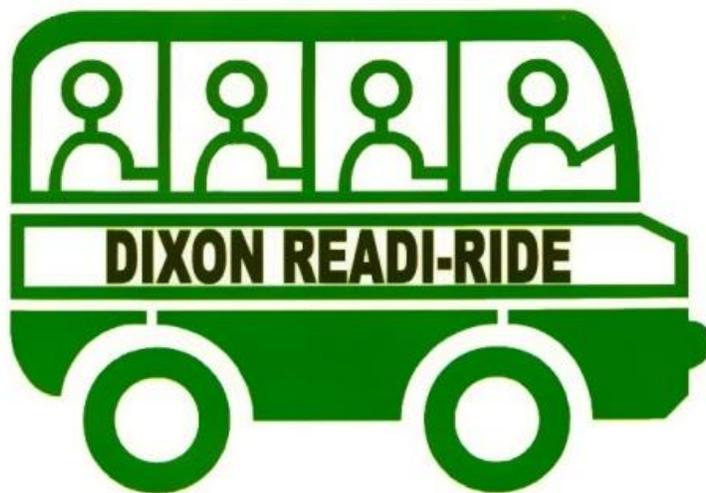


Solano Transportation Authority

Short Range Transit Plan

City of Dixon

June, 2013



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City of Dixon
Short Range Transit Plan
FINAL REPORT

August 2013

Prepared for

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Dixon Readi-Ride Short Range Transit Plan

FY 2012-13 to FY 2022-23

Date Approved by Governing Board: July 9, 2013

Date Approved by STA Board: September 11, 2013

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 Program (TIP) that 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 that each transit operator in its region that receives federal funding through the TIP, prepare, adopt, and submit to MTC a Short Range Transit Plan (SRTP).

The Board adopted resolution follows this page.

RESOLUTION NO. 13-094

**RESOLUTION APPROVING THE CITY OF DIXON SHORT RANGE TRANSIT PLAN
FOR FISCAL YEARS 2012/13-2022/23**

WHEREAS, the City of Dixon adopted a Short Range Transit Plan (SRTP) in 2009; and

WHEREAS, Solano Transportation Authority has facilitated the preparation of an update of the SRTP to include intercity transit financial needs and a ten-year financial analysis; and

WHEREAS, the City Council of the City of Dixon has reviewed the attached SRTP (Exhibit A) and desires to approve said document.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Dixon that the attached SRTP is approved.

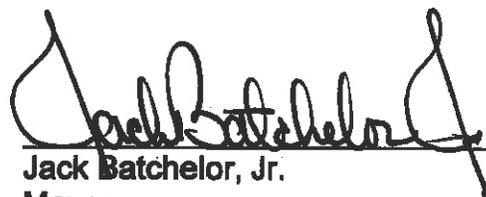
PASSED AND ADOPTED AT A REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF DIXON ON THE 9th DAY OF JULY 2013, BY THE FOLLOWING VOTE:

AYES: Besneatte, Bird, Bogue, Castanon, Batchelor
NOES: None
ABSTAIN: None
ABSENT: None

ATTEST:



Steve Johnson
Acting City Clerk



Jack Batchelor, Jr.
Mayor

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Executive Summary

Purpose and Organization

In September 2012, Solano Transportation Authority contracted with Arup consulting team (consultant) to develop the Solano Coordinated Short Range Transit Plan (SCSRTP) including the Metropolitan Transportation Commission (MTC) requested areas of coordination and the I-80/I-680/I-780/State Route 12 Transit Corridor Study update. The scope of the SCSRTP also includes preparation of Short Range Transit Plans (SRTP) for each transit operator in Solano County in accordance with guidelines contained in MTC Resolution 3532 that address requirements of the Federal Transit Administration (FTA).

This report presents the SRTP for Dixon Read-Ride. It documents actual transit system performance for FY 2007-08 – FY 2011-12 and plans and projections for ten years beginning FY 2012-13 and ending FY 2021-22. To prepare the SRTP, the consultant collaborated with STA and transit staff to update Goals, Objectives, Performance Measures and Standards; evaluate existing Read-Ride service, analyze existing conditions and trends, and develop a recommended service, capital improvement and financial plan that serves Dixon residents' transit needs within the financial capacity of Read-Ride and the City of Dixon. The overarching purpose of this SRTP is to:

- Serve as a management and policy document for Read-Ride, as well as a means of providing FTA and MTC with information necessary to meet regional fund programming and planning requirements,
- Clearly and concisely describe and justify Read-Ride's capital and operating budgets
- Assess Read-Ride's financial capacity to carry out proposed levels of operations and the associated capital improvement plan,
- Regularly provide MTC with information on projects and programs of regional significance which include: provision of paratransit service to persons with disabilities, older adults and others; compliance with federal Title VI and Environmental Justice requirements; and results of most recent FTA Triennial Review,
- Identify potential capital and operating programs to provide the basis for inclusion in the RTP, and
- Identify goals, objectives, and standards to serve as the basis for the assessment of Read-Ride's performance in the SRTP and as part of the MTC Triennial Performance Audit.

The Short Range Transit Plan is divided into 5 sections including:

- Executive Summary
- Overview of Transit System
- Goals, Objectives and Standards,
- Service and System Evaluation, and
- Operating, Financial, and Capital Plan.

Presented herein is a summary of each and the associated findings.

Overview of Transit System

Dixon Read-Ride is governed by the Dixon City Council, which provides policy direction. Located in the City Engineer/Public Works Department, the Public Works Administrator, is responsible for management, financial planning and oversight of transit service. The Transit Coordinator supervises daily operations.

Read-Ride operates a fleet of nine vehicles to provide general public dial-a-ride service with curb-to-curb service within the Dixon city limits. Read-Ride provides demand response service and does not operate any fixed-routes. Read-Ride operates on weekdays from 7:00AM to 5:00PM, with reduced service on Saturday's from 9:00AM to 3:00PM and no service on Sundays. Read-Ride also provides ADA trips to Vacaville and Davis with one-day advanced reservation.

Dixon participates in the SolanoExpress Intercity Transit Consortium and Intercity Transit Funding Agreement, which currently supports seven inter-city bus routes, with Fairfield and Suisun Transit (FAST) Route 30 directly serving Dixon. Dixon also participates in the County's intercity taxi scrip program.

Goals, Objectives and Standards

The City of Dixon's prior Short Range Transit Plan was reviewed and, with staff input, the goals, objectives, measures and standards were updated to guide the performance evaluation of the Read-Ride DAR transit services. The following revisions are incorporated in the SRTP to improve Dixon Read-Ride goals, objectives, and standards:

- Develop goals, objectives, performance measures and standards that address Financial/Cost Effectiveness and Land Use;
- Set realistic standards for service productivity;
- Clarify the standard for fixed/deviated fixed route on-time performance window to a more common definition;
- Add public participation objective measure and standard under the Customer Focus category.

Service and System Performance Evaluation

Ridership fell significantly since FY2008-09 and has yet to return to this level, with FY2011-12 ridership of 48,978, 29% below FY2008-09. Fare revenue has also failed to reach FY2008-09 levels, with FY2011-12 fare revenue about 19% under FY2008-09 levels. Dixon Read-Ride vehicle revenue hours and operating costs have been rising since FY2009-10, and have both peaked in FY2011-12. The resulting cost per hour of Read-Ride service has fluctuated and was at \$84.43/VRH in FY2011-12.

In FY2011-12, Dixon Read-Ride met 7 out of 8 of its quantifiable service performance standards and 11 out of 11 its qualitative system performance standards, with a deficiency in passenger no shows. The 2004 CBTP revealed that the top community needs are for improved access to services within and outside of Dixon and more readily available transit information. However, a recent 2012 passenger survey showed that these concerns may have been addressed. The triennial TDA review found that Dixon Read-Ride was in accordance with TDA requirements, with a recommendation to develop a formal process for evaluating passenger needs. Lastly, the City of Dixon, since it is a rural transit operator, documents compliance with federal Title VI regulations through reports prepared by California Department of Transportation. While Read-Ride has met most of its service objectives, the current level of ridership, which is still significantly (27%) below that of FY2008-09, is a concern since the population of Dixon has grown nearly 7%. Fare revenues are also down. Service productivity is above standard and relatively high (6.6 passengers per VRH) for DAR service.

Operations Plan and Budget

The City of Dixon will continue to provide Read-Ride general public dial-a ride (DAR) service on weekdays, between the hours of 7:00AM-5:00PM, and Saturdays, between the hours of 9:00AM-3:00PM, to the 19,000 residents of Dixon. In FY2012-13, it is estimated that about 50,000 riders will be served with about 7,500 service hours, an average of about 160 passenger trips per day and 6.7 passengers per hour, at a cost of about \$647,000 with fare revenues of about \$82,000, recovering about 13% of operating costs from fare revenues.

Ridership growth is expected to range from 1% to 2% per year. Future ridership should be able to be accommodated without service expansion, although capacity limits will be applied to peak operating periods that coincide with morning and afternoon school bell times. Given the projected limitation on available funds to support transit operations and capital improvement and the desire to keep a \$100,000 contingency reserve, the City has only limited financial capacity capacity—about \$25,000 per year—to increase service beyond current levels, while accounting for modest cost inflation.

Capital Improvement Program

A summary of major capital projects is provided below. In general, this report assumes federal sources will be available to fund 80% of local vehicle replacement costs with TDA used to provide the 20% local match. In the early years of the plan, the City of Dixon will seek federal funding from FTA's 5310 program (referred to in MAP-21 as "Enhanced Mobility of Seniors Individuals with Disabilities"). For later years, the specific funding sources are assumed to be a combination of FTA 5311 and TDA.

- Readi-Ride DAR service anticipates the total cost of vehicle replacement over 10 years is estimated to be \$640,000.
- In 2012-13, the City replaced its mobile Nextel radio system at a cost of \$21,000.
- The City proposes to work with local residential developers and businesses to install shelters and benches at these locations at an estimated cost of \$5,000 in FY2014-15 for site preparation and shelter installation.
- The Market Lane Park and Ride Lot is in need of a seal coat to avoid further pavement deterioration and extend the life of the pavement by another 5 years at an estimated cost of \$10,000 in FY2019-20.

Summary of Operating and Capital Plan

The baseline operating and capital plan shown in this SRTP confirm that the City of Dixon will be able to operate Readi-Ride services with a small annual operating surplus for the next ten years. All capital projects can be funded from anticipated funding sources and available reserves. However, reserves do decrease significantly towards the end of the forecast period. The City should work with its funding partners to determine whether options exist for meeting Dixon's capital obligations while maintaining a more substantial financial cushion as assurance that unanticipated expenses can be paid in a timely fashion.

1 Overview of Dixon Transit System

1.1 Brief History

The City of Dixon established Read-Ride in 1983 as a general public dial-a-ride transit service. Besides the addition of Saturday service and expanded daily service hours, the service has remained essentially unchanged.

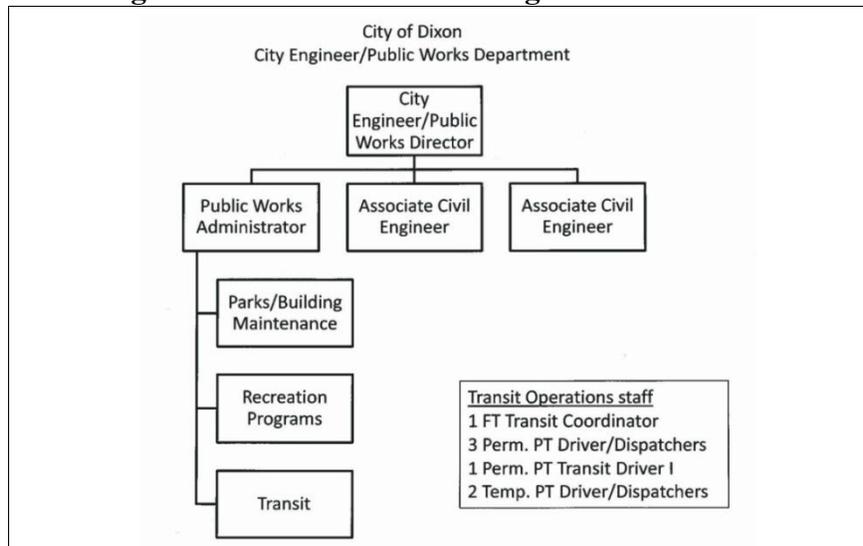
1.2 Governance

Read-Ride is governed by the Dixon City Council. The Council consists of five members: the mayor, vice-mayor, and three council members. All City Council members are elected by Dixon residents for four-year terms. Current members of the Dixon City Council include Mayor Jack Batchelor Jr. (re-elected in 2012, term expires 2016), Vice Mayor Dane Besneatte (elected in 2009, term ends in 2013), Councilmember Steve Bird (elected in 2012, term ends in 2016), Councilmember Thom Bogue (elected in 2010, term ends in 2014) and Councilmember Jerry Castanon, Sr. (elected in 2012, term ends in 2016).

