in Table 31. Conversations with the transit staff, as well as budgeted data provided by the transit staff, provided the basis for the forecast. The forecast assumes operating revenues to either flatten or decrease due to the poor economic conditions that will continue into at least the next fiscal year. Economists have generally agreed that the downturn in the economy will last until at least until the middle of 2009, if not longer. Vallejo's projections are that TDA revenues are assumed to decline further in the forecast by between 5 and 10 percent. TDA intercity transit funding contributions by other agencies are projected to increase by five percent per year to offset increased cost in intercity bus services. STAF revenues are assumed to be eliminated beginning in FY 2009-10 as the Governor's proposal to use STAF to help balance the state budget has passed and continues throughout the forecast. Passenger fares are assumed to be flat given the variability of ridership and the uncertain economy. RM 2 funds are also projected to be flat due to declining bridge toll collections anticipated by MTC. Federal operating grants are assumed to be flat.

The following provides the specific assumptions and sources of the FY 2008-09 base forecast data:

Revenue Source	FY 2008-09 Base Amount	Source of Base Data	Forecast Assumptions
Passenger Fares	\$3,400,000	City of Vallejo budget Forecast, transit staff	Flat growth
TDA	\$3,300,000	City of Vallejo budget forecast, transit staff	Decrease 10% in FY 08-09 from prior year, flat in FY 09-10, then decrease by 5% in FY 10-11 and after.
Intercity Funding Agreement (TDA)	\$790,000	City of Vallejo budget forecast, transit staff	Revenues claimed from other jurisdictions for intercity bus. Increase 5% per year.
STAF	\$1,500,000	City of Vallejo budget forecast, transit staff	Eliminated after FY 08-09
STA-Lifeline	\$125,000	City of Vallejo budget forecast, transit staff	Flat growth through FY 2010-11, when it is eliminated.
FTA 5303	\$30,000	Transit staff	\$30,000 for mini-SRTP in FY 2008-09 and \$60,000 in FY 2012-2013.
FTA 5307	\$850,000	City of Vallejo budget forecast, transit staff	Flat growth for preventative maintenance of \$200,000 and \$650,000 for ADA set-aside.
FTA 5311	\$200,000	City of Vallejo budget forecast, transit staff	Flat growth for Route 85
FTA 5316 JARC	\$300,000	City of Vallejo budget forecast, transit staff	Flat growth
RM 2	\$1,200,000	City of Vallejo budget forecast, transit staff	Flat growth
Miscellaneous	\$12,000	City of Vallejo budget forecast, transit staff	Flat growth
<b>Total</b>	<b>\$11,707,000</b>		

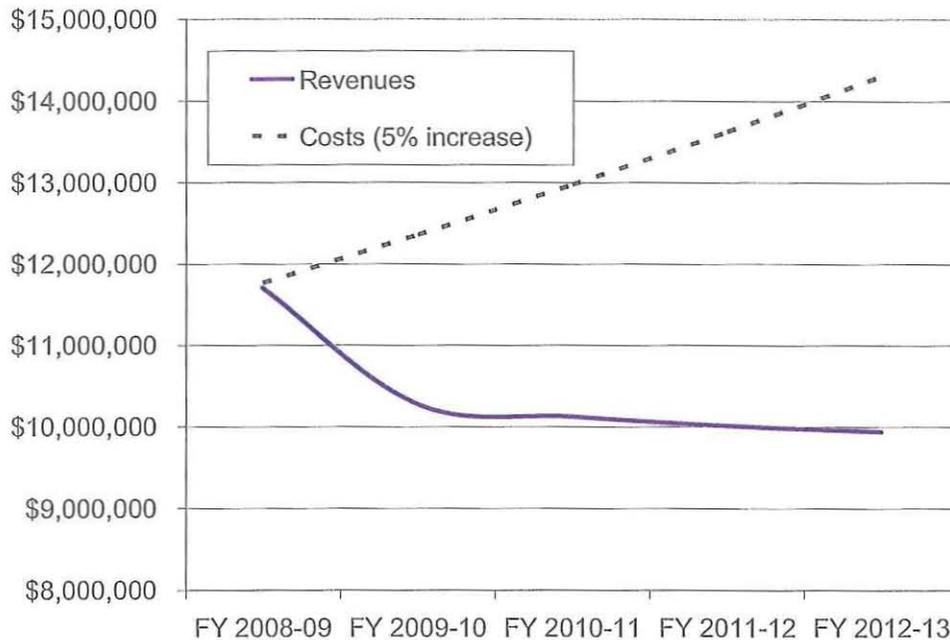
**Table 31 Vallejo Transit 5-Year Operating Financial Forecast**

Operating Revenues	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13
Farebox Revenues	\$3,400,000	\$3,400,000	\$3,400,000	\$3,400,000	\$3,400,000
TDA	\$3,300,000	\$3,300,000	\$3,135,000	\$2,978,000	\$2,829,000
TDA - Intercity Funding Agreement, contributions from other jurisdictions	\$790,000	\$830,000	\$872,000	\$916,000	\$962,000
STAF	\$1,500,000	\$0	\$0	\$0	\$0
STA - Lifeline	\$125,000	\$125,000	\$125,000	\$125,000	\$125,000
FTA 5303	\$30,000	\$0	\$0	\$0	\$60,000
FTA 5307	\$850,000	\$850,000	\$850,000	\$850,000	\$850,000
FTA 5311	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
FTA 5316 JARC	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
RM 2	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Miscellaneous	<u>\$12,000</u>	<u>\$12,000</u>	<u>\$12,000</u>	<u>\$12,000</u>	<u>\$12,000</u>
Total	\$11,707,000	\$10,217,000	\$10,094,000	\$9,981,000	\$9,938,000

Regarding capital funding, Regional Measure 2 funding is anticipated for the transit transfer center at Curtola and Lemon Streets in Vallejo for the intercity express bus service. According to the STA Transit Capital List (recognizing that the project cost estimates are subject to change), the transit center, costing \$13 million, is listed as a STA Board approved Tier 2 project that can begin construction in the next 10 years. There is a shortfall of about \$5 million for this project. There are minor bus capital projects over the next five years costing about \$5.3 million total that are also unfunded. Twenty buses in the vehicle fleet that were planned for retirement in the last year have FTA grants, Proposition 1B funding, AB 664 and STAF secured for replacement. Most of the remaining large bus fleet, including the intercity over-the-road MCI motor coaches, is not scheduled for replacement until two years after the five year forecast period. There is a possible need to supplement capital funding to purchase hybrid electric vehicles. The paratransit vehicles were scheduled for retirement in the last year and will require replacement, although no funding specifically for this has been identified.

Figure 5 provides a five year forecast of operating revenues and costs for Vallejo Transit. Assuming no adjustments to existing services, costs are assumed to grow by an industry rate of 5 percent per year, which applies to all Solano County transit operators.

**Figure 5 Vallejo Transit 5-Year Operating Revenue and Cost Forecast**



## Operations and Support Staff

**Operations:** VCTC/MV Transportation, Inc. the contracted service provider employs 51 full-time and 20 part-time drivers for the fixed route operation. Contractually MV is required to have 72 drivers, 19.55 full time equivalent staff for paratransit, 11 Clerical, and 10 Dispatch/supervisors. Among these are 9 full-time customer service positions and 5 full-time (window) dispatchers for the fixed-route operations.

MV Transportation, Inc. is also the contracted service provider for paratransit operations. There are an additional 12 full-time and 20% of 1 part-time person assigned to paratransit operations. There are 4 full-time and 1 part-time persons working with paratransit operations support functions such as customer service, booking and dispatching.

MV Transportation, Inc. also employs 8 additional staff assigned to fixed-route operations – 1 administration manager, 1 operations manager, 1 safety manager, 1 training officer and 4 road supervisors. There is also 1 project manager and 1 road supervisor assigned to paratransit operations.

