



Solano County Transportation Authority

September 20, 2016

Coordinated Short Range Transit Plan FY2015-16 to FY2024-25

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1 **Coordination Background and Summary**

1.1 **Format of the Coordinated Solano County Short Range Transit Plan Document**

This Coordinated Solano County Short Range Transit Plan (Solano County Coordinated SRTP) document covers the period FY 2015-16 through FY 2024-25 and updates the first Coordinated SRTP adopted by the Solano Transportation Authority (STA) in 2013. It contains two chapters. The first Chapter provides the Background and Summary of the Coordinated SRTP. The second Chapter provides individual SRTPs of the five transit operators in the county, in accordance with MTC Resolution 3532. Each individual SRTP is a self-contained document, with its own table of contents and appendix. Four of the five operators (SolTrans, FAST, Dixon Read-Ride and Rio Vista Delta Breeze) participated in a process with STA to update the SRTPs simultaneously. The SRTP for Vacaville City Coach was produced separately.

1.2 **Background for Solano County Coordinated SRTP**

In 2010 the Metropolitan Transportation Commission began the Transit Sustainability Project (TSP), a regional effort to address transit capital and operating shortfalls and to improve transit performance for the customer. In May 2012 MTC adopted Resolution 4060 which contains several policies, strategies and recommendations resulting from the TSP findings. One of the Resolution 4060 recommendations was to conduct multi-agency Short Range Transit Plans (SRTP) at the county or sub-regional level to promote interagency service and capital planning.

Another recommendation was specific to Solano County:

County-level SRTP work is underway in Solano County. MTC will provide funding to the Solano Transportation Authority (STA) to complete the analysis to better inform service planning throughout the county. STA and the Solano transit operators are to use this process to identify service improvements, performance objectives and potential service functional and institutional consolidation opportunities.

In addition to the customary requirements for the development of individual transit operator SRTPs, at MTC's request STA included preparation of a Coordination Analysis Technical Memorandum in the scope of work for the Solano County Coordinated SRTP.

In September, 2013, STA adopted its first Coordinated SRTP covering the period from FY2012-13 through FY2021-22. The 2013 Coordinated SRTP included the individual SRTPs of the county's five public transit operators: Dixon Read-Ride, FAST, Rio Vista Delta Breeze, SolTrans, and Vacaville CityCoach. It also

included a Coordination Analysis that addressed these subject areas: Fare Coordination, including Clipper implementation; Coordination of Capital Planning, including opportunities for joint procurement; and Coordination of Transit Service Planning, including fixed route schedule and ADA paratransit coordination.

1.3 Summary of 2016 Coordinated Solano County SRTTP

1.3.1 Status of Coordination Between Public Transit Operators

Service Planning Coordination

The organizational structure for collaborative intercity transit service planning in Solano County is the SolanoExpress Intercity Transit Consortium (Consortium) which includes all Solano operators plus STA and the County of Solano. Established in 1997 by STA and the cities and county of Solano through an amendment to the STA's Joint Powers Agreement (JPA), the Consortium coordinates intercity services that operate within Solano County and between Solano County and Contra Costa, Napa, Yolo and Sacramento counties. The Consortium also functions as an official advisory committee to the STA Board and staff on matters pertaining to planning and implementation of intercity transit.

The effective functioning of the Consortium relies on inter-agency cooperation at all levels: staff, management, and boards. Such cooperation is currently through consensus building and guided by the STA's JPA and a Memorandum of Understanding (MOU) between the participating agencies that describes the purpose, authority, funding and responsibilities of the Consortium.

The Intercity Transit Funding Working Group (ITFWG) was formed by STA to develop funding stability and equitable cost sharing for intercity services. ITFWG is currently comprised of all funding participants including the County of Solano, STA, and all Solano County transit operators, except Rio Vista. Rio Vista does not participate in the ITFWG because it does not provide intercity fixed route transit services that are eligible for regional (RM2) funding and it does not receive fixed route intercity transit services because it is not located along a major regional transit corridor. The ITFWG is considered an efficient and effective mode of information dissemination and coordination between the member agencies.

In October 2012, the STA Board approved an Intercity Transit Funding Agreement for SolanoExpress Routes. Under the agreement, SolTrans, Dixon, Fairfield, Suisun City, Vacaville, and Solano County contribute to the Solano Express network and as a result, make most policy decisions on the service. The service continues to be operated by SolTrans and FAST. The agreement focuses on three principles – stability, efficiency and flexibility. The Coordinated SRTTP provides the performance standards for intercity bus routes in the Goals,

Objectives, Measures and Standards (GOMS) element of each individual operator's SRTP.

The SolTrans and FAST bus routes that are included in the Intercity Transit Funding Agreement are FAST Routes 20, 30, 40, and 90 and SolTrans Routes 78, 80, and 85.

- Route 20 connects the Fairfield Transportation Center and the Vacaville Transportation Center with stops at the Davis Street Park and Ride in Vacaville and the Solano Town Center.
- Route 30 serves Fairfield, Vacaville, Dixon, U.C. Davis, and Sacramento with weekday commute period service and limited service on Saturdays.
- Route 40 provides weekday commute service between Vacaville Transportation Center and Pleasant Hill BART and Walnut Creek BART with stops at Fairfield Transportation Center, and Benicia, with weekday commute peak service.
- Route 90 provides express weekday service between the Fairfield Transportation Center and El Cerrito del Norte BART.
- Route 78 operates between Vallejo, Benicia, Diablo Valley College, Pleasant Hill and Walnut Creek BART;
- Route 80 operates between Vallejo and El Cerrito del Norte BART;
- Route 85 operates between Vallejo and Westfield Solano Mall with stops in Fairfield at Fairfield Transportation Center and Solano Community College and stops in Vallejo at Six Flags Discovery Kingdom and Sereno Transit Center;

Other intercity services, especially those that operate outside the county, are coordinated between connecting operators. For example, SolTrans and Napa Vine coordinate their services in Vallejo, and some operators have specific agreements addressing intercity services like SolTrans and WETA for the ferry/bus transfers and Route 200. Route 200 provides express bus service between Vallejo and the Ferry Building in San Francisco. The WETA/SolTrans agreement is under review by both agencies.

In 2014, in conjunction with an effort to update the intercity transit plan for the county's major travels corridors, STA, SolTrans and FAST (as the operators), and the Intercity Consortium, recommended a basic all-day three Intercity Bus route system, with an additional peak hour service linking Fairfield and Vacaville to Sacramento. The proposed routing consisted of three all-day, frequent routes:

- Sacramento, Davis, Dixon, Vacaville, Fairfield and Benicia via Interstate 80 and Interstate 680 to the Walnut Creek BART Station.
- Suisun City, Fairfield, and Vallejo via Highway 12, Interstate 80, Highway 37 and then Mare Island Way and Curtola Parkway to Interstate 80 and the El Cerrito del Norte BART Station.

- Vallejo Ferry Terminal, Benicia via Curtola Parkway, Interstate 780, Military Way and then via Interstate 680 to the Walnut Creek BART Station.

Major stops are proposed at Vacaville Transportation Center, the Fairfield Transportation Center, Solano College in Fairfield, Benicia Industrial Park Bus Hub, and the Vallejo Ferry Terminal/Vallejo Transit Center. An improved stop for accessing the Solano 360 development and Six Flags is planned for the Highway 37 interchange near the fairgrounds.

In follow-up work that has been coordinated with the Short Range Transit Plan process, the Intercity Bus proposal has been reviewed, with some proposed revisions. These revisions include: routing (making Davis a peak-only destination, making Sacramento an all-day destination), making some additional routing revisions near Solano College, and also verifying running times of the current service (which formed the basis for the new service estimates), and considering a phased-implementation of the service changes.

The most recent efforts focused on creating actual service schedules and vehicle assignments including verification of running times based on new information. Current running time estimates appear to be deficient, and as a result, additional discussions related to policy service levels and funding are continuing.

Schedule Coordination

To facilitate schedule coordination at designated transfer points, operators provide each other with the printed and/or Excel files schedules of their connecting bus routes. When changes to local bus services are proposed, the operator initiating the change informs connecting intercity bus operators and provides the changes so the other operators can consider coordinating their intercity bus schedules with the local bus schedules. As a courtesy, when changes to intercity bus service are proposed, the operator initiating the change informs the Consortium and only implements changes with approval of the Consortium and, ultimately, STA.

The 2013 Coordination Analysis recommended that the operators consider the advantages and disadvantages of using computerized schedule systems software to integrate transit services and increase customer convenience. Currently, both FAST and SolTrans are utilizing computerized scheduling systems for their fixed route bus systems.

Schedule Change Calendar

The operators are also reviewing how their schedule change calendars might be aligned. The benefits of aligning the schedule change calendars are to facilitate synchronizing schedule changes between connecting operators to assure that there is no disruption to connectivity between services due to the offset of time between separate change dates. The 2013 Coordination Analysis included the following recommendations:

- For the purpose of assuring inter-operator service connectivity, the Consortium should look for opportunities to establish common schedule change dates (for example, of July 1 and January 1 of each year), recognizing that there are challenges to accomplishing this;
- The Consortium should consider and discuss procedures to establish a common schedule change timeline for purposes of inter-operator schedule coordination; and
- Operators may make changes to routes and schedules that do not affect established inter-operator connections at any time during the year (for example, minor route changes or schedule adjustments while maintaining the same scheduled time at the connection point) or are urgent and necessary for budgetary reasons.

Paratransit Coordination

In July 2013, STA in partnership with the Solano County transit operators launched a Countywide In-Person Americans with Disabilities Act (ADA) Eligibility Program. The goals of the program are to:

- Make more accurate and consistent ADA eligibility determinations countywide;
- Simplify the ADA certification process for the applicant;
- Ensure high quality paratransit service for passengers who truly need the service; and
- Promote alternative transportation modes for people who may be able to use fixed route and other transportation options.

The previous paper-based application process was replaced with a more personalized in-person process where a qualified professional interviews applicants and, if needed, assesses an applicant's physical and functional ability to use fixed route transit. Medical verification from a health care professional is no longer required.

ADA eligibility assessment centers are located in each of the seven cities in the county. In-person assessments occur weekly in most cities, and as needed for the smaller cities of Dixon and Rio Vista.

CARE Evaluators was selected as the consultant to collaborate with STA and the Solano County Transit Operators to administer a Countywide In-Person ADA Eligibility program that is consistent with ADA federal requirements.

In addition, intercity paratransit services are offered through a Memorandum of Understanding (MOU) between the County and seven cities which provides a countywide taxi-based intercity paratransit service. The "Phase 1" intercity service currently provides paratransit trips between cities and/or the county unincorporated area to ambulatory riders (those able to enter and leave a taxicab without assistance). The Phase 1 intercity service does not cover intracity paratransit trips, which are provided by the cities under mandate by the Americans

with Disabilities Act (ADA), nor does the Phase 1 service cover intercity trips for non-ambulatory riders.

Solano County, the Solano Transportation Authority, SolTrans, and the cities of Dixon, Fairfield, Rio Vista, and Vacaville are coordinating a new MOU which will transition the Phase 1 service into a new taxi-based service with accessible vans which will provide intercity trips to both ambulatory and non-ambulatory riders (those unable to enter and leave a regular taxicab without assistance). The new MOU will establish the County as lead administering agency for the Program, which will involve a contracted paratransit provider. Annual funding for the Program will come from a variety of sources, including Transportation Development Act Article 8 funds from the County and cities, New Freedom federal grant funds, and farebox revenues.

The MOU provides the following framework for the Program:

- STA will administer the Program and its contract;
- The other partner agencies will help fund, provide outreach, and determine appropriate farebox percentages;
- Will provide contracted taxi-style intercity service for all eligible paratransit riders;
- Creates a flexible farebox structure to balance demand for the trips within the limitations of funding;
- Establishes contingency funding to provide for unanticipated costs;
- Establishes options for agencies whose service demands outstrip their funding commitments; and
- Is termed for 2 years, but is built to be sustainable as long as there is TDA funding.

The MOU will allow STA and partner agencies to build on the success of the Intercity Taxi Scrip Program, by expanding intercity paratransit service to all paratransit eligible riders.

In addition, Dixon Read-Ride and SolTrans provide intercity ADA paratransit services outside of the MOU for intercity taxi. Effective August 31, 2015, in order to provide more efficient service to paratransit riders, SolTrans made some changes in the way it provides service within and out of Solano County. SolTrans modified its “Paratransit Plus” service for trips that travel beyond the local service area of Benicia and Vallejo. To continue to provide ADA certified riders with regional connections, SolTrans provides these alternative services:

1. SolTrans Local Paratransit Feeder to Fixed-Route (Route 78, 80, and 85)
2. SolTrans Regional Shuttle Service for Solano County, West Contra Costa County (HWY 80 corridor), and East Contra Costa (HWY 680 corridor)

Fare Coordination

There are no countywide policies regarding fares for intercity transit travel. Each operator relies on its particular agency's fare policy, staff and operating environment to establish the structure, media and pricing applied to its piece of the countywide transit network.

Inter-operator fare standardization was considered by the Consortium but, after reviewing the results of the 2013 Coordination Analysis, it was concluded that there are significant fare revenue and ridership impacts associated with standardizing existing fare values, structures and media of multiple transit operators in Solano County.

The 2013 Coordination Analysis recommended that inter-operator fare coordination be improved to simplify inter-operator travel with the implementation of Clipper. In 2014, Clipper was implemented on the fixed route bus systems of FAST, SolTrans and Vacaville CityCoach. The following aspects of inter-operator fare coordination were addressed by these transit operators:

- Clipper is the coordinated intercity fare media accepted by all fixed route bus operators;
- Clipper provides discounts for frequent travel using pre-paid 31 day passes;
- Clipper gives local fare credit for local transfers to/from intercity routes;
- Clipper has a consistent 60 minute transfer validity period; and
- Clipper has a consistent eligibility for age based Clipper discounts.

Local fare credits to/from intercity services via paper transfers and passes continue to be offered by all operators (with exception of Dixon), but Clipper use is encouraged for convenience. **Capital Planning Coordination**

The primary forum for collaborative intercity transit planning in Solano County is the SolanoExpress Intercity Transit Consortium (Consortium) which includes all Solano operators plus STA and the County of Solano. The Consortium works with STA to secure needed capital and operating funding from local, regional, state and federal resources to sustain the intercity services. In terms of capital planning coordination, this includes developing a list of capital needs, identifying local revenues that are available to cover the associated expenses, and determining whether additional funding is required to fully fund intercity capital expenses. STA advocates on behalf of all Consortium members to request discretionary funding from other sources outside Solano County, including working directly with regional, state and federal partners.

In addition to enhancing the process of planning for future capital needs, coordination can also help reduce the cost of delivering capital projects. One of the most significant opportunities in this area is joint procurement of assets, materials, supplies, and services. Joint procurement provides multiple types of benefits to transit operators.

The transit operators in Solano County established a successful plan for coordinating to meet the capital needs of the SolanoExpress intercity bus services. The operators could extend this coordination to include working collaboratively through the Consortium to meet capital needs for local service as well. The advantages of greater cooperation include the possibility of both short-term and long-term cost savings, which could improve overall financial sustainability for transit in Solano County.

The following topics have been addressed by the Consortium:

- Transitioning some diesel buses to CNG;
- Using CalAct to reduce the cost of van and shelter procurements and to standardize paratransit fleets;
- Reviewing fare collection technologies and needs in light of Clipper implementation; and
- Periodically reviewing through the Consortium potential joint procurement opportunities.

1.3.2 Transit Sustainability

The preparation of the Coordinated SRTP presents an opportunity to review the combined financial outlook for Solano County as a whole, including both operating budgets and capital plans of the 5 public transit operators as presented in their individual SRTPs. Since each operators SRTP financial plan is required to be fiscally constrained, with revenues sufficient to fully cover expenses, it is reasonable to expect that the County's transit services as a whole will be sustainable over the 10 year SRTP planning timeframe.

Over the ten years covered by the Coordinated SRTP, the operation and maintenance of transit services in Solano County will require an expenditure of \$355 million. Overall, 25% of the revenue required to fully fund transit operations will come from passenger fares and operating income, with the remaining 75% derived from local, state, and federal subsidy sources.

In order to support planned transit operations and maintain a state of good repair, the individual operator SRTPs include ten-year capital plans that together call for more than \$111 million in expenses for vehicles, facilities, preventative maintenance, and equipment. More than two thirds of all capital costs are for the rehabilitation and replacement of revenue vehicles used in regular operations. A further 20% of capital expenditures are to support construction, improvement, and expansion of facilities, including both passenger facilities (such as rail stations and park-and-ride areas) and maintenance facilities (yards, fueling, etc.). The remaining 10% covers other types of expenses including items such as small tools, security cameras, and communications infrastructure.

The \$111 million in capital expenses are covered by \$5.8 million in local sources, \$35 million in TDA-LTF (a state funding program that can be used for local match needs), \$22 million in other types of state sources, and \$48.0 million in federal sources. The consolidated capital plan also relies on about \$19 million in

“unspecified” federal funding, primarily to support vehicle replacements for FAST and SolTrans local transit services. If federal funding is not received as planned, the related capital projects would have to be deferred or cancelled. It should also be noted that in the case of SolTrans, their TDA carryover reserve is exhausted by the end of the plan period, and other local funds will need to be secured in order to provide the local match for a portion of federally-funded vehicle replacements in FY2024/25.

There are two capital funding issues that will need to be resolved some time before the end of the ten-year forecast period: the use of flexible federal funding on operations instead of capital needs and the increasing dependence on TDA to avoid operating deficits. The latter issue is due, in part, to the fact that the Regional Measure 2 (RM2) funding that supports intercity SolanoExpress services no longer increases each year; as operating costs increase due to inflation, the share of intercity costs covered by RM2 declines, and the operators are forced to use TDA to cover the differential, reducing the surplus that flows into capital budgets and TDA reserves. By the end of the SRTP period, two operators (FAST and Rio Vista) will have to pledge more than 100% of their annual TDA-LTF apportionment to annual operating expenses, and two others (Dixon and SolTrans) will use more than 95% of their TDA-LTF for operations.

The issues noted above, together with underlying trends in operating costs and anticipated slow growth in other revenue sources, could cause problems for one or more Solano County operators shortly after the ten-year horizon of this SRTP. If trends continue in line with current assumptions, SolTrans and FAST would find themselves unable to fully fund capital expenditures that are expected to occur shortly after the SRTP period, Rio Vista would need to tap its reserves to subsidize operations, and Dixon would see declining revenues flowing into reserves with each passing year. STA and the operators will need to work together over the next several years to reverse these financial trends and ensure the long term sustainability of all five Solano County transit providers.

The following are suggestions that STA might consider to address sustainability issues for the 10-year financial plans.

1. Work with MTC to restore promised inflation adjustments in RM2 funding, to avoid increasing strain on overall operating budgets and TDA reserves.
 - This is a critical issue for the Intercity operators (FAST & SolTrans), but it also affects Dixon, Vacaville and the County, because all ITFWG contributions need to escalate faster than underlying cost growth when regional subsidy funding does not keep pace with inflation.
2. Work with MTC on development of any future regional funding measures (e.g., RM3) to ensure that the expenditure plan includes sufficient capital & operating funding for continued support/expansion of Solano Express.
 - In particular, Solano County would benefit from inflation-adjusted operating subsidies and a commitment to fund a portion of the next

round of vehicle replacements beyond the current approved funding plan.

3. Support efforts in Sacramento to identify new revenue sources for transit, and to ensure those sources are dedicated, generally stable, and--if possible--growing over time to keep pace with inflation.
4. Pursue funding sources for transit at the county level, for example as part of a transportation sales tax measure.
5. Work with the individual transit operators to ensure long-term financial sustainability:
 - Work with Vacaville to confirm that financial assumptions more consistent with the other operators in the Coordinated SRTP would still lead to fully-funded 10-year plan.
 - Work with SolTrans to identify possible preventative maintenance strategies that could extend the life of some local vehicles, thereby spreading out the replacement cycle and the associated spike in capital costs towards the end of the plan period.
 - Work with SolTrans to identify sources of local match for federal vehicle replacement funding (much of which is currently shown as “unspecified”). This funding is critical in year 10 of the plan & beyond, but any funding obtained earlier in the forecast period would help to slow down the drain on TDA and hopefully maintain sufficient reserves to cover some or all of the local match at the end of the plan period.
 - Work with Dixon to identify strategies to increase stability in operating costs. (For example, if labor costs escalate too quickly without compensating savings and/or additional subsidy, the overall trend will lead to a larger drawdown on TDA reserves.)
 - Work with Rio Vista to identify additional sources of operating revenue. Finding more local match funding for vehicle replacements will help slow down the drain on TDA reserves, but the current operating budget trend is not sustainable over the long-term without additional subsidies.
 - Work with SolTrans and FAST to identify and advocate for funding sources for capital projects that currently rely on “unspecified” grant funding in later years of the plan.
6. At the beginning of the next SRTP cycle, confirm default financial assumptions across all five operators, and identify any trends that suggest alternative assumptions should be used. Deviations from the default values may be acceptable, but it is preferred that these are identified ahead of the draft SRTP phase, instead of having to reconcile the differences after the fact. SolTrans staff has suggested that consideration of participating in federal funding that is generated by serving or being an actual part of other UZA's should be considered including SF Bay Area UZA and Sacramento UZA.

1.4 Summary of Transit Operators' SRTPs

MTC Resolution 4060 recommended conducting multi-agency SRTPs at the county or sub-regional level to promote interagency service and capital planning. As described earlier in the Coordination Summary, STA, County of Solano and the five transit operators already collaborate as the Consortium to coordinate transit service and capital planning. The process of developing a Coordinated SRTP brings additional benefits to the preparation of individual transit operators' SRTPs by: taking a consistent approach to setting goals, objectives, performance measures and standards; evaluating transit services; developing operating plans; and applying uniform assumptions on critical factors such as population growth, cost inflation and funding availability to each operator's 10 year financial forecast.

Summaries of each operator's SRTP for FY2015-16 through FY2024-25 are presented below.

1.4.1 Dixon Readi-Ride

Overview of Transit System

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

Readi-Ride operates a fleet of nine vehicles to provide general public dial-a-ride service with curb-to-curb service within the Dixon city limits. Readi-Ride provides demand response service and does not operate any fixed-routes. Readi-Ride operates on weekdays from 7:00AM to 5:00PM, with reduced service on Saturday's from 9:00AM to 3:00PM and no service on Sundays or holidays. Readi-Ride also provides ADA trips to Vacaville and Davis with 24-hour advanced reservation.

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

Operations Plan and Budget

The City of Dixon will continue to provide Read-Ride general public dial-a ride (DAR) service on weekdays, between the hours of 7:00AM-5:00PM, and Saturdays, between the hours of 9:00AM-3:00PM, to the 19,000 residents of Dixon. In FY2015-16, it is estimated that about 55,700 riders will be served with about 7,200 service hours, an average of about 178 passenger trips per day and 7.7 passengers per hour, at a cost of about \$675,000 with fare revenues of about \$90,000, recovering about 13% of operating costs.

Future ridership is assumed to increase with population growth. The latest estimate for Solano County forecasts that population will grow by 1% per year over the next decade. Future ridership should be able to be accommodated without service expansion, although capacity limits will be applied to peak operating periods that coincide with morning and afternoon school bell times. Given the available funds to support transit operations and capital improvement and the desire to keep a modest contingency reserve, the City has financial capacity to increase service beyond current levels, while accounting for reasonable cost inflation. The City is proposing to add a second bus operating on Saturdays, beginning in FY2016-17. This would add approximately 300 service hours per year and increase costs by \$21,715 in the first year of operation.

The baseline operating and capital plan shown in this SRTP confirm that the City of Dixon will be able to operate Read-Ride services with an adequate annual operating surplus for the next ten years. All capital projects can be funded from anticipated funding sources and available reserves.

1.4.2 Fairfield and Suisun Transit

Overview of Transit System

Fairfield and Suisun Transit (FAST) is a public transportation service for both the City of Fairfield and adjoining Suisun City, in central California on the Interstate 80 corridor between Oakland and Sacramento. Although the service area includes Suisun City, FAST is administered by the City of Fairfield. The service area includes a population of 109,320. The five-member City Council sets policy for the City; administrative oversight of the FAST system and maintenance of the fleet are provided by the City of Fairfield, Public Works Department, and Transportation Division, while day-to-day operation is provided by a contract operator, currently MV Transportation.

FAST operates a revenue fleet of 67 vehicles. FAST operates a fleet of 48 in-service and spare vehicles for fixed-route service including inter-city routes. Local routes use 27 Gilligs with varying lengths (30, 35 and 40 feet). All vehicles are equipped with wheelchair lifts or ramps and are ADA compliant. All local fixed-route buses are equipped with bicycle racks.

As of the end of FY2014-15, the FAST fixed route transit system was comprised of thirteen (13) routes. Nine of the routes provide local service within the boundaries of Fairfield and Suisun City (including Travis Air Force Base). Four

routes are intercity routes that connect Fairfield and Suisun City to regional destinations including Sacramento, Davis, Dixon, Benicia, Vacaville, El Cerrito Del Norte BART, Pleasant Hill BART, and Walnut Creek BART. FAST also provides origin-to-destination, demand response paratransit service (DART) to Americans with Disabilities Act (ADA)-eligible riders within Fairfield and Suisun City, and to/from Vacaville.

FAST also participates in the Intercity Funding Agreement, which supports seven inter-city bus routes. The Intercity Funding Agreement supports all four SolanoExpress intercity services operated by FAST – Routes 20, 30, 40 and 90. FAST also participates in the County's intercity taxi program.

Operating Plan and Budget

FAST will continue to provide fixed route local bus and complementary ADA paratransit services to the residents of Fairfield and Suisun City on Mondays through Saturdays. FAST will continue to supplement ADA paratransit by subsidizing a local taxi program and supporting the Friends of Fairfield Adult Center Transportation Assistance Programs.¹ In addition to these local public transit services, FAST will provide SolanoExpress intercity fixed route bus services and will also continue its funding participation in the County's intercity taxi program for ADA qualified persons.

Partway through FY2015-16, FAST began offering additional service on Routes 40 and 90. On an annual basis, these two changes add approximately 2,300 additional hours of intercity service to the overall schedule.

In anticipation of the opening of the new Fairfield-Vacaville Intermodal Train Station, FAST is planning further service additions, beginning in FY2017-18. At this time, FAST is proposing a new route to connect FTC with the train station and Vacaville Transportation Center (VTC), requiring an additional 4,100 annual revenue hours of service. The final operating plan for this service will be reviewed and refined through discussions with the other members of the Intercity Consortium sometime after the completion of this SRTP.

In FY2015-16 it is estimated that FAST will serve about 1.1 million riders with about 100,000 service hours, an average of about 3,800 passenger trips per day and more than 11 passengers per hour, at a cost of about \$12 million with fare revenues of about \$2.6 million recovering about 23% of operating costs from fare revenues.

Future ridership is expected to increase with the improved intercity bus service, population growth and economic recovery. The population growth forecast for Solano County is about 1% per year, and fixed route ridership growth is assumed to grow in line with that forecast on all existing services (local and intercity). In the near term, the operating plan also assumes that the new services offered on

¹ In the future, the Transportation Assistance Programs may be transitioned from the City of Fairfield Public Works Department into the Parks and Recreation Department, which would formally move it out of FAST's area of responsibility. Such a decision would have to be approved by other parties beyond FAST staff.

Routes such as the 40 and 90 will attract an incremental number of new passengers in proportion to typical ridership per service hour rates currently observed on intercity routes.

A separate Transit Corridor Study is being prepared to develop possible improvements to intercity bus services. The Corridor Study will be completed later this year. Financial impacts on transit operators will be evaluated at that time.

The operating and capital plan show that the City of Fairfield will not be able to operate FAST, SolanoExpress, and DART paratransit services for the next ten years without additional revenues as compared to the status quo. Specifically, due to reduced expectations for growth in several traditional funding sources, costs are anticipated to increase slightly faster than revenues over the next ten years, leading to a trend of decreasing surpluses in later years of the plan. FAST anticipates the need for regular adjustments to operating revenues over the forecast period in order to maintain a fully funded plan. The Financial Plan in this SRTP includes two fare increases and an increase to parking fees at the Fairfield Transportation Center, and increases in local taxi scrip sales in order to keep revenues and expenses in balance throughout the 10 year planning period. FAST intends to begin charging for parking at the Fairfield Transit Center (FTC) by January 1, 2017 with two 5% increases in parking charges in each of two future years: FY2018-19 and FY2022-23. FAST staff will carefully monitor expenses and revenues over time for potential corrective action to maintain long term sustainability.

It should also be noted that the capital projects listed in FAST's SRTP consume most of the TDA reserve by the end of the plan leaving FAST with only a limited cushion for unplanned expenses. TDA reserves hover around \$6 million in the first several years of the plan, and then decline to \$1.4 million by FY2024-25. Additional efforts to manage costs or increased revenues could help FAST maintain larger TDA reserves.

All state-of-good-repair projects in the current capital plan can be funded from anticipated funding sources and available reserves over the life of the ten-year plan. FAST will need to secure additional grant or subsidy revenues to ensure its vehicle replacement can proceed on schedule; the current plan assumes this funding will be obtained from external local and federal sources.

1.4.3 Rio Vista Delta Breeze

Overview of Transit System

Rio Vista Delta Breeze is managed by the part time Transit Manager and operated by a transit contractor, which is currently Transportation Concepts. Five elected members of the Rio Vista City Council serve as the policy board for Rio Vista Delta Breeze. The population of Rio Vista is 7,736.

Delta Breeze operates a fleet of four cutaway transit vehicles and one van to serve the rural community of Rio Vista. Rio Vista operates deviated fixed route services on two routes connecting Rio Vista and Isleton with linkages to regional services

in Fairfield, Suisun City, Antioch, Pittsburg, and Lodi. Delta Breeze also offers two dial-a-ride services that operate within and beyond the city limits of Rio Vista. Rio Vista also participates in the County's intercity taxi scrip program.

Operating Plan and Budget

The City of Rio Vista will continue to provide Delta Breeze Routes 50, 51, 52, and 54. Service changes recommended in the recently completed Transit Service and Outreach Analysis are under consideration. The City will also continue its participation in the County's intercity taxi scrip program for ADA qualified persons.

In FY2015-16, Delta Breeze is expected to serve about 12,400 riders with about 4,300 service hours, an average of about 50 passenger trips per day and 3 passengers per hour, at a cost of about \$418,000 with fare revenues of about \$29,500, recovering almost 7% of operating costs from fare revenues. Due to the recent closure of medical facilities in Rio Vista, Sutter Health has started contributing funding to support patient access to medical centers in Fairfield. Including this revenue and interest earnings, the total local revenue generated by the system is \$47,300. This brings the local recovery ratio to just over 11%.

The financial projection shows that City of Rio Vista will have balanced expenses and revenues throughout the 10 year period, occasionally using TDA reserves to fund capital replacement needs. Steady growth in ridership and fare revenues in conjunction with a stable operating plan lead to higher system productivity. The primary challenge faced by City of Rio Vista staff in the future will be obtaining a contractor for Delta Breeze operations and maintenance at comparable cost rates after the current contract expires at the end of 2017.

1.4.4 Solano County Transit (SolTrans)

Overview of Transit System

Solano County Transit, "SolTrans" is overseen by the SolTrans Joint Powers Authority Board which is comprised of five appointed directors and one ex-officio, non-voting director and two alternates. These positions are comprised of two voting directors from each member agency other than STA, one voting director that is the Solano County representative to the Metropolitan Transportation Commission (MTC), and one non-voting STA representative.

SolTrans is the result of a 2011 merger between Vallejo Transit and Benicia Breeze. The service area has a population of 146,455.

As of June 2015, the agency currently has a fleet of 24 local fixed route vehicles including 21 low-floor 40-foot Gillig Hybrid/Diesel and 3 Orion Diesel buses. The intercity fleet is comprised of twenty-one (21) 45-foot Motor Coach Industries (MCI) diesel buses with seating capacity up to 57. Two of these vehicles are held in a contingency fleet. An additional ten (10) MCIs are owned by SolTrans but leased to the City of Fairfield for their intercity services. The

Dial-A-Ride and ADA paratransit fleet consists of 12 vehicles. All revenue vehicles are ADA compliant. SolTrans' fleet also includes four maintenance support vehicles and nine administrative vehicles in various operating conditions.

SolTrans provides nine local bus fixed-routes and three intercity, commuter express bus routes. Additionally, SolTrans currently operates: (i) two supplemental routes serving schools, and a supplemental bus route for the San Francisco Bay Ferry Vallejo-San Francisco route; (ii) shared-ride, curb-to-curb general public Dial-A-Ride (DAR) bus service that operates within Benicia only; (iii) ADA complementary paratransit bus service for qualified persons with disabilities complementing the fixed-route service within Benicia and Vallejo; and (iv) ADA-Plus complementary Paratransit bus service for qualified persons needing to connect to other communities. SolTrans also supports subsidized taxi programs for eligible individuals that provide rides locally and within Solano County.

Operating Plan and Budget

SolTrans will continue to provide fixed route local bus and ADA complementary paratransit services to residents of Vallejo and provide local dial-a-ride (DAR) and fixed routes services to residents of Benicia. Partway through FY2016-17, SolTrans expects to begin new fixed route service to Mare Island; the new service provides approximately 2,500 revenue hours to residents over a full year of operations. In both FY2016-17 and FY2017-18, staff also proposes to add about 500 additional revenue hours each year on the most productive local bus routes. These changes constitute a 6% expansion of local fixed route service.

In addition to these local public transit services, SolTrans will provide SolanoExpress intercity fixed route bus services and will also continue its funding participation in the County's intercity taxi scrip program for ADA qualified persons. SolTrans will continue to operate those SolanoExpress fixed route bus services that are focused on connecting residents of Vallejo and Benicia with surrounding communities in Solano and Contra Costa Counties. In FY2015-16, SolTrans received additional funding to expand service on two of these routes (Routes 80 and 78).

A separate Transit Corridor Study is being prepared to develop possible improvements to intercity bus services. The Corridor Study will be completed later this year. Financial impacts on transit operators will be evaluated at that time.

In FY2015-16, across both fixed route and paratransit services, SolTrans is expected to serve nearly 1.7 million riders with about 113,000 service hours, with an average of about 4,561 passenger trips per day and more than 14 passengers per hour at a cost of about \$13.6 million with fare revenues of about \$3.5 million recovering about 27% of operating costs from fare revenues. Between FY2015-16 and FY2017-18, ridership on fixed route local service is expected to grow a total of 6% due to the introduction of new services. After this initial increase, ridership is forecast to be about 1% per year, consistent with underlying population growth

and declining fare levels (in real dollars). Ridership increases on existing bus routes and DAR services should be able to be accommodated without any additional expansion of local service.

Under the current baseline assumptions, the operating plan is fully funded by periodic fare adjustments, and accessing TDA and other subsidy revenues. At the same time, the capital plan relies on unspecified future funding sources to complete vehicle replacements in the final year of the 10 year financial projection.

1.4.5 Vacaville City Coach

The following information is extracted from the VCC SRTP adopted by City of Vacaville in July 2015. VCC prepared its SRTP prior to and independently from the other 4 local public transit operators SRTPs and this Coordinated SRTP.

Overview of Transit System

Vacaville City Coach is a service of the City of Vacaville, which has a population of 94,275. The City Council sets policy for the City; the City Manager is the chief administrative officer of the city and oversees Vacaville City Coach. Vacaville City Coach operates under the Public Works Department through its General Services Division. The City utilizes a transit service contractor to provide the labor and administration for the City's public transit system.

Vacaville City Coach operates a fleet of eighteen (18) 35-foot, low-floor, CNG buses for fixed route service. Each of these buses has 30 seats. Demand response service is provided by six (6) 15-foot cutaway vans with eight seats. All revenue vehicles are ADA compliant.

Vacaville City Coach operates six local fixed routes that provide coverage throughout the city. Most routes begin and end at the Vacaville Transportation Center, which functions as one of two main transfer centers (the other being in Vacaville's downtown area). Also, Vacaville City Coach provides complementary ADA paratransit services within $\frac{3}{4}$ mile of its fixed route bus services and administers a local taxi scrip program. Vacaville participates in the SolanoExpress Intercity Transit Consortium's Intercity Funding Agreement, which currently supports seven inter-city bus routes, with FAST Routes 20, 30, and 40 directly serving Vacaville. Other connecting services include Route 220 Yolo Bus. Vacaville also participates in the County's intercity taxi scrip program.

