



**BOARD MEETING AGENDA
4:30 p.m., Regular Meeting
Thursday, September 15, 2011
Benicia Council Chambers**

Public Comment: Pursuant to the Brown Act, the public has an opportunity to speak on any matter on the agenda or, for matters not on the agenda, issues within the subject matter jurisdiction of the agency. Comments are limited to no more than 3 minutes per speaker unless modified by the Board Chair, Gov't Code § 54954.3(a). By law, no action may be taken on any item raised during the public comment period (Agenda Item IV) although informational answers to questions may be given and matters may be referred to staff for placement on a future agenda of the agency.

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Staff Reports: Staff reports are available for inspection at the SolTrans office, during regular business hours, 8:00 a.m. to 5:00 p.m., Monday-Friday. You may also contact the Clerk of the Board via email at suzanne@soltransride.com.

Supplemental Reports: Any reports or other materials that are issued after the agenda has been distributed may be reviewed by contacting the SolTrans Clerk of the Board and copies of any such supplemental materials will be available on the table at the entry to the meeting room.

Agenda Times: Times set forth on the agenda are estimates. Items may be heard before or after the times shown.

ITEM

BOARD/STAFF PERSON

I. CLOSED SESSION:

A. ANTICIPATED LITIGATION

Pursuant to **CA Gov't Code §54956.9**

(4:00 – 4:30 p.m.)

II. CALL TO ORDER/PLEDGE OF ALLEGIANCE

(4:30 – 4:35 p.m.)

**Osby Davis, Mayor
City of Vallejo**

III. CONFIRM QUORUM/ STATEMENT OF CONFLICT

**Suzanne Fredriksen
Interim Clerk of the Board**

An official who has a conflict must, prior to consideration of the decision; (1) publicly identify in detail the financial interest that causes the conflict; (2) recuse himself/herself from discussing and voting on the matter; (3) leave the room until after the decision has been made. Cal. Gov't Code § 87200.

SOLTRANS BOARD MEMBERS

Elizabeth Patterson	Mike Ioakimedes	Osby Davis	Erin Hannigan	Jim Spering	Harry Price
City of Benicia	City of Benicia	City of Vallejo	City of Vallejo	MTC Representative	STA Ex-Officio
Alternate Board Member Mark Hughes		Alternate Board Member Stephanie Gomes			

IV. APPROVAL OF AGENDA

V. OPPORTUNITY FOR PUBLIC COMMENT

(4:35 – 4:40 p.m.)

VI. COMMENTS FROM STAFF

(4:40 – 4:45 p.m.)

- 1. Report from the Executive Director**
- 2. SolTrans Start-up Report - September**
- 3. Operations Report**

Jim McElroy
John Harris
Jeanine Wooley

VII. CONSENT CALENDAR

Recommendation:

Approve the following consent items in one motion.

(Note: Items under consent calendar may be removed for separate discussion.)

(4:45 – 4:50 p.m.)

A. Meeting Minutes of July 21, 2011

Recommendation:

Approve the meeting minutes of July 21, 2011.

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Suzanne Fredriksen,
Interim Clerk of the Board

B. Budget Status

Recommendation:

Informational.

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Nancy Whelan,
Interim Chief Financial Officer

C. Local Preference Policy

Recommendation:

Accept timeline and process for development of the Local Preference Policy with an expected adoption date scheduled for the December 2011, Board Meeting.

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Greg Anderson,
Director of Administrative Services

D. Public Advisory Committee Appointments

Recommendation:

Informational.

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Suzanne Fredriksen,
Interim Clerk of the Board

VIII. ADMINISTRATIVE/FINANCE

A. Funding Request for Transition Costs

Recommendation:

Authorize SolTrans to submit a request for funding to STA in the amount of \$395,800 for professional services and interim staff for FY 2011-12.

(4:50 – 5:00 p.m.)

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Nancy Whelan,
Interim Chief Financial Officer

- B.** Options for the Transition of City of Vallejo Employees
Recommendation:
Authorize staff to negotiate and execute a less expensive alternative to the current COV arrangement for temporary salary and benefits administration as soon as possible.
(5:00 – 5:10 p.m.)
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John Harris
Project Manager

- C..** **Regular Meeting Time Change Discussion**
Recommendation:
Provide guidance to staff.
(5:10 – 5:20 p.m.)
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Suzanne Fredriksen,
Interim Clerk of the Board

IX. PLANNING AND OPERATIONS

- A.** SRTP Update (Deliverables and Operations Plan Approach)
Recommendation:
Accept staff's recommendation to include the service evaluation report, interim mission statement, and ride check analysis in the SRTP. Provide feedback on the proposed operations plan approach.
(5:20 – 5:30 p.m.)
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John Harris,
Project Manager

X. INFORMATIONAL ITEMS - DISCUSSION

- A.** **Status of Standing Committees**
Recommendation:
Informational.
(5:30 – 5:40 p.m.)
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Suzanne Fredriksen,
Interim Clerk of the Board

XI. BOARD MEMBERS COMMENTS

XII. ADJOURNMENT

The next regular meeting of the SolTrans Board is *tentatively* scheduled for **Thursday, October 20, 2011, 4:00 p.m., Vallejo Council Chambers.**

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DATE: September 8, 2011
TO: SolTrans Board Meeting
FROM: Jim McElroy, Interim Executive Director
RE: Report from the Executive Director

SolTrans – The Early Days

We have completed our second full month of operation under SolTrans. Although smooth, there are outstanding issues:

FTA Grantee Status: We have not yet attained official grantee status, though I think we are close. Your CFO met with FTA's regional legal counsel. Counsel let us know that the key issue revolves around the status of the physical properties on which federally funded facilities are located. I will propose wording to our legal counsel for inclusion in an agreement between the City and the City of Vallejo that I hope will resolve the issue and ultimately attain the grantee status.

Insurance: We have not attained clarity on insurance issues and that has led to apparently redundant coverage. To fully resolve the issue, the ownership of the buses needs to be transferred to SolTrans. Unfortunately, our transfer agreement requires grantee status for this to occur.

Human Resources: Since we have not yet attained membership in a retirement program that would allow a smooth transition of current City of Vallejo employees, we are somewhat stuck with some unexpected overhead. I think we will reach resolution on the two employees currently employed by the City but we will need to continue to use some third party services to administer other personnel.

Shift in Approach to Transition

SolTrans was successfully transitioned to full operation on July 1, 2011. To get to that point, your Board, with the leadership of the Solano Transportation Authority, utilized a Transition Team to provide oversight and leadership. At this point, I am winding down the Transition Team and moving to the structure envisioned in the Bylaws that includes two leadership Committees of the Board – the Management Committee and the Operations Committee. I am working with your Interim Board Clerk to implement the two Committees quickly. In the meantime, I am working with key members of the former Transition Team to execute the remaining items on the transition team task list. Project Manager, John Harris is tracking those remaining items and facilitating their completion.

SolTrans Staff Update

Although being established, SolTrans does not yet have its own capability to handle benefit programs. Therefore, we are utilizing a number of creative resources to provide staffing. For your reference, here is a list of the positions and the overall status of the position:

Executive Director (Interim): Jim McElroy, working part time (minimum three days per week) under contract to STA. Position is currently funded through STA.

CFO/Treasurer: Independent consultant Nancy Whelan working part time (minimum two days per week) under contract to STA. Position is currently funded through STA. Ms. Whelan provides some additional staff from her firm to allocate the best resources at the lowest cost.

Director of Operations (Transit Operations Manager): Full time position transitioning from City of Vallejo. The position is held by Jeanine Wooley.

Director of Administrative Services (Senior Administrative Analyst): Full time position transition from City of Vallejo. The position is held by Greg Anderson.

Administrative Assistant/Clerk to the Board: Full time position currently filled by an interim using a temporary staffing service. This will become a full time SolTrans position upon adoption of the benefits program. The position is held by Suzanne Fredriksen.

Accounting Assistant: This is a temporary position used to minimize costs. As routine accounting tasks are implemented by the CFO, they are transitioned to the Accounting Assistant to minimize costs to SolTrans.

Project Manager: This is a temporary position funded through STA, currently filled by John Harris who provided oversight to the transition team. John is currently working a minimum two days per week and is taking the lead in the SRTP and the final tasks in the Transition Team task list.

Customer Service Representative: Half time position currently filled by an interim using a temporary staffing service. This will become a permanent half time SolTrans position upon adoption of the benefits program. During an open period, I have authorized additional hours for the interim position to help with transition tasks related to customer service, under the direction of the Operations Manager. The position is held by Angel Anderson.

Logo Implementation

We are within a few days of our first installation of logos on the buses. Here is my approach to implementation:

1. Move ahead quickly to implement temporary SolTrans logos on the new fleet and removing the Vallejo Transit signs.
2. Move ahead quickly to implement permanent SolTrans logo presence on older fleet that will not be repainted in their remaining life.

3. Move ahead as quickly as possible to execute the remaining elements of the contract with the branding consultant.

Clipper Program

SolTrans, WETA, and other Solano County operators are in the Phase III implementation. Your staff participated in the recent Phase III briefing. Subsequent to the briefing, Solano County fixed route bus operators met to review the briefing results and affirm the group commitment to pursuing participation in the Clipper expansion program. All three operators (SolTrans, FAST, and Vacaville) affirmed their commitment to act jointly in pursuing an early implementation. Our next step is to meet with relevant MTC staff and resolve implementation issues and secure as early an implementation date as possible.

Negotiations with Private Contractor

SolTrans' agreement with your private system operator, MV Transportation, called for early consultation between the parties to the agreement within 60 days of the contract execution. During this last month, I met with leadership from MV Transportation in our first negotiation session. We met to consider options for the period after our initial one year agreement ending on June 30, 2012. This is an important set of discussions as we are facing significant service changes around that June 30, 2012 date. I will keep the Board apprised of our progress.

Facility Security

SolTrans and our funding partners have made large investments in new facilities, particularly the new Vallejo Transit Center. And, there have been concerns about break-ins at the Curtola Park and Ride Lot. Therefore, I have made a short term decision to improve security coverage at both locations. I will keep you informed as the impacts of these decisions become apparent (or hopefully not apparent). We will shortly begin development of an overall approach to system security and facility protection.

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DATE: September 7, 2011
TO: SolTrans Board
FROM: John Harris, Project Manager
RE: SolTrans Start-up Report- September

With the opening of the new transit center for service operations on July 1 and the successful staffing of key SolTrans positions and functions shortly thereafter, the organization has now transformed from a transition team headed by the STA's consultant team and staff into a fully operational staff capable of handling day-to-day operations and completing the remaining critical start-up/transition tasks in a timely manner.

Recent activities and or developments include the following;

SolTrans Staffing

Although several positions are temporarily filled, SolTrans now has enough dedicated staff to cover all operational functions. In addition, John Harris has been contracted through the STA as a special projects consultant and is responsible for the SRTP, research and analysis, and coordinative duties as assigned through the balance of the year.

SolTrans Marketing, Logo and Brand RFP

SolTrans' marketing consultant, Page Design, is currently working on the development of a SolTrans website, designing graphics/decals for new and existing fleet vehicles and designing items in coordination with MTC's Transit Connectivity Wayfinding project (i.e. maps/schedules/fare media).

Short Range Transit Plan (SRTP) Status

The SolTrans staff in coordination with the lead consultant from Moore & Associates, Michael Eshleman, conducted an SRTP Workshop with the SolTrans Board on Thursday August 18. The workshop focused on the purpose and goals of the SRTP process and gave the Board an opportunity to offer the SRTP team direction on pending SRTP operational plan scenarios and input on corresponding SRTP public outreach activities.

MTC Meeting

SolTrans Board Member and MTC Commissioner Jim Spring and STA's Executive Director Daryl Halls are scheduling another meeting with MTC management staff to discuss funding of transitional (start-up) costs for SolTrans.

Financial Services/Human Resources Services Status

SolTrans' FY12 budget was loaded into the accounting system on July 5th. TDA and RM2 funds were deposited into the SolTrans' account on July 15th. The initial checks to pay invoices were issued on August 22nd.

Securing SolTrans FTA Grantee Status

SolTrans submitted a package of information to FTA requesting grantee status in early May 2011. In May and early June, FTA staff indicated that the request would be processed prior to July 1, 2011. On June 28, FTA indicated that the staff leads assigned to the matter were away from the office on leave and were scheduled to return after the July Fourth holiday. FTA expected to "expeditiously bring closure to this matter and issue the letter addressing SolTrans status as a new grantee."

Since then, FTA staff has asked for further clarification on the status of assets owned by the City of Vallejo and grants currently administered by the City of Vallejo. SolTrans staff has provided additional information on these topics and have requested to meet with FTA. A meeting is scheduled for the week of September 12th.

Coordinating with Vallejo and Benicia

Both the City of Vallejo and the City of Benicia have approved asset transfer agreements and are scheduled to approve the actual transfers by September 30th.

STANDING CRITICAL PATH GOALS

July through December 2011
<ol style="list-style-type: none">1. Complete transfer of grants/agreements/contracts/liability policies and capital assets by 9/302. Complete SRTP by 12/313. Continue PERS actuarial process4. Begin selection process of permanent CEO5. Continue efforts to permanently hire Staff (4.5.FTE)

Solano County Transit (SolTrans) Operations Report September 2011

1. Ridership

Mode	Prior Month	July 2011	July 2010	2011 YTD	2010 YTD
Vjo Local	56,369	52,070	57,871	52,070	57,871
Vjo Intercity	64,046	60,621	57,201	60,621	57,201
Vallejo Paratransit	2,442	2,218	1,770	2,218	1,770
Benicia FR	1,256	767	991	767	991
Benicia Paratransit	699	552	711	552	711

2. Service Quality

On Time Performance

Mode	Prior Month	July 2011	July 2011	2011 YTD	2010 YTD
Vallejo Fixed Route	92%	92%	96%	92%	96%
Vallejo Paratransit	98%	91%	98%	91%	98%
Benicia Fixed Route	100%	100%	100%	100%	100%
Benicia Paratransit	100%	99.8%	99.8%	99.97%	99.97%

Complaints

Mode	Prior Month	July 2011	July 2010	2011 YTD	2010 YTD
Vallejo Fixed Route	13	8	6	8	6
Vallejo Paratransit	0	0	0	0	0
Benicia Fixed Route	0	0	0	0	0
Benicia Paratransit	0	0	0	0	0

Road Calls

Mode	Prior Month	July 2011	July 2010	2011 YTD	2010 YTD
Vallejo Fixed Route	8	1	9	1	9
Vallejo Paratransit	2	0	1	0	1
Benicia Fixed Route	1	0	1	0	1
Benicia Paratransit	1	2	1	2	1

3. Safety & Security

Accidents

Mode	Prior Month	Preventable	Non-Preventable	2011 YTD Preventable	2011 YTD Non - Preventable
Vallejo Fixed Route	2/3	2	3	2	3
Vallejo Paratransit	0	0	0	0	0
Benicia Fixed Route	0	0	0	0	0
Benicia Paratransit	0	0	0	0	0

4. Service Effectiveness

Passengers Per Hour

Mode	Prior Month	July 2011	July 2010	2011 YTD	2010 YTD
Vallejo Fixed Route	13.6	12.7	14.3	12.7	14.3
Vallejo Paratransit	2.11	2.5	1.99	2.5	1.99
Benicia Fixed Route	3.14	1.5	2.35	1.5	2.35
Benicia Paratransit	2.00	1.49	1.56	1.49	1.56

SolTrans System Highlights

1. 11/12 Benicia/ Vallejo School Trippers developed and implemented August. New boundaries for VCUSD.
2. Established monthly meetings with VCUSD – Reaching out to Benicia School District
3. Working with MV to refine/streamline system reports
4. Black Talon Security relocated their Vallejo office to the new Patrol Office in the SolTrans Administration Building.
6. Installation of new logos on SolTrans vehicles
7. Updating Emergency Operations Plan to include the new service area.

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SOLANO COUNTY TRANSIT

**Draft Board Minutes for Meeting of
July 21, 2011**

I CALL TO ORDER

Chair Davis called the meeting of the SolTrans Board to order at 4:10 pm. A quorum was confirmed.

MEMBERS

PRESENT: Osby Davis, Mayor City of Vallejo, Chair
Stephanie Gomes, Alternate Board Member City of Vallejo
Elizabeth Patterson, Mayor City of Benicia, Vice Chair
Mike Ioakimedes, Councilmember City of Benicia
Jim Spering, Supervisor, County of Solano MTC Representative
Harry Price, Mayor, City of Fairfield Ex-Officio – STA Representative

MEMBERS ABSENT: Erin Hannigan, Councilmember City of Vallejo

STAFF

PRESENT: *In Alphabetical Order by Last Name:*
Greg Anderson City of Vallejo
Bernadette Curry SolTrans Legal Counsel
Suzanne Fredriksen SolTrans Administrative Assistant
Daryl Halls STA Executive Director
John Harris STA Project Manager - Consultant
Jim McElroy SolTrans Interim Executive Director
Liz Niedziela STA Transit Manager
Rob Sousa City of Benicia
Nancy Whelan STA Transit Finance Consultant
Jeanine Wooley City of Vallejo

OTHERS

PRESENT: *In Alphabetical Order by Last Name:*
Derik Calhoun MV Transportation
Michael Eshleman Moore & Associates
Jackie Lane MV Transportation
Heather Orr-Martinez Page Design

II. CONFIRM QUORUM/STATEMENT OF CONFLICT

A quorum was confirmed by Chair Davis. There was no Statement of Conflict declared at this time.

III. APPROVAL OF AGENDA

On a motion by Vice Chair Patterson, and a second by Board Member Sperring, the SolTrans Board approved the agenda.

IV. OPPORTUNITY FOR PUBLIC COMMENT

None presented.

V. COMMENTS FROM STAFF:

- 1. Report from the Executive Director**
- 2. July Transitional Progress Report**
- 3. Operations Report**

Jim McElroy
 John Harris
 Jeanine Wooley

VI. CONSENT CALENDAR

On a motion by Vice Chair Patterson and a second by Board Member Sperring, the SolTrans Board approved Consent Calendar Item A.

A. Meeting Minutes of June 16, 2011

Recommendation:

Approve the meeting minutes of June 16, 2011.

VII. ADMINISTRATIVE/FINANCE

A. SolTrans Logo and Branding Recommendation

Jim McElroy introduced the members of the SolTrans Marketing Subcommittee, and requested that they speak on the work conducted in producing the logo recommendation. On behalf of the subcommittee, Board Member Sperring noted that there was a general consensus among the members in favor of the proposed SolTrans logo. Vice Chair Patterson added that the survey data which was distributed to all the Board members was studied and utilized by designers in the development process.

Heather Orr-Martinez, Page Design Group, presented a new organizational logo selected by the SolTrans Marketing Subcommittee which met in June 2011. She noted that the proposed SolTrans logo is in response to the organization’s branding needs as identified by both Board members and member agencies after the recent formation of SolTrans. She outlined the logo development process, which was based upon Board member survey input, with regards to desired logo attributes. She also provided an overview of the design and development phases to commence once a logo is selected.

Public Comments:

None presented.

Board Comments:

Chair Davis indicated that he was in favor of the design, particularly the way it appears on the buses. He stated that the logo not only draws attention, but creates a positive feeling.

Recommendation:

Approve SolTrans Marketing Subcommittee's recommendation for SolTrans logo.

On a motion by Board Member Spering, and a second by Board Member Patterson, the SolTrans Board unanimously approved the recommendation.

B. Application for Insurance Services

Bernadette Curry, SolTrans Legal Counsel, addressed SolTrans' expected need for its own insurance to cover the exposure associated with the risk of operations. She noted that SolTrans' insurance coverage is currently being provided through the provision of services contract with MV Transportation. She recommended that an evaluation be conducted to determine the most cost effective, yet sufficient coverage available. In consultation with the County's Risk Manager, she announced that staff will begin the process of applying for insurance coverage then return to the Board with recommendations for next steps once quotes are received.

Public Comments:

None presented.

Board Comments:

None presented.

Recommendation:

Informational.

C. Planned Procurements

Greg Anderson, City of Vallejo, addressed SolTrans' requirement to issue new contracts or assume current contracts associated with operation of the transit system for the cities of Benicia and Vallejo. He outlined the following initial agreements that will need to be procured to provide these services:

1. Armored Car Services
2. Janitorial Services
3. Facilities Maintenance Services
4. Audit Services
5. Information Technology Consulting and Services
6. Fuel Contract

Public Comments:

None presented.

Board Comments:

Vice Chair Patterson requested that the anticipated local preference policy be applied as fuel contract offers are solicited from various suppliers.

Jim McElroy highlighted the need to be very cognizant of federal regulations, but noted that should not prevent staff from coming back to the Board with a local preference policy.

Board Member Ioakimedes requested information on the timeframe for no longer needing currency exchange, toll passes, or credit cards for buses.

Jim McElroy announced that he would be attending a meeting on the Clipper program next week, which addresses this advancement. He will provide a report to the Board members prior to the next Board meeting.

Recommendation:
Informational.

VIII. PLANNING AND OPERATIONS

A. Short Range Transit Plan (SRTP)

1. SRTP Status Report

2. 5-Year Financial Projections

3. Schedule August 2011 Board Workshop

Jim McElroy, SolTrans Interim Executive Director, cited that SolTrans has engaged a consultant to create a SRTP to project the deployment of services within expected financial boundaries over the next five years. He introduced Michael Eshleman, Senior Planner for Moore & Associates. Michael presented an overview of data collection and analysis that was conducted.

Nancy Whelan, SolTrans Chief Financial Officer, noted the savings attained by consolidation. In addition, she defined SolTrans' immediate financial challenges including the root causes.

Jim McElroy proposed that in lieu of the August 2011 SolTrans Board meeting, a Board Workshop be held to discuss the SRTP. The main purpose for the workshop is for the Board to provide direction to staff and consultants on the focus, parameters, and outcomes from the SRTP process.

Public Comments:

None presented.

Board Comments:

Board Member Spering asked whether the SRTP would be financially constrained, and if so, would it eventually offer options for the future that would not be constrained.

Jim McElroy responded and confirmed that the SRTP would be constrained within the expected or identified revenue sources currently available. However, he noted that it would also set priorities for future expansion, in the event that additional revenues become available.

Chair Davis requested information on the causes for cost growth spiking higher than revenue growth.

Nancy Whelan responded and stated that fuel costs, along with some growth in service contract costs, are contributing factors.

Jim McElroy cited that he did not see a particularly extraordinary change in costs, due to the consolidation savings. He added that the primary causes of the change are the service cuts in 2007 and the erosion in local government revenues over the past several years.

Chair Davis asked whether the hybrids that are being put into operation were projected into the fuel costs.

Nancy Whelan responded and stated that the 21 hybrids being put into operation were included in the projections. She added that greater efficiency could be realized to the extent that additional hybrids are introduced.

Chair Davis asked about the length of the current operations contracts.

Jim McElroy responded and indicated that they are one year contracts, and that decisions will be made soon concerning whether to go out to bid or to seek an extension with MV.

Vice Chair Patterson suggested that substantial increase in ridership could be realized by exploring restoration routes, new routes, and rearranging routes with low ridership. She noted that developing a direct route to the Vallejo campus, would significantly benefit Benicia, while helping solve the pain of reducing a route to Benicia with low ridership.

Michael Eshleman stated that the low percentage of anticipated revenue growth does not anticipate changes in ridership based upon improved services. He noted that during the S RTP process, revisions can be made to those assumptions regarding growth in fairway revenue depending upon the forecast for increased ridership as a result of improvements.

Vice Chair Patterson commented on the substantial decrease in ridership in Vallejo due to route changes.

Jeanine Wooley confirmed that the decrease was a result of connectivity and reliability issues. However, she noted that amenities are key to ridership and there are a number of valuable amenities being added, including the beautiful new transit center, the incorporation of new vehicles, and the replacement of bus shelters throughout the city.



DATE: September 7, 2011
TO: SolTrans Board
FROM: Nancy Whelan, Interim Chief Financial Officer
RE: Budget Status

Discussion:

Staff has requested FY 2010-11 year-end financial reports for Vallejo Transit and Benicia Breeze. Year-end estimates have been provided by both Cities but final audited results will not be available for a couple of months.

Financial reports from the Cities' respective general ledgers were not provided in support of the preliminary year-end results, and conclusions about the FY 2010-11 financial status of the transit operations at this time are somewhat speculative. The City of Vallejo reports that budgeted revenues are estimated to equal budgeted expenditures for transit operations for FY 2010-11. The City of Benicia reports an annual deficit of \$103,000 for FY 2010-11. The City of Benicia also reports that the transit division will end FY 2010-11 with a cumulative deficit of \$720,000 as a result of several years of General Fund loans to the transit system.

In FY 2010-11 the City of Vallejo repaid approximately \$2.8 million in general fund loans with TDA reserves. In the development of the SolTrans Transition Plan, approximately half of that repayment was estimated to be attributed to the ferry system. A one-time \$1.4 million debt repayment to the City of Vallejo was included in the estimated one-time transition costs for SolTrans. Similarly, a \$150,000 debt repayment to the City of Benicia was included in the estimated one-time transition costs.

Subsequent to the preparation of the Plan, the City of Vallejo repaid its general fund from TDA reserves, reducing TDA available for future year bus operations. The City of Benicia year end close is still unclear.

Staff will continue to monitor the year-end financial results of Vallejo Transit and Benicia Breeze as additional reports are available. The FY 2011-12 budget to actual report for SolTrans will be presented at the October Board meeting.

Recommendation:

Informational.

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DATE: September 8, 2011
TO: SolTrans Board Meeting
FROM: Greg Anderson, Director of Administrative Services
RE: Local Preference Policy

Background:

At the SolTrans July 21, 2011 Board meeting staff was asked to prepare options for implementation of a local preference policy with regard to SolTrans purchases and contracts. Staff's intention is to provide for Board consideration policy options to provide better opportunity for contract awards to local businesses to assist the local economy and economic development, while remaining mindful of the impact the policy will have on SolTrans costs and administration. The rationale for a local preference is that such a local business preference program could serve to stabilize and stimulate the local economy which also serves as a tax and ridership base for the Authority.

SolTrans does have a preferential policy currently provided for in the SolTrans purchasing policy in regard to a federal grant mandated Disadvantaged Business Enterprises (DBEs) program, adopted by the SolTrans board on May 19, 2011. There is a legal mandate to expand this program to include elements in the DBE program to foster race neutral small business participation by February 12, 2012.

Discussion:

In response to the board direction, staff is proposing the following process to evaluate and implement a local preference policy:

1. Conduct research on the policies of other transit agencies in the region as well as policies currently in place in the SolTrans service area. Research has been conducted and summarized in this staff report.
2. Present any further research, a draft policy, and provide a cost / benefit analysis considering the direct and administrative costs of policy implementation as well as an estimate of the direct benefits to the local business community to be provided at the November SolTrans Board meeting.
3. Bring a final policy for consideration at the December SolTrans Board meeting.

Research Summary

All the current members of the JPA have a local preference policy. These policies vary widely in terms of exclusions, application, and percentages applied.

Six transit agencies have responded to a survey conducted to explore the issue on an industry specific level. Five transit agencies (Golden Gate; NCTPA; CCCTA; LAVTA; and SJRTD) responded that they do not have a local preference policy. When asked why they did not have a local preference policy, the following reasons were given:

- Not enough man power at this time to provide for proper outreach, training, and tracking.
- There is a federal law statute that says you can't have a local preference.¹
- We have a hard time developing such a policy due to the state/federal funding regulations. We do have a local sales tax measure; however, those funds are primarily used for ride matching services.
- Will not develop a local preference policy until they implement a local sales tax measure.
- Federal Grant regulations prohibit geographic preference with very limited exceptions.

The responding transit agency that did have a local preference policy, AC Transit, has a local preference that applies only to businesses that are both local and small (Small Local Business Enterprise or SLBE). This preference uses a process that sets goals and requires good faith efforts from prime contractors to reach those goals, as opposed to percentages applied to bids. It also segregates federal aid and non-federal aid contracts for application of the local preference. The way the policy has been implemented is very similar to how the DBE program operates. While San Francisco Muni did not respond to the survey, they also have a local preference policy as part of the City and County of San Francisco.

Based on these preliminary findings, staff can find no transit agency of comparable size that has a local preference policy. The only agency that has a local preference policy is comparatively larger than SolTrans, and the policy is not similar to the way the policy has been applied to other Solano County local governments.

Policy Execution Considerations

Flexibility of Grant Funding

The vast majority of flexible local funds available to SolTrans are utilized to fund our operations contract with MV Transit. This contract was federalized so that the maintenance component of the contract (as well as a small part of the operating component) could utilize Federal funds. As a general practice some agencies “federalize” longer term contracts to ensure that, if funding becomes available, procedures have been followed that will allow that contract to be funded from the widest variety of sources.

¹ Staff can find this limitation only with regard to federally funded contracts.

Many times the grants that become available to transit agencies are federal grants that allow geographic preference only in very limited circumstances. Federal Grant regulations allow for geographic preferences in “Brooks Act” (Architectural and Engineering) procurements only as they relate to demonstrated expertise and competence. Architects from a particular area may be especially attuned to the style and history of an area which would affect architectural features. Similarly a local engineer may have more experience with the geological features or building codes of their “home” area which can be of significant benefit to the project. These advantages are typically considered in the qualifications and experience portion of RFQ selection criteria, can be considered in even federally funded contracts, and require no special policy.

Impacts to SolTrans Accounting and Contract Administration Systems

In order to “firewall” locally funded contracts from federally funded contracts within the SolTrans accounting and contract administration systems, SolTrans would need to implement a fund accounting system as opposed to the previously envisioned single fund system of pooled funding resources. As an example, the City of Vallejo transportation fund stood apart from other City of Vallejo funds, and funds that flowed into the transportation fund were considered “tainted” by the associated federal grants. In order to implement the local preference policy in an auditable way, separate funds would have to be established.

Similarly, goods and supplies which might otherwise be funded by grant funds would be ineligible for reimbursement. For instance, if a Job Access and Reverse Commute (JARC) grant were acquired to provide funding for a new JARC specific route, the related fuel costs would be ineligible for reimbursement if a local preference were applied to the fuel contract, or even included in the solicitation.

While these policy execution considerations can be addressed, (JARC funded operations could have fuel provided through a different, off site fueling location) they will place restrictions on operational efficiencies and economies of scale. The impact of these restrictions will be real, but difficult to measure with any degree of precision.

Fiscal Impact:

It is anticipated that direct policy costs (i.e. the competitive value difference) will be relatively low considering the amount of unrestricted funds available for contracting. Before making significant purchases, staff obtains an independent estimate, helping to ensure that pricing is fair and reasonable regardless of application of the local preference policy. The highest cost associated with the policy will likely be the indirect costs associated with the administrative requirements which would accompany implementation of the policy.

Recommendation:

Accept timeline and process for development of the Local Preference Policy with an expected adoption date scheduled for the December 2011, Board Meeting.

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DATE: September 7, 2011
TO: SolTrans Board Meeting
FROM: Suzanne Fredriksen, Interim Clerk of the Board/Administrative Assistant
RE: Public Advisory Committee Appointments

Background:

The SolTrans Joint Powers Agreement (JPA) establishes three committees that will meet on a regular basis, and defines the functions and duties of committee members. One committee that is of particular importance as we seek to gain public input moving forward, is the Public Advisory Committee. Below is an excerpt from the SolTrans JPA, which describes the purpose of this committee and outlines the appointment process:

Public Advisory Committee. Each Member Agency will appoint three members of the public with demonstrated expertise or special interest in, transit issues and who reside within the boundaries of the agencies that they represent to serve on a Public Advisory Committee (PAC). This will include representatives selected by each Member Agency. The PAC will serve as an advisory committee to the SolTrans Board and will review and comment to the SolTrans Board on the following matters:

- i. Service and fare adjustments,*
- 11. Development of Short Range Transit Plans, and*
- 111. Review SolTrans' annual work plan. (pg. 6)*

Discussion:

Each Member Agency has entered into the process of selecting SolTrans PAC members. As lead staff over this committee, I would like to provide you with an update on the appointment process:

STA Member Appointments

As you are all aware, on April 20th the STA made recommendations to their Board for SolTrans PAC member appointments, which were unanimously approved. Since that time, the STA has confirmed the appointment of Tom Bartee, and Cori LaBrado as committee members. STA staff is currently finalizing the acceptance of the third member appointment. An update of this remaining appointment will be forthcoming.

City of Benicia and City of Vallejo Member Appointments

At the beginning of this month, information was compiled and sent to Benicia and Vallejo City Clerks regarding the duties, meeting requirements, term, and other specific qualifications of PAC members. This information is being placed into application packets which will subsequently be posted on each city's bulletin board and website, released to the press, and announced to the public in council meetings. Once applications are received, Councilmember interviews will be scheduled in order to form recommendations for Mayor Davis and Mayor Patterson, respectively. Depending on how the application process goes, we hope to schedule Councilmember interviews around the middle to end of October. Once recommendations are presented, the Mayors may make their appointments.

Recommendation:

Informational.



DATE: September 7, 2011
TO: SolTrans Board
FROM: Nancy Whelan, Interim Chief Financial Officer
RE: Funding Request for Transition Costs

Discussion:

The October 2010 SolTrans Transition Plan included a discussion of one-time transit service consolidation costs. Estimates were provided for office relocation, re-branding, professional services, and debt retirement. As the transition progresses, these needs have become clearer.

Solano Transportation Authority (STA) has provided \$300,000 in State Transit Assistance Funding to address transition needs incurred in FY 2010-11 and early FY 2011-12. Specifically, STA has funded and contracted for branding services resulting in the approval of the new agency's logo and a plan for its use. STA has funded the interim executive director, legal counsel, and finance, administration and human resources consulting services for the past several months.

The transition is well under way and as reported to the Board at the monthly meetings, there have been some unanticipated challenges. Continuing to serve our riders and operate the system well while addressing transition needs requires an ongoing supplement to our existing staff. Additional professional services and interim staff support are essential to finalizing legal agreements related to the consolidation, coordinating federal and state capital grant responsibilities, managing the implementation of the branding plan, managing the Short Range Transit Plan, establishing the employee benefits program, and establishing policies and procedures for the new agency. Some of these tasks have taken longer than expected.

In addition, as we discussed in the August Board Workshop, the financial outlook is not as favorable as we had projected in 2010 when the Transition Plan was developed. Projected deficits in FY 2012-13 and beyond will require significant efforts by staff, consultants, and the Board to resolve over the next several months. Although the financial situation is not unique among Bay Area transit operators, the added responsibilities for managing the transition have stretched our capabilities.

STA staff and management have indicated that they will consider a request for additional funding for the transition. We have identified transition costs of \$395,800 for the remainder of FY 2011-12.

The chart below shows the activities that STA has funded to date and our proposal for additional funding. A separate request to MTC for other one-time costs is under development.

Professional Services and Interim Staff Activities	Initial STA Contribution (Estimated)	Proposed Additional STA Contribution Request
Logo and Re-Branding Consulting Services	\$38,500	\$0
Legal Services	\$50,000	\$46,400
Human Resources Transition Services	\$25,000	\$0
Financial and Administrative Consulting Services	\$100,000	\$215,000
Vacaville Financial Services Contract Start Up	\$47,000	\$0
Interim Executive Director and Board Clerk	\$36,500	\$134,400
TOTAL	\$297,000	\$395,800

Recommendation:

Authorize SolTrans to submit a request for funding to STA in the amount of \$395,800 for professional services and interim staff for FY 2011-12.



DATE: September 7, 2011
TO: SolTrans Board
FROM: John Harris, Project Manager
RE: Options for the Transition of City of Vallejo Employees

Background:

It was anticipated at SolTrans' formation that both current City of Vallejo transit staff would become SolTrans employees once the employee benefit packages were established. As the actuarial study is being completed by PERS, SolTrans contracted with the City of Vallejo for the services of two City of Vallejo (COV) employees, Jeanine Wooley and Greg Anderson. Both employees are continuing to receive their compensation and benefits through the City of Vallejo with the agreement that SolTrans is to reimburse COV fully for these expenses as provided in the Interim Transfer of Operations Agreement. It was expected that this process would continue until a PERS retirement program was established. (It is currently staff's understanding that the PERS process may take at least another nine months to implement).

Discussion:

In reviewing the budget and looking for cost savings wherever possible, staff has determined that there is an opportunity for cost savings by eliminating the COV's fully allocated cost overhead rate of 53% for the salary and benefits administration costs associated with the transit employees. This figure represents an annual charge of \$179,000 or \$14,917 monthly. Although certain fees, charges and overhead costs were identified and understood within the confines of the Interim Transfer Agreement, this type of an overhead charge was not, and therefore, it is not accounted for in the FY12 SolTrans budget.

Based on SolTrans' precarious budgetary position, the Interim Executive Director has asked staff to explore options to either:

- * Negotiate a reduction in overhead charges to a reasonable level with the City, or
- * Evaluate the possibilities of temporarily transferring the employees to another agency with similar benefits.

Although no reasonable justification for the overhead charge has been offered, preliminary discussions with COV staff concerning the issue have taken place and are expected to continue beyond the issuance of this report. The Interim Executive Director has noted that an ideal outcome would be to retain the employees at COV with reasonable overhead charges.

Staff has consulted with STA about the possibility of transferring the two employees temporarily to the STA.

Staff has also looked into developing a short-term PARS 401 retirement plan coupled with attaining health medical through IEDA.

Fiscal Impact:

Preliminary cost calculations for either the STA option or the PARS/IEDA option total are \$1,500 net per month which implies a substantial savings in comparison to the COV monthly overhead charge of \$14,917. Please note, however, that the alternative options will likely take two months to implement.

Recommendation:

Authorize staff to negotiate and execute a less expensive alternative to the current COV arrangement for temporary salary and benefits administration as soon as possible.



DATE: August 29, 2011
TO: SolTrans Board Meeting
FROM: Suzanne Fredriksen, Interim Clerk of the Board/Administrative Assistant
RE: Regular Meeting Time Change Discussion

Background:

At the July 21st meeting, you requested that an agenda item be added in September to discuss the regular meeting time. A change in meeting time was suggested in order to make the Board Meetings more accessible to the public, particularly regional bus riders. It was noted that as SolTrans grows, it will become even more important to engage the public and gather the input of those whom we serve.

The following excerpt from the SolTrans Bylaws addresses the process of changing the regular meeting time:

Unless otherwise changed by a majority vote of the Voting Directors at a regular meeting, these meetings shall be held at 4:00 p.m. on the 3rd Thursday of each quarter or at any other time as set by the Chair of the Board, or by a majority of the members of the Board as necessary.

Discussion:

As an example, one way to make the meetings more accessible to regional ridership might be to change the meeting time to 6:30 p.m. or 7:00 p.m. The Board should be advised, however, that various scheduling conflicts may arise in such case due to the large number of evening meetings at City Hall. One example of such a conflict would be the Architectural Heritage and Landmarks Meeting held at the Vallejo Council Chambers at 7:00 p.m. on the third Thursday of every month.

Alternatively, the Board may consider adopting a calendar for the entire year, with the varying late afternoon and evening meeting schedules of Vallejo Council Chambers and Benicia Council Chambers taken into consideration. In this case, the Board may decide to adopt one meeting time for the SolTrans Board Meetings held at Benicia Council Chambers, and another, more feasible meeting time for the alternate months' meetings in Vallejo.

Given the nature of scheduling difficulties, the Board may want to explore alternate methods for gathering public input. Since, in fact, engaging the public is the primary focus or driving force of this discussion, there may be other options to pursue in the way of rallying the public and gaining their feedback/input.

Recommendation:

Provide guidance to staff.

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DATE: September 7, 2011
TO: SolTrans Board
FROM: John Harris, Project Manager
RE: SRTP Update (Deliverables and Operations Plan Approach)

Background:

The Short Range Transit Plan (SRTP) is scheduled for completion in December 2011, with the contract end date being December 31, 2011. The actual SRTP will consist of a series of complementary pieces or elements, each of which analyzes a separate facet of mobility within Benicia and Vallejo. These elements will ultimately feed the development of an operations plan which will guide service-related decisions for the next five years.

The purpose of this month's report is two-fold. First, to obtain SolTrans Board acceptance of three consultant elements or deliverables for inclusion in the SRTP. Each of these items has been reviewed and edited by staff and is attached with a brief introductory description. These items include:

- Service Evaluation report (reviewed and approved by staff)
- Interim mission statement (reviewed and approved by staff)
- Ride Check analysis (initially reviewed by staff; final review not completed before distribution)

(One of the final elements of the SRTP, the demand analysis report, is under review by staff and will be included in the October Board staff report).

The second purpose of this report is to describe and expand on the approach that the SRTP team (consultants and staff) will use in framing the critical operations plan. This item includes an attachment and will be presented by Michael Eshleman (Moore & Associates).

Recommendation:

Accept staff's recommendation to include the service evaluation report and interim mission statement in the SRTP. Pursuant to final review and approval of ride check analysis, staff will recommend inclusion in the SRTP. Provide feedback on the proposed operations plan approach.

Attachments:

- A. SRTP Service Evaluation Report
- B. Interim Mission Statement
- C. SRTP Ride Check Analysis
- D. SRTP Operations Planning Approach

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DATE: September 7, 2011
TO: SolTrans Board
FROM: John Harris, Project Manager
RE: SRTP Service Evaluation Report

Background:

This report, which was included in the August 18 Workshop background packet, includes a review of Benicia Breeze and Vallejo Transit performance data to identify program strengths and weaknesses within individual services and or individual route. The performance of the two transit programs in terms of productivity, effectiveness and efficiency is also illustrated in a series of charts and graphs.

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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
Single Ride				
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
Day Pass				
Adult	--	--	--	\$24.00
Youth	--	--	--	\$13.00
Senior/Disabled	--	--	--	\$13.00
Monthly Pass				
Adult	\$55.20	\$98.40	\$118.00	\$290.00
Youth	\$43.20	--	--	--
Senior/Disabled	\$27.60	--	--	--
Solano College	--	--	\$104.00	--
10-Ride Pass				
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
Single Ride					
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
Monthly Pass					
Adult	--	\$55.20	\$90.00	--	--
Youth	--	\$43.20	\$81.00	--	--
Senior/Disabled	--	\$27.60	\$45.00	--	--
10-Ride Pass					
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
Operating Cost (Actual \$)	\$8,655,277	\$9,018,450	\$9,303,811
<i>Annual Change</i>		4.2%	3.2%
Fare Revenue (Actual \$)	\$3,218,455	\$2,997,706	\$3,032,066
<i>Annual Change</i>		-6.9%	1.1%
Vehicle Service Hours (VSH)	116,902	117,909	117,050
<i>Annual Change</i>		0.9%	-0.7%
Vehicle Service Miles (VSM)	2,084,238	2,129,191	2,115,990
<i>Annual Change</i>		2.2%	-0.6%
Passengers	1,689,690	1,520,781	1,515,420
<i>Annual Change</i>		-10.0%	-0.4%
Performance Indicators			
Operating Cost/VSH	\$74.04	\$76.49	\$79.49
<i>Annual Change</i>		3.3%	3.9%
Operating Cost/VSM	\$4.15	\$4.24	\$4.40
<i>Annual Change</i>		2.0%	3.8%
Operating Cost/Passenger	\$5.12	\$5.93	\$6.14
<i>Annual Change</i>		15.8%	3.5%
Passengers/VSH	14.45	12.90	12.95
<i>Annual Change</i>		-10.8%	0.4%
Passengers/VSM	0.81	0.71	0.72
<i>Annual Change</i>		-11.9%	0.3%
VSM/VSH	17.83	18.06	18.08
<i>Annual Change</i>		1.3%	0.1%
Farebox Recovery	37.2%	33.2%	32.6%
<i>Annual Change</i>		-10.6%	-2.0%
Fare/Passenger	\$1.90	\$1.97	\$2.00
<i>Annual Change</i>		3.5%	1.5%

Exhibit X.6 System-wide Ridership

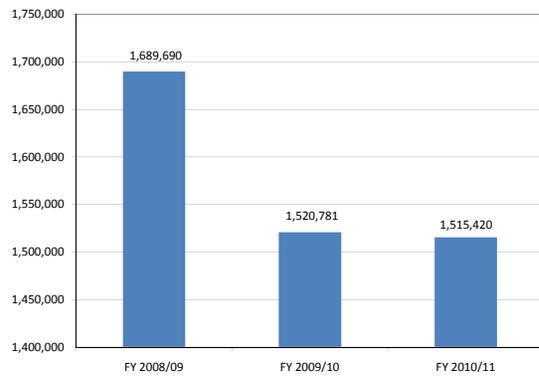


Exhibit X.7 System-wide Passengers/VSH

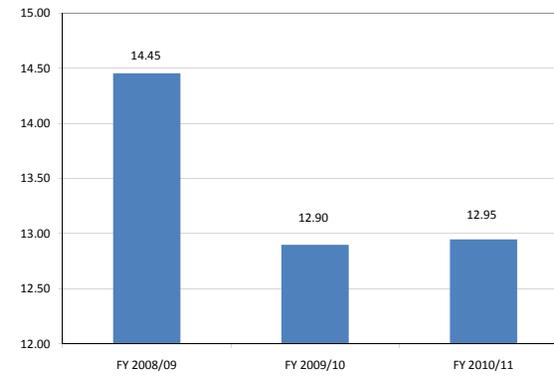


Exhibit X.8 System-wide Passengers/VSM

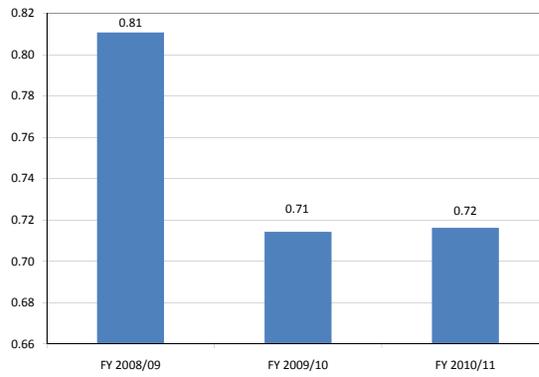


Exhibit X.9 System-wide Operating Cost/VSH

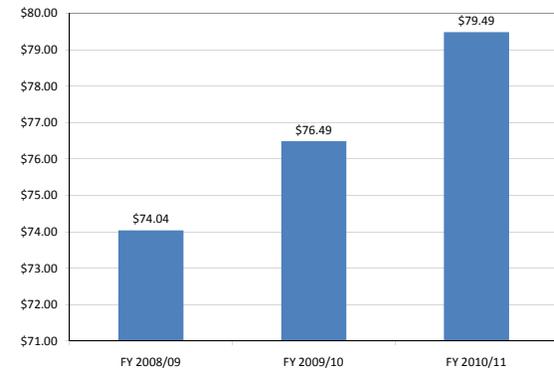


Exhibit X.10 System-wide Operating Cost/VSM

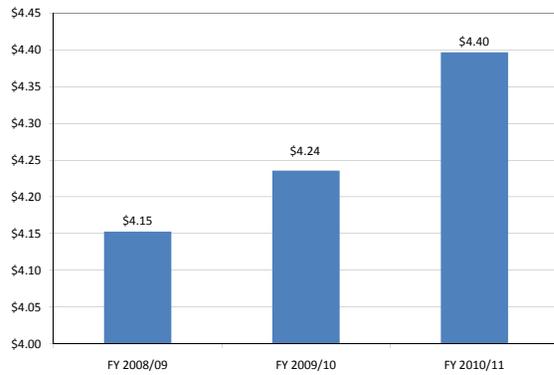


Exhibit X.11 System-wide Operating Cost/Passenger

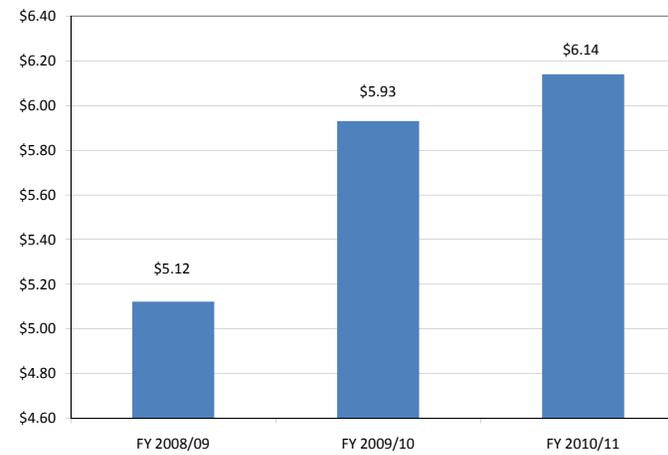


Exhibit X.12 System-wide Farebox Recovery Ratio

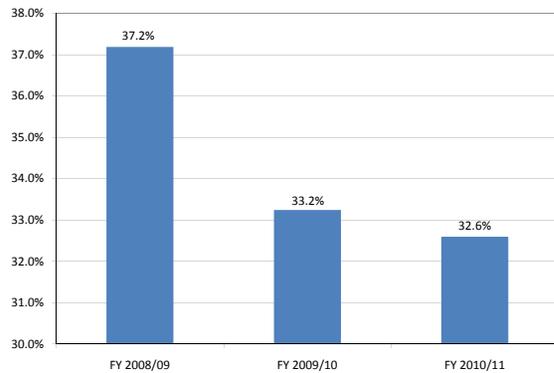
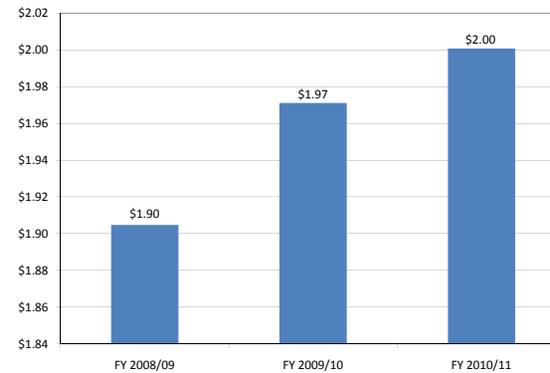


Exhibit X.13 System-wide Fare/Passenger



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).