**Maintenance:** MV Transportation employs 17 staff full-time to provide fixed-route bus maintenance – a shop manager, a shop supervisor, 9 mechanics and 6 service workers. The paratransit operations are supported by a half-time supervising mechanic and 2 other half-time mechanics. Finally, there is 75% of a utility worker assigned to the paratransit maintenance. Routine maintenance is handled through MV at the garage. Any special maintenance needs would be handled by MV, but the Transportation Division would review and approve the maintenance request and the requirements to

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provide the specific repairs. The City provides for major component repairs; engines and transmissions on buses if they fail.

**Operations Oversight:** The City of Vallejo has a team of five staff members in the Transportation Division that oversee transit operations and contractor performance. The Division staff led by a Transportation Superintendent who has responsibility for overall operation, maintenance and administration of the transit program in Vallejo and the Division, including: reviewing and evaluating the results of program activities, ensuring that continuing contractual obligations are being fulfilled; seeking and allocating resources for greater program effectiveness and efficiency; developing organizational and administrative policies and program objectives for Board consideration.

Other staff members are titled Administrative Analyst Level II's overseeing Finance, Procurement, Grant management/planning and Contract administration. Within the division, budget development and revenue/expenditure tracking is conducted by the Finance Analyst with supervision of the Transportation Superintendent. The Procurement/Purchasing Analyst is responsible for purchases, procurement/compliance issues, DBE goal setting and reporting and EEOC and Civil Rights requirements. The Grant/Planning Analyst responds to funding partners "call for projects", grant development with assistance from other team members and subsequent grant management in ECHO/TEAM systems. Other staff responsibilities include capital/long range and strategic planning. Fleet replacement needs are also tracked by the Division staff, the Contract Administrator Analyst who also monitors contractor operational performance and transit service delivery. The Contract Administrator also handles operational planning, customer service/marketing issues, safety and ADA regulations. MV Transportation counts the fareboxes, with Transportation Division staff reviewing the reports and receipts monthly.

Because of the staff member size and work demands, they often team must understand and be crossed trained to adequately support each others functions and attempt to fill vacancies as they occur.

**Capital Project Oversight:** Projects are developed and tracked through the City's Public Works Department through the Engineering Division with assistance from the Transportation Division staff. Project procurement is handled within the Transportation Division while project management oversight and budget monitoring are shared responsibilities.

**Other Support Services:** Other city departments and divisions offer support to the Transportation Division, some through a cost allocation model outlined by the Office of Budget and Management (OMB) Circular and required as part of the federal guidelines.

The Public Works Maintenance Division provides landscaping and maintenance support to the Transportation facilities used in the program.

The City's Finance Department is responsible for financing the reimbursement program, revenue collection, and payroll functions.

Legal issues are handled by the City Attorney's office, and there is an internal staff person assigned to transit issues. The office has legal firms available through retainers,

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if particular expertise is needed. Outside assistance has been used in the past to address contract default, 13c labor and legislative issues/questions.

The Human Resources department with direction and significant assistance from Transportation staff recruits and hires City employees, including Transportation staff.

**Other** divisions such as Economic Development, Planning, and Building, and Code Enforcement provide limited support and/or work with the Transportation Division as needed. For example, Transportation and Economic Development/Real Estate Development staff both work with the Downtown Vallejo merchants and lease holders in the ferry terminal to resolve issues that overlap departmental lines and responsibilities.

**Insurance:** The insurance for fixed-route operations is handled through the California Transit Insurance Pool (CalTIP), and insurance claims for the operations are handled by CalTIP. Insurance for the paratransit operations is provided through the MV Transportation contract. Employee insurance is handled through City insurance programs.

**Council Items:** Transit issues come to the Council about 8-10 times a year. The City Council has a Transit Advisory Subcommittee, the Vallejo Transportation Advisory Committee (VTAC), that meet about every three months to examine transit issues in more detail.

**Projected Staff Needs:** Given the decline of transit funding, no changes to Vallejo or MV Transportation, Inc. staffing levels can be projected at this time. Vallejo Transit continues to need support for transit performance monitoring, fare media distribution and marketing support. And to improve operational efficiencies.

## Paratransit Service Summary

**Service Definition:** Vallejo Runabout is operated as a curb-to-curb local and inter-city ADA complementary paratransit system in conjunction with Vallejo Transit's fixed route services.

**Service Area:** Runabout service is provided in accordance with ADA regulations within ¼ mile of scheduled local fixed route service within Vallejo city limits as well as the Route 80 and 85 intercity corridors.

**Service Hours:** Service hours are based on fixed route schedules and can vary from area to area. Core service hours are from 7:00 am to 7:00 pm. hours

**Eligibility:** Runabout eligibility is restricted to ADA-certified individuals. Applications are processed by MV Transit's Runabout staff assigned to the Runabout contract with the city.

**Fare Structure:** Current Runabout fares are:

- \$3.50 per one way trip within Vallejo
- \$6.00 per one way trip between Vallejo and Fairfield and Vallejo and El Cerrito del Norte BART for transfers with Whistlestop Wheels paratransit service) and Pinole for transfers with West Cat and East Bay Paratransit services.

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**Trip Reservation and Dispatch:** Runabout uses a computer-aided trip booking and scheduling system. Software developed by the service contractor, MV Transportation, Inc. Inc. is used to process reservations and organize them sequentially by day and time of day for manual assignment to runs. The following summarizes the trip booking and dispatch process:

- Trip requests can be made as early as seven days in advance of the required trip. Subscription bookings are maintained in a scheduling database and are added for assignment the night before each service day.
- Trip requests can be made Monday through Friday from 7:00 am to 5:00 pm and on Saturday and Sunday from 9:00 am to 4:00 pm. Pick up times are given at the time of the trip request. A 15 minute pick up window (15 minutes after the confirmed pick up time) is used for trip assignment by the scheduler. If the passenger pick up time has been adjusted by more than 15 minutes from the given time or to any time change before the given time, passengers are called the evening before to be advised of their new pick up time.
- Runs are created manually the day before each service day from the sequentially ordered list of demand and subscription trip requests, with completion of trip assignments made by 7:00 pm.
- Upon reporting to work on their assigned days, Drivers receive a printed manifest listing in sequential order actual trip pick up times. Drivers perform their actual trip pick-up times according to confirmed pick up times and a window of arriving up to 15 minutes before and after the confirmed pick up time.
- "No show rides" and cancellations and other schedule changes are communicated by two-way radio between the Dispatcher and Driver.
- Overload trips or trips that cannot be assigned to an established "driver assigned" runs are accommodated with an extra run operated by administrative staff, such as the road supervisor and/or dispatcher
- Drivers complete their manifests, noting time of arrival and departure of the passengers' origin and destination, fare amount and type collected (tickets or cash) and noting if an attendant and/or guest accompanied the passenger.

**City of Vallejo Taxi Scrip Program:** The City of Vallejo Taxi Scrip Program is offered to Vallejo residents who are 65 years or older, or defined as disabled under the Regional Transit Discount Card Program. Program participants can purchase up to 10 booklets at a time to a maximum of 20 booklets per month. Participants can purchase \$10.00 worth of scrip for \$6.00.