Operating Plan and Budget

The City of Vacaville will continue to provide City Coach (VCC) fixed route local bus and complementary ADA paratransit Special Services, supplemented by a local taxi scrip program. In addition to these local public transit services, the City will also continue its funding participation in SolanoExpress intercity fixed route bus services and the County's intercity taxi scrip program for ADA qualified persons.

In FY2014-15, it is estimated that VCC will serve more than 500,000 riders with about 36,000 service hours, an average of about 1,700 passenger trips per day and 14 passengers per hour, at a cost of about \$2.3 million with fare revenues of about \$365,000, recovering about 20% of operating costs from fare revenues.

The operating and capital plan confirms that the City of Vacaville will be able to operate City Coach services with a sizeable annual operating surplus for the next ten years. All capital projects can be funded from anticipated funding sources and available reserves. Reserve funds accumulate over the forecast period, providing the City a significant source of local funding for future capital expenses.

1.5 Transit Sustainability (Countywide Financial Summary)

The preparation of the Coordinated SRTP presents an opportunity to review the combined financial outlook for Solano County as a whole, including both operating budgets and capital plans. This section discusses the overall financial sustainability of the local services that are operated and managed by the five transit operators in the County (Dixon Read-Ride, FAST, Rio Vista Delta Breeze, SolTrans, and Vacaville City Coach) together with county-wide transit service offerings (SolanoExpress and intercity taxi scrip) coordinated and funded in collaboration with STA, MTC, and the County of Solano.

The financial obligations related to the county-wide services are included within the respective budgets of each of the five transit operators, and so the remainder of this discussion will refer to these five programs as a comprehensive summary for the entire county. Also, references to “transit service” are assumed to include traditional transit operations (fixed route, dial-a-ride, ADA paratransit, etc.) as well as ancillary public transportation services (such as taxi programs) unless clearly stated otherwise.

All of the coordinated SRTPs started with the same set of default global assumptions for future operating costs and revenues. Where applicable, adjustments to these assumptions were made to better reflect local conditions. The Vacaville City Coach SRTP used a different set of assumptions, which are less conservative, and thus reflect more optimistic financial outcome compared to the other operators.

1.5.1 Combined Operating Budget

Over the ten years covered by the Coordinated SRTP, the operation and maintenance of transit services in Solano County will require an expenditure of \$355 million. Individually, each of the five transit operators in the County is able to fully fund their proposed operating plan with a combination of fare revenues, operating income (such as interest earnings and parking fees), and a variety of local, state, and federal subsidy revenues. This finding relies on assumptions detailed in each operator’s individual SRTP, including: the successful implementation of planned fare and fee increases at multiple operators; continued

steady growth in passenger ridership; on-going efforts to control contract operating costs; and the long term stability of traditional sources of funding.

Overall, 25% of the revenue required to fund transit operations will come from passenger fares and operating income, with the remaining 75% derived from subsidy sources. TDA-LTF funding is the largest single source of operating subsidy, accounting for more than 48% of the \$266 million needed. A further 12% come from the combination of TDA-STAF and new revenues allocated from the state's Greenhouse Gas Reduction Fund. Federal operating revenues (31% of subsidies) are mostly derived from FTA formula apportionments. The remaining 9% of subsidy revenues come primarily from Regional Measure 2 and MTC's Transit Performance Initiative under the One Bay Area Grant (OBAG) program.

1.5.2 Combined Capital Budget

In order to support planned transit operations and maintain a state of good repair, the individual operator SRTPs include ten-year capital plans that together call for more than \$111 million in expenses for vehicles, facilities, preventative maintenance, and equipment. More than two thirds of all capital costs are for the rehabilitation and replacement of revenue vehicles used in regular operations. A further 20% of capital expenditures are to support construction, improvement, and expansion of facilities, including both passenger facilities (such as rail stations and park-and-ride areas) and maintenance facilities (yards, fueling, etc.). The remaining 10% covers other types of expenses including items such as small tools, security cameras, and communications infrastructure. These expenses are depicted graphically in Figure 1 and listed by type in Table 1. The figure and table show the total required capital expenses to maintain the overall transit system, regardless of whether full funding has been secured for each project at this time.

Figure 1: Consolidated Capital Needs by Project Type

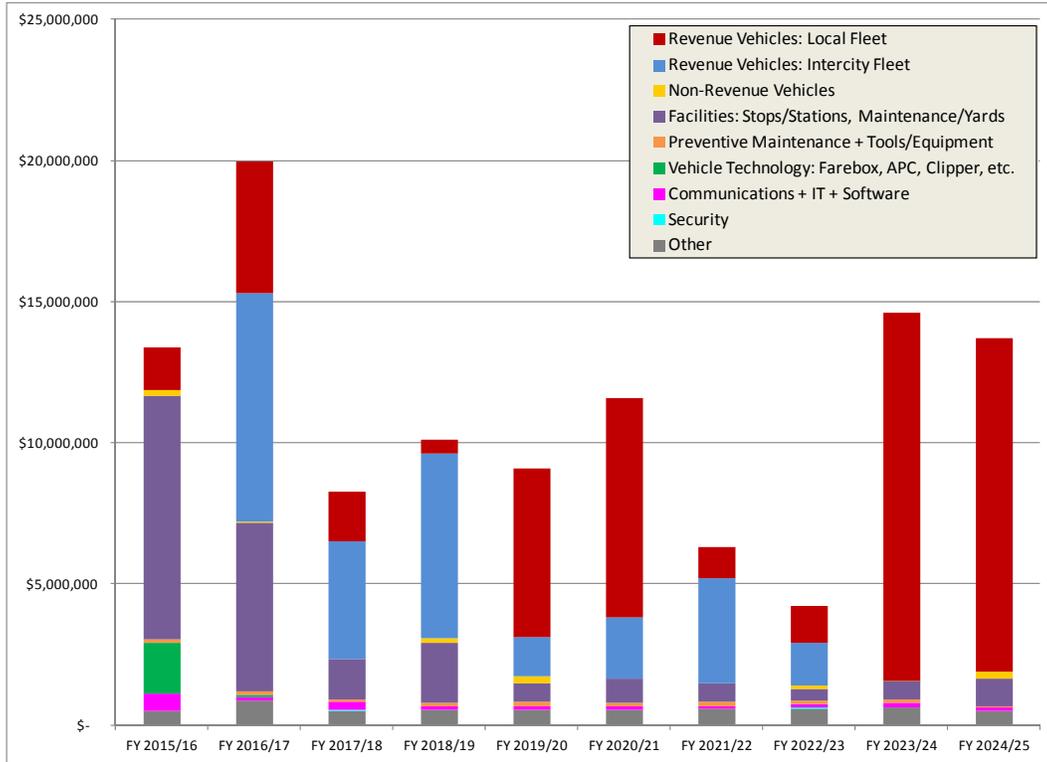


Table 1: Consolidated Capital Needs by Project Type

CONSOLIDATED CAPITAL PLAN		Budget										Forecast	TOTAL (\$MM)
<i>Date Prepared: Work-in-Progress / 07-Jul DRAFT</i>													
		FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25		
Capital Expenses By Project Type													
	Revenue Vehicles: Local Fleet	\$ 1,521,701	\$ 4,655,363	\$ 1,747,402	\$ 499,814	\$ 5,955,544	\$ 7,806,851	\$ 1,132,849	\$ 1,320,043	\$ 13,029,195	\$ 11,849,933	\$ 49.52	
[1]	Revenue Vehicles: Intercity Fleet	\$ -	\$ 8,112,260	\$ 4,190,610	\$ 6,528,890	\$ 1,389,780	\$ 2,147,208	\$ 3,686,040	\$ 1,518,650	\$ -	\$ -	\$ 27.57	
	Non-Revenue Vehicles	\$ 170,000	\$ 50,000	\$ -	\$ 154,838	\$ 223,535	\$ -	\$ -	\$ 131,991	\$ 20,000	\$ 230,310	\$ 0.98	
	Vehicle Technology: Farebox, APC, Clipper, etc.	\$ 1,800,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.86	
	Preventive Maintenance + Tools/Equipment	\$ 106,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 139,405	\$ 122,987	\$ 126,677	\$ 130,477	\$ 134,392	\$ 20,000	\$ 1.12	
[2]	Facilities: Stops/Stations, Maintenance/Yards	\$ 8,649,187	\$ 5,980,000	\$ 1,415,000	\$ 2,154,500	\$ 693,419	\$ 861,521	\$ 689,935	\$ 386,936	\$ 643,744	\$ 990,757	\$ 22.46	
	Communications + IT + Software	\$ 616,509	\$ 133,000	\$ 250,000	\$ 140,142	\$ 131,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 162,045	\$ 147,987	\$ 1.92	
	Security	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ 0.10	
	Other	\$ 505,240	\$ 870,473	\$ 500,101	\$ 515,065	\$ 530,578	\$ 546,453	\$ 562,805	\$ 579,647	\$ 596,994	\$ 476,439	\$ 5.68	
TOTAL CAPITAL EXPENSES		\$ 13,368,727	\$ 19,970,369	\$ 8,265,664	\$ 10,109,177	\$ 9,063,351	\$ 11,594,294	\$ 6,310,857	\$ 4,233,671	\$ 14,586,370	\$ 13,715,426	\$ 111.22	

[1] Total purchase expense for Intercity fleet replacement plus one additional motorcoach vehicle for special ferry-related service operated for WETA. Amounts per *Solano County Intercity Bus Fleet Replacement Costs and Funding - Interim Funding Plan*, dated 18-Dec-2015. Timing of expenditures reflects current operator expectations for anticipated purchase and vehicle delivery.

[2] Amounts in FY2015/16 and FY2016/17 are for: completion of Curtola P&R, parking equipment at FTC, Fairfield/Vacaville train station, upgrade/expansion of SolTrans O&M facility, CNG refueling for SolTrans. Later years include placeholders for projects that are planned but not yet approved, such as major facility upgrade/expansion, rehabilitation of building components, possible electric vehicle charging infrastructure, etc.

Local Vehicle Rehabilitation and Replacement

The largest single category of capital expenses is replacement of the local fleet of revenue vehicles at a cost of almost \$50 million over ten years. The two largest operators (FAST and SolTrans) together comprise more than 90% of the planned expenses for this line item, but the timing varies between them:

- Over the 10-year period covered in this Coordinated SRTP, FAST will have \$21.9 million in local vehicle rehabilitation and replacement expenses. More than half of this amount is expected to fall in FY2019/20 and FY2020/21 when 16 local fixed route buses will be replaced. FAST will spend about \$5.5 million in FY2023/24 and FY2024/15 to replace 7 more local fixed route buses. The remaining expenses are for replacement of paratransit vehicles.
- Within the horizon of the Coordinated SRTP, SolTrans will have \$24.6 million in capital expenses for vehicle rehabilitation and replacement. In SolTrans case, the bulk of vehicle replacement expenses occur in FY2023/24 and FY2024/25 when at least 14 of 21 local fixed route vehicles are planned for replacement. (All 21 vehicles will be due for replacement starting in FY2023/24, but purchases will be spread over multiple years to ensure sufficient funding is available.) About \$3 million in total vehicle expense is for the replacement of SolTrans' paratransit vehicles, at a rate of about 3 per year in most years of the plan.

The capital expenses for local vehicle replacements for the other three operators in Solano County total about \$3 million over ten years. This amount is split roughly evenly between the three operators. Local vehicle expenses at these smaller operators are spread throughout the plan period, with modest peaking in FY2015/16, FY2021/22, and FY2022/23.

SolTrans and FAST have collectively budgeted for \$1,450,000 in upgrades to support capital projects for electrification of the bus fleet in an effort to meet state mandated Zero Emission Bus (ZEB) requirements. These costs could escalate outside the 10 year SRTP planning horizon as the deadline nears. Replacement of smaller vehicles is not covered by the same requirements, but there may be unanticipated costs in replacing smaller vehicles with the latest emission technologies.

The capital plans depicted in the individual operator SRTPS generally assume that the operators will apply for and receive federal discretionary funding for any local vehicle replacements that cannot be paid for with existing formula funding. Based on current FTA guidelines, the operators must contribute 20% of the vehicle costs as a local match. In four of five cases, the operators are expected to have sufficient funding on hand (typically TDA) to meet the local match requirements without any further adjustments. In the case of SolTrans, their TDA carryover reserve is exhausted by the end of the plan period, and other local funds will need to be secured in order to provide the local match for a portion of federally-funded vehicle replacements in FY2024/25.

Intercity Vehicle Fleet

The next largest category of expenses is the replacement of the 35 motor coach buses in the intercity vehicle fleet at a total cost of about \$26.8 million.² As can be seen in Figure 1, this expense represents a significant portion of capital expenses between FY2016/17 and FY2022/23. Unlike other projects depicted in the chart, the planning for these expenditures occurs via the Intercity Transit Consortium (Consortium) Funding Working Group, which includes four of the five Solano operators plus STA and the County of Solano. As of December, 2015, the Consortium members have agreed on an interim plan to fund these vehicle replacements.

About a fifth of the costs of replacing the intercity fleet will be paid for using committed funding from federal earmarks, California's Proposition 1B, and funding on hand from the TDA STAF program. STA and MTC have together agreed to provide approximately 34% of the revenue, and the remaining costs are distributed to the other Consortium partners using a formula similar to the method for sharing intercity operating costs. At this time, the funding for the vehicles purchased in the first two years of the plan is considered fully committed. Subsequent years of the funding plan could change as costs and revenue sources continue to change. Based on the forecasts of available capital revenues shown in the individual operator SRTPs, all five transit operators will be able to meet the funding obligations for the intercity replacements as called for in the December, 2015 plan.³

Facility Expenses

The third major category of capital expenses is fixed facilities, with about \$22 million of investments called for over the ten year period. The majority of these expenses (\$17 million) are to support facilities projects for SolTrans. Three of these SolTrans projects are considered fully committed:

- In FY2015/16, SolTrans spent \$5.8 million for completion of Curtola Park & Ride project.
- In FY2015/16 and FY2016/17, SolTrans upgraded and expanded its central operations & maintenance facility on Broadway at a total cost of \$2.1 million.

² The line item for Intercity vehicles also includes approximately \$814,000 in expenses for an additional motor coach that will be used to provide bus service for the benefit of the Water Emergency Transportation Authority (WETA). This vehicle will be paid for separately, outside of the Consortium-approved funding plan.

³ Amounts shown in this chapter are taken from *Solano County Intercity Bus Fleet Replacement Costs and Funding - Interim Funding Plan*, dated 18-Dec-2015, except for anticipated funding contributions from Vacaville. The SRTP for Vacaville was approved by its Board on 23-Jul-2015, before the latest fleet replacement funding plan was confirmed. As a result, their capital plan shows anticipated contributions that are higher than what is called for in the interim plan from Dec-2015. A lower level of required contribution from Vacaville would result in a decrease in the amount of TDA funds needed for their capital plan, with no negative impacts on the financial sustainability of City Coach services.

- In FY2015/16 and FY2016/17, SolTrans will be install a \$4.8 million CNG fueling facility for its new intercity fleet vehicles.

The remaining facility expenses shown for SolTrans are related to planned projects that are not yet fully funded:

- In FY2017/18, SolTrans has planned for \$500,000 in expenses related to acquiring property for a possible bus yard expansion and \$450,000 in costs to upgrade onsite electrical infrastructure to support electric vehicle charging for new local buses.
- From FY2018/19 through FY2021/22, SolTrans has included \$1.4 million in placeholders for possible major facility upgrades such as adding solar panels or rehabilitation of building mechanical systems.
- In addition to the above, all years of the SolTrans capital plan include an allocation for on-going passenger facility expenses such as ADA modifications and installation/replacement of shelters, benches, etc.

Vacaville has planned for approximately \$2.9 million in facility improvements of the ten-year SRTP period. This total includes about \$2.3 million for regular maintenance of passenger facilities such as repair/replacement of bus stop components (shelters, signage, kiosks, etc.) plus recurring expenses at the Fairfield/Vacaville Intermodal Station.

The capital plan for FAST calls for about \$2 million in facility improvements, including funded projects for parking kiosks and security cameras at the Fairfield Transit Center (FTC) and interior improvements at the FTC and the Fairfield/Vacaville Intermodal Station. FAST is also planning a project in FY2018/19 to upgrade their bus yard to handle electric vehicle charging for local fixed route coaches; this project is contingent on receipt of appropriate funding awards.

The capital costs for facility improvements in Dixon total \$25,000. Rio Vista is not planning any facility-related improvements over the SRTP period.

Capital Funding Needs

The capital expenditures shown in Table 1 are funded with a combination of local, state, and federal revenue sources. Not including TDA cross-claims needed to subsidize intercity fleet replacement expenditures, the \$111 million in capital expenses are covered by \$5.8 million in local sources, \$35 million in TDA-LTF (a state funding program that can be used for local match needs), \$22 million in other types of state sources, and \$48.0 million in federal sources. The individual funding sources are portrayed in Table 2 and grouped into these local, state, and federal categories. The amounts shown for each line item represent funding that has already been committed (e.g., Proposition 1B or FTA 5310 grants), or a source that can be used entirely at the discretion of the operator(s) without further approvals required (e.g., TDA-LTF or FTA 5307 Urbanized Area apportionments). Each funding group also has a line at the bottom labeled “Unspecified” which shows funding that each operator intends to request in the

future from various funding partners; in most cases, a specific source has not been identified for these amounts. If the requested funds are not awarded, the operators would have to defer or cancel the related projects.

Table 2: Consolidated Capital Funding by Source

CONSOLIDATED CAPITAL PLAN		Budget										Forecast	TOTAL (\$MM)
<i>Date Prepared: Work-in-Progress / 07-Jul DRAFT</i>													
		FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25		
Capital Revenues – Local													
	Regional Measure 2 Capital	\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5.50	
[3]	Unspecified Local Funds (Source TBD)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,290	\$ 0.25	
	<i>Subtotal: LOCAL Revenue</i>	<i>\$ 5,500,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 250,290</i>	<i>\$ 5.75</i>	
Capital Revenues – State													
[4]	TDA: LTF	\$ 3,236,055	\$ 6,524,035	\$ 2,845,504	\$ 2,497,439	\$ 2,792,575	\$ 3,962,084	\$ 3,198,942	\$ 2,768,446	\$ 3,550,193	\$ 3,642,027	\$ 35.02	
	TDA: STAF	\$ 65,000	\$ 581,467	\$ 13,000	\$ 150,103	\$ -	\$ -	\$ 467,911	\$ -	\$ -	\$ -	\$ 1.28	
	Prop 1B (e.g., PTMISEA, CTAF)	\$ 2,287,587	\$ 5,977,657	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8.57	
[5,6]	ITFWG Fleet Contributions (Non-Operator)**	\$ -	\$ 757,613	\$ 353,921	\$ 3,750,426	\$ 605,716	\$ 1,046,470	\$ 1,806,185	\$ 128,627	\$ (247,090)	\$ -	\$ 8.20	
	Cap-and-Trade GHG Fund: TIRCP & LCTOP	\$ 124,531	\$ 504,292	\$ 376,281	\$ 376,281	\$ 376,281	\$ 376,281	\$ 376,281	\$ 376,281	\$ 376,281	\$ 376,281	\$ 3.64	
	Misc State Funds (Committed)	\$ 63,171	\$ 16,203	\$ 125,000	\$ 125,000	\$ 75,000	\$ 76,500	\$ 78,030	\$ 79,591	\$ 81,182	\$ 82,806	\$ 0.80	
	Unspecified State Funds (Source TBD)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	<i>Subtotal: STATE Revenue</i>	<i>\$ 5,776,344</i>	<i>\$ 14,361,267</i>	<i>\$ 4,013,706</i>	<i>\$ 6,899,249</i>	<i>\$ 3,849,572</i>	<i>\$ 5,461,335</i>	<i>\$ 5,927,349</i>	<i>\$ 3,352,945</i>	<i>\$ 3,760,566</i>	<i>\$ 4,101,114</i>	<i>\$ 57.50</i>	
Capital Revenues – Federal													
	MTC OBAG-TPI (Federal sources: STP / CMAQ / TE)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	FTA5307: Urbanized Area	\$ 1,550,883	\$ 1,882,885	\$ 2,136,729	\$ 1,050,070	\$ -	\$ -	\$ -	\$ -	\$ 4,190,471	\$ 3,021,459	\$ 13.83	
	FTA5307: STIC	\$ -	\$ 189,000	\$ 378,000	\$ 378,000	\$ -	\$ -	\$ -	\$ -	\$ 1,890,000	\$ 378,000	\$ 3.21	
	FTA5309: Bus Program	\$ -	\$ 1,290,598	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1.29	
	FTA5310: Elderly & Disabled	\$ 476,500	\$ -	\$ -	\$ -	\$ 309,000	\$ -	\$ -	\$ 206,000	\$ 515,000	\$ -	\$ 1.51	
	FTA5311: Non-Urbanized Area (Capital)	\$ 65,000	\$ 65,000	\$ 381,648	\$ 73,310	\$ -	\$ 155,443	\$ 55,409	\$ 152,617	\$ 124,782	\$ 268,205	\$ 1.34	
	FTA5339: Bus & Bus Facilities	\$ -	\$ 2,181,619	\$ 1,355,581	\$ 708,549	\$ 309,265	\$ 318,543	\$ 328,099	\$ 337,942	\$ 1,000,000	\$ 1,000,000	\$ 7.54	
	Misc Federal Funds (Committed)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
[7]	Unspecified Federal Funds (Source TBD)	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 4,595,515	\$ 5,658,973	\$ -	\$ 184,168	\$ 3,105,552	\$ 4,696,355	\$ 19.24	
	<i>Subtotal: FEDERAL Revenue</i>	<i>\$ 2,092,383</i>	<i>\$ 5,609,102</i>	<i>\$ 4,251,958</i>	<i>\$ 3,209,929</i>	<i>\$ 5,213,779</i>	<i>\$ 6,132,959</i>	<i>\$ 383,508</i>	<i>\$ 880,727</i>	<i>\$ 10,825,804</i>	<i>\$ 9,364,019</i>	<i>\$ 47.96</i>	
	TOTAL EXPECTED REVENUES	\$ 13,368,727	\$ 19,970,369	\$ 8,265,664	\$ 10,109,178	\$ 9,063,351	\$ 11,594,294	\$ 6,310,857	\$ 4,233,671	\$ 14,586,370	\$ 13,715,423	\$ 111.22	

**** NOTE: Operators' contributions for intercity fleet replacements (i.e. TDA cross-claim) removed from line items above, to avoid double-counting these transfers on charts.**

[3] Amount represents balance of 20% local match for planned vehicle replacements for SolTrans. Source to be determined.

[4] Includes excess TDA due to Vacaville estimate of required contribution for Intercity fleet replacement as shown in their Board-adopted SRTP. Actual contribution will be lower, so less TDA will be needed to full fund vehicle replac

[5] Includes only the amounts paid by non-operator members of Consortium (MTC, STA, County); does not include TDA cross-claims by other Solano County operators to avoid double-counting in charts

Committed external funding (earmarks, Prop 1B) shown in separate rows.

[6] Values do not match plan dated 18-Dec-2015 due to combination of (1) mis-match between operators in timing of contributions versus expenditures and (2) difference in estimated contribution by Vacaville.

[7] Assumes that operators will apply for and receive discretionary federal grants to fully fund the balance of 80% of the cost of vehicle replacements and eligible capital projects not covered by formula funds. Local match shown sep

As shown in the table, the largest single source of funding for the ten-year capital plan is TDA-LTF. This source represents nearly a third of all capital funding, and the TDA-LTF amount alone is larger than all specified federal funding in the plan and more than twice the value of next largest single line item.

About 14% of total capital funding comes from FTA apportionments, through the 5307 Urbanized Area (\$13.8 million) and 5311 Non-Urbanized Area (\$1.3 million) programs. Other FTA funds that are expected to support capital projects include: \$3.2 million in 5307 STIC funding, \$1.5 million from the 5310 Elderly & Disabled transportation program, and \$7.5 million in 5339 Bus & Bus Facilities funding.

Other committed sources include \$5.5 million in Regional Measure 2 funds, \$8.6 million in Proposition 1B funds, and a prior earmark of \$1.3 million in 5309 Bus Program funds. The majority of these sources is pledged to support replacement of the intercity fleet. STA and MTC have also made funding commitments in support of the intercity vehicle replacements, totaling over \$9 million, or about 8% of the overall capital plan. The transit operators also plan to use \$3.6 million of the revenues received from the Greenhouse Gas Reduction Fund on capital projects.

The consolidated capital plan relies on about \$19 million in “unspecified” federal funding. Of this amount, \$18 million is needed to support scheduled local vehicle replacements for FAST and SolTrans. The remaining \$1 million of the unspecified funds is for a potential project by FAST to build out EV charging stations and electrical grid upgrades. As noted above, if federal funding is not received as planned, the related capital projects would have to be deferred or cancelled. In the case of SolTrans, the unspecified federal funding in the final year of the plan requires a local match which is also shown as “unspecified,” because it is not fully funded from revenues currently projected to be available to the operator within the ten-year horizon. SolTrans will need to work to address this funding need prior to FY2024/25 to ensure their application for federal funding would be accepted.

Future Capital Funding Considerations

There are two capital funding issues that will need to be resolved some time before the end of the ten-year forecast period. Based on the assumptions in each of the individual operator SRTPs, these matters do not lead to a direct financial issue within the horizon of this Coordinated SRTP. However, they should be addressed soon enough to ensure the long term sustainability of all transit operators in Solano County.

First, the Solano County transit operators should consider the degree to which they use their flexible capital funding to subsidize transit operations. Based on existing population based guidelines for federal apportionments, all five transit operators in Solano County are permitted to use their FTA formula funding for operating purposes. This applies to FTA 5307 Urbanized Area apportionments (FAST, SolTrans, and Vacaville City Coach) and FTA 5311 Non-Urbanized Area apportionments (FAST, SolTrans, Dixon Redit-Ride and Rio Vista Delta Breeze).

Current forecasts of population growth suggest that this eligibility will continue for at least a decade or more.

Some Solano County operators rely heavily on the use of federal apportionments to achieve balanced annual operating budgets each year. Although the exact proportions vary by FTA program and individual operator, more than three quarters of all of the apportionment funding in Solano County is being applied to operating uses over the ten-year forecast period. To the extent that these funds are being consumed by operating and maintenance expenses, they are not available to pay capital expenses required to maintain a state of good repair.

The main reason for shifting the FTA formula funds to operating is to ensure those funds are fully utilized each year, and before the federal apportionment lapses. This allows operators to accumulate TDA carryover reserves which can be used more flexibly than the federal sources. TDA reserves can be an important source of non-federal matching funds for any new federal opportunities that may become available. This is particularly important because Solano County does not have a transportation sales tax.

The second issue requiring attention over the next ten years is the status of TDA carryover reserves for most operators. Four of the five transit operators in Solano County (all except Vacaville) are projecting the need to use an increasing share of their annual TDA apportionment to subsidize transit operations each year. The main reason for this increase is that many of the traditional sources of subsidy funding for transit operations are not growing fast enough to keep pace with on-going increases in transit operating and maintenance costs. For most of the Solano County operators, operating & maintenance expenses are projected to grow at 3-4% per year, while major revenue sources rarely exceed a 2% growth rate. For example, fare revenues typically grow more or less in line with ridership (approximately 1% per year) and federal funding sources are expected to grow in line with the authorized FTA funding levels (2% per year or less). As a result, the operators must increasingly rely on their annual TDA funding to make up the difference and avoid an operating deficit, leaving less and less TDA flowing into reserves each year.

To varying degrees, Dixon Read-Ride, FAST, Rio Vista Delta Breeze, and SolTrans are all experiencing this erosion of non-TDA funding sources and drawing down a greater share of their TDA each year to compensate. Absent a structural change in revenues or expenditures before the end of the forecast period, two operators (FAST and Rio Vista) will be forced to use more than 100% of their annual TDA apportionment to maintain a balanced operating budget in the final year of the plan, after which reserves start to be depleted rather than replenished. Similarly, if current trends remain unchecked, two other operators (Dixon and SolTrans) would need to use more than 95% of their TDA apportionment for operations in the final year of the plan, which limits the amount of funding available for periodic capital investments.

Despite these trends, three of the five transit operators in Solano County are expected to be able to maintain relatively healthy levels of TDA reserves throughout the plan period: Dixon Read-Ride, Rio Vista Delta Breeze, and

Vacaville City Coach. However, the two largest operators (FAST and SolTrans) have significant capital requirements during the next ten years, and these expenditures consume most (FAST) or all (SolTrans) of their accumulated TDA carryover, leaving little or no cushion for operating deficits, local match for capital projects, or unexpected needs that may arise in the future.

As part of this discussion, it must be noted that regional partners subsidize SolanoExpress routes with Regional Measure 2 (RM2) funding, because these routes provide congestion relief benefits in key Bay Area bridge corridors. However, a policy decision several years ago zeroed out the annual growth in this funding source. The historical cost-sharing agreement for SolanoExpress service calls for Consortium members to authorize TDA cross-claims for the net costs of intercity service after applying regional revenues. The fact that RM2 remains flat every year while costs regularly increase means that all Consortium members are paying an increasing share of the costs of intercity service over time, exacerbating the drain on their TDA funding, even if they are able to fully meet their costs for in-house operating expenses. The ITFWG will need to decide whether it is reasonable to continue to support the same level of regional-scale services without future increases in regional revenue contributions.

2 Individual SRTPs

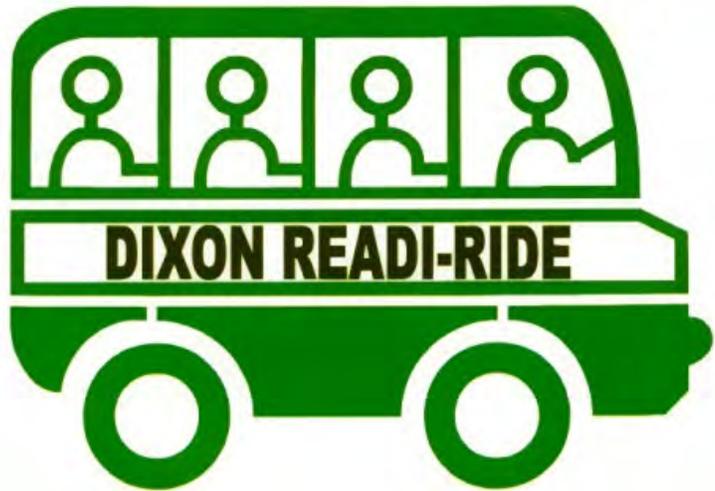
This chapter contains the individual SRTPs for each of the five transit operators in the county. Each SRTP has been developed in accordance with MTC Resolution 3532 and is a self-contained document that can be “detached” from the larger Coordinated SRTP. Each SRTP has its own table of contents, adoption resolution, section and table/figure numbering, and Title VI documents. The SRTPs are presented in alphabetical order by agency name as follows:

- Dixon Redit-Ride
- Fairfield and Suisun Transit (FAST)
- Rio Vista Delta Breeze (RVDB)
- Solano County Transit (SolTrans)
- Vacaville City Coach (VCC)

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Solano Transportation Authority
Short Range Transit Plan
City of Dixon

May 11, 2016



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City of Dixon
Short Range Transit Plan

FINAL REPORT

May, 2016

Prepared for

Solano Transportation Authority
One Harbor Center, Suite 130
Suisun City, CA 94585

City of Dixon 600 E A St.
Dixon, CA 95620

Prepared by

Arup
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San Francisco, CA 94105

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Dixon Readi-Ride Short Range Transit Plan

FY 2015-16 to FY 2024-25

Date Approved by Governing Board: May 10, 2016

Date Approved by STA Board:

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

The Board adopted resolution follows this page.

RESOLUTION NO. 16-056

**RESOLUTION OF THE CITY OF DIXON CITY COUNCIL
APPROVING THE CITY OF DIXON SHORT RANGE TRANSIT PLAN
FOR FISCAL YEARS 2015/16-2024/25**

WHEREAS, the City of Dixon adopted a Short Range Transit Plan (SRTP) in 2013; and

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

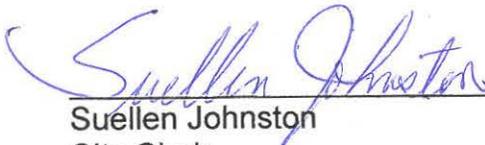
WHEREAS, the City Council of the City of Dixon has reviewed the attached SRTP (Exhibit A) and desires to approve said document.

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

PASSED AND ADOPTED AT A REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF DIXON ON THE 10th DAY OF MAY 2016, BY THE FOLLOWING VOTE:

AYES: Bird, Castanon, Hickman, Pederson, Batchelor
NOES: None
ABSTAIN: None
ABSENT: None

ATTEST:



Suellen Johnston
City Clerk



Jack Batchelor
Mayor

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Executive Summary

Purpose and Organization

In June 2015, Solano Transportation Authority contracted with Arup consulting team (consultant) to develop the Solano Coordinated Short Range Transit Plan (SCSRTP) and the I-80/I-680/I-780/State Route 12 Transit Corridor Study update. The scope of the SCSRTP also includes preparation of Short Range Transit Plans (SRTP) for each transit operator in Solano County in accordance with guidelines contained in MTC Resolution 3532 that address requirements of the Federal Transit Administration (FTA).

This report presents the SRTP for Dixon Read-Ride. It documents actual transit system performance for FY2011-12 – FY2014-15 and plans and projections for ten years beginning FY2015-16 and ending FY2024-25. To prepare the SRTP, the consultant collaborated with STA and transit staff to update Goals, Objectives, Performance Measures and Standards; evaluate existing Read-Ride service, analyze existing conditions and trends, and develop a recommended service, capital improvement and financial plan that serves Dixon residents' transit needs within the financial capacity of Read-Ride and the City of Dixon. The overarching purpose of this SRTP is to:

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

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

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

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

Overview of Transit System

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

Read-Ride operates a fleet of nine vehicles to provide general public dial-a-ride service with curb-to-curb service within the Dixon city limits. Read-Ride provides demand response service and does not operate any fixed-routes. Read-Ride takes reservations for school subscription service. School subscription service is a popular program and Read-Ride maintains a waiting list of students who wish to use the service. Read-Ride operates on weekdays from 7:00 AM to 5:00 PM, with reduced service on Saturday's from 9:00 AM to 3:00 PM and no service on Sundays or holidays. Read-Ride also provides ADA trips to Vacaville and Davis with 24-hour advanced reservation.

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

The full adult fare for local travel on Read-Ride is \$2.00. Seniors age 62 and older and persons with disabilities pay \$1.50. Youth, aged five to 17, ride for \$1.75 and children under four ride for \$1.00. The fare for intercity ADA plus paratransit service is \$5.00. Read-Ride sells 20-ride coupon books at a discount. Savings vary by fare type and range from \$3.00 to \$4.00 per 20-ride book.

Since it does not operate fixed route bus service, Read-Ride did not implement Clipper and does not have an inter-operator transfer arrangement with other transit operators. Ready Ride provides connecting local DAR serve to FAST intercity buses stopping at the Market Lane PNR lot upon request.

Goals, Objectives, Measures, and Standards

The City of Dixon's prior Short Range Transit Plan was reviewed and, with staff input, the goals, objectives, measures and standards were updated to guide the performance evaluation of the REDI-RIDE DART transit services. The following are Dixon REDI-RIDE transit system Goals:

Service Goal
Provide a safe, reliable and productive service.
Financial/Cost Efficiency Goal
Provide an efficient & effective service.
Ridership Goal
Increase ridership.
Customer Focus Goal
Provide increased mobility in the community.
Community and Environment Goal
Coordinate transit development with community planning and development.
Coordination Goal
Coordinate local and intercity transit services.

Service and System Performance Evaluation

Ridership increased during the years evaluated, by about 13.8%. Fare revenue has tracked the ridership trips, with an overall increase of 12.3%. Vehicle revenue hours also increased over the four year period. Operating costs have decreased by about 4.3% as a result of labor cost efficiencies.

