



**BOARD MEETING AGENDA
4:00 p.m., Regular Meeting
Thursday, January 19, 2012
Benicia Council Chambers**

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

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.

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

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

ITEM

BOARD/STAFF PERSON

I. CLOSED SESSION:

- A.** Conference with Real Property Negotiators – Property: 1850 Broadway, Vallejo, CA (APN 0052-090-260); 311 Sacramento St., Vallejo, CA (APN 0055-170-540); Sereno Transit Center (APN 0052-180-110); Curtola-Lemon Parking Lot (APNs 0059-160-010, 0059-160-040, and 0059-160-050), Agency Negotiators: Jim McElroy; Negotiating Party: City of Vallejo Under Negotiations: Price and terms.
(4:00 – 4:30 p.m.)

II. CALL TO ORDER/PLEDGE OF ALLEGIANCE

(4:30 – 4:35 p.m.)

**Osby Davis, Mayor
City of Vallejo**

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			

**III. SWEARING IN OF NEW BOARD MEMBERS & ALTERNATE
& CONFIRM QUORUM/STATEMENT OF CONFLICT**

**Suzanne Fredriksen
Clerk of the Board**

1. Mark Hughes

Board Member representing the City of Benicia

2. Alan Schwarzman

Alternate Board Member representing the City of Benicia

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.

IV. APPROVAL OF AGENDA

V. OPPORTUNITY FOR PUBLIC COMMENT

(4:35 – 4:40 p.m.)

VI. COMMENTS FROM STAFF

(4:40 – 4:45 p.m.)

1. Report from the Executive Director

Jim McElroy

2. SolTrans Start-up Report – January

John Harris

VII. CONSENT CALENDAR

Recommendation:

Approve the following consent items in one motion.

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

(4:45 – 4:50 p.m.)

A. Meeting Minutes of December 15, 2011

Suzanne Fredriksen,
Clerk of the Board

Recommendation:

Approve the meeting minutes of December 15, 2011.

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**B. Technical Advisory Committee Meeting Minutes of
January 4, 2012**

Suzanne Fredriksen,
Clerk of the Board

Recommendation

Approve the meeting minutes of January 4, 2012

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**C. Authorization to Apply for FTA Section 5311, 5316,
and 5317 Funds**

Nancy Whelan,
Interim Chief Financial Officer

Recommendation:

Adopt Resolution No. 2011-08 authorizing the Executive Director to file and execute applications, provide additional information as needed, and to seek reimbursements for FTA Section 5311, Section 5316, and Section 5317 program funds.

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VIII. ADMINISTRATIVE/FINANCE

A. Selection of Officers of the SolTrans Board

Suzanne Fredriksen,
Clerk of the Board

Recommendation:

Select by majority vote the following officers of the SolTrans Board:

- 1) Selection of the Chair for 2012, commencing with the SolTrans Board meeting of February 16, 2012, from one of the Benicia representatives, in accordance with the rotation process established by the SolTrans Bylaws.
- 2) Selection of the Vice Chair for 2012, commencing with the SolTrans Board meeting of February 16, 2012, from one of the remaining Board members from either Member City.

(4:50 – 5:00 p.m.)

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B. Executive Director Recruitment

Jim McElroy,
Interim Executive Director

Recommendation:

Direct the Executive Director to modify the approved Executive Director Recruitment Plan by adding the following wording to Phase 4, as shown below in **bold italics**:

On dates that Board interviews finalist candidates, hold a second interview using a panel of industry professionals selected by the Interim Executive Director and Chaired by the Interim Executive Director. Upon completion of the second panel's interviews, the Interim Executive shall present a confidential ranked report to the Chair of the Board for the Board's consideration in their final selection.

(5:00 – 5:10 p.m.)

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C. Small Business Development Program

Greg Anderson,
Director of Administrative Services

Recommendation:

Approve the Small Business Development program.

(5:10 – 5:20 p.m.)

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D. Proposed revisions to the Solano County Transit (“SolTrans”) Joint Powers Agreement

Bernadette Curry,
Legal Counsel

Recommendation:

Authorize the Executive Director to request of the Member Agencies action to amend the Joint Powers Agreement to allow the STA Representative to serve as a Voting Alternate to the MTC Representative in his/her absence.

(5:20 – 5:30 p.m.)

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E. 2012 Meeting Calendar

Suzanne Fredriksen,
Clerk of the Board

Recommendation:

Adopt the draft 2012 Meeting Calendar as shown in Attachment A, or provide guidance to staff.

(5:30 – 5:40 p.m.)

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IX. PLANNING AND OPERATIONS

A. Short Range Transit Plan Update (Final Reports and Recommendation)

John Harris,
Special Projects Manager

- 1. Operations Plan**
- 2. Capital Plan**
- 3. Finance Plan**
- 4. Performance Measurement System report**
- 5. Executive Summary**
- 6. Marketing Recommendations chapter**

Recommendation:

Review and accept the attached Operations Plan, Capital/Finance Plan, Performance Measurement System report, Executive Summary, and Marketing Recommendations chapters for inclusion in the final SRTP.

(5:40 – 6:10 p.m.)

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**B. Service Modification and Fare Structure
Implementation Timeline**

Jeanine Wooley,
Director of Operations

Recommendation:

Authorize staff to distribute public notices and hold a series of public meetings for the proposed service reductions, system realignment, and fare schedule for public comment, as shown in Attachment A with the inclusion of tracked changes.

(6:10 – 6:20 p.m.)

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X. INFORMATIONAL – NO DISCUSSION

XI. BOARD MEMBERS COMMENTS

XII. ADJOURNMENT

The next regular meeting of the SolTrans Board is *tentatively* scheduled for **Thursday, February 16, 2011, 4:00 p.m., Vallejo Council Chambers.**

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DATE: January 12, 2012
TO: SolTrans Board
FROM: Jim McElroy, Interim Executive Director
RE: Report from the Executive Director

Staffing Update

The hiring process for your permanent Executive Director is underway. We are accepting applications and a full update is provided later in the agenda. I expect to post soon for the permanent Finance Manager. That position is currently held by Interim Chief Financial Officer, Nancy Whelan. Both Nancy and I are thoroughly enjoying our work with SolTrans, but recognize the importance of filling the slots with permanent full time staff. I expect to dovetail the Finance Manager hiring with your selection of an Executive Director so that the new Executive Director can make the final selection of a Finance Manager.

Progress on SRTP

Later in the agenda, you will examine the final elements of our draft Short Range Transit Plan. I am hopeful you will accept the document in its entirety at today's meeting. At the last Board meeting you made comments which have guided revisions. For example, your comments about the complexity and advisability of the presented fare structure caused a complete revision. The challenge faced by our team and you is to generate a quality document in an abbreviated timeframe. Thanks to your leadership as our Board of Directors; input from riding and non-riding public; the work and skills of our SRTP development contractor, Moore and Associates; the leadership of our agency project manager, John Harris; and to the rest of the SolTrans team; with your affirmation, we will have attained the goal. Now that is a long sentence, but it has been a long process pushed into a short time frame! Thank you to all.

Maintenance Oversight

I want to acknowledge very strong performance and cooperation from the maintenance department of our contractor, MV Transportation. Under the leadership of their Maintenance Manager, Ricky Williams, I see a commitment to safety and quality, along with a special attitude and personality. In the past months, your SolTrans team has worked closely with MV's Maintenance team to solve several lingering problems, including stalled (pardon the bad pun) engine rebuilds and stalled completion of installation of exhaust treatment devices on the intercity coaches. For some months, I have employed a retired Maintenance Manager, Wally Mellor, who demonstrates impeccable knowledge and widely regarded expertise to validate and support our contractor's work. Wally's work is a very low cost approach to providing the Board and your SolTrans staff assurance of attaining our quality and safety expectations. Jointly with our contractor, I expect to build a structured oversight program to monitor and improve maintenance activities.

Operations Performance

For past agenda packets, I have asked SolTrans Director of Operations, Jeanine Wooley, to provide a report on certain performance measures related to operations. I have not included the report for this agenda. The report data previously provided to the Board was collected by our contractor. Research from our SRTP reveals that the fixed route system is not able to be on time at a high enough percentage of the schedule time points, so the reports previously provided to you have been of little real value. A key goal of the revisions planned for July 2012, is to make the schedules more realistic in order to assist the operators in attaining on time performance goals. I am asking Jeanine to develop a performance measurement program that gives the Board an accurate reflection of the system's performance, while at the same time, does not penalize the contractor for problems with the schedule itself. Frankly, my limited experience riding the fixed routes demonstrates to me that operators are generally doing a good job of "keeping the schedule" within the limitations of the legacy printed schedules. Good performance in areas of the operation where the contractor has control over the schedule timing also demonstrated good performance. So, I intend to return to you at the March 2012 meeting with a proposed performance measurement reporting system reflecting both system performance goals as well as the contractor's ability to hit realistic goals.

Away from SolTrans

I have long standing plans to be away from SolTrans for three weeks. My leave begins on Friday, January 20, 2012 and I expect to return to SolTrans for the week of February 13, 2012, in time for your next Board meeting. During my absence, the key contacts will be Nancy Whelan, acting as Executive Director on my behalf, and Jeanine Wooley continuing in her role as Director of Operations.

A. WORK THIS MONTH

SolTrans Staffing

On January 11, SolTrans announced the opening for the position of Executive Director. The job announcement is currently posted on the SolTrans page of the STA website and through the Jobs/RFPs side link on the STA homepage. The final filing date is Friday, March 9, 2012.

SolTrans Marketing, Logo and Brand RFP

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

- SolTrans letterhead and printing have been produced
- The Page Design contract is nearing completion
- Splash page and the first phase of website implementation have been accomplished. Final work on the website will be contracted out.

Short Range Transit Plan (SRTP) Status

At the January SolTrans Board meeting, Moore & Associates and SolTrans staff is scheduled to present a final Operations Plan and finalized Capital and Finance Plan for review and approval by the SolTrans Board. Acceptance of these two reports will complete the SRTP process, and the SRTP final report will be forwarded to MTC for final review.

MTC Transition Cost Status

MTC staff has agreed to a request from STA and SolTrans, and have proposed to provide partial assistance to meet SolTrans in one time transition and start-up expenses in the amount of \$2.4M. As a partner in the proposed implementation of this assistance, the STA Board approved the proposal at the January 11th Board meeting and authorized the STA Executive Director to begin negotiations with MTC to facilitate the necessary funding agreements.

Financial Services/Human Resources Services Status

Credit card machines are in use at all ticket offices. Independent contracts for armored car services will be sought in the near term. 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, dependent on the resolution of the asset transfer agreement.

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. Due to the cancellation of the December CalTIP meeting, staff has been informed that SolTrans’ application has been placed on the agenda for CalTIP’s February Board meeting.

B. STANDING CRITICAL PATH GOALS

January through June 2012 (asap)
<ol style="list-style-type: none">1. Complete transfer of grants/agreements/contracts/liability policies and capital assets2. Complete SRTP by 1/31/2012 (SolTrans received a one-month extension from MTC)3. Continue PERS actuarial process4. Continue efforts to permanently hire SolTrans Staff (4.5 FTE)



SOLANO COUNTY TRANSIT
Board Minutes for Meeting of
December 15, 2011

I. CALL TO ORDER

Chair Davis called the meeting of the SolTrans Board to order at 4:05 pm. A quorum was confirmed.

MEMBERS

PRESENT:	Osby Davis, Mayor	City of Vallejo, Chair
	Elizabeth Patterson, Mayor	City of Benicia, Vice Chair
	Erin Hannigan, Councilmember	City of Vallejo
	Mark Hughes, Councilmember	City of Benicia, Alternate
	Jim Spering, Supervisor, County of Solano	MTC Representative
	Harry Price, Mayor	Ex-Officio – STA Representative

MEMBERS

ABSENT: None

STAFF

PRESENT:	<i>In Alphabetical Order by Last Name:</i>	
	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
	Jim Moore	Moore & Associates, Consultant
	Nancy Whelan	SolTrans Interim Chief Financial Officer

OTHERS

PRESENT:	<i>In Alphabetical Order by Last Name:</i>	
	Richard Burnett	MTC Policy Advisory Council
	Cathy Campos	MV Transportation
	Daryl Halls	Solano Transportation Authority
	Jackie Lane	MV Transportation
	Liz Niedziela	Solano Transportation Authority
	Elizabeth Stayner	MV Transportation
	Denise Williams	MV Transportation
	Ricky Williams	MV Transportation

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 Patterson, and a second by Board Member Spring, the SolTrans JPA Board approved the agenda.

IV. OPPORTUNITY FOR PUBLIC COMMENT

None presented.

V. COMMENTS FROM STAFF:

1. Report from the Executive Director

Jim McElroy

2. SolTrans Start-up Report - December

John Harris

VI. CONSENT CALENDAR

On a motion by Board Member Patterson, and a second by Board Member Spering, the SolTrans JPA Board approved Consent Calendar Item A.

A. Meeting Minutes of November 17, 2011

Recommendation:

Approve the meeting minutes of November 17, 2011.

VII. ADMINISTRATIVE/FINANCE

A. Transfer of Assets Agreement

Nancy Whelan highlighted the work that staff has done to prepare for the transfer of rolling stock, according to FTA guidelines. She noted that a revised Rolling Stock Report, Attachment B, was included in the handouts. She stated that the revised report includes a listing of all the buses and administrative cars, including the Benicia vehicles, which were inadvertently left out of the initial report.

Bernadette Curry reviewed staff’s progress on the three outstanding items related to the transfer of assets agreement. She noted that staff made significant progress and received concurrence on the first two items, which are assumed liabilities and insurance. She also stated that staff is still working towards concurrence on the last item, which is related to the transfer of the facilities themselves and whether to use fee title or a leasehold interest. She stated that staff is asking for delegated authority be given to the Executive Director to execute the agreement, once this last issue is resolved. She also noted that once the agreement is executed, the actual transfer of assets process would occur over a period of several weeks.

Public Comments:

None presented.

Board Comments:

Vice Chair Patterson requested additional information regarding the reasons for staff's disagreement over the fee title vs. a leasehold interest.

Bernadette Curry noted that the disagreement is with regards to what assets are needed in what capacity, as well as what was actually authorized by Counsel to transfer in the formation of the JPA. She also noted that staff must consider what SolTrans needs to have transferred for purposes of FTA's concurrence to show that we actually have satisfactory, continued control over the assets. She stated that city staff was looking at the possibility of a leasehold interest as an interim mechanism to take SolTrans from the interim transfer of operations through the process necessary to get all the other assets transferred, and that everything would be transferred in fee title over time.

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.

On a motion by Board Member Hannigan and a second by Board Member Spring, the SolTrans JPA Board unanimously approved the recommendation.

B. Budget Status Report

Nancy Whelan summarized the Operations Budget Expenditures by Category Report, noting that SolTrans is on-target with expected revenues and has exceeded somewhat on fare revenues. She further stated that SolTrans is on-target with expected expenditures.

Public Comments:

None presented.

Board Comments:

Alternate Member Hughes requested information regarding how SolTrans' budget breakdown compares with other agencies.

Nancy Whelan cited that SolTrans is smaller than other agencies on the administrative side, and is probably on par with regards to fuel and pretty trim on all the other budgetary items, as well.

Board Member Spring commented on fare box recovery and requested that staff provide the Board with fare box recovery measurements.

Nancy Whelan confirmed that SolTrans does, in fact use fare box recovery as a measurement as required by law, and stated that she would perform the calculations and provide that information to the Board.

Ex-Officio Board Member Price requested additional information on security costs.

Nancy Whelan stated that SolTrans hired security for Curtola Park-and-Ride as well as the area around the Transit Center. She noted that staff obtained a contract with a new provider and obtained significant savings. She also stated that due to some break-ins at Curtola as well as a request from the Ferry Terminal to provide security during some nighttime hours, SolTrans increased security slightly beyond what was budgeted.

Chair Davis requested that staff provide specific information to the Board regarding the number of hours that have been increased for security at Curtola Parkway.

Jim McElroy stated that he would confirm this information and provide it to the Board.

Board Member Hannigan commented that the City of Vallejo is working on a purchase of cameras to install city-wide, noting that connectivity to dispatch and police cars is a major selling-point. She requested that staff enter into conversations with Chief of Police Nichelini or Gonzalo Gonzalez, Chief Information Officer, about the type of cameras they will be purchasing so that we have the same level of connectivity moving forward.

Recommendation:
Informational.

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

Bernadette Curry noted that it would be in SolTrans' best interest to establish a threshold for the delegation of authority to the Executive Director to administratively handle claims that are filed against the agency. She further stated that this delegation of authority would allow SolTrans to handle certain claims more expeditiously.

Public Comments:
None presented.

Board Comments:

Chair Davis requested adding the verbiage "under the advice of legal counsel" to staff's recommendation, as well as to the fifth "whereas" clause and the "now, therefore" clause of the attached resolution.

Vice Chair Patterson requested that timely reports be provided to the Board at the next Board meeting, which includes a listing of settlements and the reasons for those settlements.

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.

After discussion, the SolTrans JPA Board made the following modifications to the resolution:

“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, ***upon the advice of SolTrans Legal Counsel***, 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...”

BE IT FURTHER RESOLVED that the Governing Board of SolTrans directs the SolTrans Executive Director, ***upon the advice of SolTrans Legal Counsel***, ~~to work closely with SolTrans’ Legal Counsel in the handling of~~ ***to handle*** 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.

BE IT FURTHER RESOLVED that the SolTrans Executive Director shall provide a summary report in a timely manner to the Governing Board of SolTrans of any such claims handled.”

On a motion by Board Member Hannigan and a second by Vice Chair Patterson, the SolTrans JPA Board unanimously approved the recommendation to include the amendments shown above in ~~strikethrough~~ ***bold italics***.

D. Recruitment for Executive Director

Jim McElroy outlined the proposed recruitment process for a permanent Executive Director, requesting that the Board comment on the role they would like to take in the hiring process.

Public Comments:

None presented.

Board Comments:

Chair Davis expressed some concerns with the recommendations under “Phase 3, preliminary review of applications and development of candidate list” and “Phase 5: background check on top finalist(s)”. He proposed that these two phases be handled by staff rather than by a subcommittee of the Board. Chair Davis also expressed concerns with “Phase 6: offer and negotiate with finalist”, requesting that this be handled by the Interim Executive Director, potentially with the help of STA’s Executive Director.

Alternate Member Hughes proposed that a closed session of the Board be held under “Phase 6” in order to provide a recommendation back to staff.

Chair Davis concurred with Councilmember Hughes’ comment, however he noted that he did not feel that a Board member should actually negotiate and make an offer with the finalist.

Board Member Hannigan requested that the Board meet in closed session to discuss the qualifications they would like to see in a potential candidate in addition to the closed session proposed by Alternate Member Hughes.

Jim McElroy requested Board permission to seek other agency professionals' help in the hiring process, for example the STA Executive Director and other transit professionals.

Burnadette Curry clarified that the interviews of potential candidates can be done in closed session, however due to the Brown Act, Board member discussions regarding potential candidate qualifications and the development of the recruitment notice would be handled in open session.

Vice Chair Patterson requested that staff consider ways to gather valuable public input with regards to candidate qualifications and the recruitment notice in order to gain insight from the community. She proposed that staff come back to the Board with some ideas for including the public in the interview process, in a manner that is not too elaborate and suits the size of the agency, with consideration given to confidentiality. She also concurred with Chair Davis regarding "Phase 5", and requested that the subcommittee only be formed as needed. She also requested that the brochure highlight the opportunities that SolTrans provides to the prospective candidates.

Vice Chair Patterson proposed that staff request in writing, before the January meeting, some Board member comments regarding candidate qualifications in order to expedite the process.

After discussion, the SolTrans JPA Board decided to discuss candidate qualifications in open session at the January meeting for inclusion of Board approved verbiage in the recruitment brochure.

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.