Presentation



**Solano** *Transit Consolidation Feasibility Study*

Prepared for **STA**  
**Solano Transportation Authority**

Prepared by  
**DKS Associates**  
TRANSPORTATION SOLUTIONS

In association with  
**HDR Inc.**  
**HDR**  
Pacific Municipal Consultants  
**PMC**



May 4, 2009

Solano *Transit Consolidation Study*

## Transit Consolidation Study Steering Committee: Purpose of Meeting

- Summary of Phase 2 Status
- Presentation of 7 Options
- Receive Key Recommendations

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## STA Board Criteria for Transit Consolidation Study Options

- **Cost-effectiveness**
- **Efficient use of resources – equipment, facilities, personnel**
- **Service efficiency**
- **Improved governance – accountability to public and community**
- **Streamlined decision making**
- **Ridership and productivity**
- **Service coordination**
- **Local community needs and priorities**
- **Protect local transit service**
- **Flexibility to meet local needs**

3

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TRANSIT CONSULTING & PLANNING

## What We Learned in Phase 1

- **Positive aspects of current transit operations**
  - **Local asset**
  - **Focus on local trips**
  - **Source of civic pride and identity**
  - **Contracted operation seems to maximize**
    - ❖ **Cost effectiveness**
    - ❖ **Rider satisfaction with drivers**
  - **Engaged local transit management staff**

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TRANSIT CONSULTING & PLANNING

## What We Learned in Phase 1

- **Negative aspects of current transit operations**
  - Interregional coordination a challenge – fixed-route, paratransit
  - Smaller cities have highest percentage of interregional travel demand BUT least resources
  - Lack of formal interregional transit planning mandate
    - ❖ Funding agreement complexity
    - ❖ Grant applications
    - ❖ Less competitive participation in regional transit actions (MTC)
  - Transit accountability weaknesses
    - ❖ Service operated by one city in another city
    - ❖ Transit issues lost in council meeting agendas in some cities
    - ❖ Some jurisdictions have no transit accountability or oversight for some routes operating within them

5

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## Follow-up to December Discussion

- Detailed review of potential financial projections
- Overall, transit operator funding will fall short
- Trends vary by operator

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## Additional Work Since Last Meeting

- Operator review of Existing Operations Report
- Continued Option 1 Consolidation Discussions between Vallejo and Benicia
- Recommendations from Solano Paratransit Review and Alternatives Study
  - Results in New Option 4C – Interregional Fixed-Route Consolidation Only

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## Financial Events Since Last Meeting

- Loss of STAF confirmed
- ARRA (Stimulus Package) for transit

Year	Loss of STAF	Gain of ARRA
2009/10	- \$3M	+ \$2.5M
2010/11	- \$3M	+ \$2M
2011/12	- \$3M	--
2012/13	- \$3M	--
2013/14	- \$3M	--

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DATE: April 28, 2009  
TO: STA Board Transit Consolidation Steering Committee  
FROM: Elizabeth Richards, Director of Transit and Rideshare Services  
Joe Story, DKS Associates  
RE: Presentation of Phase 2 Analysis and Recommendations

**Background:**

Over the past several years, the issue of consolidating some or all of the services has been discussed and proposed for evaluation. This topic was discussed by STA Board members at the February 2005 Board retreat and the participants expressed interest and support for transit service becoming more convenient through a seamless system, that there should be a reasonable level of service throughout the county, and that local transit issues and needs would have to be considered and addressed. In 2005, the STA Board directed STA staff to initiate a countywide Transit Consolidation Study and approved goals, objectives and evaluation criteria to be incorporated in the scope of work for this study. After funding was secured, DKS Associates was selected to lead the Transit Consolidation Study.

Work began in early 2007. A preliminary analysis of alternatives was presented to the Technical Advisory Committee (TAC) and Consortium in June 2007. It included five (5) potential transit consolidation alternatives. During discussion at the TAC meeting, a sixth (6<sup>th</sup>) alternative was requested. This alternative suggested consideration of consolidating all intercity fixed-route service and local and intercity American for Disabilities (ADA) paratransit service.

At the July 2007 STA Board meeting, staff presented the six (6) transit consolidation alternatives to the STA Board along with the Executive Committee's recommendation and a recommendation to release the Findings Report and the Options Report once the TAC and Consortium had additional time to review. After discussion, the STA Board modified and approved the membership of the Transit Consolidation Steering Committee to include all eight (8) jurisdictions with individual Board members and City Managers and the County Administrator.

The STA Board's Transit Consolidation Steering Committee held a second meeting on December 11, 2008. At this meeting, the Committee directed staff to add Option 2 (Vallejo/Benicia/Fairfield/Suisun City consolidation) to the list of options to evaluate.

**Discussion:**

After the last Transit Consolidation Steering Committee meeting the Transit Operator Analysis Report was completed. The data collected through this effort was used to analyze the various options. The options have been analyzed based on the Board established criteria (see Attachment A).

Also occurring during this time was a study of intercity paratransit services in eastern Solano County. For over ten years, the STA has managed and had an agreement with Fairfield and Suisun Transit (FAST) to operate the service known as Solano Paratransit. FAST operates the service which is integrated with its own local paratransit service known as DART. The cost of Solano Paratransit service was shared by the five jurisdictions that it provided intercity paratransit service to: Fairfield, Suisun City, Dixon, Vacaville and Solano County. The costs have been shared based on a funding formula the STA and the funding partners developed. The STA has also allocated funds from State Transit Assistance Funds (STAF) and secured multiple 5310 grants to purchase vehicles. STA holds title on 9 vehicles. Due to escalating costs, the Solano Paratransit funding partners requested a study be completed this year to identify alternative service models for intercity paratransit that were financially sustainable. This study is nearing completion with the outcome proposing that each of the Solano Paratransit funding partners provide paratransit service within their own service area and longer, multi-jurisdictional trips would be handled through transfers. To reflect this in the Transit Consolidation study, a third version of Option 4 has been created. Option 4c is to consolidate interregional routes and decentralize intercity paratransit services.

Other issues that have arisen since the last Transit Consolidation Steering Committee meeting include a change in transit funding policy at the State and Federal level. Long-term State transit funding has been eliminated for the foreseeable future, while short-term federal funds have become available.

At the Steering Committee, the consultant will review the options and analysis, present the recommendations and next steps. These are outlined on the attached draft powerpoint (Attachment B).

**Recommendations:**

Forward a recommendation to the STA Board to approve the following:

1. Option 1: Consolidation of Benicia and Vallejo transit services;
2. Option 4c: Consolidation of interregional Solano transit services under one operator to be selected by the STA Board and decentralize intercity paratransit service to local transit operators;
3. Forward the STA recommended transit consolidation recommendations to the affected agencies for their consideration and participation;
4. Direct STA staff to work with the affected local transit staff to develop Implementation Plans for Option 1 and Option 4c;
5. Report back to the STA Board by September 2009 on the status of the Implementation Plan.

Attachment:

- A. Transit Consolidation Options Evaluation Matrix
- B. Draft Phase 2 Analysis and Recommendations Powerpoint

# Solano ATTACHMENT A Transit Consolidation Study

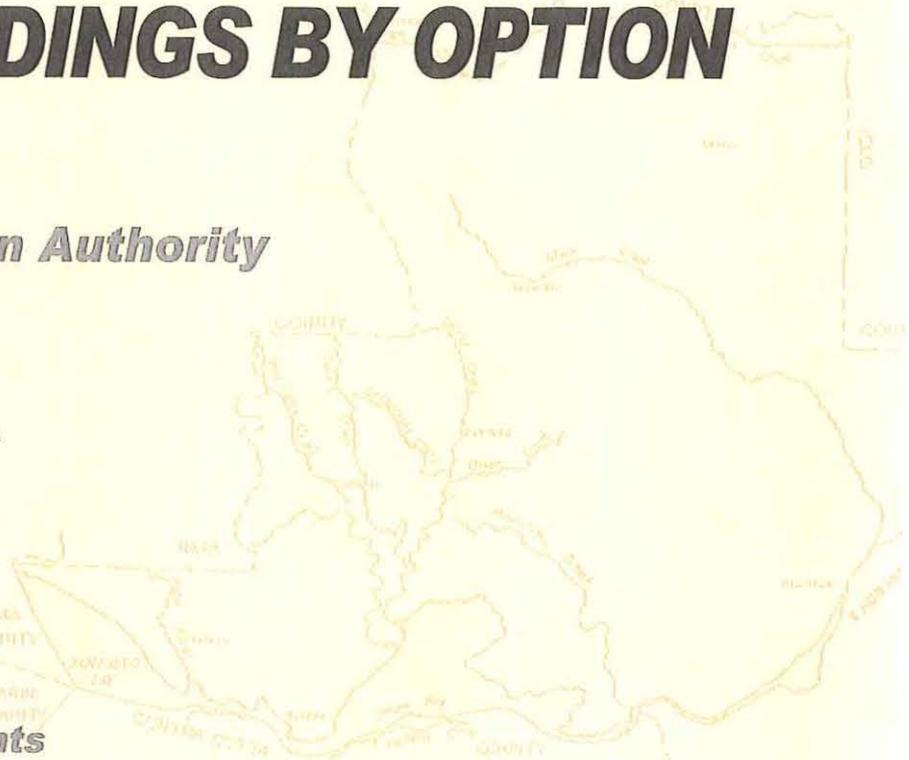


## PHASE 2 FINDINGS BY OPTION

Prepared for   
**Solano Transportation Authority**

Prepared by  
**DKS Associates**  
TRANSPORTATION SOLUTIONS

In association with  
**HDR Inc.**  
**Pacific Municipal Consultants**



# SOLANO TRANSIT CONSOLIDATION STUDY

## FINDINGS BY OPTION

*Prepared for*

## SOLANO TRANSPORTATION AUTHORITY

*Prepared by*

***DKS Associates***

TRANSPORTATION SOLUTIONS

1000 Broadway, Suite 450

Oakland, CA 94607

(510) 763-2061

*In association with*

HDR, Inc.

