



**BOARD MEETING AGENDA**  
**4:00 p.m., Regular Meeting**  
**Thursday, December 15, 2011**  
**Vallejo 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.

**Americans with Disabilities Act (ADA):** This agenda is available upon request in alternative formats to persons with a disability, as required by the ADA of 1990 (42 U.S.C. §12132) and the Ralph M. Brown Act (Cal. Govt. Code §54954.2). Persons requesting a disability related modification or accommodation should contact Suzanne Fredriksen, Interim Clerk of the Board, at (707) 648-4046 during regular business hours at least 24 hours prior to the time of the meeting.

**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](mailto: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. CALL TO ORDER/PLEDGE OF ALLEGIANCE**  
 (4:00 – 4:05 p.m.)

**Osby Davis, Chair**

**II. 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.*

**III. APPROVAL OF AGENDA**

**SOLTRANS BOARD MEMBERS**

Elizabeth Patterson	(vacant)	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. OPPORTUNITY FOR PUBLIC COMMENT**

(4:05 – 4:10 p.m.)

**V. COMMENTS FROM STAFF**

(4:10 – 4:15 p.m.)

- 1. Report from the Executive Director**
- 2. SolTrans Start-up Report – December**

Jim McElroy

John Harris

**VI. CONSENT CALENDAR**

Recommendation:

*Approve the following consent items in one motion.*

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

(4:15 – 4:20 p.m.)

**A. Meeting Minutes of November 17, 2011**

Recommendation:

*Approve the meeting minutes of November 17, 2011.*

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Suzanne Fredriksen,  
Interim Clerk of the Board

**VII. ADMINISTRATIVE/FINANCE**

**A. Transfer of Assets Agreement**

Recommendation:

- 1. Authorize the Executive Director to execute an Asset Transfer Agreement, pending the resolution of issues related to SolTrans liabilities, Insurance, and facilities included in the transfer, and take such further actions as may be necessary in order to accomplish the transfer of assets from the Cities of Benicia and Vallejo;*
- 2. Adopt Resolution No. 2011-06 regarding the transfer of rolling stock from the Cities of Benicia and Vallejo to SolTrans in accordance with FTA requirements.*

(4:20 – 4:30 p.m.)

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Nancy Whelan,  
Interim Chief Financial Officer

**B. Budget Status Report**

Recommendation:

*Informational.*

(4:30 – 4:40 p.m.)

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Nancy Whelan,  
Interim Chief Financial Officer

**C. Delegation of Authority to SolTrans' Executive Director to Handle Claims Filed Against SolTrans**

Bernadette Curry,  
Legal Counsel

Recommendation:

Approve the following:

1. Adopt the Resolution No. 2011-07 delegating the authority to evaluate and handle all claims filed against SolTrans, including, but not limited to, returning such claims as insufficient, accepting, rejecting and settling such claims in an amount not to exceed fifty thousand dollars (\$50,000), to SolTrans' Executive Director;
2. Direct the Executive Director to work closely with SolTrans' Legal Counsel in responding to such claims; and directing SolTrans' Financial Officer to pay any amounts on a claim as directed by the Executive Director.

(4:40 – 4:50 p.m.)

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**D. Recruitment for Executive Director**

Jim McElroy,  
Interim Executive Director

Recommendation:

Review and adopt the proposed Executive Director (ED) Recruitment Plan as specified in this agenda item; appoint a two-member ED Recruitment Subcommittee of the Board to handle tasks as identified in the Recruitment Plan; designate the Chair of the Board as Board Member Representative to handle tasks as identified in the Recruitment Plan; direct the Interim Executive Director to carry out the tasks not otherwise assigned to the Board, the ED Recruitment Subcommittee, or to the Board Member Representative; approve the basic Recruitment solicitation as attached to this agenda item; and direct the Interim Executive Director to begin execution of the Recruitment Plan on behalf the SolTrans Board of Directors.

(4:50 – 5:00 p.m.)

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**E. Local Preference Policy**

Greg Anderson,  
Director of Administrative Services

Recommendation:

Approve or provide comment regarding the proposed policy.

(5:00 – 5:10 p.m.)

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## VIII. PLANNING AND OPERATIONS

- A. **Short Range Transit Plan Update  
(Schedule, Deliverables and Draft Reports)**
1. **ADA Paratransit Analysis**
  2. **Public Involvement chapter**
  3. **Draft Operations Plan**
  4. **Draft Capital/Financial Plan**

John Harris,  
Special Projects Manager

Recommendation:

*Accept staff's recommendation to include the ADA Paratransit Analysis and the Public Involvement chapter in the SRTP. Provide input to SolTrans' staff and consultant as to the proposed Operations Plan and Capital/Financial Plan.*

(5:10 – 5:30 p.m.)

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## IX. INFORMATIONAL

- A. **Timeline for Service Changes**  
(5:30 – 5:40 p.m.)

Jeanine Wooley

### NO DISCUSSION

- B. **Operations Report**

Jeanine Wooley

- C. **Technical Advisory Committee Update**

Suzanne Fredriksen

## X. BOARD MEMBERS COMMENTS

## XI. ADJOURNMENT

The next regular meeting of the SolTrans Board is *tentatively* scheduled for **Thursday, January 19, 2011, 4:00 p.m., Benicia Council Chambers.**



DATE: December 15, 2011  
TO: SolTrans Board Meeting  
FROM: Jim McElroy, Interim Executive Director  
RE: Report from the Executive Director

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### **Staffing Update**

I am pleased to announce to you that my final selection for your permanent Administrative Assistant and Clerk to the Board is Suzanne Fredriksen. Based on authority delegated to me by the Board, I recently offered Suzanne the position and she accepted. Please join me in welcoming Suzanne as a part of the permanent staff at SolTrans. She joins Greg Anderson and Jeanine Wooley as SolTrans permanent employees. The exact description is tricky because Greg and Jeanine are technically employed by the City of Vallejo and Suzanne is technically employed by STA, but all will be transitioned to SolTrans once we have the capability to be “employer of record”. Next up is recruitment of a permanent Executive Director to replace the current Interim Executive Director – that plan is included in today’s agenda.

### **Progress on SRTP**

Today’s agenda includes an update and some actions regarding the Short Range Transit Plan (SRTP). The SRTP is the most important piece in a timeline to implement service changes in July of 2012. We must attain significant financial savings. With diligent, expedited work we are settling on a strategy involving service cuts, service restructuring, service improvements, and perhaps most importantly, savings in costs of providing service. As you know, normalized costs are generally reflected in a cost per each hour of providing service. For whatever reason, that cost per hour has increased and appears to substantially exceed normalized costs of our peer agencies. We are examining every part of the organization to look for savings and bring our overall cost per hour into an acceptable range. The primary cost to SolTrans is providing service through our selected contractor. So, not surprisingly, we are working closely with our service provider to gain savings while improving on time performance and gaining good connectivity for our customers.

### **Clipper**

We have received a memo from MTC staff that shows intent to recommend that Solano County be the next group of operators to join the Clipper system. The news is exciting but implementation will be challenging. None-the-less, this is an opportunity that we should accept as we may not have another chance for quite some time. Let me know if you have concerns. Staff will keep you apprised and seek Board approvals at the appropriate decision points.

## **Outreach**

I have been able to make a few ongoing contacts in the community. For example, with the help of STA Executive Director Daryl Halls, I was able to spend time with Touro University leadership. They have exciting plans to add clinical teaching space and are doing early consultation with transportation providers to connect clients with services. Also, with leadership from STA, your SolTrans staff met with the Solano Community College leadership to consider transportation needs to the various campuses. Finally, through an invitation from MV Regional Vice President Derik Calhoun, I made a presentation to the Vallejo Chamber of Commerce's Political Advocacy Subcommittee.

## **Marketing**

Our first effort at a website has "gone live". That can be viewed at [www.SolTransride.com](http://www.SolTransride.com). Thank you to Page Design, STA's Liz Niedziela, and SolTrans' Jeanine Wooley for leading the work. We have many improvements planned for the website so this is just the beginning.

## A. WORK THIS MONTH

### SolTrans Staffing

After a two month long recruitment process, Suzanne Fredriksen, SolTrans' Interim Administrative Assistant, was selected to fill the administrative position on a permanent basis. Suzanne's starting date was December 1<sup>st</sup>. It is anticipated that the formal recruitment process for the SolTrans Executive Director position will begin later this month.

### SolTrans Marketing, Logo and Brand RFP

Status on remaining deliverables from SolTrans' marketing consultant, Page Design, involve the following:

- bus decal designs have been approved by SolTrans staff and quotes provided
- an expanded, initial splash page was created for the website; it's online at [soltransride.com](http://soltransride.com); phase 1 of the website implementation has information about SolTrans, board agendas, meeting minutes, community meeting information, vendor information, and links to existing routes
- the permanent website design and mapping has been approved and will be implemented as route and schedule information becomes available
- preliminary design for route brochures has been reviewed and will also be provided in Spanish
- wayfinding signage is waiting for information input
- new agency identity implementation plan is in review and will be completed in December
- business cards were printed and delivered for SolTrans staff
- letterhead and envelopes are ready to be printed, pending final board member information

### Short Range Transit Plan (SRTP) Status

A draft of the required SRTP operations plan, capital improvement plan and financial plan will be presented at the December SolTrans Board meeting for review and feedback. Two final SRTP background chapters, the ADA Paratransit Analysis and Public Involvement summary report, have been reviewed by staff and will be recommended for acceptance in the SRTP.

MTC Meeting or status

Information under this heading will be provided under separate cover.

Financial Services/Human Resources Services Status

Final transition tasks for the finance function include the installation of credit card machines at the 3 ticket offices, loading the capital budget in the accounting system, and transitioning grants. The credit card machines have been delivered and are scheduled for operational use on Monday December 12<sup>th</sup>. The capital budget will be loaded when the transfer date for existing grants and grant balances are determined.

Securing SolTrans FTA Grantee Status

FTA is continuing to meet monthly with SolTrans, WETA, and the City of Vallejo in order to transfer existing grants from Vallejo. FTA expects the transfers to occur within 6 months. Administrative efforts to set-up SolTrans to receive new FTA grants and receive grants transferred from the Cities of Benicia and Vallejo are on-going. SolTrans is targeted to apply for grants as early as January 2012.

Insurance (Operations)

SolTrans is still actively working to procure separate insurance either through participation in Cal-TIP, a self-insurance program for public transit operators in California, or through third-party coverage. Staff anticipates having a recommendation for Board approval at the January meeting.

**B. STANDING CRITICAL PATH GOALS**

July through December 2011
<ol style="list-style-type: none"><li>1. Complete transfer of grants/ agreements/contracts/liability policies and capital assets asap</li><li>2. Complete SRTP by 1/31/2012 (SolTrans received a one-month extension from MTC)</li><li>3. Continue PERS actuarial process</li><li>4. Begin selection process of permanent Executive Director</li><li>5. Continue efforts to permanently hire SolTrans Staff (4.5 FTE)</li></ol>



**SOLANO COUNTY TRANSIT**

**Draft Board Minutes for Meeting of  
November 17, 2011**

**I. CALL TO ORDER**

Acting Chair, Mike Ioakimedes called the meeting of the SolTrans Board to order at 4:10 pm. A quorum was confirmed.

**MEMBERS**

**PRESENT:** Erin Hannigan, City of Vallejo  
Councilmember  
Mike Ioakimedes, City of Benicia  
Councilmember  
Jim Spering, Supervisor, MTC Representative  
County of Solano  
Harry Price, Mayor Ex-Officio – STA Representative

**MEMBERS**

**ABSENT:** Osby Davis, Mayor City of Vallejo, Chair  
Elizabeth Patterson, Mayor City of Benicia, Vice Chair

**STAFF**

**PRESENT:** *In Alphabetical Order by Last Name:*  
Greg Anderson SolTrans Director of Administrative Services  
Bernadette Curry SolTrans Legal Counsel  
Suzanne Fredriksen SolTrans Interim Clerk of the Board  
John Harris SolTrans Special Projects Manager, Consultant  
Jim McElroy SolTrans Interim Executive Director  
Nancy Whelan SolTrans Interim Chief Financial Officer

**OTHERS**

**PRESENT:** *In Alphabetical Order by Last Name:*  
Daryl Halls Solano Transportation Authority  
Jackie Lane MV Transportation  
Mike Roberts City of Benicia  
Rob Sousa City of Benicia  
Elizabeth Stayner MV Transportation  
Bill Zenoni City of Benicia

**II. CONFIRM QUORUM/STATEMENT OF CONFLICT**

A quorum was confirmed by the Clerk of the Board. There was no Statement of Conflict declared at this time.

**III. APPROVAL OF AGENDA**

On a motion by Board Member Sperring and a second by Board Member Hannigan, the SolTrans JPA Board approved the agenda with the exception to table Agenda Item VI.C, Transfer of Assets Agreement, until the next meeting in December.

**IV. OPPORTUNITY FOR PUBLIC COMMENT**

None presented.

**V. COMMENTS FROM STAFF:**

- 1. Report from the Interim Executive Director
- 2. SolTrans Start-up Report - November

Jim McElroy  
John Harris

**VI. CONSENT CALENDAR**

On a motion by Board Member Hannigan and a second by Board Member Sperring, the SolTrans JPA Board approved Consent Calendar Items A through B.

**A. Meeting Minutes of October 20, 2011**

Recommendation:

Approve the meeting minutes of October 20, 2011.

**B. Fuel Supply and Delivery Award**

Recommendation:

Authorize the Interim Executive Director to enter into an agreement with Pinnacle Petroleum for supply and delivery of fuel.

~~**C. Transfer of Assets Agreement**~~

~~Recommendation:~~

- ~~1. Authorize the Executive Director to execute an Asset Transfer Agreement and take such further actions as may be necessary in order to accomplish the transfer of assets from the Cities of Benicia and Vallejo;~~
- ~~2. Adopt Resolution No. 2011-06 regarding the transfer of rolling stock from the Cities of Benicia and Vallejo to SolTrans in accordance with FTA requirements.~~

**VII. BOARD MEMBER COMMENTS**

Ex-Officio Board Member Price presented Board Member Ioakimedes with a Proclamation in recognition of his efforts on behalf of SolTrans as well as transportation issues throughout Solano County. He commended Board Member Ioakimedes for his service and accomplishments as a founding member of the Board of Directors for SolTrans.

In response to Board Member Hannigan’s announcement of the death of Officer James Capoot, Acting Chair Ioakimedes offered condolences to the City of Vallejo on behalf of the SolTrans Board.

**VII. ADJOURNMENT**

The meeting was adjourned at 4:25 p.m. The next regular meeting of the SolTrans Board is scheduled for **Thursday, December 15, 2011, 4:00 p.m., Vallejo Council Chambers.**

**Attested by:**



**11/18/2011**

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**Suzanne Fredriksen**  
**Interim Clerk of the Board**

**Date**

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DATE: December 8, 2011  
TO: SolTrans Board Meeting  
FROM: Nancy Whelan, Interim Chief Financial Officer  
RE: Transfer of Assets Agreement

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**Discussion:**

The Cities of Benicia and Vallejo entered into an Interim Transfer of Transit Operations agreement effective July 1, 2011 authorizing SolTrans to manage the operation of transit services in Benicia and Vallejo. This agreement acknowledges that the logistics for transferring assets would take several months and contemplates a separate Transfer of Assets agreement.

SolTrans and the Cities of Benicia and Vallejo have prepared a Transfer of Assets agreement which will document the transfer of title of the respective rolling stock and personal property, assigns those contracts applicable to the bus transit services to SolTrans, and establishes the appropriate legal mechanism for the long-term use of the transit facilities. Staff and legal counsel from the respective agencies have agreed to nearly all key terms and conditions in the agreement. At the time this report is being prepared, we are finalizing the clauses related to:

- Assumed Liabilities, Article 2, Section 2.1(c). We believe City of Vallejo and SolTrans staff have agreed that SolTrans' liability for costs incurred by the City of Vallejo in connection with transit services should be limited and SolTrans should have control over the costs. We are working on language to limit SolTrans' liability.
- Insurance, Article 8, Section 8.1. We agree that SolTrans will be required to provide insurance to meet its service obligations. We propose to do so in the most cost effective means possible and are working on language that does not limit us to acquiring insurance from CalTIP.
- Transit Assets definition, Facilities Exhibit 4. We want to ensure that all facilities covered in the Interim Transfer of Transit Operations Agreement are included in the Transfer of Assets Agreement. We believe we have reached an agreement with the City of Vallejo on this issue.

A draft of the Transfer of Assets Agreement is shown in Attachment A. This agreement must be finalized as a part of the Federal Transit Administration's approval of grants to SolTrans. Due to the need to complete this agreement as soon as possible, we are recommending that the Board delegate authority to the SolTrans Executive Director to execute the agreement, contingent upon satisfactory resolution of the three issues outlined above.

As a Federal Transit Administration (FTA) grantee, SolTrans must meet FTA requirements for the transfer of assets. FTA Circular 5010.1D Subsection IV.3.1.(7) details the requirements for transferring rolling stock (vehicles) from grantee to grantee. Specifically, a written request for

approval to transfer and receive vehicles and a Board resolution from the transferring and receiving agencies agreeing to the transfer must be submitted to FTA. A Rolling Stock Status Report including a listing of the vehicles being transferred, the Vehicle Identification Numbers (VINs), the remaining federal interest being transferred, mileage, and condition is required as a part of the request and is shown in Attachment B. A draft of the letter requesting FTA's approval of the transfers of rolling stock (vehicles) from the Cities of Benicia and Vallejo is shown in Attachment C.

As the recipient of the rolling stock, SolTrans must adopt a Board Resolution stating that the vehicles are needed for revenue service. This Resolution also affirms SolTrans' obligation to maintain the vehicles in accordance and compliance with FTA requirements and include the vehicles in the equipment inventory records and attaches a listing of the vehicles with the information required on the Rolling Stock Status Report. The Board Resolution regarding rolling stock transfer is included as Attachment D.

Similar letters requesting FTA approval of the transfer of rolling stock and City Council Resolutions are required from the Cities of Benicia and Vallejo. With the Board's approval of these items, SolTrans will submit its formal request for FTA approval of the transfer of rolling stock. Board and City Council approvals of the Asset Transfer agreement and the Board and City Council Resolutions regarding the transfer of rolling stock are required prior to FTA approval of SolTrans' grant application.

SolTrans Legal Counsel has reviewed the attached Rolling Stock Status Report, draft letter to FTA, and Board resolution on the transfer of rolling stock and concurs with staff's recommendation.

**Recommendation:**

1. Authorize the Executive Director to execute an Asset Transfer Agreement, pending the resolution of issues related to SolTrans liabilities, Insurance, and facilities included in the transfer, and take such further actions as may be necessary in order to accomplish the transfer of assets from the Cities of Benicia and Vallejo;
2. Adopt Resolution No. 2011-06 regarding the transfer of rolling stock from the Cities of Benicia and Vallejo to SolTrans in accordance with FTA requirements.

Attachments:

- A. Draft Asset Transfer Agreement by and between the City of Benicia, the City of Vallejo, and SolTrans (to be provided under separate cover)
- B. Rolling Stock Status Report
- C. Draft Letter Requesting FTA Approval of Transfer of Rolling Stock
- D. Board Resolution on the Transfer of Rolling Stock

Reviewed by:



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Executive Director

**Draft Asset Transfer Agreement by and between the City of Benicia,  
the City of Vallejo, and SolTrans**  
(to be provided under separate cover)

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<b>City of Vallejo</b>																	
<b>Transportation Division</b>																	
<b>Rolling Stock Status Report</b>																	
<b>FY 10-11</b>																	
<b>6/30/2011</b>																	
															<b>Based on Book Value at 6-30-11</b>		
Asset Description	Vehicle ID No.	Serial Number / VIN	Vendor Name	Useful Life	Acquisition Date	Asset Age	Replace	Mileage on 10/31/11	Condition	% of Share	Federal		Local Match		Book	Federal	
											Grant No.	% of Share	Fund Source	Value	Interest	Interest	
<b>Transit Buses</b>																	
1983 RTS's - 40'	1018	1GOYT82J2DV821637	GGT GMC / RTS	12	9/1/1983	28	2011		NA (Scheduled for Auction)	80%	CA-90-X989	20%	AB 664	26,707.25		21,366	5,341
1983 RTS's - 40'	1027	1GOYT82J3DV821615	GGT GMC / RTS	12	9/1/1983	28	2011		NA (Scheduled for Auction)	80%	CA-90-X989	20%	AB 664	26,707.25		21,366	5,341
1983 RTS's - 40'	1049	1GOYT82J2DV821606	GGT GMC / RTS	12	9/1/1983	28	2011		NA (Scheduled for Auction)	80%	CA-90-X989	20%	AB 664	26,707.25		21,366	5,341
1983 RTS's - 40'	1063	1GOYT82J7DV821651	GGT GMC / RTS	12	11/1/1983	28	2011		NA (Scheduled for Auction)	80%	CA-90-X989	20%	AB 664	26,707.25		21,366	5,341
1995 Transit Bus - 40'	4313	15GCD2018S1085861	Gillig Corp	12	3/1/1995	16	2011		NA (Scheduled for Auction)	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4314	15GCD201XS1085862	Gillig Corp	12	3/1/1995	16	2011		NA (Scheduled for Auction)	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4315	15GCD2011S1085863	Gillig Corp	12	3/1/1995	16	2011		NA (Scheduled for Auction)	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4317	15GCD2015S1085865	Gillig Corp	12	3/1/1995	16	2011		NA (Scheduled for Auction)	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4318	15GCD2017S1085866	Gillig Corp	12	3/1/1995	16	2011	518,276	Body damage left rear	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4321	15GCD2012S1085869	Gillig Corp	12	3/1/1995	16	2011	606,247	Body damage left rear	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4401	15GDD2015S1085871	Gillig Corp	12	3/1/1995	16	2011		NA (Scheduled for Auction)	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4402	15GDD2017S1085872	Gillig Corp	12	3/1/1995	16	2011	780,640	(Contingency Fleet)	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4403	15GDD2019S1085873	Gillig Corp	12	3/1/1995	16	2011	754,525	(Contingency Fleet)	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4404	15GDD2010S1085874	Gillig Corp	12	3/1/1995	16	2011	665,326	Crack in right rear panel	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4405	15GDD2012S1085875	Gillig Corp	12	3/1/1995	16	2011		NA (Scheduled for Auction)	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4407	15GDD2016S1085877	Gillig Corp	12	3/1/1995	16	2011	742,978	(Contingency Fleet)	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4408	15GDD2018S1085878	Gillig Corp	12	3/1/1995	16	2011	738,320	Dent right rear, scratches right side panel	80%	CA-90-X596	20%	AB 664	-		-	-
1995 Transit Bus - 40'	4409	15GDD201XS1085879	Gillig Corp	12	3/1/1995	16	2011	725,164	Scratches left rear panel	80%	CA-90-X596	20%	AB 664	-		-	-
2001 Transit Bus - 40'	4410	1VH5H3H2416501627	Orion Bus	12	10/1/2001	10	2013	420,946	NA (Scheduled for Auction)	80%	CA-90-X989	20%	AB 664	70,171.76		56,137	14,035
2001 Transit Bus - 40'	4411	1VH5H3H2616501628	Orion Bus	12	10/1/2001	10	2013	399,628	Damage frt dents in rear panel	80%	CA-90-X989	20%	AB 664	70,171.76		56,137	14,035
2001 Transit Bus - 40'	4412	1VH5H3H2816501629	Orion Bus	12	10/1/2001	10	2013	399,821	Good condition	80%	CA-90-X989	20%	AB 664	70,171.76		56,137	14,035
2001 Transit Bus - 40'	4413	1VH5H3H2416501630	Orion Bus	12	10/1/2001	10	2013	44,141	Good condition	80%	CA-90-X989	20%	AB 664	70,171.76		56,137	14,035
2001 Transit Bus - 40'	4414	1VH5H3H2616501631	Orion Bus	12	10/1/2001	10	2013	391,382	Good condition	80%	CA-90-X989	20%	AB 664	70,171.76		56,137	14,035
2001 Transit Bus - 40'	4415	1VH5H3H2816501632	Orion Bus	12	10/1/2001	10	2013	394,641	Small body damage, right rear	80%	CA-90-X989	20%	AB 664	70,171.76		56,137	14,035
2001 Transit Bus - 40'	4416	1VH5H3H2X16501633	Orion Bus	12	10/1/2001	10	2013	145,227	Good condition	80%	CA-90-X989	20%	AB 664	70,171.76		56,137	14,035
2001 Transit Bus - 40'	4417	1VH5H3H2116501634	Orion Bus	12	10/1/2001	10	2013	632,311	Good condition, dents right rear	80%	CA-90-X989	20%	AB 664	70,171.76		56,137	14,035
2001 MCI - 45"	BL04	1M8PDMPA71P053961	MCI	12	6/1/2001	10	2013	437,659	Good condition	80%	CA-03-0547	20%	AB 664	51,339.00		41,071	10,268
2001 MCI - 45"	BL05	1M8PDMPA91P053962	MCI	12	6/1/2001	10	2013	475,829	Good condition	80%	CA-03-0547	20%	AB 664	51,339.00		41,071	10,268
2003 MCI - 45'	BL06	1M8PDMPA13P053963	MCI	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-03-0547	20%	AB 664	120,967.39		96,774	24,193
2001 MCI - 45"	BL07	1M8PDMPA63P055607	Motor Coach Industries	12	6/1/2001	10	2013	108,140	Good condition	80%	CA-03-0547	20%	AB 664	51,339.00		41,071	10,268
2003 MCI - 45'	BL08	1M8PDMPA83P055608	Motor Coach Industries	12	12/20/2003	8	2015	436,333	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39		96,774	24,193
2003 MCI - 45'	BL09	1M8PDMPAX3P055609	Motor Coach Industries	12	12/20/2003	8	2015	472,322	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39		96,774	24,193
2003 MCI - 45'	BL10	1M8PDMPA63P055610	Motor Coach Industries	12	12/20/2003	8	2015	515,513	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39		96,774	24,193
2003 MCI - 45'	BL11	1M8PDMPA83P055611	Motor Coach Industries	12	12/20/2003	8	2015	494,210	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39		96,774	24,193
2003 MCI - 45'	BL12	1M8PDMPAX3P055612	Motor Coach Industries	12	12/20/2003	8	2015	461,225	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39		96,774	24,193
2003 MCI - 45'	BL13	1M8PDMPA13P055613	Motor Coach Industries	12	12/20/2003	8	2015	504,134	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39		96,774	24,193

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Asset Description	Vehicle ID No.	Serial Number / VIN	Vendor Name	Useful Life	Acquisition Date	Asset Age	Replace	Mileage on 10/31/11	Condition	Federal		Local Match		Book	Federal	Local
										% of Share	Grant No.	% of Share	Fund Source	Value	Interest	Interest
2003 MCI - 45'	BL14	1M8PDMPA13P055614	Motor Coach Industries	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL15	1M8PDMPA53P055615	Motor Coach Industries	12	12/20/2003	8	2015	491,657	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL16	1M8PDMPA73P055616	Motor Coach Industries	12	12/20/2003	8	2015	511,598	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL17	1M8PDMPA13P055617	Motor Coach Industries	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL18	1M8PDMPA03P055618	Motor Coach Industries	12	12/20/2003	8	2015	383,104	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL19	1M8PDMPA23P055619	Motor Coach Industries	12	12/20/2003	8	2015	483,605	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL20	1M8PDMPA93P055620	Motor Coach Industries	12	12/20/2003	8	2015	503,034	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL21	1M8PDMPA03P055621	Motor Coach Industries	12	12/20/2003	8	2015	429,376	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL22	1M8PDMPA23P055622	Motor Coach Industries	12	12/20/2003	8	2015	482,877	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL23	1M8PDMPA43P055623	Motor Coach Industries	12	12/20/2003	8	2015	387,080	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL24	1M8PDMPA63P055624	Motor Coach Industries	12	12/20/2003	8	2015	481,247	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL25	1M8PDMPA83P055625	Motor Coach Industries	12	12/20/2003	8	2015	21,845	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL26	1M8PDMPAX3P055626	Motor Coach Industries	12	12/20/2003	8	2015	372,768	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL27	1M8PDMPA13P055627	Motor Coach Industries	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL28	1M8PDMPA13P055628	Motor Coach Industries	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL29	1M8PDMPA53P055629	Motor Coach Industries	12	12/20/2003	8	2015	464,396	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL30	1M8PDMPA13P055630	Motor Coach Industries	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL31	1M8PDMPA13P055631	Motor Coach Industries	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL32	1M8PDMPA53P055632	Motor Coach Industries	12	12/20/2003	8	2015	441,877	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL33	1M8PDMPA73P055633	Motor Coach Industries	12	12/20/2003	8	2015	465,331	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL34	1M8PDMPA93P055634	Motor Coach Industries	12	12/20/2003	8	2015	475,467	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL35	1M8PDMPA03P055635	Motor Coach Industries	12	12/20/2003	8	2015	442,042	Good condition	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL36	1M8PDMPA13P055636	Motor Coach Industries	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL37	1M8PDMPA13P055637	Motor Coach Industries	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2003 MCI - 45'	BL39	1M8PDMPA13P055639	Motor Coach Industries	12	12/20/2003	8	2015		NA (Leased to Fairfield)	80%	CA-90-Y130	20%	AB 664	120,967.39	96,774	24,193
2011 GILLIG - 40'	3901	15GGD3010B1180275	Gillig Corp	12	4/6/2011	0	2023	10,618	New	90%	CA-90-Y524	10%	AB 664	585,521.23	526,969	58,552
2011 GILLIG - 40'	3902	15GGD3012B1180276	Gillig Corp	12	6/2/2011	0	2023	9,061	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159
2011 GILLIG - 40'	3903	15GGD3014B1180277	Gillig Corp	12	6/2/2011	0	2023	6,942	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159
2011 GILLIG - 40'	3904	15GGD3016B1180278	Gillig Corp	12	6/2/2011	0	2023	10,588	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159
2011 GILLIG - 40'	3905	15GGD3018B1180279	Gillig Corp	12	6/2/2011	0	2023	7,844	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159
2011 GILLIG - 40'	3906	15GGD3014B1180280	Gillig Corp	12	6/2/2011	0	2023	2,880	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159
2011 GILLIG - 40'	3907	15GGD3016B1180281	Gillig Corp	12	6/2/2011	0	2023	4,133	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159
2011 GILLIG - 40'	3908	15GGD3018B1180282	Gillig Corp	12	6/2/2011	0	2023	7,203	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159
2011 GILLIG - 40'	3909	15GGD301XB1180283	Gillig Corp	12	6/2/2011	0	2023	8,615	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159
2011 GILLIG - 40'	3910	15GGD3011B1180284	Gillig Corp	12	6/2/2011	0	2023	7,533	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159
2011 GILLIG - 40'	3911	15GGD3013B1180285	Gillig Corp	12	6/2/2011	0	2023	10,063	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159

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Asset Description	Vehicle ID No.	Serial Number / VIN	Vendor Name	Useful Life	Acquisition Date	Asset Age	Replace	Mileage on 10/31/11	Condition	Federal		Local Match		Book	Federal	Local	
										% of Share	Grant No.	% of Share	Fund Source	Value	Interest	Interest	
2011 GILLIG - 40'	3912	15GGD3015B1180286	Gillig Corp	12	6/2/2011	0	2023	10,175	New	89%	CA-90-Y524/Y670	11%	AB 664/PROP 1B	585,521.23	518,362	67,159	
2011 GILLIG - 40'	3913	15GGD3017B1180287	Gillig Corp	12	6/2/2011	0	2023	10,667	New	89%	CA-90-Y670/Y807	11%	AB 664/PROP 1B	585,521.23	518,362	67,159	
2011 GILLIG - 40'	3914	15GGD3019B1180288	Gillig Corp	12	6/2/2011	0	2023	9,678	New	89%	CA-90-Y670/Y807	11%	AB 664/PROP 1B	585,521.23	518,362	67,159	
2011 GILLIG - 40'	3915	15GGD3010B1180289	Gillig Corp	12	6/2/2011	0	2023	7,634	New	89%	CA-90-Y670/Y807	11%	AB 664/PROP 1B	585,521.23	518,362	67,159	
2011 GILLIG - 40'	3916	15GGD3017B1180290	Gillig Corp	12	6/2/2011	0	2023	8,826	New	89%	CA-90-Y670/Y807	11%	AB 664/PROP 1B	585,521.23	518,362	67,159	
2011 GILLIG - 40'	3917	15GGD3019B1180291	Gillig Corp	12	6/2/2011	0	2023	8,318	New	89%	CA-90-Y670/Y807	11%	AB 664/PROP 1B	585,521.23	518,362	67,159	
2011 GILLIG - 40'	3918	15GGD3010B1180292	Gillig Corp	12	6/2/2011	0	2023	8,967	New	89%	CA-90-Y670/Y807	11%	AB 664/PROP 1B	585,521.23	518,362	67,159	
2011 GILLIG - 40'	3919	15GGD3012B1180293	Gillig Corp	12	6/2/2011	0	2023	8,976	New	80%	CA-90-Y807	20%	PROP 1B	585,521.23	468,417	117,104	
2011 GILLIG - 40'	3920	15GGD3014B1180294	Gillig Corp	12	6/2/2011	0	2023	6,916	New	80%	CA-90-Y807	20%	PROP 1B	585,521.23	468,417	117,104	
2011 GILLIG - 40'	3921	15GGD3016B1180295	Gillig Corp	12	6/2/2011	0	2023	8,575	New	80%	CA-90-Y807	20%	PROP 1B	585,521.23	468,417	117,104	
														<b>17,091,671.07</b>			
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565	

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Asset Description	Vehicle ID No.	Serial Number / VIN	Vendor Name	Useful Life	Acquisition Date	Asset Age	Replace	Mileage on 10/31/11	Condition	Federal		Local Match		Book	Federal	Local
										% of Share	Grant No.	% of Share	Fund Source	Value	Interest	Interest
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565
IN-BUS MONITORING SYSTEM (CAMERA) B			Motor Coach Industries	12	12/20/2003	8	2016	NA		80%	CA-90-Y130	20%	AB 664	2,829.44	2,264	565
														<b>79,224.32</b>		
<b>Paratransit Vans</b>																
2001 Ford F350 Type 2	1701	1FDXE45S91HB03319	El Dorado Bus Sales	7	7/1/2001	10		217,572	Fair	80%	CA-90-X989	20%	TDA	-	-	-
2001 Ford F350 Type 2	1702	1FDXE45S71HB03325	El Dorado Bus Sales	7	7/1/2001	10		250,271	Fair	80%	CA-90-X989	20%	TDA	-	-	-
2001 Ford F350 Type 2	1703	1FDXE45S41H03325	El Dorado Bus Sales	7	7/1/2001	10		235,746	Fair	80%	CA-90-X989	20%	TDA	-	-	-
2001 Ford F350 Type 2	1704	1FDXE45S51HB03320	El Dorado Bus Sales	7	7/1/2001	10		217,861	Fair	80%	CA-90-X989	20%	TDA	-	-	-
2001 Ford F350 Type 2	1705	1FDXE45S91HB3322	El Dorado Bus Sales	7	7/1/2001	10		215,251	Excellent	80%	CA-90-X989	20%	TDA	-	-	-
2001 Ford F350 Type 2	1706	1FDXE45S01HB03323	El Dorado Bus Sales	7	7/1/2001	10		197,333	Fair	80%	CA-90-X989	20%	TDA	-	-	-
2001 Ford F350 Type 2	1707	1FDXE45S21HB03324	El Dorado Bus Sales	7	7/1/2001	10		115,180	Excellent	80%	CA-90-X989	20%	TDA	-	-	-
2001 Ford F350 Type 2	1708	1FDXE45S31HB03218	El Dorado Bus Sales	7	12/1/2001	10		231,986	Fair	80%	CA-90-X989	20%	TDA	-	-	-
2001 Ford F350 Type 2	1709	1FDXE45S11HB03217	El Dorado Bus Sales	7	12/1/2001	10		225,979	Fair	80%	CA-90-X989	20%	TDA	-	-	-
2006 Ford Van	1710	1FDXE45P76DA20689	El Dorado Bus Sales	7	6/20/2006	5	2012	105,999	Excellent	80%	CA-90-Y327	20%	TDA	38,176.70	30,541	7,636
2006 Ford Van	1711	1FDXE45P36DA20690	El Dorado Bus Sales	7	6/20/2006	5	2012	99,437	Excellent	80%	CA-90-Y327	20%	TDA	38,176.70	30,541	7,636
2006 Ford Van	1712	1FDXE45P56DA20691	El Dorado Bus Sales	7	6/20/2006	5	2012	96,160	Excellent	80%	CA-90-Y327	20%	TDA	38,176.70	30,541	7,636
2011 Starcraft Allstar	1801	1FDXE45S9BDA63472	Starcraft Allstar	7	6/30/2011	0	2018	7,274	Excellent	80%	CA-90-Y670	20%	AB 664	72,498.26	57,999	14,499
2011 Starcraft Allstar	1802	1FDXE45S6BDA63476	Starcraft Allstar	7	6/30/2011	0	2018	6,641	Excellent	80%	CA-90-Y670	20%	AB 664	72,498.26	57,999	14,499
2011 Starcraft Allstar	1803	1FDXE45S8BDA63477	Starcraft Allstar	7	6/30/2011	0	2018	4,733	Excellent	80%	CA-90-Y670	20%	AB 664	72,498.26	57,999	14,499
2011 Starcraft Allstar	1804	1FDXE45SXBDA63478	Starcraft Allstar	7	6/30/2011	0	2018	5,374	Excellent	80%	CA-90-Y670	20%	AB 664	72,498.26	57,999	14,499
2011 Starcraft Allstar	1805	1FDXE45S8BDA63480	Starcraft Allstar	7	6/30/2011	0	2018	6,400	Excellent	80%	CA-90-Y670	20%	AB 664	72,498.26	57,999	14,499
2011 Starcraft Allstar	1806	1FDXE45SXBDA63481	Starcraft Allstar	7	6/30/2011	0	2018	4,553	Excellent	80%	CA-90-Y670	20%	AB 664	72,498.26	57,999	14,499
2011 Starcraft Allstar	1807	1FDXE45S5BDA63484	Starcraft Allstar	7	6/30/2011	0	2018	6,536	Excellent	80%	CA-90-Y670	20%	AB 664	72,498.26	57,999	14,499
														622,017.93		
<b>Service Vehicles</b>																
1991 Ford Super Duty	106	2FDLF47M4MCA08219						36,785	Bad							
1990 Ford Ranger	107	1FTCR10TXLUC29270						139,146	Fair							
1997 Ford 1 Ton	110	3FEJF37G5VMA33496						129,705	Bad							
2000 Ford Windstar	112	2FMZA514XYBB73355	Wilson-Cornelius Ford	5	5/7/2000	11	2016		Bad	80%	CA-90-X358	20%	AB 664	-	-	-
2001 Taurus	113	1FAPP55U01G173966	Wilson Cornelius Ford	5	5/1/2002	9	2016	172,821	Fair	80%	CA-90-Y083	20%	AB 664	-	-	-
2001 Taurus	114	1FAPP55U21G263104	Wilson Cornelius Ford	5	5/1/2002	9	2016	156,567	Fair	80%	CA-90-Y083	20%	AB 664	-	-	-
2002 Ford F150	115	1FTRF17242NB23034	Wilson Cornelius Ford	5	5/1/2002	9	2016	61,890	Fair	80%	CA-90-Y083	20%	AB 664	-	-	-
1996 Oldsmobile Cierra	116	1G3AJ55M1T6388545							Bad							

<b>City of Vallejo</b>																
<b>Transportation Division</b>																
<b>Rolling Stock Status Report</b>																
<b>FY 10-11</b>																
<b>6/30/2011</b>																
															<b>Based on Book Value at 6-30-11</b>	
Asset Description	Vehicle ID No.	Serial Number / VIN	Vendor Name	Useful Life	Acquisition Date	Asset Age	Replace	Mileage on 10/31/11	Condition	Federal		Local Match		Book	Federal	Local
										% of Share	Grant No.	% of Share	Fund Source	Value	Interest	Interest
2011 Ford Fusion	538	3FAHP0GA6AR124424							Excellent							
2005 Ford Taurus	117A	1FAHP53215A175390							Excellent							
<b>Capitalized Rehabilitation</b>																
Engine Retrofit (30) Buses		N/A	Cummins West, Inc.	3	6/30/2006	5	2009			80%	CA-90-Y130	20%	AB 664	-	-	-
Engine Retrofit (2) Buses -Part. Filters		N/A	Cummins West, Inc.	3	10/10/2006	3	2006			80%	CA-90-Y130	20%	AB 664	-	-	-
Repaint Bus Fleet-TPAINT		N/A	Big Print/Coach Special	2	6/30/2008	3	2010			80%	CA-90-Y199	20%	TDA 4	-	-	-
Bus Signage-TSIGN		N/A	Ron Silkscreen & Sign	2	6/30/2008	3	2010			80%	CA-90-Y199	20%	TDA 4	-	-	-
Bus Engine		04R0017226	Bay Cities Diesel Machi	5	10/20/2011	0	2016			80%	CA-90-Y765	20%	Prop 1B	17,304.02	13,843	3,461
Bus Engine		04R0012513	Bay Cities Diesel Machi	5	10/20/2011	0	2016			80%	CA-90-Y765	20%	Prop 1B	17,304.02	13,843	3,461
Bus Engine		04R0007297	Bay Cities Diesel Machi	5	3/9/2011	0	2016			80%	CA-90-Y765	20%	Prop 1B/AB 664	17,304.02	13,843	3,461
Bus Engine		04R0007408	Bay Cities Diesel Machi	5	3/9/2011	0	2016			80%	CA-90-Y765	20%	Prop 1B/AB 664	17,304.02	13,843	3,461
														69,216.08		
\\192.168.88.11\whelan\SolTrans\Grants\Transfer Rolling Stock\Copy of FY 10-11 Bus Capital Assets Lists - Updated 11-16 (2).xlsx Bus-Detail																
12/5/2011 16:27																

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311 Sacramento Street, Suite A • Vallejo, CA 94590 • (707) 648-4046 • (707) 648-4260 Fax

December 15, 2011

Leslie Rogers  
Regional Administrator  
Federal Transit Administration, Region 9  
201 Mission Street, Suite 1650  
San Francisco, CA 94105

**RE: Rolling Stock Transfer Request**

Dear Mr. Rogers:

I am pleased to report that SolTrans continues to make progress toward establishing the agency as a new FTA grantee. We have recently approved a Transfer of Assets agreement between SolTrans and the Cities of Benicia and Vallejo. This agreement sets forth the terms and conditions for the transfer of all assets needed by SolTrans for the operation of transit service and is provided here as Attachment A. From July 1, 2011 until the effective date of this agreement SolTrans has operated the service with a use agreement for the assets owned by the two cities.

We are seeking FTA's approval of the transfer of assets from the Cities of Benicia and Vallejo to SolTrans. As required by FTA Circular 5010.1D, Attachment B lists rolling stock to be transferred from each of the cities including the year, make, model, date placed in revenue service, grant number which originally funded the vehicle, mileage, remaining useful life, and the Federal share of remaining useful life. This listing includes all of the information required for a Rolling Stock Status Report.

On December 15, 2011, the SolTrans Board adopted the attached Resolution to receive the vehicles transferred by the Cities of Benicia and Vallejo. The Cities of Benicia and Vallejo have adopted resolutions agreeing to transfer the transit rolling stock and approval of the Transfer of Assets agreement as well. These resolutions were adopted in accordance with the requirements of FTA Circular 5010.1D and are provided as Attachment C.

We understand that with FTA's approval of this transfer, we will include these vehicles in our first grant application to FTA. We are planning to submit the application in January 2012.

Thank you again for your ongoing support of the consolidation of Benicia Breeze and Vallejo Transit into our new agency, SolTrans. Please contact me at 707-648-4047 or Nancy Whelan at 415-648-4048 if you have any questions regarding this request.

Sincerely,

James McElroy  
Interim Executive Director

Attachments:   A. Transfer of Assets Agreement  
                  B. Rolling Stock Status Report  
                  C. Resolution Regarding the Transfer of Rolling Stock

RESOLUTION NO. 2011-06

**A RESOLUTION OF THE SOLANO COUNTY TRANSIT (SOLTRANS) AUTHORIZING THE RECEIPT OF TRANSIT ROLLING STOCK FROM THE CITIES OF BENICIA AND VALLEJO.**

WHEREAS, Solano County Transit (SolTrans) was established under the Joint Powers Authority Law of the State of California pursuant to a Joint Powers Agreement dated November 30, 2010 (the "JPA Agreement") by and among the Cities of Benicia and Vallejo ("Cities") and the Solano Transportation Authority, the congestion management agency for Solano County ("STA"), for the purpose of creating a unified and efficient transit system in Solano County, and

WHEREAS, SolTrans began providing transit services in Benicia and Vallejo utilizing the Cities' transit rolling stock pursuant to an Interim Transfer of Transit Operations Agreement on July 1, 2011, and

WHEREAS, the Interim Transfer of Transit Operations Agreement allows SolTrans to use transit assets owned by the Cities for the operation of transit service and contemplated a separate Transfer of Assets Agreement which was approved by the SolTrans Board of Directors on December 15, 2011, and

WHEREAS, the Cities of Benicia and Vallejo, which are FTA grantees, have agreed that the vehicles listed on the attached Rolling Stock Status Report are no longer required by their respective cities, and

WHEREAS, on September 14, 2011 FTA agreed that SolTrans had demonstrated the financial, legal, and technical capacity to become an FTA grantee, and

WHEREAS, the transit vehicles listed on the attached Rolling Stock Status Report are needed by SolTrans for the continued operation of transit revenue service, and

WHEREAS, FTA Circular 5010.1D identifies the requirements for transferring rolling stock from grantee to grantee;

NOW, THEREFORE, BE IT RESOLVED BY the SolTrans Board of Directors that the transit vehicles listed on the Rolling Stock Status Report shall be transferred from the Cities of Benicia and Vallejo and received by SolTrans for the continued operation of transit revenue services in Benicia and Vallejo; and,

BE IT FURTHER RESOLVED that SolTrans agrees that the transit vehicles listed on the attached Rolling Stock Status Report will be maintained in accordance and in compliance with FTA requirements and that the transferred vehicles will be included in its equipment inventory records.

Passed and adopted by the SolTrans Board at its regular meeting on December 15, 2011, by the following vote:

AYES: \_\_\_\_\_

NOES: \_\_\_\_\_

EXCUSED: \_\_\_\_\_

\_\_\_\_\_  
Acting Chair  
Solano County Transit

ATTEST:

By: \_\_\_\_\_  
Suzanne Fredriksen  
SolTrans, Clerk of the Board

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DATE: December 5, 2011  
TO: SolTrans Board Meeting  
FROM: Nancy Whelan, Interim Chief Financial Officer  
RE: Budget Status Report

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**Background:**

The SolTrans Board of Directors adopted the FY 2011-12 annual operating budget in May 2011. Since then, the transit operations of the Cities of Benicia and Vallejo were consolidated into a single contract with MV Transit under the direction of SolTrans on July 1, 2011. SolTrans budget, accounting, and banking functions were put into operation under a contract with the City of Vacaville in August.

The adopted FY 2011-12 operating budget is organized by the three modes of transit provided by SolTrans: fixed route bus service, paratransit service, and the taxi scrip program. Fixed route service accounts for the majority of the budget with 86% of all expenditures attributed to this mode. Paratransit accounts for 12% and taxi scrip accounts for 2% of the budget. System wide, budgeted expenditures for all modes fall into the following four categories:

Operating Contract	67%
Fuel	17%
Administration	10%
Other (e.g., facility maintenance, utilities, security)	6%

Quarterly budget reports are planned; however, budget information for the first quarter of this fiscal year was not available until early November due to the transition of financial systems. Accordingly, in this first report to the Board, we are reporting on budget vs. estimated actual expenditures for the first four months of the fiscal year, rather than the first three months of the fiscal year. Based on this information and the results of the first half of the fiscal year, we plan to recommend a mid-year budget adjustment to the Board in February 2012.

**Discussion:**

The first annual budget of SolTrans was based on budget information provided by the two cities. The first four months of operations has given a slightly clearer picture of the financial realities of the new organization. We are still learning about certain expenditures and how to monitor and report on them, we are getting a better understanding about pass through funds, and we are still transitioning our relationship with the cities and entering into a new contract for services with the Water Emergency Transit Authority (WETA). All of these activities impact the financial picture of SolTrans.

The first four months of operation has shown that revenues and expenditures are on target with the budget. A comparison of the budget to the estimated actual revenues and expenditures as of October 31, 2011 is shown in Attachment A. With about 33% of the year complete, we have received 39% of the anticipated revenue and we have spent 32% of the anticipated expenditures. Highlights of the key budget to actual findings are as follows:

## Revenues

- **Fare revenue** for fixed route and paratransit is higher than anticipated. We are cautiously optimistic about this result, as there are certain pass-through revenues that may be recorded as fares that would be more appropriately classified elsewhere.
- **TDA, STAF, and RM-2** funds have been received as anticipated.
- **Federal Section 5307, 5311, and 5316** funds have not yet been claimed, pending final resolution of the available amount of 5311 and subject to filing of an FTA grant in January.