After discussion, the SolTrans JPA Board made the following modifications to the proposed Executive Director recruitment plan:

- In Phase 3, staff would fulfill the preliminary review instead of a subcommittee of the Board.
- In Phase 5, the background check would be done by staff.
- Staff will send a questionnaire to the Board members requesting attributes, characteristics, and experience desired in a potential candidate.
- The recruitment brochure will highlight some of the special opportunities that SolTrans offers.
- The Chair of the Board, with the assistance of the Interim ED, as well as legal staff or another professional with transit experience, will present the offer and negotiate with the finalist after the Board has made their recommendation.
- Staff will give thought to a peer review and public interview process, bringing a recommendation back to the Board for consideration.

On a motion by Vice Chair Patterson, and a second by Board Member Spering, the SolTrans JPA Board unanimously approved the recommendation to include the recruitment plan modifications listed above.

E. Local Preference Policy

Greg Anderson summarized the major points of the proposed local preference policy and noted that its similarity to the one that STA has adopted.

Public Comments:

None presented.

Board Comments:

Vice Chair Patterson indicated that it may be a good idea to set a 25 bidder limit on the 5% differential clause on page 49, so that it does not take staff an inordinate amount of time to designate the lowest, responsive bidder.

Greg Anderson noted that the number of potential, local low bidders is typically narrowed to a reasonable level by virtue of the 5% differential from the lowest, responsive bidder.

Recommendation:

Approve or provide comment regarding the proposed policy.

On a motion by Board Member Hannigan and a second by Vice Chair Patterson, the SolTrans JPA Board unanimously approved the recommendation.

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 noted that MTC has extended the completion date of the Short Range Transit Plan (SRTP) by one month, and the contract end date is now January 31, 2012. He summarized the purpose of staff's inclusion of the SRTP Update item.

Jim Moore provided a presentation on the Paratransit Analysis, the Public Involvement, Draft Operations Plan, and the Draft Capital/Financial Plan.

Public Comments:

None presented:

Board Comments:

Chair Davis proposed focusing on SolTrans' on-time performance, followed by exploring local marketing in order to increase ridership.

Board Member Hannigan commended Jim Moore on his presentation as well as the public outreach that was performed. She also requested information regarding the issues that prevent on-time performance.

Jim Moore responded that the same operating schedule has been used for many years, while the market environment has changed. He stated that staff has included a re-timing of the routes in the draft Operations Plan. He also noted that there is a certain level of contract monitoring that is required and is also recommended in the proposed plan.

Board Member Hannigan requested an integrated plan from various agencies to market SolTrans' services.

Alternate Member Hughes commended staff on the SRTP report and proposed that an effective communication plan be developed before marketing the restructured services to the public.

Jim Moore noted that the Draft Executive Summary to be brought to the Board in January should address this concern.

Vice Chair Patterson noted that the public outreach exceeded her expectations. She stated that there is high interest in transit in Benicia, but low ridership. She proposed that this may be due to the fact that the services do not adequately address the needs of the public. She noted that a large portion of the public has interest in local transportation to events. She suggested that when eliminating a non-productive route, some other service that people could pay for could be provided in order to get them where they need to go.

She also proposed that the community circulator be instated before the 5 year mark, and that a working group be formed in Benicia in order to increase rider interest, and convey local public input.

Vice Chair Patterson requested that staff take advantage of the Benicia Intermodal Stations with regards to marketing, event activities, and gaining public attention as it pertains to transit.

She also concurred with Alternate Member Hughes' comment, noting that some of the selling points of the restructuring are that we are getting rid of some routes that don't do anybody any good, we are enhancing current trips by reduced time, we're making the connections easier, and we're making the communication more reliable.

She also expressed concerns regarding the rate increase, which could be a major problem to some riders who cannot afford to pay more.

Board Member Spring requested clarification regarding whether the proposed fare structure is congruent with Clipper.

Jim Moore noted that the fare structure was developed in advance to being advised of possible participation in Clipper and that staff will look at restructuring the fare format in accordance with Clipper.

Board Member Spring also proposed that staff highlight in their reports and presentation slides, the benefits that the public will see with the service restructuring.

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.

On a motion by Board Member Hannigan and a second by Board Member Spring, the SolTrans JPA Board unanimously approved the recommendation.

IX. INFORMATIONAL

A. Timeline for Service Changes

NO DISCUSSION

B. Operations Report

C. Technical Advisory Committee Update

X. BOARD MEMBER COMMENTS

XI. ADJOURNMENT

The meeting was adjourned at 5:50 p.m. The next regular meeting of the SolTrans Board is scheduled for **Thursday, January 19, 2012, 4:00 p.m., Benicia Council Chambers.**

Attested by:



Suzanne Fredriksen
Interim Clerk of the Board

12/19/2011

Date



SOLANO COUNTY TRANSIT

**Technical Advisory Committee (TAC) Meeting Minutes
January 4, 2012**

I. CALL TO ORDER

The regular meeting of the TAC was called to order at approximately 2:35 p.m. in the Solano County Transit (SolTrans) Conference Room.

TAC MEMBERS PRESENT:

Nancy Whelan	SolTrans
Liz Niedziela	Solano Transportation Authority
David Kleinschmidt	City of Vallejo
John Cerini	City of Vallejo

TAC MEMBERS ABSENT:

Melissa Morton	City of Benicia
Bill Zenoni	City of Benicia
Jeanine Wooley	SolTrans
Judy Leaks	STA

SOLTRANS STAFF PRESENT: *(In Alphabetical Order by Last Name)*

Suzanne Fredriksen	SolTrans
John Harris,	SolTrans
Consultant	
Jim McElroy	SolTrans

OTHERS PRESENT: None

II. APPROVAL OF THE AGENDA

On a motion by David Kleinschmidt, and a second by Nancy Whelan, the SolTrans TAC unanimously approved the agenda.

III. OPPORTUNITY FOR PUBLIC COMMENT

None presented.

IV. INTRODUCTION

1. Committee Formation Discussion

Jim McElroy, SolTrans Interim Executive Director, introduced the members of the TAC and outlined the duties and requirements as set forth in the SolTrans Joint Powers Agreement (JPA).

V. FINANCE ISSUES – OPERATIONS

A. Annual Operating Budget Review

Nancy Whelan, SolTrans Interim Chief Financial Officer, presented an overview of the SolTrans Board adopted Fiscal Year 2011-12 Budget. She highlighted key budget to actual findings, noting that the estimated actual revenue expenditures are within range of what is expected while fare revenue is slightly higher than expected. She also summarized the constrained scenario 5-year forecast.

Recommendation:
Informational.

VI. FINANCE ISSUES – CAPITAL

A. Grant Status

Nancy Whelan, provided a presentation of SolTrans' regional, state, and federal grant status, and highlighted several new and upcoming grant opportunities.

Recommendation:
Informational.

VII. SERVICE ISSUES

A. Short Range Transit Plan Overview

John Harris, Special Projects Manager and Consultant, presented an overview of the Short Range Transit Plan (SRTP). He outlined the purpose of the SRTP, as well as the status of its development, and reviewed key elements included in the draft operations plan.

Recommendation:
Informational.

B. Service Change Timeline

Jim McElroy, reviewed the proposed service change timeline, noting that it reflects a fairly standard approach to service changes.

Recommendation:
Forward a recommendation to the SolTrans Board to distribute the proposed service modification implementation timeline for public comment.

On a motion by David Kleinschmidt, and a second by Nancy Whelan, the SolTrans TAC unanimously approved the recommendation.

VIII. NEXT MEETING

IX. ADJOURNMENT

The meeting was adjourned at 4:00 p.m. The SolTrans TAC meets annually to review the budget and on an as-needed basis to review service changes. The next TAC meeting is to be announced.

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DATE: January 10, 2012
TO: SolTrans Board
FROM: Nancy Whelan, Interim Chief Financial Officer
RE: Authorization to Apply for FTA Section 5311, 5316, and 5317 Funds

Discussion:

The SolTrans operating and capital budgets rely on revenues from a variety of sources, including Federal Transit Act funds administered by Caltrans. Section 5311, Section 5316 and Section 5317 funding is or may be available to SolTrans over the next three years. These programs are administered by Caltrans who requires that the governing Board authorize the agency to apply for these funds. A brief description of each of these sources and potential uses at SolTrans is provided below.

FTA Section 5311 Formula Grants for Other Than Urbanized Areas

Section 5311 is a non-urbanized area formula funding program authorized by 49 United States Code (U.S.C) Section 5311. This federal grant program provides funding for public transit in non-urbanized areas with a population under 50,000 as designated by the Bureau of the Census. FTA apportions funds to governors of each State annually. The California State Department of Transportation (Department) Division of Mass Transportation (DMT) is the delegated grantee.

SolTrans has used Section 5311 funding for Route 85 to address operations in the non-urbanized area surrounding Solano Community College. An application for \$107,300 in Section 5311 FY 2011-12 funds is pending with Caltrans.

FTA Section 5316 Job Access and Reverse Commute

The Job Access and Reverse Commute (JARC) program was established to address the unique transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment. Many new entry-level jobs are located in suburban areas, and low-income individuals have difficulty accessing these jobs from their inner city, urban, or rural neighborhoods. In addition, many entry level-jobs require working late at night or on weekends when conventional transit services are either reduced or non-existent. Finally, many employment related-trips are complex and involve multiple destinations including reaching childcare facilities or other services.

SolTrans has used JARC funds in the past for Route 5 operations serving Solano Community College. MTC will be issuing a Call for Projects for JARC funds in the near future. We will be looking for the elements of our operation that best meet the criteria to be successful in the JARC program as we develop our application.

FTA 5317 New Freedom

The New Freedom formula grant program aims to provide additional tools to overcome existing barriers facing Americans with disabilities seeking integration into the work force and full participation in society. Lack of adequate transportation is a primary barrier to work for individuals with disabilities. The 2000 Census showed that only 60 percent of people between the ages of 16 and 64 with disabilities are employed. The New Freedom formula grant program seeks to reduce barriers to transportation services and expand the transportation mobility options available to people with disabilities beyond the requirements of the Americans with Disabilities Act (ADA) of 1990.

In the past, this source of funds has been used for Mobility Management and for the Intercity Taxi program (through management by the City of Vacaville). It is not clear when New Freedom funds may be made available and whether or not SolTrans will apply for these funds. However, we have included this fund source in the resolution authorizing SolTrans to apply in the event funds are made available for our needs.

These sources require compliance with FTA grant requirements. As a direct FTA grantee, and as authorized by the SolTrans Board of Directors, we have submitted Certifications and Assurances of compliance with FTA grant requirements for FY 2012.

The attached resolution authorizes the Executive Director to file and execute applications, provide additional information as needed, and to seek reimbursements for these funds. We understand that Caltrans will accept this resolution for three years from the date of execution.

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

Recommendation:

Adopt Resolution No. 2011-08 authorizing the Executive Director to file and execute applications, provide additional information as needed, and to seek reimbursements for FTA Section 5311, Section 5316, and Section 5317 program funds.

Attachments:

- A. Board Resolution Authorizing the Executive Director to Apply for FTA Section 5311, Section 5316, and Section 5317 Program Funds

Reviewed by:



Executive Director

**SOLANO COUNTY TRANSIT
RESOLUTION 2011-08**

**RESOLUTION OF SOLANO COUNTY TRANSIT (“SOLTRANS”)
AUTHORIZING FEDERAL FUNDING UNDER SECTION 5311, SECTION 5316, AND SECTION
5317 (49 U.S.C. SECTION 5311, SECTION 5316, AND SECTION 5317) WITH CALIFORNIA
DEPARTMENT OF TRANSPORTATION**

WHEREAS, the U.S. Department of Transportation is authorized to make grants to states through the Federal Transit Administration to support capital and operating assistance projects or non-urbanized public transportation systems under Section 5311, Section 5316, and Section 5317 of the Federal Transit Act; and

WHEREAS, the California Department of Transportation has been designated by the Governor of the State of California to administer Section 5311, Section 5316, and Section 5317 grants for public transportation projects; and

WHEREAS, the Solano County Transit (SolTrans) desires to apply for said financial assistance to permit operation of rural transit service in the SolTrans service area in the cities of Benicia and Vallejo; and

WHEREAS, SolTrans has, to the maximum extent feasible, coordinated with other transportation providers and users in the region (including social service agencies).

NOW, THEREFORE, BE IT RESOLVED that the Governing Board of the SolTrans does hereby authorize the Executive Director to file and execute applications on behalf of SolTrans with the California Department of Transportation to aid in the financing of operating or capital assistance projects pursuant to Section 5311, Section 5316, and Section 5317 of the Federal Transit Act of 1964, as amended.

That the Executive Director is authorized to execute and file all assurances or any other document required by the California Department of Transportation.

That the Executive Director is authorized to provide additional information as the California Department of Transportation may require in connection with the applications for Section 5311, Section 5316, and Section 5317 projects.

That the Executive Director is authorized to submit and approve requests for reimbursement of funds from the California Department of Transportation for the Section 5311, Section 5316, and Section 5317 projects.

Passed by the Solano County Transit (SolTrans) Board on this **19th Day of January, 2012** 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: January 5, 2012
TO: SolTrans Board
FROM: Suzanne Fredriksen, Clerk of the Board
RE: Selection of Officers of the SolTrans Board

Background:

The SolTrans Joint Powers Agreement and the SolTrans Bylaws set forth that the selection process for the Chair and Vice Chair should occur at the first regular meeting of each calendar year. The following excerpt from the Joint Power Agreement (JPA) defines the selection process and term of office:

The positions of Chair and Vice-Chair shall be appointed by the members of the SolTrans Board from their membership. The Chair and Vice-Chair are Directors elected or appointed by the Board at its first meeting and serve the remainder of the year in which appointed and one additional year. Thereafter, terms for Chair and Vice-Chair are one year beginning January 1. The Chair and Vice Chair assume their office upon election by the SolTrans Board. If either the Chair or Vice-Chair ceases to be a director, the resulting vacancy will be filled at the next meeting of the Board. (page 6)

The SolTrans Bylaws echoes this appointment process, while specifying the rotation process for the selection of the Chair between each of the Member Cities, as follows:

2. Selection

At the first regular meeting of the calendar year, the Chair and the Vice Chair shall be elected by majority vote of the Voting Directors present. The selection of Chair shall rotate between each of the Member Cities but shall not be limited to the Mayors. (page 2)

Discussion:

The current SolTrans Chair is the Mayor of Vallejo, Osby Davis and the current Vice Chair is the Mayor of Benicia, Elizabeth Patterson. Both were appointed at the December 2010 SolTrans Board Meeting and served through the end of 2011. In accordance with the SolTrans JPA, all future terms for the Chair and Vice-Chair are one year, beginning in January.

SolTrans legal counsel has reviewed this report and concurs with staff's recommendation.

Recommendation:

Select by majority vote the following officers of the SolTrans Board:

- 1) Selection of the Chair for 2012, commencing with the SolTrans Board meeting of February 16, 2012, from one of the Benicia representatives, in accordance with the rotation process established by the SolTrans Bylaws.
- 2) Selection of the Vice Chair for 2012, commencing with the SolTrans Board meeting of February 16, 2012, from one of the remaining Board members from either Member City.

Reviewed by:



Executive Director



DATE: January 12, 2012
TO: SolTrans Board
FROM: Jim McElroy, Interim Executive Director
RE: Executive Director Recruitment

Background:

At the last Board meeting, you approved staff's Executive Director Recruitment Plan recommendation with several modifications; and, you directed additional related actions. This agenda item is to present the revised Recruitment Plan and follow up on the additional actions.

Discussion:

Following is the Revised Recruitment Plan interpreted from your direction:

Phase 1: Preparation of Application Materials: Entire Board approves basic solicitation materials. [Complete]

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

Phase 3: Preliminary Review of Applications and Development of Candidate List: This is handled by staff, and led by the Interim Executive Director.

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

Phase 5: Background Check on top Finalist(s): Staff, led by the Interim Executive Director, performs this function.

Phase 6: Offer and Negotiate with Finalist: The Chair of the Board, with the assistance of the Interim Executive Director, as well as legal staff or another professional with transit experience, will present the offer and negotiate with the finalist.

Phase 7: Formally Appoint the New Executive Director: Entire Board.

Following are the additional actions and their status:

1. Send a questionnaire to the Board members requesting attributes, characteristics, and experience desired in a potential candidate.

Status: Interim Executive Director will prepare and distribute the questionnaire by January 19, 2012.

2. Staff will give thought to a peer review and public interview process, bringing a recommendation back to the Board for consideration.

Status: Staff recommends two options for the Board's consideration:

Option 1: Incorporate peer reviewers into Phase 3 during screening of applications. The Interim Executive Director solicits appropriate peer professionals to assist with the screening of applications.

Option 2: Under Phase 4, on dates that Board interviews finalist candidates, hold a second interview using a panel of industry professionals selected and Chaired by the Interim Executive Director. Upon completion of the second panel's interviews, the Interim Executive Director shall present a confidential ranked report to the Chair of the Board for the Board's consideration in their final selection.

The Executive Director recommends Option 2 as a very good approach for gaining valuable outside professional input on potential candidates. Under this option, peer professionals would consider the finalist's submitted applications and be able to personally query the finalists on specific and relevant skills, knowledge, and abilities.

Recommendation:

Direct the Executive Director to modify the approved Executive Director Recruitment Plan by adding the following wording to Phase 4, as shown below in ***bold italics***:

On dates that Board interviews finalist candidates, hold a second interview using a panel of industry professionals selected by the Interim Executive Director and Chaired by the Interim Executive Director. Upon completion of the second panel's interviews, the Interim Executive shall present a confidential ranked report to the Chair of the Board for the Board's consideration in their final selection.



DATE: January 11, 2012
TO: SolTrans Board
FROM: Greg Anderson, Director of Administrative Services
RE: Small Business Development Program

Background:

On January 28, 2011 New Rules and Regulations were published in the Federal Register relating to the Department of Transportation's Disadvantaged Business Enterprise (DBE) program. These new rules required grantees to add a small business development element into their DBE programs in an effort to augment race-neutral efforts to meet DBE goals. This element must be submitted for approval by the FTA by February 28, 2012.

The Department of Transportation has listed five separate strategies that can be adopted to show good faith efforts toward meeting the Small Business element as follows:

1. Establishing a race-neutral small business set-aside for prime contracts under a stated amount (e.g., \$1 million).
2. In multi-year design-build contracts or other large contracts (e.g., for "megaprojects") requiring bidders on the prime contract to specify elements of the contract or specific subcontracts that are of a size that small businesses, including DBEs, can reasonably perform.
3. On prime contracts not having DBE contract goals, requiring the prime contractor to provide subcontracting opportunities of a size that small businesses, including DBEs, can reasonably perform, rather than self-performing all the work involved.
4. Identifying alternative acquisition strategies and structuring procurements to facilitate the ability of consortia or joint ventures consisting of small businesses, including DBEs, to compete for and perform prime contracts.
5. For those projects with established goals expected to be achieved through race-neutral measures, ensuring that a reasonable number of prime contracts are of a size that small businesses, including DBEs, can reasonably perform.

In an effort to meet this requirement, a Small Business Development program incorporating aspects of the strategies listed above has been drafted for the Board's review and is included as Attachment A.

Discussion:

The attached Small Business Development program is designed to meet the requirements of the new DBE regulations which is comprised of the following major elements:

1. Defines a Small Business Enterprise (SBE)
2. Provides a small business set aside for contracts totaling less than \$100,000
3. Provides a case by case subcontracting requirement for contracts of over \$1,000,000.

Definition of a Small Business Enterprise

To be eligible for the proposed program, a business must be a State of California Certified Microbusiness. In order to become a State of California Microbusiness, a business must have annual gross receipts of less than \$2,750,000 annually, or, if it is a manufacturing business, have less than 25 employees.

By utilizing the State of California Microbusiness certificate, SolTrans will not be obligated to individually certify small businesses on its own behalf. The state also maintains an online database that can be utilized to identify available Small Business Enterprises.

Small Business Set Aside

The proposed program establishes a \$100,000 threshold for targeting small businesses. For any contracts with an anticipated cost of less than \$100,000, where an adequate number of SBEs can be identified in the marketplace, and where at least two responsible SBEs propose on the project, that project would be set aside for SBEs. This will allow for adequate competition and provide a means to help develop SBEs.

