

SOLANO TRANSIT CONSOLIDATION STUDY

FINDINGS ON CURRENT SERVICES, PERCEPTIONS, AND TRENDS

Prepared for

SOLANO TRANSPORTATION AUTHORITY

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1.0 INTRODUCTION

In February of 2007, the Solano Transportation Authority (STA) initiated a study to examine and evaluate options to improve the delivery and accountability of providing transit service throughout Solano County while considering and addressing local transit issues and needs. The impetus for recommending the STA conduct this study originated from the mayors of the seven cities (Benicia, Dixon, Fairfield, Rio Vista, Suisun City, Vacaville, and Vallejo) and a member of the Board of Supervisors that serve on the STA Board on behalf of the agencies that they represent. This evaluation was initially proposed by individual members at a Board retreat in February 2005 and unanimously approved by the entire STA Board in March 2005 to be added to the STA's Overall Work Program for Fiscal Years 2006-07 and 2007-08.

The transit service for Solano County's seven cities and the County of Solano is provided by six separate transit operators. This approach for providing transit service is somewhat unique for the Bay Area, but it is not uncommon in more rural areas of California for transit service to be provided by individual cities. The transit service provided by the individual transit operators varies widely from the range of transit services provided by Vallejo Transit (Baylink Ferry, Intercity Transit, local transit, intercity and local ADA paratransit, and subsidized taxi) to the specific service provided by the City of Dixon (Dixon's Read-Ride service).

To guide this effort, the STA Board adopted a set of four goals for the consolidation study:

1. To streamline transit service, simplifying and improve access to transit use for riders.
2. To achieve service efficiencies and economics.
3. To provide a central focus on transit service for the County.
4. To create a robust transit service to meet the growing transit needs of the County.

In addition, the STA Board adopted a set of 13 criteria to evaluate the proposed consolidation options:

1. Cost effectiveness
2. Efficient use of resources – equipment, facilities, personnel
3. Service efficiency
4. Improved governance – Accountability to the public and community
5. Streamline decision-making
6. Ridership and productivity impacts
7. Service coordination
8. Recognize local community needs and priorities
9. Protect local transit service as requested by local jurisdictions
10. Flexibility to meet local changing needs
11. Capacity to deliver new service while maintain existing service
12. Ability to leverage additional funding
13. Implementation needs/requirements (e.g., legal, financial)

As part of this study, the current transit services offered by each operator were reviewed and key stakeholders were interviewed to obtain their perceptions and feedback on consolidation. This report presents these initial findings as well as recent trends in transit service that may become possible through consolidation.

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2.0 EXISTING SERVICES

This section covers the existing conditions at each of the six transit providers in Solano County (Benicia, Dixon, Fairfield/Suisun City, Rio Vista, Vacaville, and Vallejo). For each transit agency, a snapshot of the current transit services, service area, governance, ridership, and finances is provided. Table 2 summarizes the fixed-route and paratransit services found in each city.

In addition to the snapshot of transit services, the results of a recent countywide ridership survey are presented at the end of each operator's section. Surveys were taken by Quantum Market Research on 44 local and intercity bus routes, and the Baylink ferry service between September 17, 2006 and November 19, 2006. Results of the approximately 5,500 on-board surveys pertaining to rider income and auto ownership, and origin and destination cities are presented. Surveys were conducted for Rio Vista Delta Breeze, but the results are not presented in this report due to the low sample size. As a general local public dial-a-ride service, Dixon Read-Ride was not surveyed.

Table 1 – Fixed Route and Paratransit Providers in Each City

City	Intercity Bus Provider	Local Bus Provider	Intercity Paratransit Provider	Local Paratransit Provider
Benicia	BB: Route 23, 75 FST: Route 40	BB: Route 15, 17, 19, 21, 22	BB Paratransit	BB Paratransit
Dixon	FST: Route 30	Dixon Read-Ride	Solano Paratransit	Dixon Read-Ride
Farfield	FST: Route 20, 30, 40, 90 RV: Route 50 VT: Route 85	FST: Route 1A. 1B, 2, 3A, 3B, 4, 5, 6, 7	Solano Paratransit VT RunAbout	FST Dial-a-Ride Transit (DART)
Rio Vista	RV: Route 50, 52	RV: Route 51	Solano Paratransit	Rio Vista Delta Breeze
Suisun City	FST: Route 90	FST: Route 5, 6	Solano Paratransit	FST Dial-a-Ride Transit (DART)
Vacaville	FST: Route 20, 30, 40	VC: Route 4, 5, 6, 8	Solano Paratransit	VC Special Services
Vallejo	VT: Route 80, 85 BB: Route 75 (to become 70) Baylink Ferry	VT: Routes 1, 2,4, 5, 6, 7, 8	VT RunAbout BB Paratransit	VT RunAbout
Notes:	BB: Benicia Breeze FST: Fairfield Suisun City Transit RV: Rio Vista Delta Breeze VC: Vacaville City Coach VT: Vallejo Transit			

2.1 Benicia Breeze

The City of Benicia, covering 13 square miles with a population of 27,713, is provided with public transportation services by Benicia Breeze. 27.1 percent of the city's population is under the age of 18 while 9.3 percent are 65 years or older (Source: 2000 Census).

In addition to traditional fixed-route service, Benicia Breeze offers paratransit, taxi scrip, and medical shuttle services. Services offered by Benicia Breeze are summarized in Table 3.

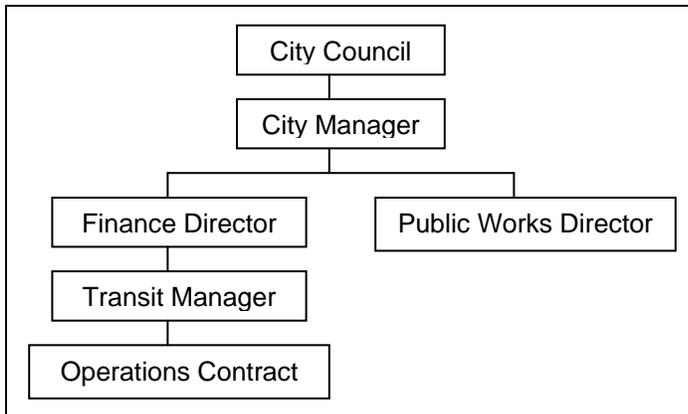
Table 2 - Transit Services Offered by Benicia Breeze

Service Type	Offered?
Fixed Route	Local, flex, intercity
Paratransit	Yes
Taxi Scrip	Yes
Medical Shuttle	Yes

Management and Organization

Housed under the City's Finance Department, Benicia Breeze is administered by a part time transit manager. The Finance Department is responsible for contract oversight, budgeting, capital supply (including vehicles and fuel) and service planning with the assistance of the Public Works Department. Operations are currently contracted out to MV Public Transportation, Inc. The Benicia Breeze organizational chart is shown in Figure 1.

Figure 1 - Benicia Breeze Organizational Chart



Source: 2006 Benicia Breeze Final "Mini" SRTP

Staffing

In Benicia, a total of 20 full-time equivalent staff persons are used. These are broken up into categories for staff, support staff at the city, and maintenance and operations. Details are shown in Table 4.

Table 3 - 2006-2007 Full Time Equivalent Staffing for Benicia Breeze System

Benicia Breeze	Annual Hours	Allocated Hours	Full-Time Equivalent Staff	Fixed-Route Staff	Paratransit Staff
Transit Services Manager	2,000	1,400	0.70	0.70	-
Finance Director	2,000	300	0.15	0.15	-
Assistant Finance Director	2,000	300	0.15	0.15	-
Contract Maintenance	2,000	3,000	1.50	1.50	-
Contract Operations	2,000	35,000	17.50	11.50	6.00
Total FY 2006-2007			20.00	14.00	6.00

Source: City of Benicia, August 2007

Funding Sources

Approximately 70 percent of the operations funding for the Benicia Breeze transit system comes from Transportation Development Act funds for fixed-route and paratransit operations. Bus and paratransit fares combine to make up 17 percent of total funding. The remaining funding sources include FTA section 5303 funds, advertising revenue, State Transit Assistance funds from the City of Benicia and the County of Solano, investment earnings, operating refunds and rebates, and AB 434. A summary of all funding sources for the 2006-2007 fiscal year is presented in Table 5.

Table 4 - 2006-2007 Operations Funding Sources for Benicia Breeze System

Funding Source	Amount	Percent of Total Revenue
TDA Article 4	\$592,072	44%
TDA Article 8	\$351,395	26%
FTA Sec 5303	\$ 21,014	2%
Bus Fares	\$201,000	15%
Paratransit Fares	\$ 20,280	2%
Advertising	\$ 11,224	1%
STA	\$ 50,753	4%
Investment / Real Estate	\$ 15,458	1%
Refunds and Rebates	\$ 35,946	3%
AB 434 (411)	\$ 39,325	3%
Total	\$1,338,467	100%

Source: City of Benicia FY 2007-2008 TDA Application

Transit Operations

Benicia Breeze operates a fleet of seven lift equipped buses, and six lift-equipped cutaway vans. The buses and cutaway vans are assigned to three local flex-routes, paratransit, two

local fixed-routes, and two intercity routes. Headways on the flex-routes vary from 60 minutes weekdays to 120 minutes on Saturday with one flex-route running peak-only service at 30 minute headways. The two fixed-routes operate one trip in the morning, and one in the afternoon to service the City's middle and high schools. Route 23 also operates one AM and PM trip and serves the Martinez Amtrak station. Route 75 runs 30 minute peak headway and 60 minute midday headway service to Vallejo and the Pleasant Hill BART station.

Fixed and flex-route service is provided on weekdays between 5:35 AM and 8:53 PM. Saturday service is limited to Route 75 and it runs between 7:42 AM and 6:04 PM. There are no fixed or flex-route services provided on Sundays. The route structure for Benicia Breeze is summarized in Table 6.

Table 5 - Benicia Breeze Route Structure

Route	Destinations	Headway	Number of Vehicles	Hours of Operation
Intercity Routes				
75	Vallejo, Benicia, Pleasant Hill BART	30 minutes peak 60 minutes midday/Sat.	4 weekdays 2 Saturdays	5:35 AM - 8:26 PM Weekdays 7:45 AM - 6:00 PM Saturdays
23	Solano Square to Martinez Amtrak Station	1 AM, 1 PM trip weekdays	1	7:11 AM - 7:50 AM Weekdays 3:00 PM - 3:44 PM Weekdays
Local Routes				
15	Rose Drive, Solano Drive, Benicia High and Middle Schools	1 AM, 1 PM trip weekdays	1	7:11 AM - 7:50 AM Weekdays 3:00 PM - 3:44 PM Weekdays
17	Hastings Drive, Benicia High and Middle Schools	1 AM, 1 PM trip weekdays	1	7:11 AM - 7:50 AM Weekdays 3:00 PM - 3:44 PM Weekdays
Flexible Routes				
19	Benicia Industrial Park - Solano Square	30 minutes peak service	1	5:56 AM - 8:21 AM, 4:26 PM - 6:21 PM Weekdays
21	Downtown, Military West, Western Southampton	60 minutes 120 minutes Saturday	1 weekdays 1 interlined with R22 Saturdays	5:56 AM to 7:51 PM Weekdays 8:56 AM to 5:51 PM Saturdays
22	Downtown, Military East, Hastings Drive, Rose Drive, Benicia Industrial Park	60 minutes 120 minutes Saturday	1 weekdays 1 interlined with R21 Saturdays	5:56 AM to 7:51 PM Weekdays 9:56 AM to 6:51 PM Saturdays

Source: 2006 Benicia Breeze Final "Mini" SRTP, City of Benicia Staff (August 2007)

Total ridership for fixed and flex-route service during the 2006-2007 fiscal year was 117,600 passengers. Average weekday ridership was 500 passengers per day. With 12,000 revenue

vehicle hours of service provided, productivity stood at 9.8 passengers per revenue vehicle hour. Operating expenses of \$959,873 resulted in a cost effectiveness of \$8.16/passenger.

Paratransit Services

Paratransit services are offered within the City of Benicia and to destinations in Vallejo within 3/4 of a mile radius around Route 75. Eligibility is restricted to ADA eligible patrons only, as defined by an application process set forth in the ADA and reviewed by the transit services manager.

For the 2006-2007 fiscal year, Benicia Breeze Paratransit carried approximately 7,200 passengers. With about 5,600 revenue vehicle hours of service provided, productivity was 1.29 passengers per revenue vehicle hour. Operating expenses of \$352,515 resulted in a paratransit cost effectiveness of \$48.96/passenger.

The taxi scrip and medical shuttles are restricted to ADA eligible patrons, those aged 65 and over, Medicare card holders, and persons with disabilities.

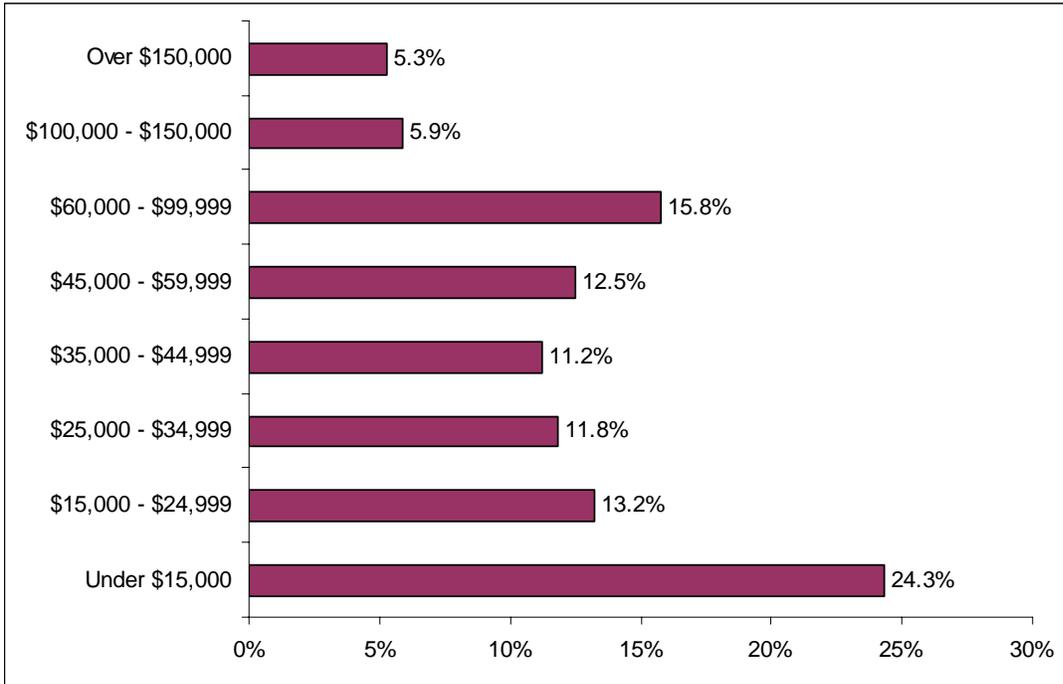
Ridership Surveys

Ridership surveys for the Benicia Breeze system were conducted separately for intercity Route 75 and all local routes. Figures 2 and 5 show the income levels for the riders of the two services while Figures 3 and 6 summarize the auto ownership rates. The cities of origin and destination are shown in Figures 4 and 7.

Generally, local transit services are used more frequently for the transit dependent riders. These persons often have no vehicle available to make local trips, so that the transit operations are the primary method that they use to travel for work and non-work purposes. Major reasons why persons are transit dependent are that they are unable to drive (underage or disability) and household income (cannot afford a vehicle for every driver).

