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Section 1 | Introduction

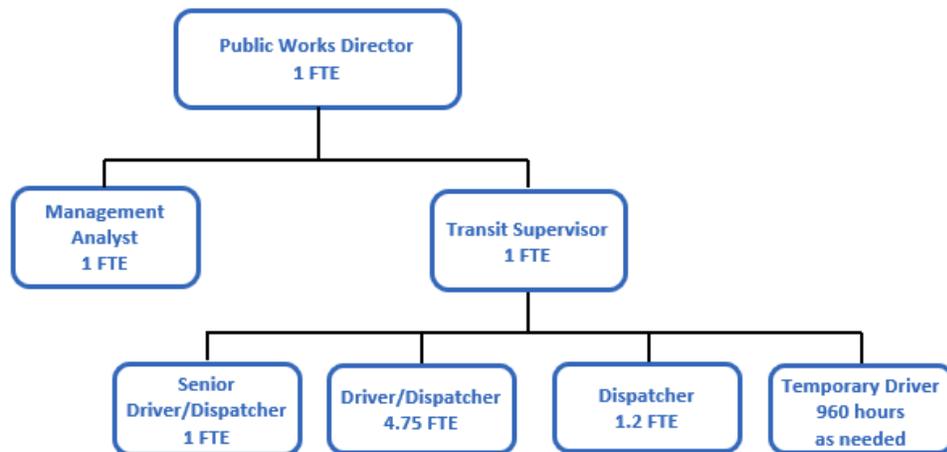
The City of Dixon, home to approximately 20,100 residents (2020), is located in north Solano County along Interstate 80 between Davis and Vacaville. The City established Read-Ride in 1983 as a general public dial-a-ride service. The elimination of school busing resulted in the introduction of school subscription service, which is a significant source of ridership, revenue, and cost. In recent years, Read-Ride service has remained essentially unchanged beyond the introduction of expanded service hours, periodic fare adjustments, and the introduction and subsequent elimination of Saturday service.

The Dixon city council is the governing body for Read-Ride. The council consists of five members: a mayor, vice-mayor, and three councilmembers. Each city council member is elected for a period of four years. Current members of the Dixon city council include Mayor Steve Bird, and councilmembers Scott Pederson (District 1), Jim Ernest (District 2), Kevin Johnson (District 3), and Don Hendershot (District 4). The City transitioned to district elections for council members as part of the 2016 election process.

The Public Works Director, Management Analyst, and Transit Supervisor are responsible for management, financial planning, and day-to-day oversight of the City's transit service (Exhibit 1.1).

The Transit Supervisor provides direct oversight of day-to-day operations. Driving responsibilities are shared by 5.75 FTE drivers. Dispatching responsibilities are shared by part-time dispatchers. The Senior Transit Driver assists with driver training and supervision. All Read-Ride staff are city employees and represented by a local union.

Exhibit 1.1 Dixon Read-Ride organizational chart



Source: City of Dixon. (Received July 2022).

Dixon residents have a higher level of personal vehicle ownership and take fewer rides via public transit than California at-large. Dixon residents often travel outside city limits to access a variety of daily activities including employment.

The number of residents under 18 is approximately four percentage points higher than the state at-large. The number of residents age 65 years and above is slightly lower than California at-large. Dixon’s poverty rate (13.8 percent) is slightly lower than California at-large (15.1 percent).

