



**BOARD WORKSHOP**

**4:00 p.m., Thursday, August 18, 2011  
Vallejo City Council Chambers  
555 Santa Clara Street  
Vallejo, CA**

**MEETING AGENDA**

- |   |   |
|---|---|
| <b>I. CALL TO ORDER / INTRODUCTIONS</b>         | Chair Davis                             |
| <b>II. APPROVAL OF THE AGENDA</b>               |   |
| <b>III. OPPORTUNITY FOR PUBLIC COMMENT</b>      |   |
| <b>IV. BACKGROUND ITEMS – INFORMATION</b>       |   |
| <b>A. Introduction/Overview</b>                 | Jim McElroy                             |
| <b>B. Transition Plan Guiding Principles</b>    | Jim McElroy                             |
| <b>C. SRTP Schedule</b>                         | Michael Eshleman,<br>Moore & Associates |
| <b>D. Financial Background</b>                  | Nancy Whelan                            |
| <b>E. Service Evaluation</b>                    | Michael Eshleman<br>Moore & Associates  |
| <b>F. SRTP Public Involvement</b>               | Michael Eshleman<br>Moore & Associates  |
| <b>G. Draft- Performance Measurement System</b> | Michael Eshleman<br>Moore & Associates  |
| <b>H. SolTrans On-Time Performance</b>          | Michael Eshleman<br>Moore & Associates  |

## **V. WORKSHOP ITEMS**

*(Note: Supplemental Reports under this section will be provided at the workshop and can also be obtained by contacting the SolTrans office at (707) 648-4046 .)*

- A. Introduction** Jim McElroy  
(4:05 - 4:10 p.m.)
- B. Interim Mission/Vision – Transition Plan Guiding Principles** Michael Eshleman  
Moore & Associates  
(4:10 – 4:15 p.m.)
- C. Financial Options** Nancy Whelan  
**1. Constrained (current financial reality)**  
**2. Intermediate (outside assistance leading to possible 2 year service modification strategy)**  
**3. Optimistic (new revenue source)**  
(4:15 – 4:30 p.m.)
- D. Goals** Jim McElroy  
**1. Sustainable baseline of service**  
**2. Increase efficiencies**  
(4:30 – 4:35 p.m.)
- E. Service Options Discussion** Michael Eshleman  
Moore & Associates  
**1. Implementation timeline constraints**  
**2. Service delivery considerations**  
**a. Productivity vs. coverage**  
**b. ADA vs. ADA plus service**  
**c. Innovative Alternatives**  
(4:35 – 5:35 p.m.)
- F. Public Outreach Program** Michael Eshleman  
Moore & Associates  
(5:35 – 5:45 p.m.)

## **VI. WRAP-UP / BOARD COMMENTS**

(5:45 – 6:05 p.m.)

## **VII. ADJOURNMENT**



DATE: August 11, 2011  
TO: SolTrans Board Workshop  
FROM: Jim McElroy  
RE: Introduction/Overview

---

**Background:**

The following sections contain background information to support your work at the Board Workshop on the Short Range Transit Plan (SRTP). Our hope is to gain guidance from your Board on the specifics of carrying out the planning process. You are at a defining moment for the SolTrans agency. I would offer the following observations:

- Through consolidation, there have been significant cost savings but the savings have not offset the totality of the financial challenges facing the new agency.
- You possess well-developed transit services and supporting infrastructure. They need attention and work but the fundamentals are strong.
- The financial challenges are not simply a single city issue – each of the systems handed to SolTrans are in very difficult financial condition. We are inheriting extraordinary challenges.
- The Board will need to carefully consider many options for streamlining our services into a model for an excellent transit agency. This is to gain and hold the public confidence.
- The Board will need to consider many options for increasing revenues to improve transit services. We are serving communities that want and need improved public transit services.
- Our timeline for completing the SRTP is short. So, we will have to be quick and smart in creating the plan.

Each section of the background packet contains a cover sheet that defines the contents of the section and why the material is included.

I and your entire team hope that you find the background information helpful. Please let me know if you have any questions or would like additional background information.

This page intentionally left blank.



DATE: August 11, 2011  
TO: SolTrans Board Workshop  
FROM: Jim McElroy  
RE: Transition Plan Guiding Principles

---

**Background:**

Included: Solano County Transit Joint Powers Agreement guiding principles.

Background and reason for inclusion: These are intended to guide our provision of transit services and therefore are core to the transit planning process. Much of the content is self-evident but here are some observations that could act as a planning check-off list from a Board perspective:

1. Services are to be coordinated.
2. Reduction of carbon footprint.
3. Consistency with STA's Countywide Transportation Plan Transit Element.
4. Improved cost effectiveness and efficiency.
5. Consider unique characteristics of each jurisdiction.
6. Encourage public participation.
7. Try to maintain or expand service levels.
8. Maximize opportunities for regional funding.

This page intentionally left blank.

## **Guiding Principles for Consolidation**

The Coordinating Committee for the MOU adopted the following guiding principles in July 2009, and incorporated these principles into the Memorandum of Understanding adopted by the City of Benicia, City of Vallejo, and the STA Board.

1. The Benicia Breeze and Vallejo Transit services shall be consolidated to streamline, simplify, and improve access for transit riders through enhanced service coverage, frequency, affordability, and mobility options contingency upon available funding. The consolidated service shall be responsible for coordinating transportation services in Benicia and Vallejo and to locations beyond the two cities such as Bay Area Rapid Transit (BART).
2. Consolidated transit service provides an opportunity to improve standards for greenhouse gas emissions and energy reductions, reduce single-occupant vehicle miles traveled, thereby minimizing the carbon footprint of Benicia and Vallejo residents. A consolidated transit service will further the Benicia and Solano County Climate Action Plans greenhouse gas reduction targets.
3. The Benicia Breeze and Vallejo Transit service consolidation shall be consistent with the Countywide Transportation Plan Transit Element to maximize the ability of Solano residents, workers, and visitors to reach destinations within Solano County, and to access regional transportation systems.
4. The consolidated transit service shall be designed to be comparatively cost effective and efficient while considering the unique characteristics of each jurisdiction.
5. The consolidation of services shall be managed in a public and transparent process to encourage participation by residents, stakeholders, and decision-makers in both communities.
6. The consolidated transit service shall strive to maintain the continuity of current service provided by both jurisdictions, minimizing service disruptions and passenger inconveniences due to the transition. If possible, service levels shall be maintained and expanded.
7. The consolidated transit service shall maximize opportunities for regional funding.

This page intentionally left blank.



DATE: August 11, 2011  
TO: SolTrans Board Workshop  
FROM: Jim McElroy  
RE: SRTP Schedule

---

**Background:**

Included: Consultant memo with an updated schedule and overview for completing the SRTP process.

Background and reason for inclusion: We are on a tight schedule driven by a funding deadline in our agreement with MTC as of December 31, 2011.

This page intentionally left blank.



28159 avenue stanford, suite 110  
valencia, ca 91355

888.743.5977 : p  
661.253.1208 : f  
www.moore-associates.net

# memo

**to:** Jim McElroy,  
Executive Director – SolTrans

**from:** Michael Eshleman

**re:** SolTrans SRTP Schedule

**date:** August 4, 2011

The purpose of this memo is to provide the Board with a schedule for completion of the SolTrans SRTP as well as describe the individual tasks included within the scope. The Short Range Transit Plan consists of a series of complementary pieces, each analyzing a separate facet of mobility within Benicia and Vallejo. Altogether, these pieces form a cohesive whole which serves to paint a clear picture of demand, efficacy of existing services, program performance, travel patterns, and financial/capital resources. These elements feed an operations plan which will ultimately guide service-related decisions across the next five years. The Short Range Transit Plan is scheduled for completion in December 2011, with the contract end date being December 31, 2011.

The following chapters will be included in the complete Short Range Transit Plan for SolTrans:

- **Service Evaluation:** This includes a review of performance data to identify program strengths and weaknesses within each service or route, identifying any possible changes in patronage, costs, or revenue. The end result is a series of charts and graphs illustrating the performance of the two transit programs across the past three years as it relates to productivity, effectiveness, and efficiency.
- **Mission, Goals, Objectives, and Performance Standards:** Clearly defined goals, objectives, and performance standards communicate vision. Together, they provide a means of tracking progress operationally and identifying growth opportunities. They also provide insight into areas with possible performance concerns. In practical terms, these provide a foundation for the remaining elements of the SRTP.

- **Demand Analysis:** This element includes the identification and quantification of need as it relates to mobility services. Through this task we will also analyze potential future service areas, likely equipment and infrastructure needs, areas or resident groups that are likely to use regional transit services, and social service agencies and organizations that could benefit from improved mobility coordination. This task also includes demographic projections for Vallejo and Benicia. The end result will feature maps of target populations, major employers, and significant trip generators in the study area.
- **Ride Check Analysis:** The data from the ride checks will be presented in both tabular (i.e., total boardings and alighting by stop and passenger miles) and graphical (i.e., primary boarding locations) formats. These data will be used to develop a comprehensive and objective snapshot of productivity and activity along each route and service. Trends will be assessed at both the route level and system-wide.
- **Operations Plan:** The operations plan will be based on the findings from previous tasks. This will consist of a series of possible service adjustment alternatives for the Board's consideration. Each scenario will include forecasts regarding operating cost, operating revenue, ridership, farebox recovery, community impact, and required infrastructure.
- **Our methodology for enhancing the public transit offerings within Vallejo and Benicia will spring from three separate, but related, approaches.** First, a constrained scenario aims to match service levels with the forecast budget shortfall. The second approach aims to redistribute existing resources without adding any additional resources. This results in enhanced productivity without additional operating cost. The third – an optimistic scenario – retains service to all parts of an existing service area while incrementally adding service to accommodate additional/future demand.
- **Capital Improvement Plan:** This will include basis and justification for revenue vehicle projects/proposals, replacement, rehabilitation, and fleet expansion; non-revenue vehicle projects/proposals, replacement, rehabilitation, and fleet expansion; and facility replacement, rehabilitation, upgrade, and expansion. A comprehensive fleet replacement/growth strategy including annual recommendations by vehicle type (revenue and non-revenue), cost, lifecycle, and mix will be developed. Facility improvements and/or the possibility of new facility locations along with other capital requirements will be discussed in addition to the most-probable funding sources.
- **Financial Plan:** This deliverable will include forecast levels of service hours and service miles, separately identifying fixed-route and demand-response modes by type, as well as expansion service. This matrix will clearly identify the expansion or reduction of the service in question. The end result will be separate pro forma for each service scenario (constrained, reallocation, and optimistic) detailing the forecast expenses and revenues across the planning horizon.

- Community Survey Analysis: A community survey would allow the project team to effectively quantify the travel patterns, barriers to use of transit service, mobility needs, and demographics of residents in the study area not currently using the transit service.
- Public Meetings: These meetings would allow the project team to directly interact with the general public and receive feedback on proposed changes to the system.

A schedule of the items included in the Short Range Transit Plan, including their current status, follows.

Task	Delivered to Staff	Progress	In Scope?
Service Evaluation	August 5, 2011	Complete	Yes
Mission, Goals, Objectives, and Performance Standards	August 12, 2011	Complete	Yes
Demand Analysis	August 16, 2011	Data collected, analysis underway	Yes
Soltrans Board Workshop	August 18, 2011	--	--
Ride Check Analysis	August 19, 2011	Data collected, analysis underway	Yes
Soltrans Board Meeting	September 15, 2011	--	--
Operations Plan	September 16, 2011	Work will begin following input from Board regarding preferred direction	Yes
Capital Improvement Plan	September 23, 2011	Work pending direction from Board on Operations Plan	Yes
Financial Plan	September 30, 2011	Work pending completion of Operations Plan	Yes
Community Survey Analysis	September, 2011	No progress	No
Public Meetings	October, 2011	No progress	No
Soltrans Board Meeting	October 20, 2011	--	--
Draft Report	November, 2011	No progress	Yes
Soltrans Board Meeting	November 17, 2011	--	--
Final Report	December, 2011	No progress	Yes
Soltrans Board Meeting	December 15, 2011	--	--
Contract End	December 31, 2011	--	--

This page intentionally left blank.



DATE: August 11, 2011  
TO: SolTrans Board Workshop  
FROM: Jim McElroy  
RE: Financial Background

---

**Background:**

Included: Five-year financial projections and cover memo detailing financial issues from SolTrans' Interim Chief Financial Officer.

Background and reason for inclusion: I would be stating the obvious to say this piece is the core of our challenge – not enough resources to continue providing the same services in the same way. Beginning in 2012/2013 we face a structural deficit that must be eliminated since there are no reserve funds and there are no reserve funds available to mitigate the shortfall. Of course, this is an opportunity to be smarter and more effective. **I want to be sure you are aware this is not simply a single city issue – both of the systems handed to SolTrans are in very difficult financial condition.**

This page intentionally left blank.



DATE: August 9, 2011  
TO: SolTrans Board  
FROM: Nancy Whelan, Interim Chief Financial Officer  
RE: Financial Background

---

**Discussion:**

In May 2010 the transition team staff presented an annual budget and ten-year operating projection of revenues and expenditures to the Steering Committee for SolTrans. At that time, both Vallejo Transit and Benicia Breeze projected annual operating deficits beginning in FY 2012/13. Without any change to cost and revenue trends or management actions to address potential shortfalls, SolTrans was projected to be in a deficit position beginning in FY 2012/13. This projection of status quo conditions resulted in a deficit of about \$496,000 in FY 2012/13, growing to a deficit of about \$1.5 million annually thereafter.

In May 2011 the FY 2011/12 annual budget was adopted by the SolTrans Board. The budget and new projections reflect several changes since the May 2010 projection, including:

- MTC authorized TDA repayment of \$2.8 million to the Vallejo General Fund in summer 2010.
- Fare revenue base for bus and paratransit is lower, reflecting current fare revenue receipts. Fare revenues are projected to grow at 1.16% annually.
- Transportation Development Act (TDA) decreased, reflecting current MTC forecasts.
- State Transit Assistance Fund (STAF) decreased by \$1 m in FY 2013/14 and beyond.
- Section 5311 non-urbanized area funds reduced to reflect current apportionments and future expectations that this revenue source will remain flat.
- Fuel costs escalated to reflect current pricing and the introduction of 21 diesel-electric hybrid buses. Total annual cost increased by \$475,000.
- General administration costs reduced by \$200,000 annually with staffing at 5.5 Full Time Equivalent positions (FTEs).
- \$1.25 million in operating contract cost savings and efficiencies in FY 2011-12.

The adopted budget for FY 2011-12 is the new base for the multi-year projection. The current five-year projection assumes no change to cost and revenue trends and no further management action to address potential shortfalls. The forecast will change as new information becomes available. For example:

- The FY 2010/11 year end close from Vallejo and Benicia is uncertain, and not under SolTrans' control.
- The FY 2011/12 adopted budget does not include overhead costs to be paid to Vallejo for services needed during the early months of the first year of SolTrans' operation. The budget assumed salary and benefit costs at the existing rates. Staff or services provided to SolTrans by the City of Vallejo will include overhead rates of 54%-111% on top of salaries and benefits. We are trying to minimize these costs and to negotiate more favorable rates with the City of Vallejo.

**Results:**

Overall the deficit is larger and occurs earlier than projected in May 2010. The current projection of revenues and expenditures is included in Attachment A and shows a \$2.4 million annual operating deficit in FY 2012-13, with the deficit growing to \$3.4 million in FY 2015-16. The near term deficit is due largely to the reduction in TDA reserves resulting from the repayment of the Vallejo General Fund. This projection is the basis for the revenue constrained scenario for the Short Range Transit Plan under development.

Attachments:

- A. SolTrans Five-Year Projection FY 2011/12 – FY 2015/16 – Detailed Operating Revenue and Detailed Operating Expenditure Projections
- B. SolTrans Five-Year Projection FY 2011/12 – FY 2015/16 -- Assumptions

FY 2011/12 - FY 2015/16

Page 1 of 2

## Detailed Operating Revenue by Mode

1.159%

	FY2011/12	FY2012/13	FY2013/14	FY2014/15	FY2015/16
	Projected	Projected	Projected	Projected	Projected
<b>Bus Revenues</b>					
Fares	\$3,093,000	\$3,129,000	\$3,165,000	\$3,202,000	\$3,239,000
FTA Section 5307 Operating Assistance					
FTA Section 5307 Preventive Maintenance	250,000	250,000	250,000	250,000	250,000
FTA ARRA Preventive Maintenance					
FTA Section 5303					
FTA Section 5311 Non-Urbanized Area	42,503	50,000	50,000	50,000	50,000
FTA Section 5316 JARC	200,000	200,000	200,000	200,000	200,000
FTA Section 5317 NF					
STAF Operating Assistance - Vallejo Rev Base	609,616	464,040	161,000	175,000	190,000
STAF Operating Assistance - Vallejo Prop 42					
STAF Operating Assistance - Benicia Rev Base	-	10,000	10,860	11,794	12,808
STAF Operating Assistance - Benicia Prop 42					
STAF Operating Assistance - Solano County Pop Base			-	-	-
STAF Lifeline	-				
Regional Measure 2 (RM-2)	1,223,840	1,223,840	1,223,840	1,223,840	1,223,840
Transportation Development Act (TDA)	5,516,841	3,568,633	3,506,702	3,593,164	3,681,699
Intercity Funding Agreement	95,000	98,000	101,000	104,000	107,000
Bridge Toll AB 664 PM					
Other revenues	21,100	21,700	22,400	23,100	23,800
<b>Bus Revenues Subtotal</b>	<b>11,051,900</b>	<b>9,015,213</b>	<b>8,690,802</b>	<b>8,832,898</b>	<b>8,978,147</b>
<b>Paratransit Revenues</b>					
Fares - Existing	71,000	71,000	71,000	71,000	71,000
FTA Section 5307 10% ADA set-aside	667,000	667,000	667,000	667,000	667,000
STAF Operating Assistance					
Transportation Development Act (TDA)	798,300	844,600	889,900	938,200	988,500
<b>Paratransit Revenues Subtotal</b>	<b>1,536,300</b>	<b>1,582,600</b>	<b>1,627,900</b>	<b>1,676,200</b>	<b>1,726,500</b>
<b>Taxi Scrip Revenues</b>					
Taxi Coupon Sales - Local	112,000	138,000	138,000	138,000	138,000
Taxi Coupon Sales - Regional	15,000	15,000	15,000	15,000	15,000
Transportation Development Act (TDA)	152,815	127,815	128,815	129,815	130,815
<b>Taxi Scrip Revenues Subtotal</b>	<b>279,815</b>	<b>280,815</b>	<b>281,815</b>	<b>282,815</b>	<b>283,815</b>
FAREBOX REVENUES	3,276,000	3,338,000	3,374,000	3,411,000	3,448,000
FUNDING SOURCE REVENUES	9,592,015	7,540,628	7,226,517	7,380,913	7,540,462
<b>Total, Revenues</b>	<b>\$12,868,015</b>	<b>\$10,878,628</b>	<b>\$10,600,517</b>	<b>\$10,791,913</b>	<b>\$10,988,462</b>
<b>Net Annual Results</b>					
Bus	-	(2,378,607)	(3,025,872)	(3,215,555)	(3,410,002)
Ferry	-	-	-	-	-
Paratransit	-	-	-	-	-
Taxi	-	-	-	-	-
	-	(2,378,607)	(3,025,872)	(3,215,555)	(3,410,002)
<b>Transportation Development Act (TDA) Beginning Balance</b>	<b>2,335,145</b>	<b>147,440</b>	<b>0</b>	<b>0</b>	<b>(0)</b>
Annual Revenue - Vallejo	3,582,546	3,690,022	3,800,723	3,914,745	4,032,187
Annual Revenue - Benicia	828,586	828,586	853,444	879,047	905,418
Add: Investment Income					
Use for Operations	(6,467,956)	(4,541,048)	(4,525,417)	(4,661,179)	(4,801,014)
Pass Thru to STA for Planning and Admin	(130,881)	(125,000)	(128,750)	(132,613)	(136,591)
Use for Other Purposes					
<b>Transportation Development Act (TDA) Ending Balance</b>	<b>147,440</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>0</b>
Reserve	1%	0%	0%	0%	0%