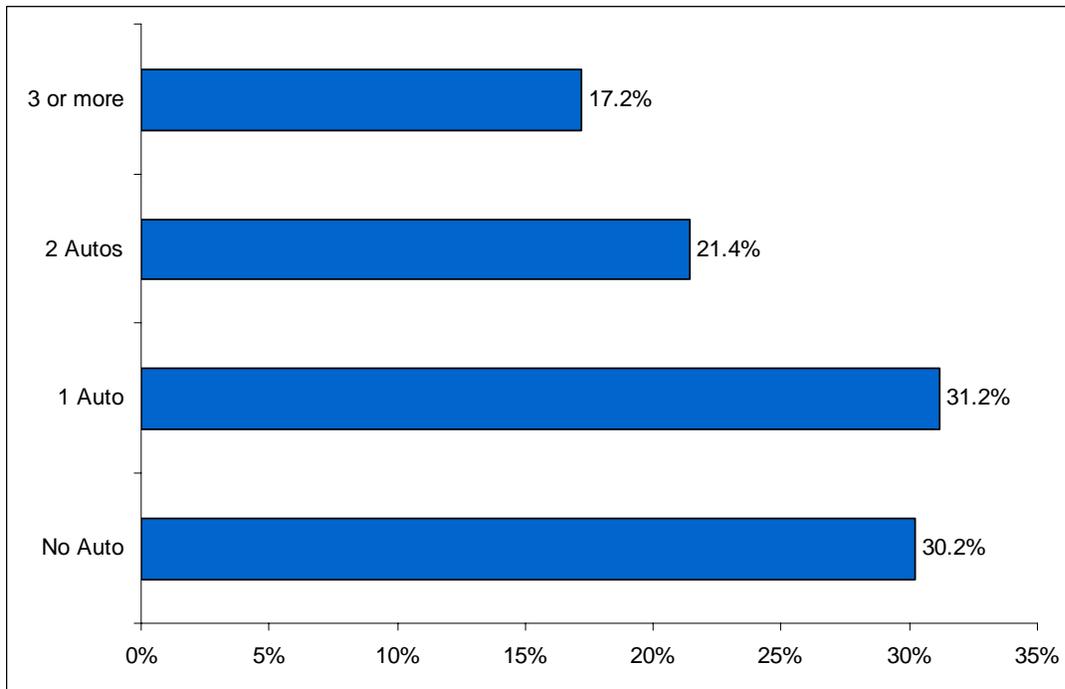
Approximately 30 percent of Route 75 riders come from Vallejo. This reflects the operation of the route through both cities.

Figure 2 – Benicia Breeze Route 75: Household Income of Riders



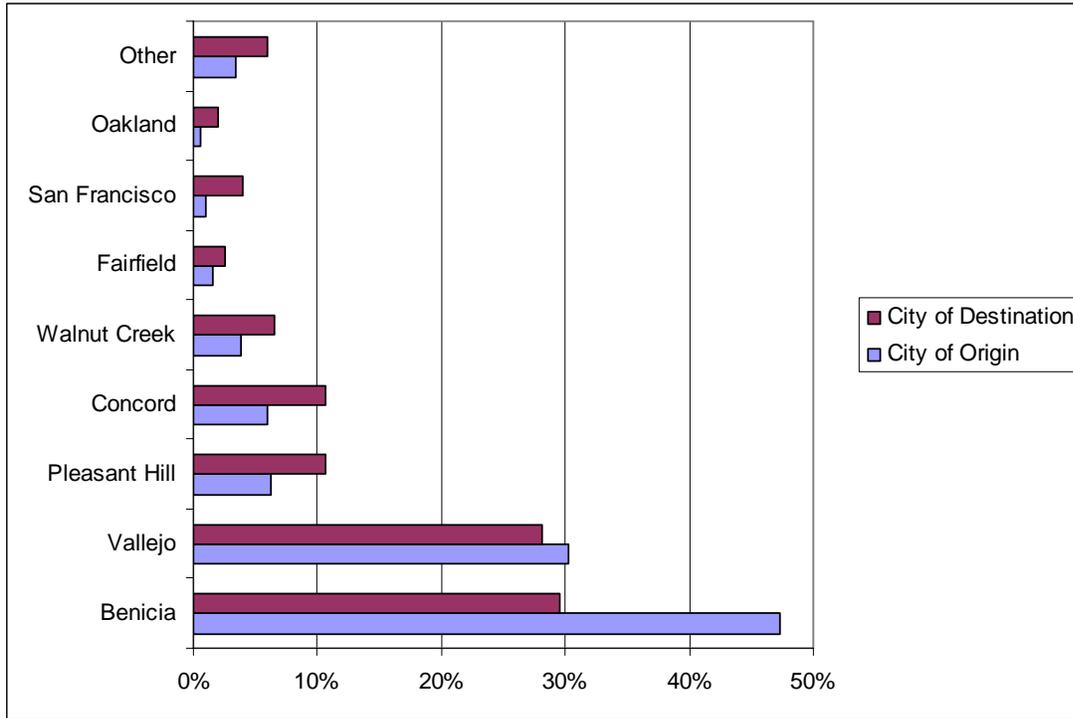
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 3 – Benicia Transit Route 75: Auto Ownership of Riders



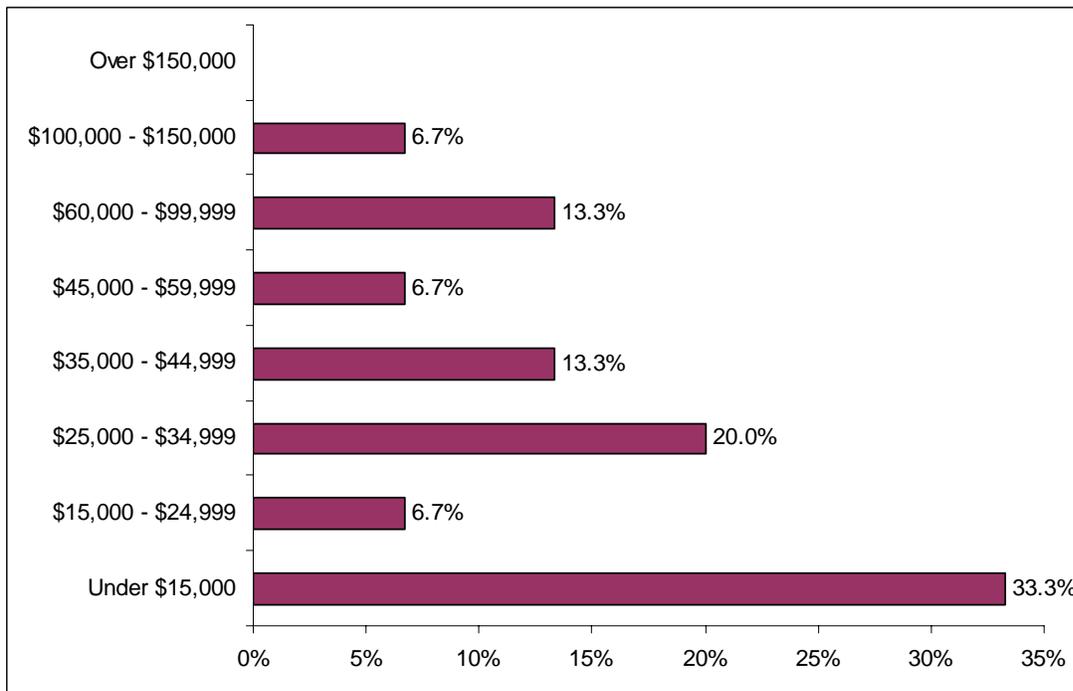
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 4 – Benicia Breeze Route 75: Cities of Origin and Destination



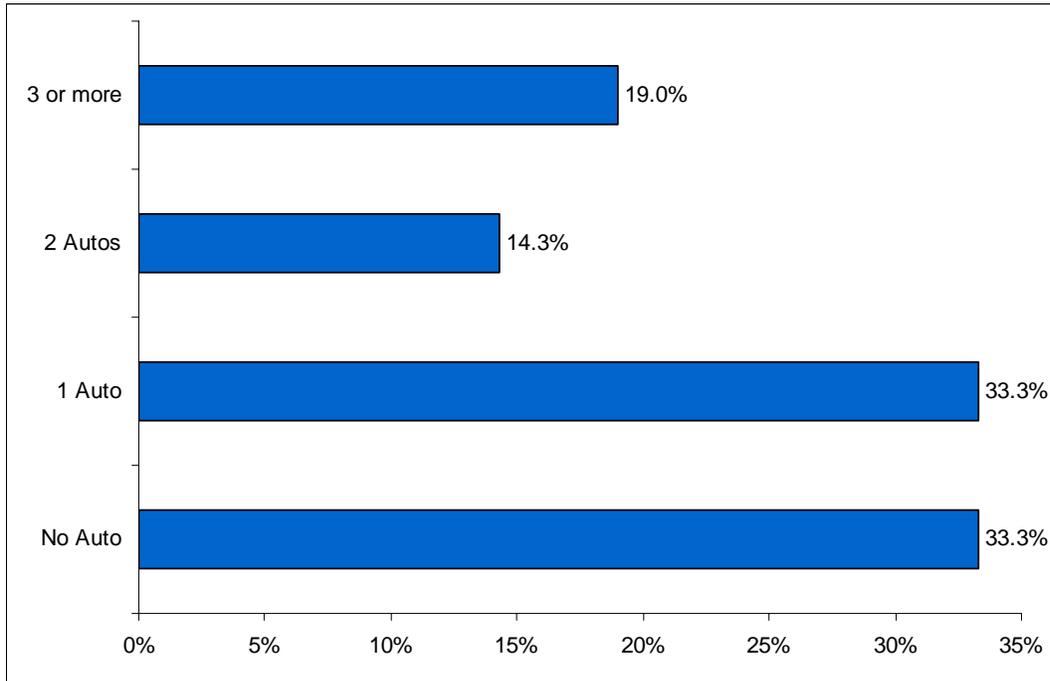
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 5 - Benicia Breeze Local Routes: Household Income of Riders



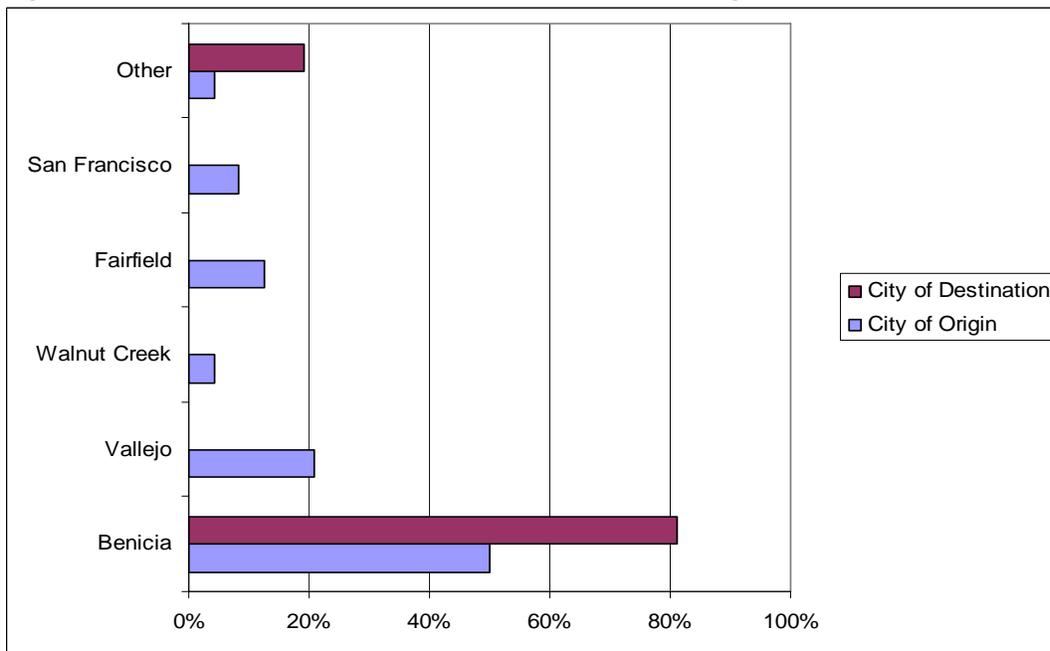
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 6 – Benicia Transit Local Routes: Auto Ownership of Riders



Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 7 – Benicia Breeze Local Routes: Cities of Origin and Destination



Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

2.2 Dixon Read-Ride

Within the City of Dixon's city limits, general public, curb-to-curb, dial-a-ride transit service is provided through Read-Ride. A summary of services offered in the City of Dixon is provided in Table 7.

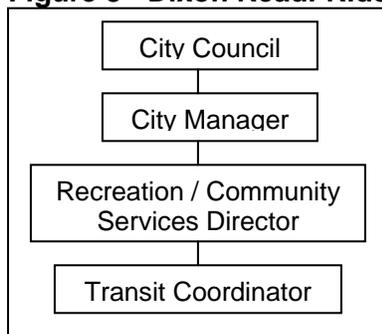
Table 6 - Transit Services Offered in the City of Dixon

Fixed Route	General Public Dial-a-Ride
Paratransit	No
Taxi Scrip	Yes
Medical Shuttle	Yes

Management and Operations

Read-Ride is operated entirely by City of Dixon employees. Under the Recreation and Community Services Director is the Transit Coordinator who supervises the drivers and a dedicated dispatcher. Driver training is conducted by an independent, contracted employee. In addition, the City has formed a Transit Steering Committee to provide input on various transit issues. The Dixon Read-Ride organizational chart is shown in Figure 8.

Figure 8 - Dixon Read-Ride Organizational Chart



Source: City of Dixon Website, June 2007

Staffing

Table 7 - 2006-2007 Full Time Equivalent Staffing for Dixon Read-Ride

Staff Position	Annual Hours	Allocated Hours	Full-Time Equivalent Staff
Coordinator	2,000	2,000	1.00
Drivers and Dispatchers	2,000	13,600	6.80
Total FY 2006-2007			20.00

Funding Sources

In the 2006-2007 fiscal year, 88 percent of all operations funding came from Transportation Development Act Article 4 funds while 12 percent came from passenger fare revenues. The remaining funds were generated through interest. Table 8 summarizes all sources of funding for Dixon Read-Ride.

Table 8 - 2006-2007 Operations Funding Sources for Dixon Read-Ride System

Funding Source	Amount	Percent of Total Revenue
TDA Article 4	\$517,365	88%
Passenger Fare	\$ 72,000	12%
Interest	\$ 500	0%
Total	\$589,865	100%

Source: City of Dixon Staff, August 2007

Transit Operations

As of 2006-2007, Dixon Read-Ride utilized six vehicles. Five vehicles constitute the peak pull-out and have 18 seats each with two wheelchair securement positions.

Since Read-Ride only provides general public dial-a-ride transit service, no fixed-route or paratransit service is provided. The dial-a-ride service is curb-to-curb and operates Monday-Friday from 7:00 AM to 5:45 PM, and Saturdays from 9:00 AM to 5:00 PM, excluding major holidays. Reservations can be taken on a same day service basis but it is recommended that they be made at least one business day in advanced.

Ridership during the 2006-2007 fiscal year was 66,324 passengers. Operating costs of \$589,865, resulted in a cost effectiveness of \$8.89/passenger. Other productivity and cost effectiveness information for the fiscal year is unavailable as of August 2007.