In FY2014-15, Dixon REDI-RIDE met 8 out of 8 of its quantifiable service performance standards, providing above standard productive, reliable, safe and cost efficient general public DART service. REDI-RIDE also met 10 out of 11 its qualitative system performance standards but lacked fare coordination with FAST intercity bus service. The 2004 CBTP revealed that the top community needs are for improved access to services within and outside of Dixon and more readily available transit information. However, a 2012 passenger survey showed that these concerns may have been addressed. A Title VI Report was completed in October 2014. The triennial TDA review found that Dixon REDI-RIDE was in accordance with TDA requirements, with no recommendations suggested based on the results of the performance audit.

Operations Plan and Budget

The City of Dixon will continue to provide Read-Ride general public dial-a ride (DAR) service on weekdays, between the hours of 7:00 AM-5:00 PM, and Saturdays, between the hours of 9:00 AM-3:00 PM, to the 19,000 residents of Dixon. In FY2015-16, it is estimated that about 55,700 riders will be served with about 7,200 service hours, an average of about 178 passenger trips per day and 7.7 passengers per hour, at a cost of about \$675,000 with fare revenues of about \$90,000, recovering about 13% of operating costs from fare revenues.

Future ridership is assumed to increase with population growth. The latest estimate for Solano County forecasts that population will grow by 1% per year over the next decade. Future ridership should be able to be accommodated without service expansion, although capacity limits will be applied to peak operating periods that coincide with morning and afternoon school bell times.

Most of the current rides are by students using the subscription services offered by Read-Ride. This school service is constrained by available seating capacity of Read-Ride's vehicle fleet. As demand grows, these limitations would be enforced to keep the driver and vehicle requirements at the current level of three vehicles. Otherwise, school service would need to be expanded at additional cost to the City.

Given the available funds to support transit operations and capital improvement and the desire to keep a modest contingency reserve, the City has financial capacity to increase service cost beyond current levels, while accounting for reasonable cost inflation. The City is proposing to add a second bus operating on Saturdays, beginning in FY2016-17. This would add approximately 300 service hours per year and increase costs by \$21,715 in the first year of operation.

Capital Improvement Program

A summary of major capital projects is provided below. In general, this report assumes federal sources will be available to fund 80% of local vehicle replacement costs with TDA used to provide the 20% local match. The City of Dixon will seek federal funding from FTA's 5311 program (referred to in the FAST-Act as "Non-Urbanized Area Transit" program).

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

Read-Ride DAR service anticipates the total cost of vehicle replacement over 10 years is estimated to be \$1,025,000.

- In FY2014-15, the City replaced its mobile Nextel radio system. The capital plan calls for periodic replacement of this equipment every 3-5 years.

- In FY2017-18, the City proposes to work with local residential developers and businesses to install shelters and benches at these locations at an estimate cost of \$5,000 for site preparation and shelter installation.
- The Market Lane Park and Ride Lot is in need of a seal coat to avoid further pavement deterioration and extend the life of the pavement by another 5 years at an estimated cost of \$10,000 in FY2019-20.
- The City will be making repairs to the roof of the transit building FY2016-17. The estimated cost of this project is \$10,000.
- The City has budgeted \$3,000 in FY2016-17 for the next round of computer hardware and software upgrades.

Summary of Operating and Capital Plan

The baseline operating and capital plan shown in this SRTP confirm that the City of Dixon will be able to operate Redit-Ride services with an adequate annual operating surplus for the next ten years. All capital projects can be funded from anticipated funding sources and available reserves.

1 Overview of Dixon Transit System

1.1 Brief History

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

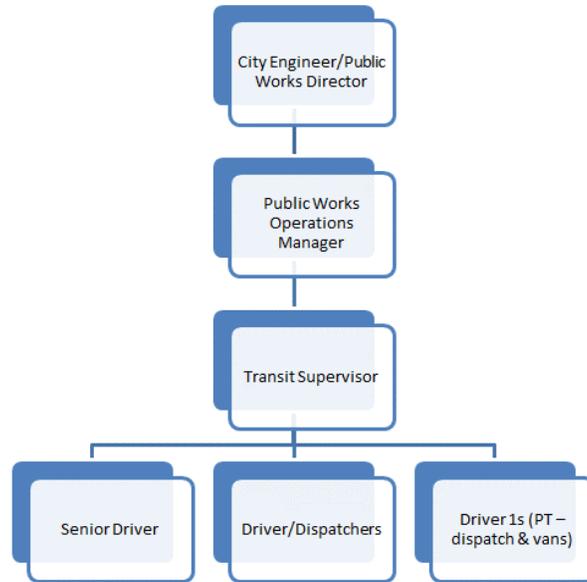
1.2 Governance

Read-Ride is governed by the Dixon City Council. The Council consists of five members: the mayor, vice-mayor, and three council members. All City Council members are elected by Dixon residents for four-year terms. Current members of the Dixon City Council include Mayor Jack Batchelor Jr. (re-elected in 2012, term expires 2016), Councilmember Steve Bird (elected in 2012, term ends in 2016), Councilmember Jerry Castanon, Sr. (elected in 2012, term ends in 2016), Councilmember Ted Hickman (elected in 2014, term ends in 2018), and Councilmember Scott Pederson (elected in 2014, term ends in 2016).

1.3 Organizational Structure

The City Engineer/Director of Public Works, the Public Works Operations Manager, and the Transit Supervisor are responsible for management, financial planning and oversight of transit service (shown in Figure 1). The Transit Supervisor also supervises daily operations. Driving responsibilities are shared by 5.75 FTE Drivers (Driver/Dispatchers and a Senior Driver). Dispatching responsibilities are shared by temporary part-time Driver 1s. The Senior Driver is also responsible for training. All Read-Ride employees are employees of the City of Dixon and all permanent employees belong to Public Employees Union Local 1.

Figure 1: Dixon Read-Ride Organizational Chart



Source: City of Dixon. (Received March 2016).

1.4 Service Area Characteristics and Travel Demand

1.4.1 Dixon Demographic Overview

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

Table 1: Dixon Demographic Overview

Solano County	Dixon	%	California	%
Total Population, 2013 estimate	18,963		38,431,393	
Population, 2010 (April 1) estimates base	18,392		37,254,503	
Population, percent change - April 1, 2010 to July 1, 2013		3.1%	3.20%	
Age				
Persons under 5 years, percent, 2010	1,365.3	7.2%	\$2,613,335	6.8%
Persons under 18 years, percent, 2010	5,518.2	29.1%	9,607,848	25.0%
Persons 65 years and over, percent, 2010	1,611.9	8.5%	4,381,179	11.4%
Gender				
Female persons, 2010	9,595	50.6%	19,100,402	49.7%
Male, 2010	9,368	49.4%	19,330,991	50.3%
Ethnicity				
White alone, percent, 2010 (a)	13,463.7	71.0%	22,136,482	57.6%
Black or African American alone, percent, 2010 (a)	587.9	3.1%	2,382,746	6.2%
American Indian and Alaska Native alone, percent, 2010 (a)	189.6	1.0%	384,314	1.0%
Asian alone, percent, 2010 (a)	701.6	3.7%	4,996,081	13.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	56.9	0.3%	153,726	0.4%
Two or More Races, percent, 2010	1,043.0	5.5%	1,883,138	4.9%
Hispanic or Latino, percent, 2010 (b)	7,680.0	40.5%	14,450,204	37.6%
White alone, not Hispanic or Latino, percent, 2010	9,348.8	49.3%	15,410,989	40.1%
Disability				
Persons with a disability, 2010-2014	1,384	7.3%	2,574,903	6.7%
Language and Education				
Language other than English spoken at home, pct age 5+, 2009-2013	6,144.0	32.4%	16794518.7	43.7%
High school graduate or higher, percent of persons age 25+, 2009-2013	15,322.1	80.8%	31,206,291.1	81.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	4,190.8	22.1%	11,798,437.7	30.7%
Journey to Work				
Mean travel time to work (minutes), workers age 16+, 2009-2013	22.1		27.2	
Housing and Households				
Housing units, 2010	6,172		13,680,081	
Homeownership rate, 2009-2013		65.1%		55.3%
Housing units in multi-unit structures, percent, 2009-2013		19.0%		31.0%
Median value of owner-occupied housing units, 2009-2013	\$278,600		\$366,400	
Households, 2009-2013	5,955		12,542,460	
Persons per household, 2009-2013	3.1		2.94	
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$27,650		\$29,527	
Median household income, 2009-2013	\$72,522		\$61,094	
Persons below poverty level, percent, 2009-2013		11.0%		15.9%
Land Facts				
Land area in square miles, 2010	7.0		155,779.22	
Persons per square mile, 2010	2,623.1		239.1	

Source: 2010 Census. (Accessed August 2015). American Fact Finder Quick Tables.

1.5 Transit Services Provided and Areas Served

Dixon Read-Ride serves the City of Dixon and provides general public dial-a-ride service with curb-to-curb service within the city limits. Read-Ride also provides ADA trips to Vacaville and Davis with 24 hour advanced reservation. Read-Ride operates on weekdays from 7:00 AM to 5:00 PM. Saturday service began on April 14, 2007 and currently operates from 9:00 AM to 3:00 PM. One vehicle is used on Saturdays and as a result, passengers are strongly encouraged to call in ride requests during the week to guarantee their Saturday trip. The service does not operate on Sundays or holidays. All services are ADA accessible.

In 1997, the SolanoLinks Intercity Transit Consortium was formed by the seven Solano transit operators, Solano Napa Commuter Information and the STA to coordinate intercity service that goes through Solano County from Sacramento County, Yolo County, Napa County, and Contra Costa County. Dixon participates in the Intercity Funding Agreement, which includes all Solano County jurisdictions except Rio Vista.

1.5.1 Demand Response

Demand response services include the following:

General Public Demand Response Service

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

ADA Eligibility Process

STA, in partnership with the City of Dixon and other Solano County transit operators, launched a new Countywide In-Person Americans with Disabilities Act (ADA) Eligibility Program in July 2013. The old paper-based application process has been replaced with a more personalized in-person process where a qualified professional interviews applicants and, if needed, assesses the applicant's physical and functional ability to use fixed route transit.

Dixon Read-Ride uses the ADA process to determine eligibility for persons to use its general public dial-a-ride beyond the City limits to access destinations in Davis and Vacaville. Although general public dial-a-ride services do not require complementary paratransit service, Dixon Read-Ride uses ADA eligibility to screen riders for using its ADA-plus service. These trips are made using two Dodge

mini-vans. The number of ADA-plus trips has significantly increased in the last two years.

Intercity Taxi Scrip Program

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

Subscription Service

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

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

Table 2: Readi-Ride Transit Service Hours

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

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

1.5.2 Connecting Services Provided by Others

Connecting services provide by others include:

Fairfield and Suisun Transit Route 30

Route 30 provides the intercity fixed-route bus service in Dixon. FAST operates the route that connects Fairfield, Vacaville, Dixon, Davis, and Sacramento. The service provides one stop in Dixon at the Market Lane Park & Ride Lot off of Pitt School Road. Four weekday trips serve Dixon in the peak direction, only during commute times, in addition to a single midday roundtrip. The regular adult fare ranges from \$2.75 to \$5.75 depending on the distance of travel.

Route 30 is funded through an Intercity Funding Agreement between all Solano County jurisdictions except Rio Vista. In addition to Route 30, the Intercity Funding Agreement supports six other intercity bus routes that do not directly serve

Dixon. The annual contribution amount for each participating city to the intercity fixed route bus services is based on a formula that allocates net operating costs by residency and population, which is approved annually by STA.

Amtrak Capitol Corridor

The Amtrak's Capitol Corridor service provides train service from Auburn in the Sierra Foothills to San Jose with stops in major cities such as Sacramento, Oakland, and connections to San Francisco. The Capitol Corridor operates seven days a week with service concentrated on weekdays during the peak commute periods. In 2006, the City of Dixon completed the Dixon Transportation Center Building to supplement the existing park and ride lot at the site on North Jefferson Street. The station is not currently served by the Capitol Corridor, but according to the 2015 Solano Rail Facilities Plan Update, service to Dixon may be provided in the future. The Dixon station was initially identified in the 1995 Plan. The 2015 Update states that the Dixon station should be carried forward for consideration when the Solano Rail Facilities Plan is next updated, a task anticipated for the timeframe of 2020 to 2025¹. The nearest Amtrak Station is located in Davis.

1.6 Fare Structure

Since February 2009, the full adult fare for local travel on Read-Ride is \$2.00. Seniors age 62 and older and persons with disabilities pay \$1.50. To qualify for the discounted fare, passengers must show the driver their Medicare identification card, DMV disability identification, or regional connection discount card. Youth, aged five to 17, ride for \$1.75 and children under four ride for \$1.00. Exact change is appreciated, but drivers will make change for passengers under \$5. Read-Ride does not have an inter-operator transfer arrangement with other transit operators. The fare for intercity ADA plus paratransit service is \$5.00.

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

Table 3: Read-Ride Fare Structure

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

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

¹ Solano Rail Facilities Plan Update, 2015, page 56
<http://www.sta.ca.gov/docManager/1000005329/STA%20Rail%20Facilities%20Plan%20DRAFT%20Mar%202015%20v10.pdf>

Clipper

Clipper, the San Francisco Bay Area regional electronic fare payment system, was implemented in Solano County during 2014. Dixon Read-Ride chose to not participate in the Clipper system due to equipment compatibility issues and administrative costs associated with implementation.

1.7 Revenue Fleet

Read-Ride's fleet is comprised of nine vehicles (presented in Table 4). Read-Ride DAR peak service requires up to five of the 7 larger cutaway vehicles. Two vehicles are used as spares. Two of the existing vehicles are to be replaced and sold. The 2 mini-vans are used for Read-Ride ADA service to Vacaville and Davis. All vehicles are wheelchair accessible. All but the two mini-vans have bicycle racks. Vehicles are used exclusively for Read-Ride service.

Table 4: Read-Ride Existing Revenue Vehicle Fleet (as of March 2016)

#	Vehicle ID	Year	Model	Mileage (as of 3/21/16)	Replace- ment Year
300	1FDXE45S66HB1258	2006	E450 El Dorado Aero	97,656	Replacement ordered; bus will become new spare
301	1FDXE45S17DB43832	2007	E450 Starcraft	119,396	Replacement funded; to be ordered in 2016
302	2D4RN4DE1AR205925	2010	Dodge Grand Caravan SE Van ¹	12,575	2017
303	2D4RN4DE3AR205926	2010	Dodge Grand Caravan SE Van	12,505	2017
309	1FDXE45S33HB77287	2003	Ford E450	133,787	Pending Sale
310	2FDFE5FS3DBA04988	2011	Ford E450 Elkhart ECII	95,203	2018
311	2FDFE4FS4BDA63251	2011	Ford E450 Elkhart ECII	84,095	2018
312	1FDFE4FS6BDA63252	2011	Ford E450 Elkhart ECII	82,991	2018
314	1DFFE4FS8DBA63253	2011	Ford E450 Elkhart ECII	76,913	2018

Source: Dixon Read-Ride (as of July, 2015)

¹The Dodge vans are only used for the Davis and Vacaville intercity ADA plus trips.

²The vehicles pending sale will be replaced by two cutaway buses, as shown in the fleet replacement schedule in Table 11.

1.8 Existing Facilities

Existing facilities include the following:

Administrative/Maintenance

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

Dixon Transportation Center

The Dixon Transportation Center is located at 220 North Jefferson Street. Redit-Ride local DAR serves the station by request. However, there are currently no scheduled fixed route transit stops at this station. Dixon's Chamber of Commerce currently leases a depot building on the site, which acts as both a transportation information center and Chamber of Commerce office. The site has a park and ride lots adjacent to the Center's building north of the RR tracks. There is also a passenger loading and unloading zone for shared ride and transit services adjacent to the building.

Market Lane Park and Ride Lot

The Market Lane Park and Ride lot is located near Market Lane and Pitt School Road and has 90 parking spaces. Fairfield / Suisun Route 30 buses travel each direction five times a weekday and stop in Dixon at the Market Lane Park and Ride.

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

2.1 Introduction

This section presents goals, objectives, and performance measures and standards (GOMS) for Dixon Redit-Ride. GOMS conform to a comprehensive and consistent set of goals and objectives that respond to the individual needs and characteristics for all operators as part of the Solano County Coordinated Short Range Transit Plan (SRTP).

2.2 Definition of Terms

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

2.3 SRTP Goals, Objectives, Measures and Standards

2.3.1 Goals

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

Table 5: Redit-Ride SRTP Goals

Service Goal
Provide a safe, reliable and productive service.
Financial/Cost Efficiency Goal
Provide an efficient & effective service.

Ridership Goal
Increase ridership.
Customer Focus Goal
Provide increased mobility in the community.
Community and Environment Goal
Coordinate transit development with community planning and development.
Coordination Goal
Coordinate local and intercity transit services.

2.3.2 Objectives

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

Table 6: Read-Ride SRTP Objectives

Service Objectives
Provide demand-response transit service to the general public within the city limits and beyond for seniors and persons with disabilities who are ADA qualified.
Provide a productive service.
Regularly evaluate the performance of the system.
Maintain a safe service that passengers can easily rely on.
Financial/Cost Efficiency Objective
Provide transit services to efficiently utilize available funds.
Ridership Objective
Increase Read-Ride ridership.
Customer Focus Objectives
Promote and market the use of the public transit service to ensure that all individuals needing the service, including the Hispanic community, are aware of the program and how to use it.
Encourage public participation in service planning.
Coordination Objective
Coordinate the Read-Ride program with intercity services.
Community and Environment Objective
Consider transit needs during City development review and approval process.

2.3.3 Performance Measures and Standards

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

Table 7: Read-Ride SRTP Performance Measures and Standards

Dixon Read-Ride Performance Measures and Standards		
Type	Measure	Standard
Service	Level of geographic coverage	Dial-A ride: 100% of Dixon city limits and ADA service to Vacaville and Davis
	Passenger productivity (passengers/vehicle revenue hour)	Dial-a-Ride : no less than 6.0 passengers/vehicle revenue hour
	Preventative maintenance inspections (PMIs) completed on schedule	Dial-a-Ride : 100% of PMIs within 500 miles of scheduled time
	Service denials	Dial-a-Ride : Less than 2% of requests denied within the requested pickup window (for ADA paratransit or route deviations)
	Response (wait) time for pickup requests	Dial-a-Ride : 90% within 0-45 minutes, 100% within 60 minutes
	No shows as a percentage of passengers carried	Dial-a-Ride : No more than 2.5%
	Monthly and annual management reports on key operational statistics	Dial-a-Ride : Include 100% of performance measures in the monthly reports
	On-time performance	Dial-a-Ride : Pickup 95% of passengers within +/- 10 minutes of negotiated pickup time
	Miles between road calls	Dial-a-Ride : >10,000 miles
	Miles between preventable accidents	Dial-a-Ride : >50,000 miles
Ridership	Annual growth in ridership	Dial-a-Ride : Should equal or exceed annual population growth rate
Customer Focus	Verified passenger complaints	Dial-a-Ride : <1 per 1,000 passenger trips

Dixon Read-Ride Performance Measures and Standards		
Type	Measure	Standard
	Update brochures as needed and provide to outlets throughout the city.	Dial-A Ride: Have brochures available in English and Spanish at locations throughout the city
	Public participation	Utilize the Transportation Advisory Commission and other outreach methods to provide opportunities for public comment during the service review and planning process
Community and Environment	Coordination with Community Development	Establish procedures for incorporating transit infrastructure improvements in land development decisions
Financial/Cost Efficiency	Fare recovery	No less than 10%
	Operating Deficit	Annual net operating cost shall not exceed available TDA funding
Coordination	Work with adjacent jurisdictions and transit providers to coordinate transit schedules and fares	Dial-A ride: Provide transfers between Read-Ride, FAST Route 30 and Solano Paratransit at convenient locations within the City

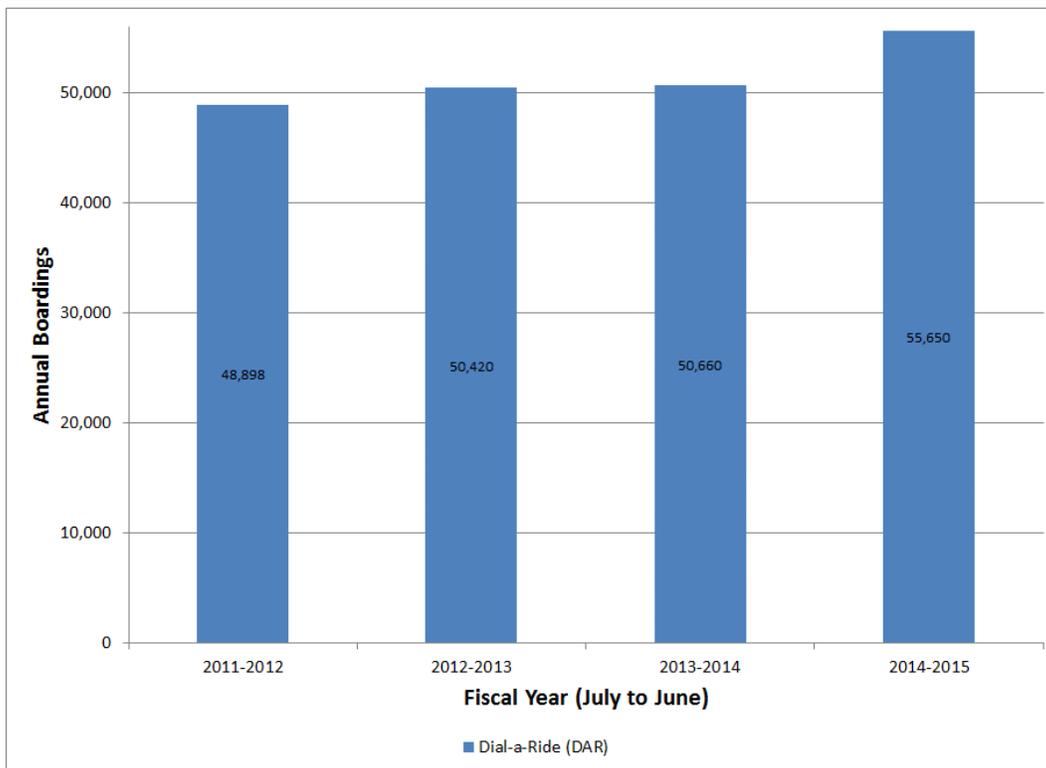
3 Service and System Performance Evaluation

3.1 System Trends

3.1.1 Ridership

Dixon Read-Ride dial-a-ride (DAR) ridership increased through all four fiscal years, with the steepest increase (10%) from FY2013-2014 to FY2014-2015. Between FY2011-12 and FY2014-15, ridership increased 13.8%.

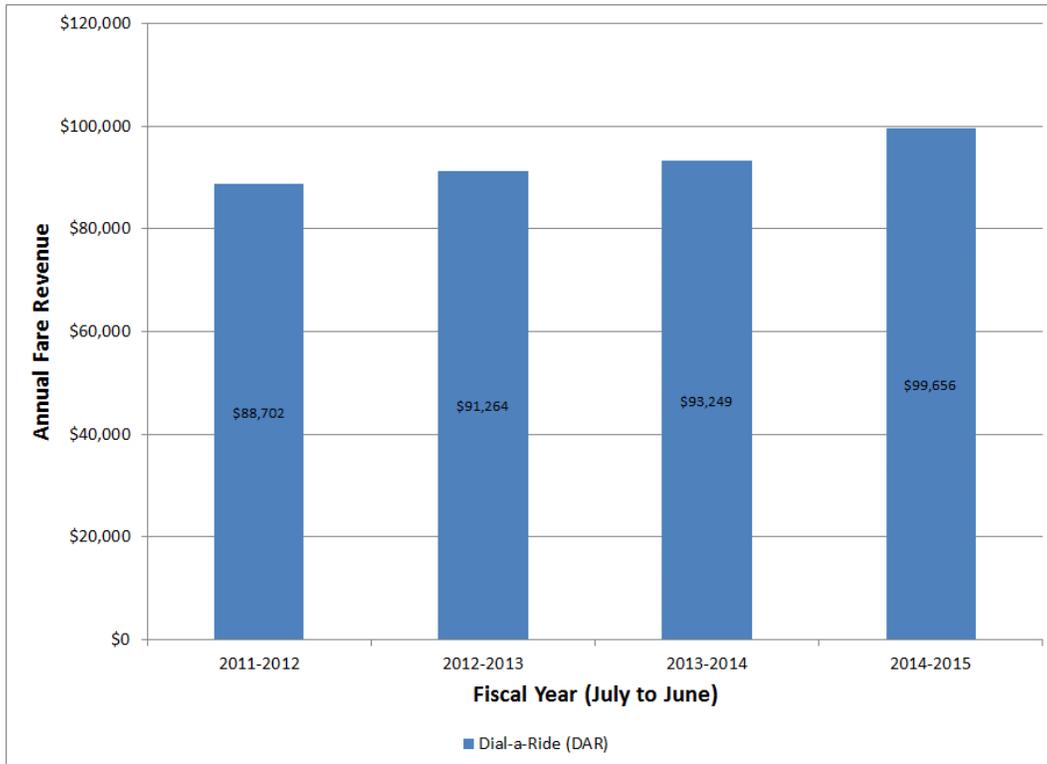
Figure 2: Dixon Read-Ride Ridership (FY2011-15)



Source: Dixon Read-Ride. October 2015

3.1.2 Fare Revenue

Dixon Read-Ride fare revenue tracked ridership trends between FY2011-12 and FY2014-15, with an overall increase of 12.3%.

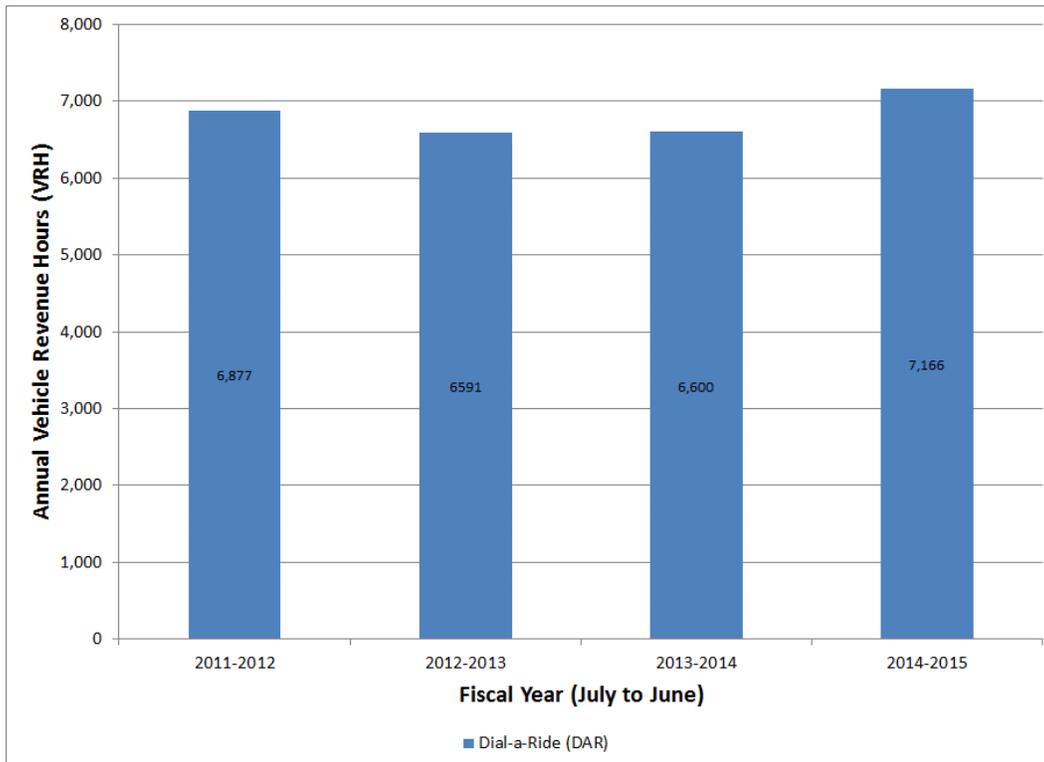
Figure 3: Dixon Read-Ride Fare Revenue (FY2011-15)

Source: (i) Dixon Read-Ride, October 2015; (ii) FY2014-15 data is YTD (final audit numbers were not yet ready at the time of this report).

3.1.3 Vehicle Revenue Hours

Dixon Read-Ride vehicle revenue hours dropped between FY2011-12 and FY2012-13, from 6,877 to 6,591, a 4.16% decrease. Vehicle revenue hours increased slightly to 6,600 in FY2013-14, and reached 7,166 in FY2014-15.

Vehicle revenue hours did not match ridership trends. While ridership increased steadily through all four fiscal years, and was up 13.8% over the four year period, vehicle revenue hours declined from FY2011-12 through FY2013-14, saw an increase in FY2014-15, and was up 4.2% over the four year period. The higher increase in ridership compared to vehicle revenue hours indicates that each bus is carrying more passengers.

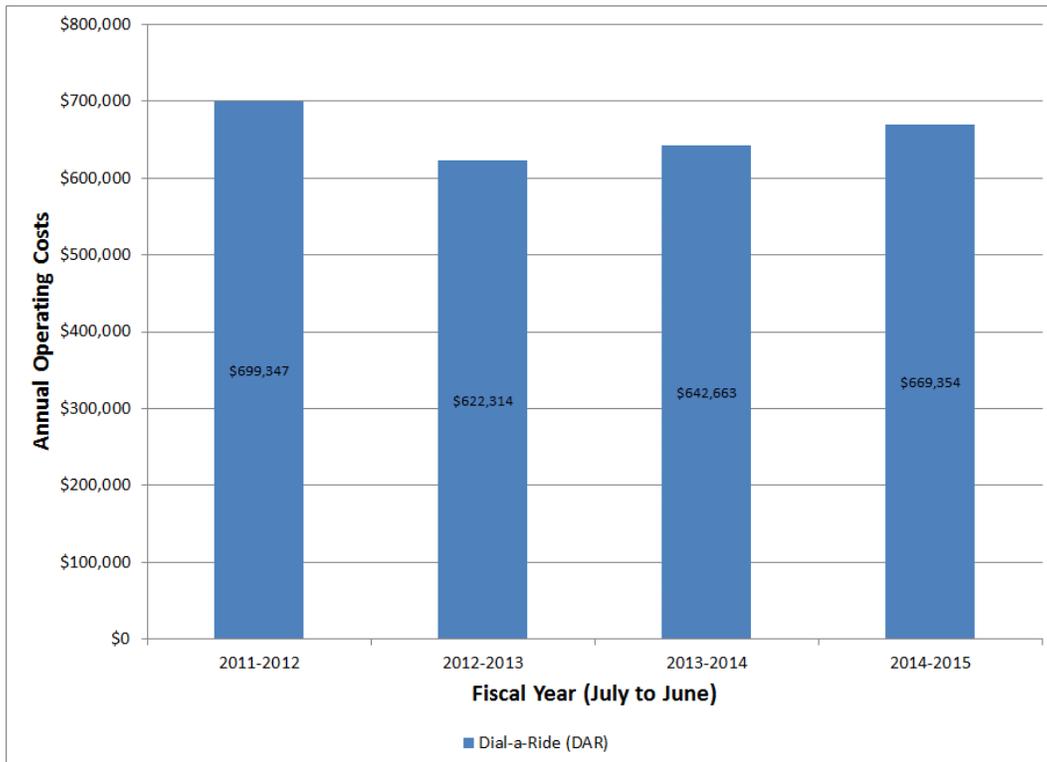
Figure 4: Dixon Read-Ride Vehicle Revenue Hours (FY2011-15)

Source: Dixon Read-Ride. October 2015

3.1.4 Operating Cost

Annual operating costs for Dixon Read-Ride service between FY2011-12 and 2014-15 ranged from about \$620,000 to \$699,000. Overall operating costs decreased from FY2011-12 to FY2014-15 by about \$30,000, or about 4.3%. Operating costs have been slowly increasing since reaching its lowest operating cost of \$622,314 in FY2012-13, but have not reached its peak of \$699,347 in FY2011-12.

The operating cost trend does not match with the trend in vehicle revenue hours. While operating costs decreased 4.3% over the four fiscal years, vehicle revenue hours increased 4.2%. Operating costs have decreased due to labor changes. These changes include retirements by employees at their top pay step that are now filled by new employees. Each year, these new employees will advance a pay step and costs will increase accordingly. Dixon Read-Ride dispatchers and van drivers shifted from mostly full-time, benefited employees to more part-time, temporary staff in an effort to make Read-Ride more fiscally sustainable. Additionally, the decrease in the cost per gallon of fuel in the last few years has lowered operating costs.

Figure 5: Dixon Read-Ride Operating Cost (FY2011-15)

Source: Dixon Read-Ride. April 2016.

3.2 Service Performance

The following service performance measures for Dixon Read-Ride service were evaluated using available quantitative data to determine whether or not performance standards were met (as defined by the Read-Ride GOMS for this SRTP). Table 8 provides an overview of which system performance standards have been met from FY2011-12 through FY2014-15. Key findings are summarized below.

Service

- Productivity:** Dixon Read-Ride has enhanced its productivity, exceeding its standard of 6.0 passengers per vehicle revenue hour for FY2011-12 to FY2014-15, with a steady increase from 7.1 to 7.8 passengers per VRH.
- % of No Shows of Total Passengers:** After failing to meet its standard in FY2011-12, Dixon Read-Ride achieved its standard of having no more than 2.5% no shows for FY2012-13 through FY2014-15.
- Vehicle Reliability:** During all the years evaluated, Dixon Read-Ride has met its reliability standard of less than one mechanical failure preventing a vehicle from continuing in revenue service every 10,000 miles. In all four of these years, no road calls occurred.

- **Preventable Accidents:** Dixon Redit-Ride met its safety standard of 50,000 miles between preventable accidents for FY2011-12, FY2012-13, and FY2014-15. In FY2013-14, Dixon Redit-Ride was below its standard at 41,682 miles between preventable accidents. In the three years that Dixon Redit-Ride met its standard, no preventable accidents occurred.

Ridership

- **Ridership Growth:** Dixon Redit-Ride met its standard of meeting or exceeding average population growth for FY2011-12, FY2012-13, and FY2014-15. Dixon Redit-Ride just missed its standard for FY2013-14 with 1.00% ridership increase compared to 1.06% population growth.

Customer Focus

- **Verified Passenger Complaints:** During all the years evaluated, Dixon Redit-Ride met its standard of no more than one passenger complaints per 1,000 trips.

Financial/Cost Effectiveness

- **Farebox Recovery:** Dixon Redit-Ride exceeded its farebox recovery standard of 10% for all years evaluated. Dixon Redit-Ride achieved a high of 14.9% farebox recovery in FY2014-15.
- **Balanced Operating Budget:** Dixon Redit-Ride met its standard of having no TDA deficit for all the years evaluated.

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

Type	Category	Calculated Performance Metrics ^A	Type of Service	Standard	2011-12	2012-13	2013-14	2014-15
Service	Passenger Productivity	Passengers / Vehicle Revenue Hour	Dial-a-Ride (DAR)	6.0	7.1	7.6	7.7	7.8
	% of No Shows of Total Passengers Carried	No Shows / Passengers	Dial-a-Ride (DAR)	< 2.5%	2.7%	2%	2%	2%
	Miles between Road Calls	Vehicle Revenue Miles / Road Calls	Dial-a-Ride (DAR)	> 10,000	No Road Calls	No Road Calls	No Road Calls	No Road Calls
	Miles between Preventable Accidents	Vehicle Revenue Miles / Preventable Accidents	Dial-a-Ride (DAR)	> 50,000	No Preventable Accidents	No Preventable Accidents	41,682	No Preventable Accidents
Ridership	Annual Growth in Ridership ^B	Should Equal or Exceed Annual Population Growth Rate	Dial-a-Ride (DAR)	Meets or Exceeds Population Growth	Meets or Exceeds Population Growth	Meets or Exceeds Population Growth	Does Not Meet Average Growth	Meets or Exceeds Population Growth
Customer Focus	Verified Passenger Complaints	Complaints / 1,000 Passenger Trips	Dial-a-Ride (DAR)	1.0	0.1	2	1	1
Financial / Cost-Effective-ness	Financial/Cost-Effectiveness	Farebox Recovery (Fare Revenue / Operating Costs)	Dial-a-Ride (DAR)	10%	12.7%	14.7%	14.5%	14.9%
		Balanced Budget (TDA => Operating Revenues – Operating Costs) ^D	Dial-a-Ride (DAR)	No TDA Deficit	No TDA Deficit	No TDA Deficit	No TDA Deficit	No TDA Deficit

3.3 System Performance

The following system performance measures lack quantified data and so were evaluated using qualitative information from Dixon Read-Ride to determine whether or not the performance standard was met. Table 9 provides an overview of which system performance standards were met from FY2011-12 to FY2014-15.

