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MEMORANDUM

To: Daryl Halls, Elizabeth Niedziela

From: David Koffman, Richard Weiner, Nancy Whelan

Date: April 22, 2013

Subject: Examination of Service Delivery Options for Solano Intercity Paratransit Service

INTRODUCTION

The Solano Intercity Taxi Program provides a valuable service to ADA paratransit eligible residents of Solano County who are able to travel in non-wheelchair accessible vehicles. Over the course of the program's history, ridership has grown significantly and so have annual costs, from approximately $117,000 to $530,000 in the past four years. While the popularity of the program is a positive sign from the community's perspective, there are concerns that this level of growth is not sustainable over the long term. In addition, wheelchair users who cannot transfer are currently left out of the program due to the lack of accessible vehicles.

The Solano Transportation Authority (STA) hired Nelson\Nygaard Consulting Associates and Nancy Whelan Consulting to conduct a study that documents how riders currently use the program, explores whether there are efficiencies that can be built into the program, and examines if there are alternative service delivery models that may provide the service more efficiently and cost-effectively, while also providing wheelchair-accessibility.

One of the key purposes of the study, as laid out in this memorandum, is determining the feasibility of STA adopting administrative responsibility for the program, and how to ensure program sustainability into the future if STA were to take it over.

This memorandum includes four sections as follows:

1) Data Analysis of Current Usage of the Intercity Program

This section describes the methodology that was used to verify information that had already been gathered by the County in the development of a preliminary Request for Proposals in 2013. The analysis was intended to gain a picture of current travel practices, including:

- when trips are taken
- common origins and destinations
- travel patterns of heavy users
- average trip costs for individuals from different cities

This analysis also examined the administrative costs incurred in the program, and the validity of cost allocations used in generating administrative costs.

116 NEW MONTGOMERY STREET, SUITE 500 SAN FRANCISCO, CA 94105 415-284-1544 FAX 415-284-1554
www.nelsonnygaard.com

2) Three Service Delivery Options for Intercity Service

In this section, the following three models are described and evaluated:

- A modified version of the existing Intercity Taxi Scrip Program
- A brokerage model
- Service using a dedicated fleet of vehicles, similar to the earlier Solano Paratransit program

Each of these is reviewed, focusing on how wheelchair-accessible service would be provided and opportunities for cost containment. The advantages and disadvantages of each option are presented.

3) Financial Analysis

In this section paratransit costs and revenues are projected to determine the financial feasibility of the proposed intercity paratransit service. Spreadsheets for nine scenarios are included in the appendix to this memo. The key findings from the evaluation of the scenarios are documented in this section.

4) Implementation Issues

This section addresses implementation issues as they pertain to each of the three service delivery options. Program administration is discussed, followed by a phasing in of the accessible vehicle element of the service, and finally contracting issues that will need to be considered in the selection of the final model.

ANALYSIS OF EXISTING INTERCITY TAXI SCRIP PROGRAM

This section provides a statistical snapshot of the Intercity Taxi Scrip Program based on data provided by Solano County and the participating cities, including:

- Monthly summary data for July 2011 through June 2013
- Analysis of invoices, showing individual trips, for July through November 2013

Using this data, a review has been prepared showing how many trips are taken:

- In each hour of the day
- Within various ranges of trip fares
- By each user
- To common destinations

Limitations of the Analysis

Invoices were available in a form convenient for analysis from taxi companies serving all of the cities except Vacaville and Dixon. As a result, trip data was available for trips originating in all cities except Vacaville and Dixon. Since the program only allows trips between cities, it was possible to infer information about trips originating in Vacaville and Dixon by assuming that all trips from other cities going to destinations in Vacaville or Dixon had corresponding trips in the other direction. This procedure allowed for a full accounting of trip destinations and fares. It was not possible, however, to infer time of day for the missing trips.

For five of the seven taxi companies for which invoices could be analyzed, the most recent complete invoices were for the period September through November 2013. For the other two taxi companies, the most recent complete invoices were for the period July through August 2013 in one case and for July through September 2013 in the other case.

Summary Data

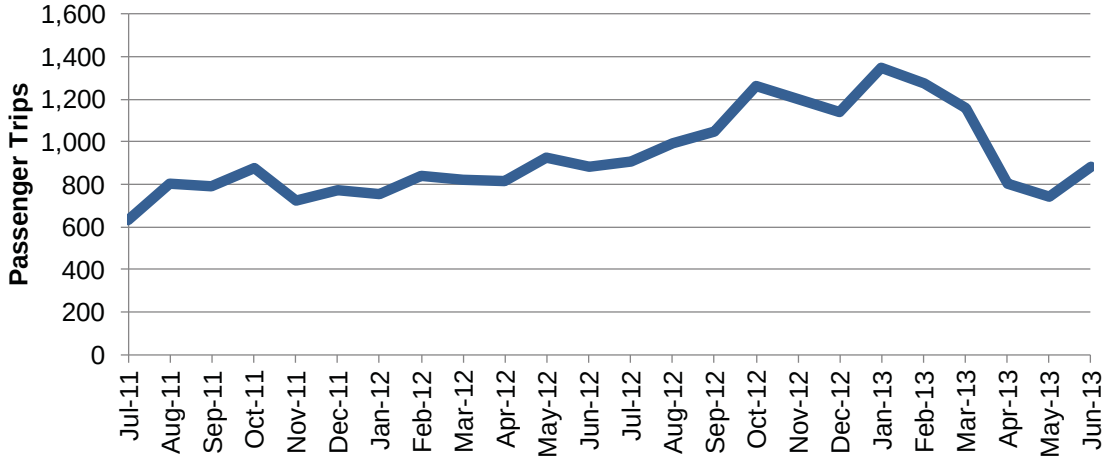
Full-year statistics for 2012-13 were:

Trips provided	12,780
Cost (paid to taxi companies)	$529,865
Average trip length	14.9 miles
Average cost per trip	$41.46

The number of trips and the cost of service increased markedly compared to 2011-12 when 9,643 trips were provided at a cost of $364,045, or $37.75 per trip. By comparison, the Solano Paratransit program, in its final year, cost $612,793 to provide 7,557 trips, at an average cost per trip of $81.09.

Monthly ridership data, shown in Figure 1, show that usage trended slightly upwards in 2011-12, accelerating in 2012-13, before falling rapidly beginning in April 2013. The drop off at the end of the fiscal year is said to stem from a shortage of scrip as rising trip making ran up against budget constraints.

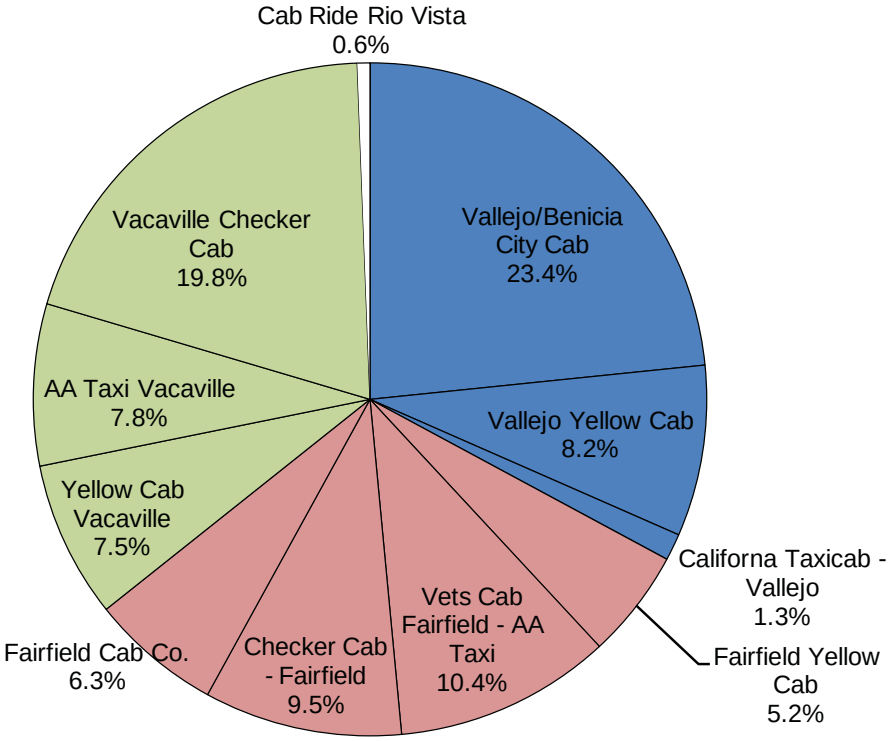
Figure 1 Intercity Taxi Trips per Month



Of the 11 participating taxi companies, two, Vacaville Checker Cab and Vallejo-Benicia City Cab, provide almost half of the trips (see Figure 2). Color coding in Figure 2 indicates the cities in which the companies are based. The shares are about equally divided among companies based in Vallejo and Benicia, Fairfield and Suisun, and Vacaville and Dixon.

Figure 2 Shares of Taxi Companies

(Percentage of Trips in 2012-13)



Common Destinations

The most common non-home destinations of taxi scrip users are locations within Travis Air Force Base, especially one location said to house a call center, and Kaiser Permanente in Vacaville. These locations and others are shown in Figure 3. (A "non-home destination" is one that a rider travels to from their home; return trips to home are not shown.) Other popular destinations include the Solano Mall, Sutter Medical Center, and various medical offices in Fairfield; the Vaca Valley Hospital; Kaiser Permanente in Vallejo; and DaVita Dialysis in Benicia. The size of the circles represent the number of trips to each location in three months of taxi company invoices. Maps showing the destinations of riders according to their area of origin are provided at the end of this section. There is one map for riders originating in Vallejo and Benicia, one for riders originating in Fairfield and Suisun, and one for riders originating in Vacaville and Dixon.

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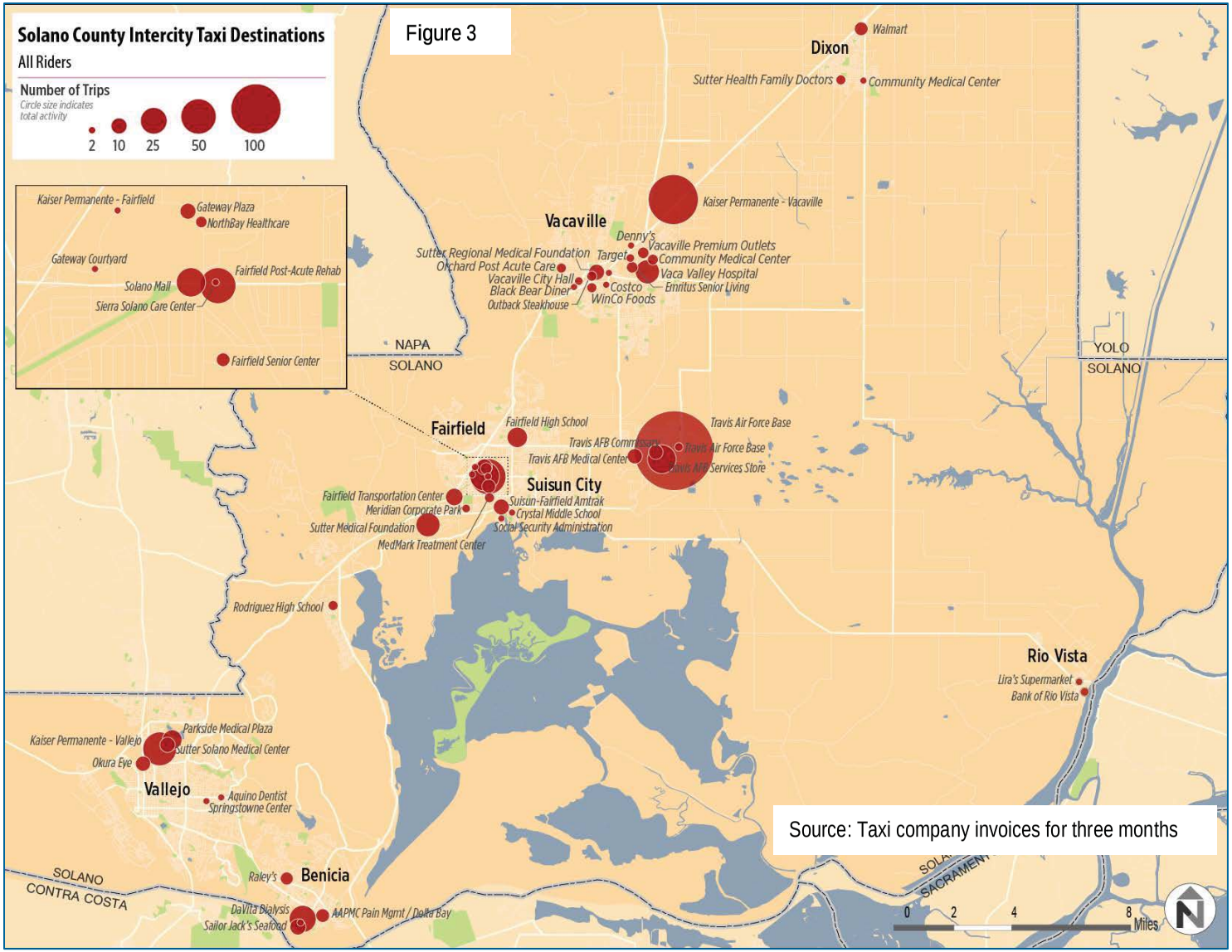
Solano County Intercity Taxi Destinations
All Riders
Number of Trips
Circle size indicates total activity
2
10
25
50
100
Figure 3
Walmart
Dixon
Sutter Health Family Doctors
Community Medical Center
Kaiser Permanente - Vacaville
Vacaville
Denny's
Vacaville Premium Outlets
Sutter Regional Medical Foundation
Target
Community Medical Center
Orchard Post Acute Care
Vaca Valley Hospital
Vacaville City Hall
Costco
Emritus Senior Living
Black Bear Diner
WinCo Foods
Outback Steakhouse
Kaiser Permanente - Fairfield
Gateway Plaza
NorthBay Healthcare
Gateway Courtyard
Fairfield Post-Acute Rehab
Solano Mall
Sierra Solano Care Center
Fairfield Senior Center
NAPA
SOLANO
YOLO
SOLANO
Fairfield
Fairfield High School
Travis Air Force Base
Travis AFB Commissary
Travis Air Force Base
Travis AFB Medical Center
Travis AFB Services Store
Suisun City
Fairfield Transportation Center
Meridian Corporate Park
Suisun-Fairfield Amtrak
Crystal Middle School
Sutter Medical Foundation
Social Security Administration
MedMark Treatment Center
Rodriguez High School
Rio Vista
Lira's Supermarket
Bank of Rio Vista
Parkside Medical Plaza
Kaiser Permanente - Vallejo
Sutter Solano Medical Center
Okura Eye
Vallejo
Aquino Dentist
Springstowne Center
Source: Taxi company invoices for three months
SOLANO
CONTRA COSTA
Raley's
Benicia
DaVita Dialysis
AAPMC Pain Mgmt / Delta Bay
Sailor Jack's Seafood
0
2
4
8
Miles