Subcontracting Requirement

For projects or contracts with a cost estimate exceeding \$1,000,000, the proposed program would require a subcontracting percentage that would be established on a case by case basis. If the contractor cannot meet the established requirement, due to the type of work to be performed, or lack of available subcontractors in the marketplace, the contractor will be required to show good faith efforts similar to what is required now for race-conscious DBE programs.

Federal Requirement and Schedule

The Federal requirement does not provide strict guidance regarding how grantees are supposed to meet the Small Business Development requirement, but grantees must show a “good faith effort” to develop small businesses. Staff believes that the attached program will meet the “good faith effort” requirement.

Once the Board has adopted a Small Business Development Program, it will then be forwarded to FTA for review by the February 28, 2012 deadline. Once approved by FTA, staff will begin its implementation which must be done within nine months of receiving FTA’s approval.

SolTrans legal counsel has reviewed this report and attached SolTrans Draft Small Business Development Program, and concurs with staff’s recommendation.

Fiscal Impact:

The direct financial impact of this program is difficult to determine but is expected to be minimal. For example, additional procurement staff time may be required for re-solicitation SBE set aside solicitations that receive no responsive and responsible SBE proposals.

Recommendation:

Approve the Small Business Development program.

Attachment A – SolTrans Draft Small Business Development program.

Reviewed by:



Executive Director

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SolTrans Small Business Program

Definition of a Small Business Enterprise:

For purposes of this Program and in accordance with the State of California's definition of "microbusiness" as set forth in California Government Code section 14837, a "Small Business Enterprise" is defined as:

1. A business that, together with its affiliates, has average annual gross receipts of two million seven hundred fifty thousand dollars (\$2,750,000) or less over the previous three years, or
2. Is a small business manufacturer with 25 or fewer employees.

Compliance with State of California Small Business Eligibility Requirements:

SolTrans will utilize the State of California certification to verify the status as a small business for participation in SolTrans' Small Business Program. Contractors will only be eligible to benefit from the Program if they are a State of California Certified Microbusiness. Accordingly, the definition of a "Small Business Enterprise" will be modified as necessary to remain consistent with the State of California's definition and certification eligibility of a "microbusiness".

Small Business For Contracts <\$100,000:

SolTrans will set aside contracts for Small Business Enterprises (SBEs), provided that an adequate number of qualified small businesses can compete for the work.

The State of California small business directory will be consulted to determine if there is an adequate pool of certified SBE vendors in the market area¹ that are ready, willing, and able to perform. The contract opportunity will be advertised in accordance with the purchasing policy, but only Small Businesses will be eligible for award. In those circumstances when only a single proposal or bid that has been solicited under this Program has been received, the contract will be re-solicited, unless there is a sound documented business reason to justify the lack of competition.

Self Perform Limit for Contracts >\$1,000,000:

For contracts over \$1,000,000, SolTrans shall use contract goals for SBE participation on contracts that have subcontracting possibilities. Contract goals shall be enforceable and compliance with the goal or good faith efforts to do so shall be a condition of contract award. Contract goals need not be established on every such contract, and the size of contract goals will be adapted to the circumstances of each such contract (e.g., type and location of work and availability of SBEs to perform the particular type of work). The contract work items will be compared with eligible SBE contractors willing and available to work on the project. A determination will be made regarding which items are likely to be performed by the prime contractor and which ones are likely to be performed by subcontractor(s). The goal will then be incorporated into the contract documents. Contract goals will be expressed as a percentage of the total amount of a contract.

¹ Market area is defined as the Counties of Solano, Contra Costa, San Francisco, Sacramento, Yolo, Marin, Napa, Contra Costa, Sonoma.

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DATE: January 10, 2012
TO: SolTrans Board
FROM: Bernadette Curry, SolTrans Legal Counsel
RE: Proposed revisions to the Solano County Transit (“SolTrans”) Joint Powers Agreement

Background:

In November 2010, the Solano County Transit Joint Powers Agreement (“JPA”) was approved by the City Councils of Benicia and Vallejo and the Solano Transportation Authority (STA) Board. SolTrans Governing Board is comprised of five voting members and one ex officio non-voting member. The voting members consist of the two Directors from each of the cities of Benicia and Vallejo and the Solano County Representative to the Metropolitan Transportation Commission (“MTC”). The ex officio non-voting Director is the STA’s Representative to the SolTrans Board.

Discussion:

Current Proposed Modification to JPA

The JPA allows for each of the participating Member Agencies except for the STA to appoint an alternate to serve in the place of the Director in his/her absence, however; there is no provision in the JPA to allow for a voting alternate for the MTC Representative to act in his absence. To address situations in which the MTC Representative is unable to attend a SolTrans Board Meeting, the MTC Representative and his alternate requested that the JPA be amended to allow the non-voting ex officio STA Representative to be designated as the MTC Representative’s alternate and act in the MTC Representative’s absence.

Potential future modifications to the JPA

In addition to the composition of the voting members, staff has been in contact with California Public Employee Retirement System (CalPERS) regarding the status of SolTrans’ application for membership in CalPERS. Although staff has not received a determination on SolTrans’ eligibility for participation in CalPERS, CalPERS staff has indicated a potential concern relating to the categories of potential members that may be allowed to join SolTrans.

Section 6. Membership of the JPA provides as follows:

In addition to the originating members Benicia, Vallejo and STA, the following entities, or types of entities, are eligible for membership in SolTrans:

- a. Municipal corporations located within the County of Solano;
- b. The County of Solano;
- c. Any other public entity or public/private partnership providing, or proposed to provide, transit in Solano County.

CalPERS staff has questioned the intent of the inclusion of public/private partnerships as potential members eligible for participation in SolTrans but has not provided definitive direction as to whether this particular clause will need to be deleted prior to SolTrans being approved for participation in CalPERS. Staff was originally informed that a determination would be made on the application by January 20, 2012 but since then, CalPERS staff has intimated that the date would most likely be pushed back. Staff will provide a status update at the February Board meeting as to whether this revision to the JPA will be required prior to participation in CalPERS.

Any amendment to the JPA would require approval by the City Councils of Benicia and Vallejo as well as the STA Board.

Fiscal Impact:

There is no fiscal impact with this modification.

Recommendation:

Authorize the Executive Director to request of the Member Agencies action to amend the Joint Powers Agreement to allow the STA Representative to serve as a Voting Alternate to the MTC Representative in his/her absence.

Reviewed by:



Executive Director



DATE: January 12, 2012
TO: SolTrans Board
FROM: Suzanne Fredriksen, Clerk of the Board
RE: 2012 Meeting Calendar

Background:

Article III of the SolTrans Bylaws sets forth the time, date, and location of the regular SolTrans Board meetings, and specifies that these meetings should be scheduled one year in advance. The following excerpts from the Bylaws will guide this 2012 Meeting Calendar discussion:

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

Meetings shall be held in alternating locations between the Benicia and Vallejo Council Chambers, or at some other location as determined by the Board.

At the September 15th meeting, an agenda item was added upon the request of Mayor Patterson, to discuss the regular meeting time with the intention of making the meetings more accessible to regional bus riders. The primary goal of this discussion was to explore ways to engage the public and gather valuable public input. After discussion, the Board requested that staff provide additional information at the first 2012 meeting regarding the regular meeting time and the possibility of scheduling two annual evening meetings specifically designed to draw members of the public that could not otherwise make it to a 4:00 p.m. meeting.

Discussion:

In our exploration of scheduling two evening meetings, staff held two fundamental assumptions:

- 1) Board meetings would occur on the dates specified in the SolTrans Bylaws.
- 2) Board meetings would be held at the alternating locations specified in the Bylaws.

Working closely with the City Clerks of Benicia and Vallejo, Council Chamber availability was explored for the third Thursday of each month between the hours of 6:00 p.m. until 9:00 p.m. Specific attention was given to the months of April and September, with the intention of exploring potential evening meetings around the time of the proposed public meetings and public hearing (Agenda Item VIII.B), as well as after the service changes have taken place and the public has had a chance to take advantage of the realigned services.

As we discussed in September, the primary challenge is scheduling conflicts for space due to the large number of evening meetings that currently take place at City Hall, in both Benicia and Vallejo. Evening space on the normally scheduled meeting day, the third Thursday, is available in Benicia but not available in Vallejo due to a regular, standing Architectural Heritage and Landmarks Meeting. Staff subsequently explored alternative meeting locations in Vallejo, including the Vallejo Community Centers in Central, North, and South Vallejo, as well as the Florence-Douglas Senior Center on Amador Street for Board consideration.

A draft 2012 Meeting Calendar, showing the regular meeting times and respective locations are provided in Attachment A. Staff has included two proposed evening meetings on April 19, 2012 and September 20, 2012. Accommodations for the April 19th proposed evening meeting have been confirmed with the South Vallejo Community Center on Magazine Street between the hours of 6:00 p.m. until 9:00 p.m. Staff is also in the process of confirming the possibility of using the Florence-Douglas Senior Center, as an alternative option in April. The September 20th proposed evening meeting can be accommodated in the Benicia Council Chambers.

Fiscal Impact:

There is no fiscal impact associated with this recommendation.

Recommendation:

Adopt the 2012 Meeting Calendar as shown in Attachment A, which includes two evening meeting dates.

Attachments:

- A. 2012 Meeting Calendar

Reviewed by:



Executive Director

2012 Meeting Calendar (Proposed)

DATE	TIME	LOCATION
January 19, 2012	4:00 p.m.	Benicia Council Chambers
February 16, 2012	4:00 p.m.	Vallejo Council Chambers
March 15, 2012	4:00 p.m.	Benicia Council Chambers
* April 19, 2012	6:30 p.m.	TBA Alternative location in Vallejo (either the Florence-Douglas Senior Center or the South Vallejo Community Center)
May 17, 2012	4:00 p.m.	Benicia Council Chambers
June 21, 2012	4:00 p.m.	Vallejo Council Chambers
July 19, 2012	4:00 p.m.	Benicia Council Chambers
August 16, 2012	4:00 p.m.	Vallejo Council Chambers
* September 20, 2012	6:30 p.m.	Benicia Council Chambers
October 18, 2012	4:00 p.m.	Vallejo Council Chambers
November 15, 2012	4:00 p.m.	Benicia Council Chambers
December 20, 2012	4:00 p.m.	Vallejo Council Chambers

* *Proposed evening meeting dates/times.*

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DATE: January 12, 2012
TO: SolTrans Board
FROM: John Harris, Special Projects Manager
RE: Short Range Transit Plan Update (Final Reports and Recommendation)

Background:

Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Plan (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires each transit operator to which it allocates federal funding through the TIP process, to prepare, adopt, and submit to MTC a Short Range Transit Plan (SRTP).

The Short Range Transit Plan consists of a series of complementary reports, each analyzing a specific facet of mobility within the SolTrans service area (Benicia/Vallejo). As a whole, these individual reports and or analyses serve to form a cohesive picture of demand, efficacy of existing services, program performance, travel patterns, and financial/capital resources. Ultimately, these reports/analyses support the development of an operations plan which will guide SolTrans' service-related decisions over the next several years.

SolTrans' SRTP consultant, Moore & Associates, was hired in the spring of 2011 and began work on the SRTP in May 2011. In August, SolTrans scheduled a Board Workshop on the SRTP process in lieu of a regular Board meeting agenda. The Workshop served two purposes;

- Provided Board members information on SRTP requirements, specific purposes of individual SRTP elements or reports, SolTrans' financial status, and an evaluation of current services.
- Provided Board members the opportunity to give direction to SolTrans' staff and consultants on a multitude of issues including an interim mission statement, goals, performance measurements system, financial options, service options, and a public outreach program.

At the subsequent September, October, and December SolTrans Board meetings, the Board reviewed and accepted staff's recommendation to include the following SRTP elements or reports in the final SRTP document:

- Service Evaluation
- Interim mission statement
- Ride Check analysis (fixed-route)

- Demand-Response analysis
- ADA Paratransit analysis
- Public Involvement report

At the December meeting, a draft operations plan was presented to the Board by Jim Moore and staff. Strategic issues and elements involved in the development of a road map to a sustainable, productive, and equitable service plan were discussed. Cost containment, minimizing service cuts, and productive coverage-oriented service realignments were identified as specific guiding principles in crafting the plan. The SolTrans Board offered commentary and direction to staff for use in finalizing the SRTP document. Staff also attached a preliminary draft of the Capital and Finance Plan which is required by the MTC.

The purpose of this report is to present a revised final Operations Plan and finalized Capital and Finance Plan for review and approval by the SolTrans Board. Also attached is the SRTP required Performance Measurement report. Although a draft of this chapter was discussed at the August Board Workshop, it was not formally approved for acceptance into the SRTP. Acceptance of the above-mentioned three reports would complete the formal SRTP process, and the SRTP final report document would be forwarded to MTC for review and approval.

Finally, included herein for your review and (as well as incorporation into the SRTP document) are an Executive Summary (as requested at the December Board meeting) and Marketing recommendations chapter (as suggested at the December Board meeting).

Recommendation:

Review and accept the attached Operations Plan, Capital/Finance Plan, Performance Measurement System report, Executive Summary, and Marketing Recommendations chapters for inclusion in the final SRTP.

Attachments:

- A. Operations Plan
- B. Capital Plan (to be provided under separate cover)
- C. Finance Plan
- D. Performance Measurement System report
- E. Executive Summary
- F. Marketing Recommendations chapter

CHAPTER 9 – 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 4) 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.

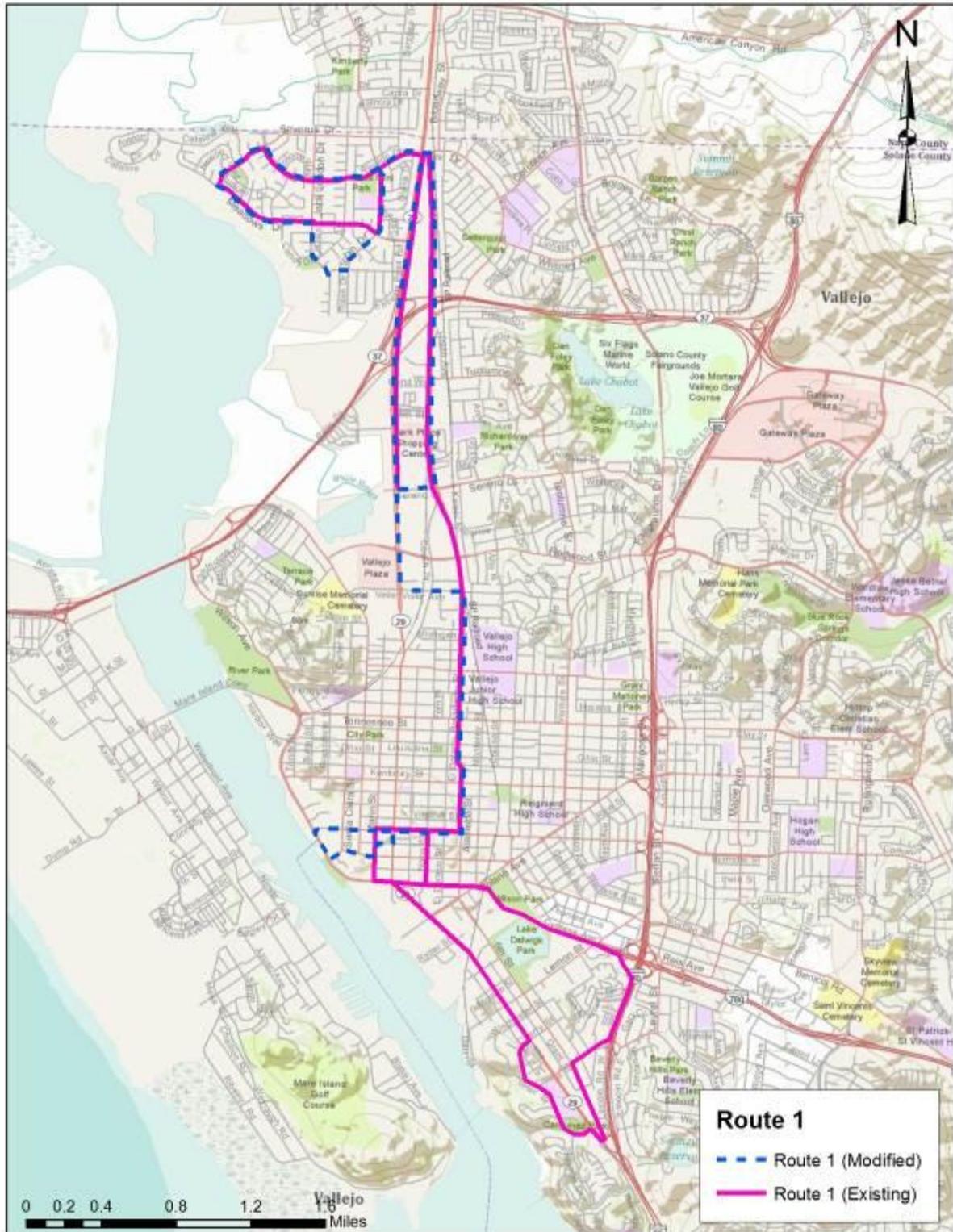
Proposed Restructure

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 9.1 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 9.1 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 9.2 Route 1 Sample Schedule

Downtown Transit Center	Broadway/Tennessee	Sereno Transit Center (arrive)	Sereno Transit Center (depart)	Sonoma/Yolano	Sonoma/Mini	Mini/Elliott	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 9.3 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 9.3 Proposed Route 2



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 9.4 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.

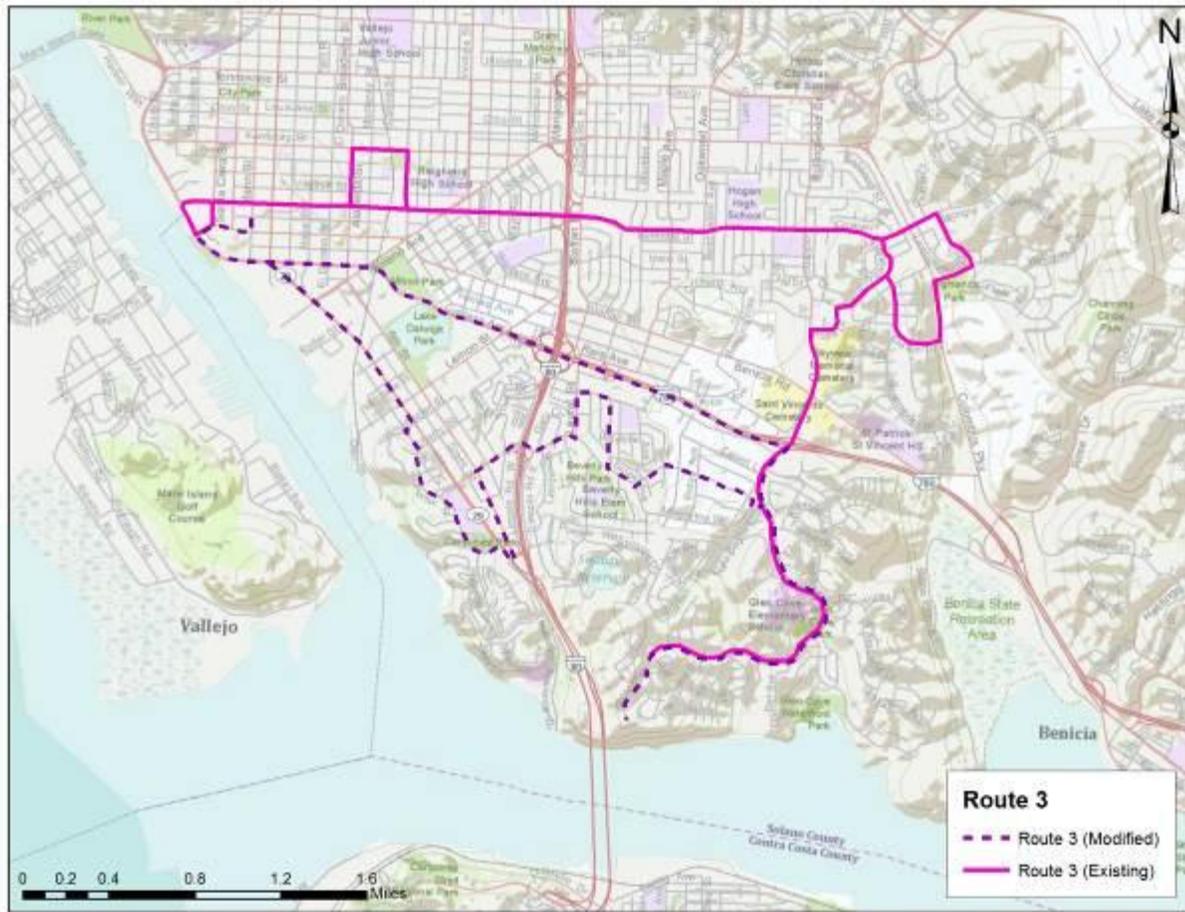
Proposed Restructure

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 9.5 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 9.5 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 9.6. Saturday times are highlighted in gray.