Exhibit X.14 Vallejo Transit Fixed-Route Performance Indicators

Performance Measure	Fixed-Route		
	FY 2008/09	FY 2009/10	FY 2010/11
Operating Cost (Actual \$)	\$7,743,168	\$8,130,846	\$8,467,048
<i>Annual Change</i>		5.0%	4.1%
Fare Revenue (Actual \$)	\$3,109,589	\$2,912,869	\$2,959,034
<i>Annual Change</i>		-6.3%	1.6%
Vehicle Service Hours (VSH)	101,922	105,266	105,793
<i>Annual Change</i>		3.3%	0.5%
Vehicle Service Miles (VSM)	1,929,023	1,996,455	2,002,129
<i>Annual Change</i>		3.5%	0.3%
Passengers	1,658,607	1,494,891	1,493,018
<i>Annual Change</i>		-9.9%	-0.1%
Performance Indicators			
Operating Cost/VSH	\$75.97	\$77.24	\$80.03
<i>Annual Change</i>		1.7%	3.6%
Operating Cost/VSM	\$4.01	\$4.07	\$4.23
<i>Annual Change</i>		1.5%	3.8%
Operating Cost/Passenger	\$4.67	\$5.44	\$5.67
<i>Annual Change</i>		16.5%	4.3%
Passengers/VSH	16.27	14.20	14.11
<i>Annual Change</i>		-12.7%	-0.6%
Passengers/VSM	0.86	0.75	0.75
<i>Annual Change</i>		-12.9%	-0.4%
VSM/VSH	18.93	18.97	18.92
<i>Annual Change</i>		0.2%	-0.2%
Farebox Recovery	40.2%	35.8%	34.9%
<i>Annual Change</i>		-10.8%	-2.4%
Fare/Passenger	\$1.87	\$1.95	\$1.98
<i>Annual Change</i>		3.9%	1.7%

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 a flat year in FY 2010/11, making up a 10.0 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 more than two 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 going flat in FY 2010/11. During this time fixed-route Operating Cost experienced a similar trend.

Operating Cost/Passenger

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

In FY 2009/10, Operating Cost/Passenger increased by 16.5 percent, which was followed by an increase of more than 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 \$5.67.

Exhibit X.15 Fixed Route Ridership

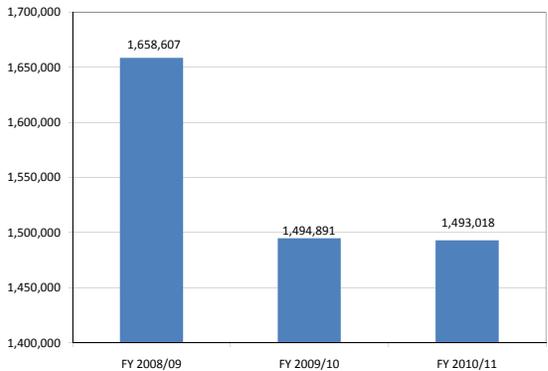


Exhibit X.16 Fixed-Route Passengers/VSH

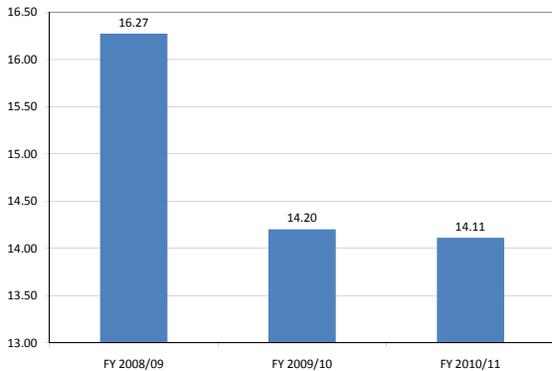


Exhibit X.17 Fixed-Route Passengers/VSM

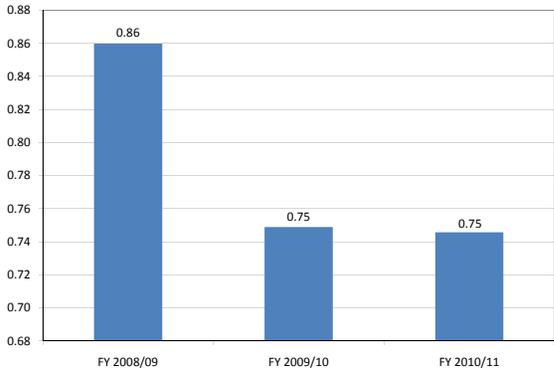


Exhibit X.18 Fixed-Route Operating Cost/VSH

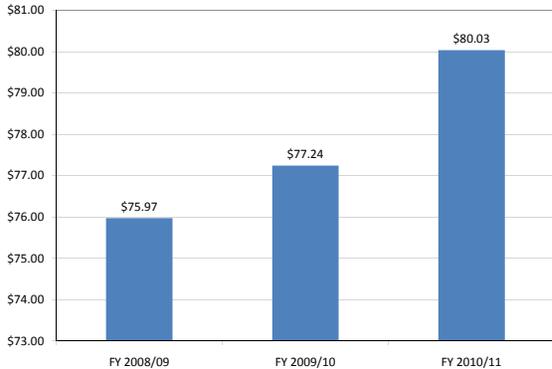


Exhibit X.19 Fixed-Route Operating Cost/VSM

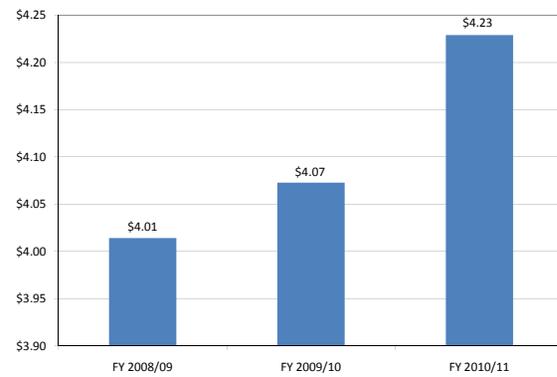


Exhibit X.20 Fixed-Route Operating Cost/Passenger

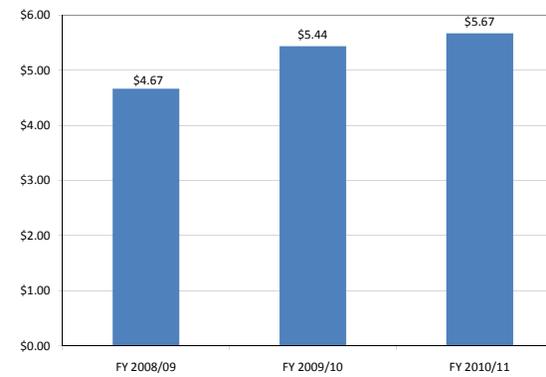


Exhibit X.21 Fixed-Route Farebox Recovery Ratio

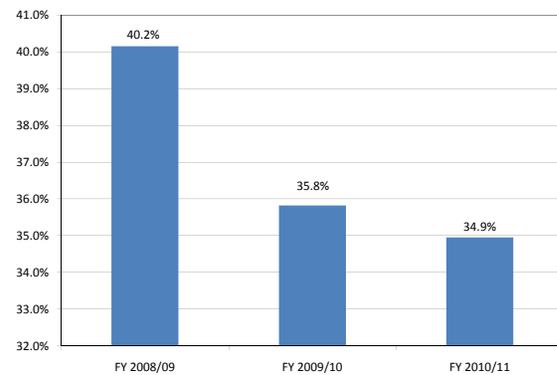
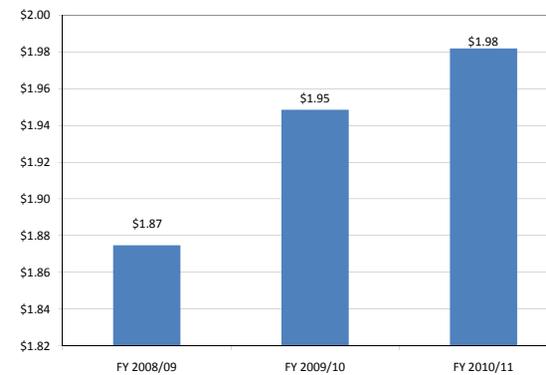


Exhibit X.22 Fixed-Route Fare/Passenger



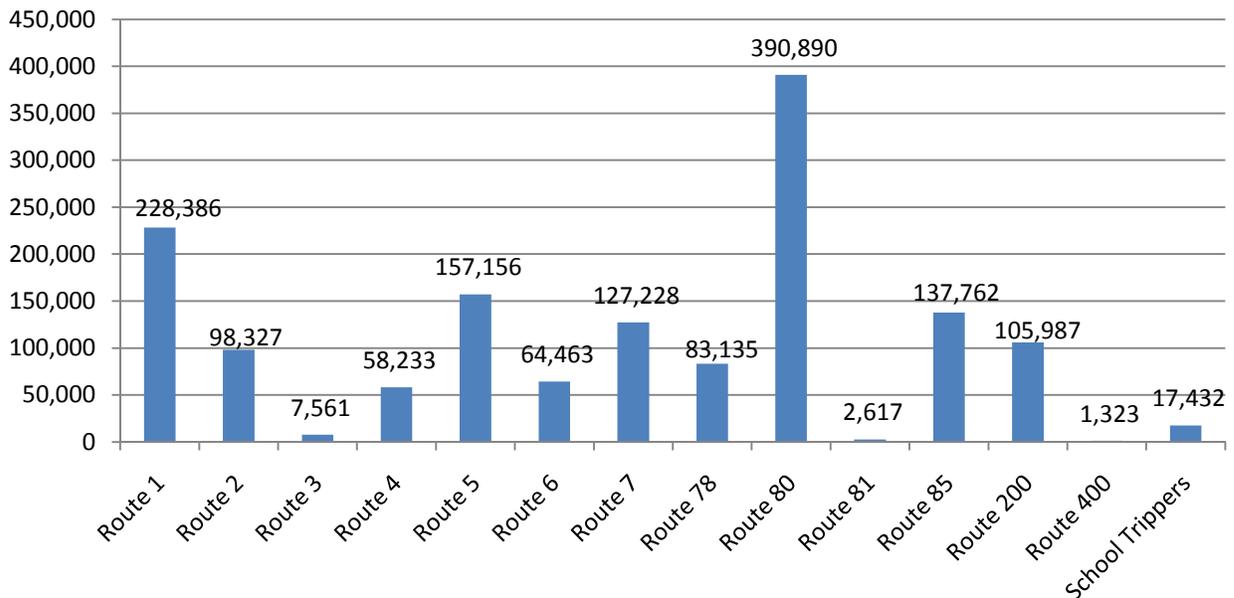
Ridership by Route

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

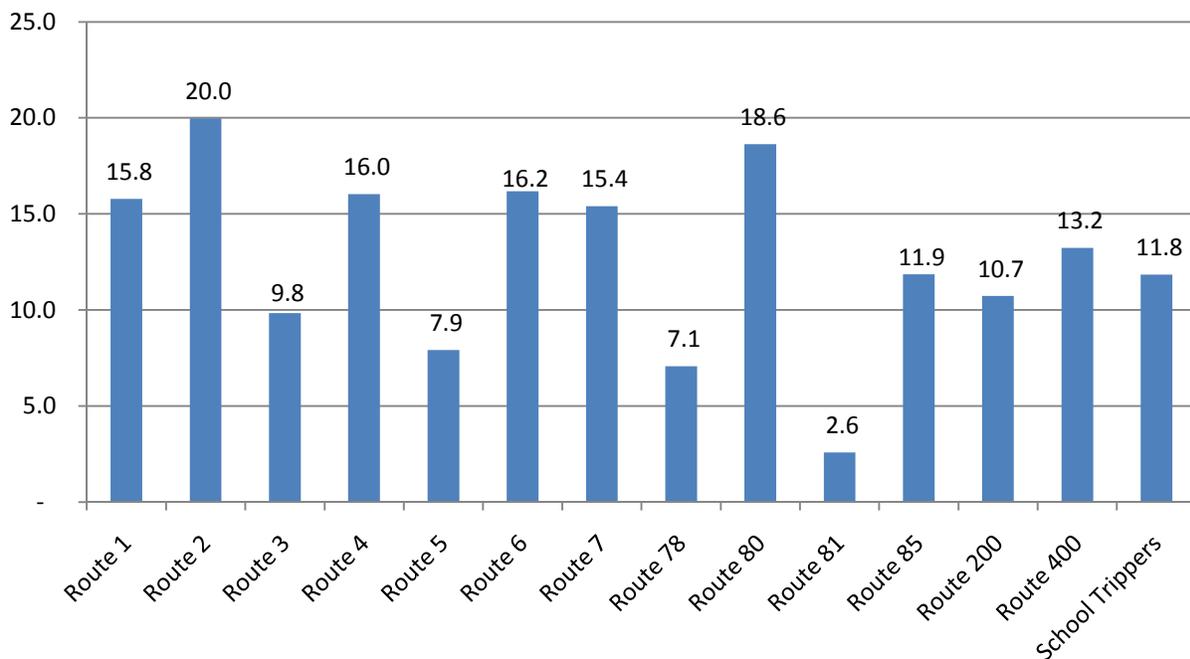


Passengers/Vehicle Service Hour by Route

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. 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).

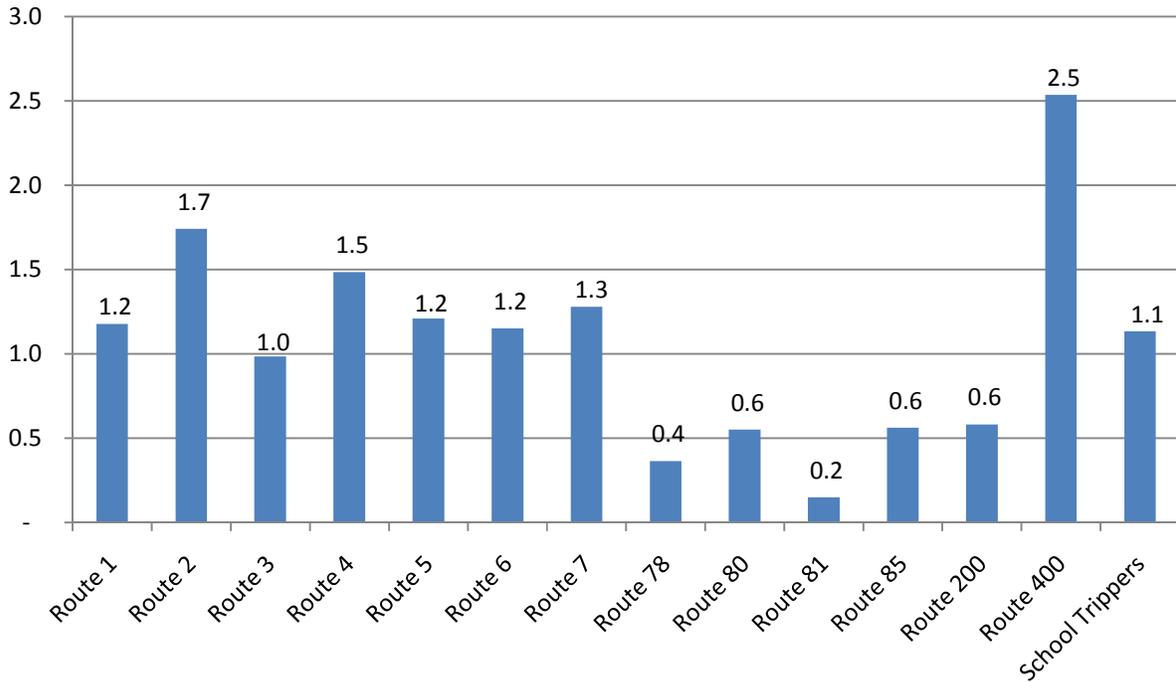
Exhibit X.24 Fixed-Route Passengers/VSH by Route



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 0.2 Passengers/VSM. Route 400, with the lowest annual ridership, had the highest Passengers/VSM at 2.5, 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
Operating Cost (Actual \$)	\$912,109	\$887,604	\$836,763
<i>Annual Change</i>		-2.7%	-5.7%
Fare Revenue (Actual \$)	\$108,866	\$84,837	\$73,032
<i>Annual Change</i>		-22.1%	-13.9%
Vehicle Service Hours (VSH)	14,980	12,643	11,257
<i>Annual Change</i>		-15.6%	-11.0%
Vehicle Service Miles (VSM)	155,215	132,736	113,861
<i>Annual Change</i>		-14.5%	-14.2%
Passengers	31,083	25,890	22,402
<i>Annual Change</i>		-16.7%	-13.5%
Performance Indicators			
Operating Cost/VSH	\$60.89	\$70.21	\$74.34
<i>Annual Change</i>		15.3%	5.9%
Operating Cost/VSM	\$5.88	\$6.69	\$7.35
<i>Annual Change</i>		13.8%	9.9%
Operating Cost/Passenger	\$29.34	\$34.28	\$37.35
<i>Annual Change</i>		16.8%	9.0%
Passengers/VSH	2.07	2.05	1.99
<i>Annual Change</i>		-1.3%	-2.8%
Passengers/VSM	0.200	0.195	0.197
<i>Annual Change</i>		-2.6%	0.9%
VSM/VSH	10.36	10.50	10.12
<i>Annual Change</i>		1.3%	-3.7%
Farebox Recovery	11.9%	9.6%	8.7%
<i>Annual Change</i>		-19.9%	-8.7%
Fare/Passenger	\$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

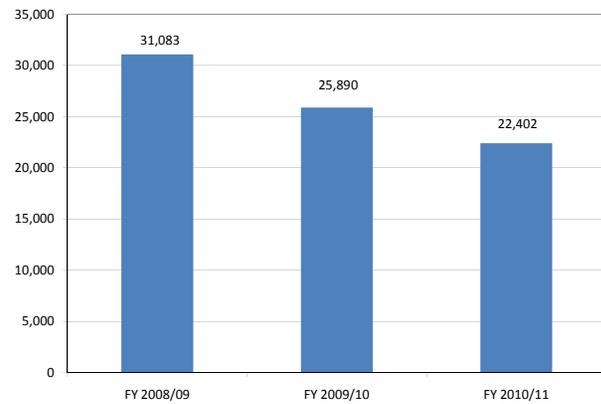


Exhibit X.28 Dial-A-Ride Passengers/VSH

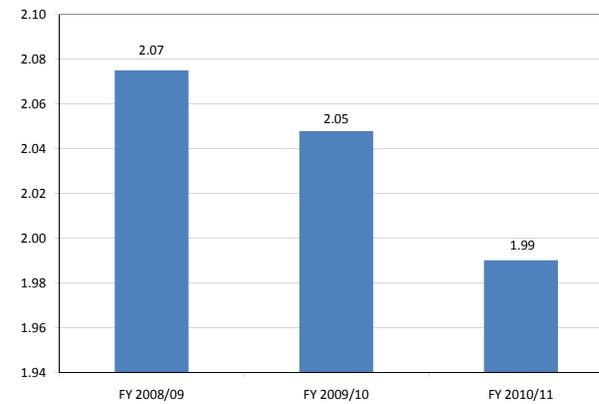


Exhibit X.29 Dial-A-Ride Passengers/VSM

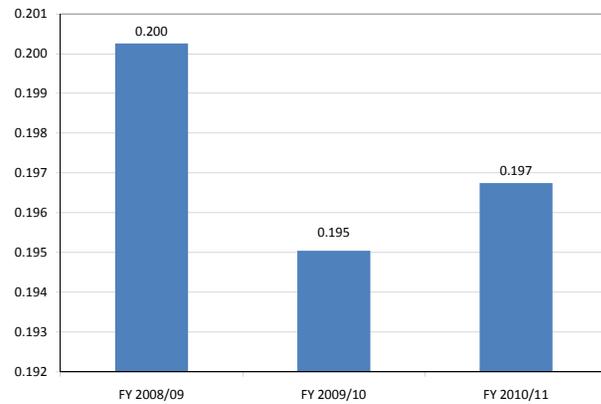


Exhibit X.30 Dial-A-Ride Operating Cost/VSH

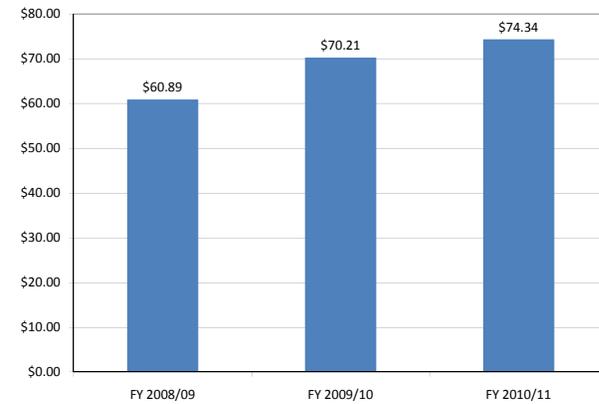


Exhibit X.31 Dial-A-Ride Operating Cost/VSM

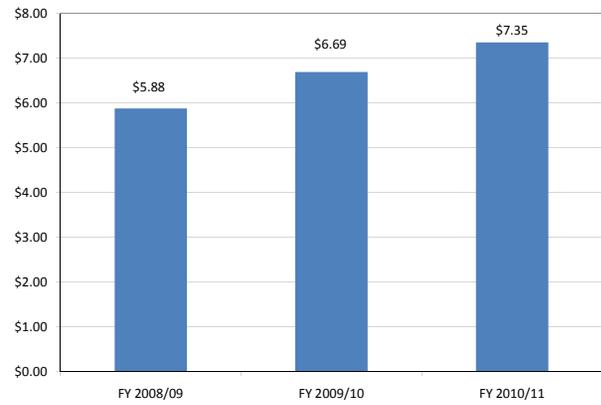


Exhibit X.32 Dial-A-Ride Operating Cost/Passenger

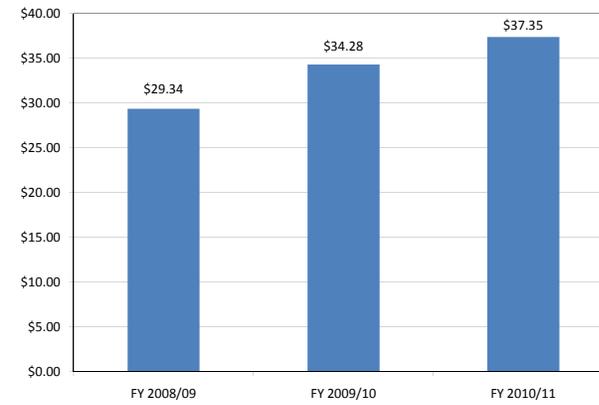


Exhibit X.33 Dial-A-Ride Farebox Recovery Ratio

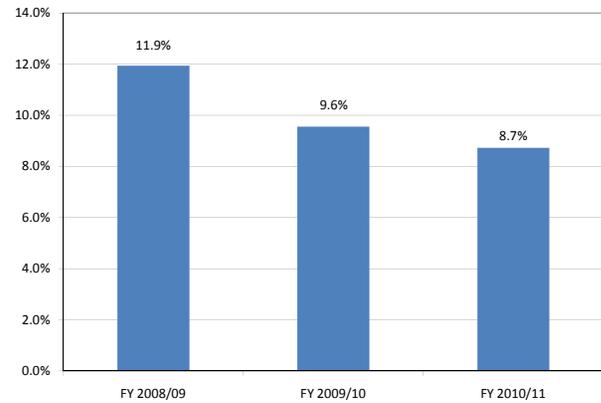
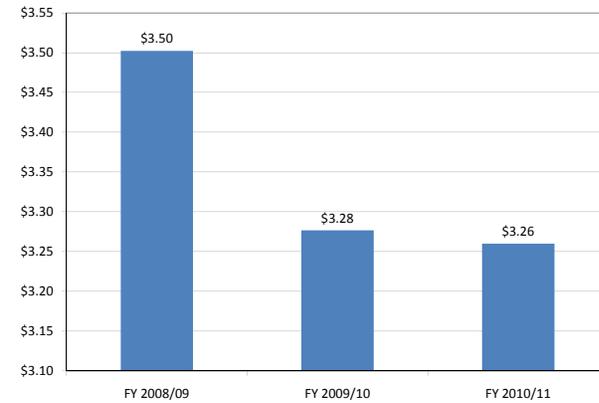


Exhibit X.34 Dial-A-Ride Fare/Passenger



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

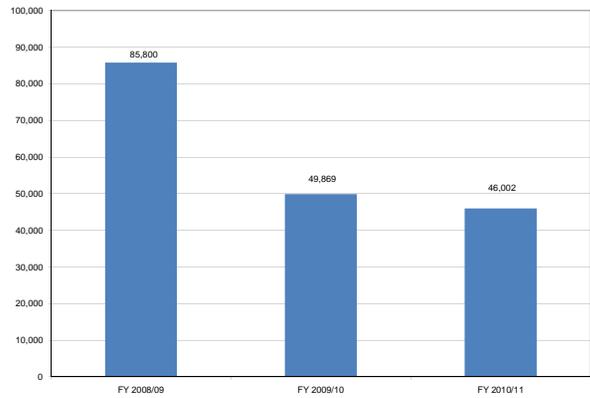


Exhibit X.37 System-wide Passengers/VSH

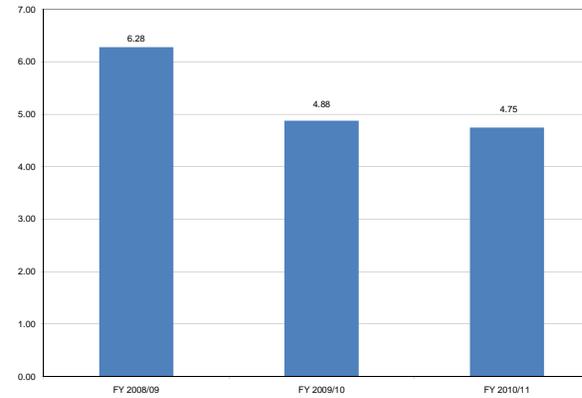


Exhibit X.38 System-wide Passengers/VSM

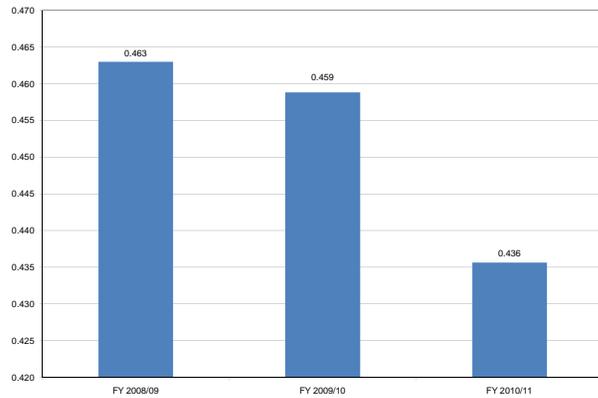


Exhibit X.39 System-wide Operating Cost/VSH

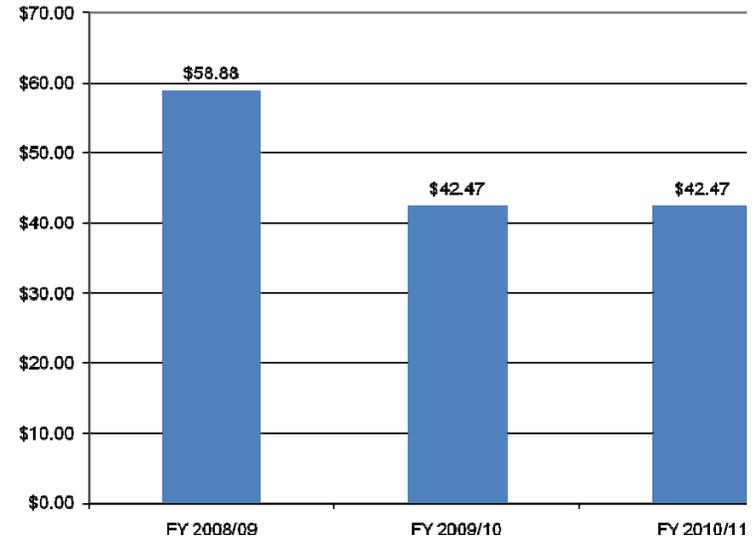


Exhibit X.40 System-wide Operating Cost/VSM

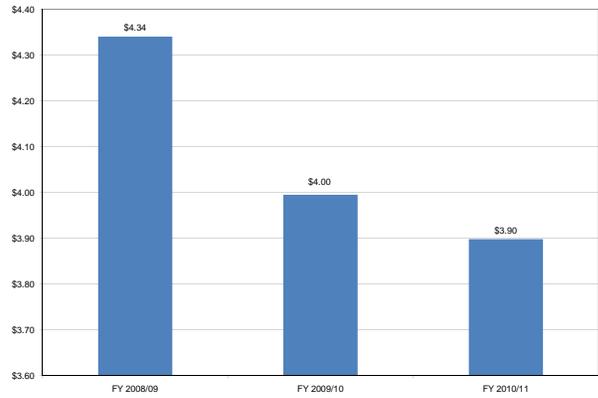


Exhibit X.41 System-wide Operating Cost/Passenger

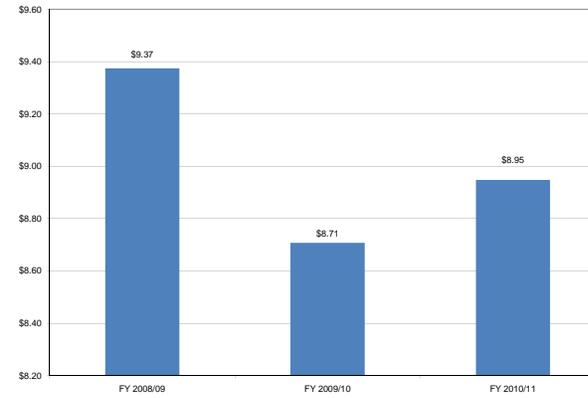


Exhibit X.42 System-wide Farebox Recovery Ratio

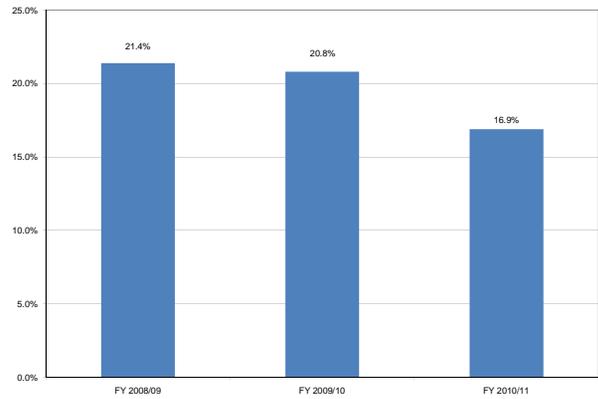
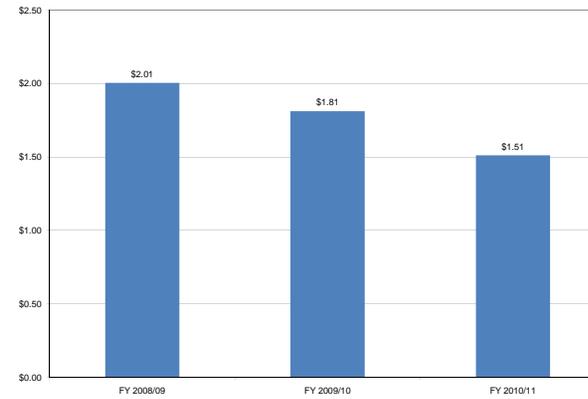


Exhibit X.43 System-wide Fare/Passenger



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

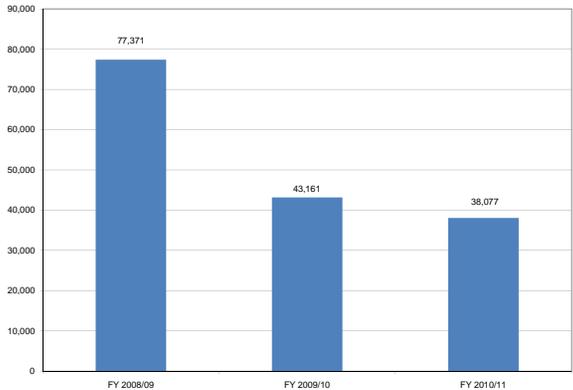


Exhibit X.46 Fixed-Route Passengers/VSH

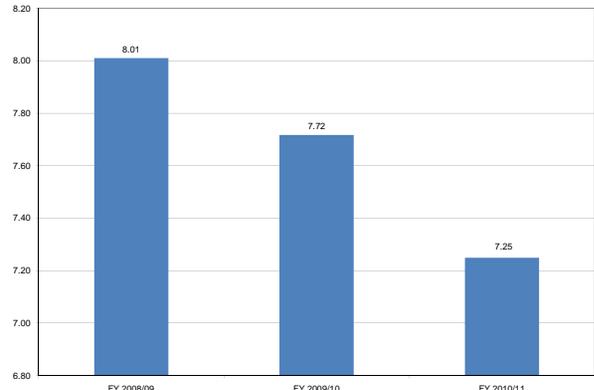


Exhibit X.47 Fixed-Route Passengers/VSM

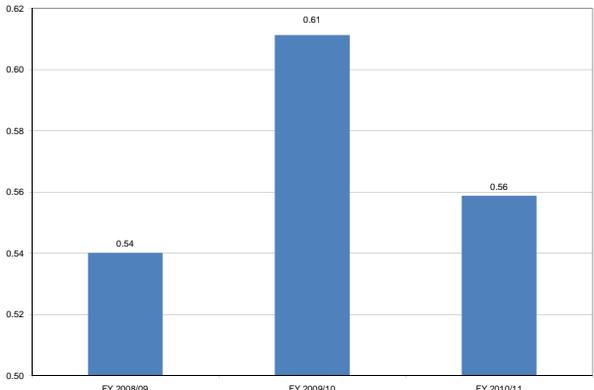


Exhibit X.48 Fixed-Route Operating Cost/VSH

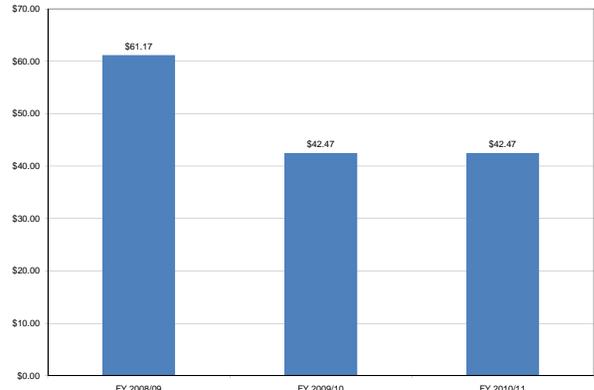


Exhibit X.49 Fixed-Route Operating Cost/VSM

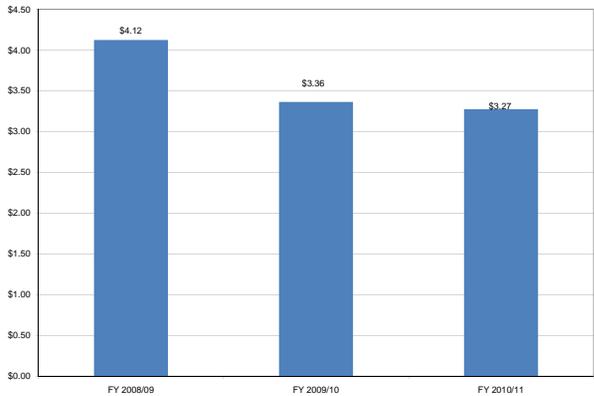


Exhibit X.50 Fixed-Route Operating Cost/Passenger

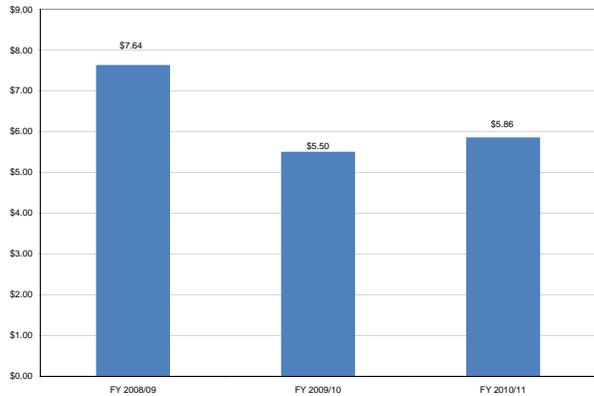


Exhibit X.51 Fixed-Route Farebox Recovery Ratio

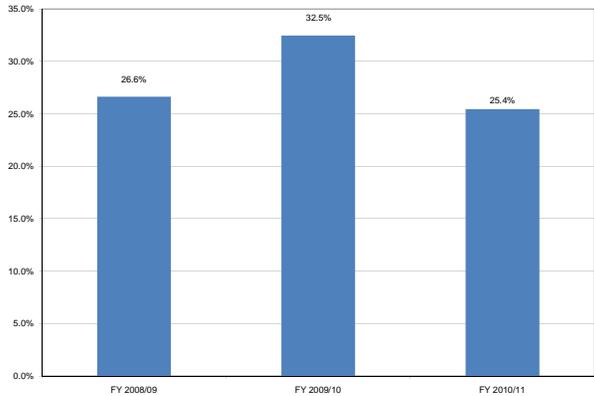
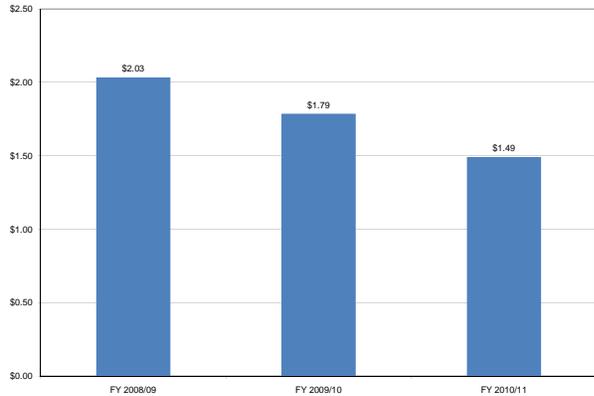


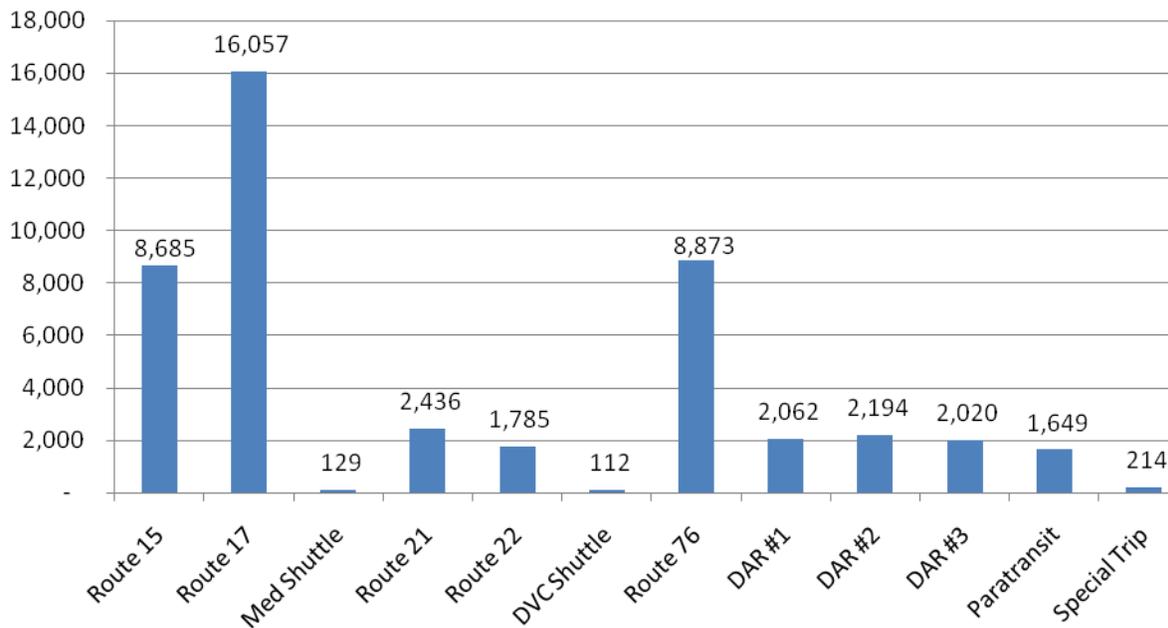
Exhibit X.52 Fixed-Route Fare/Passenger



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.

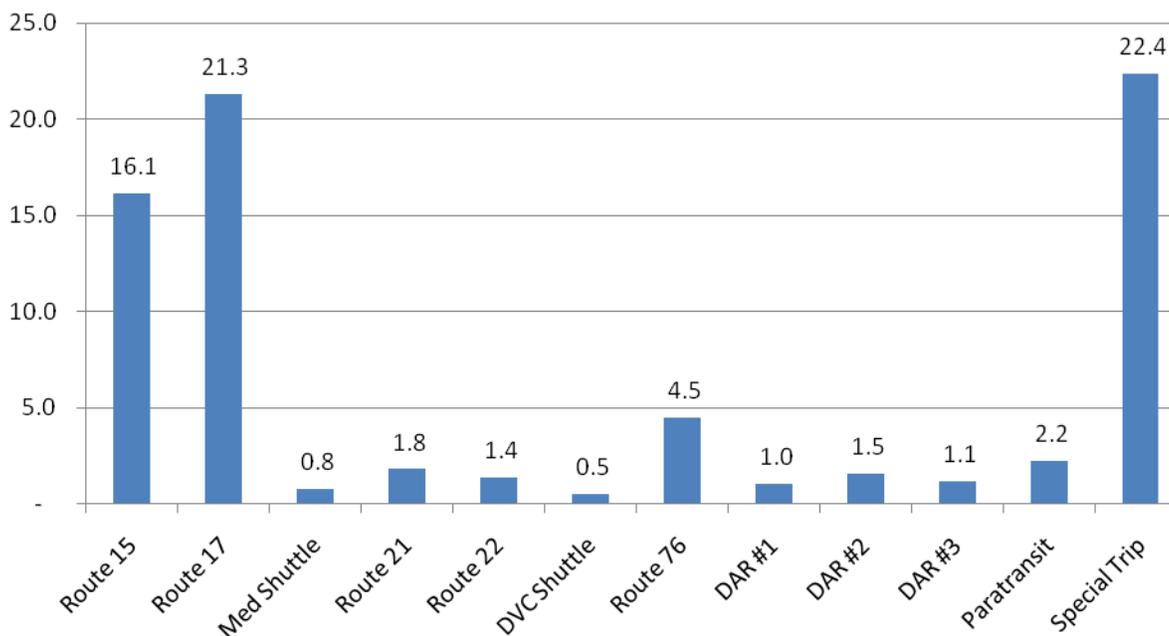
Exhibit X.53 Benicia Breeze Ridership by Route



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.

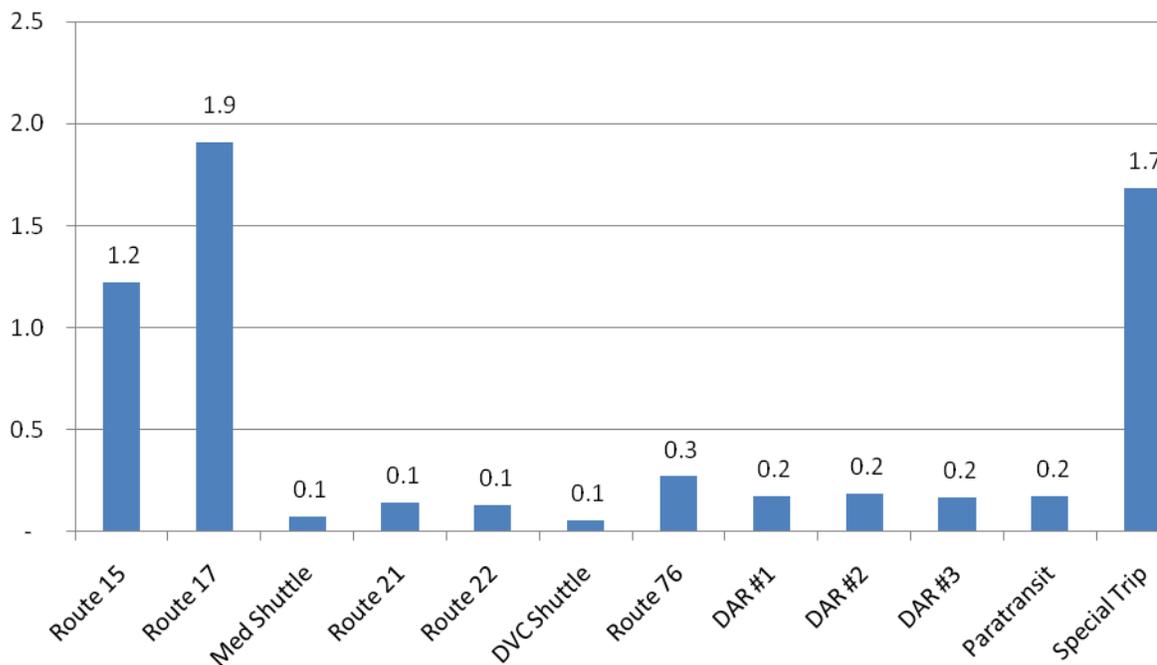
Exhibit X.54 Benicia Breeze Passengers/VSH by Route



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

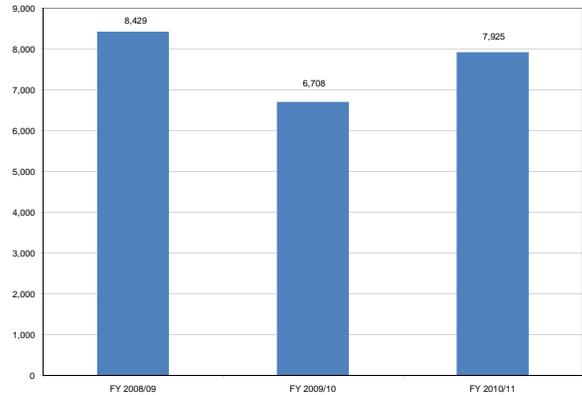


Exhibit X.58 Dial-A-Ride Passengers/VSH

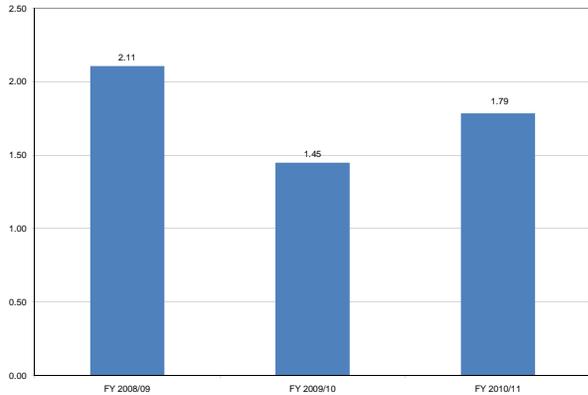


Exhibit X.59 Dial-A-Ride Passengers/VSM

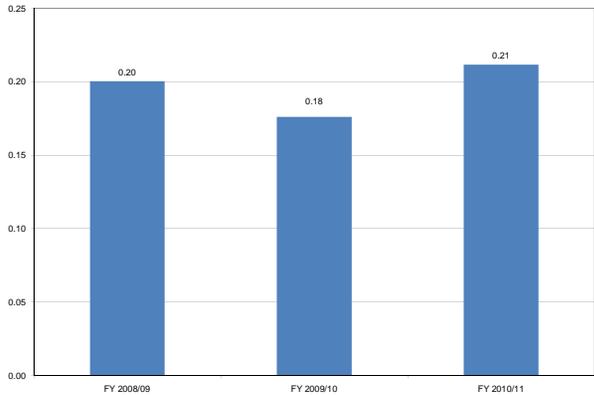


Exhibit X.60 Dial-A-Ride Operating Cost/VSH

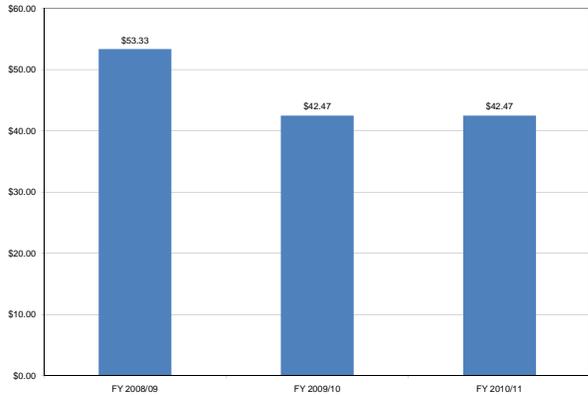


Exhibit X.61 Dial-A-Ride Operating Cost/VSM

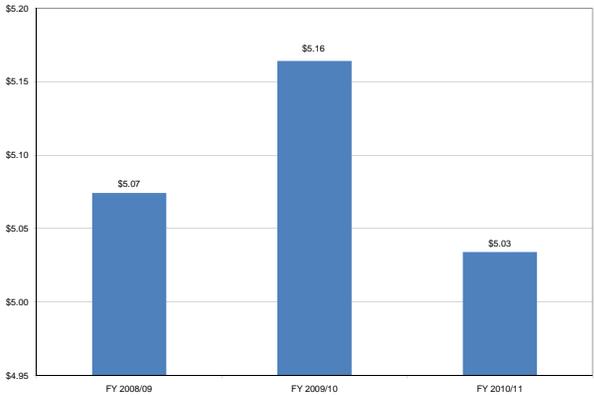


Exhibit X.62 Dial-A-Ride Operating Cost/Passenger

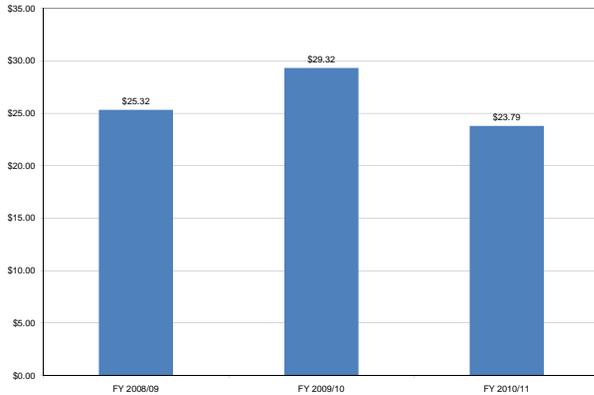


Exhibit X.63 Dial-A-Ride Farebox Recovery Ratio

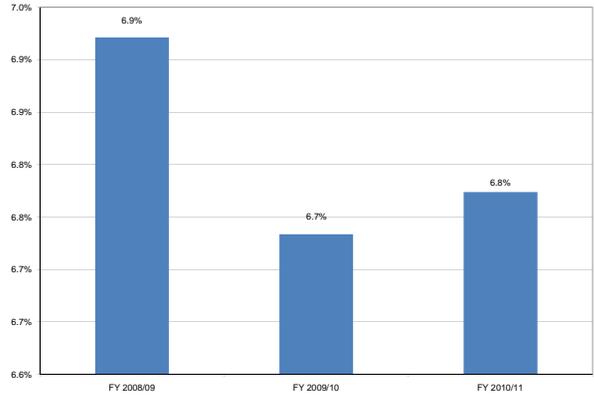
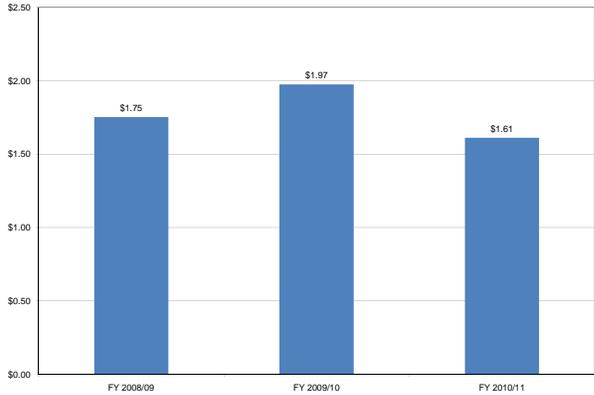


Exhibit X.64 Dial-A-Ride Fare/Passenger





DATE: September 7, 2011
TO: SolTrans Board
FROM: John Harris, Project Manager
RE: Interim Mission Statement

Background:

A draft mission statement was reviewed and critiqued at the August SRTP Workshop. Elements of that discussion have been incorporated in the attached revised draft. Please note that this is an interim mission statement designed for purposes of SRTP compliance.