1.3 Organizational Structure

The City Engineer/Director of Public Works and the Public Works Administrator, are responsible for management, financial planning and oversight of transit service (shown in Figure 1). The Transit Coordinator supervises daily operations. Dispatching responsibilities are shared by drivers and temporary staff dedicated to dispatching duties. All Read-Ride employees are employees of the City of Dixon and all permanent employees belong to Public Employees Union Local 1.

Figure 1: Dixon Read-Ride Organizational Chart



Source: Dixon. (Received October, 2012). City of Dixon City Engineer/Public Works Department Organizational Structure.

1.4 Service Area Characteristics and Travel Demand

1.4.1 Dixon Demographic Overview

Table 1 provides an overview of the demographic conditions in Dixon.

Table 1: Dixon Demographic Overview

Solano County	Dixon	%	California	%
Total Population (2011 estimate)	18,536		37,691,912	
Population, 2010	18,392		37,253,956	
Population, percent change, April 1, 2010 to July 1, 2011	0.8%		1.2%	
Age				
Persons under 5 years, percent, 2010	1,335	7.2%	2,563,050	6.8%
Persons under 18 years, percent, 2010	5,394	29.1%	9,422,978	25.0%
Persons 65 years and over, percent, 2010	1,576	8.5%	4,296,878	11.4%
Gender				
Female, 2010	9,379	50.6%	18,959,032	50.3%
Male, 2010	9,157	49.4%	18,732,880	49.7%
Disability				
Persons with a disability, 2010	N/A			
Journey to Work				
Mean travel time to work (minutes), workers age 16+, 2006-2010	23.2		26.9	
Ethnicity				
White persons, percent, 2010 (a)	13,161	71.0%	21,710,541	57.6%
Black persons, percent, 2010 (a)	575	3.1%	2,336,899	6.2%
American Indian and Alaska Native persons, percent, 2010 (a)	185	1.0%	376,919	1.0%
Asian persons, percent, 2010 (a)	686	3.7%	4,899,949	13.0%
Native Hawaiian and Other Pacific Islander, percent, 2010 (a)	56	0.3%	150,768	0.4%
Persons reporting two or more races, percent, 2010	1,019	5.5%	1,846,904	4.9%
Persons of Hispanic or Latino origin, percent, 2010 (b)	7,507	40.5%	14,172,159	37.6%
White persons not Hispanic, percent, 2010	9,138	49.3%	15,114,457	40.1%
Language and Education				
Language other than English spoken at home, pct age 5+, 2006-2010	6,117	33.0%	16,207,522	43.0%
High school graduates, percent of persons age 25+, 2006-2010	15,218	82.1%	30,417,373	80.7%
Bachelor's degree or higher, pct of persons age 25+, 2006-2010	3,633	19.6%	11,345,266	30.1%
Housing and Households				
Housing units, 2010	6,172			
Homeownership rate, 2006-2010	3,925	63.6%	-	57.4%
Housing units in multi-unit structures, percent, 2006-2010	1,025	16.6%	-	30.7%
Median value of owner-occupied housing units, 2006-2010	\$394,400		\$458,500	
Households, 2006-2010	5,771		12,392,852	
Persons per household, 2006-2010	3.11		2.89	
Per capita money income in past 12 months (2010 dollars) 2006-2010	\$26,566		\$29,188	
Median household income 2006-2010	\$69,742		\$60,883	
Persons below poverty level, percent, 2006-2010	1,594	8.6%	5,163,792	13.7%
Land Facts				
Land area, 2010 (square miles)	7.00		155,779.22	
Persons per square mile, 2010	2,623.1		239.1	

Source: 2010 Census. (Accessed September 2012). American Fact Finder Quick Tables.

1.5 Transit Services Provided and Areas Served

Dixon Read-Ride serves the City of Dixon and provides general public dial-a-ride service with curb-to-curb service within the city limits. Read-Ride also provides ADA trips to Vacaville and Davis with one-day advanced reservation. Read-Ride operates on weekdays from 7:00AM to 5:00PM. Saturday service began on April 14, 2007 and currently operates from 9:00AM to 3:00PM. One vehicle is used on Saturdays and as a result, passengers are strongly encouraged to call in ride requests during the week to guarantee their Saturday trip. The service does not operate on Sundays or holidays. All services are ADA accessible.

In 1997, the SolanoLinks Intercity Transit Consortium was formed by the seven Solano transit operators, Solano Napa Commuter Information and the STA to coordinate intercity service that goes through Solano County from Sacramento County, Yolo County, Napa County, and Contra Costa County. Dixon participates in the Intercity Funding Agreement, which includes all Solano County jurisdictions except Rio Vista. The Intercity Funding Agreement currently supports seven inter-city bus routes, with Fairfield and Suisun Transit (FAST) Route 30 directly serving Dixon. Intercity transit costs are shared among jurisdictions using a formula that is based on two factors: ridership by residence and population.

1.5.1 Demand Response

Demand response services include the following:

General Public Demand Response Service

To schedule a ride, passengers must call Read-Ride. Reservations are typically taken between 7:00AM and 5:00PM. Persons calling outside of normal business hours may leave a message and Read-Ride staff will return the call the following business day. Ride requests are honored on a space available basis. Passengers who have time sensitive appointments are asked to schedule their ride at least one day in advance to guarantee their trip time. When scheduling a ride, the vehicle may arrive up to ten minutes before or ten minutes after the requested time. Read-Ride is able to respond to passenger requests in a prompt manner. Ride requests are typically fulfilled within five to ten minutes of the initial request. During the peak demand period, when service is dominated by students, passengers may have to wait up to 30 minutes between their ride request and the vehicle pick-up time.

ADA Eligibility Process

STA, in cooperation with the transit operators, will launch a Countywide In-Person American Disability Act (ADA) Eligibility and Certification Program on July 1, 2013. This new countywide ADA eligibility process will have in-person ADA interviews and assessment performed by qualified professionals based on an applicant's functional ability or inability to access fixed route. A "circuit rider" approach will be used to bring in-person assessments to each community and eliminate the ADA paper application method.

Intercity Taxi Scrip Program

Dixon Read-Ride has entered into an MOU with all other transit agencies in the County to fund the Intercity Taxi Program (Solano County serves as the lead agency). The Solano County Intercity Taxi Scrip Program is limited to qualified ADA Paratransit certified riders. The Intercity Scrip provides an 85% discount (\$15 scrip booklet provides \$100 value).

Subscription Service

At the beginning of the school year, Read-Ride takes reservations for school subscription service. Sixteen reservations are available per bus and are assigned on a first-come, first-served basis. Students are expected to ride every school day and parents are asked to call in-advance if a trip will be cancelled. The service picks up passengers at their homes and takes them to school in the mornings and home in the afternoons if roundtrip service is requested. Students who are kindergarten to high school age can sign-up for the service. Parents are charged monthly in advance of the service. The cost is \$32 per month for one-way service and \$64 per month for two-way service.

School service accounts for a majority of Read-Ride service. Up to three vehicles are assigned to school service between approximately 7:00AM to 9:00AM and 2:00PM to 4:00PM, with two vehicles assigned to regular DAR service. School subscription service is a popular program and Read-Ride maintains a waiting list of students who wish to use the service.

Table 2: Read-Ride Transit Service Hours

Service	Hours	Service Days
Dial-A-Ride	7:00AM to 5:00PM	Monday through Friday
Dial-A-Ride	9:00PM to 3:00PM	Saturday

Source: Dixon Read-Ride Website (<http://www.ci.dixon.ca.us/index.aspx?NID=237>)

1.5.2 Connecting Services Provided by Others

Connecting services provide by others include:

Fairfield and Suisun Transit Route 30

Route 30 provides the intercity fixed-route bus service in Dixon. FAST operates the route that connects Fairfield, Vacaville, Dixon, Davis, and Sacramento. The service provides one stop in Dixon at the Market Lane Park & Ride Lot off of Pitt School Road. Four weekday trips serve Dixon in the peak direction, only during commute times, in addition to a single midday roundtrip. The regular adult fare ranges from \$2.75 to \$6.75 depending on the distance of travel.

Route 30 is funded through an Intercity Funding Agreement between all Solano County jurisdictions except Rio Vista. In addition to Route 30, the Intercity Funding Agreement supports six other inter-city bus routes that do not directly serve Dixon. The annual contribution amount for each participating city to the inter-city fixed route bus services is based on a formula that allocates net operating costs by residency and population, which is approved annually by STA.

Amtrak Capital Corridor

The Amtrak's Capital Corridor service provides train service from Auburn in the Sierra Foothills to San Jose with stops in major cities such as Sacramento, Oakland, and connections to San Francisco. The Capital Corridor operates seven days a week with service concentrated on weekdays during the peak commute periods. In 2006, the City of Dixon completed the Dixon Transportation Center Building to supplement the existing park and ride lot at the site on North Jefferson Street. The station is not currently served by the Capital Corridor, but according to the 2004 Solano Rail Facilities Plan, service to Dixon may be provided in the future. The nearest Amtrak Station is located in Davis.

1.6 Fare Structure

As of February 2009, the full adult fare for Readi-Ride is \$2.00. Seniors age 60 and older and persons with disabilities pay \$1.50. To qualify for the discounted fare, passengers must show the driver their Medicare identification card, DMV disability identification, or regional connection discount card. Youth, aged five to 17, ride for \$1.75 and children under five ride for \$1.00. Exact change is appreciated, but drivers will make change for passengers. Readi-Ride does not have an inter-operator transfer arrangement with other transit operators.

Readi-Ride sells 20-ride coupon books at a discount. Books may be purchased at City Hall or from the bus driver. Savings vary by fare type and range from \$3.00 to \$4.00 per 20-ride book.

Table 3: Readi-Ride Fare Structure

Cash Fares	Local
Adult	\$2.00
Youth (6 – 17)	\$1.75
Senior (Age 60) / Medicare / Disabled	\$1.50
20-Ride Coupon Book	Local
Adult (18-59)	\$36.00
Youth (5-17)	\$31.50
Senior (60+)/Disabled	\$27.00

Source: Dixon Readi-Ride Website (<http://www.ci.dixon.ca.us/index.aspx?NID=237>)

1.7 Revenue Fleet

Readi-Ride's fleet is comprised of nine vehicles (presented in Table 4). Peak service requires up to five vehicles. All vehicles are wheelchair accessible. All but two mini-vans have bicycle racks. Vehicles are used exclusively for Readi-Ride service. Based on a seven-year useful life span, one vehicle is due for replacement in the next fiscal year (2013-2014).

Table 4: Redi-Ride Existing Revenue Vehicle Fleet (as of January 27, 2012)

#	Vehicle ID	Year	Model	Mileage (as of 1/27/12)	Replace- ment Year
300	1FDXE45S66HB1258	2006	E450 El Dorado Aero	71,594	2014-2015
301	1FDXE45S17DB43832	2007	E450 Starcraft	64,988	2014-2015
302	2D4RN4DE1AR205925	2010	Dodge Grand Caravan SE Van	3,318	2017
303	2D4RN4DE3AR205926	2010	Dodge Grand Caravan SE Van	2,807	2017
309	1FDXE45S33HB77287	2003	Ford E450	120,132	Spare
310	2FDFE5FS3DBA04988	2011	Ford E450 Elkhart ECII	20,977	2018
311	2FDFE4FS4BDA63251	2011	Ford E450 Elkhart ECII	13,607	2018
312	1FDFE4FS6BDA63252	2011	Ford E450 Elkhart ECII	10,955	2018
314	1DFFE4FS8DBA63253	2011	Ford E450 Elkhart ECII	8,644	2018

Source: Dixon Redi-Ride (as of January 27, 2012).