Exhibit 9.6 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



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.

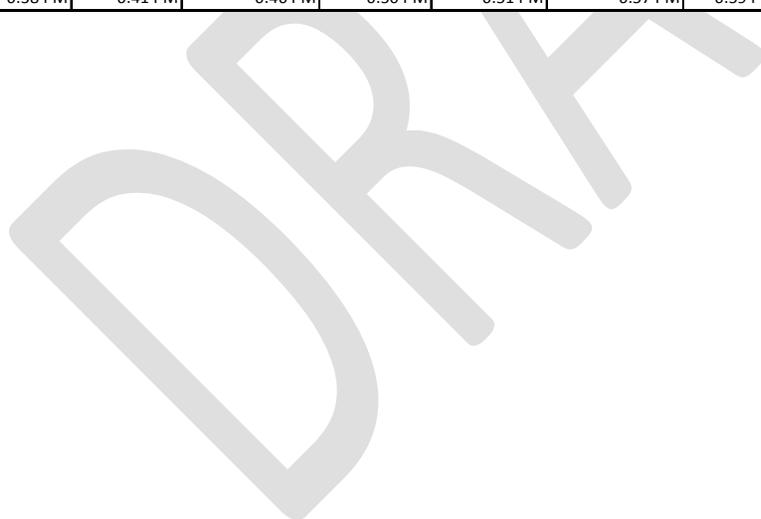
Proposed Restructure

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 9.7 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



Route 5

Current Service

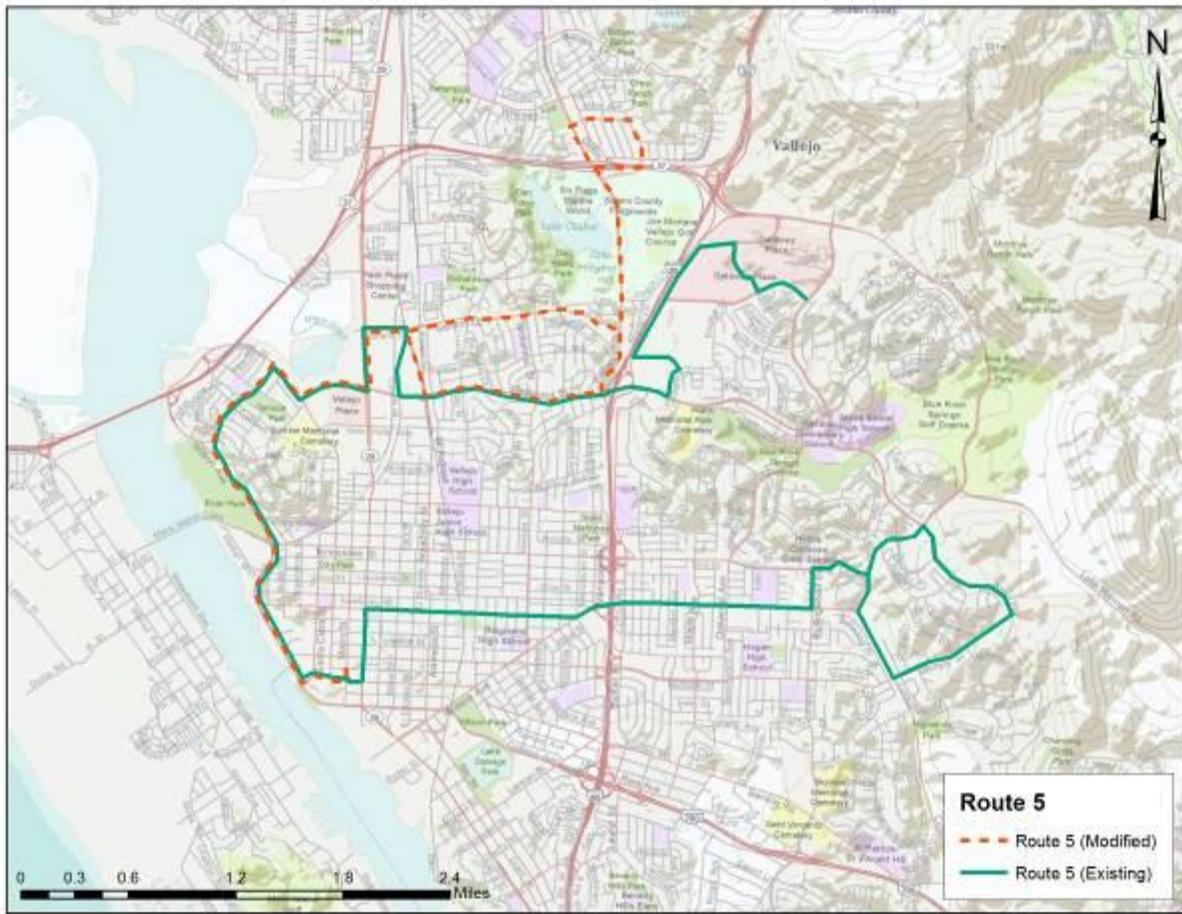
One of the cornerstone goals of the Short Range Transit Plan is to enhance service productivity defined as either increasing ridership/fare revenue or reducing Vehicle Service Hour (VSH) operating cost. The current service design is such that Routes 5 and 7 function as complementary, bi-directional loops. 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 9.9 illustrates both the current route alignment as well as the proposed alignment.

Exhibit 9.9 Proposed Route 5 Map



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 9.10 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

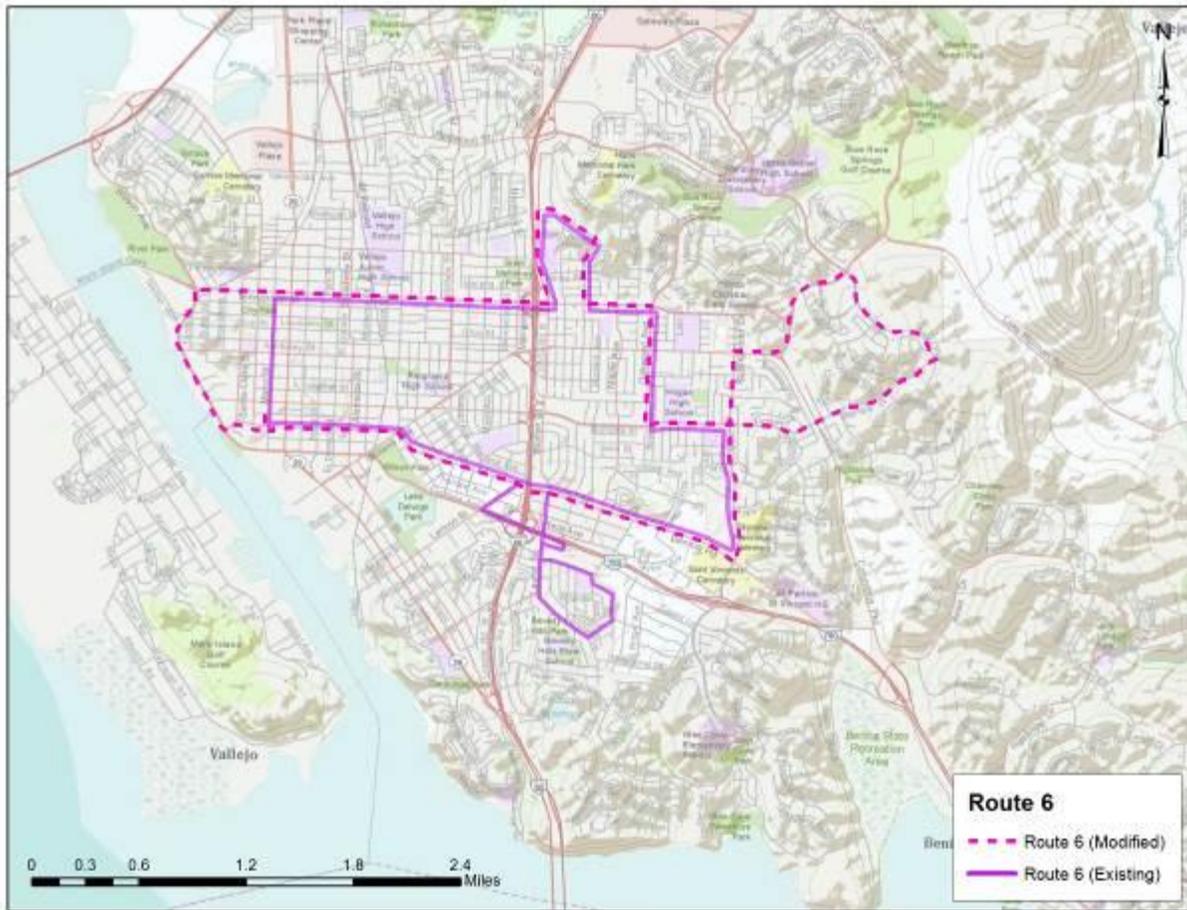
Current Service

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 9.11 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 9.11 Proposed Route 6



DRAFT

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 9.12 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

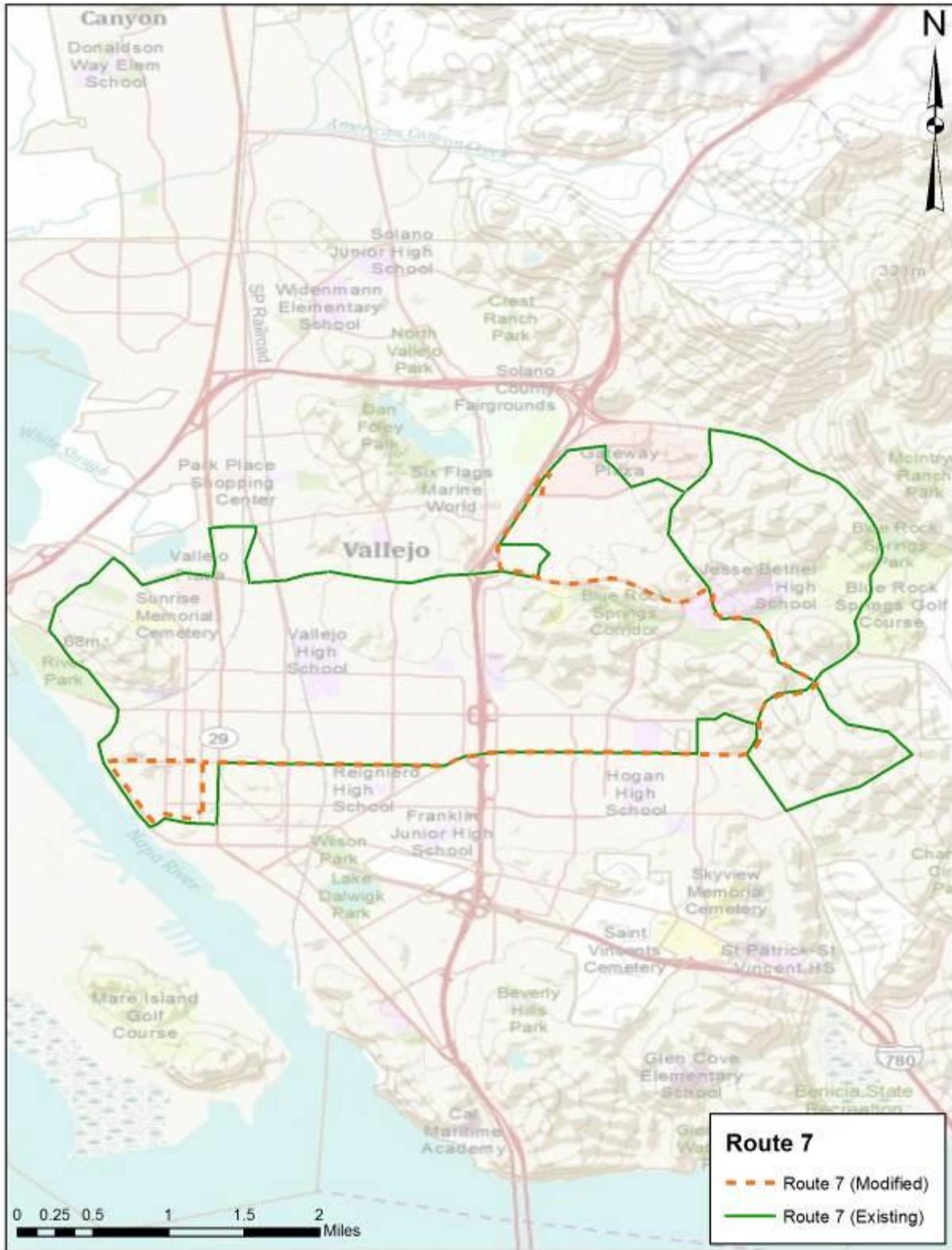
Current Service

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 9.13 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).

Exhibit 9.13 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 9.14 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. This is well below the productivity forecasts and standards for Soltran's fixed-route service. The consultant team believes it

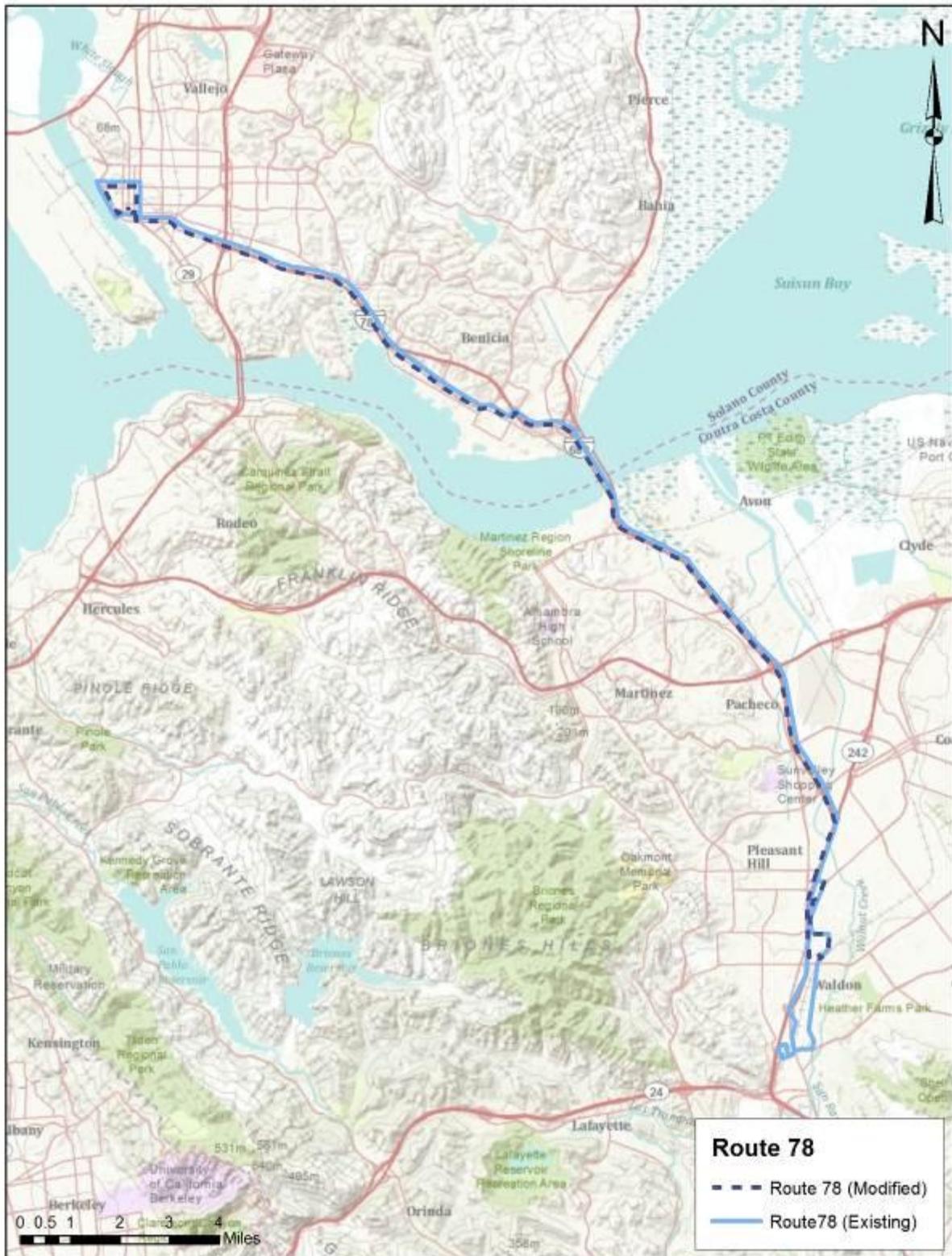
would be more cost-effective to work with the Solano Transportation Authority (STA) to enroll current Route 76 customers in STA’s regional vanpool program. Vanpools have proven to be cost-effective alternatives in situations of low-productivity traditional public transit service.

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 9.15 shows both the current and proposed alignment for Route 78.

Exhibit 9.15 Proposed Route 78 Map



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

Exhibit 9.16 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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2:30 PM	2:35 PM	2:51 PM	3:13 PM	3:17 PM	3:20 PM	3:40 PM	3:55 PM	3:58 PM
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.

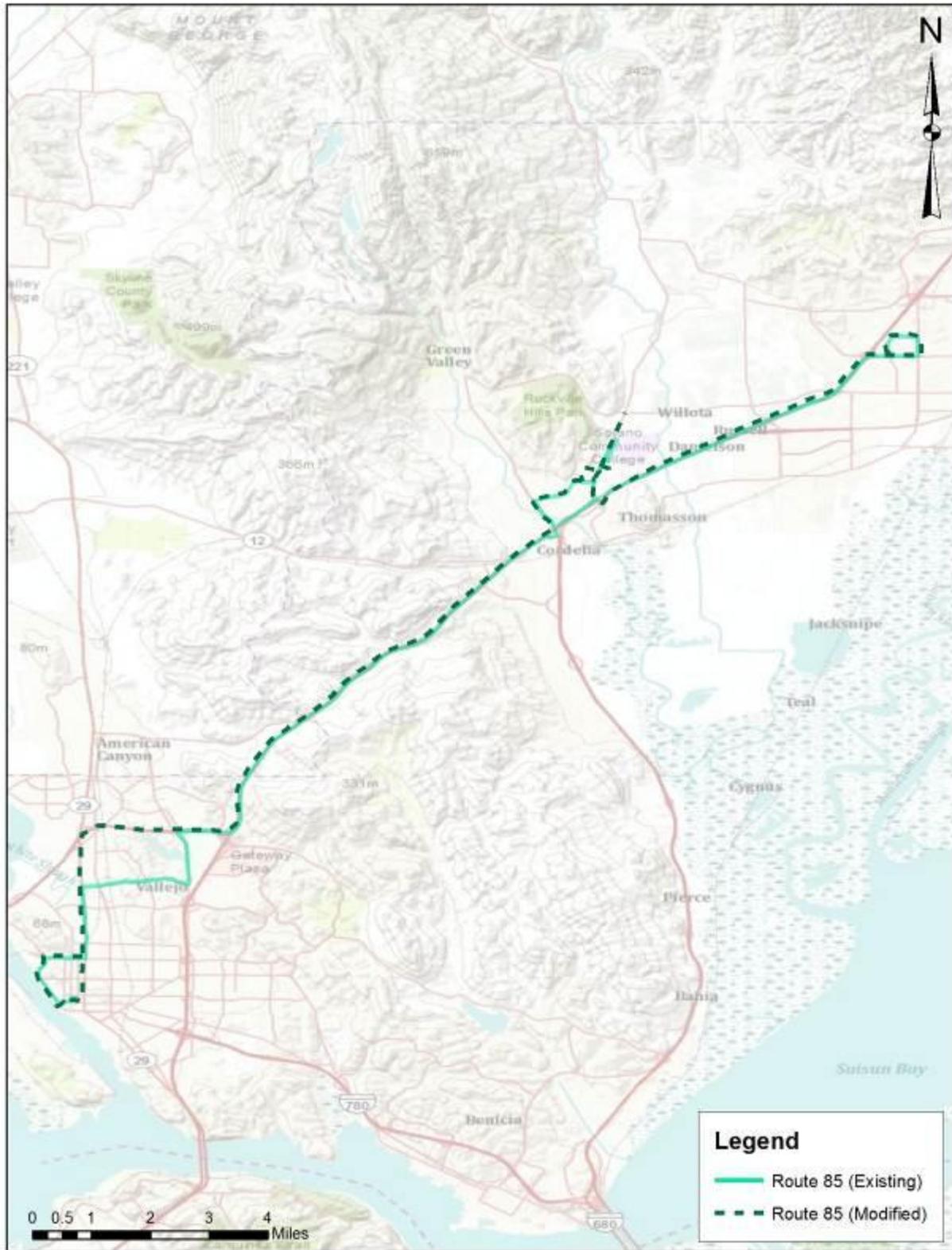
The westbound service begins at the Fairfield Solano Mall and terminates at the Vallejo Downtown Transit Center; operating from 6:33 a.m. to 11:28 p.m. on weekdays, and from 7:33 a.m. to 10:28 p.m. on weekends and holidays.