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Interim mission statement for purposes: of the S RTP

The overall purpose of the Soltrans public transit program is to maximize the efficiency of public transit services utilizing available resources in southern Solano County by improving mobility for residents in its service area while also aiding in improving air quality in the region through the reduction of traffic congestion. SolTrans shall leverage its resources as a transit provider through the Short Range Transit Plan process in order to provide a level of sustainable local and regional service that meets the needs of southern Solano County residents. In so doing, SolTrans shall utilize this Short Range Transit Plan to improve upon local service, strengthen connections to regional services, collaborate with other jurisdictions and community groups, and lay the groundwork for future expansion into other communities in Solano County.

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DATE: September 7, 2011
TO: SolTrans Board
FROM: John Harris, Project Manager
RE: SRTP Ride Check Analysis

Background:

This report uses comprehensive ride check data to develop an objective snapshot of productivity and activity along each route and service. Data is presented in both tabular and graphical formats. Trends are assessed at both the route level and system-wide.

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CHAPTER X – RIDE CHECK ANALYSIS

The purpose of the ride check analysis is to provide a comprehensive assessment of those transit services offered by the Cities of Benicia and Vallejo – since consolidated into Soltrans – actual operating conditions. By analyzing ride check data, a snapshot is formed illustrating the current level of system activity and delivery performance.

This section includes two elements: the system’s overall on-time performance and the route productivity (i.e., boarding and alighting activity) by stop, route, and day-part. Following a review of ride check data, we will present key findings and recommendations to address any service performance challenges revealed through this analysis.

On-Time Performance Analysis

On-time performance is a critical element in the customer’s perception of whether a transit operator is providing a reliable service. By evaluating the service at the individual route level and day-part, we are able to pinpoint areas of success as well as areas which may need improvement. Achieving on-time performance standards is imperative, as it not only reflects a healthy transit service but benefits the ride-dependent population as well as attracts “choice riders,” or those with other mobility options.

Methodology

To help identify issues potentially impacting the quality of the customer experience as well as possible scheduling issues, Moore & Associates conducted a ride check of 100 percent of fixed-route trips provided by the Cities of Benicia and Vallejo across a single representative service day. Ride checks were conducted from May 18 to May 25, 2011. To account for trips missed, our surveying team conducted an additional round of ride checks from June 2 to June 5, 2011.

Critical to the evaluation process is data segregation by day-part. In doing so, we identified four distinct time blocks:

- 3:01 a.m. to 6:00 a.m. (A.M. Other),
- 6:01 a.m. to 9:00 p.m. (A.M. Peak),
- 9:01 a.m. to 3:30 p.m. (Midday),
- 3:31 p.m. to 7:00 p.m. (P.M. Peak), and
- 7:01 p.m. to 3:01 a.m. (P.M. Other).

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 more than 10 minutes after the published schedule time.

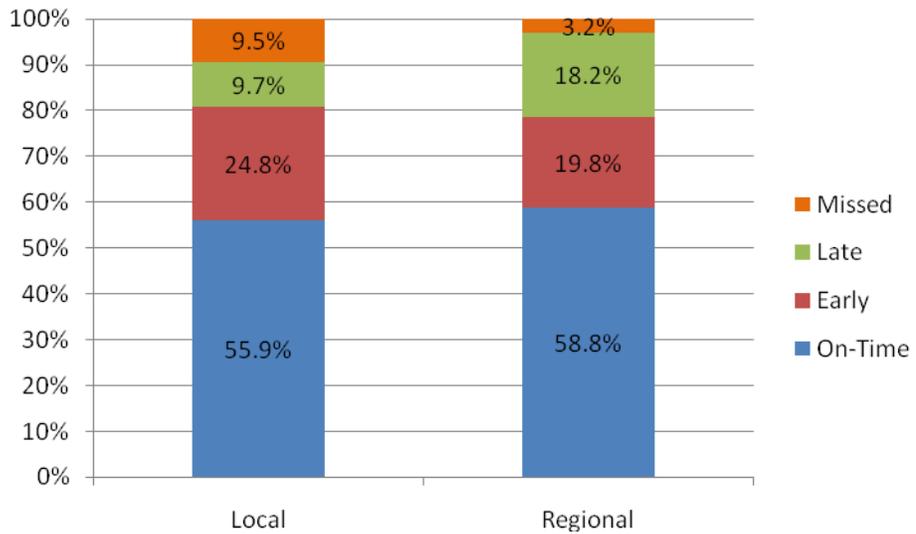
From a provision of service perspective, industry standards suggest on-time performance be at least 90 percent with no early departures. The evaluation revealed 57 percent of Vallejo Transit trips and 46 percent of Benicia Breeze trips operated on-time during the evaluation period. To delve deeper into 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 with limited Dial-A-Ride service during off-peak hours (two-hour block); “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. This suggests potentially inadequate run times (i.e., shorter run times) than what is published in the transit schedule. 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 benefits of this policy are its low cost to implement and need for 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 time points 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 x.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. Given the majority of the service day is served by the general public Dial-A-Ride service, early departures may suggest potential scheduling issues with the existing transit schedule. 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 x.2 Benicia Breeze On-Time Performance

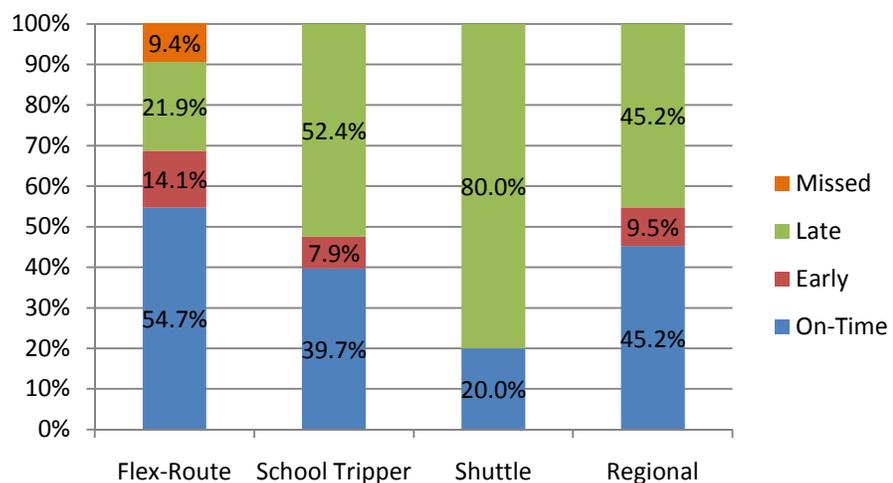
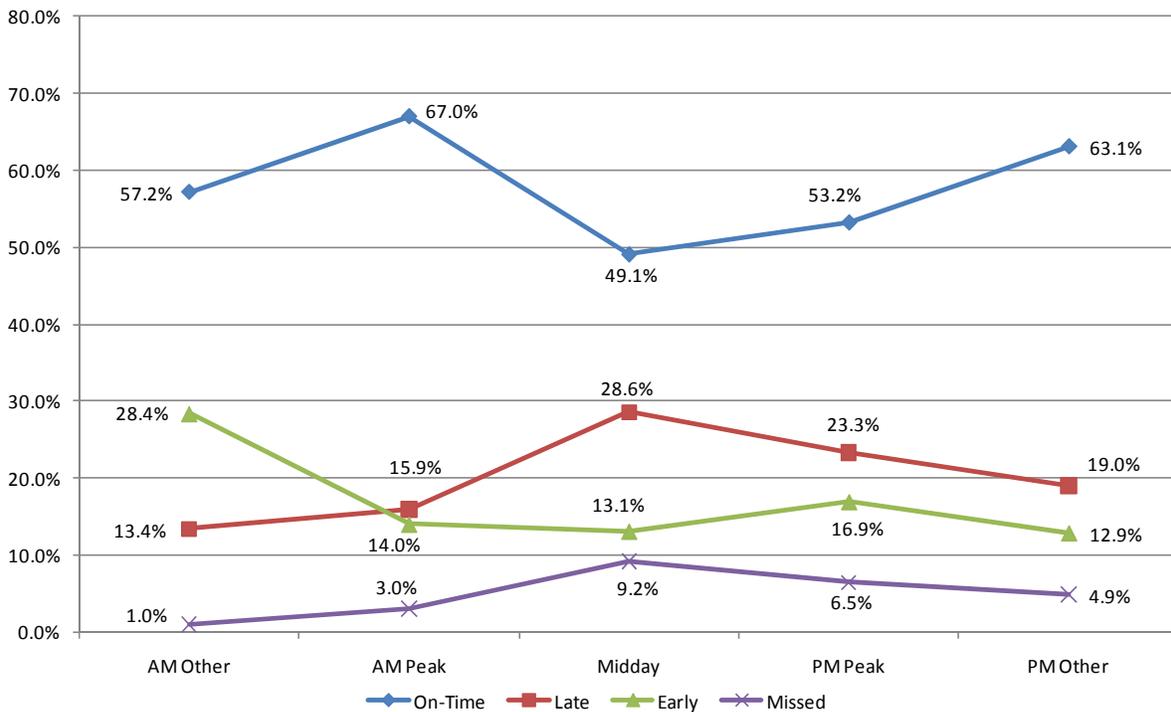


Exhibit x.3 presents the overall on-time performance for the combined Vallejo Transit and Benicia Breeze operations. As is to be expected, early departures were a major issue throughout the typical operating day, but were particularly acute during the *A.M. Other* day-part. More troubling was the 17 percent of trips during the *P.M. Peak* which departed early from their time points. We believe a “no early departure policy” would improve on-time performance.

In addition to early departures, late departures and missed time points also played a significant role in the deterioration of on-time performance. Late departures and missed time points hit their peak during the *Midday* day-part at 29 percent and nine percent respectively. This translated to the *Midday* day-part having only 49 percent of the time points made on-time. Note the general public Dial-A-Ride was not surveyed during the ride check engagement and will not be included in on-time performance analysis.

While late departures are part of every public transit operation, missed time points represent excessively late departure times. Soltrans should pay close attention to those routes which experience a significant number of missed time points. In terms of late departures, Soltrans may want to consider readjusting schedules to take into account certain segments of the trip which consistently produce late departures.

Exhibit x.3 Overall On-Time Performance by Day-Part



Exhibits x.4 and x.5 present the on-time performance for Vallejo Transit. Exhibit x.4 shows the on-time performance for the Local Fixed-Route Service. When compared to the combined on-time performance, Vallejo Transit had better on-time performance across all day-parts. This was in large part due to a lower occurrence of early departures and missed time points. This is a promising statistic and on which Soltrans should focus on going forward.

However, late departures were particularly prevalent throughout each day-part and in particular during the *Midday* and *P.M. Peak* day-parts. Late departures peaked during the *Midday* day-part at 30 percent and fell to 26 percent during the *P.M. Peak*. The high incidence of late departures presents a significant barrier to use, particularly for transit-dependent populations.

Exhibit x.5 shows the on-time performance for Vallejo Transit’s Regional Service. The Regional Service’s on-time performance mirrored the fixed-route service with the exception of the *P.M. Other* day-part. Also important is the lower incidence of missed time points when compared the fixed-route service and the overall combined operations.

A low or near zero incidence of missed time points is critical for all routes, but particularly so for the Regional Service which transports commuters. It should be noted the commuters are typically “choice riders” and are particularly sensitive to perceived inconveniences (i.e., unreliability of service). Given this sensitivity, a high incidence of missed trips could lead to these riders choosing to use their own private automobile to complete their trip rather than public transit.

Exhibit x.4 Vallejo Transit Local Fixed-Route Service On-Time Performance by Day-Part

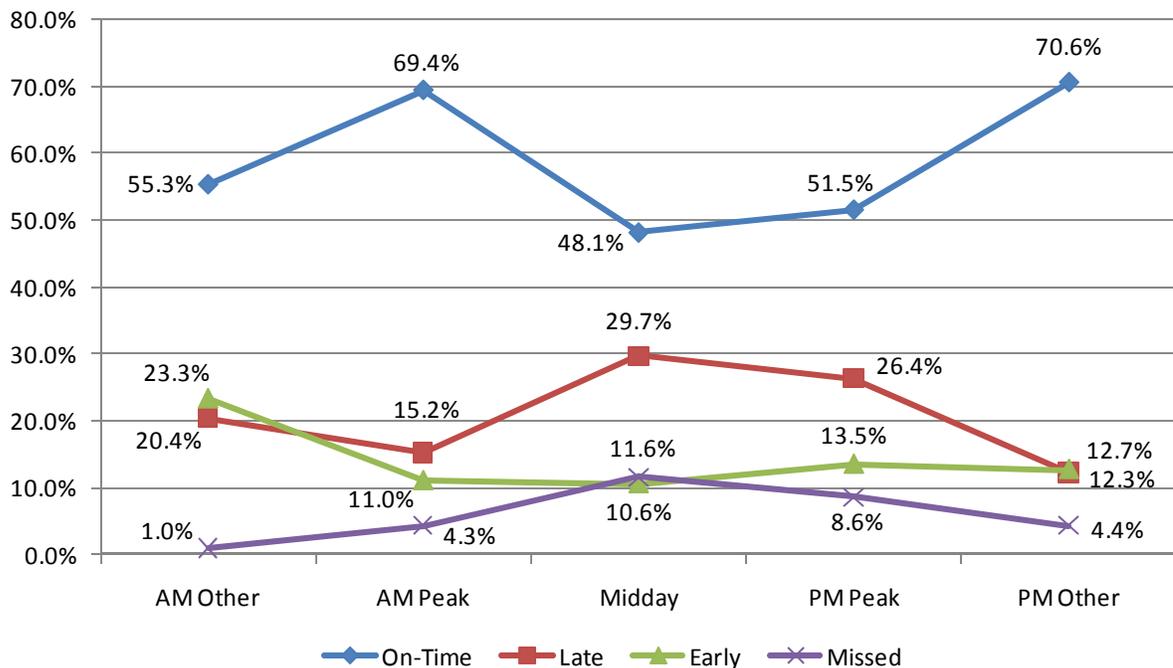


Exhibit x.5 Vallejo Transit Regional Service On-Time Performance by Day-Part

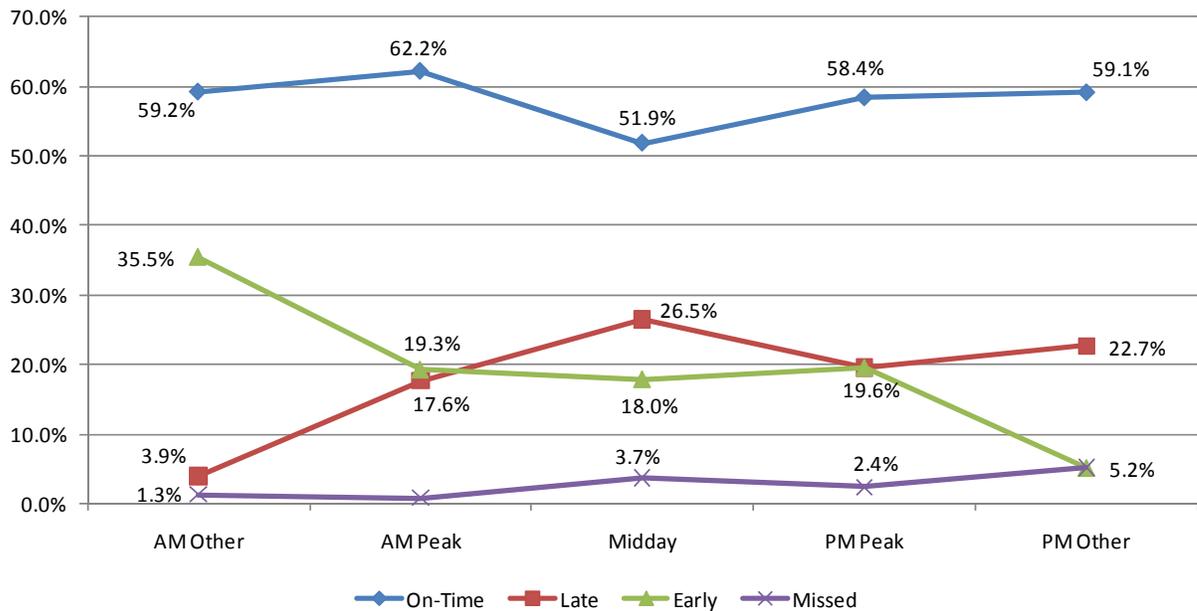


Exhibit x.6 shows the on-time performance for the Benicia Breeze transit system by route type. Overall the Flex-Route Service tended to have better on-time performance than the other route types. Promisingly, the Flex-Route Service had a 79 percent on-time performance rating during the *A.M. Peak*.

All routes struggled during the *P.M. Peak* period with no route type earning an on-time performance rating above 40 percent. This is likely due to the flex-route nature of Routes 21 and 22. Across the various route types, early departures were the largest contributing factor to the low on-time performance. As noted above, a “no early departure” policy would improve the on-time performance for these routes.

Exhibit x.6 Benicia Breeze On-Time Performance by Route Type by Day-Part

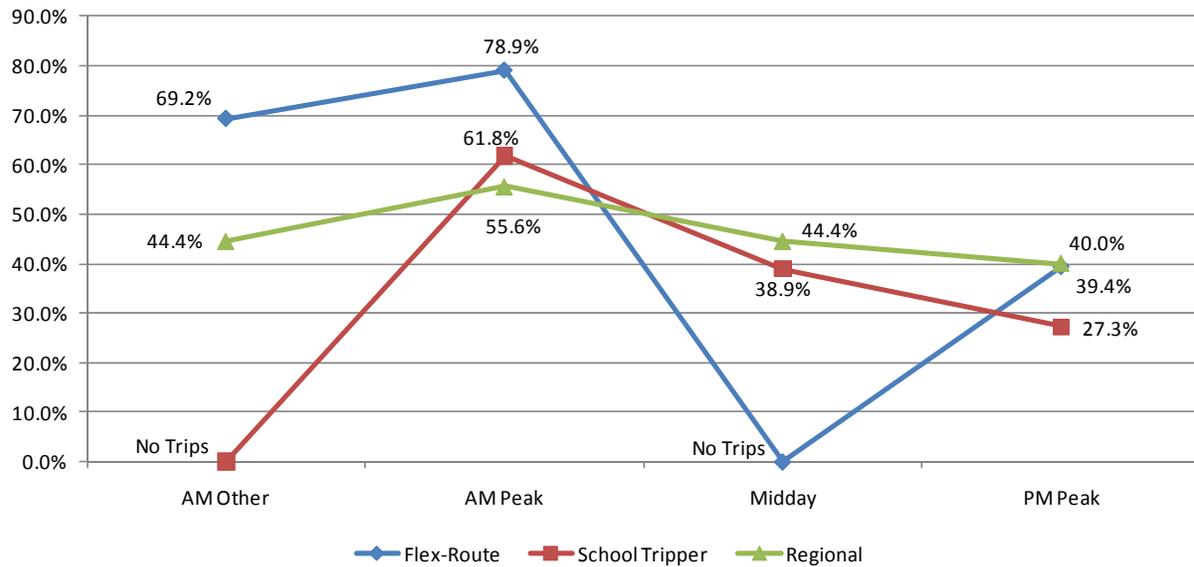


Exhibit x.7 shows the overall on-time performance for the combined operations of Vallejo Transit and Benicia Breeze. Overall, the on-time performance never reached the 90-percent threshold for on-time departures. On-time performance was best towards the start of the trip with a drop in on-time performance during the middle due to a combination of more late and early departures. However, on-time performance did stabilize during the end trip segment.

The big trend in this exhibit is the increasing number of early departures from stops. Between the start and middle trip segments there was a 14-percent increase in the number of early departures. In addition, between the middle and end trip segments, there was a 43-percent increase in early departures. This is significant because it suggests two possible scenarios. One is drivers are not readjusting their speed between time points to adjust for early departures. The second is some time points might have too much time allocated between the stops and thus add unnecessary time to the trip.

Another significant issue is the number of late departures which had a severe impact on on-time performance. Despite the decrease in late departures observed between the middle and end trip segments, the late departures accounted for more than one-quarter (middle trip segment) or nearly one-fifth (end trip segment) of all departure times. In short, the late departures were the largest contributor to the low on-time performance observed during this ride check.

Exhibit x.7 Overall On-Time Performance by Trip Segment

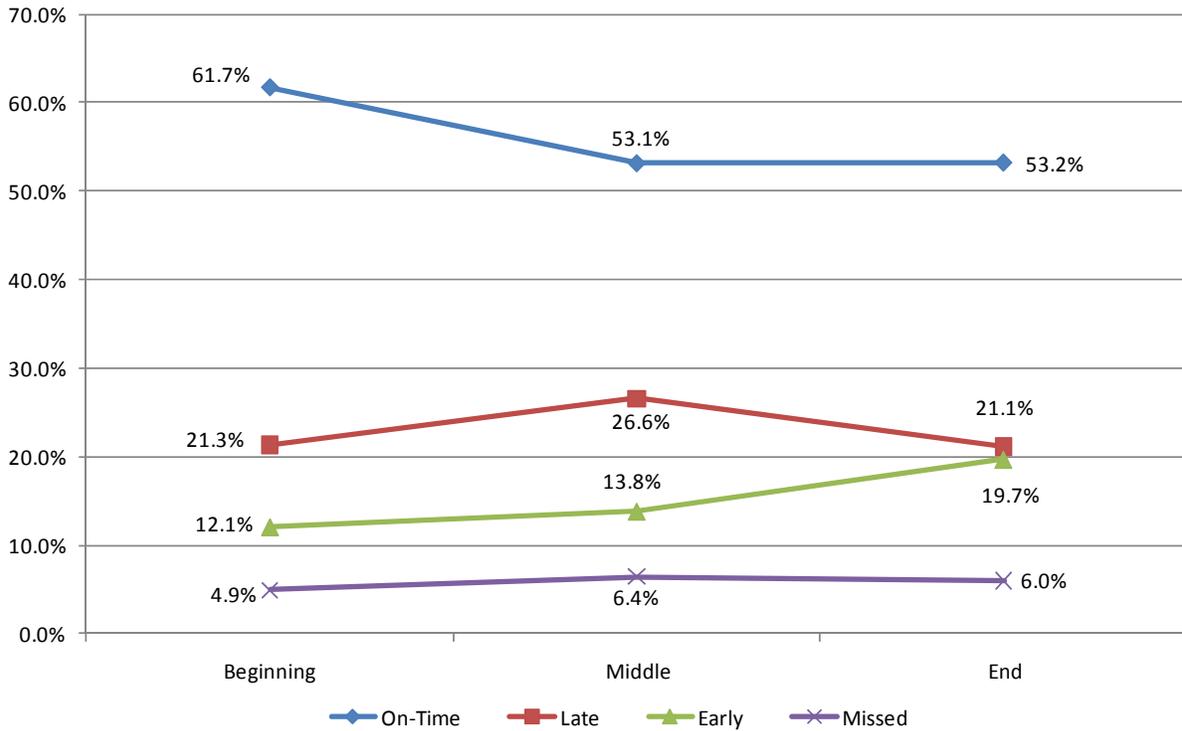


Exhibit x.8 shows the on-time performance for Vallejo Transit’s local fixed-route service by trip segment. The on-time performance of the Local Fixed-Route Service roughly mirrored the on-time performance for the combined operations shown in Exhibit x.7. On-time performance fell between the beginning and middle trip segments by seven percentage points but regained more than three percentage points by the end trip segment.

The seven-point drop observed between the beginning and middle trip segment can be attributed to an increase in the number of late departures as well as early departures resulting from operators adjusting their run time to accommodate excess time in the schedule. This suggests the time points during the middle of trips may need to be adjusted to take into account late departures.

Exhibit x.8 Vallejo Transit Local Fixed-Route Service On-Time Performance by Trip Segment

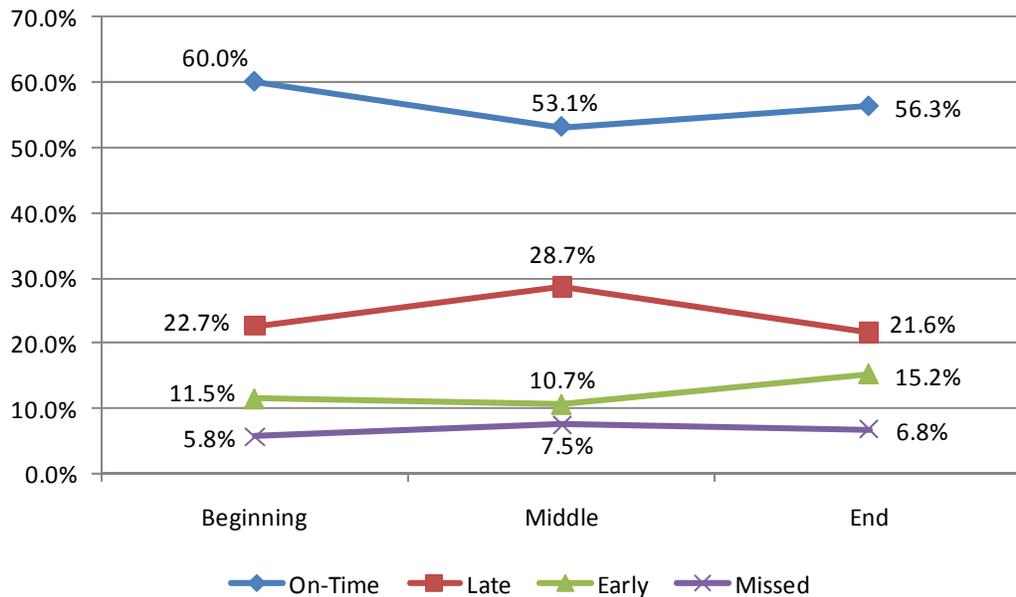


Exhibit x.9 shows the on-time performance for Vallejo Transit’s Regional Service. Since the Regional Service has a primarily commuter clientele, on-time performance is essential to retaining these riders as well as ensuring they reach their work and home on time. The 70 percent on-time performance noted during the beginning trip segment is a good starting point for improving on-time performance throughout each trip’s duration.

However, throughout the service day, on-time performance did deteriorate. This was brought about by increases in both early and late departures. Significant layover time is allocated to each trip, which may potentially contribute to late departures by way of drivers failing to get back in service at the appropriate time to adhere to the published schedule. The increases in early and late departures create a sense of unpredictability for the service which will lead to negative perceptions regarding the reliability of the service. While late departures did fall by nearly two percentage points between the middle and end trip segments, late departures were still above 20 percent while early departures climbed above 30 percent. Overall, the findings identified through this ride check reveal a need for significant changes to either the schedule or operating procedures for Soltrans moving forward. This further suggests a need to develop a policy which establishes a set load time/dwell time at any given stop.

Exhibit x.9 Vallejo Transit Regional Service On-Time Performance by Trip Segment

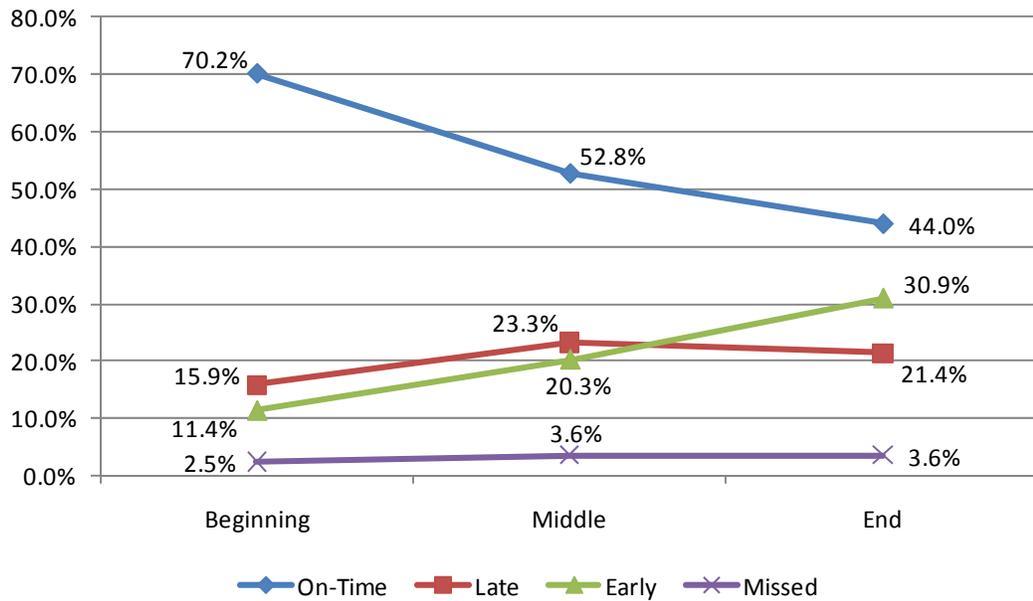


Exhibit x.10 shows the on-time performance for Benicia Breeze by route type by trip segment. Overall, the Flex-Route service performed the best among the transit services offered by the City. Over the service day, the Flex-Route service did improve its on-time performance between the beginning and end time points. However, there was a four percentage point decrease in on-time performance between the middle and end trip segments due largely to more early departures. Note the following table does not include general public Dial-A-Ride data.

The second key finding from this exhibit is the low on-time performance for the Regional Service. While on-time performance did recover remarkably during the end trip segment, the on-time performance for the majority of the day was around 40 percent. It should be noted the primary cause of the poor on-time performance was early departures. Given this service is focused on a commuter customer base; Soltrans should focus on improving on-time performance for this route.

The third finding is the role early departures played in negatively impacting on-time performance. For each route type during each trip segment, buses departed early from at least 20 percent of the time points (the lone exception was the Flex-Route service during the beginning trip segment). In the case of the Benicia Breeze routes, a “no early departure” policy would greatly improve on-time performance. In general, a 20-percent early departure rate is unacceptable as it can easily alienate customers, particularly “choice” riders and those new to the system.

Exhibit x.10 Benicia Breeze On-Time Performance by Route Type by Trip Segment

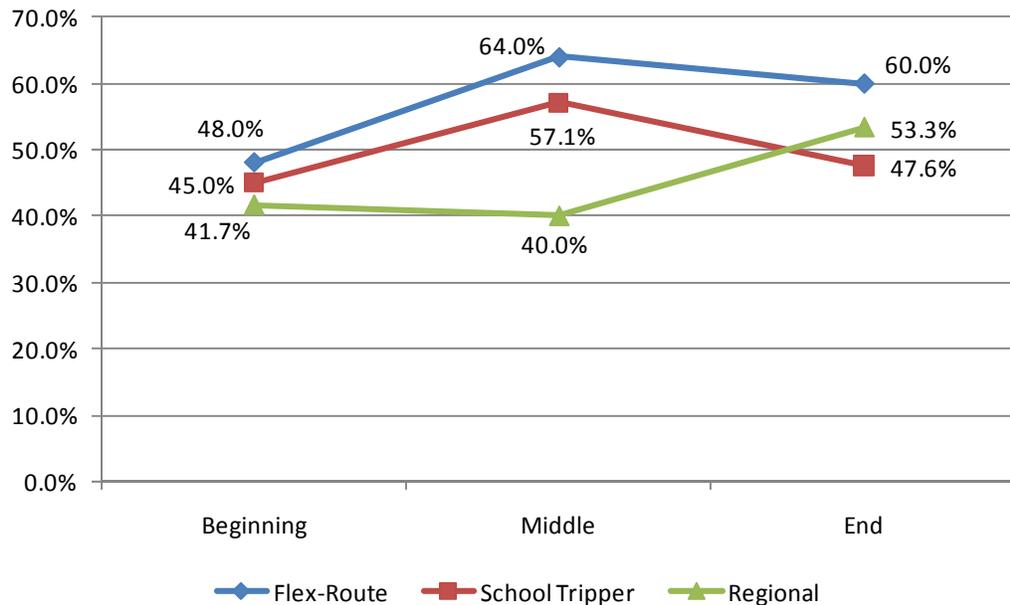


Exhibit x.11 shows the on-time performance for each Vallejo Transit route by day-part. Of all the routes, only Route 200 met the 90-percent on-time performance threshold. This is likely due to the limited-stop nature of the service which provides direct connection between the Vallejo Ferry Terminal and the San Francisco Ferry Terminal.

Exhibit x.12 illustrates the on-time performance for each Vallejo Transit route by trip segment. Of the Local Fixed-Route Service, Routes 5 and 7 had the best overall on-time performance while Route 4 had the worst. Among Regional routes, Routes 80 and 200 had the best on-time performance. Route 78 had the lowest on-time performance. As noted above, late departures were the primary cause of poor on-time performance, but early departures also played a significant role.

On-time performance for each Benicia Breeze route by day-part is illustrated in Exhibit x.13. As noted above, early departures seemed to be the biggest factor in the lower on-time performance measured in this ride check. Only Route 15 during the A.M. Peak came close to the 90-percent on-time performance standard. This suggests drivers need to improve adherence to the published schedules, even if this means more late departures, as late departures are more palatable from a customer’s point of view.

Exhibit x.14 shows the on-time performance for each Benicia Breeze route by trip segment. Again, early departures were the primary cause of lower on-time performance. Interestingly, on-time performance recovered between the beginning and middle trip segments, but fell between the middle and end trip segments. Better adherence to the published schedules should improve on-time performance.

Exhibit x.11 Vallejo Transit On-Time Performance by Route and Day-Part

Route	AM Other				AM Peak				Midday				PM Peak				PM Other				Total			
	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed
Route 1	71.8%	7.7%	20.5%	0.0%	72.2%	10.2%	7.9%	9.7%	48.9%	38.2%	7.4%	5.5%	34.5%	39.6%	13.7%	12.2%	75.0%	8.6%	15.5%	0.9%	53.7%	28.9%	10.3%	7.2%
Route 2	43.8%	43.8%	6.3%	6.3%	59.0%	30.8%	2.6%	7.7%	31.1%	43.3%	1.2%	24.4%	40.0%	13.3%	18.9%	27.8%	59.2%	18.4%	4.1%	18.4%	42.6%	31.0%	6.0%	20.4%
Route 3	-	-	-	-	84.8%	6.1%	9.1%	0.0%	41.8%	28.4%	14.9%	14.9%	66.3%	19.1%	14.6%	0.0%	83.3%	0.0%	16.7%	0.0%	59.0%	20.1%	13.4%	7.5%
Route 4	-	-	-	-	18.2%	50.0%	20.5%	11.4%	13.7%	38.2%	0.0%	48.0%	41.2%	31.4%	0.0%	27.5%	-	-	-	-	21.8%	39.1%	4.6%	34.5%
Route 5	62.5%	12.5%	25.0%	0.0%	77.7%	4.1%	18.2%	0.0%	53.5%	19.1%	17.0%	10.3%	59.3%	22.0%	18.7%	0.0%	76.0%	0.0%	24.0%	0.0%	61.8%	15.3%	18.1%	4.7%
Route 6	0.0%	25.0%	75.0%	0.0%	55.4%	35.7%	8.9%	0.0%	58.6%	21.4%	20.0%	0.0%	75.0%	15.0%	10.0%	0.0%	68.8%	18.8%	12.5%	0.0%	59.5%	22.9%	17.6%	0.0%
Route 7	60.7%	25.0%	14.3%	0.0%	74.5%	12.7%	12.7%	0.0%	64.2%	19.1%	11.3%	5.4%	68.3%	22.5%	9.2%	0.0%	62.5%	37.5%	0.0%	0.0%	66.9%	19.5%	10.9%	2.7%
Local FR Total	55.3%	20.4%	23.3%	1.0%	69.4%	15.2%	11.0%	4.3%	48.1%	29.7%	10.6%	11.6%	51.5%	26.4%	13.5%	8.6%	70.6%	12.3%	12.7%	4.4%	55.1%	24.5%	11.9%	8.6%
Route 78	35.7%	14.3%	42.9%	7.1%	52.4%	28.6%	19.0%	0.0%	42.5%	34.2%	20.5%	2.7%	49.1%	33.3%	15.8%	1.8%	52.9%	11.8%	29.4%	5.9%	46.8%	29.6%	21.2%	2.5%
Route 80	60.8%	2.0%	37.3%	0.0%	57.6%	10.8%	29.7%	1.9%	53.7%	21.6%	21.6%	3.1%	62.4%	10.5%	27.1%	0.0%	65.3%	5.4%	25.2%	4.1%	58.9%	13.2%	25.9%	2.1%
Route 85	71.4%	0.0%	28.6%	0.0%	66.0%	24.1%	9.9%	0.0%	50.6%	31.2%	13.1%	5.1%	50.7%	30.7%	12.0%	6.7%	54.6%	34.3%	5.2%	6.0%	54.8%	30.5%	9.9%	4.7%
Route 200	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	83.3%	16.7%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	96.6%	3.4%	0.0%	0.0%
Regional Total	59.2%	3.9%	35.5%	1.3%	62.2%	17.6%	19.3%	0.8%	51.9%	26.5%	18.0%	3.7%	58.4%	19.6%	19.6%	2.4%	59.1%	22.7%	13.0%	5.2%	57.1%	21.6%	18.2%	3.1%
Route 11	-	-	-	-	60.0%	0.0%	40.0%	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Route 12	-	-	-	-	66.7%	0.0%	33.3%	0.0%	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Route 16	-	-	-	-	-	-	-	-	60.0%	40.0%	0.0%	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Route 18	-	-	-	-	-	-	-	-	83.3%	0.0%	16.7%	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Route 20	-	-	-	-	33.3%	0.0%	66.7%	0.0%	66.7%	8.3%	25.0%	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
Route 22	-	-	-	-	-	-	-	-	33.3%	33.3%	33.3%	0.0%	-	-	-	-	-	-	-	-	-	-	-	-
School Trippers Total	-	-	-	-	50.0%	0.0%	50.0%	0.0%	66.7%	19.0%	14.3%	0.0%	-	-	-	-	-	-	-	-	46.2%	20.5%	33.3%	0.0%
Average	57.3%	12.2%	29.4%	1.1%	65.8%	16.4%	15.2%	2.6%	50.0%	28.1%	14.3%	7.6%	55.0%	23.0%	16.6%	5.5%	64.9%	17.5%	12.9%	4.8%	56.1%	23.0%	15.0%	5.8%

Exhibit x.12 Vallejo Transit On-Time Performance by Route and Trip Segment

Route	Beginning				Middle				End			
	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed
Route 1	55.5%	27.6%	11.0%	5.9%	55.1%	32.3%	5.9%	6.7%	50.0%	25.9%	14.8%	9.3%
Route 2	55.5%	27.7%	8.4%	8.4%	38.3%	34.4%	6.5%	20.8%	-	-	-	-
Route 3	61.0%	17.5%	13.6%	7.8%	54.3%	23.6%	13.4%	8.7%	61.7%	19.6%	13.1%	5.6%
Route 4	43.0%	34.1%	5.2%	17.8%	39.4%	31.5%	11.8%	17.3%	42.3%	30.8%	10.0%	16.9%
Route 5	63.6%	11.0%	25.3%	0.0%	60.0%	22.5%	15.8%	1.7%	58.4%	17.6%	21.4%	2.5%
Route 6	70.6%	13.9%	12.8%	2.8%	63.4%	25.0%	10.5%	1.2%	60.2%	18.4%	21.4%	0.0%
Route 7	72.7%	24.0%	3.2%	0.0%	51.3%	28.8%	16.3%	3.8%	69.4%	15.6%	9.4%	5.6%
Local FR Total	60.0%	22.7%	11.5%	5.8%	53.1%	28.7%	10.7%	7.5%	56.3%	21.6%	15.2%	6.8%
Route 78	48.9%	30.4%	17.4%	3.3%	50.5%	15.3%	32.4%	1.8%	-	-	-	-
Route 80	79.4%	5.9%	14.7%	0.0%	60.6%	4.2%	35.2%	0.0%	43.3%	4.0%	51.7%	1.0%
Route 85	74.4%	13.9%	8.3%	3.3%	41.6%	49.1%	0.6%	8.7%	44.9%	43.7%	4.4%	7.0%
Route 200	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	-	-	-	-
Regional Total	70.2%	15.9%	11.4%	2.5%	52.8%	23.3%	20.3%	3.6%	44.0%	21.4%	30.9%	3.6%
Route 11	33.3%	0.0%	66.7%	0.0%	100.0%	0.0%	0.0%	0.0%	-	-	-	-
Route 12	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	-	-	-	-
Route 16	0.0%	100.0%	0.0%	0.0%	55.6%	44.4%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
Route 18	-	-	-	-	66.7%	0.0%	33.3%	0.0%	-	-	-	-
Route 20	25.0%	25.0%	50.0%	0.0%	44.4%	0.0%	55.6%	0.0%	50.0%	0.0%	50.0%	0.0%
Route 22	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	-	-	-	-
School Trippers Total	25.0%	41.7%	33.3%	0.0%	51.7%	13.8%	34.5%	0.0%	70.0%	0.0%	30.0%	0.0%
Average	51.7%	26.7%	18.8%	2.8%	52.5%	21.9%	21.8%	3.7%	56.8%	14.4%	25.4%	3.5%

Exhibit x.13 Benicia Breeze On-Time Performance by Route and Day-Part

Route	AM Other				AM Peak				Midday				PM Peak				Total			
	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed
Route 15	-	-	-	-	82.4%	0.0%	17.6%	0.0%	38.9%	0.0%	61.1%	0.0%	-	-	-	-	60.0%	0.0%	40.0%	0.0%
Route 17	-	-	-	-	41.2%	29.4%	29.4%	0.0%	-	-	-	-	27.3%	0.0%	72.7%	0.0%	35.7%	17.9%	46.4%	0.0%
School Trippers	-	-	-	-	61.8%	14.7%	23.5%	0.0%	38.9%	0.0%	61.1%	0.0%	27.3%	0.0%	72.7%	0.0%	49.2%	7.9%	42.9%	0.0%
Route 21	85.7%	14.3%	0.0%	0.0%	78.6%	21.4%	0.0%	0.0%	-	-	-	-	33.3%	14.3%	28.6%	23.8%	57.1%	16.7%	14.3%	11.9%
Route 22	50.0%	33.3%	16.7%	0.0%	80.0%	0.0%	20.0%	0.0%	-	-	-	-	50.0%	25.0%	25.0%	0.0%	56.5%	21.7%	21.7%	0.0%
Flex-Route	69.2%	23.1%	7.7%	0.0%	78.9%	15.8%	5.3%	0.0%	-	-	-	-	39.4%	18.2%	27.3%	15.2%	56.9%	18.5%	16.9%	7.7%
Route 76	44.4%	0.0%	55.6%	0.0%	55.6%	11.1%	33.3%	0.0%	44.4%	33.3%	22.2%	0.0%	40.0%	0.0%	60.0%	0.0%	45.2%	9.5%	45.2%	0.0%
Regional	44.4%	0.0%	55.6%	0.0%	55.6%	11.1%	33.3%	0.0%	44.4%	33.3%	22.2%	0.0%	40.0%	0.0%	60.0%	0.0%	45.2%	9.5%	45.2%	0.0%
Average	56.8%	11.5%	31.6%	0.0%	65.4%	13.9%	20.7%	0.0%	41.7%	16.7%	41.7%	0.0%	35.6%	6.1%	53.3%	5.1%	50.5%	12.0%	35.0%	2.6%

Exhibit x.14 Benicia Breeze On-Time Performance by Route and Trip Segment

Route	Beginning				Middle				End			
	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed	On-Time	Late	Early	Missed
Route 15	50.0%	0.0%	50.0%	0.0%	58.3%	0.0%	41.7%	0.0%	72.7%	0.0%	27.3%	0.0%
Route 17	33.3%	33.3%	33.3%	0.0%	55.6%	11.1%	33.3%	0.0%	20.0%	10.0%	70.0%	0.0%
School Trippers	42.9%	14.3%	42.9%	0.0%	57.1%	4.8%	38.1%	0.0%	47.6%	4.8%	47.6%	0.0%
Route 21	52.9%	41.2%	0.0%	5.9%	53.8%	0.0%	30.8%	15.4%	66.7%	0.0%	16.7%	16.7%
Route 22	37.5%	37.5%	25.0%	0.0%	75.0%	16.7%	8.3%	0.0%	33.3%	0.0%	66.7%	0.0%
Flex-Route	48.0%	40.0%	8.0%	4.0%	64.0%	8.0%	20.0%	8.0%	60.0%	0.0%	26.7%	13.3%
Route 76	41.7%	8.3%	50.0%	0.0%	40.0%	0.0%	60.0%	0.0%	53.3%	20.0%	26.7%	0.0%
Regional	41.7%	8.3%	50.0%	0.0%	40.0%	0.0%	60.0%	0.0%	53.3%	20.0%	26.7%	0.0%
Average	44.2%	20.9%	33.6%	1.3%	53.7%	4.3%	39.4%	2.7%	53.7%	8.3%	33.7%	4.4%

BOARDING AND ALIGHTING ANALYSIS

This section discusses overall fixed-route boarding and alighting trends along Vallejo Transit and Benicia Breeze routes. Boarding and alighting data collected from the ride check were recorded on the same trip sheet as on-time performance data. Data were then imported into Microsoft Excel and segregated by route, stop, and day-part. Note, all exhibit data reflect combined boardings and alightings of weekday, Saturday, and Sunday service.

Boarding by Day-Part

Evaluating a system by day-part is critical to assessing existing ridership trends not apparent through the use of traditional performance measures. This snapshot of productivity (i.e., boardings and alightings) provides valuable insight for potential service changes and recommendations (i.e., elimination of trip segments, addition of route segments, or stops).

Boarding and alighting data were collected across a representative sample of weekday, Saturday, and Sunday service. Bear in mind, accuracy of data may be influenced by external factors (i.e., school schedules, weather, etc.) occurring during the ride check, potentially impacting or skewing results and trends.

As defined in the previous section (On-time Performance), route analysis will be divided into five separate day-parts (A.M. Other, A.M. Peak, Midday, P.M. Peak, and P.M. Other). To more accurately assess productivity by time of day, boarding averages were derived from total boardings divided by the number of trips during the specified day-part. This approach shows the average boardings per trip per day-part, versus to total boardings which are skewed by the number of trips offered.

The aggregate of boarding averages by day-part is visually represented in [Exhibit X.15](#) below. The exhibit illustrates a trend which peaks in the Midday and with a slight decline in activity during the P.M. Peak and a sharp drop during the P.M. Other. As illustrated by the line graph below, Midday trips averaged 14 boardings per trip. This may be due to higher number of patrons utilizing the service for midday activities during off-peak hours. This may also indicate demand exists to increase service offerings and/or frequency during this day-part.

Boarding averages dropped during the P.M. Other day-part. This may be in large part due to the fact there is less demand for trips during this day-part given few work-related trips occur that late in the evening.

[Exhibit X.16](#) shows the boarding averages by route type by day-part. Both the Vallejo Regional and Benicia Regional services had fairly consistent boarding averages. This suggests an appropriate level of trip allocation relative to boardings. Comparatively, the Vallejo Fixed-Route service and Benicia Flex-Route service had more fluctuations in boarding averages throughout

the day-parts. This suggests trips could be trimmed during the A.M. Other and P.M. Other with potentially little impact on overall productivity.