## Expenditures

- **Operating contract** expenditures for fixed route and paratransit services are approximately on target with the budget. The contract provides for billing of estimated expenditures every two weeks which are reconciled to actual expenditures monthly. The actual expenditures reported here are very slightly higher than budgeted, and may be due to the billing and reconciliation cycle.
- **Fuel costs** are less than budgeted for fixed route and more than budgeted for paratransit. In total, we are within our fuel budget. The differences are attributable in part to the replacement of three diesel fueled paratransit vans with three gasoline fueled paratransit vans. Per gallon fuel prices are lower than budgeted and fixed route fuel usage is on target with the quantities budgeted. The fuel budget is monitored weekly.
- **Security** costs are higher than anticipated due to increased needs at the transit center and at the Curtola Park and Ride facility. Our continued monitoring of security needs and how to best address them will help us plan for the balance of the year and for the future. We anticipate that a mid-year budget adjustment will be required for this line item.
- **Administration** costs are reported to be less than budgeted. This is due in part to certain contract expenditures such as the costs for audit services, being incurred later in the fiscal year. Those expenditures are projected to be closer to the budgeted amount at year end. Salaries and benefits are the major component of this category. Salary and benefits were budgeted for 5.5 full time equivalent employees. Currently, 2 employees are contracted for service with City of Vallejo, 2 part time and one full time temporary employees were under contract with temporary service agencies during the reporting period, and 2 positions are filled with part time consultants. The two consultant positions, legal counsel services, and other transition consulting services are being paid for by STA. Due to the STA contribution, and the time frame for hiring permanent staff, we anticipate salary savings for the year. However, other administrative expenditures may be higher than anticipated. These items will be considered in the mid-year budget adjustment.

Overall, the estimated actual revenues and expenditures are within the range of what is expected for this period. A mid-year budget adjustment will address fuel usage and costs by mode, security costs, budgeting for the intercity taxi scrip program, and budgeting for pass through costs and revenues.

**Recommendation:**

Informational.

Attachments:

A. FY 2011-12 Budget Status Report

Reviewed by:

A handwritten signature in black ink, appearing to read "James A. McElroy". The signature is written in a cursive style with a large initial "J" and "M".

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Executive Director

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# SolTrans FY 2011-12 Budget Status

December 2, 2011

## Operating Revenue by Mode

Attachment A

Page 1 of 2

	<b>FY 2011/12 Adopted</b>	<b>FY 2011/12 Estimated Actual As of October 31, 2011</b>	<b>% Complete</b>
<b>Bus Revenues</b>			
Fares	\$3,093,000	\$1,111,103	36%
FTA Section 5307 Operating Assistance	-	-	
FTA Section 5307 Preventive Maintenance	250,000	-	
FTA ARRA Preventive Maintenance	-	-	
FTA Section 5303	-	-	
FTA Section 5311 Non-Urbanized Area	42,503	-	
FTA Section 5316 JARC	200,000	-	
FTA Section 5317 NF	-	-	
STAF Operating Assistance - Vallejo Rev Base	609,616	609,616	100%
STAF Operating Assistance - Vallejo Prop 42	-	-	
STAF Operating Assistance - Benicia Rev Base	-	-	
STAF Operating Assistance - Benicia Prop 42	-	-	
STAF Operating Assistance - Solano County Pop Base	-	-	
STAF Lifeline	-	-	
Regional Measure 2 (RM-2)	1,223,840	407,946	33%
Transportation Development Act (TDA)	5,676,841	2,508,001	44%
Intercity Funding Agreement	95,000	-	0%
Bridge Toll AB 664 PM	-	-	0%
Other revenues	21,100	631	3%
<b>Bus Revenues Subtotal</b>	<b>11,211,900</b>	<b>4,637,297</b>	<b>41%</b>
<b>Paratransit Revenues</b>			
Fares - Existing	71,000	39,228	55%
FTA Section 5307 10% ADA set-aside	667,000	-	
STAF Operating Assistance	-	-	
Transportation Development Act (TDA)	770,300	340,315	44%
<b>Paratransit Revenues Subtotal</b>	<b>1,508,300</b>	<b>379,543</b>	<b>25%</b>
<b>Taxi Scrip Revenues</b>			
Taxi Coupon Sales - Local	112,000	31,944	29%
Taxi Coupon Sales - Regional	15,000	6,555	44%
Transportation Development Act (TDA)	152,815	67,513	44%
<b>Taxi Scrip Revenues Subtotal</b>	<b>279,815</b>	<b>106,012</b>	<b>38%</b>
FAREBOX REVENUES	3,276,000	1,182,275	36%
FUNDING SOURCE REVENUES	9,724,015	3,940,577	41%
<b>Total, Revenues</b>	<b>\$13,000,015</b>	<b>\$5,122,852</b>	<b>39%</b>

# SoITrans FY 2011-12 Budget Status

Attachment A

December 2, 2011

Page 2 of 2

## Detailed Operating Expenditure by Mode

	FY 2011/12 Adopted	FY 2011/12 Estimated Actual As of October 31, 2011	% Complete
<b>Bus Expenses</b>			
Operating Contract	7,728,000	2,674,674	35%
Fuel	2,096,000	592,030	28%
Insurance costs	400,000	157,633	39%
Security	116,600	58,954	51%
Bus Facility Maintenance	63,900	14,923	23%
Bus Maintenance	19,000	3,602	19%
Utilities	33,000	3,868	12%
Printing	13,400	6,462	48%
Professional Services	50,000	925	2%
Route 200: Transfer costs to WETA	(296,000)		0%
Ferry Ticket Office Transfer to Ferry	(182,000)		0%
General Administration	1,170,000	111,260	10%
<b>Bus Expenses Subtotal</b>	<b>11,211,900</b>	<b>3,624,331</b>	<b>32%</b>
<b>Paratransit Expenses</b>			
Operating Contract - Existing	1,219,000	368,709	30%
Fuel	66,000	37,923	57%
Maintenance	44,000	2,145	5%
Printing	9,300	95	1%
General Administration	170,000	37,630	22%
<b>Paratransit Expenses Subtotal</b>	<b>1,508,300</b>	<b>446,502</b>	<b>30%</b>
<b>Taxi Scrip Expenses</b>			
Scrips Payments - Local	236,815	47,040	20%
Scrips Payments - Regional	15,000		0%
General Administration	28,000	1622	6%
<b>Taxi Scrip Expenses Subtotal</b>	<b>279,815</b>	<b>48,662</b>	<b>17%</b>
<b>Total, Expenses</b>	<b>\$13,000,015</b>	<b>\$4,119,495</b>	<b>32%</b>
<b>Revenues Less Expenses</b>	<b>\$0</b>	<b>\$1,003,357</b>	



DATE: December 7, 2011  
TO: SolTrans Board  
FROM: Bernadette Curry, SolTrans Legal Counsel  
RE: Delegation of Authority to SolTrans' Executive Director to Handle Claims Filed Against SolTrans

---

**Background:**

California Government Code §§719 et seq. ("Government Tort Claims Act") requires that before a public agency or one of its employees can be sued for money damages a claim must be filed with the agency. Claims for death, personal injury, or damage to personal property must be filed within 6 month of the accrual of the cause of action. Claims for damage to real property or breach of contract must be filed within one year of the accrual of the cause of action. Once a claim is filed the public agency must take action on the claim within certain time frames. If the public agency believes the claim is untimely, it must return the claim as untimely within 20 days of receipt of the claim. If the claim is timely, the public agency must act on it by accepting, rejecting or settling the claim within 45 days of the date. The claimant then has six months from the date of the rejection to file his/her lawsuit. If a claim is not formally rejected or otherwise acted upon within that time period the claimant has two years from the accrual of the cause of action to file a lawsuit.

Government Code §935.4 authorizes a local public agency to delegate to an employee the function of accepting, rejecting or settling a claim in an amount not to exceed fifty thousand dollars (\$50,000). Staff is recommending that this authority be delegated to SolTrans' Executive Director.

**Discussion:**

As set forth above, the Government Code requires a fairly quick response to claims filed against local public entities. In many cases it will be possible to bring such claims to the attention of the SolTrans Board in a manner that allows for a timely response to the claim. However, this will not be the case in every situation. By delegating authority to SolTrans' Executive Director who will work closely with SolTrans' Legal Counsel to reject claims or to accept or settle claims in an amount up to \$50,000, SolTrans will be able to ensure that all claims filed are handled in the most efficient manner in order to preserve all of SolTrans' rights under the Tort Claims Act. In evaluating each claim, the Executive Director will work closely with SolTrans' Legal Counsel and staff to determine the merits of each claim.

**Fiscal Impact:** No direct fiscal impact.

**Recommendation:**

Approve the following:

1. Adopt the Resolution No. 2011-07 delegating the authority to evaluate and handle all claims filed against SolTrans, including, but not limited to, returning such claims as insufficient, accepting, rejecting and settling such claims in an amount not to exceed fifty thousand dollars (\$50,000), to SolTrans' Executive Director;
2. Direct the Executive Director to work closely with SolTrans' Legal Counsel in responding to such claims; and directing SolTrans' Financial Officer to pay any amounts on a claim as directed by the Executive Director.

Attachment:

- A. Resolution No. 2011-07

Reviewed by:



---

Executive Director

**SOLANO COUNTY TRANSIT  
RESOLUTION 2011-07**

**RESOLUTION OF SOLANO COUNTY TRANSIT (“SOLTRANS”)  
DELEGATING AUTHORITY TO ALLOW, REJECT, OR SETTLE CLAIMS  
AGAINST SOLTRANS TO THE EXECUTIVE DIRECTOR; AND AUTHORIZING PAYMENT  
OF ALLOWED OR SETTLED CLAIMS AS DIRECTED BY THE EXECUTIVE DIRECTOR**

**WHEREAS**, Solano County Transit (“SolTrans”) is a local public entity subject to the provisions of the Government Tort Claims Act (Government Code §§ 810, et seq.); and

**WHEREAS**, the Government Tort Claims Act requires that prior to filing a lawsuit against a public agency for money or damages, a claim must first be filed with the public agency; and

**WHEREAS**, Government Code §935.4 authorizes a local public agency to delegate to an employee the function of accepting, rejecting or settling a claim in an amount not to exceed fifty thousand dollars (\$50,000); and

**WHEREAS**, Government Code §935.4 also authorizes a local public agency to direct its financial officer to pay all accepted claims or settlements of claims; and

**WHEREAS**, in order to ensure timely handling of any claim presented to SolTrans, the SolTrans Board desires to delegate the authority to take action on any such claim to the Executive Director and to direct the Executive Director to work closely with SolTrans Legal Counsel and SolTrans staff in making any determination as to the merits of the claim and taking any action on the claim.

**NOW, THEREFORE, BE IT RESOLVED** that the Governing Board of SolTrans delegates the authority to accept, reject or settle claims in an amount not to exceed \$50,000 to SolTrans’ Executive Director; and

**BE IT FURTHER RESOLVED** that the Governing Board of SolTrans directs the SolTrans Executive Director to work closely with SolTrans’ Legal Counsel in the handling of all claims and directs SolTrans’ Financial Officer to pay any amount on a claim or settlement thereof as directed by the Executive Director not to exceed \$50,000.

Passed by the Solano County Transit (SolTrans) Board on this **15<sup>th</sup> Day of December, 2011** by the following vote:

Ayes: \_\_\_\_\_  
Noes: \_\_\_\_\_  
Absent: \_\_\_\_\_  
Abstain: \_\_\_\_\_

\_\_\_\_\_  
Osby Davis, Chair  
Solano County Transit (SolTrans)

Attest: \_\_\_\_\_  
Suzanne Fredriksen  
Clerk of the Board

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DATE: December 8, 2011  
TO: SolTrans Board Meeting  
FROM: Jim McElroy, Interim Executive Director  
RE: Recruitment for Executive Director

---

**Background:**

The Solano County Transit Joint Powers Agreement (JPA) calls for appointing an Executive Director (ED) charged with “managing the operations of SolTrans, subject to the authority and direction of the Board”. I have served as your Interim ED since the agency assumed operations on July 1, 2011. My services are provided through a contract between myself and the Solano Transportation Authority (STA) with limited hours and a limited time frame. This arrangement provided this new agency the time to get up and running while developing a thoughtful selection process for a permanent ED. Further, the ability to actually hire employees within the SolTrans structure has not yet been established pending the establishment of the employee benefit package. Recently, Board action directed me to enter into an agreement for the STA to act as the Employer of Record for SolTrans employees until SolTrans can establish an employee benefit and retirement package. This agenda item proposes that the Board begin the process to identify and engage a permanent SolTrans ED.

**Discussion:**

The recruitment for a permanent ED could be divided into distinct phases, as suggested further in the agenda item. Assuming acceptance of the phased approach, your Board needs to determine the level of Board involvement in each phase. I suggest that you consider three levels of Board involvement to be applied, as needed, in each phase:

Entire Board (Level 1): This is a full meeting of the Board, in closed session or open session, as permissible, to perform tasks. For example, the entire Board might meet in Phase 4 to interview candidates.

Recruitment Subcommittee (Level 2): This is an appointed subcommittee of the Board, involving two members of the Board to work with staff. For example, Phase 3 might need involvement of only the selected subcommittee to perform preliminary review of the applications.

Board Member Representative (Level 3): A selected member of the Board, probably the Chair, is appointed by the Board to handle a particular task. For example, the Chair of the Board might be designated to handle Phase 6 and make the official offer to the selected nominee.

Given the unique opportunity for this Board to select the first permanent Executive Director for SolTrans, the Board may desire to take a very active role in the recruitment. For purposes of discussion, one possible approach to each phase could be as follows:

Phase 1: Preparation of Application Materials: Entire Board approves basic solicitation materials. Attached is as proposed advertisement for your consideration. (Level 1)

Phase 2: Soliciting and Accepting Applications: Staff handles this phase on behalf of your Board.

Phase 3: Preliminary Review of Applications and Development of Candidate List: This is handled by a subcommittee of the Board (Level 2) with the assistance of staff, as needed.

Phase 4: Interview of Candidates and Selection/Ranking of Finalists: Handled by the full Board in closed session. (Level 1)

Phase 5: Background Check on top Finalist(s): Staff performs the basic work with the guidance and review of a subcommittee of the Board (Level 2).

Phase 6: Offer and Negotiate with Finalist: The Board designates a member to make the offer and negotiate with the selected finalist (Level 3).

Phase 7: Formally Appoint the New Executive Director: Entire Board (Level 1)

SolTrans Legal Counsel has reviewed this report and concurs with staff's recommendation.

**Fiscal Impact:**

There are no adverse financial impacts.

**Recommendation:**

Review and adopt the proposed Executive Director (ED) Recruitment Plan as specified in this agenda item; appoint a two-member ED Recruitment Subcommittee of the Board to handle tasks as identified in the Recruitment Plan; designate the Chair of the Board as Board Member Representative to handle tasks as identified in the Recruitment Plan; direct the Interim Executive Director to carry out the tasks not otherwise assigned to the Board, the ED Recruitment Subcommittee, or to the Board Member Representative; approve the basic Recruitment solicitation as attached to this agenda item; and direct the Interim Executive Director to begin execution of the Recruitment Plan on behalf the SolTrans Board of Directors.

Attachments:

- A. Sample SolTrans ED Recruitment Solicitation

## **APPLICATION INSTRUCTIONS**

To be considered for this exciting career opportunity, please forward a letter of interest, resume with current salary and five work-related references (who will not be called until mutual interest is established) to: Solano County Transit, One Harbor Drive, Suite 130, Suisun City, Ca 94585 or faxed to 707-424-6074. Must include contact numbers and email address. Final Filing Date: Friday, February, 17, 2012.

Following the initial screening process, those candidates who present the most relevant qualifications for the position will be invited to continue in the Selection process. Interviews with finalists are tentatively projected for Thursday, March 1, 2012. If you have any questions regarding this position, please feel free to contact Joy Apilado or Johanna Masiolat at 707-424-6075.

**Equal Opportunity Employer**

### **Solano County Transit (SolTrans)**

The Solano County Transit (SolTrans), Joint Powers Authority (JPA) is located in Solano County, California, in the San Francisco Bay Area. SolTrans was established in December of 2010 to consolidate transit services formerly operated by the Cities of Benicia and Vallejo. Transit services include: intra city fixed-route, deviated fixed-route, paratransit, and subsidized taxi services as well as inter-county express bus service. The existing BayLink Ferry service operated by the City of Vallejo will not be part of SolTrans following its transition to the San Francisco Bay Area Water Emergency Transportation Authority (WETA), scheduled to take place July 1, 2011. The bus service component of the BayLink Ferry may remain with SolTrans through a contract with WETA.

SolTrans initial budget is projected to be approximately \$13 million annually. Initially, staffing is budgeted to be a total of 5.5 FTE with certain functions such as legal, human resources, and financial management to be delivered through contracts. The SolTrans Board of Directors is comprised of the Mayors of Benicia and Vallejo along with a Council member from each City and Solano County's representative to the Metropolitan Transportation Commission (MTC).

# **Solano County Transit *(SolTrans)***

***is accepting applications  
for the position of***



## **General Manager/Executive Director**

## **DEFINITION**

The General Manager/Executive Director is a critical leadership position within the Solano County Transit (SolTrans), a newly formed Joint Powers Authority (JPA) who is responsible for managing, budgeting, planning and coordinating the activities and operations of the SolTrans public transit system and related programs. The Chief Executive Officer reports directly to the Board and shall coordinate assigned activities for member agencies, outside agencies, and the general public, will conduct studies, prepare reports and make recommendations to the Board, as well as perform highly responsible and complex duties as required by the Board. They will exercise direct supervision over professional, supervisory, technical, clerical, and contract staff.

## **RESPONSIBILITIES AND DUTIES**

Prepares short and long range plans and programs designed to meet community transit needs. Formulates recommendations affecting transit service policies. Develops supporting information and data to substantiate recommendations for policies, programs and plans. Must have the ability to direct and evaluate the work of staff and consultants. Will be responsible for employee evaluation, hiring and disciplinary actions. Monitors and evaluates transit services and develops recommendations to improve their quality and productivity. Directs the preparation of agency annual operating and capital improvement budgets. Develops information concerning alternative State and federal funding sources. Prepares and submits applications for grants. Provides staff assistance to the Board and related committees and boards; prepares and presents agenda items, staff reports and other necessary correspondence.

Represents SolTrans in contacts with funding partners, including the Metropolitan Transportation Commission (MTC), Solano Transportation Authority (STA) and other agencies. Works to increase coordination of fares, schedules, and operating policies with other operators in the Bay Area. Attends and participate in professional group meetings; stays abreast of new trends and innovations in the field of mass transit planning. Responds to inquiries and requests by members of the public regarding transit

system policies, procedures and services. Performs other related duties and responsibilities as assigned by Board of Directors.

## **QUALIFICATIONS**

The ideal candidate will have extensive transportation experience with public agencies, will have managed organizational efficiency efforts, will provide high level support and guidance to staff, will be problem solving oriented, and will be a “can-do” person who optimistically embraces change and supports staff through these efforts. Modern and complex principles and practices of public administration and transportation planning. Principles, practices and techniques of project management, contract administration, governmental budget preparation and control including federal and State grant laws, funding sources and grant application procedures, and codes and regulations. A solid foundation in transportation, excellent judgment, and a “big picture” perspective are also essential to success. They will possess excellent analytical skills, outstanding written and oral communication skills, and budget and management experience are required. Operational characteristics, services and activities of public transit programs. The ability to quickly establish credibility, and support the organization in its developmental efforts is needed. A background that includes at least five years of professional transportation management in the public sector, and a Bachelor’s degree in public administration, transportation or a related field is required. A Master’s degree is highly desirable.

## **COMPENSATION AND BENEFIT INFORMATION**

Salary range \$10,500 - \$12,500 per month. Benefits are currently pending, but shall include a comprehensive benefit package of retirement and health and welfare items.





DATE: December 2, 2011  
TO: SolTrans Board Meeting  
FROM: Greg Anderson, Director of Administrative Services  
RE: Local Preference Policy

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**Background:**

At the SolTrans July 21, 2011 Board meeting staff was asked to prepare a SolTrans local preference policy with regard to SolTrans purchases and contracts. Staff's intention is to provide for board consideration a policy 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 with 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:**

At the November 15, 2011 SolTrans Board meeting, results of a survey of Bay Area transit agencies' local preference policies was provided. Briefly summarized, the results showed that no other transit agency of comparable size<sup>1</sup> had implemented a local preference policy, and that many agencies cited federal funding requirements, along with heavy dependence on outside funding sources, as impediments to implementing a local geographical preference policy.

In consideration of the desire of the Board to implement a local preference policy, and the associated legal and administrative constraints, a Local Preference Policy, included as Attachment A, is provided for consideration. The local preference policy will not be applied to contracts to the extent that application is prohibited by state or federal law. The attached policy would apply the local preference benefit to all Solano County contractors meeting the policy requirements.

SolTrans Legal Counsel has reviewed the attached local preference policy and concurs with staff's recommendation.

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<sup>1</sup> AC Transit and SF Muni have local preference policies

**Fiscal Impact:**

It is anticipated that direct policy costs (i.e. the competitive value difference) will be relatively low because the policy utilizes a bid matching procedure for goods and supplies to limit budget exposure. 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.

**Recommendation:**

Approve or provide comment regarding the proposed policy.

Attachments:

- A. Local Preference Policy

Reviewed by:



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Executive Director

LOCAL PREFERENCE POLICY

2.11.1 Local Preference Policy

In order to address the competitive disadvantage faced by local businesses that seek to enter into contracts with the Solano County Transit (“SolTrans”) because of the higher costs of doing business in Solano County, and to encourage businesses to locate and remain in Solano County, SolTrans has implemented a local preference policy.

Definition of Local Business

For purposes of this section, a “local business” means a business enterprise, including but not limited to a sole proprietorship, partnership, or corporation, which has the following:

1. a valid business license issued from Solano County or a political subdivision within Solano County; and
2. its principal business office, or a satellite office with at least one full-time employee who will serve as the “responsible in charge” for any contract, located in Solano County for at least six (6) months prior to the award of a contract with SolTrans .

For purposes of this section, a “responsible in charge” means the person designated by contract as the lead contact for all services to be performed under the contract.

Preference

*Contracts for purchases of Goods or Supplies*

When competitive bidding is utilized to purchase goods or supplies, SolTrans’ representative conducting the solicitation shall perform as follows:

- Where the lowest responsible bidder is not a local business, the SolTrans representative shall provide the lowest responsible local business bidder, should one exist and its bid is within five percent (5%) of the lowest responsible bidder, with notice and an opportunity to reduce its bid to match that of the lowest responsible bidder. Notice shall be by telephone and either facsimile or electronic mail. The local business shall have five (5) business days after the date of such notice to match the lowest bid, in writing. Should the local business so match, it shall be deemed the lowest responsible bidder and receive the award.
- Should the lowest responsible local business bidder decline to match as set forth above, the SolTrans representative shall provide the next lowest responsible local business bidder, should one exist and its bid is within five percent (5%) of the lowest responsible bidder, with the same notice and opportunity to match the bid of the lowest responsible bidder as above. This process shall continue as necessary, until an award is made either to a responsible local business bidder within five percent (5%) of the lowest responsible bidder, or the lowest responsible bidder itself.

- In instances where a local business and a non-local business submit equivalent, lowest responsible bids, the SolTrans representative shall give preference to the local business.
- No contract awarded to a local business under this section shall be assigned or subcontracted in any manner that permits more than fifty (50) percent or more of the dollar value of the contract to be performed by an entity that is not a local business.

#### *Contracts for Professional Service*

When awarding contracts for professional services, the SolTrans representative conducting the solicitation shall give special consideration to local businesses for knowledge of the communities and proximity to project locations. The SolTrans representative will analyze the availability of registered local businesses in relationship to the work to be performed and recommend a local business participation goal to be included with each authorization to issue a Request for Proposal (RFP). Preference points will be awarded based on sliding scale in accordance with a local business's level of participation in the proposed scope of services.

#### Declaration of Compliance

##### *Bids*

In submitting a bid subject to this section, a local business shall affirm its compliance with subsection 1.1 on a form to be provided by the SolTrans representative.

##### *Invoices*

Vendors awarded contracts based on a local preference must certify the on-going participation of the local business throughout the contract term to be submitted with each invoice for payment.

##### *Notice and Outreach*

SolTrans will maintain a registry of local businesses who are interested in conducting business with SolTrans. Each SolTrans representative shall provide adequate notice of the provisions of this section to prospective bidders when conducting a solicitation.

##### *Annual Reporting*

An annual report of the utilization of local preference will be presented to the SolTrans Board of Directors upon the close of each fiscal year at its December meeting, or as soon thereafter as may be heard.

##### *Exceptions*

This Policy is expressly inapplicable to public works or other projects to the extent the application would be prohibited by state or federal law. The SolTrans Board expressly reserves the right to waive the application of this Policy in bidding situations involving single bids or other situations in which the application of the Policy is impractical or otherwise not warranted given the circumstances.



DATE: December 8, 2011  
TO: SolTrans Board  
FROM: John Harris, Special Projects Manager  
RE: SRTP Update (Schedule, Deliverables and Draft Reports)

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**Background:**

MTC has extended the completion date by one-month for the Short Range Transit Plan (SRTP). The contract end date is now January 31, 2012. The final SRTP will include a series of complementary elements or chapters, each of which analyzes a specific facet of mobility issues within the SolTrans' service area. Collectively these elements support development of an Operations Plan which will guide service-related decisions across the next five years.

The purpose of this month's report is two-fold. First, is to obtain SolTrans Board acceptance of the final two complementary consultant elements for inclusion into the SRTP. The items have been reviewed and edited by staff and are attached. The items include:

- ADA Paratransit Analysis
- Public Involvement chapter

Elements that have already been approved for inclusion in the SRTP at the September and October SolTrans Board meetings include:

- Service Evaluation chapter
- Interim Mission Statement
- Ride Check Analysis
- Demand-Response Analysis
- Demand Analysis chapter

The second purpose of this report is to provide drafts of the Operations Plan and Capital/Financial Plan. Our SRTP consultant, Jim Moore, will make a presentation on these interim deliverables. Particular attention will be devoted to recommendations concerning SolTrans' constrained financial environment. Staff is seeking Board feedback for use in developing a final draft for review and approval at the January meeting.

**Recommendation:**

Accept staff's recommendation to include the ADA Paratransit Analysis and the Public Involvement chapter in the SRTP. Provide input to SolTrans' staff and consultant as to the proposed Operations Plan and Capital/Financial Plan.

Attachments:

- A. ADA Paratransit Analysis
- B. Public Involvement chapter
- C. Draft Operations Plan
- D. Draft Capital/Financial Plan

Reviewed by:



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Executive Director

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## CHAPTER X – ADA PARATRANSIT ANALYSIS

To supplement the analysis of fixed-route ride check data and Benicia general-Public DAR data for on-time performance and origin/destination patterns, the consultant team also analyzed trip sheets for each service day during August 2011 regarding the ADA paratransit programs operating in Vallejo and Benicia.

### Paratransit On-Time Performance

The data used to analyze on-time performance for the two paratransit programs was collected via driver trip manifests for each service day during August 2011. The trip sheets provided information on each trip's origin and destination, scheduled customer pick-up time, actual pick-up time, and actual drop-off time.

On-time performance was evaluated for the paratransit service using the following criteria:

- **On-time** – Defined as an arrival at scheduled origin point within a 30-minute window (up to 15 minutes before or after the scheduled trip pick-up time).
- **Early** – Defined as actual trip arrival occurring more than 10 minutes prior to the scheduled trip pick-up time.
- **Late** – Defined as actual trip arrival occurring more than 10 minutes after the scheduled trip pick-up time.

The pick-up and drop-off data was segregated by day-part in five time blocks:

- 4:00 a.m. to 6:00 a.m. (A.M. Other),
- 6:01 a.m. to 9:00 a.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 9:00 p.m. (P.M. Other).

For the Benicia paratransit program, we surveyed a total of 112 trips, which included nine cancellations and seven “no-shows.” Moore & Associates examined a total of 2,386 trips in Vallejo, including 132 cancellations and 98 “no-shows.” A canceled trip is defined as an incident whereby a customer calls in advance of their scheduled pick-up time to cancel the requested trip. A “no-show” occurs when the vehicle arrives at the scheduled pick-up location at the agreed upon time and the customer fails to show up and does not notify the call center/dispatch. High occurrences of “no-shows” and cancellation contribute to poor on-time performance and can preclude other DAR customers from scheduling trips.

**Exhibit X.1** shows the completed trips versus cancelled and “no-shows” for each of the defined day-parts for the Benicia service. Oddly, Benicia paratransit experienced all of its “no-shows” and trip cancellations during the midday day-part. We believe this can be attributed to the fact

87 percent of paratransit trips are scheduled during that day-part, leaving little opportunity for trip cancellations or “no-shows” in the AM Peak or PM Peak day-parts.

Exhibit X.1 - Benicia Trips by Day-Part

Day-Part	Trips Completed		Canceled		No-Show		Total Trips
	Count	Percent	Count	Percent	Count	Percent	
AM Other (4:00 a.m. - 6:00 a.m.)	0	-	0	-	0	-	0
AM Peak (6:01 a.m. - 9:00 a.m.)	3	100.0%	0	0.0%	0	0.0%	3
Midday (9:01 a.m. - 3:00 p.m.)	81	83.5%	9	9.3%	7	7.2%	97
PM Peak (3:01 p.m. - 7:00 p.m.)	12	100.0%	0	0.0%	0	0.0%	12
PM Other (7:01 p.m. - 9:00 p.m.)	0	-	0	-	0	-	0
Total	96	100.0%	9	100.0%	7	100.0%	112

Exhibit X.2 shows completed trips versus trips cancelled and “no-shows” for each of the defined day-parts for the Vallejo paratransit service. For the day-parts where a statistically-significant number of trips were recorded (i.e., AM Peak, Midday, and PM Peak), the number of completed trips was around 90 percent or better, which is reflective of the industry standard. That said, we believe it is in the agency’s best interest to ensure trip cancellations and “no-shows” are minimized moving forward. This can be achieved through increased penalties for “no-shows” and late trip cancellations.

Exhibit X.2 - Vallejo Trips by Day-Part

Day-Part	Trips Completed		Canceled		No-Show		Missing Data		Total Trips
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	
AM Other (4:00 a.m. - 6:00 a.m.)	17	100%	0	0%	0	0%	0	0%	17
AM Peak (6:01 a.m. - 9:00 a.m.)	446	95%	7	1%	12	3%	4	1%	469
Midday (9:01 a.m. - 3:00 p.m.)	1373	91%	75	5%	38	3%	24	2%	1510
PM Peak (3:01 p.m. - 7:00 p.m.)	280	89%	21	7%	13	4%	2	1%	316
PM Other (7:01 p.m. - 9:00 p.m.)	3	75%	1	25%	0	0%	0	0%	4
Unkown	2	3%	28	40%	35	50%	5	7%	70
Total Trips	2121	89%	132	6%	98	4%	35	1%	2386

With respect to the on-time performance of the two paratransit services, we calculated on-time, early, and late trips from all completed trips, excluding those deemed either cancellations or “no-shows.” For the three day-parts evaluated for the Benicia service, 87 trips were identified as on-time (i.e., within the 20-minute “window”), equating to just over 90 percent of trips completed during the evaluation period (see Exhibit X.3). Two “early” trips were noted (i.e., more than 10 minutes prior to the scheduled time), equating to 2.5 percent of total surveyed trips. Finally, seven trips were identified as late (i.e., more than 10 minutes after the scheduled time), also equating to 8.6 percent of total surveyed trips.

Benicia’s on-time performance was perfect during the AM Peak and PM Peak day-parts. We believe this can be attributed in large part to the modest activity level within the associated day-

parts. The modest amount of activity is the result of the overlap between the paratransit service hours and those of the Benicia general-public DAR service. Even at midday, on-time performance is nearly 90 percent, which reflects well on the reliability of the service.

Exhibit X.3 - Benicia On-Time Performance by Day-Part

Day-Part	On-time	Early	Late	Total
AM Other (4:00 a.m. - 6:00 a.m.)	-	-	-	-
AM Peak (6:01 a.m. - 9:00 a.m.)	100.0%	0.0%	0.0%	100.0%
Midday (9:01 a.m. - 3:00 p.m.)	88.9%	2.5%	8.6%	100.0%
PM Peak (3:01 p.m. - 7:00 p.m.)	100.0%	0.0%	0.0%	100.0%
PM Other (7:01 p.m. - 9:00 p.m.)	-	-	-	-
Total	90.6%	2.1%	7.3%	100.0%

We evaluated a total of 1,855 on-time trips for the Vallejo paratransit service during August 2011, accounting for 87.5 percent of total trips surveyed (see Exhibit X.4). We determined there were 139 early trips and 127 late trips during the evaluation period, accounting for 6.6 percent and 6.0 percent of trips, respectively.

Vallejo’s on-time performance was perfect during the AM Peak day-part and lowest (66.7 percent) during the PM Other day-part. During the AM Peak, Midday, and PM Peak day-parts – when 99 percent of trips occurred – on-time performance ranged from 76.4 percent to 91.9 percent.

Exhibit X.4 - Vallejo On-Time Performance by Day-Part

Day-Part	On-time	Early	Late	Total Trips
AM Other (4:00 a.m. - 6:00 a.m.)	100.0%	0.0%	0.0%	100.0%
AM Peak (6:01 a.m. - 9:00 a.m.)	91.9%	1.6%	6.5%	100.0%
Midday (9:01 a.m. - 3:00 p.m.)	88.1%	6.8%	5.1%	100.0%
PM Peak (3:01 p.m. - 7:00 p.m.)	76.4%	13.6%	10.0%	100.0%
PM Other (7:01 p.m. - 9:00 p.m.)	66.7%	33.3%	0.0%	100.0%
Total	87.5%	6.6%	6.0%	100.0%

**Boarding and Alighting Activity**

We also utilized data from the trip sheets to analyze locations of patron pickup origins as well as drop-off destinations using the paratransit services in Benicia and Vallejo.

Exhibit x.5 illustrates the most common trip origins for the Benicia paratransit service. Of particular interest is the fact patrons are beginning trips at the Safeway in Glen Cove (Vallejo) given it serves as a transfer location between the Benicia and Vallejo paratransit programs.

Exhibit x.5 - Benicia Top Ten Trip Origins

Benicia Top Ten Origins	
Glen Cove Safeway (122 Robles Way)	26
Benicia Plaza (560 1st Street)	15
Burgess Point Apartments (91 Riverview Terrace)	4
1582 Magazine Street, Vallejo (Residence)	2
Red Robin (404-A Sun Valley Mall, Concord)	2
409 E. 2nd Street (Residence)	2
Pace Benicia (425 E. Military Avenue)	2
Safeway (50 Solano Square)	2
Kaiser Hospital (975 Sereno Drive, Vallejo)	2
Club Pacifica Apartments (1300 Southampton Road)	1

Exhibit X.6 illustrates all those Benicia paratransit trip origins occurring during the evaluation period. While the majority of trips were centered around Military Avenue and downtown Benicia, there was significant demand for trips from the Safeway in Glen Cove (transfer location with Vallejo’s paratransit program). There were also two trips to 975 Sereno Drive, which is the connector to Napa County’s VineGo paratransit service.

Exhibit x.6 - Benicia Trip Origins

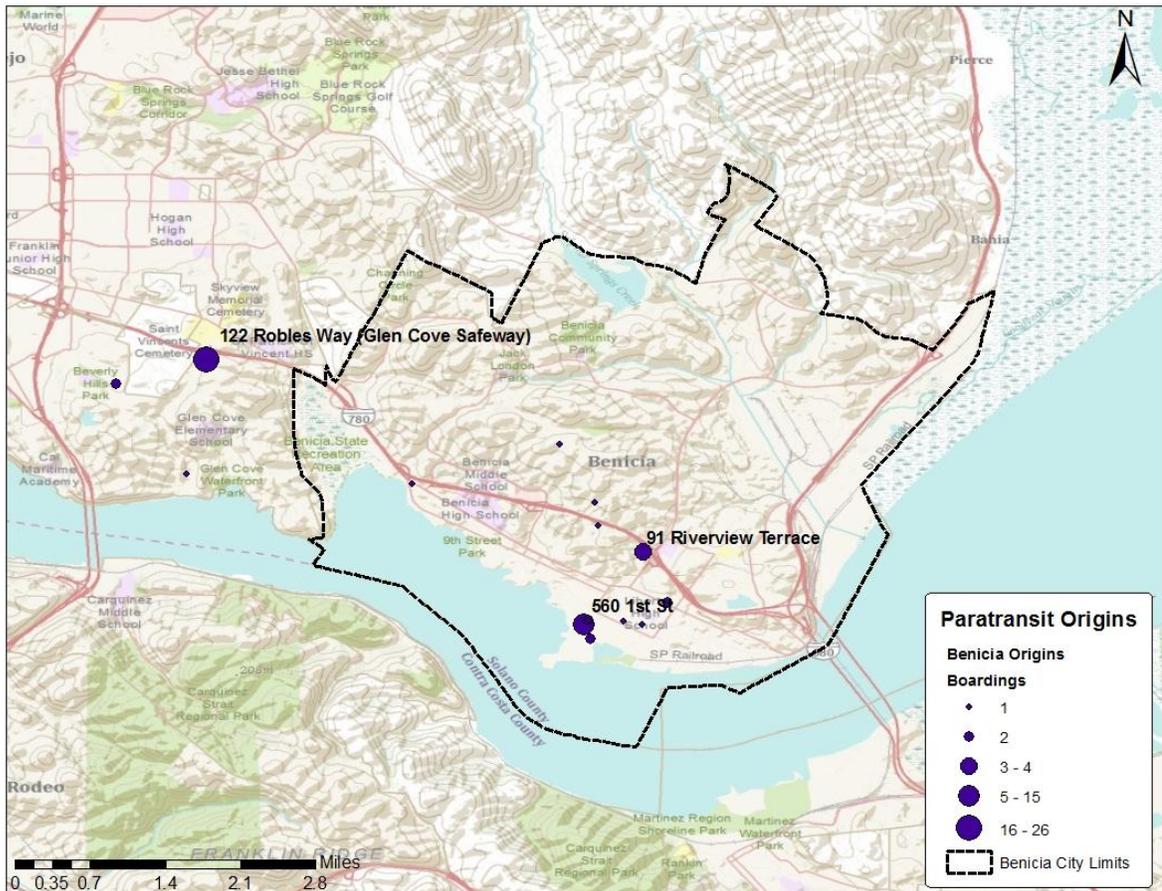


Exhibit x.7 illustrates the top ten most common trip destinations for the Benicia paratransit service. The most common trip destination for Benicia residents was the Glen Cove Safeway, which is in Vallejo and serves as a transfer location with the Vallejo Runabout service.

Exhibit x.7 - Benicia Top Ten Trip Destinations

Benicia Top Ten Destinations	
Glen Cove Safeway (122 Robles Way)	26
660 West 2nd Street (Residence)	15
Benicia Plaza (560 1st Street)	4
1097 Rose Drive (Residence)	2
Burgess Point Apartments (91 Riverview Terrace)	2
Red Robin (404-A Sun Valley Mall, Concord)	2
Family Health Center (1440 Military West)	2
Napa Valley College (2777 1st Street)	2
2277 Clearview Circle (Residence)	2
258 Carisle Way (Residence)	1

Exhibit X.8 illustrates all the trip destination locations noted for the Benicia service during the evaluation period. The “Trip Destinations” map shows a similar concentration of destinations in the downtown area as well as around Military Avenue. Given the concentration of both trip origins and destinations within these two areas, we believe potential exists either for a flex-route or traditional fixed-route bus service to serve these areas in future years.

Exhibit x.8 - Benicia Trip Destinations

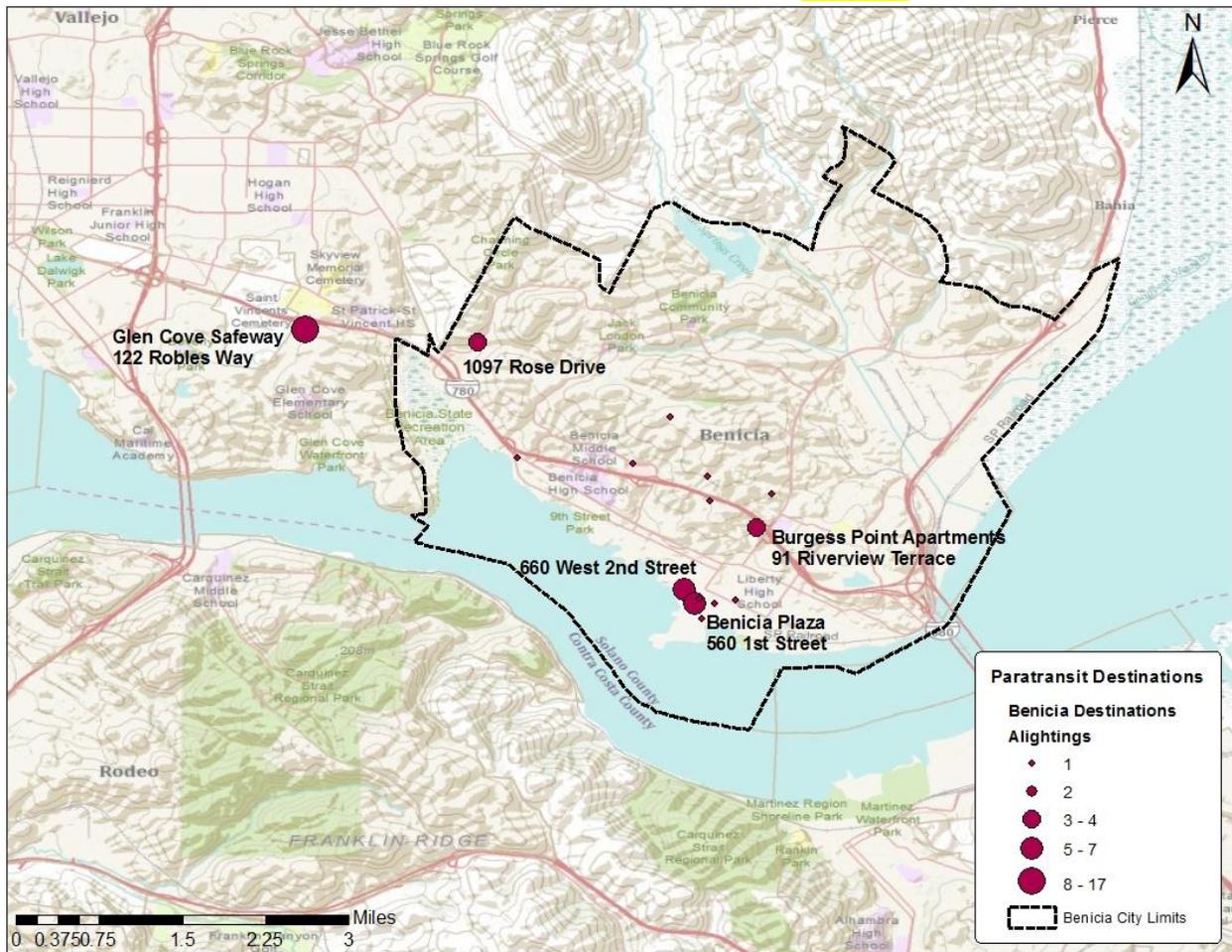


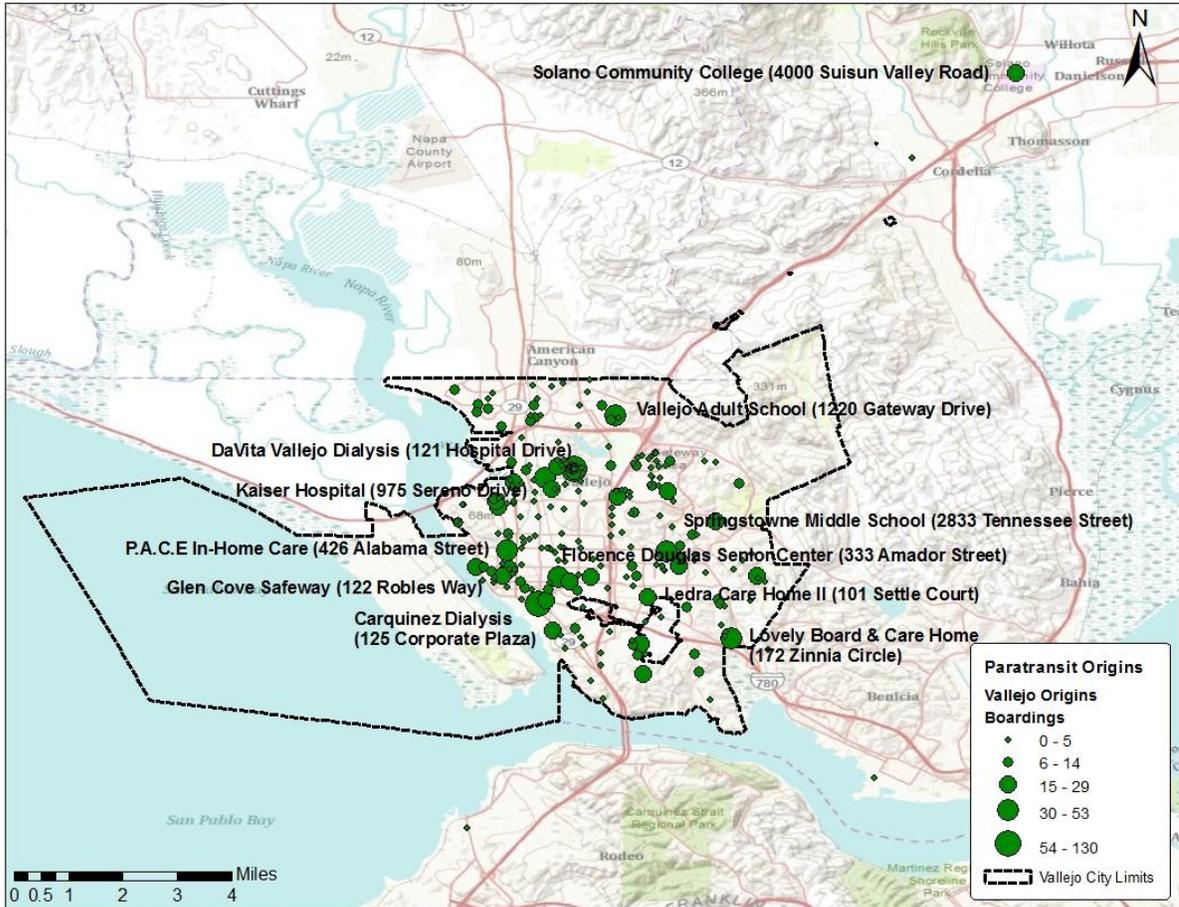
Exhibit x.9 illustrates the most common trip origins for the Vallejo paratransit service. Aside from private residences, the most common destinations include healthcare locations (DeVita Dialysis Center at 121 Hospital Drive and Adult Day Healthcare program at 1220 Gateway) and Catholic Charities (125 Corporate Place).

Exhibit x.9 - Vallejo Top Ten Trip Origins

Vallejo Top Ten Origins	
DaVita Vallejo Dialysis (121 Hospital Drive)	130
Carquinez Dialysis (125 Corporate Place)	118
Kaiser Hospital (975 Sereno Drive)	53
P.A.C.E In-Home Care (426 Alabama Street)	49
Lovely Board & Care Home (172 Zinnia Circle)	48
Florence Douglas Senior Center (333 Amador Street)	48
Vallejo Adult School (1220 Gateway Drive)	41
Springstowne Middle School (2883 Tennessee Street)	34
Leddra Care Home II (101 Settle Court)	29
Glen Cove Safeway (122 Robles Way)	28
Solano Community College (4000 Suisun Valley Road)	28

Exhibit X.10 illustrates the totality of Vallejo paratransit trip origins evaluated. As is evident by looking at the map, trip activity was spread evenly throughout the community, with no discernable pattern.

Exhibit x.10 - Vallejo Trip Origins



The most common trip destinations were remarkably consistent with the most common trip origins on the Vallejo paratransit service, with the DaVita Dialysis Center near Sutter Solano Medical Center and Catholic Charities topping the list.

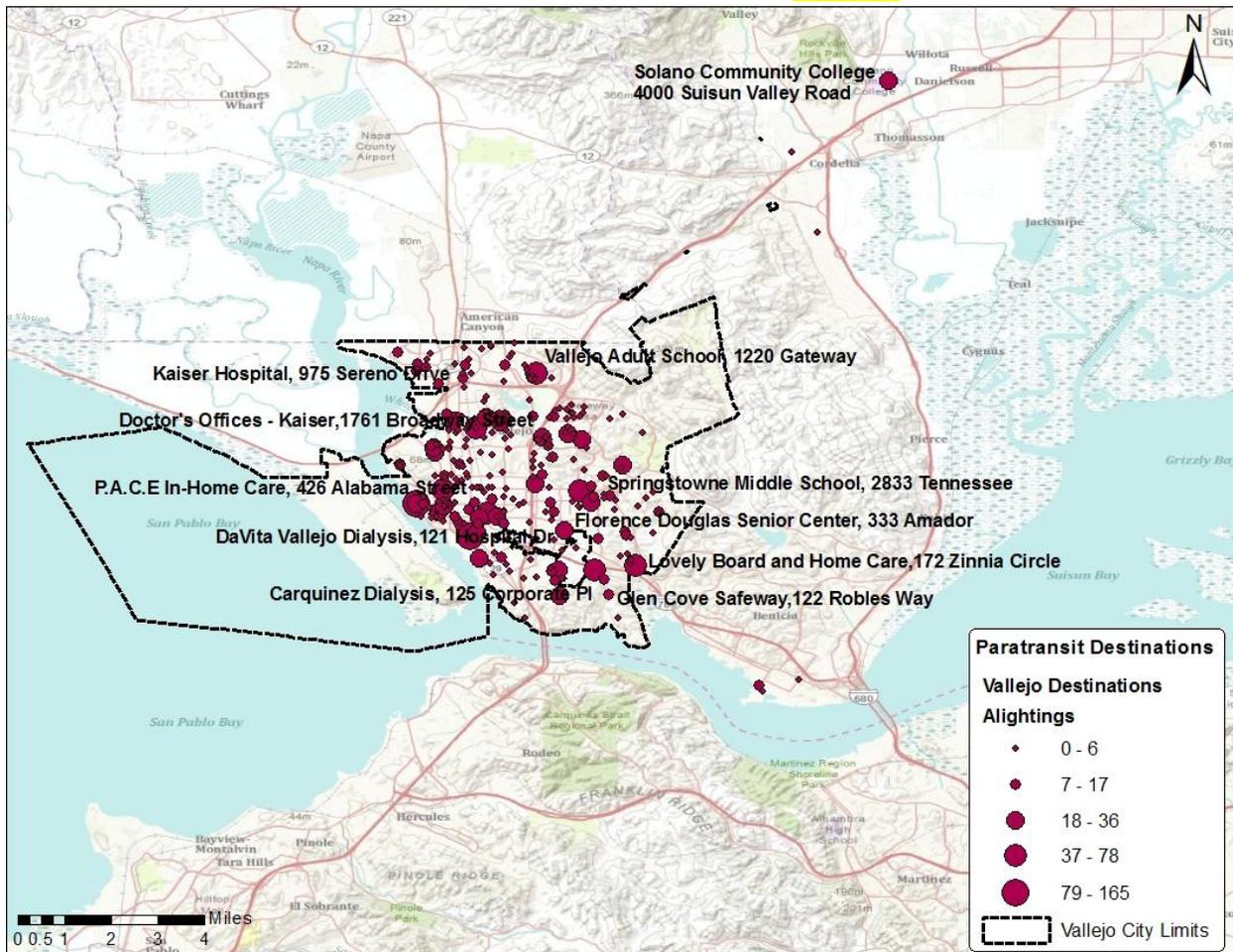
Exhibit x.11 - Vallejo Top Ten Trip Destinations

Vallejo Top Ten Destinations	
DaVita Vallejo Dialysis (121 Hospital Drive)	165
Carquinez Dialysis (125 Corporate Place)	152
Kaiser Hospital (975 Sereno Drive)	78
Florence Douglas Senior Center (333 Amador Street)	62
Lovely Board & Care Home (172 Zinnia Circle)	57
P.A.C.E In-Home Care (426 Alabama Street)	55
Vallejo Adult School (1220 Gateway Drive)	45
Glen Cove Safeway (122 Robles Way)	43
Springstowne Middle School (2883 Tennessee Street)	42
Doctor Offices - Kaiser (1761 Broadway Street)	36

**Exhibit X.12** illustrates all the trip destination locations noted for the Vallejo service during the evaluation period. As with the “Trip Origins” map, only the top 10 trip destinations are labeled. As illustrated in the following map, the greatest number of drop offs occurred at the DaVita and Carquinez dialysis facilities, followed by Kaiser Hospital located on Sereno Drive. Note Sereno Drive serves as a primary transfer point between Vallejo Paratransit and Napa VineGO Paratransit.