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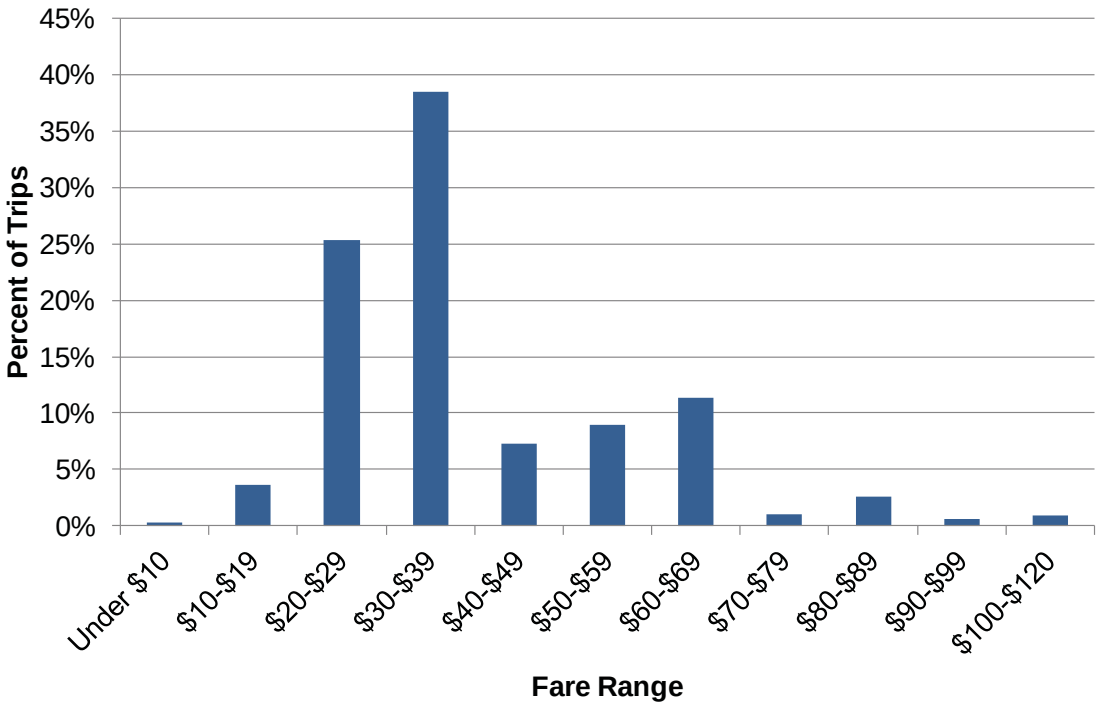
Trip Fares

Most trips have a fare between $20 and $39, but there are substantial numbers of trips with fares over $60. Figure 4 provides detail. Typical trips in the $20 range (around eight miles) include trips between Vacaville and Travis Air Force Base and between Benicia and Vallejo. Typical trips in the $30 range (around 12 miles) include some longer trips between Benicia and Vallejo and trips between Vacaville and central Fairfield. Typical trips in the $60 range (over 20 miles) are those between Vallejo and Fairfield, including Travis Air Force Base.

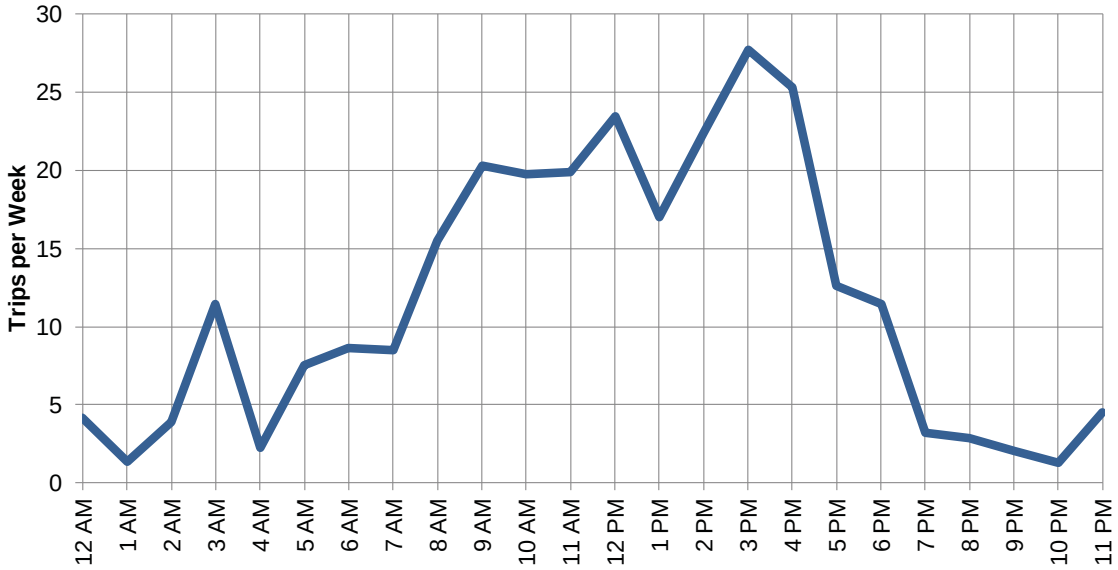
Figure 4 Percent of Trips in Fare Ranges



Time of Day of Travel

Most taxi scrip trips take place between 8 AM and 4 PM. An early peak at 3 AM and a peak at 3 PM appear to be largely due to trips to and from the call center in Travis Air Force Base. Figure 5 shows estimated weekly trips per hour of day, assuming that total travel is about 1,200 trips per month, as it was in the middle of 2012-13. The taxi invoices analyzed included about 875 trips per month. If this is accurate and complete (possibly reflecting continued scrip limits), then the trip levels in Figure 5 should be adjusted downward by about one-fourth.

Figure 5 Time of Day of Taxi Scrip Trips

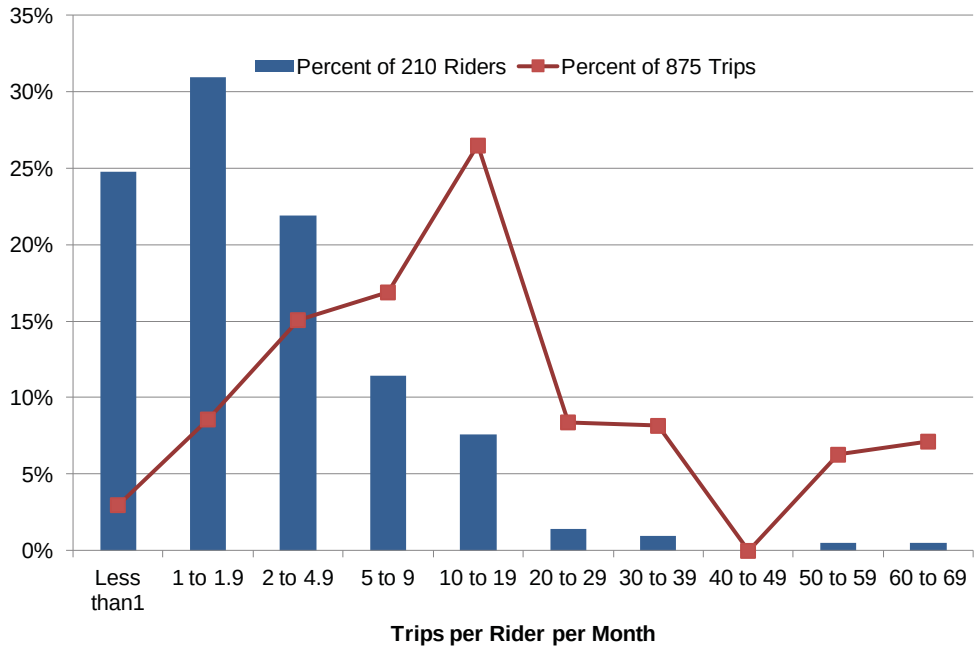


Estimated from taxi company invoices, assuming approximately 1,200 trips per month.

Frequency of Travel by Riders

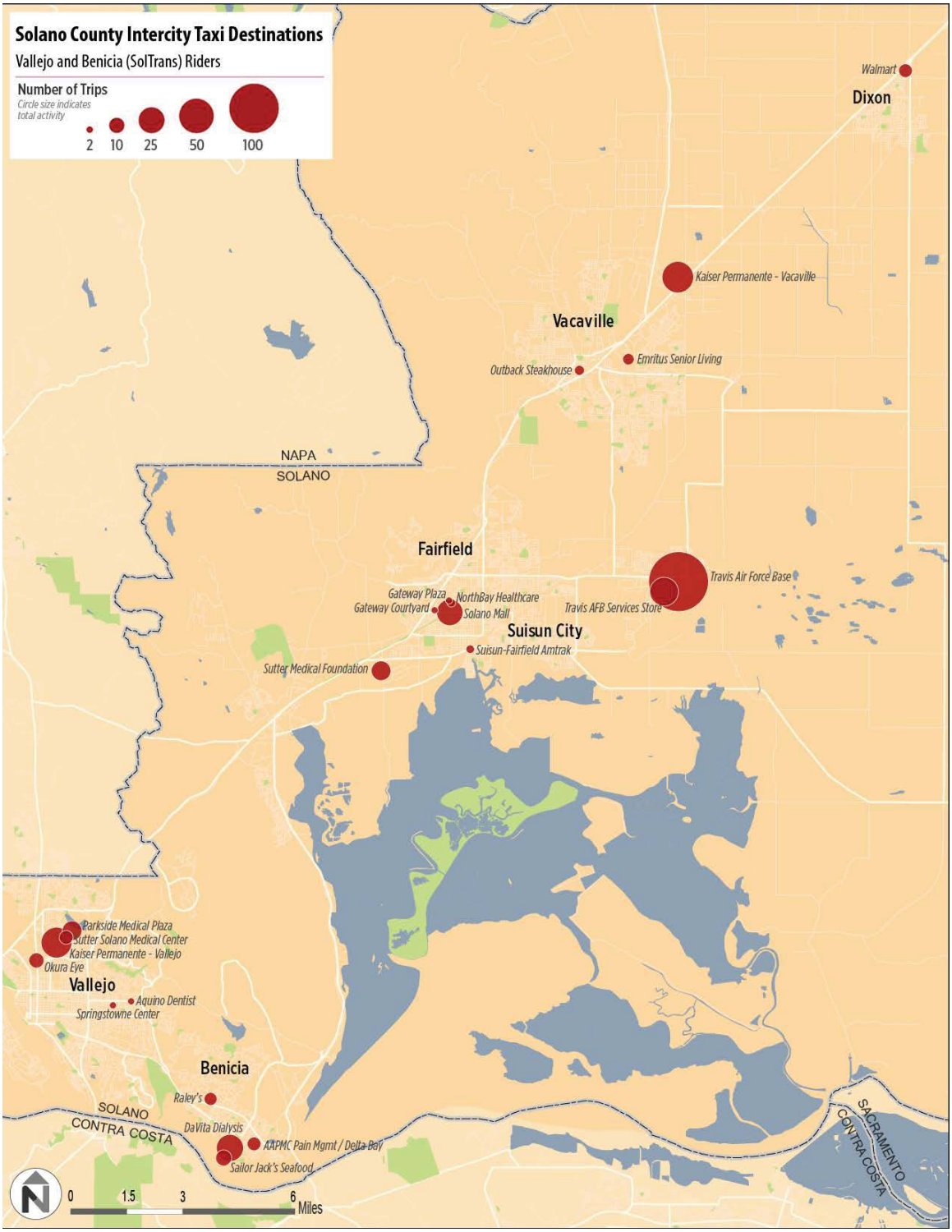
During the months for which invoices were analyzed, a total of 210 distinct individuals used taxi scrip. The average rider made between four and six trips per month, depending on overall trip volumes. Using the actual 875 trips per month represented in the invoices that were analyzed, 56% of riders used the program for less than two trips per month, on average, as shown in Figure 6, accounting for 12% of all trips provided. Since these are one-way trips, this means that a typical scrip purchaser takes one round trip every month or two. About 13% of all trips were taken by two riders who made more than 50 trips per month. Another 16% of trips were taken by five riders who made between 20 and 39 trips per month.