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 9.17 illustrates both the current and proposed alignments.

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Exhibit 9.17 Proposed Route 85



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

Exhibit 9.18 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
12:35 PM	12:37 PM	12:48 PM	12:57 PM	1:02 PM	1:12 PM	1:25 PM	1:35 PM	1:40 PM	1:49 PM	2:00 PM	2:02 PM
1:35 PM	1:37 PM	1:48 PM	1:57 PM	2:02 PM	2:12 PM	2:25 PM	2:35 PM	2:40 PM	2:49 PM	3:00 PM	3:02 PM
2:35 PM	2:37 PM	2:48 PM	2:57 PM	3:02 PM	3:12 PM	3:25 PM	3:35 PM	3:40 PM	3:49 PM	4:00 PM	4:02 PM
3:35 PM	3:37 PM	3:48 PM	3:57 PM	4:02 PM	4:12 PM	4:25 PM	4:35 PM	4:40 PM	4:49 PM	5:00 PM	5:02 PM
4:35 PM	4:37 PM	4:48 PM	4:57 PM	5:02 PM	5:12 PM	5:25 PM	5:35 PM	5:40 PM	5:49 PM	6:00 PM	6:02 PM
5:35 PM	5:37 PM	5:48 PM	5:57 PM	6:02 PM	6:12 PM	6:25 PM	6:35 PM	6:40 PM	6:49 PM	7:00 PM	7:02 PM
6:35 PM	6:37 PM	6:48 PM	6:57 PM	7:02 PM	7:12 PM	7:25 PM	7:35 PM	7:40 PM	7:49 PM	8:00 PM	8:02 PM
7:35 PM	7:37 PM	7:48 PM	7:57 PM	8:02 PM	8:12 PM	8:25 PM	8:35 PM	8:40 PM	8:49 PM	9:00 PM	9:02 PM
8:35 PM	8:37 PM	8:48 PM	8:57 PM	9:02 PM	9:12 PM	9:25 PM	9:35 PM	9:40 PM	9:49 PM	10:00 PM	10:02 PM
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 9.19 illustrates the resulting local system proposed for introduction on or about July 1, 2012.

Exhibit 9.19 Proposed Local System Map

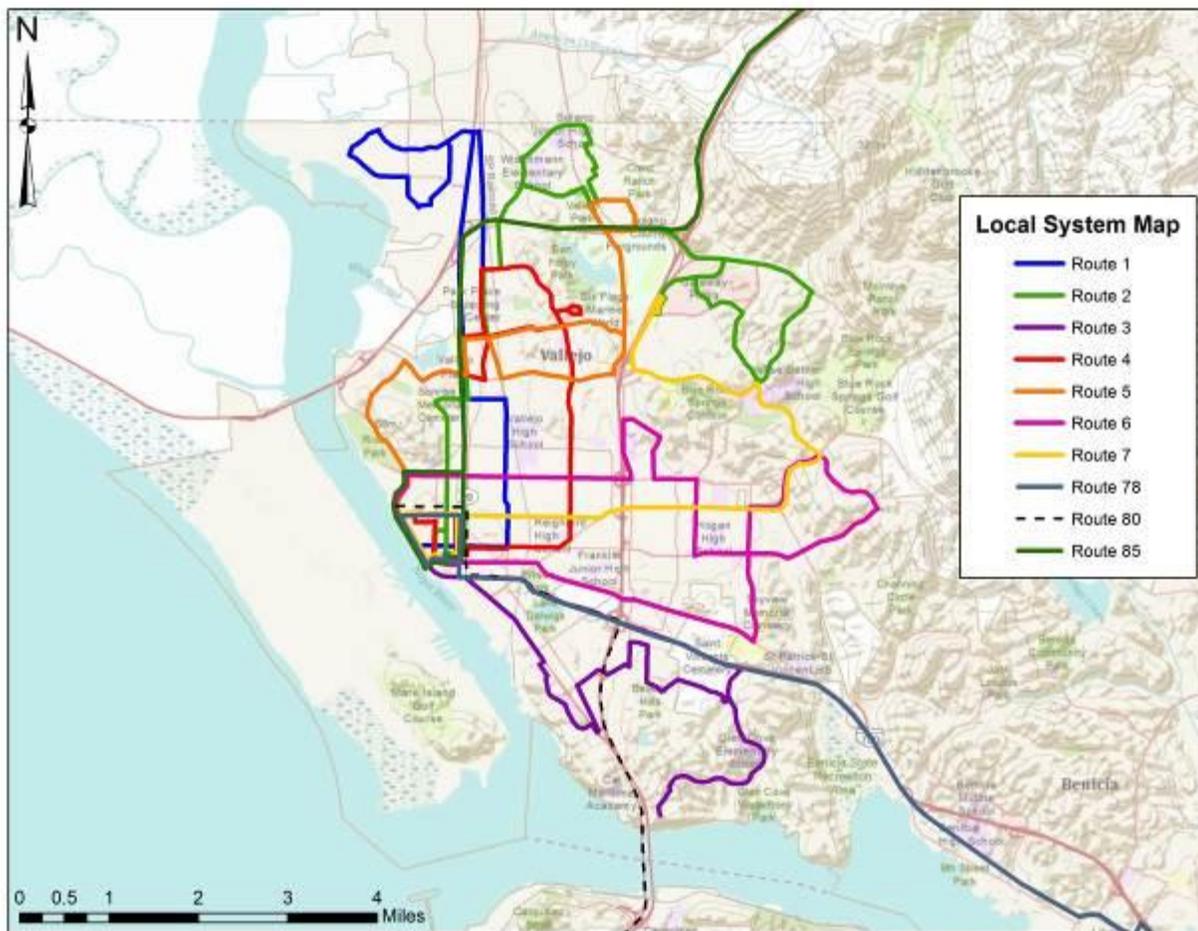
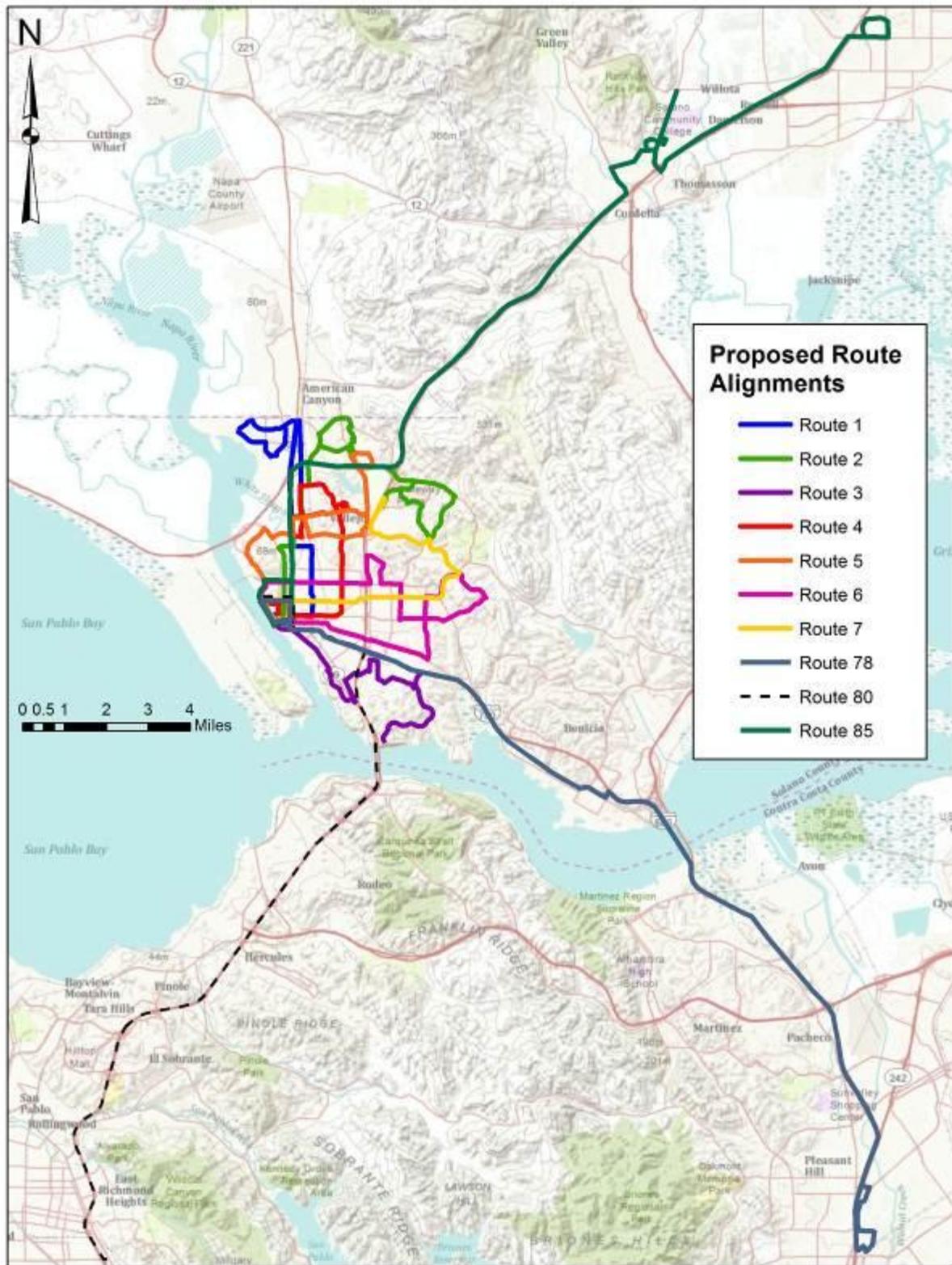


Exhibit 9.20 reflects the proposed Soltrans system realignment.

Exhibit 9.20 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

Based on various public outreach activities 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 understood fare structure should be priority for Soltrans in the near-term. Addressing these items now will make for a more straightforward transition for incorporation of the Clipper Card fare program, slated to take place in January of 2013.

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

- Streamlined and simplified structure to improve user-friendliness.
- Reduced pricing, enhancing Soltrans' position as an affordable travel alternative.

It should be noted that there have been no fare adjustments to the Soltrans system since 2006. The proposed changes listed below represent an initial effort to create a more accessible fare structure for passengers and is intended to be followed by a second adjustment to refine pricing to improve farebox recovery rate.

Exhibit 9.21 outlines the proposed fixed route fare structure. Pricing for local routes has been reduced for most fare media, while 10-day and monthly regional passes have been consolidated to simplify the fare structure. We propose postponing any fare adjustment until fiscal year 2013/14 so as to fortify ridership, attract more commuter riders (remain competitive regarding the ferry), and align with future Clipper Card fare structure.

Exhibit 9.21 Proposed Fixed-Route Fare Structure

Fixed-Route Fares	Local Trips	Regional Trips
Single-Ride		
Adult	\$1.75	\$5.00
Youth	\$1.50	\$4.00
Senior/Disabled	\$0.85	\$2.50
Day Pass		
Adult	\$4.00	\$10.00
Youth	\$3.00	\$8.00
Senior/Disabled	\$2.00	\$5.00
Monthly Pass		
Adult	\$56.00	\$100.00
Youth	\$44.00	N/A
Senior/Disabled	\$28.00	N/A
10-Ride Pass		
Adult	\$15.00	\$45.00
Youth	\$12.00	N/A
Senior/Disabled	\$7.00	N/A

Following the same fare structure recommendations as the fixed-route service, Exhibit 9.22 below outlines our proposed fare structure for Soltrans’ dial-a-ride and paratransit services. Pricing is simplified to a single fare for each service to minimize rider confusion and create an overall more accessible program.

Exhibit 9.22 Proposed Paratransit Fare Structure

Paratransit/Dial-A-Ride		
Soltrans Paratransit		
Soltrans Service Area		\$3.00
Benicia Dial-A-Ride		
Zone 1 (Benicia Only)		\$2.00

As seen in Exhibits 9.21 and 9.22, the fare structure modifications reduce pricing to most forms of fare media, while consolidating 10-day and monthly passes at the higher adult rate. Given the system’s modest fare structure, declining farebox recovery ratio and the forecast budget shortfall, we recommend following this adjustment with fare increases across the system beginning in FY 2013/2014 in order to sustain the Soltrans system.

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 9.23 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 9.24 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 9.25 presents a sample schedule. Saturday times are highlighted in gray.

Exhibit 9.25 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 9.26 illustrates the proposed schedule. Saturday times are highlighted in gray.

Exhibit 9.26 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 9.27 illustrates the proposed schedule. Saturday times are highlighted in gray.

Exhibit 9.27 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 9.28 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 9.29 presents a sample schedule. Saturday times are highlighted in gray.

Exhibit 9.29 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 9.30 Proposed Route 8

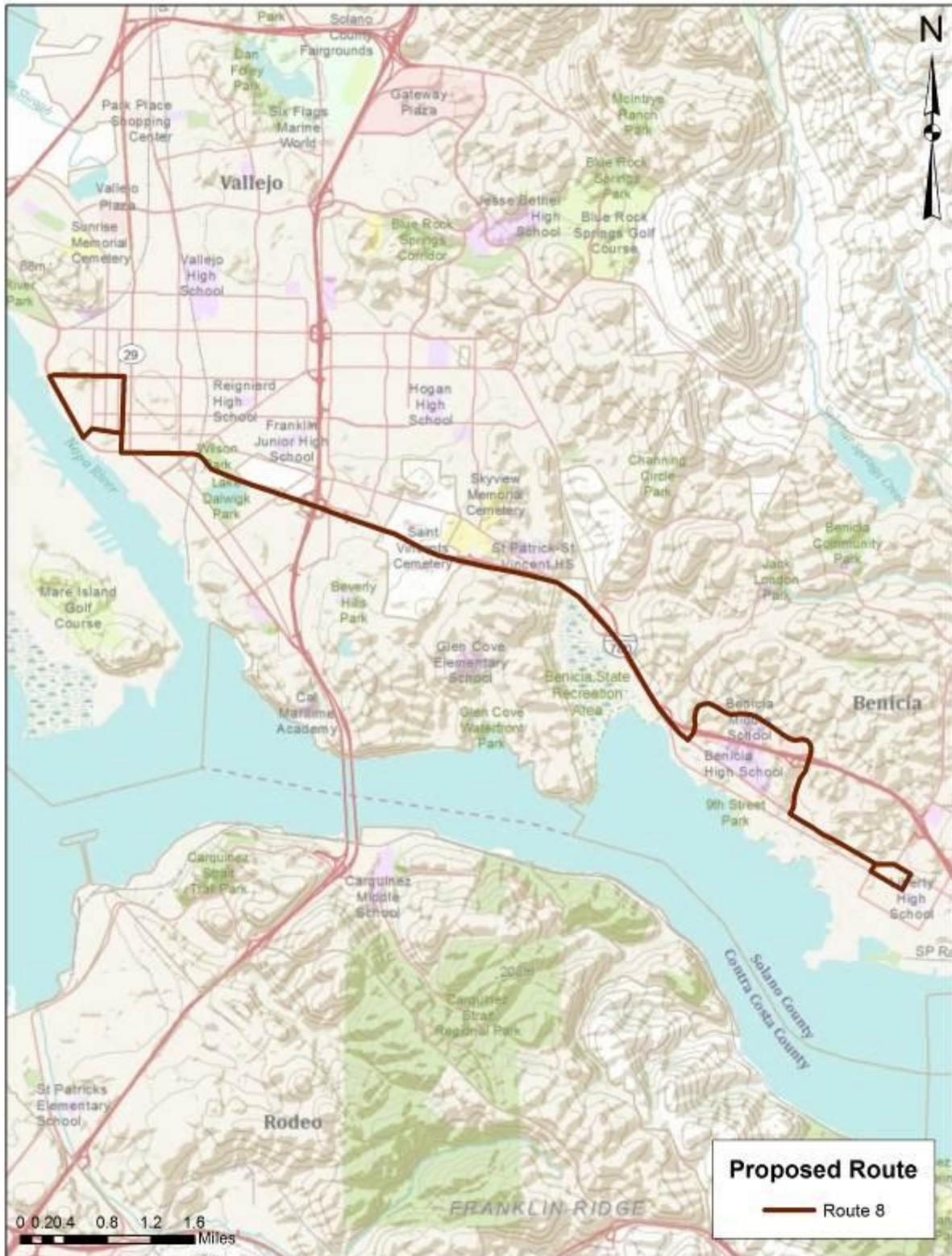


Exhibit 9.31 presents proposed sample operating schedule for Route 8. We recommend the same schedule on Saturday.