**SolTrans DRAFT Five Year Financial Projection**

**FY 2011/12 - FY 2015/16**

**Detailed Operating Expenditure by Mode**

	<b>FY2011/12</b>	<b>FY2012/13</b>	<b>FY2013/14</b>	<b>FY2014/15</b>	<b>FY2015/16</b>
	Projected	Projected	Projected	Projected	Projected
<b>Bus Expenses</b>					
Operating Contract	7,568,000	7,795,000	8,029,000	8,270,000	8,518,000
Fuel	2,096,000	2,170,000	2,218,000	2,266,000	2,314,000
Insurance costs	400,000	412,000	424,000	437,000	450,000
Security	116,600	120,100	123,700	127,400	131,200
Bus Facility Maintenance	63,900	65,800	67,800	69,800	71,900
Bus Maintenance	19,000	20,000	21,000	22,000	23,000
Utilities	33,000	34,000	35,000	36,100	37,200
Printing	13,400	13,800	14,200	14,600	15,000
Professional Services	50,000	50,000	50,000	50,000	50,000
Route 200: Transfer costs to WETA	(296,000)	(304,880)	(314,026)	(323,447)	(333,151)
Ferry Ticket Office Transfer to Ferry	(182,000)	(187,000)	(193,000)	(199,000)	(205,000)
General Administration - Ferry Absorb	-	-	-	-	-
General Administration - Bus	1,170,000	1,205,000	1,241,000	1,278,000	1,316,000
<b>Bus Expenses Subtotal</b>	<b>11,051,900</b>	<b>11,393,820</b>	<b>11,716,674</b>	<b>12,048,453</b>	<b>12,388,149</b>
<b>Paratransit Expenses</b>					
Operating Contract - Existing	1,247,000	1,285,000	1,323,000	1,363,000	1,404,000
Fuel	66,000	68,000	69,000	71,000	73,000
Maintenace	44,000	45,000	46,000	47,000	48,000
Printing	9,300	9,600	9,900	10,200	10,500
General Administration	170,000	175,000	180,000	185,000	191,000
<b>Paratransit Expenses Subtotal</b>	<b>1,536,300</b>	<b>1,582,600</b>	<b>1,627,900</b>	<b>1,676,200</b>	<b>1,726,500</b>
<b>Taxi Scrip Expenses</b>					
Scrips Payments - Local	236,815	236,815	236,815	236,815	236,815
Scrips Payments - Regional	15,000	15,000	15,000	15,000	15,000
General Administration	28,000	29,000	30,000	31,000	32,000
<b>Taxi Scrip Expenses Subtotal</b>	<b>279,815</b>	<b>280,815</b>	<b>281,815</b>	<b>282,815</b>	<b>283,815</b>
<b>OPERATING CONTRACT</b>	<b>8,815,000</b>	<b>9,080,000</b>	<b>9,352,000</b>	<b>9,633,000</b>	<b>9,922,000</b>
<b>OTHER EXPENSES</b>	<b>4,053,015</b>	<b>4,177,235</b>	<b>4,274,389</b>	<b>4,374,468</b>	<b>4,476,464</b>
<b>Total, Expenses</b>	<b>\$12,868,015</b>	<b>\$13,257,235</b>	<b>\$13,626,389</b>	<b>\$14,007,468</b>	<b>\$14,398,464</b>
PROOF	-	-	-	-	-
<b>Annual price per gallon</b>	<b>\$4.25</b>	<b>\$4.40</b>	<b>\$4.50</b>	<b>\$4.60</b>	<b>\$4.70</b>
Growth	35%	4%	2%	2%	2%
<b>Fuel Annual Consumption (in gallons)</b>					
Bus	479,400	479,400	479,400	479,400	479,400
Paratransit	15,433	15,433	15,433	15,433	15,433
<b>Total</b>	<b>494,833</b>	<b>494,833</b>	<b>494,833</b>	<b>494,833</b>	<b>494,833</b>
General Admin costs	1,368,000	1,409,000	1,451,000	1,494,000	1,539,000
	-12%	3%	3%	3%	3%

## SoITrans DRAFT Five Year Financial Projection

FY 2011/12 - FY 2015/16

### Key Assumptions

Revenues	
<b>Fares</b>	Bus fares increase at a rate of 1.16% per year to reflect ridership growth. Paratransit and taxi fares remain flat. No fare increases planned.
<b>FTA Section 5307 Preventive Maintenance</b>	Per MTC estimates for current year. Assumed to remain flat.
<b>FTA ARRA Preventive Maintenance</b>	ARRA funds were exhausted in FY 2010-11.
<b>FTA Section 5303</b>	Planning funds for SRTP were allocated in FY 2010-11. Future planning funds for SRTP are not certain and are not included in the forecast.
<b>FTA Section 5311 Non-Urbanized Area</b>	Current year funds are based on the Regional Apportionment. Funds are assumed to remain flat at about the current level for the next five years. Section 5311 apportionments are under discussion at MTC and it is possible that SoITrans will not be a recipient of future funding.
<b>FTA Section 5316 JARC</b>	Current year funds based on grant award. Future funding is not certain; assume that the federal program or similar program will be available at the same levels in the future.
<b>STAF Operating Assistance - Revenue Based</b>	Includes MTC estimates. Revenue based funds are based on prior year amounts including ferry ridership. Future estimates do not include ferry ridership.
<b>STAF Lifeline</b>	In previous years, grants were provided for specific route. No indication that these funds will continue to be available.
<b>Regional Measure 2 (RM-2)</b>	Per MTC estimates and the requirements for the RM2 program, funds are estimated to remain flat for the next 5 years.
<b>Transportation Development Act (TDA)</b>	Per current MTC estimates and increased by 3% annually.
<b>Intercity Funding Agreement</b>	Estimate of net revenues from Intercity Transit Funding Agreement with increases of 3% annually. SoITrans operates 4 intercity routes and contributes to 3 intercity routes operated by FAST. Net amounts due are calculated annually.
<b>Other revenues</b>	Includes lease, advertising, and interest income. Increased at 3% annually.

Expenditures	
<b>Operating Contract</b>	Current contract costs for FY 2011-12 included with 3% annual cost growth estimated for future years. Competitive procurement of services expected for FY 2012-13.
<b>Fuel</b>	Estimated at \$4.25 per gallon for the 5 year period. Current rate is approximately \$3.30 per gallon for diesel.
<b>Insurance costs</b>	Increased at 3% annually.
<b>Security</b>	Increased at 3% annually.
<b>Bus Facility Maintenance</b>	Increased at 3% annually.
<b>Bus Maintenance</b>	Increased at 3% annually.
<b>Utilities</b>	Increased at 3% annually.
<b>Printing</b>	Increased at 3% annually.
<b>Professional Services</b>	Remain flat at \$50,000 annually.
<b>Route 200: Transfer costs to WETA</b>	Rt 200 service operated by MV under SoITrans contract. Cost passed through to WETA. Increased by 3% annually.
<b>Ferry Ticket Office Transfer to WETA</b>	Ferry ticket office operated by MV under SoITrans contract. Cost passed through to WETA. Increased 3% annually.
<b>General Administration</b>	General administration costs are allocated to each mode based on the pro-rated share of the total budget. All general administration costs are assumed to increase by 3% annually unless otherwise noted. Salaries and benefits are based on the compensation review completed by the HR consultant. 5.5 full time equivalent positions are assumed.

This page intentionally left blank.



DATE: August 11, 2011  
TO: SolTrans Board Workshop  
FROM: Jim McElroy  
RE: Service Evaluation

---

**Background:**

Included: “First cut” document for the SRTP, from our SRTP consultant, providing a high level evaluation of system performance. Also, included is a summary of initial findings from our consultant. I call your special attention to the first couple of pages of this section. They provide a summary of the consultant’s findings resulting from their service evaluation.

Background and reason for inclusion: SolTrans operates a very complex set of services for a very diverse population with diverse needs. The evaluation is a good effort at disaggregating our services and examining each sub-service’s cost and performance. The SRTP will need to go deeper and examine the individual routes and service types within each sub-service. Here are the sub-services currently provided:

Vallejo Fixed Route: Local, traditional fixed route transit services within the City of Vallejo. This is a large cost center that saw large reductions in the 2007 cost cutting effort. It tends to serve low income and transit dependent.

Vallejo Demand Response Service: Local demand responsive service mandated by ADA as a result of our provision of fixed route services. Service is limited to only ADA certified users. This is a very costly service on a per trip basis but its services have been reduced to only those absolutely mandated by federal law.

Benicia Local Services: These are a rather odd accumulation of various creative and traditional service types tailored over time to serve Benicia’s transit needs. There is a big opportunity to restructure services into a program to better fit today’s demand though there will not likely be a huge opportunity for savings.

Intercity Services: Operated with highway type coaches, these services connect Vallejo and Benicia to surrounding jurisdictions and provide transit connections between the two member cities. The intercity services tend to be productive and serve well beyond the transit dependent and lower income populations. They connect to important regional carriers such as BART and therefore to important employment and education destinations.

This page intentionally left blank.

## CHAPTER X – SERVICE EVALUATION

This chapter details the performance of the public transit services operated by the Cities of Benicia and Vallejo from FY 2008/09 through FY 2010/11. During that time, each City was responsible for operating a fixed-route service and a complementary paratransit service. This report is divided into three sections. The first is an overview of each program, including operating hours and fare structure. The second discusses the performance of those services offered by the City of Vallejo. The third details the performance of those services offered by the City of Benicia. While these two services are now operated under the banner of Soltrans, we are analyzing historic data and as such refer to the two programs separately.

### Objectives of Evaluation

The objectives of this chapter are to evaluate areas of each City's transit program operations impacting day-to-day delivery of public transit service and to develop recommendations supporting sustainable service enhancements. The evaluation will serve as the primary tool for analyzing the historic performance of each transit program and to provide a combination of subjective and objective evaluations of each system.

The ultimate goal of the service evaluation is the advancement of practical recommendations for quantifiably enhancing both the productivity and effectiveness of each City's transit program.

### Summary of Findings

The following key findings have been identified through an evaluation of each program's fare structure, operating characteristics, and historic performance.

- **Both programs have overly-complicated fare structures.** While it is important to charge different fares for local and regional service, it is clear fare payment options are not consistent and are impacting the user-friendliness of both systems. For instance, the City of Vallejo has four Regional routes and three different fare structures for those routes. Day passes are available for Route 200 but not for any of the other services. A Solano College Pass is available for Route 80/85 but not for any of the other services. Also, 10-ride passes and monthly passes for local service have three different tiers for adults, youth, and seniors/disabled while single-ride fare only has two tiers (adults and youth pay the same price).

Benicia Breeze has a similar approach, offering six different fare structures (school trippers, local transit, Route 76, shuttles, DAR, and paratransit). This can be extremely confusing for patrons, especially with respect to the relationship between the DAR and paratransit services. Should a disabled patron elect to take a trip using the DAR service, he/she would pay \$1.25, but that same patron would pay \$3.00 for that trip if made

using the paratransit service, even though they use the same vehicles and operate in the same service area. Resolving these issues and having a fair, consistent fare structure across the entire system is a priority for the new Soltrans system.

- **Service cuts in 2007 significantly impacted the quality of Vallejo Transit service and have resulted in continuing declines in productivity.** The last major service cuts involved significant reductions in productive service. This has resulted in decreases in ridership and fare revenue that have contributed toward the budget shortfall forecast for FY 2011/12. Historically, cutting productive service to preserve life-line or non-productive service has limited utility. This is due to the fact trimming an hour of service on a poorly-performing route saves as much operating money as does trimming an hour of service on a productive route; however, trimming an hour of service on a productive route results in much higher loss of ridership and fare revenue as a result of the fact more riders rely upon those services. This SRTP will evaluate ridership patterns throughout the study area and recommend a new route structure that maximizes the effectiveness of the limited resources available.
- **The Benicia Breeze has significant overlaps in service.** In reviewing the City of Benicia's service offerings, it is clear they have evolved over time based on service requests from individual community members and not from a comprehensive approach toward maximizing the effectiveness of every dollar spent. There are two flex routes which, along with Route 76, provide the backbone of the program, but they don't operate as flex routes for the entirety of the day. Instead, they transition to general-public DAR services during off-peak hours. This creates a significant overlap with the City's Paratransit service, which operates at pretty much the same time. Strangely enough, the City doesn't even need to offer a paratransit service given it meets ADA requirements by operating its fixed-route services as flex routes. This SRTP will seek to better match transit service in Benicia to demand for such services.
- **Many of the City of Benicia's services are not operating effectively.** The City's most productive services are its two school trippers, which is not uncommon in the transit industry, but no other regular services carry more than 4.5 Passengers/VSH. In general, fixed-route services should carry at least 10 passengers for every hour of service offered and DAR/paratransit service should strive to carry at least three passengers for every hour of service. Given resources are limited, reducing redundant or overlapping service is an easy way make transit services in Benicia more efficient.

Program Overview

Vallejo Transit

The City of Vallejo’s transit service -- Vallejo Transit -- is operated under contract by MV Transportation. Vallejo Transit provides seven local fixed-route alignments and four regional routes. The City also operates a shared-ride, curb-to-curb Dial-A-Ride (DAR) service called Runabout for persons with disabilities precluding them from use of the fixed-route service. Descriptions of the services follow.

Local Fixed-Routes

The City operates seven-fixed routes providing service locally within Vallejo. The routes range in scope from Route 5, which operates on 30-minute headways seven days a week from 5:30 a.m. to 8:38 p.m. to Route 3 which only offers two round trips daily to Glen Cove on weekdays. Base fare for local fixed-route services is \$1.75

Regional Service

The City of Vallejo is responsible for operating a variety of regional services. These include Route 78, which connects Vallejo and Benicia with the Pleasant Hill and Walnut Creek BART stations in Contra Costa County; Route 80, which connects Vallejo with the El Cerrito del Norte BART station; Route 85, which connects Vallejo with Fairfield and Solano College; and Route 200, which connects Vallejo with the San Francisco Ferry Terminal. Fares vary by service.

Paratransit

The City's Runabout service is a complementary, ADA-required paratransit service which offers curb-to-curb service to those unable to use the regular fixed-route service. Runabout operates within 3/4-mile radius of local fixed-routes.

Exhibit X.1 Vallejo Transit Service Hours

Service	Hours	Service Days	Peak Frequency
Route 1	4:50 a.m. to 8:28 p.m.	Monday through Saturday	30 minutes
Route 2	5:17 a.m. to 7:58 p.m.	Monday through Saturday	60 minutes
Route 3	6:30 a.m. to 3:39 p.m.	Monday through Friday	Two round trips daily
Route 4	6:51 a.m. to 6:57 p.m.	Monday through Saturday	60 minutes
Route 5	5:30 a.m. to 8:38 p.m.	Monday through Sunday	30 minutes
Route 6	5:22 a.m. to 8:20 a.m.	Monday through Saturday	60 minutes
Route 7	5:20 a.m. to 8:12 p.m.	Monday through Saturday	30 minutes
Route 78	5:00 a.m. to 8:38 p.m.	Monday through Saturday	30 minutes
Route 80	4:15 a.m. to 10:54 p.m.	Monday through Sunday	15 minutes
Route 85	5:35 a.m. to 11:28 p.m.	Monday through Sunday	30 minutes
Route 200	6:00 a.m. to 10:30 p.m.	Monday through Sunday	Five weekday and one weekend round trip
Runabout	7:00 a.m. to 7:00 p.m.	Monday through Sunday	N/A

Vallejo Transit does not operate on the following holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. A holiday schedule is in effect on President's Day.

**Fare Structure**

The City offers a variety of different fare payment options for its customers. Base fare is \$1.75 and \$0.85 for seniors (age 65 and over). While there is no day pass for local service, the day pass and monthly pass for Baylink Route 200 allow for unlimited travel on Vallejo Transit local fixed-routes, Route 80, and the ferry service. Local trips on Route 78 (i.e., between Vallejo and Benicia) follow the same base fare as local transit trips (i.e., \$1.75 for adults), the \$4.50 fare is for trips to BART in Contra Costa County. A one-way trip on the Runabout Dial-A-Ride service is \$3.50 in Vallejo and \$6.00 for travel to Fairfield or Pinole.

Exhibit X.2 Vallejo Transit Fare Structure

	Local Transit	Regional		
		Route 78*	Route 80/85	Route 200
<b>Single Ride</b>				
Adult	\$1.75	\$4.50	\$5.00	\$13.00
Youth	\$1.75	\$4.50	\$5.00	\$6.50
Senior/Disabled	\$0.85	\$2.25	\$2.50	\$6.50
<b>Day Pass</b>				
Adult	--	--	--	\$24.00
Youth	--	--	--	\$13.00
Senior/Disabled	--	--	--	\$13.00
<b>Monthly Pass</b>				
Adult	\$55.20	\$98.40	\$118.00	\$290.00
Youth	\$43.20	--	--	--
Senior/Disabled	\$27.60	--	--	--
Solano College	--	--	\$104.00	--
<b>10-Ride Pass</b>				
Adult	\$15.60	\$15.60	--	\$103.00
Youth	\$12.00	\$12.00	--	\$65.00
Senior/Disabled	\$7.20	\$7.20	--	\$65.00
2-Zone	--	\$45.00	\$45.00	--
3-Zone	--	--	\$51.00	--

**Benicia Breeze**

The City of Benicia's transit service -- Benicia Breeze -- is operated under contract by MV Transportation. Benicia Breeze provides two deviated fixed-routes (flex routes), one long-line regional route connecting Benicia with Diablo Valley College (DVC) and Sun

Valley Mall, two shuttles, and two school routes. The City also operates a shared-ride, curb-to-curb general-public Dial-A-Ride (DAR) service. General-public DAR is the only service operated on Saturday, with no service provided on Sunday. This service structure is relatively new, having been implemented in October 2009 in response to the elimination of Route 75 and its replacement with Vallejo Transit Route 78. Descriptions of the services follow.

#### Flex Routes

The flex-route program serves as the backbone of the City's transit system. The two routes are timed to facilitate transfers with Vallejo Transit Route 78, which travels between Vallejo and the Pleasant Hill and Walnut Creek BART stations. The program allows passengers to schedule deviations within a reasonable distance of each route's alignment in advance. The service operates during peak hours from 5:50 a.m. to 8:50 a.m. and 3:50 p.m. to 6:50 p.m. Base fare is \$1.75 plus a twenty-five cent fee for deviations.

#### Dial-A-Ride

The City's general-public Dial-A-Ride program operates Monday through Friday during the midday and evening hours when the flex-route program is not in service (i.e., 7:50 a.m. to 3:50 p.m., and 5:50 p.m. to 8:20 p.m. The Dial-A-Ride program is the only service offered on Saturday. It has the same base fare and operates from 7:00 a.m. to 7:00 p.m.

#### Paratransit

The City's ADA-Plus paratransit program operates from 6:00 a.m. to 4:00 p.m., and from 6:30 p.m. to 8:20 p.m. on weekdays. Base fare is \$3.50 for trips within Benicia and \$5.50 for trips outside city limits. Trips must be scheduled in advance.