Pacific Municipal Consultants

April 28, 2009

## PHASE 2: FINDINGS BY OPTION

### Introduction to Summary

The following describes the findings expected from each of the consolidation options being considered. The summary contains the following details:

**Study Criteria.** These criteria were developed to guide the study and its findings. The criteria are broad but can be qualitatively determined based upon the findings of the funding, facilities, support staff and paratransit situations of the local operators.

**Examples.** The examples provided are intended to illustrate how the criteria apply to real-world situations. While the examples may not specifically cover all elements in the criteria, they provide an illustrative question that could be asked to apply the criteria to the current situation.

**Findings of Each Option.** The findings associated with each option, showing various anticipated outcomes as compared to the existing arrangement, are shown using two methods. The first is a magnitude of how the option would fare against the existing arrangement. This is illustrated using these qualitative symbols:

---

▶▶▶	<i>Significantly Improved from Existing Operations</i>
▶▶	<i>Much More Improved from Existing Operations</i>
▶	<i>Somewhat Improved from Existing Operations</i>
○	<i>Similar to Existing Operations</i>
◀	<i>Somewhat More Difficult than Existing Operations</i>
◀◀	<i>Much More Difficult than Existing Operations</i>
◀◀◀	<i>Significantly More Difficult than Existing Operations</i>

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In addition, a verbal description of each finding is provided to show how this option would perform when compared to the current arrangement.

## Option 1: South County Consolidation

Study Criteria	Examples	Findings of Option 1: South County Consolidation
Cost effectiveness	Provide service to the most riders per hour	<ul style="list-style-type: none"> <li>▶ A joint agency will be able to assign transit service more effectively between the two cities and administer the service more effectively.</li> </ul>
Efficient use of resources – equipment, facilities, personnel	Strategic utilization of costly equipment, facilities and personnel	<ul style="list-style-type: none"> <li>▶ Buses could be operated out of one facility.</li> </ul>
Service efficiency	Efficiency gains from route layout changes	<ul style="list-style-type: none"> <li>▶ Through-routing between Vallejo and Benicia possible.</li> </ul>
Improved governance – accountability to public and community	Usefulness and accountability of governing body	<ul style="list-style-type: none"> <li>▶ A direct agency board would provide direct guidance on managing transit funds and administering service. Public would have Board specifically for transit operations.</li> </ul>
Streamlined decision making	Usefulness and directness of management (fewer bureaucracy layers)	<ul style="list-style-type: none"> <li>▶ Management would be directly accountable to board, providing increased accountability and less internal management from other City departments. The board would have to be more willing to take a greater role in oversight than is currently being done. Some coordination to provide support services to the operation (possibly through a municipal agreement) would be needed.</li> </ul>
Ridership and productivity impacts	Ability to attract choice and transit-dependent riders with real time information and other marketing information	<ul style="list-style-type: none"> <li>▶ The ability to increase choice riders will be slightly facilitated by a greater awareness of the transit system coverage area. New technologies will also be easier to implement as a single system.</li> </ul>
Service coordination	Difficulty level to assure timed transfers; ease of use by citizens	<ul style="list-style-type: none"> <li>▶ A single operator enables easier timed transfer route design and implementation.</li> </ul>
Recognize local community needs and priorities	Ability to respond to operations problems -- day-to-day operations and design issues (customer service)	<ul style="list-style-type: none"> <li>◀ There will be less direct oversight and coordination with Public Works, Finance, Policy and other City Departments, so that there may be a loss of individual community responsiveness to bus operations issues.</li> </ul>
Protect local transit service as requested by local jurisdiction	Ability to get multi-jurisdictional consensus	<ul style="list-style-type: none"> <li>▶ Strong indications that Vallejo and Benicia are proactively willing to consider consolidation and improved coordination.</li> </ul>
Flexibility to meet local needs	Ability to respond to specific local requests for service changes	<ul style="list-style-type: none"> <li>○ The ability to respond to local service changes by City departments will become more difficult. However, a larger organization provides more resources and flexibility to make service changes.</li> </ul>
Capacity to deliver new service while maintain existing service	Ability to grow efficiently while maintaining effectiveness	<ul style="list-style-type: none"> <li>▶ If new funding becomes available, the larger organization with direct oversight should be able to more quickly implement new programs.</li> </ul>
Ability to leverage additional funding	Ability to compete for regional/state discretionary funds	<ul style="list-style-type: none"> <li>▶ A new joint agency will represent more riders, and the staff will be able to be more focused at regional and state levels, especially with competitive grants.</li> </ul>
Implementation needs/requirements (e.g., legal, financial)	Ability to implement necessary support services and resources within new structure	<ul style="list-style-type: none"> <li>◀ There will be additional negotiations needed to oversee the support services currently provided by the cities. The two systems also operate with different fixed-route and transit services, so some standardization would be needed.</li> </ul>

## Option 2: South-Central County Consolidation

Study Criteria	Examples	Findings of Option 2: South-Central County Consolidation
Cost effectiveness	Provide service to the most riders per hour	<ul style="list-style-type: none"> <li>▶ A joint agency will be able to assign transit service more effectively between the four cities. Complications will occur in that urbanized areas are different so that complex funding tracking will be required.</li> </ul>
Efficient use of resources – equipment, facilities, personnel	Strategic utilization of costly equipment, facilities and personnel	<ul style="list-style-type: none"> <li>▶ Buses could be operated out of one facility. The addition of Fairfield could mean the need to for two facilities, eliminating added efficiencies; one centralized facility would likely mean increased deadhead costs. Urbanized funding sources may create administrative barrier, reducing the ability to share resources.</li> </ul>
Service efficiency	Efficiency gains from route layout changes	<ul style="list-style-type: none"> <li>▶ Through-routing between Vallejo, Benicia, Fairfield and Suisun</li> <li>▶ City possible.</li> </ul>
Improved governance – accountability to public and community	Usefulness and accountability of governing body	<ul style="list-style-type: none"> <li>▶ A direct agency board would provide direct guidance on managing funds and administering service. Public would have Board specifically for transit operations. Suisun City could have board representation for transit operations.</li> </ul>
Streamlined decision making	Usefulness and directness of management (fewer bureaucracy layers)	<ul style="list-style-type: none"> <li>▶ Management would be directly accountable to board, providing increased accountability and less internal management from City departments. The board would have to be more willing to take a greater role in oversight than is currently being done. Some coordination to provide support services to the operation (possibly through a municipal agreement) would be needed.</li> </ul>
Ridership and productivity impacts	Ability to attract choice and transit-dependent riders with real time information and other marketing information	<ul style="list-style-type: none"> <li>▶ The ability to increase choice riders will be slightly facilitated by</li> <li>▶ a greater awareness of the transit system coverage area. New technologies will also be easier to implement as a single Central and South County system.</li> </ul>
Service coordination	Difficulty level to assure timed transfers; ease of use by citizens	<ul style="list-style-type: none"> <li>▶ A single operator enables easier timed transfer route design and implementation. Most routes in the County would be under one operator.</li> </ul>
Recognize local community needs and priorities	Ability to respond to operations problems – day-to-day operations and design issues (customer service)	<ul style="list-style-type: none"> <li>◀ There will be less direct coordination with Public Works,</li> <li>◀ Finance, Policy and other City Departments, so that there may be a loss of individual community responsiveness to bus operations issues.</li> </ul>
Protect local transit service as requested by local jurisdiction	Ability to get multi-jurisdictional consensus	<ul style="list-style-type: none"> <li>◀ Strong indication that Fairfield is not interested in consolidation.</li> <li>◀ Suisun City intent is unclear.</li> </ul>
Flexibility to meet local needs	Ability to respond to specific local requests for service changes	<ul style="list-style-type: none"> <li>○ The system will be larger so that flexibility is easier, yet flexibility is also limited for local service because some funding sources are linked to different urbanized areas. The ability for a city to provide for in-kind services will no longer exist, although some cities may also have used transit staff time for other City tasks.</li> </ul>
Capacity to deliver new service while maintain existing service	Ability to grow efficiently while maintaining effectiveness	<ul style="list-style-type: none"> <li>▶ If new funding becomes available, the larger organization with direct oversight should be able to more quickly implement new programs.</li> </ul>
Ability to leverage additional funding	Ability to compete for regional/state discretionary funds	<ul style="list-style-type: none"> <li>▶ A new joint agency will represent more riders, and the staff will be able to be more focused at regional and state levels, especially with competitive grants. Complications will occur in that urbanized areas are different so that complex funding tracking will be required.</li> </ul>
Implementation needs/requirements (e.g., legal, financial)	Ability to implement necessary support services and resources within new structure	<ul style="list-style-type: none"> <li>◀ There will be additional negotiations needed to oversee the support services currently provided by the cities. The three systems also operate with different fixed-route and paratransit services, so that standardization would be difficult.</li> </ul>