Service

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

Customer Focus

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

Intercity Coordination

- **Land Use Coordination:** Dixon Read-Ride met its standard of submitting transit needs during the City's development planning review process.
- **Intercity Coordination:** Dixon Read-Ride did not meet its standard of providing service and allowing for transfers to/from Read-Ride, FAST Route 30, and Solano Paratransit at convenient locations within the city for all years evaluated. Read-Ride and other operators' services are coordinated. However, Dixon Read-Ride does not issue nor take fare transfers. Additional full fare payment is required for transfers to and from FAST Route 30. Read-Ride riders have not requested free transfers with FAST. Read-Ride staff will consider the possibility of coordinating fares with FAST.

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

Type of MOE	Category	Other Metrics/Statistics	Type of Service	Standard	2011-12	2012-13	2013-14	2014-15
Service	Geographic Coverage	Is your service covering 100% of the Dixon City Limits?	DAR	YES	YES	YES	YES	YES
	Preventative Maintenance Inspections (PMIs)	Are 100% of your Preventative Maintenance Inspections (PMIs) within 500 miles of scheduled time?	DAR	YES	YES	YES	YES	YES
	Service Denials	Are your service denials less than 2% of requests?	DAR	YES	YES	YES	YES	YES
	On-Time Performance	Are at least 95% of your actual pickup times within 10 minutes of scheduled pick-up time?	DAR	YES	YES	YES	YES	YES
	Service Responsiveness	Are 90% of your scheduled pickup times within 45 minutes of the requested pick-up time?	DAR	YES	YES	YES	YES	YES
		Are 100% of your scheduled pickup times within 60 minutes of the requested pick-up time?	DAR	YES	YES	YES	YES	YES
	Monthly & Annual Management Reports	Are 100% of your performance measures included in the monthly reports?	DAR	YES	YES	YES	YES	YES
Customer Focus	Update Brochures	Are up-to-date bilingual brochures available at all designated locations throughout the city?	DAR	YES	YES	YES	YES	YES
	Public Participation	Do you utilize a Public Participation Plan or policy that you use to obtain public input during service and fare planning?	DAR	YES	YES	YES	YES	YES
Intercity Coordination	Land Use Coordination	Do you submit transit needs during the City's development planning review process?	DAR	YES	YES	YES	YES	YES
	Intercity Coordination	Do you provide service and transfers to/from Read-Ride, FAST Route 30, and Solano Paratransit at convenient locations within the city? ^A	DAR	YES	NO*	NO*	NO*	NO*

Source: Dixon Read-Ride. October 2015. Note: A: Additional fare is required to transfer between Read-Ride and intercity services.

*Read-Ride coordinates services, but does not have a fare coordination agreement with FAST.

3.4 Other Relevant Programmatic Evaluations

3.4.1 Community Based Transportation Plans

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

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

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

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

3.4.2 Title VI

Dixon completed a Title VI Report in October 2014. The report is included in the Appendix.

3.4.3 Results of Most Recent FTA Triennial Review and TDA Audit

The last TDA Triennial Audit of Dixon Read-Ride's transit service was conducted in January 2015 and covered FY2010-11 through 2013-14.

- Dixon was in compliance with the sections of the state PUC that were reviewed as part of this performance audit. The sections reviewed included requirements concerning CHP safety inspections, labor contracts, reduced fares, revenue sharing, and evaluation of passenger needs.

No recommendations were suggested for the City of Dixon based on the results of this triennial performance audit.

Read-Ride is a small transit operator and not subject to a direct FTA triennial review.

3.5 Summary of Performance

Ridership increased through all four years evaluated, by about 13.8%. Fare revenue has also increased overall by 12.3%. Vehicle revenue hours increased over the four years by 4.2%. Operating costs have decreased by about 4.3%.

In FY2014-15, Dixon Read-Ride met 8 out of 8 of its quantifiable service performance standards and 10 out of 11 of its qualitative system performance standards. Read-Ride lacks fare coordination with intercity bus service. The 2004 CBTP revealed that the top community needs are for improved access to services within and outside of Dixon and more readily available transit information. However, a 2012 passenger survey showed that these concerns may have been addressed. A Title VI Report was completed in October of 2014. The triennial TDA review found that Dixon Read-Ride was in accordance with TDA requirements, with no recommendations suggested based on the results of the triennial performance audit.

4 Operating, Financial and Capital Plans

4.1 Operating Plan

The City of Dixon will continue to provide Read-Ride general public dial-a ride (DAR) service on weekdays, between the hours of 7:00 AM-5:00 PM, and Saturdays, between the hours of 9:00 AM-3:00 PM, to the 19,000 residents of Dixon. In FY2015-16, it is estimated that about 55,700 riders will be served with about 7,200 service hours, an average of about 186 passenger trips per day and 7.7 passengers per hour, at a cost of about \$675,000 with fare revenues of about \$100,000, recovering almost 15% of operating costs from fare revenues.

Future ridership is assumed to increase with population growth. The latest estimate for Solano County forecasts that population will grow by 1% per year over the next decade. Future ridership should be able to be accommodated without service expansion, although capacity limits will be applied to peak operating periods that coincide with morning and afternoon school bell times.

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

Given the available funds to support transit operations and capital improvement and the desire to keep a modest contingency reserve, the City has financial capacity to increase service cost beyond current levels, while accounting for reasonable cost inflation. The City is proposing to add a second bus operating on Saturdays, beginning in FY2016-17. This would add approximately 300 service hours per year and increase costs by \$21,715 in the first year of operation.

4.2 Operating Budget and Financial Projection

A baseline FY2015-16 operating budget and financial projection through FY2024-25 is provided in **Table 10**.

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

Dixon Read-Ride

OPERATING PLAN & BUDGET

Summary

Date prepared: 06-Apr-2016 (DRAFT FINAL)

		Historical		Budget		Forecast									
		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
OPERATING STATISTICS (without taxi programs)															
Vehicle Miles	[1,2]	79,479	83,915	93,745	93,700	98,500	99,500	100,500	101,500	102,500	103,500	104,500	105,500	106,500	
Vehicle Hours	[2]	6,591	6,600	7,166	7,200	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	
Ridership	[1,2]	50,420	50,660	55,650	55,700	58,600	59,200	59,800	60,400	61,000	61,600	62,200	62,800	63,400	
OPERATING EXPENSES															
Operating & Maintenance Costs	[2,3,4]	\$ 730,909	\$ 700,407	\$ 669,354	\$ 675,296	\$ 717,315	\$ 738,800	\$ 761,000	\$ 783,800	\$ 807,300	\$ 831,500	\$ 856,400	\$ 882,100	\$ 908,600	
Other Operating Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL OPERATING EXPENSES		\$ 730,909	\$ 700,407	\$ 669,354	\$ 675,296	\$ 717,315	\$ 738,800	\$ 761,000	\$ 783,800	\$ 807,300	\$ 831,500	\$ 856,400	\$ 882,100	\$ 908,600	
PROGRAM EXPENSES															
Intercity Taxi Scrip (contrib. to County-wide prog.)	[5,6]				\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	
Intercity Express Bus (contrib. to County-wide prog.)	[5,7]				\$ 78,332	\$ 95,300	\$ 97,200	\$ 99,100	\$ 101,100	\$ 103,100	\$ 105,200	\$ 107,300	\$ 109,400	\$ 111,600	
TOTAL PROGRAM EXPENSES					\$ 83,332	\$ 100,300	\$ 102,200	\$ 104,100	\$ 106,100	\$ 108,100	\$ 110,200	\$ 112,300	\$ 114,400	\$ 116,600	
TOTAL EXPENSES					\$ 758,628	\$ 817,615	\$ 841,000	\$ 865,100	\$ 889,900	\$ 915,400	\$ 941,700	\$ 968,700	\$ 996,500	\$ 1,025,200	
OPERATING REVENUES															
Fare Revenues	[8]	\$ 91,264	\$ 93,249	\$ 99,656	\$ 99,746	\$ 104,900	\$ 105,900	\$ 106,900	\$ 108,000	\$ 109,100	\$ 110,200	\$ 111,300	\$ 112,400	\$ 113,500	
Other Operating Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
TOTAL OPERATING REVENUES		\$ 91,264	\$ 93,249	\$ 99,656	\$ 99,746	\$ 104,900	\$ 105,900	\$ 106,900	\$ 108,000	\$ 109,100	\$ 110,200	\$ 111,300	\$ 112,400	\$ 113,500	
SUBSIDY REVENUES															
Local Sources		\$ 890	\$ 7,360	\$ 908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
State Sources	[9,10,11]	\$ 505,075	\$ 424,329	\$ 296,045	\$ 519,790	\$ 529,449	\$ 515,333	\$ 688,200	\$ 710,500	\$ 732,758	\$ 755,752	\$ 779,379	\$ 803,739	\$ 828,928	
Federal Sources	[12,13]	\$ -	\$ 70,000	\$ 243,428	\$ 139,092	\$ 183,266	\$ 219,767	\$ 70,000	\$ 71,400	\$ 73,542	\$ 75,748	\$ 78,021	\$ 80,361	\$ 82,772	
TOTAL SUBSIDY REVENUES		\$ 505,965	\$ 501,689	\$ 540,381	\$ 658,882	\$ 712,715	\$ 735,100	\$ 758,200	\$ 781,900	\$ 806,300	\$ 831,500	\$ 857,400	\$ 884,100	\$ 911,700	
TOTAL REVENUES		\$ 597,229	\$ 594,938	\$ 640,037	\$ 758,628	\$ 817,615	\$ 841,000	\$ 865,100	\$ 889,900	\$ 915,400	\$ 941,700	\$ 968,700	\$ 996,500	\$ 1,025,200	
ANNUAL SURPLUS (DEFICIT)					\$ -										

FOOTNOTES

- [1] Ridership assumed to generally increase at same rate as Solano County population, i.e. 1% per year. Because service is demand-response, vehicle miles will increase in roughly the same proportion.
- [2] Vehicle hours are based on span of service. Projection includes addition of second bus operating for six hours on Saturdays, beginning in FY2016/17, with corresponding addition in passengers and revenue miles.
- [3] FY2015/16 based on approved budget. Unit costs assumed to increase to 3% per year, consistent current labor agreements. Cost estimate based on marginal cost line items (active personnel + fuel + maintenance only)
- [4] Salary survey being conducted during FY2015/16 could show need to increase salaries to remain competitive with other transit providers. Resulting wage increases (and impact to overall costs) still TBD.
- [5] FY2015/16 amount from TDA matrix (12-Aug-2015).
- [6] Contribution for county-wide taxi program could be reduced in future years based on additional negotiations with STA; showing \$5,000 annual contribution as conservative amount.
- [7] Values from FY2016/17 onward are total estimated subsidy owed by Dixon using FY2015/16 Intercity Cost Sharing calculation and assumed general inflation rate.
- [8] FY2015/16 scaled from FY2014/15 values assuming same average revenue per passenger. Baseline fares grow in line with ridership, tracked to population growth in Solano County. Assumes same fare structure for entire SRTP period.
- [9] Includes TDA-LTF amount required to balance operating budget; full allocation presented in Financial Capacity section, below.
- [10] Dixon was awarded approximately \$20,644 in LCTOP funds for FY2015/16 (revenue-based + population-based), which Dixon will swap out for TDA funds. Allocation priorities and potential swap agreements for future years are still being developed.
- [11] Fuel-related sales taxes have declined in recent years, reducing STAF allocations to very low levels. Amounts are zeroed out in this projection as a conservative assumption.
- [12] As part of a funding swap related to the Intercity Express Bus fleet replacements, STA has approved additional 5311 operating funding for Dixon through FY2016/17 on a one-time basis.
- [13] Additional 5311 funding above baseline has also been approved in FY2016/17 and FY2017/18; formal agreements for these amounts are not yet executed.

Note: Table continues on next page

Dixon Read-Ride													
OPERATING PLAN & BUDGET													
Summary													
	Historical	Budget		Forecast									
Date prepared: 06-Apr-2016 (DRAFT FINAL)													
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
FINANCIAL CAPACITY													
TDA Carryover													
Funds held by MTC	[14]				\$ 1,043,730								
Annual Cash Flow (Current Expenses Only)													
Beginning Balance					\$ 1,043,730	\$ 1,143,877	\$ 1,269,362	\$ 1,311,822	\$ 1,373,779	\$ 1,424,203	\$ 1,434,923	\$ 1,463,631	\$ 1,478,098
Add: Net annual TDA-LTF apportionment	[14,15]				\$ 744,038	\$ 758,500	\$ 773,200	\$ 788,200	\$ 803,500	\$ 819,100	\$ 835,000	\$ 851,200	\$ 867,700
Less: Annual Operating Uses					\$ (508,449)	\$ (494,333)	\$ (667,200)	\$ (689,500)	\$ (711,758)	\$ (734,752)	\$ (758,379)	\$ (782,739)	\$ (807,928)
Less: Annual Capital Uses, if any					\$ (135,442)	\$ (138,682)	\$ (63,540)	\$ (36,743)	\$ (41,318)	\$ (73,628)	\$ (47,913)	\$ (53,994)	\$ (67,051)
Equals: Cumulative Year-End Balance					\$ 1,143,877	\$ 1,269,362	\$ 1,311,822	\$ 1,373,779	\$ 1,424,203	\$ 1,434,923	\$ 1,463,631	\$ 1,478,098	\$ 1,470,819
Capital Needs													
Annual Unfunded Capital Needs, if any					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 10-Year Capital Funding Surplus (Gap)													\$ -
Reserve Funding?													
Year-End Balance, after current expenses					\$ 1,143,877	\$ 1,269,362	\$ 1,311,822	\$ 1,373,779	\$ 1,424,203	\$ 1,434,923	\$ 1,463,631	\$ 1,478,098	\$ 1,470,819
Less: Target Operating Reserve				Goal: 25% of Total Annual Expenses	\$ (204,404)	\$ (210,250)	\$ (216,275)	\$ (222,475)	\$ (228,850)	\$ (235,425)	\$ (242,175)	\$ (249,125)	\$ (256,300)
Equals: Effective TDA Balance					\$ 939,473	\$ 1,059,112	\$ 1,095,547	\$ 1,151,304	\$ 1,195,353	\$ 1,199,498	\$ 1,221,456	\$ 1,228,973	\$ 1,214,519
METRICS													
Operating Expense Per Vehicle HOUR	\$ 110.90	\$ 106.12	\$ 93.41	\$ 93.79	\$ 95.64	\$ 98.51	\$ 101.47	\$ 104.51	\$ 107.64	\$ 110.87	\$ 114.19	\$ 117.61	\$ 121.15
Operating Expense Per Vehicle MILE	\$ 9.20	\$ 8.35	\$ 7.14	\$ 7.21	\$ 7.28	\$ 7.43	\$ 7.57	\$ 7.72	\$ 7.88	\$ 8.03	\$ 8.20	\$ 8.36	\$ 8.53
Operating Expense Per Passenger	\$ 14.50	\$ 13.83	\$ 12.03	\$ 12.12	\$ 12.24	\$ 12.48	\$ 12.73	\$ 12.98	\$ 13.23	\$ 13.50	\$ 13.77	\$ 14.05	\$ 14.33
Average Fare Per Passenger	\$ 1.81	\$ 1.84	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79
Passengers Per Vehicle HOUR	7.6	7.7	7.8	7.7	7.8	7.9	8.0	8.1	8.1	8.2	8.3	8.4	8.5
Farebox Recovery (Fares as % of Oper. Exp.)	12.49%	13.31%	14.89%	14.77%	14.62%	14.33%	14.05%	13.78%	13.51%	13.25%	13.00%	12.74%	12.49%
Local Recovery (Fares+Local as % of Oper. Exp.)	25.09%	27.68%	29.91%	29.54%	29.25%	28.67%	28.09%	27.56%	27.03%	26.51%	25.99%	25.48%	24.98%
FOOTNOTES													
[14] FY2016/17 value from MTC Fund Estimate (Reso. 4220, 02/24/2016).													
[15] Annual apportionment is net of 3% deduction for STA planning/admin. Amounts in later years assumed to grow at 1.94% per year, per MTC forecast for Plan Bay Area 2040 and Solano Sales Tax Authority estimates.													

The operating budget and financial projections shows that Read-Ride will have balanced expenses and revenues throughout the 10-year period, occasionally using TDA reserves to fund capital replacement needs.

Due to increasing reliance on TDA apportionments to fund current operations, and capital requirements in later years of the plan (discussed below in Section 4.3), the TDA reserve balance starts to decline slightly beginning in FY2021-22. The carryover balance is sufficient to fully fund all capital needs and maintain a 25% operating reserve throughout the 10-year forecast period.

4.2.1 Operating Expenses

As described above, the service plan is only slightly enhanced from the current year budget. As a result, costs are expected to remain mostly stable, other than modest increases for inflation over the forecast period. Inflation is assumed to be 2% per year through FY2019-20 and 3% per year thereafter. City staff recognizes that current driver wage levels continue to present a challenge to hiring and retaining qualified employees. The City plans to conduct a salary survey to determine whether to make adjustments from current wage levels. The outcome of this process and the potential cost impacts are not known at this time.

4.2.2 Program Expenses

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

The Intercity Taxi Scrip Program is operated through a MOU that calls for a contribution from the City of up to \$5,000 per year. STA is considering renegotiating the terms of this MOU, and Dixon's payments may decrease as a result of historically low usage. The current payment level is maintained in the baseline projection as a conservative assumption.

The City of Dixon contributes about 13% of its annual TDA apportionment to support continuation of SolanoExpress intercity bus service utilized by residents of Dixon. Cost contributions are determined on a reimbursement basis by the two transit operators who provide the service (FAST and SolTrans), after deducting fares, grant revenues, and other monies designated to support service. The forecast anticipates that program costs will increase roughly in line with inflation. STA is currently evaluating alternative policy proposals for the cost-sharing formulas used to determine the SolanoExpress funding structure. These policy changes could potentially increase or decrease the required contributions from the City. At the same time, a separate Transit Corridor Study is being prepared to develop possible improvements to intercity bus services. Both the funding policy evaluation and the Corridor Study will be completed later this year. Financial impacts on transit operators will be evaluated at that time.

4.2.3 Operating Revenues

The financial projection assumes no change from current Read-Ride passenger fares of \$2.00 for adults, \$1.50 for seniors age 62 and over, \$1.75 for youth age 5 – 17 and \$1.00 for children age 4 and under with 20 ride coupon books available for a discount which varies by fare type. The previous fare change, a 33% fare increase, occurred in February 2009.

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

4.2.4 Subsidy Revenues

Historically, Read-Ride has relied on three main revenue sources to subsidize transit operations: TDA LTF apportionments, STAF revenue-based apportionments, and FTA's 5311 Rural Transit Assistance program. Recent instability in sales taxes on diesel fuel makes it difficult to forecast Dixon's modest STAF revenue-based apportionment with certainty. This funding source has been zeroed out in the financial projection, as a conservative assumption.

Instead, TDA-LTF and FTA 5311 will be augmented with new state funding from the Low Carbon Transit Operations Program (LCTOP) All three of these programs provide formula funding allocations for the exclusive use of the City of Dixon (as opposed to competitive grant programs or funds programmed by other agencies). Accordingly, future funding levels are assumed to be similar to historical amounts. The subsidy revenues shown in the operating plan are based on the following assumptions:

- **TDA-LTF Apportionments** - These are based on statewide sales tax collections, and subject to escalation due to natural inflation and increases due to underlying economic growth. TDA revenues are conservatively assumed to grow at 1.94% per year throughout the plan period. Approximately 3% of the City's annual apportionment is dedicated to STA planning activities. As described above, the City of Dixon dedicates approximately 13% of its TDA allocation to Solano County-wide transportation programs (intercity taxi scrip and SolanoExpress).
- **LCTOP** – This relatively new program allocates 5% of funds from California's Greenhouse Gas Reduction Fund (also known as Cap-and-Trade funds) to transit operators on a formula basis, using largely the same structure as the State Transit Assistance Fund. In FY2015-16, Dixon received an allocation in the amount of \$20,644. Although funding levels from this source are expected to grow over time, the Cap-and-Trade program is only a few years old and does not have a well-established track

record to facilitate a growth rate estimate, so funding levels are held constant in future years of the forecast.

- **FTA 5311 Funding** – The baseline level of this funding source is assumed to be stable during the period covered by this SRTP. As with other federal funding sources, the 5311 program is assumed to grow at approximately 2% per year. The 5311 program formula is currently based on land area and the decennial census, both of which are expected to remain unchanged for the majority of the forecast period. Though future federal re-authorizations may alter the structure of the FTA funding programs, it is assumed that operating assistance will continue to be provided and that the level of funding support for rural transit services will not be significantly decreased in future federal programs.

STA has been working with the City to execute funding swaps involving FTA 5311 Rural Transit Operating Assistance funding in order to allow the City to bank some TDA to fund future capital obligations, including those related to vehicle replacement for the SolanoExpress intercity fleet. Between FY2013-14 and FY2016-17, STA has committed an additional \$426,000 in 5311 allocations. If future funding is needed in later years, this would need to be allocated through an STA Board action.

4.3 Capital Improvement Plan

4.3.1 Planned and Proposed Capital Projects

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

Revenue Vehicle Replacement

REDI-RIDE DAR service is operated using 7 cutaway vans and 2 mini-vans. The fleet replacement schedule is shown in Table 11. Relatively low mileage allows City staff to extend the life of cutaway vehicles up to one year past their standard service life (7 years) if needed to order, deliver and prepare vehicles for service. Mini-vans have a minimum useful life of 4 years, but typically last much longer due to extremely low mileage in normal operations. Only one mini-van replacement is shown during the forecast period.

Vehicle purchases are generally funded from a combination of federal funds and local TDA funds. For the replacements scheduled in FY2015-16 and FY2016-17, the City has received a commitment of \$130,000 in FTA 5311 capital funds. The City was also awarded a small Prop 1B grant to fund a portion of vehicle replacement expenses in FY2015-16. The balance of these two replacements will be paid with TDA funds. From FY2017-18 onwards, the City will continue to apply to the 5311 program, and it is assumed that federal funding will be received at the maximum 80% share, with local match provided in TDA funds. The total cost of vehicle replacement over 10 year forecast period is estimated to be about \$1,025,000.

The City is a funding partner in the SolanoExpress intercity transit service. In addition to costs for replacing the REDI-RIDE fleet, the Intercity Transit Funding Working Group (ITFWG) has recently agreed to a funding plan to provide for timely replacement of the over-the-road coaches used to provide the SolanoExpress service. From this point forward, the funding plan calls for a contribution from the City of Dixon of approximately \$380,861, all of which will come due within the timeframe shown in this SRTP.

Radio Replacement

In FY2014-15, the City replaced its mobile Nextel radio system. The capital plan calls for periodic replacement of this equipment every 3-5 years. Total costs for radio replacement over the SRTP period are projected to be approximately \$80,000. These projects will most likely be funded with TDA revenues.

Bus Stop Amenities

While REDI-RIDE provides curbside DAR services, there are some locations where riders concentrate. The City proposes to work with local residential developers and businesses to install shelters and benches at these locations at an estimated cost of \$5,000 in FY2017-18 for site preparation and shelter installation.

The City proposes to use refurbished shelters available from other transit systems. These projects will most likely be funded with TDA revenues.

Park and Ride Lot Pavement Rehabilitation

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

Transit Building Roof Repairs

As part of basic repair and maintenance, the City will be making repairs to the roof of the transit building in FY2016-17. The estimated cost of this project is \$10,000. The project would most likely be funded with TDA revenue.

IT / Software

The City periodically needs to replace the computer hardware and software used for transit planning and operations. The City has budgeted \$3,000 in FY2016-17 for the next round of upgrades. These costs would most likely be funded with TDA revenue.

Table 11: Fleet Replacement Schedule

Number of Vehicles	Year	Model	Average Mileage (as of 3/16)	Eligible Replacement Year	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Existing Fleet														
1	2003	Ford E450	133,787	Pending sale	1									
1	2006	E450 El Dorado Aero	97,656	Pending sale	1									
1	2007	E450 Starcraft	119,396	Retired to Contingency	1	1								
2	2010	Dodge Grand Caravan SE Van	12,540	FY2017/18*	2	2	2	2	2	2	2	2	2	1
4	2011	Ford E450 Elkhart ECII	84,801	FY2017/18	4	4	4	4	1	1	1	1		
9	<i>Sub-Total Existing Fleet</i>				9	7	6	3	3	3	3	2	2	1
Future Acquisitions														
1	2016	Cutaway (E450 El Dorado Aero)	New	FY2022/23	1	1	1	1	1	1	1	1		
1	2017	Cutaway (E450 El Dorado Aero)	New	FY2023/24		1	1	1	1	1	1	1	1	
4	2018	Cutaway (Ford E450 Elkhart ECII)	New	FY2024/25			4	4	4	4	4	4	4	4
2	2023	Cutaway	New	FY2029/30								2	2	2
1	2024	Mini-Van (Dodge Van)	New	FY2033/34									1	1
4	2025	Cutaway	New	FY2031/32										4
1	<i>Sub-Total: Acquisitions</i>				1	2	6	6	6	6	6	8	8	11
Sold/Salvaged					0	2	0	4	0	0	0	0	1	0
Contingency					1	0	3		0	0	0	1	1	3
Total Local Fleet - Active Fleet					9	9	9	9	9	9	9	9	9	9
Total Local Fleet - All Vehicles					10	9	12	9	9	9	9	10	10	12
Peak Vehicle Requirement**					N/A									
Spare vehicles**					N/A									
Spare ratio**					N/A									

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

** Readi-Ride does not operate fixed route services. Of the 9 active vehicles, 7 are used for daily DAR local service with a maximum of 5 available for peak service and 2 spares providing a 40% spares ratio. The 2 mini-vans are used exclusively for DAR ADA service to Vacaville and Davis.

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

4.3.2 Ten-Year Capital Plan

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

In general, it was assumed that federal sources would be available to fund 80% of local vehicle replacement costs with TDA used to provide the 20% local match. The City of Dixon will seek federal funding from FTA's 5311 program (referred to in the FAST-Act as "Non-Urbanized Area Transit" program).

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

4.4 Summary of Operating and Capital Plan

The baseline operating and capital plan shown in this SRTP confirm that the City of Dixon will be able to operate Readi-Ride services with an adequate annual operating surplus for the next ten years. All capital projects can be funded from anticipated funding sources and available reserves.

Across the entire plan period, Dixon is able to maintain reserves of TDA-LTF funds in excess of its goal of having at least 25% of annual operating expenses on hand. The minimum level of excess reserves in any one year is approximately \$940,000. If desired, the City could consider investing some of these excess reserves in one of several different ways, including service expansion, adjustments to driver wages and other unit costs, or capital improvements. As an example, \$100,000 invested in expanded service would pay for 825 additional service hours at the projected unit costs in the final year of the plan. Alternatively, assuming the same service levels as currently planned for FY2024-25, \$100,000 would be enough to increase unit costs by \$13.33 per hour as compared to baseline unit costs in the same year. \$100,000 is also equal to the projected replacement cost of a cutaway vehicle in the final year of the plan. It may be advisable to retain additional reserves in this same amount in order to fund an emergency replacement vehicle.

Table 12: Dixon Read-Ride Capital Plan Budget

Dixon Read-Ride

Baseline Scenario

CAPITAL PLAN BUDGET

Date prepared: 06-Apr-2016 (DRAFT FINAL)

		Budget									
		Budget					Forecast				
		FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Capital Expenses By Project Type											
Revenue Vehicles: Local Fleet Replacement	[1,2]	\$ 78,678	\$ 78,678	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 87,924	\$ 56,770	\$ 335,257
Revenue Vehicles: Local Fleet Expansion		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Vehicles: Intercity Fleet - Contribution	[3]	\$ -	\$ 108,764	\$ 73,682	\$ 26,398	\$ 26,743	\$ 41,318	\$ 73,628	\$ 30,328	\$ -	\$ -
Vehicle Technology (Farebox, APC, etc.)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Preventive Maintenance - Bus		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities: Stops / Stations	[4,5]	\$ -	\$ -	\$ 5,000	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities: Maintenance / Yards	[6]	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Communications	[7]	\$ -	\$ -	\$ -	\$ 37,142	\$ -	\$ -	\$ -	\$ -	\$ 42,640	\$ -
IT / Software	[8]	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL EXPENSES		\$ 78,678	\$ 200,442	\$ 378,682	\$ 63,540	\$ 36,743	\$ 41,318	\$ 73,628	\$ 118,252	\$ 99,410	\$ 335,257
Capital Revenues -- Local											
Misc Local Funds (Committed)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unspecified Local Funds (Source TBD)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal: LOCAL Revenue</i>		<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
Capital Revenues -- State											
TDA: LTF		\$ 5,257	\$ 135,442	\$ 138,682	\$ 63,540	\$ 36,743	\$ 41,318	\$ 73,628	\$ 47,913	\$ 53,994	\$ 67,051
TDA: STAF		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prop 1B (e.g., PTMISEA, CTAF)	[9]	\$ 8,421	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GHG Fund (Cap-and-Trade) - TIRCP & LCTOP		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc State Funds (Committed)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unspecified State Funds (Source TBD)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal: STATE Revenue</i>		<i>\$ 13,678</i>	<i>\$ 135,442</i>	<i>\$ 138,682</i>	<i>\$ 63,540</i>	<i>\$ 36,743</i>	<i>\$ 41,318</i>	<i>\$ 73,628</i>	<i>\$ 47,913</i>	<i>\$ 53,994</i>	<i>\$ 67,051</i>
Capital Revenues -- Federal											
FTA5310: Elderly & Disabled		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5311: Non-Urbanized Area (Capital)	[10,11]	\$ 65,000	\$ 65,000	\$ 240,000	\$ -	\$ -	\$ -	\$ -	\$ 70,339	\$ 45,416	\$ 268,205
FTA5311: Non-Urbanized Area (Intercity Cap)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc Federal Funds (Committed)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unspecified Federal Funds (Source TBD)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal: FEDERAL Revenue</i>		<i>\$ 65,000</i>	<i>\$ 65,000</i>	<i>\$ 240,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 70,339</i>	<i>\$ 45,416</i>	<i>\$ 268,205</i>
TOTAL EXPECTED REVENUES		\$ 78,678	\$ 200,442	\$ 378,682	\$ 63,540	\$ 36,743	\$ 41,318	\$ 73,628	\$ 118,252	\$ 99,410	\$ 335,257
ANNUAL CAPITAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CUMULATIVE CAPITAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

FOOTNOTES

- [1] Replace 300 and 301 in FY2015/16 and replace 310, 311, 312, and 314 in FY2017/18. Vans (302 & 303) have very low mileage; one replacement shown in FY2023/24. No replacement planned for 309 (spare).
- [2] Costs estimated by operator, and are within MTC TCP price list envelope.
- [3] Per Solano County Intercity Bus Fleet Replacement Costs and Funding - Interim Funding Plan, dated 18-Dec-2015. Funding is committed through FY2016/17. Future years subject to change.
- [4] FY2017/18 project is for installation of bus shelters.
- [5] FY2019/20 project is to seal coat Market Lane Park & Ride lot (90 spaces), scheduled for 20 years from initial opening.
- [6] FY2016/17 project is for transit building roof repairs.
- [7] These expenses are for periodic upgrade/replacement of bus GPS systems.
- [8] FY2016/17 project is for miscellaneous upgrades to computers & office equipment.
- [9] Dixon received confirmation of PTMISEA fund award in Dec-2015 for one of two bus replacements.
- [10] Dixon has received confirmed FTA 5311 awards of \$65,000 each for the next two bus replacements in FY2015/16 and FY2016/17.
- [11] Dixon will apply for discretionary federal funding to support future vehicle replacements from FY2017/18 onward. If funds are not received as planned, replacements could potentially be funded with TDA if necessary.