#### Supplemental Routes

To supplement the flex-route program, the City provides a number of routes that do not deviate from their alignment. The routes are targeted toward addressing common trip patterns among Benicia residents. Routes 15 and 17 offer student-oriented travel within Benicia, while Route 76 travels between Benicia and Diablo Valley College as well as the Sun Valley Mall in neighboring Contra Costa County. Routes 15 and 16 are \$1.50 per trip while Routes 76 is \$4.50 per trip given the distance traveled. Each route provides a limited number of trips in the morning and afternoon.

#### Shuttles

The City operates two shuttles: one to Diablo Valley College on Wednesday; and one to Vallejo medical centers on Monday, Tuesday, and Thursday. The shuttle

services have an adult base fare of \$5.00 and offer two round trips each day they are in service.

Exhibit X.3 Benicia Breeze Service Hours

Service	Hours	Service Days	Frequency
Route 15	7:17 a.m. to 4:00 p.m.	Weekdays during school year	Two morning trips and one afternoon trip
Route 17	7:02 a.m. to 4:00 p.m.	Weekdays during school year	Two morning trips and one afternoon trip
Route 21	5:50 a.m. to 8:50 a.m. and 3:50 p.m. to 6:50 p.m.	Weekdays	60 minutes
Route 22	5:50 a.m. to 7:50 a.m. and 3:50 p.m. to 5:50 p.m.	Weekdays	60 minutes
Route 76	6:00 a.m. to 6:10 p.m.	Weekdays	Five round trips daily
Medical Shuttle	10:00 a.m. to 2:45 p.m.	Monday, Tuesday, and Thursday	Two round trips
DVC Shuttle	10:00 a.m. to 2:45 p.m.	Wednesday	Two round trips
Route 21 DAR	8:50 a.m. to 3:50 p.m. and 6:50 p.m. to 8:20 p.m.	Weekdays	N/A
Route 22 DAR	7:50 a.m. to 3:50 p.m. and 5:50 p.m. to 8:20 p.m.	Weekdays	N/A
Saturday DAR	7:00 a.m. to 7:00 p.m.	Saturday	N/A
Paratransit	6:00 a.m. to 4:00 p.m. and 6:30 p.m. to 8:30 p.m.	Weekdays	N/A

### Fare Structure

The City offers a variety of different fare payment options for its customers. Base fare is \$1.75 and \$0.85 for seniors (age 65 and over). A one-way trip on the Dial-A-Ride service is \$3.00 for Youth and the General Public and \$1.25 for seniors and persons with disabilities.

Exhibit X.4 Benicia Breeze Fare Structure

	School Trippers	Local Transit	Route 76	Shuttles	DAR
<b>Single Ride</b>					
Adult	--	\$1.75	\$4.50	\$5.00	\$2.00
Youth	\$1.50	\$1.75	\$4.50	\$5.00	\$2.00
Senior/Disabled	--	\$0.85	\$2.25	\$5.00	\$1.25
<b>Monthly Pass</b>					
Adult	--	\$55.20	\$90.00	--	--
Youth	--	\$43.20	\$81.00	--	--
Senior/Disabled	--	\$27.60	\$45.00	--	--
<b>10-Ride Pass</b>					
Adult	--	\$15.60	\$40.50	--	--
Youth	--	\$12.00	\$40.50	--	--
Senior/Disabled	--	\$7.20	\$20.25	--	--

### Performance Evaluation

This section evaluates each City’s transit performance using a series of quantitative criteria to assess effectiveness and efficiency. The indicators were evaluated across a three-year period. System-wide evaluations reflect performance of the fixed-route local service, regional service, school trippers, and the demand-response programs operated by each City. Given different transit agencies and regulatory bodies define terms differently, we have settled on the following

definitions for the purpose of this evaluation (these definitions comply with those of the California Transportation Development Act):

- **Vehicle Service Hours and Miles:** Vehicle Service Hours (VSH) and Miles (VSM) are defined as the time/distance during which a revenue vehicle is available to carry fare-paying passengers, and which includes only those times/miles between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability (Note: A vehicle is considered to be in revenue service despite a no-show or late cancellation if the vehicle remains available for passenger use). For example, demand-response service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to driver breaks or lunch. For both demand-response and fixed-route services, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route service, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (i.e., subtracting lunch and breaks but including scheduled layovers).
- **Passenger Counts:** According to the Transportation Development Act, total passengers is equal to the total number of unlinked trips (i.e., those trips that are made by a passenger that involve a single boarding and departure), whether revenue-producing or not.

#### Vallejo Transit System-Wide Performance

This evaluation reflects performance of the fixed-route local service, regional/intercity service, and the Runabout program for Vallejo Transit. System-wide totals are illustrated in Exhibit x.5. Given the fact the City's fixed-route program comprises 90 percent of system-wide operating costs, the system-wide trends mirror the fixed-route trends almost exactly. System-wide data are used primarily to illustrate total operating cost and farebox recovery, which is a Transportation development Act (TDA) mandate.

Exhibit X.5 Vallejo Transit System-Wide Performance Indicators

Performance Measure	System-Wide		
	FY 2008/09	FY 2009/10	FY 2010/11
<b>Operating Cost (Actual \$)</b>	\$8,655,277	\$9,018,450	\$8,594,878
<i>Annual Change</i>		4.2%	-4.7%
<b>Fare Revenue (Actual \$)</b>	\$3,218,455	\$2,997,706	\$2,780,010
<i>Annual Change</i>		-6.9%	-7.3%
<b>Vehicle Service Hours (VSH)</b>	116,902	117,909	108,206
<i>Annual Change</i>		0.9%	-8.2%
<b>Vehicle Service Miles (VSM)</b>	2,084,238	2,129,191	1,946,368
<i>Annual Change</i>		2.2%	-8.6%
<b>Passengers</b>	1,689,690	1,520,781	1,395,005
<i>Annual Change</i>		-10.0%	-8.3%
<b>Performance Indicators</b>			
<b>Operating Cost/VSH</b>	\$74.04	\$76.49	\$79.43
<i>Annual Change</i>		3.3%	3.8%
<b>Operating Cost/VSM</b>	\$4.15	\$4.24	\$4.42
<i>Annual Change</i>		2.0%	4.3%
<b>Operating Cost/Passenger</b>	\$5.12	\$5.93	\$6.16
<i>Annual Change</i>		15.8%	3.9%
<b>Passengers/VSH</b>	14.45	12.90	12.89
<i>Annual Change</i>		-10.8%	0.0%
<b>Passengers/VSM</b>	0.81	0.71	0.72
<i>Annual Change</i>		-11.9%	0.3%
<b>VSM/VSH</b>	17.83	18.06	17.99
<i>Annual Change</i>		1.3%	-0.4%
<b>Farebox Recovery</b>	37.2%	33.2%	32.3%
<i>Annual Change</i>		-10.6%	-2.7%
<b>Fare/Passenger</b>	\$1.90	\$1.97	\$1.99
<i>Annual Change</i>		3.5%	1.1%

Exhibit X.6 System-wide Ridership

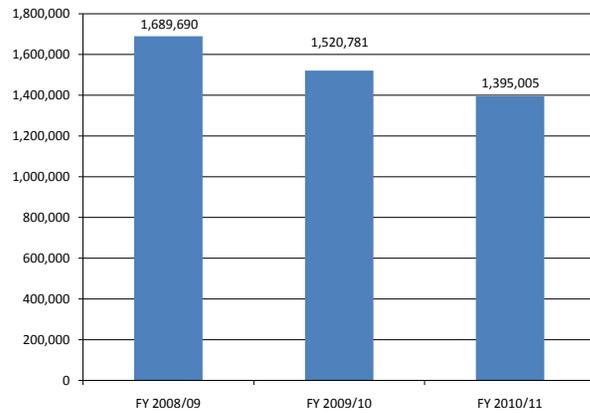


Exhibit X.7 System-wide Passengers/VSH

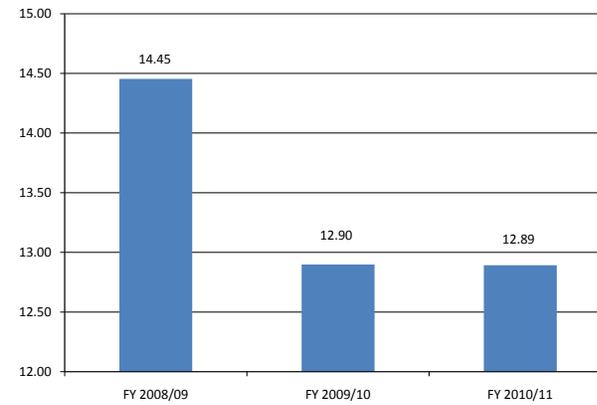


Exhibit X.8 System-wide Passengers/VSM

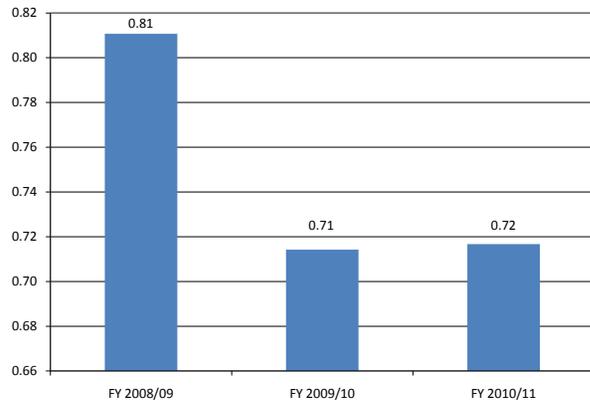


Exhibit X.9 System-wide Operating Cost/VSH

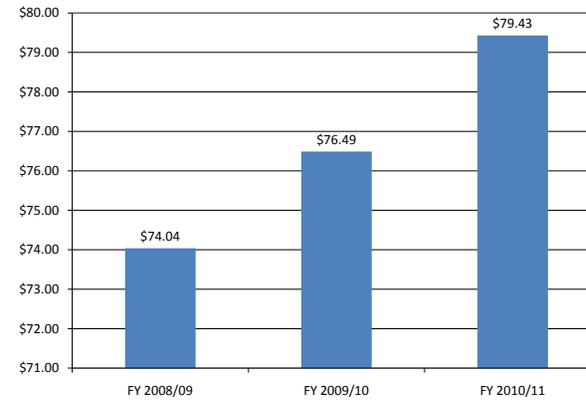


Exhibit X.10 System-wide Operating Cost/VSM

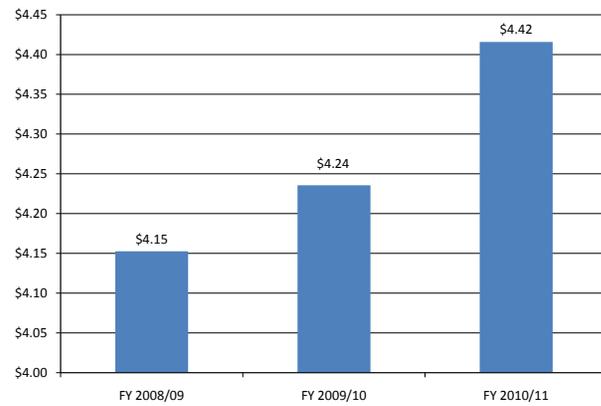


Exhibit X.11 System-wide Operating Cost/Passenger

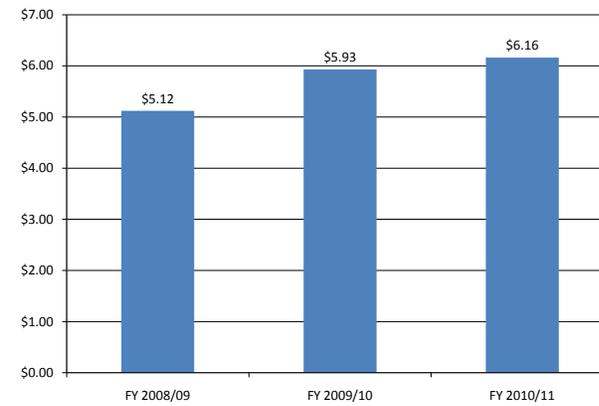


Exhibit X.12 System-wide Farebox Recovery Ratio

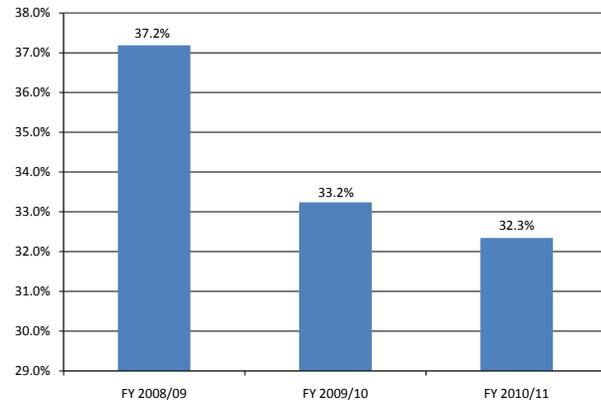
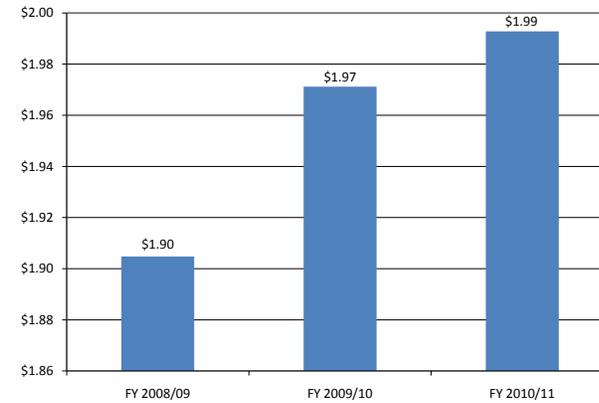


Exhibit X.13 System-wide Fare/Passenger



Vallejo Transit Fixed-Route Performance Indicators

This section evaluates Vallejo Transit's fixed-route service using a series of quantitative criteria to assess effectiveness and efficiency. As with system-wide metrics, the indicators were evaluated across a three-year period. Fixed-route services include both local routes (seven fixed-route alignments) and regional routes.

The overall trend of the fixed-route performance measures mirrors that of the system-wide trend throughout the evaluation period (between FY 2008/09 and FY 2010/11), showing the same levels of fluctuations between fiscal years 2008/09 and 2009/10 and declines between fiscal years 2009/10 and 2010/11.

Exhibit X.14 Vallejo Transit Fixed-Route Performance Indicators

Performance Measure	Fixed-Route		
	FY 2008/09	FY 2009/10	FY 2010/11
<b>Operating Cost (Actual \$)</b>	\$7,743,168	\$8,130,846	\$7,758,115
<i>Annual Change</i>		5.0%	-4.6%
<b>Fare Revenue (Actual \$)</b>	\$3,109,589	\$2,912,869	\$2,706,978
<i>Annual Change</i>		-6.3%	-7.1%
<b>Vehicle Service Hours (VSH)</b>	101,922	105,266	96,949
<i>Annual Change</i>		3.3%	-7.9%
<b>Vehicle Service Miles (VSM)</b>	1,929,023	1,996,455	1,832,507
<i>Annual Change</i>		3.5%	-8.2%
<b>Passengers</b>	1,658,607	1,494,891	1,372,603
<i>Annual Change</i>		-9.9%	-8.2%
<b>Performance Indicators</b>			
<b>Operating Cost/VSH</b>	\$75.97	\$77.24	\$80.02
<i>Annual Change</i>		1.7%	3.6%
<b>Operating Cost/VSM</b>	\$4.01	\$4.07	\$4.23
<i>Annual Change</i>		1.5%	4.0%
<b>Operating Cost/Passenger</b>	\$4.67	\$5.44	\$5.65
<i>Annual Change</i>		16.5%	3.9%
<b>Passengers/VSH</b>	16.27	14.20	14.16
<i>Annual Change</i>		-12.7%	-0.3%
<b>Passengers/VSM</b>	0.86	0.75	0.75
<i>Annual Change</i>		-12.9%	0.0%
<b>VSM/VSH</b>	18.93	18.97	18.90
<i>Annual Change</i>		0.2%	-0.3%
<b>Farebox Recovery</b>	40.2%	35.8%	34.9%
<i>Annual Change</i>		-10.8%	-2.6%
<b>Fare/Passenger</b>	\$1.87	\$1.95	\$1.97
<i>Annual Change</i>		3.9%	1.2%

Ridership

Exhibit X.15 shows the ridership for the City's fixed-route service. As experienced system-wide, ridership declined across the evaluation period. The largest decrease in

riders occurred in FY 2009/10, followed by another decline in ridership in FY 2010/11, making up a 17.2 percent decrease in passengers since FY 2008/09.

The precipitous decline in ridership was likely caused by the faltering economy which reduced demand for all types of trips, as well as changes in service, whether it be minor (i.e., elimination of a stop), or major (i.e., rerouting of an alignment).

#### Passengers/Vehicle Service Hour

One of the most commonly-used yardsticks for assessing public transit service performance and productivity is Passengers/VSH. This indicator quantifies the number of rides provided within a single service or revenue hour.

The Passenger/VSH metric also experienced a sharp decline in FY 2009/10 (12.7 percent), remaining steady through FY 2010/11. This is not surprising since Vehicle Service Hours varied over the evaluation period while ridership declined steadily.

#### Passengers/Vehicle Service Mile

Passengers/VSM is another metric commonly employed when evaluating public transit service effectiveness. It calculates the number of rides provided for each service mile traveled.

Again, as illustrated in Exhibit X.17 this metric mirrors that of Passengers/VSH, showing a steep decline at the beginning of the evaluation period (12.9 percent) followed by no change in FY 2010/11.

#### Operating Cost/Vehicle Service Hour

This indicator serves as a measure of a transit service's cost effectiveness, illustrating the cost of providing a single hour of revenue service.

As illustrated in Exhibit X.18, Operating Cost/VSH for Vallejo Transit fixed-route service steadily increased throughout the evaluation period by an average of 2.6 percent annually.

#### Operating Cost/Vehicle Service Mile

This metric serves as a barometer of a transit program's cost-effectiveness by illustrating how much it costs to provide a single mile of revenue service.

As expected, Exhibit X.19 illustrates a similar trend among Operating Cost/VSM and Operating Cost/VSH across the evaluation period. This is due to the fact fixed-route Vehicle Service Hours and Miles fluctuated at the same rates each year; each increasing by about 3.5 percent in FY 2009/10 and each declining in FY 2010/11 by about eight

percent. During this time fixed-route Operating Cost experienced a similar trend, yet at a faster and slower rate, respectively.

#### Operating Cost/Passenger

Another gauge of cost-effectiveness, Cost/Passenger indicates how much Vallejo Transit is spending to provide each unlinked trip.

The fixed-route trend of this indicator is shown in Exhibit X.20. In FY 2009/10, Operating Cost/Passenger increased by 16.5 percent, which was followed by an increase of nearly four percent in FY 2010/11. The sharp increase in FY 2009/10 was due largely to the sharp decline in ridership, as Operating Cost increased (five percent) while ridership decreased by nearly 10 percent that year. Overall, Operating Cost/Passenger has increased by about 21 percent during the evaluation period, a significant increase for only a three-year timeframe.

#### Farebox Recovery Ratio

Farebox recovery calculates the percentage of operating cost recovered through passenger fares. It is the most common measure of public subsidy of a transit service.

In FY 2008/09, Vallejo Transit fixed-route services were operating above average with a farebox recovery ratio of about 40 percent. This level was not sustained and due to decreases in passengers, fare revenues, and operating cost, the farebox recovery declined by 13 percent across the evaluation period.

#### Fare/Passenger

This metric indicates measures the average fare paid for every unlinked trip provided by Roseville Transit.

Although Fare/Passenger has been increasing, Operating Cost/Passenger increased at a much more rapid pace between fiscal years 2008/09 and 2009/10, reducing the positive effects of this indicator on the cost-effectiveness of the system. While Fare/Passenger was at nearly \$2.00 in FY 2010/11, Operating Cost/Passenger was at \$5.65.