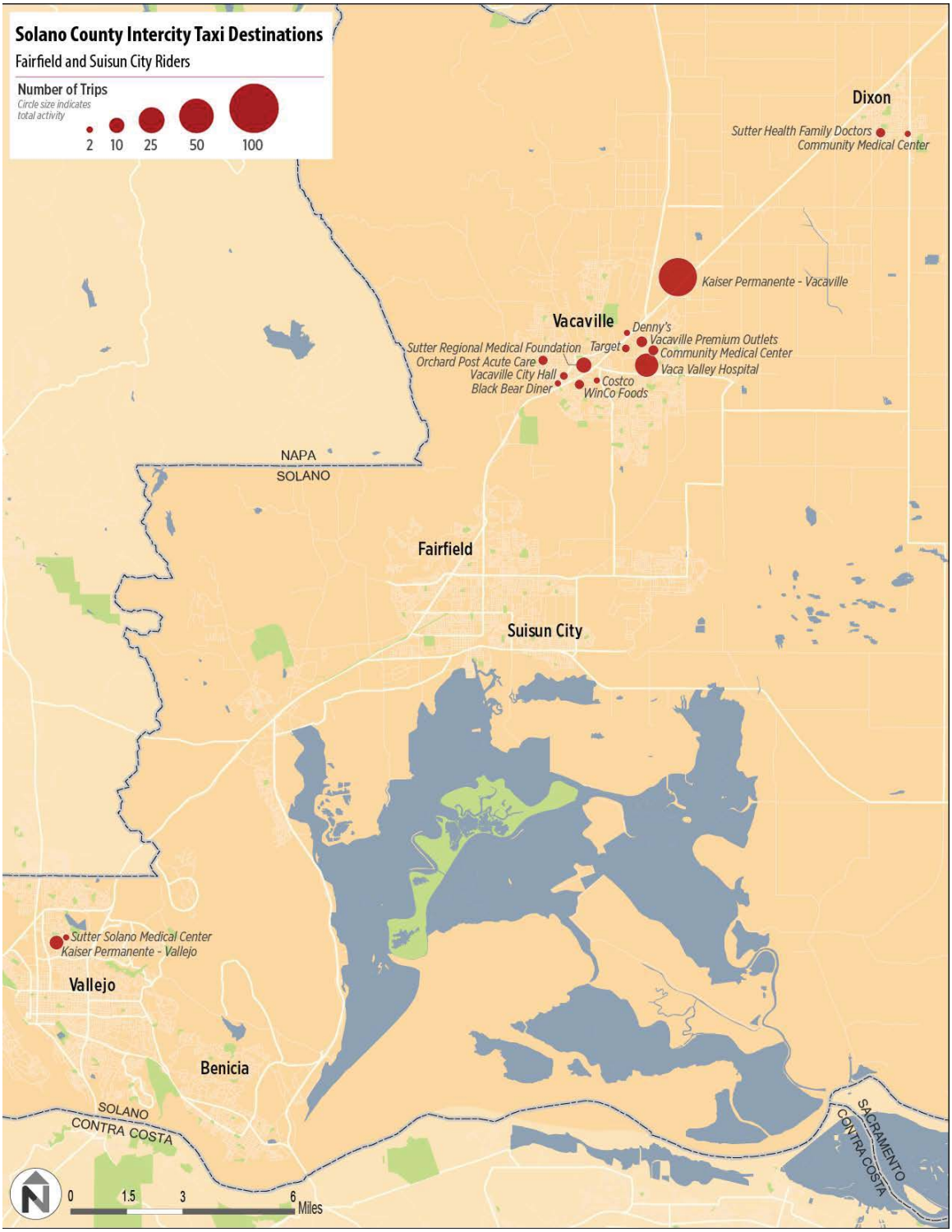
Figure 6 Trips per Rider per Month

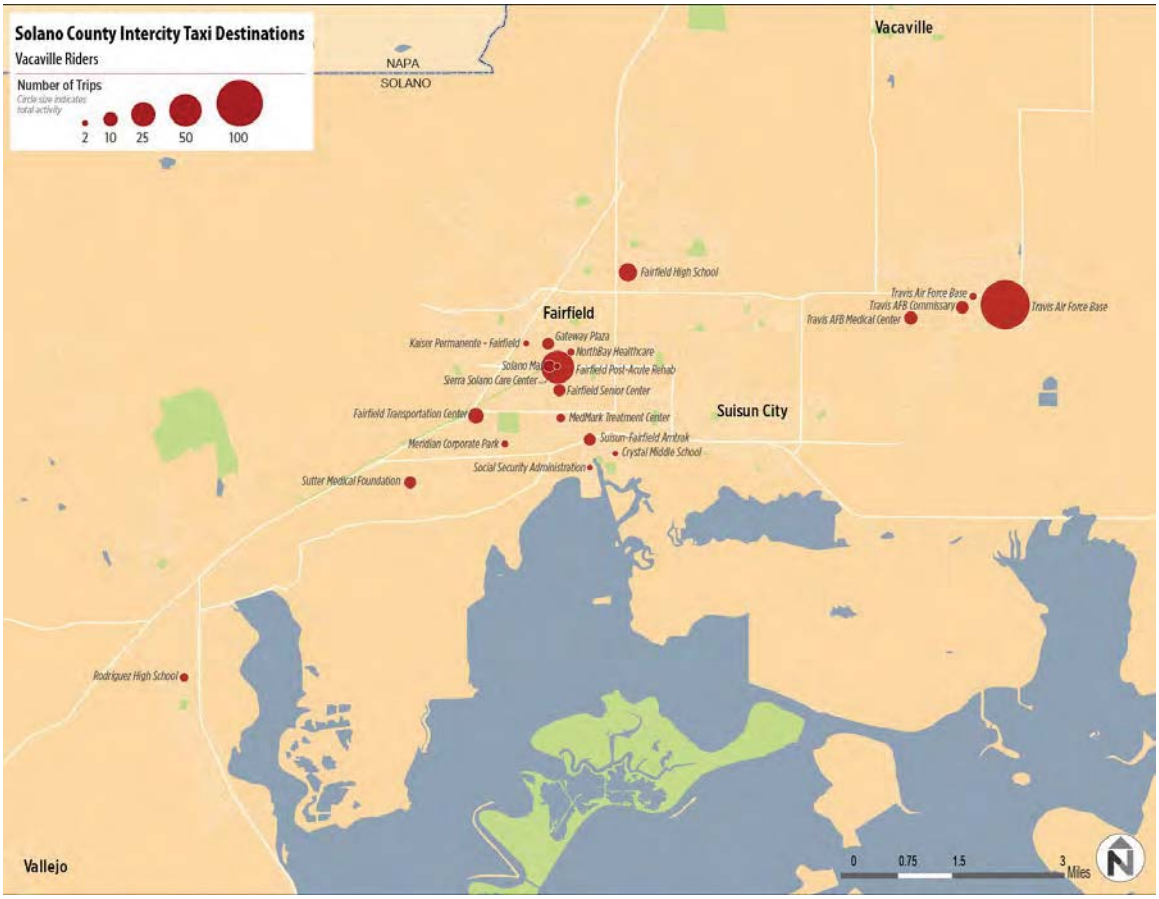


Destination of Riders from Each Area

The maps on the following pages show the common non-home destinations of riders who are registered with SolTrans (Vallejo and Benicia), Fairfield and Suisun Transit, and Vacaville Transit. Dot sizes represent the number of trips over a three month period. The invoices analyzed included only one trip by a rider registered with the City of Dixon.


Solano County Intercity Taxi Destinations
Vallejo and Benicia (SolTrans) Riders
Number of Trips
Circle size indicates total activity
2
10
25
50
100
Walmart
Dixon
Kaiser Permanente - Vacaville
Vacaville
Emritus Senior Living
Outback Steakhouse
NAPA
SOLANO
Fairfield
Travis Air Force Base
Gateway Plaza
NorthBay Healthcare
Gateway Courtyard
Solano Mall
Travis AFB Services Store
Suisun City
Suisun-Fairfield Amtrak
Sutter Medical Foundation
Parkside Medical Plaza
Sutter Solano Medical Center
Kaiser Permanente - Vallejo
Okura Eye
Vallejo
Aquino Dentist
Springstowne Center
Benicia
Raley's
SOLANO
CONTRA COSTA
DaVita Dialysis
AAPMC Pain Mgmt / Delta Bay
Sailor Jack's Seafood
SACRAMENTO
CONTRA COSTA
0
1.5
3
6
Miles


Solano County Intercity Taxi Destinations
Fairfield and Suisun City Riders
Number of Trips
Circle size indicates total activity
2
10
25
50
100
Dixon
Sutter Health Family Doctors
Community Medical Center
Kaiser Permanente - Vacaville
Vacaville
Denny's
Vacaville Premium Outlets
Community Medical Center
Vaca Valley Hospital
Sutter Regional Medical Foundation
Target
Orchard Post Acute Care
Vacaville City Hall
Black Bear Diner
Costco
WinCo Foods
NAPA
SOLANO
Fairfield
Suisun City
Sutter Solano Medical Center
Kaiser Permanente - Vallejo
Vallejo
Benicia
SOLANO
CONTRA COSTA
SACRAMENTO
CONTRA COSTA
0
1.5
3
6
Miles



THREE SERVICE DELIVERY OPTIONS FOR INTERCITY PARATRANSIT SERVICE

Three options for intercity paratransit service in Solano County are analyzed in this section. The three options are:

1. A modified version of the existing Intercity Taxi Scrip Program
2. A brokerage model
3. Service using a dedicated fleet of vehicles, similar to the earlier Solano Paratransit program.

Each of these is reviewed, focusing on how wheelchair-accessible service would be provided and identifying opportunities for cost containment. The advantages and disadvantages of each option are presented.

Option 1: Modified Taxi Scrip Program

The current service delivery method would be continued, but with some modifications to provide accessible service and contain costs.

Accessible Service. Options for accessible service include: 1) separate arrangements with one or more medical transport companies, or 2) requiring or assisting certain taxi companies to

obtain accessible vehicles. Medical transport companies typically have as their main business providing "non-emergency medical transportation" that is reimbursed by Medi-Cal, but also carry some private-pay trips. The availability of such services in Solano County needs to be determined. The Medi-Cal rate for wheelchair transports is set at $17.65 to start, plus $1.30 per mile, plus $6.13 for service between 7 P.M. and 7 A.M. Rates for other contracts are likely higher.

To estimate the cost of wheelchair-accessible service, data was obtained for a small sample of taxi and wheelchair-accessible programs in Alameda County. The data suggest that accessible service costs from 50% more to twice as much as ambulatory taxi service. Based on an average trip cost of $41.46 in fiscal year 2012-13, wheelchair-accessible trips might be expected to cost between $62 and $83 in the same year. For the financial analysis these costs are increased by inflation.

Regardless of cost, the result would be "separate but equal" service for wheelchair users. Since none of these providers would use taxi fares, a different method of payment than taxi scrip would need to be established.

It would also be possible to work with taxi companies to have them include accessible vehicles in their fleets. In order to ensure availability that is equivalent to the availability for non-wheelchair users, one company in each jurisdiction would need to have at least two wheelchair accessible vehicles. These vehicles are more expensive to operate than a standard taxicab, but the Americans with Disabilities Act prohibits taxis charging a higher fare for wheelchair accessible service. However, STA and/or the participating cities could pay a higher rate for trips sponsored under the Intercity Taxi Scrip Program. This rate would have to be set high enough to cover drivers' or companies' added cost to operate these vehicles at other times as well. The companies would also probably require assistance purchasing the accessible vehicles. These arrangements would add to the already complicated process of verifying and processing taxi company invoices.

Cost Containment. Options for cost containment are limited, but there are some. The purchase price of scrip can be increased from the current $15 for a $100 book, for example to $25 or more if necessary. It would also be relatively simple to limit the amount of scrip that any given participant can purchase. "Multi-tiered" fare structures, as have been discussed, would be more difficult than with other service models. It may be possible to charge a higher amount for scrip purchases over a set monthly limit. This assumes that participants would either buy their scrip from a central location for each jurisdiction, or that there would be a way to track purchases centrally for each jurisdiction. However, it would be extremely difficult to enforce a difference in fare for advance vs. same-day reservations or for peak-period vs. off-peak trips.

Administrative Simplification. The difficulties of processing taxi company invoices, including processing scrip, could be partially addressed by replacing scrip with flat-fare tickets. Each ticket would be valid to take one taxi ride for a fare up to a stated value. Riders would pay a flat amount for each ticket, and when taking a ride would also pay any amount over the per-ticket limit. For example, suppose the per-ticket limit is $25, tickets are sold for $5 each, and the rider makes a ride with meter fare of $35. The taxi driver would accept the ticket as full payment for the meter up to $25 and would charge the passenger $10 for the meter amount over $25. The ticket would have space on it to record the pickup and dropoff locations, the total meter fare, and the taxi number. At the end of the trip, the driver would fill out the ticket and the passenger would sign it. The taxi company would be required to enter all of the information on the tickets into a spreadsheet which it would submit for payment. The program administrator would then pay a flat amount of $25 for each ticket turned in by the taxi company. For very long trips, riders could pay with two tickets, and be responsible for any meter amount over $50.

The administrator would occasionally be paying more than the actual difference between the meter fare and the rider payment. This would only happen for trips with a meter fare under the per-ticket limit ($25 in the example), which would be relatively short trips. Further, customers would tend to conserve their tickets for use on trips where they can realize the full potential value of the ticket. In exchange for a small potential "overpayment," the administrative burden of the program would be greatly reduced. Also, any small amount of overpayment would provide an incentive to drivers to participate in the program and to provide good service.

Figure 7 summarizes the advantages and disadvantages of modified taxi scrip.