Paratransit Services

Local paratransit is offered with the general public dial-a-ride service. Intercity paratransit is offered through Solano Paratransit for those deemed ADA eligible.

2.3 Fairfield/Suisun Transit

Fairfield/Suisun Transit (FST) provides fixed-route and paratransit public transportation services to the cities of Fairfield, and Suisun City. A summary of the transit services offered by FST is shown in Table 9. The population of each city is 96,178 and 26,118, respectively. In Fairfield, 29.8 percent of the population is under the age of 18 and 9.0 percent are age 65 or older. Suisun City's under age 18 population stands at 32.5 percent while its 65 and older population

is at 5.7 percent (Source: 2000 Census). Fairfield covers an area of 38 square miles and Suisun City covers 4 square miles.

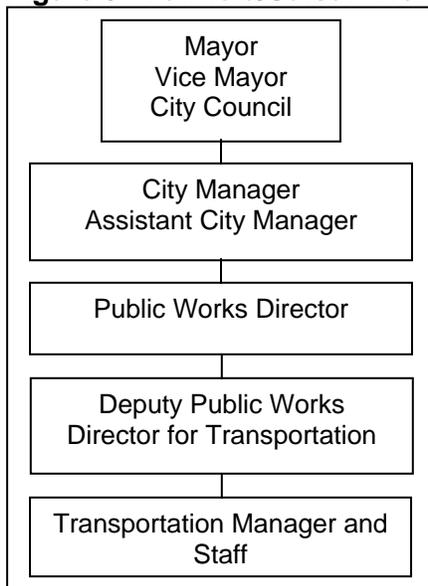
Table 9 - Transit Services Offered by FST

Fixed Route	Local, intercity
Paratransit	Yes
Taxi Scrip	Yes
Medical Shuttle	No, volunteer driver program offered

Management and Organization

Fairfield/Suisun City Transit (FST) began with Fairfield Transit in 1975 before consolidating to its present organization in 1989. The City of Fairfield City Council is the governing body of FST with Council Members elected at large within the City of Fairfield. FST is administered by the City of Fairfield Public Works Department Transportation Division. Figure 9 shows the FST organizational chart.

Figure 9 - Fairfield/Suisun Transit Organizational Chart



Source: City of Fairfield website, June 2007

Staffing

The current staff allocation for Fairfield-Suisun Transit is a total of 86.7 full time equivalent staff for 2006 and 2007. This is a significant increase to the prior year as the system absorbed additional inter-city services. The details are shown in Table 10.

Table 10 - 2006-2007 Full Time Equivalent Staffing for Fairfield Suisun City Transit

Staff Position	Annual Hours	Allocated Hours	Full-Time Equivalent Staff
Transit Administration		12,200	6.1
Public Works Asst.	2,000	1,800	0.9
Office Asst.	2,000	1,000	0.5
Sr. Mgt. Analyst	2,000	1,600	0.8
Mgt. Analyst II	2,000	1,800	0.9
Transit Manager	2,000	2,000	1.0
Trans. Planner	2,000	2,000	1.0
Trans. Tech II	2,000	2,000	1.0
Maintenance		11,200	5.6
Mechanics	2,000	11,200	5.6
Dispatchers		10,000	5.0
Full Time	2,000	8,000	4.0
Part Time (2 @ 0.5)	2,000	2,000	1.0
Transit Store Clerk	2,000	2,000	1.0
Contractor Mgt./Admin.		6,000	3.0
Drivers - Fixed Route		104,000	52.0
Full Time	2,000	100,000	50.0
Part Time (4 @ 0.5)	2,000	4,000	2.0
Drivers - Paratransit		20,000	10.0
Utility		8,000	4.0
Bus Washers	2,000	6,000	3.0
Fueler	2,000	2,000	1.0
Total FY2006-2007			86.7

Source: City of Fairfield, August 2007

Funding Sources

Funding for FST services came from several sources during the 2006-2007 fiscal year. Approximately 29 percent of the operations funding came from the FTA and another 21 percent from passenger fares. The rest of the funding sources are comprised of TDA funds, RM-2 funds, STA, Vacaville TDA, and funds for the SRTP update. A summary of the funding sources can be found in Table 11.

Table 11 - 2006-2007 Operations Funding Sources for Fairfield Suisun City Transit

Funding Source	Amount	Percent of Total Revenue
TDA Article 4	\$ 1,215,456	16%
TDA Article 8	\$ 1,362,961	18%
STA	\$ 287,560	4%
RM-2	\$ 519,616	7%
Passenger Fare	\$ 1,589,395	21%
FTA 5307	\$ 2,196,190	29%
Vacaville TDA	\$ 241,955	3%
SRTP	\$ 115,000	2%
Miscellaneous	\$ 99,041	1%

Total	\$ 7,627,174	100%
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Source: City of Fairfield FY2007-2008 TDA Application

Transit Operations

With a fleet of 33 Gillig fixed-route, wheelchair accessible buses and 19 MCI over the road, wheelchair accessible, intercity coaches, FST operates seven local routes (Fairfield and Suisun City only) and four intercity routes. Average hours of operation are Monday through Saturday from 6:00 AM to 7:30 PM. Of the intercity routes, only Route 20 to Vacaville operates on Saturday with the other routes operating Monday through Friday. Table 12 summarizes the local and intercity route operations.

During the 2006-2007 fiscal year, FST carried 828,079 local and intercity fixed-route passengers. Average weekday ridership was 2,923 passengers per day. With 73,772 revenue vehicle hours provided, productivity was 11.2 passengers per revenue vehicle hour. Cost effectiveness came in at \$7.32/passenger.

Paratransit Services

FST Dial-a-Ride Transit (DART) door-to-door service is offered only for patrons who qualify under the ADA as determined by a DART application. Eligibility may be for all trips, some trips, or no trips as decided by FST.

For those aged 50 and older and who are relatively mobile, a volunteer driver, curb-to-curb service is available. This service only serves Central City of Fairfield.

Another program offered by FST is a discounted taxi service for residents of Fairfield, Suisun City, or Solano County. Service is limited to those over the age of 60 who travel within Fairfield, Suisun City, or nearby unincorporated areas.

The DART paratransit fleet consists of 14 vehicles, five of which are operated by DART. The other nine are utilized by Solano Paratransit for their north county intercity paratransit service.

19,509 trips were served by DART in 2006-2007 and 10,255 revenue vehicle hours were provided. This resulted in a productivity of 1.9 passengers per revenue vehicle hour. Cost effectiveness was \$34.61/passenger

For Solano Paratransit, 10,876 total passengers were served and 8,793 revenue vehicle hours were provided. This resulted in a productivity of 1.2 passengers per revenue vehicle hour. Cost effectiveness was \$56.15/passenger.

Table 12 - Fairfield Suisun City Transit Intercity Route Operations Summary

Route	Destinations	Frequency	Number of Vehicles	Hours of Operation
Local Routes				
1A & 1B	Solano Mall, Kaiser Clinic, Civic Center, Food Maxx, K-Mart, Fairfield High School	30 minutes	1	6:30 AM - 7:30 PM Weekdays 9:30 AM - 5:30 PM Saturdays
2	Solano Mall, Kaiser Clinic, Food Maxx, Travis Air Force Base	30 minutes weekdays 60 minutes Saturdays	2 weekdays 1 Saturdays	6:00 AM - 7:00 PM Weekdays 9:00 AM to 6:00 PM Saturdays
3A & 3B	Solano Mall, Fairfield Transportation Center, Civic Center, Mission Village	60 minutes	1	6:30 AM - 7:30 PM Weekdays 9:00 AM to 5:30 PM Saturdays
4	Mission Village, Grange Middle School, Regional Occupational Program	45 minutes	1	6:30 AM - 7:00 PM Weekdays 8:30 AM to 6:00 PM Saturdays
5	Solano Mall, Civic Center, Amtrak, Heritage Park Shopping Center	30 minutes weekdays 60 minutes Saturdays	2 weekdays 1 Saturdays	7:00 AM - 7:30 PM Weekdays 8:45 AM to 6:00 PM Saturdays
6	Solano Mall, Travis Blvd, Heritage Park Shopping Center, YMCA	30 minutes weekdays 60 minutes Saturdays	2 weekdays 1 Saturdays	6:00 AM - 8:00 PM Weekdays 8:45 AM to 5:30 PM Saturdays
7	Solano Mall, Fairfield Transportation Center, Solano College, Cordelia	60 minutes weekdays 120 minutes Saturdays	2 weekdays 1 Saturdays	6:45 AM - 7:30 PM Weekdays 10:00 AM to 5:00 PM Saturdays
Intercity Routes				
Route 20	Fairfield, Vacaville	60 minutes	1	6:42 AM - 7:30 PM Weekdays 9:30 AM - 5:30 PM Saturdays
Route 30	Fairfield, Vacaville, Dixon, UC Davis, Sacramento	5 daily trips	2	6:48 AM - 6:12 PM Weekdays NO SERVICE Saturdays
Route 40	Walnut Creek BART, Pleasant Hill BART, Benicia, Fairfield, Vacaville	9 daily trips	4	Weekdays 4 AM trips, 5 PM trips NO SERVICE Saturdays
Route 90	El Cerrito del Norte BART, Fairfield Transportation Center, Suisun City Amtrak	20-40 minutes peak 60 minutes off peak	5 peak 2 off peak	4:10 AM - 8:12 PM Weekdays NO SERVICE Saturdays

Source: FST / City of Fairfield website, June 2007

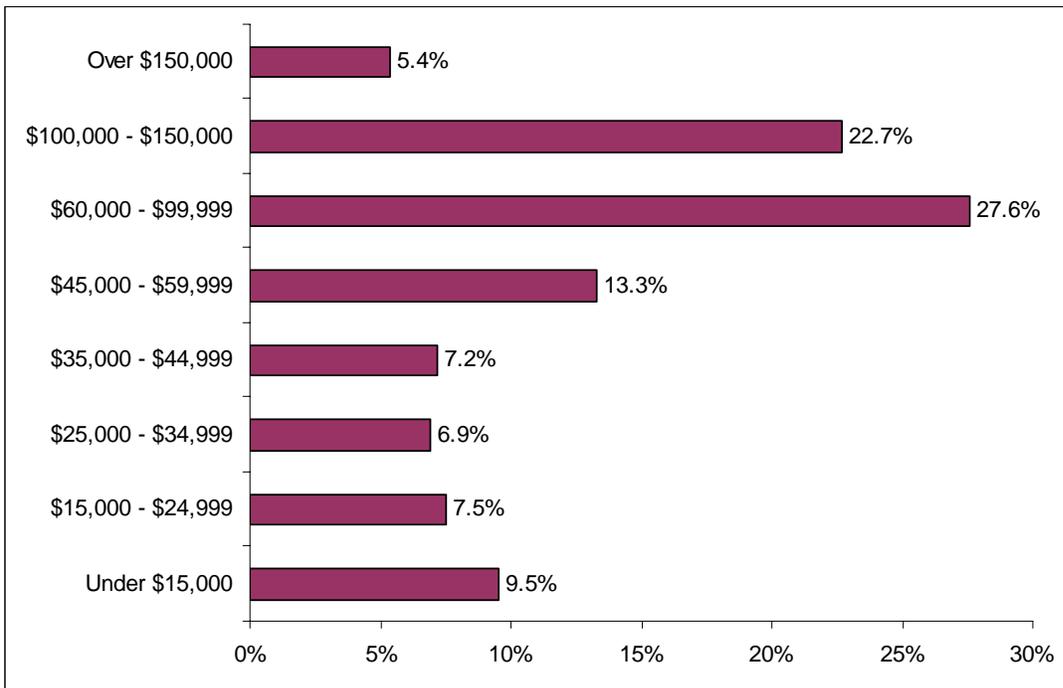
Ridership Surveys

FST intercity and local bus routes were surveyed separately. Income levels for riders on both services are shown in Figures 10 and 13 and auto ownership rates are summarized in Figures 11 and 14. Figures 12 and 15 show the origin and destination cities for each service.

Generally, local transit services are used more frequently for the transit dependent riders. These persons often have no vehicle available to make local trips, so that the transit operations are the primary method that they use to travel for work and non-work purposes. Major reasons why persons are transit dependent are that they are unable to drive (underage or disability) and household income (cannot afford a vehicle for every driver).

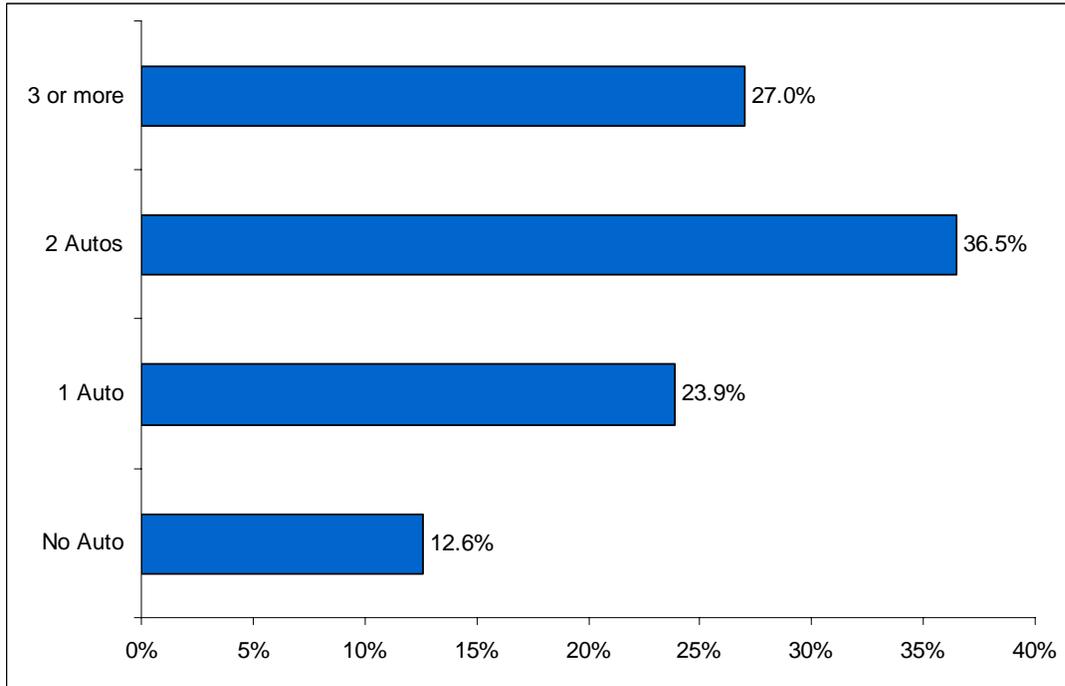
The various intercity routes operated by Fairfield-Suisun Transit have many riders from other cities. In particular, the share of riders that are from Vacaville is sizeable.