Consistent with the Trip Origins map, there is no clear pattern for how trips are distributed throughout Vallejo.

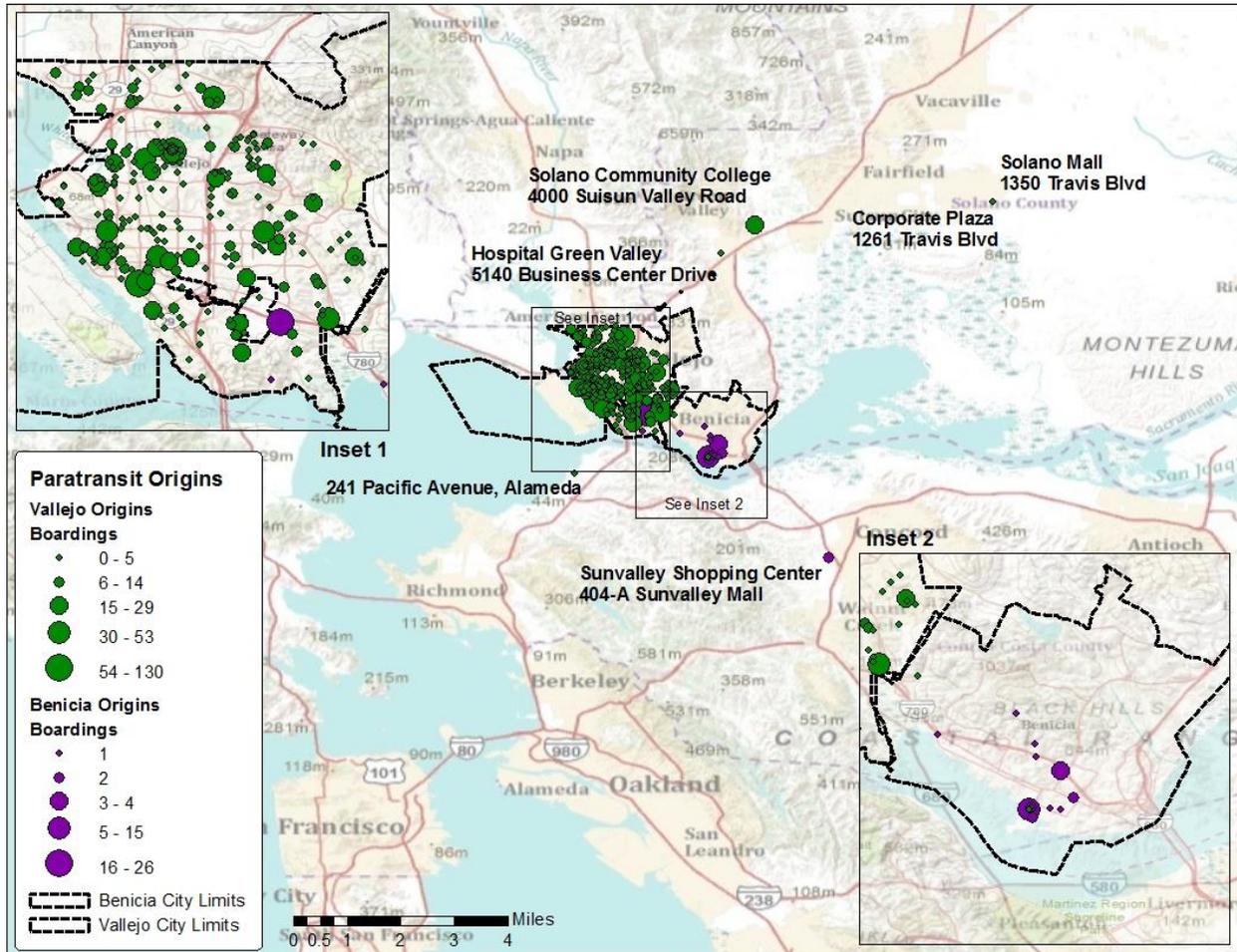
**Exhibit x.12 - Vallejo Trip Destinations**



**Exhibit X.13** illustrates regional trip origins. As shown on the map, Solano Community College remains one of the most frequently-requested pick up locations outside the city of Vallejo by Vallejo Paratransit riders. Most commonly requested pick up locations outside Benicia by Benicia Paratransit riders included Glen Clove Safeway in Vallejo and Sunvalley Shopping Center in Fairfield.

As discussed earlier, there is no clear pattern for how trips are distributed throughout the region.

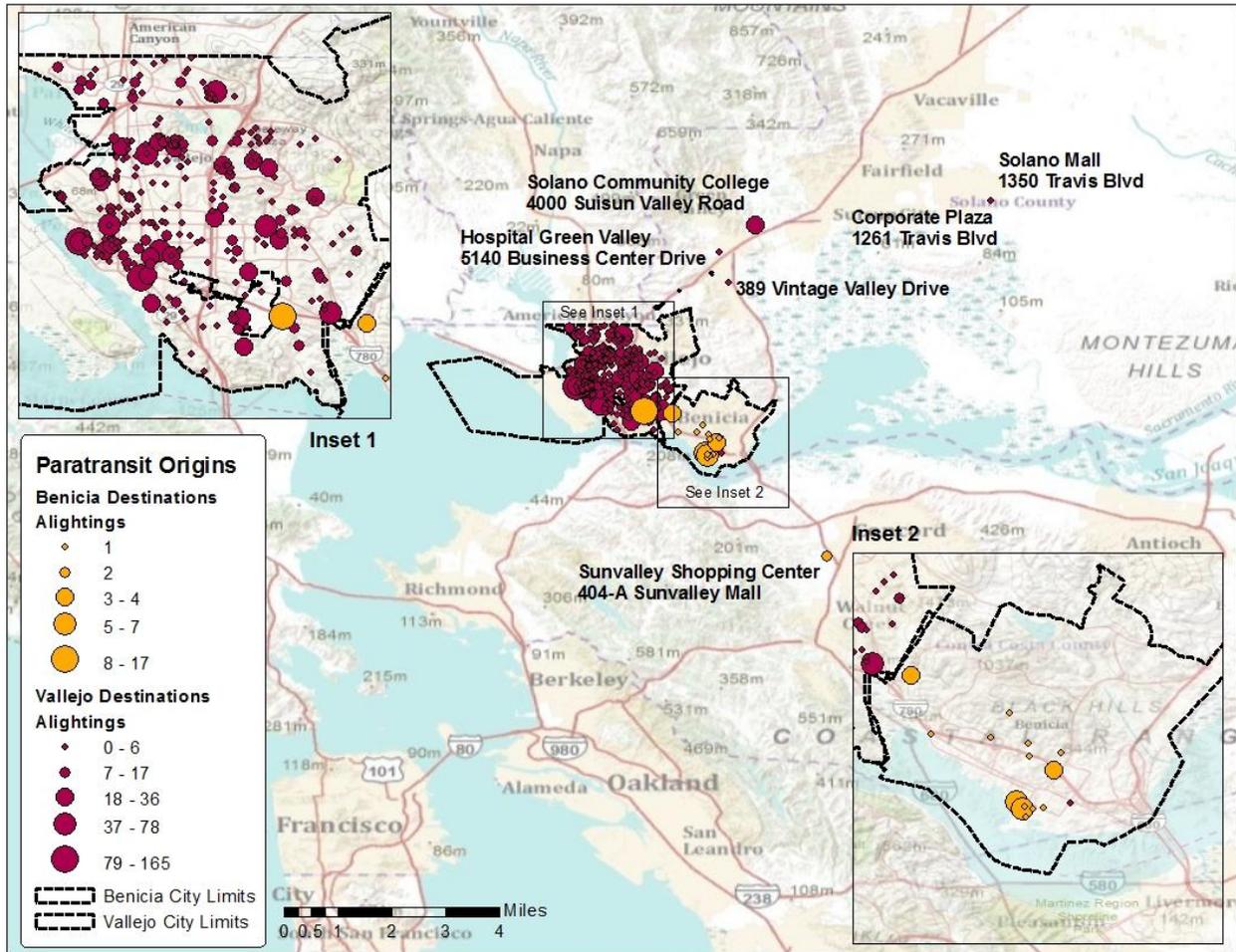
Exhibit x.13 – Regional Trip Origins



Regional trip destinations are illustrated in Exhibit x.14. Similar to Exhibit x.13, destinations are distributed throughout Vallejo and Benicia, with fewer than ten trip destinations located outside the boundaries of those communities.

Of the five destinations requested outside of Vallejo, Solano Community College holds the top spot in requested destinations. With respect to intercity trips, Sunvalley Shopping Center and Glen Cove Safeway are the highest requested stops by Benicia Paratransit riders, while Glen Cove Safeway remains the only trip destination which overlaps in requests by both Vallejo’s and Benicia’s Paratransit riders.

Exhibit x.14 – Regional Trip Destinations



## CHAPTER X – PUBLIC INVOLVEMENT

A successful transit plan requires community support. Transit plans formed in a vacuum often fail to address concerns of the intended audience due to absence of community involvement during the Plan’s development. To avoid this pitfall, Moore & Associates employed active community outreach involving both formal and informal market research and outreach techniques for engaging Benicia and Vallejo residents in the planning process.

### SECTION X.1 – COMMUNITY SURVEY ANALYSIS

#### Methodology

A Community Survey was fielded across a three day-period (Thursday through Saturday), from October 6 to October 8, 2011. The survey had three objectives:

- Identify and quantify mobility needs of the community,
- Gauge the community perception of the existing services, and
- Identify opportunities for attracting “choice riders”.

The consultant team used an intercept methodology to conduct the community survey. This approach has proven successful when soliciting community input and insight for projects of similar scope and project area demographics (i.e., language-isolated communities). The intercept methodology encouraged interactions between our bilingual (English/Spanish) survey staff and Vallejo and Benicia residents through face-to-face communication.

Moore & Associates fielded the survey at several locations throughout Benicia and Vallejo. Locations included shopping centers, public events, Vallejo Farmers Market, post office, parks, senior citizen centers, libraries, transit center, and churches. In total we collected 425 valid responses translating to a 95-percent confidence level.

To analyze the survey responses, we entered the data into our firm’s Statistical Package for the Social Sciences (SPSS) software. Next, simple frequencies and cross-tabulations (potential relationships between data sets) were generated. The data were then exported into Microsoft Excel to create charts and graphs.

#### Mobility Needs Assessment

Survey participants were asked questions about themselves in order to create a demographic profile. These questions were intended to reveal if respondents belonged to a traditionally ride-dependent groups (i.e., low-income, senior, youth, etc.). **Exhibit x.1** illustrates the results of these questions. More than 27 percent of respondents identified themselves as employed full-time, while nearly 14 percent indicated having a part-time job. Comparing this data with Longitudinal Employer-Household Dynamics (LEHD) data provided by federal Census Bureau, a

large portion of Vallejo’s residents population live and work in the city, with the balance distributed among other communities in the region (Fairfield, Vacaville, Napa County, Contra Costa County). The higher-than-anticipated incidence of people both residing and working in the study area underscores the importance of a reliable, affordable transit system.

Based on 2011 federal poverty guidelines and Census Bureau poverty thresholds, a four-person household earning \$22,314 or less is considered to be living in poverty. Approximately 19 percent of survey respondents indicated having an annual income less than \$25,000, placing them at or below the poverty threshold for a family of four. Therefore, it is important to consider the negative impact which fare adjustments could have on low-income individuals who rely on public transit for their daily mobility.

Seniors comprised more than nine percent of the respondent pool while youth (17 or younger) made up nearly four percent. Slightly more than five percent indicated speaking a language other than English, underscoring the importance of bilingual print transit collateral and information channels for language-isolated communities. The typical survey respondent reflects a demographic profile which in large part mirrors the traditional ride-dependent population.

Exhibit x.1 Ride-Dependent Status

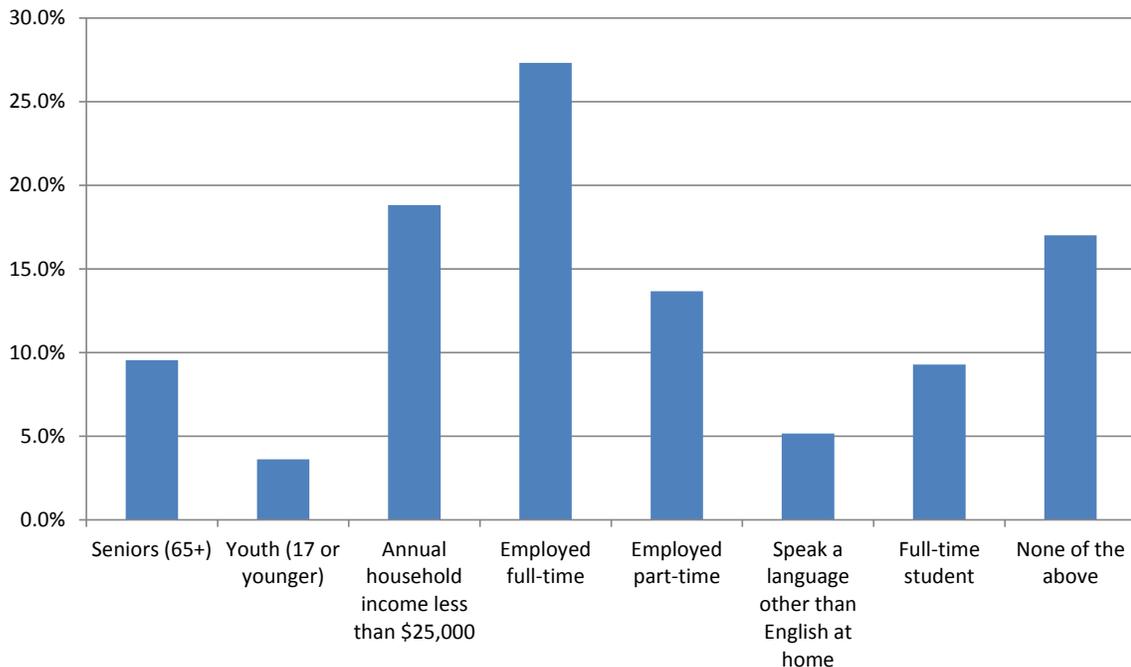
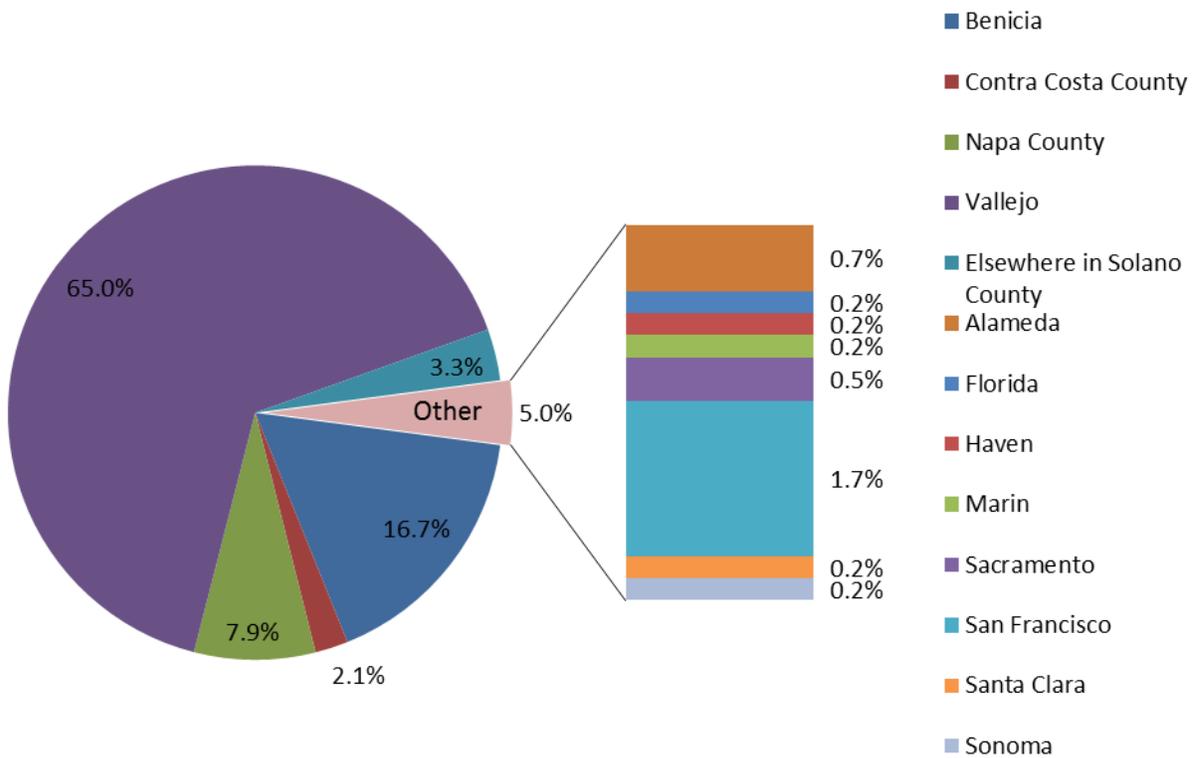


Exhibit x.2 illustrates the locations of respondent residences categorized by city and county. The largest share (65 percent) indicated living in Vallejo, while more than 16 percent indicated Benicia. Five percent reported residences in communities beyond the five listed choices (i.e. Benicia, Contra Costa County, Napa County, Vallejo, and elsewhere in Solano County). Among “write-in” responses, San Francisco comprised 1.7 percent followed by Alameda. Putting the

“Florida” response aside (assuming the person was a tourist/visitor to Vallejo or Benicia), the furthest distance traveled by a survey participant to the surveyed location(s) was 60 miles (i.e., Santa Clara County).

**Exhibit x.2** Respondent Home Community

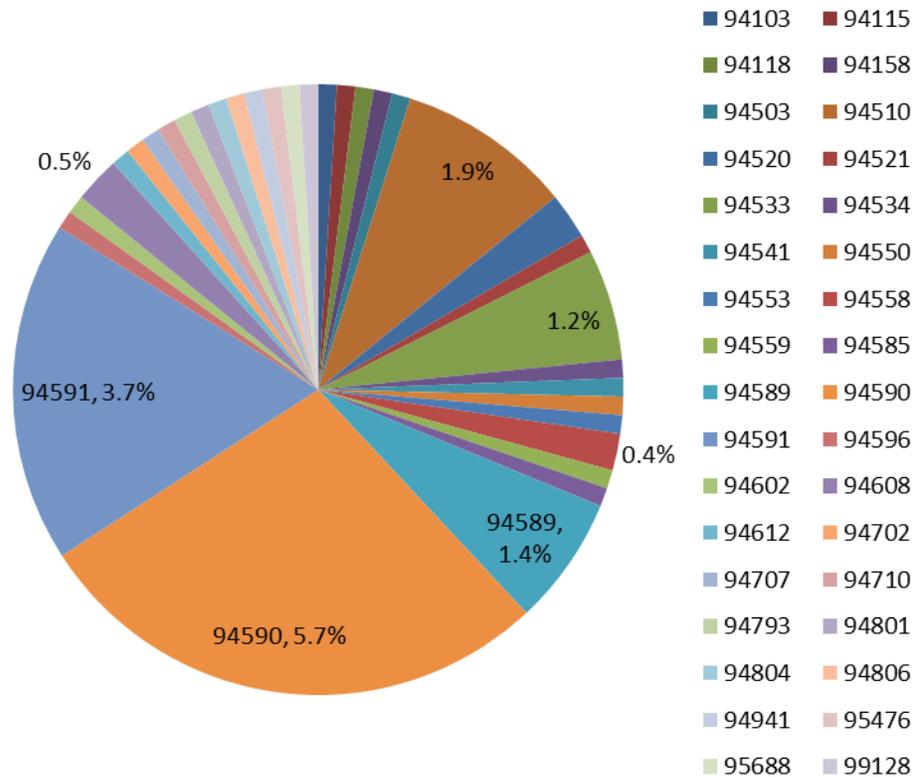


**Exhibit x.3** illustrates the breakdown by zip code of respondent work locations. The data presented in this exhibit represent the combined percentages of respondents who indicated either full-time or part-time employment during the survey period. As shown in **Exhibit x.1**, 41 percent of respondents maintain full-time (27.3 percent) or part-time (13.7 percent) employment. Of these respondents, the most commonly-noted zip code was 94590 (Vallejo), with an additional 5.1 percent indicating working in zip codes 94591 and 94589 (also Vallejo). This mirrors LEHD Census data with respect to Vallejo and Benicia residents, which revealed similar travel patterns.

Twenty cities (i.e., Benicia, Berkeley, Emeryville, Farmington, Fairfield, Fairview, Livermore, Martinez, Mill Valley, Napa, Oakland, Richmond, San Francisco, San Pablo, Sonoma, Suisun, Vacaville, Vallejo, and Walnut Creek) were included on the list of employment zip codes. Similar to **Exhibit x.2** results, the correlation of home-to-work travel reveals a typical distance traveled in excess of 30 miles between work and home. The high incidence of survey responses confirms this trend of working and living in either Vallejo or Benicia. SolTrans should continue to monitor

intra-city travel to identify whether the existing service area and services provided during peak hours are sufficient to meet these travel needs.

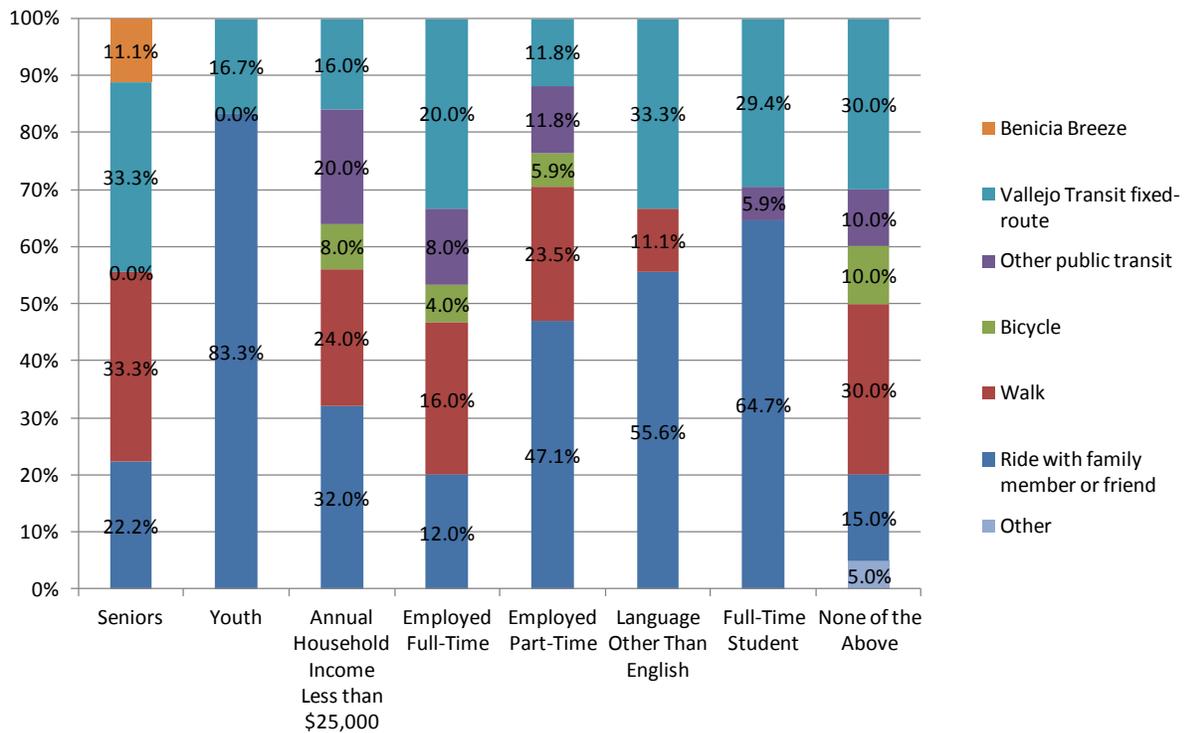
Exhibit x.3 Employment Zip Codes



As illustrated by Exhibit x.4, respondents ages 65 years and older were the only group indicating use of Benicia Breeze. Given Benicia Breeze functions as a flex-route service providing demand-responsive service during off-peak hours, it isn't surprising this age group is a frequent or common customer group. Benicia Breeze offers both general public dial-a-ride and paratransit services which may account for the overlap or higher propensity for seniors to use the service.

Further, it is no surprise youth and full-time students rely heavily on family members or friends for mobility given few within this age group possess a driver license or own a personal vehicle. What is curious is the high reliance on two modes of transportation (Vallejo Transit fixed-route and a family member or friend) versus using a bicycle or walking. Development of a transit-friendly bicycle plan may result in a possible mode-shift.

Exhibit x.4 Demographics versus Mode of Travel



Survey participants were asked if the absence of affordable and/or reliable transportation has negatively impacted their ability to access healthcare, school or vocational training, social service programs, shopping and recreation, or employment. Exhibit x.5 indicates up to 22 percent responded affirmatively.

As shown in Exhibit x.4, low-income individuals have a higher propensity to use public transit as their primary mode of travel than respondents within other demographic groups. With nearly 19 percent of the respondent pool reporting a household income less than \$25,000, it becomes a priority that their primary mode of transportation provides accessibility to employment opportunities and social service programs, services which help sustain their livelihood. While current service plan appears to favor coverage over frequency, it appears the most popular destinations are being served.

Exhibit x.5 Impacted Mobility

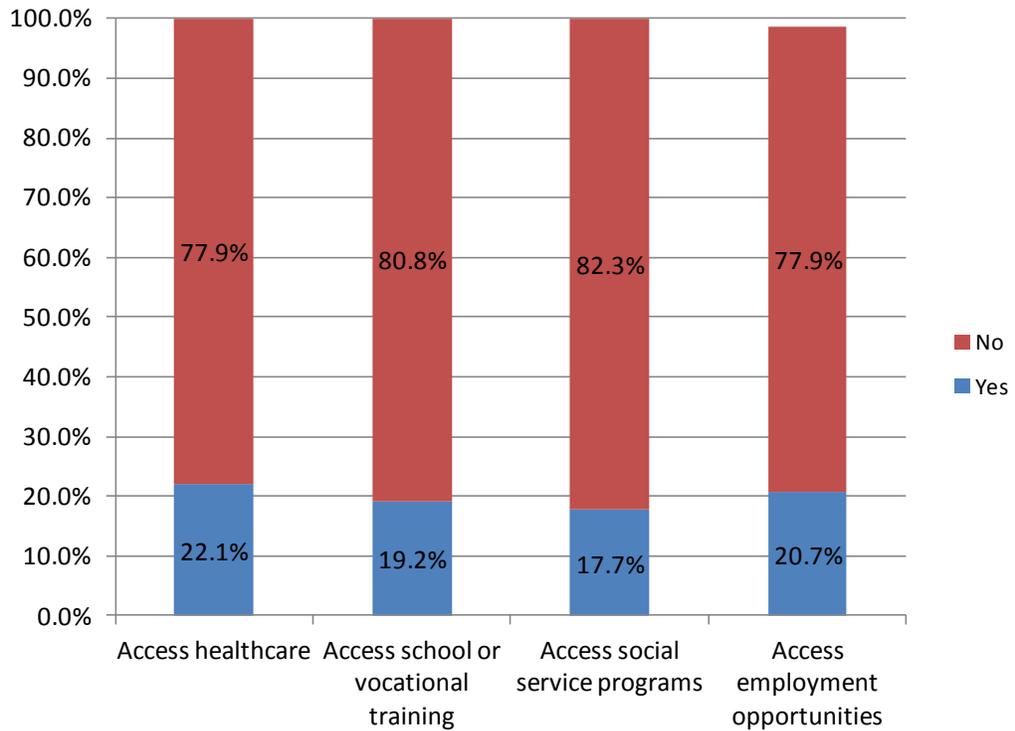
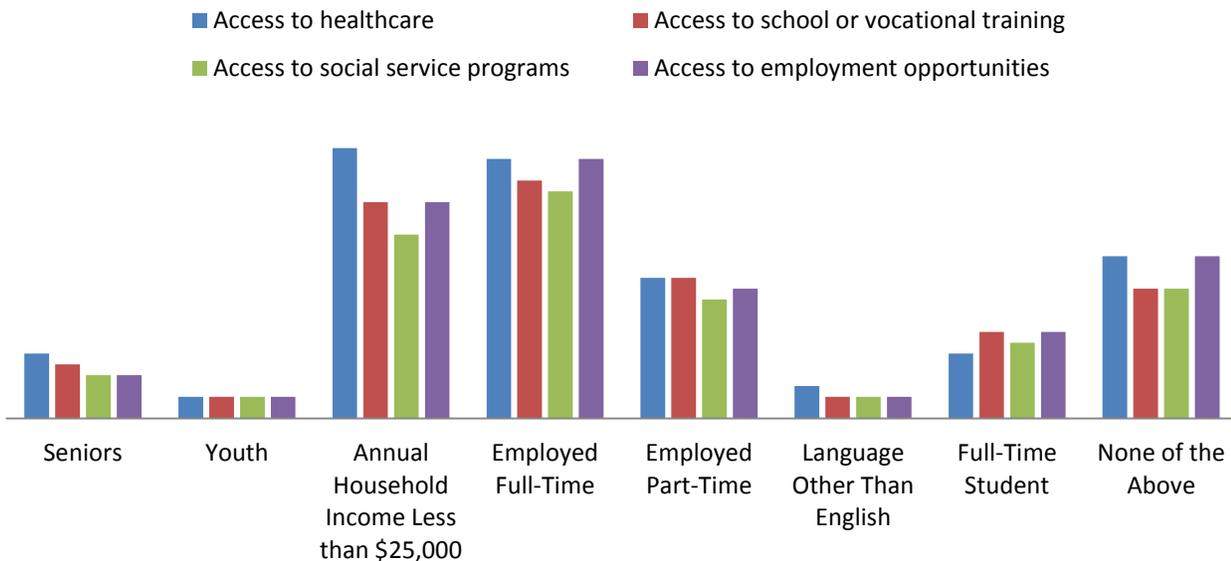


Exhibit x.6 explores the possible relationship between specific demographic characteristics and ability to access key “life” destinations. Access to healthcare was most common response across all demographic categories. The perceived lack of accessibility or affordability has in some form impacted access to healthcare especially among persons employed (full and part-time) as well as persons earning less than \$25,000 annually. This raises the importance of analyzing current headways, schedules, or other operational factors to determine if the current service offerings are appropriate.

Access to employment opportunities was the second-most common response. Exhibit 6 reveals there is presently either a perceived or actual barrier especially among low-income wage earners which are typically transit-dependent or have limited access to a personal vehicle.

Exhibit x.6 Demographics vs. Impact on Mobility



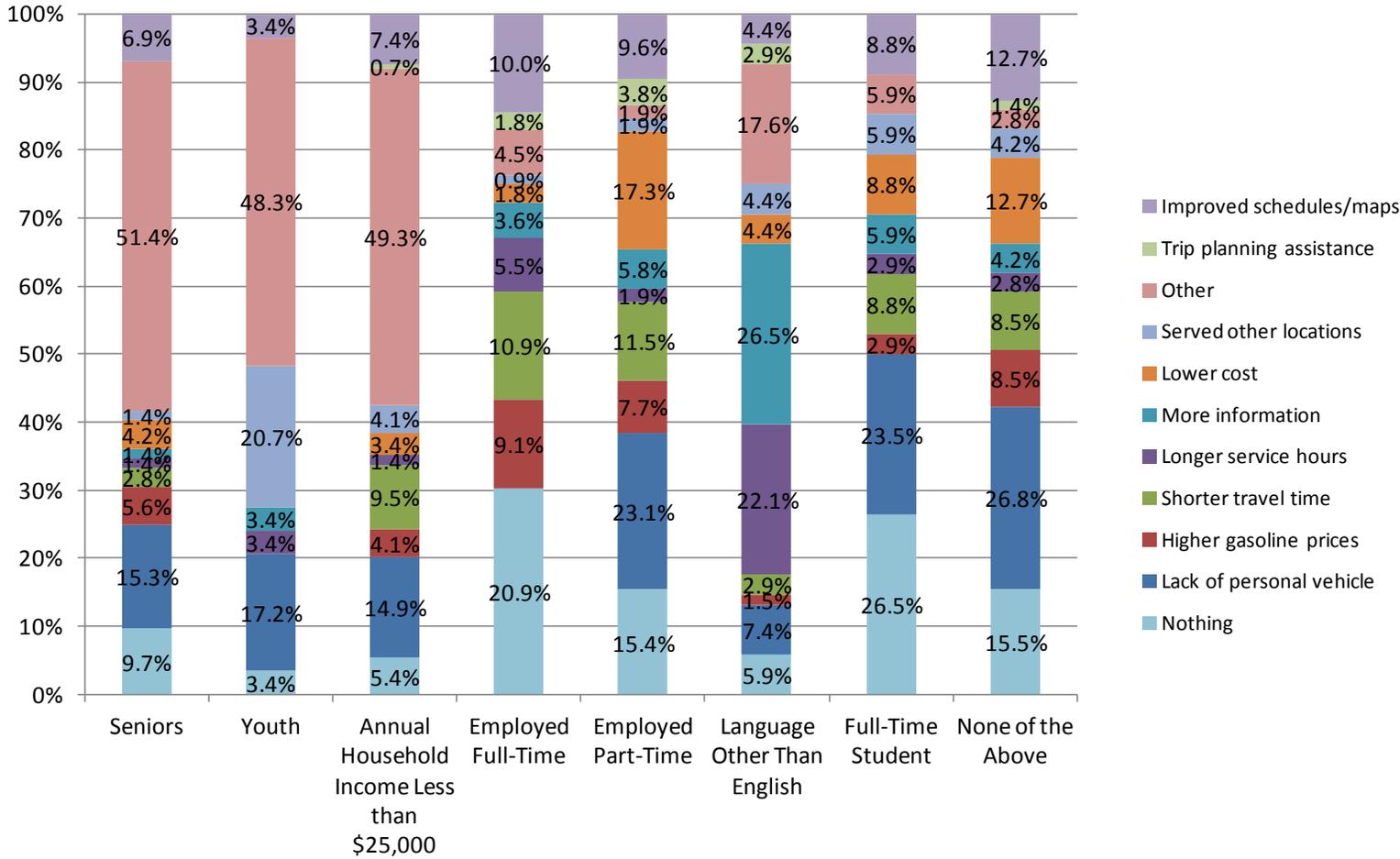
Non-Rider Assessment (Vallejo Transit, Benicia Breeze, and Baylink Ferry)

Exhibit x.7 illustrates the correlation between traditional ride-dependent populations and service enhancements which could encourage increased use of public transit/transportation. According to the data, the majority of respondents indicate a willingness to utilize public transit in the absence of a personal vehicle. However, this was not the case for respondents who identified themselves as employed full-time. Respondents employed full-time were more likely to begin/increase use of public transit should gasoline prices increase substantially. This potential market warrants further investigation.

Additionally, commuter use of public transit would likely increase with enhancements that focus on reducing trip duration. Given the volatility of gasoline prices in the current economic climate, it is increasingly important to enhance awareness of public transit as a cost-effective alternative among the public at-large. Additionally, whenever possible, fare adjustments should be implemented incrementally to avoid possible “sticker shock.”

We believe SolTrans should continue to provide information about its services in both Spanish and English. Based on the survey data, 27 percent of bilingual participants indicated more transit information or ease of accessing information would encourage either use of/increased use of public transit within Vallejo and Benicia. Effective targeted marketing would result in increased ridership from this demographic group.

Exhibit x.7 Demographics vs. Preferred Transit Enhancements (Vallejo Transit, Benicia Breeze, Baylink Ferry)



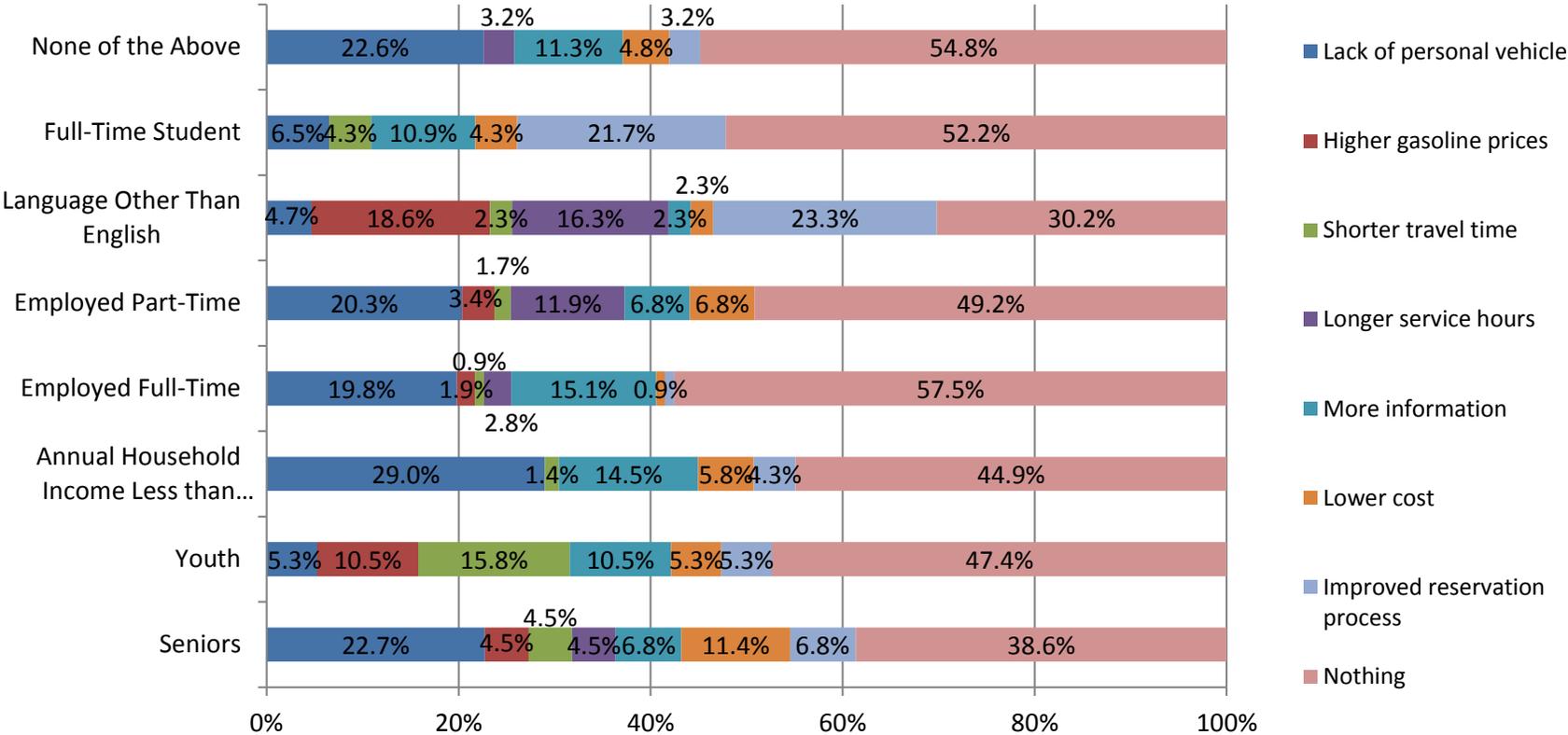
#### Non-Rider Assessment (Vallejo Runabout or Benicia Breeze Paratransit)

Survey participants were asked whether they typically ride Vallejo Runabout or Benicia Breeze Paratransit. Those who indicated they had not used any of these services in the prior 90 days were asked a series of follow-up questions as to which potential enhancement(s) would possibly change their minds and encourage use of these particular services. Given the nature of the paratransit service and demand-response programs being largely eligibility-based, there was a modest respondent pool of those who had actually used the service. As shown in Exhibit x.8, non-riders, especially seniors not currently using these services were likely to use the service because of “other” reasons not specified in the survey as well as due to a lack of access to a personal vehicle.

Commuters, which comprised more than 40 percent of survey respondents combined, were likely to be persuaded to use these more specialized services if they no longer had access to a personal vehicle. Surprisingly, full-time students and those who speak another language aside from English within the home were likely to use these programs if the reservation process was improved. Especially for individuals who speak another language, bilingual reservation assistance may be needed. This may warrant a review of the registration and scheduling process to ensure non-English proficient individuals are able to access these services.

Although program hours are complementary to their respective services, survey respondents indicated a desire for longer service hours of both the Vallejo Runabout and Benicia Breeze paratransit services. Of these respondents, those speaking another language than english and part-time workers indicated this change to the service would increase their use of either program. Given these eligibility-based programs, unless they meet the criteria of the either program they would likely not be able to use the services.

Exhibit x.8 Demographics vs. Preferred Enhancements (Vallejo Runabout/Benicia Paratransit)



Transit Service Assessment

Nearly 41 percent of respondents indicated use of Vallejo Transit, Baylink ferry, or Benicia Breeze during the 90 days prior to survey contact. Exhibit x.9 illustrates how often the aforementioned services were used by respondents on a weekly basis. The greater number of respondents (40.9 percent) indicated riding at least once a week, while an additional 21 percent indicated riding five or more times per week.

We believe at least two conclusions can be drawn. First, the indicated services enjoy a relatively significant loyal customer base reflective of frequency of use. Second, unless the aforementioned group is using public transit as a means of commuting, we believe the current plan is targeting the most popular/requested destinations. (This conclusion ties in with Exhibit x.6 which revealed only modest concerns regarding lack of access to key lifestyle activities.)

Exhibit x.9 Used Service(s) in Past 90 Days (Vallejo Transit, Baylink Ferry, or Benicia Breeze)

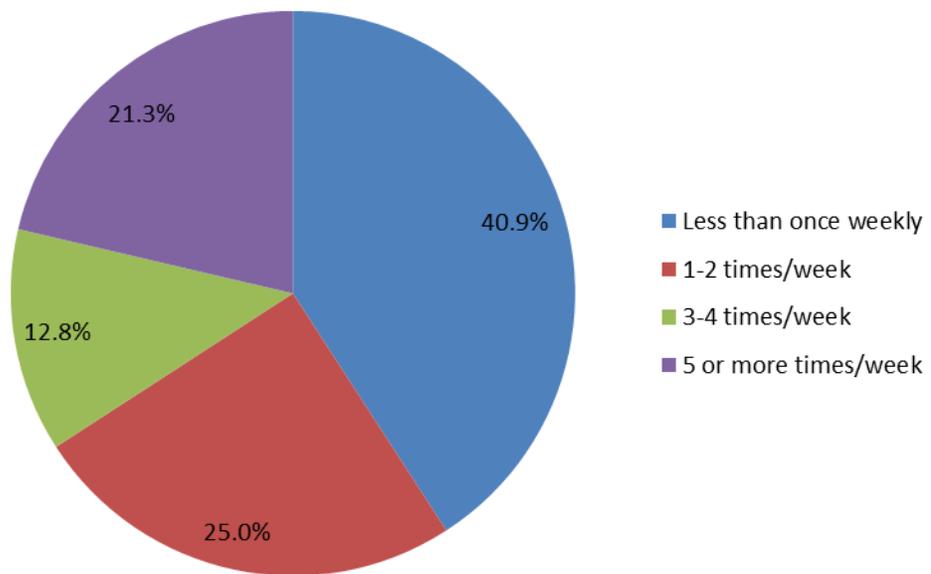
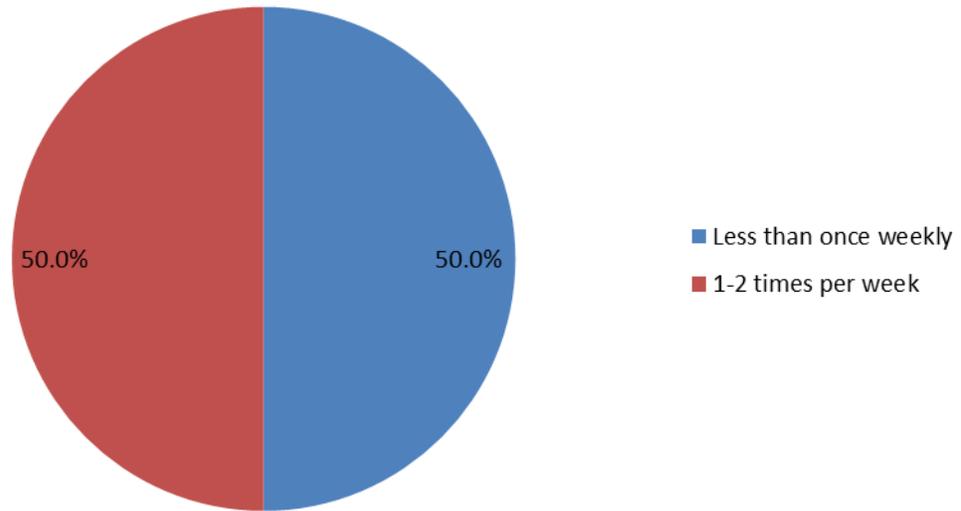


Exhibit x.10 illustrates the breakdown of survey respondents who rode Vallejo Runabout and Benicia Breeze paratransit services across the past 90 days. Of the modest number who indicated using these services in the past 90 days, there was an even split with respect to the frequency of travel on these services. Patrons were more likely to ride on occasion rather than scheduling multiple reservations for pickups and drop offs on a more frequent basis. Given the infrequency of use of these programs, SolTrans should promote use of fixed-route services in addition to the dial-a-ride and paratransit programs. As shown in the dial-a-ride and Paratransit

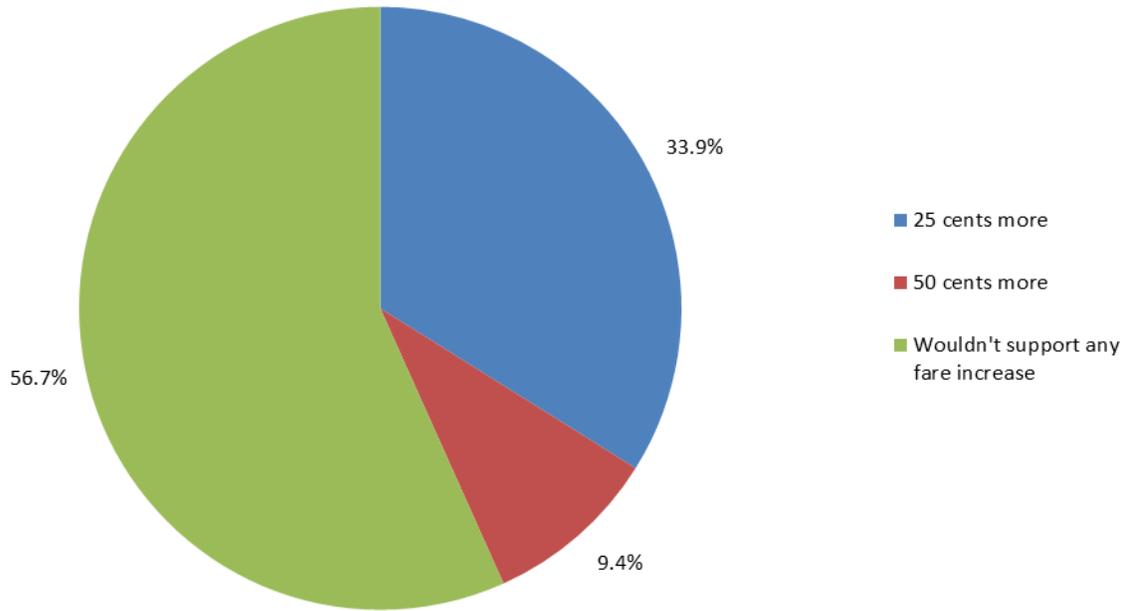
Analysis chapters, both services performed well with respect to on-time performance and reliability.