Figure 7 Advantages and Disadvantages of Modified Taxi Scrip

Advantages	Disadvantages
A less significant overhaul of the current program than other options would allow for an easier transition	Does not address issue of current lack of accountability and reliable billing of current taxi companies
Cost can be contained by raising prices, limiting scrip purchases, or possibly charging more for purchases over a monthly limit	Difficult to control fraud issues
Current reasonable quality of service will be maintained	Fewer options for cost containment than with other models
Possible simplification using flat-fare tickets	Issues with developing and administering accessible service: • Administrative and funding issues connected with buying vehicles and leasing or otherwise making them available to taxi companies • Challenge of how to allocate purchased accessible vehicle in a fair way, and how to administer its optimal use • Uncertain acceptance of accessible vehicles by taxi drivers • Alternatively, "separate but equal" accessible service with medical transport providers, with a different payment mechanism than taxi scrip
	Limited ability to modify the fare structure: • Very hard to establish higher charges for same-day or off-peak travel • Higher charges for ticket or scrip purchases over set limits are possible, but have administrative issues

Option 2: Brokerage Model

In a brokerage model, a contract service manager (the broker) would handle all the contracting and administrative arrangements with taxi companies and/or other providers, and would also receive all ride requests from customers. The broker would not operate any vehicles itself, but would employ staff to receive trip requests from riders, schedule these trips with providers,

monitor service to ensure quality and prevent abuse, and process payments. A full list of broker roles includes:

- Subcontract with a variety of vehicle operators for service. Each operator would carry certain trips for which it is most appropriate, *as determined by the Broker for each trip*. Examples of vehicle operators:
  - Taxi companies (ambulatory only, possibly some wheelchair trips)
  - Medical transport companies (wheelchair trips)
  - Non-profit agencies
  - Individual vehicle owner-operators
- Monitor and verify contract adherence
- If certain vehicles are provided by STA or other public agency sponsors, assign these to appropriate providers and verify appropriate use and maintenance, providing any reports needed for grant compliance
- Establish minimum standards for vehicles used by the subcontract operators and verify that vehicles meet those standards and are adequately maintained
- Establish minimum standards for drivers, including training, skills, drug testing, and background checks, and verify that drivers meet those standards
- Receive telephone requests for service from riders
- Verify rider eligibility using data provided by local jurisdictions
- Determine the appropriate fare for each trip
- Schedule and assign requested trips to subcontracted vehicle operators, attempting to group trips with similar start and end points
- Provide and use any necessary software and equipment to track service delivery (for example via GPS) and make adjustments as needed to maintain efficient and quality service
- Develop and apply procedures to measure service delivery, including on-time performance, travel time, productivity
- Follow up to verify service delivery, determine adherence to standards, and identify and resolve any issues
- Receive, investigate, and resolve rider complaints
- Receive provider invoices, verify accuracy and fare revenue, and process payment
- Bill the public agency administrator, including supporting detail identifying financial responsibility of each participating local jurisdiction
- Provide regular reports of operations, service quality, and finances
- Work with local jurisdictions to incorporate local programs as desired and feasible

The broker would relieve the local jurisdictions of much of the work they currently have working with taxi companies. However, a designated agency would need to administer the overall program. This function could be performed by STA, one of the cities, the County, or someone under contract to one of these agencies. Program administration functions would include:

- Identify and administer funding (TDA, grants, payments from participating jurisdictions, etc.)
- Contract with the broker (issue RFP, conduct selection process, issue contract)

- Establish service policies: hours of service, advance reservations requirements, service area, eligibility, fare structure, passenger assistance requirements, etc.
- Establish service standards: on-time performance, travel time
- Monitor and verify broker contract adherence and performance
- Receive broker invoices, verify accuracy, process payment, provide fund accounting to participating jurisdictions
- Review complaints, investigate issues not adequately resolved by the broker
- Conduct public process as needed to review and adjust service methods and policies
- Optionally, obtain grant-funded vehicles for use by the broker and subcontracted providers
- Provide periodic reports to oversight agencies/committees

Accessible Service. The brokerage model allows multiple methods of incorporating wheelchair accessible service. For example, if the broker contracts with a medical transport company or an individual entrepreneur contractor, the same vehicles on which trips by wheelchair users are placed could also be used to carry trips by ambulatory riders with similar start and end points. Arrangements for wheelchair-accessible taxi service would also be possible, but there would be no need to guarantee availability of an accessible taxi for each trip as long as other options, such as medical transport companies, are also available.

Cost Containment. An attractive feature of the brokerage model is the possibility of a variety of flexible cost containment measures. With reservations going through a central service manager, it is possible to use advance reservations, to group trips for efficiency, to implement limits on certain types of trips or to prioritize certain trips, and to have a flexible fare structure that need not be based on taxi fares. It would be relatively simple to apply surcharges or premium fares for trips at night or during peak periods, for same-day reservations, or for trips over a defined monthly allowance per person.

For purposes of the financial analysis, it will be assumed that there will be 20% cost reduction, compared to a scrip-based program, due to grouping by the broker in this option. Evidence specifically from brokered programs is lacking. One example of brokered service that we do have data from is LAVTA Wheels, which has productivity of about 1.7 passenger-trips per vehicle hour. However, this service provides relatively short trips compared to any intercity service in Solano County. A more relevant example is probably the prior Solano Paratransit program, which was able to achieve productivity of about 1.3 to 1.4 passengers per vehicle hour. We do not know precisely how much grouping this reflects, but this level of productivity is clearly significantly greater than could have been achieved if each intercity trip had been provided an exclusive ride, as is currently the case on the Intercity Taxi Scrip Program. This suggests that a broker could easily achieve grouping on the order of 20% of trips.

Administrative Simplification. There would be no need to process taxi scrip or even to verify the meter charge for each trip provided by taxicabs. The broker would pre-approve the payment amount for each trip, based on mileage as determined at the time of booking. Other payment formulas might apply to other providers, but in each case, the broker would have full control over the trips and payments that are approved.

Fare Structure Options. To illustrate the flexibility allowed by the brokerage model, several potential fare structures are outlined here.

- Per-mile rates, for example based on percentage of taxi meter rates
  - Familiar to riders
  - Encourages short trips
  - Broker can determine the fare for each trip at the time of booking
  - Would apply to the user payment, not to the provider payment, which would vary depending on the provider and vehicle type used for each trip
- Zonal fares based on city/community pairs
  - Easier to determine the correct fare for each trip in advance
  - The fare structure and policy can be based on analysis of all trip types and all service delivery methods
  - Ensures that going and returning portions of a round trip will have the same fare
  - Jurisdictions can adjust fares for their residents as needed for local objectives

As one example of a possible zonal fare structure, Figure 8 shows possible zones for each pair of origin and destination areas. A fare structure that would be similar to the "multi-tiered" structure that has been discussed would charge $4 per zone as a basic fare, $8 per zone for night and weekend trips, and $12 per zone for same-day trips. Alternatively, there could be a flat surcharge of $8 per trip for night and weekend trips and $12 per trip for same-day trips. The surcharges could be combined for a same-day, night-time trip.

Figure 8 Possible Zone Structure for Use with a Brokerage

Destination: Origin	Vallejo and Benicia	Fairfield and Suisun	Travis AFB	Vacaville	Dixon	Rio Vista
Vallejo and Benicia		2	3	3	4	4
Fairfield and Suisun	2			1	2	2
Vacaville	3	1	1		1	2
Dixon	4	2	2	1		2
Rio Vista	4	2	2	2	2	

Fare Payment. A brokerage would also allow for new methods of fare payment that are simpler and much more convenient than scrip. The broker would determine the fare for each trip in advance, at the time of reservation. This information would be provided to both the rider and the vehicle driver, so the rider could pay the fare in cash at the time of the ride. It would also be possible to create a cashless system that avoids use of scrip or tickets. The broker would keep an account for each rider. Riders would send payment to the broker, who would add the payment to the rider's account. Each time a trip is reserved, the appropriate fare would be deducted from the account balance. If the rider later cancelled the trip, the fare amount would be added back to the account. No payment would occur on the vehicle at all. Since riders are used to buying scrip in advance, the concept of paying in advance for trips is already well established. This method allows for maximum flexibility in fare structures. It avoids all issues of handling and reconciling cash or

tickets. It allows for third parties to pay for (or sponsor) a rider's travel. It works for riders with mental or physical disabilities that prevent them from dealing with cash or tickets.

Advantages and disadvantages of the brokerage model are summarized below in Figure 9.

Figure 9 Advantages and Disadvantages of the Brokerage Model

Advantages	Disadvantages
Simplifies addition of wheelchair-accessible service	Uses a relatively new concept that is untested in Solano County
Allows multiple flexible options for cost containment, such as trip grouping, trip priorities or limits, multi-tiered fares or surcharges	If a new contractor is brought in, the brokerage will probably be administered from a remote location, with loss of local familiarity and possible reduced responsiveness
A broker can monitor and enforce service quality standards, and investigate and resolve complaints	Uncertain availability of appropriate vehicle providers in addition to taxis
Arms length relationship of public agencies with actual providers	Adds costs for a contractor compared to the current taxi-based model
Public agencies are relieved of detailed program administration duties	
Flexibility of multiple contractors who could be used at short notice to provide a variety of trip types	
Consistent level of insurance	
Tests a model that may be applicable for local taxi scrip and eventually for ADA paratransit too	
Allows multiple options for fare payment, including cashless	

Option 3: Dedicated Fleet

This model would be similar to the earlier Solano Paratransit program that was administered by the City of Fairfield and operated by Fairfield's ADA paratransit contract provider. One of the current contract providers for ADA paratransit might operate the service using accessible vans or minibuses as an add-on to their existing contract, depending on the options and terms of the existing contract, and compliance with procurement rules. The potential contract providers include those operating service for SolTrans, Fairfield and Suisun Transit, and Vacaville's City Coach system.

This concept assumes that one of these providers has the capability of supplementing its existing service, using existing facilities. Vehicles, drivers, and office staff might be added, but for the new service to be cost-effective, administration, reservations, scheduling, and dispatch would need to be shared with the ADA paratransit program, so no staff would be dedicated full-time to the new program.

Accessible Service. This dedicated fleet model would provide wheelchair-accessibility by using a fleet of wheelchair-accessible vehicles dedicated to this service. For the most part, all trips,

including trips by ambulatory riders, would be carried by these vehicles. However, for efficiency, some ambulatory trips could be subcontracted to taxicabs, much as in the brokerage model.

Cost Containment. The previous Solano Paratransit program was discontinued because of its expense. In a new program, measures would be introduced to address cost containment. The earlier Solano Paratransit service attempted to comply with ADA criteria for fares, no trip purpose rules, etc. In a new program, fares could vary by trip purpose or time of day, and certain trips could be prioritized. Trip limits could also be established. However, the basic cost per vehicle hour would be similar to cost per vehicle hour that currently applies to ADA paratransit. Cost savings would depend on the ability to efficiently schedule as many trips as possible in each vehicle-hour.

For the financial analysis, the prior Solano Paratransit program is the most relevant example. Therefore we have applied the cost per trip in FY 2009 with increases to represent inflation since then. Some cost savings would be possible, but these would mainly come from demand management practices rather than steps that would reduce the cost per trip.

Fares and Fare Payment. All the same flexible options for fare structure and fare payment methods would exist as in the brokerage model.

Advantages and disadvantages of the dedicated fleet model are summarized in Figure 10.

Figure 10 Advantages and Disadvantages of the Dedicated Fleet Model

Advantages	Disadvantages
Simplifies addition of wheelchair-accessible service	High cost per vehicle hour
Allows multiple flexible options for cost containment, such as trip grouping, trip priorities or limits, multi-tiered fares	Unclear if any existing ADA paratransit operators have the capacity to take on additional responsibilities
Uses a simple, well-understood model of service delivery	Because of low trip volumes and long distance trips, opportunities for efficient trip scheduling may be limited
Administratively simple, but requires a commitment to service monitoring by a city or transit agency	

Financial Analysis

The Solano County transit operators have participated in providing intercity paratransit and taxi scrip service for several years. Each operator has made a financial contribution to the taxi scrip program based on the amount of scrip it sells. The Memorandum of Understanding (MOU) executed by the operators in July 2013 identifies initial contribution rates for FY 2013-14 and FY 2014-15 for the taxi scrip program through June 2014 and the planned successor program, which was planned for implementation in July 2014. The initial financial plan prepared by Solano County and the transit operators formed the basis for the financial analysis prepared for this review. This review is intended to assess the financial sustainability of the intercity paratransit program. As such it includes an analysis of current conditions, potential future conditions using different assumptions for each of the three service delivery options evaluated, and a range of financial outcomes under funding constraints.

Nancy Whelan Consulting developed a spreadsheet model to analyze the costs and funding for nine paratransit service scenarios. These scenarios include a continuation of the current intercity taxi scrip program, a longer-range view of the paratransit program proposed by Solano County staff, and two variations for each of the three paratransit service delivery options described earlier in this report. The spreadsheet models compared the paratransit service costs and revenues under various financial scenarios for the options evaluated. The financial analysis identifies a range of likely costs and revenues for a ten-year period. Figures 11 and 12 summarize the key variables and common assumptions. Figure 13 summarizes key assumptions and findings for each scenario.

Figure 11 Financial Analysis Variables

Cost Analysis Variables	Revenue Analysis Variables
Riders • Ambulatory • Non-Ambulatory • Annual Growth rate Cost per Rider • Ambulatory • Non-Ambulatory • Annual Growth Rate	• Farebox Recovery • Transit Operator Contributions of TDA • Other Grants • Annual Growth in Revenues

Figure 12 Common Financial Assumptions

Cost Assumptions	Revenue Assumptions
• Annual Ambulatory Ridership Growth = 2% • Annual Cost Escalation* = 3% • Contingency Rate = 20%	• Transit Operator TDA Contribution in FY14 and FY15 from MOU • Annual Transit Operator TDA Growth* = 3% • Annual County TDA Growth* = 3% • County TDA Constrained to Net Amount Available* • FTA New Freedom Grants = $300,000

* Except County Plan Scenario

Figure 13 Key Assumptions and Findings for Each Scenario

Scenario	Purpose	FY 15 Cost/Trip[1] (Amb / Non-Amb)	Farebox Recovery	Annual Trips (FY22)	Financial Outcomes	
					Shortfall Begins	Annual Shortfall Amount in FY22
County Plan	10-Year projection of Solano County's operating plan	$60 / $60 (no annual growth)	35%	20,577	Spend Contingency: FY16 Without Cont.: FY17	$387,000 $117,000
Current Taxi Scrip A	Continuation of current taxi scrip program	$44 / NA	15%	15,217	Spend Contingency: FY16 Without Cont.: none	$138,000 $0
Current Taxi Scrip B	Continuation of current taxi scrip program, increase farebox recovery	$44 / NA	25%	15,217	Spend Contingency: FY18 Without Cont.: none	$56,000 $0
Modified Taxi Scrip A	Expand taxi scrip program to include non-ambulatory trips	$44 / $66	35%	21,224	Spend Contingency: FY16 Without Cont.: FY17	$452,000 $165,000
Modified Taxi Scrip B	Expand taxi scrip program to include non-ambulatory trips	$44 / $88	25%	21,224	Spend Contingency: FY16 Without Cont.: FY16	$592,000 $272,000
Paratransit Broker A	Paratransit Broker model, with 20% trip consolidation	$35 / $53	35%	21,224	Spend Contingency: FY16 Without Cont.: none	$229,000 $0
Paratransit Broker B	Paratransit Broker model, with 20% trip consolidation	$35 / $70	25%	21,224	Spend Contingency: FY16 Without Cont.: FY17	$459,000 $198,000
Dedicated Fleet A	Provide ambulatory and non-ambulatory trips with dedicated fleet	$97 / $97	35%	21,224	Spend Contingency: FY15 Without Cont.: FY15	$1,483,000 $953,000
Dedicated Fleet B	Provide ambulatory and non-ambulatory trips with dedicated fleet	$97 / $97	25%	21,224	Spend Contingency: FY15 Without Cont.: FY15	$1,735,000 $1,206,000

1. See explanation of assumptions in the discussion of the options.

The "best" and "worst" case scenarios for each service delivery option (except the County Plan) were developed to bracket the potential financial outcomes. In the best case scenario (scenarios labeled "A"), lower per trip cost estimates and higher farebox recovery rates were used. In the worst case scenario (scenarios labeled "B"), higher per trip cost estimates and lower farebox recovery rates were used. The County Plan included a 20% cost contingency. This assumption was continued throughout the analysis with financial outcomes shown assuming: 1) the contingency is spent annually, and 2) the contingency is not spent.