Figure 10 – Fairfield/Suisun Transit Intercity Routes: Household Income of Riders



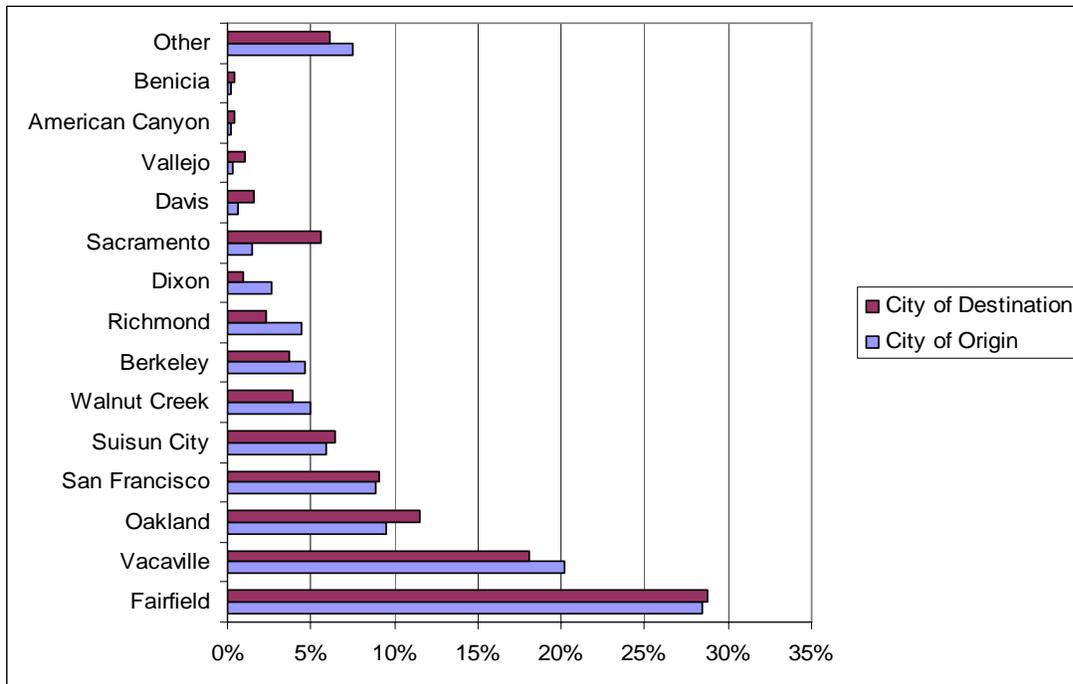
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 11 – Fairfield/Suisun Transit Intercity Routes: Auto Ownership of Riders



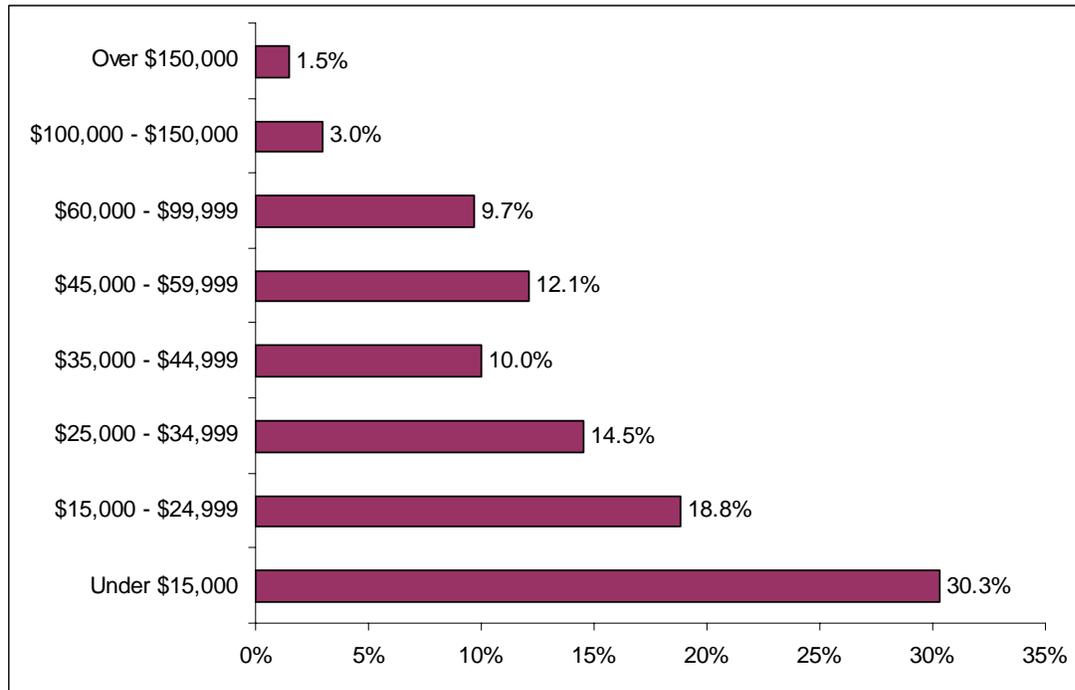
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 12 – Fairfield/Suisun Transit Intercity Routes: Cities of Origin and Destination



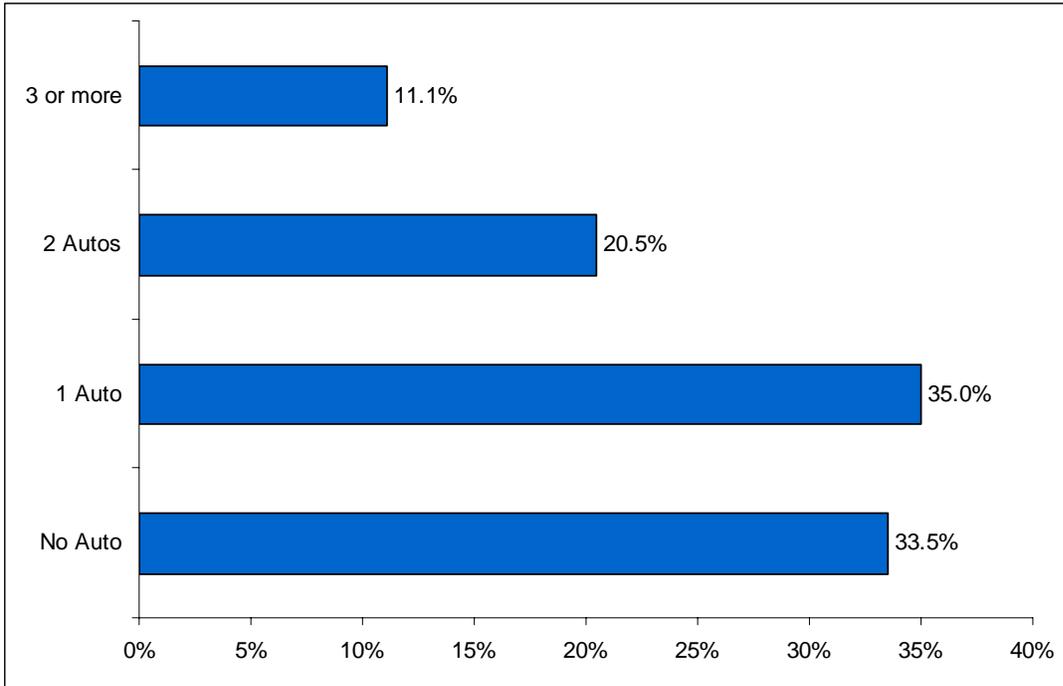
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 13 – Fairfield/Suisun Transit Local Routes: Household Income of Riders



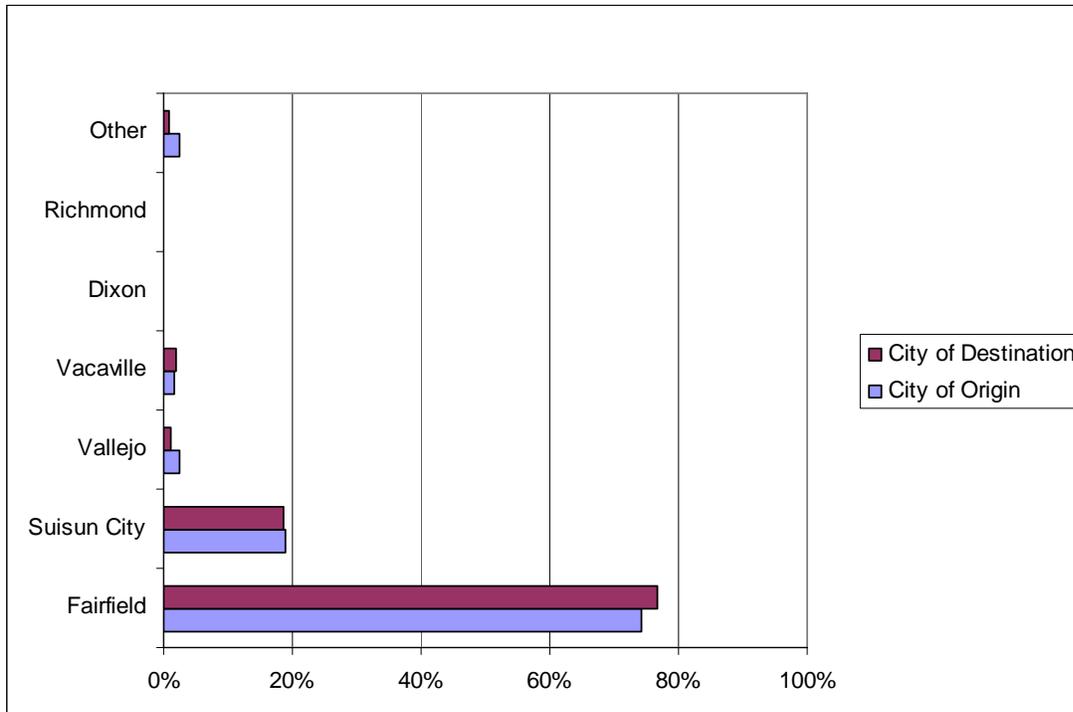
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 14 – Fairfield-Suisun Transit Local Routes: Auto Ownership of Riders



Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 15 – Fairfield/Suisun Transit Local Routes: Cities of Origin and Destination



Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

2.4 Rio Vista Delta Breeze

Public transportation service in the City of Rio Vista is provided by Rio Vista Delta Breeze. A summary of transit services offered by Delta Breeze is provided in Table 13.

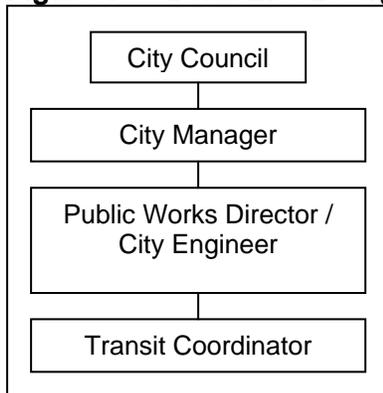
Table 13 - Transit Services Offered by Delta Breeze

Fixed Route	Intercity flex routes
Paratransit	No
Taxi Scrip	Yes
Medical Shuttle	No

Management and Organization

Restructured in January 2006 out of the old general public dial-a-ride service, Rio Vista Delta Breeze is administered by a part-time Transit Coordinator contracted by the City's Public Works Department. The Transit Coordinator oversees the operations contractor, MV Public Transportation, Inc. The policy board for Delta Breeze is made up of the five elected members of the Rio Vista City Council. Figure 16 depicts the organizational structure of Delta Breeze.

Figure 16 – Delta Breeze organizational chart



Source: 2006 Rio Vista Final "Mini" S RTP

Staffing

The full time equivalent of eight staff persons are assigned to the Delta Breeze operations. This includes administrative staff in addition to drivers and supervisors. The detailed staff allocations are shown in Table 14.

Table 14 - 2006-2007 Full Time Equivalent Staffing for Rio Vista Delta Breeze

Staff Position	Annual Hours	Allocated Hours	Full-Time Equivalent Staff	Fixed-Route Staff
Transit Coordinator	2,000	1,000	0.5	0.5
City Manager	2,000	400	0.2	0.2
Management Analyst	2,000	400	0.2	0.2
Administrative Assistant	2,000	400	0.2	0.2
Finance Director	2,000	400	0.2	0.2
Accountant II	2,000	400	0.2	0.2
Account Clerk II	2,000	400	0.2	0.2
Senior Account Clerk	2,000	600	0.3	0.3
Administrative Assistant PW	2,000	400	0.2	0.2
Contract Maintenance	2,000	1,000	0.5	0.5
Contract Operations	2,000	3,000	1.5	1.5
Total FY2006-2007			4.2	4.2

Source: City of Rio Vista, August 2007

Funding Sources

A vast majority of the funding for Delta Breeze operations came from Transportation Development Act and FTA Section 5311 and 5303 funds in fiscal year 2006-2007. Table 15 summarizes the operating funding sources for Delta Breeze.

Table 15 – 2006-2007 Operations Funding Sources for Rio Vista Delta Breeze System

Funding Source	Amount	Percent of Total Revenue
TDA Article 4	\$ 4,729	1%
TDA Article 8	\$234,342	71%
STA (Rev-based)	\$ 55	0%
FTA Section 5311 and 5303	\$ 80,100	24%
Passenger Fare	\$ 5,000	2%
Developer Reimbursement	\$ 892	0%
Interest	\$ 600	0%
Miscellaneous	\$ 2,500	1%
Total	\$ 328,218	100%

Source: City of Rio Vista FY2007-2008 TDA Application

Transit Operations

As of June 2007, Delta Breeze maintained a fleet of four cutaway buses. One of the cutaway buses owned by the City is a backup. All vehicles are lift equipped for wheelchair bound passengers.

Delta Breeze operates three deviated fixed-route transit services and a taxi scrip program. Route 51 serves the cities of Rio Vista and Isleton, and operates Monday through Friday, 8:00 AM – 3:30 PM Monday, Wednesday, and Friday, and 2:45 PM – 5:00 PM Tuesday and Thursday. Within both cities, Route 51 will deviate to pick up passengers for a 50 cent fare surcharge (free for ADA, Medicare, and seniors 55+).

Route 50 operates one round trip on Tuesday between Isleton, Rio Vista, and Fairfield. Deviations for pickups are allowed within Fairfield, Suisun City, and Isleton. Starting in September, this service will be expanded to a daily operation with LIFT and Lifeline funding.

Serving Isleton, Rio Vista, Antioch, and the Pittsburg/Bay Point BART station, Route 52 operates one round trip on Thursday. Deviations for pickups are allowed within Isleton and Antioch.

Total ridership during the 2006-2007 fiscal year was 3,410. Productivity was at 0.7 passengers per revenue vehicle hours with 4,730 revenue vehicle hours provided. This equated to an average of 3 riders per weekday. Cost effectiveness was at \$96.75/passenger

Paratransit Services

Intercity paratransit for Rio Vista to Solano County destinations is provided by Solano Paratransit. Eligibility is determined by an ADA application process that has been adopted by other operators in the MTC region.

The taxi scrip program is available 7 days a week nearly all day long between 7:00 AM and 3:00 AM for Rio Vista residents with disabilities, Medicare card holders, and seniors 55+.

2.5 Vacaville City Coach

Vacaville City Coach provides public transportation services for the City of Vacaville. According to the 2000 census, the population of Vacaville, a city 30 square miles in area, is 88,625 with 27.0 percent under the age of 18 and 8.3 percent age 65 or older.

Vacaville City Coach, Vacaville Special Services (paratransit), and a taxi scrip program are the public transportation services available to the City of Vacaville. Table 16 summarizes the transit services offered in Vacaville.

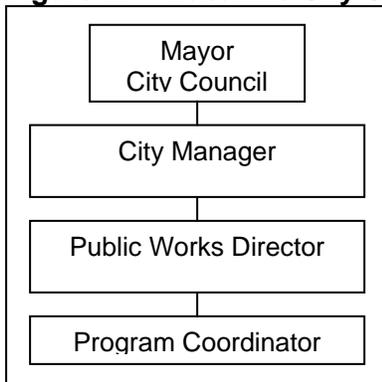
Table 16 – Transit Services Offered in Vacaville

Fixed Route	Local
Paratransit	Yes
Taxi Scrip	Yes
Medical Shuttle	No

Management and Organization

Vacaville City Coach began service in 1981. The City of Vacaville City Council is the governing body of City Coach with 4 Council Members and the Mayor on the board. The Traffic Engineering and Transit Division of the City’s Department of Public Works administers all transit service. Vacaville City Coach provides three services: a general public fixed route transit system, Special Services paratransit service, and a subsidized taxi program for eligible residents. The organizational chart of Vacaville City Coach is shown in Figure 17.