1.8 Existing Facilities

Existing facilities include the following:

Administrative/Maintenance

Redi-Ride is operated from the City of Dixon Corporation Yard located at 285 East Chestnut Street. Vehicles are also stored at this facility. Maintenance is contracted out to private repair shops in the area. Vehicles are fueled at local gas stations using city credit cards. The City of Dixon owns all vehicles and facilities.

2 Goals, Objectives, Measures, and Standards (GOMS)

2.1 Introduction

This section reviews and presents modifications to the adopted organizational goals, objectives, and performance measures and standards (GOMS) for Dixon Readi-Ride. GOMS modifications seek to provide a standard baseline to compare and enhance the goals, objectives, performance measures and standards for all operators as well as provide the basis for creating a comprehensive and consistent set of goals and objectives that respond to the individual needs and characteristics for all operators as part of the Solano County Coordinated Short Range Transit Plan (SRTP).

2.2 Definition of Terms

Each operator uses unique terminology in structuring how their goals and objectives are organized. Some of the definitions are summarized below:

- **Goals** - Goals are broad and enduring statements of purpose that outline the reason for which transit services are operated. Goals are statements that qualify the desired results. They are the ends toward which effort is directed. They are general and timeless, but theoretically attainable.
- **Objectives** - Objectives are intended to be more specific statements of the methods proposed for accomplishing the goals. Objectives provide quantifiable measures of the goals. They are more precise and capable of both attainment and measurement.
- **Measures** - These are the criteria by which the achievement of the objectives is judged. They usually provide indications of efficiency or effectiveness. Measures and standards set quantifiable targets for achieving the objectives.
- **Standards** - Standards represent an acceptable level of accomplishment which demonstrates achievement of an objective. Standards may be quantitative or qualitative. Standards set quantifiable targets for achieving the adopted goals.

2.3 Prior SRTP Goals, Objectives, Measures and Standards

For the purposes of this SRTP, the prior goals, objectives, measures, and standards were organized around a set of predetermined categories:¹

- Service
-

- Ridership
- Customer Focus
- Financial/Cost Effectiveness
- Land Use
- Intercity Coordination

Each goal and subsequent objective, measure, and standard were then reviewed in the appropriate context.

2.3.1 Goals

The following table shows the goals for the City of Dixon's Read-Ride Service.

Table 5: Read-Ride SRTP Goals

Service Goal
Provide a safe & reliable service.
Financial/Cost Effective Goal
Provide an efficient & effective service.
Customer Focus Goal
Provide increased mobility in the community.

2.3.2 Objectives

The following table shows the City of Dixon's Read-Ride Objectives.

Table 6: Read-Ride SRTP Objectives

Service Objectives
Continue to provide demand-response transit service within the city limits for seniors and persons with disabilities.
Provide a service which will maximize system productivity and efficiency.
Regularly evaluate the performance of the system.
Maintain a safe service that passengers can easily rely on.
Customer Focus Objectives
Promote and market the use of the public transit service to ensure that all individuals needing the service, including the Hispanic community, are aware of the program and how to use it.
Intercity Coordination
Coordinate the Read-Ride program with intercity and intercity services.

2.3.3 Performance Measures and Standards

The following shows the City of Dixon's Read-Ride Performance Measures and Standards.

Table 7: Read-Ride SRTP Performance Measures and Standards

Dixon Read-Ride Performance Measures and Standards		
Type	Measure	Standard
Service	Level of geographic coverage, taking into account any topographic constraints	Fixed-Route/Deviated Fixed-Route: 100% of Dixon city limits Dial-A ride: 100% of Dixon city limits
	Passenger productivity (passengers/vehicle revenue hour)	Fixed-Route/Deviated Fixed-Route: 12.0 passengers/vehicle revenue hour Dial-a-Ride : 8.0 passengers/vehicle revenue hour
	Preventative maintenance inspections (PMIs) completed on schedule	Fixed-Route/Deviated Fixed-Route: 100% of PMIs within 500 miles of scheduled time Dial-a-Ride : 100% of PMIs within 500 miles of scheduled time
	Service denials	Fixed-Route/Deviated Fixed-Route: Less than 2% of requests denied within the requested pickup window Dial-a-Ride : Less than 2% of requests denied within the requested pickup window (for ADA paratransit or route deviations)
	Response (wait) time for pickup requests	Fixed-Route/Deviated Fixed-Route: Passengers requesting ADA paratransit or route deviation will be picked up within +/- 10 minutes of the negotiated pickup time Dial-a-Ride : 90% within 0-45 minutes, 100% within 60 minutes
	No shows as a percentage of passengers carried	Fixed-Route/Deviated Fixed-Route: No more than 2.5% (for ADA paratransit or route deviations) Dial-a-Ride : No more than 2.5%
	Monthly and annual management reports on key operational statistics	Fixed-Route /Deviated Fixed-Route: Include 100% of performance measures in the monthly reports Dial-a-Ride : Include 100% of performance measures in the monthly reports
	On-time performance	Fixed-Route/Deviated Fixed-Route: 90% of trips arrive at bus stops within 5 minutes of the posted schedule Dial-a-Ride : Pickup 95% of passengers within +/- 10 minutes of negotiated pickup time

Dixon Redit-Ride Performance Measures and Standards		
Type	Measure	Standard
	Miles between road calls	Fixed-Route/Deviated Fixed-Route: >10,000 miles Dial-a-Ride : >10,000 miles
	Miles between preventable accidents	Fixed-Route/Deviated Fixed-Route: >50,000 miles Dial-a-Ride : >50,000 miles
Ridership	Annual growth in ridership	Fixed-Route /Deviated Fixed-Route: Should equal or exceed annual population growth rate Dial-a-Ride : Should equal or exceed annual population growth rate
Customer Focus	Verified passenger complaints	Fixed-Route/Deviated Fixed-Route : <1 per 1,000 passenger trips Dial-a-Ride : <1 per 1,000 passenger trips
	Update brochures as needed and provide to outlets throughout the city.	Fixed-Route/Deviated Fixed-Route: Have brochures available at locations throughout the city Dial-A Ride: Have brochures available at locations throughout the city
Intercity Coordination	Work with adjacent jurisdictions and transit providers to coordinate transit schedules and fares	Fixed-Route/Deviated Fixed-Route: Provide direct transfers to Route 30 and Solano Paratransit during the same daily span of service Dial-A ride: Provide direct transfers to Route 30 and Solano Paratransit during the same daily span of service

2.3.4 Opportunities for Improvement

Opportunities for improvement include the following:

- It is notable that there are no explicit goals, objectives, performance measures, and standards in Dixon's prior SRTTP that address Financial/Cost Effectiveness and Land Use.
- Standards for service productivity are relatively high compared to other similar services in the County and the Region and the standard for fixed/deviated fixed route on-time performance window does not conform to common definition.
- Public participation is not addressed in Customer Focus measures.

Lastly, it is noted that the measures and standards exist for Fixed Route/Deviated Fixed Route service, even though no such service is provided currently. Such services, however, are being considered in the future.

2.4 Modifications Incorporated into this SRTP

The following modifications are incorporated to improve Readi-Ride's set of Goals, Objectives, Measures, and Standards.

- Develop goals, objectives, performance measures and standards that address Financial/Cost Effectiveness and Land Use
 - Provide a cost efficient and effective service
 - Provide public transit services to efficiently utilize available funds
 - Fare recovery no less than 10% for DAR and 15% for fixed/flex route
 - Annual operating cost no more than available TDA funding
 - Coordinate transit system development with community planning and development
 - Consider public transit needs during City development review and approval process
 - Establish procedures for incorporating transit infrastructure improvements in land development decisions
- Set realistic standards for service productivity
 - DAR passengers per vehicle revenue hour no less than 6.0
 - Fixed/Flex Route passengers per vehicle revenue hour no less than 8.0
- Clarify the standard for fixed/deviated fixed route on-time performance window to a more common definition
 - Fixed/Flex Route: 90% of trips arrive at time points from 0 to 5 minutes later than the scheduled time
- Add public participation objective measure and standard under the Customer Focus category
 - Encourage public participation in service planning, and promote and market the use of the public transit service to ensure that all individuals needing the service, including the Hispanic community, are aware of the service and how to use it.

Utilize the Transportation Advisory Commission and other outreach methods to provide opportunities for public comment during the service planning process and to annually review service performance and needs.

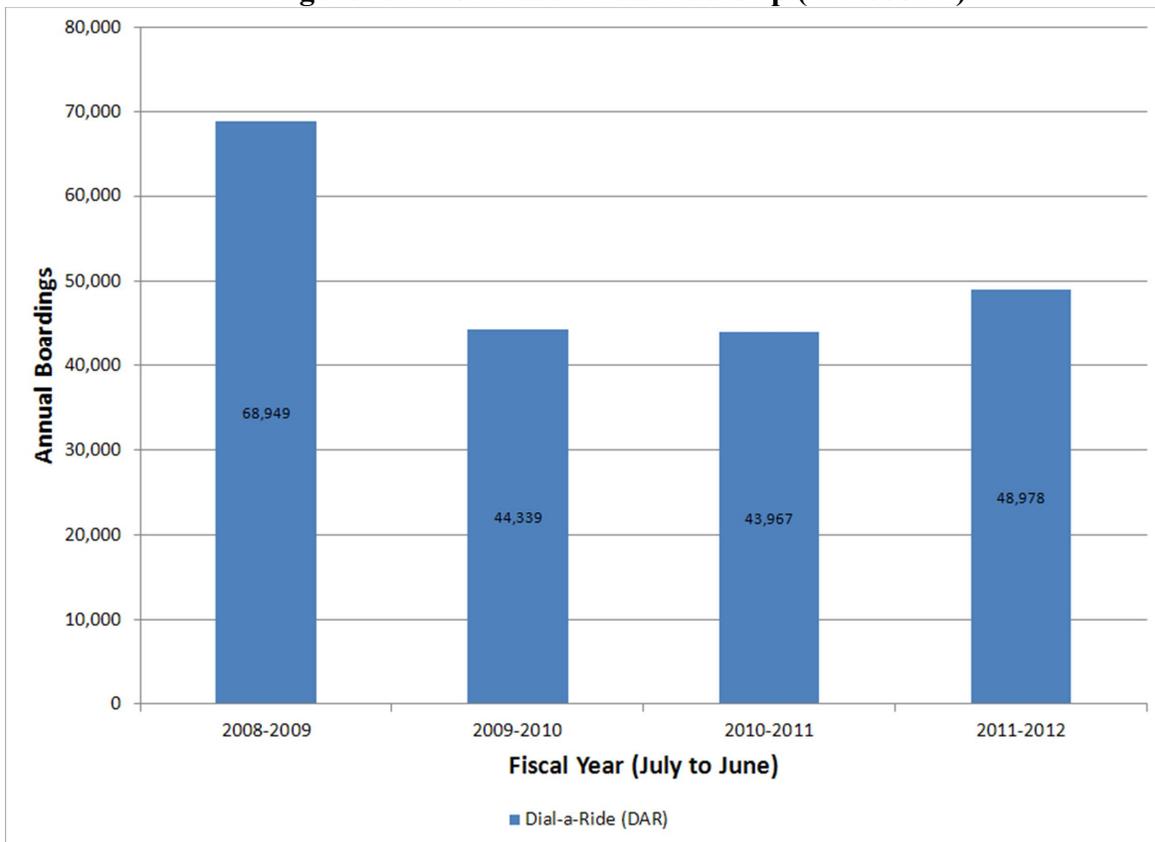
3 Service and System Performance Evaluation

3.1 System Trends

3.1.1 Ridership

Dixon Read-Ride dial-a-ride (DAR) ridership declined sharply between FY2008-09 and FY2009-10, recovered somewhat in FY2011-12, but remained well below FY2008-09 levels. Ridership fell from 68,949 in FY2008-09 to 44,339 in FY2009-10, a decline of 35.7%. This steep decline may have been the result of a substantial (33%) fare increase in February 2009 coupled with the general economic downturn and changing demographics. Ridership further declined during FY2010-11 to 43,967, 36.2% below FY2008-09 levels. In FY2011-12, ridership increased to 48,978, 29.0% below FY2008-09 levels.