Exhibit 1.2 City of Dixon demographic profile

2020 American Community Survey 5-Year Estimates	California		Dixon	
	Total	Percent	Total	Percent
Total				
Total Population	39,346,023	-	20,106	-
Age				
Under 18 years	8,956,641	22.8%	5,410	26.9%
65 years and over	5,644,497	14.3%	2,502	12.4%
Commuting				
Drove alone	-	72.1%	-	80.4%
Public transportation	-	4.6%	-	0.3%
No vehicles available	575,355	3.2%	209	3.1%
Disability				
Disability	4,146,951	10.5%	2,184	10.9%
Ethnicity				
White alone	22,053,721	56.1%	14,362	71.4%
Black or African American alone	2,250,962	5.7%	427	2.1%
American Indian and Alaska Native alone	311,629	0.8%	21	0.1%
Asian alone	5,834,312	14.8%	860	4.3%
Native Hawaiian and Other Pacific Islander alone	149,636	0.4%	78	0.4%
Some Other Race Alone	5,623,747	14.3%	2,871	14.3%
Two or more races	3,122,016	7.9%	1,487	7.4%
Hispanic or Latino of any race	15,380,929	39.1%	8,306	41.3%
Housing				
Total housing units	14,210,945	-	6,946	-
Housing units in multi-unit structures	4,463,965	31.4%	1,811	26.1%
Average household size	2.94	-	3.01	-
Owner-occupied housing units	7,241,318	51.0%	4,018	60.2%
Income				
Individuals whose income in the past 12 months is below the poverty level	4,853,434	12.6%	1,552	7.8%
Less than \$10,000 (2020 inflation-adjusted dollars)	-	4.7%	-	2.3%
\$10,000 to \$14,999 (2020 inflation-adjusted dollars)	-	3.9%	-	1.6%
\$15,000 to \$24,999 (2020 inflation-adjusted dollars)	-	6.9%	-	4.4%
\$25,000 to \$34,999 (2020 inflation-adjusted dollars)	-	7.1%	-	4.8%
\$35,000 to \$49,999 (2020 inflation-adjusted dollars)	-	6.9%	-	13.8%
\$50,000 to \$74,999 (2020 inflation-adjusted dollars)	-	15.3%	-	17.0%
\$75,000 to \$99,999 (2020 inflation-adjusted dollars)	-	12.3%	-	19.2%
\$100,000 to \$149,999 (2020 inflation-adjusted dollars)	-	17.1%	-	20.3%
\$150,000 to \$199,999 (2020 inflation-adjusted dollars)	-	9.4%	-	11.2%
\$200,000 or more (2020 inflation-adjusted dollars)	-	13.3%	-	5.5%
Median household income (2020 inflation-adjusted dollars)	\$78,672	-	\$79,465	-

Source: ACS Five-Year Estimates, 2020.

Section 2 | Pre-Pandemic State of Service (FY 2018/19)

What did operations look like before the pandemic?

Prior to onset of the pandemic, the City operated a curb-to-curb general public demand-response service (Dixon Read-Ride). All ride requests were (and continue to be) scheduled through Read-Ride. Persons calling outside 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 first-come, first-serve basis. Effective September 2018, travel before 8:30 a.m. on weekdays must be reserved by 3:30 p.m. the business day prior given high demand.

Read-Ride also provides service to neighboring Davis and Vacaville for ADA-certified individuals. An advance reservation is required and a premium fare is charged for such intercity trips.

Effective January 1, 2019, the full adult fare for local travel on Read-Ride was \$2.50. Seniors age 62 and above and persons with disabilities paid two dollars. To qualify for the discounted fare, passengers must show the driver a Medicare identification card, DMV disability identification, or regional connection discount card. Youth, aged five to 17, ride for two dollars, while children under five ride for one dollar. The fare for intercity ADA-plus paratransit service (to Davis or Vacaville) is \$7.50.

Read-Ride sells 20-ride coupon books at a discount. Books may be purchased at Dixon city hall or onboard the vehicles. Savings of five dollars per 20-ride book is available to all persons, except for children under five years of age.

Exhibit 2.1 Read-Ride fare structure (pre-pandemic)

Cash Fares	Local Base	Local Day Pass	Intercity Davis/Vacaville
Adult	\$2.50	-	-
Youth (5-17)	\$2.00	-	-
Senior (62+)/Medicare/Disabled	\$2.00	\$4.00	\$7.50
Children (under 5)	\$1.00		
20-Ride Coupon Book	Local		
Adult	\$45.00	-	-
Senior/Disabled	\$35.00	-	-
Youth	\$35.00	-	-
Children (under 5)	\$20.00	-	-

Source: Dixon Read-Ride (January 2019).