Exhibit X.15 Boarding Averages by Day-Part

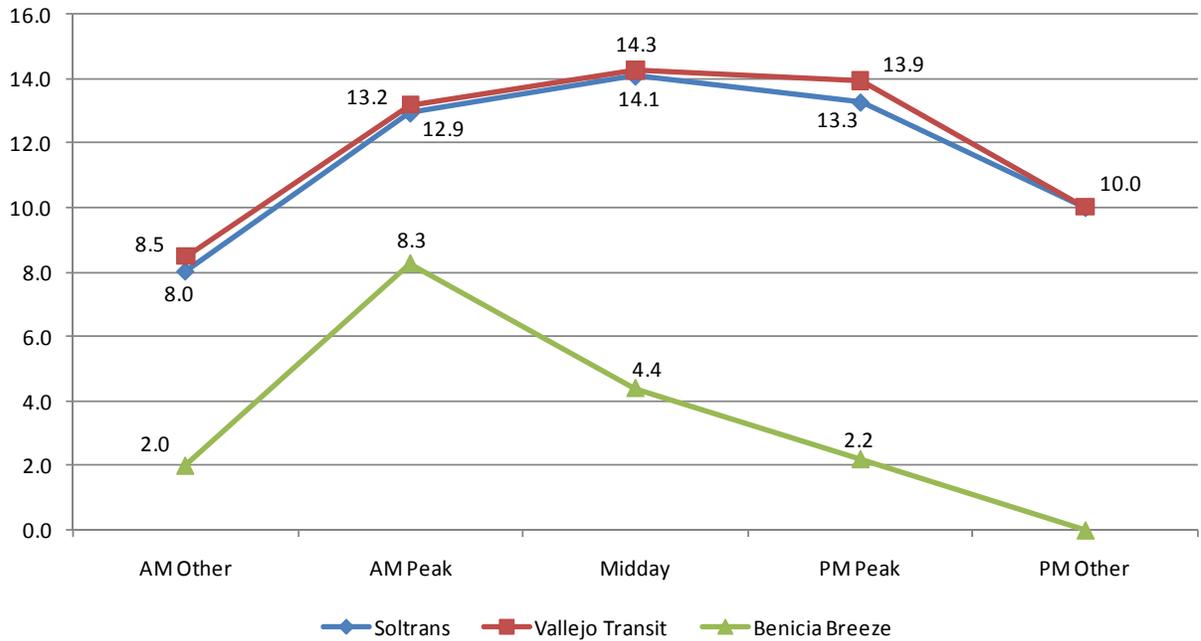


Exhibit X.16 Boarding Averages by Route Type by Day-Part

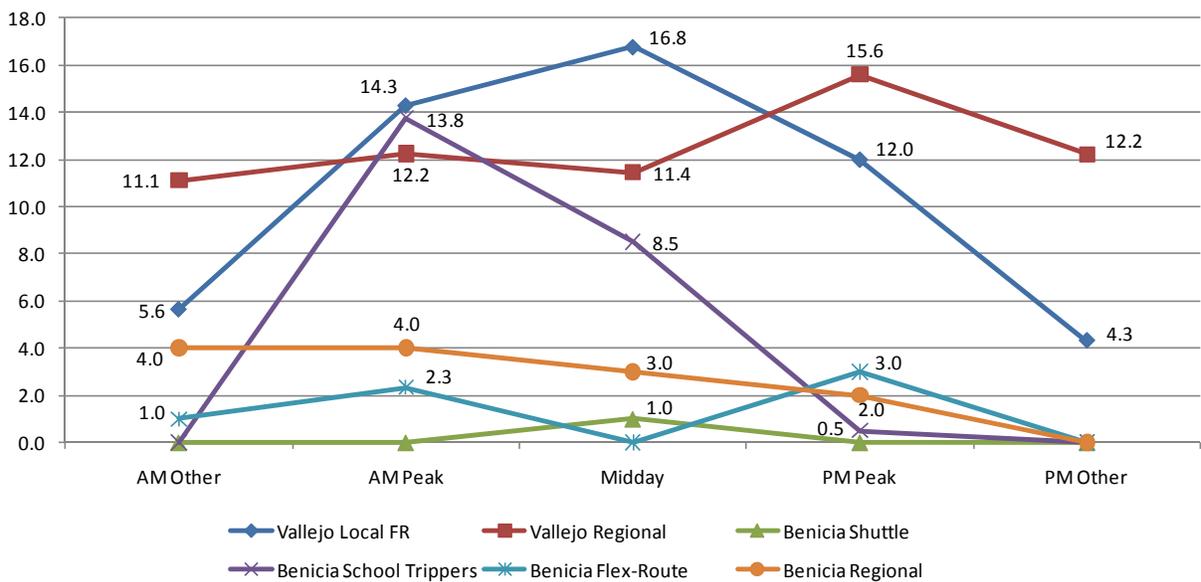


Exhibit X.17 shows the average boardings by day-part and route. Vallejo Transit's Fixed-Route service had the highest average boardings during the Midday day-part while the Regional service had the highest average boardings during the A.M. Peak and P.M. Peak. Given the typical clientele (i.e., commuters use the Regional service), this distribution of boardings is to be expected.

Within the Fixed-Route service, Route 5 sustained boarding averages throughout the day with the exception of P.M. Other, while Route 7 had the inverse trend. This makes sense given Routes 5 and 7 provide service along a similar alignment but in opposite directions.

In terms of Vallejo Transit's Regional service, the P.M. Peak saw the highest overall average boardings. Route 200 had the highest average boardings during this time at 33 followed by Route 78 South at 26. Overall, the boarding averages for the Regional Service point to many patrons boarding in Vallejo during the A.M. Peak and returning during the Midday or P.M. Peak day-parts.

For the Benicia Breeze routes, boarding appeared to be concentrated primarily during the A.M. Peak. For example, both School Trippers (Routes 15 and 17) had substantially higher boarding averages during the A.M. Peak with a sharp drop-off in the average boardings for the rest of the operating day. The lone exception was Route 21 which averaged nearly five boarding per trip during the P.M. Peak.

Despite connecting Benicia to the Diablo Valley College and the Sun Valley Mall, the Benicia Breeze Regional Service has lower boardings per trip than the Vallejo Transit Regional Service. The relative low productivity of the Benicia Breeze Regional Service versus the Vallejo Transit Regional Service could be the result of fewer connections with other regional transit providers like BART as well as low development density and a generally higher income in Benicia. Given Route 76 (Benicia Regional) primarily serves employees participating in the DVC-Vanpool program, promotion of Route 76 as an alternative may assist in increasing productivity on this regional service. We believe improving connections to elsewhere in Solano County as well as to BART stations in Contra Costa County could boost ridership and productivity.

Exhibit X.17 System Boarding Averages by Route and Day-Part

Boarding Averages by Day Part						
Route	AM Other	AM Peak	Midday	PM Peak	PM Other	Route Average
Route 1 North	0.4	6.1	11.0	11.0	1.6	8.1
Route 1 South	11.3	14.2	13.9	10.8	2.3	11.8
Route 2 North	0.5	10.2	15.4	13.5	4.6	11.6
Route 2 South	6.0	11.2	9.3	6.0	4.7	8.2
Route 3 North	-	17.0	14.0	-	-	15.5
Route 3 South	-	25.0	4.0	-	-	14.5
Route 4 North	-	15.7	17.7	8.3	0.0	15.1
Route 4 South	-	10.0	14.3	5.7	0.0	11.1
Route 5	13.0	17.3	21.2	17.2	8.5	18.6
Route 6	5.0	20.5	17.4	11.8	7.5	17.3
Route 7	8.0	23.9	29.0	15.3	13.5	17.1
Vallejo Fixed-Route Average	5.6	14.3	16.8	12.0	4.3	12.9
Route 78 North	1.3	4.0	6.0	11.0	4.0	5.9
Route 78 South	16.0	12.5	8.7	26.0	-	12.3
Route 80 East	2.0	4.9	11.1	20.6	15.3	12.8
Route 80 West	19.3	21.2	9.9	7.0	9.1	8.1
Route 85 East	1.5	13.9	20.5	16.3	10.3	15.6
Route 85 West	0.0	7.0	17.2	24.0	16.1	15.8
Route 200 Inbound	-	4.0	11.3	32.5	8.3	17.0
Route 200 Outbound	25.5	32.6	10.7	6.5	5.2	17.7
Vallejo Regional Average	11.1	12.2	11.4	15.6	12.2	11.9
Route 11	0.0	28.0	0.0	0.0	0.0	28.0
Route 12N	0.0	7.0	23.3	0.0	0.0	19.3
Route 16	0.0	0.0	3.7	0.0	0.0	3.7
Route 18	0.0	0.0	2.0	0.0	0.0	2.0
Route 20	0.0	10.0	6.0	0.0	0.0	7.3
Route 22	0.0	0.0	1.0	6.0	0.0	3.5
Vallejo School Trippers Average	0.0	15.0	8.9	6.0	0.0	9.9
Med Center Shuttle	-	0.0	1.0	-	-	1.0
Route 15	-	12.5	8.5	-	-	10.5
Route 17	-	15.0	0.0	0.5	-	8.0
Benicia School Trippers Average	0.0	13.8	8.5	0.5	-	9.3
Route 21	1.0	2.0	-	4.7	-	2.6
Route 22	1.0	3.0	-	0.5	-	1.5
Benicia Flex-Route Average	1.0	2.3	0.0	3.0	-	2.4
Route 76 (Benicia Regional)	4.0	4.0	3.0	2.0	-	3.3
System Average	8.0	12.9	14.1	13.3	10.0	12.1

Exhibit x. 18 Saturday Boarding Averages by Route and Day-Part

Saturday Boarding Averages by Day Part						
Route	AM Other	AM Peak	Midday	PM Peak	PM Other	Route Average
Route 1 North	0.0	4.9	7.5	8.7	2.2	4.7
Route 1 South	3.0	10.0	9.6	7.7	1.7	6.4
Route 2 North	0.0	3.3	7.9	5.0	1.3	3.5
Route 2 South	0.0	10.3	8.5	7.8	2.3	5.8
Route 5	0.0	26.0	17.6	14.0	0.0	11.5
Route 6	0.0	7.7	9.3	7.7	7.0	6.3
Route 7	0.0	13.5	16.1	13.3	17.0	12.0
Vallejo Fixed-Route Average	0.4	10.8	10.9	9.2	4.5	7.2
Route 78 North	0.0	7.0	8.8	14.0	5.0	7.0
Route 78 South	0.0	7.5	6.7	6.5	0.0	4.1
Route 80 East	0.0	8.2	12.8	18.0	13.6	10.5
Route 80 West	8.0	13.2	13.5	11.9	6.6	10.6
Route 85 East	0.0	23.5	13.7	20.0	13.0	14.0
Route 85 West	0.0	1.0	22.5	27.5	21.0	14.4
Vallejo Regional Average	0.8	10.5	11.8	12.2	6.8	8.4
Route 200 Inbound	0.0	16.0	8.0	0.0	13.0	7.4
Route 200 Outbound	0.0	16.0	13.0	0.0	2.0	6.2
Saturday Boarding Averages	0.3	13.3	10.9	5.3	6.6	7.3

Exhibit x.19 Sunday Boarding Averages by Route and Day-Part

Sunday Boarding Averages by Day Part						
Route	AM Other	AM Peak	Midday	PM Peak	PM Other	Route Average
Route 5	-	9.7	17.0	16.3	0.0	10.8
Vallejo Fixed-Route Average	-	9.7	17.0	16.3	0.0	10.8
Route 80 East	-	3.7	7.1	11.1	12.3	8.5
Route 80 West	-	11.7	6.1	5.3	12.7	8.9
Route 85 East	-	13.0	21.0	14.5	0.0	12.1
Route 85 West	-	0.0	9.7	13.5	27.0	12.5
Vallejo Regional Average	-	7.9	13.0	12.8	8.7	10.6
Route 200 Inbound	-	0.0	6.0	0.0	3.5	2.4
Route 200 Outbound	-	9.0	8.0	0.0	7.0	6.0
Sunday Boarding Average	-	6.7	11.0	7.3	4.8	7.4

Alighting by Day-Part

Similar to the system boarding average trend, the service experienced a gradual increase in system alighting activity throughout the day-parts, with a dip by about four alightings per trip during the P.M. Other day-part (Exhibit X.20). As noted above, the relatively low ridership activity during the A.M. Other and P.M. Other day parts suggest reducing service during these times might not drastically reduce program productivity.

In terms of the individual route types, Vallejo Transit's Fixed-Route service had relatively low average alighting during the A.M. Other and P.M. Other. By contrast, the Fixed-Route service experienced a rapid increase in average alightings after the A.M. Other day-part lasting through the P.M. Peak. The concentration of riders during the A.M. Peak, Midday, and P.M. Peak day-parts is expected and suggests service may want to be reallocated to meet demand during these day-parts.

Consistent with the boarding, Vallejo Transit's Regional service had relatively stable average alighting. Since the average number of alightings did not fluctuate despite the changes in the number of trips, this suggests Vallejo Transit is allocating enough service to meet demand.

As with the boarding averages discussed above, Benicia Breeze experienced much more fluctuation in average alightings throughout the day with the exception of the Regional Service. Since many of the Benicia routes have on-demand characteristics (i.e., flex-route, general public Dial-A-Ride, school tripper, medical shuttle) it is not surprising to see oscillation in boarding and alighting activity.

The Benicia Breeze Regional Service did have fairly consistent alighting activity throughout the day with most alightings during the A.M. Other day-part with a gradual decline over the course of the service day. Since the Regional service only offers connections to the Diablo Valley College and Sun Valley Mall, it is not surprising to see lower passenger activity than with Vallejo Transit's Regional service, which connects to two BART stations and downtown San Francisco.

Exhibit X.20 System Alighting Averages by Day-Part

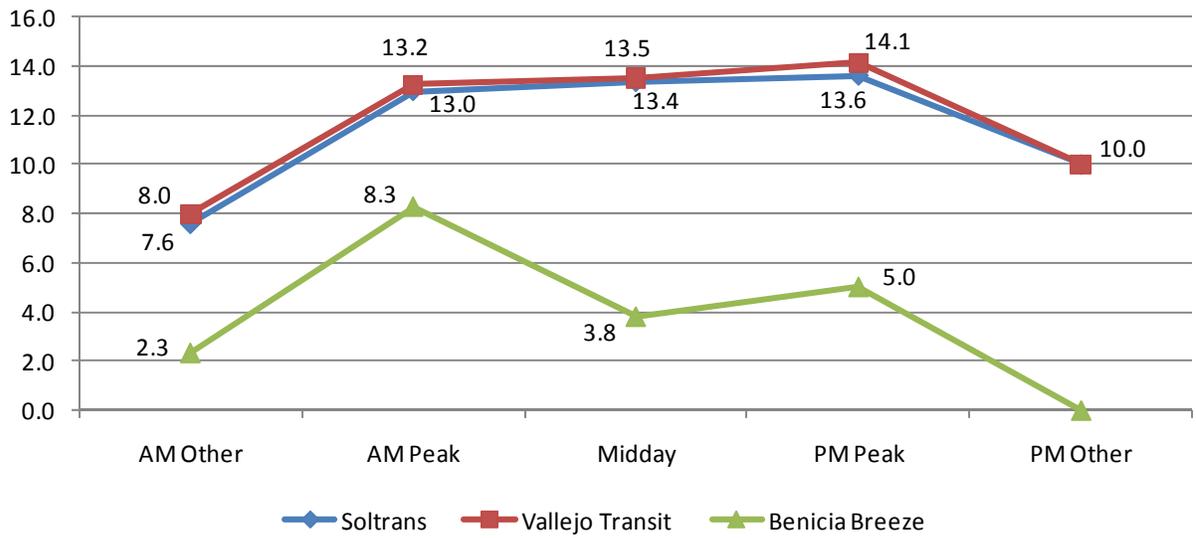


Exhibit X.21 Alighting Averages by Route Type by Day-Part

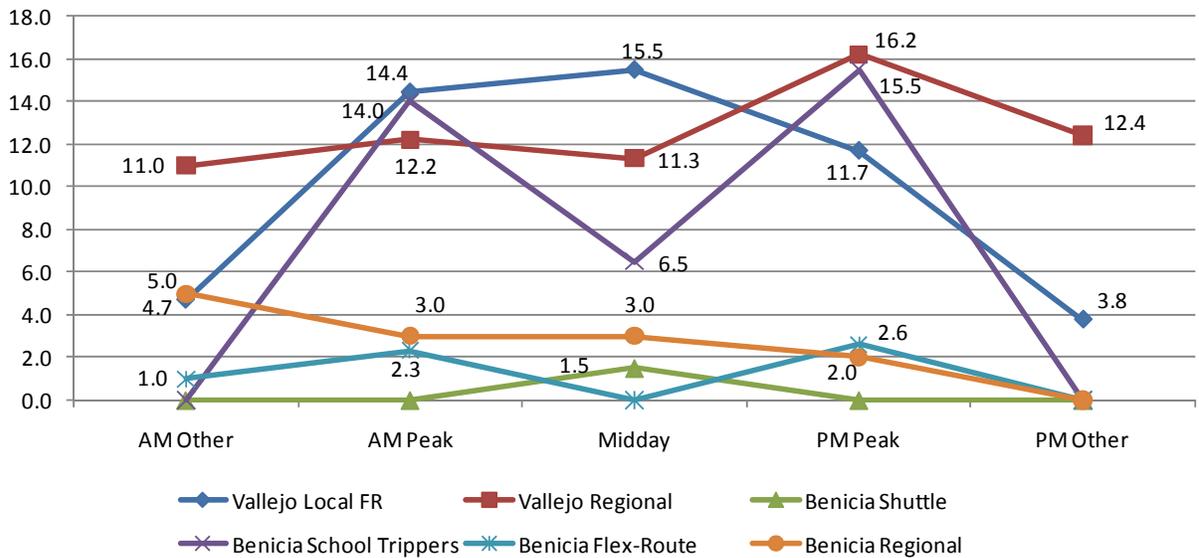


Exhibit X.22 presents the average alighting by day-part and route. As with the average boarding discussed above, the average alighting per trip was largely concentrated during the A.M. Peak, Midday, and P.M. Peak day-parts. Given the need to reduce service due to budgetary constraints, the service reductions should be focused around the A.M. Other and P.M. Other day-parts. We believe this would minimize inconvenience to patrons and have the least likelihood of impacting program productivity.

In terms of the Vallejo Transit Fixed-Route service, Route 5 and Route 7 had the highest average alightings per trip with 23 and 20 alightings per trip, respectively. Since these routes serve the same areas along the same streets, it is not surprising to see a high correlation between boarding and alighting activity along these routes. Since activity is highest along these routes, Soltrans may wish to shift resources to this route to either increase service or extend service hours.

Among the routes with the lowest average alighting per trip was Route 1 Northbound as well as Route 2 Northbound. Interestingly, both Route 1 Southbound and Route 2 Southbound had higher productivity. This suggests demand for northbound service is more dispersed and thus is spread out over multiple trips while southbound travel is more concentrated.

In terms of the Vallejo Transit Regional service, most routes had fairly consistent average alighting with the exception of Route 78 North. This is surprising given the greater number of passengers per trip southbound during the A.M. and Midday day-parts than the number of passengers alighting during the P.M. Peak day-part. What this may suggest is patrons use this route to access the BART stations but return on a different service like Routes 80 or 200.

For the Benicia Breeze operation, average alighting per trip was more diffuse given the majority of the service is somewhat demand response. The lone exception is Route 76 which is the only true dedicated fixed-route service in program. Overall the School Tripper Routes had relatively high average alighting during the A.M. Peak and P.M. Peak, which coincides with school bell schedules.

The Flex-Route service had low but consistent alighting averages during A.M. and P.M. peak hours. The lower passenger activity could be due to the low on-time performance observed during this ride check as well as the fact many in Benicia are not transit-dependent.

As shown with the boardings, the average alightings for Route 76 fell gradually throughout the service day. This suggests Route 78 patrons use the service to get to Diablo Valley College or Sun City Mall to either access employment or transfer to another service.

Exhibit X.22 System Alighting Averages by Route and Day-Part

Alighting Averages by Day Part						
Route	AM Other	AM Peak	Midday	PM Peak	PM Other	Route Average
Route 1 North	0.6	6.5	9.7	9.9	2.1	7.5
Route 1 South	8.5	16.8	14.6	11.6	2.1	12.6
Route 2 North	0.0	5.8	11.6	9.3	2.2	8.0
Route 2 South	5.5	15.5	11.2	10.9	2.3	10.7
Route 3 North	-	17.0	14.0	-	-	15.5
Route 3 South	-	25.0	4.0	-	-	14.5
Route 4 North	-	14.7	13.4	6.7	-	12.2
Route 4 South	-	7.7	11.5	5.3	-	9.0
Route 5	13.0	18.1	21.9	16.2	7.5	23.4
Route 6	5.0	17.5	13.9	11.2	7.5	13.0
Route 7	6.0	22.6	25.8	14.0	14.5	20.5
Vallejo Fixed-Route Average	4.7	14.4	15.5	11.7	3.8	13.2
Route 78 North	1.3	4.3	6.8	12.7	4.7	6.9
Route 78 South	15.5	13.2	6.6	17.0	-	10.5
Route 80 East	2.0	5.2	13.5	23.3	17.6	14.8
Route 80 West	19.1	20.3	9.5	7.1	9.2	11.2
Route 85 East	1.5	14.3	16.0	14.8	9.5	13.7
Route 85 West	0.0	6.6	15.1	22.5	14.7	14.5
Route 200 Inbound	-	4.0	11.3	32.5	8.3	13.6
Route 200 Outbound	25.5	32.6	10.7	6.5	5.2	15.2
Vallejo Regional Average	11.0	12.2	11.3	16.2	12.4	12.8
Route 11	0.0	33.0	0.0	0.0	0.0	33.0
Route 12N	0.0	7.0	23.3	0.0	0.0	19.3
Route 16	0.0	0.0	3.7	0.0	0.0	3.7
Route 18	0.0	0.0	2.0	0.0	0.0	2.0
Route 20	0.0	10.0	6.0	0.0	0.0	7.3
Route 22	0.0	0.0	1.0	6.0	0.0	3.5
Vallejo School Trippers Average	0.0	16.3	7.0	6.0	-	8.8
Med Center Shuttle	-	-	1.5	-	-	1.5
Route 15	-	12.5	6.5	-	-	9.5
Route 17	-	15.5	-	15.5	-	15.5
Benicia School Trippers Average	-	14.0	6.5	15.5	-	12.5
Route 21	1.0	2.0	-	4.3	-	3.0
Route 22	1.0	3.0	-	0.0	-	1.0
Benicia Flex-Route Average	1.0	2.3	-	2.6	-	2.2
Route 76 (Benicia Regional)	5.0	3.0	3.0	2.0	-	2.8
System Average	7.6	13.0	13.4	13.6	10.0	12.7

Exhibit X.23 Saturday Alighting Averages by Route and Day-Part

Saturday Alighting Averages by Day Part						
Route	AM Other	AM Peak	Midday	PM Peak	PM Other	Route Average
Route 1 North	0.0	4.9	7.5	8.7	2.2	4.7
Route 1 South	3.0	10.0	9.6	7.7	1.7	6.4
Route 2 North	0.0	3.3	7.9	5.0	1.3	3.5
Route 2 South	0.0	10.3	8.5	7.8	2.3	5.8
Route 5	0.0	26.0	17.6	14.0	0.0	11.5
Route 6	0.0	7.7	9.3	7.7	7.0	6.3
Route 7	0.0	13.5	16.1	13.3	17.0	12.0
Vallejo Fixed-Route Average	0.4	10.8	10.9	9.2	4.5	7.2
Route 78 North	0.0	7.0	8.8	14.0	5.0	7.0
Route 78 South	0.0	7.5	6.7	6.5	0.0	4.1
Route 80 East	0.0	8.2	12.8	18.0	13.6	10.5
Route 80 West	8.0	13.2	13.5	11.9	6.6	10.6
Route 85 East	0.0	23.5	13.7	20.0	13.0	14.0
Route 85 West	0.0	1.0	22.5	27.5	21.0	14.4
Vallejo Regional Average	0.8	10.5	11.8	12.2	6.8	8.4
Route 200 Inbound	0.0	16.0	8.0	0.0	13.0	7.4
Route 200 Outbound	0.0	16.0	13.0	0.0	2.0	6.2
Saturday Alighting Average	0.3	13.3	10.9	5.3	6.6	7.3

Exhibit X.24 Sunday Alighting Averages by Route and Day-Part

Sunday Alighting Averages by Day Part						
Route	AM Other	AM Peak	Midday	PM Peak	Peak Other	Route Average
Route 5	-	7.0	19.0	18.0	0.0	11.0
Vallejo Fixed-Route Average	-	7.0	19.0	18.0	0.0	11.0
Route 80 East	-	7.3	14.0	22.3	24.5	17.0
Route 80 West	-	11.7	6.1	7.6	12.7	9.5
Route 85 East	-	13.0	16.7	16.0	0.0	11.4
Route 85 West	-	0.0	12.7	14.0	26.0	13.2
Vallejo Regional Average	-	7.7	14.6	16.0	10.5	12.2
Route 200 Inbound	-	0.0	6.0	0.0	3.5	2.4
Route 200 Outbound	-	9.0	8.0	0.0	7.0	6.0
Sunday Alighting Average	-	5.9	11.9	8.5	5.3	7.9

Route-Segment Analysis

The goal of the route-segment analysis is to identify key bus stops and points of significant activity. Boarding and alighting data collected at each published time-point was geocoded using ESRI ArcView Geographic Information System (GIS) software. From there, maps were generated to illustrate boarding and alighting densities. All exhibit data represent the combined total stop activity of weekday, Saturday, and Sunday data.

Route 1 Boarding and Alighting Counts

Local Route 1 provides service to the western portion of Vallejo with service running between 4:50 a.m. and 8:30 p.m. for the northbound alignment and between 5:00 a.m. and 8:10 p.m. for the southbound alignment during weekdays. Saturday and Holiday service span is from 5:50 a.m. to 11:00 p.m. for northbound service. Southbound Saturday and Holiday service span is from 6:00 a.m. to 10:30 p.m.

Northbound trips during the A.M. Other day-part originate from Sonoma Boulevard and Mini Drive in northern Vallejo and terminate at Elliot Drive and Mini Drive. The balance of the northbound service originates at 5th Street and Magazine Street. The only exception is the last Saturday and Holiday trip which originates as a northbound Route 1 from York and Marin Transfer Center and terminates as a southbound Route 1 at the York and Marin Transfer Center. The weekday, Saturday, and Holiday service operate on 30-minute headways with a run-time of 48 minutes.

Exhibit X.25 shows the boarding and alighting activity for Route 1 Northbound. The majority of the boarding were concentrated during the Midday and P.M. Peak day-parts. The least productive day-part was the A.M. Other which had below one passenger per trip. Comparatively, Route 1 Northbound was less productive than Route 1 Southbound as well as had the lowest average boardings and alightings for any of the routes defined as the Fixed-Route service.

Exhibit X.25 Route 1 Northbound Activity by Day-Part

Route 1 Northbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	2	3	0.4	0.6	5
AM Peak	79	85	6.1	6.5	13
Midday	287	251	11.0	9.7	26
PM Peak	154	139	11.0	9.9	14
PM Other	13	17	1.6	2.1	8

Exhibits X.26 and x.27 show the top 5 boarding and alighting stops for Route 1 Northbound. The Vallejo Ferry Terminal (which serves as the major transfer center during the York and Marin Transfer Center construction) had the highest total number

of boardings at 164. The Sereno Transit Center had the second highest number of boardings at 69 and the highest number of alightings at 79.

Exhibit X.26 Route 1 Northbound Top 5 Boarding Stops

Route 1 Northbound		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	164
2	Sereno Transit Center	69
3	Broadway & Tennessee	68
4	Broadway & Nebraska	40
5	Sonoma & Longs	33

Exhibit X.27 Route 1 Northbound Top 5 Alighting Stops

Route 1 Northbound		
Rank	Stop	Alightings
1	Sereno Transit Center	79
2	Sonoma & Yolano	51
3	Broadway & Illinois	44
4	Sonoma & Mini Drive	41
5	Sonoma & Longs	39

As noted above, Route 1 Southbound had much higher boarding and alighting averages. The day-part with the highest number of boardings was the Midday followed by the A.M. Peak. The least productivity was the P.M. Other day-part.

When comparing the P.M. Other day-part to the A.M. Other day-part, the ride check revealed the P.M. Other may have too much service relative to the number of passengers it attracts. For example, the A.M. Other day-part has more than twice the passenger activity using only four trips versus the seven used in the P.M. Other day-part. In short, reducing service during the P.M. Other day-part would bring boarding and alighting averages more in line with other day-part averages.

Exhibit X.29 Route 1 Southbound Activity by Day-Part

Route 1 Southbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	45	34	11.3	8.5	4
AM Peak	170	202	14.2	16.8	12
Midday	362	379	13.9	14.6	26
PM Peak	151	163	10.8	11.6	14
PM Other	16	15	2.3	2.1	7

Exhibits X.30 and x.31 show the top five stops for boarding and alighting for Route 1 Southbound. Again the Vallejo Ferry Terminal had the highest number of boardings but also had the highest number of alightings. This is likely due to the fact Route 1 Southbound serves the Ferry Terminal twice during its run.

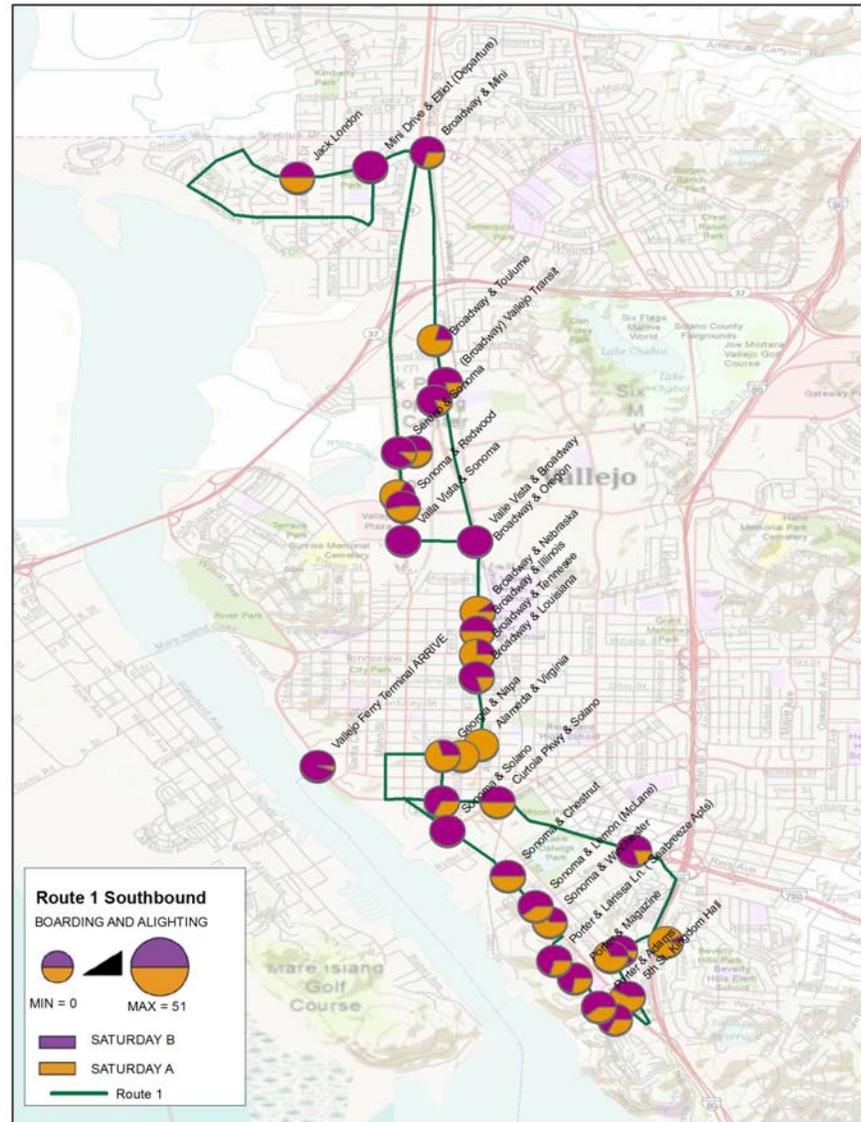
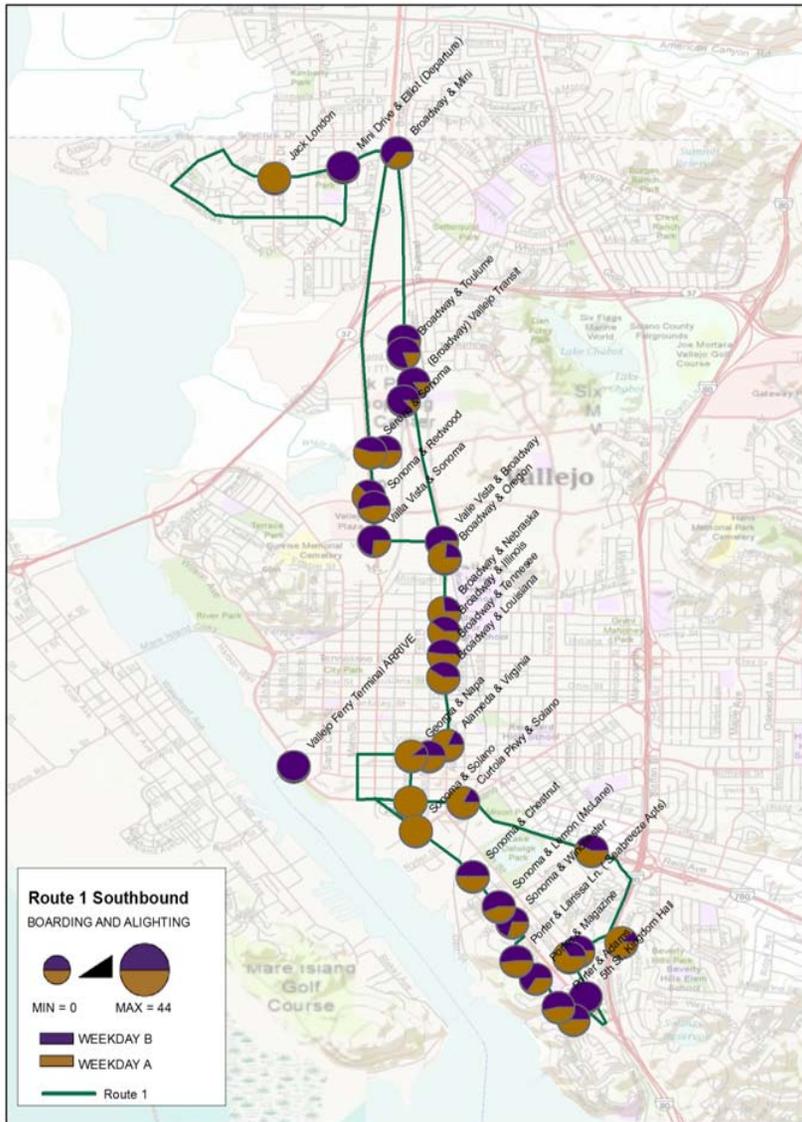
Exhibit X.30 Route 1 Southbound Top 5 Boarding Stops

Route 1 Southbound		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	116
2	Porter & Magazine	62
3	Broadway & Mini	61
4	Sonoma & Redwood	52
5	Mini Drive & Elliot	34

Exhibit X.31 Route Southbound Top 5 Alighting Stops

Route 1 Southbound		
Rank	Stop	Alightings
1	Vallejo Ferry Terminal	227
2	Broadway & Nebraska	53
3	Sonoma & Redwood	46
4	Sereno Transit Center	41
5	Curtola Park & Ride Lot (L	33

Exhibit X.32 Route 1 Southbound Boarding and Alighting



Route 2 Boarding and Alighting Counts

Route 2 provides service between the downtown Vallejo and the northeastern portions of the city. The route operates weekdays, Saturdays, and holidays with northbound service starting at 5:20 a.m. and running until 8:00 p.m. during the week and from 6:30 a.m. to 10:40 p.m. on Saturdays and holidays. Weekday southbound service starts at 5:30 a.m. and runs until 7:20 p.m. while Saturday and Holiday service operates from 7:00 a.m. until 10:20 p.m.

Route 2 Northbound originates at the York and Marin Transfer Center and terminates at Gateway Drive and Griffin Drive, with the exception of the first weekday trip which originates at Broadway Street and Garibaldi Drive. Route 2 Southbound originates from Gateway Drive and Griffin Drive and terminates at the York and Marin Transfer Center. Route 2 operates on one-hour headways during weekdays, Saturday, and holidays. The run-time is approximately 28 minutes for northbound service and 22 minutes for southbound service. Note, passengers are able to request additional stops during some trips. During weekday morning, Route 2 Southbound passengers are able to request the bus stop at the Vallejo Ferry Terminal. During Saturdays and holidays, passengers on the last Route 2 Northbound can request service to Gateway Drive and Griffin Drive.

Exhibit X. 33 shows the boarding and alighting activity for Route 2 Northbound by day-part. Both boarding and alighting were particularly concentrated during the Midday day-part. As a result average boardings and alightings per trip were at their highest during this day-part.

The low average boarding and alighting observed during the A.M. Other and P.M. Other day-parts suggest Vallejo Transit may be supplying service at a level above the demand for travel. Typically ridership is low during these day-parts due to lower demand for travel. Reducing service during these day-parts could help reduce Operating Cost while minimize impact to overall ridership.

Exhibit X. 33 Route 2 Northbound Activity by Day-Part

Route 2 Northbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	1	0	0.5	0.0	2
AM Peak	61	35	10.2	5.8	6
Midday	216	163	15.4	11.6	14
PM Peak	81	56	13.5	9.3	6
PM Other	23	11	4.6	2.2	5

Exhibits x.34 and x.35 show the top five boarding and alighting stops for Route 2 Northbound. The boarding locations for Route 2 Northbound are more concentrated

than the alighting locations which might suggest a large number of patrons use another route to access Route 2 and transfer at the Vallejo Ferry Terminal.

Exhibit X.34 Route 2 Northbound Top 5 Boarding Stops

Route 2 Northbound		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	123
2	Sereno Transit Center	43
3	Sacramento & Virginia	33
4	Sacramento & Valle Vista	19
5	Mini Drives & Corcoran	18

Exhibit X.35 Route 2 Northbound Top 5 Alighting Stops

Route 2 Northbound		
Rank	Stop	Alightings
1	Sacramento & Valle Vista	33
2	Mini Drives & Corcoran	32
3	Griffin & Taper	27
4	Sereno Transit Center	21
5	Gateway & Griffin Drives	18

Exhibit x.36 Route 2 Northbound Boarding and Alighting

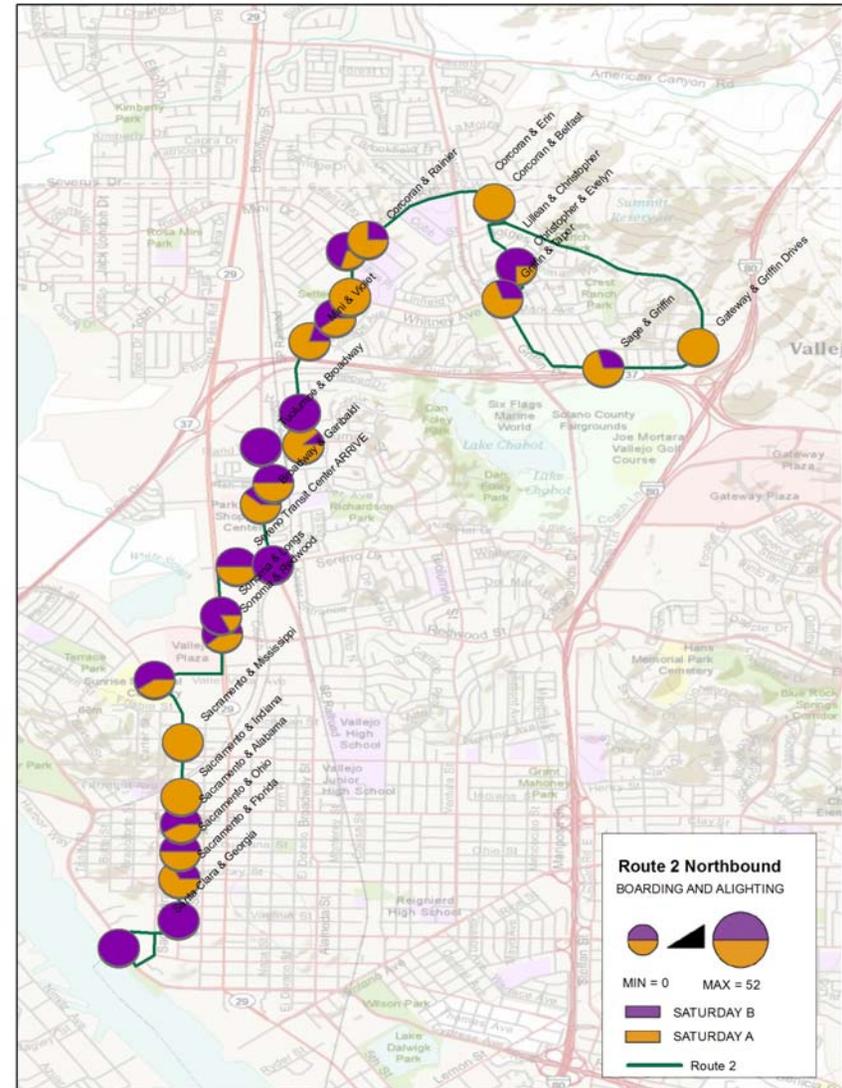
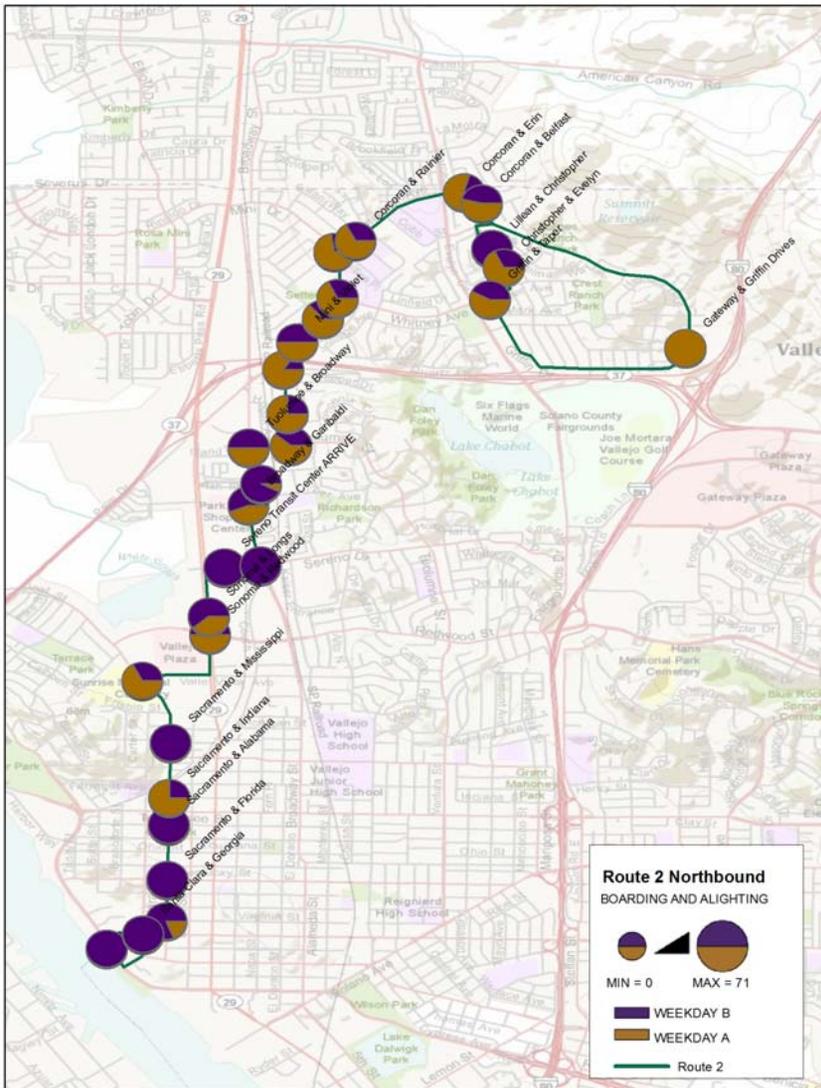


Exhibit X. 37 shows the boarding and alighting activity for Route 2 Southbound by day-part. As with the Northbound alignment, passenger activity was concentrated during the Midday day-part. However, the A.M. Peak day-part had higher average boarding and alighting.

Exhibit X.37 Route 2 Southbound Activity by Day-Part

Route 2 Southbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	12	11	6.0	5.5	2
AM Peak	67	93	11.2	15.5	6
Midday	112	134	9.3	11.2	12
PM Peak	48	87	6.0	10.9	8
PM Other	14	7	4.7	2.3	3

Exhibits x.38 and x.39 show the top five boarding and alighting stops for Route 2 Southbound. In contrast to Route 2 Northbound, the top five boarding and alighting stops are more dispersed. Despite this, the Vallejo Ferry Terminal is the top alighting location which suggest patrons were transferring to another route to complete their trip.

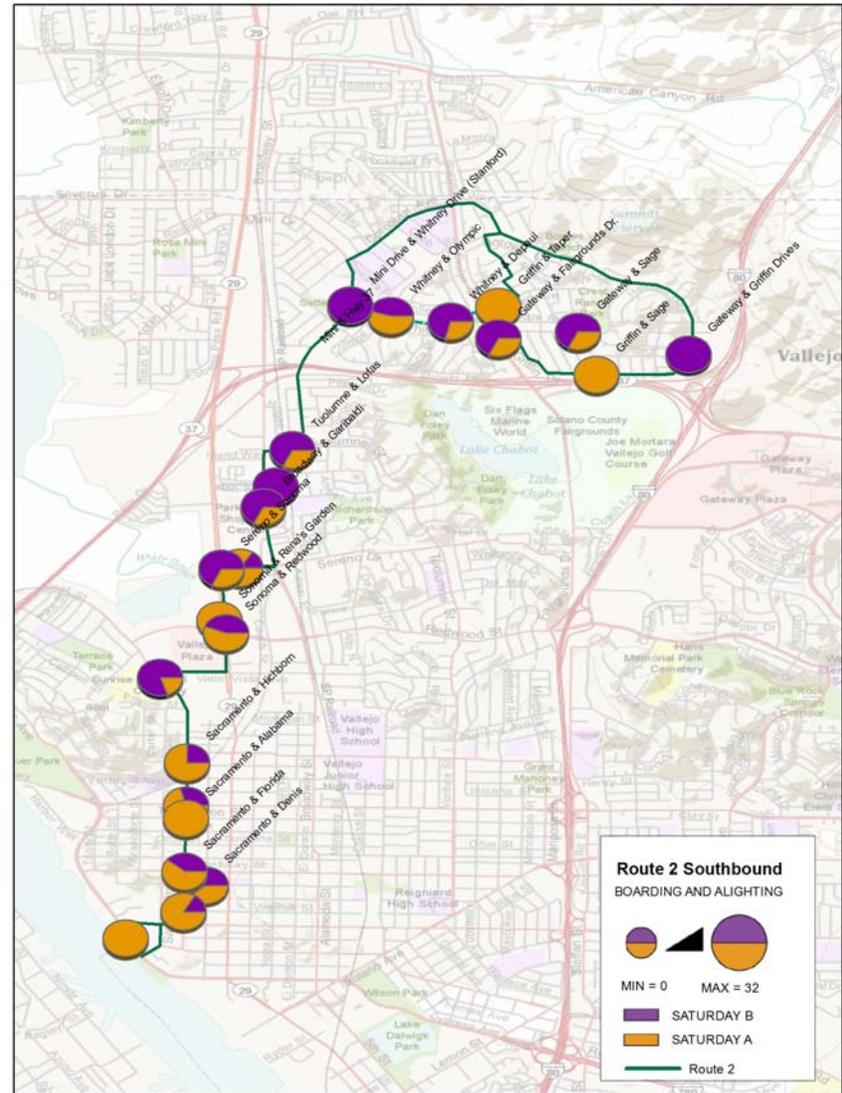
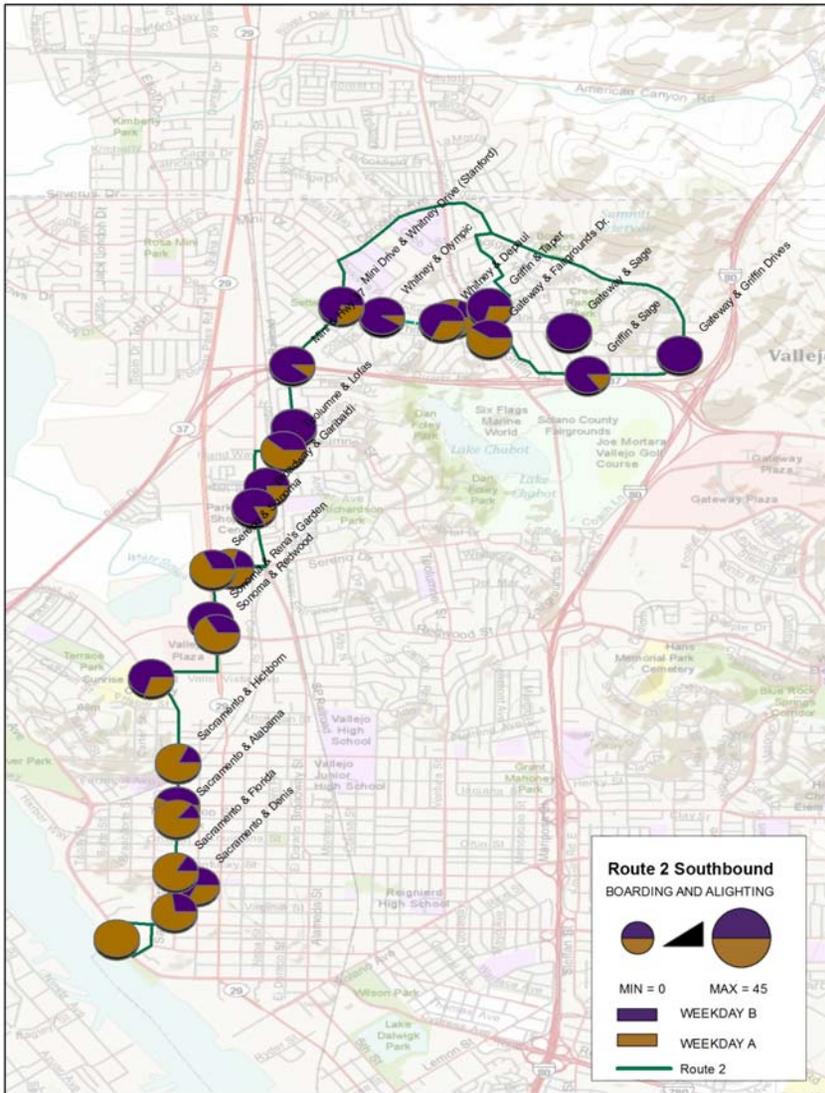
Exhibit X.38 Route 2 Southbound Top 5 Boarding Stops

Route 2 Southbound		
Rank	Stop	Boardings
1	Valle Vista & Sacramento	34
2	Whitney & Depaul	23
3	Mini Drive & Whitney Drive	19
4	Gateway & Griffin Drives	18
5	Whitney & Olympic	18

Exhibit X.39 Route 2 Southbound Top 5 Alighting Stops

Route 2 Southbound		
Rank	Stop	Alightings
1	Vallejo Ferry Terminal	67
2	Sereno Transit Center	63
3	Sacramento & Virginia	40
4	Sonoma & Redwood	26
5	Sacramento & Florida	20

Exhibit x.40 Route 2 Southbound Boarding and Alighting



Route 3 Boarding and Alighting Counts

Route 3 provides service between downtown Vallejo and the southeastern portions of the city. The route has two eastbound and two westbound trips per day. The first eastbound trip originates from the York and Marin Transfer Point at 6:30 a.m. and terminates at the end of Glen Cove Road at 7:00 a.m. The second run starts at 3:00 p.m. and ends at 3:30 p.m. The first westbound trip starts at Glen Cove Road at 7:00 a.m. and ends at the York and Marin Transfer Center at 7:20 a.m. The second eastbound trip starts at 3:00 p.m. and ends at 3:20 p.m. The service only operates on weekdays.