Figure 2: Dixon Read-Ride Ridership (FY2008-12)



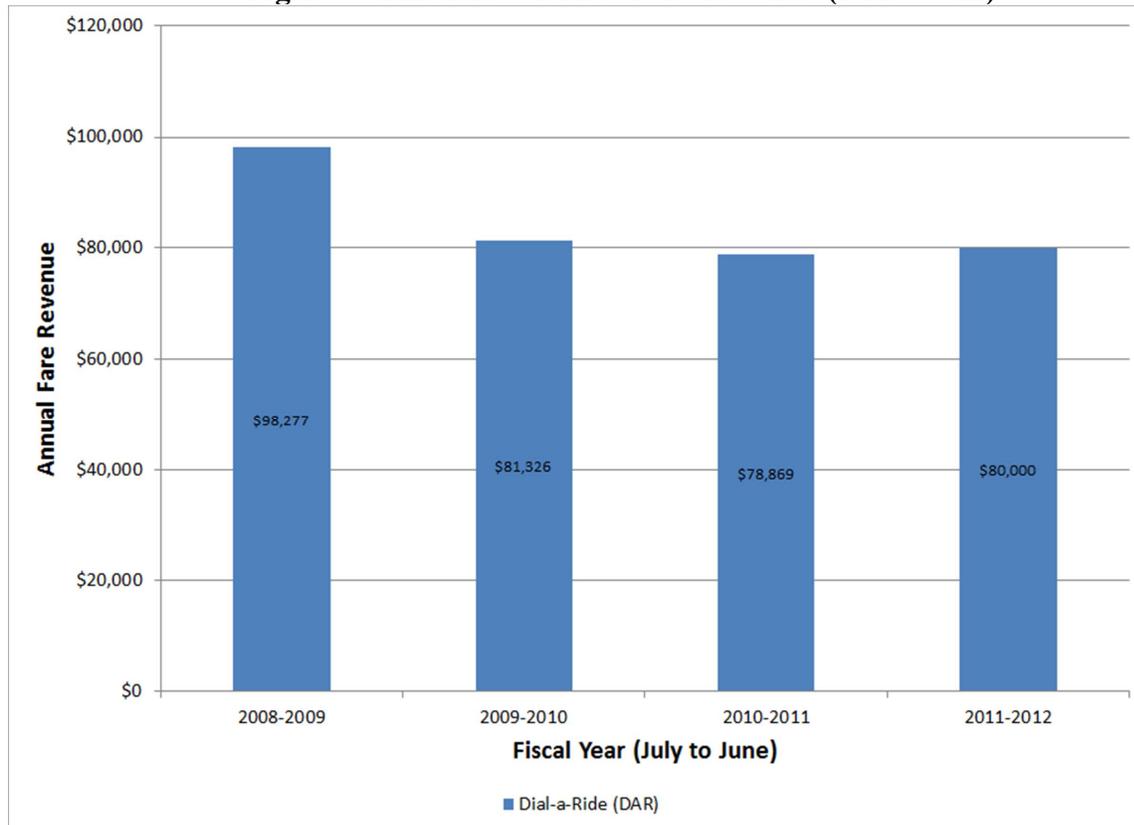
Source: Dixon Read-Ride. January 2013.

3.1.2 Fare Revenue

Dixon Read-Ride fare revenue essentially mirrored the ridership trends between FY2008-09 and FY2011-12, witnessing a significant reduction in revenues after FY2008-09. Fare revenues still have yet to recover to FY2008-09 levels.

Fare revenue declined from \$98,277 in FY2008-09 to \$81,326 in FY2009-10, a drop of 17.2%. Fare revenues continued to decline to \$78,869 in FY2010-11, 19.7% below FY2008-2009 levels. FY2011-12 fare revenue increased slightly to \$80,000 in FY2011-12, about 18.6% below the FY2008-09 levels and still about 1.6% below FY2009-10.

Figure 3: Dixon Read-Ride Fare Revenue (FY2008-12)



Source: Dixon Read-Ride. January 2013.

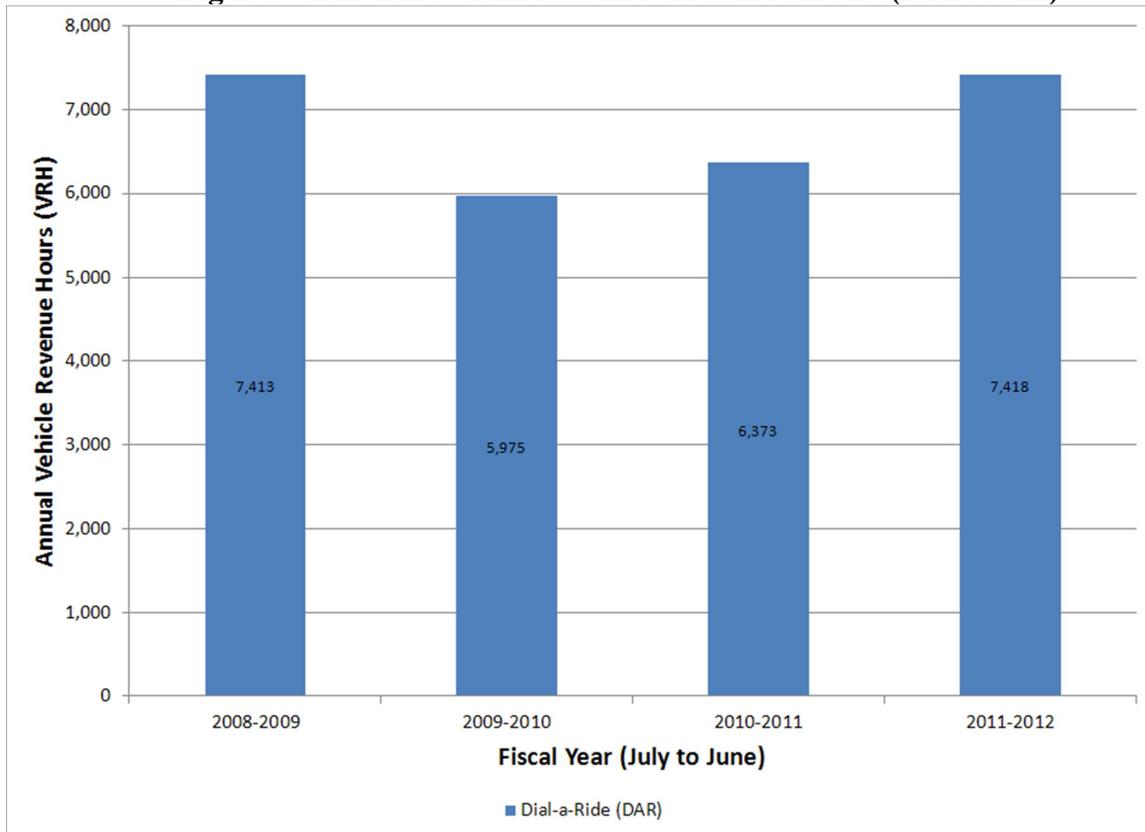
3.1.3 Vehicle Revenue Hours

Dixon Read-Ride vehicle revenue hours dropped between FY2008-09 and FY2009-10 from 7,413 to 5,975, a 19.4% decrease, but steadily increased to 7,418 in FY2011-12, nearly on par with FY2008-09 levels.

Vehicle revenue hours did not track with ridership trends. While vehicle revenue hours, like ridership, decreased sharply in FY2008-09, vehicle revenue hours in FY2011-12 surpassed FY2008-09 levels while ridership did not rebound to FY2008-09 level.

Likewise, vehicle revenue hours and fare revenue did not follow similar trends. Whereas vehicle revenue hours decreased in FY2008-09 as did fare revenue, unlike fare revenue, vehicle revenue hours increased over the next two fiscal years while fare revenue continued to decrease until FY 2011-12 when it rebounded slightly.

Figure 4: Dixon Read-Ride Vehicle Revenue Hours (FY2008-12)

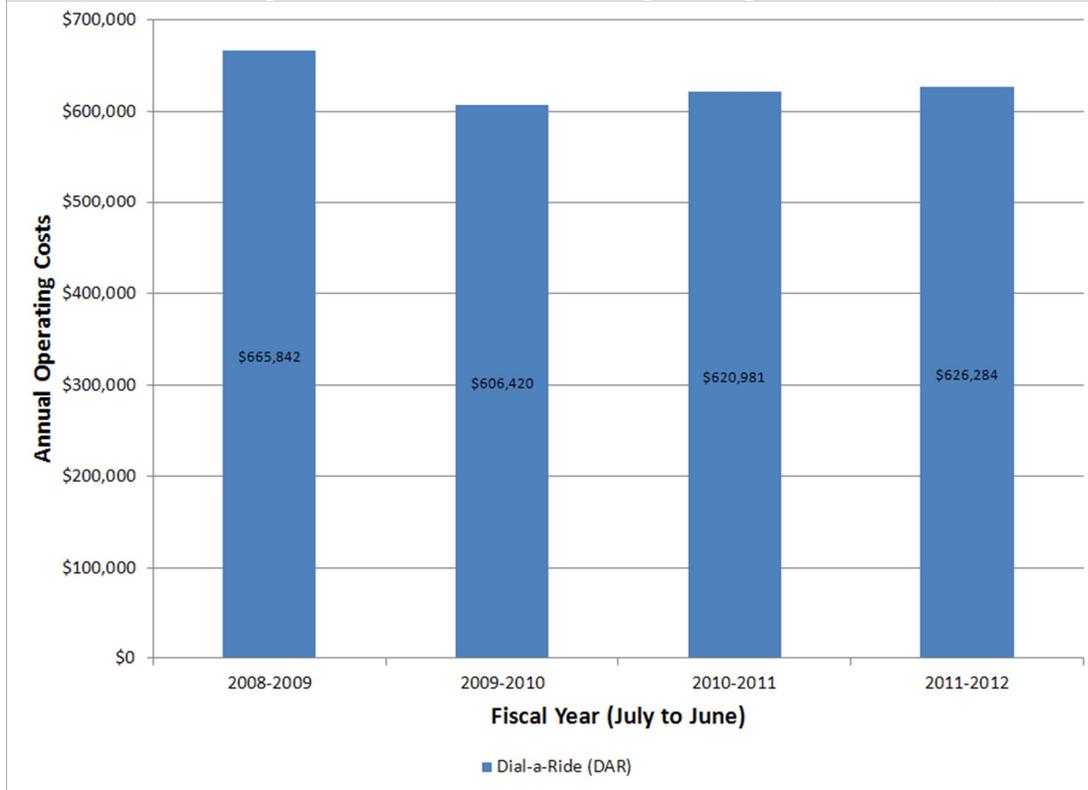


Source: Dixon Read-Ride. January 2013.

3.1.4 Operating Cost

Annual operating costs for Dixon Read-Ride dial-a-ride (DAR) service between FY2008-12 ranged from about \$605,000 to \$665,000. Operating costs decreased from FY2008-09 to FY2009-10 by about 9.0% or about \$60,000. Costs have been increasing slowly since FY2009-10, reaching \$626,000 as of FY2011-12.

The operating cost trend coincides with that of vehicle revenue hours provided, which peaked in FY2011-12, but does not follow fare revenues, which have remained relatively constant from FY2009-12 after a significant drop after FY2008-09.

Figure 5: Dixon Read-Ride Operating Cost (FY2008-12)

Source: Dixon Read-Ride. January 2013.

3.2 Service Performance

The following service performance measures for Dixon's dial-a-ride service were evaluated using available quantitative data to determine whether or not performance standards were met (as defined by the Read-Ride GOMS for this SRTP). Table 8 provides an overview of which system performance standards have been met from FY2008-09 to FY2011-12. Key findings are summarized below.