The Solano Transportation Authority (STA), in partnership with the City of Dixon and other Solano County transit operators, launched a county-wide, in-person Americans with Disabilities Act (ADA) Eligibility Program in July 2013. The former paper-based application process was replaced with an in-person process whereby a qualified professional interviews applicants. As warranted, the interviewer assesses the applicant's physical and functional ability to use traditional public transit service options.

Dixon Read-Ride utilizes STA's ADA program eligibility criteria to determine an applicant's eligibility to use its paratransit service for travel to destinations in neighboring Davis and Vacaville. Although general public dial-a-ride services do not require complementary paratransit service, Dixon Read-Ride employs ADA eligibility to qualify individuals wishing to use its ADA-plus service. The number of ADA-plus trips increased 127 percent between FY 2020/21 and FY 2021/22.

The City of Dixon (as operator of Dixon Read-Ride) also entered into a Memorandum of Understanding with each of the four other transit providers in Solano County to fund the Solano County Intercity Taxi Card Program. The Solano County Intercity Taxi Card Program is limited to ADA Paratransit certified riders and the Program's Scrip offers a 60 percent discount, or 80 percent discount for qualified low-income riders residing within Solano County (versus the regular taxi fare). All trips must be paid for using a prepaid PEX card.

How much service was available?

The Read-Ride service has traditionally operated on weekdays from 7:00 a.m. to 5:00 p.m. The service did not operate on Saturday, Sunday, or holidays. Five vehicles were used to provide service across 8,487 vehicle revenue hours in FY 2018/19.

A trial Saturday service was introduced in April 2007 and operated from 9:00 a.m. to 3:00 p.m. The resulting ridership was typically less than 10 percent of average weekday ridership. As such this service was discontinued in February 2019. The associated staff time was reallocated to weekday service.

When, where, and how was service deployed?

The majority of rides were provided during morning and afternoon peak hours, as Read-Ride transported youth to and from school. Pre-pandemic, school service accounted for the majority of Read-Ride ridership. Up to four vehicles were assigned to school service from approximately 7:00 a.m. to 9:00 a.m., and again from 2:00 p.m. to 4:00 p.m. A fifth vehicle was assigned to regular Dial-A-Ride service.

At the beginning of each school year, Read-Ride accepted reservations for school subscription service. Sixteen slots were available per vehicle, and were filled on a first-come, first-served basis. Students from kindergarten through high school were eligible to use this service. Payment (\$35 per month for one-way service and \$70 per month for roundtrip service) was required one month in advance. School subscription service was very popular and Read-Ride maintained a "waiting list" of students wishing to use the service.

What did ridership levels and travel patterns look like?

During FY 2018/19, the service transported 61,726 riders, 60 percent of which were children or youth, many of whom were traveling to or from school. This pattern was consistent with prior years as well.

Section 3 | Current State of Service (FY 2022/23)

How have service and operations changed since the pandemic?

With onset of the pandemic in March 2020, Readi-Ride continued operating but capacity was limited to two passengers per bus. Bus interiors were sanitized after each passenger. Readi-Ride also stopped providing change; dispatchers informed riders to provide correct change only. Face masks were also required onboard the transit vehicles.

Throughout the pandemic, the Readi-Ride service was significantly impacted by the closure of local schools, given the high percentage of youth riders. Even though schools have resumed in-person instruction, the school district implemented a tiered schedule and relocated some students. In order for Readi-Ride to return to its pre-pandemic service delivery approach, the school district would have to return to 100 percent “normalcy”.

A fare adjustment went into effect on January 1, 2021, following a city-wide Cost of Services (User Fee) Study. The fare increase was approved by Dixon city council on July 7, 2020. It increased the cost of a one-way adult fare by 25 cents to \$2.75.