Exhibit 9.31 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 9.32 Proposed Route 9

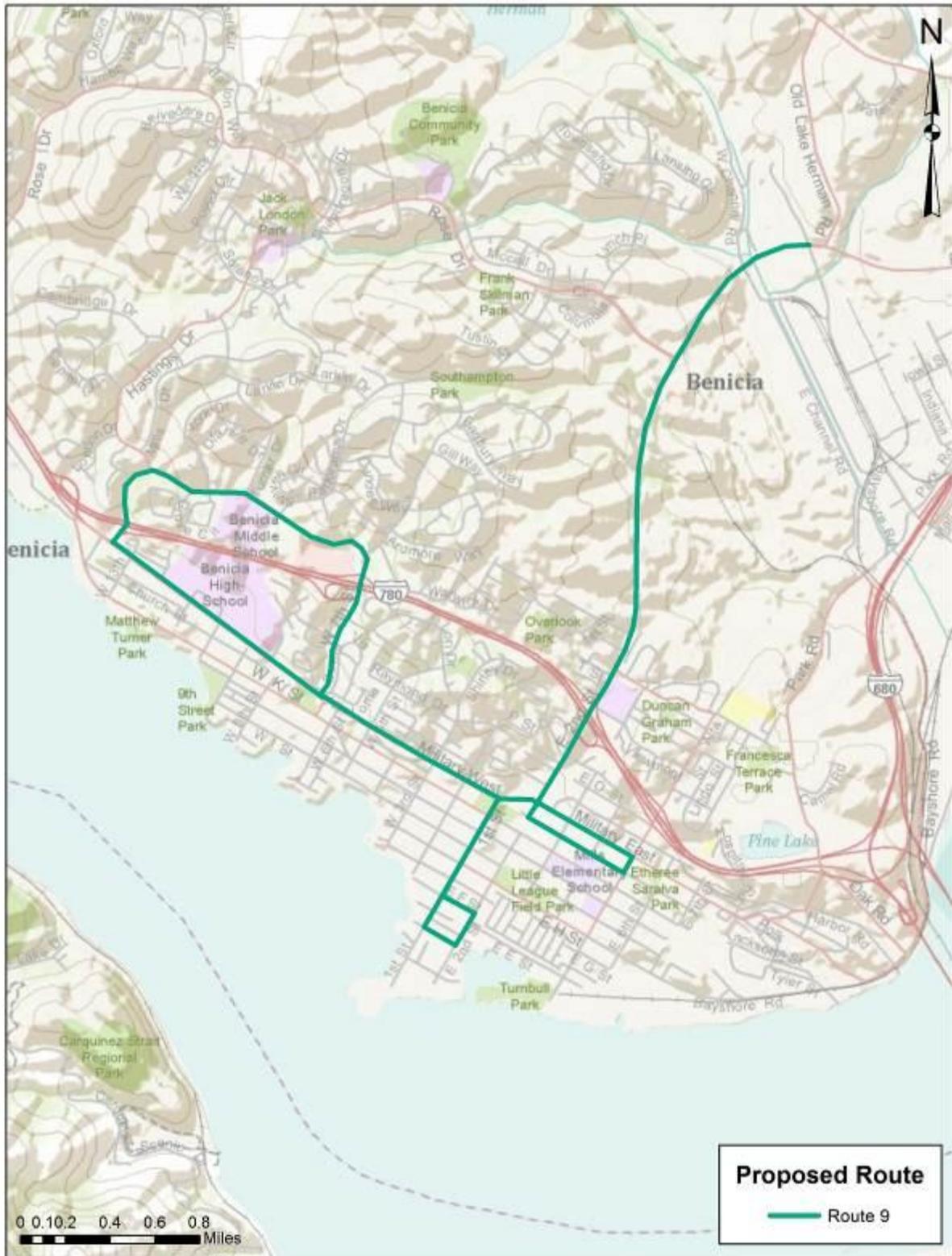


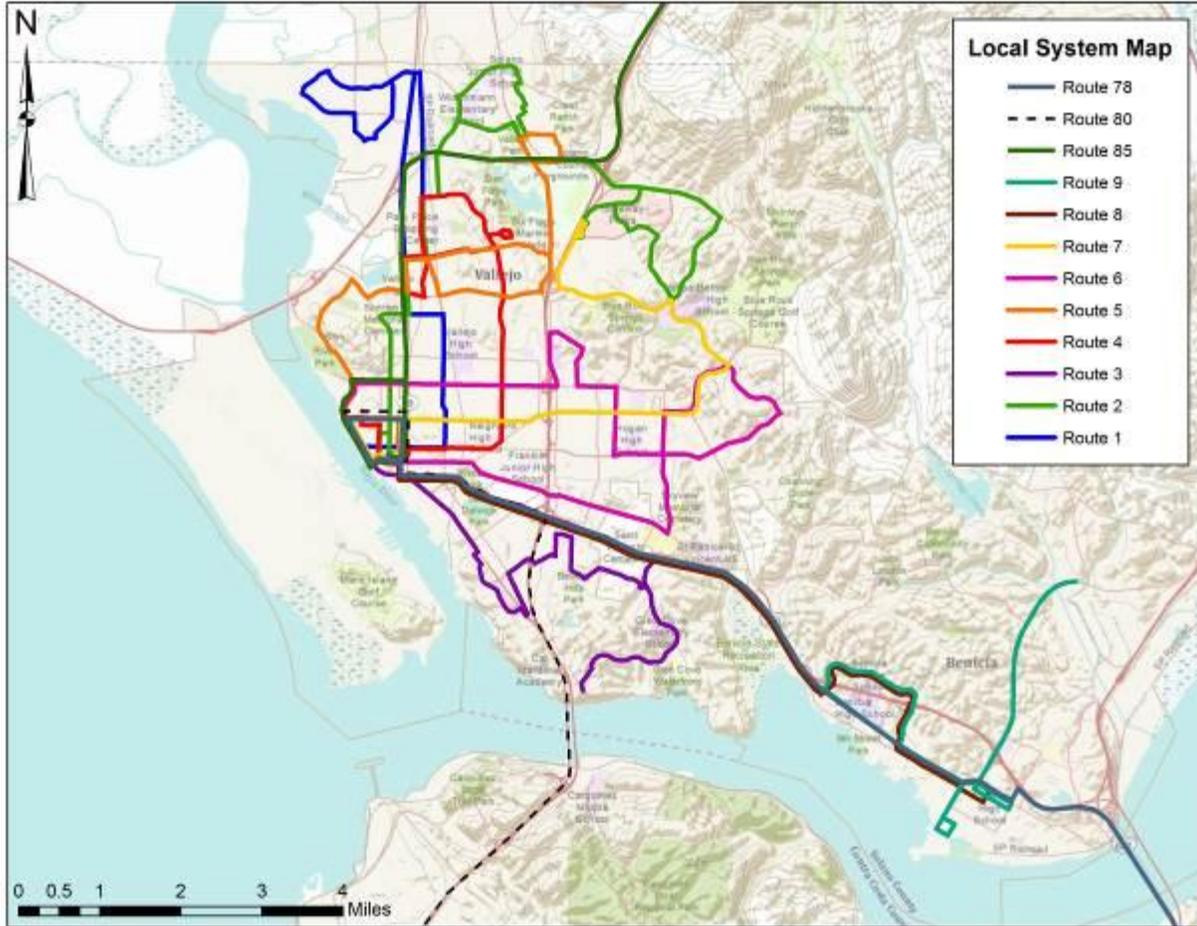
Exhibit 9.33 presents a sample operating schedule for Route 9. We recommend the same on Saturday.

Exhibit 9.33 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 9.34 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 9.34 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 (1,144 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)

Capital Plan

(To be provided under separate cover.)

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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 budget. The data presented herein are displayed by service scenario (i.e., Service Realignment and Optimistic scenarios); along with project capital, operational revenues, and expenditures across the next five years. Given proposed recommendations range in scope – from service span extensions to introduction of new routes – the cost per proposed recommendation may vary significantly. The data tables include anticipated changes in fares as well as estimated funding from grant programs supporting the implementation of each proposed service alternative.

Realignment Financial Plan (Phase 1)

Ten-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. Operational costs are based on agency-provided data (i.e., Operating Budget).
3. Fixed-route and demand-response fares would increase in FY 2013/14.
4. The rate of inflation is forecast at no greater than three percent per annum.
5. Fixed-route ridership and fare revenue are projected to increase four percent/annum.
6. Paratransit ridership and fare revenue are projected to modestly increase at no more than one percent/annum.
7. Any operating expenses not covered through farebox recovery or grants (i.e., FTA Section 5307, FTA Section 5311) would be covered through local subsidy/discretionary funds in order to maintain a balanced budget.
8. Additional capital expenses would be covered through grant funds.
9. Cost/VSH would be reduced through contract negotiations and management strategies.

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

Exhibit 10.11 Realignment Scenario Impact and Cost

Realignment Scenario	Current Service Hours		Realignment Scenario Service Hours		Variance		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Weekly	Annually	Weekly	Annual		Current	Realignment	Difference
Fixed-Route (Consolidated)										
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
Subtotal	2,183	111,349	1,837	93,672	-347	-17,677		\$10,963,426	\$9,222,924	-\$1,740,503
Demand Response										
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
Subtotal	325	16,552	344	17,553	20	1,001		\$1,299,501	\$1,378,086	\$78,585
Total	2,508	127,901	2,181	111,225	-327	-16,676		\$12,262,928	\$10,601,010	-\$1,661,918

Exhibit 10.11 presents total Vehicle Service Hours and Operating Cost based on Soltrans' Consolidated Operating Budget for FY 2011/12. 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 shown, fixed-route service hours address the 93,000 Vehicle Service Hour budget target. Further, paratransit service hours were calculated separately from general-public dial-a-ride.

Proposed fare increases would not occur until Fiscal Year 2013/14 in order to fortify ridership, attract more commuters (versus the ferry), and align with future Clipper Card fares. The resulting Farebox Recovery Ratio is projected to incrementally increase each year. Based on TDA guidelines, transit operators request an exemption with respect to Farebox Recovery during the initial two years in which a new service or route is introduced. This includes route modifications.

Exhibit 10.12 Impact on Farebox Recovery (Fixed-Route)

	Cost	Passengers	Fare Revenue	Farebox Recovery
FY 2011/12	\$10,963,426	1,496,443	\$3,129,000	28.5%
FY 2012/13	\$9,222,924	1,591,344	\$3,254,160	35.3%
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%
FY 2018/19	\$11,012,653	2,013,557	\$5,277,591	47.9%
FY 2019/20	\$11,343,033	2,094,100	\$5,488,695	48.4%
FY 2020/21	\$11,683,324	2,177,864	\$5,708,243	48.9%
FY 2021/22	\$12,033,824	2,264,978	\$5,936,572	49.3%

Given the proposed 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. Assuming a one-percent/annum growth in fare revenue, we anticipate fare revenue to increase modestly in response to proposed service changes presented in the Service Realignment scenario and fare increase proposed in FY 2013/14. Although a fare increase would not be implemented during the initial planning year, the recommended increase to fixed-route fares in FY 2013/14 would impact overall Farebox Recovery potentially increasing this metric.

Exhibit 10.13 Impact on Farebox Recovery (Demand-Response)

	Cost	Passengers	Fare Revenue	Farebox Recovery
FY 2011/12	\$1,299,501	31,237	\$71,000	5.5%
FY 2012/13	\$1,378,086	33,208	\$71,710	5.2%
FY 2013/14	\$1,419,429	34,204	\$81,348	5.7%
FY 2014/15	\$1,462,011	35,230	\$82,161	5.6%
FY 2015/16	\$1,505,872	36,287	\$82,983	5.5%
FY 2016/17	\$1,551,048	37,376	\$83,813	5.4%
FY 2017/18	\$1,597,579	38,497	\$84,651	5.3%
FY 2018/19	\$1,645,507	39,652	\$85,497	5.2%
FY 2019/20	\$1,694,872	40,841	\$86,352	5.1%
FY 2020/21	\$1,745,718	42,067	\$87,216	5.0%
FY 2021/22	\$1,798,090	43,329	\$90,704	5.0%

All revenue sources are listed at the top of Exhibit 10.14. Revenue sources include fares, federal operating grants, and regional and local subsidy. The “Required Discretionary Funding” 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 10.14. Operating cost estimates reflect reductions in Vehicle Service Hours associated with reductions in Saturday and Sunday services.

Exhibit 10.14 Realignment Financial Plan

Revenue	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
Transit Services (Operating and Capital Revenues)											
Rider Fares											
Local	\$3,093,000	\$3,254,160	\$4,337,795	\$4,511,307	\$4,691,759	\$4,879,430	\$5,074,607	\$5,277,591	\$5,488,695	\$5,708,243	\$5,936,572
Paratransit	\$71,000	\$71,710	\$81,348	\$82,161	\$82,983	\$83,813	\$84,651	\$85,497	\$86,352	\$87,216	\$90,704
Rider Fares Total	\$3,164,000	\$3,325,870	\$4,419,143	\$4,593,468	\$4,774,742	\$4,963,242	\$5,159,258	\$5,363,089	\$5,575,047	\$5,795,458	\$6,027,277
FTA Section 5307 Operating Assistance	-	-	-	-	-	-	-	-	-	-	-
FTA Section 5307 Preventive Maintenance	\$250,000	\$250,000	\$250,000	\$250,000	\$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	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
FTA Section 5316 JARC	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
FTA Section 5317 NF	-	-	-	-	-	-	-	-	-	-	-
STAF Operating Assistance - Vallejo Rev Base	\$609,616	\$610,000	\$161,000	\$165,830	\$170,805	\$175,929	\$181,207	\$186,643	\$192,242	\$198,010	\$203,950
STAF Operating Assistance - Vallejo Prop 42	-	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STAF Operating Assistance - Benicia Rev Base	-	-	\$14,399	\$14,831	\$15,795	\$16,822	\$17,915	\$19,080	\$20,320	\$21,640	\$23,047
STAF Operating Assistance - Benicia Prop 42	-	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STAF Operating Assistance - Solano County Pop Base	-	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840
Transportation Development Act (TDA)	\$5,676,841	\$3,501,633	\$3,606,682	\$3,714,882	\$3,826,329	\$3,941,119	\$4,059,352	\$4,181,133	\$4,306,567	\$4,435,764	\$4,568,837
Intercity Funding Agreement	\$95,000	\$97,850	\$100,786	\$103,607	\$106,509	\$109,491	\$112,556	\$115,708	\$118,948	\$122,278	\$125,702
Bridge Toll AB 664 PM	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	\$21,100	\$21,733	\$22,385	\$23,057	\$23,748	\$24,461	\$25,195	\$25,950	\$26,729	\$27,531	\$28,357
Bus Revenues (Excluding Fare Revenues)	\$8,118,900	\$5,955,056	\$5,629,091	\$5,746,047	\$5,867,026	\$5,991,661	\$6,120,065	\$6,252,354	\$6,388,646	\$6,529,063	\$6,673,733
FTA Section 5307 10% ADA set-aside	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000
STAF Operating Assistance	-	-	-	-	-	-	-	-	-	-	-
Transportation Development Act (TDA)	\$770,300	\$791,868	\$814,041	\$836,834	\$860,265	\$884,353	\$909,115	\$934,570	\$960,738	\$987,638	\$1,015,292
Paratransit Revenues (Excluding Fare Revenues)	\$1,437,300	\$1,458,868	\$1,481,041	\$1,503,834	\$1,527,265	\$1,551,353	\$1,576,115	\$1,601,570	\$1,627,738	\$1,654,638	\$1,682,292
Taxi Scrip Revenues	\$279,815	\$287,650	\$298,581	\$309,927	\$321,704	\$333,929	\$346,618	\$359,789	\$373,461	\$387,653	\$402,384
Metropolitan Transportation Commission	-	\$1,400,000	-	-	-	-	-	-	-	-	-
Offset for WETA Services (ticket office and Rt 200)	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000
Needed Discretionary Funds	-	-	-	-	-	-	-	-	-	-	-
Carryover	-	-	\$2,016,718	\$1,105,559	\$1,110,393	\$1,117,990	\$1,128,025	\$1,140,654	\$1,156,044	\$1,174,368	\$1,195,808
Total Revenue	\$13,478,015	\$12,905,444	\$14,322,574	\$13,736,835	\$14,079,130	\$14,436,175	\$14,808,080	\$15,195,456	\$15,598,936	\$16,019,181	\$16,459,493
Expenditures											
Transit Services (Operating Cost)											
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	\$6,531,645	\$6,727,595	\$6,929,422	\$7,137,305
Fuel Cost	\$2,096,000	\$1,886,400	\$1,927,901	\$1,970,315	\$2,013,662	\$2,057,962	\$2,103,237	\$2,149,508	\$2,196,798	\$2,245,127	\$2,294,520
Admin & Other Cost	\$1,865,900	\$1,865,900	\$1,921,877	\$1,979,533	\$2,038,919	\$2,100,087	\$2,163,089	\$2,227,982	\$2,294,822	\$2,363,666	\$2,434,576
Bus Expenses Subtotal	\$11,689,900	\$9,222,450	\$9,484,032	\$9,753,130	\$10,029,961	\$10,314,751	\$10,607,730	\$10,909,136	\$11,219,214	\$11,538,216	\$11,866,401
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	\$1,307,925	\$1,347,163	\$1,387,578	\$1,429,205
Fuel Cost	\$66,000	\$59,400	\$61,182	\$63,017	\$64,908	\$66,855	\$68,861	\$70,927	\$73,055	\$75,246	\$77,504
Admin & Other Cost	\$223,300	\$223,300	\$229,999	\$236,899	\$244,006	\$251,326	\$258,866	\$266,632	\$274,631	\$282,870	\$291,356
Paratransit Expenses Subtotal	\$1,508,300	\$1,378,067	\$1,419,409	\$1,461,991	\$1,505,851	\$1,551,027	\$1,597,557	\$1,645,484	\$1,694,849	\$1,745,694	\$1,798,065
Taxi Scrip Expenses	\$279,815	\$288,209	\$296,856	\$305,761	\$314,934	\$324,382	\$334,114	\$344,137	\$354,461	\$365,095	\$376,048
Total Expenditures	\$13,478,015	\$10,888,726	\$11,200,297	\$11,520,883	\$11,850,747	\$12,190,160	\$12,539,401	\$12,898,757	\$13,268,524	\$13,649,005	\$14,040,514

Optimistic Scenario Financial Plan (Phase 2)

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

1. All recommendations outlined in Realignment Scenario in addition to Optimistic Scenario recommendations would be implemented across the next seven years starting in FY 2012/13.
2. Fixed-route and demand-response fares would increase in FY 2013/14.
3. Operational costs are based on agency-provided data (i.e., Operating Budget).
4. The rate of inflation is forecast at no greater than three percent per annum.
5. Fixed-route ridership and fare revenue are projected to increase six percent/annum.
6. Paratransit ridership and fare revenue are projected to increase three percent/annum.
7. Any operating expenses not covered through farebox recovery or grants (i.e., FTA Section 5307, FTA Section 5311) would be covered through local subsidy so as to maintain a balanced budget.
8. Additional capital expenses would be covered through grant funds.
9. Cost/VSH would be reduced through contract negotiations and management strategies.

Exhibit 10.15 Optimistic Changes and Costs

Optimistic Scenario	Current Service Hours		Optimistic Scenario Service Hours		Variance		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Weekly	Annually	Weekly	Annual		Current	Optimistic	Difference
Fixed-Route (Consolidated)										
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
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
Subtotal	2,183	111,349	2,430	123,925	247	12,577			10,963,426	12,172,327
Demand-Response										
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
Subtotal	325	16,552	365	18,610	40	2,058			\$1,299,501	\$1,461,040
Total	2,508	127,901	2,795	142,535	287	14,634		\$12,262,928	\$13,633,366	\$1,370,478

Exhibit 10.15 presents the Optimistic Scenario including an increased operating cost of greater than \$1.3 million. This operating cost increase is attributable largely to service span increases system-wide along

with the reintroduction of Sunday service. As shown by Exhibit 10.16, we anticipate Farebox Recovery to decline during FY 2012/13 as result of implementing the proposed Optimistic Scenario recommendations. Increased Operating Costs during this implementation year translates to a decline in Farebox Recovery. However, as shown below, Farebox Recovery remains well above the industry standard for urban operators.

Exhibit 10.16 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	\$3,247,650	26.7%
FY 2013/14	\$12,415,773	2,136,234	\$4,403,133	35.5%
FY 2014/15	\$12,664,088	2,264,408	\$4,667,321	36.9%
FY 2015/16	\$12,917,370	2,400,272	\$4,947,360	38.3%
FY 2016/17	\$13,175,718	2,544,289	\$5,244,202	39.8%
FY 2017/18	\$13,439,232	2,696,946	\$5,558,854	41.4%
FY 2018/19	\$13,708,017	2,858,763	\$5,892,385	43.0%
FY 2019/20	\$13,982,177	3,030,289	\$6,245,928	44.7%
FY 2020/21	\$14,261,821	3,212,106	\$6,620,684	46.4%
FY 2021/22	\$14,547,057	3,404,832	\$7,017,925	48.2%

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

Exhibit 10.17 Impact on Farebox Recovery (Demand-Response)

	Cost	Passengers	Fare Revenue	Farebox Recovery
FY 2011/12	\$1,299,501	31,540	\$71,000	5.5%
FY 2012/13	\$1,461,040	29,293	\$80,088	5.5%
FY 2013/14	\$1,504,871	30,172	\$92,266	6.1%
FY 2014/15	\$1,550,017	31,077	\$95,034	6.1%
FY 2015/16	\$1,596,518	32,009	\$97,885	6.1%
FY 2016/17	\$1,644,413	32,969	\$100,822	6.1%
FY 2017/18	\$1,693,745	33,959	\$103,847	6.1%
FY 2018/19	\$1,744,558	34,977	\$106,962	6.1%
FY 2019/20	\$1,796,895	36,027	\$110,171	6.1%
FY 2020/21	\$1,850,801	37,107	\$113,476	6.1%
FY 2021/22	\$1,906,325	38,221	\$116,880	6.1%

All revenue sources are listed at the top of Exhibit 10.18. Revenue sources include fares, federal operating grants, federal capital grants, local subsidy, 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. Expenses are listed at the bottom of Exhibit 10.18. Factors contributing to increased operating cost include development of new services/routes, proposed fare increases to fixed-route and demand-response services, and associated costs in sustaining these new routes.