Appendix A

Operating Budgets and Financial Projections

A1 Dixon Redit-Ride Operating Budget

		Baseline Scenario												
OPERATING BUDGET														
Demand Response: Dial-A-Ride														
Date prepared: 06-Apr-2016 (DRAFT FINAL)														
		Historical	Budget		Forecast									
		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
OPERATING STATISTICS (without taxi programs)														
Vehicle Miles	[1,2]	79,479	83,915	93,745	93,700	98,500	99,500	100,500	101,500	102,500	103,500	104,500	105,500	106,500
Vehicle Hours	[2]	6,591	6,600	7,166	7,200	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Ridership	[1,2]	50,420	50,660	55,650	55,700	58,600	59,200	59,800	60,400	61,000	61,600	62,200	62,800	63,400
OPERATING EXPENSES														
Operating & Maintenance Costs														
O&M Cost - baseline	[3]	\$ 730,909	\$ 700,407	\$ 669,354	\$ 675,296	\$ 695,600	\$ 738,800	\$ 761,000	\$ 783,800	\$ 807,300	\$ 831,500	\$ 856,400	\$ 882,100	\$ 908,600
O&M Cost - due to change in level of service	[2,3]				\$ -	\$ 21,715	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
O&M Cost - due to structural cost incr/decr	[4]				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: O&M Expenses		\$ 730,909	\$ 700,407	\$ 669,354	\$ 675,296	\$ 717,315	\$ 738,800	\$ 761,000	\$ 783,800	\$ 807,300	\$ 831,500	\$ 856,400	\$ 882,100	\$ 908,600
Other Operating Expenses														
Other Expenses					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: OTHER OPERATING Expenses		\$ -												
TOTAL OPERATING EXPENSES		\$ 730,909	\$ 700,407	\$ 669,354	\$ 675,296	\$ 717,315	\$ 738,800	\$ 761,000	\$ 783,800	\$ 807,300	\$ 831,500	\$ 856,400	\$ 882,100	\$ 908,600
PROGRAM EXPENSES														
Intercity Taxi Scrip (contrib. to County-wide prog.)	[5,6]				\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Intercity Express Bus (contrib. to County-wide prog.)	[5,7]				\$ 78,332	\$ 95,300	\$ 97,200	\$ 99,100	\$ 101,100	\$ 103,100	\$ 105,200	\$ 107,300	\$ 109,400	\$ 111,600
TOTAL PROGRAM EXPENSES		\$ -	\$ -	\$ -	\$ 83,332	\$ 100,300	\$ 102,200	\$ 104,100	\$ 106,100	\$ 108,100	\$ 110,200	\$ 112,300	\$ 114,400	\$ 116,600
TOTAL EXPENSES		\$ 730,909	\$ 700,407	\$ 669,354	\$ 758,628	\$ 817,615	\$ 841,000	\$ 865,100	\$ 889,900	\$ 915,400	\$ 941,700	\$ 968,700	\$ 996,500	\$ 1,025,200
OPERATING REVENUES														
Operating Revenues – Fares														
Transit Fares - baseline	[8]	\$ 91,264	\$ 93,249	\$ 99,656	\$ 99,746	\$ 100,700	\$ 105,900	\$ 106,900	\$ 108,000	\$ 109,100	\$ 110,200	\$ 111,300	\$ 112,400	\$ 113,500
Transit Fares - due to change in service					\$ -	\$ 4,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares - due to proposed fare incr/decr					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: FARE Revenue		\$ 91,264	\$ 93,249	\$ 99,656	\$ 99,746	\$ 104,900	\$ 105,900	\$ 106,900	\$ 108,000	\$ 109,100	\$ 110,200	\$ 111,300	\$ 112,400	\$ 113,500
Other Operating Revenues														
Other Operating Income		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: OTHER OPERATING Revenue		\$ -												
TOTAL OPERATING REVENUES		\$ 91,264	\$ 93,249	\$ 99,656	\$ 99,746	\$ 104,900	\$ 105,900	\$ 106,900	\$ 108,000	\$ 109,100	\$ 110,200	\$ 111,300	\$ 112,400	\$ 113,500
SUBSIDY REVENUES														
Subsidy Revenues – Local														
Air District (BAAQMD / YSAQMD)		\$ 688	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Earnings		\$ 609	\$ 1,507	\$ 908	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Local Funds		\$ (407)	\$ 5,853	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: LOCAL Revenue		\$ 890	\$ 7,360	\$ 908	\$ -									
Subsidy Revenues – State														
TDA-LTF: net amount to balance operating budget	[9,10]	\$ 500,900	\$ 418,663	\$ 294,545	\$ 519,790	\$ 508,449	\$ 494,333	\$ 667,200	\$ 689,500	\$ 711,758	\$ 734,752	\$ 758,379	\$ 782,739	\$ 807,928
STAF: revenue-based apportionment	[11]	\$ 4,175	\$ 5,666	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STAF: population-based apportionment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GHG Fund (Cap-and-Trade) - TIRCP & LCTOP	[10]	\$ -	\$ -	\$ -	\$ -	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ 21,000
Other State Funds		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: STATE Revenue		\$ 505,075	\$ 424,329	\$ 296,045	\$ 519,790	\$ 529,449	\$ 515,333	\$ 688,200	\$ 710,500	\$ 732,758	\$ 755,752	\$ 779,379	\$ 803,739	\$ 828,928
Subsidy Revenues – Federal														
FTA5310: Elderly/Disabled Transportation (Operating)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5311: Non-Urbanized Area (Operating)	[12,13]	\$ -	\$ 70,000	\$ 243,428	\$ 139,092	\$ 183,266	\$ 219,767	\$ 70,000	\$ 71,400	\$ 73,542	\$ 75,748	\$ 78,021	\$ 80,361	\$ 82,772
Other Federal Funds		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: FEDERAL Revenue		\$ -	\$ 70,000	\$ 243,428	\$ 139,092	\$ 183,266	\$ 219,767	\$ 70,000	\$ 71,400	\$ 73,542	\$ 75,748	\$ 78,021	\$ 80,361	\$ 82,772
TOTAL SUBSIDY REVENUES		\$ 505,965	\$ 501,689	\$ 540,381	\$ 658,882	\$ 712,715	\$ 735,100	\$ 758,200	\$ 781,900	\$ 806,300	\$ 831,500	\$ 857,400	\$ 884,100	\$ 911,700
TOTAL REVENUES		\$ 597,229	\$ 594,938	\$ 640,037	\$ 758,628	\$ 817,615	\$ 841,000	\$ 865,100	\$ 889,900	\$ 915,400	\$ 941,700	\$ 968,700	\$ 996,500	\$ 1,025,200
ANNUAL SURPLUS (DEFICIT)		\$ -												

Dixon Read-Ride		Baseline Scenario													
OPERATING BUDGET															
Demand Response: Dial-A-Ride															
Date prepared: 06-Apr-2016 (DRAFT FINAL)															
		Historical	Budget	Forecast											
		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
FINANCIAL CAPACITY															
TDA Carryover															
Funds held by MTC	[14]				\$ 1,043,730										
Annual Cash Flow (Current Expenses Only)															
Beginning Balance		\$ 1,043,730	\$ 1,143,877	\$ 1,269,362	\$ 1,311,822	\$ 1,373,779	\$ 1,424,203	\$ 1,434,923	\$ 1,463,631	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 427,089	
Add: Net annual TDA-LTF apportionment	[14,15]	\$ 744,038	\$ 758,500	\$ 773,200	\$ 788,200	\$ 803,500	\$ 819,100	\$ 835,000	\$ 851,200	\$ 867,700	\$ 867,700	\$ 867,700	\$ 867,700	\$ 867,700	
Less: Annual Operating Uses		\$ (508,449)	\$ (494,333)	\$ (667,200)	\$ (689,500)	\$ (711,758)	\$ (734,752)	\$ (758,379)	\$ (782,739)	\$ (807,928)	\$ (807,928)	\$ (807,928)	\$ (807,928)	\$ (807,928)	
Less: Annual Capital Uses, if any		\$ (135,442)	\$ (138,682)	\$ (63,540)	\$ (36,743)	\$ (41,318)	\$ (73,628)	\$ (47,913)	\$ (53,994)	\$ (67,051)	\$ (67,051)	\$ (67,051)	\$ (67,051)	\$ (67,051)	
Equals: Year-End Balance		\$ 1,143,877	\$ 1,269,362	\$ 1,311,822	\$ 1,373,779	\$ 1,424,203	\$ 1,434,923	\$ 1,463,631	\$ 1,478,098						
Unmet Capital Needs?															
Annual Capital Surplus (Need), if any		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Equals: Year-End Balance		\$ -													
Reserve Funding?															
Year-End Balance, after current expenses		\$ 1,143,877	\$ 1,269,362	\$ 1,311,822	\$ 1,373,779	\$ 1,424,203	\$ 1,434,923	\$ 1,463,631	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	
Less: Target Operating Reserve	Goal: 25% of Total Annual Expenses	\$ (204,404)	\$ (210,250)	\$ (216,275)	\$ (222,475)	\$ (228,850)	\$ (235,425)	\$ (242,175)	\$ (249,125)	\$ (256,300)	\$ (256,300)	\$ (256,300)	\$ (256,300)	\$ (256,300)	
Equals: Effective TDA Balance		\$ 939,473	\$ 1,059,112	\$ 1,095,547	\$ 1,151,304	\$ 1,195,353	\$ 1,199,498	\$ 1,221,456	\$ 1,228,973	\$ 1,221,798					
METRICS															
Operating Expense Per Vehicle HOUR		\$ 110.90	\$ 106.12	\$ 93.41	\$ 93.79	\$ 95.64	\$ 98.51	\$ 101.47	\$ 104.51	\$ 107.64	\$ 110.87	\$ 114.19	\$ 117.61	\$ 121.15	
Operating Expense Per Vehicle MILE		\$ 9.20	\$ 8.35	\$ 7.14	\$ 7.21	\$ 7.28	\$ 7.43	\$ 7.57	\$ 7.72	\$ 7.88	\$ 8.03	\$ 8.20	\$ 8.36	\$ 8.53	
Operating Expense Per Passenger		\$ 14.50	\$ 13.83	\$ 12.03	\$ 12.12	\$ 12.24	\$ 12.48	\$ 12.73	\$ 12.98	\$ 13.23	\$ 13.50	\$ 13.77	\$ 14.05	\$ 14.33	
Average Fare Per Passenger		\$ 1.81	\$ 1.84	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	
Passengers Per Vehicle HOUR		7.6	7.7	7.8	7.7	7.8	7.9	8.0	8.1	8.1	8.2	8.3	8.4	8.5	
Farebox Recovery (Fares as % of Oper. Exp.)		12.49%	13.31%	14.89%	14.77%	14.62%	14.33%	14.05%	13.78%	13.51%	13.25%	13.00%	12.74%	12.49%	
Local Recovery (Fares+Local as % of Oper. Exp.)		12.61%	14.36%	15.02%	14.77%	14.62%	14.33%	14.05%	13.78%	13.51%	13.25%	13.00%	12.74%	12.49%	
Share of TDA-LTF apportionment consumed by operations						68.34%	65.17%	86.29%	87.48%	88.58%	89.70%	90.82%	91.96%	93.11%	
Ratio of TDA YE balance to O&M expenses						136.01%	146.73%	147.41%	150.07%	151.24%	148.13%	146.88%	144.18%	143.47%	
FOOTNOTES															
[1] Ridership assumed to generally increase at same rate as Solano County population, i.e. 1% per year. Because service is demand-response, vehicle miles will increase in roughly the same proportion.															
[2] Vehicle hours are based on span of service. Projection includes addition of second bus operating for six hours on Saturdays, beginning in FY2016/17, with corresponding addition in passengers and revenue miles.															
[3] FY2015/16 based on approved budget. Unit costs assumed to increase to 3% per year, consistent current labor agreements. Cost estimate based on marginal cost line items (active personnel + fuel + maintenance only)															
[4] Salary survey being conducted during FY2015/16 could show need to increase salaries to remain competitive with other transit providers. Resulting wage increases (and impact to overall costs) still TBD.															
[5] FY2015/16 amount from TDA matrix (12-Aug-2015).															
[6] Contribution for county-wide taxi program could be reduced in future years based on additional negotiations with STA; showing \$5,000 annual contribution as conservative amount.															
[7] Values from FY2016/17 onward are total estimated subsidy owed by Dixon using FY2015/16 Intercity Cost Sharing calculation and assumed general inflation rate.															
[8] FY2015/16 scaled from FY2014/15 values assuming same average revenue per passenger. Baseline fares grow in line with ridership, tracked to population growth in Solano County. Assumes same fare structure for entire SRTP period.															
[9] Historical amounts show actual funds used in operating budget. FY2015/16 and beyond calculated within this spreadsheet, in order to balance operating budget based on available TDA apportionment + TDA carryover, if any.															
[10] Dixon was awarded approximately \$20,644 in LCTOP funds for FY2015/16 (revenue-based + population-based), which Dixon will swap with SolTrans for future TDA funds. No growth is assumed for this funding source, due to volatility in early GHG auction proceeds. Allocation priorities and potential swap agreements for future years are still being developed.															
[11] Fuel-related sales taxes have declined in recent years, reducing STAF allocations to very low levels. Amounts are zeroed out in this projection as a conservative assumption.															
[12] As part of a funding swap related to the Intercity Express Bus fleet replacements, STA has approved additional 5311 operating funding for Dixon for FY2015/16 on a one-time basis.															
[13] Additional 5311 funding above baseline has also been approved in FY2016/17 and FY2017/18; amounts are shown above, but formal agreements for these funds are not yet executed.															
[14] FY2016/17 value from MTC Fund Estimate (Reso. 4220, 02/24/2016).															
[15] Annual apportionment is net of 3% deduction for STA planning/admin. FY2016/17 value includes TDA repayment from SolTrans for one-time swap of FY2015/16 LCTOP. Amounts in later years assumed to grow at 1.94% per year, per MTC forecast for Plan Bay Area 2040 and Solano Sales Tax Authority estimates.															

Appendix B

Title VI Report

RESOLUTION NO. 14-138

**RESOLUTION OF THE CITY OF DIXON APPROVING
THE CITY OF DIXON'S TITLE VI PLAN REGARDING TRANSIT SERVICE AND
NON-DISCRIMINATION BASED ON RACE, COLOR, OR NATIONAL ORIGIN**

WHEREAS, the City of Dixon desires to comply with Title VI of the Civil Rights Act of 1964, including new provisions detailed in U.S. Department of Transportation's FTA Circular 4702.1B, "Title VI Requirement and Guidelines for Federal Transit Administration Recipients,"

WHEREAS, the Board of Directors wishes to authorize approval of the compliance plan developed by staff to comply with necessary provisions of the Civil Rights Act,

NOW, THEREFORE BE IT RESOLVED, by the City Council of the City of Dixon as follows:

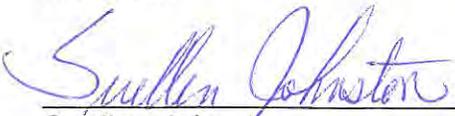
1. The City Engineer/Public Works Director is authorized to implement the components of the plan, attached as Exhibit A, in order to meet Federal requirements.
2. The City Engineer/Public Works Director is authorized to implement policies that may be necessary to comply with subsequent revisions or interpretations to the Civil Rights Act.

BE IT FURTHER RESOLVED THAT this resolution supersedes Resolution 14-088 adopted on June 24, 2014.

PASSED AND ADOPTED AT A REGULAR MEETING OF THE CITY COUNCIL OF THE CITY OF DIXON ON THE 14th DAY OF OCTOBER 2014, BY THE FOLLOWING VOTE:

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

ATTEST:



Suellen Johnston
City Clerk



Jack Batchelor
Mayor

RESOLUTION NO.: 14-138

DATE: OCT 14 2014

City of Dixon

TITLE VI PROGRAM

Developed: September 30, 2014
Approved by City of Dixon City Council:
October 14, 2014

600 East A Street, Dixon, CA 95620
707-678-7051 x 104
www.ci.dixon.ca.us

INTRODUCTION

This document was prepared by City of Dixon staff to comply with Title VI of the Civil Rights Act of 1964, including new provisions detailed in U.S. Department of Transportation's FTA Circular 4702.1B, "Title VI Requirement and Guidelines for Federal Transit Administration Recipients."

RESOLUTION NO.: 14 - 138

DATE: OCT 14 2014

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RESOLUTION NO.: 14-138

DATE: OCT 14 2014

City of Dixon Title VI Notice to the Public

CITY OF DIXON Transit Services Title VI Notice & Complaint Process

The City of Dixon is committed to ensuring that no person is excluded from participation in or denied the benefits of its services on the basis of race, color, or national origin, as provided by Title VI of the Civil Rights Act of 1964. Any person who believes that he or she has been subjected to discrimination under Title VI on the basis of race, color or national origin may file a Title VI complaint with the City.

Complaints may be filed with the City in writing and may be addressed to:

City of Dixon
Attn: Michelle Pelegrino, Human Resources Manager
City of Dixon
600 East A Street
Dixon, CA 95620

A copy of the Title VI Complaint Form (in English or Spanish) and additional information may be obtained from the City's web site at "www.ci.dixon.ca.us" (under "Transit") or by calling (707) 678-7000. The City will provide appropriate assistance to complainants who are limited in their ability to communicate in English.

RESOLUTION NO.: 14-138

DATE: OCT 14 2014

**LA CIUDAD DE DIXON
Servicios de Transito
Título VI Noticia y Proceso de Quejas**

La Ciudad de Dixon, se compromete a garantizar que ninguna persona sea excluida de participar o denegar los beneficios de servicios basado por raza, color, linaje u origen nacional, según lo dispuesto en el Título VI de la Ley de Derechos Civiles de 1964. Cualquier persona que cree que él o ella ha sido objeto de discriminación en virtud del Título VI basado por raza, color u origen nacional puede presentar una queja del Título VI con la Ciudad.

Las quejas pueden ser presentadas en la Ciudad por escrito y pueden ser dirigidas a:

City of Dixon
Attn: Michelle Pelegrino, Human Resources Manager
600 East A St.
Dixon, CA 95620

Una copia del Título VI Formulario de Queja (en inglés o español) y la información adicional se puede obtener desde el sitio web de la Ciudad en "www.ci.dixon.ca.us" (en "Transit") o llamando al 707-678-7000. La Ciudad proveerá asistencia apropiada para los denunciantes que sean limitados en su capacidad de comunicarse en inglés.

RESOLUTION NO.: 14-138

DATE: OCT 14 2014

List of Locations Where Title VI Notice Is Posted

The City of Dixon notice to the public is currently posted at the following locations:

Location Name	Address	City
City Hall	600 East A Street	Dixon
City Council Chambers	600 East A Street	Dixon
Readi-Ride busses	Citywide	Dixon
Market Lane Park & Ride Lot	1420 Market Lane	Dixon

The Title VI notice and program information is also provided on the City of Dixon website at www.ci.dixon.ca.us.

RESOLUTION NO.: 14-138

DATE: OCT 14 2014

Updated: 9/30/2014

Title VI Complaint Procedures

As a recipient of federal dollars, the City of Dixon is required to comply with Title VI of the Civil Rights Act of 1964 and ensure that services and benefits are provided on a non-discriminatory basis. The City of Dixon has in place a Title VI Complaint Procedure, which outlines a process for local disposition of Title VI complaints and is consistent with guidelines found in the Federal Transit Administration Circular 4702.1B, dated October 1, 2012.

Any person who believes she or he has been discriminated against on the basis of race, color, or national origin by the City of Dixon may file a Title VI complaint by completing and submitting the agency's Title VI Complaint Form. The City of Dixon investigates complaints received no more than 180 days after the alleged incident. The City of Dixon will only process complaints that are complete.

Within 10 business days of receiving the complaint, the City of Dixon will review it to determine if our office has jurisdiction. The complainant will receive an acknowledgement letter informing her/him whether the complaint will be investigated by our office. The City of Dixon has 30 days to investigate the complaint. The complainant will be notified in writing of the cause to any planned extension to the 30-day rule.

If more information is needed to resolve the case, the City of Dixon may contact the complainant. The complainant has 10 business days from the date of the letter to send requested information to the investigator assigned to the case. If the investigator is not contacted by the complainant or does not receive the additional information within 10 business days City of Dixon can administratively close the case.

A case can be administratively closed also if the complainant no longer wishes to pursue their case. After the investigator reviews the complaint, she/he will issue one of two letters to the complainant: a closure letter or a letter of finding (LOF). A closure letter summarizes the allegations and states that there was not a Title VI violation and that the case will be closed. An LOF summarizes the allegations and the interviews regarding the alleged incident, and explains whether any disciplinary action, additional training of the staff member, or other action will occur. If the complainant wishes to appeal the decision, she/he has 10 business days after the date of the letter or the LOF to do so.

If a complaint cannot be resolved through the City of Dixon, a person may also file a complaint with the Federal Transit Administration, at FTA Office of Civil Rights, 1200 New Jersey Avenue SE, Washington, DC 20590.

RESOLUTION NO.: 14-138

DATE: OCT 14 2014

Updated: 9/30/2014

Titulo VI Procedimiento de Queja

Como un receptor de dólares federales, City of Dixon. tiene que cumplir con lo dispuesto en el Titulo VI de la ley de los derechos civiles de 1964 y asegúrese de que los servicios y los beneficios se proporcionen sobre una base no discriminatoria. City of Dixon ha puesto en marcha un procedimiento de queja Titulo VI, que emboza un proceso de disposición local de quejas del Titulo VI y es consistente con las pautas de Administración Federal de Transito Circular 4702.1B, de Octubre 1, 2012.

Cualquier persona que cree que ha sido objeto de discriminación por motivos de raza, color, u origen nacional por City of Dixon puede presentar al Titulo VI su denuncia. City of Dixon investiga las quejas no mas de 180 días después del incidente. City of Dixon solo tramitara las quejas que están completas.

En un periodo de 10 días de haber recibido la demanda, City of Dixon la revisara para determinar si nuestra oficina tiene la jurisdicción. El autor de la queja, recibirá un acuse de recibo informándole al denunciante que será notificado por escrito si el caso de él/ella el será investigado por nuestra oficina. City of Dixon tiene 30 días para investigar la queja.

Si necesita mas información para resolver el caso, City of Dixon puede contactar al autor de la queja. El autor de la queja tiene 10 días de la fecha que recibió la carta para solicitar un investigador que sea asignado al caso.

El caso se puede cerrar también si el autor de la queja no desea proseguir con el caso. Después de que el investigador analice la queja, el / ella emitirá una de las dos cartas a la denunciante.

RESOLUTION NO.: 14-138
DATE: OCT 14 2014

City of Dixon Title VI Complaint Form

COMPLAINT FORM

Section I: Please write legibly		
1. Name:		
2. Address:		
3. Telephone:	3.a. Secondary Phone (Optional):	
4. Email Address:		
5. Accessible Format Requirements?	<input type="checkbox"/> Large Print	<input type="checkbox"/> Audio Tape
	<input type="checkbox"/> TDD	<input type="checkbox"/> Other
Section II:		
6. Are you filing this complaint on your own behalf?	YES*	NO
*If you answered "yes" to #6, go to Section III.		
7. If you answered "no" to #6, what is the name of the person for whom you are filing this complaint? Name:		
8. What is your relationship with this individual:		
9. Please explain why you have filed for a third party:		
10. Please confirm that you have obtained permission of the aggrieved party to file on their behalf.	YES	NO
Section III:		
11. I believe the discrimination I experienced was based on (check all that apply):		
<input type="checkbox"/> Race	<input type="checkbox"/> Color	<input type="checkbox"/> National Origin
12. Date of alleged discrimination: (mm/dd/yyyy)		
13. Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known), as well as names and contact information of any witnesses. If more space is needed, please attach additional sheets of paper.		

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City of Dixon Title VI Complaint Form, Page 2

COMPLAINT FORM

Section IV:		
14. Have you previously filed a Title VI complaint with the City of Dixon?	YES	NO
Section V:		
15. Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court?		
[] YES* [] NO		
If yes, check all that apply:		
[] Federal Agency _____	[] State Agency _____	
[] Federal Court _____	[] Local Agency _____	
[] State Court _____		
16. If you answered "yes" to #15, provide information about a contact person at the agency/court where the complaint was filed.		
Name: _____		
Title: _____		
Agency: _____		
Address: _____		
Telephone: _____	Email: _____	
Section VI:		
Name of Transit Agency complaint is against: _____		
Contact Person: _____		
Telephone: _____		

You may attach any written materials or other information that you think is relevant to your complaint.

Signature and date are required below to complete form:

Signature _____ Date _____

Please submit this form in person or mail this form to the address below:
City of Dixon, Attn: Title VI Coordinator/Human Resources Manager
600 East A Street, Dixon, CA 95620

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DATE: OCT 14 2014

FORMA DE QUEJA

Seccion I: <i>Escribir en forma legible</i>		
1. Nombre:		
2. Direccion:		
3. Telefono:		3.a. Telefono secundario(<i>opcional</i>):
4. Direccion de correo electronico:		
5. Reuistos de forma accesible?	<input type="checkbox"/> Impresion grande	<input type="checkbox"/> Cinta de audio
	<input type="checkbox"/> TDD	<input type="checkbox"/> Otros
Seccion II:		
6. Esta presentando esta queja en su propio nombre?	Si	No
*Si usted contesto "Si" to #6, vaya a la Seccion III.		
7. Si contesto "no" al #6, cual es el nombre de la persona por cual usted esta representando la queja? Nombre:		
8. Cual es su relacion con este individuo:		
9. Por favor, explique por que han presentado para una tercera parte:		
10. Por favor, confirme que ha obtenido el permiso de la parte agraviada en el archivo en su nombre.	Si	No
Seccion III:		
11. Creo que la discriminacion que he experimentado fue basado en (<i>marqu todas las que correspondan</i>):		
<input type="checkbox"/> Raza	<input type="checkbox"/> Color	<input type="checkbox"/> Origin nacional
12. Fecha de supuesta discriminacion: (<i>mm/dd/aaaa</i>)		
13. Explica lo mas claramente posible lo que ocurrio y por que usted cree que son objeto discriminacion. Describir todas las personas que han participado. Incluir el nombre y la informacion de contacto de la(s) persona(s) que discrimina contra usted (si se conoce), asi como los nombres y la informacion de contacto de los testigos. Si se necesita mas espacio, por favor adjunte hojas adicionales de papel.		

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Seccion IV:		
14. 14. Anteriormente ha presentado un Titulo VI denuncia con la City of Dixon.	Si	No
Seccion V:		
15. Ha presentado esta queja con cualquier otro local, estado o federal, o con cualquier Federal o Estado?		
[] Si* [] No si la respuesta es si		
Marque todo lo que aplica		
[] Agencia Federal _____	[] Agencia Estatal _____	
[] Federal Tribunal _____	[] Agencia Local _____	
[] Tribunal Estatal _____		
16. Si usted contesto "si" a la posicion #15, proporcionan informacion acerca de una persona de contacto en la agencia/tribunal donde se presento la denuncia.		
Nombre:		
Titulo:		
Organismo:		
Direccion:		
Telefono:		Correo electronico:
Seccion VI:		
Nombre de organismo Transito denuncia es contra:		
Persona de contacto:		
Telefono:		

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List of Transit-Related Title VI Investigations, Complaints, and Lawsuits

City of Dixon has not been involved in any transportation-related Title VI investigations, lawsuits or complaints.

City of Dixon List of Investigations, Lawsuits and Complaints

Type of Process	Date	Summary (including basis of complaint)	Status	Action(s) Taken
Investigations				
1. None				
2.				
Lawsuits				
1. None				
2.				
Complaints				
1. None				
2.				

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DATE: OCT 14 2014

Public Participation Plan

About City of Dixon

The City of Dixon is a California municipality, population 19,005 (2014), that provides dial-a-ride curb-to-curb service within the Dixon City Limits and ADA+ service to Vacaville and Davis. Service within the City Limits, known as Read-Ride, is for the general public including seniors and the disabled. The ADA+ service is limited to citizens certified through the Solano Transportation Authority's screening program as unable to ride a fixed route bus. Intercity fixed route bus service is provided by SolTrans.

Other agencies operate transit services for persons with significant developmental disabilities and are not part of this plan.

Service within the City Limits is provided by up to five busses during peak periods. The City of Dixon does maintain systems to gather stakeholder input regarding transit services and conducts public relations and outreach activities in order to create opportunities for public engagement as outlined below.

Purposes of this Plan

Public participation is the process through which stakeholders can partake directly in agency decision-making, and express their concerns, desires, and values. It is the mission of this agency to "improve the lives of people with disabilities by creating opportunities to maximize their independence." At every opportunity through prescribed methods, the agency will solicit input from stakeholders in order to best support persons served without creating disproportionately high and adverse human health or environmental effects on minority and/or low-income populations.

Summary of Outreach Efforts

The following is a summary of outreach efforts conducted by City of Dixon as they relate to Title VI requirements under the Public Participation Plan. Many of our activities are conducted in partnership or ad hoc outreach with other service organizations and non-profit agencies within the community. This is in no way a complete list but rather documents the agency's outreach efforts as they relate specifically to minority and low-income populations.

Board Meetings Open to the Public

City of Dixon's twice-monthly City Council meetings are open to the public and announced on the agency's website.

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Dixon Family Services

The City of Dixon maintains a partnership with the Dixon Family Services (DFS), a non-profit agency, providing a range of social services for low-income individuals and seniors. Services include homeless assistance and providing a family and senior resource center. Biligual services are available. DFS conducts an annual Block Park in a City park that includes representatives from social service organizations throughout the area. DFS also conducts an annual Senior Fair at the City's Senior Multi-Use Center that includes representatives from agencies providing services to seniors throughout the area including Readi-Ride staff. Information regarding Readi-Ride services is available at both events.

Annual Satisfaction Surveys

The City of Dixon conducts Annual Readi-Ride Customer Satisfaction Surveys with program participants to determine level of satisfaction and gain input regarding unmet needs. The results are presented to the Transportation Advisory Commission during their annual review of transit services.

City of Dixon Website

Currently, the City of Dixon posts notices and announcements on the agency's website. Additional public input can be obtained from the Title VI Complaint Form, which is available as a download in English and Spanish.

The City of Dixon also maintains a Transportation Advisory Commission that meets every other month and at least once each year conducts a review of transit services and provides an opportunity for the public to comment on transit matters.

Readi-Ride Users' Guide

The Users' Guide is available in English and Spanish on all Readi-Ride busses, the City's website, and several public counters including City Hall, DFS, and the Dixon Chamber of Commerce.

Trip Planning

The City of Dixon is a member of the Solano Transportation Authority who provides trip-planning services (ridesharing, intercity transit, etc.) throughout the region with bilingual customer services.

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Updated: 9/30/2014

Language Assistance Plan

Overview

The first section in this document describes the purpose of the Language Assistance Plan (LAP). The second section in this document provides the four-factor Limited English Proficient (LEP) analysis (as outlined by the Department of Transportation (DOT)) used to identify LEP needs and assistance measures. The four-factor LEP analysis includes:

- **Factor 1:** The number or proportion of LEP persons in the service area who may be served or are likely to encounter the City of Dixon Read-Ride service.
- **Factor 2:** The frequency with which LEP persons come in contact with the Read-Ride service.
- **Factor 3:** The nature and importance of service provided by Read-Ride to the LEP population.
- **Factor 4:** The resources available to the City of Dixon and overall cost to provide LEP assistance.

The third and final section discusses the implementation of the Language Assistance Plan, which includes methodologies for identifying LEP individuals, providing services, establishing policies, monitoring the LAP, and recommendations for future LAP implementations.

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Updated: 9/30/2014

Purpose of the Language Assistance Plan

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. One critical concern addressed by Title VI is the language barrier that Limited English Proficiency (LEP) persons face with respect to accessing information about and using transit service. Transit operators must ensure that this group has adequate access to the agency's programs and activities, including public participation opportunities.

Executive Order 13166, titled "Improving Access to Services for Persons with Limited English Proficiency," forbids funding recipients from "restricting an individual in any way in the enjoyment of any advantage or privilege enjoyed by others receiving any service, financial aid, or other benefit under the program," or from "utilize[ing] criteria or methods of administration which have the effect of subjecting individuals to discrimination because of their race, color, or national origin, or have the effect of defeating or substantially impairing accomplishment of the objectives of the program as respects to individuals of a particular race, color, or national origin."

FTA Circular 4702.1B was developed by the Federal Transit Administration (FTA) and details the administrative and reporting requirements for recipients of FTA financial assistance to comply with Title VI and related executive orders including on LEP.

The United States Department of Transportation (DOT) published guidance that directed its recipients to ensure meaningful access to the benefits, services, information, and other important portions of their programs and activities for LEP customers. The City of Dixon language assistance plan (LAP) includes a four factor analysis and implementation plan that complies with the requirements of DOT LEP guidance.

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Four Factor Analysis

Factor 1: The number or proportion of LEP persons eligible to be served or likely to be encountered by City of Dixon.

The City of Dixon's focus is to transport the general public including seniors and persons with disabilities.

American Community Survey

The U.S. Census Bureau 2008-2012 American Community Survey (ACS) Language Spoken at Home by the Ability to Speak English estimates that of the 16,787 City of Dixon residents, 5,291 speak Spanish at home and 2,638, or 16%, speak English less than "very well". All other non-English languages resulted in less than 1% of the population each.

Dixon City, California	Estimate	Percentage
Total:	16,787	100%
Speak only English	10,992	65%
Spanish	5,291	32%
Speak English "very well"	2,653	16%
Speak English less than "very well".	2,638	16%

Number of LEP likely to encounter program: Approximately 15-20 customers call in for a ride each day who speak little or no English.

Factor 2: The frequency with which LEP persons come into contact with the program.

Service is available six days per week (Monday-Saturday).

Factor 3: The nature and importance of the program, activity, or service provided by the program to people's lives.

Customers under the age of 18 are mostly traveling to and from school. The City works closely with the Dixon Unified School District to communicate transit options for school age children. Adult customers typically use Read-Ride for shopping and other recreational trips. Some travel to and from work or make connections to the intercity bus system. Dixon's small size, approximately 2 miles or less for most trips, and its flat topography means that many customers can walk or bike to their destination as an alternative to the bus. Many customers also utilize family or friends for a ride if the bus is not able to respond within their needed timeframe.

The City has not received any customer complaints regarding the need for additional translation services.

Factor 4: The resources available to the recipient for LEP outreach, as well as the costs associated with that outreach.

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Efforts to outreach to LEP populations include -

Dixon Read-Ride employees approximately 7 FTE employees and therefore is not required to provide all documents in multiple languages. The Read-Ride Users' Guide, Title VI notice, and complaint form are available in both English and Spanish.

The Users' Guide is available on the City website, at City Hall, Dixon Family Services, Dixon Transportation Center/Chamber of Commerce, and on all City buses.

Upon hire, the City trains Read-Ride dispatchers and drivers to know the key terms needed to schedule a trip in Spanish. Most riders are returning customers so after the initial trip, once a name is given; staff knows the pick-up and drop-off locations. The City also provides staff with an information sheet with key Spanish terms.

Almost half of the Read-Ride passengers during the school year are school/youth related trips. The staff at local Dixon schools will occasionally act as an intermediary for the parents or child that needs assistance with scheduling trips.

For other than scheduling a trip, verbal translation services are available at the City's main public counter, City Hall. Written translation services are available upon request from other bi-lingual certified employees.

The phone number to schedule a ride with Read-Ride is on the exterior of all busses easily readable to anyone on the street who sees a Read-Ride bus.

Bus drivers carry a small amount of cash to make change for customers who do not have the exact change for the cost of their fare. Coupon books are also available for sale, which aids riders who may not understand instructions for making change.

The cost of translation services is typically in the form of staff time or from the annual advertising budget. Estimated value is \$1,000 or less.

The City will monitor LEP needs annually through either the annual ridership survey and/or the annual report/public meeting to review transit ridership needs held by the Transportation Advisory Commission.

Agendas, Minutes, and video access for City Council and Commission meetings are posted on the City's website. Interested parties can subscribe through the website for electronic notification of meeting agenda postings and other City news. The Dixon Public Library has computers available for public use making access to the meetings and notices available to all income classes. Online translation services such as Google and Word Translate allow LEP residents to transcribe many items as needed. The Transit page on the City website also provides contact information if written materials are needed in another language.

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Language Assistance Implementation Plan

Methodologies

Identifying LEP Individuals

As evidenced by the ACS, the predominant minority language in the region is Spanish.

Providing Services

While the agency does not currently have an on-going need for professional translation services, on-site agency staff who are fluent in Spanish provide translation services as needed. Documents that are offered in Spanish include:

- Title VI Notice to the Public
- Title VI Complaint Form
- Title VI Complaint Procedures

Other documents can be translated to Spanish orally as appropriate.

Communicating Availability of Language Assistance

The City's ongoing partnerships with DFS, STA, and the Dixon Unified School District provide bilingual communication of local programs.

Monitoring

Satisfaction Surveys for the program offer an opportunity for consumers to provide input or suggest additional services. To date, translation services have not been requested. The Title VI Plan will also be evaluated and updated every three years.

Employee Training

Upon hire, the City trains Read-Ride dispatchers and drivers to know the key terms needed to schedule a trip in Spanish. A reference list is also provided. Most riders are returning customers so after the initial trip, once a name is given, staff knows the pick-up and drop-off locations.

As an incentive, employees who pass a Spanish fluency test through the City's sponsored testing program (phone test), receive an additional \$100 per month incentive pay.

Safe Harbor Provision

The Federal Transit Authority Circular 4702.1B states:

"DOT has adopted DOJ's Safe Harbor Provision, which outlines circumstances that can provide a "safe harbor" for recipients regarding translation of written materials for LEP populations. The Safe Harbor Provision stipulates that, if a recipient provides written translation of vital documents for each eligible LEP language group that constitutes five percent (5%) or 1,000 persons, whichever is less, of the total

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Updated: 9/30/2014

population of persons eligible to be served or likely to be affected or encountered, then such action will be considered strong evidence of compliance with the recipient's written translation obligations. Translation of non-vital documents, if needed, can be provided orally. If there are fewer than 50 persons in a language group that reaches the five percent (5%) trigger, the recipient is not required to translate vital written materials but should provide written notice in the primary language of the LEP language group of the right to receive competent oral interpretation of those written materials, free of cost.

These safe harbor provisions apply to the translation of written documents only. They do not affect the requirement to provide meaningful access to LEP individuals through competent oral interpreters where oral language services are needed and are reasonable. A recipient may determine, based on the Four Factor Analysis, that even though a language group meets the threshold specified by the Safe Harbor Provision, written translation may not be an effective means to provide language assistance measures. For example, a recipient may determine that a large number of persons in that language group have low literacy skills in their native language and therefore require oral interpretation. In such cases, background documentation regarding the determination shall be provided to FTA in the Title VI Program."

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Membership of Non-Elected Committees and Councils

City of Dixon utilizes its Transportation Advisory Commission as the non-elected transit related advisory council. The Commission meets every two months and conducts an annual review of transit programs.

Body	Caucasian	Latino	Other	Total
Transportation Advisory Commission	100%			100%
City Council	80%	20%		100%

Title VI Equity Analysis

City of Dixon has not constructed any transit related facilities during the last three years.