County Plan Scenario. In 2013, in collaboration with the transit operators, Solano County prepared a five-year financial plan for the development of a preliminary Request for Proposals for a new ADA Plus paratransit program. This financial plan was based on a paratransit brokerage

model with a tiered fare structure. Using this 2013 financial plan as a starting point, Nancy Whelan Consulting extended the duration of the plan to ten years, but maintained the cost, ridership, and revenue projections of Solano County's original plan. Under this scenario, shortfalls are projected to begin in FY16 or FY17 (depending on whether the contingencies are spent) and grow each year thereafter. Costs are based on a blended rate of $60 per trip for both ambulatory and non-ambulatory trips. The per trip cost does not increase over time. The number of trips is projected to increase by 2 percent each year. Farebox revenues are projected to cover 35 percent of the trip cost, based on a tiered fare structure. Other operating funds are based on the MOU, and do not escalate over time. In addition, this scenario includes $300,000 in Federal Transit Administration New Freedom grants for FY14 and FY15.

The financial analysis of the County Plan Scenario indicates that shortfalls would begin in FY16 or FY17, depending on whether the contingency funds are spent. The shortfalls grow each year, reaching 7 to 24 percent of the operating costs at the end of the ten year period.

Current Taxi Scrip Model. In addition to an analysis of providing intercity paratransit service to non-ambulatory persons, STA requested a review of the viability of the current taxi scrip program. Nancy Whelan Consulting evaluated the long-term finances for the current intercity taxi scrip program for two scenarios. Under both scenarios, costs grow by 3 percent per year, ridership growth is constrained to 2 percent per year (as projected for FY 13-14 by the County), and TDA revenues (transit operator shares) grow by 3 percent per year from the MOU levels. The TDA contribution from Solano County is constrained by the County's existing commitments to other programs, including the intercity bus program, STA planning contribution, and Faith in Action. In addition, these financial models include $300,000 in Federal Transit Administration New Freedom grants for FY14 and FY15.

Under Current Taxi Scrip Scenario A, farebox recovery is maintained at the current 15 percent. Based on input from the transit operators, the Current Taxi Scrip Scenario B includes an increase in the farebox recovery rate to 25 percent in FY15. This financial model does not include fare elasticity.[1]

Under both scenarios, shortfalls begin within two to four years if the 20 percent cost contingency is spent. However, with careful cost management and modest ridership increases, the current ambulatory taxi scrip program could be sustained with current revenues (assuming these sources escalate over time). As suggested earlier in this memo, ridership growth on the taxi scrip program has been significant over the past few years. Constraints would need to be imposed to contain growth to the assumed 2 percent annual ridership growth rate.

Modified Taxi Scrip Model. Nancy Whelan Consulting prepared two financial scenarios for the modified taxi scrip program described in this report as service delivery "Option 1." Under both modified taxi scrip scenarios, costs grow by 3 percent per year, ambulatory ridership is constrained to 2 percent per year, non-ambulatory ridership ramps up to 40 percent of the ambulatory trips 18 months after the start of the new service, and TDA revenues (transit operator shares) grow by 3 percent per year from the MOU levels. The TDA contribution from Solano County is limited to the total TDA available to the County, less its existing commitments to other programs, including the intercity bus program, STA planning contribution, and Faith in Action. In addition, these financial models include $300,000 in Federal Transit Administration New

[1] Fare elasticity is a term to describe changes in ridership (or demand) based on changes in price. In general, fare increases tend to result in a reduction in ridership.

Freedom grants for FY14 and FY15. The Modified Taxi Scrip Scenario A projects a farebox recovery rate of 35 percent, and a non-ambulatory per trip cost of 150 percent of the ambulatory trip cost. In Modified Taxi Scrip Scenario B, the farebox recovery rate is 25 percent, and the non-ambulatory per trip cost is 200 percent of the ambulatory trip cost. The rate of the cost increase from ambulatory to non-ambulatory trips is based on Nelson\Nygaard's evaluation of cost data from Alameda County.

The Modified Taxi Scrip financial scenarios predict shortfalls starting in FY16 or FY17, depending on whether the contingency is spent. The shortfalls grow each year, reaching 10 to 31 percent of the operating costs at the end of the ten year period.

Nancy Whelan Consulting analyzed two means of eliminating the shortfall: reducing the program cost by constraining the number of trips, and increasing the financial contributions from local jurisdictions. Under the more optimistic scenario, to eliminate the projected shortfall, ridership would have to be maintained at FY18 levels, or local jurisdictions would need to increase their contributions by approximately 50 percent. Under the higher cost, lower farebox revenue scenario, ridership would need to be cut by six percent in FY17 and maintained at that new level, or the local contributions would need to more than double starting in FY17 in order to eliminate the annual shortfalls.

Paratransit Brokerage Model. This model is described as service delivery "Option 2." The cost and revenue assumptions for scenarios A and B are the same as those under the Modified Taxi Scrip scenarios, with the exception of the cost per trip. The paratransit broker models include a cost savings for ambulatory trips of 20 percent from the current taxi scrip program, based on grouping trips. This assumption comes from the trip grouping achieved by the former Solano County Intercity Paratransit Service. As with the Modified Taxi Scrip scenarios, the non-ambulatory trip costs are 150 percent of the ambulatory trip costs in Scenario A, and 200 percent in Scenario B. Farebox recovery rates are 35 percent and 25 percent in Scenarios A and B, respectively.

Under the Paratransit Brokerage Scenario A, shortfalls begin in FY16 if the contingency is spent, but do not occur in the ten year period if the contingency is not spent. Under Scenario B, shortfalls begin in FY16 or FY17, depending on whether the contingency is spent. At the end of the ten year period, the shortfalls range from 0 to 29 percent of the operating cost. Because the operating costs are presumed to be lower in the broker models, the financial analysis also shows that the farebox revenues under the broker scenarios are less than the farebox revenues under the modified taxi scrip scenarios.

Dedicated Fleet Model. The cost and revenue assumptions for both Dedicated Fleet (service delivery "Option 3") financial scenarios are the same as those under the Modified Taxi Scrip and Paratransit Brokerage models, with the exception of the cost per trip. Under the Dedicated Fleet model, the cost for each ambulatory and non-ambulatory trip is assumed to be the same as the previous Solano County intercity paratransit program, escalated by 3 percent per year from $81 in FY09 to approximately $97 in FY15. Farebox recovery rates are 35 percent and 25 percent in Scenarios A and B, respectively.

Under the Dedicated Fleet model, shortfalls begin in FY15, and grow every year thereafter. By the end of the ten year analysis period, the shortfalls range from 31 to 54 percent of the annual operating cost.

Conclusions. These scenarios provide a framework for evaluating changes to the costs and revenues for the paratransit program. The outcomes show that under certain conditions the

service can be operated through FY 2022 without a shortfall. In the other extreme, the service could potentially experience an annual shortfall in FY 2022 of as much as $1.7 million. In practice, shortfalls would likely be solved through a combination of both constraining the number of trips and identifying additional revenues.

The financial models demonstrate that the financial sustainability of a paratransit program is sensitive to moderate changes in per trip costs, the number of trips, the farebox recovery rate, and the ability to secure additional revenue. As noted previously in this report, the cost elements of the financial equation are difficult to predict, and will likely not be known until a service provider is procured. Various mechanisms to control the number of trips are likely to be needed to sustain a financially viable program. Further refinement of the cost estimates should be done by estimating the impacts of assumed farebox recovery rates on ridership (accounting for fare elasticities). In general, a higher farebox recovery rate, implying higher fares per trip, would likely constrain demand, although that is not explicitly modeled in the scenarios.

On the revenue side, steps could be taken prior to the implementation of an expanded ADA Plus paratransit program that can improve the sustainability of the program. The transit operators have indicated their willingness to increase the intercity taxi scrip program farebox recovery rate from its current 15 percent to at least 25 percent. This step could be taken with the existing program. However, a 35 percent farebox recovery for the higher per trip cost estimated for the dedicated vehicle fleet (service delivery "Option 3") would result in an average fare of approximately $34. This may not be achievable and should be further analyzed. These additional analyses should be performed in concert with the final selection of a service delivery option and the development of a Request for Proposals for the service.

IMPLEMENTATION ISSUES

Program Administration. A lead agency needs to be identified to administer whatever service is decided on. In the past the City of Vacaville administered the taxi scrip program, and before that the City of Fairfield administered Solano Paratransit. Most recently, the County has administered the taxi scrip program, but has determined that it no longer wants to continue in this role. It has been proposed by the County that Solano Transportation Authority (STA) consider administering the intercity paratransit service. Such a role has been determined to be consistent with STA's mission, but without staff currently qualified to manage this service, STA would need to hire a program administration contractor or project manager.

Phasing of Accessible Service. With a taxi-based model, it is legally permitted to have ambulatory-only service as long as riders are making arrangements directly with taxi companies of their choice and the public agency role is limited to providing a subsidy. Wheelchair-accessible options could be phased in over time by making arrangements for taxi companies to operate accessible vehicles or by identifying one or more separate operators of wheelchair-accessible service.

The legal situation for the other models is different. Either a brokerage model or a dedicated fleet model would be considered a publically operated demand-responsive system and would have to include wheelchair-accessible service from the start. Further the wheelchair-accessible component would need to be equivalent to the ambulatory component (with respect to response time, availability, fares, area, hours, and any restrictions on trip making) from the start.

Contracting. All of the options involve some contracting issues. For the taxi scrip options, it would be necessary to make agreements with taxi companies for operation of accessible vehicles

or else to contract separately with providers of wheelchair accessible service. For the dedicated fleet option, agreements would be needed both with a local agency and with the local agency's existing paratransit service provider.

For the brokerage option, it would be necessary to issue a Request for Proposals and conduct a competitive procurement for brokerage services. Drafting a RFP with an appropriate scope of work, including realistic terms of compensation, and conducting a selection process will take a significant amount of effort. There is no guarantee that a contractor with the necessary experience and capabilities would provide an advantageous proposal. One company, American Logistic Corporation (ALC) based in Anaheim, that has been frequently mentioned by the transit operators as a provider of brokerage services for paratransit has recently abandoned this line of work.

In the Bay Area, the pioneer in using brokerage for paratransit has been the Livermore Amador Valley Transit Authority (LAVTA) which entered in a contract with ALC for ADA paratransit in July 2011. In 2013 ALC exercised an option in its contract to terminate service effective April 2014. ALC exercised a similar option to terminate another ADA paratransit contract with the North County Transit District in Oceanside (northern San Diego County). However, LAVTA did receive proposals from multiple qualified providers to continue operating ADA paratransit using the brokerage model in response to an RFP that it issued in July 2013. A contract has been awarded to MTM, Inc. in St. Louis, Missouri, to operate service beginning in April 2014. Proposals to operate service using the brokerage model were also received from four other companies, including two established national providers of paratransit service with multiple contracts in the Bay Area.

Based on LAVTA's experience and conversations with potential providers, it is likely that qualified vendors would be interested in operating intercity service in Solano County using the brokerage model, although the relatively small size of the program may present a disincentive for prospective bidders.

One possibility that would significantly increase the level of interest from potential contractors would be eventual inclusion of additional services, especially possible operation of local ADA paratransit. At least one local operator, SolTrans, has expressed interest in including an option for operation of its local ADA paratransit in a contract for brokerage of intercity service.

Funding. Under nearly all scenarios, some amount of new revenue would be required to operate ADA-plus intercity paratransit services in Solano County. The amount and timing of the new revenues will depend on the per trip cost of the services and the number of trips. Unfortunately, the cost per trip will not be known until a service provider has been procured. This cost will determine whether or not ridership will need to be constrained to maintain the program's financial viability. As these costs are determined, STA, the County and transit operators will need to come to an agreement on the funding shares and limits that each will dedicate to the program. Additional grant funding opportunities should be considered for the intercity paratransit program.

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Solano County Intercity Paratransit Services

DRAFT

10-Year Financial Plan
County Operating Plan
15-Apr-14

	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
Inputs										
Ambulatory Cost per Trip	$ 41.46	$ 41.46	$ 60.00	$ 60.00	$ 60.00	$ 60.00	$ 60.00	$ 60.00	$ 60.00	$ 60.00
No. of Ambulatory Trips	12,780	12,987	12,987	13,249	13,517	13,790	14,069	14,353	14,643	14,939
Non-Amb. Cost per Trip			$ 60.00	$ 60.00	$ 60.00	$ 60.00	$ 60.00	$ 60.00	$ 60.00	$ 60.00
No. of Non-Amb. Trips			2,631	5,001	5,102	5,205	5,310	5,417	5,526	5,638
Trip Growth Rate		2%	20%	2%	2%	2%	2%	2%	2%	2%
Cost Escalation Rate					0%	0%	0%	0%	0%	0%
Farebox Recovery Rate	15%	15%	15% / 35%	35%	35%	35%	35%	35%	35%	35%
Contingency Rate			20%	20%	20%	20%	20%	20%	20%	20%
Expenses										
Contractor Operating Cost			$ 468,557	$ 1,095,000	$ 1,117,119	$ 1,139,685	$ 1,162,706	$ 1,186,193	$ 1,210,154	$ 1,234,599
Contractor Incentives			$ 6,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
Admin. Oversight & Printing	$ 63,668	$ 64,700	$ 100,000	$ 102,020	$ 104,081	$ 106,183	$ 108,328	$ 110,516	$ 112,749	$ 115,026
Taxi Scrip Service	$ 529,865	$ 538,453	$ 269,227							
Contingency			$ 113,711	$ 239,404	$ 244,240	$ 249,174	$ 254,207	$ 259,342	$ 264,581	$ 269,925
Total Expenses	**$ 593,533**	**$ 603,153**	**$ 957,495**	**$ 1,448,424**	**$ 1,477,440**	**$ 1,507,042**	**$ 1,537,241**	**$ 1,568,051**	**$ 1,599,484**	**$ 1,631,551**
Revenue										
Farebox Revenue	$ 73,515	$ 75,000	$ 201,495	$ 383,250	$ 390,992	$ 398,890	$ 406,947	$ 415,168	$ 423,554	$ 432,110
New Freedom Grants		$ 150,000	$ 150,000							
TDA: Benicia	$ 35,996									
TDA: Dixon	$ 3,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
TDA: FAST	$ 62,392	$ 62,392	$ 62,392	$ 62,392	$ 62,392	$ 62,392	$ 62,392	$ 62,392	$ 62,392	$ 62,392
TDA: Rio Vista	$ 1,500	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
TDA: Soltrans		$ 155,981	$ 155,981	$ 155,981	$ 155,981	$ 155,981	$ 155,981	$ 155,981	$ 155,981	$ 155,981
TDA: Vacaville	$ 71,991	$ 71,991	$ 71,991	$ 71,991	$ 71,991	$ 71,991	$ 71,991	$ 71,991	$ 71,991	$ 71,991
TDA: Vallejo	$ 119,985									
TDA: Solano County	$ 77,999	$ 53,104	$ 440,568	$ 512,568	$ 512,568	$ 512,568	$ 512,568	$ 512,568	$ 512,568	$ 512,568
State Transit Assistance										
Vacaville In-Kind Admin.	$ 63,668									
Solano Co. In-Kind Admin.		$ 64,700								
Reconciling Item	$ 83,487									
Prior Year Balance		$ -	$ 40,015	$ 174,946	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$ 593,533**	**$ 643,168**	**$ 1,132,442**	**$ 1,371,128**	**$ 1,203,924**	**$ 1,211,822**	**$ 1,219,879**	**$ 1,228,100**	**$ 1,236,486**	**$ 1,245,042**
Balance If Spend Contingency	***$ -***	***$ 40,015***	***$ 174,946***	***$ (77,296)***	***$ (273,516)***	***$ (295,220)***	***$ (317,362)***	***$ (339,952)***	***$ (362,998)***	***$ (386,509)***
Balance If Contingency Not Spent	***$ -***	***$ 40,015***	***$ 288,658***	***$ 162,108***	***$ (29,276)***	***$ (46,046)***	***$ (63,155)***	***$ (80,610)***	***$ (98,417)***	***$ (116,584)***