**Exhibit x.10** Used Service in Past 90 Days (Vallejo Runabout and/or Benicia Breeze paratransit)



Following identification of preferred service enhancements, survey participants were asked how much they might be willing to pay should in order to have the preferred enhancement be implemented, **Exhibit x.11** illustrates the responses. More than 57 percent indicated no support for a fare increase, while 34 percent would support a modest fare increase (25 cents). Given the volatility of the current economic climate, we recommend against any upward adjustment until at least July 1, 2012. Even then, if a fare increase is to be made, it is critical SolTrans undertake appropriate public outreach to communicate the link between fare increase and service enhancement/improvement.

Exhibit x.11 Support for Additional Fare



## SECTION X.2 – PUBLIC OUTREACH SUMMARY

To complement community and customer survey, Moore & Associates employed a variety of public outreach activities to engage public participation in the development of this Plan. Through broad-range public outreach, Moore & Associates assessed community awareness and perception of the consolidated transit program, quantified unmet needs and demand, and prioritized transit service enhancements for possible implementation moving forward. In doing so, we developed market-driven and community-driven recommendations focused on improving transit service performance, keeping in mind current and forecast funding challenges. The following presents a summary of outreach activities associated with this project.

### Outreach Methodology

The consultant team facilitated five workshops between October 26 and 28, 2011. Traditionally ride-dependent populations (i.e., seniors, low-income residents, residents with limited-English proficiency, and mobility-challenged individuals) as well as the general public were invited to attend neighborhood sessions within Vallejo and Benicia. Each session gleaned valuable feedback from current and potential riders, encouraging candid and open dialogue between attendees and SolTrans following a brief overview of project background and workshop goals. Attendees were encouraged to share any transit-related concerns, service issues, and suggestions for enhancing SolTrans service.

To publicize the workshops, Moore & Associates created and placed advertisements (i.e., inserts and print ads) within local newspapers (i.e., *Vallejo Times Herald* and *Benicia Herald*) as well as on the electronic calendars of SolTrans, Benicia Chamber of Commerce, and *Vallejo Times Herald*. Newspaper ads ran October 23 and 25 in the *Benicia Herald* and October 24 and 25 in the *Vallejo Times Herald*. See Appendix x for sample advertisement.

The first of the five meetings was held at the Florence Douglas Senior Center located at 333 Amador Street in Vallejo, on October 26, 2011 at 2:00 p.m. Thirteen attended (seniors, low-income, and mobility-challenged individuals) and commented on various transit-related matters including stop placement, service reductions, and on-time performance. The second meeting was held at 7:00 p.m. at the Vallejo city hall council chambers with eight attendees commenting on existing and desired capital/transit infrastructure, service routings, transit information accessibility, and marketing of the current service and fares.

The consultant team also conducted two meetings on October 27; one at 2:00 p.m. and another at 7:00 p.m. The first meeting was held at the King Community Center located at 545 Magazine Street in Vallejo. Five attendees, believed to be low-income residents, engaged with our meeting facilitator regarding bus shelter maintenance, rumored service cuts, SolTrans routings, and desire for additional service. The evening meeting (7:00 p.m.), held at the Benicia Library (150 East L Street) had six in attendance, and included a cross-section of Benicia residents.

Discussion included additional service requests, customer service issues, and suggestions regarding capital/infrastructure. A fifth meeting was held on October 28 at 4:00 p.m. at the North Vallejo Community Center and included eight attendees believed to reflect low-income residents. The dialogue focused on customer service-related issues, additional service requests, and concerns regarding bus driver behavior.

The following summarizes workshop discussion. Comments are divided into the following five categories:

- Service schedule, performance, and coverage,
- Capital/Infrastructure,
- Marketing and transit information,
- Customer service, and
- General comments and inquiries.

#### Service Schedule, Performance, and Coverage

- Later service hours to Benicia were requested (after 7:00 p.m.)
- Route 4 has the highest incidence of wheelchair boardings/alightings often impacting on-time performance.
- Request for additional Route 3 trips during peak hours (a.m. and p.m.).
- Recommendation that Routes 2, 4, and 6 have additional service during peak times.
- Belief that Route 2 is consistently late and queried if additional buses could be assigned.
- Belief that buses often do not hold for transfers at the Ferry Terminal. Buses pull away as a connecting bus arrives.
- Customer was told by dispatcher they can provide service to their destination (Benicia Senior Center), but not provide a return trip home. Questioned rationale.
- Belief that Route 3 needs additional runs to better serve Glen Cove marina and nearby medical centers.
- Resident stated dial-a-ride was originally intended to act as a feeder service to Route 78, but is now primarily used for intra-city service. Recommended the DAR service return to its feeder role or modify resources to provide more effective intra-city routes.
- Allegation that at First/Magazine the bus makes a dangerous left turn which slows down buses. This route is used to travel via Cherry. Asked if this was a temporary change and whether or not notices were sent out.
- Participant expressed frustration regarding location of SolTrans bus stop at the Pleasant Hill BART station. Participant further queried whether a “closer” drop-off location could be arranged. Stated many customers must run to make their train connection.
- Suggested eliminating Walnut Creek stop for Route 78, as other transit services provide access.
- Participant requested Route 85 stop at Rockville Corners and a stop between the Soulsby Mall and Safeway. Also requested return to bi-directional Route 6 service.
- Request for additional service to senior housing near King Community Center.

- Attendee noted there are no stops between Solano College and Jesse Bethel High along current route. Asked if stops could be added.
- Would like to see a fixed-route bus travel along Columbus Parkway.
- Noted Rose Medical Center is a key destination as is the Senior Center, and should be included in fixed-route modifications.
- Local cross-town feeders as fixed-routes were presented as an acceptable modification. Additional requests for SolTrans to provide service to local downtown.
- Rancho Benicia apartments has bus shelters but no direct service.

#### Capital/Infrastructure

- Asked if there is a maximum distance allowed between bus stops. If not, could one be established?
- The intersection of Griffin and Gateway should be made a four-way stop to increase safety for buses/cars crossing the intersection or turning.
- Indicated bus shelter near the King Community Center was vandalized and the panels were obscured. Then the stop became dangerous due to low visibility, so panels were removed. Participant would like shelter to have clear panels to protect patrons from elements and provide visibility.
- Requested front-mounted bicycle racks on buses for convenience.
- Requested more stops be added to the service to provide maximum distance of one-quarter mile between each.

#### Marketing and Accessibility Transit Information

- Attendees indicated they would be very satisfied if the published schedules were accurate/reliable (correct timing) even if it meant a less frequent service.
- Recommended all maps/collateral identify where the stops are on the route with graphics such as dots and/or an ID number. Street names should also be on the route paths.
- Recommended a master list of all bus stops be made available to the public either online or upon request.
- Sale of bus passes at Benicia Safeway were requested for convenience.
- Request for system maps at all transit/transfer locations.
- Recommended a “marketing strategy” for local routes. Goal of the marketing effort would be to make service as “attractive” as possible to increase ridership locally, not just on commuter lines.
- Suggestion that the “About Town” section of local newspapers be used to promote the bus service.
- Allegation that the information phone number (649-5462) was disconnected.
- Recommended cross-service promotion (other service brochures on SolTrans buses) to increase customer information.

### Customer Service

- General lack of consistency in dispatcher information/scheduling. Request consistent policy/procedure and explanation why trips will take as long as they do (Benicia Breeze).
- Noted passengers boarding the bus with excessive packages can delay the bus and make accessibility difficult. Asked that drivers assist with packages or designate space for them to avoid difficulties.
- A participant stated she has trouble folding her walker when entering the bus. Sometimes the drivers help and other times they don't. Was advised by a supervisor that it is against the law for a driver to assist.
- A bus rider since 1989 stated the drivers should be more attentive/sensitive and assist persons with disabilities. Stated sometimes drivers "made fun of her" along with other passengers.

### General Comments and Inquiries

- Customers trying to use a transfer on a return trip on Route 4 are unable to do so. Explained transfers are intended for one-way travel and not for a free round trip.
- Queried whether Sunday service would be further reduced.
- Rumors that Sunday service would be eliminated being spread by other passengers.
- Participant states she needs Sunday service on Routes 5 and 80 to get to work. Also requested additional service on Route 80 at the Del Norte station.
- Route 5 is a very important route and goes to many key locations.
- Praised Route 78 for convenience and for saving her money on trips into San Francisco.
- Belief that Route 6 is confusing (routing).
- Allegation that Benicia service is worse today after the merger. Attendee informed that participant no service changes have been made since the merger. Rather, it is the same service operationally.
- Local feeder routes would be an acceptable enhancement to increase in-town service.
- Claimed seeing multiple buses running empty on local routes and dial-a-ride.
- Asked if a holiday bus would be implemented to the Sun Valley Mall.
- Noted that although Sunday service has limited service, it performs well when it's available.
- Belief that revisions to lunch driver relief practices are necessary. The transition between shifts is not smooth and causes rider delays.
- Attendee stated he had been passed up by multiple buses while waiting at a designated bus stop.

Of the five designated categories, "Service schedule," "performance," and "coverage" garnered the greatest number of inquiries or comments. As highlighted in the above summary, participant requests focused largely on additional service and revisions to existing fixed-routes to include destinations or stops not currently served. Of note are comments regarding current (or lack of) marketing and transit information activities.



## CHAPTER X – OPERATIONS PLAN

This chapter presents a vision for the development of the SolTrans public transit program across the next five years. The recommendations described within this chapter reflect the findings presented within the service evaluation, community survey analysis, demand analysis, ride check analysis, dial-a-ride analysis, and paratransit analysis chapters specific to current service provision (i.e., fixed-route – inter-city/commuter and “community-circulator”; flex routes; dial-a-ride programs; paratransit services; and shuttles). Key findings from prior chapters addressed herein include:

- The overly-complicated fare structures arising from the consolidation of the Benicia and Vallejo transit programs,
- Declining productivity of Vallejo Transit believed to be attributable to the service cuts made in 2007,
- Service overlaps in the Benicia Breeze program, and
- Ineffective provision of services within Benicia.

The consultant’s recommendations are grouped within two phases:

- Phase 1: A realignment of the existing service delivery structure slated for July 1, 2012 resulting in a system-wide baseline of 111,225 Vehicle Service Hours annually.
- Phase 2: Continued service development building upon the baseline.

### PHASE 1 RECOMMENDATIONS

Given a forecast budget shortfall of \$3.0 million in FY 2012/13, it is critical changes be made to the current SolTrans service plan to improve both productivity and cost-effectiveness. We anticipate SolTrans will receive 2.4 million in one-time funding from the Metropolitan Transportation Commission to assist with costs associated with the consolidation of the City of Benicia and City of Vallejo programs. To backfill the balance of the forecast shortfall, Moore & Associates developed the following Operations Plan intended to guide service realignment. Implementation of the proposed service realignment is anticipated for July 1, 2012. The proposed Vehicle Service Hours system-wide baseline (111,225 VSH) represents a service level goal identified by SolTrans’ management team. This goal addresses the forecast funding shortfall combined with the desire for service expansion into currently unserved areas. Through FY 2010/11, Vallejo Transit alone operated at a baseline 108,206 Vehicle Service Hours annually. The proposed reduction service level would result in a cost saving of \$1.7 million for the combined system operators.

#### Fixed-Route Recommendations

The following discussion pertains to the fixed-route component of the SolTrans system. Collectively, the recommendations reflect a substantial realignment of the current route structure. The fixed-route system described herein is based upon approximately 93,670 Vehicle

Service Hours annually. The proposed realignment is designed to more efficiently meet the mobility needs of the total service area as identified and quantified in the Demand Analysis (Chapter X) as well as input from the community and project stakeholders. Implementation of these changes would result in a transit program serving new areas of the community as well as improving connectivity within and between specific portions of the current service area. The sample schedules presented herein are solely for illustrative purposes and are not intended to reflect final operating schedules anticipated for July 1, 2012. Actual operating schedules should be developed through discussions with the agency's operations contractor.

### Route 1

#### Current Service

Route 1 travels along Sonoma Blvd (State Route 29), extending north to Mini Drive and south to South Vallejo Community Center. This route primarily serves Food 4 Less shopping center, Vallejo Middle, Vallejo High, Park Place Shopping Plaza (Sonoma Blvd) and Raley's Shopping Center. Service operates on 30-minute headways, weekdays from 4:50 a.m. to 8:28 p.m. and Saturday from 5:50 a.m. to 10:58 p.m. Based on ride check data (Spring/Summer 2011) Route 1 generated the lowest boarding and alighting averages among all routes.

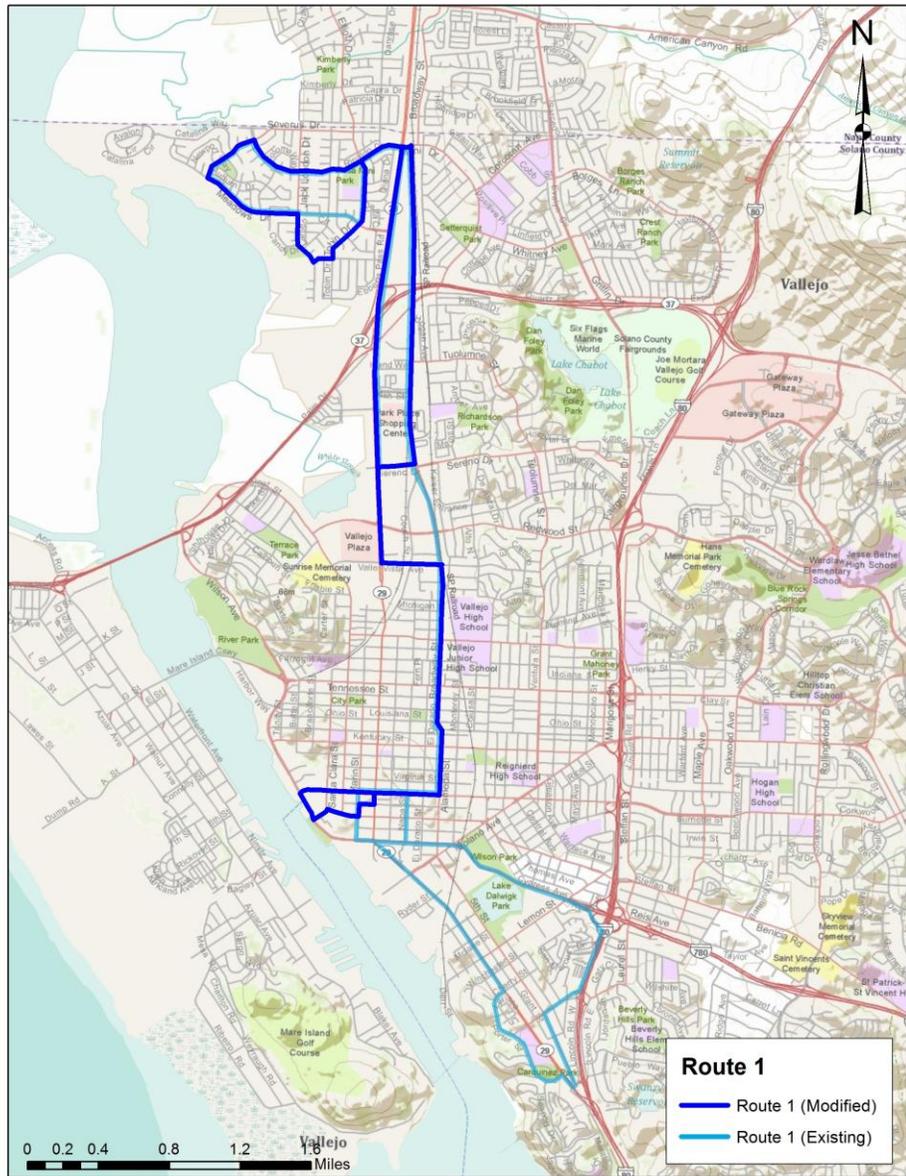
#### Proposed Restructure

To increase ridership, we propose modifying Route 1 to terminate at the Downtown Transit Center in Vallejo and cease operating south of that location. Inclusive of this slight modification, the alignment between the Downtown Transit Center and Rancho Vallejo remains largely unchanged. Exhibit x.1 illustrates both the existing and proposed alignments. This proposed realignment will not eliminate service to South Vallejo, the proposed Route 3 will provide serve South Vallejo, Beverly Hills extending to Glen Cove.

#### Justification

Route realignment will address productivity and reliability while maintaining services to North Vallejo.

Exhibit x.1 Proposed Route 1



As proposed, Route 1 would operate on a 30-minute headway every half-hour across the entirety of each weekday, from 6:30 a.m. to 7:30 p.m. On Saturday the route would operate on a 60-minute headway, from 6:30 a.m. to 7:30 p.m. A sample operating schedule including proposed time-point locations is shown below. Saturday times highlighted in gray.

Exhibit x.2 Route 1 Sample Schedule

Downtown Transit Center	Broadway/ Tennessee	Sereno Transit Center (arrive)	Sereno Transit Center (depart)	Sonoma/ Yolano	Sonoma/ Mini	Mini/ Elliot	Broadway Food 4 Less	Transit Yard (trailer park)	Sereno Transit Center (arrive)	Sereno Transit Center (depart)	Broadway/ Tennessee	Downtown Transit Center
6:30 AM	6:35 AM	6:42 AM	6:45 AM	6:47 AM	6:50 AM	6:58 AM	7:06 AM	7:11 AM	7:13 AM	7:15 AM	7:21 AM	7:27 AM
7:00 AM	7:05 AM	7:12 AM	7:15 AM	7:17 AM	7:20 AM	7:28 AM	7:36 AM	7:41 AM	7:43 AM	7:45 AM	7:51 AM	7:57 AM
7:30 AM	7:35 AM	7:42 AM	7:45 AM	7:47 AM	7:50 AM	7:58 AM	8:06 AM	8:11 AM	8:13 AM	8:15 AM	8:21 AM	8:27 AM
8:00 AM	8:05 AM	8:12 AM	8:15 AM	8:17 AM	8:20 AM	8:28 AM	8:36 AM	8:41 AM	8:43 AM	8:45 AM	8:51 AM	8:57 AM
8:30 AM	8:35 AM	8:42 AM	8:45 AM	8:47 AM	8:50 AM	8:58 AM	9:06 AM	9:11 AM	9:13 AM	9:15 AM	9:21 AM	9:27 AM
9:00 AM	9:05 AM	9:12 AM	9:15 AM	9:17 AM	9:20 AM	9:28 AM	9:36 AM	9:41 AM	9:43 AM	9:45 AM	9:51 AM	9:57 AM
9:30 AM	9:35 AM	9:42 AM	9:45 AM	9:47 AM	9:50 AM	9:58 AM	10:06 AM	10:11 AM	10:13 AM	10:15 AM	10:21 AM	10:27 AM
10:00 AM	10:05 AM	10:12 AM	10:15 AM	10:17 AM	10:20 AM	10:28 AM	10:36 AM	10:41 AM	10:43 AM	10:45 AM	10:51 AM	10:57 AM
10:30 AM	10:35 AM	10:42 AM	10:45 AM	10:47 AM	10:50 AM	10:58 AM	11:06 AM	11:11 AM	11:13 AM	11:15 AM	11:21 AM	11:27 AM
11:00 AM	11:05 AM	11:12 AM	11:15 AM	11:17 AM	11:20 AM	11:28 AM	11:36 AM	11:41 AM	11:43 AM	11:45 AM	11:51 AM	11:57 AM
11:30 AM	11:35 AM	11:42 AM	11:45 AM	11:47 AM	11:50 AM	11:58 AM	12:06 PM	12:11 PM	12:13 PM	12:15 PM	12:21 PM	12:27 PM
12:00 PM	12:05 PM	12:12 PM	12:15 PM	12:17 PM	12:20 PM	12:28 PM	12:36 PM	12:41 PM	12:43 PM	12:45 PM	12:51 PM	12:57 PM
12:30 PM	12:35 PM	12:42 PM	12:45 PM	12:47 PM	12:50 PM	12:58 PM	1:06 PM	1:11 PM	1:13 PM	1:15 PM	1:21 PM	1:27 PM
1:00 PM	1:05 PM	1:12 PM	1:15 PM	1:17 PM	1:20 PM	1:28 PM	1:36 PM	1:41 PM	1:43 PM	1:45 PM	1:51 PM	1:57 PM
1:30 PM	1:35 PM	1:42 PM	1:45 PM	1:47 PM	1:50 PM	1:58 PM	2:06 PM	2:11 PM	2:13 PM	2:15 PM	2:21 PM	2:27 PM
2:00 PM	2:05 PM	2:12 PM	2:15 PM	2:17 PM	2:20 PM	2:28 PM	2:36 PM	2:41 PM	2:43 PM	2:45 PM	2:51 PM	2:57 PM
2:30 PM	2:35 PM	2:42 PM	2:45 PM	2:47 PM	2:50 PM	2:58 PM	3:06 PM	3:11 PM	3:13 PM	3:15 PM	3:21 PM	3:27 PM
3:00 PM	3:05 PM	3:12 PM	3:15 PM	3:17 PM	3:20 PM	3:28 PM	3:36 PM	3:41 PM	3:43 PM	3:45 PM	3:51 PM	3:57 PM
3:30 PM	3:35 PM	3:42 PM	3:45 PM	3:47 PM	3:50 PM	3:58 PM	4:06 PM	4:11 PM	4:13 PM	4:15 PM	4:21 PM	4:27 PM
4:00 PM	4:05 PM	4:12 PM	4:15 PM	4:17 PM	4:20 PM	4:28 PM	4:36 PM	4:41 PM	4:43 PM	4:45 PM	4:51 PM	4:57 PM
4:30 PM	4:35 PM	4:42 PM	4:45 PM	4:47 PM	4:50 PM	4:58 PM	5:06 PM	5:11 PM	5:13 PM	5:15 PM	5:21 PM	5:27 PM
5:00 PM	5:05 PM	5:12 PM	5:15 PM	5:17 PM	5:20 PM	5:28 PM	5:36 PM	5:41 PM	5:43 PM	5:45 PM	5:51 PM	5:57 PM
5:30 PM	5:35 PM	5:42 PM	5:45 PM	5:47 PM	5:50 PM	5:58 PM	6:06 PM	6:11 PM	6:13 PM	6:15 PM	6:21 PM	6:27 PM
6:00 PM	6:05 PM	6:12 PM	6:15 PM	6:17 PM	6:20 PM	6:28 PM	6:36 PM	6:41 PM	6:43 PM	6:45 PM	6:51 PM	6:57 PM
6:30 PM	6:35 PM	6:42 PM	6:45 PM	6:47 PM	6:50 PM	6:58 PM	7:06 PM	7:11 PM	7:13 PM	7:15 PM	7:21 PM	7:27 PM

## Route 2

### **Current Service**

Route 2 originates at the Downtown Transit Center, extends north to Solano Junior High School, then loops onto Whitney as it heads down Sacramento Street and back to the Downtown Transit Center. Currently the service operates weekdays from 5:17 a.m. to 7:58 p.m., and Saturday from 6:30 a.m. to 10:40 p.m.

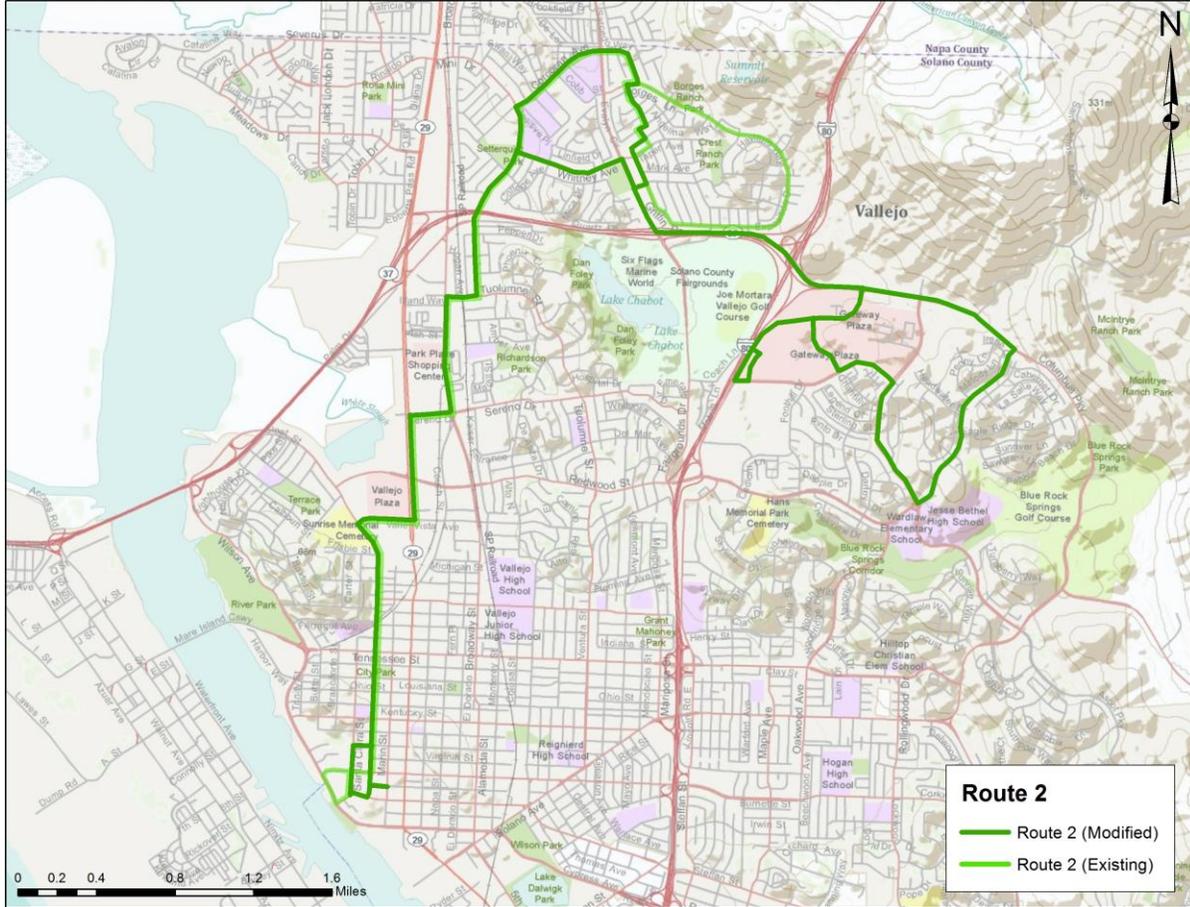
### **Proposed Restructure**

To improve service delivery and increase ridership, we propose extending this route to serve Gateway Plaza (Vallejo's Business District) and nearby residential and commercial areas in northeast Vallejo. The proposed service schedule increases frequency to 30-minute headways and increases running time to 72 minutes. The realignment gives Northeast Vallejo direct access to jobs, Jesse Bethel High School and the North Vallejo Solano College Satellite campus. Exhibit x.3 illustrates the proposed alignment and contrasts it with the current route alignment.

### **Justification**

Route realignment improves service, addresses productivity and reliability and better utilizes funding specific to serving the satellite campus.

Exhibit x.3 Proposed Route 2



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As proposed, Route 2 would operate on a 30-minute headway during weekday peak hours (i.e., 6:30 a.m. to 10:30 a.m. and 1:30 p.m. to 7:30 p.m.). On Saturday the route would operate on a 60-minute headway from 6:30 a.m. to 7:30 p.m. A sample operating schedule including proposed time-points is presented below. Saturday times highlighted in gray.

Exhibit x.4 Route 2 Sample Schedule

Downtown Transit Center	Valle Vista/ Sacramento	Sereno Transit Center (arrive)	Sereno Transit Center (depart)	Broadway/ Garibaldi	Corcoran/ Mini	Gateway/ Fairgrounds	Gateway Plaza	Mini/ Whitney	Sereno Transit Center	Sacramento/ Tennessee	Downtown Transit Center
6:30 AM	6:35 AM	6:40 AM	6:45 AM	6:47 AM	6:52 AM	6:58 AM	7:16 AM	7:25 AM	7:32 AM	7:37 AM	7:42 AM
7:00 AM	7:05 AM	7:10 AM	7:15 AM	7:17 AM	7:22 AM	7:28 AM	7:46 AM	7:55 AM	8:02 AM	8:07 AM	8:12 AM
7:30 AM	7:35 AM	7:40 AM	7:45 AM	7:47 AM	7:52 AM	7:58 AM	8:16 AM	8:25 AM	8:32 AM	8:37 AM	8:42 AM
8:00 AM	8:05 AM	8:10 AM	8:15 AM	8:17 AM	8:22 AM	8:28 AM	8:46 AM	8:55 AM	9:02 AM	9:07 AM	9:12 AM
8:30 AM	8:35 AM	8:40 AM	8:45 AM	8:47 AM	8:52 AM	8:58 AM	9:16 AM	9:25 AM	9:32 AM	9:37 AM	9:42 AM
9:00 AM	9:05 AM	9:10 AM	9:15 AM	9:17 AM	9:22 AM	9:28 AM	9:46 AM	9:55 AM	10:02 AM	10:07 AM	10:12 AM
9:30 AM	9:35 AM	9:40 AM	9:45 AM	9:47 AM	9:52 AM	9:58 AM	10:16 AM	10:25 AM	10:32 AM	10:37 AM	10:42 AM
10:00 AM	10:05 AM	10:10 AM	10:15 AM	10:17 AM	10:22 AM	10:28 AM	10:46 AM	10:55 AM	11:02 AM	11:07 AM	11:12 AM
10:30 AM	10:35 AM	10:40 AM	10:45 AM	10:47 AM	10:52 AM	10:58 AM	11:16 AM	11:25 AM	11:32 AM	11:37 AM	11:42 AM
11:30 AM	11:35 AM	11:40 AM	11:45 AM	11:47 AM	11:52 AM	11:58 AM	12:16 PM	12:25 PM	12:32 PM	12:37 PM	12:42 PM
12:30 PM	12:35 PM	12:40 PM	12:45 PM	12:47 PM	12:52 PM	12:58 PM	1:16 PM	1:25 PM	1:32 PM	1:37 PM	1:42 PM
1:30 PM	1:35 PM	1:40 PM	1:45 PM	1:47 PM	1:52 PM	1:58 PM	2:16 PM	2:25 PM	2:32 PM	2:37 PM	2:42 PM
2:00 PM	2:05 PM	2:10 PM	2:15 PM	2:17 PM	2:22 PM	2:28 PM	2:46 PM	2:55 PM	3:02 PM	3:07 PM	3:12 PM
2:30 PM	2:35 PM	2:40 PM	2:45 PM	2:47 PM	2:52 PM	2:58 PM	3:16 PM	3:25 PM	3:32 PM	3:37 PM	3:42 PM
3:00 PM	3:05 PM	3:10 PM	3:15 PM	3:17 PM	3:22 PM	3:28 PM	3:46 PM	3:55 PM	4:02 PM	4:07 PM	4:12 PM
3:30 PM	3:35 PM	3:40 PM	3:45 PM	3:47 PM	3:52 PM	3:58 PM	4:16 PM	4:25 PM	4:32 PM	4:37 PM	4:42 PM
4:00 PM	4:05 PM	4:10 PM	4:15 PM	4:17 PM	4:22 PM	4:28 PM	4:46 PM	4:55 PM	5:02 PM	5:07 PM	5:12 PM
4:30 PM	4:35 PM	4:40 PM	4:45 PM	4:47 PM	4:52 PM	4:58 PM	5:16 PM	5:25 PM	5:32 PM	5:37 PM	5:42 PM
5:00 PM	5:05 PM	5:10 PM	5:15 PM	5:17 PM	5:22 PM	5:28 PM	5:46 PM	5:55 PM	6:02 PM	6:07 PM	6:12 PM
5:30 PM	5:35 PM	5:40 PM	5:45 PM	5:47 PM	5:52 PM	5:58 PM	6:16 PM	6:25 PM	6:32 PM	6:37 PM	6:42 PM
6:00 PM	6:05 PM	6:10 PM	6:15 PM	6:17 PM	6:22 PM	6:28 PM	6:46 PM	6:55 PM	7:02 PM	7:07 PM	7:12 PM
6:30 PM	6:35 PM	6:40 PM	6:45 PM	6:47 PM	6:52 PM	6:58 PM	7:16 PM	7:25 PM	7:32 PM	7:37 PM	7:42 PM

## Route 3

### **Current Service**

Route 3 provides service along Georgia Street between the Downtown Transit Center and Glen Cove Road. The route offers two eastbound and two westbound trips each day. The first eastbound trip originates at the Downtown Transit Center (York & Marin) 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 originates at Glen Cove Road at 7:00 a.m. and terminates at the Downtown Transit Center at 7:20 a.m. The second eastbound trip starts at 3:00 p.m. and ends at 3:20 p.m. The route is designed to primarily provide service to nearby schools.

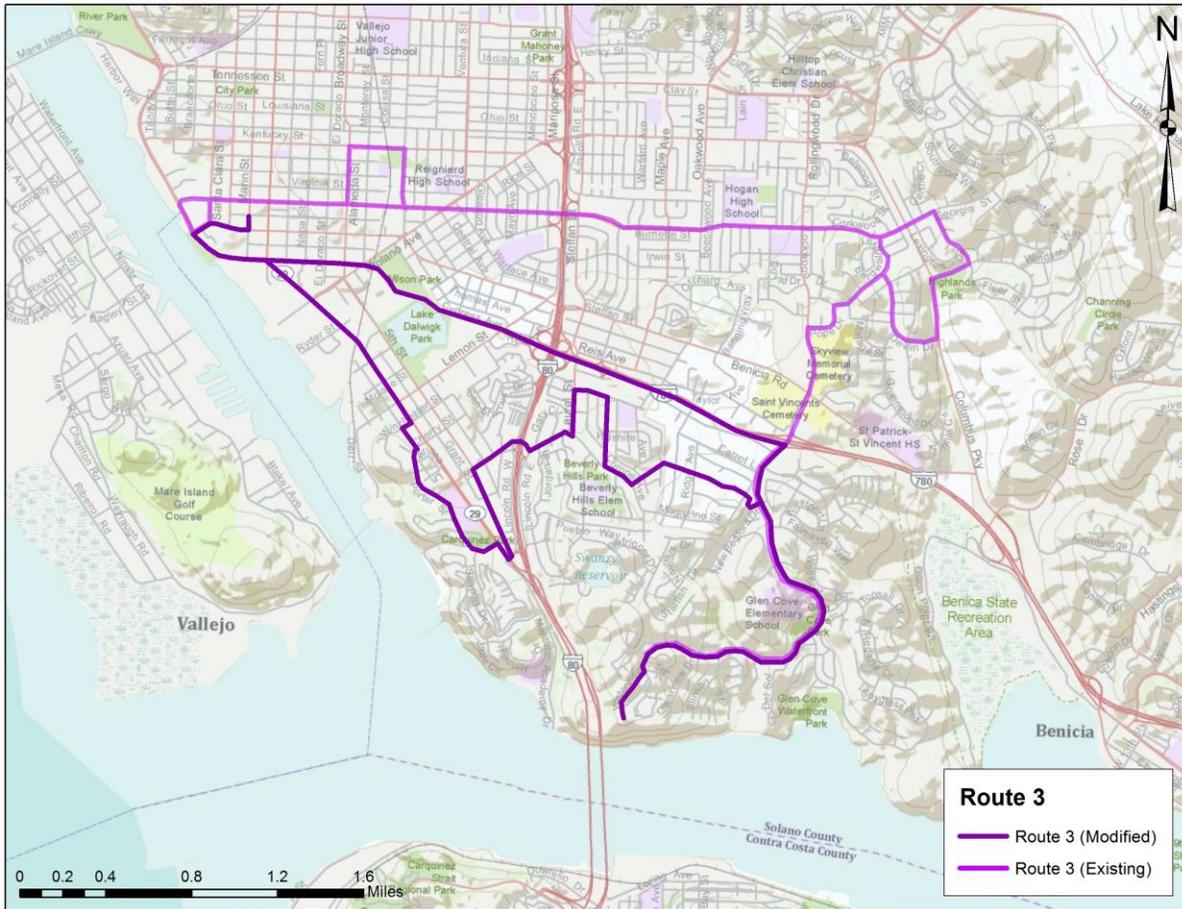
### **Proposed Restructure**

Concurrent with the modifications proposed for Route 1 (i.e., terminating the route at the Downtown Transit Center), we propose realigning Route 3 to “replace” Route 1 South Vallejo and Route 6 Beverly Hills service as well as the portion of Route 3’s current alignment within the Glen Cove neighborhood). Exhibit x.5 illustrates the proposed route alignment as well as the current Route 3 alignment.

### **Justification**

Route realignment improves service, allows for enhanced access to Glen Cove, addresses productivity and reliability and better utilizes funding specific to serving the satellite campus.

Exhibit x.5 Proposed Route 3



The proposed alignment modification would result in a significant alteration of Route 3’s operating schedule. Route 3 currently provides two round trips each service day. Incorporation of the southern portion of Route 1’s current alignment into a new Route 3 alignment would necessitate modifying Route 3’s frequency to match that of other SolTrans local routes. As a result, Route 3 would operate on a 30-minute headway during weekday peak hours (i.e., 6:30 a.m. to 10:30 a.m. and 1:30 p.m. to 7:30 p.m.). Further, Route 3 would operate on a 60-minute headway on Saturday (6:30 a.m. to 7:30 p.m.). A sample operating schedule illustrating the proposed time-point locations is presented in Exhibit x.6. Saturday times are highlighted in gray.

Exhibit x.6 Route 3 Sample Schedule

Downtown Transit Center	Curtola Park & Ride	Glen Cove End	Beverly Hills Elementary	Magazine/Fifth	Porter/Seabreeze Apartments	Sonoma/Lemon	Downtown Transit Center
6:30 AM	6:35 AM	6:45 AM	6:55 AM	7:00 AM	7:01 AM	7:05 AM	7:10 AM
7:00 AM	7:05 AM	7:15 AM	7:25 AM	7:30 AM	7:31 AM	7:35 AM	7:40 AM
7:30 AM	7:35 AM	7:45 AM	7:55 AM	8:00 AM	8:01 AM	8:05 AM	8:10 AM
8:00 AM	8:05 AM	8:15 AM	8:25 AM	8:30 AM	8:31 AM	8:35 AM	8:40 AM
8:30 AM	8:35 AM	8:45 AM	8:55 AM	9:00 AM	9:01 AM	9:05 AM	9:10 AM
9:00 AM	9:05 AM	9:15 AM	9:25 AM	9:30 AM	9:31 AM	9:35 AM	9:40 AM
9:30 AM	9:35 AM	9:45 AM	9:55 AM	10:00 AM	10:01 AM	10:05 AM	10:10 AM
10:00 AM	10:05 AM	10:15 AM	10:25 AM	10:30 AM	10:31 AM	10:35 AM	10:40 AM
10:30 AM	10:35 AM	10:45 AM	10:55 AM	11:00 AM	11:01 AM	11:05 AM	11:10 AM
11:30 AM	11:35 AM	11:45 AM	11:55 AM	12:00 PM	12:01 PM	12:05 PM	12:10 PM
12:30 PM	12:35 PM	12:45 PM	12:55 PM	1:00 PM	1:01 PM	1:05 PM	1:10 PM
1:30 PM	1:35 PM	1:45 PM	1:55 PM	2:00 PM	2:01 PM	2:05 PM	2:10 PM
2:00 PM	2:05 PM	2:15 PM	2:25 PM	2:30 PM	2:31 PM	2:35 PM	2:40 PM
2:30 PM	2:35 PM	2:45 PM	2:55 PM	3:00 PM	3:01 PM	3:05 PM	3:10 PM
3:00 PM	3:05 PM	3:15 PM	3:25 PM	3:30 PM	3:31 PM	3:35 PM	3:40 PM
3:30 PM	3:35 PM	3:45 PM	3:55 PM	4:00 PM	4:01 PM	4:05 PM	4:10 PM
4:00 PM	4:05 PM	4:15 PM	4:25 PM	4:30 PM	4:31 PM	4:35 PM	4:40 PM
4:30 PM	4:35 PM	4:45 PM	4:55 PM	5:00 PM	5:01 PM	5:05 PM	5:10 PM
5:00 PM	5:05 PM	5:15 PM	5:25 PM	5:30 PM	5:31 PM	5:35 PM	5:40 PM
5:30 PM	5:35 PM	5:45 PM	5:55 PM	6:00 PM	6:01 PM	6:05 PM	6:10 PM
6:00 PM	6:05 PM	6:15 PM	6:25 PM	6:30 PM	6:31 PM	6:35 PM	6:40 PM
6:30 PM	6:35 PM	6:45 PM	6:55 PM	7:00 PM	7:01 PM	7:05 PM	7:10 PM

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## Route 4

### Current Service

Currently Route 4 provides service between downtown Vallejo and north central portions of the city. The service operates chiefly along the Tuolumne Street corridor, connecting the Downtown Transit Center (York & Marin) with the Sereno Transit Center. Northbound service operates on weekdays 6:50 a.m. to 7:00 p.m., and Saturday and holidays from 9:30 a.m. to 5:00 p.m. Southbound service operates on weekdays from 7:00 a.m. to 6:20 p.m., and on Saturday and holidays from 10:00 a.m. to 4:20 p.m. Route 4 operates on 60-minute headways with a 24-minute trip duration.

### Proposed Restructure

The changes proposed for Route 4 pertain to service span and service frequency or headway.

The proposed Route 4 schedule would operate every 30 minutes during weekday peak hours (i.e., 6:30 a.m. to 10:30 a.m., and again from 1:30 p.m. to 7:30 p.m.). On Saturday Route 4 currently operates every 60 minutes from 6:30 a.m. until 7:30 p.m. On Saturday the proposed route would operate every 60 minutes from 6:30 a.m. to 7:30 p.m. A sample operating schedule including proposed time-point locations is shown below (Saturday times highlighted in gray).

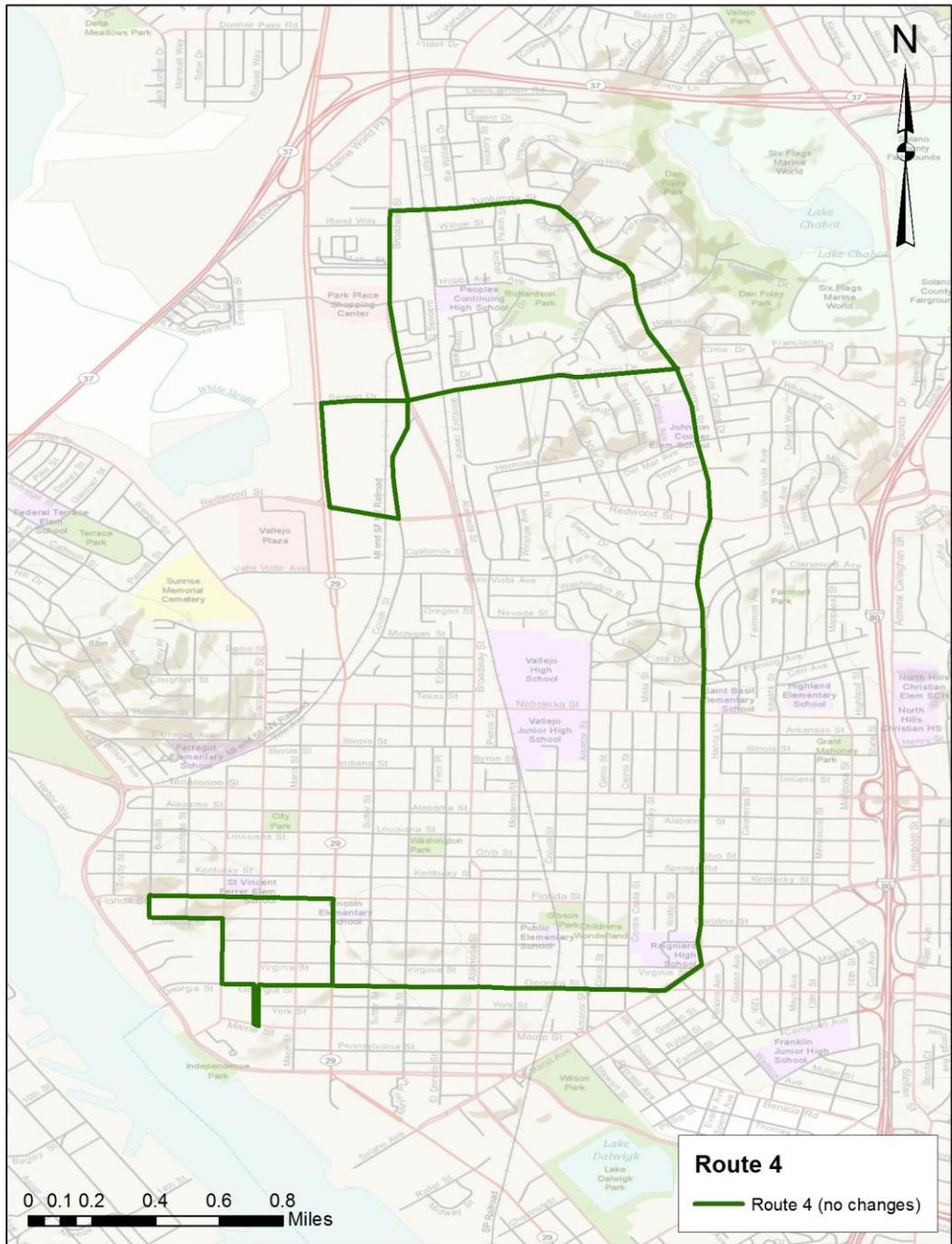
Exhibit x.7 Route 4 Sample Schedule

Downtown Transit Center	Georgia/Amador	Solano County Courthouse	Tennessee/Tuolumne	Tuolumne/Redwood	Sutter Solano Medical Center	Tuolumne/BW Williams	Transit Yard (trailer park)	Sereno Transit Center	Kaiser Hospital	Del Mar/Tuolumne	Tuolumne/Redwood	Tennessee/Tuolumne	Solano County Courthouse	Butte/Carolina	Downtown Transit Center
6:30 AM	6:33 AM	6:35 AM	6:38 AM	6:41 AM	6:46 AM	6:50 AM	6:51 AM	6:57 AM	6:59 AM	7:03 AM	7:05 AM	7:08 AM	7:11 AM	7:16 AM	7:20 AM
7:00 AM	7:03 AM	7:05 AM	7:08 AM	7:11 AM	7:16 AM	7:20 AM	7:21 AM	7:27 AM	7:29 AM	7:33 AM	7:35 AM	7:38 AM	7:41 AM	7:46 AM	7:50 AM
7:30 AM	7:33 AM	7:35 AM	7:38 AM	7:41 AM	7:46 AM	7:50 AM	7:51 AM	7:57 AM	7:59 AM	8:03 AM	8:05 AM	8:08 AM	8:11 AM	8:16 AM	8:20 AM
8:00 AM	8:03 AM	8:05 AM	8:08 AM	8:11 AM	8:16 AM	8:20 AM	8:21 AM	8:27 AM	8:29 AM	8:33 AM	8:35 AM	8:38 AM	8:41 AM	8:46 AM	8:50 AM
8:30 AM	8:33 AM	8:35 AM	8:38 AM	8:41 AM	8:46 AM	8:50 AM	8:51 AM	8:57 AM	8:59 AM	9:03 AM	9:05 AM	9:08 AM	9:11 AM	9:16 AM	9:20 AM
9:00 AM	9:03 AM	9:05 AM	9:08 AM	9:11 AM	9:16 AM	9:20 AM	9:21 AM	9:27 AM	9:29 AM	9:33 AM	9:35 AM	9:38 AM	9:41 AM	9:46 AM	9:50 AM
9:30 AM	9:33 AM	9:35 AM	9:38 AM	9:41 AM	9:46 AM	9:50 AM	9:51 AM	9:57 AM	9:59 AM	10:03 AM	10:05 AM	10:08 AM	10:11 AM	10:16 AM	10:20 AM
10:00 AM	10:03 AM	10:05 AM	10:08 AM	10:11 AM	10:16 AM	10:20 AM	10:21 AM	10:27 AM	10:29 AM	10:33 AM	10:35 AM	10:38 AM	10:41 AM	10:46 AM	10:50 AM
10:30 AM	10:33 AM	10:35 AM	10:38 AM	10:41 AM	10:46 AM	10:50 AM	10:51 AM	10:57 AM	10:59 AM	11:03 AM	11:05 AM	11:08 AM	11:11 AM	11:16 AM	11:20 AM
11:30 AM	11:33 AM	11:35 AM	11:38 AM	11:41 AM	11:46 AM	11:50 AM	11:51 AM	11:57 AM	11:59 AM	12:03 PM	12:05 PM	12:08 PM	12:11 PM	12:16 PM	12:20 PM
12:30 PM	12:33 PM	12:35 PM	12:38 PM	12:41 PM	12:46 PM	12:50 PM	12:51 PM	12:57 PM	12:59 PM	1:03 PM	1:05 PM	1:08 PM	1:11 PM	1:16 PM	1:20 PM
1:30 PM	1:33 PM	1:35 PM	1:38 PM	1:41 PM	1:46 PM	1:50 PM	1:51 PM	1:57 PM	1:59 PM	2:03 PM	2:05 PM	2:08 PM	2:11 PM	2:16 PM	2:20 PM
2:00 PM	2:03 PM	2:05 PM	2:08 PM	2:11 PM	2:16 PM	2:20 PM	2:21 PM	2:27 PM	2:29 PM	2:33 PM	2:35 PM	2:38 PM	2:41 PM	2:46 PM	2:50 PM
2:30 PM	2:33 PM	2:35 PM	2:38 PM	2:41 PM	2:46 PM	2:50 PM	2:51 PM	2:57 PM	2:59 PM	3:03 PM	3:05 PM	3:08 PM	3:11 PM	3:16 PM	3:20 PM
3:00 PM	3:03 PM	3:05 PM	3:08 PM	3:11 PM	3:16 PM	3:20 PM	3:21 PM	3:27 PM	3:29 PM	3:33 PM	3:35 PM	3:38 PM	3:41 PM	3:46 PM	3:50 PM
3:30 PM	3:33 PM	3:35 PM	3:38 PM	3:41 PM	3:46 PM	3:50 PM	3:51 PM	3:57 PM	3:59 PM	4:03 PM	4:05 PM	4:08 PM	4:11 PM	4:16 PM	4:20 PM
4:00 PM	4:03 PM	4:05 PM	4:08 PM	4:11 PM	4:16 PM	4:20 PM	4:21 PM	4:27 PM	4:29 PM	4:33 PM	4:35 PM	4:38 PM	4:41 PM	4:46 PM	4:50 PM
4:30 PM	4:33 PM	4:35 PM	4:38 PM	4:41 PM	4:46 PM	4:50 PM	4:51 PM	4:57 PM	4:59 PM	5:03 PM	5:05 PM	5:08 PM	5:11 PM	5:16 PM	5:20 PM
5:00 PM	5:03 PM	5:05 PM	5:08 PM	5:11 PM	5:16 PM	5:20 PM	5:21 PM	5:27 PM	5:29 PM	5:33 PM	5:35 PM	5:38 PM	5:41 PM	5:46 PM	5:50 PM
5:30 PM	5:33 PM	5:35 PM	5:38 PM	5:41 PM	5:46 PM	5:50 PM	5:51 PM	5:57 PM	5:59 PM	6:03 PM	6:05 PM	6:08 PM	6:11 PM	6:16 PM	6:20 PM
6:00 PM	6:03 PM	6:05 PM	6:08 PM	6:11 PM	6:16 PM	6:20 PM	6:21 PM	6:27 PM	6:29 PM	6:33 PM	6:35 PM	6:38 PM	6:41 PM	6:46 PM	6:50 PM
6:30 PM	6:33 PM	6:35 PM	6:38 PM	6:41 PM	6:46 PM	6:50 PM	6:51 PM	6:57 PM	6:59 PM	7:03 PM	7:05 PM	7:08 PM	7:11 PM	7:16 PM	7:20 PM



Exhibit x.8 portrays the current Route 4. No changes are proposed to its alignment.