Exhibit X.15 Fixed Route Ridership

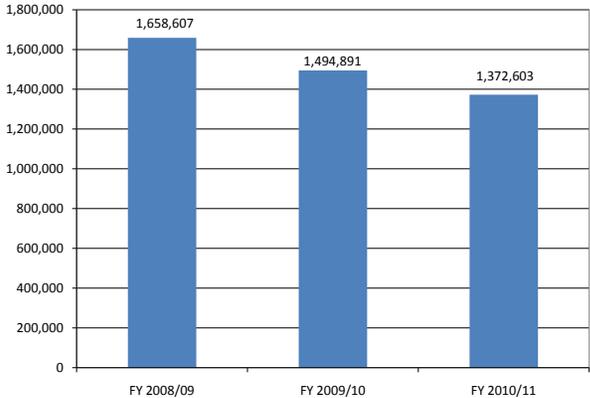


Exhibit X.16 Fixed-Route Passengers/VSH

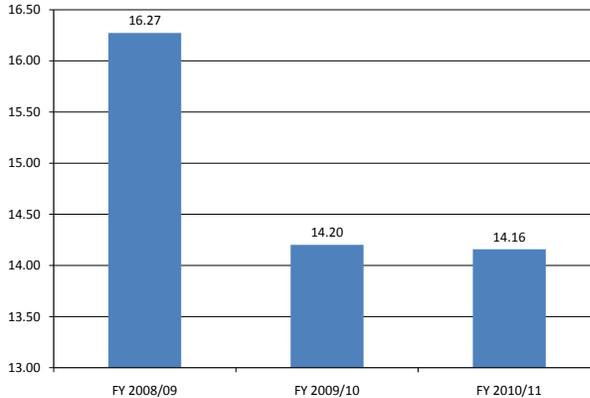


Exhibit X.17 Fixed-Route Passengers/VSM

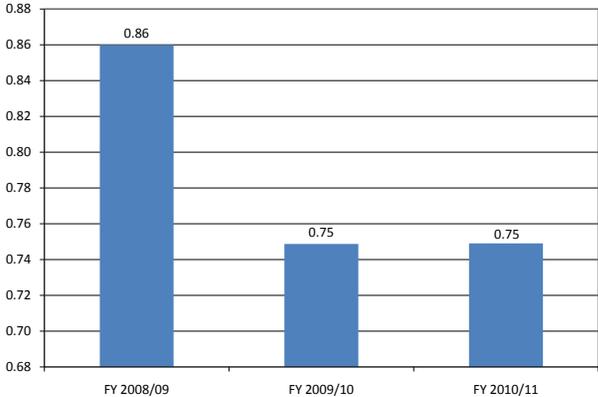


Exhibit X.18 Fixed-Route Operating Cost/VSH

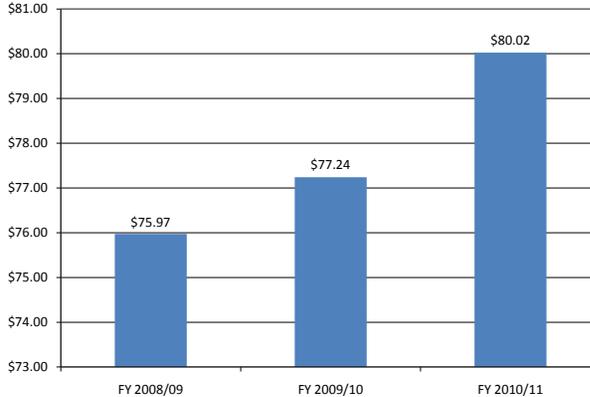


Exhibit X.19 Fixed-Route Operating Cost/VSM

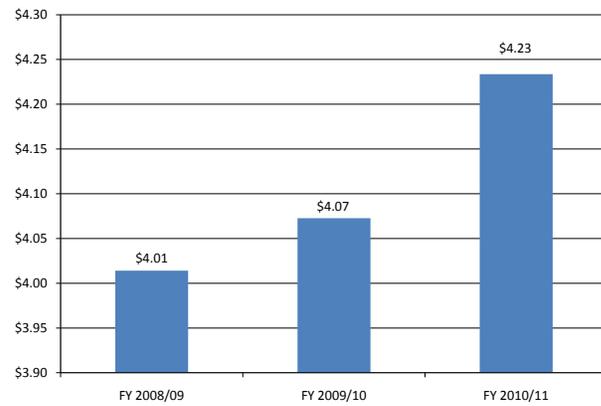


Exhibit X.20 Fixed-Route Operating Cost/Passenger

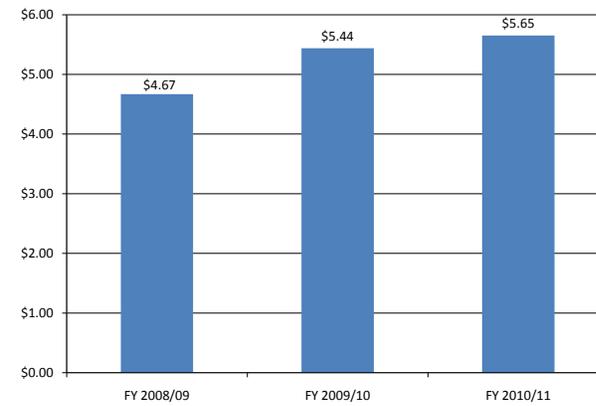


Exhibit X.21 Fixed-Route Farebox Recovery Ratio

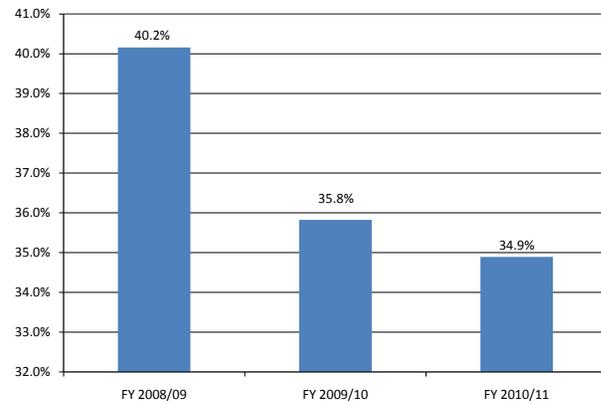
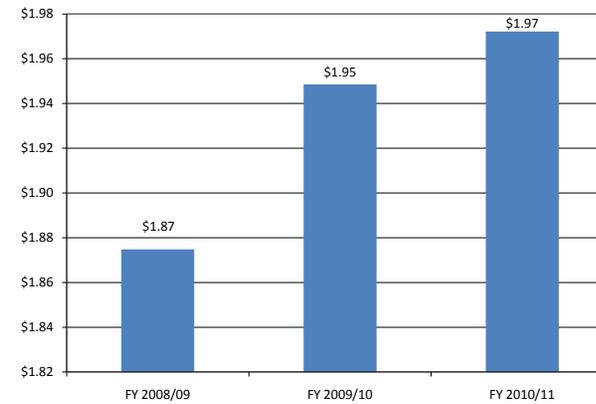


Exhibit X.22 Fixed-Route Fare/Passenger



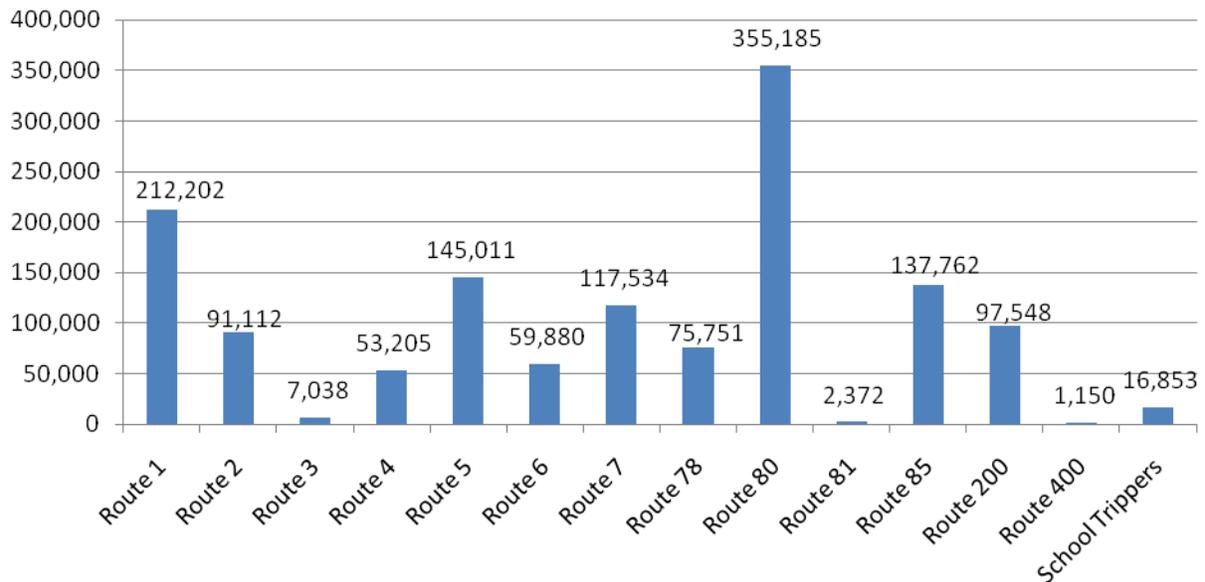
Ridership by Route

Moore & Associates analyzed ridership data at the individual route level for FY 2010/11. Exhibit X.23 compares each route showing Route 80 to have a significantly higher level of ridership than the other routes. This is followed by Route 1 as having the second highest level of ridership of the system. These ridership levels can be attributed to the fact there is significant demand for these services given they serve significant trip generators (i.e., multiple schools, BART, etc).

Route 80 operates as a commuter route with 54 weekday trips traveling to/from the BART station in El Cerrito del Norte, with stops at key transfer locations as well as high frequencies during the peak morning and evening travel times. Route 1 has one of the most direct north-south alignments paralleling State Route 29 (Sonoma Boulevard). The route connects the main transit center (York and Marin) with the Serrano Transit Center, stopping at various shopping/retail centers and trip generators. Route 1 offers 32 trips per weekday (Monday through Friday).

The routes with the poorest ridership levels are 400, 81, and 3. These routes all offer some form of special service and generally don't offer many trips in a given day. The low ridership on Route 3 can be attributed to the fact it only operates two trips per day (one morning and one evening), Monday through Friday. Route 81 was operated as part of an agreement with the North Bay Regional Center and has been discontinued. Route 400 provides special service to Six Flags Discovery Kingdom.

Exhibit X.23 Fixed-Route Ridership by Route

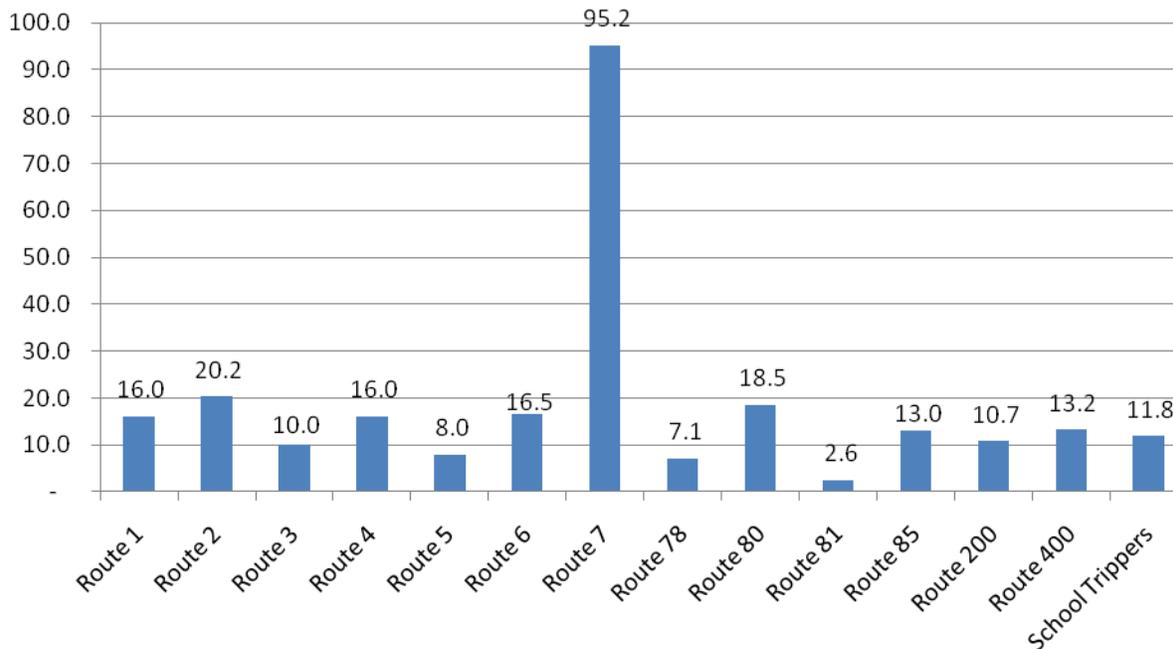


Passengers/Vehicle Service Hour by Route

Exhibit X.24 compares the Passenger/VSH by Route in FY 2010/11. Given Route 7 only offers two trips per hour on weekday service days and only one trip per hour on Saturdays, it is near impossible for this route to operate with 95.2 Passengers/VSH, as suggested in the exhibit. Excluding Route 7, which suggests an anomaly, the most productive routes during FY 2010/11 were 2, 80, and 6.

The majority of the routes (both local and intercity) operated at between 10 and 20 Passengers/VSH. Although Routes 3 and 400 reported the lowest ridership levels, they are performing relatively efficiently, suggesting the low ridership is a result of the low levels of service for these two routes. This does not hold true for Route 81, which experienced low ridership and the lowest performance (2.6 Passengers/VSH).

Exhibit X.24 Fixed-Route Passengers/VSH by Route

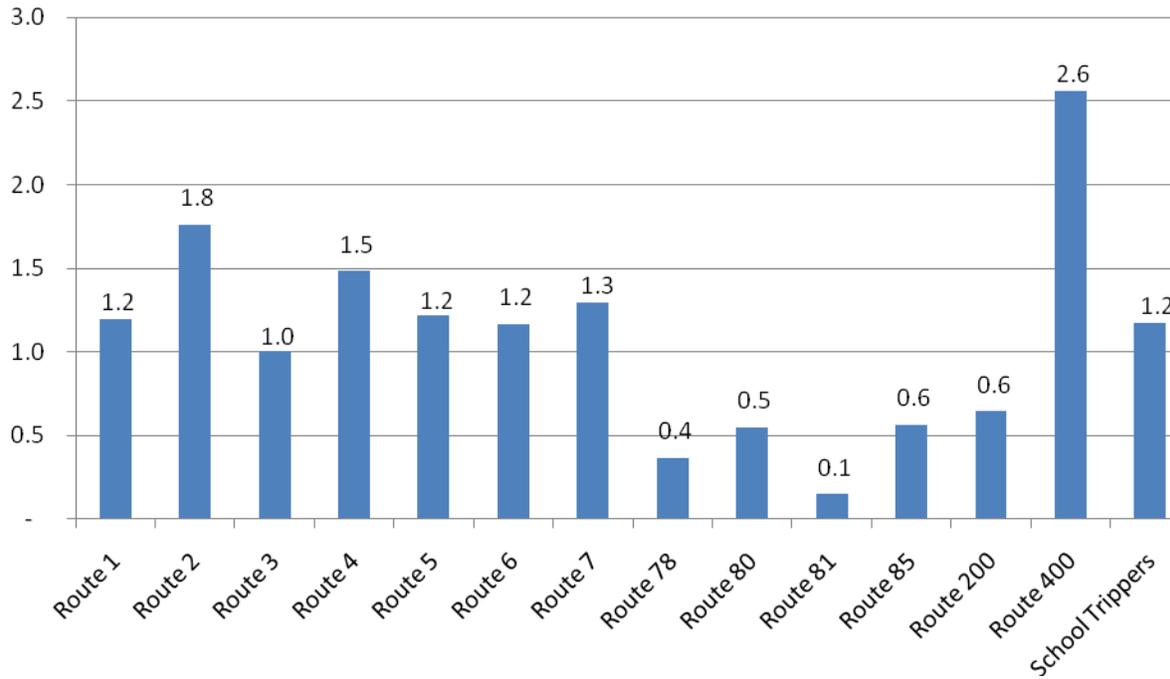


Passengers/Vehicle Service Mile by Route

Exhibit X.25 compares the Passengers/VSM by route, which mirrors the trends illustrated in Exhibit X.24 above. Again, Route 81 performed extremely poorly at only 0.1 Passengers/VSM. Route 400, with the lowest annual ridership, had the highest Passengers/VSM at 2.6, which was double that of most other routes. This reiterates the fact Route 400, while operating low levels of service, performs at a high level of efficiency. In contrast, Route 80, which had the highest annual ridership in FY 2010/11, is one of the lowest performing routes using this metric, transporting only 0.5 Passengers/VSM. Given Route 80 had one of the highest levels of

Passengers/VSH, these indicators are a reflection of the long distance and high speeds this route travels.

Exhibit X.25 Fixed-Route Passengers/VSM by Route



Vallejo Transit Dial-A-Ride Performance Indicators

This section evaluates the City of Vallejo’s demand-response paratransit service, called the Runabout, based on a series of quantitative criteria to determine the effectiveness and efficiency of the program as a whole. The indicators are evaluated over a three-year period which allows illustration of recent as well as historic performance. The evaluation period extends from FY 2008/09 to FY 2010/11.

Overall, when analyzing the trend in the Runabout performance measures across the evaluation period, all experienced a significant decline. Operating Cost declined by eight percent, a much lower rate than the other measures which each experienced over a 20 percent decline since FY 2008/09. This has also negatively impacted system performance, as illustrated in Exhibit X.26.

Exhibit X.26 Vallejo Transit Dial-A-Ride Performance

Performance Measure	Dial-A-Ride		
	FY 2008/09	FY 2009/10	FY 2010/11
<b>Operating Cost (Actual \$)</b>	\$912,109	\$887,604	\$836,763
<i>Annual Change</i>		-2.7%	-5.7%
<b>Fare Revenue (Actual \$)</b>	\$108,866	\$84,837	\$73,032
<i>Annual Change</i>		-22.1%	-13.9%
<b>Vehicle Service Hours (VSH)</b>	14,980	12,643	11,257
<i>Annual Change</i>		-15.6%	-11.0%
<b>Vehicle Service Miles (VSM)</b>	155,215	132,736	113,861
<i>Annual Change</i>		-14.5%	-14.2%
<b>Passengers</b>	31,083	25,890	22,402
<i>Annual Change</i>		-16.7%	-13.5%
<b>Performance Indicators</b>			
<b>Operating Cost/VSH</b>	\$60.89	\$70.21	\$74.34
<i>Annual Change</i>		15.3%	5.9%
<b>Operating Cost/VSM</b>	\$5.88	\$6.69	\$7.35
<i>Annual Change</i>		13.8%	9.9%
<b>Operating Cost/Passenger</b>	\$29.34	\$34.28	\$37.35
<i>Annual Change</i>		16.8%	9.0%
<b>Passengers/VSH</b>	2.07	2.05	1.99
<i>Annual Change</i>		-1.3%	-2.8%
<b>Passengers/VSM</b>	0.200	0.195	0.197
<i>Annual Change</i>		-2.6%	0.9%
<b>VSM/VSH</b>	10.36	10.50	10.12
<i>Annual Change</i>		1.3%	-3.7%
<b>Farebox Recovery</b>	11.9%	9.6%	8.7%
<i>Annual Change</i>		-19.9%	-8.7%
<b>Fare/Passenger</b>	\$3.50	\$3.28	\$3.26
<i>Annual Change</i>		-6.4%	-0.5%

**Ridership**

Exhibit X.27 shows the ridership for the Dial-A-Ride service over the three-year evaluation period. Runabout ridership has decreased rapidly by nearly 30 percent, or 10,000 passengers, between FY 2008/09 and FY 2010/11.