Assumptions:

New contract starts Jan. 1, 2015 (1/2 of FY15)
Maintain taxi scrip through Dec. 31, 2014 (1/2 of FY15)
Based on Solano County's Intercity Paratransit Services for Solano County 5-Year Operating Plan, with revised new contract start date to Jan. 1, 2015

Solano County Intercity Paratransit Services **DRAFT**

10-Year Financial Plan

Current Taxi Scrip Scenario A: Current Taxi Scrip Program, 15% Farebox Recovery

15-Apr-14

	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
Inputs										
Ambulatory Cost per Trip	$ 41.46	$ 42.70	$ 43.99	$ 45.30	$ 46.66	$ 48.06	$ 49.51	$ 50.99	$ 52.52	$ 54.10
No. of Ambulatory Trips	12,780	12,987	13,247	13,512	13,782	14,058	14,339	14,626	14,918	15,217
Non-Amb. Cost per Trip										
No. of Non-Amb. Trips										
Trip Growth Rate		2%	2%	2%	2%	2%	2%	2%	2%	2%
Cost Escalation Rate		3%	3%	3%	3%	3%	3%	3%	3%	3%
Farebox Recovery Rate	15%	15%	15%	15%	15%	15%	15%	15%	15%	15%
Contingency Rate			20%	20%	20%	20%	20%	20%	20%	20%
Expenses										
Contractor Operating Cost										
Contractor Incentives										
Admin. Oversight & Printing	$ 63,668	$ 65,578	$ 67,545	$ 69,572	$ 71,659	$ 73,809	$ 76,023	$ 78,304	$ 80,653	$ 83,072
Taxi Scrip Service	$ 529,865	$ 554,607	$ 582,670	$ 612,153	$ 643,128	$ 675,670	$ 709,859	$ 745,778	$ 783,515	$ 823,160
Contingency			$ 130,043	$ 136,345	$ 142,957	$ 149,896	$ 157,176	$ 164,816	$ 172,833	$ 181,247
Total Expenses	**$ 593,533**	**$ 620,185**	**$ 780,259**	**$ 818,070**	**$ 857,744**	**$ 899,375**	**$ 943,059**	**$ 988,898**	**$ 1,037,001**	**$ 1,087,479**
Revenue										
Farebox Revenue	$ 73,515	$ 83,191	$ 87,401	$ 91,823	$ 96,469	$ 101,351	$ 106,479	$ 111,867	$ 117,527	$ 123,474
New Freedom Grants		$ 200,000	$ 100,000							
TDA: Benicia	$ 35,996									
TDA: Dixon	$ 3,000	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: FAST	$ 62,392	$ 40,000	$ 40,000	$ 41,200	$ 42,436	$ 43,709	$ 45,020	$ 46,371	$ 47,762	$ 49,195
TDA: Rio Vista	$ 1,500	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: Soltrans		$ 85,000	$ 85,000	$ 87,550	$ 90,177	$ 92,882	$ 95,668	$ 98,538	$ 101,494	$ 104,539
TDA: Vacaville	$ 71,991	$ 70,000	$ 70,000	$ 72,100	$ 74,263	$ 76,491	$ 78,786	$ 81,149	$ 83,584	$ 86,091
TDA: Vallejo	$ 119,985									
TDA: Solano County	$ 77,999	$ 47,105	$ 387,858	$ 473,696	$ 489,107	$ 504,980	$ 521,330	$ 538,169	$ 555,514	$ 573,380
State Transit Assistance										
Vacaville In-Kind Admin.	$ 63,668									
Solano Co. In-Kind Admin.		$ 65,578								
Reconciling Item	$ 83,487	$ 19,311								
Prior Year Balance		$ -	$ 0	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$ 593,533**	**$ 620,185**	**$ 780,259**	**$ 776,669**	**$ 803,061**	**$ 830,340**	**$ 858,538**	**$ 887,687**	**$ 917,822**	**$ 948,978**
Balance If Spend Contingency	***$ -***	***$ 0***	***$ -***	***$ (41,401)***	***$ (54,684)***	***$ (69,035)***	***$ (84,521)***	***$ (101,211)***	***$ (119,178)***	***$ (138,501)***
Balance If Contingency Not Spent	***$ -***	***$ 0***	***$ 130,043***	***$ 94,944***	***$ 88,274***	***$ 80,861***	***$ 72,655***	***$ 63,605***	***$ 53,655***	***$ 42,745***

Assumptions:

Continuation of current Intercity Taxi Scrip Program with 3% annual cost escalation and 2% annual trip growth

Assume escalation of TDA revenues by 3% per year after FY15, Solano County TDA constrained by other planned uses

Solano County Intercity Paratransit Services **DRAFT**

10-Year Financial Plan

Current Taxi Scrip Scenario B: Current Taxi Scrip Program, 25% Farebox Recovery

15-Apr-14

	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
Inputs										
Ambulatory Cost per Trip	$ 41.46	$ 42.70	$ 43.99	$ 45.30	$ 46.66	$ 48.06	$ 49.51	$ 50.99	$ 52.52	$ 54.10
No. of Ambulatory Trips	12,780	12,987	13,247	13,512	13,782	14,058	14,339	14,626	14,918	15,217
Non-Amb. Cost per Trip										
No. of Non-Amb. Trips										
Trip Growth Rate		2%	2%	2%	2%	2%	2%	2%	2%	2%
Cost Escalation Rate		3%	3%	3%	3%	3%	3%	3%	3%	3%
Farebox Recovery Rate	15%	15%	25%	25%	25%	25%	25%	25%	25%	25%
Contingency Rate			20%	20%	20%	20%	20%	20%	20%	20%
Expenses										
Contractor Operating Cost										
Contractor Incentives										
Admin. Oversight & Printing	$ 63,668	$ 65,578	$ 67,545	$ 69,572	$ 71,659	$ 73,809	$ 76,023	$ 78,304	$ 80,653	$ 83,072
Taxi Scrip Service	$ 529,865	$ 554,607	$ 582,670	$ 612,153	$ 643,128	$ 675,670	$ 709,859	$ 745,778	$ 783,515	$ 823,160
Contingency			$ 130,043	$ 136,345	$ 142,957	$ 149,896	$ 157,176	$ 164,816	$ 172,833	$ 181,247
Total Expenses	**$ 593,533**	**$ 620,185**	**$ 780,259**	**$ 818,070**	**$ 857,744**	**$ 899,375**	**$ 943,059**	**$ 988,898**	**$ 1,037,001**	**$ 1,087,479**
Revenue										
Farebox Revenue	$ 73,515	$ 83,191	$ 145,668	$ 153,038	$ 160,782	$ 168,918	$ 177,465	$ 186,445	$ 195,879	$ 205,790
New Freedom Grants		$ 200,000	$ 100,000							
TDA: Benicia	$ 35,996									
TDA: Dixon	$ 3,000	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: FAST	$ 62,392	$ 40,000	$ 40,000	$ 41,200	$ 42,436	$ 43,709	$ 45,020	$ 46,371	$ 47,762	$ 49,195
TDA: Rio Vista	$ 1,500	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: Soltrans		$ 85,000	$ 85,000	$ 87,550	$ 90,177	$ 92,882	$ 95,668	$ 98,538	$ 101,494	$ 104,539
TDA: Vacaville	$ 71,991	$ 70,000	$ 70,000	$ 72,100	$ 74,263	$ 76,491	$ 78,786	$ 81,149	$ 83,584	$ 86,091
TDA: Vallejo	$ 119,985									
TDA: Solano County	$ 77,999	$ 47,105	$ 329,591	$ 453,882	$ 479,478	$ 504,980	$ 521,330	$ 538,169	$ 555,514	$ 573,380
State Transit Assistance										
Vacaville In-Kind Admin.	$ 63,668									
Solano Co. In-Kind Admin.		$ 65,578								
Reconciling Item	$ 83,487	$ 19,311								
Prior Year Balance		$ -	$ 0	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$ 593,533**	**$ 620,185**	**$ 780,259**	**$ 818,070**	**$ 857,744**	**$ 897,907**	**$ 929,524**	**$ 962,265**	**$ 996,174**	**$ 1,031,294**
Balance If Spend Contingency	***$ -***	***$ 0***	***$ -***	***$ -***	***$ -***	***$ (1,468)***	***$ (13,535)***	***$ (26,633)***	***$ (40,827)***	***$ (56,185)***
Balance If Contingency Not Spent	***$ -***	***$ 0***	***$ 130,043***	***$ 136,345***	***$ 142,957***	***$ 148,428***	***$ 143,641***	***$ 138,183***	***$ 132,007***	***$ 125,061***

Assumptions:

Continuation of current Intercity Taxi Scrip Program with 3% annual cost escalation and 2% annual trip growth

Assume escalation of TDA revenues by 3% per year after FY15, Solano County TDA constrained by other planned uses

Solano County Intercity Paratransit Services **DRAFT**

10-Year Financial Plan

Modified Taxi Scrip Scenario A: 2% Annual Trip Growth, 35% Farebox Recovery, Lower Non-Ambulatory Trip Cost

21-Apr-14

	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
Inputs										
Ambulatory Cost per Trip	$ 41.46	$ 42.70	$ 43.99	$ 45.30	$ 46.66	$ 48.06	$ 49.51	$ 50.99	$ 52.52	$ 54.10
No. of Ambulatory Trips	12,780	12,987	13,198	13,462	13,731	14,005	14,286	14,571	14,863	15,160
Non-Amb. Cost per Trip			$ 65.98	$ 67.96	$ 70.00	$ 72.10	$ 74.26	$ 76.49	$ 78.78	$ 81.14
No. of Non-Amb. Trips			990	3,365	5,492	5,602	5,714	5,829	5,945	6,064
Trip Growth Rate		2%	9%	2%	2%	2%	2%	2%	2%	2%
Cost Escalation Rate		3%	3%	3%	3%	3%	3%	3%	3%	3%
Farebox Recovery Rate	15%	15%	15% / 35%	35%	35%	35%	35%	35%	35%	35%
Contingency Rate			20%	20%	20%	20%	20%	20%	20%	20%
Expenses										
Contractor Operating Cost			$ 322,905	$ 838,582	$ 1,025,180	$ 1,077,054	$ 1,131,553	$ 1,188,810	$ 1,248,964	$ 1,312,161
Contractor Incentives			$ 6,000	$ 12,360	$ 12,731	$ 13,113	$ 13,506	$ 13,911	$ 14,329	$ 14,758
Admin. Oversight & Printing	$ 63,668	$ 65,578	$ 100,000	$ 103,000	$ 106,090	$ 109,273	$ 112,551	$ 115,927	$ 119,405	$ 122,987
Taxi Scrip Service	$ 529,865	$ 554,607	$ 285,623							
Contingency			$ 84,581	$ 188,316	$ 226,254	$ 237,265	$ 248,821	$ 260,947	$ 273,674	$ 287,030
Total Expenses	**$ 593,533**	**$ 620,185**	**$ 799,109**	**$ 1,142,258**	**$ 1,370,255**	**$ 1,436,705**	**$ 1,506,431**	**$ 1,579,596**	**$ 1,656,371**	**$ 1,736,937**
Revenue										
Farebox Revenue	$ 73,515	$ 83,191	$ 155,860	$ 293,504	$ 358,813	$ 376,969	$ 396,044	$ 416,083	$ 437,137	$ 459,256
New Freedom Grants		$ 200,000	$ 100,000							
TDA: Benicia	$ 35,996									
TDA: Dixon	$ 3,000	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: FAST	$ 62,392	$ 40,000	$ 40,000	$ 41,200	$ 42,436	$ 43,709	$ 45,020	$ 46,371	$ 47,762	$ 49,195
TDA: Rio Vista	$ 1,500	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: Soltrans		$ 85,000	$ 85,000	$ 87,550	$ 90,177	$ 92,882	$ 95,668	$ 98,538	$ 101,494	$ 104,539
TDA: Vacaville	$ 71,991	$ 70,000	$ 70,000	$ 72,100	$ 74,263	$ 76,491	$ 78,786	$ 81,149	$ 83,584	$ 86,091
TDA: Vallejo	$ 119,985									
TDA: Solano County	$ 77,999	$ 47,105	$ 338,249	$ 473,696	$ 489,107	$ 504,980	$ 521,330	$ 538,169	$ 555,514	$ 573,380
State Transit Assistance										
Vacaville In-Kind Admin.	$ 63,668									
Solano Co. In-Kind Admin.		$ 65,578								
Reconciling Item	$ 83,487	$ 19,311								
Prior Year Balance		$ -	$ 0	$ 0	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$ 593,533**	**$ 620,185**	**$ 799,109**	**$ 978,350**	**$ 1,065,404**	**$ 1,105,958**	**$ 1,148,102**	**$ 1,191,904**	**$ 1,237,432**	**$ 1,284,760**
Balance If Spend Contingency	***$ -***	***$ 0***	***$ 0***	***$ (163,908)***	***$ (304,850)***	***$ (330,747)***	***$ (358,329)***	***$ (387,692)***	***$ (418,939)***	***$ (452,176)***
Balance If Contingency Not Spent	***$ -***	***$ 0***	***$ 84,581***	***$ 24,408***	***$ (78,596)***	***$ (93,482)***	***$ (109,508)***	***$ (126,744)***	***$ (145,265)***	***$ (165,147)***