Exhibit 3.1 Readi-Ride fare structure (current)

Cash Fares	Local Base	Local Day Pass	Intercity Davis/Vacaville
Adult	\$2.75	-	-
Youth (5-17)	\$2.25	-	-
Senior (62+)/Medicare/Disabled	\$2.25	\$4.50	\$7.50
Children (under 5)	\$1.25	-	-
20-Ride Coupon Book	Local		
Adult	\$50.00	-	-
Senior/Disabled	\$40.00	-	-
Youth	\$40.00	-	-

Source: Dixon Readi-Ride (January 2021).

In August 2021, Readi-Ride increased onboard capacity to 50 percent and restarted subscriptions service for students to ride back and forth to school, and scheduled call-ins for school service after all subscription riders were filled. Given vehicle capacity was limited to 50 percent, the City conducted a lottery for students for school rides. As of June 2022, drivers still wear face masks and do not provide change. Transit vehicles are sanitized throughout the day as passengers are dropped off. Readi-Ride has yet to return to full capacity onboard its vehicles due in part to a six-foot “buffer” zone around the drivers (as vehicles do not feature a physical driver barrier).

What were the priorities, goals, and processes that informed decisions to adjust service or for budgeting decisions in FY 2022/23?

Prior to the pandemic, the City completed a modest study to identify options for possible transition to a fixed-route service. While introduction of at least one fixed route is likely to occur prior to the end of the

planning horizon covered within this SRTP, transition to a traditional fixed-route service is highly dependent upon Redi-Ride returning to “normal” conditions and operating at full capacity.

For FY 2022/23, the operating budget is based largely on the prior year’s budget.

How much service is available now?

At present, service hours have been reduced. The current schedule provides service from 7:00 a.m. to 12:00 p.m., and from 1:00 p.m. to 4:00 p.m. on Monday, Tuesday, Thursday, and Friday. Service on Wednesday is available from 7:00 a.m. to 11:00 a.m., and from 12:00 p.m. to 4:00 p.m. This service approach accommodates early dismissal of elementary students on Wednesdays. This results in a service span of eight hours per weekday.

How has the distribution of service changed by geography, time of day, and/or mode?

Since onset of the pandemic, the span of service has been reduced by two hours each day, eliminating one hour mid-day and one hour at the end of the day. As a demand-response service, there has been no modifications to the service area.

Describe changes to ridership and travel patterns since the start of the pandemic.

The most significant impacts were the temporary suspension of the student subscription fare program and the “capping” of vehicle capacity. Student ridership is expected to return as capacity restrictions are relaxed.

How have equity priority communities been considered in service planning or changes?

As a demand-response service, Redi-Ride service is equally available throughout all portions of the city. There are no priority communities (as identified by the California Air Resources Board) or SB 535 Disadvantaged Communities (as identified by the California Environmental Protection Agency) located within or adjacent to the city of Dixon/Redi-Ride service area. As such, there is no specific consideration for service planning.

How has the operating budget changed?

In FY 2022/23, the operating budget is approximately 11 percent higher than in both FY 2018/19 and FY 2021/22. There was little net change between FY 2018/19 and FY 2021/22. The cost increase in FY 2022/23 is due primarily to significant increases in salaries and wages (23 percent), health insurance (31 percent), and professional consultants (78 percent).

Section 4 | Scenario Planning (FY 2023/24 – FY 2027/28)

A key component of the 2022 SRTP Update is developing an understanding of how service planning would be adjusted to accommodate different revenue constraints. To this end, the MTC has identified three funding scenarios: Robust Recovery; Revenue Recovery, with Fewer Riders; and Some Progress. Each scenario along with the City of Dixon’s anticipated response are detailed below.

Scenario 1 – Robust Recovery

In the Robust Recovery scenario, there is adequate funding to return overall revenue to 100 percent of pre-pandemic levels, with escalation. This approach does not assume proportionate recovery across all revenue levels.

How would priorities and goals change with revenue constraints?

With respect to transit, the City’s priority is to provide as much transit service as revenues allow. This would not change with revenue constraints.

What would inform or trigger service changes?

Available revenue is likely to be the primary trigger for service changes. However, under the Robust Recovery scenario, there is likely to be little need to reduce service levels.

How much service would be available?