As noted above, Route 3 provides only two trips in each direction during weekdays. Exhibit X. 41 shows the boarding and alighting activity by day-part. Compared to other routes, Route 3 Eastbound had one of the higher average boarding and alighting counts. This was primarily due to the fact there is only one trip during the two day-parts. Overall this suggests an appropriate level of service on this route.

Exhibit X. 41 Route 3 Eastbound Activity by Day-Part

Route 3 Eastbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	-	-	-	-	-
AM Peak	17	17	17.0	17.0	1
Midday	14	14	14.0	14.0	1
PM Peak	-	-	-	-	-
PM Other	-	-	-	-	-

Exhibits X.42 and x.43 show the top five boarding and alighting stops for Route 3 Eastbound. Not surprising the origin (Vallejo Ferry Terminal) and the terminus (Glen Cove Road END) had the highest boarding and alighting respectively. This suggests many residents in the southeast portion of the city use Route 3 to return home. Also it suggests Route 3 patrons likely also utilized another route to access the Vallejo Ferry Terminal.

Exhibit X. 42 Route 3 Eastbound Top 5 Boarding Stops

Route 3 Eastbound		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	11
2	Glen Cove & N. Regatta	4
3	Georgia & Fernwood	3
4	Glen Cove & Robles	3
5	Georgia & El Dorado	2

Exhibit X. 43 Route 3 Eastbound Top 5 Alighting Stops

Route 3 Eastbound		
Rank	Stop	Alightings
1	Glen Cove Road END	17
2	Glen Cove & N. Regatta	7
3	Georgia St. & Amador St.	2
4	Georgia & 14th	2
5	Glen Cove & Saybrook	2

Exhibit x.44 Route 3 Eastbound Boarding and Alighting Activity

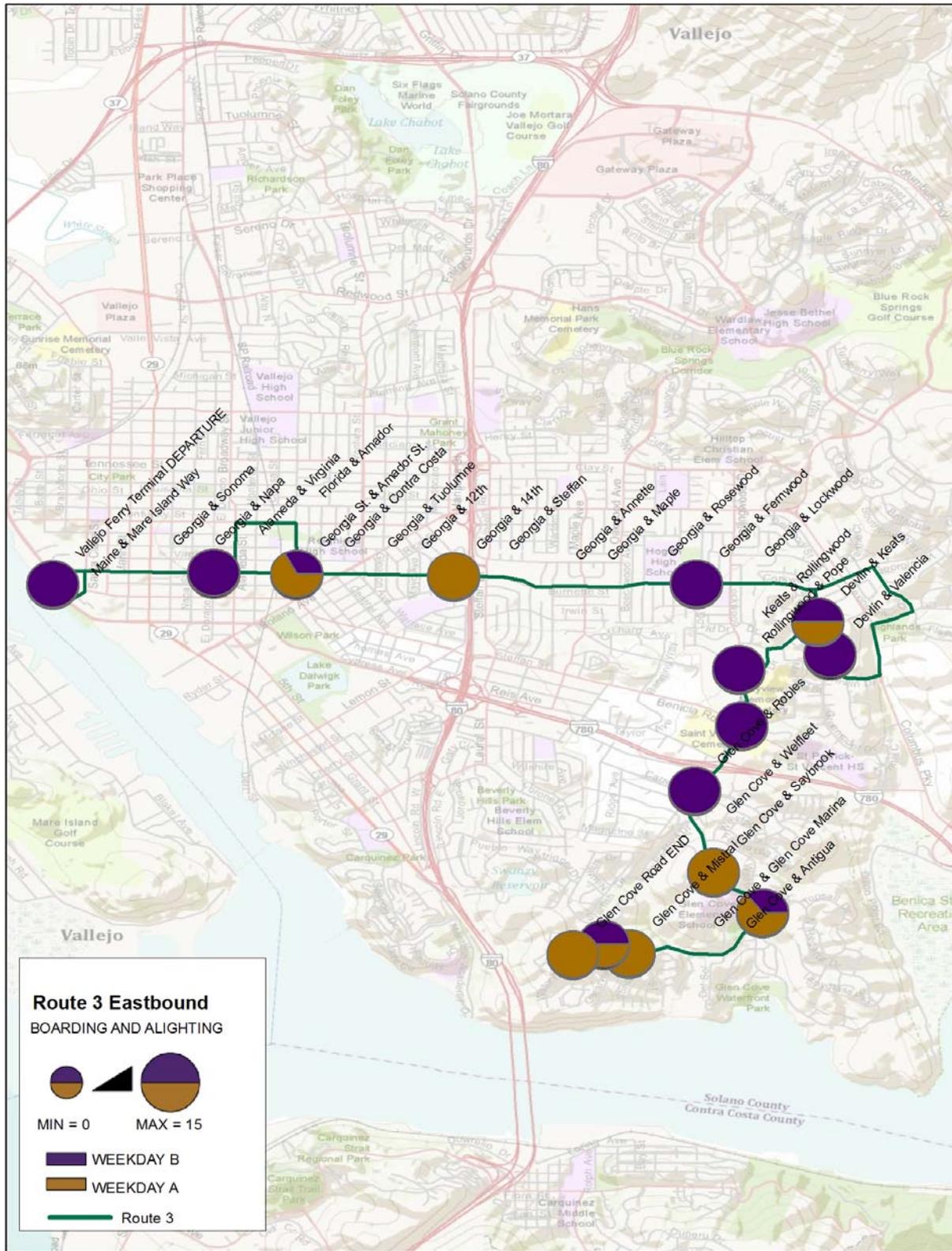


Exhibit X.45 shows the boarding and alighting activity for Route 3 Westbound. The A.M. Peak trip had one of the highest average boardings and alightings of the Fixed-Route service. Again this was largely a function of the single trip during the day-part. However the ride check revealed very little ridership during the Midday day-part. Overall this suggests very little demand for service to the York and Marin Transfer Center during the Midday day-part.

Exhibit X.45 Route 3 Westbound Activity by Day-Part

Route 3 Westbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	-	-	-	-	-
AM Peak	25	25	25.0	25.0	1
Midday	4	4	4.0	4.0	1
PM Peak	-	-	-	-	-
PM Other	-	-	-	-	-

Exhibit X.46 and x.47 show the top five boarding and alighting stops for Route 3 Westbound. Route 3 Westbound primarily brings patrons into downtown Vallejo. As such, the top boarding stop was the origin (Glen Cove Road END) and the top alighting stop was the Vallejo Ferry Terminal. Again, this suggest may patrons use Route 3 to access the Vallejo Ferry Terminal which served as the primary transfer point during the construction of the York and Marin Transfer Center.

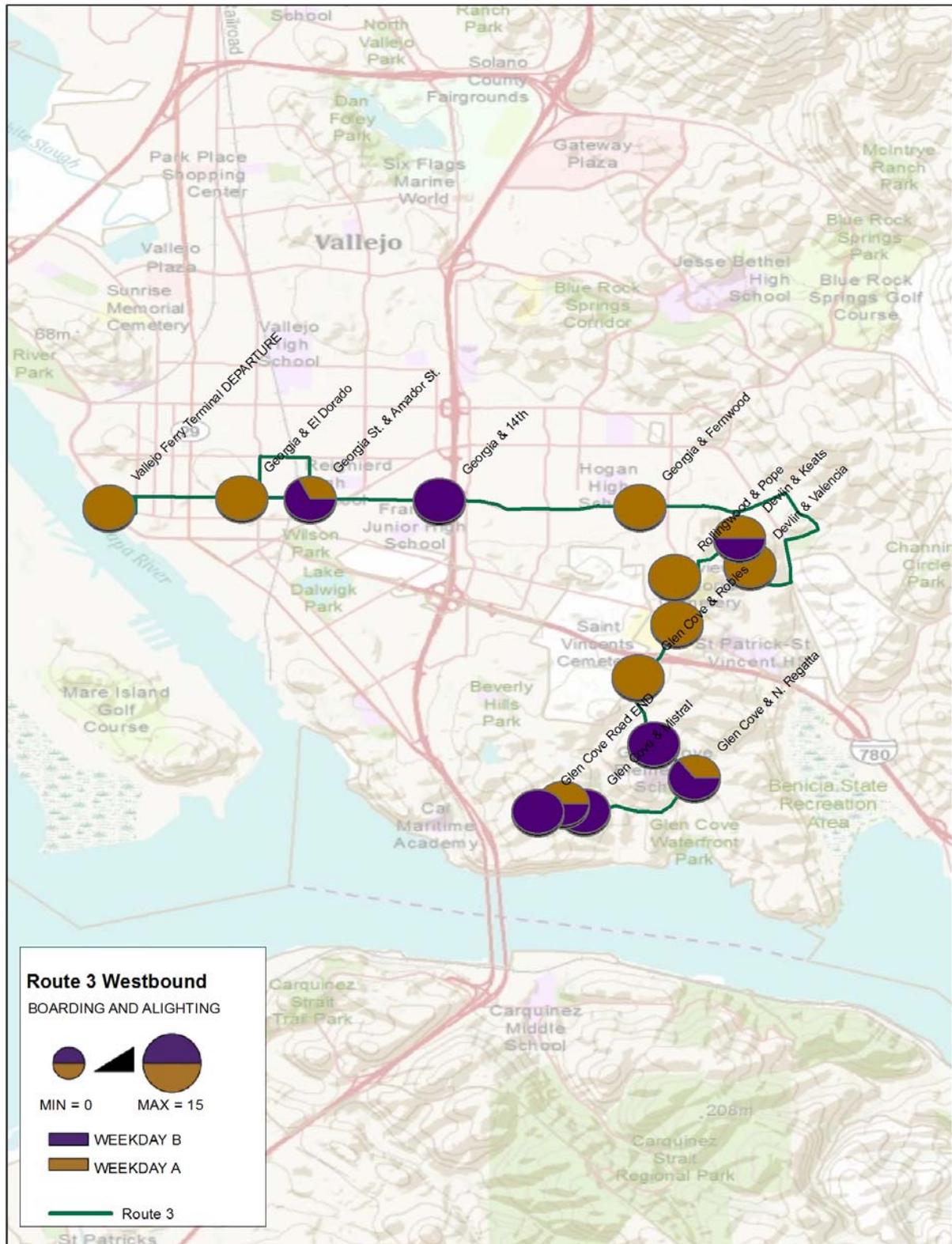
Exhibit X.46 Route 3 Westbound Top 5 Boarding Stops

Route 3 Westbound		
Rank	Stop	Boardings
1	Glen Cove Road END	18
2	Glen Cove & N. Regatta	4
3	Glen Cove & Bermuda	2
4	Glen Cove & Robles	2
5	Glen Cove & Clearview	1

Exhibit X.47 Route 3 Westbound Top 5 Alighting Stops

Route 3 Westbound		
Rank	Stop	Alightings
1	Vallejo Ferry Terminal	16
2	Georgia St. & Oakwood	3
3	Glen Cove & Robles	1
4	Georgia & Cedar	1
5	Remaining stop had 0 alighting	

Exhibit X.48 Route 3 Westbound Boarding and Alighting Activity



Route 4 Boarding and Alighting Counts

Route 4 provides service between downtown Vallejo and the north central portions of the city. The service operates primarily along the Tuolumne Street corridor, connecting the York and Marin Transfer Center with the Sereno Transit Center. Northbound service operates during weekdays from 6:50 a.m. to 7:00 p.m. and on Saturdays and holidays from 9:30 a.m. to 5:00 p.m. Route 4 Southbound service operates on weekdays from 7:00 a.m. to 6:20 p.m. and on Saturdays and holidays from 10:00 a.m. to 4:20 p.m.

Route 4 Northbound originates at the York and Marin Transfer Center and terminates at the Sereno Transit Center. Route 4 Southbound starts at the Sereno Transit Center and ends at the York and Marin Transfer Center. Route 4 operates on one-hour headways with a 24-minute trip duration.

Exhibit X.49 shows the boarding and alighting activity by day-part for Route 4 Northbound. As noted with the routes above, Route 4 Northbound had most of its passenger boarding and alighting activity occur during the Midday day-part. This suggests the Route 4 Northbound is used primarily for non-peak trips versus more traditional “9 to 5” commute trips. This route also serves both hospitals and social services (Solano County Courthouse and Social Services sit adjacent to each other).

Exhibit X.49 Route 4 Northbound Activity by Day-Part

Route 4 Northbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	-	-	-	-	-
AM Peak	47	44	15.7	14.7	3
Midday	124	94	17.7	13.4	7
PM Peak	25	20	8.3	6.7	3
PM Other	-	-	-	-	-

Exhibits X.50 and x.51 show the top five boarding and alighting stops for Route 4 Northbound. When comparing boarding and alighting locations, the boardings are more concentrated than the alighting stops. This suggests riders likely transferred from another route to Route 4 to complete their trip.

Exhibit X.50 Route 4 Northbound Top 5 Boarding Stops

Route 4 Northbound		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	76
2	Solano County Courthouse	20
3	Tuolumne & Ohio	12
4	Hospital Drive	12
5	Tuolumne & Hospital Drive	11

Exhibit X.51 Route 4 Northbound Top 5 Alighting Stops

Route 4 Northbound		
Rank	Stop	Alightings
1	Sereno & Sonoma	18
2	Tuolumne & Ohio	15
3	Couch & Redwood	14
4	Solano County Courthouse	13
5	Hospital Drive	13

Exhibit x.52 Route 4 Northbound Boarding and Alighting

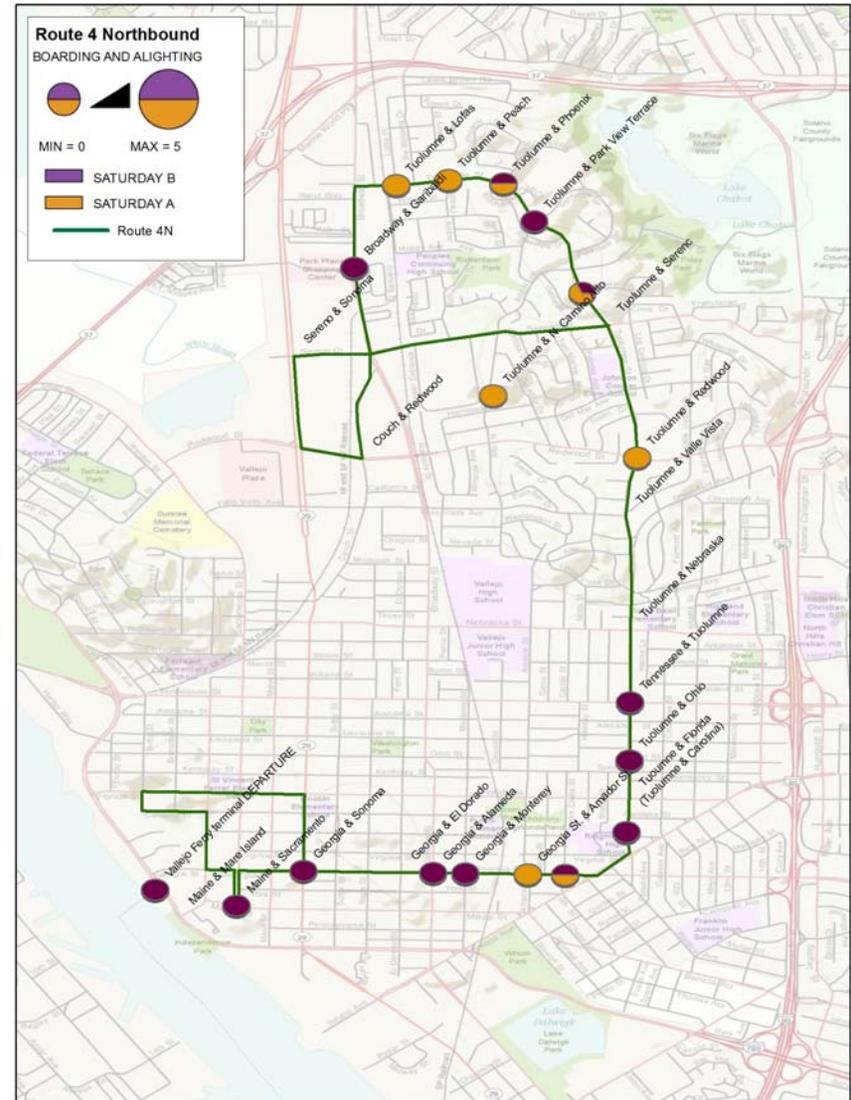
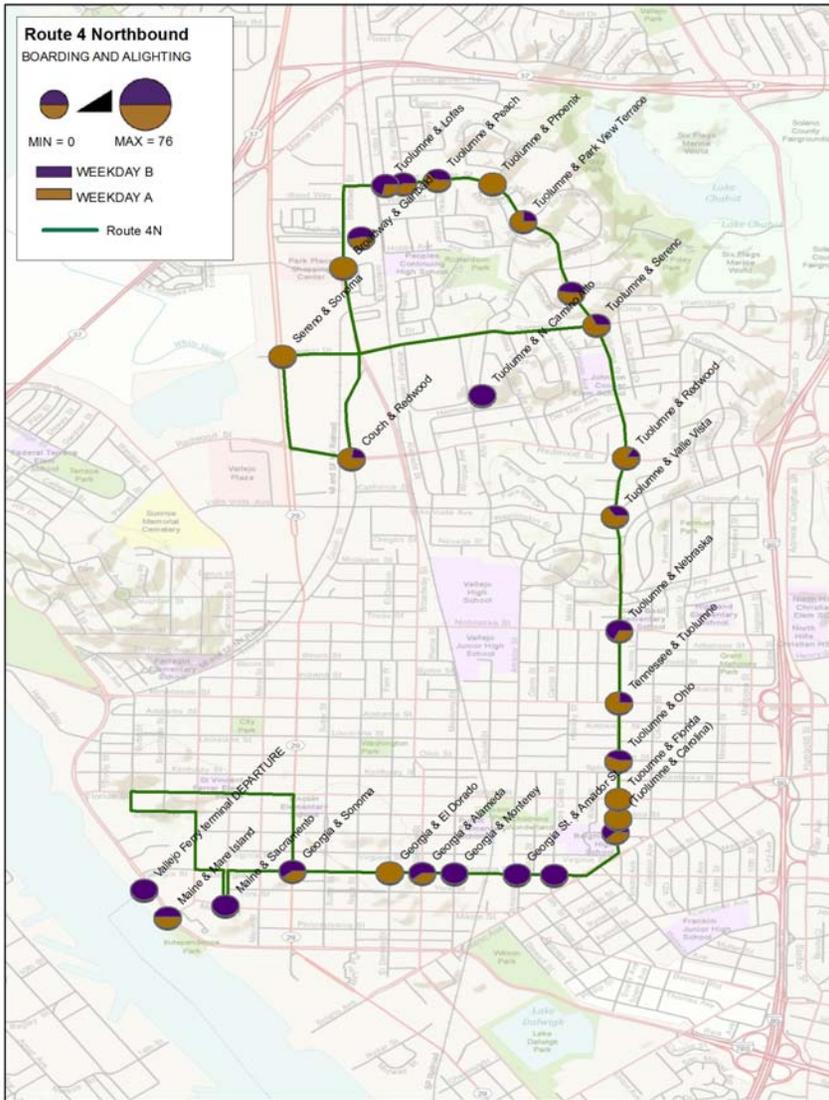


Exhibit X.53 shows the boarding and alighting activity for Route 4 Southbound by day-part. As with Route 4 Northbound, Route 4 Southbound had the majority of its passenger boarding and alighting activity concentrated during the Midday day-part. This points to the likelihood patrons of Route 4 conduct their outbound and return trips during the same day-part. In other words, their trip purpose is not time-intensive like an eight-hour work day. This suggests Route 4 is likely used for non-peak trip purposes like shopping or accessing healthcare.

Exhibit X.53 Route 4 Southbound Activity by Day-Part

Route 4 Southbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	-	-	-	-	-
AM Peak	30	23	10.0	7.7	3
Midday	86	69	14.3	11.5	6
PM Peak	17	16	5.7	5.3	3
PM Other	-	-	-	-	-

Exhibits X.54 and x.55 show the top five boarding and alighting stops for Route 4 Southbound. As with Route 4 Northbound, Route 4 Southbound had boardings which were fairly concentrated at the start of the trip with alighting more evenly distributed. Additionally, the top boarding and alighting stop are also transfer points. This suggests customers likely utilized other routes to complete their trip.

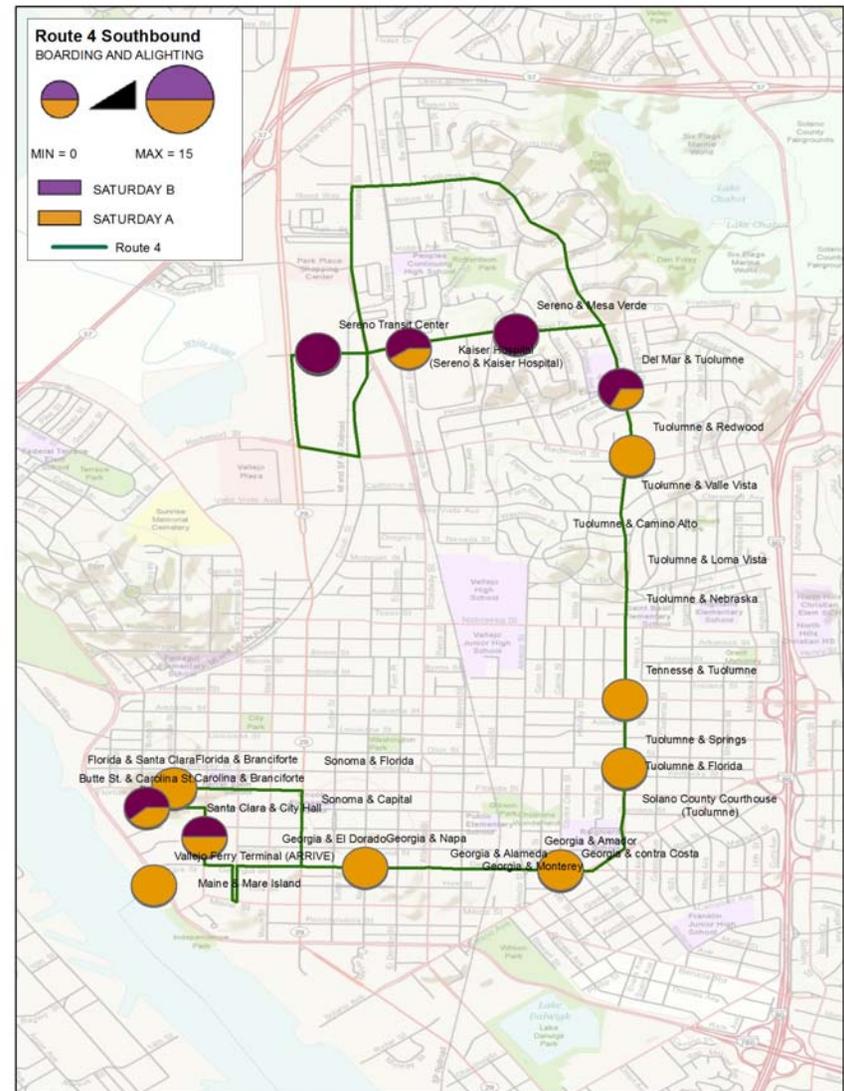
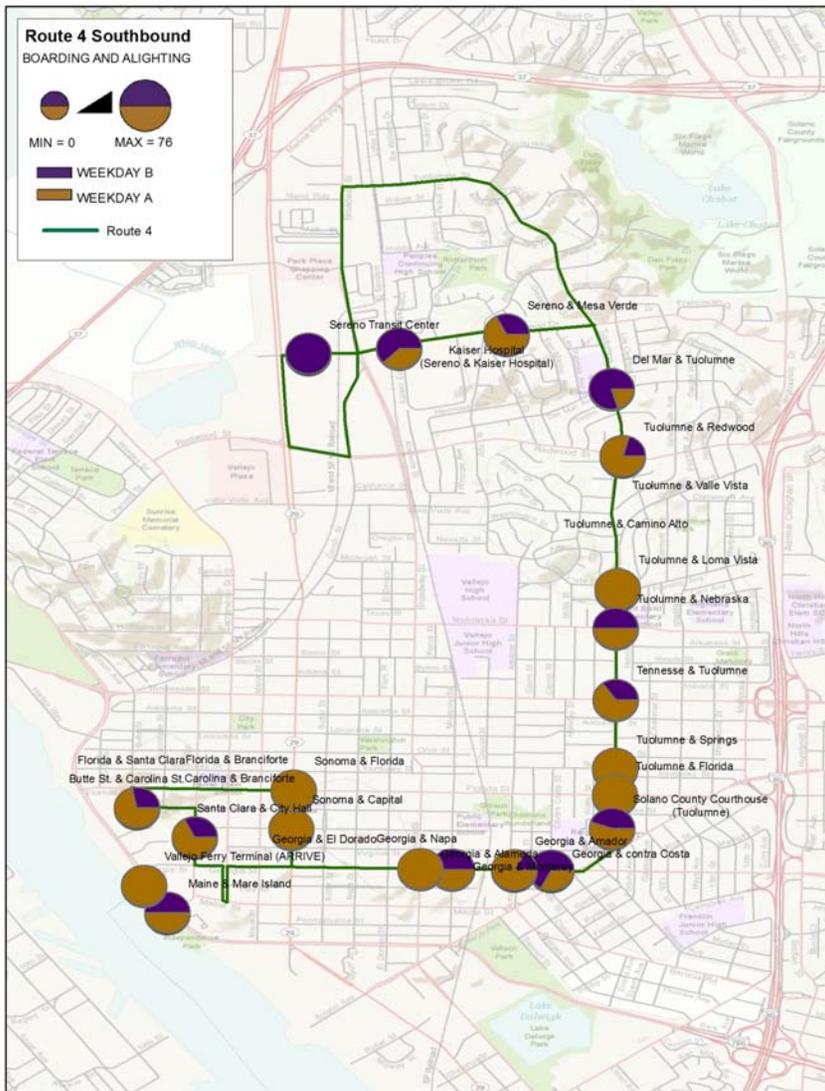
Exhibit X.54 Route 4 Southbound Top 5 Boarding Stops

Route 4 Southbound		
Rank	Stop	Boardings
1	Sereno Transit Center	69
2	Kaiser Hospital	16
3	Solano County Courthouse	15
4	Del Mar & Tuolumne	12
5	Tennessee & Tuolumne	5

Exhibit X.55 Route 4 Southbound Top 5 Alighting Stops

Route 4 Southbound		
Rank	Stop	Alightings
1	Vallejo Ferry Terminal	27
2	Solano County Courthouse	18
3	Kaiser Hospital	10
4	Tennessee & Tuolumne	9
5	Santa Clara & City Hall	8

Exhibit x.56 Route 4 Southbound Boarding and Alighting



Route 5 Boarding and Alighting Counts

Route 5 operates as a clockwise loop throughout the western, central, and eastern portions of Vallejo. Route 5 operates seven days a week with an altered route alignment during the weekend. Weekday service starts at 5:30 a.m. and runs until 8:40 p.m. Saturday service begins at 6:30 a.m. and runs until 6:15 p.m. while Sunday service starts at 7:00 a.m. and ends at 6:30 p.m.

Route 5 operates on 30-minute headways during the weekday and on one-hour headways during the weekend. The trip duration for Route 5 is one hour and 15 minutes. The majority of start and end at the York and Marin Transfer Center. The balance of the trips start at the Plaza Drive/Costco entrance.

Exhibit X.57 shows the boarding and alighting activity by day-part for Route 5. Based on the ride check, passenger boarding and alighting activity picked-up markedly during the A.M. Peak through the P.M. Peak with a sharp decline in the P.M. Other. This suggests one P.M. Other trip could be reassigned or eliminated to help improve the average boarding and alighting numbers.

Exhibit X.57 Route 5 Activity by Day-Part

Route 5					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	13	13	13.0	13.0	1
AM Peak	190	199	17.3	18.1	11
Midday	488	503	21.2	21.9	23
PM Peak	223	211	17.2	16.2	13
PM Other	17	15	8.5	7.5	2

Exhibits X.58 and X.59 show the top five boarding and alighting stops for Route 5. The top two boarding stops were transfer points which suggests patrons use Route 5 in conjunction with other routes to complete their trip. The Vallejo Ferry Terminal also had the highest number of alightings for all the stops which points to patrons likely using other routes to complete their trip.

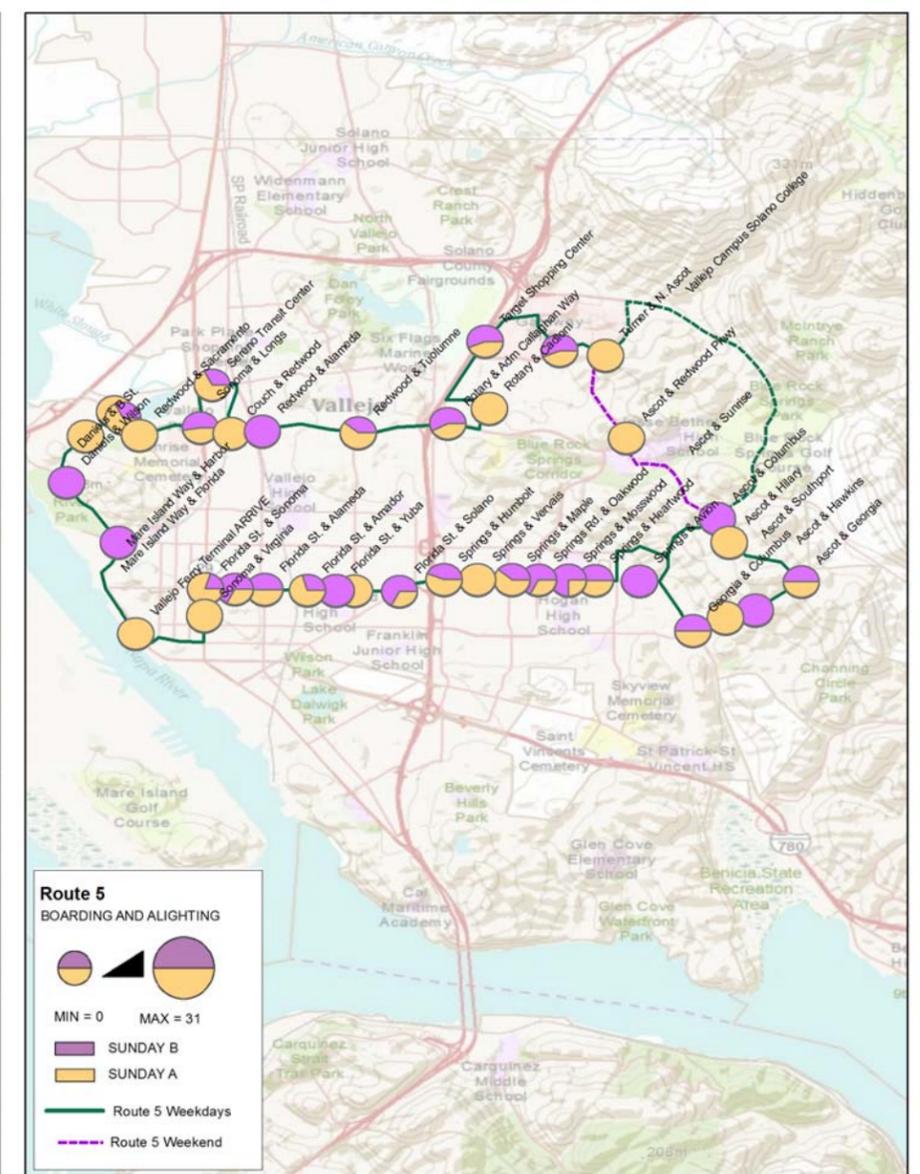
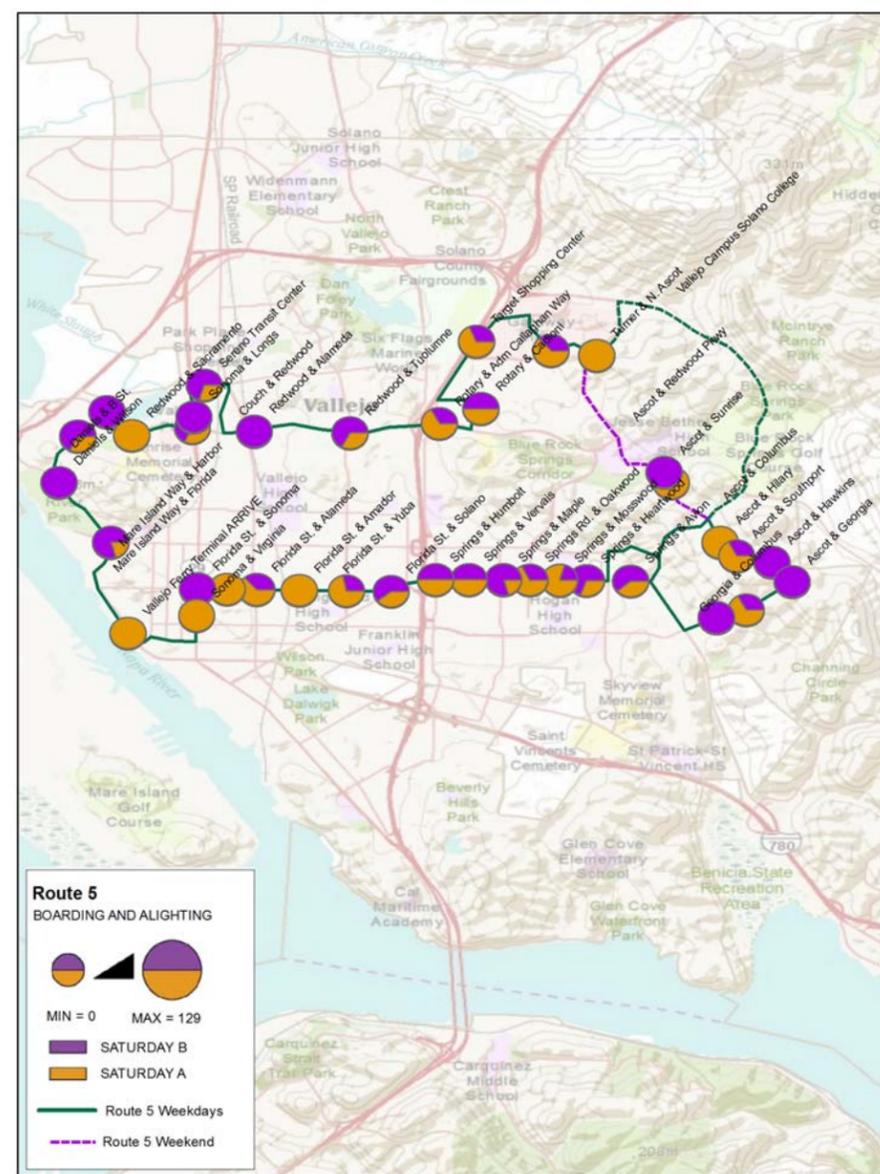
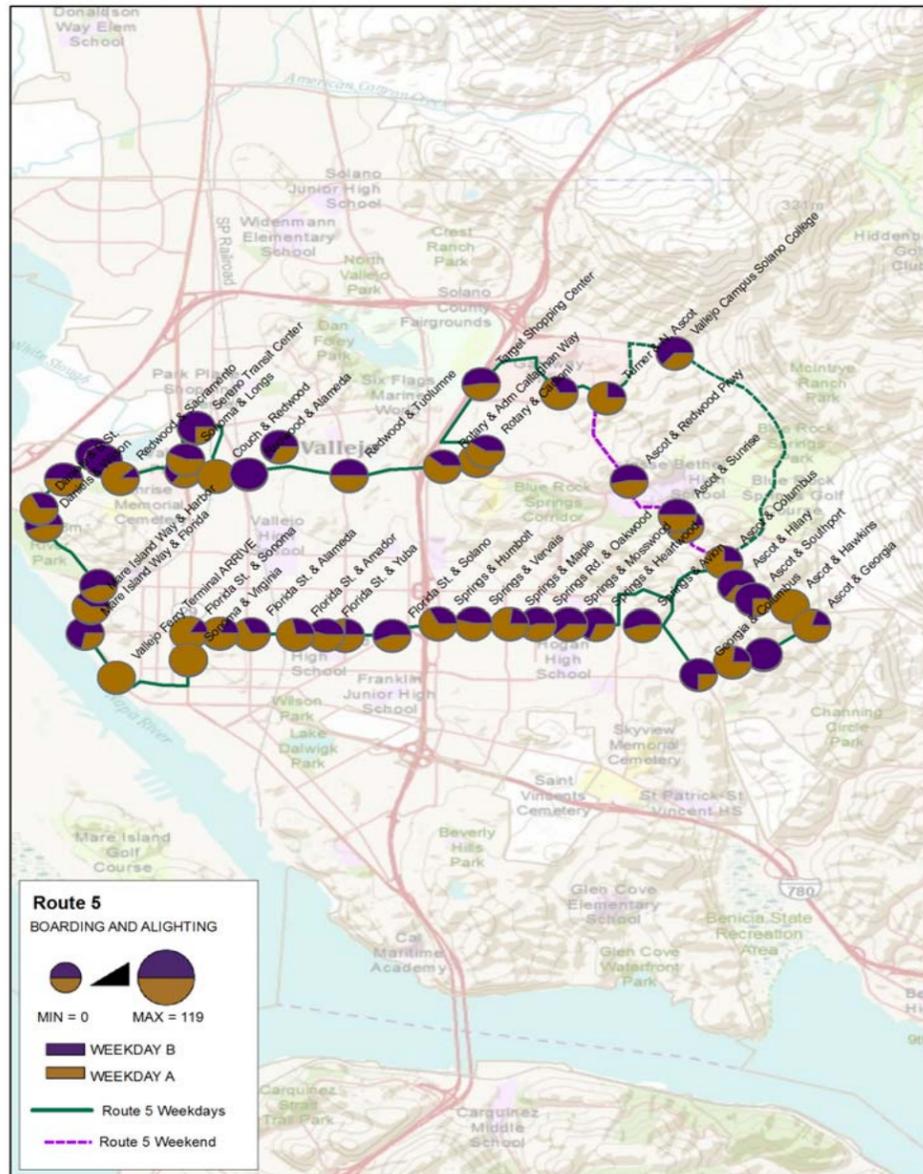
Exhibit X.58 Route Top 5 Boarding Stops

Route 5		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	185
2	Sereno Transit Center	135
3	Redwood & Seafood City	69
4	Target Shopping Center	60
5	Plaza Drive & Costco Gateway	40

Exhibit X.59 Route 5 Southbound Top 5 Alighting Stops

Route 5		
Rank	Stop	Alightings
1	Vallejo Ferry Terminal	177
2	Plaza Drive & Costco Gateway	68
3	Target Shopping Center	66
4	Sereno Transit Center	58
5	Redwood & Seafood City	42

Exhibit X.60 Route 5 Boarding and Alighting



Route 6 Boarding and Alighting Counts

Route 6 operates on a counterclockwise alignment connecting downtown Vallejo with the central portions of the city and the Beverly Hills neighborhood in southern Vallejo. Route 6 runs from 5:20 a.m. until 8:20 p.m. during the weekday and from 6:50 a.m. until 8:00 p.m. on Saturdays and holidays.

Route 6 has one-hour headways for all service days. The trip duration for Route 6 is 50 minutes. The majority of trips start and end at the York and Marin Transfer Center with the balance of trips starting at Benicia Road and Rollingwood Drive.

Exhibit X.61 shows the boarding and alighting activity by day-part for Route 6. Passenger boarding and alighting activity was primarily concentrated during the A.M. Peak and Midday day-parts with a sharp drop-off during the P.M. Peak and another during the P.M. Other.

Exhibit X.61 Route 6 Activity by Day-Part

Route 6					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	10	10	5.0	5.0	2
AM Peak	123	105	20.5	17.5	6
Midday	243	194	17.4	13.9	14
PM Peak	71	67	11.8	11.2	6
PM Other	15	15	7.5	7.5	2

Exhibits x.62 and x.63 show the top five boarding and alighting stops for Route 6. The boardings and alightings are concentrated primarily around the Vallejo Ferry Terminal which suggests customers used Route 6 in conjunction with other routes to complete their trip. Since the ride check revealed customers likely use multiple routes to complete their trip, Soltrans should focus on minimizing transfer penalties (i.e., long wait times, walk times, and vehicle times) while ensuring adequate time to transfer between routes.

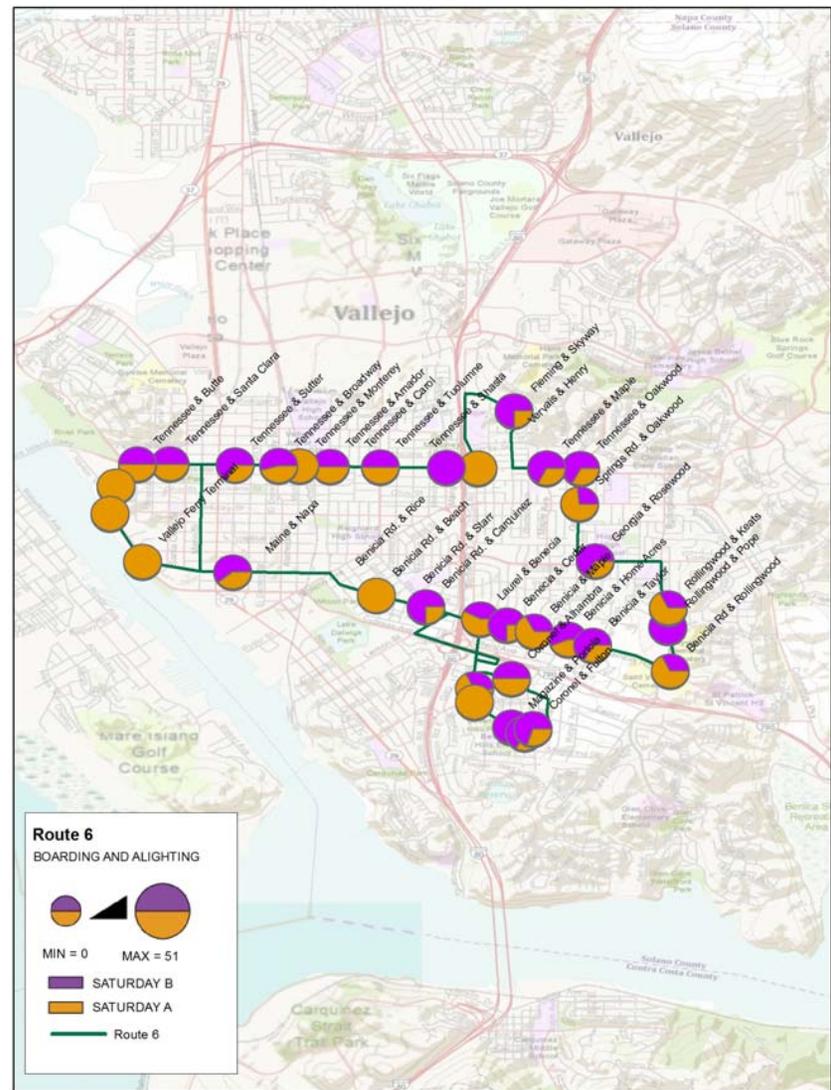
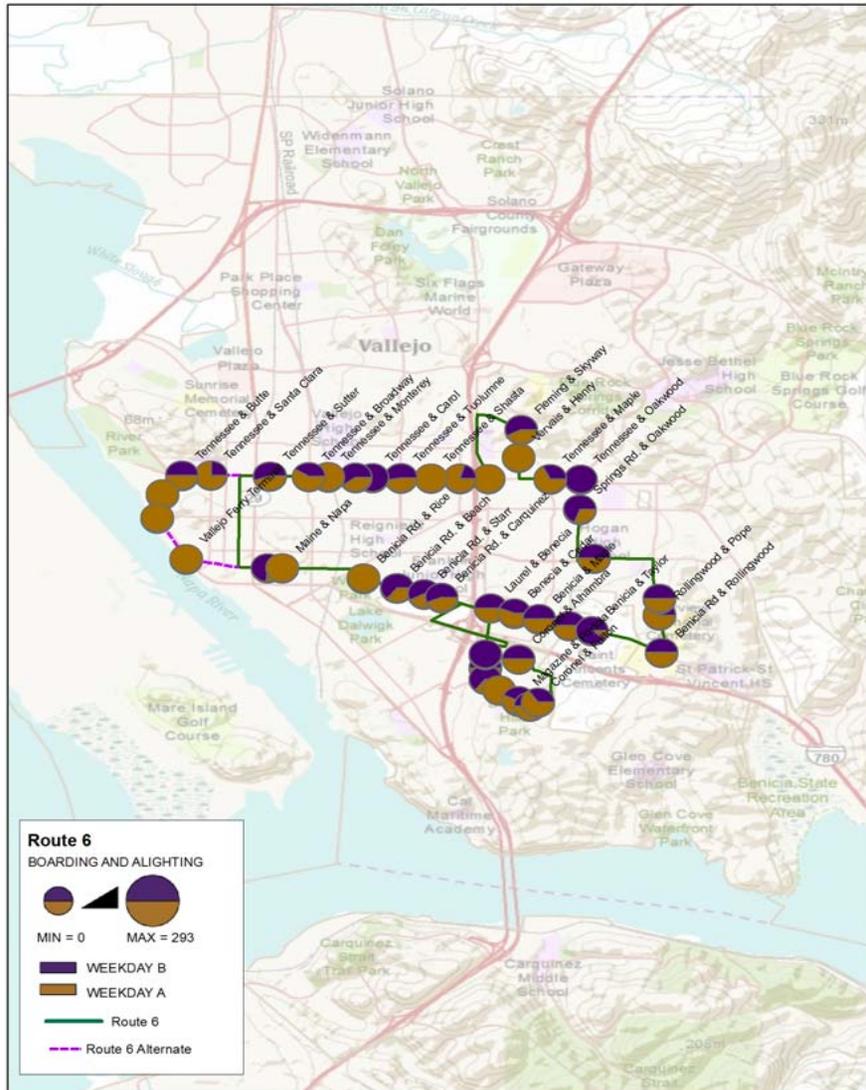
Exhibit X.62 Route 6 Top 5 Boarding Stops

Route 6		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	168
2	Springs Rd. & Oakwood	23
3	Coronel & Fulton	21
4	Tennessee & Amador	20
5	Georgia & Rosewood	19

Exhibit X.63 Route 6 Top 5 Alighting Stops

Route 6		
Rank	Stop	Alightings
1	Vallejo Ferry Terminal	113
2	Coronel & Fulton	26
3	Georgia & Rosewood	18
4	Springs Rd. & Oakwood	17
5	Tennessee & Amador	14

Exhibit x.64 Route 6 Boarding and Alighting Weekdays



Route 7 Boarding and Alighting Counts

Route 7 operates on a counterclockwise loop along the same alignment as Route 5. Route 7 runs weekdays and Saturdays from 5:20 a.m. to 8:10 p.m. The majority of trips start and end at the York and Marin Transfer Center with two trips starting at Ascot Parkway and Redwood Parkway and one trip ending at the Sereno Transit Center. Route 7 has a trip duration of 57 minutes and operates on 30-minute headways.

Exhibit x.65 shows the boarding and alighting activity for Route 7 by day-part. In contrast with Route 5, boarding and alighting activity was primarily concentrated in the A.M. Peak and P.M. Peak day-parts. This suggests patrons use Route 7 to access their destination during the morning and return using Route 5.

Exhibit X.65 Route 7 Activity by Day-Part

Route 7					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	24	18	8.0	6.0	3
AM Peak	191	181	23.9	22.6	8
Midday	579	515	29.0	25.8	20
PM Peak	153	140	15.3	14.0	10
PM Other	27	29	13.5	14.5	2

Exhibits x.66 and x.67 show the top five boarding and alighting stops for Route 7. In terms of boardings, the Vallejo Ferry Terminal had the most followed by Spring Road and Oakwood Avenue which is adjacent to a major shopping center and two schools. In terms of alighting, the Sereno Transit Center had the most followed by three stops adjacent to major shopping center and the Vallejo Ferry Terminal. This is in contrast to Route 5 which had more concentrated boarding and alighting activity at the major transfer centers.