Exhibit x.8 Route 4 Map



## Route 5

### Current Service

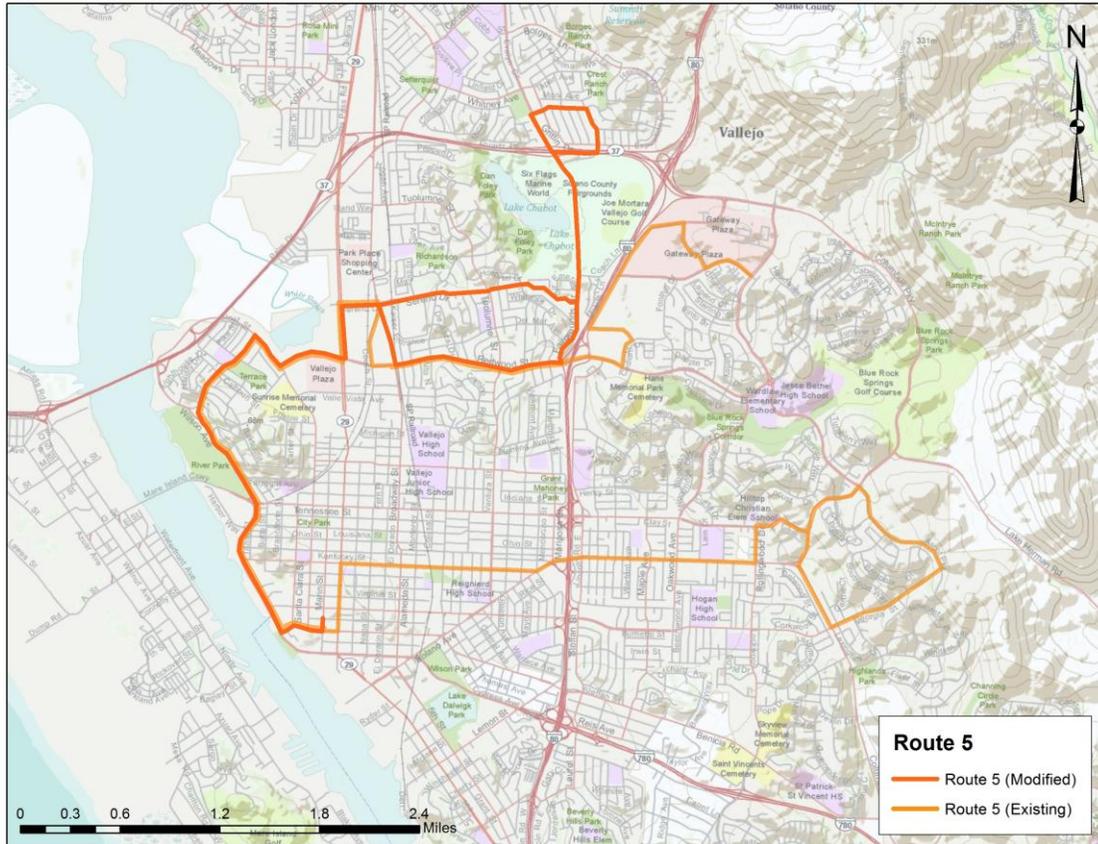
One of the cornerstone goals of the Short Range Transit Plan is to enhance service productivity defined as either increasing ridership/fare revenue or reducing Vehicle Service Hour (VSH) operating cost. The current service design is such that Routes 5 and 7 function as complementary, bi-directional loops. Route 5/7 currently serves Gateway Plaza Shopping Center, Jesse Bethel High, East Vallejo via Springs Road and Downtown Vallejo. Route 5 travels in a clockwise loop throughout Vallejo serving the eastern and western portions of the city, originating and terminating at the Downtown Transit Center (York & Marin). The route also serves the Sereno Transit Center in northern Vallejo with time-points at the Vallejo Ferry Terminal and Solano College campus.

Route 5 operates Monday through Friday from 5:30 a.m. to 8:38 p.m., Saturday from 6:27 a.m. to 5:58 p.m., and Sunday from 6:57 a.m. to 6:28 p.m. During weekday service days, trip frequency is every 30 minutes, with 75-minute trip durations. On weekends, the route operates on 60-minute headways with a 58-minute trip duration.

### Proposed Restructure

Given proposed Route 7 would provide bi-directional service along Florida Street and prevent duplications with Route 7, we propose modifying Route 5's alignment to serve Kaiser Hospital and Sereno Drive as well as North Vallejo via Fairgrounds Drive. Exhibit x.9 illustrates both the current route alignment as well as the proposed alignment.

Exhibit x.9 Proposed Route 5 Map



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We propose Route 5 operate every half-hour during weekday peak-hours (i.e., 6:30 a.m. to 10:30 a.m. and 1:30 p.m. to 7:30 p.m.). On Saturday the route would operate every 60 minutes from 6:30 a.m. to 7:30 p.m. A sample operating schedule is presented below. Saturday times are highlighted in gray.

Exhibit x.10 Route 5 Sample Schedule

Downtown Transit Center	Vallejo Ferry Terminal	Mare Island/ Tennessee	Daniels/ Wilson	Sereno Transit Center	Kaiser Hospital	Redwood/ Fairgrounds	Gateway/ Griffin	Kaiser Hospital	Sereno Transit Center	Daniels/ Wilson	Mare Island/ Tennessee	Vallejo Ferry Terminal	Downtown Transit Center
6:30 AM	6:32 AM	6:35 AM	6:38 AM	6:45 AM	6:47 AM	6:51 AM	6:55 AM	7:05 AM	7:07 AM	7:14 AM	7:17 AM	7:20 AM	7:22 AM
7:00 AM	7:02 AM	7:05 AM	7:08 AM	7:15 AM	7:17 AM	7:21 AM	7:25 AM	7:35 AM	7:37 AM	7:44 AM	7:47 AM	7:50 AM	7:52 AM
7:30 AM	7:32 AM	7:35 AM	7:38 AM	7:45 AM	7:47 AM	7:51 AM	7:55 AM	8:05 AM	8:07 AM	8:14 AM	8:17 AM	8:20 AM	8:22 AM
8:00 AM	8:02 AM	8:05 AM	8:08 AM	8:15 AM	8:17 AM	8:21 AM	8:25 AM	8:35 AM	8:37 AM	8:44 AM	8:47 AM	8:50 AM	8:52 AM
8:30 AM	8:32 AM	8:35 AM	8:38 AM	8:45 AM	8:47 AM	8:51 AM	8:55 AM	9:05 AM	9:07 AM	9:14 AM	9:17 AM	9:20 AM	9:22 AM
9:00 AM	9:02 AM	9:05 AM	9:08 AM	9:15 AM	9:17 AM	9:21 AM	9:25 AM	9:35 AM	9:37 AM	9:44 AM	9:47 AM	9:50 AM	9:52 AM
9:30 AM	9:32 AM	9:35 AM	9:38 AM	9:45 AM	9:47 AM	9:51 AM	9:55 AM	10:05 AM	10:07 AM	10:14 AM	10:17 AM	10:20 AM	10:22 AM
10:00 AM	10:02 AM	10:05 AM	10:08 AM	10:15 AM	10:17 AM	10:21 AM	10:25 AM	10:35 AM	10:37 AM	10:44 AM	10:47 AM	10:50 AM	10:52 AM
10:30 AM	10:32 AM	10:35 AM	10:38 AM	10:45 AM	10:47 AM	10:51 AM	10:55 AM	11:05 AM	11:07 AM	11:14 AM	11:17 AM	11:20 AM	11:22 AM
11:30 AM	11:32 AM	11:35 AM	11:38 AM	11:45 AM	11:47 AM	11:51 AM	11:55 AM	12:05 PM	12:07 PM	12:14 PM	12:17 PM	12:20 PM	12:22 PM
12:30 PM	12:32 PM	12:35 PM	12:38 PM	12:45 PM	12:47 PM	12:51 PM	12:55 PM	1:05 PM	1:07 PM	1:14 PM	1:17 PM	1:20 PM	1:22 PM
1:30 PM	1:32 PM	1:35 PM	1:38 PM	1:45 PM	1:47 PM	1:51 PM	1:55 PM	2:05 PM	2:07 PM	2:14 PM	2:17 PM	2:20 PM	2:22 PM
2:00 PM	2:02 PM	2:05 PM	2:08 PM	2:15 PM	2:17 PM	2:21 PM	2:25 PM	2:35 PM	2:37 PM	2:44 PM	2:47 PM	2:50 PM	2:52 PM
2:30 PM	2:32 PM	2:35 PM	2:38 PM	2:45 PM	2:47 PM	2:51 PM	2:55 PM	3:05 PM	3:07 PM	3:14 PM	3:17 PM	3:20 PM	3:22 PM
3:00 PM	3:02 PM	3:05 PM	3:08 PM	3:15 PM	3:17 PM	3:21 PM	3:25 PM	3:35 PM	3:37 PM	3:44 PM	3:47 PM	3:50 PM	3:52 PM
3:30 PM	3:32 PM	3:35 PM	3:38 PM	3:45 PM	3:47 PM	3:51 PM	3:55 PM	4:05 PM	4:07 PM	4:14 PM	4:17 PM	4:20 PM	4:22 PM
4:00 PM	4:02 PM	4:05 PM	4:08 PM	4:15 PM	4:17 PM	4:21 PM	4:25 PM	4:35 PM	4:37 PM	4:44 PM	4:47 PM	4:50 PM	4:52 PM
4:30 PM	4:32 PM	4:35 PM	4:38 PM	4:45 PM	4:47 PM	4:51 PM	4:55 PM	5:05 PM	5:07 PM	5:14 PM	5:17 PM	5:20 PM	5:22 PM
5:00 PM	5:02 PM	5:05 PM	5:08 PM	5:15 PM	5:17 PM	5:21 PM	5:25 PM	5:35 PM	5:37 PM	5:44 PM	5:47 PM	5:50 PM	5:52 PM
5:30 PM	5:32 PM	5:35 PM	5:38 PM	5:45 PM	5:47 PM	5:51 PM	5:55 PM	6:05 PM	6:07 PM	6:14 PM	6:17 PM	6:20 PM	6:22 PM
6:00 PM	6:02 PM	6:05 PM	6:08 PM	6:15 PM	6:17 PM	6:21 PM	6:25 PM	6:35 PM	6:37 PM	6:44 PM	6:47 PM	6:50 PM	6:52 PM
6:30 PM	6:32 PM	6:35 PM	6:38 PM	6:45 PM	6:47 PM	6:51 PM	6:55 PM	7:05 PM	7:07 PM	7:14 PM	7:17 PM	7:20 PM	7:22 PM

## Route 6

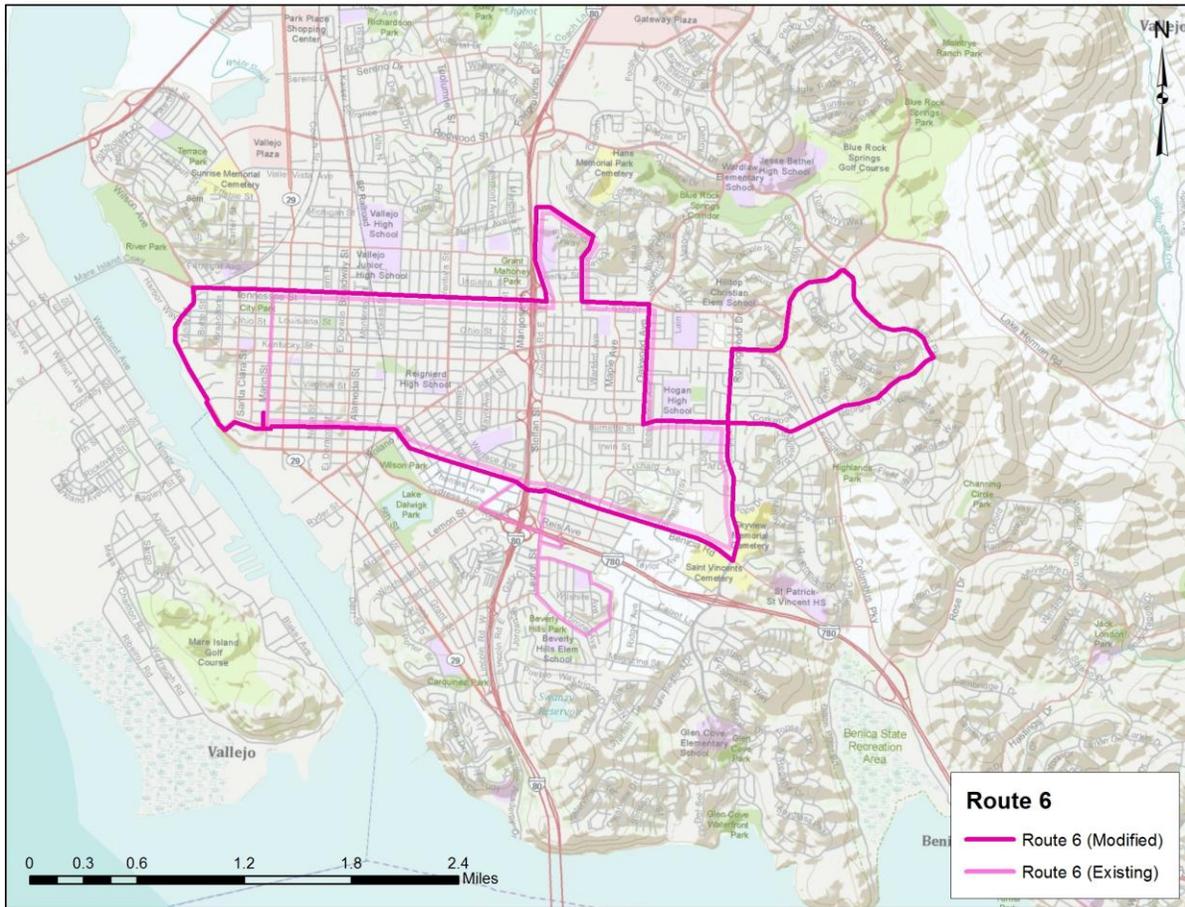
### Current Service

Route 6 operates in a counter-clockwise fashion throughout the southern portion of Vallejo, beginning and terminating at the Downtown Transit Center (York & Marin). The route travels south along Fulton and Magazine Avenues, and then east as far as Springs Road and Oakwood; traveling back west toward the Vallejo Ferry Terminal. Service is offered Monday through Friday from 5:22 a.m. to 8:20 p.m., and on Saturday and holidays from 6:52 a.m. to 7:59 p.m. Trip headways are every 60-minutes with 50-minute run time (Monday through Saturday).

### Proposed Restructure

Given the alignment changes proposed for Routes 5 and 7, the alignment for Route 6 would also be modified to serve neighborhoods in East Vallejo along Ascot Parkway. We also propose eliminating that portion of the alignment south of Benicia Road serving Beverly Hills Elementary School. Exhibit x.11 presents both the current as well as proposed Route 6 alignments. Modified Route 6 would operate every half-hour during weekday peak hours (i.e., 6:30 a.m. to 10:30 a.m., and again from 1:30 p.m. to 7:30 p.m.). On Saturday Route 6 would operate every 60 minutes, from 6:30 a.m. to 7:30 p.m. A sample operating schedule including time-points is shown below (Saturday times highlighted in gray).

Exhibit x.11 Proposed Route 6



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A modified Route 6 would operate every half-hour during weekday peak-hours (i.e., 6:30 a.m. to 10:30 a.m., and again from 1:30 p.m. to 7:30 p.m.). On Saturday Route 6 would operate every 60 minutes, from 6:30 a.m. to 7:30 p.m. A sample operating schedule including time-points is shown below. Saturday times are highlighted in gray.

Exhibit x.12 Route 6 Sample Schedule

Downtown Transit Center	Benicia/Solano	Benicia/Rollingwood	Rollingwood/Springs	Ascot Parkway/Georgia	Springs/Oakwood	Tennessee/Admiral Callaghan	Tennessee/Tuolumne	Tennessee/Broadway	Vallejo Ferry Terminal	Downtown Transit Center
6:30 AM	6:33 AM	6:41 AM	6:47 AM	6:52 AM	6:58 AM	7:05 AM	7:07 AM	7:10 AM	7:17 AM	7:19 AM
7:00 AM	7:03 AM	7:11 AM	7:17 AM	7:22 AM	7:28 AM	7:35 AM	7:37 AM	7:40 AM	7:47 AM	7:49 AM
7:30 AM	7:33 AM	7:41 AM	7:47 AM	7:52 AM	7:58 AM	8:05 AM	8:07 AM	8:10 AM	8:17 AM	8:19 AM
8:00 AM	8:03 AM	8:11 AM	8:17 AM	8:22 AM	8:28 AM	8:35 AM	8:37 AM	8:40 AM	8:47 AM	8:49 AM
8:30 AM	8:33 AM	8:41 AM	8:47 AM	8:52 AM	8:58 AM	9:05 AM	9:07 AM	9:10 AM	9:17 AM	9:19 AM
9:00 AM	9:03 AM	9:11 AM	9:17 AM	9:22 AM	9:28 AM	9:35 AM	9:37 AM	9:40 AM	9:47 AM	9:49 AM
9:30 AM	9:33 AM	9:41 AM	9:47 AM	9:52 AM	9:58 AM	10:05 AM	10:07 AM	10:10 AM	10:17 AM	10:19 AM
10:00 AM	10:03 AM	10:11 AM	10:17 AM	10:22 AM	10:28 AM	10:35 AM	10:37 AM	10:40 AM	10:47 AM	10:49 AM
10:30 AM	10:33 AM	10:41 AM	10:47 AM	10:52 AM	10:58 AM	11:05 AM	11:07 AM	11:10 AM	11:17 AM	11:19 AM
11:30 AM	11:33 AM	11:41 AM	11:47 AM	11:52 AM	11:58 AM	12:05 PM	12:07 PM	12:10 PM	12:17 PM	12:19 PM
12:30 PM	12:33 PM	12:41 PM	12:47 PM	12:52 PM	12:58 PM	1:05 PM	1:07 PM	1:10 PM	1:17 PM	1:19 PM
1:30 PM	1:33 PM	1:41 PM	1:47 PM	1:52 PM	1:58 PM	2:05 PM	2:07 PM	2:10 PM	2:17 PM	2:19 PM
2:00 PM	2:03 PM	2:11 PM	2:17 PM	2:22 PM	2:28 PM	2:35 PM	2:37 PM	2:40 PM	2:47 PM	2:49 PM
2:30 PM	2:33 PM	2:41 PM	2:47 PM	2:52 PM	2:58 PM	3:05 PM	3:07 PM	3:10 PM	3:17 PM	3:19 PM
3:00 PM	3:03 PM	3:11 PM	3:17 PM	3:22 PM	3:28 PM	3:35 PM	3:37 PM	3:40 PM	3:47 PM	3:49 PM
3:30 PM	3:33 PM	3:41 PM	3:47 PM	3:52 PM	3:58 PM	4:05 PM	4:07 PM	4:10 PM	4:17 PM	4:19 PM
4:00 PM	4:03 PM	4:11 PM	4:17 PM	4:22 PM	4:28 PM	4:35 PM	4:37 PM	4:40 PM	4:47 PM	4:49 PM
4:30 PM	4:33 PM	4:41 PM	4:47 PM	4:52 PM	4:58 PM	5:05 PM	5:07 PM	5:10 PM	5:17 PM	5:19 PM
5:00 PM	5:03 PM	5:11 PM	5:17 PM	5:22 PM	5:28 PM	5:35 PM	5:37 PM	5:40 PM	5:47 PM	5:49 PM
5:30 PM	5:33 PM	5:41 PM	5:47 PM	5:52 PM	5:58 PM	6:05 PM	6:07 PM	6:10 PM	6:17 PM	6:19 PM
6:00 PM	6:03 PM	6:11 PM	6:17 PM	6:22 PM	6:28 PM	6:35 PM	6:37 PM	6:40 PM	6:47 PM	6:49 PM
6:30 PM	6:33 PM	6:41 PM	6:47 PM	6:52 PM	6:58 PM	7:05 PM	7:07 PM	7:10 PM	7:17 PM	7:19 PM

## Route 7

### Current Service

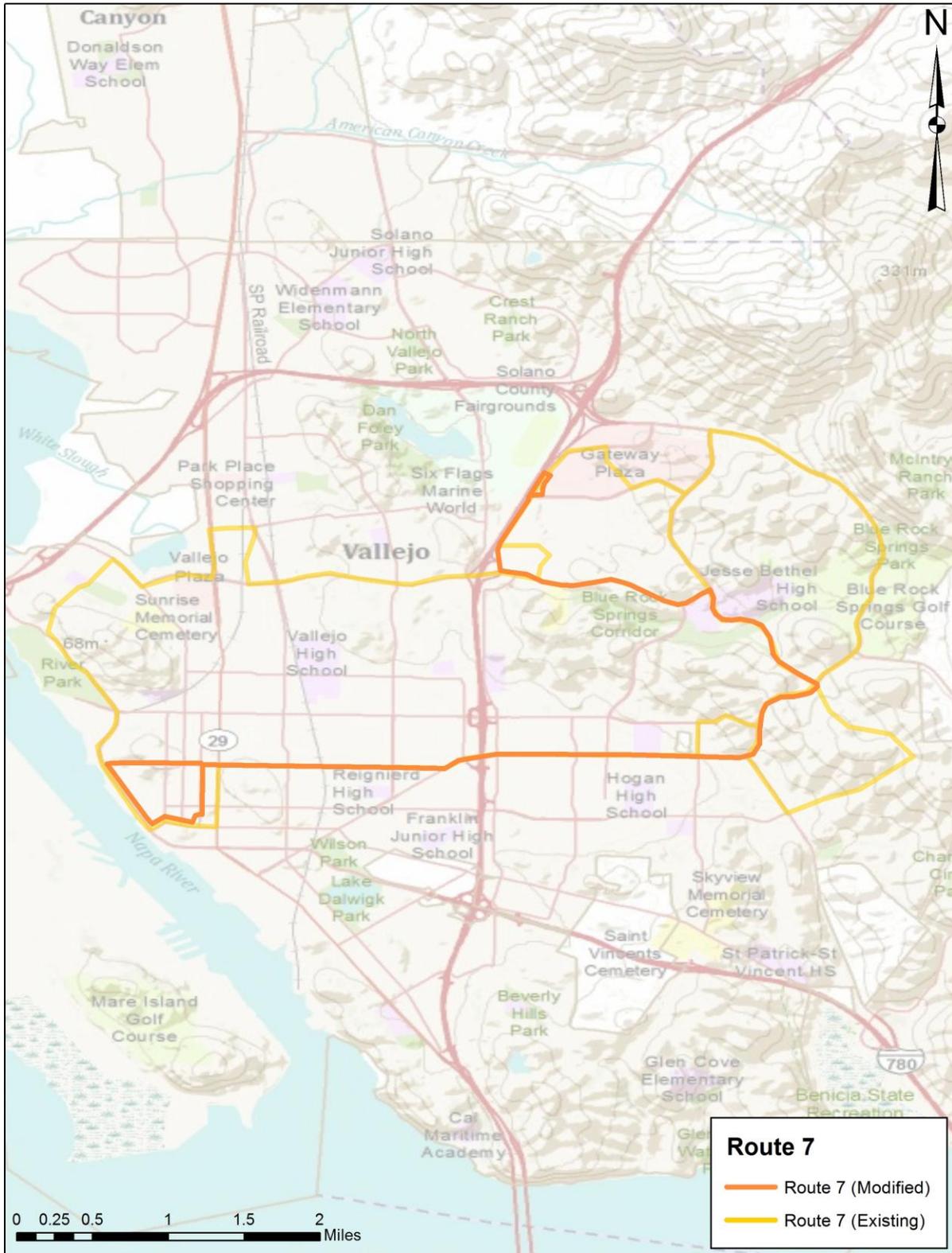
Route 7 interlines with Route 5, traveling in a counter-clockwise direction along the same path. Similar to Route 5, Route 7 starts and ends at the Downtown Transit Center (York & Marin). Important stops along the route include Costco, Gateway Shopping Center, and the Vallejo Ferry Terminal. The route operates Monday through Friday from 5:20 a.m. to 8:12 p.m., and on Saturday from 5:20 a.m. to 8:10 p.m. Although Sunday service is not offered on Route 7, the “complimentary” Route 5 does operate.

### Proposed Restructure

Route 7 operates every 30 minutes with a 57-minute trip duration. To increase SolTrans system productivity, the alignments for Routes 5 and 7 would be modified. As proposed, Route 7 would no longer operate as a unidirectional loop. Rather, the routing would terminate at Gateway Plaza (Admiral Callaghan Lane/Turner Parkway). Exhibit x.13 presents both the current and proposed Route 7 alignments. Modified Route 7 would operate every half-hour during weekday peak hours (i.e., 6:30 a.m. to 10:30 a.m., and again from 1:30 p.m. to 7:30 p.m.). On Saturday Route 7 would operate every 60 minutes from 6:30 a.m. to 7:30 p.m. A sample operating schedule including proposed time-points is shown below (Saturday times highlighted in gray).

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Exhibit x.13 Proposed Route 7



A modified Route 7 would operate every half-hour during weekday peak hours (i.e., 6:30 a.m. to 10:30 a.m., and again from 1:30 p.m. to 7:30 p.m.). On Saturday Route 7 would operate every 60 minutes from 6:30 a.m. to 7:30 p.m. A sample operating schedule including proposed time-points is shown below. Saturday times are highlighted in gray.

Exhibit x.14 Route 7 Sample Schedule

Downtown Transit Center	Florida/ Amador	Springs/ Oakwood	Ascot Parkway/ Columbus	Ascot Parkway/ Redwood	Gateway Plaza	Ascot Parkway/ Redwood	Ascot Parkway/ Columbus	Springs/ Oakwood	Florida/ Amador	Downtown Transit Center
6:30 AM	6:36 AM	6:42 AM	6:46 AM	6:50 AM	6:58 AM	7:06 AM	7:10 AM	7:14 AM	7:20 AM	7:26 AM
7:00 AM	7:06 AM	7:12 AM	7:16 AM	7:20 AM	7:28 AM	7:36 AM	7:40 AM	7:44 AM	7:50 AM	7:56 AM
7:30 AM	7:36 AM	7:42 AM	7:46 AM	7:50 AM	7:58 AM	8:06 AM	8:10 AM	8:14 AM	8:20 AM	8:26 AM
8:00 AM	8:06 AM	8:12 AM	8:16 AM	8:20 AM	8:28 AM	8:36 AM	8:40 AM	8:44 AM	8:50 AM	8:56 AM
8:30 AM	8:36 AM	8:42 AM	8:46 AM	8:50 AM	8:58 AM	9:06 AM	9:10 AM	9:14 AM	9:20 AM	9:26 AM
9:00 AM	9:06 AM	9:12 AM	9:16 AM	9:20 AM	9:28 AM	9:36 AM	9:40 AM	9:44 AM	9:50 AM	9:56 AM
9:30 AM	9:36 AM	9:42 AM	9:46 AM	9:50 AM	9:58 AM	10:06 AM	10:10 AM	10:14 AM	10:20 AM	10:26 AM
10:00 AM	10:06 AM	10:12 AM	10:16 AM	10:20 AM	10:28 AM	10:36 AM	10:40 AM	10:44 AM	10:50 AM	10:56 AM
10:30 AM	10:36 AM	10:42 AM	10:46 AM	10:50 AM	10:58 AM	11:06 AM	11:10 AM	11:14 AM	11:20 AM	11:26 AM
11:30 AM	11:36 AM	11:42 AM	11:46 AM	11:50 AM	11:58 AM	12:06 PM	12:10 PM	12:14 PM	12:20 PM	12:26 PM
12:30 PM	12:36 PM	12:42 PM	12:46 PM	12:50 PM	12:58 PM	1:06 PM	1:10 PM	1:14 PM	1:20 PM	1:26 PM
1:30 PM	1:36 PM	1:42 PM	1:46 PM	1:50 PM	1:58 PM	2:06 PM	2:10 PM	2:14 PM	2:20 PM	2:26 PM
2:00 PM	2:06 PM	2:12 PM	2:16 PM	2:20 PM	2:28 PM	2:36 PM	2:40 PM	2:44 PM	2:50 PM	2:56 PM
2:30 PM	2:36 PM	2:42 PM	2:46 PM	2:50 PM	2:58 PM	3:06 PM	3:10 PM	3:14 PM	3:20 PM	3:26 PM
3:00 PM	3:06 PM	3:12 PM	3:16 PM	3:20 PM	3:28 PM	3:36 PM	3:40 PM	3:44 PM	3:50 PM	3:56 PM
3:30 PM	3:36 PM	3:42 PM	3:46 PM	3:50 PM	3:58 PM	4:06 PM	4:10 PM	4:14 PM	4:20 PM	4:26 PM
4:00 PM	4:06 PM	4:12 PM	4:16 PM	4:20 PM	4:28 PM	4:36 PM	4:40 PM	4:44 PM	4:50 PM	4:56 PM
4:30 PM	4:36 PM	4:42 PM	4:46 PM	4:50 PM	4:58 PM	5:06 PM	5:10 PM	5:14 PM	5:20 PM	5:26 PM
5:00 PM	5:06 PM	5:12 PM	5:16 PM	5:20 PM	5:28 PM	5:36 PM	5:40 PM	5:44 PM	5:50 PM	5:56 PM
5:30 PM	5:36 PM	5:42 PM	5:46 PM	5:50 PM	5:58 PM	6:06 PM	6:10 PM	6:14 PM	6:20 PM	6:26 PM
6:00 PM	6:06 PM	6:12 PM	6:16 PM	6:20 PM	6:28 PM	6:36 PM	6:40 PM	6:44 PM	6:50 PM	6:56 PM
6:30 PM	6:36 PM	6:42 PM	6:46 PM	6:50 PM	6:58 PM	7:06 PM	7:10 PM	7:14 PM	7:20 PM	7:26 PM

### Route 15

Route 15 functions as a school tripper, offering three trips on school days only. 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 Benicia High School, Benicia Middle School, and Farmer Elementary School.

The afternoon trip operates Monday through Thursday on school days only, from 3:20 p.m. to 4:00 p.m. On Friday school days the afternoon trip's first pick up is at 1:30 p.m. and last drop-off at 2:14 p.m. The afternoon trip runs in reverse, serving the same schools and neighborhoods. No changes are proposed for Route 15.

### Route 17

Similar to Route 15, this route operates on school days only with two morning trips and one afternoon trip. Route 17 traces a similar loop as Route 15, serving the same schools, yet from different neighborhoods in the northern portion of Benicia. No changes are proposed to Route 17.

### Route 21

This route travels throughout Benicia and operates as a flex-route; starting and ending at City Park. Key service points include Raley's, Longs, and Benicia Community Park. Service is provided Monday through Friday from 5:50 a.m. to 8:20 p.m. Peak-hour service headways and run times are 60 minutes. During the mid-day period, Route 21 functions as a general public dial-a-ride.

Given the historic modest productivity of this route (1.8 Passengers/VSH), we propose its elimination and replacement with all-day, general-public dial-a-ride service in Benicia.

### Route 22

Similar to Route 21, this route operates as a flex-route throughout Benicia, starting and ending at City Park. Key service points along this route include the Industrial Park (no time-points) and Rancho Benicia. The route operates Monday through Friday from 5:50 a.m. to 8:20 p.m. During the mid-day period, the route functions as a general public dial-a-ride. Peak-hour service and run times are 60 minutes.

Given the historic modest productivity of this route (1.4 Passengers/VSH), we propose its elimination and replacement with all-day, general-public Dial-A-Ride service in Benicia.

### Route 76

Route 76 travels between Benicia and Diablo Valley College as well as the Sun Valley Mall in neighboring Contra Costa County. The route travels in a north-south fashion

along Interstates 780 and 680; operating Monday through Friday from 6:00 a.m. to 6:10 p.m., on a 120-minute peak-hour headway with a 70-minute run time.

Based on our ride check analysis, Route 76 carries 4.5 Passenger/VSH. Which is well below the productivity forecasts and standards for Soltran's fixed-route service. The consultant team believes it would be more cost-effective to work with the Solano Transportation Authority (STA) to enroll current Route 76 customers in STA's regional vanpool program. Vanpools have proven to be cost-effective alternatives in situations of low-productivity traditional public transit service.

#### Route 78

Route 78 serves two BART stations in Contra Costa County (Pleasant Hill and Walnut Creek). The route travels in a north-south fashion primarily along Interstates 780 and 680, with limited stops in Benicia. On weekdays, southbound trips operate from 5:30 a.m. to 8:05 p.m., while northbound trips run from 5:00 a.m. to 8:40 p.m. The service operates on 30-minute peak-hour headways with approximately 65-minute runtimes. On Saturday, the southbound service starts at 6:30 a.m. and ends at 7:35 p.m. while the northbound operates from 7:11 a.m. to 8:20 p.m. Trip headway is 120-minutes.

The Pleasant Hill station is served by southbound trips (prior to turning back at the Walnut Creek station for return to Benicia and Vallejo). Based on the ride check data, we believe SolTrans would benefit from restructuring Route 78 service to focus on the Pleasant Hill BART station, thereby reducing both service miles and service hours. From the customer's perspective the proposed service change would reduce average trip time by as much as 15 minutes. Exhibit x.15 shows both the current and proposed alignment for Route 78.

Exhibit x.15 Proposed Route 78 Map



A sample operating schedule for the proposed Route 78 is shown below. Saturday times are highlighted in gray.

Exhibit x.16 Route 78 Sample Schedule

Ferry Terminal	Transit Center	Military & First	Pleasant Hill BART (Arrive)	BART Train to Daly City/Milbrae	Pleasant Hill BART (Depart)	Military & First	Transit Center	Ferry Terminal
5:30 AM	5:35 AM	5:51 AM	6:13 AM	6:17 AM	6:20 AM	6:40 AM	6:55 AM	6:58 AM
6:00 AM	6:05 AM	6:21 AM	6:43 AM	6:47 AM	6:50 AM	7:10 AM	7:25 AM	7:28 AM
6:30 AM	6:35 AM	6:51 AM	7:13 AM	7:17 AM	7:20 AM	7:40 AM	7:55 AM	7:58 AM
7:00 AM	7:05 AM	7:21 AM	7:43 AM	7:47 AM	7:50 AM	8:10 AM	8:25 AM	8:28 AM
7:30 AM	7:35 AM	7:51 AM	8:13 AM	8:17 AM	8:20 AM	8:40 AM	8:55 AM	8:58 AM
8:30 AM	8:35 AM	8:51 AM	9:13 AM	9:17 AM	9:20 AM	9:40 AM	9:55 AM	9:58 AM
9:30 AM	9:35 AM	9:51 AM	10:13 AM	10:17 AM	10:20 AM	10:40 AM	10:55 AM	10:58 AM
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3:30 PM	3:35 PM	3:51 PM	4:13 PM	4:17 PM	4:20 PM	4:40 PM	4:55 PM	4:58 PM
4:00 PM	4:05 PM	4:21 PM	4:43 PM	4:47 PM	4:50 PM	5:10 PM	5:25 PM	5:28 PM
4:30 PM	4:35 PM	4:51 PM	5:13 PM	5:17 PM	5:20 PM	5:40 PM	5:55 PM	5:58 PM
5:00 PM	5:05 PM	5:21 PM	5:43 PM	5:47 PM	5:50 PM	6:10 PM	6:25 PM	6:28 PM
5:30 PM	5:35 PM	5:51 PM	6:13 PM	6:17 PM	6:20 PM	6:40 PM	6:55 PM	6:58 PM
6:00 PM	6:05 PM	6:21 PM	6:43 PM	6:47 PM	6:50 PM	7:10 PM	7:25 PM	7:28 PM
6:30 PM	6:35 PM	6:51 PM	7:13 PM	7:17 PM	7:20 PM	7:40 PM	7:55 PM	7:58 PM
7:00 PM	7:05 PM	7:21 PM	7:43 PM	7:47 PM	7:50 PM	8:10 PM	8:25 PM	8:28 PM

**Route 80**

Route 80 is a commuter service operating on weekdays, providing all-day connections between Vallejo and the El Cerrito Del Norte BART station. The route travels east-west along Interstate 80. Most trips begin/terminate at the Downtown Transit Center in Vallejo. However, the first five westbound trips originate at the Sereno Transit Center in Vallejo and also serve the Vallejo Ferry Terminal. Westbound service begins at 4:15 a.m. in Vallejo and ends at 10:54 p.m. at the El Cerrito Del Norte BART Station. Eastbound service begins at the El Cerrito Del Norte BART station at 5:15 a.m. and ends at 11:26 p.m. in Vallejo. Peak-hour headways for each direction are 15-minutes with slightly under 30 minute running times. No changes are proposed to Route 80.

**Route 81**

Given the low ridership and productivity of this route we propose elimination of Route 81. Ridership from this route can be captured through paratransit service.

**Route 85**

Route 85 connects Vallejo with Six Flags, Solano Community College, and Fairfield Solano Mall. The route travels eastbound and westbound seven days a week. On weekdays eastbound service begins at the Vallejo Downtown Transit Center and terminates at the Fairfield Solano Mall. Monday through Friday service is offered from 5:35 a.m. to 10:20 p.m.; while Saturday, Sunday, and holiday service is from 6:35 a.m. to 9:20 p.m.

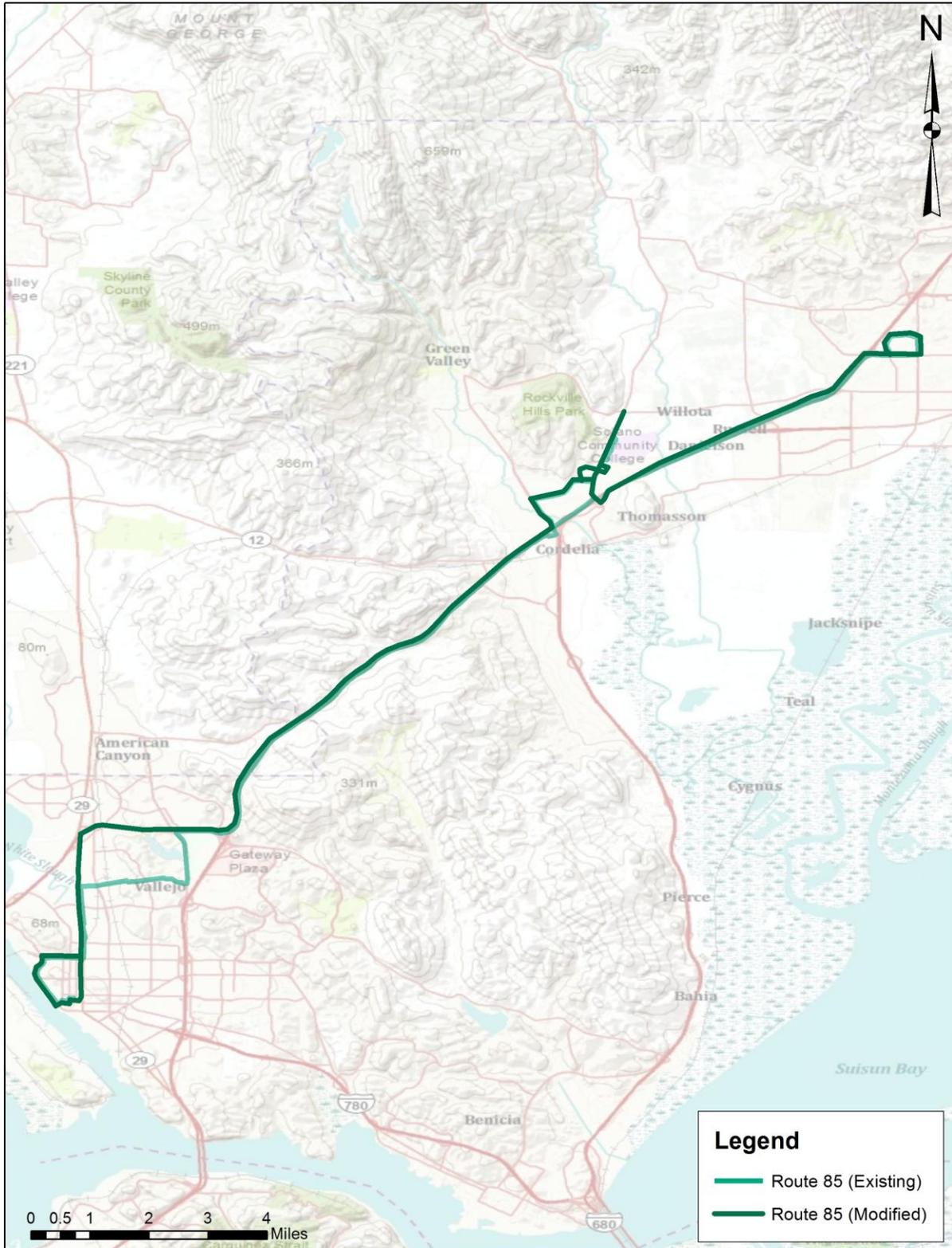
The westbound service begins at the Fairfield Solano Mall and terminates at the Vallejo Downtown Transit Center; operating from 6:33 a.m. to 11:28 p.m. on weekdays, and from 7:33 a.m. to 10:28 p.m. on weekends and holidays.

Route 85 operates every 30 minutes on weekdays and every 120 minutes on weekends and holidays; with a 45-minute running time.

We propose Route 85 be modified so as to eliminate local stops in Vallejo and limited stops to the Sereno Transit Center and Downtown Transit Center. Exhibit x.17 illustrates both the current and proposed alignments.

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Exhibit x.17 Proposed Route 85



A sample operating schedule for Route 85 is presented below. Saturday times are highlighted in gray.

Exhibit x.18 Proposed Route 85 Sample Schedule

Downtown Transit Center	Vallejo Ferry Terminal	Sereno Transit Center	Green Valley/ Mangels	Solano Community College	Fairfield Solano Mall (arrive)	Fairfield Solano Mall (depart)	Solano Community College	Green Valley/ Mangels	Sereno Transit Center	Vallejo Ferry Terminal	Downtown Transit Center
5:35 AM	5:37 AM	5:48 AM	5:57 AM	6:02 AM	6:12 AM	6:25 AM	6:35 AM	6:40 AM	6:49 AM	7:00 AM	7:02 AM
6:05 AM	6:07 AM	6:18 AM	6:27 AM	6:32 AM	6:42 AM	6:55 AM	7:05 AM	7:10 AM	7:19 AM	7:30 AM	7:32 AM
6:35 AM	6:37 AM	6:48 AM	6:57 AM	7:02 AM	7:12 AM	7:25 AM	7:35 AM	7:40 AM	7:49 AM	8:00 AM	8:02 AM
7:05 AM	7:07 AM	7:18 AM	7:27 AM	7:32 AM	7:42 AM	7:55 AM	8:05 AM	8:10 AM	8:19 AM	8:30 AM	8:32 AM
7:35 AM	7:37 AM	7:48 AM	7:57 AM	8:02 AM	8:12 AM	8:25 AM	8:35 AM	8:40 AM	8:49 AM	9:00 AM	9:02 AM
8:05 AM	8:07 AM	8:18 AM	8:27 AM	8:32 AM	8:42 AM	8:55 AM	9:05 AM	9:10 AM	9:19 AM	9:30 AM	9:32 AM
8:35 AM	8:37 AM	8:48 AM	8:57 AM	9:02 AM	9:12 AM	9:25 AM	9:35 AM	9:40 AM	9:49 AM	10:00 AM	10:02 AM
9:35 AM	9:37 AM	9:48 AM	9:57 AM	10:02 AM	10:12 AM	10:25 AM	10:35 AM	10:40 AM	10:49 AM	11:00 AM	11:02 AM
10:35 AM	10:37 AM	10:48 AM	10:57 AM	11:02 AM	11:12 AM	11:25 AM	11:35 AM	11:40 AM	11:49 AM	12:00 PM	12:02 PM
11:35 AM	11:37 AM	11:48 AM	11:57 AM	12:02 PM	12:12 PM	12:25 PM	12:35 PM	12:40 PM	12:49 PM	1:00 PM	1:02 PM
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9:35 PM	9:37 PM	9:48 PM	9:57 PM	10:02 PM	10:12 PM	10:25 PM	10:35 PM	10:40 PM	10:49 PM	11:00 PM	11:02 PM

Route 200

No changes are proposed for Route 200.

Diablo Valley College Shuttle

The DVC Shuttle has experienced very little ridership and productivity, wherein there is not sufficient demand for this service to recover or justify cost of operations. Therefore, we propose elimination of this service.

Exhibit x.19 illustrates the resulting local system proposed for introduction on or about July 1, 2012:

Exhibit x.19 Proposed Local System Map

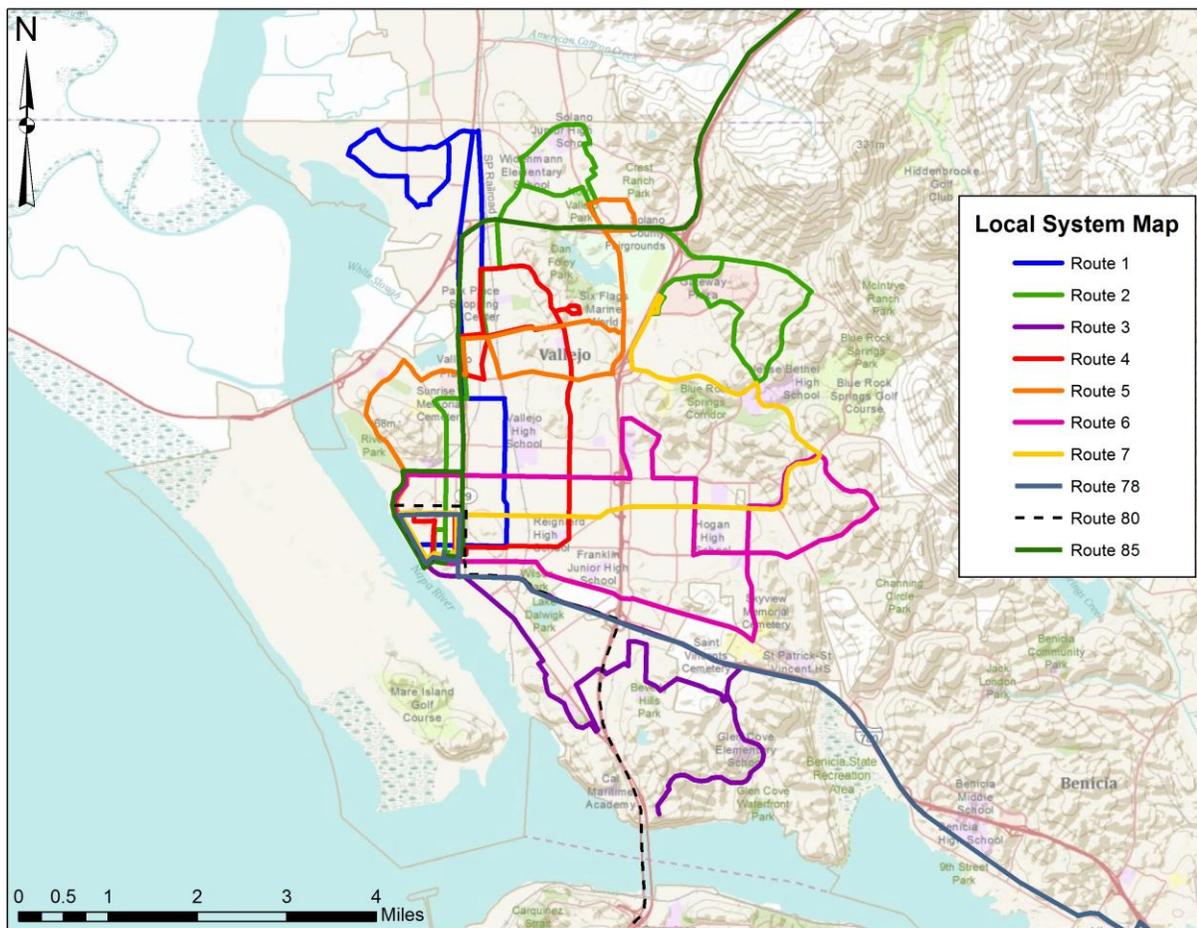
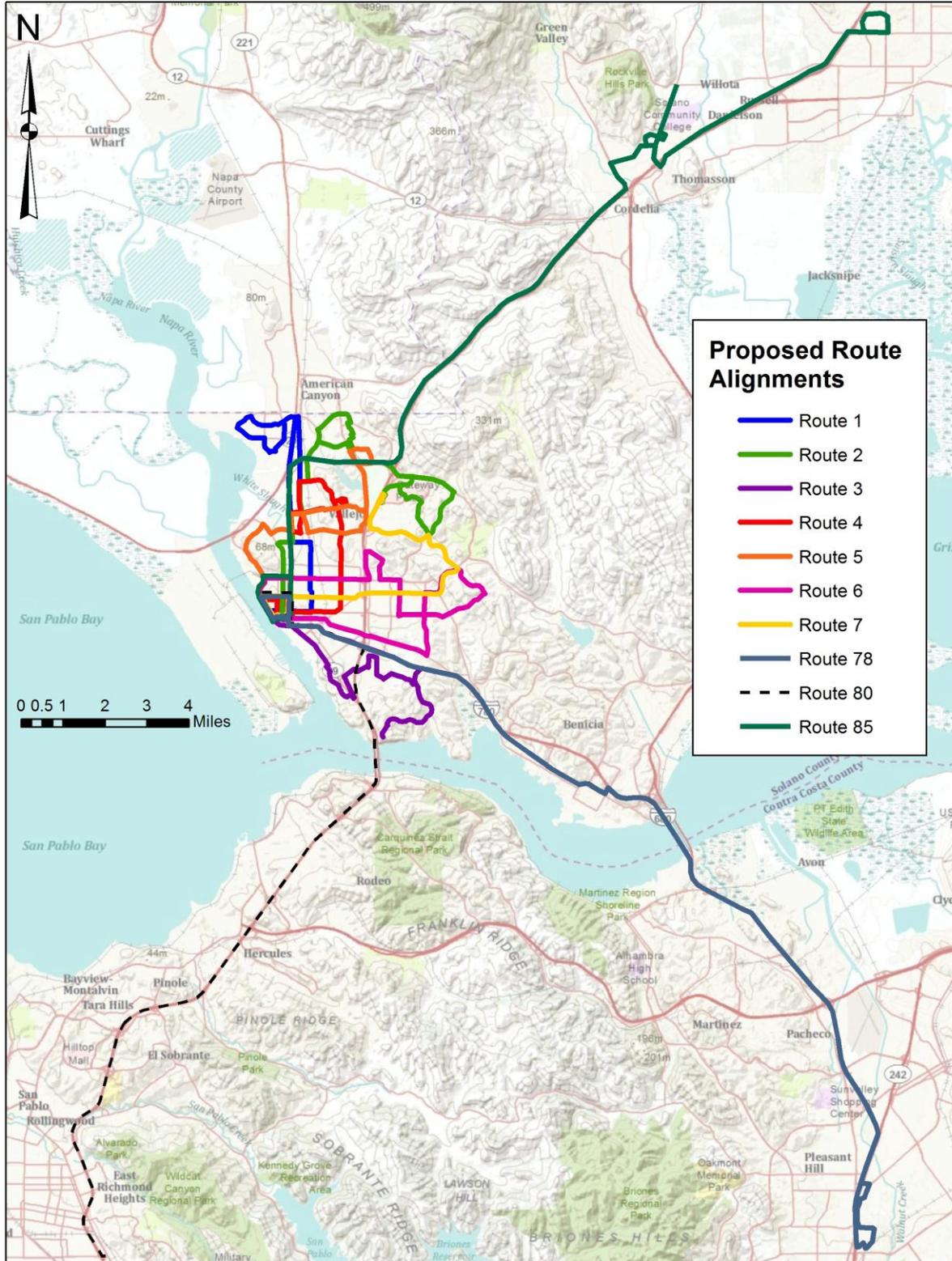


Exhibit x.20 reflects the proposed SolTrans system realignment.