Figure 17 – Vacaville City Coach Organizational Chart



Source: City of Vacaville website, June 2007

Staffing

The staffing for Vacaville City Coach is focused on positions that are assigned essentially to transit operations. This includes the transit manager, a maintenance person, and drivers. Table 16 summarizes the detailed allocation.

Table 17 - 2006-2007 Full Time Equivalent Staffing for Vacaville Transit System

Staff Position	Annual Hours	Allocated Hours	Full-Time Equivalent Staff	Fixed-Route Staff	Paratransit Staff
Transit Manager	2,000	1875	0.9375	0.65625	0.28125
Maintenance	2,000	1875	0.9375	0.65625	0.28125
Contract Operations	18,000	34410	17.205	14.62425	2.58075
Total FY2006-2007		38160	19.08	15.93675	3.14325

Funding Sources

Operations funding for Vacaville City Coach services mostly came from TDA funds with the remainder made up through passenger fares, federal grants, and advertising revenue. Table 18 summarizes the funding situation for the Vacaville City Coach system.

Table 18 – 2006-2007 Operations Funding Sources for Vacaville Transit System

Funding Source	Amount	Percent of Total Revenue
TDA Article 8	\$1,893,926	82%
FTA Section 5303	\$ 63,000	3%
Passenger Fare	\$ 345,576	15%
Advertisement Revenue	\$ 13,997	1%
Interest Income	\$ (1,635)	0%
Total	\$2,314,864	100%

Source: City of Vacaville FY2007-2008 TDA Application

Transit Operations

With a fleet of 18 buses, Vacaville City Coach operates 4 local bus routes with the Ulatis Cultural Center functioning as a hub. Hours of operation are 6:30 AM to 6:30 PM on weekdays and 9:00 AM to 5:30 PM on Saturdays. Headways are typically 30 minutes each day. A summary of the route structure is provided in Table 19.

Table 19 – Vacaville City Coach Route Structure

Route	Destinations	Headway	Number of Vehicles	Hours of Operation
4	Ulatis Cultural Center, Solano Community College, Kaiser Medical Center	30 minutes	1	7:00 AM – 5:45 PM Weekdays 9:00 AM – 5:00 PM Saturdays
5	Ulatis Cultural Center, Three Oaks Community Center, Transit Plaza	30 minutes	2	7:00 AM – 6:30 PM Weekdays 9:00 AM – 5:30 PM Saturdays
6	Ulatis Cultural Center, Markham Avenue, Transit Plaza	30 minutes	2	6:35 AM – 6:00 PM Weekdays 9:05 AM – 5:05 PM Saturdays
8	Ulatis Cultural Center, South Loop, Transit Plaza	30 minutes	2	7:00 AM – 6:00 PM Weekdays 9:00 AM – 5:00 PM Saturdays

Source: Vacaville City Coach website, June 2007

Total fixed-route ridership during the 2006-2007 fiscal year was 198,357 passengers. Average weekday ridership was 779 passengers per weekday. With 24,397 revenue vehicle hours provided, productivity was 8.1 passengers per revenue vehicle hour. Cost effectiveness stood at \$11.671/passenger.

Paratransit Services

Vacaville City Coach Special Services offers intracity door-to-door paratransit services to those who qualify as determined by an ADA application process. Intercity paratransit service is provided by Solano Paratransit for individuals deemed to be ADA eligible.

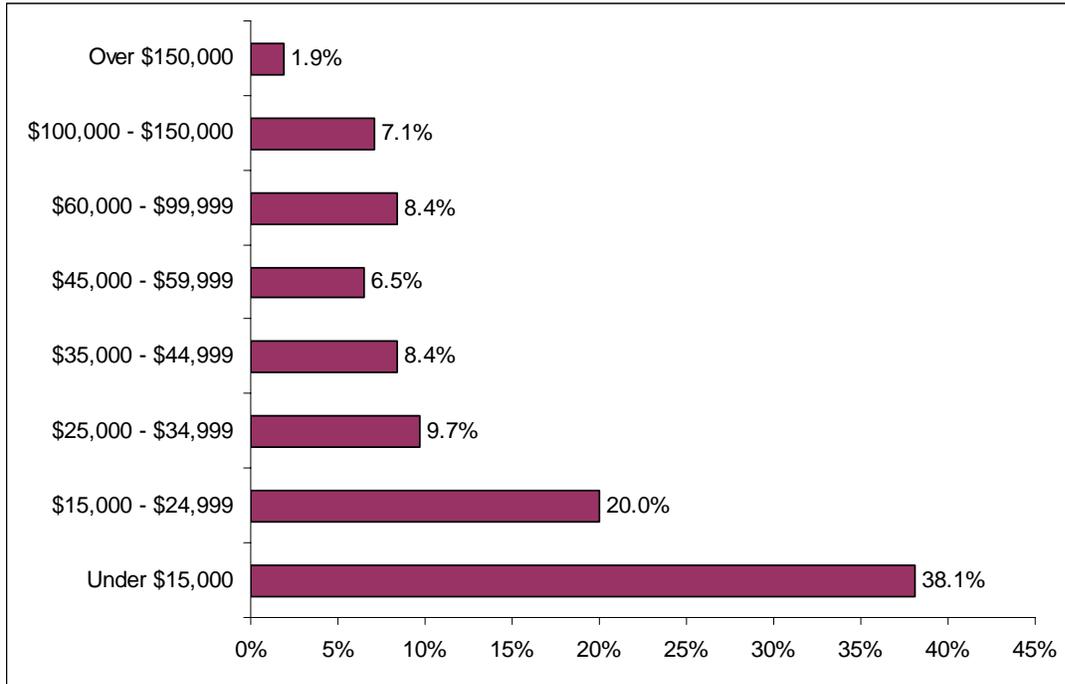
Special Services ridership was at 15,856 during the 2006-2007 fiscal year. Productivity came in at 2.2 passengers per revenue vehicle hour with 7,153 revenue vehicle hours of paratransit provided.

A taxi scrip program is also offered in Vacaville for those over the age of 60 or disabled. Service is limited to the local taxicab company.

Ridership Surveys

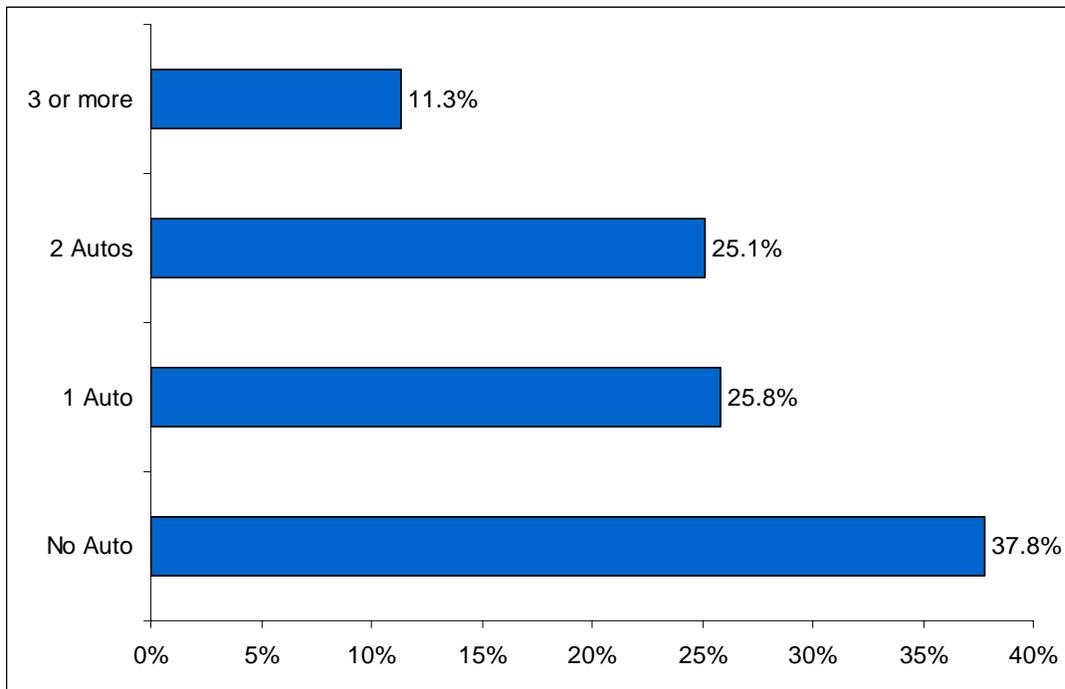
Figure 18 summarizes the income levels, Figure 19 shows the auto ownership levels, and Figure 20 shows the cities of origin and destination of the riders of Vacaville City Coach. As the figures show, most riders on Vacaville City Coach are dependent on transit as they often have lower incomes or no vehicles available. City Coach operates within Vacaville city limits. The majority of City Coach ridership therefore derives from the residents of Vacaville. Intercity bus connections to both Fairfield and Yolo County however allow for further transit connections and extended travel opportunities.

Figure 18 – Vacaville City Coach Local Routes: Household Income of Riders



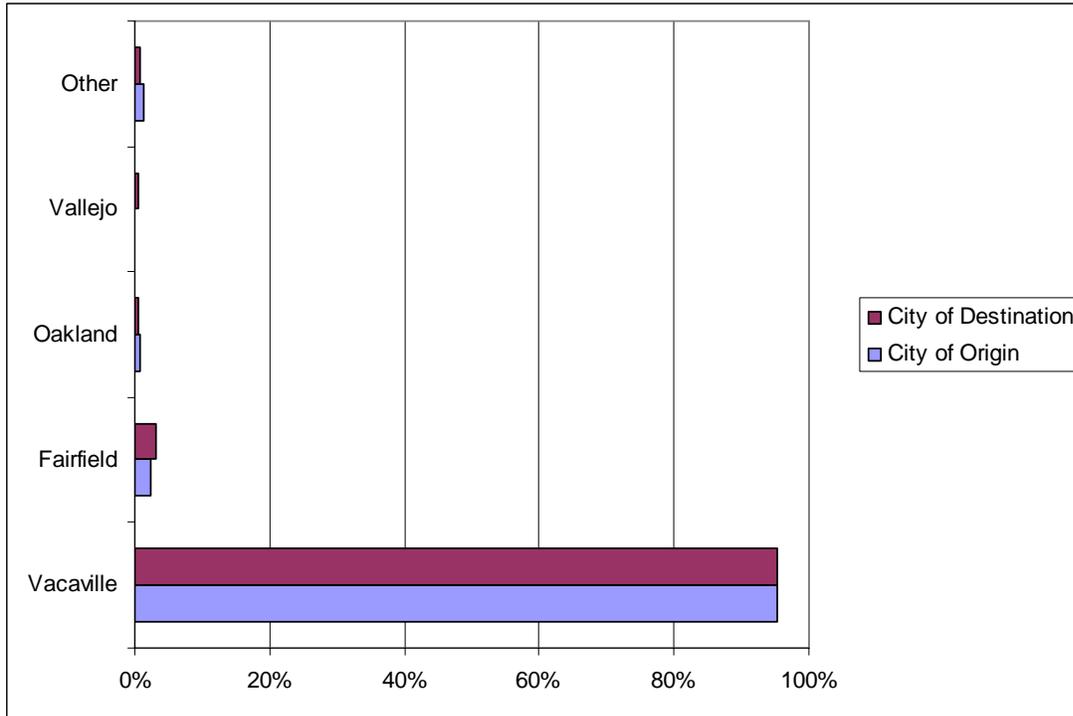
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 19 – Vacaville City Coach Local Routes: Auto Ownership of Riders



Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 20 – Vacaville City Coach Local Routes: Origin and Destination



Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

2.6 Vallejo Transit

Vallejo Transit serves the City of Vallejo with several public transportation services including intercity and local bus routes, and the Baylink ferry service. Covering 30 square miles, Vallejo has a population of 116,760 of which 27.6 percent are under the age of 18 and 11.2 percent are 65 or older (Source: 2000 census). Table 20 summarizes the transit services offered in the City of Vallejo.

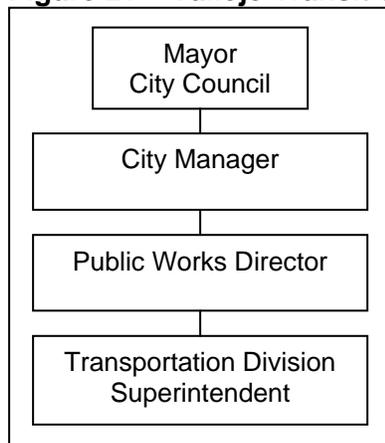
Table 20 – Transit Services Offered in Vallejo

Fixed Route	Local, Intercity, Ferry
Paratransit	Yes
Taxi Scrip	Yes
Medical Shuttle	No

Management and Organization

The governing body of Vallejo Transit is composed of the City of Vallejo City Council. The Transportation Division of the City's Department of Public Works oversees all transit services provided including the local bus service, ferry service to San Francisco, ADA paratransit service, and the taxi scrip program. The organizational chart of Vallejo Transit is shown in Figure 21.

Figure 21 – Vallejo Transit organizational chart



Source: City of Vallejo website, June 2007

Staffing

Vallejo Transit has the largest staff among Solano County transit operators. There are 103 full-time equivalent staff people. Table 21 details the positions and hours assigned to transit for each position.

Table 21 - 2006-2007 Full Time Equivalent Staffing for Vallejo Transit System

Staff Position	Annual Hours	Allocated Hours	Full-Time Equivalent Staff	Fixed-Route Staff	Paratransit Staff	Ferry Staff
Public Works Director	2,000	300	0.15			
Executive Secretary	2,000	160	0.08			
Secretary	2,000	1,500	0.75			
Administrative Analyst II	2,000	8,000	4.00			
Transportation Superintendent	2,000	2,000	1.00			
Contracted Management			9.50	6.00	1.00	2.50
Maintenance			20.7			
Mechanics(Para)	2,000	1,400	1.20		1.20	
Service Employee	2,000	12,000	6.00	6.00		
Advanced Service	2,000	6,000	3.00	3.00		
Entry Level Mechanic	2,000	8,000	4.00	4.00		
Advanced Mechanic	2,000	2,000	2.00	2.00		
Maint. Supervisor	2,000	2,000	2.00	2.00		
Bus Stop Maint.	2,000	2,000	1.00	1.00		
Maintenance Clerk	2,000	2,000	1.00	1.00		
Bus Washers (Paratransit)	2,000	1,000	0.50		0.50	
Dispatchers			9.00			
Full Time	2,000	10,000	5.00	5.00		
Road Supervisor	2,000	8,000	4.00	4.00		
Administrative Staff			8.90			
Paratransit(Includes Dispatchers)	2,000	11,800	5.90		5.90	
Clerical	2,000	4,000	2.00	2.00		
Customer Service	2,000	2,000	1.00	1.00		
Drivers			72.65			
Paratransit					10.65	
Fixed Route				62		
Ferry			46			
Ticket Agents				4		
Vessel Crew						32
Engineers						7
Part Time Cadets (Engineers)						3
Total FY2006-2007			172.73	103	19.25	44.5

Source: City of Vallejo, August 2007

Funding Sources

Of all Solano County transit operators, Vallejo Transit had the highest proportion of funding come directly from its users with a 38 percent combined farebox recovery ratio. For comparison, the ferry service had a farebox recovery ratio of 57 percent, the fixed-route service 27 percent and the paratransit service 7 percent. Other sources of funding include TDA funds, STA funds, and federal operating assistance. Table 22 summarizes the operations funding sources for Vallejo Transit.