Exhibit 10.18 Optimistic Financial Plan

	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2017/19	FY 2017/20	FY 2017/21	FY 2017/22
Revenue											
Transit Services (Operating and Capital Revenues)											
Rider Fares											
Local	\$3,093,000	\$3,247,650	\$4,403,133	\$4,667,321	\$4,947,360	\$5,244,202	\$5,558,854	\$5,892,385	\$6,245,928	\$6,620,684	\$7,017,925
Paratransit	\$71,000	\$80,088	\$92,266	\$95,034	\$97,885	\$100,822	\$103,847	\$106,962	\$110,171	\$113,476	\$116,880
Rider Fares Total	\$3,164,000	\$3,327,738	\$4,495,399	\$4,762,355	\$5,045,246	\$5,345,024	\$5,662,701	\$5,999,347	\$6,356,099	\$6,734,160	\$7,134,805
FTA Section 5307 Operating Assistance	-	-	-	-	-	-	-	-	-	-	-
FTA Section 5307 Preventive Maintenance	\$250,000	\$250,000	\$250,000	\$250,000	\$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	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
FTA Section 5316 JARC	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
FTA Section 5317 NF	-	-	-	-	-	-	-	-	-	-	-
STAF Operating Assistance - Vallejo Rev Base	\$609,616	\$610,000	\$161,000	\$165,830	\$170,805	\$175,929	\$181,207	\$186,643	\$192,242	\$198,010	\$203,950
STAF Operating Assistance - Vallejo Prop 42	-	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STAF Operating Assistance - Benicia Rev Base	-	-	\$14,399	\$14,831	\$15,795	\$16,822	\$17,915	\$19,080	\$20,320	\$21,640	\$23,047
STAF Operating Assistance - Benicia Prop 42	-	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STAF Operating Assistance - Solano County Pop Base	-	-	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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	\$1,223,840	\$1,223,840	\$1,223,840	\$1,223,840
Transportation Development Act (TDA)	\$5,676,841	\$3,501,633	\$3,606,682	\$3,714,882	\$3,826,329	\$3,941,119	\$4,059,352	\$4,181,133	\$4,306,567	\$4,435,764	\$4,568,837
Intercity Funding Agreement	\$95,000	\$97,850	\$100,786	\$103,607	\$106,509	\$109,491	\$112,556	\$115,708	\$118,948	\$122,278	\$125,702
Bridge Toll AB 664 PM	-	-	-	-	-	-	-	-	-	-	-
Other Revenues	\$21,100	\$21,733	\$22,385	\$23,057	\$23,748	\$24,461	\$25,195	\$25,950	\$26,729	\$27,531	\$28,357
Bus Revenues (Excluding Fare Revenues)	\$8,118,900	\$5,955,056	\$5,629,091	\$5,746,047	\$5,867,026	\$5,991,661	\$6,120,065	\$6,252,354	\$6,388,646	\$6,529,063	\$6,673,733
FTA Section 5307 10% ADA set-aside	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000	\$667,000
STAF Operating Assistance	-	-	-	-	-	-	-	-	-	-	-
Transportation Development Act (TDA)	\$770,300	\$791,868	\$814,041	\$836,834	\$860,265	\$884,353	\$909,115	\$934,570	\$960,738	\$987,638	\$1,015,292
Paratransit Revenues (Excluding Fare Revenues)	\$1,437,300	\$1,458,868	\$1,481,041	\$1,503,834	\$1,527,265	\$1,551,353	\$1,576,115	\$1,601,570	\$1,627,738	\$1,654,638	\$1,682,292
Taxi Scrip Revenues	\$279,815	\$287,650	\$298,581	\$309,927	\$321,704	\$333,929	\$346,618	\$359,789	\$373,461	\$387,653	\$402,384
Metropolitan Transportation Commission	-	\$1,400,000	-	-	-	-	-	-	-	-	-
Offset for WETA Services (ticket office and Rt 200)	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000	\$478,000
Needed Discretionary Funds	-	-	-	-	-	-	-	-	-	-	-
Carryover	-	-	\$2,018,586	\$1,181,815	\$1,279,281	\$1,388,494	\$1,509,806	\$1,644,097	\$1,792,303	\$1,955,420	\$2,134,509
Total Revenue	\$13,478,015	\$12,907,312	\$14,400,698	\$13,981,978	\$14,518,521	\$15,088,460	\$15,693,304	\$16,335,157	\$17,016,247	\$17,738,934	\$18,505,723
Transit Services (Operating Cost)											
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	\$6,531,645	\$6,727,595	\$6,929,422	\$7,137,305
Fuel Cost	\$2,096,000	\$1,886,400	\$1,927,901	\$1,970,315	\$2,013,662	\$2,057,962	\$2,103,237	\$2,149,508	\$2,196,798	\$2,245,127	\$2,294,520
Admin & Other Cost	\$1,865,900	\$1,865,900	\$1,921,877	\$1,979,533	\$2,038,919	\$2,100,087	\$2,163,089	\$2,227,982	\$2,294,822	\$2,363,666	\$2,434,576
Bus Expenses Subtotal	\$11,689,900	\$9,222,450	\$9,484,032	\$9,753,130	\$10,029,961	\$10,314,751	\$10,607,730	\$10,909,136	\$11,219,214	\$11,538,216	\$11,866,401
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	\$1,307,925	\$1,347,163	\$1,387,578	\$1,429,205
Fuel Cost	\$66,000	\$59,400	\$61,182	\$63,017	\$64,908	\$66,855	\$68,861	\$70,927	\$73,055	\$75,246	\$77,504
Admin & Other Cost	\$223,300	\$223,300	\$229,999	\$236,899	\$244,006	\$251,326	\$258,866	\$266,632	\$274,631	\$282,870	\$291,356
Paratransit Expenses Subtotal	\$1,508,300	\$1,378,067	\$1,419,409	\$1,461,991	\$1,505,851	\$1,551,027	\$1,597,557	\$1,645,484	\$1,694,849	\$1,745,694	\$1,798,065
Taxi Scrip Expenses	\$279,815	\$288,209	\$296,856	\$305,761	\$314,934	\$324,382	\$334,114	\$344,137	\$354,461	\$365,095	\$376,048
Total Expenditures	\$13,478,015	\$10,888,726	\$11,200,297	\$11,520,883	\$11,850,747	\$12,190,160	\$12,539,401	\$12,898,757	\$13,268,524	\$13,649,005	\$14,040,514

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CHAPTER 2 – PERFORMANCE MEASUREMENT SYSTEM

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

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

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

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

The Cities of Benicia and Vallejo, in partnership with the Solano Transportation Authority (STA), identified a series of seven principles guiding the creation of the new transit agency:

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

- The consolidated transit service shall strive to maintain the continuity of current service provided by both jurisdictions, minimizing service disruptions and passenger inconveniences due to the transition. If possible, service levels shall be maintained and expanded.
- The consolidated transit service shall maximize opportunities for regional funding.

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

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

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

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

This Performance Measurement System compares system-wide performance with fixed-route and dial-a-ride/paratransit performance standards. Performance standards were generated through an analysis of historic and forecasted performance as well as “like peer” performance. The following tables link an adopted goal to a quantifiable “yardstick” or measure; then compares actual performance from FY 2010/11 with the performance standards.

Exhibit 2.1 Goals, Objectives, and Performance Standards

Goal I. Operate an efficient and effective system that maximizes service and minimizes cost impacts.			
Objective	Performance Measure	Performance Standard	Actual Performance (FY 2010/11)*
Minimize Operating Costs	Operating Cost/VSH		
	System	\$93.72	\$60.95
	Fixed-Route	\$98.46	\$61.25
	Dial-A-Ride/Paratransit	\$78.51	\$58.41
	Operating Cost/VSM		
	System		\$4.16
	Fixed-Route	\$4.50	\$3.80
	Dial-A-Ride/Paratransit		\$6.19
	Operating Cost/Passenger		
	System		\$7.56
	Fixed-Route	\$8.00	\$5.76
	Dial-A-Ride/Paratransit		\$30.57
	Farebox Recovery		
	System	20.0%	24.6%
	Fixed-Route	30.0%	30.2%
Dial-A-Ride/Paratransit	10.0%	7.8%	
Maximize Use of Transit Funding	Coordinated Human Services Plan	Little or no duplication of service (spatially or temporally).	
Increase Transit Usage	Annual Growth in Ridership		
	Fixed-Route	3.00%	-10.0%
	Dial-A-Ride/Paratransit	1.50%	15.8%
	Passengers/Vehicle Service Hour (VSH)		
	System		8.8
	Fixed-Route	8.5	10.7
	Dial-A-Ride/Paratransit		1.9
	Passengers/Vehicle Service Mile (VSM)		
	System		0.58
	Fixed-Route	1.0	0.66
Dial-A-Ride/Paratransit		0.20	

*Initial data was collected when Benicia and Vallejo operated separate transit programs. Therefore, the performance data reflects a mathematical averaging of the two services.

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

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

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CHAPTER 1 – EXECUTIVE SUMMARY

Moore & Associates was retained by the City of Vallejo to prepare a Short Range Transit Plan for the newly formed SolTrans public transit program formerly comprised of Vallejo Transit and Benicia Breeze. The corner stone goal of this project is to objectively evaluate transit demand and performance of those public transit services operating within the SolTrans service area. As with many other California transit operators, SolTrans faces the challenge of service provision despite budget shortfalls and future funding uncertainties. To identify strategies for enhancing community mobility within the framework of available resources, SolTrans and the consultant team developed a comprehensive strategy detailing future service offerings within the framework of a significant budget shortfall. The primary service plan delivery focuses on reducing operating cost as well as service realignment to address immediate and near-term community mobility needs.

The Benicia service component features two deviated fixed-routes (flex routes), one long-line regional route linking Benicia with Diablo Valley College (DVC) and Sun Valley Mall (in neighboring Contra Costa County), two shuttles and two school routes. Benicia service also includes a shared-ride, curb-to-curb general-public dial-a-ride (DAR) service. General-public DAR is the only transit offered on Saturday. No service is provided on Sunday. The Benicia fixed-route component is relatively new (October 2009), introduced in response to the elimination of Route 75 and its replacement by Vallejo Transit Express Route 78.

The Vallejo service component features seven local fixed-route alignments and four regional routes, including Route 78 which was previously operated under Benicia Breeze. Service hours vary by route and day. The Vallejo component also includes a shared-ride, curb-to-curb dial-a-ride (DAR) service marketed as Runabout, intended for persons with disabilities as defined by the American Disabilities Act. Runabout operates within three-quarter mile radius of local fixed-routes, with the exception of Route 3 in Glen Cove.

During preparation of this report, the Benicia and Vallejo transit programs were consolidated into a single transit program. The resulting entity, Solano County Transit (aka SolTrans), was created on July 1, 2011. SolTrans contracts with an independent party (MV Transportation) for the day-to-day operation of the consolidated services.

Short Range Transit Plan Process

A project initiation meeting was held on June 8, 2011 at Vallejo City Hall. The discussion included project expectations as well as current and future funding uncertainties and their impact on the service planning aspect of the project. The original scope of work was modified in September 2011 to include a community survey and five focus groups.

Report Structure

The Short Range Transit Plan is divided into 11 chapters including an Executive Summary. Each chapter provides analysis of findings generated from the specific or individual project component. Chapters included within the report are: Executive Summary, Performance Measurement System, Service Evaluation, Demand Analysis, Public Involvement, Ride Check, Dial-A-Ride Analysis, Paratransit Analysis, Operations Plan, Capital and Financial Plan, and Marketing. Presented herein is a summary of each and the associated findings.

The [Performance Measurement System](#) (Chapter 2) is the foundation for developing the Short Range Transit Plan. It provides quantifiable goals, objectives, and performance standards to communicate the vision for the consolidated system. Collectively, these elements serve as a means of tracking performance operationally while identifying growth opportunities.

Performance Standards presented within this chapter serve as the guiding metrics for providing transit service throughout the SolTrans service area. These standards assess actual performance of services (i.e., fixed-route, dial-a-ride, and paratransit). In creating the joint powers agreement, the Cities of Benicia and Vallejo, as well as the Solano Transportation Authority (STA), crafted a series of seven principles guiding the creation of the new transit agency:

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

The cornerstone goal of the SRTP is to identify strategies for optimizing service within the framework of immediate and near-term budget realities. The [Service Evaluation](#) (Chapter 3) details the performance of those transit services operated individually by the Cities of Benicia and Vallejo for the period FY 2008/09 through FY 2010/11. During that time, each City was responsible for funding of a fixed-route service and complementary paratransit service. The service evaluation is divided into three sections. The first is an overview of each program, including operating hours and fare structure. The second discusses the performance of those services sponsored by the City of Vallejo. The third details the performance of those services sponsored by the City of Benicia.

Summary of Findings

- Vallejo Transit’s ridership declined across the evaluation period by a margin of nine percent per annum. This translates to a decrease in ridership of nearly 295,000 unlinked-rides (Exhibit 2.5, Exhibit 2.6).
- Across the evaluation period, Vallejo Transit posted an average farebox ratio of 34.3 percent, surpassing the TDA standard of 20 percent for urbanized operators.
- Vallejo Transit fixed-routes with the lowest ridership (i.e., below 10,000 annual boardings) were Routes 400, 81, and 3.
- Vallejo paratransit service’s productivity experienced a significant decline.
- Prior to FY 2008/09, Route 78 served as the “backbone” of transit service in Benicia, accounting for the majority of riders and revenue.
- The continued decline in ridership (i.e., beyond FY 2009/10) can be attributed to the economic recession, which resulted in higher area unemployment and therefore a drop in work-related trips as well as a decline in local household discretionary income.

The primary goal of the [Demand Analysis](#) (Chapter 4) is to identify and analyze an array of actual and potential contributors influencing transit demand for residents, workers, and visitors within southern Solano County, and particularly within the cities of Benicia and Vallejo. The analysis considers factors such as transportation options, trip generators, key demographics, economic indicators, recent and proposed land-use changes, and home-to-work travel behavior. The analysis seeks to provide a basis for future service recommendations intended to enhance fixed-route and dial-a-ride services through the SolTrans service area by assessing reported demand and observed mobility trends while also seeking to identify temporal and spatial gaps.

Summary of Findings

- The highest concentration of ride-dependent populations are located within the city of Vallejo, especially within the northeast corner and southwest edges, as well as one census tract located within the central portion of the city (Exhibit 4.5).
- The recession and concurrent erosion in regional housing market have significantly impacted real estate values in Vallejo and much of southern Solano County. As the cost of living increases relative to income (i.e., income drops faster than the cost of housing/living), disposable income for transportation shrinks and often leads to a change in travel behavior.

- Given the recent, current, and forecast economic climate, it was not surprising to discover more than half Vallejo’s population spends at least 30 percent of their disposable income on housing costs (i.e., mortgage or rent).
- According to the California Employment Development Department, 56 percent of Vallejo’s population comprised the city’s work force.
- The majority of commuters travel from Vallejo to Fairfield, Suisun City, and Vacaville for work. As many as 600 residents travel to San Jose for work or a commute of more than 70 miles each way (Exhibit 4.15).
- There are more than 19,000 individuals commuting into Vallejo each day. Nearly 37,000 persons commute from Vallejo for work, while 7,500 individuals both live and work within Vallejo (Exhibit 4.16).

To be successful, a transit plan requires community support that is garnered from active community participation during the Plan’s development. To encourage involvement by the community at-large, the project team employed a proactive community involvement strategy including a bilingual community survey and five community workshops.

As discussed in the [Public Involvement](#) chapter (Chapter 5), outreach efforts focused on soliciting feedback from riders and non-riders alike regarding perception of current transit offerings throughout the study area. The community survey had three objectives (identify and quantify mobility needs, gauge community perception of existing services, and identify opportunities for attracting “choice riders”) which collectively quantified travel patterns, identified barriers to use of transit, and identified mobility preferences of persons residing within the SolTrans service area who had not patronized the service within 90 days of the survey contact.

Summary of Findings:

- Approximately 19 percent of survey respondents cited an annual income of less than \$25,000, placing them at or below the poverty threshold for a family of four (\$22,314) (Exhibit 5.1).
- Nearly 41 percent indicated full-time (27.3 percent) or part-time (13.7 percent) employment, with a significant percentage working within the city of Vallejo (Exhibit 5.1, Exhibit 5.3).
- Respondents employed full-time or earning an income less than \$25,000 are more likely to face challenges regarding access to key “lifestyle” programs/services because of the absence of affordable and/or reliable transportation options (Exhibit 5.6).
- Nearly 27 percent of those respondents indicating use of a language other than English indicated more transit information or more accessible information would encourage their use of/increase use of public transit within Vallejo and Benicia (Exhibit 5.7).
- Survey respondents indicated a desire for longer service hours (both the Vallejo Runabout and Benicia Breeze) for paratransit service (Exhibit 5.8).
- 43 percent of respondents indicated support for a possible fare increase (Exhibit 5.11).

To foster effective outreach with the community at-large, Moore & Associates facilitated five focus groups. Exhibit 1.1 highlights the location, date, and participant categories in attendance at each of the five sessions.

Exhibit 1.1 Focus Groups

Location	In Attendance	Date
Florence Douglas Senior Center	13	10/26/2011
Vallejo City Hall	8	10/26/2011
King Community Center	5	10/27/2011
Benicia Library	6	10/27/2011
North Vallejo Community Center	8	10/28/2011

Focus group comments were segregated into the following five categories:

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

Comments ranged from requests for increased service hours within Benicia Breeze, adjustments to the current transit schedule (to improve connectivity and on-time performance), to increased marketing.

The goal of the [Ride Check Analysis](#) (Chapter 6) is to provide a thorough assessment of those transit services provided under the SolTrans banner – under actual operating conditions. In doing so, a snapshot results illustrating system activity as well as service quality.

The [Ride Check Analysis](#) includes two elements: system on-time performance and productivity (i.e., boarding and alighting activity) by stop, route, and day-part. Following a review of ride check data are key findings as well as recommendations intended to address any service performance challenges revealed through this process. Analysis of the Benicia Breeze general-public dial-a-ride program can be found in the [Dial-A-Ride Analysis](#) (Chapter 7).

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

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

Summary of Findings:

- Approximately 57 percent of Vallejo Transit trips and 46 percent of Benicia Breeze trips operated on-time during the evaluation period.
- The most significant problem in terms of on-time performance for Vallejo Transit was the incidence of early departures on local routes. This suggests inadequate “run time” in the current operating schedule.
- While incidence of early departure was an issue throughout the typical operating day for Benicia Breeze, it was particularly acute during the *A.M. Other* day-part. Perhaps even more troubling was the fact that 17 percent of trips during the *P.M. Peak* departed early from their published time points.
- Vallejo Transit’s fixed-route service experienced its highest average boardings during the Midday day-part while the Regional service posted its highest average boardings during the A.M. Peak and P.M. Peak. Vallejo Transit’s fixed-route service had relatively low alighting activity during the A.M. Other and P.M. Other.
- For the Benicia Breeze routes, boarding activity appears to be concentrated primarily during the A.M. Peak. Benicia Breeze experienced much greater fluctuation in average alightings throughout service day) with the exception of the Regional Service).

To evaluate on-time performance of the Benicia dial-a-ride program, the consultant team analyzed driver trip manifests for each service day during August 2011. As presented within the [Dial-A-Ride Analysis](#) (Chapter 7), 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 Dial-A-Ride using the following criteria:

- **On-time** – Defined as an arrival at scheduled origin point within a 20-minute window (up to ten minutes before or after the scheduled trip pick-up time).
- **Early** – Defined as actual trip arrival occurring more than ten minutes prior to the scheduled trip pick-up time.
- **Late** – Defined as actual trip arrival occurring more than ten minutes after the scheduled trip pick-up time.