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**CALTRANS DIVISION OF MASS TRANSPORTATION TITLE VI PROGRAM CHECKLIST
(Chapter III)**

Agency Name:
Agency Contact: **Email:** **Phone:**
Caltrans District #:

Page # **Select One**

- | | | |
|----------------------------------|----------------------------------|---|
| <input type="text"/> | <input type="text" value="Yes"/> | 1. Notice to the public |
| <input type="text" value="3"/> | <input type="text" value="Yes"/> | a. Race, color and national origin (Sample notice in Appendix B) |
| <input type="text" value="4"/> | <input type="text" value="Yes"/> | b. Translated into non-English languages and consistent with the agency's Limited English Proficiency (LEP) Plan (Chapter III-4) |
| <input type="text"/> | <input type="text" value="Yes"/> | 2. List of locations where notice is posted, at a minimum (Chapter III-4) |
| <input type="text" value="5"/> | <input type="text" value="Yes"/> | a. Agency's website |
| <input type="text" value="5"/> | <input type="text" value="Yes"/> | b. Public areas of the agency's office(s), including reception desk and meeting rooms |
| <input type="text" value="5"/> | <input type="text" value="Yes"/> | c. Stations or stops |
| <input type="text" value="5"/> | <input type="text" value="Yes"/> | d. Transit vehicles |
| <input type="text" value="6-7"/> | <input type="text" value="Yes"/> | 3. How to file a title VI discrimination complaint and complaint form must be on agency's website (Chapter III-5 and Appendix C and D) |
| <input type="text" value="12"/> | <input type="text" value="Yes"/> | 4. List of any public transportation Title VI investigations, complaints or lawsuits filed since last submission (see Appendix E) |
| <input type="text"/> | <input type="text" value="Yes"/> | 5. Public Participation Plan - Promoting Inclusive Public Participation (Chapter III-5) |
| <input type="text" value="13"/> | <input type="text" value="Yes"/> | a. Summary of outreach efforts made |
| <input type="text" value="13"/> | <input type="text" value="Yes"/> | b. Outreach plan to engage minority and limited English proficient populations (can be a component of a larger outreach for those that are traditionally underserved) |
| <input type="text"/> | <input type="text" value="Yes"/> | 6. Limited English Proficiency (LEP) Plan |
| <input type="text"/> | <input type="text" value="Yes"/> | a. Four Factor Analysis (Chapter III-7) |
| <input type="text" value="17"/> | <input type="text" value="Yes"/> | i. The number or proportion of LEP persons eligible to be served or likely to be encountered by the program or recipient. |
| <input type="text" value="17"/> | <input type="text" value="Yes"/> | ii. The frequency with which LEP persons come into contact with the program. |
| <input type="text" value="17"/> | <input type="text" value="Yes"/> | iii. The nature and importance of the program, activity, or service provided by the program to people's lives. |
| <input type="text" value="18"/> | <input type="text" value="Yes"/> | iv. The resources available to the recipient for LEP outreach, as well as the costs associated with that outreach. |
| <input type="text" value="19"/> | <input type="text" value="Yes"/> | b. Safe Harbor Provision - applies to the translation of written documents only (Chapter III-9) |
| <input type="text" value="19"/> | <input type="text" value="Yes"/> | c. Describe how the agency provides language assistance services by language (Chapter III-8) |
| <input type="text" value="19"/> | <input type="text" value="Yes"/> | d. Describe how the agency provides notice to LEP persons about the availability of language assistance |

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19 Yes

e. Describe how the agency monitors, evaluates and updates the language access plan

19 Yes

f. Describe how the agency trains employees to provide timely and reasonable language assistance to LEP populations

21 Yes

7. Table depicting racial breakdown of transit-related, non-elected planning boards, advisory councils or committees. Also a description of efforts made to encourage minority participation (Chapter III-9 and Appendix F)

21 n/a

8. If a facility has been constructed, a Title VI equity analysis must have been conducted during the planning stage regarding the location. A copy of the analysis must be provided. (Chapter III-11)

22 Yes

9. Board Resolution or similar approving the Title VI Plan (Chapter III-1)

Comments:

Dixon does not operate any fixed routes. Dixon Read-Ride provides curb-to-curb dial-a-ride service. Read-Ride has less than 50 employees. Documents attached reflect service provided.

#4. As of June 24, 2014, no investigations, complaints, or lawsuits have been filed.

#8. No facilities constructed using FTA funds.

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FIXED ROUTE TRANSIT PROVIDERS – TITLE VI PROGRAM REQUIREMENTS (Chapter IV)

Page # Select One

- n/a 1. Requirements are tiered – All fixed route transit providers must complete 2 and 3. Threshold: If an agency operates more than 50 fixed route vehicles in peak service and is located in an UZA of 200,000 or more, then all requirements of Chapter IV apply.

- n/a 2. Requirement to set system-wide service standards (Chapter IV-4 and Appendix G)
 - Select a. Vehicle load for each mode
 - Select b. Vehicle headway for each mode
 - Select c. On-time performance for each mode
 - Select d. Service availability for each mode

- n/a 3. Requirement to set service policies (Chapter IV-6 and Appendix H)
 - Select a. Distribution of transit amenities for each mode
 - Select i. Seating (i.e., benches, seats at stops/stations)
 - Select ii. Bus and rail shelters
 - Select iii. Rail platform canopies
 - Select iv. Passenger information
 - Select 1. Printed signs, system maps, route maps and schedules
 - Select 2. Digital equipment such as next vehicle arrival time signs along bus routes and at fixed guideway stations
 - Select v. Escalators
 - Select vi. Elevators
 - Select vii. Waste receptacles (including trash and recycling)
 - Select b. Vehicle assignment for each mode

Comments: Chapter IV does not apply to the City of Dixon. Dixon does not have 50 or more fixed route vehicles (Dixon has no fixed routes) and Dixon is not located in a UZA of 200,000 people or more.

Reviewer's Signature _____ Date _____

Compliance Branch Chief Signature _____ Date _____

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DATE: OCT 14 2014

Solano Transportation Authority
Short Range Transit Plan
Fairfield and Suisun Transit (FAST)

June 3, 2016



ARUP

Fairfield and Suisun Transit (FAST) Short Range Transit Plan

FY 2015-16 to FY 2024-25

Date Approved by Governing Board: June 7, 2016

Date Approved by STA Board:

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

The Board adopted resolution follows this page.

CITY OF FAIRFIELD

RESOLUTION NO. 2016 – 138

**RESOLUTION OF THE CITY COUNCIL ADOPTING THE FAIRFIELD AND SUISUN
TRANSIT 2016 SHORT RANGE TRANSIT PLAN**

WHEREAS, Fairfield and Suisun Transit (FAST) provides a safe and efficient transportation service for our community with a high standard of quality; and

WHEREAS, the Metropolitan Transportation Commission (MTC) in cooperation with the Federal Transit Administration Region IX office requires that public transit operators in the MTC region prepare and regularly update a Short Range Transit Plan (SRTP); and

WHEREAS, the MTC has requested that Solano County transit operators advance the update to their Short Range Transit Plans in 2016 in order to align the planning cycle for each agency; and

WHEREAS, the Solano Transportation Authority hired consultant Arup to develop the 2016 Short Range Transit Plan for each agency; and

WHEREAS, FAST staff worked directly with Arup to develop the 2016 FAST Short Range Transit Plan; and

WHEREAS, the City of Fairfield has made the draft plan publically available and held a public hearing to receive comments regarding the proposed plan and made adjustments to the plan where necessary; and

WHEREAS, the 2016 Short Range Transit Plan meets all required elements for adoption by the City.

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF FAIRFIELD HEREBY
RESOLVES:**

Section 1. The Council of the City of Fairfield adopts the 2016 Fairfield and Suisun Transit Short Range Transit Plan.

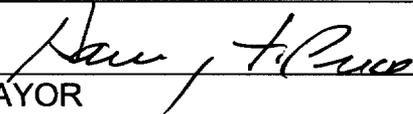
PASSED AND ADOPTED this 21st day of June 2016, by the following vote:

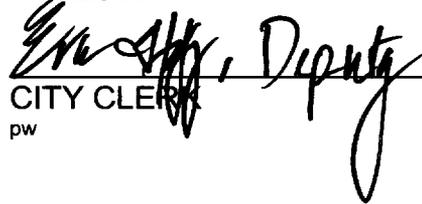
AYES: COUNCILMEMBERS: PRICE/TIMM/BERTANI/MOY/VACCARO

NOES: COUNCILMEMBERS: NONE

ABSENT: COUNCILMEMBERS: NONE

ABSTAIN: COUNCILMEMBERS: NONE


MAYOR

ATTEST:

CITY CLERK
pw

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Fairfield and Suisun Transit

Short Range Transit Plan

FINAL REPORT

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Executive Summary

Purpose and Organization

In June 2015, Solano Transportation Authority (STA) contracted with the Arup consulting team (consultant) to develop the Solano Coordinated Short Range Transit Plan (SCSRTP) and the I-80/I-680/I-780/State Route 12 Transit Corridor Study update. The scope of the SCSRTP also includes preparation of Short Range Transit Plans (SRTP) for each transit operator in Solano County in accordance with guidelines contained in MTC Resolution 3532 that address requirements of the Federal Transit Administration (FTA).

This report presents the SRTP for Fairfield and Suisun Transit (FAST). It documents actual transit system performance for FY2011-12 – FY2014-15 and provides projections for the ten years beginning FY2015-16 and ending FY2024-25. Information presented for FY2015-16 is current as of March 31, 2016. To prepare the SRTP, the consultant collaborated with STA and transit staff to update Goals, Objectives, Performance Measures and Standards; evaluate existing FAST service, analyze existing conditions and trends, and develop a recommended service, capital improvement, and financial plan that will serve Fairfield and Suisun City residents' transit needs within the financial capacity of FAST and the City of Fairfield. The overarching purpose of this SRTP is to:

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

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

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

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

Overview of Transit System

Fairfield and Suisun Transit (FAST) is a public transportation service for both the City of Fairfield and adjoining Suisun City, in central California on the Interstate 80 corridor between Oakland and Sacramento. Although the service area includes Suisun City, FAST is administered by the City of Fairfield. The five-member City Council sets policy for the City; administrative oversight of the FAST system and maintenance of the fleet are provided by the City of Fairfield, Public Works Department, and Transportation Division, while day-to-day operation is provided by a contract operator, currently MV Transportation.

FAST operates a fleet of 48 in-service and spare vehicles for fixed-route service including intercity routes. Local routes use 27 Gillig buses with varying lengths (30, 35 and 40 feet). Intercity routes use 19 MCI 45' over the road coaches and 2 Gillig 40' buses. All vehicles are equipped with wheelchair lifts or ramps and are ADA compliant. All local fixed-route buses are equipped with bicycle racks.

As of the end of FY2014-15, the FAST fixed route transit system was comprised of thirteen (13) routes. Nine of the routes provide local service within the boundaries of Fairfield and Suisun City (including Travis Air Force Base). Four routes are intercity routes that connect Fairfield and Suisun City to regional destinations including Sacramento, Davis, Dixon, Benicia, Vacaville, El Cerrito Del Norte BART, Pleasant Hill BART, and Walnut Creek BART. FAST also provides origin-to-destination, demand response paratransit service (DART) to Americans with Disabilities Act (ADA)-eligible riders within Fairfield and Suisun City, and to/from Vacaville. FAST also participates in the Intercity Funding Agreement, which supports seven intercity bus routes. The Intercity Funding Agreement supports all four SolanoExpress intercity services operated by FAST – Routes 20, 30, 40 and 90. FAST also participates in the County's intercity taxi program.

In August 2014, a fare system change and increase was implemented. Changes to the fare system included an increase from \$1.50 to \$1.75 for the regular adult local fare. A youth fare (ages 6 to 18 years) category was created at a discounted fare of \$1.50. Seniors (65 year and older) and persons with disabilities continue to pay half the adult fare (\$0.85). The intercity fare structure was changed from zone based to route based. Some intercity routes have a short ride fare and a long ride

fare. Intercity fares were adjusted to between \$2.75 and \$5.75 for an adult fare with discounts for youth, seniors, persons with disabilities and Clipper/passes. Transfers to intercity buses from local buses are valued at the local bus fare. Transfers to local buses from intercity buses are free. Local paratransit fare increased by 50 cents. The one-way fare for DART is \$3.50 per ride, or \$35.00 for a 10-ticket book and \$5.50 (one way) for trips to Vacaville.

FAST coordinates its services with other public transit operators at transit centers in Fairfield, Suisun, Vacaville, Walnut Creek, and El Cerrito. Fares are coordinated through the use of Clipper and paper transfers.

Goals, Objectives, Measures, and Standards

The goals, objectives, measures and standards for FAST were originally established in 2006 and updated in 2008 and again in 2013 for the FY2012-13 through FY2022-23 SRTP. In 2015, FAST staff developed a Strategic Plan for the agency. A new Mission Statement has been prepared along with Vision, Principles, Values, and Goals.

- Mission statement: To provide a safe and efficient transportation service for our community with a high standard of quality.

While not formally adopted at this time, these elements of the Strategic Plan have provided an opportunity to further refine the goals and objectives of the SRTP. FAST's transit system goals are as follows:

Service Goal
Provide the highest quality transportation service.
Ridership Goal
Increase public transit ridership.
Customer Focus Goal
Foster positive relations with customers.
Financial/Cost Efficiency Goal
Provide a sustainable, efficient, and innovative service.
Community and Environment Goal
Have a positive impact on the community and environment.
Coordination Goal
Coordinate service with other transit stakeholders.

Service and System Performance Evaluation

Ridership increased 9.9% from FY2011-12 to FY2014-15. System-wide fare revenue decreased by about 0.3% from FY2011-12 to FY2014-15. Service provision, in terms of vehicle revenue hours (VRH), has remained relatively stable during the four years, increasing by about 0.2% since FY2011-12. Operating costs have decreased over the four years, by about 1.8% since FY2011-12.

In FY2014-15, FAST met 7 out of 14 of its quantifiable service performance standards. FAST improved local route productivity, meeting its local fixed route standard. Although intercity route productivity has also shown improvement, FAST did not meet its intercity route standard. FAST met its intercity farebox recovery standard, but performed below its farebox recovery standard for local and dial-a-ride (DAR) services.

In FY2014-15, FAST met 26 out of 29 of its system performance standards, with deficiencies in the fare coordination and marketing categories.

The route level evaluation showed that in FY2014-15, 5 out of 8 local routes met the 12 passengers / VRH productivity standard. Only one of 8 local routes, Route 1, met the 20% farebox recovery standard. The route level evaluation also showed that 1 out of 4 intercity routes, Route 90, met the 15 passengers / VRH productivity standard. Only one of 4 intercity routes, Route 90, met the 30% farebox recovery standard. None of the intercity routes met the STA Solano Express standard of 25 passengers per VRH and only Route 90 met the 50% fare recovery standard.

The 2012 Community Based Transportation Plan (CBTP) revealed that the top community needs are for increased frequency of buses, lower transit costs and more readily available transit information. FAST has since made improvements in these areas after the CBTP report was published. The FTA triennial review found that FAST was in accordance with FTA requirements in 16 of the 18 areas, with deficiencies in the Technical and Americans with Disabilities Act (ADA) categories. The last Transportation Development Act (TDA) audit was completed in June 2013. There were no recommendations suggested for FAST based on the results of this audit. The key findings and conclusions from the report were primarily focused on data integrity, and have since been addressed by FAST through an updated data reporting system that improved both data collection and reporting accuracy.

Operating, Financial, and Capital Plans

Operating Plan

FAST will continue to provide fixed route local bus and complementary ADA paratransit services to the residents of Fairfield and Suisun City on Mondays through Saturdays. FAST will continue to supplement ADA paratransit by subsidizing a local taxi program and supporting the Friends of Fairfield Adult

Center Transportation Assistance Programs.¹ In addition to these local public transit services, FAST will provide SolanoExpress intercity fixed route bus services and will also continue its funding participation in the County's intercity taxi program for ADA qualified persons.

Partway through FY2015-16, FAST began offering additional service on Routes 40 and 90. Both routes have increased schedule coverage to provide more travel options outside of peak commuting periods. On an annual basis, these two changes add approximately 2,300 additional hours of Intercity service to the overall schedule.

In anticipation of the opening of the new Intermodal Train Station at Peabody Road serving Fairfield and Vacaville, FAST is planning further service additions beginning in FY2017-18. At this time, FAST is proposing a new route to connect Fairfield Transportation Center (FTC) with the train station and Vacaville Transportation Center (VTC), requiring an additional 4,100 annual revenue hours of service. The final operating plan for this service will likely be reviewed and refined through discussion with the other members of the Intercity Consortium sometime after the completion of this SRTP.

In FY2015-16 it is estimated that FAST will serve about 1.1 million riders with about 100,000 service hours, an average of nearly 3,800 passenger trips per day and more than 11 passengers per hour, at a cost of about \$12 million with fare revenues of about \$2.6 million recovering about 23% of operating costs from fare revenues.

Financial Plan

The Operating Budget and Financial Projection presented in this SRTP shows that the City of Fairfield will be able to operate FAST, SolanoExpress, and DART paratransit services for the next ten years with anticipated subsidy revenues and periodic increases in fares and parking fees. Due to reduced expectations for growth in several traditional funding sources, costs are anticipated to increase slightly faster than external revenues over the next ten years, leading to a trend of decreasing surpluses in later years of the plan. Regular adjustments to operating revenue sources are needed to maintain a fully funded plan over the forecast period. The Financial Plan in this SRTP includes two fare increases and an increase to parking fees at the Fairfield Transit Center as means to keep revenues and expenses in balance throughout the 10 year planning period. FAST staff will carefully monitor expenses and revenues over time for potential corrective action to maintain long term sustainability.

It should also be noted that the capital projects described in Section 4.3 consume most of the TDA carryover reserve by the end of the plan leaving FAST with only

¹ In the future, the Transportation Assistance Programs may be transitioned from the City of Fairfield Public Works Department into the Parks and Recreation Department, which would formally move it out of FAST's area of responsibility. Such a decision would have to be approved by other parties beyond FAST staff.

a limited cushion in case of unplanned expenses. TDA reserves hover around \$6 million in the first several years of the plan, and then decline to \$1.4 million by FY2024-25. Additional efforts to manage costs or increase revenues could help FAST maintain larger TDA reserves.

Capital Improvement Program (CIP)

Planned and proposed capital projects include:

- Replace 23 of its diesel buses providing local service with diesel-electric hybrids to reduce operating cost.
- Replace five over-the-road (OTR) buses used for intercity service in FY2016-17; three of these OTR buses will be diesel-electric hybrid, or will use alternative/renewable fuels.
- Replace 14 additional OTR buses used for intercity service over the next 10 years.
- Extend the service life of nine of its OTR buses by performing engine and transmission replacements.
- Purchase 15 new paratransit vehicles.
- Purchase up to two replacement non-revenue vehicles.
- Vehicle technology upgrades in FY2015-16 and FY2016-17 including complete replacement and upgrade of security cameras on local, intercity, and paratransit vehicles, and installing wi-fi service on SolanoExpress vehicles.
- Deploy revenue collection equipment in support of paid parking programs at both the FTC and the Fairfield-Vacaville Intermodal Train Station.
- Install and maintain additional security cameras at the FTC.
- Interior improvements as part of the last phase of work on the Intermodal Train Station.
- Bus stop improvements within the cities of Fairfield and Suisun.
- Install NextBus arrival time information displays at the FTC, the Intermodal Train Station, and other transit hubs as appropriate.
- Upgrade electrical components in its bus yard to support higher energy demand as part of FAST's long-term strategy to transition its fleet to fully electric vehicles and comply with zero emission bus regulations of California Air Resources Board (CARB). FAST is also considering the feasibility of generating electric power for its facilities and buses using solar panels.
- Purchase and replace shop tools and equipment as needed each year.

- Upgrade NextBus/RouteMatch/Automatic Vehicle Location (AVL) systems in FY2015-16 and acquire a new data management system in FY2016-17.
- Perform small capital repairs and replacements as needed each year.

Committed funding sources have been identified for most capital projects scheduled in the next four years, including all local service vehicle replacements, vehicle technology add-ons, security cameras, parking kiosks, bus stop amenities, improved Information Technology (IT) systems, and on-going replacements of maintenance tools/equipment and small capital repairs. Full funding has also been identified for the SolanoExpress vehicle replacements occurring in FY2016-17.

Several capital construction projects do not yet have all of the necessary funding in place, including the project to upgrade electric vehicle charging equipment in the bus yard and full funding of Intercity fleet replacements beginning in FY2018-19. Committed sources are included in the capital plan, if known, and the balance of required funding contributions from FAST for these projects assumes a combination of federal and local sources. The only projects in the 10 year CIP that do not have full funding identified at this time are vehicle replacement projects. FAST also seeks funds for future projects including a new FTC Parking Garage, solar infrastructure, and future technology improvements that may be warranted.

It was assumed that, beginning in FY2019-20, federal sources would be available to fund 80% of local vehicle replacement costs with TDA-Local Transportation Fund (LTF) used to provide the 20% local match. For the SolanoExpress vehicle replacements from FY2018-19 onward, STA and the Intercity Consortium have not yet identified a specific funding source, so it was assumed that TDA would be used, and it was further assumed that a funding plan would be worked out for the remaining contributions to fully support the planned revenue transfers from other Consortium members.

Based on these assumptions, all state-of-good-repair projects in the current capital plan can be funded from anticipated funding sources and available reserves over the life of the ten-year plan.

Although not identified within the scope of this 10-year Capital Improvement Program, FAST plans to move to an all-electric fleet and facilities in the future. This follows Fairfield City Council's March 2016 approval of the Alternative Fuels and Fleet Replacement Policy, ensuring that current FAST bus fleet, future acquisitions, and alternative fuels facilities comply with the State's goals to reduce greenhouse gas emissions.

Summary of Operating and Capital Plan

The operating and capital plan presented in this SRTP show that the City of Fairfield will be able to operate FAST, SolanoExpress, and DART services for the next ten years with the revenues that are expected to be available over this period, including anticipated subsidy revenues, planned increases to fares and parking fees, and continued federal support of planned capital projects. Based in part on a

conservative TDA revenue estimate, the trend is towards decreasing surpluses in later years of the plan, so FAST expenses and revenues should be carefully monitored for potential corrective action to maintain long term sustainability.

All state-of-good-repair projects in the current capital plan can be funded from anticipated funding sources and available reserves over the life of the ten-year plan. FAST will need to secure additional grant or subsidy revenues to ensure its vehicle replacement can proceed on schedule; the current plan assumes this funding will be obtained from external local and federal sources.

1 Overview of FAST Transit System

1.1 Brief History

In 1990, the City of Fairfield and the City of Suisun City consolidated their two individual transit systems to create the Fairfield/Suisun Transit (FST) system. Intercity transit service between Vacaville and Fairfield began in August 1990, operated jointly by the cities of Fairfield and Vacaville and Solano County. This service is now administered by the City of Fairfield and operated as Route 20.

In September 1991, intercity service was extended to Yolo County through FST's Route 30, which provided service to Dixon and U.C. Davis. This service was operated by the Yolo County Transit Authority between 1997 and 2000. In 2000, FST again took over operation of the service, which has since been extended to downtown Sacramento.

Intercity commuter service between Vacaville, Fairfield, Suisun City and the Pleasant Hill BART station began in 1996 as Route 40, and is still in operation today. Route 40 has since been extended to the Walnut Creek BART station.

On October 1, 2006, FST began operating a fourth intercity route, Route 90 between the Suisun City Amtrak Station, the Fairfield Transportation Center and the El Cerrito del Norte BART station. The service was previously operated by Vallejo Transit. However, this route did not serve Vallejo residents and Vallejo Transit was experiencing budget constraints, so the service was modified and reassigned to FST.

In June 2008, the City of Fairfield changed the name of the transit service from Fairfield/Suisun Transit (FST) to Fairfield and Suisun Transit (FAST).

In December 2013, FAST restructured its local bus system to eliminate long loops in favor of bi-directional bus routes with coordinated bus schedules connecting at transit centers.

In August 2014, FAST became a flat based fare system with some routes having short and long trip fare in order to implement the Clipper program which was introduced in November 2014. The fare restructuring included a \$0.25 fare increase.

1.2 Governance

1.2.1 Type of Unit of Government

Fairfield and Suisun Transit (FAST) is part of the City of Fairfield's Public Works Department.

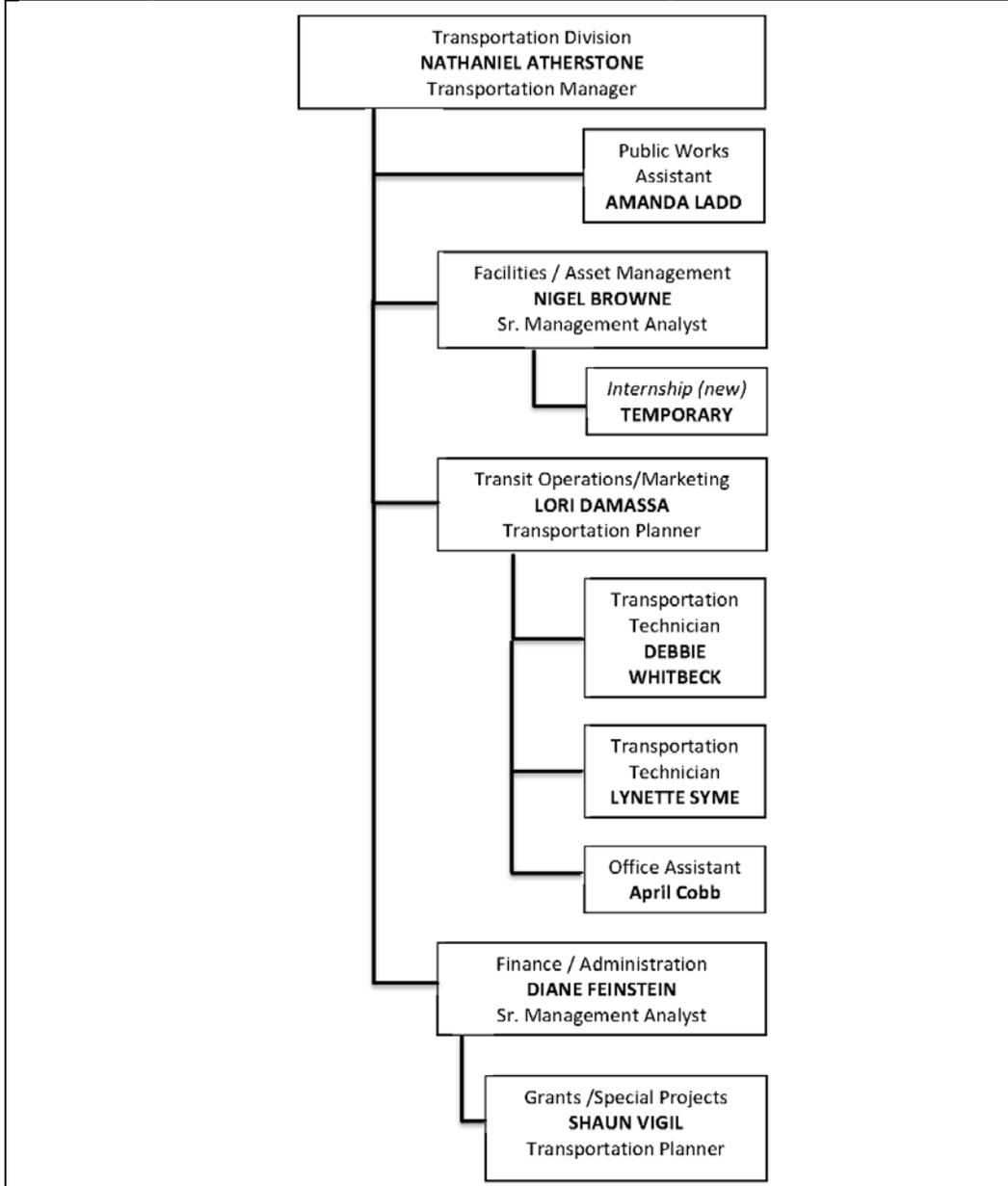
1.2.2 Composition and Nature of Governing Body

FAST is governed by the Fairfield City Council, which has five elected City Councilmembers including an elected Mayor. Current members of the Fairfield City Council include Mayor Harry T. Price (on the Council since November 1997, term expires November 2018), Vice-Mayor Chuck Timm (on the Council since November 2014, term expires November 2018), Councilmember Pam Bertani (on the Council since November 2011, term expires: November 2016), Councilmember Catherine Moy (on the Council since October 2008, term expires November 2018), and Councilmember Rick Vaccaro (on the Council since October 2008, term expires November 2016).

1.3 Organizational Structure

Administrative oversight of the FAST system and maintenance of the fleet are provided by the City of Fairfield, Public Works Department, Transportation and Vehicle Maintenance Divisions, while day-to-day operation is provided by a contract operator, currently MV Transportation. The contract with MV Transportation to provide fixed route and paratransit services for FAST commenced on July 1, 2008 and ended on June 30, 2012 with the City of Fairfield electing to extend these services starting on July 1, 2012 through June 30, 2014. MV Transportation, Inc. was selected to continue operation under a new three year base contract beginning July 1, 2014, with three one-year renewal options. The Amalgamated Transit Union Local 192 represents transit workers at FAST. An organizational chart for FAST is shown below in Figure 1.

Figure 1: Fairfield and Suisun Transit Organizational Chart



Source: FAST. (Received August 2015). Organizational Chart.

1.4 Service Area Characteristics

1.4.1 Fairfield and Suisun (FAST Service Area) Demographic Overview

The table below presents demographic conditions in the Suisun and Fairfield areas.

Table 1: Fairfield and Suisun Demographic Overview

	Fairfield	%	Suisun City	%	California	%
Total Population, 2013 estimate	109,320		28,819		38,431,393	
Population, 2010 (April 1) estimates base	105,323		28,111		37,254,503	
Population, percent change - April 1, 2010 to July 1, 2013	3.8%		2.5%		3.20%	
Age						
Persons under 5 years, percent, 2010	8,090	7.4%	2,161	7.5%	\$2,613,335	6.8%
Persons under 18 years, percent, 2010	29,626	27.1%	7,925	27.5%	9,607,848	25.0%
Persons 65 years and over, percent, 2010	11,151	10.2%	2,219	7.7%	4,381,179	11.4%
Gender						
Female persons, 2010	55,534.6	50.80%	14,640	50.8%	19,100,402	49.7%
Male, 2010	53,785.4	49.2%	14,179	49.2%	19,330,991	50.3%
Ethnicity						
White alone, percent, 2010 (a)	50,287	46.0%	11,066	38.4%	22,136,482	57.6%
Black or African American alone, percent, 2010 (a)	17,163	15.7%	5,850	20.3%	2,382,746	6.2%
American Indian and Alaska Native alone, percent, 2010 (a)	875	0.8%	202	0.7%	384,314	1.0%
Asian alone, percent, 2010 (a)	16,289	14.9%	5,476	19.0%	4,996,081	13.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	1,203	1.1%	346	1.2%	153,726	0.4%
Two or More Races, percent, 2010	9,620	8.8%	2,882	10.0%	1,883,138	4.9%
Hispanic or Latino, percent, 2010 (b)	29,844	27.3%	6,917	24.0%	14,450,204	37.6%
White alone, not Hispanic or Latino, percent, 2010	38,481	35.2%	8,415	29.2%	15,410,989	40.1%
Disability						
Persons with a disability, 2010	7,324	6.7 %	2,046	7.1%	2,843,923	7.4%
Language and Education						
Language other than English spoken at home, pct age 5+, 2009-2013	36,076	33.0%	8,790	30.5%	16,794,519	43.7%
High school graduate or higher, percent of persons age 25+, 2009-2013	94,452	86.4%	25,274	87.7%	31,206,291	81.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	25,581	23.4%	5,879	20.4%	11,798,438	30.7%
Journey to Work						
Mean travel time to work (minutes), workers age 16+, 2009-2013	27.7		31.6		27.2	
Housing and Households						
Housing units, 2010	37,184		9,454		13,680,081	
Homeownership rate, 2009-2013		57.9%		66.0%		55.3%
Housing units in multi-unit structures, percent, 2009-2013		22.6%		16.1%		31.0%
Median value of owner-occupied housing units, 2009-2013	\$263,500		\$215,300		\$366,400	
Households, 2009-2013	34,119		8,732		12,542,460	
Persons per household, 2009-2013	3.02		3.23		2.94	
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$26,611		\$25,483		\$29,527	
Median household income, 2009-2013	\$64,702		\$70,311		\$61,094	
Persons below poverty level, percent, 2009-2013	13.60%	13.6%		13.5%		15.9%
Land Facts						
Land area in square miles, 2010	37.39		4.11		155,779.22	
Persons per square mile, 2010	2,816.80		6,848.0		239.1	

Source: 2010 Census. (Accessed August 2015). American Fact Finder Quick Tables.

1.5 Transit Services Provided and Areas Served

FAST currently provides general public fixed route service on thirteen (13) bus routes. Nine of the routes provide local service within the boundaries of Fairfield and Suisun City (including Travis Air Force Base). Four routes are intercity routes that connect Fairfield and Suisun City to regional destinations including Sacramento, Davis, Dixon, Benicia, Vacaville, El Cerrito Del Norte BART, Pleasant Hill BART, and Walnut Creek BART. FAST also provides origin-to-destination, demand response paratransit service (DART) to Americans with Disabilities Act (ADA)-eligible riders within Fairfield and Suisun City, and to/from Vacaville.

1.5.1 Fixed Route

Fixed route service includes the following:

Local Fixed Routes

FAST local bus system was restructured in December 2013 and then adjusted again on July 1, 2015 with the introduction of Route 9 and truncated service of Route 5. Currently, nine FAST bus routes serve destinations only within the two cities. All routes generally operate Monday through Friday, with service hours approximately between 6:00 AM-8:30 PM and from approximately 9:00 AM to 6:30 PM on Saturday. Headways range from 30-60 minutes during weekdays and 60-120 minutes on Saturdays. The base fare for local service is \$1.75. FAST also operates school tripper routes during school days only.

Route 1 (FTC/Armijo High School/Walmart) primarily serves central Fairfield along the stretch of Texas Street. Stops for this route include the Fairfield Transportation Center, Armijo High School, Mission Village Walmart, and the Fairfield Civic Center. Route 1 operates every 30 minutes on weekdays and hourly on Saturdays. The main transfer point for Route 1 is the Fairfield Transportation Center.

Route 2 (Solano Town Center/Grange Middle School/TAFB Connection) serves east Fairfield and connects at its Huntington Drive terminal with the Route 4 to Travis Air Force Base. Stops for this route include Grange Middle School and the Fairfield Adult Center. This route operates every 30 minutes on weekdays and hourly on Saturdays. The main transfer point for Route 2 is Solano Town Center.

Route 3 (FTC/Solano Town Center/Walmart) primarily serves the Fairfield Transportation Center, Solano Town Center, and Mission Village Walmart. This route operates every 30 minutes on weekdays and hourly on Saturdays. Route 3 serves both the Fairfield Transportation Center and Solano Town Center and can be used as a shuttle between these main transfer hubs.

Route 4 (Mission Village Walmart/TAFB/David Grant Med Center) serves Walmart and Travis Air Force Base which includes David Grant Medical Center. This route operates hourly on weekdays and Saturdays. The main transfer point for Route 4 is Walmart.

Route 5 (FTC/Amtrak/Downtown Suisun City/Suisun Senior Center) serves the Fairfield Transportation Center, Amtrak Train Station, Downtown Suisun City, Suisun City Hall, and the Suisun Senior Center. Route 5 operates hourly on weekdays and Saturdays. The main transfer point for Route 5 is the Fairfield Transportation Center. In July 2015, the Route 5 was shortened to address on-time performance issues and Route 9 was added to cover the discontinued segment (Lawlor Ranch).

Route 6 (Solano Town Center/Central Suisun City) serves the Solano Town Center and central Suisun City along Pintail Drive with stops at the Suisun Senior Center. This route operates every 30 minutes on weekdays and hourly on Saturdays. The main transfer point for Route 6 is Solano Town Center.

Route 7 (FTC/Solano College/Cordelia Library) serves the Fairfield Transportation Center and a portion of the Green Valley/Cordelia area. Stops for this route include the County Human Services Center, Solano Community College, and the Cordelia Public Library. This route operates every 30 minutes on weekdays and hourly on Saturdays. The main transfer point for Route 7 is the Fairfield Transportation Center. Route 7t is the school tripper service for Rodriguez High School and Green Valley Middle School. FAST coordinates with the local school district to provide timely service based on predetermined school bell systems.

Route 8 (Cordelia/Rodriguez High School) begins at the Cordelia Public Library and serves the Cordelia area of Fairfield with stops at Rodriguez High School and Green Valley Middle School. This route operates hourly on weekdays and Saturdays. The transfer point between Route 8 and Route 7 for continuing travel to FTC is the Cordelia Library.

Route 9 (Suisun Senior Center/Suisun City Walmart/Lawlor Ranch) was introduced on July 1, 2015 and operates exclusively within Suisun City serving the Suisun Senior Center, Pintail Drive, Suisun City Walmart, and Lawlor Ranch areas of Suisun City. The Route 9 operates every 30 minutes on weekdays and Saturdays. The main transfer point for the Route 9 is the Suisun Senior Center where it connects with Routes 5 and 6.