Service

- Productivity:** Dixon Read-Ride has met its standard of 6.0 passengers per vehicle revenue hour for FY2008-09 through FY2011-12, although productivity has steadily declined from 9.3 to 6.6 passengers per VRH.
- % of No Shows of Total Passengers:** Dixon Read-Ride met its standard of having no more than 2.5% no shows for FY2008-09 to FY2010-11. The percent of no shows for FY2011-12 was 2.7%, exceeding the standard.
- Vehicle Reliability:** During all the years evaluated, Dixon Read-Ride has met its standard of less than one mechanical failure preventing a vehicle from continuing in revenue service every 10,000 miles. In three of these years, no road calls occurred.

- **Preventable Accidents:** Dixon Read-Ride has met its standard of 50,000 miles between preventable accidents for all years evaluated. In two years, no preventable accidents occurred.

Ridership

- **Ridership Growth:** Dixon Read-Ride has most recently achieved its goal of meeting or exceeding population growth. However, it did not meet its standard between FY2009-11. Over the 4-year evaluation period, total ridership is down 27%, while overall population grew by 6.9%.

Customer Focus

- **Verified Passenger Complaints:** During all the years evaluated, Dixon Read-Ride has met its standard of no more than one passenger complaints per 1,000 trips. Staff noted that some registered complaints were about other passengers rather than Read-Ride service.

Financial/Cost Effectiveness

- **Farebox Recovery:** Dixon Read-Ride exceeds its farebox recovery standard of 10% for all years evaluated (FY2008-12). Dixon Read-Ride achieved a high of 14.8% farebox recovery in FY2008-09.
- **Balanced Operating Budget:** Dixon Read-Ride has met its standard of having a balanced operating budget in each year each during FY2010-12.

Table 8: Dixon Read-Ride Quantified Service Performance (Gray Shading Represents Performance below the Defined Standard)

Type	Category	Calculated Performance Metrics ^A	Type of Service	Standard	2008-09	2009-10	2010-11	2011-12
Service	Passenger Productivity	Passengers / Vehicle Revenue Hour	Dial-a-Ride (DAR)	6.0	9.3	7.4	6.9	6.6
	% of No Shows of Total Passengers Carried	No Shows / Passengers	Dial-a-Ride (DAR)	< 2.5%	1.6%	1.8%	2.2%	2.7%
	Miles between Road Calls	Vehicle Revenue Miles / Road Calls	Dial-a-Ride (DAR)	> 10,000	No Road Calls	No Road Calls	77,247	No Road Calls
	Miles between Preventable Accidents	Vehicle Revenue Miles / Preventable Accidents	Dial-a-Ride (DAR)	> 50,000	99,466	No Preventable Accidents	77,247	No Preventable Accidents
Ridership	Annual Growth in Ridership ^B	Should Equal or Exceed Annual Population Growth Rate	Dial-a-Ride (DAR)	Meets or Exceeds Population Growth	-	-34%	-1%	11%
Customer Focus	Verified Passenger Complaints ^B	Complaints / 1,000 Passenger Trips	Dial-a-Ride (DAR)	1.0	0.1	0.1	0.0	0.1
Financial / Cost-Effectiveness	Financial/Cost-Effectiveness	Farebox Recovery (Fare Revenue / Operating Costs)	Dial-a-Ride (DAR)	10%	14.8%	13.4%	12.7%	12.8%
		Balanced Budget (Operating Revenues – Operating Costs) ^D	Dial-a-Ride (DAR)	No Deficit	Deficit	No Deficit	No Deficit	No Deficit

Source: Dixon Read-Ride. January 2013.

Note:

^A Vehicle revenue miles and hours are referred to as vehicles service miles and hours by Dixon Read-Ride.

^B Annual population growth was as follows: (i) FY2009-10: 0.33%; (ii) FY2010-11: 5.91%; and (iii) FY2011-12: 0.59%.

^C Some complaints were about other passengers, not about Dixon Read-Ride service.

^D Operating revenues were as follows: (i) FY2008-09: \$618,227; (ii) FY2009-10: \$645,469; (iii) FY2010-11: \$620,984; and (iv) FY2011-12: \$700,410. This data comes from the Transit Sustainability Report and Dixon Read-Ride.

3.3 System Performance

The following system performance measures lack quantified data and so were evaluated using qualitative information from Dixon Redit-Ride to determine whether or not the performance standard was met. Table 2 provides an overview of which system performance standards have been met from FY2008-09 to FY2011-12.

Service

- **Geographic Coverage:** Dixon Redit-Ride met its standard of covering 100% of the Dixon City Limits for all years evaluated.
- **Preventative Maintenance Inspections:** Dixon Redit-Ride met its standard of having 100% of its Preventative Maintenance Inspections (PMIs) within 500 miles of the scheduled time for all years evaluated.
- **Service Denials:** Dixon Redit-Ride met its standard of less than 2% of all service requests denied for all years evaluated.
- **On-Time Performance:** Dixon Redit-Ride met its standard of having at least 95% of its actual pickup times within 10 minutes of the scheduled pick-up time for all years evaluated.
- **Service Responsiveness:** Dixon Redit-Ride met its standard of having 90% of its scheduled pickup times within 45 minutes of the requested pick-up time for all years evaluated. It also met the standard of having 100% of its scheduled pickup times within 60 minutes of the requested pick-up time.
- **Monthly and Annual Management Reports:** Dixon Redit-Ride met its standard of having 100% of its performance measures included in the monthly reports for all years evaluated, except FY2008-09.

Customer Focus

- **Update Brochures:** Dixon Redit-Ride met its standard of having up-to-date bilingual brochures available at all designated locations throughout the city for all years evaluated.
- **Public Participation:** Dixon Redit-Ride has a Public Participation Plan or policy that is used to obtain public input during service and fare planning.

Land Use

- **Land Use Coordination:** Dixon Redit-Ride has met its standard of submitting transit needs during the City's development planning review process for the years evaluated.
- **Intercity Coordination:** Dixon Redit-Ride has met its standard of providing service and transfers to and from FAST Route 30 within 15 minutes of its scheduled times at Market Lane PNR stop for all the years evaluated.

Table 9: Dixon Readi-Ride Qualitative System Performance (Gray Shading Represents Performance below the Defined Standard)

Type of MOE	Category	Other Metrics/Statistics	Type of Service	Standard	2008-09	2009-10	2010-11	2011-12	
Service	Geographic Coverage	Is your service covering 100% of the Dixon City Limits?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES	
	Preventative Maintenance Inspections (PMIs)	Are 100% of your Preventative Maintenance Inspections (PMIs) within 500 miles of scheduled time?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES	
	Service Denials	Are your service denials less than 2% of requests?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES	
	On-Time Performance	Are at least 95% of your actual pickup times within 10 minutes of scheduled pick-up time?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES	
	Service Responsiveness		Are 90% of your scheduled pickup times within 45 minutes of the requested pick-up time?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES
			Are 100% of your scheduled pickup times within 60 minutes of the requested pick-up time?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES
	Monthly & Annual Management Reports	Are 100% of your performance measures included in the monthly reports?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES	
Customer Focus	Update Brochures	Are up-to-date bilingual brochures available at all designated locations throughout the city?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES	
	Public Participation	Do you have a Public Participation Plan or policy that you use to obtain public input during service and fare planning?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES	
Intercity Coordination	Land Use Coordination ^A	Do you submit transit needs during the City's development planning review process?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES	
	Intercity Coordination	Do you provide service and transfers to/from FAST Route 30 within 15 minutes of its scheduled times at Market Lane PNR stop?	Dial-a-Ride (DAR)	YES	YES	YES	YES	YES	

Source: Dixon Readi-Ride. January 2013.

Note:

^A This is a new performance metric introduced in this SRTP.

3.4 Other Relevant Programmatic Evaluations

3.4.1 Community Based Transportation Plans

The most recent Community Based Transportation Plan was completed in August 2004. During the outreach process, which included community surveys, employer surveys, and stakeholder meetings, the community identified the most frequently stated concerns regarding transit needs. The most frequently expressed transit needs were:

- Access to points outside Dixon – approximately 50% expressed at least some difficulty.
- Information about transportation services - approximately 40% expressed some difficulty
- Access to health services (including destinations outside Dixon) – with 40% expressed at least some difficulty
- Access to shopping - 30% expressed at least some difficulty
- Access to school/education – approximately 20% expressed at least some difficulty.
- Access to transportation from locations in the County area surrounding Dixon to services within Dixon city limits.

However, a recent 2012 ridership survey was much more positive indicating that many of these concerns have been addressed. According to the survey:

- Most respondents gave a good to excellent ratings to most service elements, with an overall service rating of 3.41 on a 1 to 4 scale, where 1 is poor and 4 is excellent. All service elements received ratings of 3.0 or higher except availability of connections and ease of transfers. Driver courtesy, vehicle cleanliness and safety and security all received scores of 3.5 or higher.
- Overall, 40 of the 60 surveyed Dixon Redit-Ride passengers indicated no need for additional changes to existing service. Of the 20 respondents offering suggestions, the most frequently request changes included: (i) later evening service (15.0%), additional Saturday service (13.3%), and additional Sunday service (8.3%).

3.4.2 Title VI

A Title VI Report and FTA findings are not available from the City of Dixon. As a sub recipient of FTA funds and because Dixon is categorized as rural transit system, Dixon documents its compliance with federal Title VI requirements through the reports of the California Department of Transportation (Caltrans).

3.4.3 Results of Most Recent FTA Triennial Review and TDA Audit

As noted in the previous section, Dixon reports to FTA through Caltrans. The last TDA Triennial Audit of Dixon Read-Ride's transit service was conducted in May 2012 and covered FY2008-11. The outcome of this audit was a single recommendation for Read-Ride to develop a formal process for evaluating passenger needs, building on the current informal process.

3.5 Summary of Performance

Ridership fell significantly since FY2008-09 and has yet to return to this level, with FY2011-12 ridership of 48,978, 29% below FY2008-09. Fare revenue has also failed to reach FY2008-09 levels, with FY2011-12 fare revenue about 19% under FY2008-09 levels. Dixon Read-Ride vehicle revenue hours and operating costs have been rising since FY2009-10, and have both peaked in FY2011-12. The resulting cost per hour of Read-Ride service was at \$84.43/VRH in FY2011-12.

In FY2011-12, Dixon Read-Ride met 7 out of 8 of its quantifiable service performance standards and 11 out of 11 its qualitative system performance standards, with a deficiency in passenger no shows. The 2004 CBTP revealed that the top community needs are for improved access to services within and outside of Dixon and more readily available transit information. However, a recent 2012 passenger survey showed that these concerns may have been addressed. The triennial TDA review found that Dixon Read-Ride was in accordance with TDA requirements, with a recommendation to develop a formal process for evaluating passenger needs. Lastly, as a rural transit operator, the City of Dixon documents Title VI compliance through reports prepared by California Department of Transportation.

While Read-Ride has met most of its service objectives, the current level of ridership which is still significantly (27%) below that of FY2008-09 is a concern since the population of Dixon has grown nearly 7%. Fare revenues are also down. The downturn in the economy, which has affected the local agricultural work force, is possibly the cause of this decrease in ridership and fare revenue. Service productivity is above standard and relatively high (6.6 passengers per VRH) for DAR service.

4 Operating, Financial and Capital Plans

4.1 Operating Plan

The City of Dixon will continue to provide Read-Ride general public dial-a-ride (DAR) service on weekdays, between the hours of 7:00AM-5:00PM, and Saturdays, between the hours of 9:00AM-3:00PM, to the 19,000 residents of Dixon. In FY2012-13, it is estimated that about 50,000 riders will be served with about 7,500 service hours, an average of about 160 passenger trips per day and 6.7 passengers per hour, at a cost of about \$647,000 with fare revenues of about \$82,000, recovering about 13% of operating costs from fare revenues.