Exhibit x.20 Proposed Regional System



### Dial-A-Ride Recommendations

The following recommendations pertain to those demand-response services currently being provided within the SolTrans service area. These recommendations are designed to achieve a Vehicle Service Hours goal of around 17,550. Coupled with the restructure of the fixed-route system, this will achieve a system-wide goal of around 111,225 VSH.

#### Vallejo Medical Center Shuttle

Similar to the DVC Shuttle, the Medical Shuttle has not generated a sufficient level of ridership or fare revenue to justify its continued operations. In addition, the previous improvements to the transit system will improve mobility throughout the area. Elimination of this route can be supplemented by fixed-route service as well as demand-response/paratransit services.

#### Benicia General Public Dial-A-Ride

Given the proposed elimination of Routes 21 and 22 in Benicia, we recommend expanding the Benicia general-public dial-a-ride service span to reflect the current operating hours of the two flex-routes (i.e., 5:50 a.m. to 8:50 a.m., and 3:50 p.m. to 5:50 p.m.). The general-public dial-a-ride service would operate all day with one additional vehicle reflective of historic demand on Routes 21 and 22 (i.e., between 1.3 and 1.8 Passengers/VSH).

#### Paratransit

SolTrans currently allocates approximately 12,000 Vehicle Service Hours annually for the provision of ADA Paratransit service. We forecast this would remain unchanged in FY 2012/13 absent the implementation of an alternative service delivery model.

Given the forecast budget shortfall beginning FY 2012/13, SolTrans is committed to identifying all practical cost-reduction and productivity enhancing opportunities. In so doing, the consultant team has identified a series of possible alternatives to the historic paratransit delivery service approach. The options include utilizing taxi vouchers to limit demand for ADA paratransit trips, implementing a “one-stop” call center, and/or introducing a hybrid brokerage paratransit model similar to those in a growing number of California communities. We recommend SolTrans staff continue to work with the Board to identify the most appropriate option moving forward.

### Service Recommendations

The following recommendations relate specifically to the times and days in which SolTrans provides service within southern Solano County.

### Service Span

Given pressures associated with the forecast budget shortfall in FY 2012/13, we propose SolTrans reduce its weekday local service to 13 hours (from 6:30 a.m. to 7:30 p.m.). This service span would become the baseline standard for the new realigned service structure.

### Weekend Service

Given low productivity and the need to preserve service during weekdays and peak hours, we recommend eliminating general public dial-a-ride service currently operating on Saturdays in Benicia. We also propose eliminating Sunday service to Routes 5, 80, and 85.

### Fare Structure

Base on various surveys as well as our professional experience we conclude the current SolTrans fare structure is unnecessarily complex. While there may be merit in having different fares for local and regional services, it is clear fare payment options are not consistent and are detracting from the user-friendliness of the system. For instance, there are four regional routes and three different fare structures. Day passes are available for Route 200 yet 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 fare tiers for adults, youth, and seniors/disabled, while single-ride fare only has two different tiers (adults and youth pay the same price).

Benicia Breeze is similarly complex, offering six different fare structures (school trippers, local transit, Route 76, shuttles, dial-a-ride, and paratransit). This can be extremely confusing for patrons, especially with respect to the relationship between the dial-a-ride and paratransit services. Should a disabled patron elect to take a trip using the dial-a-ride service, he/she would pay \$1.25. However, the same patron would pay \$3.00 if using the paratransit service, even though they utilize the same vehicles and operate within the same service area.

Resolving these issues and having a fair, consistent and easily identified fare structure should be priority for SolTrans moving forward.

To accomplish this, we propose the following fare structure to support the proposed service recommendations. We anticipate two cornerstone benefits:

- Increased adult base fare and non-cash fare media prices to raise additional revenue.
- Streamlined and simplified structure to improve user-friendliness.

Exhibit x.21 Proposed Fixed Route Fare Structure

	Local Trips	Regional Trips
<b>Single-Ride</b>		
Adult	\$2.00	\$5.00
Youth	\$1.50	\$4.00
Senior/Disabled	\$0.85	\$2.50
<b>Day Pass</b>		
Adult	\$5.00	\$12.00
Youth	\$4.00	\$10.00
Senior/Disabled	\$2.50	\$6.00
<b>Monthly Pass</b>		
Adult	\$60.00	\$120.00
Youth	\$50.00	\$100.00
Senior/Disabled	\$30.00	\$60.00
<b>10-Ride Pass</b>		
Adult	\$15.00	\$45.00
Youth	\$12.00	\$36.00
Senior/Disabled	\$7.50	\$22.00

Following the same fare structure recommendations as the fixed route service, exhibit x.22 below outlines our proposed fare changes for SolTrans’ dial-a-ride and paratransit services. Fares are based on the area served, Zone 1 being within Benicia, Zone 2 being trips outside of Benicia. Seniors now receive similar discounts on both the Benicia Breeze paratransit and dial-a-ride services.

Exhibit x.22 Proposed Paratransit Fare Structure

Paratransit/Dial-A-Ride	Current	Proposed
		Soltrans
<b>Vallejo Runabout</b>		<b>Paratransit</b>
Within Vallejo	\$3.50	\$3.00
Between Vallejo & Fairfield	\$6.00	\$5.50
Between Vallejo & Pinole	\$6.00	\$5.50
<b>Benicia Paratransit</b>		
Zone 1	\$3.00	\$3.00
Zone 2	\$5.50	\$5.50
Senior/Disabled (both zones)	N/A	\$1.50
<b>Benicia Dial-A-Ride</b>		<b>Dial-A-Ride</b>
Zone 1	\$2.00	\$3.00
Zone 2	\$2.00	\$5.50
Senior/Disabled (both zones)	\$1.25	\$1.50

## PHASE 2 RECOMMENDATIONS

While the top priority of the Short Range Transit Plan is to ensure the near-term sustainability of the SolTrans service through a significant realignment of the service structure on or about July 1, 2012, this Plan also presents an opportunity to craft a blueprint for the ongoing development of the SolTrans system in out-years (i.e., five to seven years into the future). Presented below are a series of recommendations for enhancing transit service in Benicia and Vallejo moving forward. These recommendations assume the system realignment described in the prior section would be implemented on or about July 2012.

### Fixed-Route Recommendations

The following recommendations are designed to serve as a “menu” of possible options for implementation as the required funding becomes available. These recommendations are flexible in nature and can be implemented independently of one another. We also provide a forecast number of the annual Vehicle Service Hours each would require.

#### Route 1

We propose increasing the service span on Route 1 to 16 hours (5:30 a.m. to 9:30 p.m.) from the 13-hour span proposed for the July 1, 2012 service realignment (6:30 a.m. to 7:30 p.m.). In addition, we recommend increasing Route 1 peak-hour frequency to 15 minutes (6:00 a.m. and 8:30 a.m., and 4:30 p.m. and 6:30 p.m.). Collectively, these enhancements would result in an additional 4,409 VSH annually. The following table presents a sample schedule. Saturday times are highlighted in gray.

Exhibit x.23 Route 1 Optimistic Schedule

Downtown Transit Center	Broadway/Tennessee	Sereno Transit Center (arrive)	Sereno Transit Center (depart)	Sonoma/Yolano	Sonoma/Mini	Mini/Elliot	Broadway Walmart	Transit Yard (trailer park)	Sereno Transit Center (arrive)	Sereno Transit Center (depart)	Broadway/Tennessee	Downtown Transit Center
5:30 AM	5:35 AM	5:42 AM	5:45 AM	5:47 AM	5:50 AM	5:58 AM	6:06 AM	6:11 AM	6:13 AM	6:15 AM	6:21 AM	6:27 AM
6:00 AM	6:05 AM	6:12 AM	6:15 AM	6:17 AM	6:20 AM	6:28 AM	6:36 AM	6:41 AM	6:43 AM	6:45 AM	6:51 AM	6:57 AM
6:15 AM	6:20 AM	6:27 AM	6:30 AM	6:32 AM	6:35 AM	6:43 AM	6:51 AM	6:56 AM	6:58 AM	7:00 AM	7:06 AM	7:12 AM
6:30 AM	6:35 AM	6:42 AM	6:45 AM	6:47 AM	6:50 AM	6:58 AM	7:06 AM	7:11 AM	7:13 AM	7:15 AM	7:21 AM	7:27 AM
6:45 AM	6:50 AM	6:57 AM	7:00 AM	7:02 AM	7:05 AM	7:13 AM	7:21 AM	7:26 AM	7:28 AM	7:30 AM	7:36 AM	7:42 AM
7:00 AM	7:05 AM	7:12 AM	7:15 AM	7:17 AM	7:20 AM	7:28 AM	7:36 AM	7:41 AM	7:43 AM	7:45 AM	7:51 AM	7:57 AM
7:15 AM	7:20 AM	7:27 AM	7:30 AM	7:32 AM	7:35 AM	7:43 AM	7:51 AM	7:56 AM	7:58 AM	8:00 AM	8:06 AM	8:12 AM
7:30 AM	7:35 AM	7:42 AM	7:45 AM	7:47 AM	7:50 AM	7:58 AM	8:06 AM	8:11 AM	8:13 AM	8:15 AM	8:21 AM	8:27 AM
7:45 AM	7:50 AM	7:57 AM	8:00 AM	8:02 AM	8:05 AM	8:13 AM	8:21 AM	8:26 AM	8:28 AM	8:30 AM	8:36 AM	8:42 AM
8:00 AM	8:05 AM	8:12 AM	8:15 AM	8:17 AM	8:20 AM	8:28 AM	8:36 AM	8:41 AM	8:43 AM	8:45 AM	8:51 AM	8:57 AM
8:15 AM	8:20 AM	8:27 AM	8:30 AM	8:32 AM	8:35 AM	8:43 AM	8:51 AM	8:56 AM	8:58 AM	9:00 AM	9:06 AM	9:12 AM
8:30 AM	8:35 AM	8:42 AM	8:45 AM	8:47 AM	8:50 AM	8:58 AM	9:06 AM	9:11 AM	9:13 AM	9:15 AM	9:21 AM	9:27 AM
9:00 AM	9:05 AM	9:12 AM	9:15 AM	9:17 AM	9:20 AM	9:28 AM	9:36 AM	9:41 AM	9:43 AM	9:45 AM	9:51 AM	9:57 AM
9:30 AM	9:35 AM	9:42 AM	9:45 AM	9:47 AM	9:50 AM	9:58 AM	10:06 AM	10:11 AM	10:13 AM	10:15 AM	10:21 AM	10:27 AM
10:00 AM	10:05 AM	10:12 AM	10:15 AM	10:17 AM	10:20 AM	10:28 AM	10:36 AM	10:41 AM	10:43 AM	10:45 AM	10:51 AM	10:57 AM
10:30 AM	10:35 AM	10:42 AM	10:45 AM	10:47 AM	10:50 AM	10:58 AM	11:06 AM	11:11 AM	11:13 AM	11:15 AM	11:21 AM	11:27 AM
11:00 AM	11:05 AM	11:12 AM	11:15 AM	11:17 AM	11:20 AM	11:28 AM	11:36 AM	11:41 AM	11:43 AM	11:45 AM	11:51 AM	11:57 AM
11:30 AM	11:35 AM	11:42 AM	11:45 AM	11:47 AM	11:50 AM	11:58 AM	12:06 PM	12:11 PM	12:13 PM	12:15 PM	12:21 PM	12:27 PM
12:00 PM	12:05 PM	12:12 PM	12:15 PM	12:17 PM	12:20 PM	12:28 PM	12:36 PM	12:41 PM	12:43 PM	12:45 PM	12:51 PM	12:57 PM
12:30 PM	12:35 PM	12:42 PM	12:45 PM	12:47 PM	12:50 PM	12:58 PM	1:06 PM	1:11 PM	1:13 PM	1:15 PM	1:21 PM	1:27 PM
1:00 PM	1:05 PM	1:12 PM	1:15 PM	1:17 PM	1:20 PM	1:28 PM	1:36 PM	1:41 PM	1:43 PM	1:45 PM	1:51 PM	1:57 PM
1:30 PM	1:35 PM	1:42 PM	1:45 PM	1:47 PM	1:50 PM	1:58 PM	2:06 PM	2:11 PM	2:13 PM	2:15 PM	2:21 PM	2:27 PM
2:00 PM	2:05 PM	2:12 PM	2:15 PM	2:17 PM	2:20 PM	2:28 PM	2:36 PM	2:41 PM	2:43 PM	2:45 PM	2:51 PM	2:57 PM
2:30 PM	2:35 PM	2:42 PM	2:45 PM	2:47 PM	2:50 PM	2:58 PM	3:06 PM	3:11 PM	3:13 PM	3:15 PM	3:21 PM	3:27 PM
3:00 PM	3:05 PM	3:12 PM	3:15 PM	3:17 PM	3:20 PM	3:28 PM	3:36 PM	3:41 PM	3:43 PM	3:45 PM	3:51 PM	3:57 PM
3:30 PM	3:35 PM	3:42 PM	3:45 PM	3:47 PM	3:50 PM	3:58 PM	4:06 PM	4:11 PM	4:13 PM	4:15 PM	4:21 PM	4:27 PM
4:00 PM	4:05 PM	4:12 PM	4:15 PM	4:17 PM	4:20 PM	4:28 PM	4:36 PM	4:41 PM	4:43 PM	4:45 PM	4:51 PM	4:57 PM
4:30 PM	4:35 PM	4:42 PM	4:45 PM	4:47 PM	4:50 PM	4:58 PM	5:06 PM	5:11 PM	5:13 PM	5:15 PM	5:21 PM	5:27 PM
4:45 PM	4:50 PM	4:57 PM	5:00 PM	5:02 PM	5:05 PM	5:13 PM	5:21 PM	5:26 PM	5:28 PM	5:30 PM	5:36 PM	5:42 PM
5:00 PM	5:05 PM	5:12 PM	5:15 PM	5:17 PM	5:20 PM	5:28 PM	5:36 PM	5:41 PM	5:43 PM	5:45 PM	5:51 PM	5:57 PM
5:15 PM	5:20 PM	5:27 PM	5:30 PM	5:32 PM	5:35 PM	5:43 PM	5:51 PM	5:56 PM	5:58 PM	6:00 PM	6:06 PM	6:12 PM
5:30 PM	5:35 PM	5:42 PM	5:45 PM	5:47 PM	5:50 PM	5:58 PM	6:06 PM	6:11 PM	6:13 PM	6:15 PM	6:21 PM	6:27 PM
5:45 PM	5:50 PM	5:57 PM	6:00 PM	6:02 PM	6:05 PM	6:13 PM	6:21 PM	6:26 PM	6:28 PM	6:30 PM	6:36 PM	6:42 PM
6:00 PM	6:05 PM	6:12 PM	6:15 PM	6:17 PM	6:20 PM	6:28 PM	6:36 PM	6:41 PM	6:43 PM	6:45 PM	6:51 PM	6:57 PM
6:15 PM	6:20 PM	6:27 PM	6:30 PM	6:32 PM	6:35 PM	6:43 PM	6:51 PM	6:56 PM	6:58 PM	7:00 PM	7:06 PM	7:12 PM
6:30 PM	6:35 PM	6:42 PM	6:45 PM	6:47 PM	6:50 PM	6:58 PM	7:06 PM	7:11 PM	7:13 PM	7:15 PM	7:21 PM	7:27 PM
7:00 PM	7:05 PM	7:12 PM	7:15 PM	7:17 PM	7:20 PM	7:28 PM	7:36 PM	7:41 PM	7:43 PM	7:45 PM	7:51 PM	7:57 PM
7:30 PM	7:35 PM	7:42 PM	7:45 PM	7:47 PM	7:50 PM	7:58 PM	8:06 PM	8:11 PM	8:13 PM	8:15 PM	8:21 PM	8:27 PM
8:00 PM	8:05 PM	8:12 PM	8:15 PM	8:17 PM	8:20 PM	8:28 PM	8:36 PM	8:41 PM	8:43 PM	8:45 PM	8:51 PM	8:57 PM
8:30 PM	8:35 PM	8:42 PM	8:45 PM	8:47 PM	8:50 PM	8:58 PM	9:06 PM	9:11 PM	9:13 PM	9:15 PM	9:21 PM	9:27 PM

Route 2

We propose increasing the service span on Route 2 to 16 hours (5:30 a.m. to 9:30 p.m.) from the 13-hour span proposed for the July 1, 2012 realignment (6:30 a.m. to 7:30 p.m.). In addition, we recommend increasing the frequency along Route 2 to 30 minutes across the entire service day. Collectively, these enhancements would result in an additional 3,103 VSH annually. The table below presents a sample schedule. Saturday times are highlighted in gray.

Exhibit x.24 Route 2 Optimistic Schedule

Downtown Transit Center	Valle Vista/ Sacramento	Sereno Transit Center (arrive)	Sereno Transit Center (depart)	Broadway/ Garibaldi	Corcoran/ Mini	Gateway/ Fairgrounds	Gateway Plaza	Mini/ Whitney	Sereno Transit Center	Sacramento/ Tennessee	Downtown Transit Center
5:30 AM	5:35 AM	5:40 AM	5:45 AM	5:47 AM	5:52 AM	5:58 AM	6:16 AM	6:25 AM	6:32 AM	6:37 AM	6:42 AM
6:00 AM	6:05 AM	6:10 AM	6:15 AM	6:17 AM	6:22 AM	6:28 AM	6:46 AM	6:55 AM	7:02 AM	7:07 AM	7:12 AM
6:30 AM	6:35 AM	6:40 AM	6:45 AM	6:47 AM	6:52 AM	6:58 AM	7:16 AM	7:25 AM	7:32 AM	7:37 AM	7:42 AM
7:00 AM	7:05 AM	7:10 AM	7:15 AM	7:17 AM	7:22 AM	7:28 AM	7:46 AM	7:55 AM	8:02 AM	8:07 AM	8:12 AM
7:30 AM	7:35 AM	7:40 AM	7:45 AM	7:47 AM	7:52 AM	7:58 AM	8:16 AM	8:25 AM	8:32 AM	8:37 AM	8:42 AM
8:00 AM	8:05 AM	8:10 AM	8:15 AM	8:17 AM	8:22 AM	8:28 AM	8:46 AM	8:55 AM	9:02 AM	9:07 AM	9:12 AM
8:30 AM	8:35 AM	8:40 AM	8:45 AM	8:47 AM	8:52 AM	8:58 AM	9:16 AM	9:25 AM	9:32 AM	9:37 AM	9:42 AM
9:00 AM	9:05 AM	9:10 AM	9:15 AM	9:17 AM	9:22 AM	9:28 AM	9:46 AM	9:55 AM	10:02 AM	10:07 AM	10:12 AM
9:30 AM	9:35 AM	9:40 AM	9:45 AM	9:47 AM	9:52 AM	9:58 AM	10:16 AM	10:25 AM	10:32 AM	10:37 AM	10:42 AM
10:00 AM	10:05 AM	10:10 AM	10:15 AM	10:17 AM	10:22 AM	10:28 AM	10:46 AM	10:55 AM	11:02 AM	11:07 AM	11:12 AM
10:30 AM	10:35 AM	10:40 AM	10:45 AM	10:47 AM	10:52 AM	10:58 AM	11:16 AM	11:25 AM	11:32 AM	11:37 AM	11:42 AM
11:00 AM	11:05 AM	11:10 AM	11:15 AM	11:17 AM	11:22 AM	11:28 AM	11:46 AM	11:55 AM	12:02 PM	12:07 PM	12:12 PM
11:30 AM	11:35 AM	11:40 AM	11:45 AM	11:47 AM	11:52 AM	11:58 AM	12:16 PM	12:25 PM	12:32 PM	12:37 PM	12:42 PM
12:00 PM	12:05 PM	12:10 PM	12:15 PM	12:17 PM	12:22 PM	12:28 PM	12:46 PM	12:55 PM	1:02 PM	1:07 PM	1:12 PM
12:30 PM	12:35 PM	12:40 PM	12:45 PM	12:47 PM	12:52 PM	12:58 PM	1:16 PM	1:25 PM	1:32 PM	1:37 PM	1:42 PM
1:00 PM	1:05 PM	1:10 PM	1:15 PM	1:17 PM	1:22 PM	1:28 PM	1:46 PM	1:55 PM	2:02 PM	2:07 PM	2:12 PM
1:30 PM	1:35 PM	1:40 PM	1:45 PM	1:47 PM	1:52 PM	1:58 PM	2:16 PM	2:25 PM	2:32 PM	2:37 PM	2:42 PM
2:00 PM	2:05 PM	2:10 PM	2:15 PM	2:17 PM	2:22 PM	2:28 PM	2:46 PM	2:55 PM	3:02 PM	3:07 PM	3:12 PM
2:30 PM	2:35 PM	2:40 PM	2:45 PM	2:47 PM	2:52 PM	2:58 PM	3:16 PM	3:25 PM	3:32 PM	3:37 PM	3:42 PM
3:00 PM	3:05 PM	3:10 PM	3:15 PM	3:17 PM	3:22 PM	3:28 PM	3:46 PM	3:55 PM	4:02 PM	4:07 PM	4:12 PM
3:30 PM	3:35 PM	3:40 PM	3:45 PM	3:47 PM	3:52 PM	3:58 PM	4:16 PM	4:25 PM	4:32 PM	4:37 PM	4:42 PM
4:00 PM	4:05 PM	4:10 PM	4:15 PM	4:17 PM	4:22 PM	4:28 PM	4:46 PM	4:55 PM	5:02 PM	5:07 PM	5:12 PM
4:30 PM	4:35 PM	4:40 PM	4:45 PM	4:47 PM	4:52 PM	4:58 PM	5:16 PM	5:25 PM	5:32 PM	5:37 PM	5:42 PM
5:00 PM	5:05 PM	5:10 PM	5:15 PM	5:17 PM	5:22 PM	5:28 PM	5:46 PM	5:55 PM	6:02 PM	6:07 PM	6:12 PM
5:30 PM	5:35 PM	5:40 PM	5:45 PM	5:47 PM	5:52 PM	5:58 PM	6:16 PM	6:25 PM	6:32 PM	6:37 PM	6:42 PM
6:00 PM	6:05 PM	6:10 PM	6:15 PM	6:17 PM	6:22 PM	6:28 PM	6:46 PM	6:55 PM	7:02 PM	7:07 PM	7:12 PM
6:30 PM	6:35 PM	6:40 PM	6:45 PM	6:47 PM	6:52 PM	6:58 PM	7:16 PM	7:25 PM	7:32 PM	7:37 PM	7:42 PM
7:00 PM	7:05 PM	7:10 PM	7:15 PM	7:17 PM	7:22 PM	7:28 PM	7:46 PM	7:55 PM	8:02 PM	8:07 PM	8:12 PM
7:30 PM	7:35 PM	7:40 PM	7:45 PM	7:47 PM	7:52 PM	7:58 PM	8:16 PM	8:25 PM	8:32 PM	8:37 PM	8:42 PM
8:00 PM	8:05 PM	8:10 PM	8:15 PM	8:17 PM	8:22 PM	8:28 PM	8:46 PM	8:55 PM	9:02 PM	9:07 PM	9:12 PM
8:30 PM	8:35 PM	8:40 PM	8:45 PM	8:47 PM	8:52 PM	8:58 PM	9:16 PM	9:25 PM	9:32 PM	9:37 PM	9:42 PM

Route 3

We propose increasing the service span on Route 3 to 16 hours (5:30 a.m. to 9:30 p.m.) from the 13-hour span proposed for the July 1, 2012 service realignment (6:30 a.m. to 7:30 p.m.). In addition, we recommend increasing the frequency along Route 3 to 30 minutes across the entire service day. Collectively, these enhancements would result in an additional 1,632 VSH annually. Exhibit x.25 presents a sample schedule. Saturday times are highlighted in gray.

Exhibit x.25 Route 3 Optimistic Schedule

Downtown Transit Center	Curtola Park & Ride	Glen Cove End	Beverly Hills Elementary	Magazine/Fifth	Porter/Seabreeze Apartments	Sonoma/Lemon	Downtown Transit Center
5:30 AM	5:35 AM	5:45 AM	5:55 AM	6:00 AM	6:01 AM	6:05 AM	6:10 AM
6:00 AM	6:05 AM	6:15 AM	6:25 AM	6:30 AM	6:31 AM	6:35 AM	6:40 AM
6:30 AM	6:35 AM	6:45 AM	6:55 AM	7:00 AM	7:01 AM	7:05 AM	7:10 AM
7:00 AM	7:05 AM	7:15 AM	7:25 AM	7:30 AM	7:31 AM	7:35 AM	7:40 AM
7:30 AM	7:35 AM	7:45 AM	7:55 AM	8:00 AM	8:01 AM	8:05 AM	8:10 AM
8:00 AM	8:05 AM	8:15 AM	8:25 AM	8:30 AM	8:31 AM	8:35 AM	8:40 AM
8:30 AM	8:35 AM	8:45 AM	8:55 AM	9:00 AM	9:01 AM	9:05 AM	9:10 AM
9:00 AM	9:05 AM	9:15 AM	9:25 AM	9:30 AM	9:31 AM	9:35 AM	9:40 AM
9:30 AM	9:35 AM	9:45 AM	9:55 AM	10:00 AM	10:01 AM	10:05 AM	10:10 AM
10:00 AM	10:05 AM	10:15 AM	10:25 AM	10:30 AM	10:31 AM	10:35 AM	10:40 AM
10:30 AM	10:35 AM	10:45 AM	10:55 AM	11:00 AM	11:01 AM	11:05 AM	11:10 AM
11:00 AM	11:05 AM	11:15 AM	11:25 AM	11:30 AM	11:31 AM	11:35 AM	11:40 AM
11:30 AM	11:35 AM	11:45 AM	11:55 AM	12:00 PM	12:01 PM	12:05 PM	12:10 PM
12:00 PM	12:05 PM	12:15 PM	12:25 PM	12:30 PM	12:31 PM	12:35 PM	12:40 PM
12:30 PM	12:35 PM	12:45 PM	12:55 PM	1:00 PM	1:01 PM	1:05 PM	1:10 PM
1:00 PM	1:05 PM	1:15 PM	1:25 PM	1:30 PM	1:31 PM	1:35 PM	1:40 PM
1:30 PM	1:35 PM	1:45 PM	1:55 PM	2:00 PM	2:01 PM	2:05 PM	2:10 PM
2:00 PM	2:05 PM	2:15 PM	2:25 PM	2:30 PM	2:31 PM	2:35 PM	2:40 PM
2:30 PM	2:35 PM	2:45 PM	2:55 PM	3:00 PM	3:01 PM	3:05 PM	3:10 PM
3:00 PM	3:05 PM	3:15 PM	3:25 PM	3:30 PM	3:31 PM	3:35 PM	3:40 PM
3:30 PM	3:35 PM	3:45 PM	3:55 PM	4:00 PM	4:01 PM	4:05 PM	4:10 PM
4:00 PM	4:05 PM	4:15 PM	4:25 PM	4:30 PM	4:31 PM	4:35 PM	4:40 PM
4:30 PM	4:35 PM	4:45 PM	4:55 PM	5:00 PM	5:01 PM	5:05 PM	5:10 PM
5:00 PM	5:05 PM	5:15 PM	5:25 PM	5:30 PM	5:31 PM	5:35 PM	5:40 PM
5:30 PM	5:35 PM	5:45 PM	5:55 PM	6:00 PM	6:01 PM	6:05 PM	6:10 PM
6:00 PM	6:05 PM	6:15 PM	6:25 PM	6:30 PM	6:31 PM	6:35 PM	6:40 PM
6:30 PM	6:35 PM	6:45 PM	6:55 PM	7:00 PM	7:01 PM	7:05 PM	7:10 PM
7:00 PM	7:05 PM	7:15 PM	7:25 PM	7:30 PM	7:31 PM	7:35 PM	7:40 PM
7:30 PM	7:35 PM	7:45 PM	7:55 PM	8:00 PM	8:01 PM	8:05 PM	8:10 PM
8:00 PM	8:05 PM	8:15 PM	8:25 PM	8:30 PM	8:31 PM	8:35 PM	8:40 PM
8:30 PM	8:35 PM	8:45 PM	8:55 PM	9:00 PM	9:01 PM	9:05 PM	9:10 PM

Route 4

We propose increasing the service span on Route 4 to 16 hours (5:30 a.m. to 9:30 p.m.) from the 13-hour span proposed for the July 1, 2012 service (6:30 a.m. to 7:30 p.m.). We also recommend increasing the frequency along Route 4 to 30 minutes across the entire service day. Collectively, these enhancements would result in an additional 2,040 VSH annually. Exhibit x.26 illustrates the proposed schedule. Saturday times are highlighted in gray.

Exhibit x.26 Route 4 Optimistic Schedule

Downtown Transit Center	Georgia/Amador	Solano County Courthouse	Tennessee/Tuolumne	Tuolumne/Redwood	Sutter Solano Medical Center	Tuolumne/BW Williams	Transit Yard (trailer park)	Sereno Transit Center	Kaiser Hospital	Del Mar/Tuolumne	Tuolumne/Redwood	Tennessee/Tuolumne	Solano County Courthouse	Butte/Carolina	Downtown Transit Center
5:30 AM	5:33 AM	5:35 AM	5:38 AM	5:41 AM	5:46 AM	5:50 AM	5:51 AM	5:57 AM	5:59 AM	6:03 AM	6:05 AM	6:08 AM	6:11 AM	6:16 AM	6:20 AM
6:00 AM	6:03 AM	6:05 AM	6:08 AM	6:11 AM	6:16 AM	6:20 AM	6:21 AM	6:27 AM	6:29 AM	6:33 AM	6:35 AM	6:38 AM	6:41 AM	6:46 AM	6:50 AM
6:30 AM	6:33 AM	6:35 AM	6:38 AM	6:41 AM	6:46 AM	6:50 AM	6:51 AM	6:57 AM	6:59 AM	7:03 AM	7:05 AM	7:08 AM	7:11 AM	7:16 AM	7:20 AM
7:00 AM	7:03 AM	7:05 AM	7:08 AM	7:11 AM	7:16 AM	7:20 AM	7:21 AM	7:27 AM	7:29 AM	7:33 AM	7:35 AM	7:38 AM	7:41 AM	7:46 AM	7:50 AM
7:30 AM	7:33 AM	7:35 AM	7:38 AM	7:41 AM	7:46 AM	7:50 AM	7:51 AM	7:57 AM	7:59 AM	8:03 AM	8:05 AM	8:08 AM	8:11 AM	8:16 AM	8:20 AM
8:00 AM	8:03 AM	8:05 AM	8:08 AM	8:11 AM	8:16 AM	8:20 AM	8:21 AM	8:27 AM	8:29 AM	8:33 AM	8:35 AM	8:38 AM	8:41 AM	8:46 AM	8:50 AM
8:30 AM	8:33 AM	8:35 AM	8:38 AM	8:41 AM	8:46 AM	8:50 AM	8:51 AM	8:57 AM	8:59 AM	9:03 AM	9:05 AM	9:08 AM	9:11 AM	9:16 AM	9:20 AM
9:00 AM	9:03 AM	9:05 AM	9:08 AM	9:11 AM	9:16 AM	9:20 AM	9:21 AM	9:27 AM	9:29 AM	9:33 AM	9:35 AM	9:38 AM	9:41 AM	9:46 AM	9:50 AM
9:30 AM	9:33 AM	9:35 AM	9:38 AM	9:41 AM	9:46 AM	9:50 AM	9:51 AM	9:57 AM	9:59 AM	10:03 AM	10:05 AM	10:08 AM	10:11 AM	10:16 AM	10:20 AM
10:00 AM	10:03 AM	10:05 AM	10:08 AM	10:11 AM	10:16 AM	10:20 AM	10:21 AM	10:27 AM	10:29 AM	10:33 AM	10:35 AM	10:38 AM	10:41 AM	10:46 AM	10:50 AM
10:30 AM	10:33 AM	10:35 AM	10:38 AM	10:41 AM	10:46 AM	10:50 AM	10:51 AM	10:57 AM	10:59 AM	11:03 AM	11:05 AM	11:08 AM	11:11 AM	11:16 AM	11:20 AM
11:00 AM	11:03 AM	11:05 AM	11:08 AM	11:11 AM	11:16 AM	11:20 AM	11:21 AM	11:27 AM	11:29 AM	11:33 AM	11:35 AM	11:38 AM	11:41 AM	11:46 AM	11:50 AM
11:30 AM	11:33 AM	11:35 AM	11:38 AM	11:41 AM	11:46 AM	11:50 AM	11:51 AM	11:57 AM	11:59 AM	12:03 PM	12:05 PM	12:08 PM	12:11 PM	12:16 PM	12:20 PM
12:00 PM	12:03 PM	12:05 PM	12:08 PM	12:11 PM	12:16 PM	12:20 PM	12:21 PM	12:27 PM	12:29 PM	12:33 PM	12:35 PM	12:38 PM	12:41 PM	12:46 PM	12:50 PM
12:30 PM	12:33 PM	12:35 PM	12:38 PM	12:41 PM	12:46 PM	12:50 PM	12:51 PM	12:57 PM	12:59 PM	1:03 PM	1:05 PM	1:08 PM	1:11 PM	1:16 PM	1:20 PM
1:00 PM	1:03 PM	1:05 PM	1:08 PM	1:11 PM	1:16 PM	1:20 PM	1:21 PM	1:27 PM	1:29 PM	1:33 PM	1:35 PM	1:38 PM	1:41 PM	1:46 PM	1:50 PM
1:30 PM	1:33 PM	1:35 PM	1:38 PM	1:41 PM	1:46 PM	1:50 PM	1:51 PM	1:57 PM	1:59 PM	2:03 PM	2:05 PM	2:08 PM	2:11 PM	2:16 PM	2:20 PM
2:00 PM	2:03 PM	2:05 PM	2:08 PM	2:11 PM	2:16 PM	2:20 PM	2:21 PM	2:27 PM	2:29 PM	2:33 PM	2:35 PM	2:38 PM	2:41 PM	2:46 PM	2:50 PM
2:30 PM	2:33 PM	2:35 PM	2:38 PM	2:41 PM	2:46 PM	2:50 PM	2:51 PM	2:57 PM	2:59 PM	3:03 PM	3:05 PM	3:08 PM	3:11 PM	3:16 PM	3:20 PM
3:00 PM	3:03 PM	3:05 PM	3:08 PM	3:11 PM	3:16 PM	3:20 PM	3:21 PM	3:27 PM	3:29 PM	3:33 PM	3:35 PM	3:38 PM	3:41 PM	3:46 PM	3:50 PM
3:30 PM	3:33 PM	3:35 PM	3:38 PM	3:41 PM	3:46 PM	3:50 PM	3:51 PM	3:57 PM	3:59 PM	4:03 PM	4:05 PM	4:08 PM	4:11 PM	4:16 PM	4:20 PM
4:00 PM	4:03 PM	4:05 PM	4:08 PM	4:11 PM	4:16 PM	4:20 PM	4:21 PM	4:27 PM	4:29 PM	4:33 PM	4:35 PM	4:38 PM	4:41 PM	4:46 PM	4:50 PM
4:30 PM	4:33 PM	4:35 PM	4:38 PM	4:41 PM	4:46 PM	4:50 PM	4:51 PM	4:57 PM	4:59 PM	5:03 PM	5:05 PM	5:08 PM	5:11 PM	5:16 PM	5:20 PM
5:00 PM	5:03 PM	5:05 PM	5:08 PM	5:11 PM	5:16 PM	5:20 PM	5:21 PM	5:27 PM	5:29 PM	5:33 PM	5:35 PM	5:38 PM	5:41 PM	5:46 PM	5:50 PM
5:30 PM	5:33 PM	5:35 PM	5:38 PM	5:41 PM	5:46 PM	5:50 PM	5:51 PM	5:57 PM	5:59 PM	6:03 PM	6:05 PM	6:08 PM	6:11 PM	6:16 PM	6:20 PM
6:00 PM	6:03 PM	6:05 PM	6:08 PM	6:11 PM	6:16 PM	6:20 PM	6:21 PM	6:27 PM	6:29 PM	6:33 PM	6:35 PM	6:38 PM	6:41 PM	6:46 PM	6:50 PM
6:30 PM	6:33 PM	6:35 PM	6:38 PM	6:41 PM	6:46 PM	6:50 PM	6:51 PM	6:57 PM	6:59 PM	7:03 PM	7:05 PM	7:08 PM	7:11 PM	7:16 PM	7:20 PM
7:00 PM	7:03 PM	7:05 PM	7:08 PM	7:11 PM	7:16 PM	7:20 PM	7:21 PM	7:27 PM	7:29 PM	7:33 PM	7:35 PM	7:38 PM	7:41 PM	7:46 PM	7:50 PM
7:30 PM	7:33 PM	7:35 PM	7:38 PM	7:41 PM	7:46 PM	7:50 PM	7:51 PM	7:57 PM	7:59 PM	8:03 PM	8:05 PM	8:08 PM	8:11 PM	8:16 PM	8:20 PM
8:00 PM	8:03 PM	8:05 PM	8:08 PM	8:11 PM	8:16 PM	8:20 PM	8:21 PM	8:27 PM	8:29 PM	8:33 PM	8:35 PM	8:38 PM	8:41 PM	8:46 PM	8:50 PM
8:30 PM	8:33 PM	8:35 PM	8:38 PM	8:41 PM	8:46 PM	8:50 PM	8:51 PM	8:57 PM	8:59 PM	9:03 PM	9:05 PM	9:08 PM	9:11 PM	9:16 PM	9:20 PM

Route 5

We propose increasing the service span on Route 5 to 16 hours (5:30 a.m. to 9:30 p.m.) from the 13-hour span proposed for the July 1, 2012 service realignment (6:30 a.m. to 7:30 p.m.). Further, we recommend increasing the frequency along Route 5 to 30 minutes across the entire service day. Collectively, these enhancements would result in an additional 2,121 VSH annually. Exhibit x.27 illustrates the proposed schedule. Saturday times are highlighted in gray.

Exhibit x.27 Route 5 Optimistic Schedule

Downtown Transit Center	Vallejo Ferry Terminal	Mare Island/ Tennessee	Daniels/ Wilson	Sereno Transit Center	Kaiser Hospital	Redwood/ Fairgrounds	Gateway/ Griffin	Kaiser Hospital	Sereno Transit Center	Daniels/ Wilson	Mare Island/ Tennessee	Vallejo Ferry Terminal	Downtown Transit Center
5:30 AM	5:32 AM	5:35 AM	5:38 AM	5:45 AM	5:47 AM	5:51 AM	5:55 AM	6:05 AM	6:07 AM	6:14 AM	6:17 AM	6:20 AM	6:22 AM
6:00 AM	6:02 AM	6:05 AM	6:08 AM	6:15 AM	6:17 AM	6:21 AM	6:25 AM	6:35 AM	6:37 AM	6:44 AM	6:47 AM	6:50 AM	6:52 AM
6:30 AM	6:32 AM	6:35 AM	6:38 AM	6:45 AM	6:47 AM	6:51 AM	6:55 AM	7:05 AM	7:07 AM	7:14 AM	7:17 AM	7:20 AM	7:22 AM
7:00 AM	7:02 AM	7:05 AM	7:08 AM	7:15 AM	7:17 AM	7:21 AM	7:25 AM	7:35 AM	7:37 AM	7:44 AM	7:47 AM	7:50 AM	7:52 AM
7:30 AM	7:32 AM	7:35 AM	7:38 AM	7:45 AM	7:47 AM	7:51 AM	7:55 AM	8:05 AM	8:07 AM	8:14 AM	8:17 AM	8:20 AM	8:22 AM
8:00 AM	8:02 AM	8:05 AM	8:08 AM	8:15 AM	8:17 AM	8:21 AM	8:25 AM	8:35 AM	8:37 AM	8:44 AM	8:47 AM	8:50 AM	8:52 AM
8:30 AM	8:32 AM	8:35 AM	8:38 AM	8:45 AM	8:47 AM	8:51 AM	8:55 AM	9:05 AM	9:07 AM	9:14 AM	9:17 AM	9:20 AM	9:22 AM
9:00 AM	9:02 AM	9:05 AM	9:08 AM	9:15 AM	9:17 AM	9:21 AM	9:25 AM	9:35 AM	9:37 AM	9:44 AM	9:47 AM	9:50 AM	9:52 AM
9:30 AM	9:32 AM	9:35 AM	9:38 AM	9:45 AM	9:47 AM	9:51 AM	9:55 AM	10:05 AM	10:07 AM	10:14 AM	10:17 AM	10:20 AM	10:22 AM
10:00 AM	10:02 AM	10:05 AM	10:08 AM	10:15 AM	10:17 AM	10:21 AM	10:25 AM	10:35 AM	10:37 AM	10:44 AM	10:47 AM	10:50 AM	10:52 AM
10:30 AM	10:32 AM	10:35 AM	10:38 AM	10:45 AM	10:47 AM	10:51 AM	10:55 AM	11:05 AM	11:07 AM	11:14 AM	11:17 AM	11:20 AM	11:22 AM
11:00 AM	11:02 AM	11:05 AM	11:08 AM	11:15 AM	11:17 AM	11:21 AM	11:25 AM	11:35 AM	11:37 AM	11:44 AM	11:47 AM	11:50 AM	11:52 AM
11:30 AM	11:32 AM	11:35 AM	11:38 AM	11:45 AM	11:47 AM	11:51 AM	11:55 AM	12:05 PM	12:07 PM	12:14 PM	12:17 PM	12:20 PM	12:22 PM
12:00 PM	12:02 PM	12:05 PM	12:08 PM	12:15 PM	12:17 PM	12:21 PM	12:25 PM	12:35 PM	12:37 PM	12:44 PM	12:47 PM	12:50 PM	12:52 PM
12:30 PM	12:32 PM	12:35 PM	12:38 PM	12:45 PM	12:47 PM	12:51 PM	12:55 PM	1:05 PM	1:07 PM	1:14 PM	1:17 PM	1:20 PM	1:22 PM
1:00 PM	1:02 PM	1:05 PM	1:08 PM	1:15 PM	1:17 PM	1:21 PM	1:25 PM	1:35 PM	1:37 PM	1:44 PM	1:47 PM	1:50 PM	1:52 PM
1:30 PM	1:32 PM	1:35 PM	1:38 PM	1:45 PM	1:47 PM	1:51 PM	1:55 PM	2:05 PM	2:07 PM	2:14 PM	2:17 PM	2:20 PM	2:22 PM
2:00 PM	2:02 PM	2:05 PM	2:08 PM	2:15 PM	2:17 PM	2:21 PM	2:25 PM	2:35 PM	2:37 PM	2:44 PM	2:47 PM	2:50 PM	2:52 PM
2:30 PM	2:32 PM	2:35 PM	2:38 PM	2:45 PM	2:47 PM	2:51 PM	2:55 PM	3:05 PM	3:07 PM	3:14 PM	3:17 PM	3:20 PM	3:22 PM
3:00 PM	3:02 PM	3:05 PM	3:08 PM	3:15 PM	3:17 PM	3:21 PM	3:25 PM	3:35 PM	3:37 PM	3:44 PM	3:47 PM	3:50 PM	3:52 PM
3:30 PM	3:32 PM	3:35 PM	3:38 PM	3:45 PM	3:47 PM	3:51 PM	3:55 PM	4:05 PM	4:07 PM	4:14 PM	4:17 PM	4:20 PM	4:22 PM
4:00 PM	4:02 PM	4:05 PM	4:08 PM	4:15 PM	4:17 PM	4:21 PM	4:25 PM	4:35 PM	4:37 PM	4:44 PM	4:47 PM	4:50 PM	4:52 PM
4:30 PM	4:32 PM	4:35 PM	4:38 PM	4:45 PM	4:47 PM	4:51 PM	4:55 PM	5:05 PM	5:07 PM	5:14 PM	5:17 PM	5:20 PM	5:22 PM
5:00 PM	5:02 PM	5:05 PM	5:08 PM	5:15 PM	5:17 PM	5:21 PM	5:25 PM	5:35 PM	5:37 PM	5:44 PM	5:47 PM	5:50 PM	5:52 PM
5:30 PM	5:32 PM	5:35 PM	5:38 PM	5:45 PM	5:47 PM	5:51 PM	5:55 PM	6:05 PM	6:07 PM	6:14 PM	6:17 PM	6:20 PM	6:22 PM
6:00 PM	6:02 PM	6:05 PM	6:08 PM	6:15 PM	6:17 PM	6:21 PM	6:25 PM	6:35 PM	6:37 PM	6:44 PM	6:47 PM	6:50 PM	6:52 PM
6:30 PM	6:32 PM	6:35 PM	6:38 PM	6:45 PM	6:47 PM	6:51 PM	6:55 PM	7:05 PM	7:07 PM	7:14 PM	7:17 PM	7:20 PM	7:22 PM
7:00 PM	7:02 PM	7:05 PM	7:08 PM	7:15 PM	7:17 PM	7:21 PM	7:25 PM	7:35 PM	7:37 PM	7:44 PM	7:47 PM	7:50 PM	7:52 PM
7:30 PM	7:32 PM	7:35 PM	7:38 PM	7:45 PM	7:47 PM	7:51 PM	7:55 PM	8:05 PM	8:07 PM	8:14 PM	8:17 PM	8:20 PM	8:22 PM
8:00 PM	8:02 PM	8:05 PM	8:08 PM	8:15 PM	8:17 PM	8:21 PM	8:25 PM	8:35 PM	8:37 PM	8:44 PM	8:47 PM	8:50 PM	8:52 PM
8:30 PM	8:32 PM	8:35 PM	8:38 PM	8:45 PM	8:47 PM	8:51 PM	8:55 PM	9:05 PM	9:07 PM	9:14 PM	9:17 PM	9:20 PM	9:22 PM

Route 6

We propose increasing the service span on Route 6 to 16 hours (5:30 a.m. to 9:30 p.m.) from the 13-hour span proposed for the July 1, 2012 service realignment (6:30 a.m. to 7:30 p.m.). We also recommend increasing the frequency along Route 6 to 30 minutes across the entire service day. Collectively, these enhancements would result in an additional 1,999 VSH annually. The following table presents a sample schedule. Saturday times are highlighted in gray.