Table 22 – 2006-2007 Operations Funding Sources for Vallejo Transit System

Funding Source	Amount	Percent of Total Revenue
TDA Article 4	\$ 4,542,746	19%
TDA Article 8	\$ 365,225	1%
STA	\$ 2,344,921	12%
RM-2	\$ 3,100,000	12%
Other MTC Allocated Revenue	\$ 2,131,710	8%
Passenger Fare		
Bus Fare	\$ 3,211,896	12%
Ferry Fare	\$ 6,686,940	25%
Paratransit Fare	\$ 235,000	1%
Fairfield Route 90	\$ 112,286	0%
Federal Transit Grants	\$ 1,746,928	7%
Leasing and Advertising	\$ 128,896	0%
Local General Fund	\$ 500,000	2%
Total	\$26,413,780	100%

Source: City of Vallejo FY2007-2008 TDA Application

Transit Operations

Utilizing a fleet of 60 buses, 12 paratransit vehicles, and four ferries, Vallejo Transit operates six local bus routes (including one pair of loop routes), three intercity bus routes, and one ferry route to San Francisco. Paratransit services and a taxi scrip program are also offered by Vallejo Transit.

Typical weekday headways for bus service ranges from 30 to 60 minutes during the peak period to 60 minutes midday. Service is offered between the hours of 4:30 AM and 11:00 PM. On weekends, headways are between 30 minutes and 60 minutes all day and service is offered between the hours of 5:30 AM and 11:00 PM.

Ferry service is offered between 5:30 AM to 9:45 PM on weekdays and 7:00 AM to 9:45 PM on weekends. Five trips in each direction take place between Vallejo and San Francisco during the morning peak, four trips occur during the midday, and four more trips run during the evening peak. On weekends, nine trips in each direction are operated. Table 23 summarizes the local bus operations and the intercity bus and ferry operations that will be in operation beginning July 1, 2007.

Table 23 - Vallejo Transit Route Structure

Route	Destinations	Headway	Number of Vehicles	Hours of Operation
Local Routes				
1	South Vallejo, York & Marin Transfer Center, Soreno Transfer Center	30 minutes	5	4:50 AM - 8:28 PM Weekdays 5:50 AM - 10:58 PM Saturdays
2	York & Marin Transfer Center, Soreno Transfer Center, Northeast Vallejo	30 minutes weekdays 60 minutes Saturdays	2 weekdays 1 Saturdays	5:17 AM - 7:58 PM Weekdays 6:30 AM - 10:40 PM Saturdays
3	York & Marin Transfer Center, Georgia Street, Glen Cove	One AM, one PM run in each direction	1 AM 2 PM	6:30 AM - 7:20 AM 2:59 PM - 3:29 PM
4	York & Marin Transfer Center, Tuolumne Street, Soreno Transfer Center	60 minutes	1	6:54 AM - 6:57 PM Weekdays 9:30 AM - 4:57 PM Saturdays
5	Clockwise loop downtown to eastern Vallejo, paired with Route 7	30 minutes weekdays 60 minutes weekends	2 weekdays 1 weekends	5:37 AM - 8:22 PM Weekdays 6:27 AM - 7:58 PM Saturdays 6:57 AM - 6:28 PM Sundays
6	Counter-clockwise loop Tennessee Street/Benicia Road	60 minutes	1	5:22 AM - 8:20 PM Weekdays
7	Counter-clockwise loop downtown to eastern Vallejo, paired with Route 5	30 minutes weekdays 60 minutes weekends	2 weekdays 1 weekends	5:20 AM - 8:12 PM Weekdays 7:30 AM - 8:12 PM Saturdays
Intercity Routes and Ferry				
80	York & Marin Transfer Center, Curtola Park & Ride, El Cerrito Del Norte BART	15 minutes	5	4:15 AM - 11:26 PM Weekdays NO SERVICE Saturdays NO SERVICE Sundays
85	York & Marin, Soreno, Solano Community College, Six Flags, Fairfield Solano Mall	30 minutes AM peak 60 minutes other	4 AM peak 2 other	5:35 AM - 11:28 PM Weekdays 6:35 AM - 10:28 PM Saturdays 8:35 AM - 8:28 PM Sundays
Ferry	Vallejo Ferry Terminal, San Francisco Ferry Terminal, Pier 41	45 - 90 minutes weekdays 75 - 120 minutes weekends	3 weekdays 2 weekends	5:30 AM - 6:45 PM Weekdays 8:45 AM - 9:30 PM Weekends

Source: Vallejo Transit website, August 2007

Total ridership during the 2006-2007 fiscal year was 2,111,326 on the bus service and 880,000 on the ferry. Average weekday ridership was 7,265 passengers per day on the bus and 2,595 passengers per day on the ferry. With 112,803 revenue vehicle hours offered on the bus and 9,860 revenue vehicle hours offered on the ferry, productivity was at 18.7 and 89.2 passengers per revenue vehicle hour, respectively. Cost effectiveness for the bus was \$5.69/passenger and \$13.32/passenger for the ferry.

Paratransit Services

Vallejo Runabout curb-to-curb paratransit service is offered only for patrons who qualify under the ADA as determined by a Runabout application or to those already deemed eligible for paratransit by another transit agency.

Another program offered by Vallejo Transit is a discounted taxi service for residents of Vallejo. Service is limited to those over the age of 65 or those with a disability and whose travels originate in the city and stay within the immediate area.

The Runabout paratransit fleet consists of 12 vehicles, 10 of which are operated during the peak pullout.

39,001 trips were served by Runabout in 2006-2007 and 17,313 revenue vehicle hours were provided. This resulted in a productivity of 2.3 passengers per revenue vehicle hour. Cost effectiveness was \$27.79/passenger

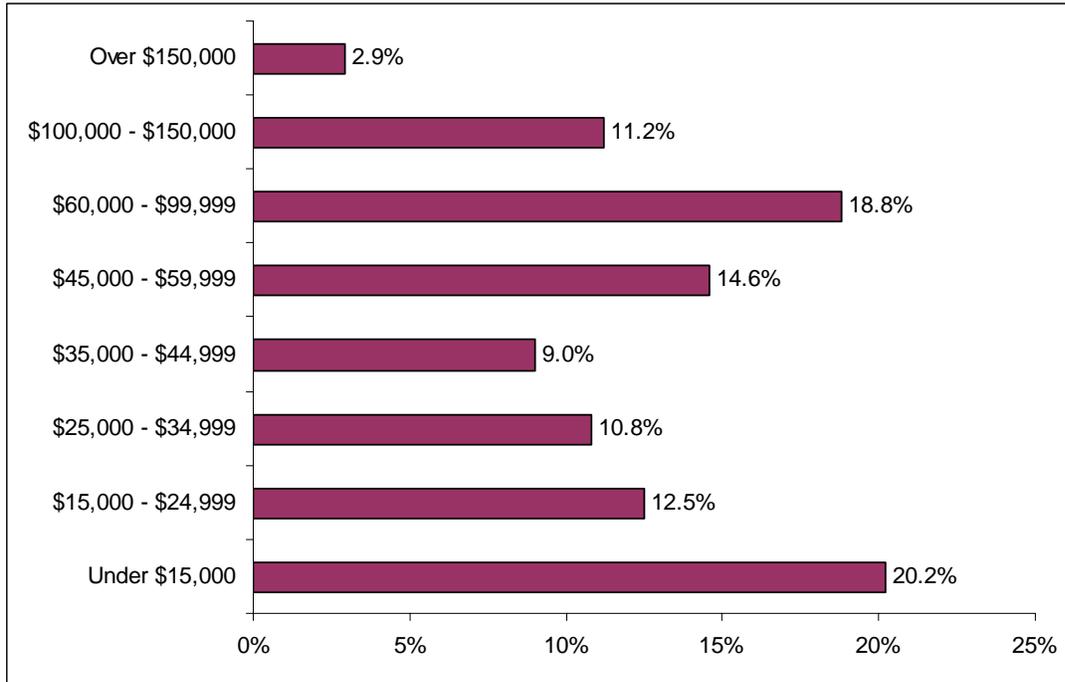
Ridership Surveys

Ridership surveys for Vallejo Transit were conducted separately for the intercity bus, local bus, and ferry services. Figures 22, 25 and 28 present income levels for riders of each of the transit modes. Auto ownership is summarized in Figures 23, 26 and 29. The cities of origin and destination are shown in Figures 24, 27 and 30.

Generally, local transit services are used more frequently for the transit dependent riders. These persons often have no vehicle available to make local trips, so that the transit operations are the primary method that they use to travel for work and non-work purposes. Major reasons why persons are transit dependent are that they are unable to drive (underage or disability) and household income (cannot afford a vehicle for every driver).

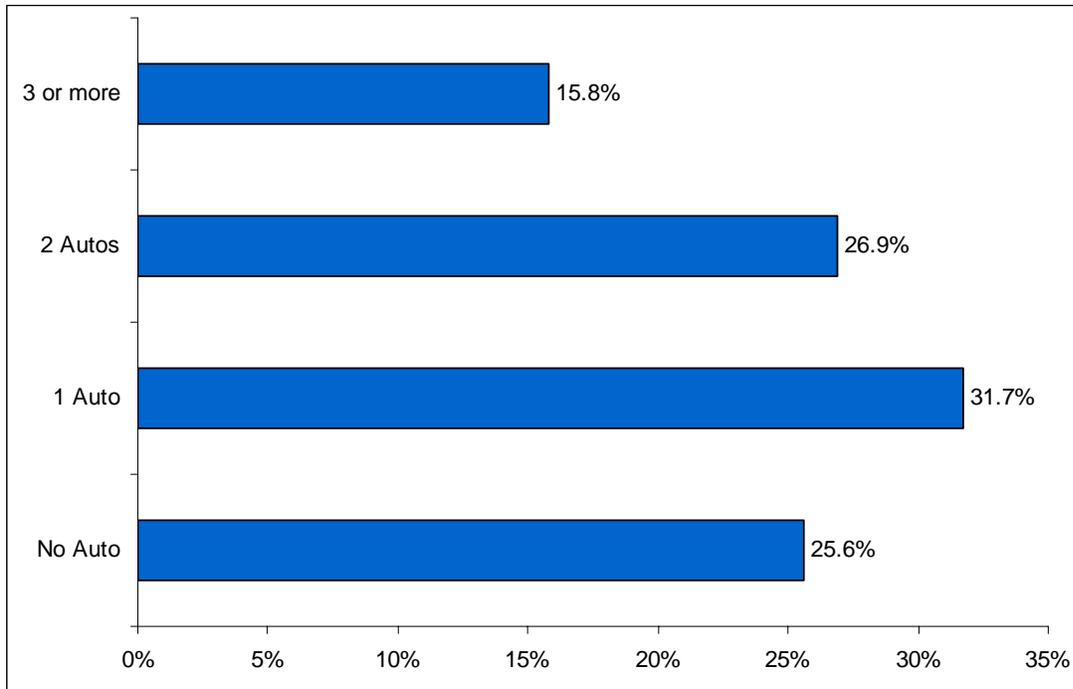
While Vallejo is home to most of the Solano County riders, Fairfield residents are also significantly represented on the intercity bus routes. In contrast, a notable percentage of the ferry riders are from Napa County locations.

Figure 22 – Vallejo Transit Intercity Routes: Household Income of Riders



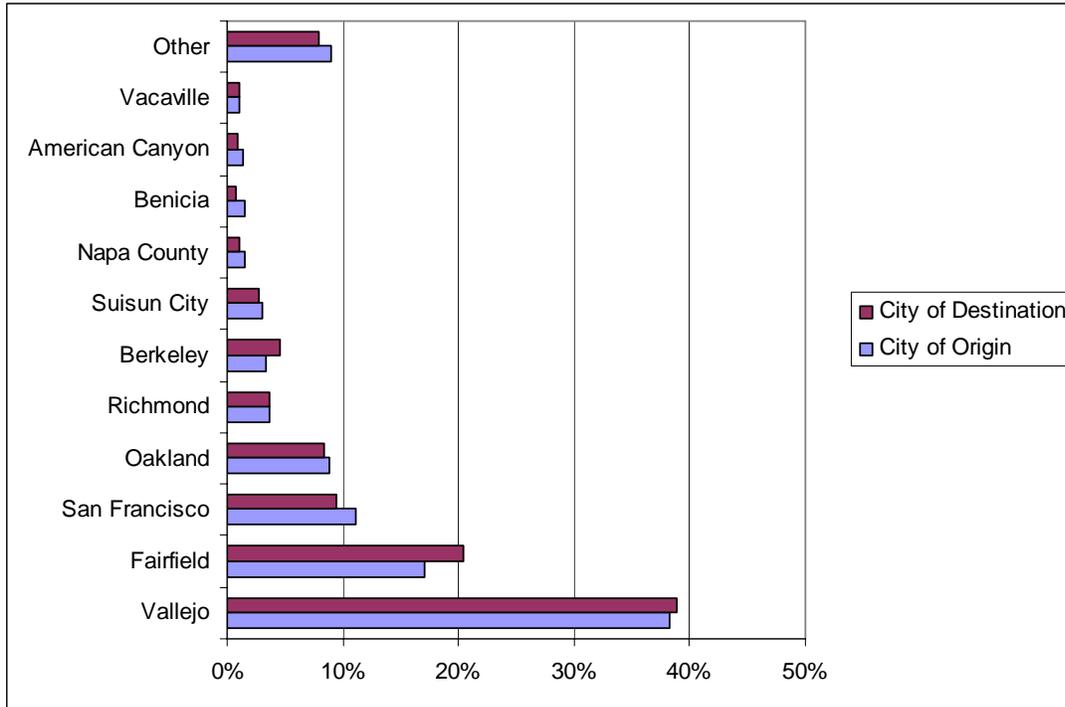
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 23 – Vallejo Transit Intercity Routes: Auto Ownership of Riders



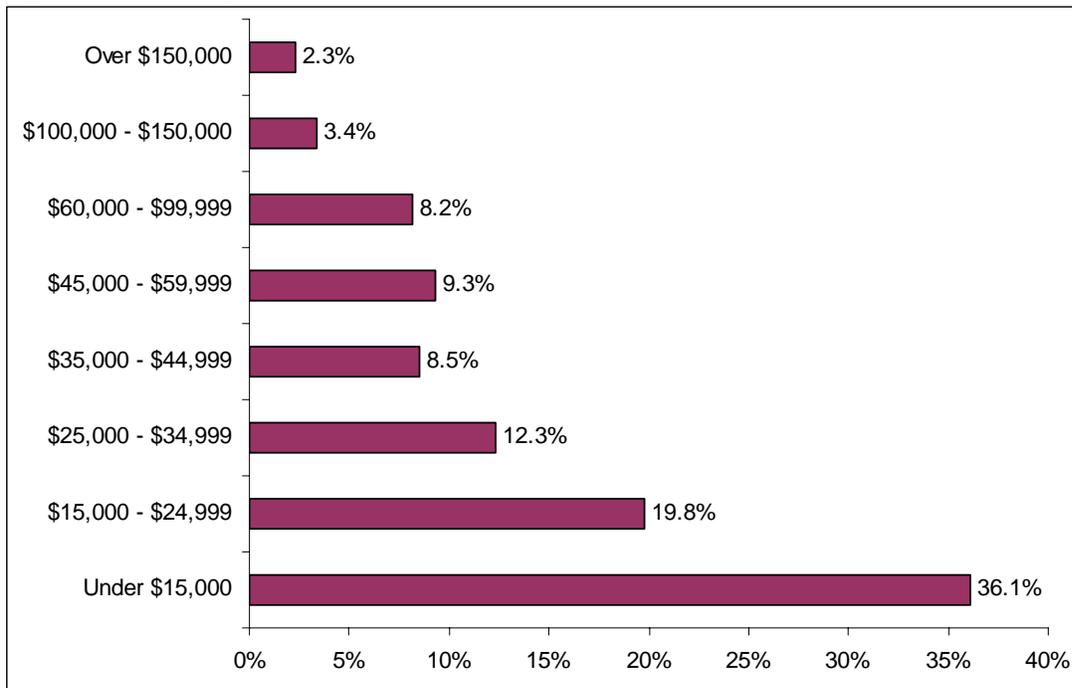
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 24 – Vallejo Transit Intercity Routes: Cities or Origin and Destination