**Passengers/Vehicle Service Hour**

One of the most commonly-employed yardsticks for assessing service effectiveness, Passengers/VSH, quantifies the number of rides provided within a single service hour. This metric is shown in Exhibit X.28 for the Runabout service.

This metric has followed the trend in ridership showing a steady decline throughout the evaluation period, however it has not decreased as dramatically. This is due to the fact both measures, Passengers and VSH, decreased at nearly the same rate in fiscal years 2009/10 and 2010/11.

#### Passengers/Vehicle Service Mile

The Passengers/VSM metric is another commonly-employed standard for evaluating public transit service productivity. It indicates the number of passengers transported for each service mile traveled.

This metric reflects a different trend than the Passengers/VSH metric. As illustrated in Exhibit X.29, Passengers/VSM remained at about 0.2 for this service from FY 2008/09 to 2010/11. The chart indicates very slight fluctuations throughout the evaluation period, for a total of a nearly two-percent decrease.

#### Operating Cost/Vehicle Service Hour

This indicator serves as a measure of a program's cost-effectiveness by determining how much it costs to provide a single hour of revenue service.

This metric increased dramatically in FY 2009/10 by about 15 percent, followed by a less dramatic increase of nearly six percent in FY 2010/11. Again, this is a result of the relationship between the two measures, wherein Operating Cost only decreased by 2.7 percent in FY 2009/10 while VSH decreased more substantially (15.6 percent).

#### Operating Cost/Vehicle Service Mile

This indicator serves as a measure of a program's-cost effectiveness by determining how much it costs the City to provide a single mile of revenue service.

Across the evaluation period, and as illustrated in Exhibit X.31, Operating Cost/VSM mirrored the trend of Operating Cost/VSH (see previous discussion). This is no surprise given VSH and VSM decreased at about the same rate during FY 2009/10 as well as FY 2010/11.

#### Operating Cost/Passenger

Another measure of cost effectiveness, Operating Cost/Passenger determines how much the City spends on each unlinked trip it provides. Exhibit X.32 displays this metric.

As with the other Operating Cost indicators, this metric experienced a substantial increase in FY 2009/10, followed by less of an increase in FY 2010/11. Although Operating Cost decreased by 8.3 percent across the evaluation period, ridership fell by nearly 28 percent during this time.

#### Farebox Recovery Ratio

Farebox Recovery Ratio indicates the percentage of operating cost recovered through passenger fares. It is the most common measure of public subsidy of a transit service.

The farebox recovery ratio was at nearly 12 percent for the Runabout service in FY 2008/09, which is relatively robust when compared to other demand-response paratransit programs.

Exhibit X.33 illustrates the fact that during FY 2009/10 the farebox recover decreased to 9.6 percent and continued to decrease to 8.7 percent in FY 2010/11. This is a result of the dramatic decline in fare revenues collected for the service.

#### Fare/Passenger

This indicator measures the average fare collected for every unlinked trip provided by the City's Runabout service. The trend in this metric is shown in Exhibit X.34. As a reflection of Fare Revenue and Passenger trends (decline), this metric fell by 6.4 percent in FY 2009/10 and 0.5 percent in FY 2010/11 (from \$3.50 to \$3.26). Given the decline in this metric is not as dramatic as the fall in the two measures (i.e., Fare Revenue and Passengers), this indicates the trend in fare revenue is most likely directly related to the trend in ridership.

Exhibit X.27 Dial-A-Ride Annual Ridership

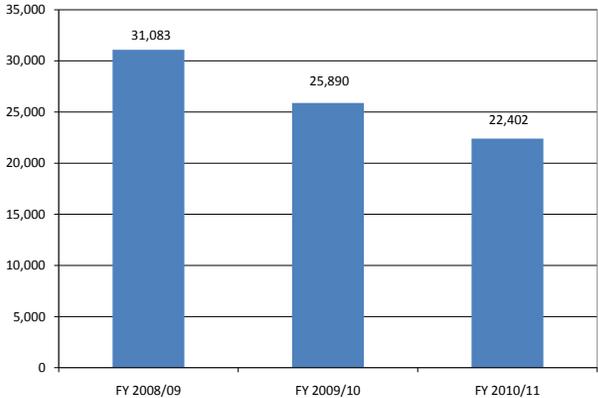


Exhibit X.28 Dial-A-Ride Passengers/VSH

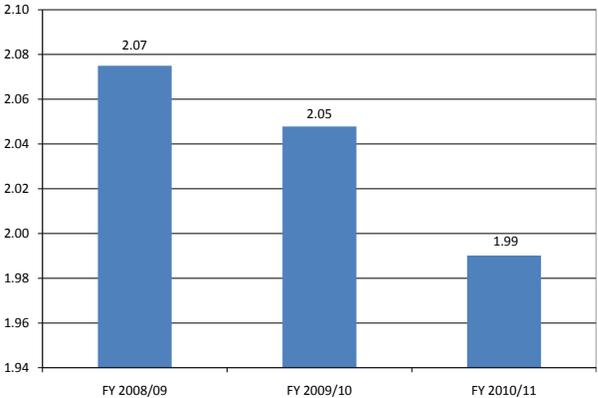


Exhibit X.29 Dial-A-Ride Passengers/VSM

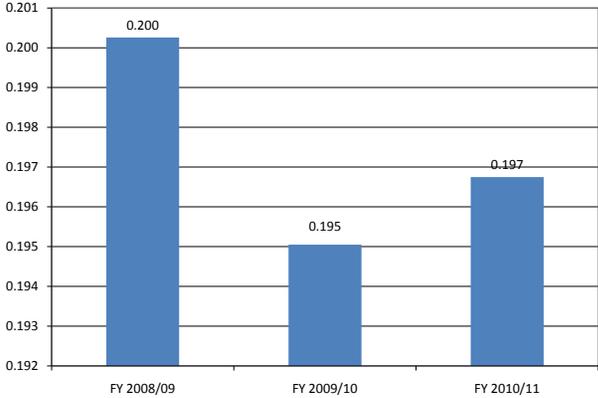


Exhibit X.30 Dial-A-Ride Operating Cost/VSH

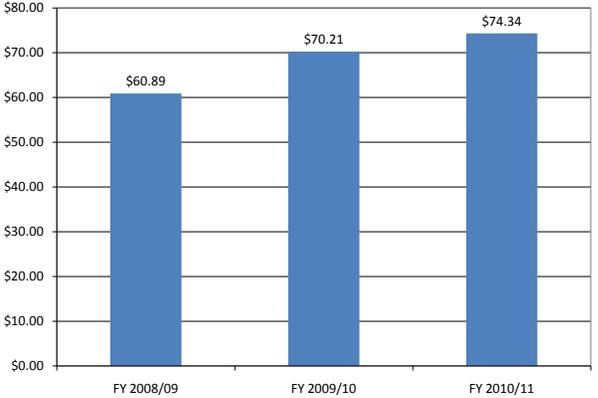


Exhibit X.31 Dial-A-Ride Operating Cost/VSM

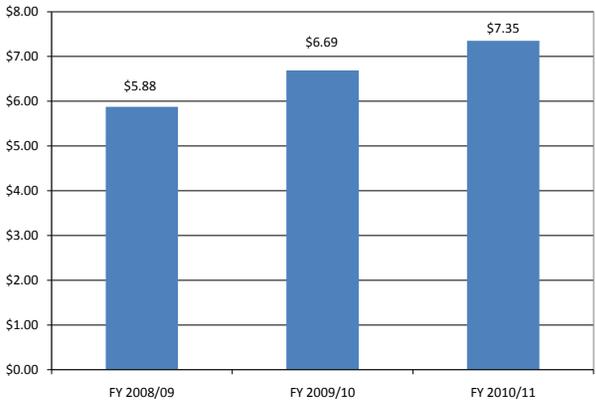


Exhibit X.32 Dial-A-Ride Operating Cost/Passenger

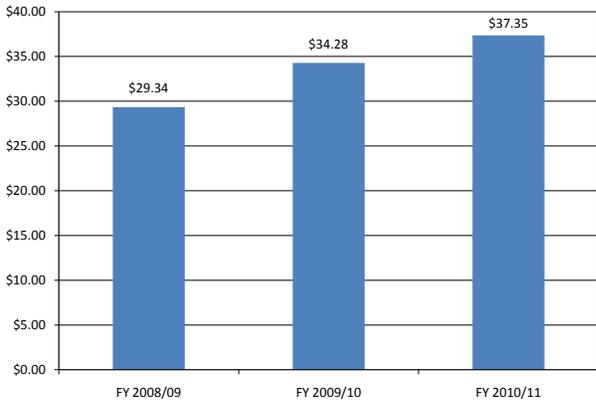


Exhibit X.33 Dial-A-Ride Farebox Recovery Ratio

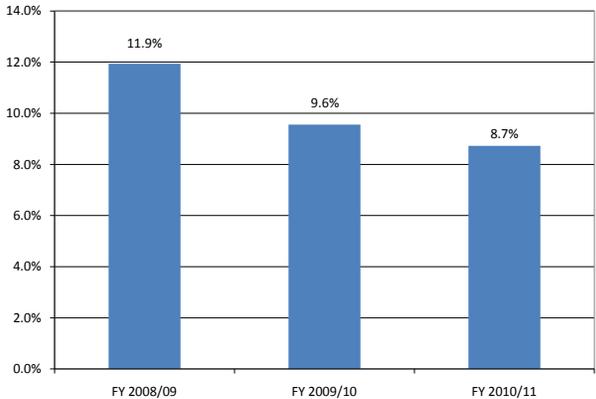
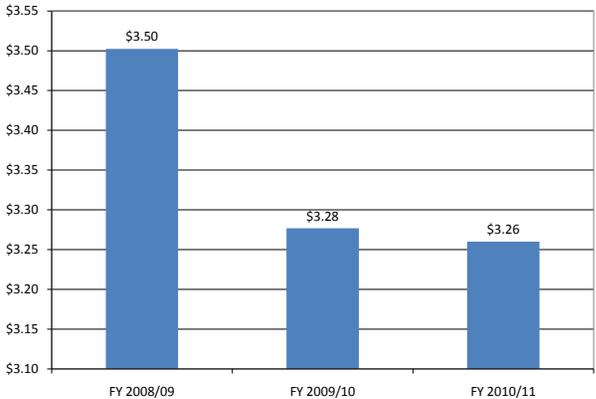


Exhibit X.34 Dial-A-Ride Fare/Passenger



Benicia Breeze System-Wide Performance

This evaluation reflects performance of the flex-route service, Route 76, and the Runabout program. System-wide totals are illustrated in Exhibit X.35.

Exhibit X.35 Benicia Breeze System-Wide Performance Indicators

Performance Measure	System-Wide		
	FY 2008/09	FY 2009/10	FY 2010/11
<b>Operating Cost (Actual \$)</b>	\$804,305	\$434,220	\$411,610
<i>Annual Change</i>		-46.0%	-5.2%
<b>Fare Revenue (Actual \$)</b>	\$172,104	\$90,361	\$69,546
<i>Annual Change</i>		-47.5%	-23.0%
<b>Vehicle Service Hours (VSH)</b>	13,661	10,224	9,692
<i>Annual Change</i>		-25.2%	-5.2%
<b>Vehicle Service Miles (VSM)</b>	185,319	108,690	105,597
<i>Annual Change</i>		-41.3%	-2.8%
<b>Passengers</b>	85,800	49,869	46,002
<i>Annual Change</i>		-41.9%	-7.8%
<b>Performance Indicators</b>			
<b>Operating Cost/VSH</b>	\$58.88	\$42.47	\$42.47
<i>Annual Change</i>		-27.9%	0.0%
<b>Operating Cost/VSM</b>	\$4.34	\$4.00	\$3.90
<i>Annual Change</i>		-8.0%	-2.4%
<b>Operating Cost/Passenger</b>	\$9.37	\$8.71	\$8.95
<i>Annual Change</i>		-7.1%	2.8%
<b>Passengers/VSH</b>	6.28	4.88	4.75
<i>Annual Change</i>		-22.3%	-2.7%
<b>Passengers/VSM</b>	0.463	0.459	0.436
<i>Annual Change</i>		-0.9%	-5.1%
<b>VSM/VSH</b>	13.57	10.63	10.90
<i>Annual Change</i>		-21.6%	2.5%
<b>Farebox Recovery</b>	21.4%	20.8%	16.9%
<i>Annual Change</i>		-2.7%	-18.8%
<b>Fare/Passenger</b>	\$2.01	\$1.81	\$1.51
<i>Annual Change</i>		-9.7%	-16.6%

Ridership

Since Fall 2009 when responsibility for operating Route 78 was transferred from Benicia to Vallejo, Ridership has diminished significantly. In FY 2008/09 the City operated Route 78 from July through October before transferring responsibility for that service to the City of Vallejo. There have been no additional service changes since that time. Prior to FY 2008/09, Route 78 served as the backbone of transit service in Benicia and accounted for the majority of riders and revenue. The continued decline in ridership (i.e., beyond FY 2009/10) can be attributed to a number of factors, including the recession, which resulted in higher unemployment and thus a drop in work-related trips as well as a drop in discretionary income which could be used for shopping trips, etc.

#### Passengers/Vehicle Service Hour

Passenger/Vehicle Service Hour is one of the most commonly-used measures of the productivity level of a transit program. This metric quantifies the number of rides provided per single revenue or service hour (See Exhibit X.37).

Across the evaluation period, Passenger/VSH decreased 24.4 percent. Once again, we believe this can be attributed in large part to the fact the City is no longer responsible for operating Route 78, which was a long-line service linking Vallejo and Benicia with the Pleasant Hill and Walnut Creek BART stations in Contra Costa County to the south. Overall, the City's current productivity as measured by Passengers/VSH is lower than one would expect for a combined fixed-route and demand-response service provider.

#### Passengers/Vehicle Service Mile

Passengers/VSM is another measurement for gauging system performance and effectiveness. This metric calculates unlinked trips provided for each revenue service mile provided.

As Exhibit X.38 shows, Passenger/VSM declined 5.9 percent across the evaluation period. This is much more modest than the decline in Passengers/VSH because of the nature of Route 78 as a long-line, freeway-based service which operates at higher-than-average speeds. As a result, when the service was transferred, the City witnessed a more severe drop in Vehicle Service Miles than in Vehicle Service Hours.

#### Operating Cost/Vehicle Service Hour

Operating Cost/VSH illustrates the cost incurred by a transit operator in operating a single hour of revenue service.

Exhibit X.39 shows the cost to provide a single hour of revenue service decreased in FY 2009/10 as a result of the loss of Route 78, which had a high cost/hour given its long-line operating structure. The cost of operating the program has since stabilized.

#### Operating Cost/Vehicle Service Mile

This metric measures cost-effectiveness of operating the transit system by illustrating the total cost expended to operate a single mile of revenue service.

Exhibit X.40 indicates the City has effectively trimmed the amount of money it spends on providing a single mile of service. The metric has decreased 10.2 percent across the evaluation period, indicating the City is more efficient now than when it was responsible for Operating Route 78.

#### Operating Cost/Passenger

Another gauge of cost-effectiveness, Cost/Passenger indicates how much the City spends system-wide for a single unlinked trip.

Exhibit X.41 illustrates the fact the City's Operating Cost/Passenger has fluctuated across the evaluation period, decreasing in FY 2009/10 before increasing slightly in FY 2010/11. Overall, the metric decreased 4.5 percent between FY 2008/09 and FY 2009/10. This reveals the City now spends less to carry each passenger than it did in the past. That said, the overall Operating Cost/Passenger figure is higher than average for a system operating similar services.

#### Farebox Recovery Ratio

Farebox Recovery reflects the percentage of operating cost recovered through passenger fares. It is the most common measure of public subsidy of a transit service.

Over the evaluation period, the City's farebox recovery ratio fell from 21.4 percent to 16.9 percent. The majority of this drop came in FY 2010/11, indicating this is a result of continued ridership decline caused by the uncertainty created by the economic climate.

#### Fare/Passenger

This metric indicates the average fare paid by each passenger/unlinked trip on Benicia Breeze.

At more than \$1.50 per passenger, the City's Fare/Passenger metric is robust and can be attributed in large part to the fact the City charges a premium for some of its services (i.e., DAR, the Medical Shuttle, the DVC Shuttle, etc.).