Exhibit x.28 Route 6 Optimistic Schedule

Downtown Transit Center	Benicia/Solano	Benicia/Rollingwood	Rollingwood/Springs	Ascot Parkway/Georgia	Springs/Oakwood	Tennessee/Admiral Callaghan	Tennessee/Tuolumne	Tennessee/Broadway	Vallejo Ferry Terminal	Downtown Transit Center
5:30 AM	5:33 AM	5:41 AM	5:47 AM	5:52 AM	5:58 AM	6:05 AM	6:07 AM	6:10 AM	6:17 AM	6:19 AM
6:00 AM	6:03 AM	6:11 AM	6:17 AM	6:22 AM	6:28 AM	6:35 AM	6:37 AM	6:40 AM	6:47 AM	6:49 AM
6:30 AM	6:33 AM	6:41 AM	6:47 AM	6:52 AM	6:58 AM	7:05 AM	7:07 AM	7:10 AM	7:17 AM	7:19 AM
7:00 AM	7:03 AM	7:11 AM	7:17 AM	7:22 AM	7:28 AM	7:35 AM	7:37 AM	7:40 AM	7:47 AM	7:49 AM
7:30 AM	7:33 AM	7:41 AM	7:47 AM	7:52 AM	7:58 AM	8:05 AM	8:07 AM	8:10 AM	8:17 AM	8:19 AM
8:00 AM	8:03 AM	8:11 AM	8:17 AM	8:22 AM	8:28 AM	8:35 AM	8:37 AM	8:40 AM	8:47 AM	8:49 AM
8:30 AM	8:33 AM	8:41 AM	8:47 AM	8:52 AM	8:58 AM	9:05 AM	9:07 AM	9:10 AM	9:17 AM	9:19 AM
9:00 AM	9:03 AM	9:11 AM	9:17 AM	9:22 AM	9:28 AM	9:35 AM	9:37 AM	9:40 AM	9:47 AM	9:49 AM
9:30 AM	9:33 AM	9:41 AM	9:47 AM	9:52 AM	9:58 AM	10:05 AM	10:07 AM	10:10 AM	10:17 AM	10:19 AM
10:00 AM	10:03 AM	10:11 AM	10:17 AM	10:22 AM	10:28 AM	10:35 AM	10:37 AM	10:40 AM	10:47 AM	10:49 AM
10:30 AM	10:33 AM	10:41 AM	10:47 AM	10:52 AM	10:58 AM	11:05 AM	11:07 AM	11:10 AM	11:17 AM	11:19 AM
11:00 AM	11:03 AM	11:11 AM	11:17 AM	11:22 AM	11:28 AM	11:35 AM	11:37 AM	11:40 AM	11:47 AM	11:49 AM
11:30 AM	11:33 AM	11:41 AM	11:47 AM	11:52 AM	11:58 AM	12:05 PM	12:07 PM	12:10 PM	12:17 PM	12:19 PM
12:00 PM	12:03 PM	12:11 PM	12:17 PM	12:22 PM	12:28 PM	12:35 PM	12:37 PM	12:40 PM	12:47 PM	12:49 PM
12:30 PM	12:33 PM	12:41 PM	12:47 PM	12:52 PM	12:58 PM	1:05 PM	1:07 PM	1:10 PM	1:17 PM	1:19 PM
1:00 PM	1:03 PM	1:11 PM	1:17 PM	1:22 PM	1:28 PM	1:35 PM	1:37 PM	1:40 PM	1:47 PM	1:49 PM
1:30 PM	1:33 PM	1:41 PM	1:47 PM	1:52 PM	1:58 PM	2:05 PM	2:07 PM	2:10 PM	2:17 PM	2:19 PM
2:00 PM	2:03 PM	2:11 PM	2:17 PM	2:22 PM	2:28 PM	2:35 PM	2:37 PM	2:40 PM	2:47 PM	2:49 PM
2:30 PM	2:33 PM	2:41 PM	2:47 PM	2:52 PM	2:58 PM	3:05 PM	3:07 PM	3:10 PM	3:17 PM	3:19 PM
3:00 PM	3:03 PM	3:11 PM	3:17 PM	3:22 PM	3:28 PM	3:35 PM	3:37 PM	3:40 PM	3:47 PM	3:49 PM
3:30 PM	3:33 PM	3:41 PM	3:47 PM	3:52 PM	3:58 PM	4:05 PM	4:07 PM	4:10 PM	4:17 PM	4:19 PM
4:00 PM	4:03 PM	4:11 PM	4:17 PM	4:22 PM	4:28 PM	4:35 PM	4:37 PM	4:40 PM	4:47 PM	4:49 PM
4:30 PM	4:33 PM	4:41 PM	4:47 PM	4:52 PM	4:58 PM	5:05 PM	5:07 PM	5:10 PM	5:17 PM	5:19 PM
5:00 PM	5:03 PM	5:11 PM	5:17 PM	5:22 PM	5:28 PM	5:35 PM	5:37 PM	5:40 PM	5:47 PM	5:49 PM
5:30 PM	5:33 PM	5:41 PM	5:47 PM	5:52 PM	5:58 PM	6:05 PM	6:07 PM	6:10 PM	6:17 PM	6:19 PM
6:00 PM	6:03 PM	6:11 PM	6:17 PM	6:22 PM	6:28 PM	6:35 PM	6:37 PM	6:40 PM	6:47 PM	6:49 PM
6:30 PM	6:33 PM	6:41 PM	6:47 PM	6:52 PM	6:58 PM	7:05 PM	7:07 PM	7:10 PM	7:17 PM	7:19 PM
7:00 PM	7:03 PM	7:11 PM	7:17 PM	7:22 PM	7:28 PM	7:35 PM	7:37 PM	7:40 PM	7:47 PM	7:49 PM
7:30 PM	7:33 PM	7:41 PM	7:47 PM	7:52 PM	7:58 PM	8:05 PM	8:07 PM	8:10 PM	8:17 PM	8:19 PM
8:00 PM	8:03 PM	8:11 PM	8:17 PM	8:22 PM	8:28 PM	8:35 PM	8:37 PM	8:40 PM	8:47 PM	8:49 PM
8:30 PM	8:33 PM	8:41 PM	8:47 PM	8:52 PM	8:58 PM	9:05 PM	9:07 PM	9:10 PM	9:17 PM	9:19 PM

Route 7

We propose increasing the service span on Route 7 to 16 hours (5:30 a.m. to 9:30 p.m.) from the 13-hour span proposed for the July 1, 2012 service realignment (6:30 a.m. to 7:30 p.m.). We also recommend increasing the frequency along Route 7 to 30 minutes across the entire service day. Collectively, these enhancements would result in an additional 2,284 VSH annually. Exhibit x.29 presents a sample schedule. Saturday times are highlighted in gray.

Exhibit x.29 Route 7 Optimistic Schedule

Downtown Transit Center	Florida/ Amador	Springs/ Oakwood	Ascot Parkway/ Columbus	Ascot Parkway/ Redwood	Gateway Plaza	Ascot Parkway/ Redwood	Ascot Parkway/ Columbus	Springs/ Oakwood	Florida/ Amador	Downtown Transit Center
5:30 AM	5:36 AM	5:42 AM	5:46 AM	5:50 AM	5:58 AM	6:06 AM	6:10 AM	6:14 AM	6:20 AM	6:26 AM
6:00 AM	6:06 AM	6:12 AM	6:16 AM	6:20 AM	6:28 AM	6:36 AM	6:40 AM	6:44 AM	6:50 AM	6:56 AM
6:30 AM	6:36 AM	6:42 AM	6:46 AM	6:50 AM	6:58 AM	7:06 AM	7:10 AM	7:14 AM	7:20 AM	7:26 AM
7:00 AM	7:06 AM	7:12 AM	7:16 AM	7:20 AM	7:28 AM	7:36 AM	7:40 AM	7:44 AM	7:50 AM	7:56 AM
7:30 AM	7:36 AM	7:42 AM	7:46 AM	7:50 AM	7:58 AM	8:06 AM	8:10 AM	8:14 AM	8:20 AM	8:26 AM
8:00 AM	8:06 AM	8:12 AM	8:16 AM	8:20 AM	8:28 AM	8:36 AM	8:40 AM	8:44 AM	8:50 AM	8:56 AM
8:30 AM	8:36 AM	8:42 AM	8:46 AM	8:50 AM	8:58 AM	9:06 AM	9:10 AM	9:14 AM	9:20 AM	9:26 AM
9:00 AM	9:06 AM	9:12 AM	9:16 AM	9:20 AM	9:28 AM	9:36 AM	9:40 AM	9:44 AM	9:50 AM	9:56 AM
9:30 AM	9:36 AM	9:42 AM	9:46 AM	9:50 AM	9:58 AM	10:06 AM	10:10 AM	10:14 AM	10:20 AM	10:26 AM
10:00 AM	10:06 AM	10:12 AM	10:16 AM	10:20 AM	10:28 AM	10:36 AM	10:40 AM	10:44 AM	10:50 AM	10:56 AM
10:30 AM	10:36 AM	10:42 AM	10:46 AM	10:50 AM	10:58 AM	11:06 AM	11:10 AM	11:14 AM	11:20 AM	11:26 AM
11:00 AM	11:06 AM	11:12 AM	11:16 AM	11:20 AM	11:28 AM	11:36 AM	11:40 AM	11:44 AM	11:50 AM	11:56 AM
11:30 AM	11:36 AM	11:42 AM	11:46 AM	11:50 AM	11:58 AM	12:06 PM	12:10 PM	12:14 PM	12:20 PM	12:26 PM
12:00 PM	12:06 PM	12:12 PM	12:16 PM	12:20 PM	12:28 PM	12:36 PM	12:40 PM	12:44 PM	12:50 PM	12:56 PM
12:30 PM	12:36 PM	12:42 PM	12:46 PM	12:50 PM	12:58 PM	1:06 PM	1:10 PM	1:14 PM	1:20 PM	1:26 PM
1:00 PM	1:06 PM	1:12 PM	1:16 PM	1:20 PM	1:28 PM	1:36 PM	1:40 PM	1:44 PM	1:50 PM	1:56 PM
1:30 PM	1:36 PM	1:42 PM	1:46 PM	1:50 PM	1:58 PM	2:06 PM	2:10 PM	2:14 PM	2:20 PM	2:26 PM
2:00 PM	2:06 PM	2:12 PM	2:16 PM	2:20 PM	2:28 PM	2:36 PM	2:40 PM	2:44 PM	2:50 PM	2:56 PM
2:30 PM	2:36 PM	2:42 PM	2:46 PM	2:50 PM	2:58 PM	3:06 PM	3:10 PM	3:14 PM	3:20 PM	3:26 PM
3:00 PM	3:06 PM	3:12 PM	3:16 PM	3:20 PM	3:28 PM	3:36 PM	3:40 PM	3:44 PM	3:50 PM	3:56 PM
3:30 PM	3:36 PM	3:42 PM	3:46 PM	3:50 PM	3:58 PM	4:06 PM	4:10 PM	4:14 PM	4:20 PM	4:26 PM
4:00 PM	4:06 PM	4:12 PM	4:16 PM	4:20 PM	4:28 PM	4:36 PM	4:40 PM	4:44 PM	4:50 PM	4:56 PM
4:30 PM	4:36 PM	4:42 PM	4:46 PM	4:50 PM	4:58 PM	5:06 PM	5:10 PM	5:14 PM	5:20 PM	5:26 PM
5:00 PM	5:06 PM	5:12 PM	5:16 PM	5:20 PM	5:28 PM	5:36 PM	5:40 PM	5:44 PM	5:50 PM	5:56 PM
5:30 PM	5:36 PM	5:42 PM	5:46 PM	5:50 PM	5:58 PM	6:06 PM	6:10 PM	6:14 PM	6:20 PM	6:26 PM
6:00 PM	6:06 PM	6:12 PM	6:16 PM	6:20 PM	6:28 PM	6:36 PM	6:40 PM	6:44 PM	6:50 PM	6:56 PM
6:30 PM	6:36 PM	6:42 PM	6:46 PM	6:50 PM	6:58 PM	7:06 PM	7:10 PM	7:14 PM	7:20 PM	7:26 PM
7:00 PM	7:06 PM	7:12 PM	7:16 PM	7:20 PM	7:28 PM	7:36 PM	7:40 PM	7:44 PM	7:50 PM	7:56 PM
7:30 PM	7:36 PM	7:42 PM	7:46 PM	7:50 PM	7:58 PM	8:06 PM	8:10 PM	8:14 PM	8:20 PM	8:26 PM
8:00 PM	8:06 PM	8:12 PM	8:16 PM	8:20 PM	8:28 PM	8:36 PM	8:40 PM	8:44 PM	8:50 PM	8:56 PM
8:30 PM	8:36 PM	8:42 PM	8:46 PM	8:50 PM	8:58 PM	9:06 PM	9:10 PM	9:14 PM	9:20 PM	9:26 PM

#### Introduce Fixed-Route Service in Benicia

Transit service in Benicia has historically failed to meet either the City's expectations or industry standards with respect to productivity. We believe this can be attributed to a variety of factors including:

- Poorly designed service delivery,
- Confusing fare structure, and
- Mobility needs/priorities of the community.

We believe we can address these challenges through a fresh approach including implementation of a streamlined fare structure (detailed in Phase 1 Recommendations), enhanced marketing to educate the community regarding the benefits of riding public transit, and the introduction of a practical route network that is well-connected to the region as a whole. Therefore, we recommend the introduction of two new routes: one serving as a local connection between Benicia and Vallejo (Route 8), the other as a community circulator operating solely within Benicia (Route 9).

#### Route 8

While Route 78 already serves as a link between Benicia and Vallejo, it is designed primarily to transport patrons to and from the Pleasant Hill BART station. As a result, simply adding frequency along that route would not make sense as the resulting trips would not correspond with BART train times. Therefore, we propose the creation of a new route – Route 8 – which would operate between Benicia and Vallejo every 60 minutes during those hours when Route 78 is not operating at 30-minute frequency. We forecast this service would require 2,121 Vehicle Service Hours annually (weekday and Saturday).

Exhibit x.30 Proposed Route 8

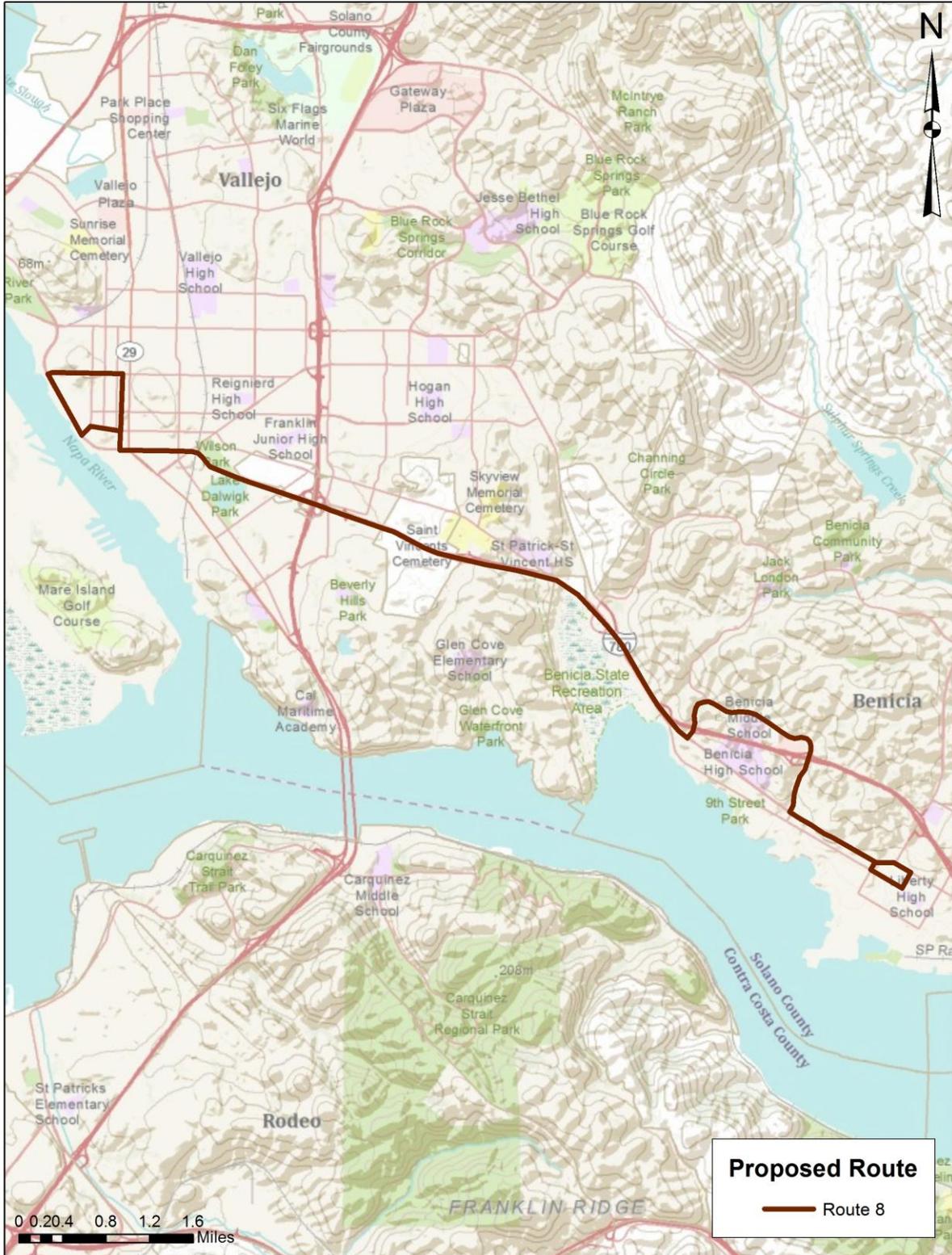


Exhibit x.31 presents proposed sample operating schedule for Route 8. We recommend the same schedule on Saturday.

Exhibit x.31 Route 8 Optimistic Schedule

Ferry Terminal	Transit Center	Southampton Shopping Center	Military & First	Southampton Shopping Center	Transit Center	Ferry Terminal
7:45 AM	7:50 AM	8:06 AM	8:12 AM	8:18 AM	8:34 AM	8:37 AM
8:45 AM	8:50 AM	9:06 AM	9:12 AM	9:18 AM	9:34 AM	9:37 AM
9:45 AM	9:50 AM	10:06 AM	10:12 AM	10:18 AM	10:34 AM	10:37 AM
10:45 AM	10:50 AM	11:06 AM	11:12 AM	11:18 AM	11:34 AM	11:37 AM
11:45 AM	11:50 AM	12:06 PM	12:12 PM	12:18 PM	12:34 PM	12:37 PM
12:45 PM	12:50 PM	1:06 PM	1:12 PM	1:18 PM	1:34 PM	1:37 PM
1:45 PM	1:50 PM	2:06 PM	2:12 PM	2:18 PM	2:34 PM	2:37 PM
2:45 PM	2:50 PM	3:06 PM	3:12 PM	3:18 PM	3:34 PM	3:37 PM

Route 9

The two deviated fixed-routes (i.e., flex routes) operating in Benicia are unproductive (1.8 and 1.4 Passengers/VSH for Routes 21 and 22, respectively). Therefore, we recommend eliminating them and replacing with a general-public dial-a-ride on July 1, 2012.

We do not believe a general public dial-a-ride program is the most effective use of public transit dollars in Benicia. General public dial-a-ride programs are typically unproductive and not cost-effective. Therefore, we recommend SolTrans transition (within the next five years) to a community circulator within Benicia which would serve key trip generators (i.e., schools, regional transfer points, central business district). The proposed circulator would operate every 60 minutes with the same service span as the overall system. We forecast this service improvement would require approximately 4,488 Vehicle Service Hours annually (weekday and Saturday).

Exhibit x.32 Proposed Route 9

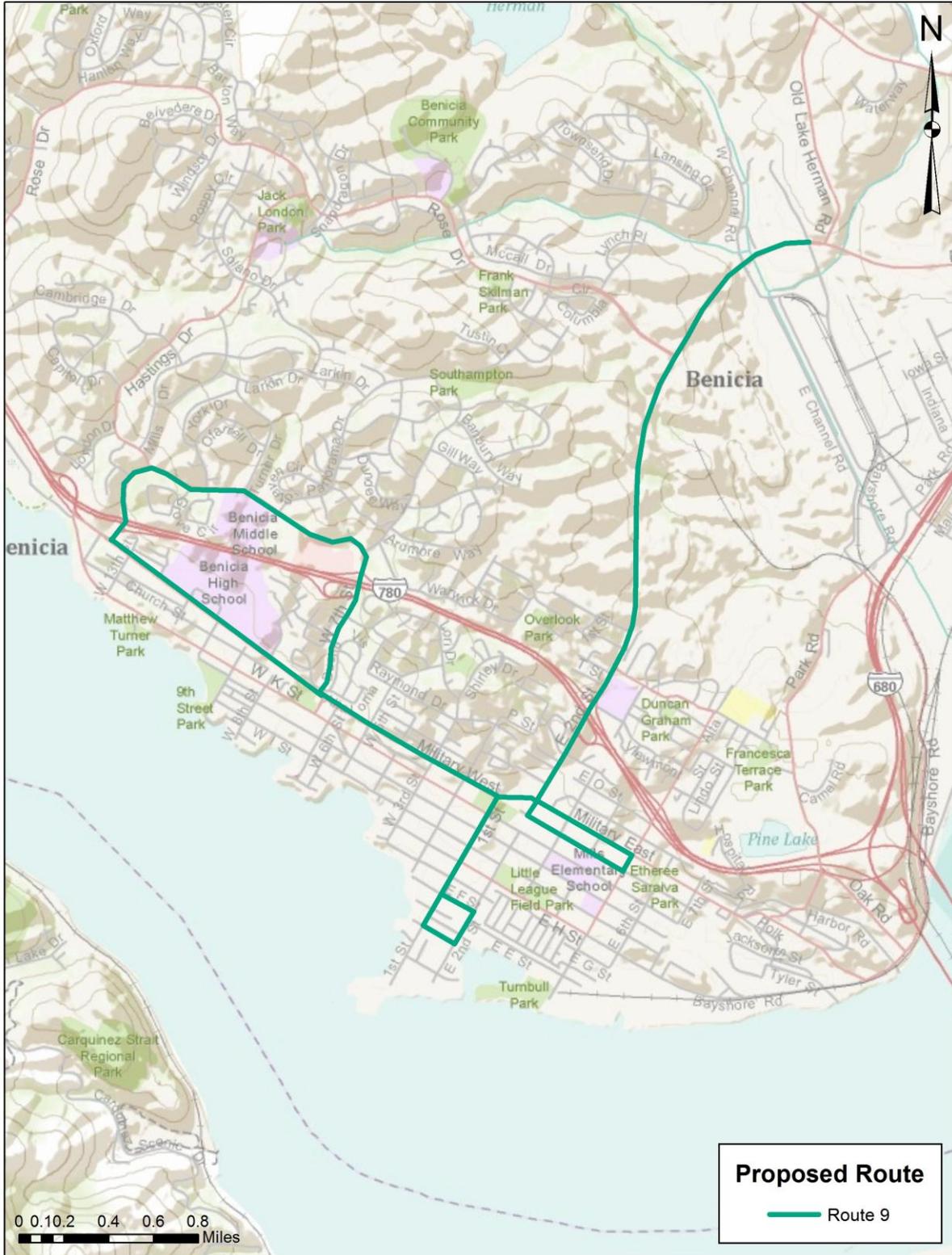


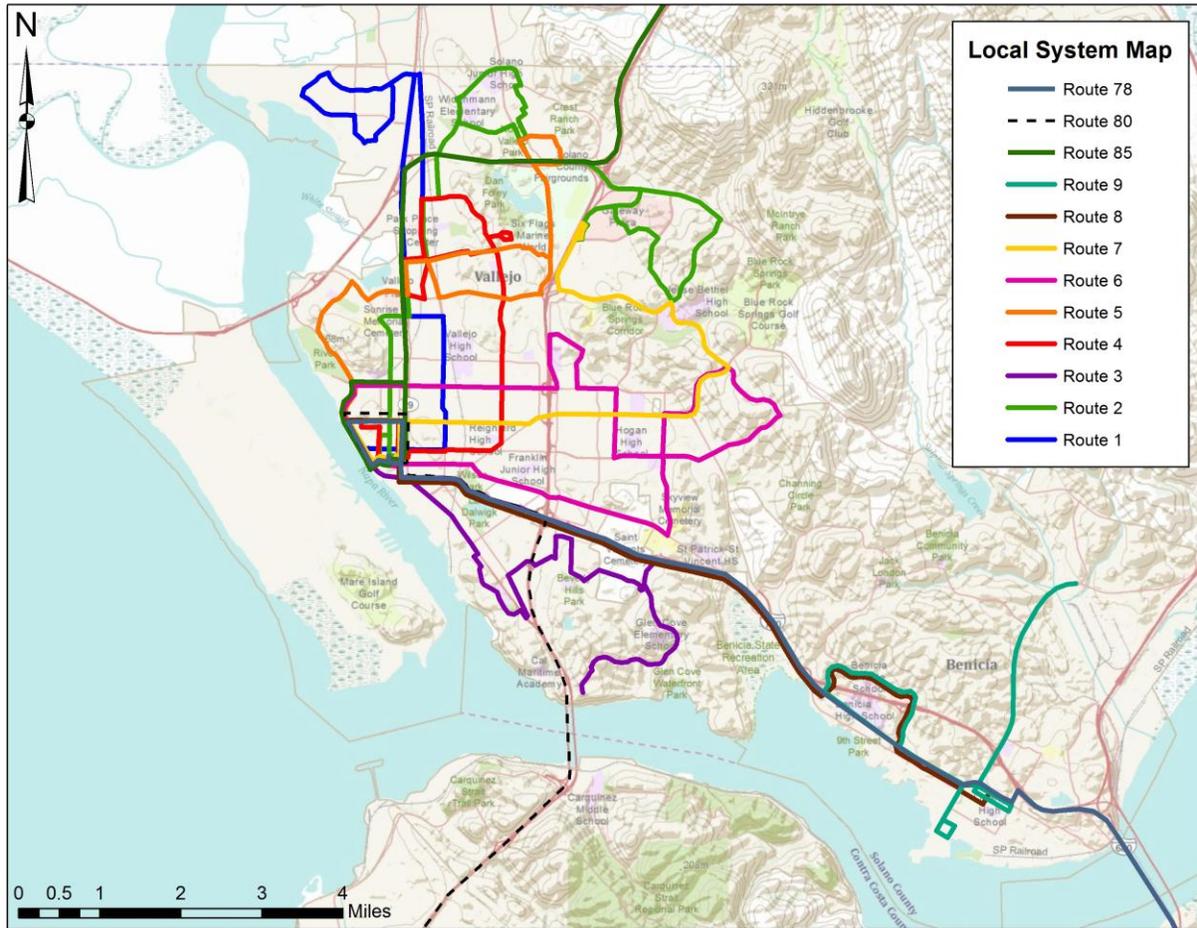
Exhibit x.33 presents a sample operating schedule for Route 9. We recommend the same on Saturday.

Exhibit x.33 Route 9 Optimistic Schedule

E 2nd/ Industrial	E 5th/ Military	Military/ 1st	Southampton Shopping Center	Military/ 1st	E 5th/ Military	E 2nd/ Industrial
5:30 AM	5:42 AM	5:47 AM	5:57 AM	6:12 AM	6:15 AM	6:25 AM
6:30 AM	6:42 AM	6:47 AM	6:57 AM	7:12 AM	7:15 AM	7:25 AM
7:30 AM	7:42 AM	7:47 AM	7:57 AM	8:12 AM	8:15 AM	8:25 AM
8:30 AM	8:42 AM	8:47 AM	8:57 AM	9:12 AM	9:15 AM	9:25 AM
9:30 AM	9:42 AM	9:47 AM	9:57 AM	10:12 AM	10:15 AM	10:25 AM
10:30 AM	10:42 AM	10:47 AM	10:57 AM	11:12 AM	11:15 AM	11:25 AM
11:30 AM	11:42 AM	11:47 AM	11:57 AM	12:12 PM	12:15 PM	12:25 PM
12:30 PM	12:42 PM	12:47 PM	12:57 PM	1:12 PM	1:15 PM	1:25 PM
1:30 PM	1:42 PM	1:47 PM	1:57 PM	2:12 PM	2:15 PM	2:25 PM
2:30 PM	2:42 PM	2:47 PM	2:57 PM	3:12 PM	3:15 PM	3:25 PM
3:30 PM	3:42 PM	3:47 PM	3:57 PM	4:12 PM	4:15 PM	4:25 PM
4:30 PM	4:42 PM	4:47 PM	4:57 PM	5:12 PM	5:15 PM	5:25 PM
5:30 PM	5:42 PM	5:47 PM	5:57 PM	6:12 PM	6:15 PM	6:25 PM
6:30 PM	6:42 PM	6:47 PM	6:57 PM	7:12 PM	7:15 PM	7:25 PM
7:30 PM	7:42 PM	7:47 PM	7:57 PM	8:12 PM	8:15 PM	8:25 PM
8:30 PM	8:42 PM	8:47 PM	8:57 PM	9:12 PM	9:15 PM	9:25 PM

Exhibit x.34 illustrates the proposed local system following the proposed July 1, 2012 service realignment as well as the Benicia proposed routes (Routes 8 and 9).

Exhibit x.34 Proposed Local System with Benicia Routes



**Dial-A-Ride Recommendations**

Under SolTrans there are five different types of demand-response and ADA Paratransit services currently operating throughout the service area: Vallejo Paratransit, Benicia Paratransit (ADA Plus), Benicia Dial-A-Ride (general public), Medical Shuttle (general public), and Taxicab Scrip Program.

The following recommendations pertain to demand-response services currently being provided within the SolTrans service area.

**Benicia General Public Dial-A-Ride**

Given the proposed elimination of Routes 21 and 22 in Benicia, we recommend expanding the Benicia general-public dial-a-ride service span to reflect the current operating hours of the two flex routes (i.e., 5:50 a.m. to 8:50 a.m., and 3:50 p.m. to 5:50 p.m.). The general-public dial-a-ride service would operate all day with a single vehicle reflective of historic demand (i.e., between 1.3 and 1.8 Passengers/VSH).

### Paratransit

SolTrans currently allocates approximately 12,000 Vehicle Service Hours annually for the provision of ADA Paratransit service. We forecast this would remain unchanged in FY 2012/13 absent the implementation of an alternative service delivery model.

Given the anticipated budget shortfall beginning FY 2012/13, SolTrans is committed to identifying all practical cost-reduction and productivity enhancing opportunities. In so doing, the consultant team has identified a series of possible alternatives to the historic paratransit delivery service approach, aimed at both consolidation and enhanced coordination. The options include utilizing taxi vouchers to limit demand for ADA paratransit trips, implementing a “one-stop” call center, and/or introducing a hybrid brokerage paratransit model similar to those in a growing number of California communities. We recommend SolTrans staff work with the Board to identify the most appropriate option moving forward.

Currently, dispatching is provided via the operations contractor whereby patrons call a centralized line for trip requests. When a patron calls for a trip request, the dispatcher identifies the most appropriate service (i.e., general public dial-a-ride or ADA Paratransit) and schedules the trip at or near the requested time (within a 60-minute window). Capital purchases and vehicle maintenance are the responsibility of SolTrans.

### Model 1: Integration of Taxicab and ADA Paratransit

This model is basically a consolidation of DAR ADA Paratransit services and the Taxicab Scrip Program. Under this service alternative, we recommend SolTrans replace the existing DAR services with a taxi voucher program; or as an alternative, integrate the taxi component into the current DAR/ADA program. Patrons would purchase discount ticket booklets which would reduce the cost of a taxi ride below the normal dial-a-ride fare. This model is most suitable under Phase II, when Benicia community circulators are introduced and Benicia general public dial-a-ride can be completely eliminated. This would allow the Taxicab program, or consolidated dial-a-ride/ADA paratransit program, to become solely an eligibility-based, curb-to-curb service.

The main benefit to this model is the flexibility so that the program’s response could be tailored to actual demand, thereby reducing vehicle service miles and hours. In addition, the first alternative of this model would not require any capital purchases.

Among the potential challenges associated with this service alternative is a potential increase in SolTrans administrative cost, as well as reduced control as to the service quality and customer service. To mitigate these concerns, we believe it is critical any resulting contract include stipulations regarding critical/sensitive program components, contractor employee fraud, control over training, or program/service/identity/branding.

### Model 2: Call Center

This service delivery option requires the hiring of a mobility manager to “construct” and manage a network of public and private service providers. Patrons would call a single number for dispatch which would assign trips to the most appropriate service provider reflective of patron’s need, eligibility, and trip origin/destination. Although currently there is a single dispatch number available to schedule a trip for SolTrans (Vallejo and Benicia) dial-a-ride and Paratransit services, an overlap may exist with other social and human service organizations which provide transportation for their respective clients/programs. For example, a senior adult may use Benicia dial-a-ride to get to a Senior Center for nutritional services, yet a separate dedicated service may already be provided by the Senior Center to transport program participants.

The benefits of this service delivery alternative would be realized not only by SolTrans, but also by the residents and transportation network as a whole; wherein theoretically fewer resources would be required to transport the same level of demand. Some benefits specific to SolTrans include limiting demand by spreading trips over multiple agencies/providers; and potentially leveraging the value of program resources (e.g., fleet, drivers). This model could be implemented in a much shorter timeframe than Models 1 and 3 and could also be eligible for additional/new grant funding.

Potential drawbacks include minimal control over quality/training of other service providers, etc. The degree of cost savings is unknown and could be modest when compared to the anticipated increase in administrative costs. This model could also require significant energy to identify and initiate coordination with the various organizations providing transportation services throughout Benicia and Vallejo.

### Model 3: Brokerage Hybrid

This service delivery alternative is a hybrid between the two prior models. Through this option we recommend the utilization of a private brokerage firm to schedule all dial-a-ride trips utilizing a potentially broad array of service providers (traditional dial-a-ride, taxis, limo service, non-emergency medical transportation, etc.). Under this model, we still recommend the consolidation of the ADA Paratransit and Taxicab Scrip programs. In addition, as recommended under Phase II, we recommend the elimination of general public dial-a-ride after development of a Benicia community circulator (see page 44).

There are many benefits to this model including significant cost savings associated with reduction in service levels and demand, as well as potentially administrative costs; services being tailored to, and reflecting, actual demand; and virtually no capital investment. The primary drawbacks for SolTrans include reduced control over operations, customer service, and training. This service alternative would also require

the largest timeframe for implementation, as SolTrans would need to conduct a competitive procurement for a private brokerage and facilitate coordination.

Lastly, based on the experience of other California transit providers, we estimate this process would require four months to complete. Further, given the current SolTrans staffing level, we believe the Board would need to either hire additional agency staffers or retain the services of a qualified consultant to assess the effectiveness of the hybrid brokerage service delivery alternative.

#### Additional/Supplementary Recommendations

The following recommendations relate specifically to time and days SolTrans provides service within southern Solano County as well as the marketing community outreach needed to enhance public awareness and increase annual ridership and fare revenue.

##### Introduce Sunday Service

While Sunday service is recommended to be eliminated as part of the proposed service realignment on July 1, 2012, we believe it does have value and should be considered for re-introduction should funding become available in out years. The scope of service planned for possible reintroduction would determine the actual cost. However, reinstating at the current level [i.e., Routes 5 (597 VSH/Year), 80 (1144 VSH/Year), 85 (520 VSH/Year), and 200 (104 VSH/Year)] would result in an additional 2,366 VSH annually. Reintroducing at the level of the proposed Saturday service would require an additional 6,946 VSH annually.

##### Prepare/Implement Marketing Plan

One of the most common barriers to use of transit service in any community is lack of service awareness as well as lack of understanding regarding the benefits transit provides with respect to cost savings, convenience, and the environment. This is particularly true in Benicia, where a sizeable portion of the population historically uses personal vehicles for the majority of both commute-related and discretionary travel.

The consultant team recommends SolTrans prepare and implement a Marketing Plan starting in FY 2012/13. This Plan should be community-specific, and its scope would depend in large part on the scale and scope of planned service adjustments. In the short-term, as SolTrans potentially realigns its service structure, the Plan should focus on educating the community regarding the overall benefits of using transit versus their personal vehicles in addition to specific tactics designed to educate the public on how to use the new system and its benefits. In the longer-term, marketing should be used to support the ultimate transition toward a full roll-out of the post-July 2012 system in Benicia, as well as alternative demand-response service delivery approaches. Some or all

of the costs associated with the proposed would be recouped through increased ridership and fare revenue.

We believe the Marketing Plan should include the following elements:

- Target Markets
  - Primary and secondary,
- Demographic and psychographic. Situation Analysis
  - Strengths and weaknesses, and
  - Opportunities and threats.
- Advertising Plan
  - Print media and electronic media,
  - Outdoor media,
  - Social media and
  - Direct mail.
- Public Communications
  - Community outreach,
  - Community partnerships,
  - Gained media and
  - Community event participation.
- Project Budget
- Implementation Timeline
- Means of Assessing Impact (ROI)

## CHAPTER X – CAPITAL AND FINANCIAL PLANS

### Capital Improvement Program (CIP)

The Capital Improvement Program (CIP) presents a framework for the ongoing development of the infrastructure necessary for the effective and efficient provision of public transit service throughout Benicia and Vallejo. This element includes an inventory of all vehicles, amenities, and facilities currently in use, as well as a strategy for the development of additional capital resources across the next five years to support transit service enhancements, ultimately leading to an increase of Soltran's share of total trips made within the two cities.

The CIP is divided into three elements: fleet, bus stops, and facilities. Each plays a critical role in the efficient provision of public transit services within the county. Within each element we outline existing conditions followed by discussion of those steps needed to support recommended service changes as well as respond to community input arising throughout the Short Range Transit plan process.

### Revenue Fleet

Effective fleet development is crucial to the continued success of SolTrans. The cleanliness and reliability of rolling stock plays a vital role in retaining and attracting customers. While ride-dependent customers may exhibit a greater tolerance for an outdated fleet, "choice riders" expect newer vehicles with more amenities. Maintenance and proper timing of vehicle replacement is critical in resource management and sustainability of the transit program. The following is a discussion of each mode's vehicle fleet, which includes Vallejo and Benicia's local fixed-route, intercity, and demand-response/Paratransit services.

The following four tables (Exhibits X.1, X.2, X.3, and X.4) show detailed information for each active vehicle in the SolTrans (Benicia and Vallejo) fleet. The SolTrans fleet is composed of 94 vehicles: 32 local fixed-route, 35 intercity, 16 Dial-A-Ride/Paratransit, and 11 support vehicles for maintenance and other purposes. In August 2011, SolTrans sold nine vehicles from its fleet; and at the time of this report, another 31 vehicles were scheduled for auction (out of service).

Exhibit X.1 shows the active fleet list used primarily for SolTrans (Benicia Breeze and Vallejo Transit) local fixed-route services. Of the 32 vehicles, seven were part of the contingency fleet; three for Benicia routes; and 21 for Vallejo routes. The 21 vehicles used for the Vallejo local fixed-routes were purchased in 2011 and are all 39-passenger, low-floor hybrid/diesel buses. These replaced 39 and 44-passenger diesel buses that are currently being held for auction. Every vehicle in the fleet is equipped with two wheelchair tie-down positions.

The FTA recognizes two types of vehicles: active and contingency. According to the FTA, buses may be stockpiled in an inactive contingency fleet in preparation for emergencies. No bus may be stockpiled before it has reached the end of its service life. Buses assigned to a contingency fleet must be properly stored, maintained, and documented in a contingency plan. The plan should be updated as necessary, to

support the continuation of a contingency fleet. These vehicles do not count in the calculation of an operator’s vehicle spare ratio.

Exhibit X.1 Local Fixed-Route Fleet

Vehicle Number	Make	Model	Fuel Type	Year of Purchase	Mileage (as of 9/30/11)	Capacity - Seated	Capacity - Standing	Wheelchair Positions	Use	
1	3901	Gillig	Low Floor	Hybrid/Diesel	2011	7,958	39	19	2	Vallejo Local FR
2	3902	Gillig	Low Floor	Hybrid/Diesel	2011	6,319	39	19	2	Vallejo Local FR
3	3903	Gillig	Low Floor	Hybrid/Diesel	2011	4,248	39	19	2	Vallejo Local FR
4	3904	Gillig	Low Floor	Hybrid/Diesel	2011	7,836	39	19	2	Vallejo Local FR
5	3905	Gillig	Low Floor	Hybrid/Diesel	2011	5,217	39	19	2	Vallejo Local FR
6	3906	Gillig	Low Floor	Hybrid/Diesel	2011	2,879	39	19	2	Vallejo Local FR
7	3907	Gillig	Low Floor	Hybrid/Diesel	2011	835	39	19	2	Vallejo Local FR
8	3908	Gillig	Low Floor	Hybrid/Diesel	2011	3,661	39	19	2	Vallejo Local FR
9	3909	Gillig	Low Floor	Hybrid/Diesel	2011	5,956	39	19	2	Vallejo Local FR
10	3910	Gillig	Low Floor	Hybrid/Diesel	2011	5,035	39	19	2	Vallejo Local FR
11	3911	Gillig	Low Floor	Hybrid/Diesel	2011	6,924	39	19	2	Vallejo Local FR
12	3912	Gillig	Low Floor	Hybrid/Diesel	2011	7,345	39	19	2	Vallejo Local FR
13	3913	Gillig	Low Floor	Hybrid/Diesel	2011	7,726	39	19	2	Vallejo Local FR
14	3914	Gillig	Low Floor	Hybrid/Diesel	2011	6,772	39	19	2	Vallejo Local FR
15	3915	Gillig	Low Floor	Hybrid/Diesel	2011	5,109	39	19	2	Vallejo Local FR
16	3916	Gillig	Low Floor	Hybrid/Diesel	2011	5,823	39	19	2	Vallejo Local FR
17	3917	Gillig	Low Floor	Hybrid/Diesel	2011	5,891	39	19	2	Vallejo Local FR
18	3918	Gillig	Low Floor	Hybrid/Diesel	2011	6,084	39	19	2	Vallejo Local FR
19	3919	Gillig	Low Floor	Hybrid/Diesel	2011	6,586	39	19	2	Vallejo Local FR
20	3920	Gillig	Low Floor	Hybrid/Diesel	2011	5,091	39	19	2	Vallejo Local FR
21	3921	Gillig	Low Floor	Hybrid/Diesel	2011	6,835	39	19	2	Vallejo Local FR
22	2000-33	Gillig	Phantom	Diesel		218921*	35		2	Benicia Local FR
23	2001-33	Gillig	Phantom	Diesel		144431*	35		2	Benicia Local FR
24	2002-33	Gillig	Phantom	Diesel		227921*	35		2	Benicia Local FR
25	4318	Gillig	Phantom	Diesel	1995	518,235	43	22	2	Contingency Vehicle
26	4321	Gillig	Phantom	Diesel	1995	606,178	43	22	2	Contingency Vehicle
27	4402	Gillig	Phantom	Diesel	1995	780,640	44	21	2	Contingency Vehicle
28	4403	Gillig	Phantom	Diesel	1995	754,525	44	21	2	Contingency Vehicle
29	4404	Gillig	Phantom	Diesel	1995	665,323	44	21	2	Contingency Vehicle
30	4407	Gillig	Phantom	Diesel	1995	742,958	44	21	2	Contingency Vehicle
31	4408	Gillig	Phantom	Diesel	1995	738,288	44	21	2	Contingency Vehicle
32	4409	Gillig	Phantom	Diesel	1995	725,164	43	21	2	Contingency Vehicle

Exhibit X.2 shows the vehicle fleet assigned primarily for intercity services, such as Routes 78, 80, and 85. The intercity fleet is composed of 25 active vehicles used for SolTrans, and 10 vehicles leased to Fairfield/Suisan Transit. The intercity fleet is 100-percent diesel fueled and ranges in capacity from 53 to 57-passenger seating. All vehicles have two wheelchair tie-down positions. The majority of the vehicles were purchased in 2003 and had a useful life of at least 12 years or 500,000 miles.

Exhibit X.2 Intercity Fleet

	Vehicle Number	Make	Model	Fuel Type	Year of Purchase	Mileage (as of 9/30/11)	Capacity - Seated	Capacity - Standing	Wheelchair Positions	Use
1	BL04	MCI	DV500	Diesel	2001	432,595	53	23	2	Vallejo Intercity
2	BL05	MCI	DV500	Diesel	2001	474,905	53	23	2	Vallejo Intercity
3	BL07	MCI	DV500	Diesel	2003	102,000	57	23	2	Vallejo Intercity
4	BL08	MCI	DV500	Diesel	2003	428,640	57	23	2	Vallejo Intercity
5	BL09	MCI	DV500	Diesel	2003	465,804	57	23	2	Vallejo Intercity
6	BL10	MCI	DV500	Diesel	2003	509,983	57	23	2	Vallejo Intercity
7	BL11	MCI	DV500	Diesel	2003	486,811	57	23	2	Vallejo Intercity
8	BL12	MCI	DV500	Diesel	2003	457,649	57	23	2	Vallejo Intercity
9	BL13	MCI	DV500	Diesel	2003	503,901	57	23	2	Vallejo Intercity
10	BL15	MCI	DV500	Diesel	2003	484,860	57	23	2	Vallejo Intercity
11	BL16	MCI	DV500	Diesel	2003	505,938	57	23	2	Vallejo Intercity
12	BL18	MCI	DV500	Diesel	2003	383,104	57	23	2	Vallejo Intercity
13	BL19	MCI	DV500	Diesel	2003	478,612	57	23	2	Vallejo Intercity
14	BL20	MCI	DV500	Diesel	2003	497,246	57	23	2	Vallejo Intercity
15	BL21	MCI	DV500	Diesel	2003	429,227	57	23	2	Vallejo Intercity
16	BL22	MCI	DV500	Diesel	2003	476,531	57	23	2	Vallejo Intercity
17	BL23	MCI	DV500	Diesel	2003	387,080	57	23	2	Vallejo Intercity
18	BL24	MCI	DV500	Diesel	2003	474,669	57	23	2	Vallejo Intercity
19	BL25	MCI	DV500	Diesel	2003	21,845	57	23	2	Vallejo Intercity
20	BL26	MCI	DV500	Diesel	2003	369,957	57	23	2	Vallejo Intercity
21	BL29	MCI	DV500	Diesel	2003	457,427	57	23	2	Vallejo Intercity
22	BL32	MCI	DV500	Diesel	2003	441,877	57	23	2	Vallejo Intercity
23	BL33	MCI	DV500	Diesel	2003	458,208	57	23	2	Vallejo Intercity
24	BL34	MCI	DV500	Diesel	2003	469,014	57	23	2	Vallejo Intercity
25	BL35	MCI	DV500	Diesel	2003	437,512	57	23	2	Vallejo Intercity
26	BL36*	MCI	DV500	Diesel	2003		57	23	2	Leased
27	BL37*	MCI	DV500	Diesel	2003		57	23	2	Leased
28	BL39*	MCI	DV500	Diesel	2003		57	23	2	Leased
29	BL06*	MCI	DV500	Diesel	2001		53	23	2	Leased
30	BL14*	MCI	DV500	Diesel	2003		57	23	2	Leased
31	BL17*	MCI	DV500	Diesel	2003		57	23	2	Leased
32	BL27*	MCI	DV500	Diesel	2003		57	23	2	Leased
33	BL28*	MCI	DV500	Diesel	2003		57	23	2	Leased
34	BL30*	MCI	DV500	Diesel	2003		57	23	2	Leased
35	BL31*	MCI	DV500	Diesel	2003		57	23	2	Leased

\*Vehicle leased to Fairfield/Suisun Transit

The active fleet used for Soltran’s Dial-A-Ride and Paratransit services is shown in Exhibit X.3. There are 16 total vehicles, of which seven were purchased in 2011. All vehicles have a seating capacity for 16 passengers plus four wheelchair tie-down positions. Nearly half of the fleet is fueled by gasoline with the balance diesel.

Exhibit X.3 Dial-A-Ride/Paratransit Fleet

	Vehicle Number	Make	Model	Fuel Type	Year of Purchase	Mileage (as of 9/30/11)	Capacity - Seated	Capacity - Standing	Wheelchair Positions	Use
1	1801	Ford	E450 El Dorado	Gasoline	2011		16	0	4	Vallejo Runabout
2	1802	Ford	E450 El Dorado	Gasoline	2011		16	0	4	Vallejo Runabout
3	1803	Ford	E450 El Dorado	Gasoline	2011		16	0	4	Vallejo Runabout
4	1804	Ford	E450 El Dorado	Gasoline	2011		16	0	4	Vallejo Runabout
5	1805	Ford	E450 El Dorado	Gasoline	2011		16	0	4	Vallejo Runabout
6	1806	Ford	E450 El Dorado	Gasoline	2011		16	0	4	Vallejo Runabout
7	1807	Ford	E450 El Dorado	Gasoline	2011		16	0	4	Vallejo Runabout
8	2004-33	Ford	E-450	Diesel		284,189	16	0	4	Benicia DAR/Paratransit
9	2005-33	Ford	E-450	Diesel		115,818	16	0	4	Benicia DAR/Paratransit
10	2006-33	Ford	E-450	Diesel		113,311	16	0	4	Benicia DAR/Paratransit
11	2007-33	Ford	E-450	Diesel		119,603	16	0	4	Benicia DAR/Paratransit
12	2008-33	Ford	E-450	Unleaded		174,392	16	0	4	Benicia DAR/Paratransit
13	2013-33	Ford	E-450	Unleaded		96,091	16	0	4	Benicia DAR/Paratransit
14	2201-33	Ford	E-450	Diesel		39,825	16	0	4	Benicia DAR/Paratransit
15	2014-33	Ford	E-450	Unleaded		42,108	16	0	4	Benicia DAR/Paratransit
16	2015-33	Ford	E-450	Unleaded		309,146	16	0	4	Benicia DAR/Paratransit

Exhibit x.4 shows the SolTrans fleet used for maintenance and other support purposes. The fleet is relatively old, with most of the vehicles purchased more than ten years ago.