## Option 4a: Interregional Fixed-Route and Intercity Paratransit Consolidation

Study Criteria	Examples	Findings of Option 4a: Interregional Fixed-Route and Intercity Paratransit Consolidation
Cost effectiveness	Provide service to the most riders per hour	<ul style="list-style-type: none"> <li>▶ All services could benefit from a single vehicle and or operations contract and program. Deadhead costs may be an issue. The benefit is significantly reduced if this is a new operating agency, rather than incorporated into a single operator.</li> </ul>
Efficient use of resources – equipment, facilities, personnel	Strategic utilization of costly equipment, facilities and personnel	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2, there could be a sharing of or operations resulting in more efficient use of equipment and facilities. As a stand-alone operation, this would not have benefit as service delivery would be more difficult across a wider area.</li> </ul>
Service efficiency	Efficiency gains from route layout changes	<ul style="list-style-type: none"> <li>○ Routes and services are operated today, and would not be expected to change.</li> </ul>
Improved governance – accountability to public and community	Usefulness and accountability of governing body	<ul style="list-style-type: none"> <li>▶ A direct agency board would provide direct guidance on managing funds and administering service. Public would have Board specifically for inter-city fixed-route transit and paratransit operations.</li> </ul>
Streamlined decision making	Usefulness and directness of management (fewer bureaucracy layers)	<ul style="list-style-type: none"> <li>▶ Management would be directly accountable to board, providing increased accountability and less structural management now found in City departments. The board would have to be more willing to take a greater hand in oversight than is currently being done. Some coordination to provide support services to the operation (possibly through a municipal agreement) would be needed.</li> </ul>
Ridership and productivity impacts	Ability to attract choice and transit-dependent riders with real time information and other marketing information	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2, the ability to roll out or coordinated real-time passenger information, fare strategies and other marketing programs to attract choice riders will be facilitated. Otherwise, there will be no benefit.</li> </ul>
Service coordination	Difficulty level to assure timed transfers; ease of use by citizens	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2, service coordination would be greatly facilitated. There is no benefit unless services are combined with a single operation.</li> </ul>
Recognize local community needs and priorities	Ability to respond to operations problems -- day-to-day operations and design issues (customer service)	<ul style="list-style-type: none"> <li>◀ There will be less direct coordination with Public Works, Finance, Policy and other City Departments, so that there may be a loss of individual community responsiveness to bus operations issues.</li> </ul>
Protect local transit service as requested by local jurisdiction	Ability to get multi-jurisdictional consensus	<ul style="list-style-type: none"> <li>◀ Oversight of interregional fixed-route and intercity paratransit services by all jurisdictions could improve service delivery, but some operators may not wish to abdicate unique paratransit arrangements.</li> </ul>
Flexibility to meet local needs	Ability to respond to specific local requests for service changes	<ul style="list-style-type: none"> <li>○ The system will have less flexibility given the current funding organization. The ability for a city to provide for in-kind services will no longer exist, although some cities may also have used transit staff time for other City tasks.</li> </ul>
Capacity to deliver new service while maintain existing service	Ability to grow efficiently while maintaining effectiveness	<ul style="list-style-type: none"> <li>▶ If new funding becomes available, the larger organization with direct oversight should be able to more quickly implement new programs.</li> </ul>
Ability to leverage additional funding	Ability to compete for regional/state discretionary funds	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2 or another operator, a new joint agency will represent more riders, and the staff will be able to be more focused at regional and state levels, especially with competitive grants. Alone, this will not be of benefit as there will be another new transit operator.</li> </ul>
Implementation needs/requirements (e.g., legal, financial)	Ability to implement necessary support services and resources within new structure	<ul style="list-style-type: none"> <li>◀ There will be additional negotiations needed to oversee the support services currently provided by the cities.</li> </ul>

## Option 4b: Interregional Fixed-Route and All Paratransit Consolidation

Study Criteria	Examples	Findings of Option 4b: Interregional Fixed-Route and All Paratransit Consolidation
Cost effectiveness	Provide service to the most riders per hour	<ul style="list-style-type: none"> <li>▶ All services could benefit from a single vehicle and operations contract and program. Deadhead costs may be an issue. The benefit is significantly reduced if this is a new operating agency, rather than incorporated into a single operator.</li> </ul>
Efficient use of resources – equipment, facilities, personnel Service efficiency	Strategic utilization of costly equipment, facilities and personnel  Efficiency gains from route layout changes	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2, there could be a sharing of operations resulting in more efficient use of equipment and facilities. As a stand-alone operation, this would not have benefit as service delivery would be more difficult across a wider area.</li> <li>○ Routes and services are operated today, and would not be expected to change.</li> </ul>
Improved governance – accountability to public and community	Usefulness and accountability of governing body	<ul style="list-style-type: none"> <li>▶ A direct agency board would provide direct guidance on managing funds and administering service. Public would have Board specifically for fixed-route interregional transit and all paratransit operations.</li> </ul>
Streamlined decision making	Usefulness and directness of management (fewer bureaucracy layers)	<ul style="list-style-type: none"> <li>▶ Management would be directly accountable to board, providing increased accountability and less structural management now found in City departments. The board would have to be more willing to take a greater hand in oversight than is currently being done. Some coordination to provide support services to the operation (possibly through a municipal agreement) would be needed.</li> </ul>
Ridership and productivity impacts	Ability to attract choice and transit-dependent riders with real time information and other marketing information	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2, the ability to roll out coordinated real-time passenger information, fare strategies and other marketing programs to attract choice riders will be facilitated. Otherwise, there will be no benefit.</li> </ul>
Service coordination	Difficulty level to assure timed transfers; ease of use by citizens	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2, service coordination would be greatly facilitated. There is no benefit unless services are combined with a single operation.</li> </ul>
Recognize local community needs and priorities	Ability to respond to operations problems -- day-to-day operations and design issues (customer service)	<ul style="list-style-type: none"> <li>◀ There will be less direct coordination with Public Works, Finance, Policy and other City Departments, so that there may be a loss of community responsiveness to bus operations issues.</li> </ul>
Protect local transit service as requested by local jurisdiction	Ability to get multi-jurisdictional consensus	<ul style="list-style-type: none"> <li>◀ Oversight of regional and intercity paratransit services by all jurisdictions would improve service delivery, but some operators have indicated their willingness to abdicate their service delivery. Local paratransit systems operate with unique eligibility/dispatching/etc and client familiarity, and some operators may not wish to abdicate this.</li> </ul>
Flexibility to meet local needs	Ability to respond to specific local requests for service changes	<ul style="list-style-type: none"> <li>◀ The system will have less flexibility to providing local service, as the route system would be segregated more clearly.</li> </ul>
Capacity to deliver new service while maintain existing service Ability to leverage additional funding	Ability to grow efficiently while maintaining effectiveness  Ability to compete for regional/state discretionary funds	<ul style="list-style-type: none"> <li>▶ If operations are centralized with one provider for inter-city service and if new funding becomes available, the larger organization with direct oversight should be able to more quickly implement new programs.</li> <li>▶ If combined with Options 1 or 2 or another operator, a new joint agency will represent more riders, and the staff will be able to be more focused at regional and state levels, especially with competitive grants. Alone, this will not be of benefit as there will be another new transit operator.</li> </ul>
Implementation needs/requirements (e.g., legal, financial)	Ability to implement necessary support services and resources within new structure	<ul style="list-style-type: none"> <li>◀ There will be additional negotiations needed to oversee the support services currently provided by the cities.</li> </ul>