Exhibit X.36 System-wide Ridership

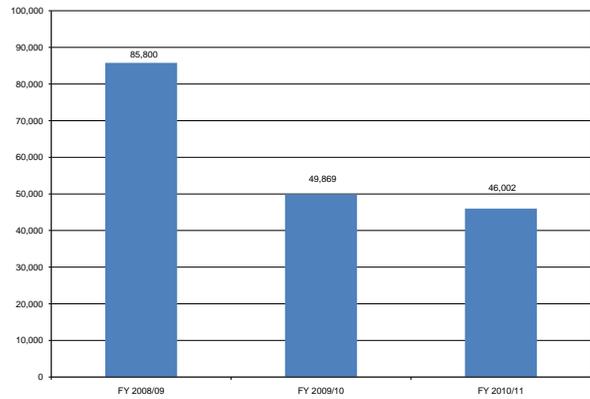


Exhibit X.37 System-wide Passengers/VSH

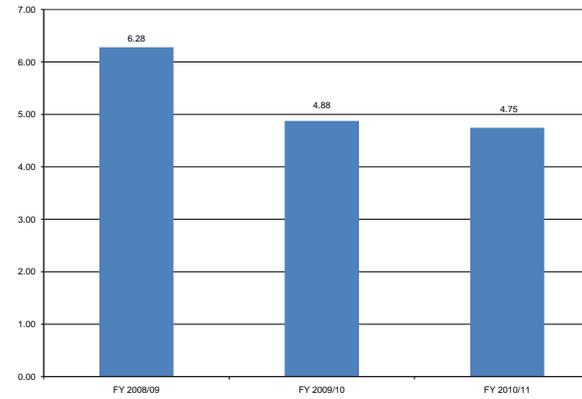


Exhibit X.38 System-wide Passengers/VSM

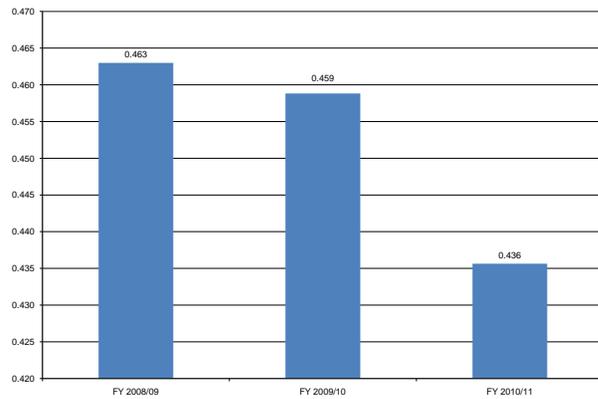


Exhibit X.39 System-wide Operating Cost/VSH

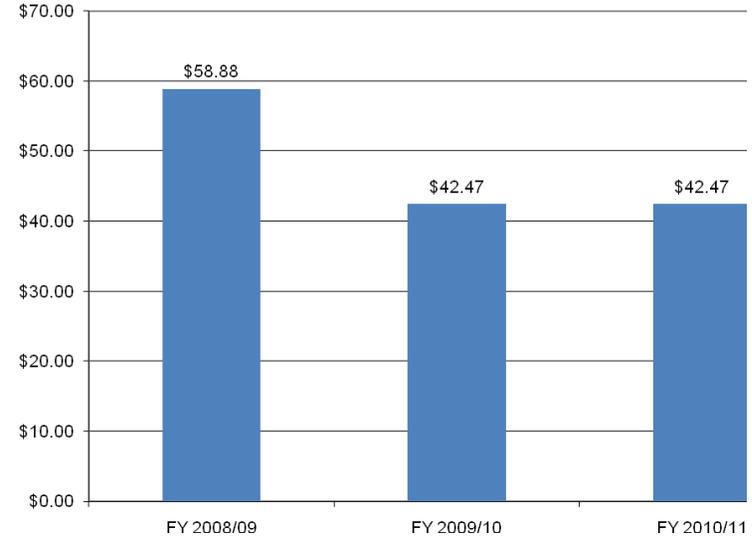


Exhibit X.40 System-wide Operating Cost/VSM

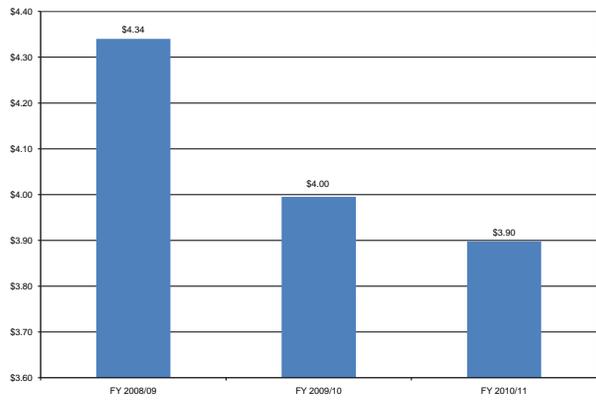


Exhibit X.41 System-wide Operating Cost/Passenger

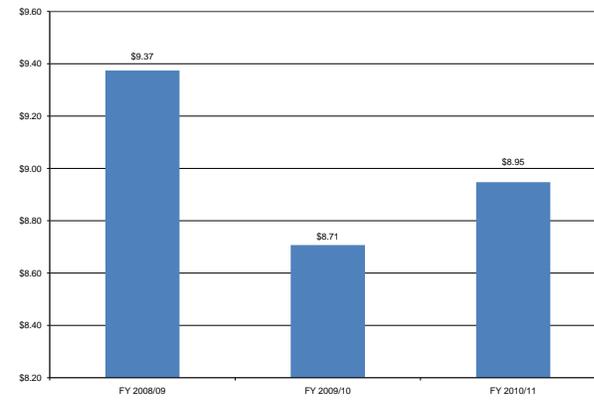


Exhibit X.42 System-wide Farebox Recovery Ratio

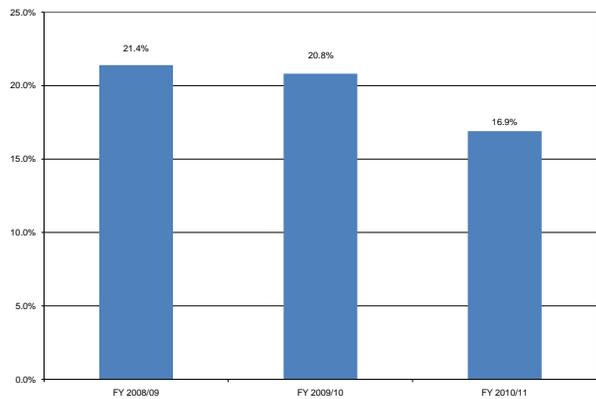
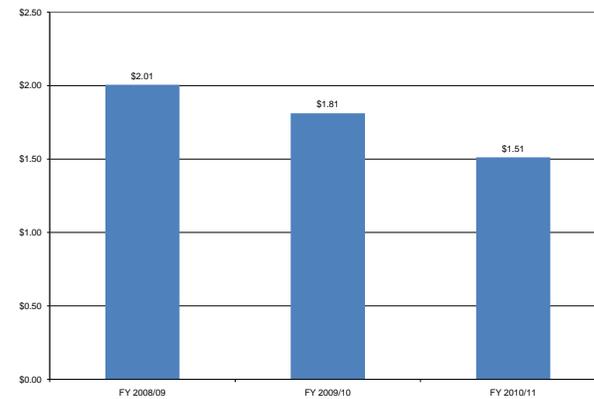


Exhibit X.43 System-wide Fare/Passenger



Benicia Breeze Fixed-Route Performance Indicators

This section evaluates the City’s fixed-route service using a series of quantitative criteria to assess effectiveness and efficiency. The indicators were evaluated across a five-year period. Fixed-route services include The two flex routes (Route 21 and 22), two school trippers (Routes 15 and 17), a regional route (Route 76), two shuttles (Medical Shuttle and Diablo Valley College Shuttle), and any special services.

Exhibit X.44 Benicia Breeze Fixed-Route Performance Indicators

Performance Measure	Fixed-Route		
	FY 2008/09	FY 2009/10	FY 2010/11
<b>Operating Cost (Actual \$)</b>	\$590,875	\$237,527	\$223,096
<i>Annual Change</i>		-59.8%	-6.1%
<b>Fare Revenue (Actual \$)</b>	\$157,332	\$77,116	\$56,777
<i>Annual Change</i>		-51.0%	-26.4%
<b>Vehicle Service Hours (VSH)</b>	9,659	5,593	5,253
<i>Annual Change</i>		-42.1%	-6.1%
<b>Vehicle Service Miles (VSM)</b>	143,258	70,602	68,149
<i>Annual Change</i>		-50.7%	-3.5%
<b>Passengers</b>	77,371	43,161	38,077
<i>Annual Change</i>		-44.2%	-11.8%
<b>Performance Indicators</b>			
<b>Operating Cost/VSH</b>	\$61.17	\$42.47	\$42.47
<i>Annual Change</i>		-30.6%	0.0%
<b>Operating Cost/VSM</b>	\$4.12	\$3.36	\$3.27
<i>Annual Change</i>		-18.4%	-2.7%
<b>Operating Cost/Passenger</b>	\$7.64	\$5.50	\$5.86
<i>Annual Change</i>		-27.9%	6.5%
<b>Passengers/VSH</b>	8.01	7.72	7.25
<i>Annual Change</i>		-3.7%	-6.1%
<b>Passengers/VSM</b>	0.54	0.61	0.56
<i>Annual Change</i>		13.2%	-8.6%
<b>VSM/VSH</b>	14.83	12.62	12.97
<i>Annual Change</i>		-14.9%	2.8%
<b>Farebox Recovery</b>	26.6%	32.5%	25.4%
<i>Annual Change</i>		21.9%	-21.6%
<b>Fare/Passenger</b>	\$2.03	\$1.79	\$1.49
<i>Annual Change</i>		-12.1%	-16.5%

Ridership

Exhibit X.45 shows the ridership on the City’s fixed-route services. Given Route 78 was included within the City's fixed-route numbers of FY 2008/09 and prior, the drop in ridership in FY 2009/10 is expected. However, the continued decline in ridership in FY 2010/11 is most likely attributable to the ongoing recession and a softening in demand for both commuter and discretionary trips.

#### Passengers/Vehicle Service Hour

One of the most commonly-used yardsticks for assessing public transit service performance and productivity is Passengers/VSH. This indicator quantifies the number of rides provided within a single service or revenue hour.

The City's fixed-route Passengers/VSH metric decreased 9.5 percent across the evaluation period. Overall, for a fixed-route program, the City's productivity is relatively modest at under 10 Passengers/VSH. This can be attributed in part to the nature of some of the City's services as flex routes, which -- in general -- are less productive than traditional fixed-route alignments.

Given the City's services will be consolidated with the City of Vallejo's under the Soltrans banner, we believe there are opportunities to increase the productivity of transit service in Benicia through reducing overlap and bolstering regional connections.

#### Passengers/Vehicle Service Mile

Passengers/VSM is another metric commonly employed when evaluating public transit service effectiveness. It calculates the number of rides provided for each service mile traveled.

In transferring responsibility for operating Route 78 to the City of Vallejo, the City realized an improvement in Passengers/VSM given that route required a significant number of Vehicle Service Miles to operate. In FY 2010/11, The City's productivity as measured by Passengers/VSM declined 8.6 percent, consistent with the City's Passengers/VSH metric.

#### Operating Cost/Vehicle Service Hour

This indicator serves as a measure of a transit program's cost-effectiveness, illustrating the cost of providing a single hour of revenue service.

Overall, the City witnessed significant improvement with respect to the cost-effectiveness of its service as measured by Operating Cost/VSH. The metric improved 30.6 percent across the evaluation period, due in large part to the loss of Route 78, which was a much more resource-intensive service to operate than the rest of the City's fixed-route alignments.

#### Operating Cost/Vehicle Service Mile

This metric serves as a barometer of a transit program's cost-effectiveness by illustrating how much it costs to provide a single mile of revenue service.

Mirroring the trend with respect to the system-wide Operating Cost/VSM, the City's cost-effectiveness improved over the evaluation period. Overall, the fixed-route Operating Cost/VSM improved from \$4.12/VSM to \$3.27/VSM, a 20.6-percent decrease.

### Operating Cost/Passenger

Another gauge of cost-effectiveness, Cost/Passenger indicates how much the City is spending to provide each Benicia Breeze fixed-route unlinked trip.

The City also witnessed a significant improvement in the cost-effectiveness of its fixed-route services as measured by Operating Cost/Passenger. Overall, the metric improved from \$7.64/Passenger to \$5.86/Passenger, a 23.3-percent decrease across the evaluation period. That said, the City still spends well above industry standards for each fixed-route passenger. This is the result of modest productivity on the City's fixed-routes.

### Farebox Recovery Ratio

Farebox recovery calculates the percentage of operating cost recovered through passenger fares. It is the most common measure of public subsidy of a transit service.

Despite the City's high Operating Cost/Passenger and low productivity, the City's farebox recovery ratio is quite high for an operator of this size. This is due in large part to the low overall cost of the program as well as the extremely high revenue collected from individual passengers.

### Fare/Passenger

This metric indicates measures the average fare paid for every unlinked trip provided by Benicia Breeze's fixed-route services.

While the City's fixed-route Fare/Passenger decreased 26.7 percent across the evaluation period, the overall Fare/Passenger figure still remains quite high, contributing to the City's relatively robust Farebox Recovery Ratio.

Exhibit X.45 Fixed Route Ridership

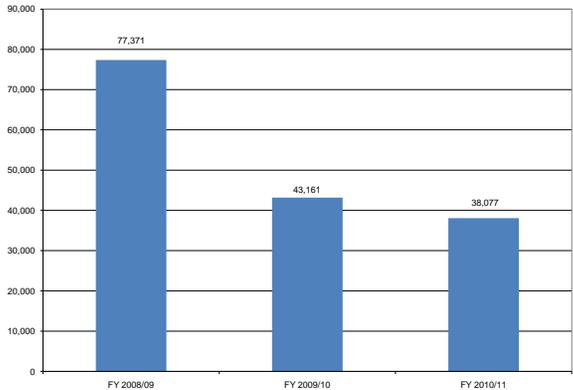


Exhibit X.46 Fixed-Route Passengers/VSH

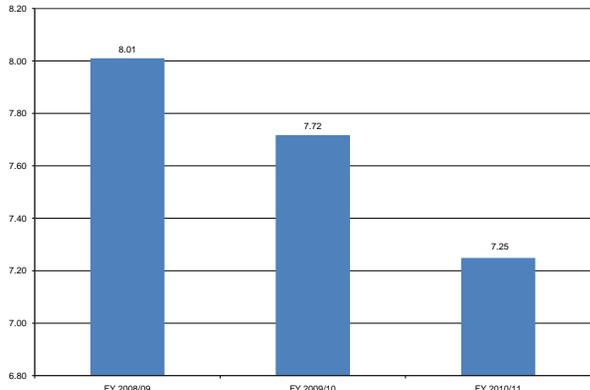


Exhibit X.47 Fixed-Route Passengers/VSM

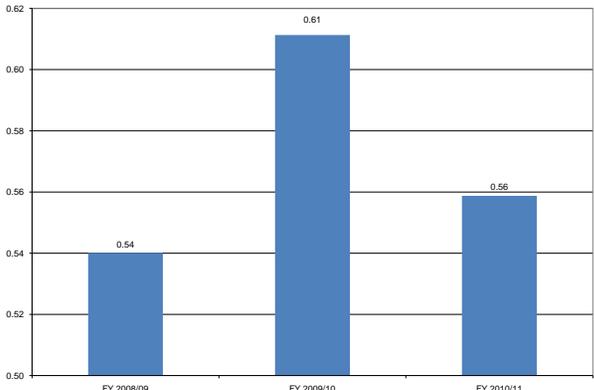


Exhibit X.48 Fixed-Route Operating Cost/VSH

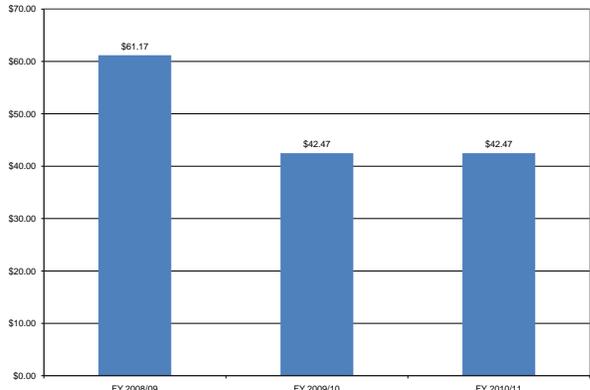


Exhibit X.49 Fixed-Route Operating Cost/VSM

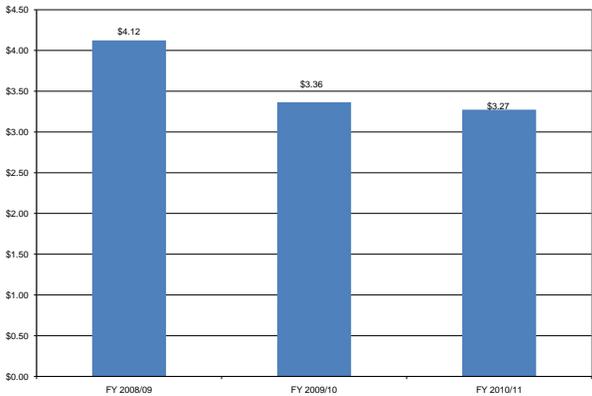


Exhibit X.50 Fixed-Route Operating Cost/Passenger

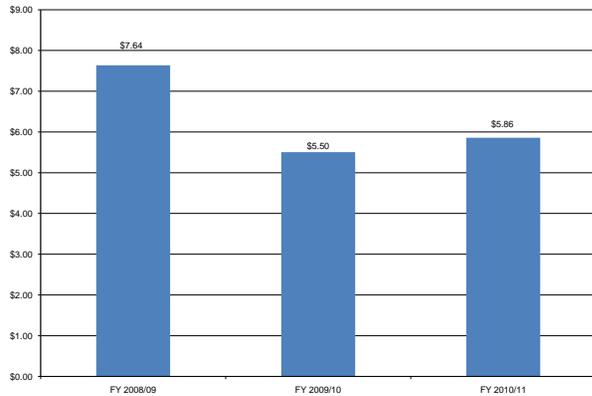


Exhibit X.51 Fixed-Route Farebox Recovery Ratio

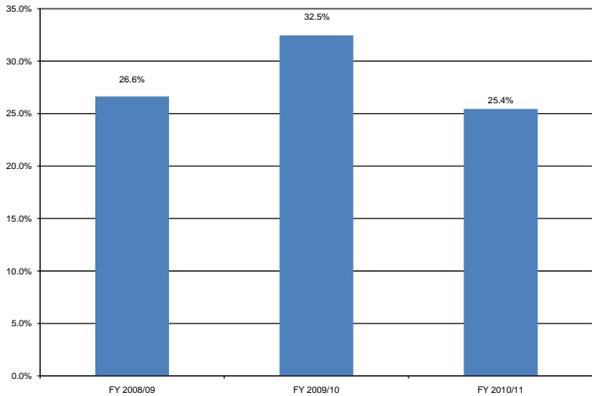
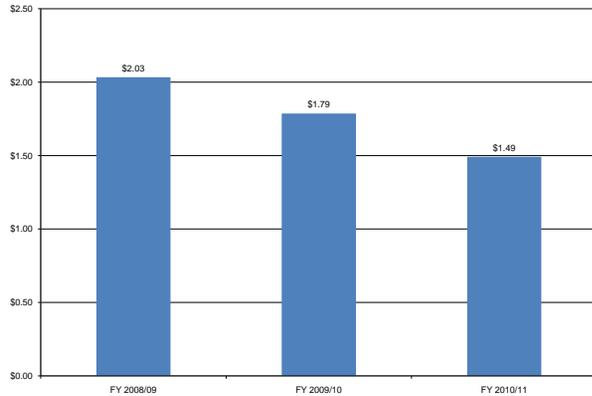


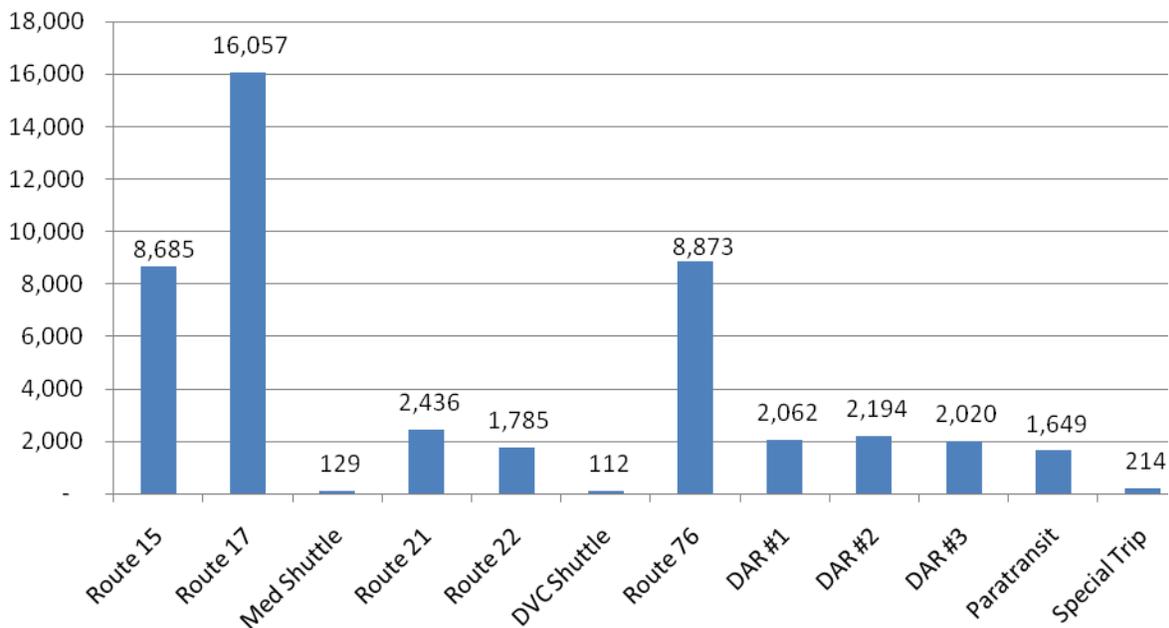
Exhibit X.52 Fixed-Route Fare/Passenger



Ridership by Route

Moore & Associates analyzed ridership data from FY 2010/11 for each of the routes the City operates. There is significant disparity between the different routes with respect to ridership and productivity. The two school routes (Routes 15 and 17) outperformed all of the other routes in the system with respect to overall ridership with the exception of Route 76, which serves Diablo Valley College. Route 17 has the highest ridership, carrying 16,057 passengers despite having only four trips daily while school is in session. Route 76 carried 8,873 passengers and Route 15 carried 8,685 passengers in FY 2010/11. No other route carried more than 2,500 passengers with the two shuttle services carrying fewer than 150 passengers each.