Intercity Service

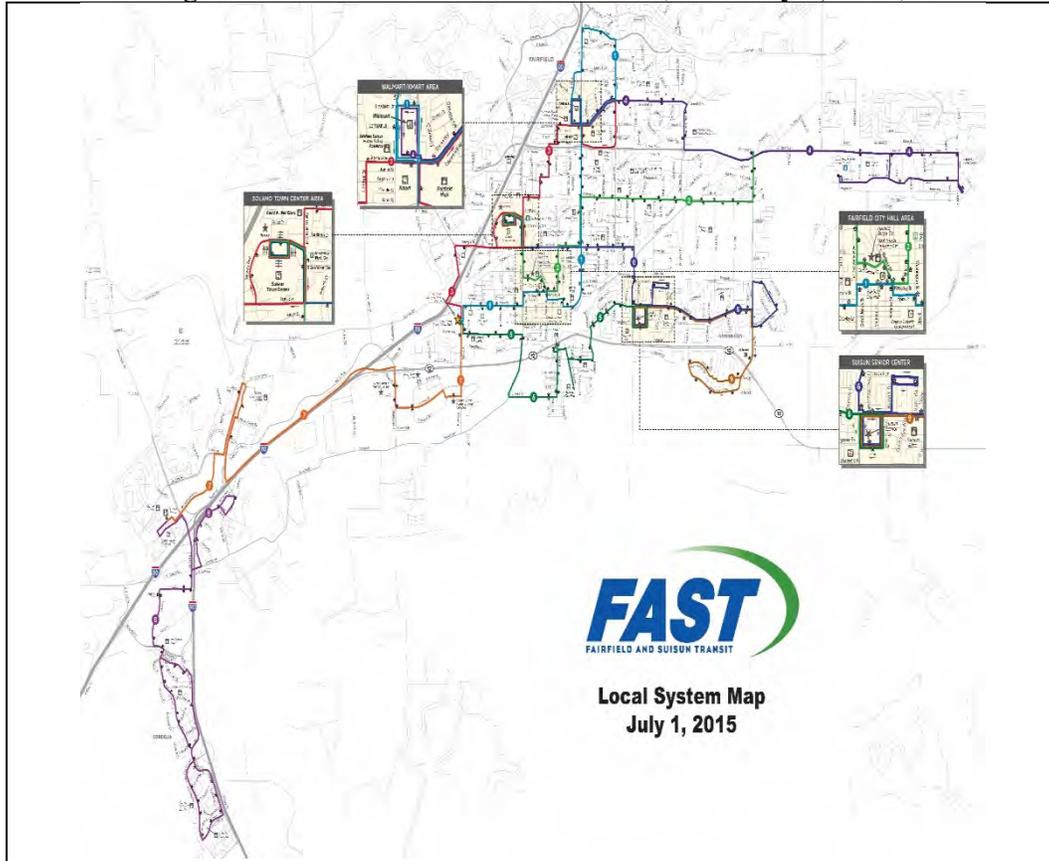
In 1997, the Solano Intercity Transit Consortium was formed by the seven Solano transit operators, Solano Napa Commuter Information and the STA to coordinate intercity service that goes through Solano County from Sacramento County, Yolo County, Napa County and Contra Costa County. FAST also participates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

The Intercity Funding Agreement supports all four SolanoExpress intercity services operated by FAST, providing service to Sacramento, Davis, Dixon, Vacaville, Suisun AMTRAK, Benicia and BART stations in Pleasant Hill, Walnut Creek and El Cerrito (del Norte).

The SolanoExpress intercity/commuter routes consist of Routes 20, 30, 40, and 90. Routes 20 and 30 run Monday through Saturday and Routes 40 and 90 are primarily commuter routes which run Monday through Friday only.

- Route 20 operates hourly on weekdays and Saturdays, connecting the Fairfield Transportation Center and the Vacaville Transportation Center with stops at the Davis Street Park and Ride in Vacaville and the Solano Town Center.
- Route 30 operates during the weekday commute period with various morning and afternoon runs from approximately 6:00 AM to 7:00 PM. This route also operates a limited schedule on Saturdays between 8:13 AM to 2:35 PM. Route 30 serves Fairfield, Vacaville, Dixon, U.C. Davis, and Sacramento
- Route 40 provides weekday commute service between Vacaville Transportation Center and Pleasant Hill BART and Walnut Creek BART with stops at Fairfield Transportation Center, and Benicia, from approximately 5:00 AM to 8:30 AM and 3:00 PM to 8:30 PM. There is no service on the weekend.
- Route 90 provides express service during weekdays with high-frequency (15 minute) during peak hours in the mornings and evenings and 30 to 60 minute service midday between the Fairfield Transportation Center and El Cerrito del Norte BART. Route 90 operates from approximately 4:00 AM to 8:15 PM. There is no service on the weekend.

Figure 2 shows the current fixed route services provided by FAST.

Figure 2: FAST Fixed Route Service (as of July 1, 2015)

Source: FAST. (July 1, 2015).

1.5.2 Demand Response

Demand response service includes the following:

DART ADA Paratransit Bus Service

FAST's senior and Americans with Disabilities Act (ADA) complementary transit service is called DART. It operates Monday through Friday from 5:30 AM to 7:30 PM and Saturdays from 9:00 AM to 5:30 PM. DART provides on-demand, origin-to-destination service within the Cities of Fairfield and Suisun City to complement the local bus system and within 3/4 of a mile up to and surrounding the Ulatis Cultural Center and Kaiser in Vacaville to complement the Route 20. These services are only available to persons who qualify as disabled as defined by ADA.

ADA Eligibility Process

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination and ensures equal opportunity and access for persons with disabilities. The law recognizes that some persons with disabilities are not able to use fixed route services even when they are fully accessible. Complementary paratransit service

was created to serve those persons with disabilities who cannot use fixed route systems.

STA, in partnership with the Solano County transit operators, launched a new Countywide In-Person Americans with Disabilities Act (ADA) Eligibility Program in July 2013. The old paper-based application process has been replaced with a more personalized in-person process where a qualified professional interviews applicants and, if needed, assesses the applicant's physical and functional ability to use fixed route transit. Medical verification from a health care professional will no longer be required. Every new or recertifying applicant must complete the in-person eligibility assessment process. In-person assessments are held once a week in Fairfield and/or Suisun City.

Intercity Taxi Program

The Solano County Intercity Taxi Scrip Program is a flexible option for qualified ADA paratransit certified riders. This service provides premium ADA plus, curb-to-curb, same day transportation. Intercity taxi scrip is valid for taxi trips originating and ending within Solano County. The scrip may be used for taxi trips between cities and rural areas in Solano County but is not valid for trips within each city. The Intercity Taxi Scrip Program is in addition to paratransit services available by public transit providers throughout Solano County.

The Intercity Taxi Scrip Program is available to ambulatory ADA paratransit certified riders who reside within Solano County. Riders with mobility devices must be able to fold them and put them into the trunk of the taxi. Fairfield and Suisun residents must be eligible to ride the DART paratransit system and have a Solano County ADA Paratransit ID Card in order to utilize the Intercity Taxi Scrip Program. The Solano County Intercity Taxi Program is limited to qualified ADA Paratransit certified riders. STA serves as the lead agency for this program.

Taxi scrip may be purchased for \$15 per book. (Fairfield and Suisun Transit limits qualified passengers to two books every two weeks.) Each book contains \$100 worth of taxi scrip. An ADA Photo ID Card is necessary in order to purchase intercity taxi scrip.

Reduced Fare Local Taxi Program

The Reduced Fare Taxi program is a curb-to-curb, demand response service designed to transport residents of Fairfield and Suisun City who are 60 years of age or older. This service operates only in the cities of Fairfield and Suisun City, and nearby unincorporated areas. It is provided through local taxi operators and is available 24-hours a day year-round. Taxi scrip is required for all local taxi trips and is available for qualified passengers with a Taxi Card or DART ADA Paratransit Card. Effective July 1, 2015, fares for trips taken under the Reduced Fare Taxi Program must be paid for with local taxi scrip. Eligible passengers may purchase a \$20 book of local taxi scrip for \$10. Local taxi scrip purchases are limited to 20 books per eligible passenger, per month.

To be eligible for the Reduced Fare Taxi Program, persons must fill out an application and provide proof of residence in the City of Fairfield or Suisun City as well as proof of age 60 or older. If eligible, a taxi card is issued within 2 weeks of receipt of a completed Reduced Fare Taxi Application. (People who are ADA

eligible may also participate in the Reduced Fare Taxi Program and do not need to complete a Reduced Fare Taxi Application.) Eligibility criteria and application process vary between the local and intercity taxi programs.

Other Programs

FAST also works with the City's Parks and Recreation Department to support a Transportation Assistance Program operated through the Friends of the Fairfield Adult Center, a private non-profit organization. The Program provides curb-to-curb demand response service to transport ambulatory persons 50 years or older within central Fairfield only. It operates from the Fairfield Adult Recreation Center, Monday through Thursday, between 8:30 AM and 2:30 PM. Fares are \$1.75 per ride at present, but fares will be increased to \$3.50 per ride by July, 2016. Vehicles are not wheelchair accessible and travel is restricted to Adult Recreation Center and home based trips and for medical related reasons.

**Table 2: FAST Transit Service
(Service Span and Headways as of August 1, 2015)**

Service	Description	Service Hours		Peak Headways
		Weekday	Saturday	
Route 1	Westfield Mall – Kmart – Food Maxx – Post Office – Civic Center – Adult Center – Armijo High School	6:00AM	9:00AM	30 minutes weekday
		7:54PM	5:54PM	1 hour weekend
Route 2	Westfield Mall – Food Maxx – Grange Middle School – Montebello Vista – Huntington/Walters transfer	6:15AM	9:15AM	30 minutes weekday
		8:05PM	6:05PM	1 hour weekend
Route 3	Westfield Mall – Raley’s – Kmart – Armijo and Fairfield High Schools	6:00AM	9:00AM	30 minutes weekday
		7:53PM	5:53PM	1 hour weekend
Route 4	Westfield Mall – Kmart – Grange Middle School	6:25AM	9:25AM	1 hour weekday
		8:23PM	8:23PM	1 hour weekend
Route 5	Westfield Mall – Fairfield Civic Center, Crystal Middle School – Suisun Amtrak Station – City Hall – Adult Center – Sunset/Heritage Park	6:00AM	9:00AM	1 hour weekday
		7:54PM	5:54PM	1 hour weekend
Route 6	Westfield Mall – Sunset/Heritage Park – Lawler Ranch – Fairfield High School	6:15AM	9:15AM	30 minutes weekday
		8:08PM	6:08PM	1 hour weekend
Route 7	Westfield Mall – Adult Center – Winery Square – Fairfield Transportation Center – Solano College – Rodriguez High School	6:00AM	9:00AM	30 minutes weekday
		7:22PM	5:52PM	1 hour weekend
Route 7t	Adult Center – Fairfield Transportation Center – Solano Town Center – Rodriguez High School – Green Valley Middle School	5:30AM 4:12PM	No service	10-40 minutes weekday (School days only)
Route 8	Westfield Mall – Fairfield Transportation Center – Suisun Amtrak	6:30AM	9:30AM	1 hour weekday
		7:19PM	5:19PM	1 hour weekend
Route 9	Suisun Senior Center – Suisun Walmart	6:00AM	9:00AM	30 minutes weekday
		7:56PM	5:26PM	30 minutes weekend
Route 20	Fairfield - Vacaville	6:42AM	9:42AM	1 hour weekday
		7:35PM	5:35PM	1 hour weekend
Route 30	Fairfield – Vacaville – Dixon – UC Davis – Sacramento (weekdays only)	6:08AM	8:13AM	15-30 weekdays
		6:56PM	2:35PM	Three daily roundtrips
Route 40	Vacaville – Walnut Creek BART – Pleasant Hill BART – Benicia - Fairfield	4:58AM	No service	Fifteen daily roundtrips
		8:29PM		N/A
Route 90	Fairfield Transportation Center – El Cerrito del Norte BART – Suisun Amtrak	4:10AM	No service	10-20 minutes weekday
		8:12PM		N/A
DART	Fairfield, Suisun and within 3/4 of a mile up to and surrounding the Ulatis Cultural Center and Kaiser in Vacaville	5:20AM	8:05AM	N/A
		7:45PM	5:45PM	N/A
Transportation Assistance Program	Fairfield Adult Center and medical purposes in Central Fairfield	8:30AM	No service	N/A
		2:00PM		N/A

Source: FAST. (Accessed August 2015). <http://www.fasttransit.org/schedules-maps/>

1.5.3 Connecting Services Provided by Others

Connecting services include the following:

Amtrak

Amtrak operates intercity, statewide, and national train service. Amtrak operates trains for the Capitol Corridor Joint Powers Authority between Auburn, Sacramento, and San Jose via Oakland's Jack London Square. The trains serve the Amtrak Station in Suisun City 15 times a day in each direction on weekdays and 11 times a day in each direction on weekends. The station is located at 177 Main Street in Suisun City just south of Highway 12. FAST Routes 5 and 90 stop at the station. Amtrak also operates motor coach connections from the Capital Corridor to San Francisco, Roseville and Reno.

Amtrak's San Joaquin and California Zephyr routes do not serve the Suisun City Station. The closest stop is at the Martinez Amtrak Station.

Greyhound

Greyhound provides service in Suisun City at the Amtrak station. Greyhound tickets may be purchased at the Suisun City Amtrak Station.

Other Transit Operators

Delta Breeze (Rio Vista)

The Rio Vista Delta Breeze operates a deviated fixed route, Route 50, from Main St. in Rio Vista to Suisun City Amtrak and the Fairfield Transportation Center (FTC) via Rio Vista. The route provides weekday peak direction service with five departures daily from Suisun/Fairfield Amtrak and FTC.

Solano Transit (SolTrans)

SolTrans Route 85 provides hourly weekday and Saturday service from Solano Town Center, FTC and Solano Community College to the Six Flag's Discovery Kingdom, Kaiser Hospital and the Baylink Ferry Terminal in Vallejo.

VINE

VINE Transit started a new service, Route 21, to Solano County on July 1, 2013. The route departs from the Suisun City Train Depot during the morning commute hours with limited stops to the Fairfield Transportation Center, Airport Junction at Highways 12 and 29, Napa Valley College and arrive at its final destination at the Soscol Gateway Transit Center. In the evening commute hours the route begins at Suisun Train Depot and ends at Soscol Transit Center. This route does not run on the weekend.

Yolobus

FAST Route 30 provides service connections to Yolobus Line 42 to the Sacramento International Airport. The Davis St. Park & Ride also provides connections to Yolobus Line 220.

1.6 Fare Structure

In August 2014, a fare system change and increase was implemented from an approval from City Council in March 2014. Changes to the fare system included an increase from \$1.50 to \$1.75 for the regular adult local fare. The FAST local adult fare of \$1.75 is good for trips within the cities of Fairfield and Suisun City. A youth fare (ages 6 to 18 years) category was created at a discounted \$1.50. Seniors (65 year and older) and persons with disabilities continue to pay half the adult fare (\$0.85). Up to two children under 6 years of age can ride any FAST route for free with a fare-paying passenger. 31-Day passes and 10-Ride passes are also available and can be purchased at various locations throughout the County. Transfers between local buses are free.

The intercity fare structure was changed from zone based to route based. Some intercity routes have a short ride fare and a long ride fare. Intercity fares and price prices were adjusted accordingly. Transfers to intercity buses from local buses are valued at the local bus fare. Transfers to local buses from intercity buses are free for the first connection.

Local DART trip fares increased by 50 cents to \$3.50 per ride, or \$35.00 for a 10-ticket book and \$5.50 (one way) for trips to Vacaville. Reservations are required to use DART and may be made up to seven days in advance. Reservations may be requested from one to seven days in advance. Same day reservations are allowed only on a space-available basis, with no guaranteed pick up. The fare structure for FAST is shown in **Table 3**.

Clipper

Clipper, the San Francisco Bay Area electronic fare payment system, was introduced to FAST in November 2014. In order to implement the Clipper program, FAST became a flat fare, route based system with some intercity routes having short and long trip fare. Clipper can be used on all FAST routes except for short rides on SolanoExpress routes 30 and 40. Clipper accepts transfers from one FAST route to another agency that accepts Clipper. Transfers to and from other transit agencies in Napa and Solano counties are good for 60 minutes. Local 31 Day Clipper Pass holders can upgrade to ride intercity on a SolanoExpress route by paying the fare difference with cash value on their Clipper card.

Table 3: FAST Fare Structure

Cash Fares (Single Ride)	Adult	Youth	SDM
FAST Local	\$1.75	\$1.50	\$0.85
SolanoExpress 20	\$2.75	\$2.00	\$1.35
SolanoExpress 30	\$5.75	\$4.75	\$2.85
SolanoExpress 30 <i>Short</i>	\$2.75	\$2.00	\$1.35
SolanoExpress 40	\$5.75	\$4.75	\$2.85
SolanoExpress 40 <i>Short</i>	\$2.75	\$2.00	\$1.35
SolanoExpress 90	\$5.75	\$4.75	\$2.85
31-Day Pass			
FAST Local	\$60.00	\$50.00	\$30.00
SolanoExpress 20	\$70.00	\$50.00	\$35.00
SolanoExpress 30	\$130.00	\$109.00	\$65.00
SolanoExpress 30 <i>Short</i>	\$70.00	\$50.00	\$35.00
SolanoExpress 40	\$130.00	\$109.00	\$65.00
SolanoExpress 40 <i>Short</i>	\$70.00	\$50.00	\$35.00
SolanoExpress 90	\$130.00	\$109.00	\$65.00
10-Ride Pass			
FAST Local	\$17.50	\$15.00	\$8.50
DART			Stored Value
	\$3.50	\$5.50	\$35.00

Source: FAST. (July, 2015). Fares & Passes. <http://www.fasttransit.org/fares-passes/>

1.7 Revenue Fleet

As of August 1, 2015, a total of 48 in-service and spare vehicles comprise the fleet for fixed-route bus service, including intercity routes. The revenue fleet is as follows:

Local Fixed-Route Fleet

Local routes use 27 Gillig buses with varying lengths (30, 35 and 40 feet). All vehicles are equipped with wheelchair lifts or ramps and are ADA compliant. All local fixed-route buses are equipped with bicycle racks. Two peak vehicles are assigned to each local route (Routes 1, 2, 3, 5, and 6), with Route 4 and Route 8 each requiring 1 vehicle, and Route 7 requiring 4 vehicles. Sixteen (16) total peak vehicles are in local service.

SolanoExpress Intercity Fixed-Route Fleet

The intercity routes are operated primarily with 45-foot over-the-road MCI coaches. All vehicles are equipped with wheelchair lifts and are ADA compliant. The intercity fleet is comprised of nineteen (19) 45-foot Motor Coach Industries (MCI) diesel buses with seating capacity up to 52 and two wheelchair positions. Ten (10) of the 19 MCIs are leased from SolTrans. Bicycle racks are installed on nine (9) of the buses. The intercity fleet also includes two 40-foot Gillig coaches with bicycle racks that are used as spares. The number of vehicles assigned to regional routes varies between one and nine, with one peak vehicle for Route 20,

three vehicles each for Route 30 and 40, and nine vehicles for Route 90. Sixteen (16) total vehicles operate in intercity service during the weekday peak.

Paratransit Fleet

The paratransit fleet consists of 11 vehicles as follows:

- Two 2002 Ford Collins vans with capacity for 16 seated passengers, or 4 seated + three to four wheelchair positions
- Two 2007 Ford Star Crafts with capacity for 12 seated passengers or 2 seated + four wheelchair positions;
- Three 2011 Ford EC II cutaway vans with capacity for 12 seated passengers or 2 seated + four wheelchair positions.
- Two 2014 Ford vans with capacity for 12 seated passengers, or 2 seated + four wheelchairs
- Two 2005 Chevy mini vans that are leased to a local non-profit agency that serves seniors.

Support Fleet

The support fleet consists of seven vehicles, which are identified in **Table 4**.

The FAST revenue and non-revenue vehicle fleet roster is presented in **Table 4**. All vehicles are owned by City of Fairfield unless expressly noted.

Table 4: FAST Vehicle Fleet (as of August 1, 2015)

Model Year	Vehicle ID#	Make	Model	Fuel	Seats / Seats + Wheelchair Positions ^A	Bike Rack Capacity	Length (feet)	Mileage	Replacement Schedule
Fixed Route Buses (Local)									
2002	647	Gillig	2002-Phantom	Diesel	35/29+2	2	35	385,874	FY 18/19
2002	648	Gillig	2002-Phantom	Diesel	35/29+2	2	35	390,115	FY 18/19
2002	649	Gillig	2002-Phantom	Diesel	35/29+2	2	35	391,303	FY 18/19
2002	650	Gillig	2002-Phantom	Diesel	35/29+2	2	35	412,421	FY 18/19
2002	651	Gillig	2002-Phantom	Diesel	35/29+2	2	35	410,053	FY 18/19
2002	652	Gillig	2002-Phantom	Diesel	35/29+2	2	35	366,772	FY 18/19
2002	653	Gillig	2002-Low Floor	Diesel	32/26+2	2	35	256,301	FY 18/19
2007	7620	Gillig	2007-Low Floor	Diesel	32/25+2	2	35	296,132	FY 19/20
2007	7621	Gillig	2007-Low Floor	Diesel	32/25+2	2	35	293,683	FY 19/20
2007	7622	Gillig	2007-Low Floor	Diesel	32/25+2	2	35	287,928	FY 19/20
2007	7623	Gillig	2007-Low Floor	Diesel	32/25+2	2	35	283,305	FY 19/20
2007	7629	Gillig	2007-Low Floor	Diesel	32/25+2	2	35	292,726	FY 19/20
2007	7630	Gillig	2007-Low Floor	Diesel	32/25+2	2	35	274,159	FY 19/20
2007	7633	Gillig	2007-Low Floor	Diesel	32/25+2	2	35	289,332	FY 19/20
2009	9625	Gillig	2009-Low Floor	Diesel	32/25+2	2	35	226,539	FY 22/23
2009	9626	Gillig	2009-Low Floor	Diesel	32/25+2	2	35	225,178	FY 22/23
2009	9635	Gillig	2009-Low Floor	Diesel	32/25+2	2	35	227,482	FY 22/23
2009	9636	Gillig	2009-Low Floor	Hybrid Diesel/Electric	26/20+2	2	29	192,306	FY 22/23
2011	11631	Gillig	2011-Low Floor	Diesel	26/20+2	2	29	144,726	FY 23/24
2011	11632	Gillig	2011-Low Floor	Diesel	26/20+2	2	29	149,535	FY 23/24
2011	11645	Gillig	2011-Low Floor	Diesel	26/20+2	2	29	158,138	FY 23/24
2013	13640	Gillig	2013-Low Floor	Diesel	38/31+2	2	40	69,655	FY 24/25
2013	13641	Gillig	2013-Low Floor	Diesel	38/31+2	2	40	74,031	FY 24/25
2013	13642	Gillig	2013-Low Floor	Diesel	38/31+2	2	40	71,536	FY 24/25
2013	13643	Gillig	2013-Low Floor	Diesel	38/31+2	2	40	79,680	FY 24/25
2013	13644	Gillig	2013-Low Floor	Diesel	38/31+2	2	40	79,454	FY 24/25
2013	13654	Gillig	2013-Low Floor	Diesel	38/31+2	2	40	81,650	FY 24/25
Fixed Route Buses (Intercity)									
2003	670	MCI	2003-D 4500	Diesel	52/42+2	2	45	502,220	FY 21/22
2003	671	MCI	2003-D 4500	Diesel	52/42+2	2	45	503,624	FY 21/22
2003	672	MCI	2003-D 4500	Diesel	52/42+2	2	45	513,272	FY 21/22
2003	673	MCI	2003-D 4500	Diesel	52/42+2	2	45	493,871	FY 21/22
2003	674	MCI	2003-D 4500	Diesel	52/42+2	2	45	495,277	FY 21/22
2003	675	MCI	2003-D 4500	Diesel	52/42+2	2	45	501,091	FY 22/23
2003	676	MCI	2003-D 4500	Diesel	52/42+2	2	45	507,821	FY 22/23
2003	677	MCI	2003-D 4500	Diesel	52/42+2	2	45	501,190	FY 22/23
2003	678	MCI	2003-D 4500	Diesel	52/42+2	2	45	525,273	FY 22/23
2001 ^B	679	MCI	2001-D 4500	Diesel	52/42+2	No	45	619,995	FY 14/15
2003 ^B	680	MCI	2003-D 4500	Diesel	52/42+2	No	45	682,041	FY 20/21
2003 ^B	681	MCI	2003-D 4500	Diesel	52/42+2	No	45	606,406	FY 20/21
2003 ^B	682	MCI	2003-D 4500	Diesel	52/42+2	No	45	597,883	FY 20/21
2003 ^B	683	MCI	2003-D 4500	Diesel	52/42+2	No	45	638,141	FY 20/21
2003 ^B	684	MCI	2003-D 4500	Diesel	52/42+2	No	45	598,613	FY 19/20
2003 ^B	685	MCI	2003-D 4500	Diesel	52/42+2	No	45	643,364	FY 19/20
2003 ^B	686	MCI	2003-D 4500	Diesel	52/42+2	No	45	628,492	FY 19/20

Model Year	Vehicle ID#	Make	Model	Fuel	Seats / Seats + Wheelchair Positions ^A	Bike Rack Capacity	Length (feet)	Mileage	Replacement Schedule
2003 ^B	687	MCI	2003-D 4500	Diesel	52/42+2	No	45	663,721	FY 18/19
2003 ^B	688	MCI	2003-D 4500	Diesel	52/42+2	No	45	621,444	FY 18/19
2003	3668	Gillig	2003-Phantom	Diesel	45/39+2	2	40	157,573	FY 17/18
2003	3669	Gillig	2003-Phantom	Diesel	45/39+2	2	40	154,240	FY 17/18
Paratransit Vehicles									
2002	701	Ford	2002-Collins	Diesel	16/4+4	No	22	347,900	
2002	702	Ford	2002-Collins	Diesel	16/4+4	No	22	323,485	
2005 ^D	615	Chevy	2005-Mini Van	Unleaded	5	No	16	82,316	
2005 ^D	616	Chevy	2005-Mini Van	Unleaded	5	No	16	86,964	FY 16/17
2007	7708	Ford	2007-Star Craft	Unleaded	12/2+4	No	22	230,592	
2007	7709	Ford	2007-Star Craft	Unleaded	12/2+4	No	22	252,740	
2011	11700	Ford	2011-EC II	Unleaded	12/2+4	No	22.5	123,779	FY 18/19
2011	11703	Ford	2011-EC II	Unleaded	12/2+4	No	22.5	109,897	FY 18/19
2011	11704	Ford	2011-EC II	Unleaded	12/2+4	No	22.5	117,936	FY 18/19
2014	14701	Ford			12/2+4	No	22	42,178	FY 20/21
2014	14702	Ford			12/2+4	No	22	44,053	FY 20/21
Support Vehicles									
2004	17	Ford	2004-Taurus	Unleaded	5	-	-	56,477	FY 13/14
2009	9041	Ford	2009-E-350	Unleaded	12	-	-	90,175	FY 19/20
2012	12105	Ford	-	Unleaded	-	-	-	41,686	FY 21/22
2012	12111	Ford	-	Unleaded	-	-	-	52,515	FY 22/23
2012	12615	Dodge	-	Unleaded	-	-	-	29,195	FY 22/23
2013	13178	Ford	-	Unleaded	-	-	-	34,353	FY 23/24
2013	13690	Ford	-	Unleaded	-	-	-	27,905	FY 23/24
Contingency Vehicles									
2002	707	Ford	2002-Collins	Diesel	16/4+3	No	22	359,931	FY 09/10

Source: City of Fairfield. (Received August 2015): FAST Vehicle Inventory List (6-1-2015).

Note:

^A For vehicles with wheelchair positions, the vehicle passenger capacity is given in three numbers: X / Y + Z. X indicates the number of seats in the vehicle when no wheelchair positions are occupied. Y indicates the number of seats available when Z wheelchair positions are occupied. Thus 45 / 39 + 2 indicates: (i) 45 seats in the vehicle when no wheelchair positions are occupied; and (ii) 39 seats in the vehicle when two wheelchair positions are occupied.

^B Vehicle was leased from SolTrans starting in 2006. Mileage recorded June 2015.

^C Vehicle is owned by STA. Mileage recorded September 2014.

^D The two mini-vans are leased to Friends of Fairfield Adult Center for the transportation of seniors. During FY2012-13, one of the Chevy mini-vans was replaced with a 2012 Dodge Caravan.

1.8 Existing Facilities

Existing facilities are as follows:

Administrative/Maintenance

FAST fuels, operates, and maintains its fleet out of the City of Fairfield Corporation Yard located at 420 Gregory Street in Fairfield. MV Transportation's administrative offices and FAST's administrative office are at the Fairfield Transportation Center at 2000 Cadenasso Drive.

Park-and-Rides

Three park-and-ride facilities are located in Fairfield and one in Suisun City. All lots are equipped with bike racks. Table 5 profiles the three park-and-ride facilities including connecting transit services, number of parking spaces, and availability of bicycle storage at each location.

Table 5: Park-and-Ride Lots in Fairfield and Suisun

Location	Transit Service	Number of Parking Spaces	Bike Storage Availability
Fairfield Transportation Center (FTC) on Cadenasso Drive near West Texas Street and Beck Street (Fairfield)	FAST/Rio Vista Delta Breeze	627	Yes
Red Top Road near Interstate 80 / Red Top Road Interchange (Fairfield)	FAST	214	No
Oliver Road Park and Ride (Fairfield)	FAST	177	No
Main St at Route 12 (Suisun Amtrak Station)	FAST/Rio Vista Delta Breeze / Greyhound / Capitol Corridor Passenger Rail	266	Yes

Source: 511 SF Bay. (Accessed August, 2015). Park and Ride Lots.
https://rideshare.511.org/511maps/park_ride.aspx

Stations and Stops

The Fairfield Transportation Center is located at 2000 Cadenasso Drive in Fairfield, CA along the I-80 corridor. This hub serves two primary operators, FAST and Rio Vista Delta Breeze. The Center was opened in June 2001 and expanded in 2004. The completed center cost \$12 million, sits on a 5-acre site and includes a 400 space parking structure, a 240-space surface lot, a 10,000-square-foot FAST Administrative office building, and 10 covered bus bays. The Transportation Center office is open Monday through Thursday from 8:00 AM-5:00 PM (the office is closed from 12:00 PM-1:00 PM). The offices are closed first and third Friday of each month.

Fairfield-Vacaville Intermodal Train Station

The Fairfield-Vacaville Intermodal Train Station project is being developed on property owned by the City of Fairfield, located at the southeast corner of Peabody Road and Vanden/Cement Hill Road. The train station will serve as a convenient stop for Fairfield and Vacaville residents using the Capitol Corridor. The Fairfield/Vacaville Train Station is a key component to the Fairfield Train Station Specific Plan, which promotes a pedestrian-oriented, multi-modal, and mixed-use community.

The Cities of Fairfield and Vacaville partnered with STA to secure the funding for this important regional project. The City of Fairfield is the lead agency for delivery of the project, and the City of Vacaville will share the local portion of the construction cost and operation costs when the facility is opened in 2017. On May 14, 2014, the STA Board approved an updated funding agreement between

STA, Fairfield, and Vacaville for the construction of the Fairfield-Vacaville Intermodal Train Station.

On May 29, 2015, ground was broken on the \$78 million project. The project will allow Peabody Road to carry more traffic, separate vehicle and pedestrian traffic from rail traffic, reduce traffic on a very congested I-80, and offer another commute option. The project will create an estimated 650 jobs to the local community during construction alone.

Bike Facilities

Bike facilities are located at the park and ride lots Fairfield Transportation Center and Main Street/Route 12 in Suisun City. There are 16 bike lockers and 10 bike racks at the Fairfield Transportation Center and eight bike lockers at Main Street/Route 12 Park and Ride Lot.

2 Goals, Objectives, Measures, and Standards

2.1 Introduction

This section presents goals, objectives, and performance measures and standards (GOMS) for Fairfield and Suisun Transit (FAST). GOMS conform to a comprehensive and consistent set of goals and objectives that respond to the individual needs and characteristics for all operators as part of the Solano County Coordinated Short Range Transit Plan (SCSRTP).

2.2 Definition of Terms

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

2.3 SRTP Goals, Objectives, Measures and Standards

FAST originally established goals, objectives, measures and standards in 2006. They were updated in 2008 and again in 2013 with the FY2012-13 – FY2022-23 SRTP. FAST staff has developed an annual Strategic Plan for the agency. The 2015 Strategic Plan presented a new Mission Statement, Vision Statement, Principles, Values, and Goals.

- *Mission statement: To provide a safe and efficient transportation service for our community with a high standard of quality.*

These elements of the Strategic Plan provide an opportunity to further refine the goals and objectives of the SRTP.

2.3.1 Goals

The following table shows the goals for FAST.

Table 6: FAST Goals

Service Goal
Provide the highest quality transportation service.
Ridership Goal
Increase public transit ridership.
Customer Focus Goal
Foster positive relations with customers.
Financial/Cost Efficiency Goal
Provide a sustainable, efficient, and innovative service.
Community and Environment Goal
Have a positive impact on the community and environment.
Coordination Goal
Coordinate service with other transit stakeholders.

2.3.2 Objectives

The objectives for FAST are below.

Table 7: FAST Objectives

Service Objectives
Operate safe services.
Operate reliable services.
Operate convenient services.
Operate productive services.
Ridership Objectives
Increase ridership on local bus routes.
Increase ridership on intercity bus routes.
Provide services for the mobility needs of seniors and persons with disabilities.
Customer Focus Objectives
Provide transit access to the greatest number of persons possible while maintaining the productivity of the system.
Maintain clean/comfortable vehicles and facilities.
Promote the use of public transit and provide service information to riders in a timely manner.
Undertake effective marketing, outreach, and public participation.
Financial/Cost Efficiency Objectives
Manage operating revenues and costs to sustain services.
Optimize use of external funding and alternative revenue resources.
Community and Environment Objectives
Increase public transit awareness in the community.
Seek innovative improvements that have positive effects on the environment.
Advocate for public transit services and amenities in new development reviews.
Encourage transit supportive development
Coordination Objectives
Coordinate local and intercity transit services with other transit agencies.

2.3.3 Performance Measures and Standards

The following shows the performance measures and standards for FAST.

Table 8: FAST Performance Measures and Standards

FAST Performance Measures and Standards		
Type	Measure	Standard
Service	Passengers / vehicle revenue hour (VRH)	Local fixed route: 12.0 Intercity fixed route: 15.0 Paratransit: 2.0
	Preventable accidents	Average no more than one preventable accident per 100,000 vehicle miles.
	Road Calls	Average no less than 6,000 driven miles between road calls (defined as a revenue vehicle system failure that prevents the vehicle from continuing in revenue service.)
	Missed fixed route trips	No missed trips due to driver/vehicle shortage.
	Paratransit denials	No ADA paratransit trip denials based on capacity constraints.
	On-time performance	Local fixed route: 90 % of monthly trips depart on time. Defined as departing no later than 5 minutes and no earlier than published schedule from transfer hubs. Intercity fixed route: 85 % of monthly trips depart on time. Defined as departing from time points in published schedule no later than 5 minutes and no earlier than published schedule time. ADA Paratransit: 100% desired, but no less than 95% of trips will be scheduled within 60 minutes of the requested pick-up time and provided within 20 minutes of the scheduled pick up time. ²

² County standards require 88% on-time performance for paratransit.