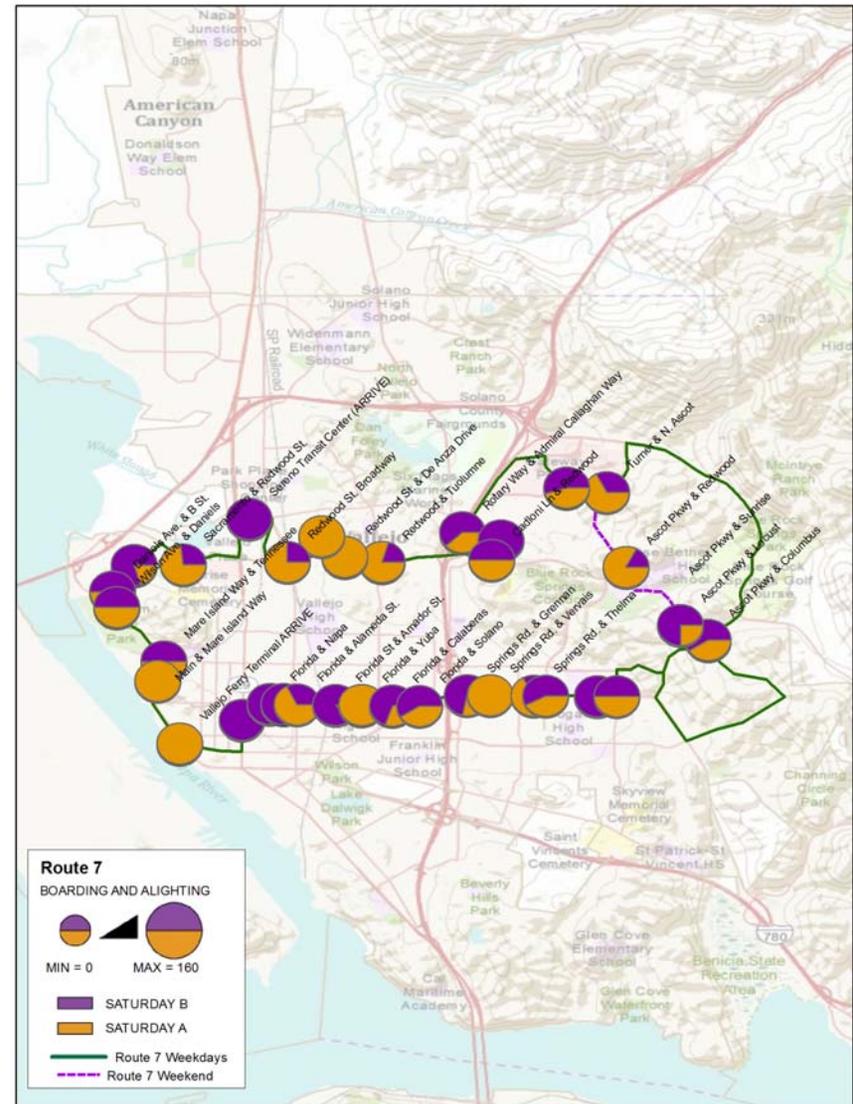
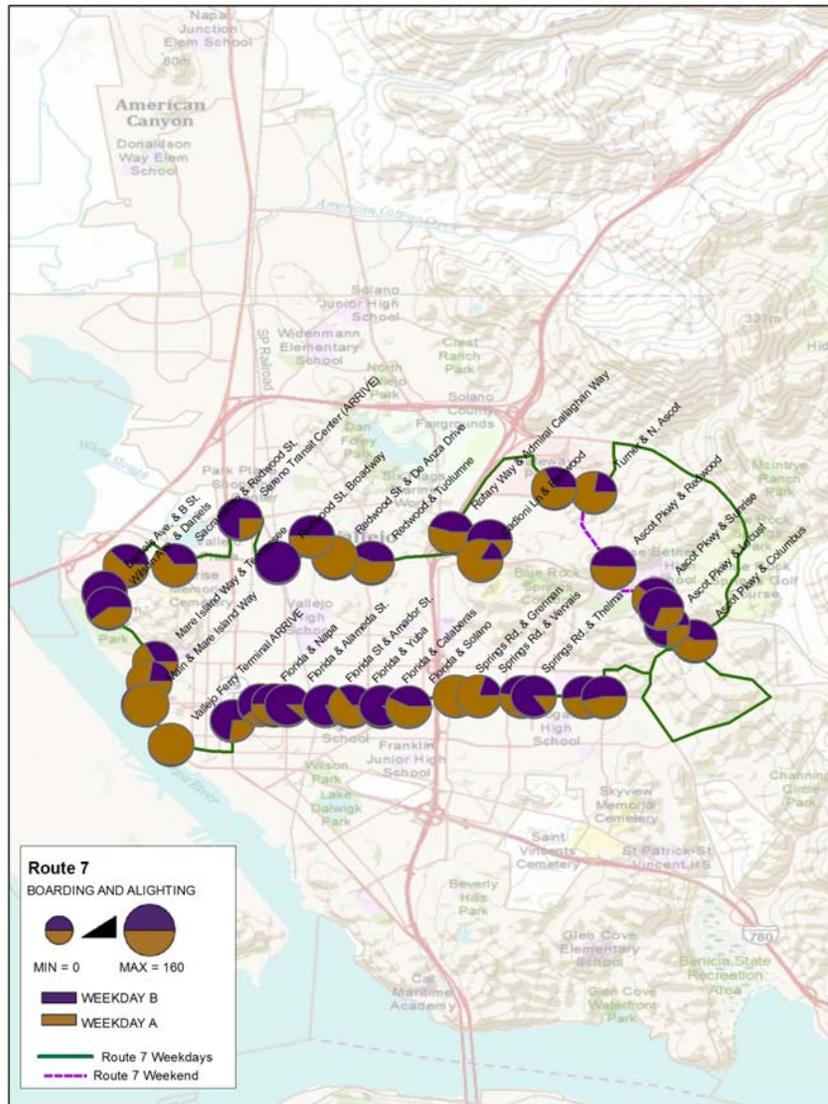
Exhibit X.66 Route 7 Top 5 Boarding Stops

Route 7		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	187
2	Springs Rd. & Oakwood	134
3	Sereno Transit Center	94
4	Cadlone Ln & Redwood	92
5	Target Shopping Center	87

Exhibit X.67 Route 7 Top 5 Alighting Stops

Route 7		
Rank	Stop	Alightings
1	Sereno Transit Center	106
2	Cadlone Ln & Redwood	81
3	Vallejo Ferry Terminal	63
4	Plaza Dr. & Costco	62
5	Target Shopping Center	44

Exhibit x.68 Route 7 Weekday Boarding and Alighting



Route 78 Boarding and Alighting Counts

Vallejo Route 78 is a limited-stop express bus providing service between the Vallejo Ferry Terminal and the BART Station in Walnut Creek, as well intra-service connections linking the cities of Vallejo and Benicia. Patrons can use this route to make inter-service trips via the BART to the San Francisco International Airport and Daly City.

Northbound trips run every 30 minutes until 8:29 a.m. transitions to hour headways during the Midday day-part (8:29 a.m. to 4:29 p.m.). The first northbound trip departs at the Military & First (City Park) stop instead of its origin point at the Walnut Creek BART station providing service to the Ferry Terminal. Northbound weekday service runs until 8:38 p.m., with Saturday service operating bihourly between 7:00 a.m. and 8:20 p.m. Southbound trips also run on 30-minute headways until 7:30 a.m. then follow varying headways until 8:05 p.m. Saturday trips operate on varying headways as well from 6:30 a.m. to 7:35 p.m.

Exhibit x.69 shows boarding and alighting activity on Vallejo Route 78 Northbound. As presented in the table below, the highest boarding and alighting activity occurred during the PM Peak day-part, averaging 11 boardings and 12 alightings per trip. Similarly, Vallejo Route 78 Southbound (Exhibit x.73) experienced high boarding and alighting activity during the same day-part. This suggests a greater demand for service during evening commute hours and may warrant a need to adjust the frequency of service or add another vehicle to the service during this day-part to balance the service with commuter demand.

Exhibit x.69 Vallejo Route 78 Northbound Activity by Day-Part

Route 78 Northbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	4	4	1.3	1.3	3
AM Peak	24	26	4.0	4.3	6
Midday	66	75	6.0	6.8	11
PM Peak	77	89	11.0	12.7	7
PM Other	12	14	4.0	4.7	3
Total	183	208	5.3	6.0	30

The AM Other day-part was the least productive day-part on Vallejo Route 78, averaging fewer than two boardings or alightings per trip. By contrast, Vallejo Route 78 Southbound averaged higher boardings and alightings across all day-parts, with greater volumes of passengers per trip than Vallejo Route 78 Northbound. Passengers were more likely to patronize Vallejo Route 78 Northbound during Midday and PM Peak hours when compared to Vallejo Route 78 Southbound service which experienced higher frequency of transit use during AM Peak and AM Other day-parts.

Exhibit x.70 Route 78 NB Highest Boarding Stops

Route 78 Northbound		
Rank	Stop	Boardings
1	Walnut Creek Bart DEPARTURE	103
2	Military & First (City Park)	34
3	Military W. & W. 14th	13
4	E. 5th and Military E.	12
5	Military W. & W. 7th	10

Exhibit x.71 Route 78 NB Highest Alighting Stops

Route 78 Northbound		
Rank	Stop	Alightings
1	Vallejo Ferry Terminal	84
2	Military & First (City Park)	25
3	Curtola Park & Ride (Curtola Pkwy & Lemon)	21
4	E. 5th and Military E.	16
5	Military W. & W. 7th	8
6	Military W. & W. 14th	8

The exhibits above represent combined boarding and alighting data for weekday and Saturday service. The highest boarding activity occurred at the BART station in Walnut Creek, while the highest alighting activity occurred at the Vallejo Ferry Terminal. This follows a trend of commuters boarding at the BART station and ending their trips at the Ferry Terminal. This is not surprising given these two stops provide inter-service/multi-modal connections. On-time performance will be especially important on this route to ensure commuters are able to connect and make transfers between services within the transfer time provided.

In addition to the regional trips, there is a significant number of boardings and alightings throughout Vallejo and Benicia. Based on previous studies, it was estimated about 33 percent of riders use this route for travel between Vallejo and Benicia. As our ride check data revealed, there remains a relatively strong demand for such trips.

Exhibit x.72 Route 78 Northbound Boarding and Alighting Activity

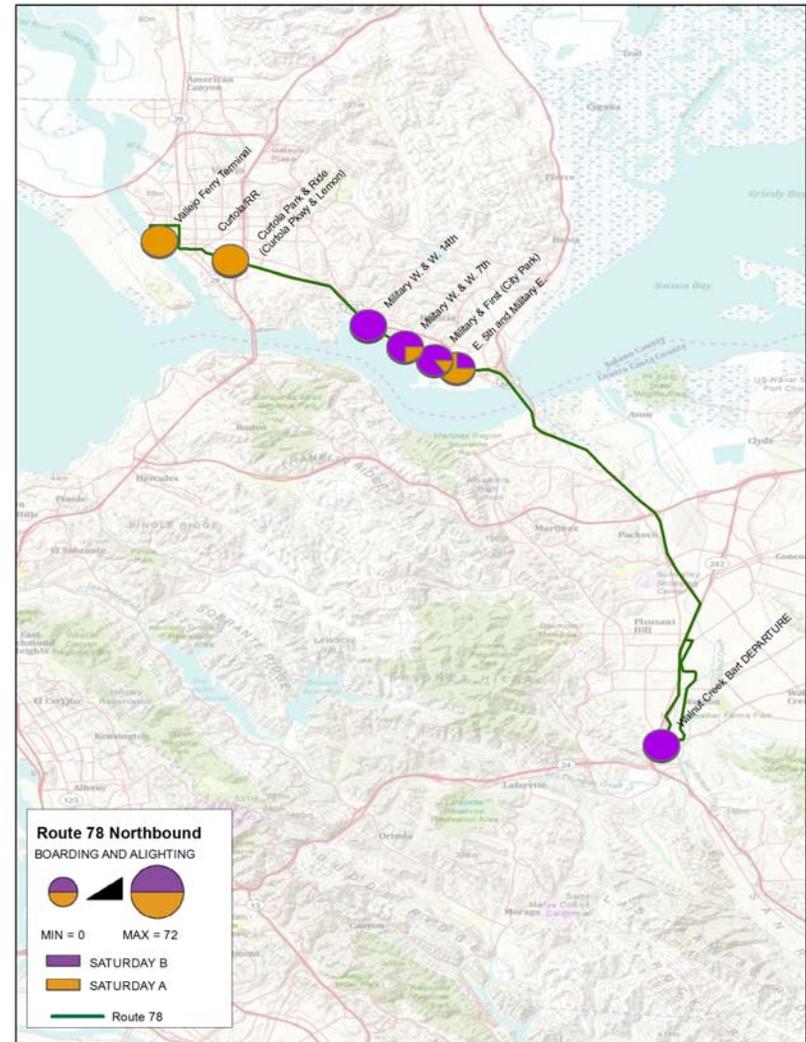
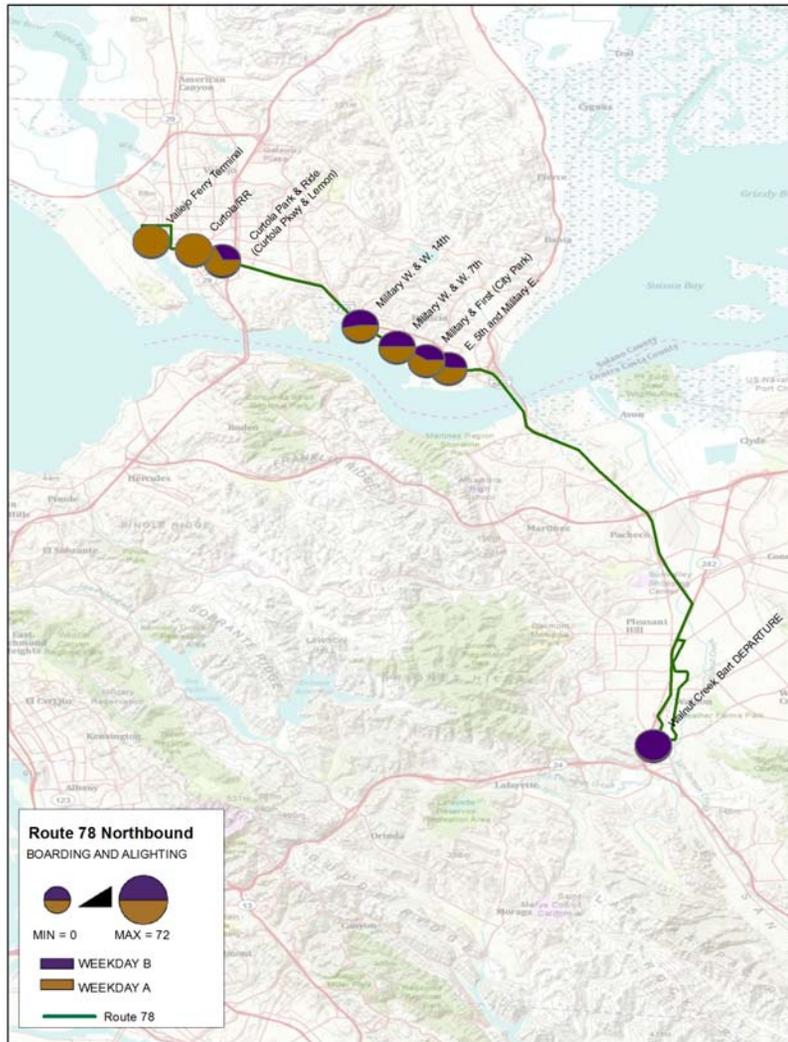


Exhibit x.73 presents the Route 78 Southbound boarding and alighting activity. Similar to results presented for the Route 78 Northbound service, the highest boarding and alighting activity occurred during the evening (PM Peak day-part), averaging as high as 26 boardings and 17 alightings per trip. In spite of a lower frequency of transit use experienced on the northbound route during the early morning (Exhibit x.67), southbound trips achieved more than 15 boardings and alightings per trip, suggesting a higher propensity for commuters to use this route for home-to-work travel during all day parts.

Exhibit x.73 Route 78 Southbound Activity by Day-Part

Route 78 South					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	32	31	16.0	15.5	2
AM Peak	75	79	12.5	13.2	6
Midday	87	66	8.7	6.6	10
PM Peak	52	34	26.0	17.0	2
PM Other	-	-	-	-	-
Total	246	210	15.8	13.1	20

Similar to Vallejo Route 78 Northbound route, the BART stations (Pleasant Hill and Walnut Creek) and the Vallejo Ferry Terminal stops experienced higher boarding and alighting activity than any other stop. The commuter nature of this route which experiences high volumes of boarding and alighting activity during peak-hour periods (AM and PM Peak day-parts) supports the trend of high boarding and alighting activity at stops which garner inter- and intra-service connectivity.

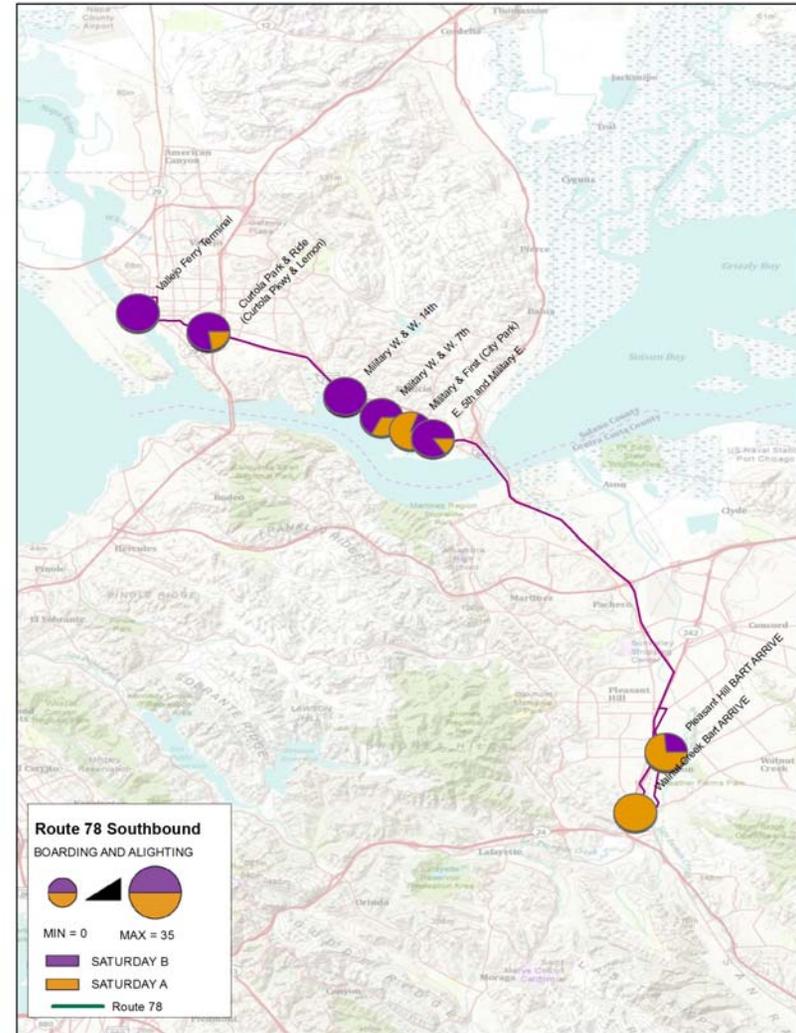
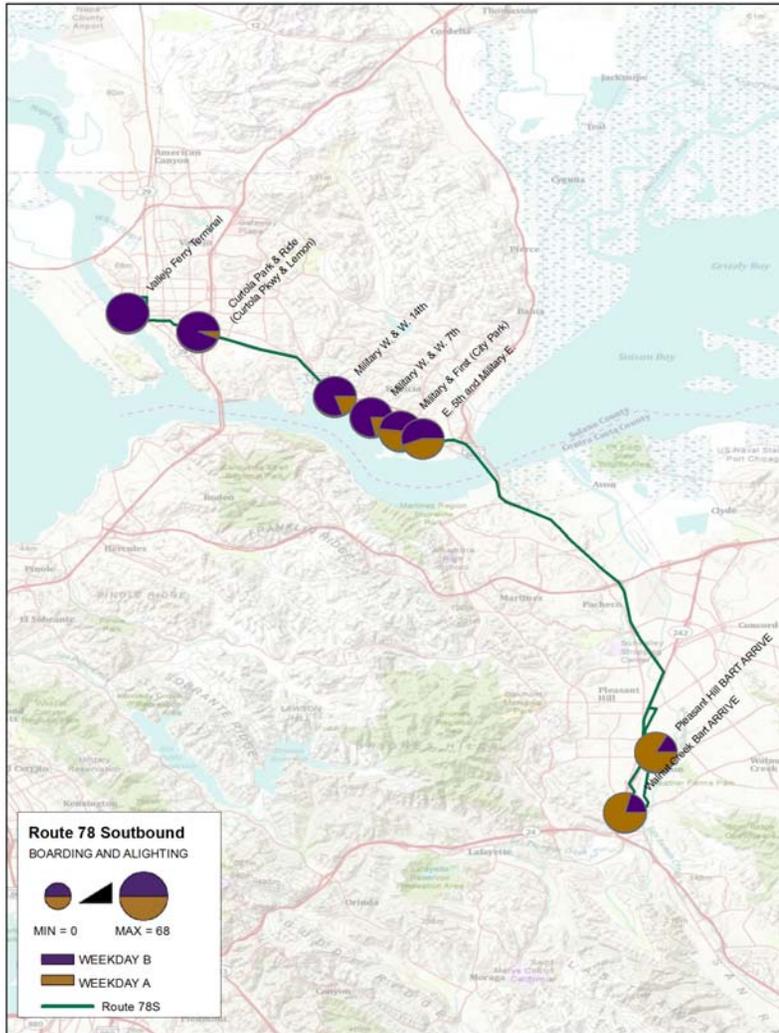
Exhibit x.74 Route 78 SB Highest Boarding Stops

Route 78 Southbound		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	98
2	E. 5th and Military E.	27
3	Curtola Park & Ride (Curtola Pkwy & Lemon)	23
4	Military & First (City Park)	21
5	Pleasant Hill BART ARRIVE	21

Exhibit x.75 Route 78 SB Highest Alighting Stops

Route 78 Southbound		
Rank	Stop	Boardings
1	Pleasant Hill BART ARRIVE	90
2	Walnut Creek BART ARRIVE	59
3	Military & First (City Park)	20
4	E. 5th and Military E.	18
5	Military W. & W. 7th	16

Exhibit x.76 Route 78 Southbound Boarding and Alighting Activity



Route 80 Boarding and Alighting Counts

The Vallejo Route 80 is bidirectional, running on an east-west axis to/from the El Cerrito Del Norte BART station. It provides inter-service connections via BART to San Francisco and the East Bay. This route stops within the City of Vallejo at Curtola Park & Ride Lot, Curtola Parkway & Railroad Tracks, York & Marin Transit Center, Curtola Parkway & Sonoma Blvd., Mare Island Way/Maine Street, and Sereno Transit Center. Service operates roundtrips between 4:15 a.m. and 11:26 p.m. with west- and eastbound trips operating on 30-minute headways.

The highest boarding and alighting activity occurred during the PM Peak day-part, with more than 20 boardings and alightings per trip. This day-part experienced the highest frequency of transit use than any other day-part, relative commuter trends revealed in Route 78 which show higher boarding and alighting activity during the PM Peak day-part. As presented in the on-time performance section of this report, Route 80 trips were late more than 10 percent of the time during the PM Peak day-part. Given the high level activity occurring during this day-part and level of schedule coordination occurring between the BART trains and this commuter service, it may be necessary to increase layovers or add additional service to this day-part to ensure connections are timed appropriately with the BART trains.

Exhibit x.77 Route 80 Eastbound Activity by Day-Part

Route 80 Eastbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	8	8	2.0	2.0	4
AM Peak	102	109	4.9	5.2	21
Midday	431	525	11.1	13.5	39
PM Peak	617	698	20.6	23.3	30
PM Other	291	335	15.3	17.6	19
Total	1449	1675	8.0	9.3	113

As shown in the exhibits below (Exhibits x.78 and x.79) the greatest number of boardings occurred at the El Cerrito Del Norte BART station, with more than 1,100 boardings. The highest alighting activity occurred at the Curtola Park & Ride lot, followed by the Vallejo Ferry Terminal suggesting more transit riders are utilizing Park & Ride than discussed in the previous study. As presented in Route 80’s published schedule, the route is timed for transfers between the Ferry and fixed-route and implies a high level of dependence on this route for inter-service connections.

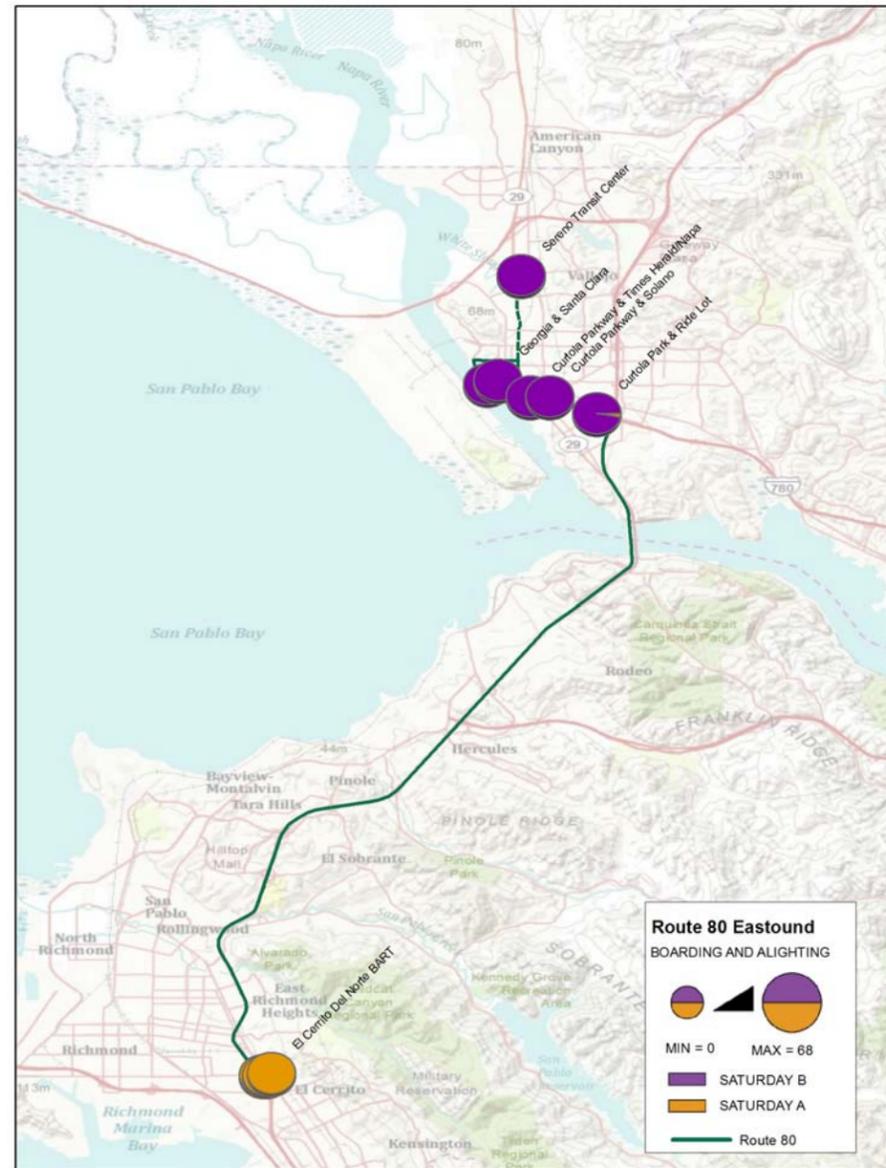
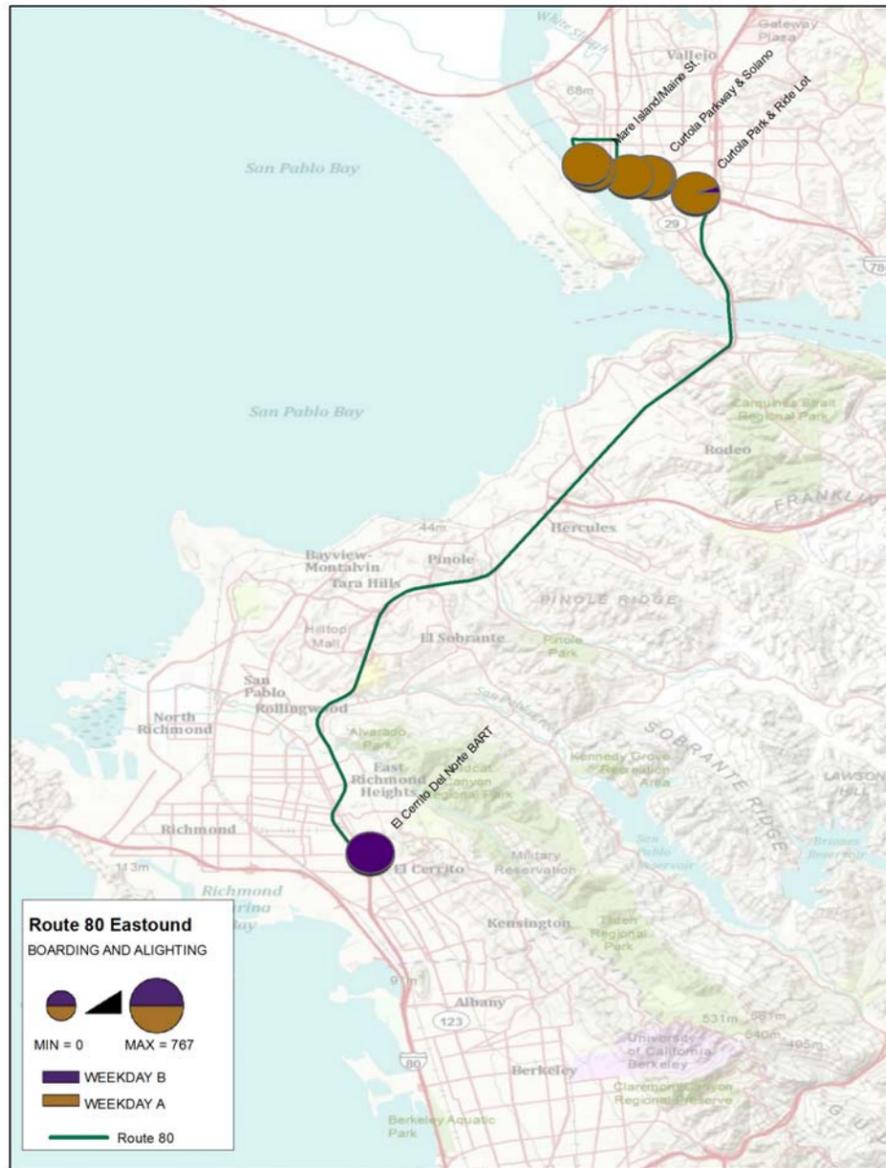
Exhibit x.78 Route 80 Eastbound Highest Boarding Stops

Route 80 Eastbound		
Rank	Stop	Boardings
1	El Cerrito Del Norte BART	1,164
2	Curtola Park & Ride Lot	18
3	Curtola Parkway & Solano	4

Exhibit x.79 Route 80 Eastbound Highest Alighting Stops

Route 80 Eastbound		
Rank	Stop	Alightings
1	Curtola Park & Ride Lot	470
2	Vallejo Ferry Terminal	327
3	Curtola Parkway & Times Herald/Napa	22
4	Curtola Parkway & Railroad Tracks	21
5	Mare Island/Maine St.	18

Exhibit x.80 Route 80 Eastbound Boarding and Alighting Activity



As presented in Exhibit x.81 below, the highest boarding and alighting activity occurs during the early morning and AM Peak day-part, suggesting a trend of commuters patronizing the westbound service during morning and patronizing the eastbound service in the evening hours for their return trips.

Exhibit x.81 Vallejo Route 80 Westbound Activity by Day-Part

Route 80 Westbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	135	134	19.3	19.3	7
AM Peak	402	385	21.2	21.2	19
Midday	437	417	9.9	9.9	44
PM Peak	196	199	7.0	7.0	28
PM Other	155	156	9.1	9.1	17
Total	1325	1291	15.5	15.5	115

Exhibits x.82 and x.83 show the top-ranking stops for Vallejo Route 80 Westbound. The highest boarding activity occurred at the Vallejo Ferry Terminal at 704 boardings. Alightings were much higher at the El Cerrito Del Norte BART station given this is the westbound service terminus point, again suggesting this route is not typically the last trip patrons take to reach their destination point.

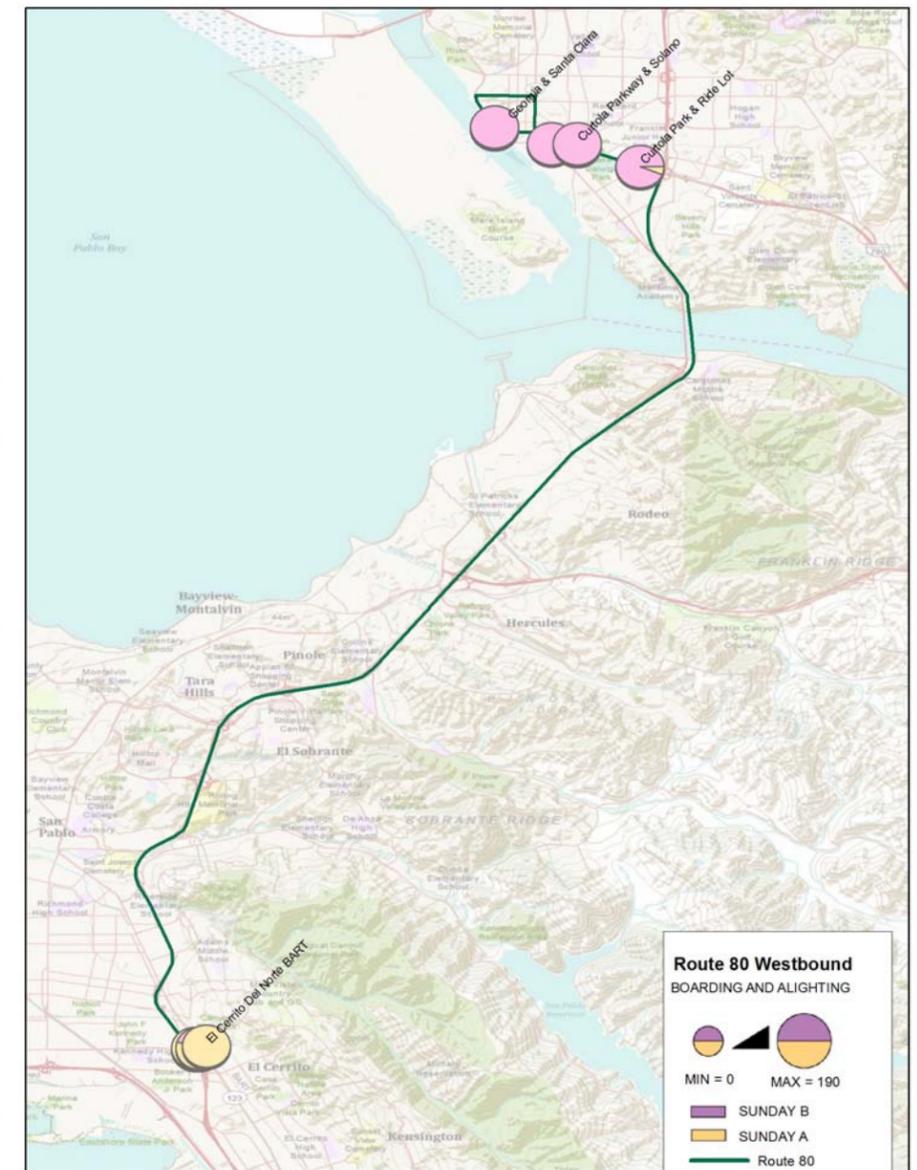
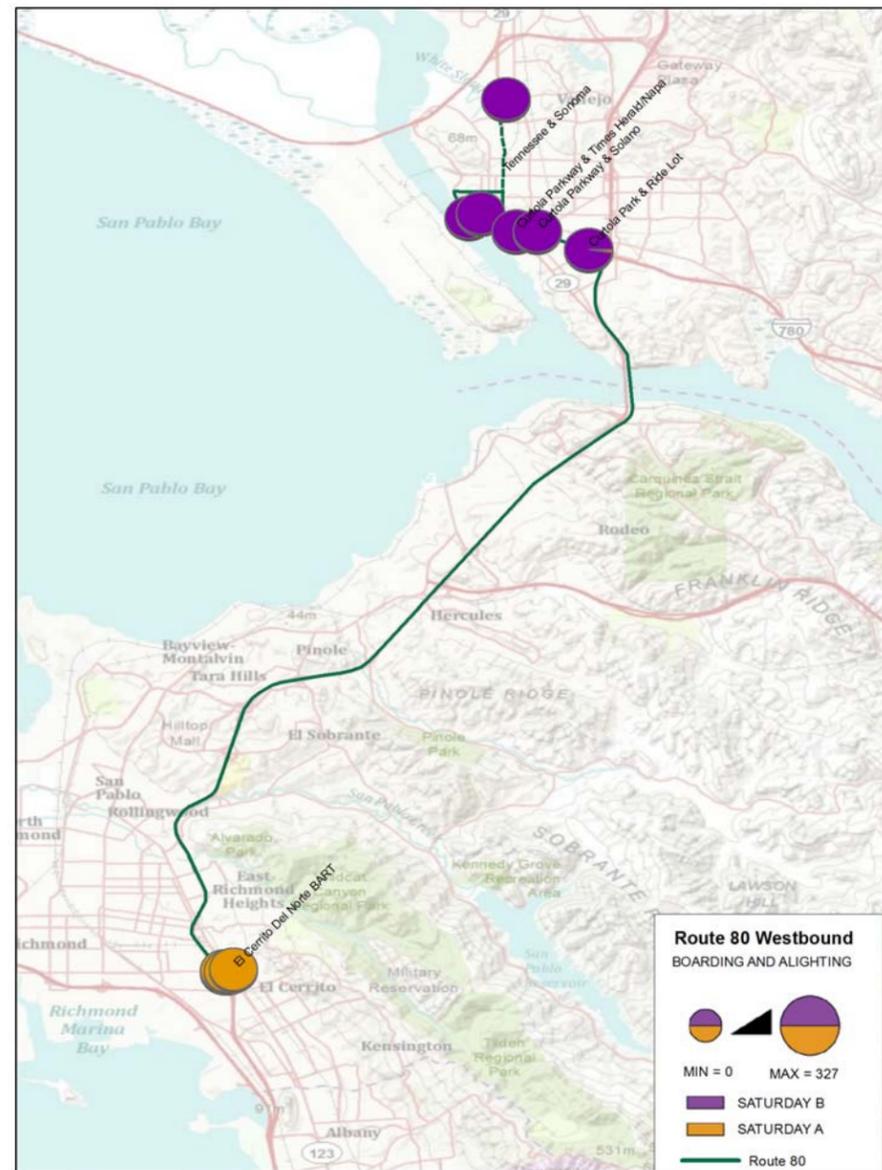
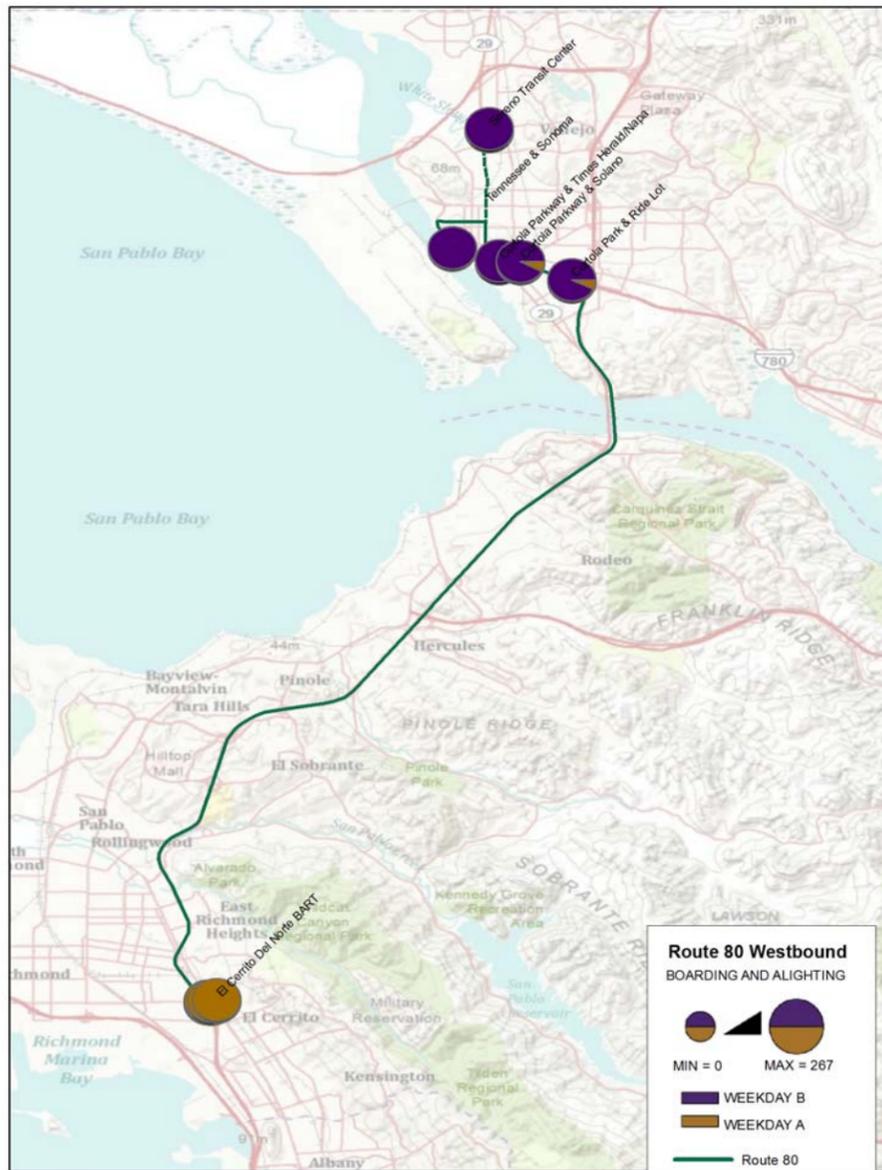
Exhibit x.82 Route 80 WB Highest Boarding Stops

Route 80 Westbound		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	704
2	Curtola Park & Ride Lot	496
3	Sereno Transit Center	54
4	Curtola Parkway & Times Herald/Napa	37
5	Stop by Jack N Box	4

Exhibit x.83 Route 80 WB Highest Alighting Stops

Route 80 Westbound		
Rank	Stop	Alightings
1	El Cerrito Del Norte BART	1225
2	Cutting Blvd. & San Pablo Ave	45
3	Curtola Park & Ride Lot	27
4	Vallejo Ferry Terminal	18
5	Stop by Jack N Box	7

Exhibit x.84 Vallejo Route 80 Westbound Boarding and Alighting Activity



Vallejo Route 85 Boarding and Alighting Counts

Vallejo Route 85 provides east/west trips between the York & Marin Transit center and Fairfield Solano Mall. Trips run on 30-minute headways between 5:35 a.m. and 11:28 p.m. weekdays, and bihourly on Saturday between 6:35 a.m. and 10:28 p.m. Sunday service runs between 8:35 a.m. and 8:28 p.m. on a 120-minute frequency.

The highest boarding and alighting activity occurred during peak hour periods (AM Peak and PM Peak day-parts) and the Midday day-part. Midday trips had the highest boarding and alighting averages at more than 20 boardings and 16 alightings per trip. This trend differs from Routes 78 and 80 trends.

This is likely due to the difference in stops available on this route (i.e., Six Flags, Kaiser Hospital, the Fairgrounds, and Solano Community College), which do not necessarily adhere to the traditional peak-period demand for travel. In other words, patrons likely use the service during the Midday day-part to access healthcare, school, or recreational activities.

Exhibit x.85 Vallejo Route 85 Eastbound Activity by Day-Part

Route 85 Eastbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	3	3	1.5	1.5	2
AM Peak	125	129	13.9	14.3	9
Midday	246	192	20.5	16.0	12
PM Peak	130	118	16.3	14.8	8
PM Other	41	38	10.3	9.5	4
Total	545	480	12.5	11.2	35

Exhibits x.86 and x.87 present the top-ranking stops for Vallejo Route 85 Westbound service. As presented in the tables below, the greatest number of boardings occurred at the Vallejo Ferry Terminal at 210 boardings and Sereno Transit center at 102 boardings. However, the highest alighting activity occurred at the Solano Mall and Six Flags Discovery Kingdom, followed by Solano Community College, Fairgrounds, and Best Buy. This reflects a trend of patrons accessing the service for trip purposes aside from a home-to-work commute.

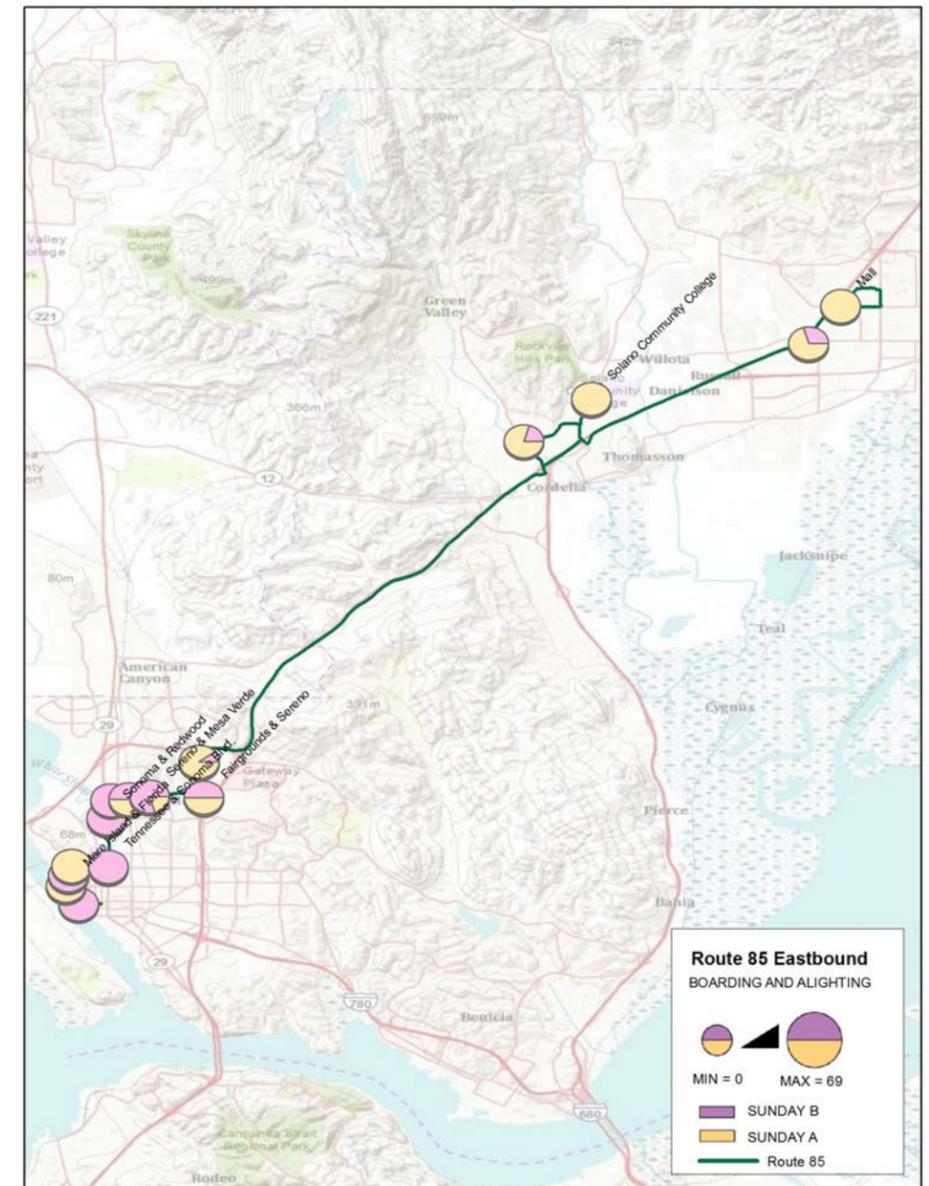
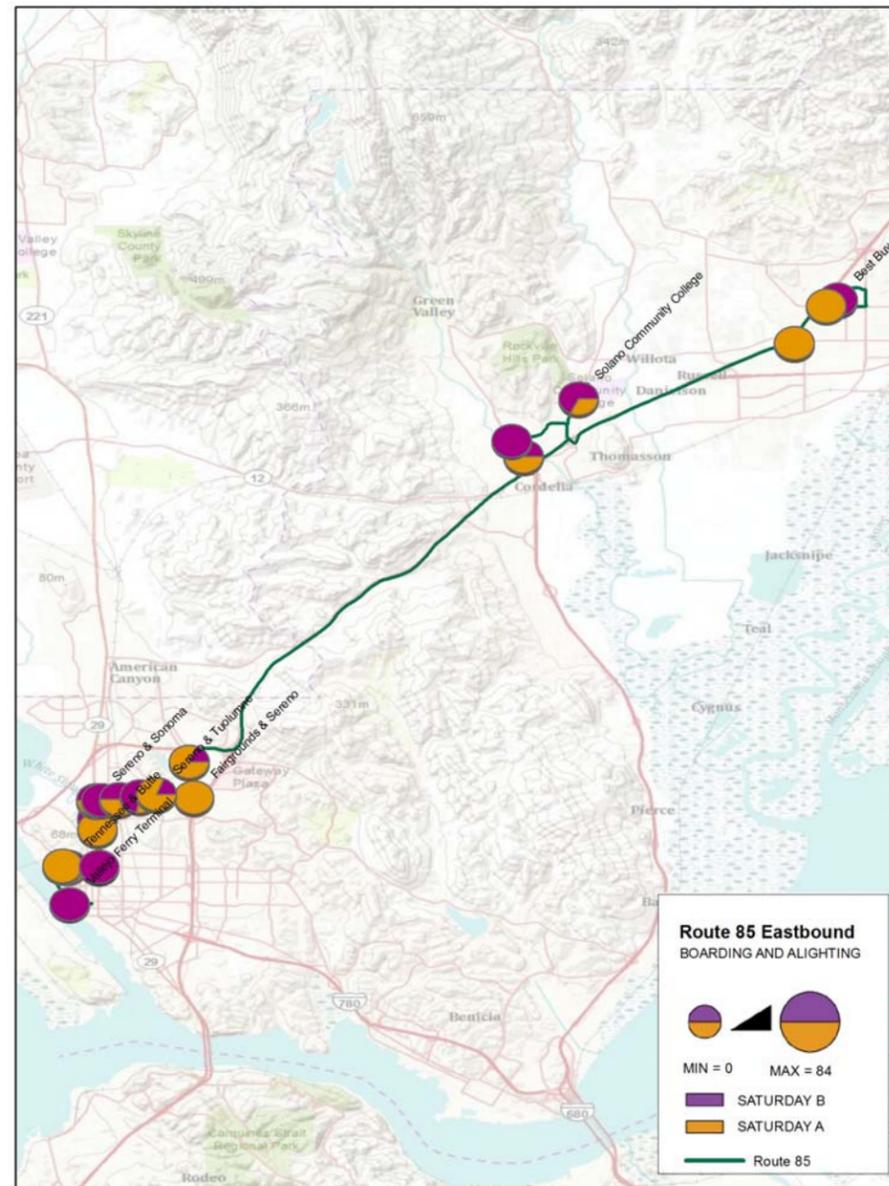
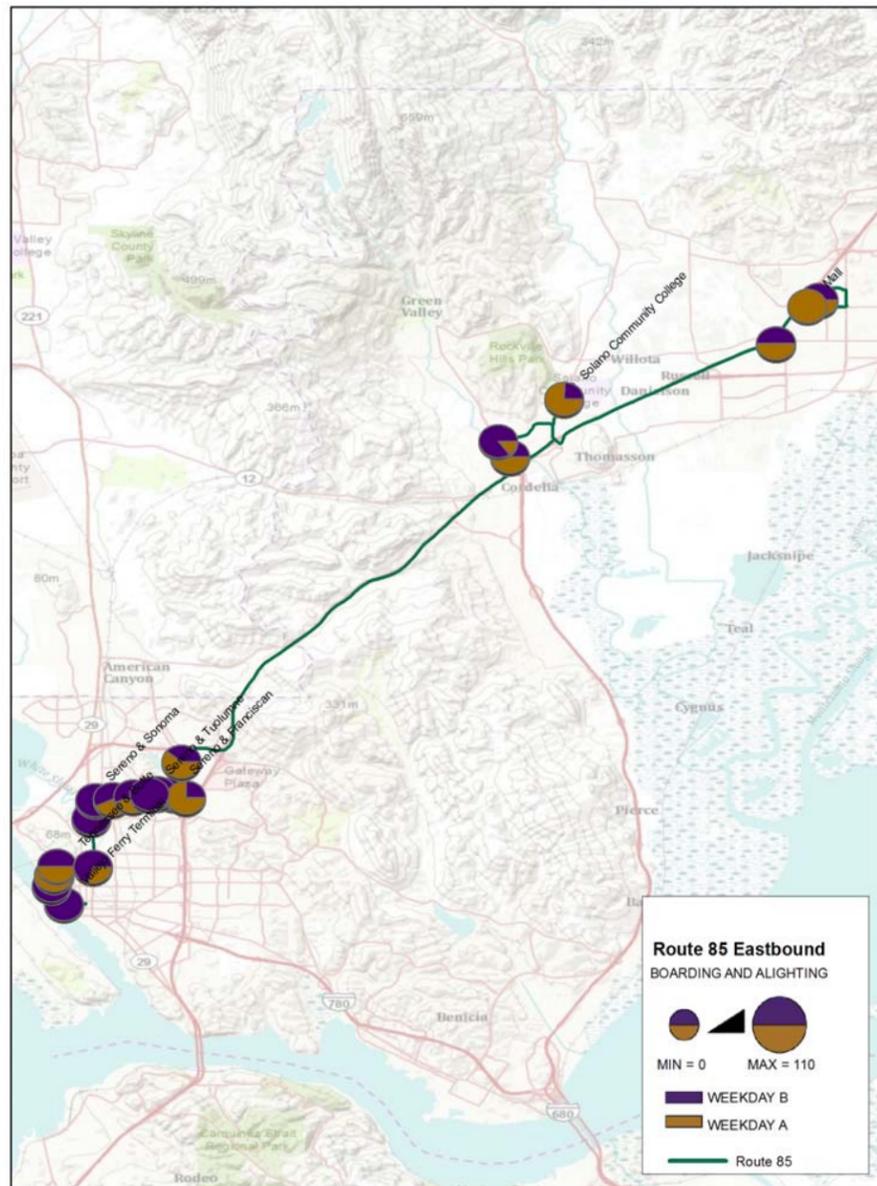
Exhibit x.86 Route 85 Eastbound Highest Boarding Stops

Route 85 Eastbound		
Rank	Stop	Boardings
1	Vallejo Ferry Terminal	210
2	Sereno Transit Center	102
3	SIX FLAGS Discovery Kingdom	92
4	Green Valley & Mangels Blvd. (Solano)	19

Exhibit x.87 Route 85 Eastbound Highest Alighting Stops

Route 85 Eastbound		
Rank	Stop	Alightings
1	Fairfield Solano Mall ARRIVE	215
2	SIX FLAGS Discovery Kingdom	99
3	Solano Community College	39
4	Fairgrounds & Sereno	16
5	Best Buy	15

Exhibit x.88 Route 85 Eastbound Boarding and Alighting Activity



Midday to evening trips (PM Peak and PM Other) experienced higher boarding and alighting activity, with the PM Peak day-part experiencing the greatest number of boardings and alightings per trip. This trend mimics travel patterns illustrated in other Vallejo commuter routes which show a higher propensity for commuters to use the service during the evening peak period.