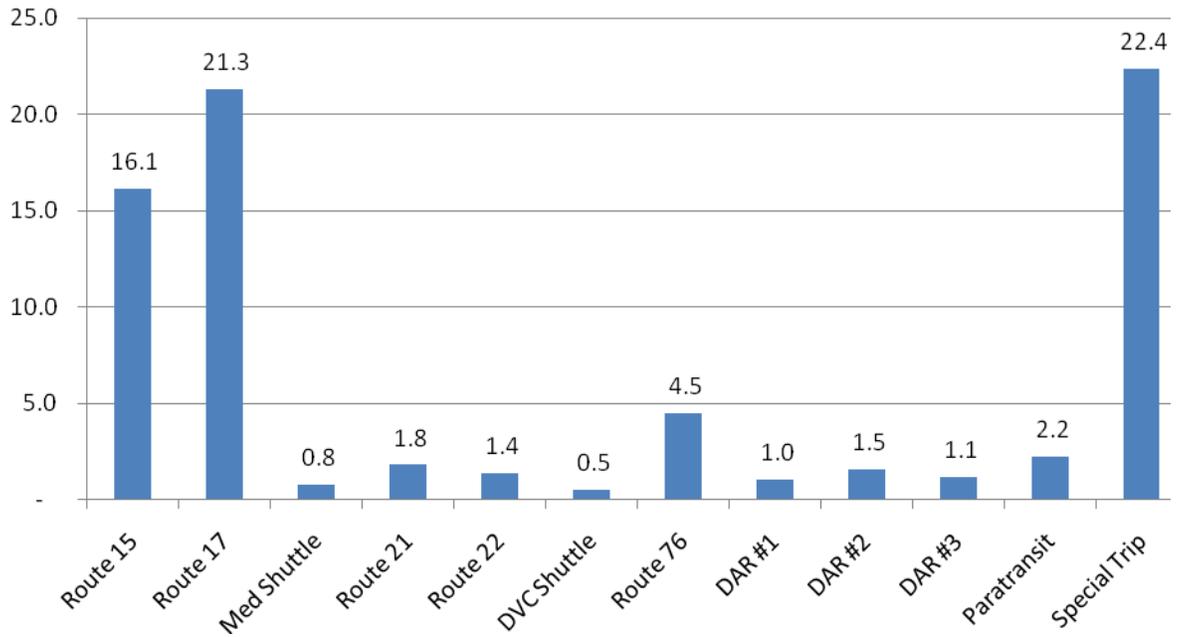
Exhibit X.53 Benicia Breeze Ridership by Route



Passengers/Vehicle Service Hour by Route

Based on Passengers/VSH, some of the City's routes are extremely productive. Routes 15 and 17 were quite successful, carrying 16.1 Passengers/VSH and 21.3 Passengers/VSH, respectively. Among the remainder of the services, Route 76 was the next most productive non-special service at 4.5 Passengers/VSH. It is critical to note the most productive Dial-A-Ride service is the paratransit program, which limits its eligibility to persons with disabilities. The City's general Public Dial-A-Ride services (DAR 1, 2, and 3) were not as productive as their fixed-route counterparts.

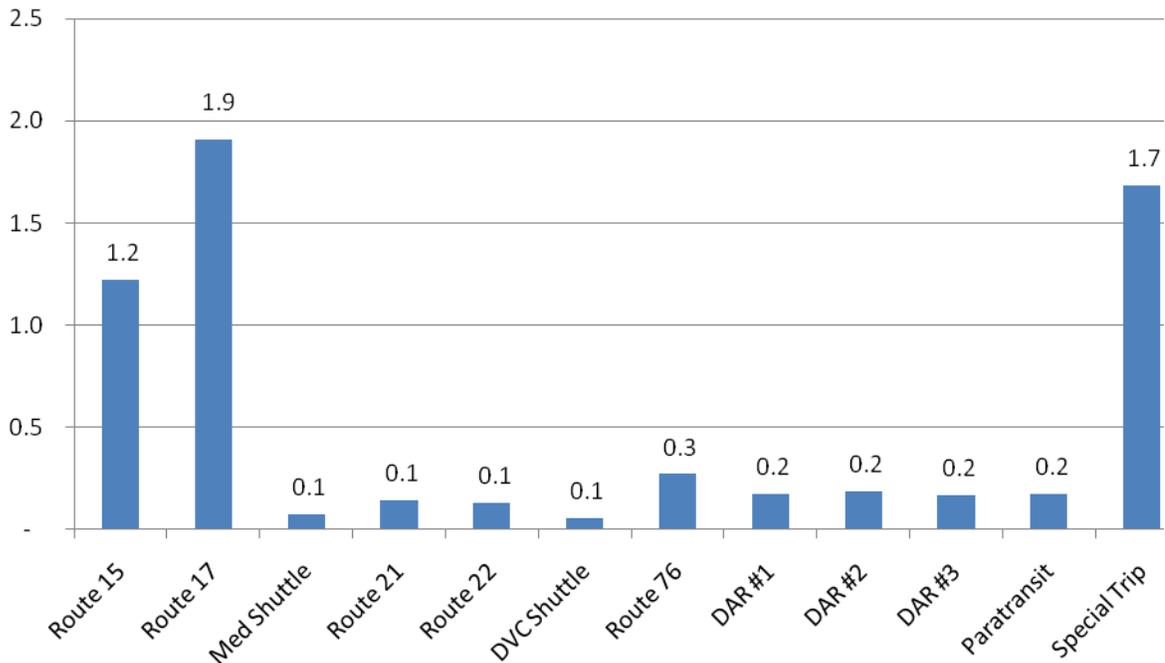
Exhibit X.54 Benicia Breeze Passengers/VSH by Route



Passengers/Vehicle Service Mile by Route

Productivity trends for the City's services as measured by Passengers/VSM were similar to the trends seen in the Passengers/VSH metric. Routes 15 and 17 were quite successful, carrying 1.2 Passengers/VSM and 1.9 Passengers/VSM, respectively.

Exhibit X.55 Benicia Breeze Passengers/VSM by Route



Benicia Breeze Dial-A-Ride Performance Indicators

This section evaluates the City of Benicia's Dial-A-Ride service based on a series of quantitative criteria to determine the effectiveness and efficiency of the program as a whole. The indicators are evaluated over a five-year period which allows illustration of recent as well as historic performance. This analysis reflects the following:

- General Public Dial-A-Ride offered on Route 21 between 8:50 a.m. and 3:50 p.m. and after 6:50 p.m.
- General Public Dial-A-Ride offered on Route 22 between 7:50 a.m. and 3:50 p.m. and after 5:50 p.m.
- Saturday General Public Dial-A-Ride service between 7:00 a.m. and 7:00 p.m.
- ADA Paratransit service between 6:00 a.m. and 4:00 p.m. and 6:30 p.m. and 8:20 p.m.

Exhibit X.56 Benicia Breeze Dial-A-Ride Performance Indicators

Performance Measure	Dial-A-Ride		
	FY 2008/09	FY 2009/10	FY 2010/11
<b>Operating Cost (Actual \$)</b>	\$213,430	\$196,693	\$188,515
<i>Annual Change</i>		-7.8%	-4.2%
<b>Fare Revenue (Actual \$)</b>	\$14,772	\$13,244	\$12,770
<i>Annual Change</i>		-10.3%	-3.6%
<b>Vehicle Service Hours (VSH)</b>	4,002	4,631	4,439
<i>Annual Change</i>		15.7%	-4.2%
<b>Vehicle Service Miles (VSM)</b>	42,061	38,088	37,448
<i>Annual Change</i>		-9.4%	-1.7%
<b>Passengers</b>	8,429	6,708	7,925
<i>Annual Change</i>		-20.4%	18.1%
<b>Performance Indicators</b>			
<b>Operating Cost/VSH</b>	\$53.33	\$42.47	\$42.47
<i>Annual Change</i>		-20.4%	0.0%
<b>Operating Cost/VSM</b>	\$5.07	\$5.16	\$5.03
<i>Annual Change</i>		1.8%	-2.5%
<b>Operating Cost/Passenger</b>	\$25.32	\$29.32	\$23.79
<i>Annual Change</i>		15.8%	-18.9%
<b>Passengers/VSH</b>	2.11	1.45	1.79
<i>Annual Change</i>		-31.2%	23.3%
<b>Passengers/VSM</b>	0.20	0.18	0.21
<i>Annual Change</i>		-12.1%	20.2%
<b>VSM/VSH</b>	10.51	8.22	8.44
<i>Annual Change</i>		-21.8%	2.6%
<b>Farebox Recovery</b>	6.9%	6.7%	6.8%
<i>Annual Change</i>		-2.7%	0.6%
<b>Fare/Passenger</b>	\$1.75	\$1.97	\$1.61
<i>Annual Change</i>		12.7%	-18.4%

### Ridership

Exhibit X.57 illustrates the ridership for the Dial-A-Ride service over the three-year evaluation period. Dial-A-Ride ridership decreased significantly in FY 2009/10 before rising 18.1 percent in FY 2010/11. Overall, ridership on the City's Dial-A-Ride services decreased 6.5 percent during the evaluation period. Given the fact the three of the City's Dial-A-Ride service offerings cater to the general public, the decline in ridership can be attributed to a drop in demand as a result of the recession.

### Passengers/Vehicle Service Hour

One of the most commonly-employed yardsticks for assessing service effectiveness, Passengers/VSH quantifies the number of rides provided within a single service hour.

The City's Dial-A-Ride Passengers/VSH metric declined 15.2 percent across the evaluation period, from 2.11 Passengers/VSH in FY 2008/09 to 1.79 Passengers/VSH in FY 2010/11. The industry standard for productivity for a demand-response service is at least 3.0 Passengers/VSH. Given the significant number of Vehicle Service Hours the City allocates to Dial-A-Ride service (nearly half of total system VSH), the low productivity of the Dial-A-Ride services amounts to a poor use of limited resources. In general, fixed-route services are much more cost-effective and productive than demand-response services. We believe the consolidation with the City of Vallejo's transit services under the Soltrans banner will provide an opportunity to identify more effective ways of providing transit service within Benicia.

### Passengers/Vehicle Service Mile

The Passengers/VSM metric is another commonly employed standard for evaluating public transit service performance. It indicates the number of passengers transported for each service mile traveled.

The City witnessed an overall increase of .01 Passengers/VSH (5.6 percent) across the evaluation period. Once again, the City's Passengers/VSM metric is below industry standards, particularly given some of the Dial-A-Ride services are available to the public at-large.

### Operating Cost/Vehicle Service Hour

This indicator serves as a measure of a program's cost-effectiveness by determining how much it costs to provide a single hour of revenue service.

The City's Dial-A-Ride Operating Cost/VSH figure improved 20.4 percent across the evaluation period. This is consistent with the fixed-route services and the system as a whole.

### Operating Cost/Vehicle Service Mile

This indicator serves as a measure of a program's cost effectiveness by determining how much it costs the City to provide a single mile of revenue service.

The Operating Cost/VSM metric remained relatively steady across the evaluation period, decreasing by 0.8 percent.

#### Operating Cost/Passenger

Another measure of cost effectiveness, Operating Cost/Passenger determines how much the City spends on each unlinked trip it provides.

The City's Operating Cost/Passenger metric decreased 6.1 percent across the evaluation period. That said, this metric is the most clear indication of the stark contrast between the cost-effectiveness of a fixed-route service and a demand-response service when providing mobility options to the general public. The City's fixed-route services in FY 2010/11 amounted to \$5.86 spent to carry each passenger while the City spent four times as much (\$23.79) to carry each Dial-A-Ride passenger the same year.

#### Farebox Recovery Ratio

Farebox Recovery Ratio indicates the percentage of operating cost recovered through passenger fares. It is the most common measure of public subsidy of a transit service.

The City's DAR farebox recovery ratio remained relatively stable across the evaluation period, declining only 2.1 percent (or one tenth of a percentage point) between FY 2008/09 and FY 2010/11. In general, Dial-A-Ride services should strive for a farebox recovery ratio of at least 10 percent.

#### Fare/Passenger

This indicator measures the average fare collected for every unlinked trip provided by the City's Dial-A-Ride service.

In keeping with findings from the City's fixed-route services and the system as a whole, the City's Dial-A-Ride services collected a relatively robust amount of fare from each passenger.

Exhibit X.57 Dial-A-Ride Annual Ridership

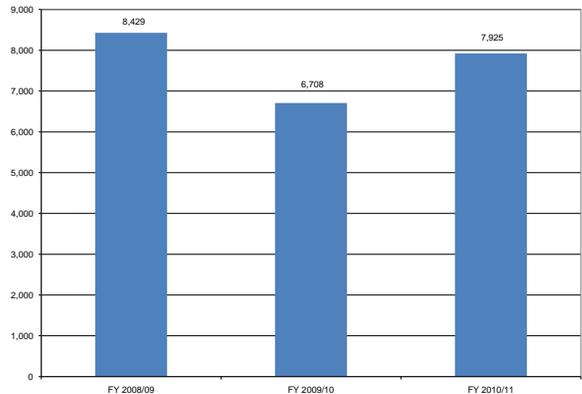


Exhibit X.58 Dial-A-Ride Passengers/VSH

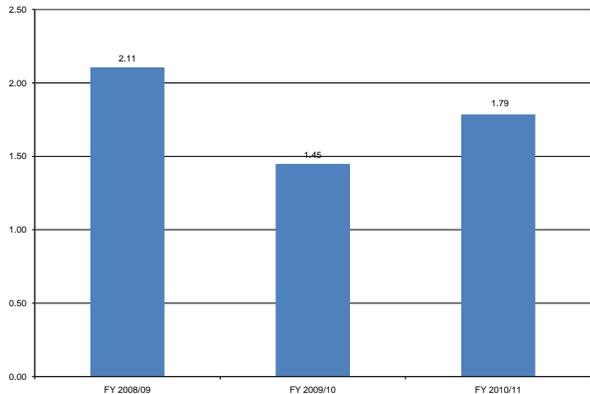


Exhibit X.59 Dial-A-Ride Passengers/VSM

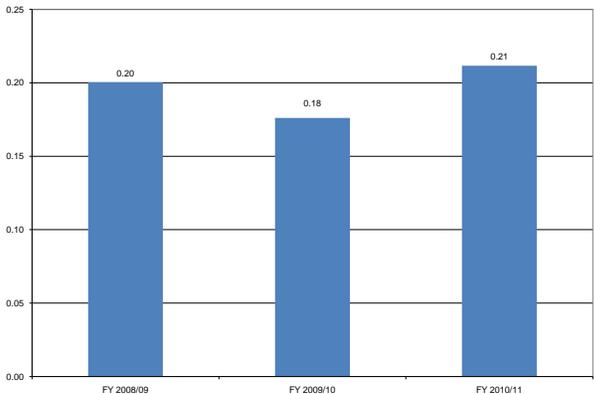


Exhibit X.60 Dial-A-Ride Operating Cost/VSH

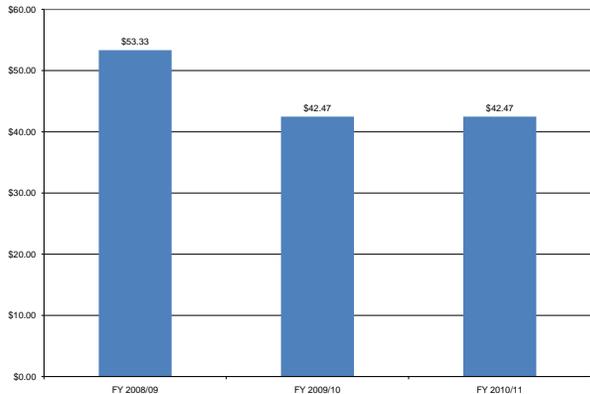


Exhibit X.61 Dial-A-Ride Operating Cost/VSM

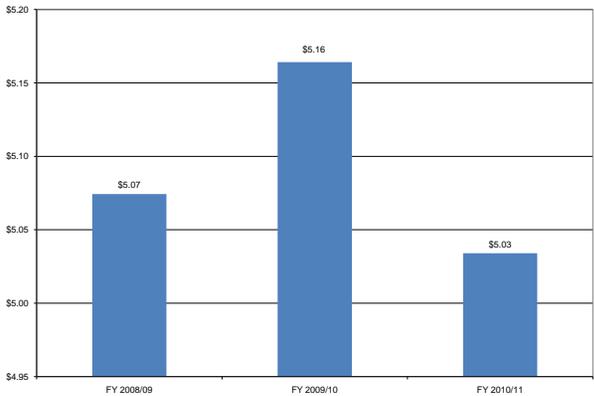


Exhibit X.62 Dial-A-Ride Operating Cost/Passenger

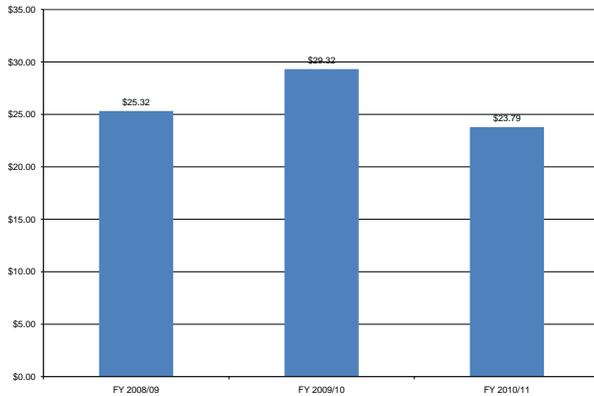


Exhibit X.63 Dial-A-Ride Farebox Recovery Ratio

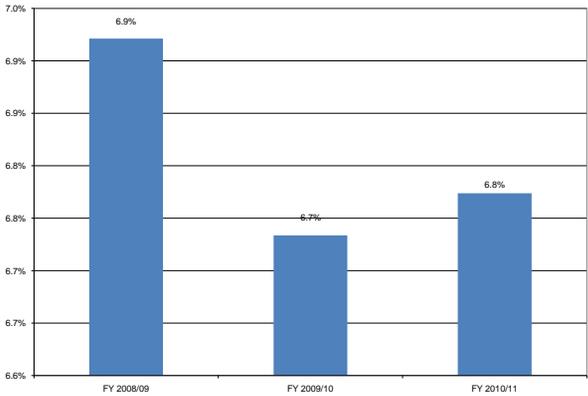
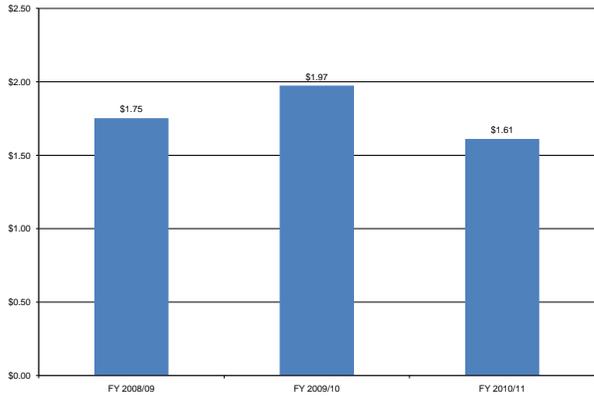


Exhibit X.64 Dial-A-Ride Fare/Passenger





DATE: August 11, 2011  
TO: SolTrans Board Workshop  
FROM: Jim McElroy  
RE: SRTP Public Involvement

---

**Background:**

Included: Proposal from our consultant to enhance public involvement in the planning process.