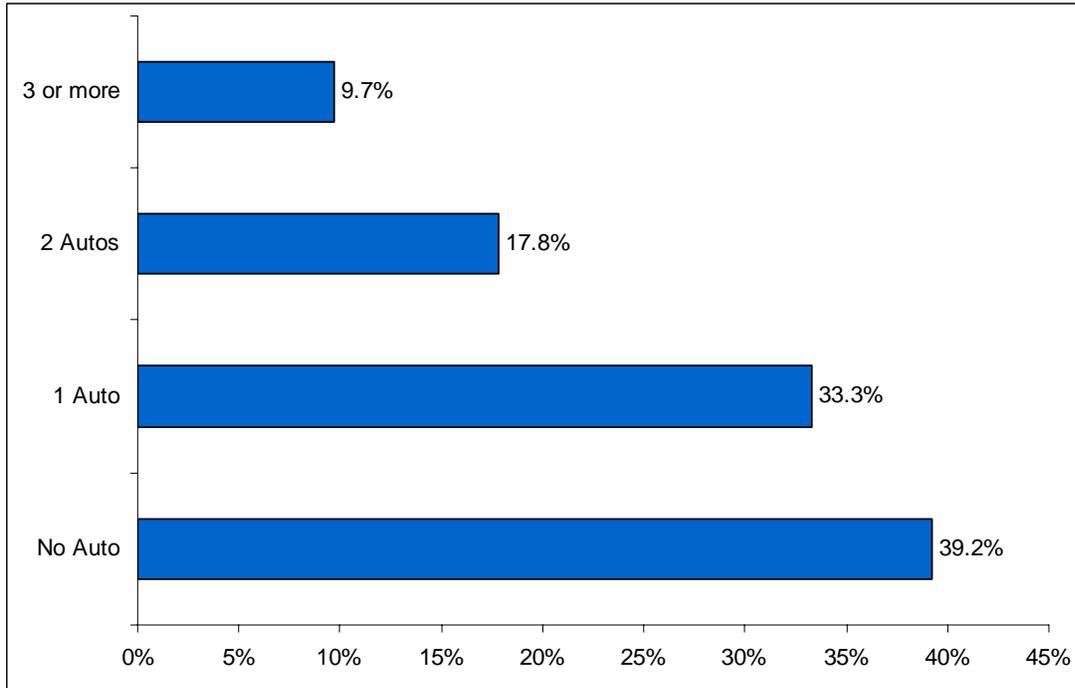
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 25 – Vallejo Transit Local Routes: Household Income of Riders



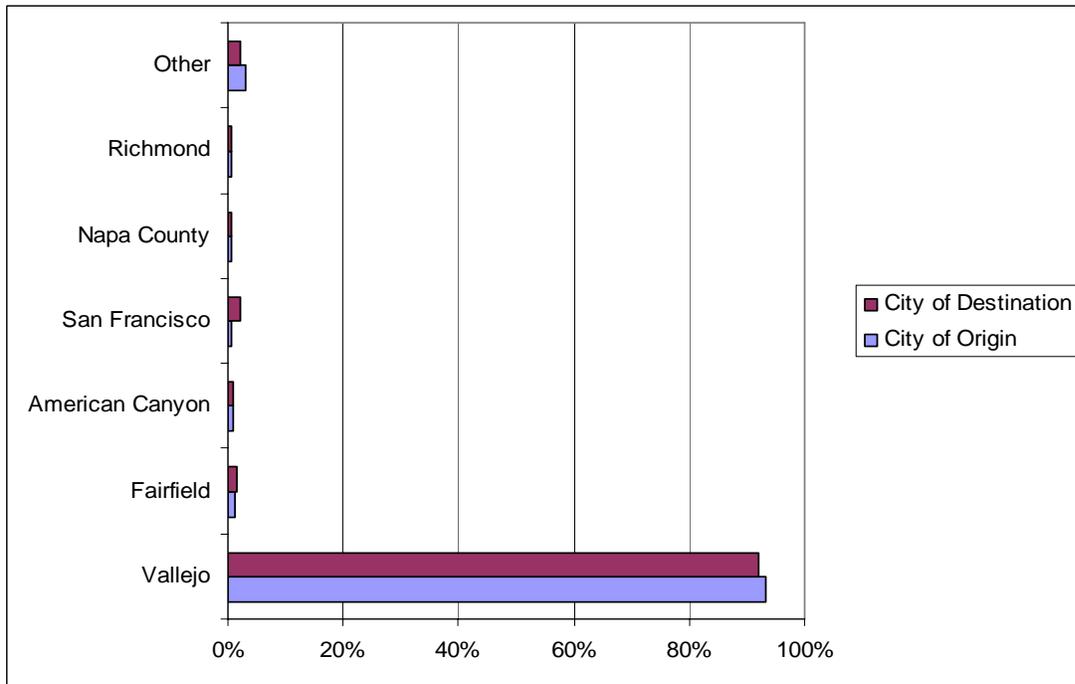
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 26 – Vallejo Transit Local Routes: Auto Ownership of Riders



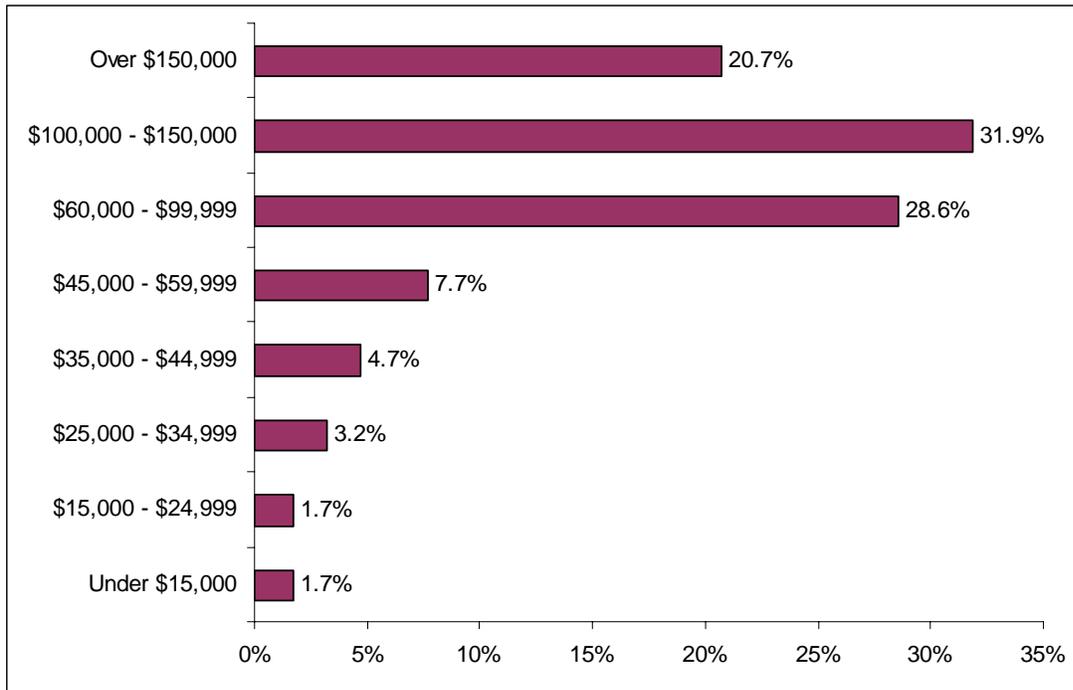
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 27 – Vallejo Transit Local Routes: Cities of Origin and Destination



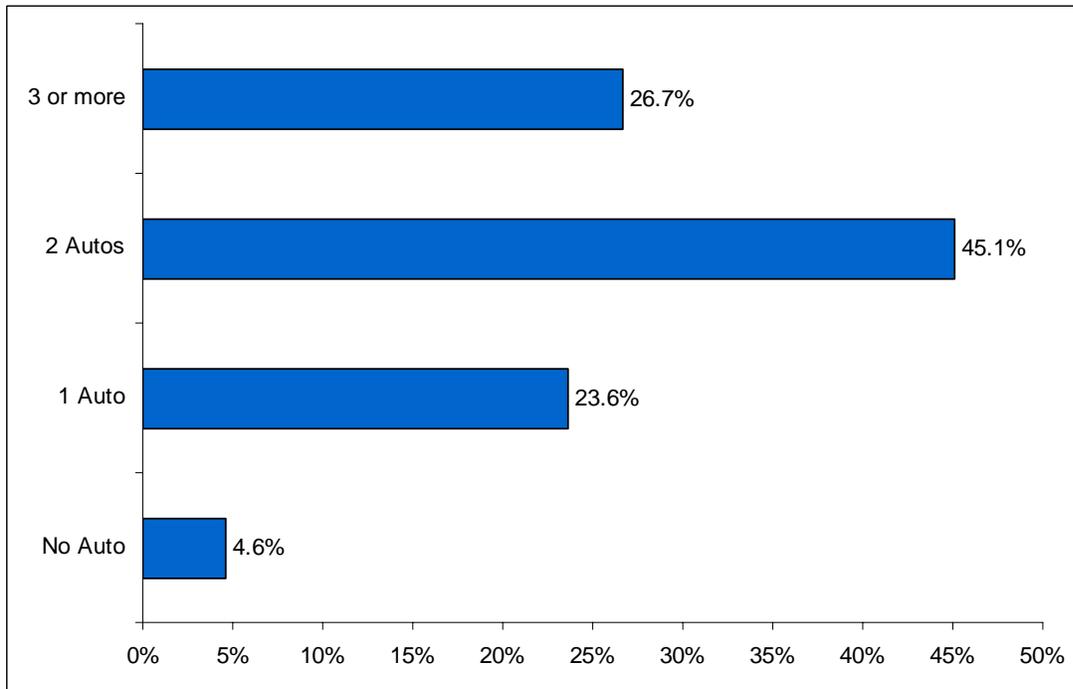
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 28 – Vallejo Baylink Ferry: Household Income of Riders



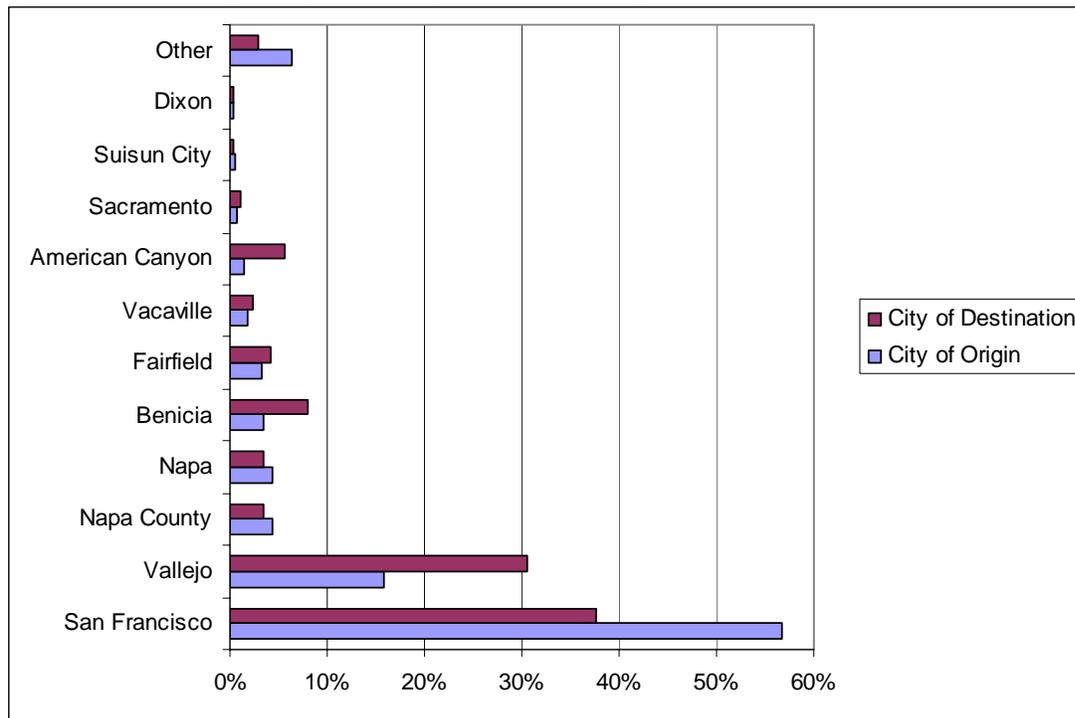
Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 29 – Vallejo Baylink Ferry: Auto Ownership of Riders



Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

Figure 30 – Vallejo Baylink Ferry: Cities of Origin and Destination



Source: Draft Solano Transportation Authority Countywide Ridership Survey, March 2007

3.0 FEEDBACK FROM STAKEHOLDERS

Background

As part of the process of developing a plan for consolidating transit services in Solano County, a series of interviews was conducted with four sets of key stakeholders with an interest in transit serving Solano residents:

1. Members of the STA Board (and Alternates)
2. Elected officials from the six Cities and Solano County Board of Supervisors
3. Regional stakeholders with an interest in transit policy and funding (MTC, FTA, Caltrans)
4. Riders of Solano express, local and paratransit services

The list of interviewees is attached in Appendix 1.

Methodology

In most cases, an interview was conducted one-one-one in person. Where this is was not feasible or at the interviewee's preference, a telephone interview was conducted. The interview was aimed at providing the study team with insights into existing and future transit services in the County, specifically policy makers, staff and regional stakeholders' views on:

- How well the current Solano transit delivery structure serves the needs
- Priorities in transit delivery
- Given fiscal constraints, their priorities in transit funding
- The appropriate division of responsibility for delivery of services at local vs. intercity level
- Whether the cities would consider ceding authority to a separate transit agency, board or joint powers authority
- whether a consolidated body authority would include transit planning, funding and service delivery in some combination

The riders' input combined participants in three workshops: one for paratransit users and advocates in conjunction with the Solano Paratransit Coordinating Council, and two rider workshops, one each in Vallejo and Vacaville, involving South and North County local and express transit service users. Appendix 2 contains the interview templates and the materials used in facilitating the workshops.

The following sections of Chapter 3 of the report summarize the feedback from the four key stakeholder groups under the ten question headings used to guide the discussions. These are a blend of responses from each group and not attributable to any one individual participant. Although the future transit service delivery and governance options were not formally part of the interview structure, most participants expressed views on these issues; these are also included in the feedback summaries.