Future ridership is assumed to increase with population growth. The latest estimate for Solano County forecasts that population will grow by 0.9% per year over the next decade. To help manage rapid growth that has occurred during recent periods of economic expansion, Dixon has a 3% per year limit on new housing construction. Based on these two factors, ridership growth is expected to range from 1% to 2% per year. Future ridership should be able to be accommodated without service expansion, although capacity limits will be applied to peak operating periods that coincide with morning and afternoon school bell times.

Most of the current rides are by students using the subscription services offered by Read-Ride to travel to and from Dixon's elementary, middle and high schools. This school service is constrained by available seating capacity of Read-Ride's vehicle fleet. As demand grows, these limitations would be enforced to keep the associated driver and vehicle requirements at the current level of three vehicles, providing 16 seats each for, at most, 48 students. Otherwise, school service would need to be expanded at additional cost to the City.

Given the projected limitation on available funds to support transit operations and capital improvement and the desire to keep a \$100,000 contingency reserve, the City has limited financial capacity—about \$25,000 per year—to increase service cost beyond current levels, while accounting for modest cost inflation. The City could add to the capacity of the subscription student service by reassigning one of the two drivers and vehicles currently assigned to provide DAR service to the general public. This would not increase the overall cost of Read-Ride service, but would degrade general public DAR service during the hours around school bell times. Besides having a peak capacity constraint, the City of Dixon staff is concerned about having enough City employees who are trained, licensed Read-Ride drivers.

While the City has been contemplating converting its DAR service to fixed route service in order to maintain or increase capacity while keeping costs within available funding, it is uncertain that such a proposal would be cost-effective. The dispersed passenger origins and destinations within relatively low population density residential and limited commercial areas, which are well served by a DAR service, may not be effectively served by fixed route bus service operating along arterial streets. A deviated fixed route service might be more appropriate for

penetrating into residential areas, but vehicle size and capacity may need to be limited to be acceptable for operation on residential streets. Also, conversion from DAR to fixed route service might require continuing some DAR service to meet ADA requirements for complementary paratransit services.

Other factors to consider are procurement of new vehicles, installation of bus stops, and adequacy of existing O&M facilities for a larger vehicle, fixed route bus fleet. Using experienced outside contractors for DAR or fixed route bus operations instead of in-house resources should also be considered.

In summary, the cost-effectiveness of changing to fixed route bus service is questionable and keeping costs within available funding is not assured. Further, detailed, study of this alternative to the existing Read-Ride DAR is needed before incorporating such major service changes into the City's transit plan.

During the 10-year planning period, a newly constructed Capital Corridor train station and multi-modal terminal in Dixon may become operational with commencement of passenger train service. At this time, there is no definite implementation date for train service. The terminal can be accessed by Read-Ride, cars, bicycles and pedestrians. If a fixed route bus service is provided in the future, a bus stop at the train station should be established.

4.2 Operating Budget and Financial Projection

A baseline FY2012-13 operating budget and financial projection through FY2021-22 is provided in Table 10. The operating budget and financial projections shows that Read-Ride will have balanced expenses and revenues throughout the 10-year period, occasionally using TDA reserves to fund capital replacement needs.

Due to increasing capital requirements in later years of the plan (discussed below in Section 4.3), the TDA reserve balance starts to decline after FY2016-17. However, during the ten-year forecast period, and the TDA reserve fund balance drops below the desired minimum amount of \$100,000 in the final year of the plan.

4.2.1 Operating Expenses

As described above, the service plan is essentially unchanged from the current year budget. As a result, costs are expected to remain mostly stable, other than modest increases for inflation over the forecast period. Inflation is assumed to be 2% per year through FY2017-18 and 2.5% per year thereafter. City staff anticipates that in later years, it may be necessary to plan for somewhat higher cost increases to cover cost of living adjustments in labor rates. An additional increase in O&M costs of 1% per year has been assumed in FY2018-19 through FY2021-22.

The City is working with STA and MTC to launch Clipper in Solano County. As of the time of this memo, information was not yet available on the ongoing operating and maintenance cost to the local transit operators for the use of the

Clipper technology and third party revenue processing. In this operating plan, it is assumed that costs would be comparable to current expenses for fare collection and processing.

4.2.2 Program Expenses

The City of Dixon makes financial contributions to several programs that provide county-wide services on a shared-cost basis. Specifically, Dixon participates in both the Intercity taxi scrip program and the SolanoExpress intercity bus services.

The Intercity Taxi Scrip Program has recently been renewed through a new MOU that will be effective July 1, 2013 through June 30, 2015. The City's costs for this program are capped at \$5,000 per year for the period of the MOU, which is an increase compared to current levels. In future years, program costs are forecast to grow in line with TDA apportionments.

The City of Dixon contributes about 14% of its annual TDA apportionment to support continuation of SolanoExpress inter-city bus service utilized by residents of Dixon. Cost contributions are determined on a reimbursement basis by the two transit operators who provide the service (FAST and SolTrans), after deducting fares, grant revenues, and other monies designated to support service. The forecast anticipates that program costs will increase in line with TDA apportionments. A separate Transit Corridor Study is being prepared to develop possible improvements to inter-city bus services. The Corridor Study will be completed later this year. Financial impacts on transit operators will be evaluated at that time.

4.2.3 Operating Revenues

The financial projection assumes no change from current Read-Ride passenger fares of \$2.00 for adults, \$1.50 for seniors age 60 and over, \$1.75 for youth age 5 – 17 and \$1.00 for children age 4 and under with 20 ride coupon books available with a 10% discount off cash fares. The previous fare change, a 33% fare increase, occurred in February 2009.

In the event that it is necessary to generate revenues to cover future financial shortfalls, City staff would consider adjusting the price of the senior day pass and school subscription fee. Read-Ride has no other source of operating revenue besides fares. Should subsidy revenues (discussed below in Section 1.2.3) decline in future years, the City of Dixon may consider initiating an advertising program to supplement fare revenues.

Clipper is expected to be implemented throughout Solano County as early as FY2013-14. Dixon has indicated that it will not be participating in the Clipper program. A consulting team engaged by STA and the City of Dixon may further evaluate the costs and benefits of implementing Clipper on Read-Ride as the implementation date nears.

4.2.4 Subsidy Revenues

Readi-Ride currently relies on three main revenue sources to subsidize transit operations: TDA LTF apportionments, STAF revenue-based apportionments, and FTA's 5311 Rural Transit Assistance program. All three programs provide formula funding allocations for the exclusive use of the City of Dixon (as opposed to competitive grant programs or funds programmed by other agencies). Accordingly, future funding levels are assumed to be similar to historical amounts. The subsidy revenues shown in the operating plan are based on the following assumptions:

- **TDA-LTF Apportionments** - These are based on statewide sales tax collections, and subject to escalation due to natural inflation and increases due to underlying economic growth. TDA revenues are conservatively assumed to grow at 2% per year through FY2015-16 and 3% per year thereafter. Approximately 3% of its annual apportionment is dedicated to STA planning activities. As described above, the City of Dixon dedicates approximately 15% of its TDA allocation to Solano County-wide transportation programs (inter-city taxi scrip and SolanoExpress). As a simplifying assumption, the required contributions for these STA planning and the County-wide programs are all assumed to grow at the same rate as overall TDA apportionments.
- **STAF Apportionments** – These apportionments are assumed to remain flat over the forecast period. Due to volatility in fuel sales and uncertainty around future State budget actions, no growth assumption was included.
- **FTA 5311 Funding** – This funding is assumed to be stable during the period covered by this SRTP. The 5311 program formula is currently based on land area and the decennial census, both of which are expected to remain unchanged for the majority of the forecast period. Though MAP-21 and future re-authorizations may alter the structure of the FTA funding programs, it is assumed that operating assistance will continue to be provided and that the level of funding support for rural transit services will not be significantly decreased in future federal programs.

STA is working with the City to execute funding swaps involving FTA 5311 Rural Transit Operating Assistance funding in order to allow the City to bank some TDA to fund future capital obligations. Specifically, STA has committed an additional \$70,000 in 5311 allocation in FY2013-14. If future funding is needed in later years, this would need to be allocated through an STA Board action.

Table 10: Dixon Read-Ride Operating Budget and Financial Projection

Summary		Historical			Budget	Forecast								
		FY 2009/10	FY 2010/11	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
DRAFT – For internal discussion only														
OPERATING STATISTICS (without taxi programs)														
Vehicle Miles	[1]	72,685	77,247	79,897	79,900	79,900	79,900	79,900	79,900	79,900	79,900	79,900	79,900	79,900
Vehicle Hours	[1]	5,975	6,373	7,418	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Ridership	[2]	44,339	43,967	48,978	50,000	51,000	52,000	53,000	54,100	55,200	55,700	56,200	56,700	57,200
OPERATING EXPENSES														
Operating & Maintenance Costs	[3,4]	\$ 606,420	\$ 620,981	\$ 626,284	\$ 647,000	\$ 660,000	\$ 673,000	\$ 686,000	\$ 700,000	\$ 714,000	\$ 739,100	\$ 765,300	\$ 791,600	\$ 818,800
Other Operating Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENSES		\$ 606,420	\$ 620,981	\$ 626,284	\$ 647,000	\$ 660,000	\$ 673,000	\$ 686,000	\$ 700,000	\$ 714,000	\$ 739,100	\$ 765,300	\$ 791,600	\$ 818,800
PROGRAM EXPENSES														
Intercity Taxi Scrip (contrib. to County-wide prog.)	[5,6]				\$ 3,000	\$ 5,000	\$ 5,000	\$ 5,100	\$ 5,300	\$ 5,500	\$ 5,700	\$ 5,900	\$ 6,100	\$ 6,300
Intercity Express Bus (contrib. to County-wide prog.)	[5,6]				\$ 113,314	\$ 92,100	\$ 94,000	\$ 96,000	\$ 99,000	\$ 102,000	\$ 105,000	\$ 108,000	\$ 111,000	\$ 114,000
TOTAL PROGRAM EXPENSES					\$ 116,314	\$ 97,100	\$ 99,000	\$ 101,100	\$ 104,300	\$ 107,500	\$ 110,700	\$ 113,900	\$ 117,100	\$ 120,300
TOTAL EXPENSES		\$ 606,420	\$ 620,981	\$ 626,284	\$ 763,314	\$ 757,100	\$ 772,000	\$ 787,100	\$ 804,300	\$ 821,500	\$ 849,800	\$ 879,200	\$ 908,700	\$ 939,100
OPERATING REVENUES														
Fare Revenues	[7]	\$ 81,326	\$ 78,869	\$ 80,000	\$ 82,000	\$ 84,000	\$ 86,000	\$ 88,000	\$ 90,000	\$ 92,000	\$ 93,000	\$ 94,000	\$ 95,000	\$ 96,000
Other Operating Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING REVENUES		\$ 81,326	\$ 78,869	\$ 80,000	\$ 82,000	\$ 84,000	\$ 86,000	\$ 88,000	\$ 90,000	\$ 92,000	\$ 93,000	\$ 94,000	\$ 95,000	\$ 96,000
SUBSIDY REVENUES														
Local Sources		\$ 7,875	\$ -	\$ 14,549	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Sources		\$ 496,268	\$ 521,876	\$ 553,223	\$ 644,798	\$ 637,971	\$ 651,500	\$ 664,500	\$ 683,500	\$ 704,500	\$ 725,500	\$ 746,500	\$ 769,500	\$ 792,500
Federal Sources		\$ 60,000	\$ 20,239	\$ 60,000	\$ 32,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
TOTAL SUBSIDY REVENUES		\$ 564,143	\$ 542,115	\$ 627,772	\$ 676,798	\$ 697,971	\$ 711,500	\$ 724,500	\$ 743,500	\$ 764,500	\$ 785,500	\$ 806,500	\$ 829,500	\$ 852,500
TOTAL REVENUES		\$ 645,469	\$ 620,984	\$ 707,772	\$ 758,798	\$ 781,971	\$ 797,500	\$ 812,500	\$ 833,500	\$ 856,500	\$ 878,500	\$ 900,500	\$ 924,500	\$ 948,500
ANNUAL SURPLUS (DEFICIT)		\$ 39,049	\$ 3	\$ 81,488	\$ (4,516)	\$ 24,871	\$ 25,500	\$ 25,400	\$ 29,200	\$ 35,000	\$ 28,700	\$ 21,300	\$ 15,800	\$ 9,400
FINANCIAL CAPACITY														
Opening Balance														
TDA Carryover	[8]													
Annual Cash Flow														
Beginning Balance														
Add (Less): Annual Surplus (Deficit)														
Less: TDA Capital Uses														
Equals: Cumulative Year-End Balance		\$ 373,955	\$ 365,855	\$ 391,255	\$ 397,055	\$ 361,055	\$ 184,927	\$ 156,180	\$ 110,709	\$ 15,948				
Capital Needs														
Annual Unfunded Capital Needs, if any														
Total 10-Year Capital Funding Surplus (Gap)														
METRICS														
Operating Expense Per Vehicle HOUR		\$ 101.49	\$ 97.44	\$ 84.43	\$ 86.27	\$ 88.00	\$ 89.73	\$ 91.47	\$ 93.33	\$ 95.20	\$ 98.55	\$ 102.04	\$ 105.55	\$ 109.17
Operating Expense Per Vehicle MILE		\$ 8.34	\$ 8.04	\$ 7.84	\$ 8.10	\$ 8.26	\$ 8.42	\$ 8.59	\$ 8.76	\$ 8.94	\$ 9.25	\$ 9.58	\$ 9.91	\$ 10.25
Operating Expense Per Passenger		\$ 13.68	\$ 14.12	\$ 12.79	\$ 12.94	\$ 12.94	\$ 12.94	\$ 12.94	\$ 12.94	\$ 12.93	\$ 13.27	\$ 13.62	\$ 13.96	\$ 14.31
Average Fare Per Passenger		\$ 1.83	\$ 1.79	\$ 1.63	\$ 1.64	\$ 1.65	\$ 1.65	\$ 1.66	\$ 1.66	\$ 1.67	\$ 1.67	\$ 1.67	\$ 1.68	\$ 1.68
Passengers Per Vehicle HOUR		7.4	6.9	6.6	6.7	6.8	6.9	7.1	7.2	7.4	7.4	7.5	7.6	7.6
Farebox Recovery (Fares as % of Oper. Exp.)		13.41%	12.70%	12.77%	12.67%	12.73%	12.78%	12.83%	12.86%	12.89%	12.58%	12.28%	12.00%	11.72%
Local Recovery (Fares+Local as % of Oper. Exp.)		28.12%	25.40%	27.87%	25.35%	25.45%	25.56%	25.66%	25.71%	25.77%	25.17%	24.57%	24.00%	23.45%