Background and reason for inclusion: In support of our guiding principles, I am going to add elements to include a public survey and public meetings. These are not included in the original agreement with the consultant. Therefore, I requested and received the attached proposal to address the public elements. If the proposal meets our needs; the costs are reasonable and within the decision authority granted to me by the Board; and the funds exist within the grant from MTC to include the elements, then I intend to execute an amendment to the agreement. As always, I deeply value formal and informal Board direction on any matter related to the SolTrans agency.

This page intentionally left blank.



28159 avenue stanford, suite 110  
valencia, ca 91355

888.743.5977 : p  
661.253.1208 : f  
www.moore-associates.net

# memo

**to:** Jim McElroy,  
Executive Director – SolTrans

**from:** Michael Eshleman

**re:** SolTrans SRTP Public Involvement

**date:** August 3, 2011

The purpose of this memo is to detail the additional tasks requested by SolTrans staff as a result of a desire to enhance the public involvement aspects of the ongoing Short Range Transit Plan development process. The two tasks discussed below reflect what we believe are necessary additions to the scope currently included in the contract. The community survey would provide critical insight into the needs of non-riders, allowing us to develop strategies geared toward attracting “choice” riders into the SolTrans customer base. The public meetings would allow us to vet SRTP findings and proposed recommendations with the general public. Following the description of the two tasks, we have included a budget detailing the costs associated with these tasks.

### Task 1: Community Survey

We believe the service planning process would benefit significantly from a community survey quantifying non-rider transit needs, identifying barriers (actual and perceived) to use of existing services, and prioritizing preferred service enhancements. Given the declining effectiveness of telephone surveys in recent years and to ensure optimal flexibility, we propose using an intercept methodology to conduct the survey. During the course of a week, our project team would conduct the community intercept survey onsite at high-volume locations (i.e., libraries, community centers, grocery stores, etc.) We will employ either an “informal” (without a clipboard) or “formal” approach (dependent on the location and audience) to ensure success in soliciting no fewer than 400 valid responses. Respondents unable to complete the survey onsite will be provided with a postage-paid envelope to return the completed survey.

Our project team will design a survey instrument for use during the community survey process. The survey will be designed to evaluate the needs and opinions of the non-rider community and available in Spanish. Once the survey has been developed and approved by SolTrans staff, our project team will produce all survey forms and other associated materials.

Following finalization of the survey instrument, our project team will create both Microsoft Excel and SPSS databases to facilitate data compilation and analysis. As surveys are received, data will be verified and coded.

Once all survey data has been entered into the SPSS platform, our staff will be responsible for error checking (cleaning) and data formatting. Survey data will be verified for accuracy. Our project team will then run all simple frequencies and determine – through discussions with SolTrans staff – cross-tabulations for further analysis. The final analysis will detail findings which will be incorporated into service planning scenarios and recommendations.

**Task 2: Community Meetings**

We believe the most valuable public transit recommendations are market-driven. Therefore, we propose to facilitate one workshop in each community (for a total of two) to solicit public comments.

Our goal will be to ensure proactive public involvement and consensus throughout the planning process. The meeting in each community will consist of a brief overview outlining project purpose, goals, and deliverables followed by the presentation of potential service scenarios along with the advantages and disadvantages of each. Participants will be given the opportunity to review and comment on each of the proposed scenarios. All public participation activities and public input for each SRTP will be documented in a summary memo, which will be incorporated into the final SRTP report. Moore & Associates will be responsible for the development of collateral necessary for promoting the public meetings.

The following budget reflects the rates and overhead included within the original proposal.

**Exhibit 1 Budget for Additional Scope**

Labor Expenses			TASK 1		TASK 2		Grand Total	
Title	Name	Rate	Hrs	Cost	Hrs	Cost	Hrs	Cost
PROJECT MANAGER	Michael Eshleman	\$75.00	28	\$2,100.00	16	\$1,200.00	44	\$3,300.00
PRINCIPAL PLANNER	Amber Collins	\$55.00	45	\$2,475.00	15	\$825.00	60	\$3,300.00
SURVEY COORDINATOR	Jose Perez	\$55.00	48	\$2,640.00	18	\$990.00	66	\$3,630.00
<b>Subtotal, Direct Labor</b>			<b>121</b>	<b>\$7,215.00</b>	<b>49</b>	<b>\$3,015.00</b>	<b>170</b>	<b>\$10,230.00</b>
<b>Burden and Overhead</b>		<b>60%</b>		<b>\$4,329.00</b>		<b>\$1,809.00</b>		<b>\$6,138.00</b>
<b>Total Labor</b>				<b>\$11,544.00</b>		<b>\$4,824.00</b>		<b>\$16,368.00</b>
<b>Direct Costs</b>								
Travel/per diem				\$1,200.00		\$350.00		\$1,550.00
<b>Total Direct Costs</b>				<b>\$1,200.00</b>		<b>\$350.00</b>		<b>\$1,550.00</b>
<b>TOTAL COST</b>				<b>\$12,744.00</b>		<b>\$5,174.00</b>		<b>\$17,918.00</b>

Thank you for the opportunity to assist SolTrans with this extremely exciting and important project and please do not hesitate to call if you have any questions or concerns.



DATE: August 11, 2011  
TO: SolTrans Board Workshop  
FROM: Jim McElroy  
RE: Draft- Performance Measurement System

---

**Background:**

Included: Draft Performance Measurement System chapter from the consultant.

Background and reason for inclusion: Although we do not need to address the performance measurement system during our workshop today, this chapter includes a proposed mission statement for your new agency. Normally, we carry out a more protracted process to develop such a critical tool, but our time is very short and you have put a great deal of effort into the guiding principles. Therefore, during our workshop, I will ask that you consider and comment on the proposed mission statement and the supporting core values. This section includes an important overall approach to measuring performance of the agency. Once adopted within the SRTP, these will be performance metrics to be tracked and reported upon to the Board as well as used internally to focus on continuous improvement.

This page intentionally left blank.

---

## CHAPTER X – PERFORMANCE MEASUREMENT SYSTEM

This chapter advances a Performance Measurement System governing the SolTrans public transit program serving the communities of Benicia and Vallejo.

An organization’s mission or visioning statement provides a foundation for its Performance Measurement System. In the case of SolTrans, it serves as a focal point for the Short Range Transit Plan (SRTP). We have developed the following mission statement based on discussions with staff and review of prior planning documents:

*The overall purpose of the SolTrans transit program is to increase mobility opportunities for all citizens of Benicia and Vallejo, aid in improving air quality in the region, and reduce traffic congestion.*

*At a minimum, the transit program should leverage its resources in the most efficient and cost-effective manner possible to provide a level of intracity and regional service that meets the needs of the transit dependent in the two communities and provides service to and from important destination points, which will encourage transit use as a viable mobility alternative.*

The Cities of Benicia and Vallejo, as well as the Solano Transportation Authority (STA) developed a series of seven principles guiding the creation of the new transit agency:

- The Benicia Breeze and Vallejo Transit services shall be consolidated to streamline, simplify, and improve access for transit riders through enhanced service coverage, frequency, affordability, and mobility options contingent upon available funding. The consolidated service shall be responsible for coordinating transportation services in Benicia and Vallejo and to locations beyond the two cities such as Bay Area Rapid Transit (BART)
- Consolidated transit service provides an opportunity to improve standards for greenhouse gas emissions and energy reductions and reduce single-occupant vehicle miles traveled, thereby minimizing the carbon footprint of Benicia and Vallejo residents. A consolidated transit service will further the Benicia and Solano County Climate Action Plans' greenhouse gas reduction targets.
- The Benicia Breeze and Vallejo Transit service consolidation shall be consistent with the Countywide Transportation Plan Transit Element to maximize the ability of Solano residents, workers, and visitors to reach destinations within Solano County, and to access regional transportation systems.
- The consolidated transit service shall be designed to be comparatively cost effective and efficient while considering the unique characteristics of each jurisdiction.

- The consolidation of services shall be managed in a public and transparent process to encourage participation by residents, stakeholders, and decision-makers in both communities.
- The consolidated transit service shall strive to maintain the continuity of current service provided by both jurisdictions, minimizing service disruptions and passenger inconveniences due to the transition. If possible, service levels shall be maintained and expanded.
- The consolidated transit service shall maximize opportunities for regional funding.

Based on the guiding principles above, we have identified the following core values which will support the SolTrans mission and vision:

- Efficiency,
- Effectiveness,
- Responsiveness,
- Inclusiveness, and
- Environmental consciousness.

An effective Performance Measurement System is composed of goals, objectives, and performance standards.

- Goals are statements that *qualify* the desired results. They are the end toward which efforts are directed. They are general and timeless, yet theoretically attainable.
- Objectives provide *quantifiable* measures of the goals. They are more precise and capable of both attainment and measurement.
- Standards set *quantifiable* targets for achieving the adopted goals.

This Performance Measurement System proposes four categories of fixed-route performance standards, where appropriate. The categories vary depending upon historic ridership, frequency, and redundancy with other routes. Routes leaving the core service area (i.e., Benicia and Vallejo) and serving regional transit hubs and employment centers are classified as "Regional" services and are evaluated based on standards for such services. Those routes with high historic ridership, high frequency, and redundancy are classified as "Trunk Lines" and held to the highest standard. Those with low ridership, limited frequency, and little or no redundancy are classified as "Life-Lines," and held to lower standards given their elimination could jeopardize mobility for mobility-disadvantaged persons. "Regular" routes are those in the middle of the spectrum, between Trunk Lines and Life Lines.

The following tables link the adopted goal to the quantifiable measure; then compares actual performance from FY 2010/11 with recommended performance standards.

Goal I. Operate an efficient and effective system that maximizes service and minimizes cost impacts.			
Objective	Performance Measure	Performance Standard	Actual Performance
Minimize Operating Costs	Operating Cost/VSH		
	Life-line		
	Regular		
	Trunk		
	Regional		
	Dial-A-Ride		
	Operating Cost/VSH		
	Life-line		
	Regular		
	Trunk		
	Regional		
	Dial-A-Ride		
	Operating Cost/Passenger		
	Life-line		
	Regular		
	Trunk		
	Regional		
	Dial-A-Ride		
	Farebox Recovery		
	Life-line		
Regular			
Trunk			
Regional			
Dial-A-Ride			
Maximize Use of Transit Funding	Coordinated Human Services Plan	Little or no duplication of service (spatially or temporally).	
Increase Transit Usage	Annual Growth in Ridership		
	Fixed-Route		
	Dial-A-Ride		
	Passengers/Vehicle Service Hour (VSH)		
	Life-line		
	Regular		
	Trunk		
	Regional		
	Dial-A-Ride		
	Passengers/Vehicle Service Mile (VSM)		
	Life-line		
	Regular		
	Trunk		
	Regional		
Dial-A-Ride			

Goal II. Provide safe, reliable, and high quality transportation.			
Objective	Performance Measure	Performance Standard	Actual Performance
Provide High-Quality Service	Frequency (Headways)		
	Life-line	Two times daily	
	Regular	Every 60 minutes	
	Trunk	Every 30 minutes	
	Regional	No set standard	
	Travel Time	Travel time no more than three times that of car travel.	
	Ratio of Passengers to Available Seats	No more than 145 percent of available seats.	
Provide Safe Service	Passenger Injuries		
	Fixed-Route	Less than one passenger injury 100,000 passenger boardings.	
	Dial-A-Ride	Less than one passenger injury 10,000 passenger boardings.	
	Preventable Accidents		
Fixed-Route	Minimum of 60,000 miles between preventable accidents.		
Dial-A-Ride	Minimum of 60,000 miles between preventable accidents.		
Provide Reliable Transit Service	On-Time Performance		
	Fixed-Route	90 percent of all monthly trips operate on-time (defined as no later than 5 minutes and no earlier than the published	
	Dial-A-Ride	90 percent of all monthly trips operate on-time (defined as within 15 minutes of the scheduled pick-up time).	
	Missed Trips		
	Dial-A-Ride	Less than one percent of total monthly trips (defined as no later than 15 minutes past the schedule pick-up time or missed entirely).	
	Dial-A-Ride	Less than one percent of the monthly trips (defined as no later than 30 minutes past the scheduled pick-up time or missed entirely).	
	Transfer Wait Times	No more than 5 minutes for transfer wait times.	
	Missed Transfers		
	Fixed-Route	Less than five percent of the monthly transfers by route (missed transfer defined as missed connection from one bus to	
	Spare Ratio		
	Fixed-Route		
	Dial-A-Ride		
	Maintenance Schedule		
	Fixed-Route	All regularly scheduled maintenance completed within 500 miles or five days of scheduled date/cycle.	
	Dial-A-Ride		
	Transit Facilities Maintenance Program	Implement Transit Facilities Maintenance Program	
Complaint Resolution	Monthly reports detailing number and type of complaint as well as resolution status.		
Professional Development	Offer Mandatory and Optional Training Opportunities to Improve Safety and Professional Development		
Road Calls			
Fixed-Route	No less than 10,000 miles between road calls. Defined as incidence where service is interrupted longer than five minutes due to a mechanical failure (except for flat tires).		
Dial-A-Ride			
Demand-Response Trip Reservations	90 percent of DAR customers and all ADA-eligible trips scheduled within 60 minutes of requested pick-up time.		
Demand-Response Trip Denials	No more than three percent of total monthly trip requests result in a denial due to capacity constraints, as defined by the Americans with Disabilities Act of 1990.		

Goal III. Evaluate, monitor and improve transit services on an on-going basis.			
Objective	Performance Measure	Performance Standard	Actual Performance
Ongoing, Mandatory Enhancement	Regularly Programmed Service Evaluations	Independent evaluations at intervals of no greater than five years.	
Ongoing, Mandatory Reporting	Regularly Programmed Data Collection and Reporting	Monthly performance reports including such information as vehicle service hours, vehicle service mileage, fare revenue, ridership, accidents, and injuries.	
Goal IV. Undertake effective marketing, outreach, and public participation.			
Objective	Performance Measure	Performance Standard	Actual Performance
Development of Marketing Plan	Actual Expenditures	Not less than three percent of annual operating budget.	
Encourage Citizen Participation	Provide Various Opportunities for Customer Feedback	Conduct Recurring surveys of transit customers.	
		Conduct annual outreach prior to meetings to encourage public input on unmet transit needs (TDA Article 8).	



DATE: August 11, 2011  
TO: SolTrans Board Workshop  
FROM: Jim McElroy  
RE: SolTrans On-Time Performance

---

**Background:**

Included: A document prepared by our SRTP consultant that is derived from results of a “ride check” survey completed as part of the SRTP process.

Background and reason for inclusion: So much of transit usage is driven by the public’s perception of service quality. On-time performance is a critical piece of service quality. Therefore, service changes proposed from the SRTP process need to be evaluated for improving on-time performance. This piece gives us a really good baseline from which to measure improvement going forward. This is primarily background information to help in understanding the overall performance of the existing system.

This page intentionally left blank.



28159 avenue stanford, suite 110  
valencia, ca 91355

888.743.5977 : p  
661.253.1208 : f  
www.moore-associates.net

## memo

**to:** Jim McElroy,  
Executive Director – SolTrans

**from:** Michael Eshleman

**re:** SolTrans On-Time Performance

**date:** August 10, 2011

To help identify issues potentially impacting the quality of the customer experience as well as identify possible scheduling issues, Moore & Associates conducted a ride check of 100 percent of fixed-route trips provided by the Cities of Vallejo and Benicia across a single representative service day.

The following criteria were used to evaluate on-time performance:

- On-time, defined as trip departure occurring up to five minutes after the published schedule time.
- Early, defined as any departure from an established time-point occurring in advance of the published schedule time.
- Late, defined as any departure from an established time-point occurring five or more minutes after the published schedule time.
- Missed, defined as any departure from an established time-point occurring 10 or more minutes after the published schedule time.

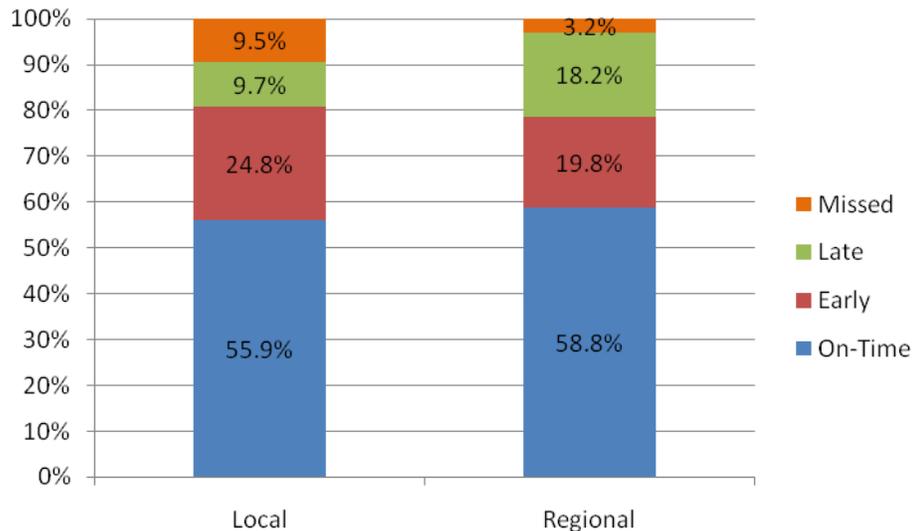
From a provision of service perspective, industry standards suggest on-time performance be at least 90 percent with no early departures. The evaluation revealed 57 percent of Vallejo Transit trips and 46 percent of Benicia Breeze trips operated on-time during the evaluation period. To delve deeper into the results of the ride checks, we split them up by route type. For Vallejo Transit, "Local" routes include Routes 1, 2, 3, 4, 5, 6, and 7; while "Regional" routes include 78, 80, 85, and 200. For Benicia Breeze, "Flex Route" includes Routes 21 and 22; "School Tripper" includes Routes 15 and 17; "Shuttle" includes the DVC and Medical shuttles; and "Regional" includes Route 76.

The chart below illustrates Vallejo Transit’s on-time performance during the evaluation period. The performance of the local and regional services was comparable. It is clear the most significant problem related to on-time performance is the incidence of early departures on local routes. Early departures (i.e., running “hot”) have a negative impact on the customer’s perception of program reliability. They can cause the transit service to be perceived as unreliable for its inability to meet the published time. Patrons who arrive to a stop on-time are more likely to miss their bus if the driver leaves before the published schedule. To address this issue, SolTrans should enforce a “no early departure” policy moving forward. This should ensure no bus leaves its time point ahead of schedule. The primary benefit of this policy is its low cost to implement and requires few (if any) service changes.

Early departures/arrivals on regional routes are less of an issue because many customers welcome the bus arriving at the destination (BART or the ferry building) early. In the event the early departure issue on the local fixed-route service is resolved, SolTrans would see significant improvement in on-time performance, resulting in increased customer satisfaction.

We believe the late departures and missed trips are largely the result of congestion and this can be resolved through schedule revisions which will take place following the completion of the SRTP.

Exhibit 1 Vallejo Transit On-Time Performance



The on-time performance issues faced by the Benicia Breeze system are largely unrelated to those faced by Vallejo Transit. The Benicia Breeze system had only minor issues with early departures and instead encountered major issues with late departures. This can be attributed to the fact the City operates a flex-route service, shuttles, and school trippers which are difficult to operate in a timely manner by their very nature. Flex routes must often deviate well off the route to pick up passengers, adding significantly to travel time. School

trippers have few stops/time points and are at the mercy of passenger loads (i.e., more passengers, more late trips. Route 76 travels into Contra Costa County and encounters congestion, contributing toward late departures.

Exhibit 2 Benicia Breeze On-Time Performance