Exhibit x.89 Vallejo Route 85 Westbound Activity by Day-Part

Route 85 Westbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	0	0	0.0	0.0	1
AM Peak	56	53	7.0	6.6	8
Midday	189	166	17.2	15.1	11
PM Peak	192	180	24.0	22.5	8
PM Other	354	324	16.1	14.7	22
Total	791	723	12.9	11.8	50

The greatest number of boardings occurred at the Fairfield Solano Mall, mimicking the top-ranking alighting stops listed in **Exhibit x.89** above. As discussed earlier, patrons utilizing Route 85 likely patronize the service for other trip purposes aside from work. Given Solano Community College stop is ranked high in boardings and alightings, there may be a higher proportion of riders who are students patronizing the service and therefore services should be marketed accordingly.

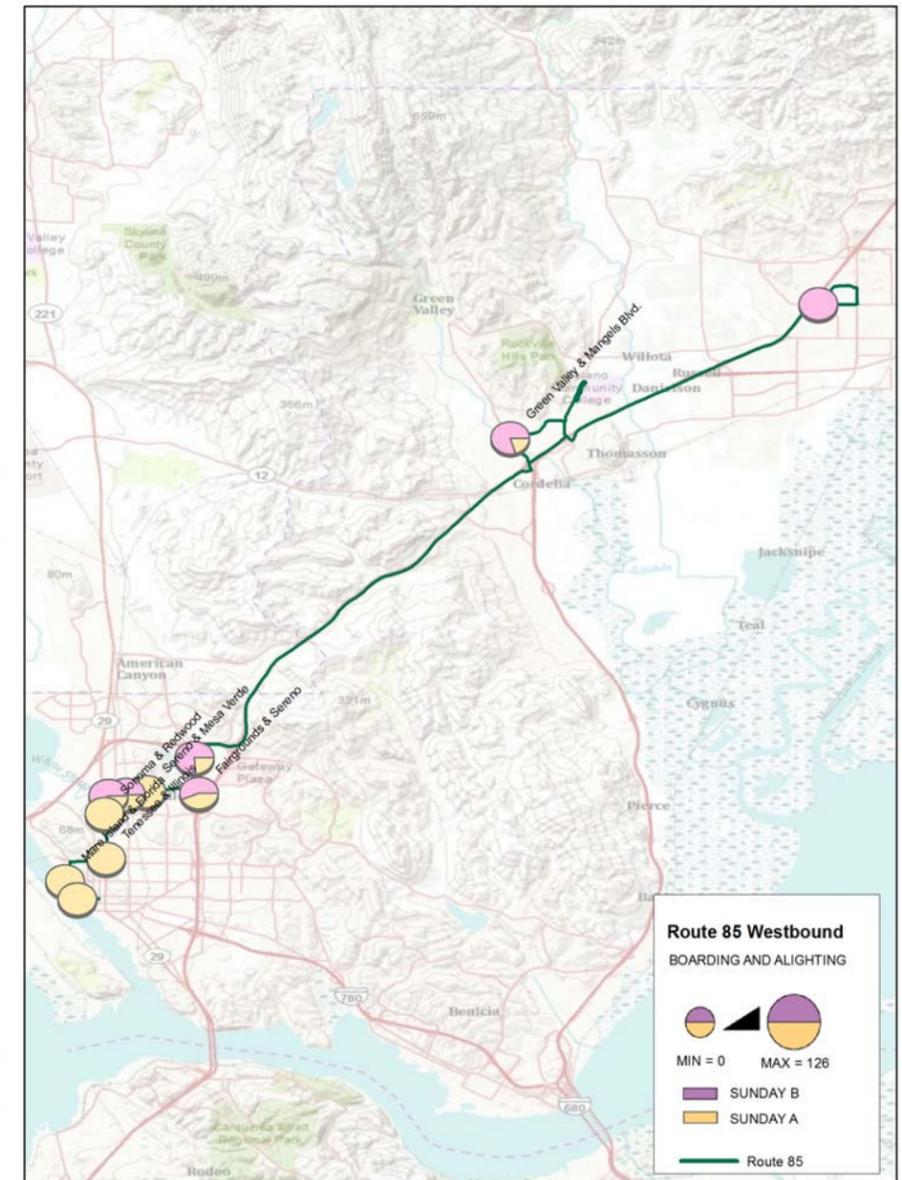
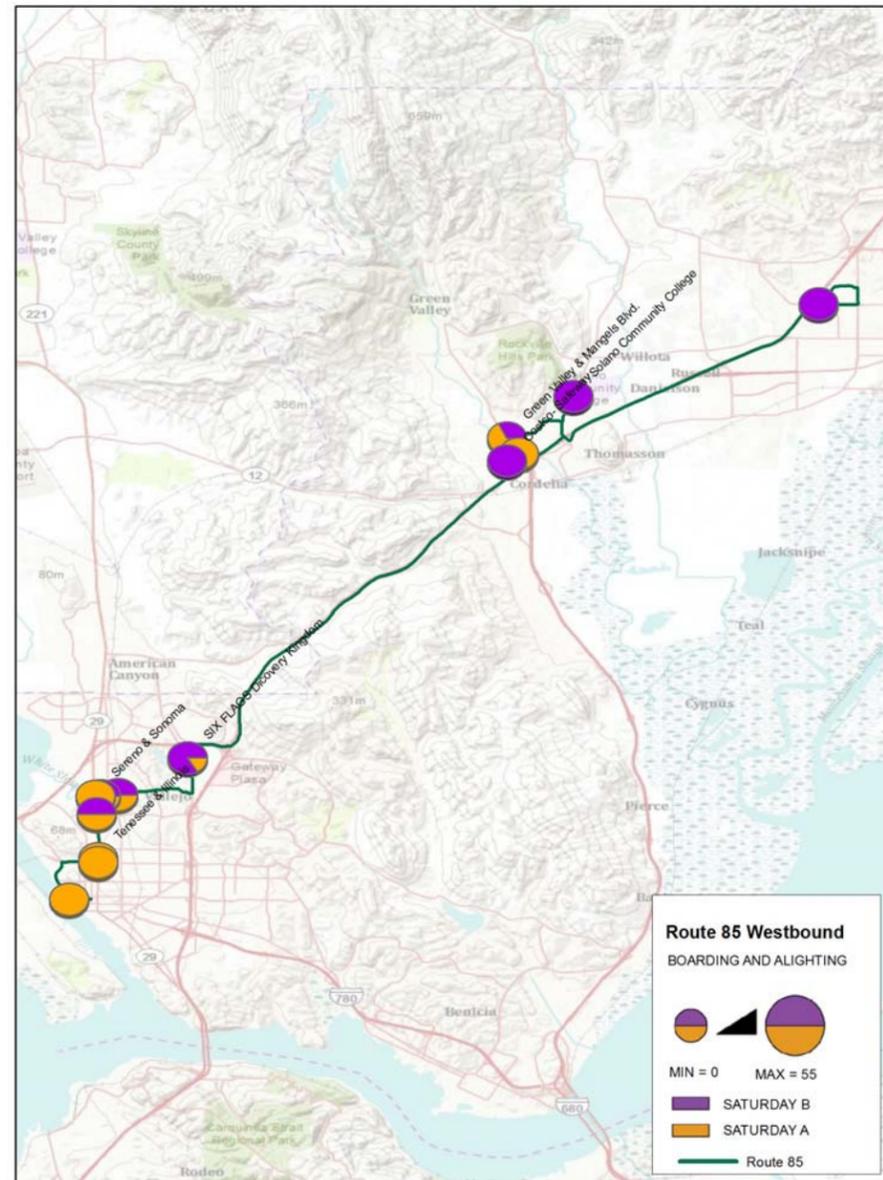
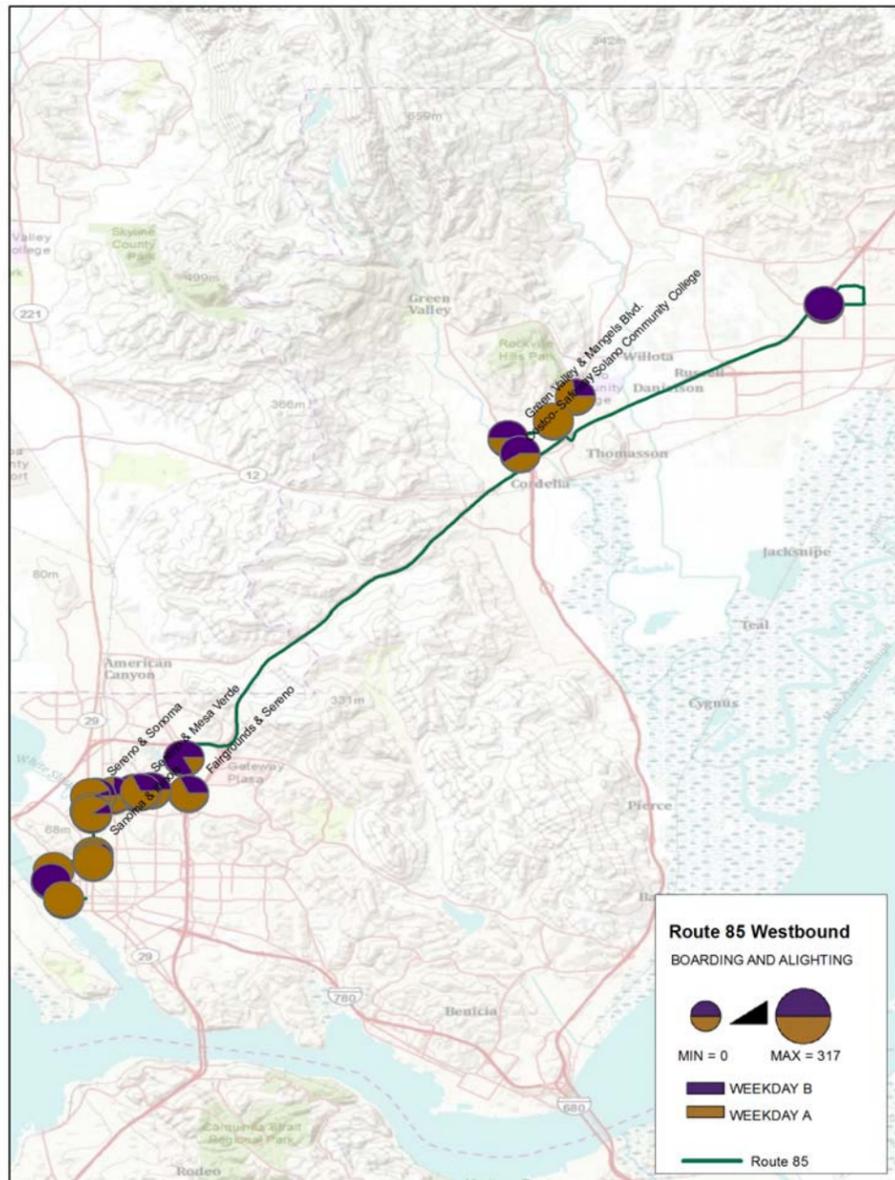
Exhibit x.90 Route 85 Westbound Highest Boarding Stops

Route 85 Westbound		
Rank	Stop	Boardings
1	Fairfield Solano Mall DEPARTURE	441
2	Solano Community College	282
3	SIX FLAGS Discovery Kingdom	136
4	Sereno Transit Center	35
5	Vallejo Ferry Terminal	27

Exhibit x.91 Route 85 Westbound Highest Alighting Stops

Route 85 Westbound		
Rank	Stop	Alightings
1	Vallejo Ferry Terminal	332
2	Solano Community College	72
3	Sereno Transit Center	54
4	SIX FLAGS Discovery Kingdom	33
5	Sonoma & Redwood	30

Exhibit x.92 Route 85 Westbound Boarding and Alighting Activity



Vallejo Route 200 Boarding and Alighting Counts

Route 200 is a commuter route with only two stops: the Vallejo Ferry Terminal and the San Francisco Ferry Building. This route operates seven days a week with the exception of specified holidays. On weekdays (Monday through Friday), Route 200 offers 12 trips from 6:00 a.m. to 11:00 p.m.; on Saturday, the route operates four trips from 8:30 a.m. to 11:12 p.m.; and on Sunday, the route operates four trips from 8:30 a.m. to 11:05 p.m.

Exhibit x.93 shows boarding and alighting activity by day-part for Route 200 inbound, traveling from the San Francisco Ferry Building to the Vallejo Ferry Terminal. The most productive day-parts for inbound trips was observed to be during the afternoon and evening periods: the PM Peak period (3:31 p.m. to 7:00 p.m.) had the most passenger boardings at 130 passenger with an average of 32.5 boardings per trip.

Exhibit x.93 Vallejo Route 200 Inbound Activity by Day-Part

Route 200 Inbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	0	0	0.0	0.0	0
AM Peak	20	20	4.0	4.0	5
Midday	34	34	11.3	11.3	3
PM Peak	130	130	32.5	32.5	4
PM Other	33	33	8.3	8.3	4
Total	217	217	11.2	11.2	16

Exhibit x.94 shows the boarding and alighting activity by day-part for Route 200 outbound, traveling from the Vallejo Ferry Terminal to the San Francisco Ferry Building. The morning day-parts were observed to have the highest level of passenger activity. The AM Peak period (6:01 a.m. to 9:00 a.m.) had the most passenger boardings at 163, followed by AM Other (3:01 a.m. to 6:00 a.m.) which had 51 passenger boardings.

These data, when compared to Exhibit x.93, suggest many riders of Route 200 use the service to travel, or commute, outbound to the San Francisco Ferry Building in the morning and inbound to the Vallejo Ferry Terminal in the afternoon/evening. A comparison of the two exhibits also show outbound trips generate almost 100 more passenger boardings than inbound trips, indicating there is more demand in the morning peak period.

Exhibit x.94 Vallejo Route 200 Outbound Activity by Day-Part

Route 200 Outbound					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	51	51	25.5	25.5	2
AM Peak	163	163	32.6	32.6	5
Midday	32	32	10.7	10.7	3
PM Peak	26	26	6.5	6.5	4
PM Other	31	31	5.2	5.2	6
Total	303	303	16.1	16.1	20

Exhibits x.95 and x.96 illustrate boarding and alighting activity by stop. The boarding and alighting activity by stop for Route 200 reflects that which was identified above, that outbound trips were observed to have more activity than inbound trips for the observation period.

Exhibit x.95 Vallejo Route 200 Inbound Activity Stops

Route 200 Inbound			
Rank	Stop	Boardings	Alighting
1	San Francisco Ferry Building (Departure)	217	0
2	Vallejo Ferry Terminal (Arrival)	0	217

Exhibit x.96 Vallejo Route 200 Outbound Highest Activity Stops

Route 200 Outbound			
Rank	Stop	Boardings	Alightings
1	Vallejo Ferry Terminal (Departure)	303	
2	San Francisco Ferry Building (Departure)		303

Exhibit x.97 Inbound Route 200 Boarding and Alighting Activity

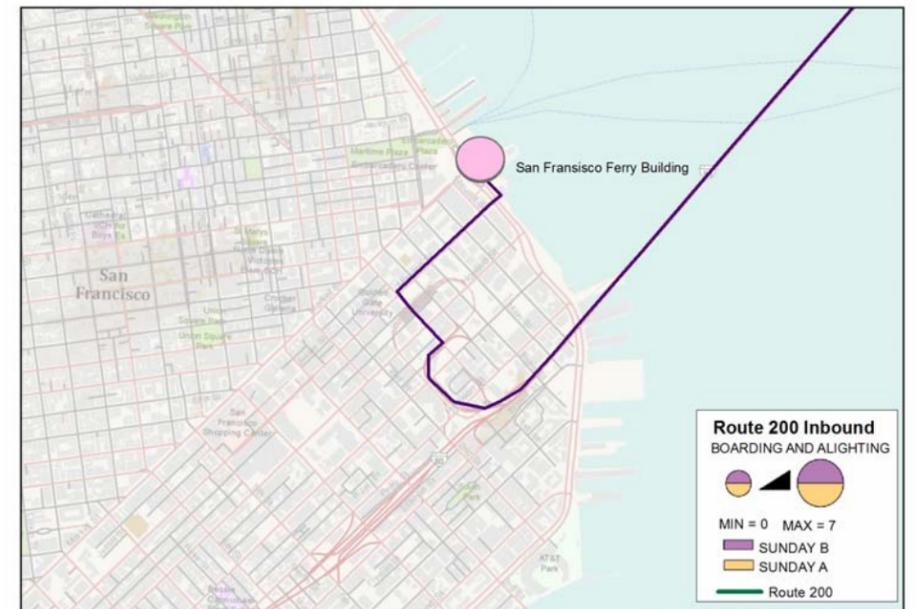
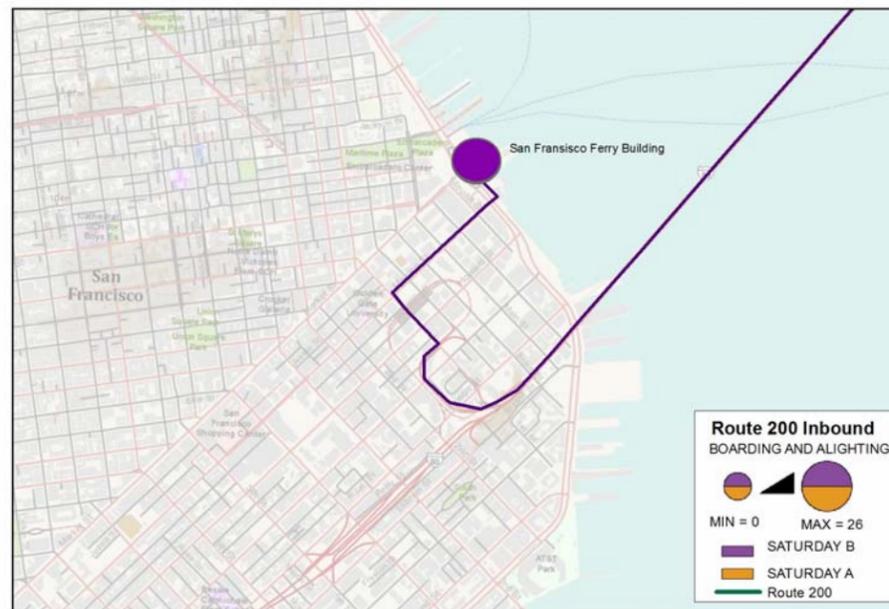
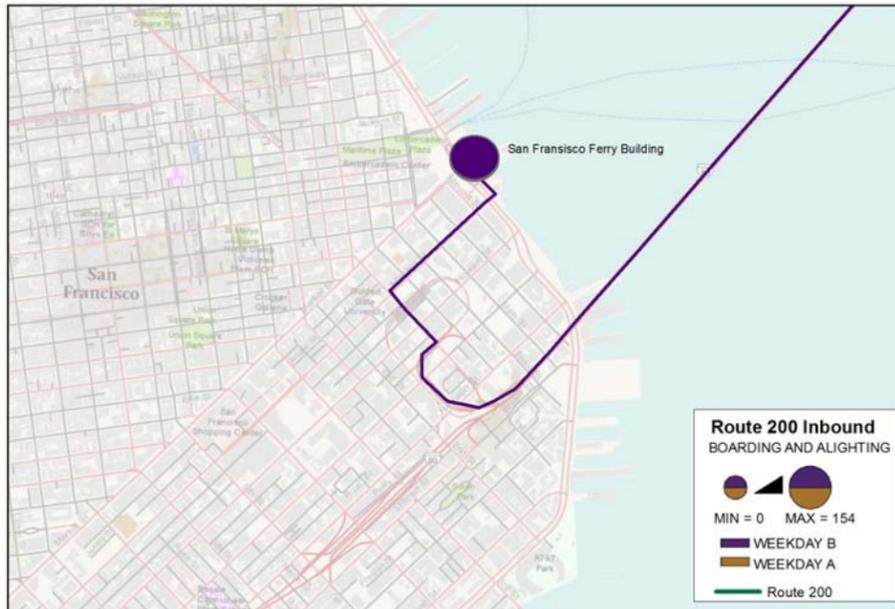
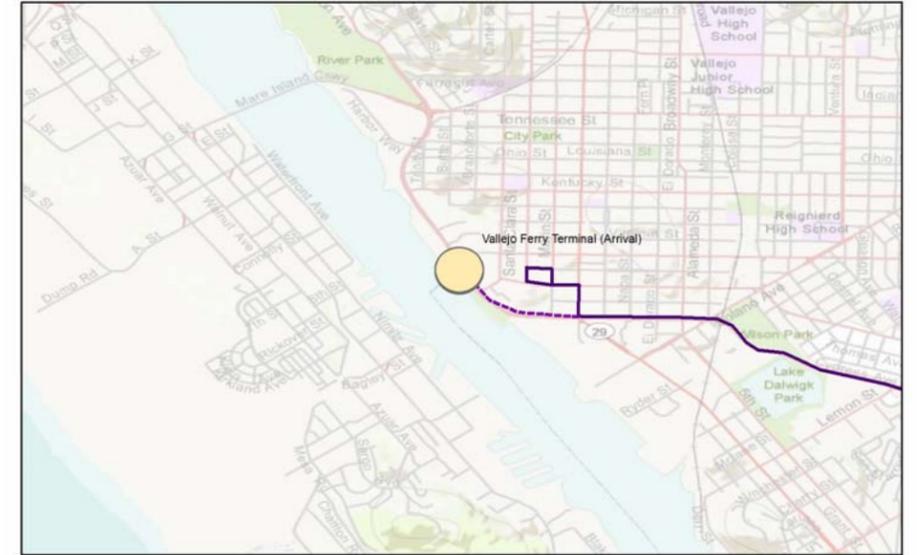
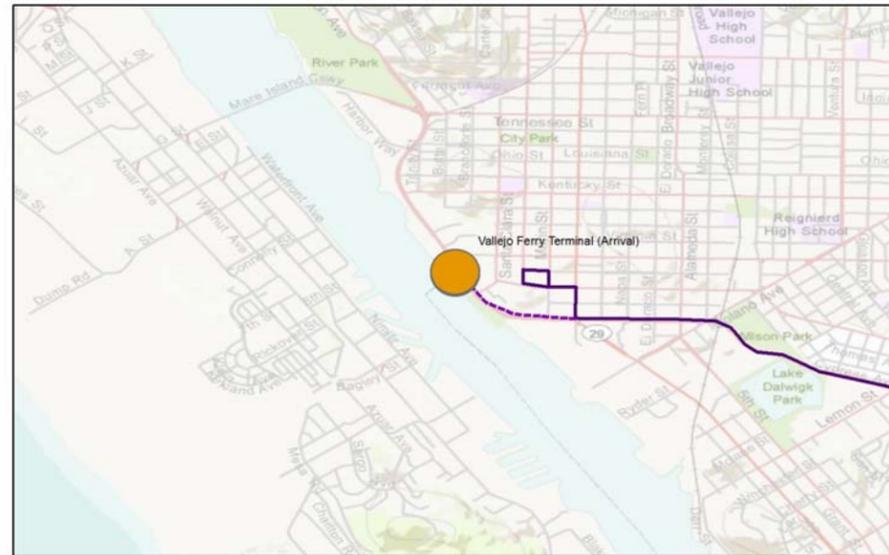
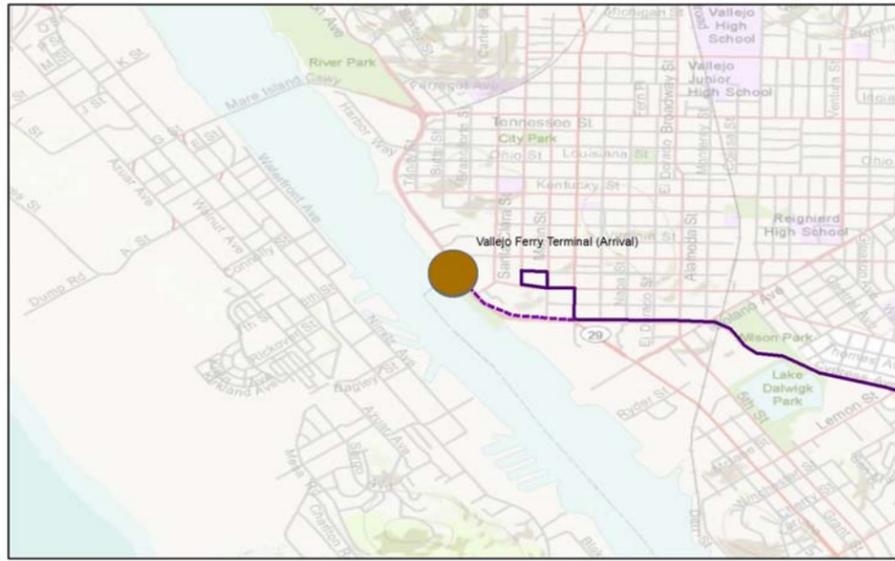
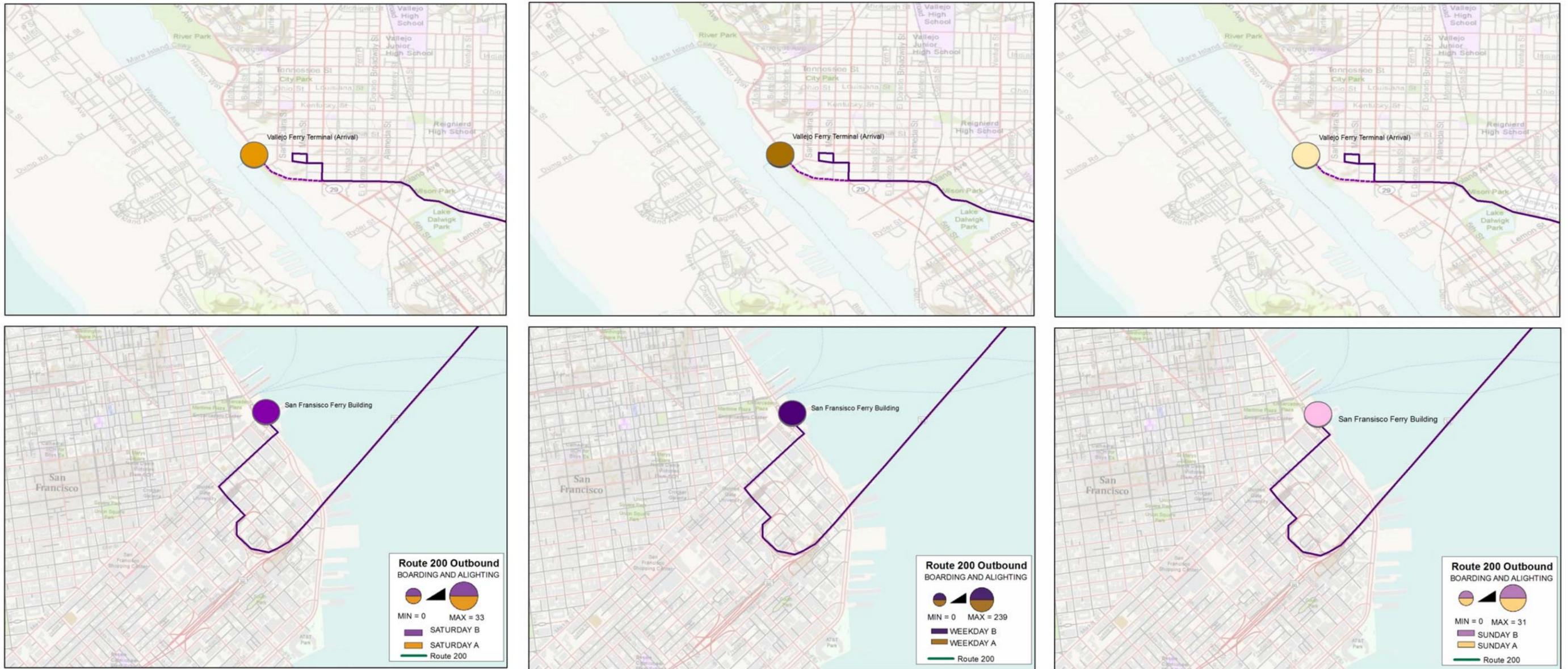


Exhibit x.98 Outbound Route 200 Boarding and Alighting Activity



Vallejo School Trippers

The following is a discussion of the findings from ride checks conducted onboard the following designated Vallejo school routes:

- Route 11,
- Route 12,
- Route 16,
- Route 18,
- Route 20, and
- Route 22.

These routes operate on school service days only and are scheduled to coordinate closely with school bell times, which change periodically.

Route 11 Boarding and Alighting

The following Exhibit x.99 shows Route 11 boarding and alighting activity by day-part. The only trip surveyed for Route 11 occurred in the AM Peak period, where there were 28 passenger boardings, converting to an average of 28 boardings per trip.

Exhibit x.99 Route 11 Activity by Day-Part

Route 11					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	0	0	0	0	0
AM Peak	28	33	28	33	1
Midday	0	0	0	0	0
PM Peak	0	0	0	0	0
PM Other	0	0	0	0	0

The following two exhibits show the top activity stops for Route 11 for the above surveyed trip. The data reveals Sereno Drive & Sonoma Blvd. stop generates the highest level of boardings, while Broadway & Nebraska generate the highest level of alightings.

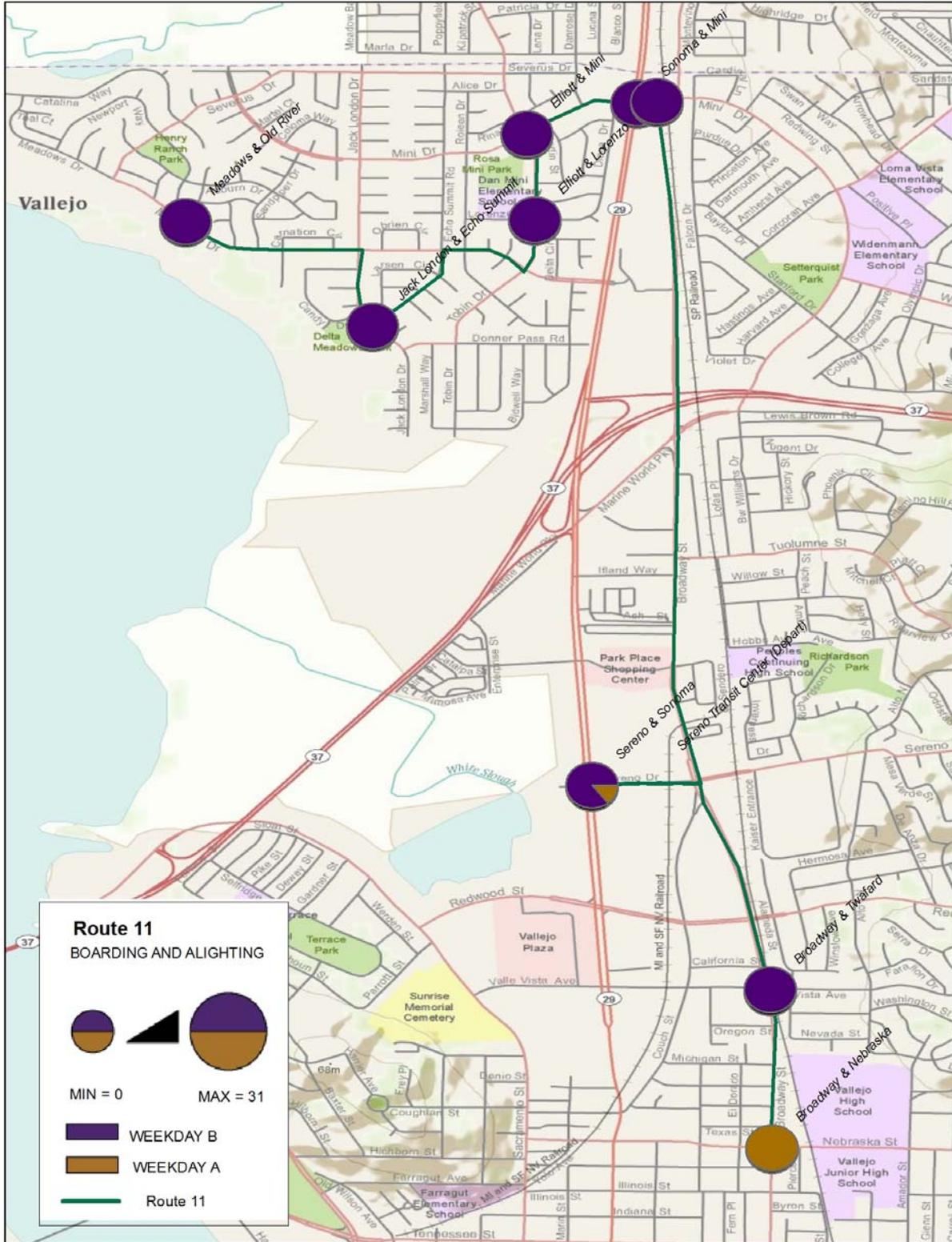
Exhibit x.100 Route 11 Highest Boarding Stops

Route 11		
Rank	Stop	Boardings
1	Serno & Sonoma	13
2	Jack London & Echo Summit	6
3	Elliott & Mini	4

Exhibit x.101 Route 11 Highest Alighting Stops

Route 11		
Rank	Stop	Alightings
1	Broadway & Nebraska	31
2	Serno & Sonoma	2

Exhibit x 102 Route 11 Boarding and Alighting



Route 12 Boarding and Alighting

During the observation period four trips were surveyed on Route 12, one in the AM Peak and three in the Midday period. The Midday period resulted in an average boarding per trip of 23, a similar level as Route 11’s AM Peak trip. The AM Peak trip was observed to have low productivity with only seven passenger boardings per trip.

Exhibit x.103 Route 12 Activity by Day-Part

Route 12					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	0	0	0.0	0.0	0
AM Peak	7	7	7.0	7.0	1
Midday	70	51	23.3	17.0	3
PM Peak	0	0	0.0	0.0	0
PM Other	0	0	0.0	0.0	0

Of the nine published stops along Route 12, Broadway & Nebraska had the most boardings at 59 followed by Solano Middle School at 11 boardings. Alighting activity reveals many patrons depart the route at the Sonoma & Mini stop, followed by Sereno Transit Center and Elliott & Mini. A fair number of passengers alighted at the Solano Middle School, indicating this stop is a main origin/destination for riders of this route.

Exhibit x.104 Route 12 Highest Boarding Stops

Route 12		
Rank	Stop	Boardings
1	Broadway & Nebraska	59
2	Solano Middle School	11

Exhibit x.105 Route 12 Highest Alighting Stops

Route 12		
Rank	Stop	Alightings
1	Sonoma & Mini	20
2	Sereno Transit Center	16
3	Elliott & Mini	15
4	Solano Middle School	7

Route 16 Boarding and Alighting

Route 16 boarding and alighting activity by day-part can be viewed in Exhibit x.107, showing three trips were surveyed during the Midday period. The findings from the ride checks reveal the route to be relatively unproductive, with four passenger boardings per trip. This suggests the route does not serve the times and/or locations where the demand currently exists.

Exhibit x.107 Route 16 Activity by Day-Part

Route 16					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	0	0	0	0	0
AM Peak	0	0	0	0	0
Midday	11	11	3.7	3.7	3
PM Peak	0	0	0	0	0
PM Other	0	0	0	0	0

Route 16 has nine published time points, of which the Broadway and Nebraska stop was surveyed to have all the boarding activity. Alighting activity was spread amongst four stops, each with two alightings during the three surveyed trips.

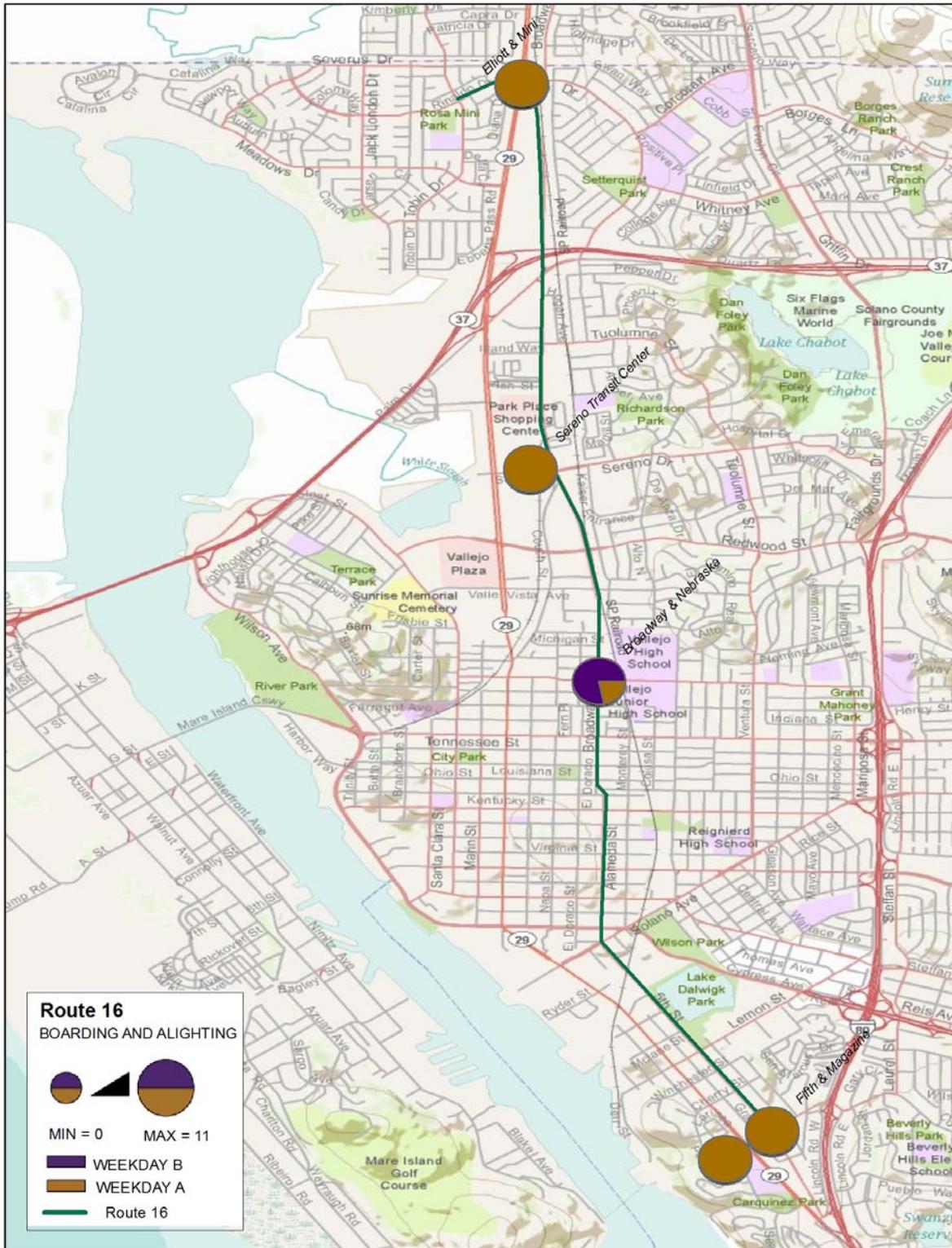
Exhibit x.108 Route 16 Highest Boarding Stops

Route 16		
Rank	Stop	Boardings
1	Broadway & Nebraska	11

Exhibit x.109 Route 16 Highest Alighting Stops

Route 16		
Rank	Stop	Alightings
1	Broadway & Nebraska	2
2	Sereno Transit Center	2
3	Mini & Rawhide	2
4	Porter & Magazine	2

Exhibit x. 110 Route 16 Boarding and Alighting



Route 18 Boarding and Alighting

Route 18 activity by day-part is shown in Exhibit x.111. Of the two trips surveyed, they resulted in an average of two passenger boardings per trip. Similar to Route 16 above, ride check data reveals this route is performing below average when compared to the other school trippers. This reveals few students are using this route which could be a result of a number of factors, including a poorly-coordinated schedule or the route does not serve neighborhoods where there is demand (where students reside or locations of afterschool programs/activities).

Exhibit x.111 Route 18 Activity by Day-Part

Route 18					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	0	0	0.0	0.0	0
AM Peak	0	0	0.0	0.0	0
Midday	4	4	2.0	2.0	2
PM Peak	0	0	0.0	0.0	0
PM Other	0	0	0.0	0.0	0

Of the six stops in the schedule, only one (Hogan High School) was observed to have boardings, while two stops had alighting activity: Laurel & Magazine and Fifth & Magazine.

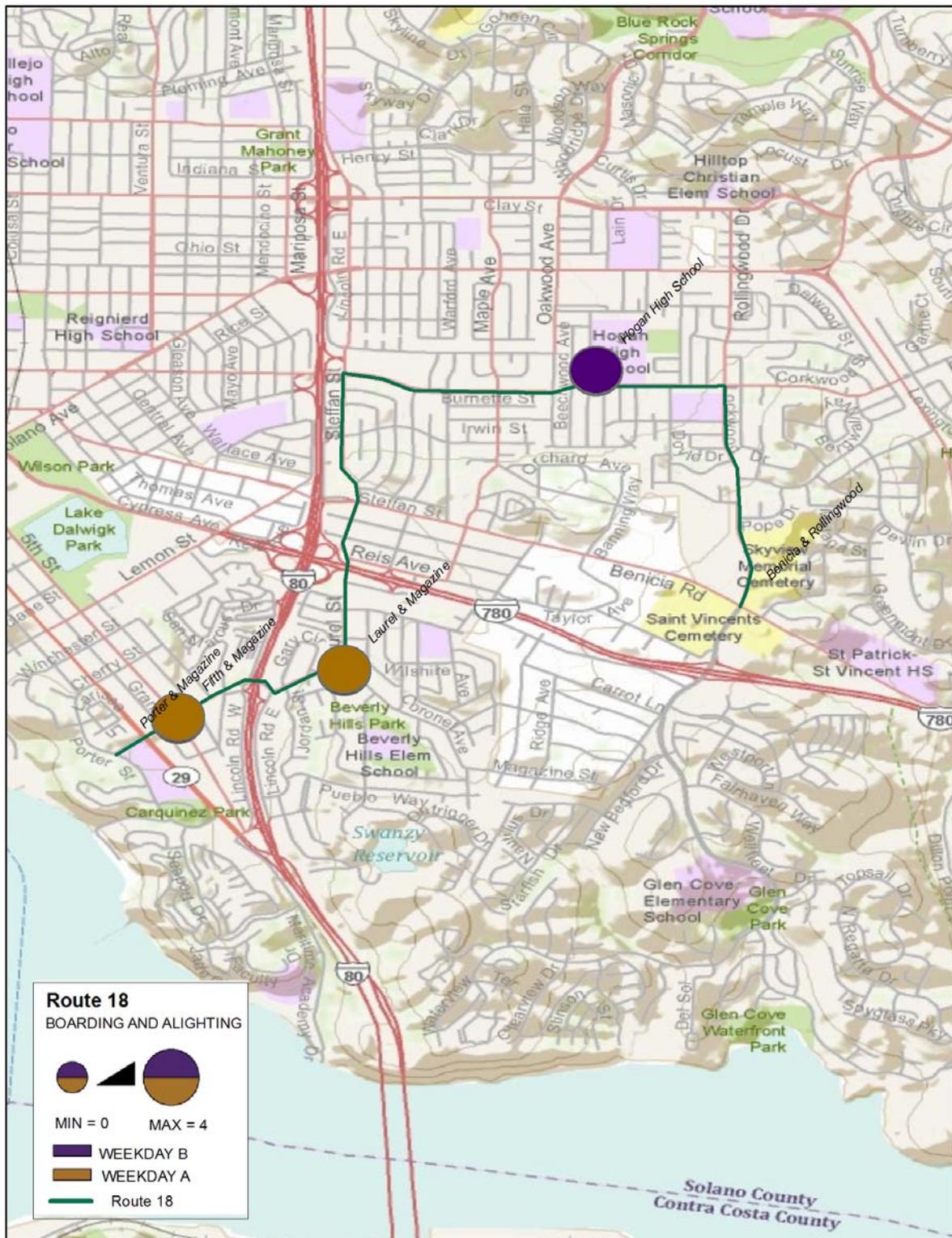
Exhibit x.112 Route 18 Highest Boarding Stops

Route 18		
Rank	Stop	Boardings
1	Hogan High School	4

Exhibit x.113 Route 18 Highest Alighting Stops

Route 18		
Rank	Stop	Alightings
1	Laurel & Magazine	2
2	Fifth & Magazine	1

Exhibit x.114 Route 18 Boarding and Alighting



Route 20 Boarding and Alighting

Ride checks were conducted on three trips during a typical weekday service day on Route 20. The AM Peak period trip was observed to be more productive than the Midday trips, resulting in an average of 10 boardings per trip showing there is more demand for this route during the morning peak period.