Summary of Findings:

- Examined a total of 650 trips operated by Benicia’s dial-a-ride service.
- Of the trips evaluated, 593 were actually completed, while 38 were canceled (approximately six percent) and 19 were deemed “no-shows” (nearly three percent).
- During the two day-parts evaluated, 558 were determined to be on-time (i.e., within the 20 minute “window”), equating to 98 percent of trips completed on-time (Exhibit 7.2).

The [Paratransit Analysis](#) (Chapter 8) supplements the analysis of the fixed-route ride check and Benicia general-public dial-a-ride data with respect to on-time performance and origin/destination patterns. The

consultant team analyzed trip sheets for each service day during August 2011 specific to the ADA paratransit programs operating in Benicia and Vallejo.

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.

Summary of Findings:

- A total of 2,386 trips in Vallejo were analyzed, including 132 cancellations and 98 “no-shows.”
- “No-shows” and trip cancellations on Benicia’s paratransit service were concentrated during the midday day-part.
- Benicia’s paratransit service had 100-percent on-time performance during the AM Peak and PM Peak day-parts.
- A total of 1,855 on-time trips for the Vallejo paratransit service were evaluated during August 2011, accounting for 87.5 percent of total trips surveyed (see Exhibit 8.4).
- Vallejo’s on-time performance was perfect during the AM Peak day-part and lowest (66.7 percent) during the PM Other day-part.

The [Operations Plan](#) chapter (Chapter 9) presents a “roadmap” for the continuing development of the SolTrans program across the next five years. The recommendations described therein 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 offerings (i.e., fixed-route – inter-city/commuter and “community-circulator”; flex routes; dial-a-ride programs; paratransit services; and shuttles). Key findings brought forward from prior chapters include:

- The relatively complicated fare structure arising from the consolidation of the Benicia and Vallejo transit programs,
- Declining productivity of the Vallejo service component, which is believed to be attributable to those service cuts introduced in 2007,
- Service duplications specific to the Benicia Breeze program, and
- Current services provided in Benicia which have proven to not be cost-effective.

The consultant’s recommendations are segregated in to two phases:

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

In addition to presenting service and policy recommendations, the SRTP includes [Capital and Financial Plans](#) (Chapter 10) forecasting fiscal impact across the next five to ten years. The Capital Plan presents a framework for the ongoing development of the infrastructure needed to support the efficient provision of public transit service throughout the combined SolTrans service area and focuses on three elements: fleet, bus stop infrastructure, and facilities. The Financial Plan forecasts those expenditures needed to implement the recommendations included within Phase 1 (Realignment Scenario) and Phase 2 (Optimistic Scenario).

CHAPTER 11 – MARKETING RECOMMENDATIONS

The chapter outlines marketing strategies intended to support implementation of the service/operational recommendations presented in Chapter 9. The marketing strategies outlined herein focus on implementation of short and mid-range recommendations, as this Marketing discussion reflects a 12- to 18-month timeframe.

GOALS AND OBJECTIVES

Goals

Seven guiding principles were identified as part of the development of the joint powers agreement that created SolTrans. These guiding principles (described in their entirety in Chapter 2) reflect a desire to provide coordinated transit service in southern Solano County in a manner that is cost-effective, transparent, reflects the specific needs and characteristics of each community, is consistent with regional and local planning efforts, and expands service levels where possible. The purpose of these guiding principles is just that – to guide the development of operational and marketing strategies and tactics that will support and ultimately achieve these goals.

Objectives

To that end, using the aforementioned principles as a guide, we have identified the following specific marketing objectives.

- Increase annual ridership, thereby increasing fare revenue.
- Present a unified brand image to current and potential customers.
- Increase the availability and reach of service information.
- Support federal Title VI guidelines by producing and distributing Spanish-language collateral.
- Expand the historic rider market.

These marketing objectives represent specific, quantifiable actions that are used to achieve the broad goals outlined in the guiding principles. They are supported by the marketing strategies discussed on the following pages.

There is a distinct difference in the level of sophistication between the existing Vallejo Transit/Baylink brochures and the current Benicia Breeze/SolTrans brochure. We recommend development of route-specific brochures featuring the SolTrans branding and a unified design (with the possible exception of Baylink brochures). Doing so would allow ample room for inclusion of flex-route and general public dial-a-ride services in Benicia. Each brochure should include easy-to-read timetables as well as a route map with stops and key streets and landmarks clearly identified. If possible, weekday and weekend schedules specific to a single route should be included within the same brochure. The Baylink brochures should, at a minimum, be revised to include the SolTrans logo instead of the Vallejo Transit logo.

A key component of any service information is accuracy. All brochures should reflect an effective date on the front panel. When a change is made to any route, all old brochures should be removed and replaced with the up-to-date version.

Special attention should be paid to fare structure. There is currently a wide variety of fares throughout the SolTrans service area. Ideally, all fares system-wide should be reflected within every brochure. However, this is difficult given the large number of (current) different fare options. Should SolTrans move ahead with the recommended fare rationalization, we recommend including a fare schedule for the system as a whole in each service brochure.

In addition, all brochures should be available in Spanish so as to comply with federal Title VI. This can be achieved through a bilingual brochure (English and Spanish on the same collateral piece) or separate English and Spanish versions.

Brochure distribution. SolTrans brochures should be stocked on all SolTrans vehicles, as well as at high-traffic locations throughout the community. Potential outlets include rail/transit stations, senior centers, libraries, community centers, city government buildings, etc. We recommend SolTrans compile a database of all locations currently displaying marketing collateral (including relevant contact information) as well as locations at which it intends to distribute materials. Periodic contact with distribution points to ensure an adequate stock of brochures should be undertaken.

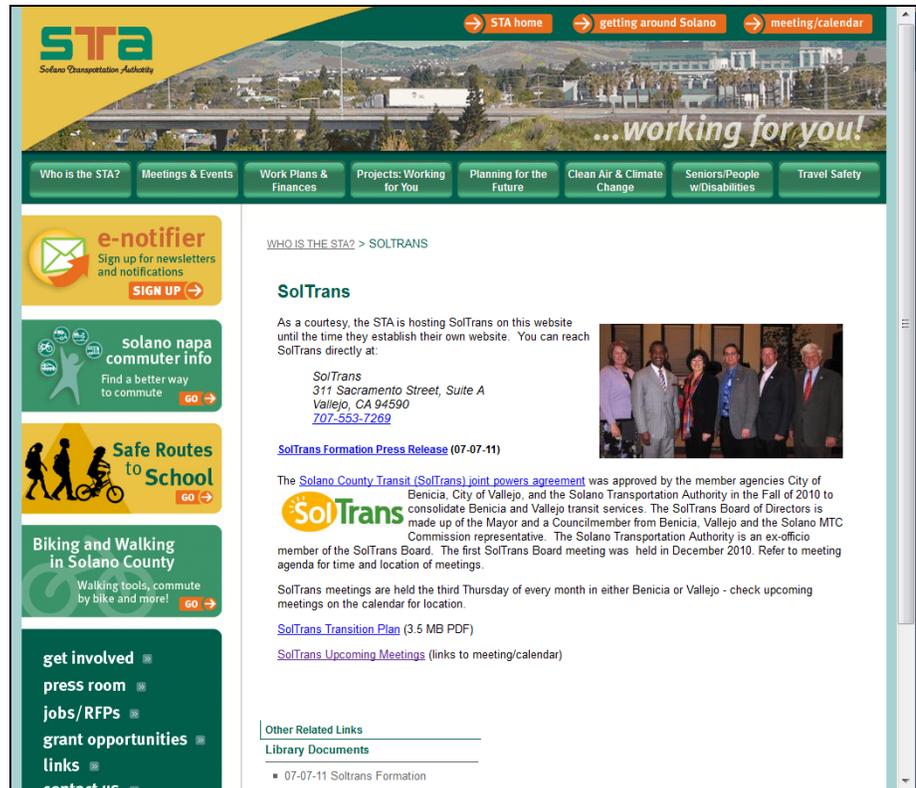
Car cards.(interior bus ad panels) We recommend using car cards to communicate operational and branding changes to SolTrans customers. The messages should explain changes in a friendly and positive manner in English and Spanish. Car cards can also be used to promote the new SolTrans website, let customers know where they can obtain printed schedules, and explain differences in vehicle branding during the transition period.

Marketing Strategy 2: Online Resources

Website. Currently, there are three websites representing SolTrans: a “courtesy” SolTrans page on the STA website, the Vallejo Transit website, and the Benicia Breeze page on the City of Benicia’s website. Each website reflects another entity’s branding and image, as shown in the exhibits below.

The SolTrans page on the STA site contains information about the JPA, yet fails to include links to SolTrans (Vallejo or Benicia) service information. It does feature the new SolTrans logo.

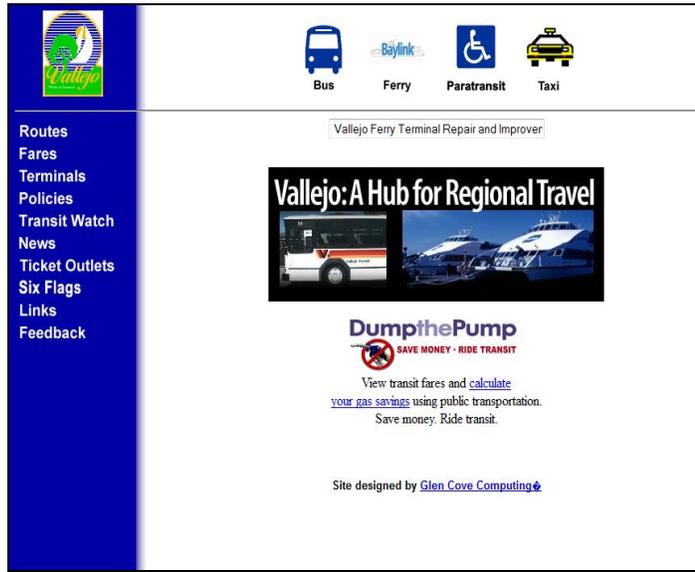
Exhibit 11.4 SolTrans “Courtesy” Web Page



www.sta.ca.gov/Content/10038/SolTrans.html

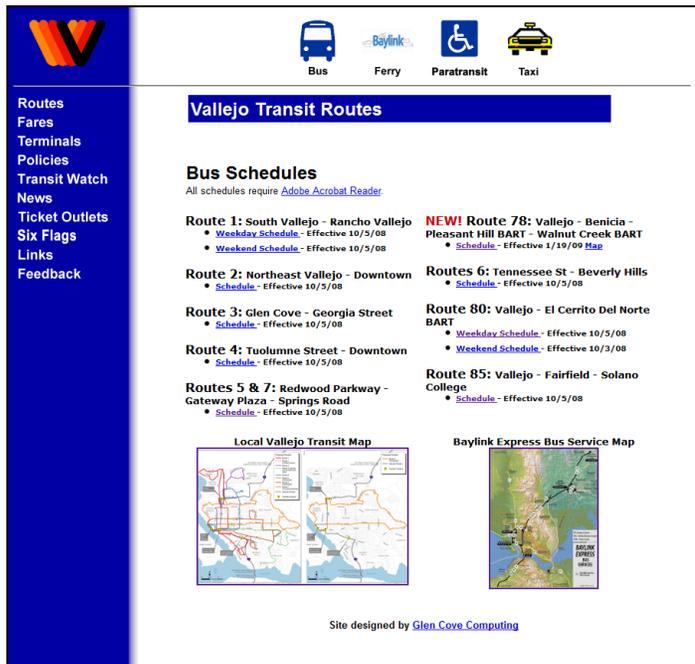
The Vallejo Transit site does not mention SolTrans except as a media release on the “News” page. The home page displays the City logo, not the Vallejo Transit logo. Other pages have a stylized “V” yet not the Vallejo Transit logo found on the service brochures. The SolTrans logo is not included anywhere on the site. The “View press release” link on the news page does not open a media release, but instead redirects to the SolTrans page on the STA website.

Exhibit 11.5 Vallejo Transit Home Page



www.vallejostransit.com

Exhibit 11.6 Vallejo Transit Routes Page



www.vallejostransit.com/routes.html

Exhibit 11.7 Vallejo Transit Fares Page

www.vallejostransit.com/fares.html

The Benicia Breeze page refers to the Benicia Breeze (SolTrans) Bus Schedule and leads with an outdated item announcing a “potential Benicia and Vallejo Transit consolidation.” All other mentions of the transit service refer to Benicia Breeze, but do not indicate that Benicia Breeze and SolTrans are in fact (now) the same operator. The link to the brochure opens a .pdf of the SolTrans brochure, yet does not explain that Benicia and Vallejo are now covered by SolTrans.

Exhibit 11.8 Benicia Breeze Home Page

www.ci.benicia.ca.us/index.asp?SEC={8DFF89DV-5093-48DA-9438-E0F1C447ABC8}&Type=B_BASIC

We recommend obtaining an easy-to-remember URL such as www.solanotransit.com (as well as the .org extension) for the SolTrans website. The website, regardless of where it is hosted, should reflect the branding of SolTrans, not Benicia Breeze, Vallejo Transit, or STA. The SolTrans logo should be featured prominently. A system map and route information should be immediately accessible to site visitors, as should an explanation of the consolidated services or FAQ (one click away from the home page). A parallel site in Spanish should be accessible from the home page as well. A Links or Resources page (such as that found on the current Vallejo Transit website) should offer transportation-specific links to facilitate regional and local travel. Other content should include SolTrans agency information (such as meetings, agendas, etc.), Title VI/accessibility content, and contact information. If desired, the site could be expanded upon in the future to include additional features (such as a trip planner).

In addition, the website should be updated regularly to reflect any schedule or fare changes, media releases, and public involvement opportunities. Website visitors who find outdated information in one area will doubt the accuracy of the site as a whole. Conversely, those who continually find up-to-date, accurate information on the website will view the website as a reliable information source and refer others to it.

Vallejo’s stand-alone URL (www.vallejostransit.com) should remain active, but should redirect to the SolTrans URL to capture those who have bookmarked the old site. The City of Benicia transit page and STA SolTrans page should also redirect to the new URL.

Coordination with regional transit websites. Given the vast public transportation offerings in the Bay Area, there are myriad opportunities for online linkages with regional websites. We recommend SolTrans coordinate with, at a minimum, the following websites and request they list the new SolTrans URL on their Resources or Links page. (SolTrans should, in return, list these sites on its own Links/Resources page.)

- Transit511.org
- 511contracosta.org
- Solano Express (www.solanoexpress.com)
- City of Vallejo
- City of Benicia
- Solano Transportation Authority
- Baylink Ferry (www.baylinkferry.com)
- Fairfield and Suisun Transit (www.fasttransit.org)

Marketing Strategy 3: Service Marketing

Vehicle branding. While many of the newer SolTrans vehicles already sport the SolTrans identity/branding, it is imperative to get older buses currently bearing Vallejo Transit or Benicia Breeze colors and logos branded as SolTrans as soon as practical. If it is not possible to rebrand the vehicles in the near term, we recommend the creation/production of signage reflecting the SolTrans logo for placement on the vehicle exterior.

Bus stop signage and info-posts. We recommend every bus stop feature a SolTrans bus stop sign. The fixed-route boarding and alighting assessment (Chapter 6) can be used to prioritize stops (based on activity level) for the installation of additional amenities such as info-posts, benches, shelters, and system maps. All key transfer locations should, at a minimum, feature a poster-sized system map to facilitate regional connections as well as info-posts containing schedule information for the routes serving that location.

Media releases. Media releases should be used regularly to keep the community updated on changes they may observe to the bus service in Benicia and Vallejo, including new brochures, bus branding, and any service or fare changes. Once the services have been fully consolidated, ongoing media releases should reflect ridership achievements, marketing campaigns or promotions, and other notable milestones.

Print advertisements. While car cards are an effective means to reach current customers, print advertisements can be used to reach those who do not regularly use public transit. We recommend placing display advertisements in conjunction with key milestones in the agency's near-term development (i.e., launch of the website or new brochure, further vehicle branding, etc.) to raise awareness throughout the service area.

Direct mail. One of the marketing objectives is to expand SolTrans' customer base beyond the traditionally ride-dependent. Therefore, we recommend implementing a direct mail program to supplement other promotional and marketing activities. Direct mail materials are a relatively low-cost way of targeting a specific geographic area or demographic population. Direct mail can be used to supplement paid advertising in a particular area, promote an online feature or upcoming event, introduce the service to new residents, and/or contain free trial offers/coupons. Direct mail pieces should focus on SolTrans' core elements of convenience, quality, and affordability.

Marketing Strategy 4: Marketing Plan

The marketing strategies presented in this chapter are not intended to represent the full scope of marketing activities necessary to reach SolTrans' goals and objectives. Instead, these strategies are those deemed vital to the continued operation of SolTrans' services and the transition into a fully consolidated transit service. Therefore, following the implementation of these strategies in the near-term, we recommend SolTrans develop a full marketing plan inclusive of a SWOT analysis, demographic and psychographic analysis, and market-driven campaigns and strategies. The marketing plan should be developed subsequent to the full consolidation of the two services so that it is reflective of customer and community responses to service changes and the implementation of the initial marketing strategies contained herein.



DATE: January 9, 2012
TO: SolTrans Board Meeting
FROM: Jeanine Wooley, Director of Operations
RE: Service Modification and Fare Structure Implementation Timeline

Discussion:

SolTrans retained Moore & Associates, a professional transportation consulting firm, in early 2011 to prepare a Short Range Transit Plan. This document is a five-year plan comprised of a series of elements, such as level of service, capital plan, financial plan, and system performance standards. The Scope of Work included hosting Public Workshops and surveying riders to engage the community and gather comments to assist in the development of the Operations Plan. This was completed in November 2011.

SolTrans faces a \$3.0M structural deficit beginning FY13 which will be addressed through a combination of contract negotiations with MV Transportation, our operations and maintenance contractor, as well as service reductions. The proposed plan recommends service reductions and realignment of the service area thus creating a sustainable, reliable, and productive system. The plan also recommends a new streamlined fare structure and alternative, cost effective service delivery options for demand response service.

To accomplish this task, staff presented a draft service modification timeline at the December Board meeting. Revisions were made to allow for a public hearing in April, prior to seeking Board approval.

On January 4, 2012, SolTrans held its first Technical Advisory Committee (TAC) meeting. The TAC concurred with staff's recommendation to the Board to distribute the proposed service modification implementation timeline for public comment. Since that time, staff made some adjustments to the timeline. The following adjustments are noted as tracked changes on Attachment A – Service Modification/Fare Schedule Implementation Timeline:

- Changed the date and time of the Public Hearing from 4/19/2012 at 4:00 p.m. to 4/12/2012 at 6:30 p.m. to accommodate regional bus riders.
- Changed the Board approval date from 4/19/2012 to 5/17/2012 to allow for Board discussion following the public hearing.
- Subsequently changed the final headway to contractor date to 5/21/2012.

Recommendation:

Authorize staff to distribute public notices and hold a series of public meetings for the proposed service reductions, system realignment, and fare schedule for public comment, as shown in Attachment A with the inclusion of tracked changes.

Attachments:

- A. Service Modification Implementation Timeline

SERVICE MODIFICATION IMPLEMENTATION TIMELINE

Target Service Implementation Date: Monday, July 2, 2012

Task	Date	Comments
Presentation to Technical Advisory Committee (TAC)	1/4/2012	Acclimate TAC with budget, system realignment, and fare structure.
Public Outreach – Draft Public Maps/Schedules/fare structure/Meetings	2/6/2012	Prepare public notices for distribution.
Public Meetings – Service Area 1	4 meetings to be held week of 3/12/2012	
Public Meetings – Service Area 2	2 meetings to be held week of 3/5/2012	
Finalize timetables	3/23/2012	Revise and post based upon public comment.
Board Approval /Public Hearing	4/19/2012	
<u>Board Approval</u>	<u>5/17/2012</u>	
Final headway to contractor	<u>5/21/20</u> /2012	
Service Implementation	7/2/2012	

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