If the City is able to return to pre-pandemic funding levels, it will also return to its pre-pandemic level of transit service. In other words, a 10-hour span of service on weekdays.

How would the deployment of service change by mode, geography or route, and/or time of day or week?

Once Redit-Ride has returned to its pre-pandemic level of service, there will be little change to how the service is deployed. However, the City could then begin to assess the viability of other service delivery options, including fixed-route service and other on-demand modes. With a growing population and the continued expansion of the Homestead development, the City anticipates a need for greater capacity, even if this does not result in a geographic expansion or change in service span.

How would equity priority communities be considered under this scenario?

As a demand-response service, transit service is equally available throughout all portions of the city. There are no priority communities or SB 535 Disadvantaged Communities located within or adjacent to the Redit-Ride service area. As such, there is no specific consideration for service planning under this scenario.

How would these revenue constraints impact staffing and budgeting?

Under the Robust Recovery scenario, there are expected to be few constraints impacting staffing and budgeting. Should a reduction in the budget be required, the City would continue to operate fewer service hours (as it is currently doing).

How would different service levels impact fleet requirements or spare ratios?

Even a modest reduction in service level would not be expected to impact fleet requirements or spare ratios. As a demand-response program, the City does not have the same spare ratio requirement as a fixed-route transit program. Fleet requirements and spare ratio would be reassessed as part of a larger service planning effort should the City implement any fixed-route service.

Scenario 2 – Revenue Recovery, with Fewer Riders

This scenario assumes federal relief funds are eventually exhausted, although other funds return to pre-pandemic levels. However, farebox revenue remains stagnant for the next five years. Prior to the pandemic, fare revenues covered approximately 13 percent of operating cost. The MTC assumes a ridership recovery of 50 percent for the City of Dixon, which would result in a reduction in revenue of approximately 6.5 percent due to stagnant farebox revenue.

If Readi-Ride is able to generate \$75,000 in fare revenues (as included in its FY 2022/23 budget), this would represent a farebox revenue recovery of 64 percent rather than 50 percent, which would result in a reduction in revenue of approximately five percent.

How would priorities and goals change with revenue constraints?

With respect to transit, the City's priority is to provide as much transit service as revenues allow. This approach would not change with revenue constraints.

What would inform or trigger service changes?

Anticipated revenues would inform service changes. According to the data provided by the MTC, this would result in available revenues of approximately \$1,000,000 annually for each of the next five years. This represents a slight decrease from the FY 2022/23 operating budget. Given the increasing cost per hour, this decrease would require a corresponding decrease in vehicle service hours.

How much service would be available?

If the City is able to return to near pre-pandemic funding levels, with the exception being fare revenues, it may not be able to return to its pre-pandemic level of service (a 10-hour span of service on weekdays). However, it would provide as much service as possible under the reduced funding. Ultimately, the level of service would be dictated by the number of service hours operated, which is constrained by both the span of service and the number of vehicles operated. Assuming the City continued to operate the same number of vehicles, the service span would need to change to reduce operating costs. This could result in a nine-hour span of service (e.g., service would start at 7:00 a.m. and end at 5:00 p.m., with a one-hour break mid-day) which is an increase over the current eight-hour span but not yet at the full pre-pandemic service level.

How would the deployment of service change by mode, geography or route, and/or time of day or week?

If Readi-Ride is not able to return to its pre-pandemic level of service due to reduced funding, there will be little change to how the service is now deployed (e.g., reduced service hours). This may also impact the City's ability to assess the viability of other service delivery options, including fixed-route service and other on-demand modes. With a growing population and the continued expansion of the Homestead

development, the City anticipates a need for greater capacity, even if this does not result in a geographic expansion or change in service span. However, expansion of the service would likely be postponed until revenues increase.

How would equity priority communities be considered under this scenario?

As a demand-response service, transit service is equally available throughout all portions of the city. There are no priority communities or SB 535 Disadvantaged Communities located within or adjacent to the Redit-Ride service area. As such, there is no specific consideration for service planning under this scenario.