Assumptions:

New contract starts Jan. 1, 2015 (1/2 of FY15)

Maintain taxi scrip through Dec. 31, 2014 (1/2 of FY15)

Assume escalation of TDA revenues by 3% per year after FY15, Solano County TDA constrained by other planned uses

Solano County Intercity Paratransit Services **DRAFT**

10-Year Financial Plan

Modified Taxi Scrip Scenario B: 2% Annual Trip Growth, 25% Farebox Recovery, Higher Non-Ambulatory Trip Cost

21-Apr-14

	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
Inputs										
Ambulatory Cost per Trip	$ 41.46	$ 42.70	$ 43.99	$ 45.30	$ 46.66	$ 48.06	$ 49.51	$ 50.99	$ 52.52	$ 54.10
No. of Ambulatory Trips	12,780	12,987	13,198	13,462	13,731	14,005	14,286	14,571	14,863	15,160
Non-Amb. Cost per Trip			$ 87.97	$ 90.61	$ 93.33	$ 96.13	$ 99.01	$ 101.98	$ 105.04	$ 108.19
No. of Non-Amb. Trips			990	3,365	5,492	5,602	5,714	5,829	5,945	6,064
Trip Growth Rate		2%	9%	2%	2%	2%	2%	2%	2%	2%
Cost Escalation Rate		3%	3%	3%	3%	3%	3%	3%	3%	3%
Farebox Recovery Rate	15%	15%	15% / 35%	35%	35%	35%	35%	35%	35%	35%
Contingency Rate			20%	20%	20%	20%	20%	20%	20%	20%
Expenses										
Contractor Operating Cost			$ 333,790	$ 914,817	$ 1,153,328	$ 1,211,686	$ 1,272,997	$ 1,337,411	$ 1,405,084	$ 1,476,181
Contractor Incentives			$ 6,000	$ 12,360	$ 12,731	$ 13,113	$ 13,506	$ 13,911	$ 14,329	$ 14,758
Admin. Oversight & Printing	$ 63,668	$ 65,578	$ 100,000	$ 103,000	$ 106,090	$ 109,273	$ 112,551	$ 115,927	$ 119,405	$ 122,987
Taxi Scrip Service	$ 529,865	$ 554,607	$ 285,623							
Contingency			$ 86,758	$ 203,563	$ 251,884	$ 264,192	$ 277,110	$ 290,668	$ 304,898	$ 319,834
Total Expenses	**$ 593,533**	**$ 620,185**	**$ 812,170**	**$ 1,233,740**	**$ 1,524,032**	**$ 1,598,263**	**$ 1,676,164**	**$ 1,757,917**	**$ 1,843,716**	**$ 1,933,761**
Revenue										
Farebox Revenue	$ 73,515	$ 83,191	$ 159,670	$ 320,186	$ 403,665	$ 424,090	$ 445,549	$ 468,094	$ 491,779	$ 516,663
New Freedom Grants		$ 200,000	$ 100,000							
TDA: Benicia	$ 35,996									
TDA: Dixon	$ 3,000	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: FAST	$ 62,392	$ 40,000	$ 40,000	$ 41,200	$ 42,436	$ 43,709	$ 45,020	$ 46,371	$ 47,762	$ 49,195
TDA: Rio Vista	$ 1,500	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: Soltrans		$ 85,000	$ 85,000	$ 87,550	$ 90,177	$ 92,882	$ 95,668	$ 98,538	$ 101,494	$ 104,539
TDA: Vacaville	$ 71,991	$ 70,000	$ 70,000	$ 72,100	$ 74,263	$ 76,491	$ 78,786	$ 81,149	$ 83,584	$ 86,091
TDA: Vallejo	$ 119,985									
TDA: Solano County	$ 77,999	$ 47,105	$ 347,501	$ 473,696	$ 489,107	$ 504,980	$ 521,330	$ 538,169	$ 555,514	$ 573,380
State Transit Assistance										
Vacaville In-Kind Admin.	$ 63,668									
Solano Co. In-Kind Admin.		$ 65,578								
Reconciling Item	$ 83,487	$ 19,311								
Prior Year Balance		$ -	$ 0	$ 0	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$ 593,533**	**$ 620,185**	**$ 812,171**	**$ 1,005,032**	**$ 1,110,256**	**$ 1,153,079**	**$ 1,197,608**	**$ 1,243,914**	**$ 1,292,075**	**$ 1,342,167**
Balance If Spend Contingency	***$ -***	***$ 0***	***$ 0***	***$ (228,708)***	***$ (413,776)***	***$ (445,184)***	***$ (478,556)***	***$ (514,003)***	***$ (551,641)***	***$ (591,593)***
Balance If Contingency Not Spent	***$ -***	***$ 0***	***$ 86,758***	***$ (25,144)***	***$ (161,892)***	***$ (180,992)***	***$ (201,446)***	***$ (223,335)***	***$ (246,743)***	***$ (271,760)***

Assumptions:

New contract starts Jan. 1, 2015 (1/2 of FY15)

Maintain taxi scrip through Dec. 31, 2014 (1/2 of FY15)

Assume escalation of TDA revenues by 3% per year after FY15, Solano County TDA constrained by other planned uses

Solano County Intercity Paratransit Services **DRAFT**

10-Year Financial Plan

Paratransit Broker Scenario A: 2% Annual Trip Growth, 35% Farebox Recovery, Lower Non-Ambulatory Trip Cost

21-Apr-14

	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
Inputs										
Ambulatory Cost per Trip	$ 41.46	$ 42.70	$ 35.19	$ 36.25	$ 37.33	$ 38.45	$ 39.61	$ 40.79	$ 42.02	$ 43.28
No. of Ambulatory Trips	12,780	12,987	13,198	13,462	13,731	14,005	14,286	14,571	14,863	15,160
Non-Amb. Cost per Trip			$ 52.79	$ 54.37	$ 56.00	$ 57.68	$ 59.41	$ 61.19	$ 63.03	$ 64.92
No. of Non-Amb. Trips			990	3,365	5,492	5,602	5,714	5,829	5,945	6,064
Trip Growth Rate		2%	9%	2%	2%	2%	2%	2%	2%	2%
Cost Escalation Rate		3%	3%	3%	3%	3%	3%	3%	3%	3%
Farebox Recovery Rate	15%	15%	15% / 35%	35%	35%	35%	35%	35%	35%	35%
Contingency Rate			20%	20%	20%	20%	20%	20%	20%	20%
Expenses										
Contractor Operating Cost			$ 258,337	$ 670,897	$ 820,183	$ 861,684	$ 905,285	$ 951,093	$ 999,218	$ 1,049,778
Contractor Incentives			$ 6,000	$ 12,360	$ 12,731	$ 13,113	$ 13,506	$ 13,911	$ 14,329	$ 14,758
Admin. Oversight & Printing	$ 63,668	$ 65,578	$ 100,000	$ 103,000	$ 106,090	$ 109,273	$ 112,551	$ 115,927	$ 119,405	$ 122,987
Taxi Scrip Service	$ 529,865	$ 554,607	$ 285,623							
Contingency			$ 71,667	$ 154,779	$ 185,255	$ 194,191	$ 203,567	$ 213,404	$ 223,725	$ 234,553
Total Expenses	**$ 593,533**	**$ 620,185**	**$ 721,626**	**$ 941,037**	**$ 1,124,258**	**$ 1,178,261**	**$ 1,234,909**	**$ 1,294,335**	**$ 1,356,676**	**$ 1,422,077**
Revenue										
Farebox Revenue	$ 73,515	$ 83,191	$ 133,261	$ 234,814	$ 287,064	$ 301,589	$ 316,850	$ 332,882	$ 349,726	$ 367,422
New Freedom Grants		$ 200,000	$ 100,000							
TDA: Benicia	$ 35,996									
TDA: Dixon	$ 3,000	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: FAST	$ 62,392	$ 40,000	$ 40,000	$ 41,200	$ 42,436	$ 43,709	$ 45,020	$ 46,371	$ 47,762	$ 49,195
TDA: Rio Vista	$ 1,500	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: Soltrans		$ 85,000	$ 85,000	$ 87,550	$ 90,177	$ 92,882	$ 95,668	$ 98,538	$ 101,494	$ 104,539
TDA: Vacaville	$ 71,991	$ 70,000	$ 70,000	$ 72,100	$ 74,263	$ 76,491	$ 78,786	$ 81,149	$ 83,584	$ 86,091
TDA: Vallejo	$ 119,985									
TDA: Solano County	$ 77,999	$ 47,105	$ 283,365	$ 473,696	$ 489,107	$ 504,980	$ 521,330	$ 538,169	$ 555,514	$ 573,380
State Transit Assistance										
Vacaville In-Kind Admin.	$ 63,668									
Solano Co. In-Kind Admin.		$ 65,578								
Reconciling Item	$ 83,487	$ 19,311								
Prior Year Balance		$ -	$ 0	$ 0	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$ 593,533**	**$ 620,185**	**$ 721,627**	**$ 919,660**	**$ 993,655**	**$ 1,030,579**	**$ 1,068,909**	**$ 1,108,703**	**$ 1,150,021**	**$ 1,192,926**
Balance If Spend Contingency	***$ -***	***$ 0***	***$ 0***	***$ (21,376)***	***$ (130,603)***	***$ (147,682)***	***$ (166,001)***	***$ (185,632)***	***$ (206,655)***	***$ (229,151)***
Balance If Contingency Not Spent	***$ -***	***$ 0***	***$ 71,668***	***$ 133,403***	***$ 54,652***	***$ 46,509***	***$ 37,566***	***$ 27,772***	***$ 17,070***	***$ 5,402***

Assumptions:

New contract starts Jan. 1, 2015 (1/2 of FY15)

Maintain taxi scrip through Dec. 31, 2014 (1/2 of FY15)

Assume escalation of TDA revenues by 3% per year after FY15, Solano County TDA constrained by other planned uses

Solano County Intercity Paratransit Services **DRAFT**

10-Year Financial Plan

Paratransit Broker Scenario B: 2% Annual Trip Growth, 25% Farebox Recovery, Higher Non-Ambulatory Trip Cost

21-Apr-14

	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
Inputs										
Ambulatory Cost per Trip	$ 41.46	$ 42.70	$ 35.19	$ 36.25	$ 37.33	$ 38.45	$ 39.61	$ 40.79	$ 42.02	$ 43.28
No. of Ambulatory Trips	12,780	12,987	13,198	13,462	13,731	14,005	14,286	14,571	14,863	15,160
Non-Amb. Cost per Trip			$ 70.38	$ 72.49	$ 74.67	$ 76.91	$ 79.21	$ 81.59	$ 84.04	$ 86.56
No. of Non-Amb. Trips			990	3,365	5,492	5,602	5,714	5,829	5,945	6,064
Trip Growth Rate		2%	9%	2%	2%	2%	2%	2%	2%	2%
Cost Escalation Rate		3%	3%	3%	3%	3%	3%	3%	3%	3%
Farebox Recovery Rate	15%	15%	15% / 25%	25%	25%	25%	25%	25%	25%	25%
Contingency Rate			20%	20%	20%	20%	20%	20%	20%	20%
Expenses										
Contractor Operating Cost			$ 267,045	$ 731,888	$ 922,706	$ 969,394	$ 1,018,446	$ 1,069,979	$ 1,124,120	$ 1,181,001
Contractor Incentives			$ 6,000	$ 12,360	$ 12,731	$ 13,113	$ 13,506	$ 13,911	$ 14,329	$ 14,758
Admin. Oversight & Printing	$ 63,668	$ 65,578	$ 100,000	$ 103,000	$ 106,090	$ 109,273	$ 112,551	$ 115,927	$ 119,405	$ 122,987
Taxi Scrip Service	$ 529,865	$ 554,607	$ 285,623							
Contingency			$ 73,409	$ 166,978	$ 205,759	$ 215,733	$ 226,199	$ 237,181	$ 248,705	$ 260,798
Total Expenses	**$ 593,533**	**$ 620,185**	**$ 732,076**	**$ 1,014,225**	**$ 1,247,285**	**$ 1,307,513**	**$ 1,370,702**	**$ 1,436,999**	**$ 1,506,559**	**$ 1,579,544**
Revenue										
Farebox Revenue	$ 73,515	$ 83,191	$ 109,605	$ 182,972	$ 230,676	$ 242,349	$ 254,611	$ 267,495	$ 281,030	$ 295,250
New Freedom Grants		$ 200,000	$ 100,000							
TDA: Benicia	$ 35,996									
TDA: Dixon	$ 3,000	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: FAST	$ 62,392	$ 40,000	$ 40,000	$ 41,200	$ 42,436	$ 43,709	$ 45,020	$ 46,371	$ 47,762	$ 49,195
TDA: Rio Vista	$ 1,500	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: Soltrans		$ 85,000	$ 85,000	$ 87,550	$ 90,177	$ 92,882	$ 95,668	$ 98,538	$ 101,494	$ 104,539
TDA: Vacaville	$ 71,991	$ 70,000	$ 70,000	$ 72,100	$ 74,263	$ 76,491	$ 78,786	$ 81,149	$ 83,584	$ 86,091
TDA: Vallejo	$ 119,985									
TDA: Solano County	$ 77,999	$ 47,105	$ 317,471	$ 473,696	$ 489,107	$ 504,980	$ 521,330	$ 538,169	$ 555,514	$ 573,380
State Transit Assistance										
Vacaville In-Kind Admin.	$ 63,668									
Solano Co. In-Kind Admin.		$ 65,578								
Reconciling Item	$ 83,487	$ 19,311								
Prior Year Balance		$ -	$ 0	$ 0	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$ 593,533**	**$ 620,185**	**$ 732,076**	**$ 867,818**	**$ 937,268**	**$ 971,338**	**$ 1,006,670**	**$ 1,043,315**	**$ 1,081,325**	**$ 1,120,754**
Balance If Spend Contingency	***$ -***	***$ 0***	***$ 0***	***$ (146,407)***	***$ (310,018)***	***$ (336,176)***	***$ (364,032)***	***$ (393,684)***	***$ (425,234)***	***$ (458,790)***
Balance If Contingency Not Spent	***$ -***	***$ 0***	***$ 73,409***	***$ 20,570***	***$ (104,259)***	***$ (120,442)***	***$ (137,833)***	***$ (156,502)***	***$ (176,529)***	***$ (197,992)***