[1] Assumes no change in operating plan (miles, hours) over forecast period.
 [2] Per TSP, assumes 2% growth through FY2017/18. Thereafter, assumes ridership growth consistent with growth in Solano County population (0.9% per year)
 [3] Per TSP, assumes 2% growth through FY2017/18. Growth rate increases to 2.5% per year in FY2018/19 through FY2021/22 to track inflation forecast for Solano County.
 [4] FY2018/19 through FY2021/22 includes additional 1% cost growth each year in anticipation of possible COLA increases.
 [5] Amounts for FY2012/15 through FY2014/15 based on latest Intercity SolanoExpress funding agreement (May-2012) and new Intercity taxi scrip MOU (Draft dated 03-May-2013).
 [6] Assume item grows at same rate as TDA funding specified in TSP, i.e., 2% annual growth through FY2015/16 and 3% annual growth thereafter.
 [7] Per TSP, assumes 2% growth through FY2017/18. For FY2018/19 through FY2021/22, reduce growth rate to 0.9% per year to track with forecast population growth in Solano County -- assumes same fare structure and more passengers.
 [8] Source: MTC Fund Estimate (Reso. 4086, 2/27/2013).

4.3 Capital Improvement Plan

4.3.1 Planned and Proposed Capital Projects

The following are summary descriptions of the projects contained in the City of Dixon's ten-year capital improvement plan that supports Read-Ride public DAR service and the inter-city bus services that stop in Dixon.

Revenue Vehicle Replacement

Read-Ride DAR service is operated using 6 cutaway vans and 2 mini-vans with one additional cutaway van used as a contingency vehicle. The fleet replacement schedule is shown in Table 11. Relatively low mileage allows City staff to extend the life of vehicles up to one year past their standard service life (7 years for cutaways and 4 years for mini-vans) if needed to order, deliver and prepare vehicles for service. Vehicle purchases are funded from a combination of federal funds and local TDA funds. The total cost of vehicle replacement over 10 years is estimated to be \$640,000.

The City is a funding partner in the SolanoExpress inter-city transit service. In addition to costs for replacing the Read-Ride fleet, the Intercity Transit Funding Working Group (ITFWG) has recently agreed to a funding plan to provide for timely replacement of the over-the-road coaches used to provide the SolanoExpress service. This funding plan calls for a contribution from the City of Dixon of approximately \$565,300, of which \$480,300 will come due within the timeframe shown in this SRTP.

Radio Replacement

In 2012-13, the City replaced its mobile Nextel radio system at a cost of \$21,000. State Proposition 1B funds were used to fund this project.

Bus Stop Amenities

While Read-Ride provides curb-to-curb DAR services, there are some locations where riders concentrate. During FY2013-14, specific sites for shelters will be identified for possible improvements. The City proposes to work with local residential developers and businesses to install shelters and benches at these locations at an estimated cost of \$5,000 in FY2014-15 for site preparation and shelter installation. The City proposes to use refurbished shelters available from other transit systems. This project would be funded with Proposition 1B funds.

Park and Ride Lot Pavement Rehabilitation

The Market Lane park and ride lot is where inter-city bus services, currently operated as FAST Route 30, stop within the City. This 90-space lot is in need of a seal coat to avoid further pavement deterioration and extend the life of the pavement by another 5 years. The estimated cost of this project in FY2019-20 is \$10,000. It would most likely be funded with TDA revenue.

Table 11: Fleet Replacement Schedule

Number of Vehicles	Year	Model	Average Mileage (as of 1/27/12)	Eligible Replacement Year	FY12/13	FY13/14	FY14/15	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Existing Fleet														
1	2003	Ford E450	120,132	Retired to Contingency	1									
1	2006	E450 El Dorado Aero	71,594	FY 2013/14 *	1	1	1							
1	2007	E450 Starcraft	64,988	FY 2014/15	1	1	1							
2	2010	Dodge Grand Caravan SE Van	1,573	FY 2014/15 *	2	2	2	2	2					
4	2011	Ford E450 Elkhart ECII	13,538	FY 2018/19	4	4	4	4	4	4				
9	<i>Sub-Total: Existing Fleet</i>				9	8	8	6	6	4	0	0	0	0
Future Acquisitions														
2	2015	Cutaway van	New	FY 2022/23				2	2	2	2	2	2	2
2	2017	Mini-van	New	FY 2021/22 *						2	2	2	2	2
4	2018	Cutaway van	New	FY 2025/26							4	4	4	4
8	<i>Sub-Total: Acquisitions</i>				0	0	0	2	2	4	8	8	8	8
Sold/Salvaged					0	1	0	2	0	2	4	0	0	0
Contingency					1	1	1	1	1	1	1	1	1	1
Total Active Fleet					8	7								
Total Fleet, all vehicles					9	8								
Peak Vehicle Requirement					5	5	5	5	5	5	5	5	5	5
Spare vehicles					3	2	2	2	2	2	2	2	2	2
Spare ratio					60%	40%	40%	40%	40%	40%	40%	40%	40%	40%

* Eligible replacement year shown; Dixon plans to retain vehicle(s) beyond minimum useful life.

Notes: Retired buses are sold/salvaged in their replacement year, unless retained for contingency. The most recently retired vehicle is retained for contingency until the next new purchase; the contingency on hand is then sold/salvaged, and the new retirement becomes the contingency vehicle.

4.3.2 Ten-Year Capital Plan

Table 12 presents the capital projects discussed above in a spreadsheet layout, with anticipated funding amounts for the full program shown in sub-categories for local, state, and federal sources.

In general, it was assumed that federal sources would be available to fund 80% of local vehicle replacement costs with TDA used to provide the 20% local match. In the early years of the plan, the City of Dixon will seek federal funding from FTA's 5310 program (referred to in MAP-21 as "Enhanced Mobility of Seniors Individuals with Disabilities"). For later years, the specific funding sources are assumed to be a combination of FTA 5311 and TDA.

If federal funding awards are less than requested, Dixon could use a portion of its 5311 formula allocation to complete the replacement, and backfill the operating budget with funding from the TDA reserve. Other than projects eligible for funding from an existing award of Proposition 1B funding, all other capital expenses are shown as funded with TDA revenues.

4.4 Summary of Operating and Capital Plan

The baseline operating and capital plan shown in this SRTP confirm that the City of Dixon will be able to operate Redit-Ride services with a small annual operating surplus for the next ten years. All capital projects can be funded from anticipated funding sources and available reserves. However, reserves do decrease significantly towards the end of the forecast period. The City should work with its funding partners to determine whether options exist for meeting Dixon's capital obligations while maintaining a more substantial financial cushion as assurance that unanticipated expenses can be paid in a timely fashion.

Table 12: Dixon Read-Ride Capital Plan Budget

Dixon Read-Ride CAPITAL PLAN BUDGET		Baseline Scenario									
		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
		Budget	Forecast								
<i>DRAFT – For internal discussion only</i>		FY 2012/13	FY2013/14	FY 2014/15	FY 2015/16	FY2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Capital Expenses By Project Type											
Revenue Vehicles: Replacement	[1,2]	\$ -	\$ -	\$ 168,000	\$ -	\$ 117,000	\$ 355,000	\$ -	\$ -	\$ -	\$ -
Revenue Vehicles: Intercity Fleet - Contribution	[3]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 274,829	\$ 40,046	\$ 61,271	\$ 104,161
Facilities: Stops / Stations	[4,5]	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ -
Communications	[6]	\$ 21,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL EXPENSES		\$ 21,000	\$ -	\$ 173,000	\$ -	\$ 117,000	\$ 355,000	\$ 274,829	\$ 50,046	\$ 61,271	\$ 104,161
Capital Revenues – Local											
Subtotal: LOCAL Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Revenues – State											
TDA: LTF		\$ -	\$ -	\$ 33,600	\$ -	\$ 23,400	\$ 71,000	\$ 204,829	\$ 50,046	\$ 61,271	\$ 104,161
Prop 1B (e.g., PTMISEA, CTAF)	[7]	\$ 21,000	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: STATE Revenue		\$ 21,000	\$ -	\$ 38,600	\$ -	\$ 23,400	\$ 71,000	\$ 204,829	\$ 50,046	\$ 61,271	\$ 104,161
Capital Revenues – Federal											
FTA5310: Elderly & Disabled	[8]	\$ -	\$ -	\$ 134,400	\$ -	\$ 93,600	\$ 284,000	\$ -	\$ -	\$ -	\$ -
FTA5311: Non-Urbanized Area (Capital)	[9]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ -	\$ -	\$ -
Subtotal: FEDERAL Revenue		\$ -	\$ -	\$ 134,400	\$ -	\$ 93,600	\$ 284,000	\$ 70,000	\$ -	\$ -	\$ -
TOTAL EXPECTED REVENUES		\$ 21,000	\$ -	\$ 173,000	\$ -	\$ 117,000	\$ 355,000	\$ 274,829	\$ 50,046	\$ 61,271	\$ 104,161
ANNUAL CAPITAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CUMULATIVE CAPITAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

[1] Vehicle replacement originally scheduled for FY13-14 deferred to FY14-15.
 [2] Assumes vehicles replaced in FY14-15 will be not replaced until sometime after the 7-year minimum useful life.
 [3] As shown in STA letter to MTC (March 5, 2013) regarding plans to fund replacement of Intercity Solano Express Bus fleet.
 [4] FY14-15 project is for installation of bus shelters, to be purchased used from Vacaville City Coach.
 [5] FY19-20 project is to seal coat Market Lane Park & Ride lot (90 spaces), scheduled for 20 years from initial opening.
 [6] FY12-13 project is for radio equipment
 [7] Proposition 1B revenue program is expected to sunset in 2017.
 [8] FTA Section 5310 is a competitive program for which Dixon Read-Ride is eligible. FTA 5311 funds would be a backing to the competitive program for capital replacement.
 [9] STA has approved \$70k in 5311 funding in FY2013/14 which will be swapped with TDA to fund Dixon's share of intercity bus replacements. If needed for this purpose in the future, additional funding would be made available subject to STA board approval.