## Option 4c: Interregional Fixed-Route Consolidation Only

Study Criteria	Examples	Findings of Option 4c: Interregional Fixed-Route Consolidation Only
Cost effectiveness	Provide service to the most riders per hour	<ul style="list-style-type: none"> <li>▶ All services could benefit from a single vehicle and operations or contract and program. Deadhead costs may be an issue. The benefit is significantly reduced if this is a new operating agency, rather than incorporated into a single operator.</li> </ul>
Efficient use of resources – equipment, facilities, personnel	Strategic utilization of costly equipment, facilities and personnel	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2, there could be a sharing of operations resulting in more efficient use of equipment and facilities. As a stand-alone operation, this would not have benefit as service delivery would be more difficult across a wider area.</li> </ul>
Service efficiency	Efficiency gains from route layout changes	<ul style="list-style-type: none"> <li>○ Routes and services are operated today, and would not be expected to change.</li> </ul>
Improved governance – accountability to public and community	Usefulness and accountability of governing body	<ul style="list-style-type: none"> <li>▶ A direct agency board would provide direct guidance on managing funds and administering service. Public would have Board specifically for fixed-route inter-city transit operations.</li> </ul>
Streamlined decision making	Usefulness and directness of management (fewer bureaucracy layers)	<ul style="list-style-type: none"> <li>▶ Management would be directly accountable to board, providing increased accountability and less structural management now found in City departments. The board would have to be more willing to take a greater hand in oversight than is currently being done. Some coordination to provide support services to the operation (possibly through a municipal agreement) would be needed.</li> </ul>
Ridership and productivity impacts	Ability to attract choice and transit-dependent riders with real time information and other marketing information	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2, the ability to roll out coordinated real-time passenger information, fare strategies and other marketing programs to attract choice riders will be facilitated.</li> <li>○ Otherwise, there will be no benefit.</li> </ul>
Service coordination	Difficulty level to assure timed transfers; ease of use by citizens	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2, service coordination would be greatly facilitated. There is no benefit unless services are combined with a single operation.</li> </ul>
Recognize local community needs and priorities	Ability to respond to operations problems -- day-to-day operations and design issues (customer service)	<ul style="list-style-type: none"> <li>○ There will be less direct coordination with Public Works, Finance, Policy and other City Departments, so that there may be a loss of community responsiveness to bus operations issues, although many cities have interregional routes from other operators today.</li> </ul>
Protect local transit service as requested by local jurisdiction	Ability to get multi-jurisdictional consensus	<ul style="list-style-type: none"> <li>○ This option would not affect local transit service.</li> </ul>
Flexibility to meet local needs	Ability to respond to specific local requests for service changes	<ul style="list-style-type: none"> <li>◀ The system will have less flexibility to providing local service, as the route system would be segregated more clearly.</li> </ul>
Capacity to deliver new service while maintain existing service	Ability to grow efficiently while maintaining effectiveness	<ul style="list-style-type: none"> <li>▶ If operations are centralized with one provider for inter-city service, If new funding becomes available, the larger organization with direct oversight is able to quickly implement new programs.</li> </ul>
Ability to leverage additional funding	Ability to compete for regional/state discretionary funds	<ul style="list-style-type: none"> <li>▶ If combined with Options 1 or 2 or another operator, a new joint agency will represent more riders, and the staff will be able to be more focused at regional and state levels, especially with competitive grants. Alone, this will not be of benefit as there will be another new transit operator.</li> </ul>
Implementation needs/requirements (e.g., legal, financial)	Ability to implement necessary support services and resources within new structure	<ul style="list-style-type: none"> <li>◀ There will be additional negotiations needed to oversee the support services currently provided by the cities.</li> </ul>

## Option 5: Functional Consolidation

Study Criteria	Examples	Findings of Option 5: Functional Consolidation
Cost effectiveness	Provide service to the most riders per hour	<ul style="list-style-type: none"> <li>▶ If a comprehensive MOU allocates more responsibilities in service planning and project development to a single entity, the entity could provide more specialized talent with the right expertise.</li> </ul>
Efficient use of resources – equipment, facilities, personnel	Strategic utilization of costly equipment, facilities and personnel	<ul style="list-style-type: none"> <li>▶ If a comprehensive MOU identifies and assigns resources towards a specific skill area (such as real-time information systems or driver training), the entity can provide better and more efficient specialized talent.</li> </ul>
Service efficiency	Efficiency gains from route layout changes	<ul style="list-style-type: none"> <li>▶ This option does not affect service directly, but route layout expertise could be focused.</li> </ul>
Improved governance – accountability to public and community	Usefulness and accountability of governing body	<ul style="list-style-type: none"> <li>▶ MOU would clarify roles of transit supporting functions between the operators and STA.</li> </ul>
Streamlined decision making	Usefulness and directness of management (fewer bureaucracy layers)	<ul style="list-style-type: none"> <li>▶ MOU would clarify roles of transit supporting functions between the operators and a functional coordination agency.</li> </ul>
Ridership and productivity impacts	Ability to attract choice and transit-dependent riders with real time information and other marketing information	<ul style="list-style-type: none"> <li>○ Countywide real-time travel information could be implemented, but coordination with multiple operators would be required.</li> </ul>
Service coordination	Difficulty level to assure timed transfers; ease of use by citizens	<ul style="list-style-type: none"> <li>○ Dispersed responsibility will establish new specialty resource, but will also require that coordination with multiple operators continue.</li> </ul>
Recognize local community needs and priorities	Ability to respond to operations problems -- day-to-day operations and design issues (customer service)	<ul style="list-style-type: none"> <li>○ Dispersed responsibility will establish new specialty resource, but will also require that coordination with multiple operators continue.</li> </ul>
Protect local transit service as requested by local jurisdiction	Ability to get multi-jurisdictional consensus	<ul style="list-style-type: none"> <li>▶ MOU would clarify roles of transit supporting functions between the operators and STA.</li> </ul>
Flexibility to meet local needs	Ability to respond to specific local requests for service changes	<ul style="list-style-type: none"> <li>◀ The system will have less flexibility to providing local service, as the route system would be segregated more clearly.</li> </ul>
Capacity to deliver new service while maintain existing service	Ability to grow efficiently while maintaining effectiveness	<ul style="list-style-type: none"> <li>○ This option would not directly improve the capacity to deliver new service, although it would be more aggressive in pursuing new funding to enable additional service.</li> </ul>
Ability to leverage additional funding	Ability to compete for regional/state discretionary funds	<ul style="list-style-type: none"> <li>▶ If a comprehensive MOU allocates more responsibilities in service planning, grant application processing and project development to a single entity, the entity can provide more specialized talent.</li> </ul>
Implementation needs/requirements (e.g., legal, financial)	Ability to implement necessary support services and resources within new structure	<ul style="list-style-type: none"> <li>◀ There will be additional negotiations needed to oversee the support services currently provided by the cities.</li> </ul>