How would these revenue constraints impact staffing and budgeting?

The current staffing level for FY 2022/23 includes six full-time permanent employees, three part-time permanent employees, and one part-time temporary employee. Given the City directly operates its service, it cannot realize savings by reducing staffing, although it is possible a reduction in service hours could result in a reduction in hours for part-time or temporary positions. The City could also decide to supplement the reduced fare revenues with general funds, thereby eliminating the need to reduce service hours.

How would different service levels impact fleet requirements or spare ratios?

A modest reduction in service level as may be required under this scenario is not expected to impact fleet requirements or spare ratios. As a demand-response program, the City does not have the same spare ratio requirement as a fixed-route service. Fleet requirements and spare ratio would be reassessed as part of a larger service planning effort should the City implement a traditional fixed-route service in the future.

Scenario 3 – Some Progress

In this scenario, federal relief funds are eventually exhausted and the total revenue available to each operator is 15 percent below pre-pandemic levels for the next five years. As a result, the Some Progress scenario is likely to require the greatest amount of adjustment in order to accommodate the budget constraints.

How would priorities and goals change with revenue constraints?

With respect to transit, the City's priority is to provide as much transit service as revenues allow. This approach would not change with revenue constraints.

What would inform or trigger service changes?

Anticipated revenues would inform service changes. According to the data provided by the MTC, this would result in available revenues of an average of \$900,000 annually for each of the next five years. This represents a decrease of approximately 15 percent from the FY 2022/23 operating budget. Given the increasing cost per hour, this decrease would require a corresponding decrease in vehicle service hours.

How much service would be available?

Under this scenario, Redit-Ride would be able to operate between 7,500 and 7,900 vehicle service hours annually over the next five years. This translates to a ridership of 27,800 under the current reduced capacity, or more than 49,200 at full capacity during FY 2023/24.

[How would the deployment of service change by mode, geography or route, and/or time of day or week?](#)

A further reduction in service would result in even fewer hours operated per day. This would likely result in reduced mid-day hours, given peak hours are when most ridership occurs.

[How would equity priority communities be considered under this scenario?](#)

As a demand-response service, transit service is equally available throughout all portions of the city. There are no priority communities or SB 535 Disadvantaged Communities located within or adjacent to the Redit-Ride service area. As such, there is no specific consideration for service planning under this scenario.

[How would these revenue constraints impact staffing and budgeting?](#)

The current staffing level for FY 2022/23 includes six full-time permanent employees, three part-time permanent employees, and one part-time temporary employee. Given the City directly operates its service, it cannot realize savings by reducing staffing, although it is possible a reduction in service hours could result in a reduction in hours for part-time or temporary positions. The City could also decide to supplement the reduced fare revenues with general funds, thereby eliminating the need to reduce service hours.

[How would different service levels impact fleet requirements or spare ratios?](#)

A modest reduction in service level as could be required under this scenario is not expected to impact fleet requirements or spare ratios. As a demand-response program, the City does not have the same spare ratio requirement as a fixed-route service. Fleet requirements and spare ratio would be reassessed as part of a larger service planning effort should the City decide to implement a traditional fixed-route service at some point in the future.

Section 5 | Capital Considerations

Readi-Ride’s fleet is comprised of ten cutaway vehicles (Exhibit 5.1) and three mini-vans. Readi-Ride’s peak service requires up to eight cutaway vehicles, the balance available as spares. The mini-vans are used for Readi-Ride’s ADA service to Davis and Vacaville. All vehicles are ADA-compliant. All vehicles, except the mini-vans, feature self-loading bicycle racks.