Appendix A

Operating Budgets and Financial Projections

A1 Dixon Readi-Ride Operating Budget

Demand Response: Dial-A-Ride		Historical		Budget		Forecast								
		FY 2009/10	FY 2010/11	FY2011/12	FY 2012/13	FY2013/14	FY 2014/15	FY 2015/16	FY2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
DRAFT -- For internal discussion only														
OPERATING STATISTICS (without taxi programs)														
	[1]	72,685	77,247	79,897	79,900	79,900	79,900	79,900	79,900	79,900	79,900	79,900	79,900	79,900
Vehicle Miles														
Vehicle Hours	[1]	5,975	6,373	7,418	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Ridership	[2]	44,339	43,967	48,978	50,000	51,000	52,000	53,000	54,100	55,200	55,700	56,200	56,700	57,200
OPERATING EXPENSES														
Operating & Maintenance Costs														
O&M Cost - baseline	[3]	\$ 606,420	\$ 620,981	\$ 626,284	\$ 647,000	\$ 660,000	\$ 673,000	\$ 686,000	\$ 700,000	\$ 714,000	\$ 732,000	\$ 758,000	\$ 784,000	\$ 811,000
O&M Cost - due to change in level of service														
O&M Cost - due to structural cost incr/decr	[4]										7,100	7,300	7,600	7,800
Subtotal: O&M Expenses		\$ 606,420	\$ 620,981	\$ 626,284	\$ 647,000	\$ 660,000	\$ 673,000	\$ 686,000	\$ 700,000	\$ 714,000	\$ 739,100	\$ 765,300	\$ 791,600	\$ 818,800
Other Operating Expenses														
Subtotal: OTHER OPERATING Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENSES		\$ 606,420	\$ 620,981	\$ 626,284	\$ 647,000	\$ 660,000	\$ 673,000	\$ 686,000	\$ 700,000	\$ 714,000	\$ 739,100	\$ 765,300	\$ 791,600	\$ 818,800
PROGRAM EXPENSES														
Intercity Taxi Scrip (contrib. to County-wide prog.)	[5,6,7]				3,000	5,000	5,000	5,100	5,300	5,500	5,700	5,900	6,100	6,300
Intercity Express Bus (contrib. to County-wide prog.)	[5,7,8]				113,314	92,100	94,000	96,000	99,000	102,000	105,000	108,000	111,000	114,000
TOTAL PROGRAM EXPENSES					\$ 116,314	\$ 97,100	\$ 99,000	\$ 101,100	\$ 104,300	\$ 107,500	\$ 110,700	\$ 113,900	\$ 117,100	\$ 120,300
TOTAL EXPENSES		\$ 606,420	\$ 620,981	\$ 626,284	\$ 763,314	\$ 757,100	\$ 772,000	\$ 787,100	\$ 804,300	\$ 821,500	\$ 849,800	\$ 879,200	\$ 908,700	\$ 939,100
OPERATING REVENUES														
Operating Revenues -- Fares														
Transit Fares - baseline	[9]	\$ 81,326	\$ 78,869	\$ 80,000	\$ 82,000	\$ 84,000	\$ 86,000	\$ 88,000	\$ 90,000	\$ 92,000	\$ 93,000	\$ 94,000	\$ 95,000	\$ 96,000
Transit Fares - due to change in service														
Transit Fares - due to proposed fare incr/decr														
Subtotal: FARE Revenue		\$ 81,326	\$ 78,869	\$ 80,000	\$ 82,000	\$ 84,000	\$ 86,000	\$ 88,000	\$ 90,000	\$ 92,000	\$ 93,000	\$ 94,000	\$ 95,000	\$ 96,000
Other Operating Revenues														
Subtotal: OTHER OPERATING Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING REVENUES		\$ 81,326	\$ 78,869	\$ 80,000	\$ 82,000	\$ 84,000	\$ 86,000	\$ 88,000	\$ 90,000	\$ 92,000	\$ 93,000	\$ 94,000	\$ 95,000	\$ 96,000
SUBSIDY REVENUES														
Subsidy Revenues -- Local														
Air District (BAAQMD / YSAQMD)		\$ -	\$ -	\$ 7,187	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Earnings		\$ -	\$ -	\$ 200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Local Funds		\$ 7,875	\$ -	\$ 7,162	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: LOCAL Revenue		\$ 7,875	\$ -	\$ 14,549	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy Revenues -- State														
TDA: net annual LTF apportionment (no carryover)	[7,10]	\$ 420,233	\$ 300,434	\$ 300,000	\$ 639,598	\$ 633,881	\$ 647,000	\$ 660,000	\$ 679,000	\$ 700,000	\$ 721,000	\$ 742,000	\$ 765,000	\$ 788,000
STAF: revenue-based apportionment	[11,12]	\$ 76,035	\$ 221,442	\$ 232,000	\$ 5,200	\$ 4,090	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Prop 1B		\$ -	\$ -	\$ 21,223	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: STATE Revenue		\$ 496,268	\$ 521,876	\$ 553,223	\$ 644,798	\$ 637,971	\$ 651,500	\$ 664,500	\$ 683,500	\$ 704,500	\$ 725,500	\$ 746,500	\$ 769,500	\$ 792,500
Subsidy Revenues -- Federal														
FTA5311: Rural Transit Assistance	[11,13]	\$ 60,000	\$ 20,239	\$ 60,000	\$ 32,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
Subtotal: FEDERAL Revenue		\$ 60,000	\$ 20,239	\$ 60,000	\$ 32,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000
TOTAL SUBSIDY REVENUES		\$ 564,143	\$ 542,115	\$ 627,772	\$ 676,798	\$ 697,971	\$ 711,500	\$ 724,500	\$ 743,500	\$ 764,500	\$ 785,500	\$ 806,500	\$ 829,500	\$ 852,500
TOTAL REVENUES		\$ 645,469	\$ 620,984	\$ 707,772	\$ 758,798	\$ 781,971	\$ 797,500	\$ 812,500	\$ 833,500	\$ 856,500	\$ 878,500	\$ 900,500	\$ 924,500	\$ 948,500
ANNUAL SURPLUS (DEFICIT)		\$ 39,049	\$ 3	\$ 81,488	\$ (4,516)	\$ 24,871	\$ 25,500	\$ 25,400	\$ 29,200	\$ 35,000	\$ 28,700	\$ 21,300	\$ 15,800	\$ 9,400

Note: Table is continues on the next page.

Demand Response: Dial-A-Ride													
	Historical			Budget			Forecast						
	FY 2009/10	FY 2010/11	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
FINANCIAL CAPACITY													
Opening Balance													
TDA Carryover	[14]				\$ 349,084								
Annual Cash Flow													
Beginning Balance					\$ 349,084	\$ 373,955	\$ 365,855	\$ 391,255	\$ 397,055	\$ 361,055	\$ 184,927	\$ 156,180	\$ 110,709
Add (Less): Annual Surplus (Deficit)					\$ 24,871	\$ 25,500	\$ 25,400	\$ 29,200	\$ 35,000	\$ 28,700	\$ 21,300	\$ 15,800	\$ 9,400
Less: TDA Capital Uses					\$ -	\$ (33,600)	\$ -	\$ (23,400)	\$ (71,000)	\$ (204,829)	\$ (50,046)	\$ (61,271)	\$ (104,161)
Equals: Cumulative Year-End Balance					\$ 373,955	\$ 365,855	\$ 391,255	\$ 397,055	\$ 361,055	\$ 184,927	\$ 156,180	\$ 110,709	\$ 15,948
Capital Needs													
Annual Unfunded Capital Needs, if any					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 10-Year Capital Funding Surplus (Gap)													\$ -
METRICS													
Operating Expense Per Vehicle HOUR	\$ 101.49	\$ 97.44	\$ 84.43	\$ 86.27	\$ 88.00	\$ 89.73	\$ 91.47	\$ 93.33	\$ 95.20	\$ 98.55	\$ 102.04	\$ 105.55	\$ 109.17
Operating Expense Per Vehicle MILE	\$ 8.34	\$ 8.04	\$ 7.84	\$ 8.10	\$ 8.26	\$ 8.42	\$ 8.59	\$ 8.76	\$ 8.94	\$ 9.25	\$ 9.58	\$ 9.91	\$ 10.25
Operating Expense Per Passenger	\$ 13.68	\$ 14.12	\$ 12.79	\$ 12.94	\$ 12.94	\$ 12.94	\$ 12.94	\$ 12.94	\$ 12.93	\$ 13.27	\$ 13.62	\$ 13.96	\$ 14.31
Average Fare Per Passenger	\$ 1.83	\$ 1.79	\$ 1.63	\$ 1.64	\$ 1.65	\$ 1.65	\$ 1.66	\$ 1.66	\$ 1.67	\$ 1.67	\$ 1.67	\$ 1.68	\$ 1.68
Passengers Per Vehicle HOUR	7.4	6.9	6.6	6.7	6.8	6.9	7.1	7.2	7.4	7.4	7.5	7.6	7.6
Farebox Recovery (Fares as % of Oper. Exp.)	13.41%	12.70%	12.77%	12.67%	12.73%	12.78%	12.83%	12.86%	12.89%	12.58%	12.28%	12.00%	11.72%
Local Recovery (Fares+Local as % of Oper. Exp.)	28.12%	25.40%	27.87%	25.35%	25.45%	25.56%	25.66%	25.71%	25.77%	25.17%	24.57%	24.00%	23.45%
<p>[1] Assumes no change in operating plan (miles, hours) over forecast period.</p> <p>[2] Per TSP, assumes 2% growth through FY2017/18. Thereafter, assumes ridership growth consistent with growth in Solano County population (0.9% per year)</p> <p>[3] Per TSP, assumes 2% growth through FY2017/18. Growth rate increases to 2.5% per year in FY2018/19 through FY2021/22 to track inflation forecast for Solano County.</p> <p>[4] FY2018/19 through FY2021/22 includes additional 1% cost growth each year in anticipation of possible COLA increases.</p> <p>[5] FY2012/13 amount from TDA matrix (June-2012).</p> <p>[6] Amounts for FY2013/14 and FY2014/15 from new MOU (Draft dated 03-May-2013).</p> <p>[7] Assume item grows at same rate as TDA funding specified in TSP, i.e., 2% annual growth through FY2015/16 and 3% annual growth thereafter.</p> <p>[8] FY2013/14 amount from Intercity Funding Agreement calculations for FY2012/13 service (May-2012) +2% escalation.</p> <p>[9] Per TSP, assumes 2% growth through FY2017/18. For FY2018/19 through FY2021/22, reduce growth rate to 0.9% per year to track with forecast population growth in Solano County -- assumes same fare structure and more passengers.</p> <p>[10] FY2012/13 & FY2013/14 amounts from MTC Fund Estimate (Reso. 4086, 2/27/2013). Subsidy applied to operations is net of STA Planning/Countywide amount from TDA matrix (Jun-2012).</p> <p>[11] Historical years include Lifeline funds provided by STA</p> <p>[12] FY2012/13 amount from budget. Amounts for FY2013/14 and FY2014/15 from MTC Fund Estimate (Reso. 4086, 2/27/2013). Revenue is held constant in forecast since STAF is volatile based on unpredictable fuel sales.</p> <p>[13] Per TSP, baseline FTA 5311 operating amount (\$60k per year) is based on historic revenues received by Dixon. Assume level amount throughout forecast period. STA has approved additional \$70k in 5311 in FY2013/14 to be swapped out for TDA revenues to help support Dixon's future funding obligations on Intercity vehicle replacements. Amounts is banked until needed in FY2018/19, and shown on Capital budget only.</p> <p>[14] Source: MTC Fund Estimate (Reso. 4086, 2/27/2013).</p>													