Assumptions:

New contract starts Jan. 1, 2015 (1/2 of FY15)

Maintain taxi scrip through Dec. 31, 2014 (1/2 of FY15)

Assume escalation of TDA revenues by 3% per year after FY15, Solano County TDA constrained by other planned uses

Solano County Intercity Paratransit Services **DRAFT**

10-Year Financial Plan

Dedicated Fleet Scenario A: 2% Annual Trip Growth, 35% Farebox Recovery

21-Apr-14

	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
Inputs										
Ambulatory Cost per Trip	$ 41.46	$ 42.70	$ 96.72	$ 99.62	$ 102.61	$ 105.69	$ 108.86	$ 112.12	$ 115.49	$ 118.95
No. of Ambulatory Trips	12,780	12,987	13,198	13,462	13,731	14,005	14,286	14,571	14,863	15,160
Non-Amb. Cost per Trip			$ 96.72	$ 99.62	$ 102.61	$ 105.69	$ 108.86	$ 112.12	$ 115.49	$ 118.95
No. of Non-Amb. Trips			990	3,365	5,492	5,602	5,714	5,829	5,945	6,064
Trip Growth Rate		2%	9%	2%	2%	2%	2%	2%	2%	2%
Cost Escalation Rate		3%	3%	3%	3%	3%	3%	3%	3%	3%
Farebox Recovery Rate	15%	15%	15% / 35%	35%	35%	35%	35%	35%	35%	35%
Contingency Rate			20%	20%	20%	20%	20%	20%	20%	20%
Expenses										
Contractor Operating Cost			$ 686,106	$ 1,676,333	$ 1,972,494	$ 2,072,302	$ 2,177,161	$ 2,287,325	$ 2,403,064	$ 2,524,659
Contractor Incentives			$ 6,000	$ 12,360	$ 12,731	$ 13,113	$ 13,506	$ 13,911	$ 14,329	$ 14,758
Admin. Oversight & Printing	$ 63,668	$ 65,578	$ 100,000	$ 103,000	$ 106,090	$ 109,273	$ 112,551	$ 115,927	$ 119,405	$ 122,987
Taxi Scrip Service	$ 529,865	$ 554,607	$ 285,623							
Contingency			$ 157,221	$ 355,867	$ 415,717	$ 436,315	$ 457,942	$ 480,650	$ 504,494	$ 529,529
Total Expenses	**$ 593,533**	**$ 620,185**	**$ 1,234,950**	**$ 2,147,559**	**$ 2,507,032**	**$ 2,631,003**	**$ 2,761,160**	**$ 2,897,814**	**$ 3,041,291**	**$ 3,191,934**
Revenue										
Farebox Revenue	$ 73,515	$ 83,191	$ 282,981	$ 586,716	$ 690,373	$ 725,306	$ 762,006	$ 800,564	$ 841,072	$ 883,631
New Freedom Grants		$ 200,000	$ 100,000							
TDA: Benicia	$ 35,996									
TDA: Dixon	$ 3,000	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: FAST	$ 62,392	$ 40,000	$ 40,000	$ 41,200	$ 42,436	$ 43,709	$ 45,020	$ 46,371	$ 47,762	$ 49,195
TDA: Rio Vista	$ 1,500	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: Soltrans		$ 85,000	$ 85,000	$ 87,550	$ 90,177	$ 92,882	$ 95,668	$ 98,538	$ 101,494	$ 104,539
TDA: Vacaville	$ 71,991	$ 70,000	$ 70,000	$ 72,100	$ 74,263	$ 76,491	$ 78,786	$ 81,149	$ 83,584	$ 86,091
TDA: Vallejo	$ 119,985									
TDA: Solano County	$ 77,999	$ 47,105	$ 458,734	$ 473,696	$ 489,107	$ 504,980	$ 521,330	$ 538,169	$ 555,514	$ 573,380
State Transit Assistance										
Vacaville In-Kind Admin.	$ 63,668									
Solano Co. In-Kind Admin.		$ 65,578								
Reconciling Item	$ 83,487	$ 19,311								
Prior Year Balance		$ -	$ 0	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$ 593,533**	**$ 620,185**	**$ 1,046,715**	**$ 1,271,563**	**$ 1,396,964**	**$ 1,454,295**	**$ 1,514,065**	**$ 1,576,384**	**$ 1,641,367**	**$ 1,709,135**
Balance If Spend Contingency	***$ -***	***$ 0***	***$ (188,235)***	***$ (875,997)***	***$ (1,110,067)***	***$ (1,176,708)***	***$ (1,247,095)***	***$ (1,321,430)***	***$ (1,399,924)***	***$ (1,482,799)***
Balance If Contingency Not Spent	***$ -***	***$ 0***	***$ (31,014)***	***$ (520,130)***	***$ (694,350)***	***$ (740,393)***	***$ (789,153)***	***$ (840,779)***	***$ (895,430)***	***$ (953,270)***

Assumptions:

New contract starts Jan. 1, 2015 (1/2 of FY15)

Maintain taxi scrip through Dec. 31, 2014 (1/2 of FY15)

Assume escalation of TDA revenues by 3% per year after FY15, Solano County TDA constrained by other planned uses

Solano County Intercity Paratransit Services **DRAFT**

10-Year Financial Plan

Dedicated Fleet Scenario B: 2% Annual Trip Growth, 25% Farebox Recovery

21-Apr-14

	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
Inputs										
Ambulatory Cost per Trip	$ 41.46	$ 42.70	$ 96.72	$ 99.62	$ 102.61	$ 105.69	$ 108.86	$ 112.12	$ 115.49	$ 118.95
No. of Ambulatory Trips	12,780	12,987	13,198	13,462	13,731	14,005	14,286	14,571	14,863	15,160
Non-Amb. Cost per Trip			$ 96.72	$ 99.62	$ 102.61	$ 105.69	$ 108.86	$ 112.12	$ 115.49	$ 118.95
No. of Non-Amb. Trips			990	3,365	5,492	5,602	5,714	5,829	5,945	6,064
Trip Growth Rate		2%	9%	2%	2%	2%	2%	2%	2%	2%
Cost Escalation Rate		3%	3%	3%	3%	3%	3%	3%	3%	3%
Farebox Recovery Rate	15%	15%	15% / 25%	25%	25%	25%	25%	25%	25%	25%
Contingency Rate			20%	20%	20%	20%	20%	20%	20%	20%
Expenses										
Contractor Operating Cost			$ 686,106	$ 1,676,333	$ 1,972,494	$ 2,072,302	$ 2,177,161	$ 2,287,325	$ 2,403,064	$ 2,524,659
Contractor Incentives			$ 6,000	$ 12,360	$ 12,731	$ 13,113	$ 13,506	$ 13,911	$ 14,329	$ 14,758
Admin. Oversight & Printing	$ 63,668	$ 65,578	$ 100,000	$ 103,000	$ 106,090	$ 109,273	$ 112,551	$ 115,927	$ 119,405	$ 122,987
Taxi Scrip Service	$ 529,865	$ 554,607	$ 285,623							
Contingency			$ 157,221	$ 355,867	$ 415,717	$ 436,315	$ 457,942	$ 480,650	$ 504,494	$ 529,529
Total Expenses	**$ 593,533**	**$ 620,185**	**$ 1,234,950**	**$ 2,147,559**	**$ 2,507,032**	**$ 2,631,003**	**$ 2,761,160**	**$ 2,897,814**	**$ 3,041,291**	**$ 3,191,934**
Revenue										
Farebox Revenue	$ 73,515	$ 83,191.04	$ 214,370	$ 419,083	$ 493,123	$ 518,076	$ 544,290	$ 571,831	$ 600,766	$ 631,165
New Freedom Grants		$ 200,000	$ 100,000							
TDA: Benicia	$ 35,996									
TDA: Dixon	$ 3,000	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: FAST	$ 62,392	$ 40,000	$ 40,000	$ 41,200	$ 42,436	$ 43,709	$ 45,020	$ 46,371	$ 47,762	$ 49,195
TDA: Rio Vista	$ 1,500	$ 5,000	$ 5,000	$ 5,150	$ 5,305	$ 5,464	$ 5,628	$ 5,796	$ 5,970	$ 6,149
TDA: Soltrans		$ 85,000	$ 85,000	$ 87,550	$ 90,177	$ 92,882	$ 95,668	$ 98,538	$ 101,494	$ 104,539
TDA: Vacaville	$ 71,991	$ 70,000	$ 70,000	$ 72,100	$ 74,263	$ 76,491	$ 78,786	$ 81,149	$ 83,584	$ 86,091
TDA: Vallejo	$ 119,985									
TDA: Solano County	$ 77,999	$ 47,105	$ 458,734	$ 473,696	$ 489,107	$ 504,980	$ 521,330	$ 538,169	$ 555,514	$ 573,380
State Transit Assistance										
Vacaville In-Kind Admin.	$ 63,668									
Solano Co. In-Kind Admin.		$ 65,578								
Reconciling Item	$ 83,487	$ 19,311								
Prior Year Balance		$ -	$ 0	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Revenue	**$ 593,533**	**$ 620,185**	**$ 978,104**	**$ 1,103,929**	**$ 1,199,715**	**$ 1,247,065**	**$ 1,296,349**	**$ 1,347,652**	**$ 1,401,061**	**$ 1,456,669**
Balance If Spend Contingency	***$ -***	***$ 0***	***$ (256,846)***	***$ (1,043,630)***	***$ (1,307,317)***	***$ (1,383,938)***	***$ (1,464,811)***	***$ (1,550,162)***	***$ (1,640,230)***	***$ (1,735,265)***
Balance If Contingency Not Spent	***$ -***	***$ 0***	***$ (99,625)***	***$ (687,764)***	***$ (891,600)***	***$ (947,623)***	***$ (1,006,869)***	***$ (1,069,512)***	***$ (1,135,736)***	***$ (1,205,736)***

Assumptions:

New contract starts Jan. 1, 2015 (1/2 of FY15)

Maintain taxi scrip through Dec. 31, 2014 (1/2 of FY15)

Assume escalation of TDA revenues by 3% per year after FY15, Solano County TDA constrained by other planned uses

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Scenario	Purpose	FY 15 Cost/Trip[1] (Amb / Non-Amb)	Farebox Recovery	Annual Trips (FY22)	Annual Operating Expense (FY 16)[2]	Financial Outcomes: Shortfall Begins	Financial Outcomes: Annual Shortfall Amount in FY22
County Plan	10-Year projection of Solano County's operating plan	$60 / $60 (no annual growth)	35%	20,577	$ 1,448,424	Spend Contingency: FY16 Without Cont.: FY17	$387,000 $117,000
Current Taxi Scrip A	Continuation of current taxi scrip program	$44 / NA	15%	15,217	$ 818,070	Spend Contingency: FY16 Without Cont.: none	$138,000 $0
Current Taxi Scrip B	Continuation of current taxi scrip program, increase farebox recovery	$44 / NA	25%	15,217	$ 818,070	Spend Contingency: FY18 Without Cont.: none	$56,000 $0
Modified Taxi Scrip A	Expand taxi scrip program to include non-ambulatory trips	$44 / $66	35%	21,224	$ 1,142,258	Spend Contingency: FY16 Without Cont.: FY17	$452,000 $165,000
Modified Taxi Scrip B	Expand taxi scrip program to include non-ambulatory trips	$44 / $88	25%	21,224	$ 1,233,740	Spend Contingency: FY16 Without Cont.: FY16	$592,000 $272,000
Paratransit Broker A	Paratransit Broker model, with 20% trip consolidation	$35 / $53	35%	21,224	$ 941,037	Spend Contingency: FY16 Without Cont.: none	$229,000 $0
Paratransit Broker B	Paratransit Broker model, with 20% trip consolidation	$35 / $70	25%	21,224	$ 1,014,225	Spend Contingency: FY16 Without Cont.: FY17	$459,000 $198,000
Dedicated Fleet A	Provide ambulatory and non-ambulatory trips with dedicated fleet	$97 / $97	35%	21,224	$ 2,147,559	Spend Contingency: FY15 Without Cont.: FY15	$1,483,000 $953,000
Dedicated Fleet B	Provide ambulatory and non-ambulatory trips with dedicated fleet	$97 / $97	25%	21,224	$ 2,147,559	Spend Contingency: FY15 Without Cont.: FY15	$1,735,000 $1,206,000

Notes:

1. Cost per trip data provided by Nelson\Nygaard.

Scenario	Purpose	FY 15 Cost/Trip[1]	Farebox Recovery	Annual Trips	Annual	Financial Outcomes
	2. First full year of operations.					

Solano Intercity Paratransit Service Options

Summary of Financial Analysis

Financial Analysis Variables

Cost Analysis Variables	Revenue Analysis Variables
Riders • Ambulatory • Non-Ambulatory • Annual Growth rate Cost per Rider • Ambulatory • Non-Ambulatory • Annual Growth Rate	• Farebox Recovery • Transit Operator Contributions of TDA • Other Grants • Annual Growth in Revenues

Common Financial Assumptions

Cost Assumptions	Revenue Assumptions
• Annual Ambulatory Ridership Growth = 2% • Annual Cost Escalation* = 3% • Contingency Rate = 20%	• Transit Operator TDA Contribution in FY14 and FY15 from MOU • Annual Transit Operator TDA Growth* = 3% • Annual County TDA Growth* = 3% • County TDA Constrained to Net Amount Available* • FTA New Freedom Grants = $300,000

* Except County Plan Scenario