3.1 Solano Transportation Authority Board: Feedback Summary

The board members and alternates of the Solano Transportation Authority were first queried according to key interview questions. The interviews occurred during the months of March and April 2007. These were done mostly in person, with a few completed over the phone if scheduling became a problem. The conclusions are listed as Table 24.

Table 24 – Summary of Solano Transportation Authority Board Member Responses

Interview Question	Summary of Responses
<i>1. What are your perceptions of transit that serves your City/Solano County currently?</i>	Generally positive views of each local city-based transit system. Overall, view that more can be done even with current resources by more efficient local service delivery. Intercity service seen to be somewhat lacking and not providing true county-wide or regional mobility, beyond limited commute-hours services.
<i>2. Do you agree with the study's goals and objectives ?</i>	Yes. Universal agreement.
<i>3. Which are your highest priorities for transit service?</i>	Retaining and developing local services for those reliant on transit dependent is the top priority. Taking advantage of organizational efficiencies to contain costs and deliver service features consistently as a comment this first priority. Improving intercity connectivity viewed as the next priority. Removing barriers to intercity paratransit a priority, esp. in South County.
<i>4. What do you consider the advantages and disadvantages of how transit service is currently delivered in 1) your city and 2) Solano County.</i>	Advantages of current local delivery - local responsiveness and ability to set local priorities in service design and affordability. Disadvantages - costs rising faster than ability to meet local transit needs, limiting service potential. Solano Express/Baylink routes offer improved coordination over previous arrangements, but service still limited. Advantage of Solano Paratransit offering good solutions to the needs of paratransit users in the Up County cities and unincorporated areas. Disadvantage in Vallejo/Benicia separate paratransit services' ability to offer seamless trips.
<i>5. What do you think would be the major advantages achieved through consolidation?</i>	Improved coordination of Intercity services. Improved delivery and coordination of paratransit and senior services. More clout at a regional level (for example at MTC) in accessing funding and competing with the larger Bay Area transit agencies.
<i>6. What do you perceive as the major obstacles to consolidation?</i>	Concerns over loss of autonomy. Potential for a new consolidated body to be less accountable and responsive to the cities' transit service needs.
<i>7. What concerns do you personally have with consolidation that you would like to see addressed in this study?</i>	The governance structure of any new coordinated/consolidated body: representation of individual the cities has to be guaranteed, in a fair and equitable manner. Ensuring that there are no financial liabilities inherited by one city operation by partnering or consolidating with another.
<i>8. Do you have any thoughts on which services should, or types of services, should be consolidated and how that would benefit your community?</i>	Intercity express services in general seen as having most potential for consolidation, followed by paratransit, and finally local fixed route service. Community benefits will include more one-seat rides for cross-county and out of County trips, disabled and senior riders.
<i>9. Are there any issues concerning transit consolidation that we haven't covered that you would like to provide further comments?</i>	Coordinated connections with other regional services (Capitol Corridor rail) by any future consolidated transit operator. Equity concerns as a result of changes in control of services or restructuring of services.
<i>10. Are there other individuals we should interview regarding this study?</i>	Opinions of the regular riders of Solano's transit services should be included, even if not part of the original work scope. (This concern was addressed in subsequent rider workshops undertaken in June 2007).

Table 24 – Summary of Solano Transportation Authority Board Member Responses

<i>Interview Question</i>	<i>Summary of Responses</i>
Governance Structure Preference	Almost all members preferred a joint powers agency (JPA) approach, over a directly elected transit board. JPAs (including STA itself) are seen as having a track record of success in Solano County in negotiating equitable decisions on investment and delivery of other services.

3.2 Other Elected Officials (City Councils, County Supervisors): Feedback Summary

A round of surveys with other elected officials was also conducted. These were done mostly in person between March and June 2007, with a few completed over the phone if scheduling became a problem. The conclusions are listed as Table 25.

Table 25 – Summary of Other Local Elected Officials Responses

Interview Question	Summary of Responses
<i>1. What are your perceptions of transit that serves your City/Solano County currently?</i>	Although city officials are proud of their local services, recent financial pressures are impairing the ability of cities to deliver services, esp. in south County. Transit is seen to be a less significant local government function for north County cities, where the focus is on increasing utilization and efficiency of services already in place.
<i>2. Do you agree with the study's goals and objectives ?</i>	Yes. General agreement; some local concerns stated upfront regarding local control and consolidation benefit trade-offs.
<i>3. Which are your highest priorities for transit service?</i>	Providing effective service to local regular fixed route users predominated, with significant priority also for disabled/seniors. Promoting sustainability regionally by developing more transit as alternatives to auto commuting also featured in a handful of elected officials' priorities.
<i>4. What do you consider the advantages and disadvantages of how transit service is currently delivered in 1) your city and 2) Solano County.</i>	In concurrence with the STA Board members, most of the other elected officials saw local accountability and control as of paramount importance. The current paratransit arrangements were generally seen as advantageous, with the exception of Vallejo-Benicia transfer requirements. These elected saw slightly more advantage in the status quo with regard to intercity transit connections, with some minor disadvantages in the current limited intercity route network. A plurality of elected also saw some inefficiencies in the locally controlled service structure.
<i>5. What do you think would be the major advantages achieved through consolidation?</i>	Freeing up resources to provide more local service coverage in the cities was a widely perceived advantage from consolidation. Although some saw regional political clout as an advantage, this view was less prevalent than among the STA Board members. The smaller outlying up County cities also saw better coordination with adjacent Counties (Yolo/Sacramento and San Joaquin) where travel demand, especially commute needs, are growing.
<i>6. What do you perceive as the major obstacles to consolidation?</i>	The elected officials had the same concerns over loss of accountability and responsiveness identified by STA Board members.
<i>7. What concerns do you personally have with consolidation that you would like to see addressed in this study?</i>	Retaining the ability to direct local staff in planning and delivering transit services to meet the needs of their constituents. Concerns about the wide range of conditions of financial health of the various systems appeared as a regular comment. Some thought that due diligence in local impacts, labor implications, was essential before any detailed consolidation options were presented more widely.

Table 25 – Summary of Other Local Elected Officials Responses

Interview Question	Summary of Responses
<i>8. Do you have any thoughts on which services should, or types of services, should be consolidated and how that would benefit your community?</i>	In common with STA Board members, other elected saw intercity express services generally as having most potential for consolidation, followed by paratransit, and finally local fixed route service. Some saw a need for even wider coordination regionally with the other major providers in adjacent counties. Local consensus that the Baylink Ferry should stay with the City of Vallejo.
<i>9. Are there any issues concerning transit consolidation that we haven't covered that you would like to provide further comments?</i>	Different cities have invested in different delivery contractors and fuel systems, and could be significant considerations in any consolidation.
<i>10. Are there other individuals we should interview regarding this study?</i>	In addition to the same STA Board members' concerns regarding riders input to the study, advocates for seniors and paratransit users should be added to the stakeholder list. (This was undertaken in a paratransit workshop and discussion with key seniors' contacts in May-June 2007).
Governance Structure Preference	Almost unanimous preference for JPA or similar structure which provides a seat at the table for the smaller cities but also reflects the larger cities' population and contribution to transit. Several expressed particular concern over the composition of a directly elected board: widely stated view that a single-interest "transit-only" representation could dominate, and the broader picture of transit within the wider range of fiscal and service demands would be more difficult to retain.

3.3 Local Transit and Management Staff: Feedback Summary

A round of surveys with other elected officials was also conducted. These were done both in person and over the phone between April and June 2007. The conclusions are listed as Table 26.

Table 26 - Local Transit and Management Staff Responses

Interview Question	Summary of Responses
<i>1. What are your perceptions of transit that serves your City/Solano County currently?</i>	City managers and department heads generally relied on their transit staff to provide accurate and up to date performance information. Transit staff broadly divided into two camps: the larger systems' staff were concerned with the financial stability and long term viability of the current level of local services. The smaller up County cities were generally more satisfied with the quality and efficiency of current services. Almost all transit staff took the position that more could be achieved with better resources.
<i>2. Do you agree with the study's goals and objectives ?</i>	Yes. General agreement.
<i>3. Which are your highest priorities for transit service?</i>	Delivering efficient, productive service was the major priority. Staff saw themselves as implementing, rather than setting priorities. (Specific suggestions for prioritizing service types and routes emerged in discussions, and will be fed into the service analysis part of the study).
<i>4. What do you consider the advantages and disadvantages of how transit service is currently delivered in 1) your city and 2) Solano County.</i>	Locally, most saw coordination locally as a distinct advantage of local control. Most saw advantages to the current trend towards more coordination of intercity services through the Solano Express consortium. On service efficiency arising from the current structure, few saw duplication but some saw limited resources available for investment, including technology. Most concurred with elected officials in seeing strong accountability in the current arrangements. Some perceived there to be some funding opportunities being missed through lack of staff resources, but most felt the current discretionary sources were being tapped.
<i>5. What do you think would be the major advantages achieved through consolidation?</i>	Improved marketing of intercity services, using the Solano Express consortium work as a foundation. Better investment decisions in major transit capital infrastructure to provide services more optimally, such as fleet types, maintenance facilities, and contracting. Not all staff saw consolidation as essential to improving coordination. Overall, staff saw fewer advantages in consolidation than the elected officials.
<i>6. What do you perceive as the major obstacles to consolidation?</i>	Local control and loss of accountability.
<i>7. What concerns do you personally have with consolidation that you would like to see addressed in this study?</i>	Local perspectives in the design and planning of transit services. Some cities (Vacaville) did not wish to see consolidation of local services and wanted this position to be clearly articulated in the study.

Table 26 - Local Transit and Management Staff Responses

<i>Interview Question</i>	<i>Summary of Responses</i>
<i>8. Do you have any thoughts on which services should, or types of services, should be consolidated and how that would benefit your community?</i>	Intercity express services, paratransit services (ADA and non ADA) and some fixed route. The local consolidation of Vallejo and Benicia was supported as an early first step, provided local service guarantees could be maintained.
<i>9. Are there any issues concerning transit consolidation that we haven't covered that you would like to provide further comments?</i>	Service standards and coverage by transit is a matter for individual cities, but some (ADA) are mandated, yet some local "beyond ADA" services are provided without strong definitions of requirement vs. local discretionary levels of provision.
<i>10. Are there other individuals we should interview regarding this study?</i>	Some staff saw regular as key to the stakeholder process, others saw the study as yielding a set of options which could be explored with riders at a subsequent date.
Governance Structure Preference	Strong support for JPA or similar structure and concern by the smaller cities' staff about having safeguards for their local interests. Most staff regarded this as an question primarily for policy-makers.

3.4 Regional Stakeholders: Feedback Summary

The regional stakeholders included senior staff from the key agencies responsible for funding transit services and capital projects in Solano County: Metropolitan Transportation Commission, Caltrans and Federal Transit Administration (FTA). Interviews for staff at these agencies were conducted.

Senior staff from Metropolitan Transportation Commission was interviewed at two separate meetings in May 2007. Metropolitan Transportation Commission staff generally observed that some Solano County transit operators require more MTC staff assistance to prepare applications for relatively small amounts of transit funding that larger operators do. The staff identified that there could be consolidated funding claims for TDA and for other subsidies. This is somewhat attributed to the lack of specialized staff at the transit agencies who are familiar with the particular programs.

There was a general perception that Solano County transit operators would yield more influence at MTC with a unified voice and staff representation.

In comparison with other Bay Area counties, Solano County transit operators were also seen as having the potential for more efficient use of staff resources in carrying out management functions and in accessing discretionary funds for specific projects.

There was some discussion about potential new initiatives to combine all Bay Area ferry services. While this is not an option addressed in this study, it could affect the operations of the Vallejo Ferry.

Caltrans staff members were contacted by phone in May 2007. Caltrans staff provided very minor input to Solano transit services. Their concerns are mostly with capital projects which may impact or involve Caltrans, with some limited consultation on express services which may use Caltrans facilities. No advantage or disadvantage was perceived from consolidation versus the current arrangements.

Federal Transit Administration staff members were surveyed over the phone in May 2007. Agency staff noted that a change in operators may create some complications in grant applications and funding arrangements. They noted the recent approach taken by San Diego Association of Governments in establishing a functional consolidation, while leaving project sponsors and operators in tact.

3.5 Solano Riders: Feedback Summary

The Solano Transportation Authority Board specifically requested that additional input from riders be obtained. Three separate workshops were developed to elicit feedback from users.

Focus Group on Paratransit Issues

A workshop was conducted on May 18, 2007 for paratransit users and advocates in conjunction with the Solano Paratransit Coordinating Council. The focus group meet was held at the Fairfield Community Center. It was attended by five people -- two service providers, two representatives of system users, and a representative from the MTC Elderly/Disabled Advisory Committee.

Topics were covered on a number of paratransit issues. The group first discussed user eligibility, and the significance of different determinations between systems. The group generally confirmed that standardization was more desirable. There was concern about missing persons whose eligibility was "hidden".

The group also discussed trip eligibility issues. The group preference was for a countywide "base" ADA Service with local augmentation based upon local needs and funding arrangements. It was suggested that augmented services be layered. There was specific support for door-to-door medical trip eligibility, and additional support for volunteer programs.

Reservations issues were then discussed. The group identified that there were sometimes issues with making reservations, and that the different rules for making reservations and no-show policies varied between operators, so that making arrangements was confusing for persons who needed to use more than one system.

Taxi scrip was identified as a useful service option, but in need of a countywide approach to standardize procedures and reduce fraud. Use of the fixed-route system for paratransit users was seen as an issue if the lift equipment is not working satisfactorily. The group strongly encouraged standardization of rules countywide regardless of the study recommendations, and to continue to provide personalized and flexible service to the clients.

Focus Groups on Riders

Two focus groups were conducted for general users of the transit systems. One was held in Vacaville on June 18, 2007 at Noon. This group was attended by five users of the Delta Breeze, and one user of the Dixon Ready-Ride. Most of the participants were somewhat transit-dependent riders, with all of them being female and over 50 years old. A second focus group was held in Vallejo on June 20, 2007 at 5 PM. That focus group was attended by eight users of Benicia Transit, 4 users of Vallejo Transit, and two users of Fairfield-Suisun Transit. Most of these participants were transit-dependent riders with some choice riders. Several users of the paratransit services were also in attendance.

Each workshop's first hour was structured to explain the study and get overall feedback of opinions of the current system. Generally, the participants stated that drivers, dispatchers and

direct staff helpful and they noted personal attention when providing the service. Many of their concerns were about service hours availability and bus stop locations, rather than service structure. Many identified “resource” problems (time crunch or long reservation time) when few vehicles are available (especially paratransit and intercity). They agreed that transit issues were often “buried” in City departments, and expressed concerns that local elected officials were not fully educated or using the transit services. They noted that on-time performance is sometimes affected by congestion.

The second hour of each workshop focused on a general discussion of tradeoffs and options. The groups tended to express support for a specific joint powers agency or transit board that would convene specifically for transit issues. There was general support to respond directly to boards or at least to city managers, rather than being buffered within a departmental structure. There was no clear vision of how consolidation would affect route structure, although there was some fear of local services getting swallowed up in consolidation. There was strong support for having countywide, standard approaches to the use of new technologies for things such as passenger information and fare collection.

For the possible concepts of consolidation, there was an understanding that consolidation would lead to improved countywide coordination and better approaches to investing in new technology. There was also an understanding that there would be better representation at the regional level. Otherwise, there was no clear vision among the participants of how consolidation would lead to service changes.