Exhibit .115 Route 20 Activity by Day-Part

Route 12					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	0	0	0.0	0.0	0
AM Peak	10	9	10.0	9.0	1
Midday	12	11	6.0	5.5	2
PM Peak	0	0	0.0	0.0	0
PM Other	0	0	0.0	0.0	0

The stops with the most activity are shown in Exhibits x.116 and x.117. The data suggest the Mini & Corcoran stop generates a significant level of demand, with the second-most highest level of boardings as well as alightings. The stop with the most boardings, or where the highest level of trip generation occurs, was observed to be Jesse Bethel High School. The stop with the most alightings, or highest concentration of trip destinations was Corcoran & Erin.

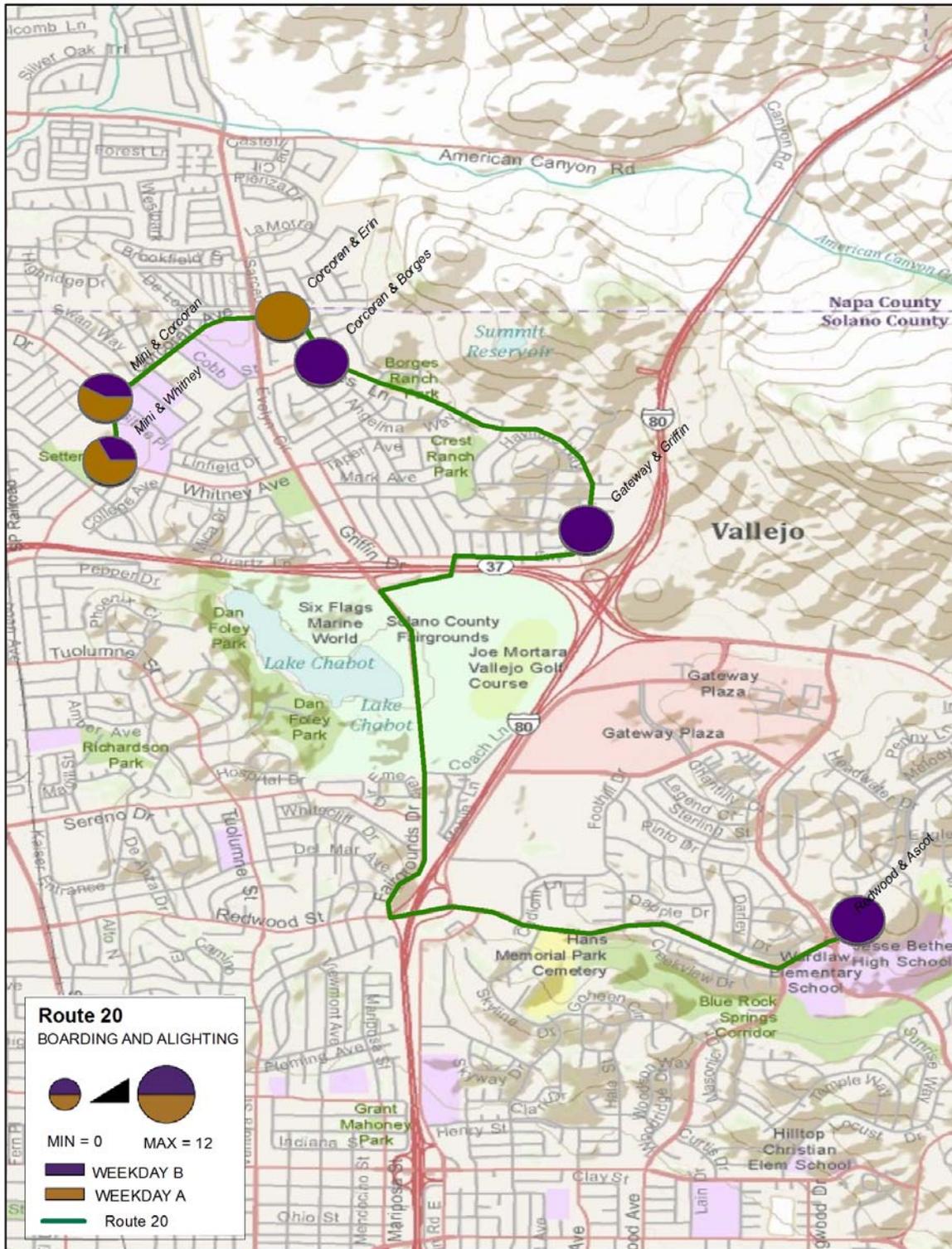
Exhibit x.116 Route 20 Highest Boarding Stops

Route 1 Northbound		
Rank	Stop	Boardings
1	Jesse Bethel High School	12
2	Mini & Corcoran	6
3	Corcoran & Burges	2

Exhibit x.117 Route 20 Highest Alighting Stops

Route 1 Northbound		
Rank	Stop	Alightings
1	Corcoran & Erin	10
2	Mini & Corcoran	8
3	Mini & Whitney	2

Exhibit x.118 Route 20 Boarding and Alighting



Route 22 Boarding and Alighting

Route 22 travels directly from Mini & Corcoran to the Ferry Terminal. Boarding and alighting activity by day-part is shown in Exhibit 15. Findings from the ride checks suggest the Midday trip has little demand for student travel. During the observed PM Peak period trip, six passengers boarded.

Exhibit x.119 Route 22 Activity by Day-Part

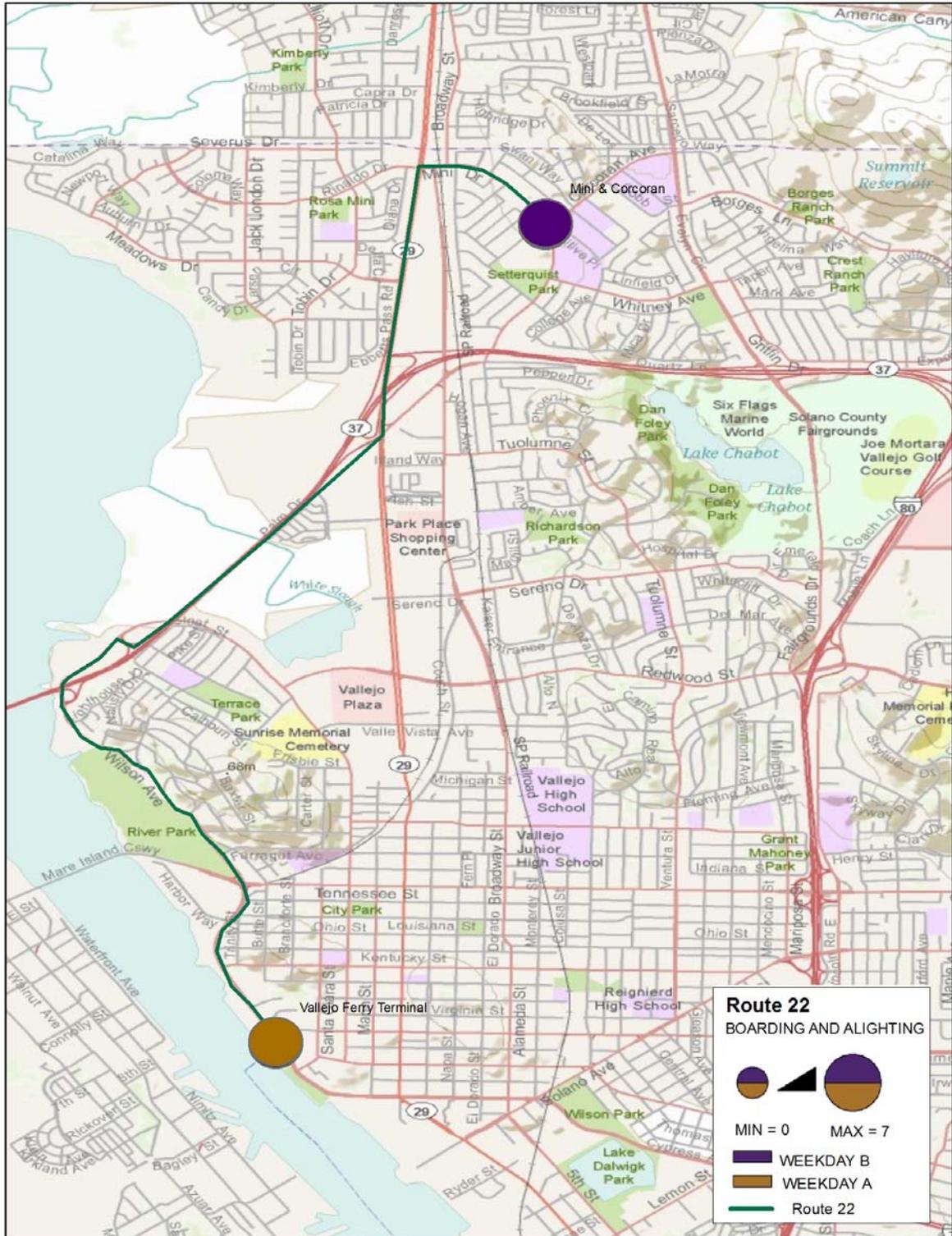
Route 22					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
AM Other	0	0	0.0	0.0	0
AM Peak	0	0	0.0	0.0	0
Midday	1	1	1.0	1.0	1
PM Peak	6	6	6.0	6.0	1
PM Other	0	0	0.0	0.0	0

As expected the following exhibit shows, as the only two stops, the Mini & Corcoran stop has all the boarding activity and Ferry Terminal all the alighting activity.

Exhibit x.120 Route 22 Highest Activity Stops

Route 22			
Rank	Stop	Boardings	Alightings
1	Mini & Corcoran	7	
1	Ferry Terminal		7

Exhibit x.121 Route 22 Boarding and Alighting



Benicia Breeze Medical Shuttle Boarding and Alighting

The Shuttle to Vallejo Medical Centers runs on Monday, Tuesday and Thursdays only, offering two trips a day: one morning trip starting at 10:00 a.m. and terminating at 11:25 a.m., and one afternoon trip starting at 1:50 p.m. and terminating at 2:45 p.m. The Shuttle provides service from the City Park and Benicia Senior Center to the various medical centers in Vallejo, ending again at the City Park. The following analysis reflects boarding and alighting counts for the Shuttle during a typical weekday service day.

As illustrated in Exhibit X.122 the two weekday trips offered on the Medical Shuttle fall within the *Midday* day-part (9:01 a.m. to 3:30 p.m.), therefore the only activity occurs during this time. Of the two trips offered there was a total of two boardings, one on each trip. This translates to an average of one boarding and one alighting per trip. The data suggest there is very low productivity on this route.

Exhibit X.122 Medical Shuttle Activity by Day-Part

Medical Center Shuttle					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
Am Other	-	-	-	-	-
AM Peak	-	-	-	-	-
Midday	2	2	1.0	1.0	2
PM Peak	-	-	-	-	-
PM Other	-	-	-	-	-
Total	2	2	1.0	1.0	2

The most productive stops are listed below in Exhibit X.123 and X.124. The two boardings occurred at the first stop (City Park) and at the Casa De Vilarasa. The two observed alightings were at the two hospitals. This activity indicates the shuttle’s patrons originate at the senior or housing centers and terminate at the hospitals.

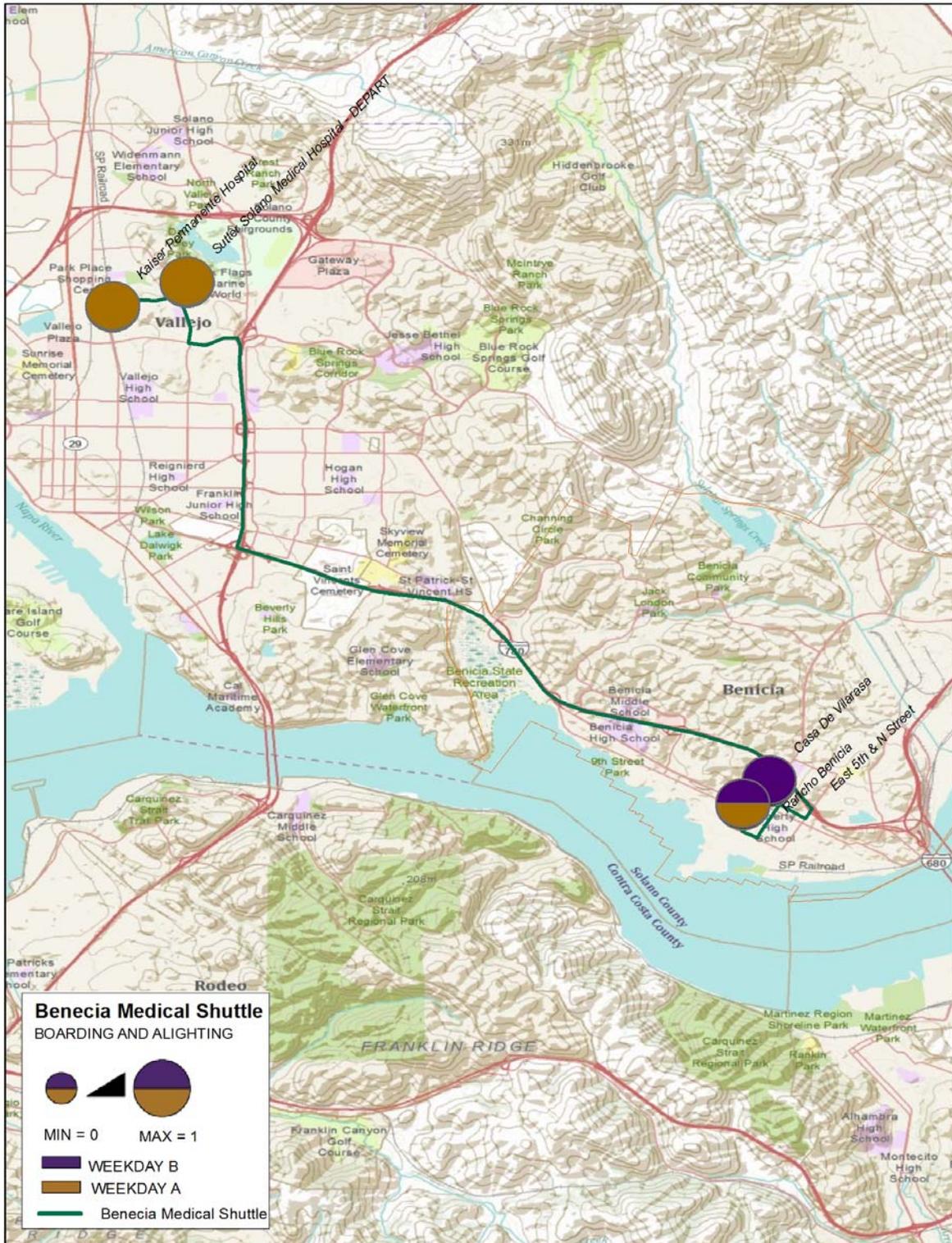
Exhibit X.123 Medical Shuttle Highest Boarding Stops

Medical Center Shuttle		
Rank	Stop	Boardings
1	1st Street & Military (City Park)	1
2	Casa De Vilarasa	1

Exhibit X.124 Medical Shuttle Highest Alighting Stops

Medical Center Shuttle		
Rank	Stop	Alightings
1	Kaiser Permanente Hospital	1
2	Sutter Solano Medical Hospital	1

Exhibit X.125 Benicia Breeze Medical Shuttle Boardings and Alightings



Benicia Breeze Route 15 Boarding and Alighting

Route 15 operates as a school tripper, offering three trips every school day. The two morning trips start at 7:11 a.m. and 7:50 a.m. and end at 7:55 a.m. and 8:20 a.m. The morning trips travel from various residential and community locations to the Benicia High School, Benicia Middle School, and Farmer Elementary School. There is one afternoon trip which operates Monday through Thursday on school days only, from 3:20 p.m. to 4:00 p.m., and on Friday school days the afternoon trip’s first stop picks up at 1:30 p.m. and last stop drops off at 2:14 p.m. The afternoon trip picks up at the same three schools as listed above and drops off at the same locations the morning trip picks up from.

Exhibit X.126 illustrates boarding and alighting activity for the surveyed trips, representing a typical weekday service day. In total, there were 42 boardings, of which the most occurred during the a.m. peak period. The exhibit show the morning trips are more productive, operating with 12.5 passenger boardings per trip, while the afternoon trips (Midday day-part) operate with an average of 8.5 boardings per trip. This suggests there is more demand for school trips in the morning than in the afternoon, further indicating students who ride this service may have other travel options after school or attend afterschool programs/activities and do not need to use the school tripper service.

Exhibit X.126 Route 15 Activity by Day-Part

Benicia Breeze Route 15					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
Am Other	-	-	-	-	-
AM Peak	25	25	12.5	12.5	2
Midday	17	13	8.5	6.5	2
PM Peak	-	-	-	-	-
PM Other	-	-	-	-	-
Total	42	38	10.5	9.5	4

The following two exhibits illustrate the top stops with the most activity. **Exhibit X.127** shows the first stop (1st & Military) in the morning experiences the highest level of boardings, followed by Rose Drive & Windsor Drive with nine boardings. The stops with the most alightings occurred at the Benicia High School and then followed by the Benicia Middle School. This supports the findings from above that Route 15 is used more in the mornings for the trip to school, as the main destinations are schools, rather than in the afternoon after school to other non-school destinations.

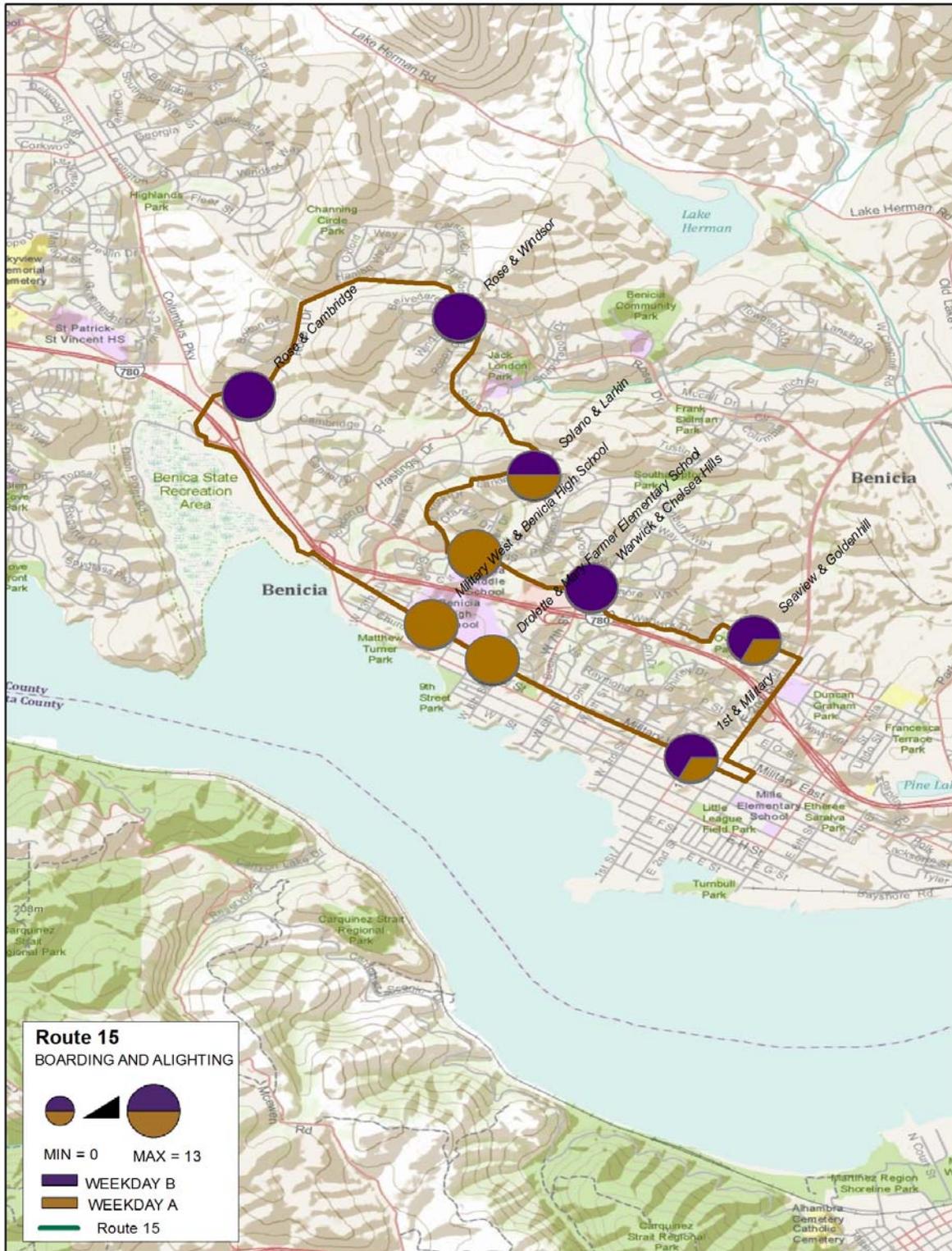
Exhibit X.128 Route 15 Highest Boarding Stops

Benicia Breeze Route 15		
Rank	Stop	Boardings
1	1st & Military	12
2	Rose & Windsor	9
3	Rose & Cambridge	4
4	Solano & Larkin	3

Exhibit X.129 Route 15 Highest Alighting Stops

Benicia Breeze Route 15		
Rank	Stop	Alightings
1	Military West & Benicia High School	13
2	Southampton & Benicia Middle School	10
3	Solano & Larkin	3

Exhibit X.130 Benicia Breeze Route 15 Boardings and Alightings



Benicia Breeze Route 17 Boarding and Alighting

Similar to Route 15, this route operates on school service days only during the weekday with two morning trips and one afternoon trip. Route 17 travels a similar loop than Route 15, serving the same schools, yet serving different neighborhoods in the northern portion of Benicia.

For the first morning trip Route 17 originates at the same location as Route 15 at 1st & Military (Veterans Building) at 7:02 a.m. and then travels to the Benicia High School and Benicia Middle School, ending at 7:45 a.m.. The second morning trips starts and 7:50 a.m. at Hastings Drive at Southampton Road and travels the same route as the first morning trip, terminating at the Benicia Middle School at 8:23 a.m.

On Monday through Thursday the afternoon trip starts at 3:20 p.m. and is basically the reverse of the morning trips starting at the Benicia Middle School and terminating at 1st Street & Military at 4:00 p.m. The Friday afternoon trip travels the same route as Monday through Thursday; however, starts approximately two hours earlier at 1:30 p.m. and ends at 2:10 p.m.

Exhibit X.131 illustrates boarding and alighting activity by day-part for a typical weekday service day for Route 17. In total, there were 62 surveyed boardings, of which it was split exactly in half of boardings in the morning and afternoon trips. The average boarding for each of the two day-parts is 15.5 boardings per trip. This suggests the same patrons who ride this route in the morning to school, ride in the afternoon from school. This is different than the findings for Route 15.

Exhibit X.131 Route 17 Activity by Day-Part

Benicia Breeze Route 17					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
Am Other	-	-	-	-	-
AM Peak	31	31	15.5	15.5	2
Midday	-	-	-	-	-
PM Peak	31	31	15.5	15.5	2
PM Other	-	-	-	-	-
Total	62	62	15.5	15.5	4

Exhibit X.132 and **X.133** show the stops with the most activity. When looking at boarding activity along Route 17 for the surveyed trips (**Exhibit X.132**) there are two stops with most boardings, at Benicia Middle School and East 5th & East N. The highest alighting activity was at the Benicia High School with 26 alightings followed by the Benicia Middle School with 18 alightings. This indicates more Middle School riders use Route 17 in the morning to school, while more High School riders use the bus from school in the afternoon.

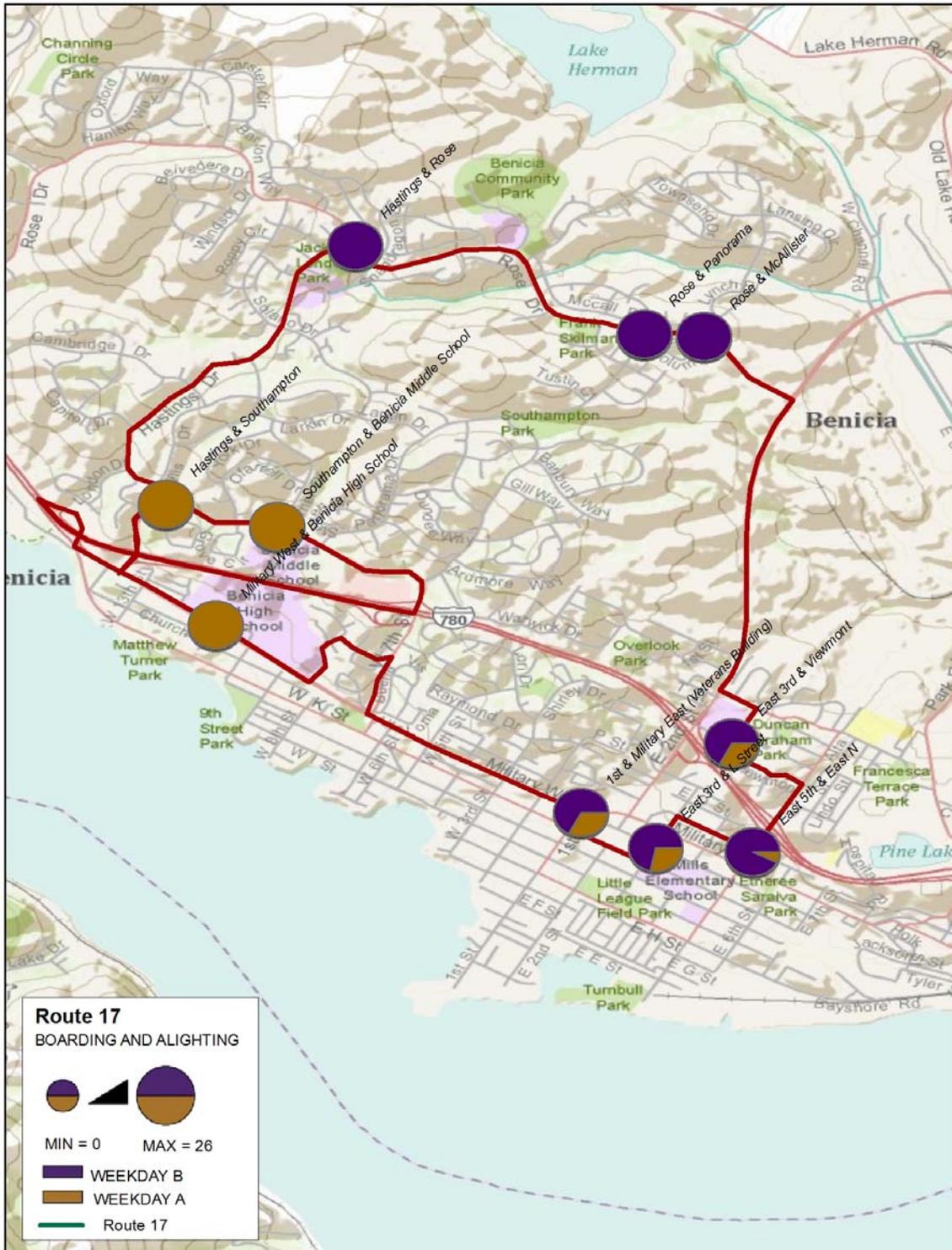
Exhibit X.132 Route 17 Highest Boarding Stops

Benicia Breeze Route 17		
Rank	Stop	Boardings
1	Southampton & Benicia Middle School	31
2	East 5th & East N	14
3	East 3rd & L Street	5
4	1st & Military East (Veterans Building)	4
5	Rose & Panorama	3

Exhibit X.133 Route 17 Highest Alighting Stops

Benicia Breeze Route 17		
Rank	Stop	Alightings
1	Military West & Benicia High School	26
2	Southampton & Benicia Middle School	18
3	Hastings & Southampton	8

Exhibit X.134 Benicia Breeze Route 17 Boardings and Alightings



Benicia Breeze Route 21 Boarding and Alighting

Route 21 is flex route, offering deviation requests between each published time point. The route makes a loop throughout the City starting and ending at the City Park transfer point, stopping at various community and shopping locations such as Raley’s, Longs, and the Benicia Community Park. This route operates three morning peak period flex trips and three evening peak period flex trips each weekday service day Monday through Friday, with two hours of service blocked out as Dial-A-Ride hours of operation. The three morning trips operate with 60-minute headways and 60-minute running times; the first trip starting at 5:50 a.m. and last starting at 8:50 a.m. The four evening trips also operate with 60-minute headways and 60-minute running times; the first starting at 3:50 p.m. and last starting at 6:50 p.m.

Exhibit X.135 illustrates boarding and alighting activity by day-part. The highest level of activity occurs in the PM Peak period, between 3:31 p.m. and 7:00 p.m., averaging 4.7 boardings per trip. The morning day-parts, AM Peak and AM Other experienced low levels of activity from two boardings per trip to one boarding per trip.

Exhibit X.135 Route 21 Activity by Day-Part

Benicia Breeze Route 21					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
Am Other	1	1	1.0	1.0	1
AM Peak	4	4	2.0	2.0	2
Midday	-	-	-	-	-
PM Peak	14	13	4.7	4.3	3
PM Other	-	-	-	-	-
Total	19	18	2.6	2.4	6

The following two exhibits show the stops with the highest level of activity along the route. The Southampton & Raley’s Market stop had the highest level of both boardings and alightings. Deviations were the second-most frequented stops for boardings. For alightings, the City Park was the second-most frequented stop.

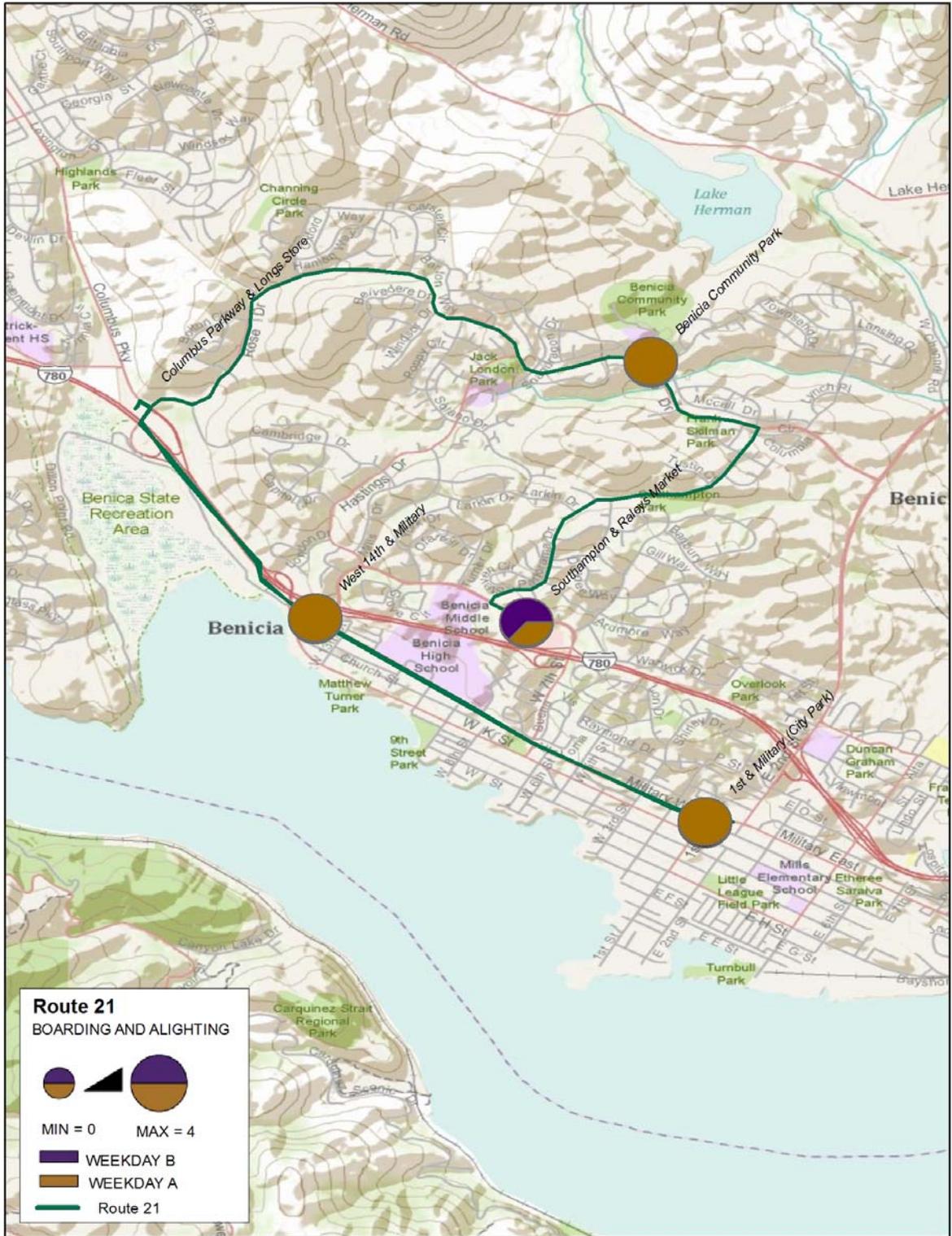
Exhibit X.136 Route 21 Highest Boarding Stops

Benicia Breeze Route 21		
Rank	Stop	Boardings
1	Southampton & Raleys Market	5
2	Deviation between the fourth and fifth timepoints	4
3	1st & Military (City Park)	3
4	Deviation between the first and second timepoints	3
5	Deviation between the second and third timepoints	3

Exhibit X.137 Route 21 Highest Alighting Stops

Benicia Breeze Route 21		
Rank	Stop	Alightings
1	Southampton & Raleys Market	3
2	1st & Military (City Park)	3
3	Deviation between the second and third timepoints	2
4	Deviation between the second and third timepoints	2
5	Benicia Community Park	2

Exhibit X.138 Benicia Breeze Route 21 Boardings and Alightings



Benicia Breeze Route 22 Boarding and Alighting

Similar to Route 21, Route 22 operates as a flex route with service Monday through Friday only, allowing deviation requests between published time points. The route begins at the City Park transfer point and travels south through downtown Benicia and then east through the Industrial Park (no time points) and to East 5th/Military Street and ending back at the City Park. The route offers two morning and three evening flex trips with two blocks noted on the transit schedule for Dial-A-Ride service. Only four trips were surveyed, as they were the trips with scheduled time points. The first morning trip leaves the first stop at 5:50 a.m. and the last trip starting at 7:50 a.m.; each trip duration is 60 minutes, with 60-minute headways between trips. The first evening trip departs the first stop at 3:50 p.m. and the last trip departing at 5:50 p.m.; as with the morning trips, each trip has 60-minute running times and 60-minute headways between trips.

Exhibit X.139 illustrates boarding and alighting activity by day-part for Benicia Breeze Route 22. The exhibit shows the morning trips experience higher ridership activity than the evening trips. The AM Peak period operated with an average of three boardings per trip, while the PM Peak period operated with an average of 0.5 boardings per trip.

Exhibit X.139 Route 22 Activity by Day-Part

Benicia Breeze Route 22					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
Am Other	1	1	1.0	1.0	1
AM Peak	3	3	3.0	3.0	1
Midday	-	-	-	-	-
PM Peak	1	0	0.5	0.0	2
PM Other	-	-	-	-	-
Total	5	4	1.5	1.3	4

The following two exhibits illustrate the stops with the most activity along the route for the surveyed trips. **Exhibit X.140** shows the City Park had the most boardings of all stops, followed by a deviation in the Industrial Park which had one boarding. Alighting activity shown in **Exhibit X.141** suggests the Industrial Park is the most frequented destination for patrons on Route 22.

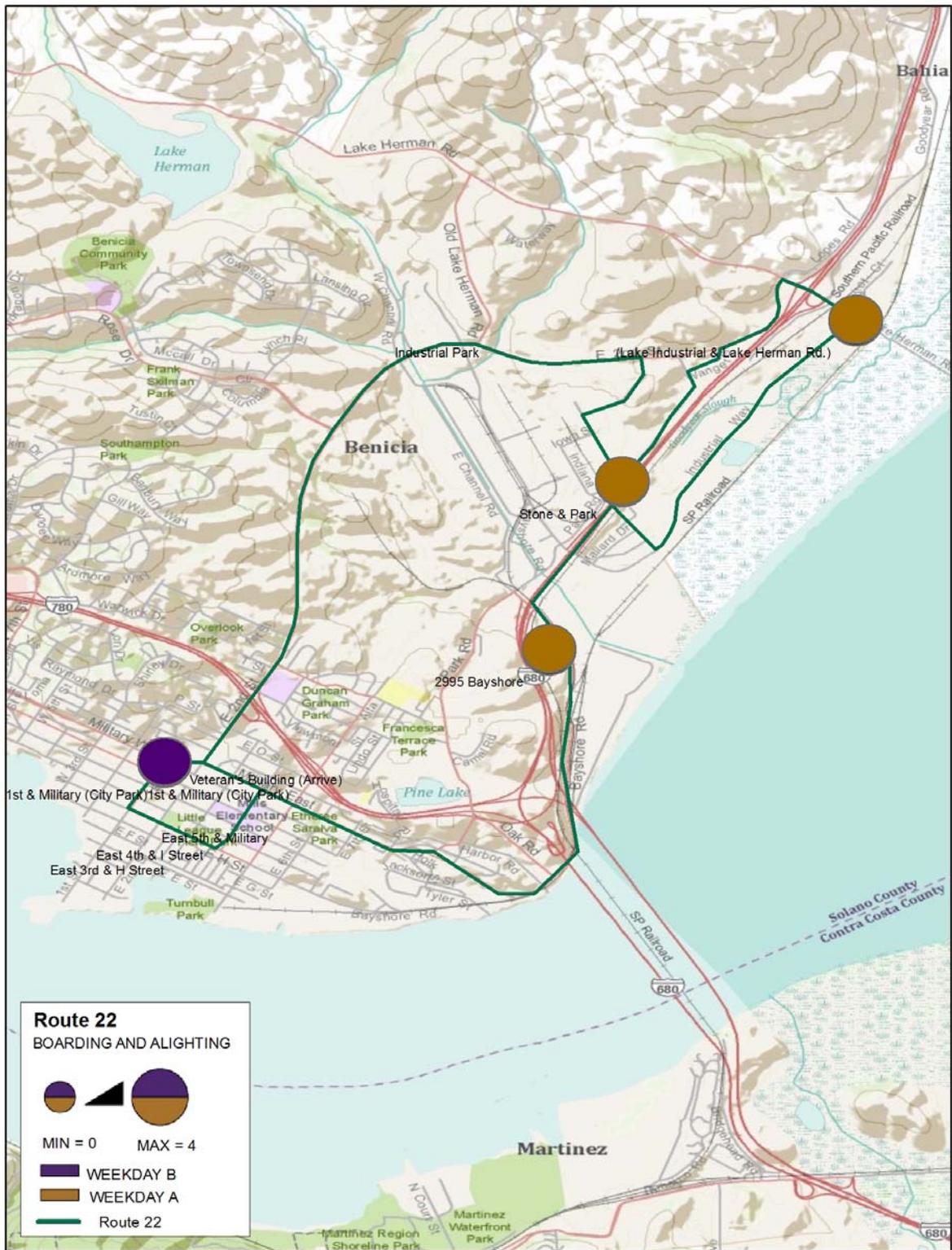
Exhibit X.140 Route 22 Highest Boarding Stops

Benicia Breeze Route 22		
Rank	Stop	Boardings
1	1st & Military (City Park)	4
2	Industrial park deviation	1

Exhibit X.141 Route 22 Highest Alighting Stops

Benicia Breeze Route 22		
Rank	Stop	Alightings
1	Stone & Park	2
2	Industrial park deviation	1
3	Industrial park deviation	1

Exhibit X.142 Benicia Breeze Route 22 Boardings and Alightings



Benicia Breeze Route 76 Boarding and Alighting

Route 76 is a fixed-route operating Monday through Friday with two morning, one midday, and two evening trips from 6:00 a.m. to 6:10 p.m. The route travels east/west, starting in Benicia at West 14th/Military and traveling to Diablo Valley College and Sun Valley Mall and then back to Benicia. With the exception of the 4:00 p.m. trip, all trips have a running time of 70 minutes with a 45-minute travel time to DVC from the first stop in Benicia. The first afternoon trip at 4:00 p.m. starts at the City Park instead of West 14th/Military, not serving the first three stops.

The following exhibit illustrates boarding and alighting activity by day-part for Route 76 for a typical weekday service day. The surveyed trips indicate the morning period experiences slightly more activity, at four boardings per trip as compared with the afternoon periods of three boardings per trip. In total, there were 17 passenger boardings surveyed during the observation period.

Exhibit X.142 Route 76 Activity by Day-Part

Benicia Breeze Route 76					
Day-Part	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
Am Other	4	5	4.0	5.0	1
AM Peak	4	3	4.0	3.0	1
Midday	3	3	3.0	3.0	1
PM Peak	6	6	3.0	3.0	2
PM Other	-	-	-	-	-
Total	17	17	3.5	3.5	5

Exhibit X.144 shows boardings for the top three stops, while **Exhibit X.145** shows the stops with the highest alighting activity. During the observation period, the majority of riders boarded Route 76 at 1st Street & Military (City Park). The stops which experienced the highest level of alightings was split between three different stops: Contra Costa Boulevard, Sun Valley Mall, and 1st Street & Military.

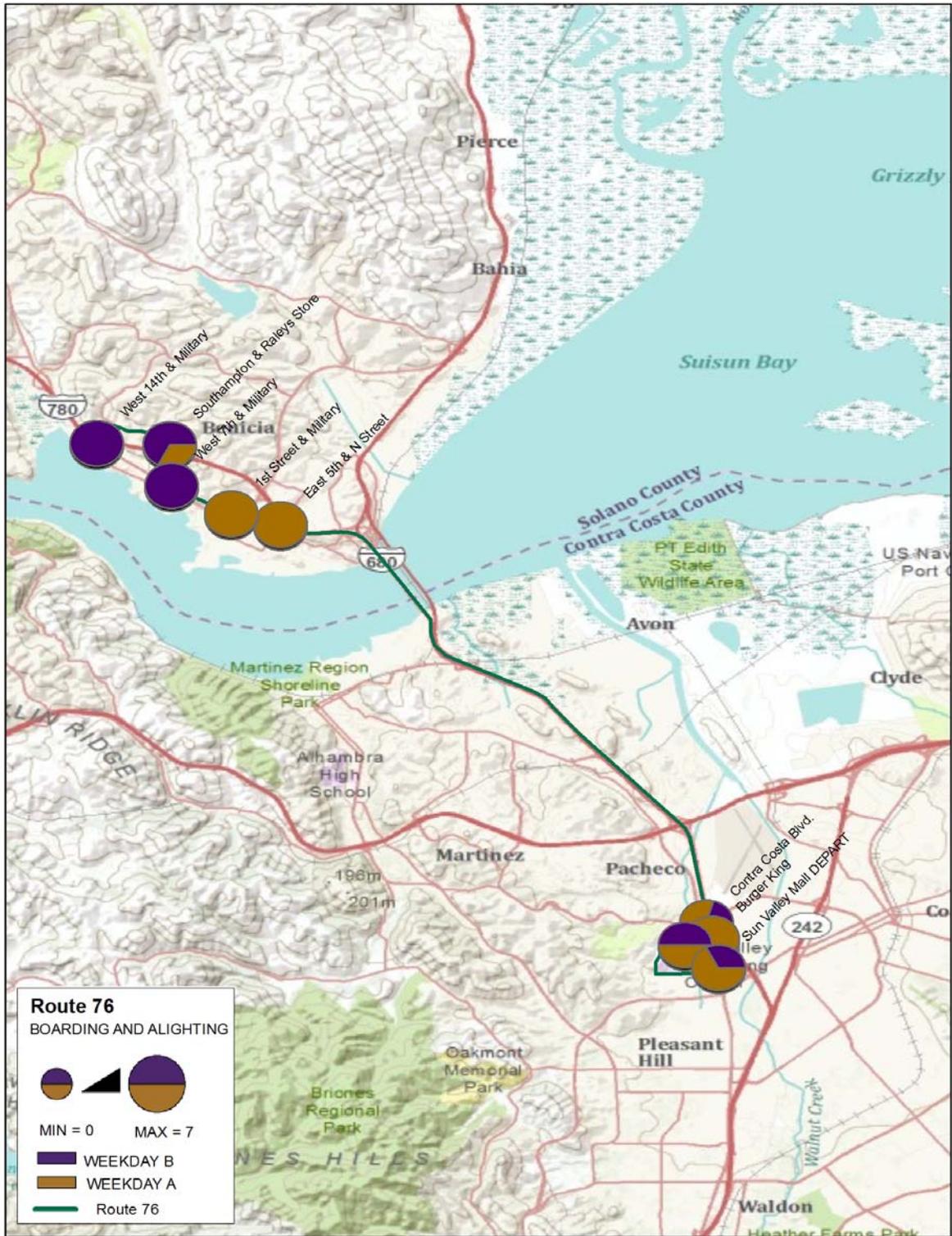
Exhibit X.144 Route 76 Highest Boarding Stops

Benicia Breeze Route 76		
Rank	Stop	Boardings
1	1st Street & Military (City Park)	7
2	Southampton & Raleys Store	2
3	Sun Valley Mall	2

Exhibit X.145 Route 76 Highest Alighting Stops

Benicia Breeze Route 76		
Rank	Stop	Alightings
1	Contra Costa Blvd.	4
2	Sun Valley Mall	4
3	1st Street & Military	4
4	Burger King	2

Exhibit X.146 Benicia Breeze Route 76 Boardings and Alightings



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DATE: September 7, 2011
TO: SolTrans Board
FROM: Michael Eshleman, Moore & Associates
RE: SRTP Operations Planning Approach

Background:

Staff has developed a matrix format for evaluating program modifications based on suggestions from Board members during last month's workshop. This matrix will include a list of actions – ranging from modifying existing route structures to trimming frequency along existing alignments – that can be taken to balance the budget and meet the deficit forecast for the next several years. For each action item on the list we will provide a description of what that item entails, the area impacted (if applicable), the pros/cons, the estimated impact on ridership, which “tier” we believe the action item falls into (i.e., priority/probability of implementation), the number of Vehicle Service Hours being trimmed, and the anticipated cost savings. The purpose of the matrix is to serve as a tool to visualize how different actions would impact the system as we develop an operations plan that meets the forecasted budget deficit.

Discussion:

The proposed matrix format is attached with a few possible service options included for illustrative purposes only. In order to maintain a schedule that will lead to an approved SRTP by year-end, we will bring upwards of fifty service options in this format for your review at the October Board meeting. At that time, the SRTP team (staff and consultants) also plans to recommend specific strategies for developing and finalizing the operations plan.

Item	Description	Area Served	Pros	Cons	Ridership Impact	Tier	Hours	Cost Savings
Eliminate Wednesday Service	Eliminate Wednesday service on Routes A (597 VSH/Year), 80 (1144 VSH/Year), 85 (520 VSH/Year), and 200 (104 VSH/Year).	San Francisco, Del Norte BART, Fairfield, Redwood Parkway, Gateway Plaza, Springs Road	Ridership is limited on Wednesday	Would impact riders using the bus for discretionary trips.	33,503	1	2,366	\$118,300
Trim Weekday Frequency on Route B	Reduce service to 60-minute headways on Route B5. Eliminate 14.5 trips each weekday.	Redwood Parkway, Gateway Plaza, Springs Road	Route B would still run every 60 minutes and be supplemented by Route D	Route B is a heavily-trafficked alignment.	37,154	2	4,654	\$232,700
Trim Route C Local Service Span	Reduce weekday local service span to 13 hours (from 6:30 a.m. to 7:30 p.m.)	All of Vallejo	Service would still run long enough for those employed locally.	Some commuters going elsewhere in the Bay Area may not be able to rely on the bus to feed them to regional service.	48,445	2	3,421	\$171,063

Staff ranking
Tier 1 = Definite
Tier 2 = Probable
Tier 3 = Possible
Tier 4 = Worst-Case



DATE: September 7, 2011
TO: SolTrans Board Meeting
FROM: Suzanne Fredriksen, Interim Clerk of the Board/Administrative Assistant
RE: Status of Standing Committees

Background:

In addition to the Public Advisory Committee, which we discussed earlier, the SolTrans Joint Powers Agreement (JPA) establishes two other committees: the Executive Management Committee and the Technical Advisory Committee. Each of these committees is explained in the following excerpt from the JPA:

- a. Executive Management Committee. The Executive Management Committee periodically meets as necessary to assist in advising the employees or agents and the SolTrans Board, to review proposed budget items, service and fare adjustments, and to otherwise provide management assistance and oversight as necessary. The Executive Committee shall consist of the city manager or executive director, or chief administrative officer, or designee of each Member Agency.
SIPage*
- b. Technical Advisory Committee. The Technical Advisory Committee will consist of staff representatives appointed by the city manager or executive director of the Member Agencies to coordinate with Agency staff on funding and service issues. (pg. 5-6)*

Discussion:

As Interim Clerk of the Board, I would like to provide an update on these two committees:

The Executive Management Committee will meet on an as-needed basis, primarily if there are fare changes and/or budgetary issues. Meetings will be typically be initiated by Jim McElroy, SolTrans Interim Executive Director or Daryl Halls, STA Executive Director. The committee members are as follows: Jim McElroy; Daryl Halls; Brad Kilger, City Manager of Benicia; and Phil Batchelor, City Manager of Vallejo.

The Technical Advisory Committee (TAC) will meet once a month, in order to provide recommendations on a consensus basis to the Board. The committee will consist of 8 members appointed by the City of Benicia, SolTrans, the STA, and the City of Vallejo, respectively. Jim McElroy has selected Jeanine Wooley, Director of Operations and Nancy Whelan, Interim Chief Financial Officer as the two members representing SolTrans.

On September 1st, information regarding the duties, meeting requirements, term, and other specific qualifications of TAC members was sent to the City Clerks of Benicia and Vallejo, as well as STA's Clerk of the Board. The City Managers and Executive Director (STA) have subsequently been notified of the appointment process, and have been requested to make their appointments before the end of September. I would like to schedule the initial TAC meeting no later than the first week of October. At this first meeting, the members may discuss and agree upon a regular meeting time for all future meetings.

Recommendation:

Informational.