Exhibit 5.1 Readi-Ride revenue vehicle fleet

#	Vehicle ID	Year	Model	Mileage (as of 7/1/22)	Replacement Year
310	2FDFE5FS3DBA04988	2011	Ford E450 Elkhart ECII	166,421	2020
311	2FDFE4FS4BDA63251	2011	Ford E450 Elkhart ECII	161,083	2021
312	1FDFE4FS6BDA63252	2011	Ford E450 Elkhart ECII	161,611	2020
314	1DFFE4FS8DBA63253	2011	Ford E450 Elkhart ECII	139,166	2021
315	1FDFE4F556DC33429	2016	Ford F450	87,620	2025
316	1FDFE4F83HDC49212	2017	Ford F450	57,408	2027
317	1FDFE4FSXKDC34276	2019	Glaval E450	54,197	2029
318	1FDFE4FS9KDC69052	2019	Glaval E450	23,069	
319	1FDFE4FSOKDC69019	2019	Glaval E450	17,428	
320	1FDFE4FSOKDC69018	2020	Glaval E450	18,741	

Source: City of Dixon, 2022.

The City has been awarded funding for two vehicles it has yet to purchase, and is in the process of securing funds for two additional vehicles. Four of the City’s existing vehicles were earmarked for replacement in 2020 and 2021, and would be retired upon the purchase of the new vehicles. Two additional vehicles are due to be replaced during the five-year horizon of this plan, in 2025 and 2027. Funding for these vehicles should be taken into account as part of capital revenue planning across the next couple of years. In future years, the cost of electric vehicles (which at present is considerably higher than conventionally fueled vehicles) should be taken into account.

Readi-Ride is based at the City of Dixon Corporation Yard located at 285 East Chestnut Street in Dixon. Vehicles are also stored at this facility. Maintenance is contracted 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 transit facilities. In FY 2022/23, the City has budgeted for the procurement and installation of an electric transformer to support future transit fleet electrification.

The Dixon Transportation Center is located at 220 North Jefferson Street. Readi-Ride serves this non-operating rail station on an as-requested basis. There is currently no fixed-route transit service to the station. Amtrak’s Capitol Corridor service provides rail service through Dixon but does not stop at the station. RE/MAX Gold currently leases a depot building on the site, which acts as a transportation information center, real estate office, and chamber of commerce office. The site has a park and ride lot adjacent to the building north of the railroad tracks. There is also a passenger loading and unloading zone adjacent to the building.

The Market Lane Park and Ride lot is located near Market Lane and Pitt School Road and has 90 parking spaces. SolanoExpress Blue Line buses serve this location Monday through Saturday.

Appendix | Service and Operating Data

Service and operating data are included below within the MTC's data template. This document is also provided separately as an Excel worksheet.

Exhibit A.1 System data

Data Category (Annual amounts)	Actuals		Budgeted		Forecast under provided revenue envelope					Forecast under provided revenue envelope					Forecast under provided revenue envelope				
	Prepandemic		Current		SRTSP Planning Horizon - Scenario 1					SRTSP Planning Horizon - Scenario 2					SRTSP Planning Horizon - Scenario 3				
	FY19	FY23	FY24	FY25	FY26	FY27	FY28	FY24	FY25	FY26	FY27	FY28	FY24	FY25	FY26	FY27	FY28		
Revenue Vehicle Hours	9,525	8,933	8,821	8,953	9,087	9,224	9,362	8,136	8,258	8,382	8,507	8,635	7,536	7,649	7,764	7,880	7,999		
Revenue Vehicle Miles	102,344	95,983	94,777	96,199	97,642	99,107	100,593	87,416	88,727	90,058	91,409	92,780	80,975	82,189	83,422	84,674	85,944		
Number of Routes Operated	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Total Route Miles	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Ridership	62,188	33,000	39,694	44,765	49,981	55,342	56,172	33,926	35,095	36,208	37,347	38,425	30,145	32,509	34,938	37,432	39,993		
Operating Budget	\$895,408	\$1,043,103	\$1,030,000	\$1,045,450	\$1,061,132	\$1,077,049	\$1,093,204	\$950,000	\$964,250	\$978,714	\$993,394	\$1,008,295	\$880,000	\$893,200	\$906,598	\$920,197	\$934,000		
Total Revenue Vehicles	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9		
Vehicles Required For Max Service	9	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7		
Employees (Full Time Equivalent)	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9	9		

Given Dixon only operates one mode, no separate demand-response matrix is included.