Exhibit X.4 Support Fleet

	Vehicle Number	Make	Model	Fuel Type	Year of Purchase	Mileage (as of 9/30/11)	Capacity - Seated	Capacity - Standing	Wheelchair Positions	Use
1	106	Ford	Super Duty	Diesel	1991		0	0	0	Vallejo
2	107	Ford	Ford Ranger	Gasoline	1990		2	0	0	Vallejo
3	110	Ford	Ford 1 ton	Gasoline	1997		2	0	0	Vallejo
4	113	Ford	Ford Taurus	Gasoline	2001		5	0	0	Vallejo
5	114	Ford	Ford Taurus	Gasoline	2001		5	0	0	Vallejo
6	115	Ford	Ford F150	Gasoline	2002		2	0	0	Vallejo
7	116	Oldsmobile	Cierra	Gasoline	1996		5	0	0	Vallejo
8	538	Ford	2010 Fusion	Gasoline	2011		4	0	0	Vallejo
9	117A	Ford	Ford Taurus	Gasoline	2005		5	0	0	Vallejo
10			Varied - Trailer	NA	2011		0	0	0	Vallejo
11	116-3	Chev	Venture	Unleaded		167,774	5	0	1	Benicia

Exhibit X.5 shows the peak vehicle requirement and active spare vehicles for each service and route operated by SolTrans. The local fixed-routes require 18 buses to be operated at the same time during peak periods; leaving six vehicles for spare. This translates to 0.33 spare vehicles per peak vehicles, or 33 percent spare ratio. The basic spare ratio calculation is:

$$\text{Spare Ratio} = \frac{\text{Total active fleet} - \text{Peak vehicle requirement}}{\text{Peak vehicle requirement}}$$

According to FTA Circular 9030.1C, for grantees with 50 or more fixed-route buses, a reasonable spare ratio should not exceed 20 percent of the vehicles operated in peak service. Peak or max service means the revenue vehicle count during the peak season of the year, on the week and day that maximum service is provided. It excludes atypical days and one-time special events. For fleets with fewer than 50

fixed-route vehicles, judgment must be applied to determine what is a reasonable number of spare vehicles.

To operate current (status quo) fixed-route services in Vallejo during peak travel, 37 vehicles are required, with 9 spare vehicles. This equates to a spare ratio of 24.3 percent. This is around the FTA-recommended spare ratio as described above. Overall, the current SolTrans program requires 51 vehicles for peak-hour operations, 14 spare vehicles, and a spare ratio of 27.5. SolTrans also has available a contingency fleet of eight vehicles for emergencies; which, according to the FTA is not to be included in the spare ratio calculation.

Phase I introduces a restructure of Vallejo's local routes, as well as the elimination of flex-routes 21 and 22 in Benicia. For Vallejo fixed-route services (local and intercity), this actually increases peak fleet requirement by two vehicles, to 39 and eliminates Benicia's fixed-route services. If SolTrans were to keep the same number of vehicles the spare ratio for fixed-route services would decrease to 17.9 percent, which is below the FTA suggested 20 percent. To accommodate the additional local fixed-route vehicles for Vallejo under Phase I, we recommend SolTrans replace at least the first five commuter coaches as they become eligible for replacement, with low-floor hybrid buses in Vallejo. This is also assuming SolTrans would replace vehicles as their useful life expires (see Exhibit X.6).

Phase II will also require additional local fixed-route vehicles to support the new proposed Routes 8 and 9. Under Phase II, SolTrans will most likely need to purchase at least five additional low-floor vehicles for the new local routes. With five additional vehicles for local fixed-route services under Phase II, SolTrans would have a 21.4 percent spare ratio for this type of service.

Exhibit X.5 Peak Vehicle Requirement

	Current (Status Quo)	Phase 1	Phase 2
<b>Vallejo Fixed-Route Peak Vehicles</b>			
Route 1	3	2	3
Route 2	1	3	3
Route 3	1	2	2
Route 4	1	2	2
Route 5	2	2	2
Route 6	1	2	2
Route 7	2	2	2
Route 8	-	-	1
Route 9	-	-	1
Vallejo School Trippers (Routes 11, 12, 16, 18, 20, 22)	9	10	10
Route 78	5	3	3
Route 80	5	5	5
Route 81	2	2	2
Route 85	4	3	3
Route 200	1	1	1
Vallejo Local Fixed-Route Peak Fleet Total	37	39	42
Vallejo Local Fixed-Route Fleet Spare	9	7	9
<b>Vallejo Runabout Peak Vehicles</b>			
Vallejo Paratransit	5	5	5
Demand-Response Peak Fleet Total	5	5	5
Benicia Services Fleet Spare	2	2	2
<b>Benicia Fixed-Route and Paratransit</b>			
Flex-Route 21	1	0	0
Flex-Route 22	1	0	0
Route 76 and Vallejo Medical Center Shuttle	1	0	0
Benicia School Trippers (Routes 15, 17)	3	3	3
Benicia Dial-A-Ride	3	4	4
Benicia Peak Fleet Total	9	7	7
Demand-Response Services Fleet Spare	3	3	3
<b>System-wide Peak Fleet Total</b>	<b>51</b>	<b>51</b>	<b>54</b>
<b>System-wide Spare</b>	<b>14</b>	<b>12</b>	<b>14</b>
<b>System-wide Total Active Fleet</b>	<b>65</b>	<b>63</b>	<b>68</b>
<b>System-wide Spare Ratio</b>	<b>27.5%</b>	<b>23.5%</b>	<b>25.9%</b>

*\*For the purpose of this table, active fleet does not include contingency vehicles or vehicles currently being leased.*

### Fleet Replacement Strategy

The fleet replacement strategy presented in Exhibits X.6, X.7, and X.8 was provided by SolTrans staff. In general, replacement strategies are based mainly on FTA-stipulated “useful life” standards adopted for specific vehicle types. These standards must be followed by transit organizations purchasing buses and vans using federal capital funds. Vehicles must be in service for a minimum period of time (years) and/or number of miles prior to that vehicle’s retirement to ensure effective use of federally funded assets. There are five different service-life categories which vary depending on bus and van size and other characteristics (as specified in FTA Circular 9030.1B). Other factors contributing to vehicle expansion or replacement include adjustments in spare ratios, as well as expansions or reductions in

service levels. Given Phase I proposed in the Operations Plan (Chapter X) eliminates certain routes and reduces vehicle service hours, implementation of the Plan will most likely reduce vehicle requirements; therefore, SolTrans may not need to “replace” vehicles as they become eligible for replacement.

Federal Transit Administration (FTA) regulations stipulate large, heavy-duty vehicles—such as those in SolTrans local and intercity fleet—must be operated in revenue service at least 12 years (or 500,000 miles, whichever comes first) to be eligible for replacement funding. Replacing vehicles on the 12-year cycle would ultimately reduce maintenance costs as the average age of the fleet would be reduced versus waiting longer to replace individual vehicles. The replacement schedule adopted by SolTrans for these types of vehicles is presented in Exhibits X.6 and X.7.

The replacement strategy in Exhibit X.6 illustrates each active vehicle in the local fixed-route fleet and the year of replacement. Given the majority of the vehicles in this fleet were recently purchased in 2011, vehicle replacement will not occur for another 12 years. The following schedule does not reflect procurements for fleet expansion. Details regarding fleet expansion are presented in the Capital Plan.

Exhibit X.7 illustrates the fleet replacement strategy for the intercity service vehicles. This fleet is older than the local fixed-route fleet. Therefore vehicle replacements will need to occur in the near future starting in fiscal year 2013/14 through 2015/16. However, we recommend the first six vehicles eligible for replacement be retired (with no replacement) to account for the reduction in service under Phase I of the Operations Plan.

Exhibit X.8 illustrates the replacement strategy for DAR and Paratransit service vehicles. FTA regulations also stipulate light-duty vehicles, including small bus cutaways and mini-vans—such as Soltran’s fleet used primarily for Dial-A-Ride and Paratransit services —be kept in service at least five years (or 150,000 miles, whichever comes first) to be eligible for replacement funding. The majority of the vehicles currently used for Paratransit services will need to be replaced near Fiscal Year 2016/17; while the vehicles currently used for Benicia Dial-A-Ride service vary in replacement year.

Exhibit X.6 Fixed-Route Local Fleet Replacement Schedule

Vehicle	Model Year	Type	Mode	Replacement Year*	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
2000-33	2000	Gillig Phantom	Benicia Local	2012													
2001-33	2001	Gillig Phantom	Benicia Local	2013													
2002-33	2001	Gillig Phantom	Benicia Local	2013													
3901	2011	Gillig Low Floor	Vallejo Local	2023													
3902	2011	Gillig Low Floor	Vallejo Local	2023													
3903	2011	Gillig Low Floor	Vallejo Local	2023													
3904	2011	Gillig Low Floor	Vallejo Local	2023													
3905	2011	Gillig Low Floor	Vallejo Local	2023													
3906	2011	Gillig Low Floor	Vallejo Local	2023													
3907	2011	Gillig Low Floor	Vallejo Local	2023													
3908	2011	Gillig Low Floor	Vallejo Local	2023													
3909	2011	Gillig Low Floor	Vallejo Local	2023													
3910	2011	Gillig Low Floor	Vallejo Local	2023													
3911	2011	Gillig Low Floor	Vallejo Local	2023													
3912	2011	Gillig Low Floor	Vallejo Local	2023													
3913	2011	Gillig Low Floor	Vallejo Local	2023													
3914	2011	Gillig Low Floor	Vallejo Local	2023													
3915	2011	Gillig Low Floor	Vallejo Local	2023													
3916	2011	Gillig Low Floor	Vallejo Local	2023													
3917	2011	Gillig Low Floor	Vallejo Local	2023													
3918	2011	Gillig Low Floor	Vallejo Local	2023													
3919	2011	Gillig Low Floor	Vallejo Local	2023													
3920	2011	Gillig Low Floor	Vallejo Local	2023													
3921	2011	Gillig Low Floor	Vallejo Local	2023													
4318	1995	Gillig Phantom	Vallejo Local	2007													Contingency Vehicle
4321	1995	Gillig Phantom	Vallejo Local	2007													Contingency Vehicle
4402	1995	Gillig Phantom	Vallejo Local	2007													Contingency Vehicle
4403	1995	Gillig Phantom	Vallejo Local	2007													Contingency Vehicle
4404	1995	Gillig Phantom	Vallejo Local	2007													Contingency Vehicle
4407	1995	Gillig Phantom	Vallejo Local	2007													Contingency Vehicle
4408	1995	Gillig Phantom	Vallejo Local	2007													Contingency Vehicle
4409	1995	Gillig Phantom	Vallejo Local	2007													Contingency Vehicle

Exhibit X.7 Intercity Fleet Replacement Schedule

Vehicle	Model Year	Type	Mode	Replacement Year*	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
BL04	2001	MCI DV500	Vallejo Intercity	2013	Replace with low-floor (under Phase I)												
BL05	2001	MCI DV501	Vallejo Intercity	2013	Replace with low-floor (under Phase I)												
BL06*	2001	MCI DV502	Vallejo Intercity	2013	Leased to Fairfield/Suisun Transit												
BL07	2003	MCI DV503	Vallejo Intercity	2015	Replace with low-floor (under Phase I)												
BL08	2003	MCI DV504	Vallejo Intercity	2015	Replace with low-floor (under Phase I)												
BL09	2003	MCI DV505	Vallejo Intercity	2015	Replace with low-floor (under Phase I)												
BL10	2003	MCI DV506	Vallejo Intercity	2015													
BL11	2003	MCI DV507	Vallejo Intercity	2015													
BL12	2003	MCI DV508	Vallejo Intercity	2015													
BL13	2003	MCI DV509	Vallejo Intercity	2015													
BL14*	2003	MCI DV510	Vallejo Intercity	2015	Leased to Fairfield/Suisun Transit												
BL15	2003	MCI DV511	Vallejo Intercity	2015													
BL16	2003	MCI DV512	Vallejo Intercity	2015													
BL17*	2003	MCI DV513	Vallejo Intercity	2015	Leased to Fairfield/Suisun Transit												
BL18	2003	MCI DV514	Vallejo Intercity	2015													
BL19	2003	MCI DV515	Vallejo Intercity	2015													
BL20	2003	MCI DV516	Vallejo Intercity	2015													
BL21	2003	MCI DV517	Vallejo Intercity	2015													
BL22	2003	MCI DV518	Vallejo Intercity	2015													
BL23	2003	MCI DV519	Vallejo Intercity	2015													
BL24	2003	MCI DV520	Vallejo Intercity	2015													
BL25	2003	MCI DV521	Vallejo Intercity	2015													
BL26	2003	MCI DV522	Vallejo Intercity	2015													
BL27*	2003	MCI DV523	Vallejo Intercity	2015	Leased to Fairfield/Suisun Transit												
BL28*	2003	MCI DV524	Vallejo Intercity	2015	Leased to Fairfield/Suisun Transit												
BL29	2003	MCI DV525	Vallejo Intercity	2015													
BL30*	2003	MCI DV526	Vallejo Intercity	2015	Leased to Fairfield/Suisun Transit												
BL31*	2003	MCI DV527	Vallejo Intercity	2015	Leased to Fairfield/Suisun Transit												
BL32	2003	MCI DV528	Vallejo Intercity	2015													
BL33	2003	MCI DV529	Vallejo Intercity	2015													
BL34	2003	MCI DV530	Vallejo Intercity	2015													
BL35	2003	MCI DV531	Vallejo Intercity	2015													
BL36*	2003	MCI DV532	Vallejo Intercity	2015	Leased to Fairfield/Suisun Transit												
BL37*	2003	MCI DV533	Vallejo Intercity	2015	Leased to Fairfield/Suisun Transit												
BL39*	2003	MCI DV534	Vallejo Intercity	2015	Leased to Fairfield/Suisun Transit												

\*Leased to Fairfield/Suisun Transit

Exhibit X.8 DAR/Paratransit and Support Fleet Replacement Schedule

Vehicle	Model Year	Type	Mode	Replacement Year*	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
1801	2011	Ford E450 El Dorado	Vallejo Paratransit	2016													
1802	2011	Ford E450 El Dorado	Vallejo Paratransit	2016													
1803	2011	Ford E450 El Dorado	Vallejo Paratransit	2016													
1804	2011	Ford E450 El Dorado	Vallejo Paratransit	2016													
1805	2011	Ford E450 El Dorado	Vallejo Paratransit	2016													
1806	2011	Ford E450 El Dorado	Vallejo Paratransit	2016													
1807	2011	Ford E450 El Dorado	Vallejo Paratransit	2016													
2004-33	2004	Ford E-450	Benicia DAR	2009													
2005-33	2005	Ford E-450	Benicia DAR	2010													
2006-33	2006	Ford E-450	Benicia DAR	2011													
2007-33	2007	Ford E-450	Benicia DAR	2012													
2008-33	2008	Ford E-450	Benicia DAR	2013													
2013-33	2013	Ford E-450	Benicia DAR	2018													
2201-33	2001	Ford E-450	Benicia DAR	2006													
2014-33	2014	Ford E-450	Benicia DAR	2019													
2015-33	2015	Ford E-450	Benicia DAR	2020													

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### Bus Stop Element

This portion of the Capital Improvement Program includes an assessment of current bus stop amenities as well as a strategy for their enhancement and implementation of the Operations Plan.

SolTrans currently has three different types of bus stops:

1. Stops with sign poles,
2. Stops with benches, and
3. Stops with shelters.

Bus shelters can play a key role in the success of a public transit program. Shelters build awareness of the service and can generate advertising revenue. Yet first and foremost they contribute toward transit rider safety and comfort. Industry research has confirmed bus shelters can also play a vital role in attracting additional ridership. The absence of adequate amenities at bus stops can deter both potential and existing patrons from using transit given the relative comfort and convenience inherent in a personal vehicle.

To determine which stops lack adequate amenities (i.e., benches, bus stop signs, info-posts, shelters, and trash receptacles) or aesthetically desired improvement, we assessed all Benicia Breeze and Vallejo Transit intercity and local fixed-routes, with particular attention to high activity stops and published time-points.

A recurring concern voiced by bus riders nation-wide is the lack of sufficient lighting at transit stops. Insufficient lighting often creates a security issue as patrons must wait in the dark where they cannot be seen by passing motorists as well as making them more susceptible to crime. Poor lighting also increases the likelihood buses will fail to see waiting customers and pass them by. This problem can be solved either through the installation of improved street lighting, or the use of new, solar-powered, lighted sign posts. These units include service information and a user-activated strobe light to alert buses to the presence of waiting patrons. These type of units are solar-powered and do not require extensive trenching for their installation, making them ideal for addressing these concerns in less-developed portions of a service area, as well as improving transit brand visibility.

To reduce the resources required for the transition to the proposed route alignments under Phase I of the Operations Plan, many of the realignments follow portions of existing route segments. Under Phase I, we estimate SolTrans would need to introduce 16 new stops along new route segments. To estimate the number of new stops required, we assumed a stop would be placed about every quarter of a mile. We estimate Route 2 under Phase I would require approximately 12 new bus stops; Route 3 would require two new bus stops; and Route 5, two new bus stops.

### Facilities Element

SolTrans services in Vallejo utilizes two main transit/transfer centers: York and Marin Transit Center and Sereno Transit Center. The following is a brief discussion of transit center location amenities.

**Sereno Transit Center.** This Transit Center is located on the north and south sides of Sereno between Sonoma Boulevard and Broadway. The site is situated directly in front of Mervyn's and has been primarily used by Vallejo Transit as a transfer station between local routes. The site accommodates seven bus bays.

**Vallejo Ferry Terminal.** The Ferry terminal is located off Mare Island Way and provides access to the Vallejo Baylink Ferry. The City provides free parking directly across from the ferry docking area. Most Vallejo Transit (SolTrans) local and regional routes serve this location. The Baylink Ferry from this location provides travel to the San Francisco Ferry, and Pier 41 Fisherman's Wharf.

**York and Marin Transit Center.** This site is located at the corner of York and Marin in Vallejo, several blocks east of the Vallejo Ferry Terminal. Prior to construction the site accommodated 11 curb bus parking spaces. This site is currently under construction to incorporate additional automobile parking, passenger amenities, as well as improved circulation and bus parking spaces.

**Vallejo Transit Center (Curtola/Lemon Park and Ride Lot).** Currently this location is home to a park-and-ride lot equipped with 485 parking spaces and bus bays. The existing site is overcapacity for its demand and lacks adequate passenger safety features, as well as circulation issues. This park-and-ride lot is currently being upgraded to accommodate 700 parking spaces in the near-term and 1,100 in the long-term (through 2030). SolTrans is developing a new Transit Center with covered passenger waiting and loading areas, a parking structure, and eight new bus bays to meet demand at this location. Other improvements are being made to circulation, separating entry and exit points for automobiles and buses; improved pedestrian access and security features such as above-minimum lighting levels, emergency telephone stations, and a CCTV system.

This Center has three phases, estimated for completion in 2030. Phase I is scheduled for construction in 2012 and includes the Transit Center, adjacent street improvements, and first 420-car parking structure, at an estimated cost of \$19,200,000. Phase II is scheduled for construction in 2020 and includes an additional 420-car parking structure, at an estimated cost of \$15,200,000. Phase III construction is planned for 2030, which includes an additional 320-car parking structure and is estimated to cost \$14,500,000.

#### Capital Purchases

The Capital Plan identifies cost figures for recommendations included within the Capital Improvement Program as well as associated cost with implementing the recommendations provided in Phase I of the Operations Plan. To support the operational recommendations presented in the Capital Improvement Program, we developed a comprehensive fleet replacement strategy which maintains SolTrans' active fleet size of 51 vehicles with a 23.5-percent spare ratio. The five-year Capital Plan presented herein reflects the capital purchases needed to implement Phase I of the Operations Plan.

Exhibit X.10 Capital Plan

	FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18	
	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost
<b>Fleet</b>														
45-foot Commuter Coach		\$0		\$0		\$0	14	\$5,996,886	12	\$5,294,393		\$0		\$0
40-Foot Low-Floor Hybrid		\$0	3	\$1,730,400	2	\$1,188,208	3	\$1,835,781	3	\$1,890,855	4	\$2,596,774		\$0
24-foot Cutaway		\$0		\$0		\$0		\$0		\$0	7	\$503,125		\$0
Subtotal	0	\$0	3	\$1,730,400	2	\$1,188,208	17	\$7,832,667	15	\$7,185,248	11	\$3,099,899	0	\$0
<b>Bus Stops</b>														
Standard Sign Posts		\$0	16	\$3,296		\$0		\$0		\$0		\$0		\$0
Prefabricated Metal Bus Shelters		\$0		\$0		\$0		\$0		\$0		\$0		\$0
Subtotal	0	\$0	16	\$3,296	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
<b>Facilities</b>														
Vallejo Transit Center Expansion		\$0		\$19,200,000		\$0		\$0		\$0		\$0		\$0
Subtotal	0	\$0	0	\$19,200,000	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
<b>Total</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$20,933,696</b>	<b>0</b>	<b>\$1,188,208</b>	<b>0</b>	<b>\$7,832,667</b>	<b>15</b>	<b>\$7,185,248</b>	<b>11</b>	<b>\$3,099,899</b>	<b>0</b>	<b>\$0</b>

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### Financial Plan

The Financial Plan forecasts the anticipated fiscal impact (capital and operational) which proposed recommendations (if implemented) would have on the SolTrans consolidated transit program. The Plans presented herein are displayed by service scenario (i.e., Realignment and Optimistic plans) and project capital and operational revenues and expenditures across the next five years. Given proposed recommendations range in scope – from route service span extensions to introduction of new routes – the cost per proposed recommendation may vary significantly. The Plans include anticipated changes in user fees as well as estimated funding from grant programs supporting the implementation of each proposed service alternative.

### Realignment Financial Plan

Five-year operating expenses have been developed using the following assumptions:

1. All recommendations outlined in Realignment Scenario would be implemented across the next five years starting in FY 2012/13.
2. Purchases of replacement vehicles would occur during the fiscal year identified in the Capital Plan.
3. Other capital purchases would occur during the fiscal year identified in the Capital Plan.
4. Operational costs are based on agency-provided data (i.e., Operating Budget and TDA Fiscal Audit).
5. Fixed-route and demand response fares increase in FY 2012/13.
6. The rate of inflation is forecast at no greater than three percent per annum.
7. Fixed-route ridership and fare revenue are projected to increase four percent/annum.
8. Paratransit ridership and fare revenue are projected to increase three percent/annum.
9. Any operating expenses not covered through farebox recovery or grants (i.e., FTA Section 5307, ARRA 5307) would be covered through local subsidy/discretionary funds.
10. Additional capital expenses would be covered through grant funds.

The table below summarizes the effect implementing the Realignment alternative would have on local and regional fixed-route services as well as dial-a-ride and paratransit services. Realignment recommendations reduce system-wide operating costs by more than \$1.6 million. Proposed Vehicle Service Hours are calculated using baseline agency-provided performance indicator data.

Exhibit X.11 Realignment Scenario Impact and Cost

Realignment Scenario	Current Service Hours		Realignment Scenario Service Hours		Difference		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Weekly	Annually	Weekly	Annual		Current	Realignment	Difference
<b>Fixed-Route (Consolidated)</b>										
Route 1	284	14,468	131	6,686	-153	-7,782	\$98.46	\$1,424,559	\$658,313	-\$766,245
Route 2	97	4,924	145	7,405	49	2,482		\$484,788	\$729,116	\$244,328
Route 3	15	769	82	4,182	67	3,413		\$75,696	\$411,760	\$336,064
Route 4	72	3,663	121	6,192	50	2,528		\$360,669	\$609,622	\$248,953
Route 5	390	19,869	121	6,151	-269	-13,718		\$1,956,321	\$605,620	-\$1,350,701
Route 6	78	3,982	106	5,402	28	1,420		\$392,087	\$531,918	\$139,831
Route 7	26	1,341	113	5,760	87	4,419		\$131,986	\$567,090	\$435,105
Route 15	9	474	9	474	0	0		\$46,635	\$46,635	\$0
Route 17	11	543	11	543	0	0		\$53,452	\$53,452	\$0
Route 21	27	1,355	0	0	-27	-1,355		\$133,394	\$0	-\$133,394
Route 22	25	1,297	0	0	-25	-1,297		\$127,693	\$0	-\$127,693
Route 76	32	1,639	32	1,639	0	0		\$161,365	\$161,365	\$0
Route 78	230	11,751	165	8,396	-66	-3,355		\$1,156,994	\$826,700	-\$330,294
Route 80	411	20,982	411	20,982	0	0		\$2,065,848	\$2,065,848	\$0
Route 81	20	1,013	0	0	-20	-1,013		\$99,701	\$0	-\$99,701
Route 85	228	11,617	165	8,415	-63	-3,202		\$1,143,780	\$828,541	-\$315,239
Route 200	194	9,874	194	9,874	0	0		\$972,204	\$972,204	\$0
Route 400	2	100	2	100	0	0		\$9,846	\$9,846	\$0
DVC Shuttle	4	219	0	0	-4	-219		\$21,516	\$0	-\$21,516
School Trippers	29	1,472	29	1,472	0	0		\$144,894	\$144,894	\$0
<b>Subtotal</b>	<b>2,183</b>	<b>111,349</b>	<b>1,837</b>	<b>93,672</b>	<b>-347</b>	<b>-17,677</b>		<b>\$10,963,426</b>	<b>\$9,222,924</b>	<b>-\$1,740,503</b>
<b>Demand Response</b>										
Benicia GP Dial-A-Ride	86	4,382	109	5,553	23	1,171	\$78.51	\$344,031	\$435,966	\$91,935
Paratransit	235	12,000	235	12,000	0	0		\$942,120	\$942,120	\$0
Benicia Medical Shuttle	3	170	0	0	-3	-170		\$13,351	\$0	-\$13,351
<b>Subtotal</b>	<b>325</b>	<b>16,552</b>	<b>344</b>	<b>17,553</b>	<b>20</b>	<b>1,001</b>		<b>\$1,299,501</b>	<b>\$1,378,086</b>	<b>\$78,585</b>
<b>Total</b>	<b>2,508</b>	<b>127,901</b>	<b>2,181</b>	<b>111,225</b>	<b>-327</b>	<b>-16,676</b>		<b>\$12,262,928</b>	<b>\$10,601,010</b>	<b>-\$1,661,918</b>

Exhibit X.11 presents total Vehicle Service Hours and Operating Cost based on SolTrans' Consolidated Operating Budget for FY 2010/11. Route-by-route estimates reflect the cost to implement proposed service changes presented in the Realignment Scenario (i.e., route modifications, elimination of Dial-A-Ride Saturday service, and elimination of Routes 21 and 22). As presented above fixed-route service hours meet the target 93,000 Vehicle Service Hours. Additionally, paratransit service hours are calculated separately from general-public dial-a-ride.

As a result of the fare increase to fixed-route service introduced in FY 2012/13, ridership is anticipated to decrease by 11.7 percent in response to the 29.3 percent increase in fixed-route fares. Note the 29.3 percent represents an average of percent change between the current fare structure and proposed fare changes. Although fare revenue decreases in FY 2012/13 due to the service reduction, the resulting Farebox Recovery ratio is projected to incrementally increase each year following the implementation year due to the relative operating cost reductions occurring during the first year. Additionally, a proposed fare increase of 9.8 percent above current demand response fares is scheduled to occur in FY 2012/13, resulting in a 9.2 percent decrease in ridership for that same year. According to TDA guidelines, transit operators may receive exemptions in meeting system Farebox Recovery during the first two years in which a new service or route is introduced. This includes route modifications.

Exhibit X.12 Impact on Farebox Recovery (Fixed-Route)

	Cost	Passengers	Fare Revenue	Farebox Recovery
FY 2011/12	\$10,963,426	1,506,189	\$3,129,000	28.5%
FY 2012/13	\$9,222,924	1,591,344	\$4,170,957	45.2%
FY 2013/14	\$9,499,612	1,654,997	\$4,337,795	45.7%
FY 2014/15	\$9,784,600	1,721,197	\$4,511,307	46.1%
FY 2015/16	\$10,078,138	1,790,045	\$4,691,759	46.6%
FY 2016/17	\$10,380,482	1,861,647	\$4,879,430	47.0%
FY 2017/18	\$10,691,896	1,936,113	\$5,074,607	47.5%

Given the elimination of Routes 21 and 22 and the proposed increase in Benicia dial-a-ride general-public service span, we anticipate an increase in Operating Cost, thereby decreasing Farebox Recovery. In spite of this drop in Farebox Recovery, we project demand response services (i.e., Dial-A-Ride and paratransit) to maintain 7.1 percent across the forecasted period.

Exhibit X.13 Impact on Farebox Recovery (Demand Response)

	Cost	Passengers	Fare Revenue	Farebox Recovery
FY 2011/12	\$1,299,501	31,237	\$88,376	6.8%
FY 2012/13	\$1,378,086	33,208	\$97,985	7.1%
FY 2013/14	\$1,419,429	34,204	\$100,925	7.1%
FY 2014/15	\$1,462,011	35,230	\$103,953	7.1%
FY 2015/16	\$1,505,872	36,287	\$107,071	7.1%
FY 2016/17	\$1,551,048	37,376	\$110,283	7.1%
FY 2017/18	\$1,597,579	38,497	\$113,592	7.1%

All revenue sources are listed at the top of Exhibit X.14. Revenue sources include customer fares, federal operating grants, federal capital grants, and local subsidy among other revenue resources. The "Needed-discretionary-funds" line item represents the difference between total operating expenses and operating revenues. "Carryover" represents operating revenues or surplus from the prior fiscal year. All expenses are listed at the bottom of Exhibit X.14. Operating cost estimates are reflective of cuts in Vehicle Service Hours to existing routes and elimination of Saturday Dial-A-Ride service.

Exhibit X.14 Realignment Financial Plan

	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
<b>Revenue</b>							
<b>Transit Services (Operating and Capital Revenues)</b>							
Rider Fares							
Local	\$3,093,000	\$4,170,957	\$4,337,795	\$4,511,307	\$4,691,759	\$4,879,430	\$5,074,607
Paratransit	\$88,376	\$97,985	\$100,925	\$103,953	\$107,071	\$110,283	\$113,592
<b>Rider Fares Total</b>	<b>\$3,181,376</b>	<b>\$4,268,942</b>	<b>\$4,438,720</b>	<b>\$4,615,260</b>	<b>\$4,798,831</b>	<b>\$4,989,713</b>	<b>\$5,188,199</b>
FTA Section 5307 Operating Assistance	-	-	-	-	-	-	-
FTA Section 5307 Preventive Maintenance	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
FTA ARRA Preventive Maintenance	-	-	-	-	-	-	-
FTA Section 5303	-	-	-	-	-	-	-
FTA Section 5311 Non-Urbanized Area	\$42,503	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
FTA Section 5316 JARC	\$200,000	\$200,000	-	-	-	-	-
FTA Section 5317 NF	-	-	-	-	-	-	-
STAF Operating Assistance - Vallejo Rev Base	\$609,616	\$610,000	\$199,000	\$210,940	\$223,596	\$237,012	\$251,233
STAF Operating Assistance - Vallejo Prop 42	-	-	\$590,142	\$614,928	\$640,755	\$667,667	\$695,709
STAF Operating Assistance - Benicia Rev Base	-	-	\$14,399	\$15,335	\$16,332	\$17,393	\$18,524
STAF Operating Assistance - Benicia Prop 42	-	-	\$13,703	\$14,279	\$14,878	\$15,503	\$16,154
STAF Operating Assistance - Solano County Pop Base	-	-	\$421,113	\$447,222	\$474,950	\$504,397	\$535,669
STAF Lifeline	-	-	-	-	-	-	-
Regional Measure 2 (RM-2)	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840
Transportation Development Act (TDA)	\$5,676,841	-	\$4,073,558	\$4,330,192	\$4,602,994	\$4,892,983	\$5,201,241
Intercity Funding Agreement	\$95,000	\$97,850	\$100,786	\$103,607	\$106,509	\$109,491	\$112,556
Bridge Toll AB 664 PM	-	-	-	-	-	-	-
Other Revenues	\$21,100	\$21,733	\$22,385	\$23,057	\$23,748	\$24,461	\$25,195
<b>Bus Revenues (Excluding Fare Revenues)</b>	<b>\$8,118,900</b>	<b>\$2,583,423</b>	<b>\$7,088,925</b>	<b>\$7,413,400</b>	<b>\$7,757,602</b>	<b>\$8,122,746</b>	<b>\$8,510,121</b>
FTA Section 5307 10% ADA set-aside	\$667,000	\$685,676	\$704,875	\$724,611	\$744,901	\$765,758	\$787,199
STAF Operating Assistance	-	-	-	-	-	-	-
Transportation Development Act (TDA)	\$770,300	\$791,868	\$814,041	\$836,834	\$860,265	\$884,353	\$909,115
<b>Paratransit Revenues (Excluding Fare Revenues)</b>	<b>\$1,437,300</b>	<b>\$1,477,544</b>	<b>\$1,518,916</b>	<b>\$1,561,445</b>	<b>\$1,605,166</b>	<b>\$1,650,110</b>	<b>\$1,696,313</b>
Ferry Revenues	-	\$14,414,689	\$14,818,300	\$14,818,300	\$15,233,213	\$15,233,213	\$15,659,743
Taxi Scrip Revenues	\$279,815	\$287,650	\$298,581	\$309,927	\$321,704	\$333,929	\$346,618
Metropolitan Transportation Commission	-	\$1,400,000	-	-	-	-	-
Needed Discretionary Funds	\$460,624	\$478,549	-	-	-	-	-
Carryover	-	-	-	\$2,548,456	\$4,927,604	\$7,560,159	\$10,039,967
<b>Total Revenue</b>	<b>\$13,478,015</b>	<b>\$24,910,798</b>	<b>\$28,163,442</b>	<b>\$31,266,787</b>	<b>\$34,644,119</b>	<b>\$37,889,870</b>	<b>\$41,440,960</b>
<b>Expenditures</b>							
<b>Transit Services (Operating Cost)</b>							
Bus Expenses							
Total Contract Cost	\$7,728,000	\$5,470,150	\$5,634,255	\$5,803,282	\$5,977,381	\$6,156,702	\$6,341,403
Fuel Cost	\$2,096,000	\$1,886,400	\$1,927,901	\$1,970,315	\$2,013,662	\$2,057,962	\$2,103,237
Admin & Other Cost	\$1,865,900	\$1,865,900	\$1,921,877	\$1,979,533	\$2,038,919	\$2,100,087	\$2,163,089
<b>Bus Expenses Subtotal</b>	<b>\$11,689,900</b>	<b>\$9,222,450</b>	<b>\$9,484,032</b>	<b>\$9,753,130</b>	<b>\$10,029,961</b>	<b>\$10,314,751</b>	<b>\$10,607,730</b>
Paratransit Expenses							
Total Contract Cost	\$1,219,000	\$1,095,367	\$1,128,228	\$1,162,075	\$1,196,937	\$1,232,845	\$1,269,831
Fuel Cost	\$66,000	\$59,400	\$61,182	\$63,017	\$64,908	\$66,855	\$68,861
Admin & Other Cost	\$223,300	\$223,300	\$229,999	\$236,899	\$244,006	\$251,326	\$258,866
<b>Paratransit Expenses Subtotal</b>	<b>\$1,508,300</b>	<b>\$1,378,067</b>	<b>\$1,419,409</b>	<b>\$1,461,991</b>	<b>\$1,505,851</b>	<b>\$1,551,027</b>	<b>\$1,597,557</b>
Ferry Expenses	-	\$14,022,071	\$14,414,689	\$14,818,300	\$15,233,213	\$15,659,743	\$16,098,215
Taxi Scrip Expenses	\$279,815	\$288,209	\$296,856	\$305,761	\$314,934	\$324,382	\$334,114
<b>Total Expenditures</b>	<b>\$13,478,015</b>	<b>\$24,910,797</b>	<b>\$25,614,986</b>	<b>\$26,339,183</b>	<b>\$27,083,959</b>	<b>\$27,849,902</b>	<b>\$28,637,616</b>

Optimistic Scenario Financial Plan

Five-year operating expenses have been developed using the following assumptions:

1. All recommendations outlined in Realignment Scenario in addition to Optimistic recommendations would be implemented across the next seven years starting in FY 2012/13.
2. Purchases of replacement vehicles would occur during the fiscal year identified in the Capital Plan.
3. Other capital purchases would occur during the fiscal year identified in the Capital Plan.
4. Fixed-route and demand response fares increase in FY 2012/13.
5. Operational costs are based on agency-provided data (i.e., Operating Budget).
6. The rate of inflation is forecast at no greater than three percent per annum.
7. Fixed-route ridership and fare revenue are projected to increase six percent/annum.
8. Paratransit ridership and fare revenue are projected to increase five percent/annum.
9. Any operating expenses not covered through farebox recovery or grants (i.e., FTA Section 5307, ARRA 5307) would be covered through local subsidy.
10. Additional capital expenses would be covered through grant funds.

Exhibit X.15 Optimistic Changes and Costs

Optimistic Scenario	Current Service Hours		Optimistic Scenario Service Hours		Difference		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Weekly	Annually	Weekly	Annual		Current	Optimistic	Difference
<b>Fixed-Route (Consolidated)</b>										
Route 1	284	14,468	218	11,095	-66	-3,373	\$98.46	\$1,424,559	\$1,092,419	-\$332,140
Route 2	97	4,924	205	10,465	109	5,542		\$484,788	\$1,030,404	\$545,616
Route 3	15	769	111	5,644	96	4,875		\$75,696	\$555,708	\$480,012
Route 4	72	3,663	143	7,268	71	3,604		\$360,669	\$715,558	\$354,889
Route 5	390	19,869	148	7,558	-241	-12,311		\$1,956,321	\$744,180	-\$1,212,141
Route 6	78	3,982	140	7,122	62	3,140		\$392,087	\$701,247	\$309,159
Route 7	26	1,341	160	8,140	133	6,799		\$131,986	\$801,425	\$669,439
Route 8 (New)	-	-	42	2,122	42	2,122		-	\$208,893	\$208,932
Route 9 (New)	-	-	88	4,488	88	4,488		-	\$441,888	\$441,888
Route 15	9	474	11	538	1	65		\$46,635	\$52,991	\$6,357
Route 17	11	543	15	753	4	210		\$53,452	\$74,170	\$20,718
Route 21	27	1,355	0	0	-27	-1,355		\$133,394	\$0	-\$133,394
Route 22	25	1,297	0	0	-25	-1,297		\$127,693	\$0	-\$127,693
Route 76	32	1,639	39	1,984	7	345		\$161,365	\$195,354	\$33,989
Route 78	230	11,751	161	8,228	-69	-3,523		\$1,156,994	\$810,129	-\$346,865
Route 80	411	20,982	411	20,982	0	0		\$2,065,848	\$2,065,848	\$0
Route 81	20	1,013	20	1,013	0	0		\$99,701	\$99,701	\$0
Route 85	228	11,617	160	8,135	-68	-3,482		\$1,143,780	\$800,923	-\$342,857
Route 200	194	9,874	194	9,874	0	0		\$972,204	\$972,204	\$0
Route 400	2	100	2	100	0	0		\$9,846	\$9,846	\$0
Introduce Sunday Service (New)	-	-	136	6,946	136	6,946		-	\$683,903	\$683,903
DVC Shuttle	4	219	0	0	-4	-219		\$21,516	\$0	-\$21,516
School Trippers	29	1,472	29	1,472	0	0		\$144,894	\$115,535	-\$29,358
<b>Subtotal</b>	<b>2,183</b>	<b>111,349</b>	<b>2,430</b>	<b>123,925</b>	<b>247</b>	<b>12,577</b>		<b>10,963,426</b>	<b>12,172,327</b>	<b>1,208,940</b>
<b>Demand Response</b>										
Benicia GP Dial-A-Ride	86	4,382	0	0	-86	-4,382	\$78.51	\$344,031	\$0	-\$344,031
Paratransit	235	12,000	365	18,610	130	6,610		\$942,120	\$1,461,040	\$518,920
Benicia Medical Shuttle	3	170	0	0	-3	-170		\$13,351	\$0	-\$13,351
<b>Subtotal</b>	<b>325</b>	<b>16,552</b>	<b>365</b>	<b>18,610</b>	<b>40</b>	<b>2,058</b>			<b>\$1,299,501</b>	<b>\$1,461,040</b>
<b>Total</b>	<b>2,508</b>	<b>127,901</b>	<b>2,795</b>	<b>142,535</b>	<b>287</b>	<b>14,634</b>		<b>\$12,262,928</b>	<b>\$13,633,366</b>	<b>\$1,370,478</b>

As shown in Exhibit X.15, the Optimistic Scenario proposes increasing operating cost by more than \$1.3 million. This operating cost increase is largely attributable to service span increases system-wide along with the reintroduction of Sunday service to the transit program. As shown by Exhibit X.16, we anticipate Farebox Recovery to decline during FY 2012/13 as result of implementing the proposed Optimistic recommendations. Higher Operating Costs during this implementation year translates to a dip in Farebox Recovery. However, as shown below, Farebox Recovery is well above the industry-standard for urban operators. Eventually, the service will meet gains as it approaches the end of the seven-year planning period, climbing as high as 41.6 percent in FY 2017/18.

Exhibit X.16 Impact on Farebox Recovery (Fixed-Route)

	Cost	Passengers	Fare Revenue	Farebox Recovery
FY 2011/12	\$10,963,426	1,496,443	\$3,093,000	28.2%
FY 2012/13	\$12,172,327	2,015,315	\$4,184,829	34.4%
FY 2013/14	\$12,415,773	2,136,234	\$4,435,919	35.7%
FY 2014/15	\$12,664,088	2,264,408	\$4,702,074	37.1%
FY 2015/16	\$12,917,370	2,400,272	\$4,984,198	38.6%
FY 2016/17	\$13,175,718	2,544,289	\$5,283,250	40.1%
FY 2017/18	\$13,439,232	2,696,946	\$5,600,245	41.7%

The impact on Farebox Recovery of the proposed dial-a-ride and paratransit service span changes presents a gradual increase in fare revenue resulting from an increase in operating cost due to the expansion of the paratransit service.

Exhibit X.17 Impact on Farebox Recovery (Demand Response)

	Cost	Passengers	Fare Revenue	Farebox Recovery
FY 2011/12	\$1,299,501	31,540	\$88,376	6.8%
FY 2012/13	\$1,461,040	29,293	\$99,753	6.8%
FY 2013/14	\$1,504,871	30,758	\$104,741	7.0%
FY 2014/15	\$1,550,017	32,295	\$109,978	7.1%
FY 2015/16	\$1,596,518	33,910	\$115,476	7.2%
FY 2016/17	\$1,644,413	35,606	\$121,250	7.4%
FY 2017/18	\$1,693,745	37,386	\$127,313	7.5%

All revenue sources are listed at the top of Exhibit X.18. Revenue sources include user fees, federal operating grants, federal capital grants, federal capital grants, local subsidy among other listed revenue resources, and LTF funds. The "Needed-discretionary-funds" line item represents the difference between total operating expenses and operating revenues. "Carryover" represents operating revenues or surplus from the prior fiscal year. All expenses are listed at the bottom of Exhibit X.18. Factors contributing to increased operating cost include the development of new services/routes, proposed fare increases to fixed-route and demand-response services, and associated costs in sustaining these new routes.

Exhibit X.18 Optimistic Financial Plan

	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
<b>Revenue</b>							
<b>Transit Services (Operating and Capital Revenues)</b>							
<b>Rider Fares</b>							
Local	\$3,093,000	\$4,184,829	\$4,435,919	\$4,702,074	\$4,984,198	\$5,283,250	\$5,600,245
Paratransit	\$88,376	\$99,753	\$104,741	\$109,978	\$115,476	\$121,250	\$127,313
<b>Rider Fares Total</b>	<b>\$3,181,376</b>	<b>\$4,284,582</b>	<b>\$4,540,659</b>	<b>\$4,812,051</b>	<b>\$5,099,675</b>	<b>\$5,404,500</b>	<b>\$5,727,558</b>
FTA Section 5307 Operating Assistance	-	-	-	-	-	-	-
FTA Section 5307 Preventive Maintenance	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
FTA ARRA Preventive Maintenance	-	-	-	-	-	-	-
FTA Section 5303	-	-	-	-	-	-	-
FTA Section 5311 Non-Urbanized Area	\$42,503	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000	\$180,000
FTA Section 5316 JARC	\$200,000	\$200,000	-	-	-	-	-
FTA Section 5317 NF	-	-	-	-	-	-	-
STAF Operating Assistance - Vallejo Rev Base	\$609,616	\$610,000	\$199,000	\$210,940	\$223,596	\$237,012	\$251,233
STAF Operating Assistance - Vallejo Prop 42	-	-	\$590,142	\$614,928	\$640,755	\$667,667	\$695,709
STAF Operating Assistance - Benicia Rev Base	-	-	\$14,399	\$15,335	\$16,332	\$17,393	\$18,524
STAF Operating Assistance - Benicia Prop 42	-	-	\$13,703	\$14,279	\$14,878	\$15,503	\$16,154
STAF Operating Assistance - Solano County Pop Base	-	-	\$421,113	\$447,222	\$474,950	\$504,397	\$535,669
STAF Lifeline	-	-	-	-	-	-	-
Regional Measure 2 (RM-2)	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840
Transportation Development Act (TDA)	\$5,676,841	-	\$4,073,558	\$4,330,192	\$4,602,994	\$4,892,983	\$5,201,241
Intercity Funding Agreement	\$95,000	\$97,850	\$100,786	\$103,607	\$106,509	\$109,491	\$112,556
Bridge Toll AB 664 PM	-	-	-	-	-	-	-
Other Revenues	\$21,100	\$21,733	\$22,385	\$23,057	\$23,748	\$24,461	\$25,195
<b>Bus Revenues (Excluding Fare Revenues)</b>	<b>\$8,118,900</b>	<b>\$2,583,423</b>	<b>\$7,088,925</b>	<b>\$7,413,400</b>	<b>\$7,757,602</b>	<b>\$8,122,746</b>	<b>\$8,510,121</b>
FTA Section 5307 10% ADA set-aside	\$667,000	\$685,676	\$704,875	\$724,611	\$744,901	\$765,758	\$787,199
STAF Operating Assistance	-	-	-	-	-	-	-
Transportation Development Act (TDA)	\$770,300	\$791,868	\$814,041	\$836,834	\$860,265	\$884,353	\$909,115
<b>Paratransit Revenues (Excluding Fare Revenues)</b>	<b>\$1,437,300</b>	<b>\$1,477,544</b>	<b>\$1,518,916</b>	<b>\$1,561,445</b>	<b>\$1,605,166</b>	<b>\$1,650,110</b>	<b>\$1,696,313</b>
<b>Ferry Revenues</b>	<b>-</b>	<b>\$14,414,689</b>	<b>\$14,818,300</b>	<b>\$14,818,300</b>	<b>\$15,233,213</b>	<b>\$15,233,213</b>	<b>\$15,659,743</b>
Taxi Scrip Revenues	\$279,815	\$287,650	\$298,581	\$309,927	\$321,704	\$333,929	\$346,618
Metropolitan Transportation Commission	-	\$1,400,000	-	-	-	-	-
Needed Discretionary Funds	\$460,624	\$462,909	-	-	-	-	-
Carryover	-	-	-	\$2,622,351	\$5,140,576	\$7,984,893	\$10,757,267
<b>Total Revenue</b>	<b>\$13,478,015</b>	<b>\$24,910,797</b>	<b>\$28,265,381</b>	<b>\$31,537,474</b>	<b>\$35,157,935</b>	<b>\$38,729,391</b>	<b>\$42,697,620</b>
<b>Expenditures</b>							
<b>Transit Services (Operating Cost)</b>							
<b>Bus Expenses</b>							
Total Contract Cost	\$7,728,000	\$5,470,150	\$5,634,255	\$5,803,282	\$5,977,381	\$6,156,702	\$6,341,403
Fuel Cost	\$2,096,000	\$1,886,400	\$1,927,901	\$1,970,315	\$2,013,662	\$2,057,962	\$2,103,237
Admin & Other Cost	\$1,865,900	\$1,865,900	\$1,921,877	\$1,979,533	\$2,038,919	\$2,100,087	\$2,163,089
<b>Bus Expenses Subtotal</b>	<b>\$11,689,900</b>	<b>\$9,222,450</b>	<b>\$9,484,032</b>	<b>\$9,753,130</b>	<b>\$10,029,961</b>	<b>\$10,314,751</b>	<b>\$10,607,730</b>
<b>Paratransit Expenses</b>							
Total Contract Cost	\$1,219,000	\$1,095,367	\$1,128,228	\$1,162,075	\$1,196,937	\$1,232,845	\$1,269,831
Fuel Cost	\$66,000	\$59,400	\$61,182	\$63,017	\$64,908	\$66,855	\$68,861
Admin & Other Cost	\$223,300	\$223,300	\$229,999	\$236,899	\$244,006	\$251,326	\$258,866
<b>Paratransit Expenses Subtotal</b>	<b>\$1,508,300</b>	<b>\$1,378,067</b>	<b>\$1,419,409</b>	<b>\$1,461,991</b>	<b>\$1,505,851</b>	<b>\$1,551,027</b>	<b>\$1,597,557</b>
<b>Ferry Expenses</b>							
	-	\$14,022,071	\$14,442,733	\$14,876,015	\$15,322,296	\$15,781,964	\$16,255,423
<b>Taxi Scrip Expenses</b>							
	\$279,815	\$288,209	\$296,856	\$305,761	\$314,934	\$324,382	\$334,114
<b>Total Expenditures</b>	<b>\$13,478,015</b>	<b>\$24,910,797</b>	<b>\$25,643,030</b>	<b>\$26,396,898</b>	<b>\$27,173,042</b>	<b>\$27,972,124</b>	<b>\$28,794,824</b>

**Timeline for Service Changes**  
(To be provided under separate cover.)

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*Agenda Item IX.B  
December 15, 2011*

**Operations Report**  
(To be provided under separate cover.)

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*Agenda Item IX.C  
December 15, 2011*

**Technical Advisory Committee Update**  
(To be provided under separate cover.)

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