## Option 6: Full Consolidation

Study Criteria	Examples	Findings of Option 6: Full Consolidation
Cost effectiveness	Provide service to the most riders per hour	<ul style="list-style-type: none"> <li>▶ A joint agency will be able to assign transit service more effectively between the four cities. Complications will occur in that urbanized areas are different so that complex funding tracking will be required.</li> </ul>
Efficient use of resources – equipment, facilities, personnel	Strategic utilization of costly equipment, facilities and personnel	<ul style="list-style-type: none"> <li>▶ Buses could be operated out of two or three facilities. New facilities in North County would increase capital costs initially but could save long-run operations costs. Urbanized funding sources may create administrative barrier, reducing the ability to share resources.</li> </ul>
Service efficiency	Efficiency gains from route layout changes	<ul style="list-style-type: none"> <li>▶ Through-routing between Vallejo, Benicia, Fairfield, Vacaville, Dixon, Rio Vista and Suisun City possible with both local and inter-city routes.</li> </ul>
Improved governance – accountability to public and community	Usefulness and accountability of governing body	<ul style="list-style-type: none"> <li>▶ A direct agency board would provide direct guidance on managing funds and administering service. Suisun City and Solano County could have board representation for transit operations.</li> </ul>
Streamlined decision making	Usefulness and directness of management (fewer bureaucracy layers)	<ul style="list-style-type: none"> <li>▶ Management would be directly accountable to board, providing increased accountability and less structural management now found in City departments. The board would have to be more willing to take a greater hand in oversight than is currently being done. Some coordination to provide support services to the operation (possibly through a municipal agreement) would be needed.</li> </ul>
Ridership and productivity impacts	Ability to attract choice and transit-dependent riders with real time information and other marketing information	<ul style="list-style-type: none"> <li>▶ The ability to attract choice riders will be improved with a greater awareness of the transit system coverage area. New technologies will also be easier to implement for all County residents.</li> </ul>
Service coordination	Difficulty level to assure timed transfers; ease of use by citizens	<ul style="list-style-type: none"> <li>▶ A single operator enables easier timed transfer route design and implementation. All routes in the County would be under one operator.</li> </ul>
Recognize local community needs and priorities	Ability to respond to operations problems -- day-to-day operations and design issues (customer service)	<ul style="list-style-type: none"> <li>◀ Operator would need to coordinate with multiple Public Works, Finance, Policy and other departments. This may result in less direct community responsiveness with individual cities to bus operations issues.</li> </ul>
Protect local transit service as requested by local jurisdiction	Ability to get multi-jurisdictional consensus	<ul style="list-style-type: none"> <li>◀ Oversight by all jurisdictions would improve service delivery. Local fixed-route and paratransit systems operate with unique direction and client familiarity, so that there is more unwillingness to abdicate this service. No strong consensus for this option.</li> </ul>
Flexibility to meet local needs	Ability to respond to specific local requests for service changes	<ul style="list-style-type: none"> <li>◀ The system will have less flexibility given the current funding organization. The ability for a city to provide for in-kind services will no longer exist, although some cities may also have used transit staff time for other City tasks.</li> </ul>
Capacity to deliver new service while maintain existing service	Ability to grow efficiently while maintaining effectiveness	<ul style="list-style-type: none"> <li>▶ If new funding becomes available, the larger organization with direct oversight is able to quickly implement new programs.</li> </ul>
Ability to leverage additional funding	Ability to compete for regional/state discretionary funds	<ul style="list-style-type: none"> <li>▶ A new joint agency will represent more riders, and the staff should be able to be more focused at regional and state levels, especially with competitive grants.</li> </ul>
Implementation needs/requirements (e.g., legal, financial)	Ability to implement necessary support services and resources within new structure	<ul style="list-style-type: none"> <li>◀ There will be additional negotiations needed to oversee the support services currently provided by the cities. The various systems also operate with different fixed-route and paratransit services, so that standardization would be difficult.</li> </ul>

Solano  
Transit Consolidation Study

## Summary of 7 Options

- Option 1: South County Consolidation
- Option 2: South/Central County Consolidation
- Option 4a: All Paratransit and interregional Fixed Route Consolidation
- Option 4b: All interregional Paratransit and Fixed Route Consolidation
- Option 4c: All interregional Fixed Route Consolidation
- Option 5: Functional Consolidation
- Option 6: Full Countywide Consolidation

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Transit Consolidation Study

## Option 1: South County Consolidation

- Vallejo Transit + Benicia Breeze
- Potential Advantages
  - Optimized route structure
  - Paratransit coordination improvements
  - Better regional leverage
  - Direct oversight by board
  - Dedicated TDA/STA funding
- Potential Disadvantages
  - Unavailability of other revenue sources outside of transit
  - Resolution of consolidation issues – fares / facilities / equipment / contracts
  - Less local control

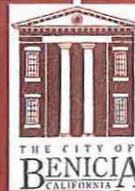
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## Option 1: South County Consolidation

### New Operator:

Local Bus  
interregional Bus  
Local Paratransit  
interregional  
Paratransit



## Option 2: South/Central County Consolidation

- Vallejo Transit + Benicia Breeze + Fairfield and Suisun Transit + Fairfield DART
- Potential Advantages
  - Paratransit coordination improvements
  - Optimized route structure
  - Significantly better regional leverage
  - Direct oversight by board
  - Dedicated TDA/STA funding
  - Suisun City representation
- Potential Disadvantages
  - Unavailability of other revenue sources outside of transit
  - Resolution of consolidation issues – fares / facilities / equipment / contracts
  - Less local control

## Option 2: South/Central County Consolidation

**New Operator:** Local Bus      Local Paratransit  
 Interregional Bus      Interregional  
 Paratransit



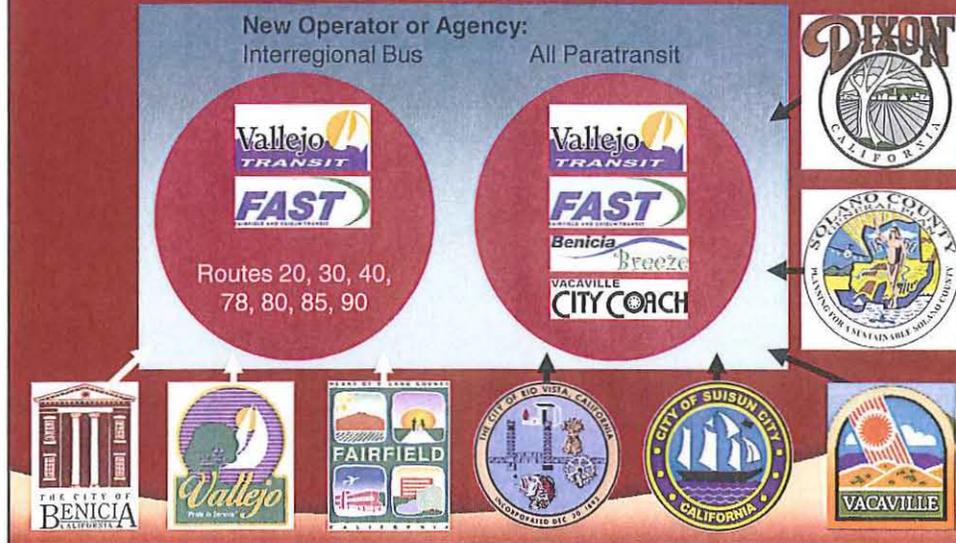
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## Option 4a: All Paratransit and Interregional Fixed Route Consolidation

- All Interregional Routes: Vallejo 78/80/85 + Benicia 76 + Fairfield and Suisun Transit 20/30/40/90
- All Local and Interregional Senior/Disabled Paratransit: Vallejo Transit RunAbout + Benicia Breeze RunAbout + Fairfield-Suisun Transit DART + Vacaville City Coach Special Services + Solano Paratransit
- Potential Advantages
  - Paratransit coordination improvements
  - Direct oversight by board
  - Optimized interregional routing responsiveness
  - Dedicated TDA/STA funding through agreement
  - Suisun City and Solano County representation
- Potential Disadvantages
  - Unavailability of other revenue sources outside of transit
  - Resolution of consolidation issues – fares / facilities / equipment / contracts
  - No reduction in number of operators
  - No change in regional representation

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## Option 4a: All Paratransit and Interregional Fixed Route Consolidation



## Option 4b: Interregional Paratransit and Fixed Route Consolidation

- All Interregional Routes: Vallejo 78/80/85 + Fairfield and Suisun Transit 20/30/40/90
- All Interregional Senior/Disabled Paratransit: Vallejo Transit RunAbout + Benicia Breeze RunAbout + Fairfield-Suisun Transit DART + Vacaville City Coach Special Services + Solano Paratransit
- Potential Advantages
  - Paratransit coordination improvements
  - Direct oversight by board
  - Optimized interregional routing responsiveness
  - Dedicated TDA/STA funding through agreement
  - Suisun City and Solano County representation
- Potential Disadvantages
  - Unavailability of other revenue sources outside of transit
  - Resolution of consolidation issues – fares / facilities / equipment / contracts
  - No reduction in number of operators
  - No change in regional representation

## Option 4b: All Paratransit and Interregional Fixed Route Consolidation



## Option 4c: All Interregional Fixed Route Consolidation (No Paratransit)

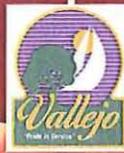
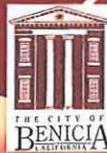
- All Interregional Routes: Vallejo 78/80/85 + Fairfield and Suisun Transit 20/30/40/90
- All Local and Interregional Senior/Disabled Paratransit: Vallejo Transit RunAbout + Benicia Breeze RunAbout + Fairfield-Suisun Transit DART + Vacaville City Coach Special Services + Solano Paratransit
- Potential Advantages
  - Paratransit coordination improvements
  - Direct oversight by board
  - Optimized interregional routing responsiveness
  - Dedicated TDA/STA funding through agreement
  - Suisun City and Solano County representation
- Potential Disadvantages
  - Unavailability of other revenue sources outside of transit
  - Resolution of consolidation issues – fares / facilities / equipment / contracts
  - No reduction in number of operators
  - No change in regional representation

## Option 4c: All Paratransit and Interregional Fixed Route Consolidation

New Operator or Agency:  
Interregional Bus



Routes 20, 30, 40,  
78, 80, 85, 90



## Option 5: Functional Countywide Consolidation

- Funding, planning, marketing, scheduling coordination
- No change in operators
- Increased role through joint powers agreement (probably STA)
- Potential Advantages
  - Significantly better regional leverage
  - Optimized interregional routing responsiveness
  - Paratransit coordination improvements
  - Direct oversight by board
  - Suisun city and Solano county representation
- Potential Disadvantages
  - No reduction in operators
  - Less local control of some staff functions
  - Additional coordination time

## Option 5: Functional Countywide Consolidation



## Option 6: Total Countywide Consolidation

- Vallejo Transit + Benicia Breeze + Fairfield and Suisun Transit + Vacaville City Coach + Dixon Read-Ride + Rio Vista Delta Breeze
- Potential Advantages
  - Optimized route structure
  - Paratransit coordination improvements
  - Significantly better regional leverage
  - Direct oversight by board
  - Dedicated TDA/STA funding
  - Suisun City and Solano County representation
- Potential Disadvantages
  - Unavailability of other revenue sources outside of transit
  - Resolution of consolidation issues – fares / facilities / equipment / contracts
  - Less local control

## Option 6: Total Countywide Consolidation

### All Services



## Task 1 Report Findings

- Detailed Financial Projections
- Facilities Analysis
- Support Staff Analysis
- Paratransit Services
  
- SUMMARY GRAPH IN PREPARATION

## Task 2 Findings by Option

Study Criteria	1	2	4a	4b	4c	5	6
Cost effectiveness	▶	▶	▶ or ○	▶ or ○	▶ or ○	▶	▶ ▶
Efficient use of resources – equipment, facilities, personnel	▶	▶	▶ or ○	▶ or ○	▶ or ○	▶	▶ ▶
Service efficiency	▶	▶ ▶	○	○	○	▶	▶ ▶ ▶
Improved governance – accountability to public and community	▶	▶ ▶	▶	▶	▶	▶	▶ ▶ ▶
Streamlined decision making	▶	▶	▶	▶	▶	▶	▶ ▶
Ridership and productivity impacts	▶	▶ ▶	▶ or ○	▶ or ○	▶ or ○	○	▶ ▶ ▶

## Task 2 Findings by Option

Study Criteria	1	2	4a	4b	4c	5	6
Service coordination	▶	▶ ▶	▶	▶	▶	○	▶ ▶ ▶
Recognize local community needs and priorities	◀	◀ ◀	◀	◀	◀	○	◀ ◀ ◀
Protect local transit service as requested by local jurisdiction	▶	◀ ▶	◀	◀	○	▶	◀ ▶
Flexibility to meet local needs	○	○	○	◀	○	◀	◀ ▶ ▶
Capacity to deliver new service while maintain existing service	▶	▶	▶	▶	▶	○	▶ ▶ ▶
Ability to leverage additional funding	▶	▶ ▶	▶	▶	▶	▶	▶ ▶ ▶
Implementation needs/requirements (e.g., legal, financial)	◀	◀ ▶	◀	◀	◀	◀	◀ ▶ ▶

## Recommendations for Consideration

- Option 1: South County Consolidation
- Option 4C: Interregional Service
- Option 4C: Paratransit Operations
- Capital Projects
- Strategic Implementation for Next 3 Years

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## Recommendation: Option 1

- South County JPA
  - Strong community support for transit service
  - Strong local support among leaders
  - Same urbanized area
  - Shared near-term funding challenges
  - Benefits from shared facilities
  - Potential benefits from interlined service
  - Model of JPA for transit
- JPA to operate all services
  - Local service
  - Interregional service
  - Paratransit service
- Capital projects to remain with Cities

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## Recommendation: Option 4C Interregional Service

- Routes 30,40, 78, 80 and 90
- Provide service through one operator
- Provide direct oversight at elected official level
- Work towards details of oversight and management in next year
- Continue implementing capital projects through

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## Recommendation: Options 4C Paratransit Operations

- Solano Paratransit Review and Alternatives Study Recommendations
- Initial recommendations include:
  - Transition plan for decentralized service
  - Dissolve Solano Paratransit
  - Direct registered passengers to local providers
- STA role in paratransit
  - Funding equipment
  - Continued coordination with Paratransit Coordinating Committee
  - Update Senior/Disabled Countywide Plan

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## STA Direction for Operations

- STA to lead coordination with Option 1 South County Consolidation
- STA to lead coordination with Option 4C Interregional Service
- STA role in paratransit
  - Funding equipment
  - Continued coordination with Paratransit Coordinating Committee
  - Update Senior / Disabled Countywide Plan

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## Capital Projects

- Continue to deliver by local jurisdictions (no change)
- STA and operators to help obtain funding as needed

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## Three-Year Implementation: 2009/2010

- Support South County consolidation transition into one bus option
- Develop transition plan for interregional service
- Implement dissolving Solano Paratransit

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## Three-Year Implementation: 2010/2011

- Implement South County consolidation
- Finalize interregional Implementation Plan
- Potential strategy for local funding source dedicated to operations

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## Three-Year Implementation: 2011/2012

- Implement new interregional oversight and operations
- Evaluate census for effects on local service delivery
  - Urbanized Area status
  - FTA program implementation

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## Upcoming External Issues

- Concern from continued loss of STAF and decline of TDA revenue
- Stimulus Package (ARRA) funds expire after 2 years
- Transit's role in Climate Action Plan

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## Next Meeting in Fall 2009

- **Present consolidation progress**
  - Option 1: South County consolidation
  - Option 4c: Interregional fixed-route consolidation