FAST Performance Measures and Standards		
Type	Measure	Standard
	Frequency	<p>Local fixed route: Frequency should be 30 minutes during peak times and 60 minutes during off peak times unless otherwise warranted by demand.</p> <p>Intercity fixed route: Frequency should be 30 minutes or less during peak commute times and as often as can be warranted by demand during off peak times.</p>
Ridership	Ridership growth	<p>Local fixed route: At least 3% (3 year moving average).</p> <p>Intercity fixed route: At least 3% (3 year moving average).</p> <p>ADA Paratransit: Reduce reliance on paratransit by offering effective alternatives.</p>
	Load factor ³	Intercity fixed route: Load factor less than 0.85
Customer Focus	Planning	Establish a public participation/outreach plan.
	Information	Maintain a transit website, support sharing information through internet social media, distribute written materials on transit services, and provide a customer service center with available Spanish language translation.
	Information	Develop and implement a marketing plan for local services. Support STA in marketing of intercity services.
	Response to complaints	Respond to complaints within the next business day.
	Feedback	<p>Conduct on board customer surveys.</p> <p>Encourage passenger comments and suggestions.</p> <p>Have transit staff regularly ride routes and talk to both passengers and drivers.</p>

³ Maximum Load Factor is not applicable to local fixed-route service

FAST Performance Measures and Standards		
Type	Measure	Standard
Financial/Cost Efficiency	Fare recovery	Local fixed route: 20% Intercity fixed route: 30%. Paratransit: 10% (DART only).
	Cost efficiency	Cost per vehicle revenue hour <ul style="list-style-type: none"> Limit the cost per vehicle revenue hour of intercity bus routes to below \$125 per hour; Limit the cost per vehicle revenue hour of local bus routes to \$105 per hour Limit the cost per vehicle revenue hour of DAR services to \$115 per hour.
Community/Environment	Advocacy	Monitor development proposals and review environmental documents for transit opportunities.
	Advocacy	Encourage inclusion of higher densities near transit facilities in local and intercity plans. Support the development of the Heart of Fairfield Plan.
	Initiatives	Reduce the carbon footprint of the transit system.
	Route design	Serve areas with the highest ridership potential, such as mixed use development.
Coordination	Fare media	Maintain universal fare media (CLIPPER card) for both local and intercity services.
	Transfers	Align intercity schedules with local transit schedules to greatest degree possible.
	Transfers	Eliminate paper transfers, implement an all-day local pass.
	Marketing	Support joint marketing efforts for intercity services with STA and other transit agencies.
	Information	Maintain links to connecting services on web site and stock schedule information for other transit services at customer service centers.

FAST Performance Measures and Standards		
Type	Measure	Standard
	Collaboration	Seek out opportunities to collaborate with educational institutions, social service providers, medical providers and transportation advocacy groups.
	Information	Maintain Google Transit Feed and 511 Trip Planner to provide real-time information.

3 Service and System Performance Evaluation

3.1 System Trends for FY11-12 to FY14-15

3.1.1 Ridership

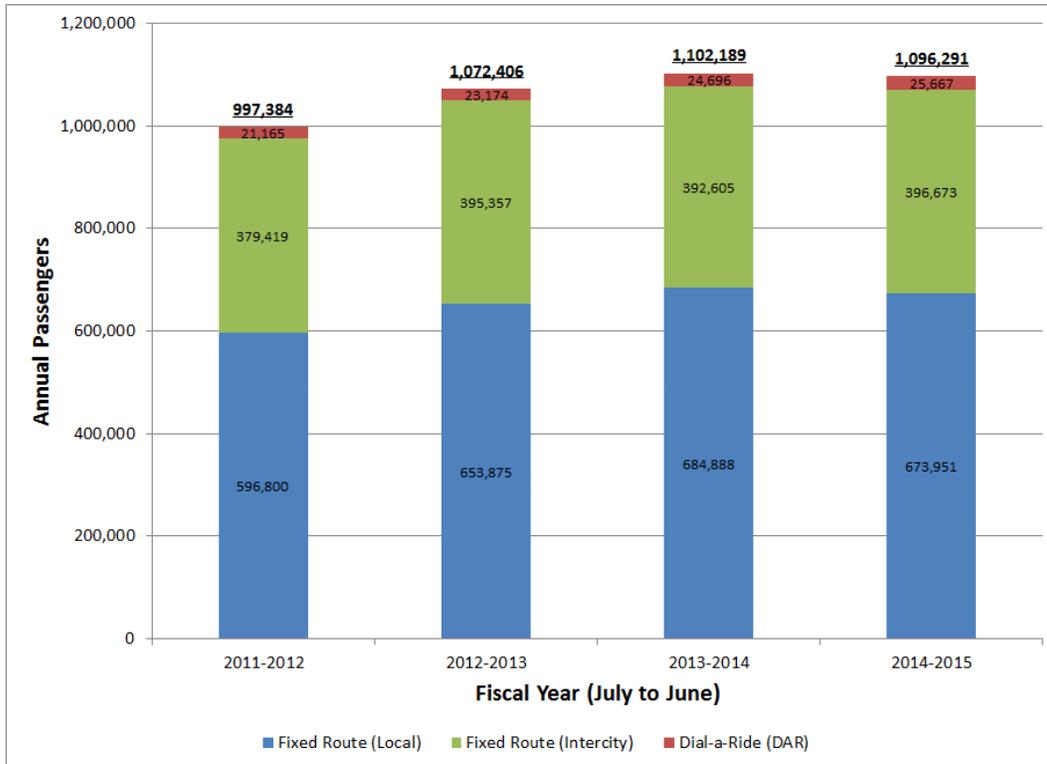
Total system ridership increased 9.9% from 997,384 in FY2011-12 to 1,096,291 in FY2014-15.

Fixed route local service ridership increased 12.9% over the four year period and comprised about 61.5% of total system ridership in FY2014-15. Annual ridership increases for the first three years were followed by a ridership decline of about 1.6% between FY2013-14 and FY2014-15, likely resulting from the August 2014 local fare changes.

Intercity fixed route service ridership increased 4.5% over the four year period and comprised about 36.2% of total system ridership in FY2014-15.

ADA complementary paratransit DAR service ridership increased 21.3% over the four year period and comprised 2.3% of total system ridership.

Figure 3: FAST Ridership (FY2011-15)
(Note: Bold, Underlined Figures Represent the Total per Fiscal Year)



Sources: (i) FY2011-12 data (all modes) from previous SRTP data; (ii) FY2012-13 data (all modes) from FTA2013 NTD 9092; (iii) FY2013-14 data (all modes) from Final NTD Report FY2014; (iv) FY2014-15 data (local and intercity buses) from Operating Summary by Mode FY2014-15; (v) FY2014-15 data (DAR) from FF Cost Allocation Model – Estimated FY2014-15 March 2014.

3.1.2 Fare Revenue

System fare revenue decreased from \$2,287,487 in FY2011-12 to \$2,281,401 in FY2014-15, a decrease over the four year period of about 0.3%.

While system fare revenue decreased over the four year period, it did not track ridership trends from FY2011-12 to FY2014-15. While ridership increased nearly 10% during the four years, revenues decreased by 0.3%.

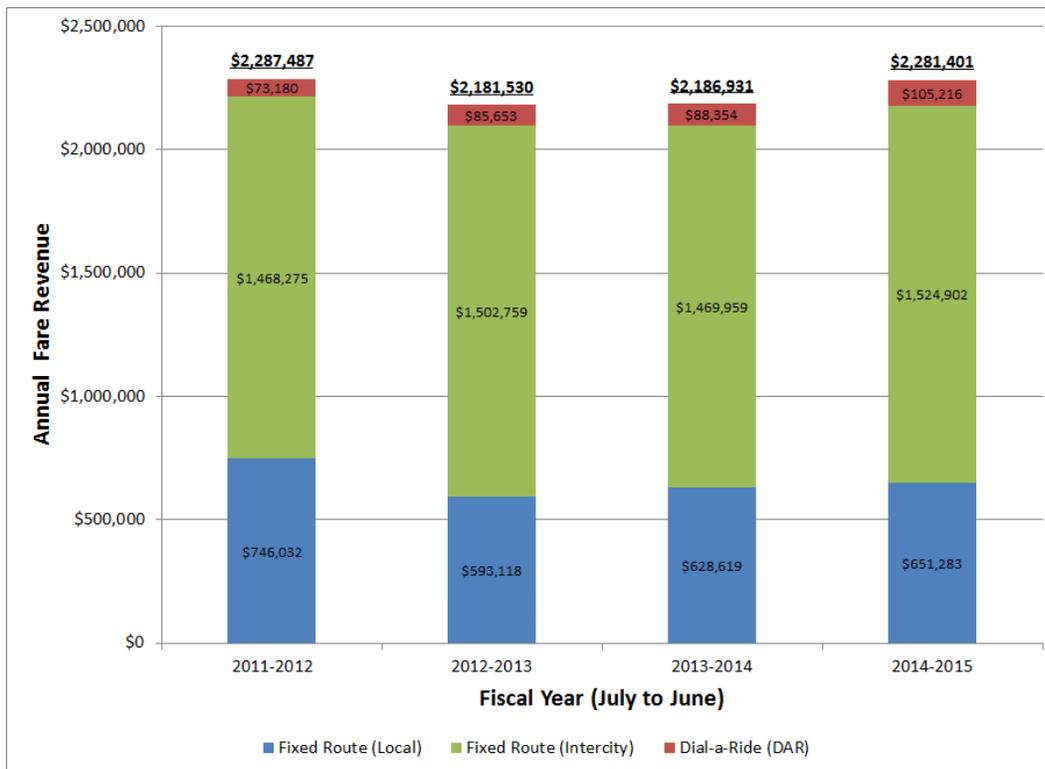
Fixed local route service fare revenues decreased 12.7% over the four year period and accounted for about 29.3% of total system fare revenues. There was a sharp decline in local fare revenue of about 20% between FY2011-12 and FY2012-13, followed by annual revenue gains thereafter. The revenue decline in FY2012-13 does not track with a local ridership increase in that same year. A 3.6% increase in fare revenues between FY2013-14 and 2014-15 is likely the result of the August 2014 local fare changes.

Intercity service fare revenues increased 3.9% over the four year period, compared to a 4.5% ridership increase, and accounted for about 66.8% of total system fare

revenues. The August 2014 fare structure change eliminated zone fares for intercity routes, reducing the amount some intercity passengers paid. This fare decrease may have been an incentive for a small (1%) ridership increase in 2014-15.

DAR service revenue increased 43.8% over the four year period, compared to a 21.3% ridership increase, and accounted for about 3.9% of total system fare revenues.

Figure 4: FAST Fare Revenue (FY2011-15)
(Note: Bold, Underlined Figures Represent the Total per Fiscal Year)



Sources: (i) FY2011-12 from previous SRTP; (ii) FY2012-13, FY2013-14, FY2014-15 data (all modes) from FAST. Fare revenue totals do not include taxi revenues.

3.1.3 Vehicle Revenue Hours

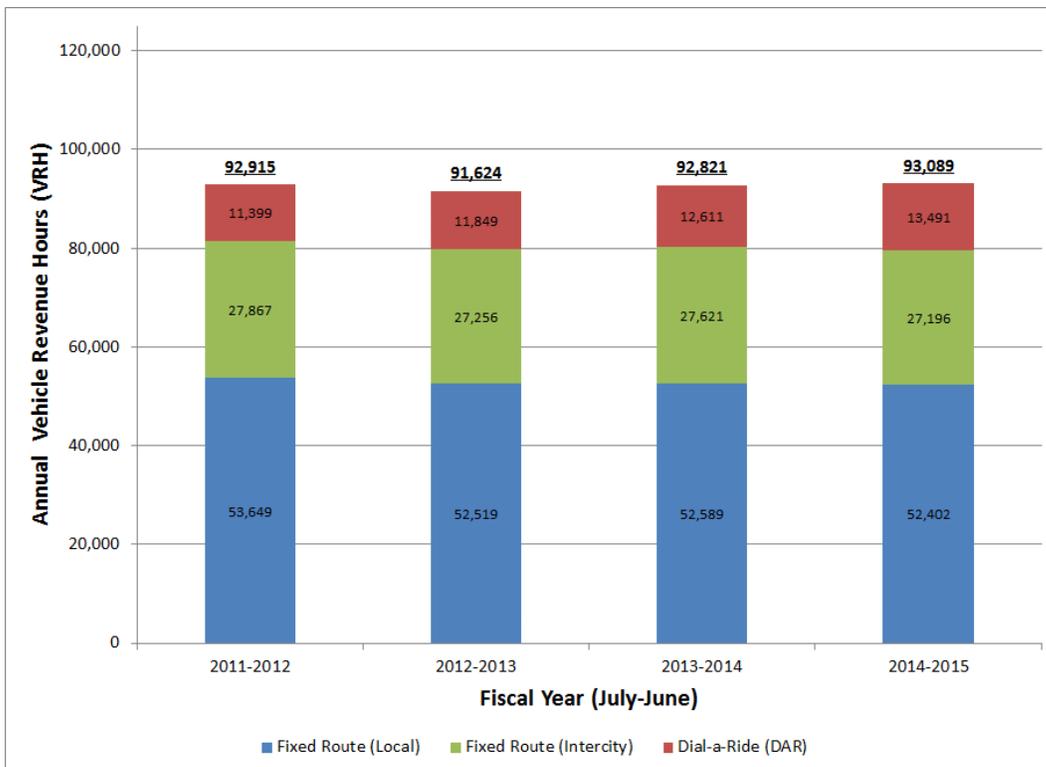
Total vehicle revenue hours (VRH) decreased from 92,915 hours in FY2011-12 to 91,624 hours in FY2012-13, about 1.4% decrease. VRH has since increased to 93,089 VRH in FY2014-15. Overall, VRH has been relatively steady, increasing from FY2011-12 to FY2014-15 by only 0.2%.

Local fixed route service hours decreased 2.3% over the four year period and typically accounted for about 56.9% of total vehicle revenue hours.

Intercity fixed route service hours decreased 2.4% over the four year period and typically accounted for about 29.7% of total vehicle revenue hours.

DAR service hours increased 18.4% over the four year period and typically accounted for about 13.3% of total vehicle revenue hours.

Figure 5: FAST Vehicle Revenue Hours (FY2011-15)
(Note: Bold, Underlined Figures Represent the Total per Fiscal Year)



3.1.4 Operating Cost

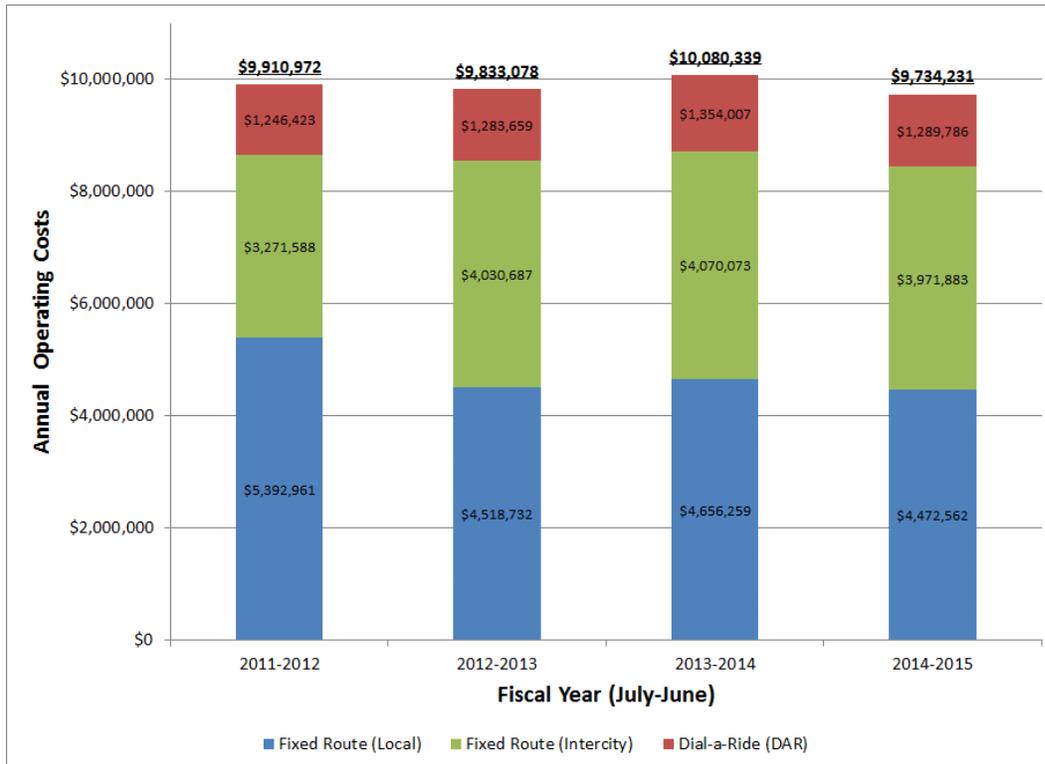
System-wide operating costs have decreased from FY2011-12 to FY2014-15, ranging from \$9.91 million in FY2011-12 and ending at \$9.73 million in FY2014-15, a decrease of 1.8%. Between FY2013-14 and 2014-15, system cost was reduced by 3.4% while VRH increased by 0.7%.

Local fixed route service cost decreased 17.1% over the four year period and typically accounted for about 48.1% of total operating cost.

Intercity fixed route service cost increased 21.4% over the four year period and typically accounted for about 38.8% of total operating cost.

DAR service cost increased 3.5% over the four year period and typically accounted for about 13.1% of total operating cost.

Figure 6: FAST Operating Cost (FY2011-15)
(Note: Bold, Underlined Figures Represent the Total per Fiscal Year)



Sources: (i) FY2011-12 from NTD; (ii) FY2012-13, FY2013-14, FY2014-15 data (all modes) from FAST.
Note: DAR totals do not include the Senior Volunteer Driver Program or taxi operating costs.

3.2 Service Performance

The following service performance measures for fixed route local and intercity and ADA paratransit services were evaluated using quantitative data to determine whether or not the performance standard was met. Figure 7 provides an overview of system performance compared to FAST standards from FY2011-12 to FY2014-15.

Ridership

- **Ridership Growth:** For local fixed route service, FAST achieved its goal of meeting or exceeding at least a 3% growth in ridership starting in FY2012-13 and continuing through FY2014-15. For intercity service, FAST met its 3% goal in FY2013-14 and FY2014-15.

Service

- **Productivity (Passengers per Vehicle Revenue Hour):** FAST improved local route productivity, meeting its local fixed route standard of 12.0 passengers/VRH in FY2012-13, FY2013-14, and FY2014-15. Although intercity route productivity has also shown improvement, FAST did not meet its intercity route standard of 15.0 passengers/VRH in any of the four years. FAST met its DAR standard of 2.0 passengers/VRH in FY2012-13 and FY2013-14.
- **Preventable Accidents:** FAST exceeded well over its standard by achieving over 224,000 miles between preventable accidents for all services in FY2012-13 and over 115,000 miles in FY2013-14, surpassing the standard of having less than one preventable accidents every 100,000 miles.
- **Vehicle Reliability:** FAST greatly improved vehicle reliability by achieving over 20,000 miles between road calls in FY2012-13 and nearly 20,000 miles in FY2013-14 which vastly exceeded the reliability standard of 6,000 miles.

Financial/Cost Effectiveness

- **Farebox Recovery:** FAST local routes did not meet the standard of 20% farebox recovery for the four years evaluated. FAST intercity routes met its standard of 30% for all four years. FAST DAR did not meet its standard of 10% during the four years.
- **Cost Efficiency:** FAST local routes met its standard of \$105 cost per vehicle revenue hour for all four years evaluated. FAST intercity routes met its standard of less than \$125 cost per vehicle revenue hour in FY2011-12, but not in the following years. FAST DAR met the standard of lower than \$115 cost per vehicle revenue hour for all four years evaluated.

Figure 7: FAST Quantified Service Performance (Gray Shading Represents Performance below the Defined Standard)

Type	Category	Performance Metrics ^A	Type of Service	Standard	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Ridership	Ridership Goal	Ridership Growth (over a Three-Year Moving Average)	Fixed Route (Local)	3.0% >	-0.7	4.2%	6.9%	3.9%
			Fixed Route (Intercity)	3.0% >	0.5	-1.3%	7.3%	6.5%
			Dial-a-Ride (DAR)	3.0% <	0.5	4.9%	3.4%	1.5%
Service	Passenger Productivity	Passengers / Vehicle Revenue Hour	Fixed Route (Local)	12.0	11.1	12.5	13.0	12.9
			Fixed Route (Intercity)	15.0	13.6	14.5	14.2	14.4
			Dial-a-Ride (DAR)	2.0	1.9	2.0	2.0	1.9
	Preventable Accidents	Vehicle Revenue Miles / Preventable Accidents Less than 1 Every 100,000 Miles	System	100,000	94,107	224,661	115,974	66,221
	Service Reliability	Road Calls Less than 1 Every 6,000 Miles ^B	System	6,000	9,824	21,396	19,953	N/A
Financial / Cost Effectiveness	Farebox Recovery	Fare Revenues / Operating Costs	Fixed Route (Local)	20%	13.8%	13.1%	13.5%	14.6%
			Fixed Route (Intercity)	30%	44.9%	37.3%	36.1%	38.4%
			Dial-a-Ride (DAR) ^C	10%	5.9%	6.67%	6.53%	8.16%
	Cost Efficiency	Costs / Vehicle Revenue Hour	Fixed Route (Local)	\$105	\$100.52	\$86.01	\$88.51	\$85.32
			Fixed Route (Intercity)	< \$125	\$117.40	\$147.94	\$147.41	\$144.07
			Dial-a-Ride (DAR) ^C	\$115	\$109.34	\$108.33	\$107.37	\$95.60

Sources: (i) FY2011-12 data from previous SRTP; and (ii) FY2012-15 (all modes) from FAST.

Notes:

^A Vehicle revenue miles and hours are referred to as vehicles service miles and hours by FAST.

^B Road calls are defined as a mechanical failure preventing a vehicle from continuing in revenue service.

^C Costs, fare revenue, and VRH do not include taxi nor the Senior Volunteer Driver Program.

3.3 System Performance

This section assesses the system-level performance and includes both qualitative and quantitative measures. Figure 8 provides an overview of which system performance standards have been met from FY2011-12 to FY2014-15.

Service

- **On-Time Performance:** FAST met its on-time performance goal of 90% of trips arriving on or no later than 5 minutes of the scheduled time for its fixed route local service in FY2013-14 and FY2014-15, improving from the previous two years. FAST met its intercity on time performance of 85% of trips arriving on or no later than 5 minutes of the scheduled time for all four years evaluated. FAST also met its DART on time performance of having no less than 95% of trips scheduled within 60 minutes of requested time and delivered within 20 minutes of scheduled time for all four years.
- **Service Denials:** There were no denials for FAST DART trips during the years evaluated.
- **Frequency:** FAST met its local route standard for service frequencies of at least 30 minutes during peak and 60 minutes during off-peak times, unless otherwise warranted by demand. Due to budgetary constraints and lower ridership demand, local routes 4, 5, and 8 run hourly service throughout the day. FAST met its service frequency standard for intercity routes of at least 30 minutes during the peak and as often as warranted by demand in off-peaks.

Ridership

- **Load Factors:** FAST met its load factor standard of no more than a 1.1 peak hour ratio of riders to seats for local routes and no more than 0.85 for intercity fixed routes for all four years.

Customer Focus

- **Public Participation:** FAST established a public participation plan during FY2011-2012 that is currently followed.
- **Customer Information:** FAST met its customer information standard by maintaining a website, providing a service center and distributing information on transit services, and sharing information throughout internet social media for all four years. FAST met its standard of making information available in Spanish since FY2013-14.
- **Marketing:** FAST did not meet its goal to develop and implement a marketing plan.
- **Customer Feedback:** FAST met its standards for soliciting and responding to customer feedback, including responding to comments within 24 hours, conducting on-board surveys, and encouraging passenger suggestions and comments for all four years.

Community and Environment

- **Advocacy:** FAST met its standard of reviewing development proposals for transit opportunities for all four years evaluated.
- **Initiatives:** FAST met its initiative of taking action on reducing the carbon footprint of the transit system for all four years evaluated.
- **Route Design:** FAST met its standard of developing transit routes to serve high density and mixed use areas with highest ridership potential for all years evaluated except FY2011-12.

Coordination

- **Fare Media:** Clipper has been implemented and maintained since FY2013-14.
- **Transfers:** FAST has not yet met its goal to eliminate paper transfers. However, FAST did meet its standard of having local and intercity service schedules aligned to the greatest degree possible for all four years evaluated. FAST plans to eliminate transfers and implement all-day local passes. Tentative timeline is July 2016.
- **Marketing:** FAST has met its standard of encouraging joint marketing efforts with other transit agencies for all four years evaluated.
- **Information:** FAST met its standard of making available other operators' information materials (both online with web links and at the customer service centers) for FY2013-14 and FY2014-15.
- **Collaboration:** FAST met its standard of collaborating with other public institutions in the planning and delivery of transit services for all four years evaluated.
- **Information:** FAST met its standard of maintaining information feeds to Google Transit and 511 for all four years evaluated.

Figure 8: FAST Qualitative System Performance (Gray Shading Represents Performance below the Defined Standard)

Category	Category	Performance Metrics	Type of Service	Standard	FY2011-12	FY2012-13	FY2013-14	FY2014-15
Service	On-Time Performance	Do 90% of trips arrive on or no later than 5 minutes of scheduled time?	Fixed Route (Local)	Yes	No	No	Yes	Yes
		Do 90% of trips arrive on or no later than 5 minutes of scheduled time?	Fixed Route (Intercity)	Yes	Yes	Yes	Yes	Yes
		Are no less than 95% of trips schedules within 60 minutes of requested time and delivered within 20 minutes of scheduled time?	Dial-a-Ride (DAR)	Yes	Yes	Yes	Yes	Yes
	DAR Denials	Have no requests for ADA paratransit service been denied due to capacity constraints?	Dial-a-Ride (DAR)	Yes	Yes	Yes	Yes	Yes
	Frequency	Are the service frequencies of local routes 30 minutes peak / 60 minutes off-peak unless otherwise warranted by demand?	Fixed Route (Local)	Yes	Yes	Yes	Yes	Yes
		Are the service frequencies of intercity routes at least 30 minutes peak and as often as warranted by demand in off-peaks?	Fixed Route (Intercity)	Yes	Yes	Yes	Yes	Yes
Ridership	Load Factor	Do intercity routes have a commute direction load factor of no more than 0.85?	Fixed Route (Intercity)	Yes	Yes	Yes	Yes	Yes
Customer Focus	Public Participation	Has a public participation plan been established?	System	Yes	Yes	Yes	Yes	Yes
	Customer Information	Is a website maintained?	System	Yes	Yes	Yes	Yes	Yes
		Are information and materials distributed on transit services?	System	Yes	Yes	Yes	Yes	Yes
		Is a customer service center provided?	System	Yes	Yes	Yes	Yes	Yes

Category	Category	Performance Metrics	Type of Service	Standard	FY2011-12	FY2012-13	FY2013-14	FY2014-15
		Are all customer information media available in Spanish?	System	Yes	No	No	Yes	Yes
		Are information shared through internet social media?	System	Yes	Yes	Yes	Yes	Yes
	Marketing	Has a marketing plan for local services been developed and implemented?	System	Yes	No	No	No	No
	Customer Feedback	Are customer complaints responded to within one business day?	System	Yes	Yes	Yes	Yes	Yes
		Have on-board surveys been conducted?	System	Yes	Yes	Yes	Yes	Yes
		Are passenger comments and suggestions encouraged?	System	Yes	Yes	Yes	Yes	Yes
		Do staff regularly ride transit and talk to passengers and drivers?	System	Yes	No	No	No	Yes
Community and Environment	Advocacy	Are development proposals reviewed for transit opportunities?	System	Yes	Yes	Yes	Yes	Yes
		Are higher densities near transit facilities encouraged to be included in land use plans?	System	Yes	Yes	Yes	Yes	Yes
	Initiatives	Are actions being taken to reduce the carbon footprint of the transit system?	System	Yes	Yes	Yes	Yes	Yes
	Route design	Are transit routes developed to serve high density and mixed use areas with highest ridership potential?	System	Yes	No	Yes	Yes	Yes
Coordination	Fare media	Has Clipper been implemented and is it maintained for both local and intercity services?	System	Yes	No	No	Yes	Yes
	Transfers	Have paper transfers been eliminated?	System	Yes	No	No	No	No
	Transfers	Are local and intercity service schedules aligned to the greatest degree possible?	Fixed Route (Local + Intercity)	Yes	Yes	Yes	Yes	Yes
	Marketing	Are joint marketing efforts with other transit agencies encouraged?	System	Yes	Yes	Yes	Yes	Yes

Category	Category	Performance Metrics	Type of Service	Standard	FY2011-12	FY2012-13	FY2013-14	FY2014-15
	Information	Are other operators' information materials available (both online with web links and at the customer service centers)?	System	Yes	No	No	Yes	Yes
	Collaboration	Is there collaboration with other public institutions in the planning and delivery of transit services?	System	Yes	Yes	Yes	Yes	Yes
	Information	Are information feeds to Google Transit and 511 maintained?	System	Yes	Yes	Yes	Yes	Yes

3.4 Route Performance⁴

Figure 9 presents the FY2014-15 route-level operating statistics for local and intercity fixed route services operated by FAST. Figure 10 presents the performance standards for the intercity and local fixed route routes (as defined in the FAST GOMS for this SRTP). DAR performance is not included in this route-level analysis.

Figure 9: FY2014-15 Route-Level Operating Statistics

Type	Route	Passengers	VRH	Fare Revenues	Operating Costs
Intercity	20	47,432	3,645	\$92,332	\$400,575
	30	48,656	4,413	\$183,457	\$682,106
	40	44,629	5,115	\$175,545	\$751,457
	90	255,956	14,409	\$1,068,347	\$2,116,108
Local	1	122,358	7,285	\$128,014	\$589,139
	2	103,600	7,232	\$113,833	\$587,062
	3	112,706	7,459	\$108,236	\$579,598
	4	26,296	3,963	\$25,800	\$356,558
	5	60,423	7,327	\$58,868	\$635,914
	6	93,147	7,276	\$108,890	\$604,982
	7	121,598	8,195	\$130,170	\$868,061
	8	33,823	3,666	\$43,412	\$326,238

Source: (i) Passengers, VRH, Fare Revenues, Operating Costs: FY14-15 Cost Allocation Model FY14-15 (Reconciled).

Figure 10: FAST Intercity Fixed Route and Local Fixed Route Standards

Standards	Passengers/VRH	FBR
Intercity	15	30%
Local	12	20%

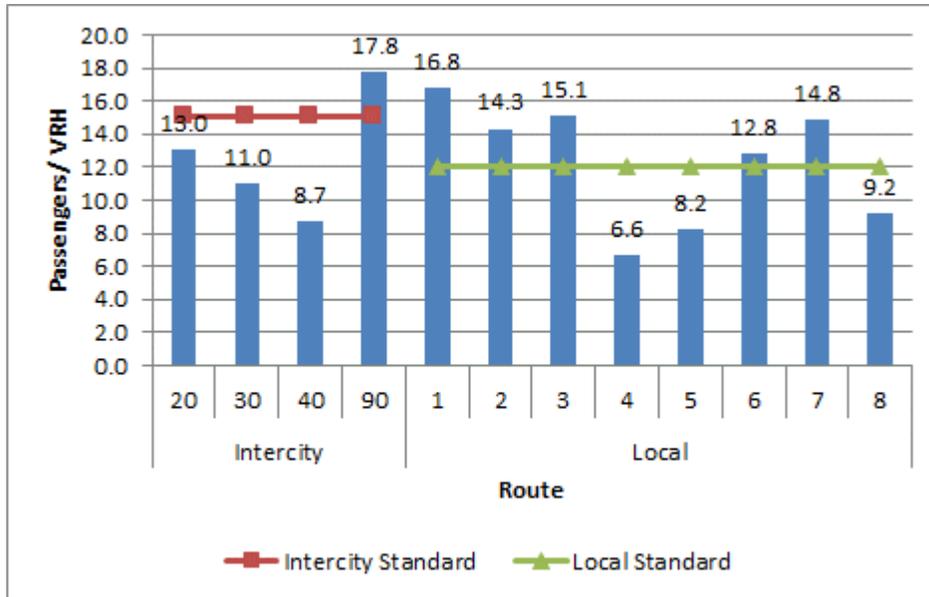
Based on data above, a comparison of current fixed routes and their relative performance against service standards was completed for FY2014-15. Key findings are below:

- **Passengers per Vehicle Revenue Hour (VRH):** Figure 11 compares FY2014-15 FAST passengers/VRH for local and intercity fixed routes against their respective standards of 12.0 for local and 15.0 for intercity routes. Among intercity FAST routes, Route 90 had the highest annual passengers per

⁴ Route-level data presented in this section may not collectively match the system-level data presented in Section 3.1 due to different recording and accounting procedures.

revenue hour at 17.8 and is the only intercity route that achieved its standard. Among local routes, Route 1 had the highest productivity at 16.8 passengers/VRH. In addition to Route 1, Routes 2, 3, 6, and 7 met the standard. The three local routes that operate hourly service (4, 5 and 8) have the lowest productivity.

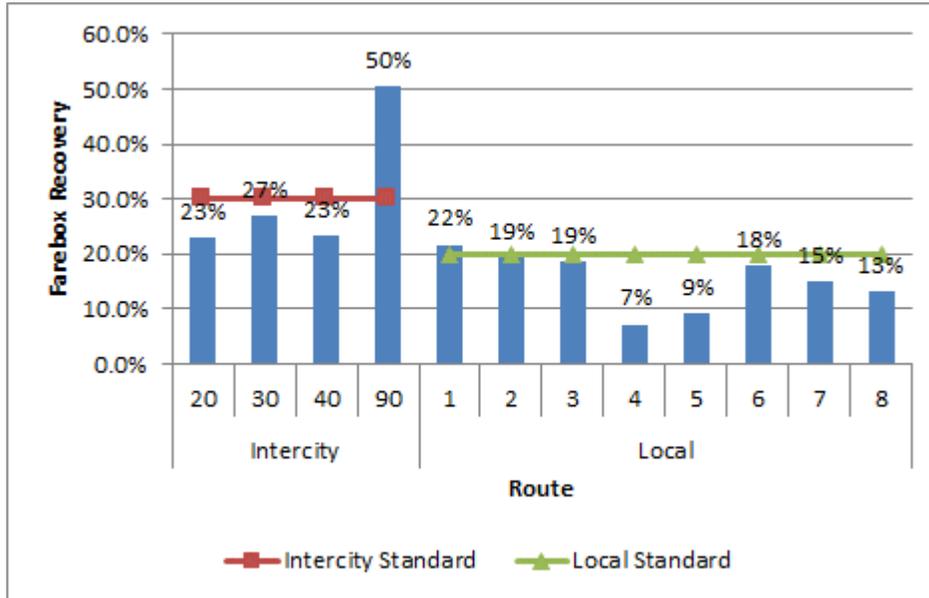
Figure 11: FY2014-15 FAST Passengers per Vehicle Revenue Hour for All Fixed Routes



Source: Cost Allocation Model FY14-15 (Reconciled).

- Farebox Recovery:** Figure 12 compares FY2014-15 FAST farebox recovery for local and intercity routes against their respective standards of 20% for local and 30% for intercity routes. Of the intercity routes, Route 90 met the standard at 50%. Route 30 was not far off at 27%. Of the local routes, Route 1 met the standard at 22%. Routes 2, 3, and 6 were close, at 19%, 19%, and 18%, respectively. Routes 4 and 5 came in at the lowest at 7% and 9%, respectively.

Figure 12: FY2014-15 FAST Farebox Recovery for All Fixed Routes



Source: Cost Allocation Model FY14-15 (Reconciled).

3.5 Other Relevant Programmatic Evaluations

3.5.1 MTC Regional Express Bus (REB) and STA Intercity Transit Funding Agreement

This section discusses the proposed intercity fixed route performance benchmarks being considered in STA's Transit Corridor Study. These proposed benchmarks are presented below in Figure 13.

Figure 13: FY2014-15 Intercity Route Performance vs. GOMS Intercity Benchmark

Service Productivity Measures	Benchmark	Route 20	Route 30	Route 40	Route 90
Passengers per Vehicle Revenue Hour	25.0	13.0	11.0	8.7	17.8
Passengers per Trip	20.0	6.3	9.8	9.6	15.8
Passengers per Vehicle Revenue Mile	1.0	0.5	0.3	0.3	0.5
Peak Corridor Demand (Hourly Demand / Capacity) ^A	85.0%	n/a	n/a	n/a	n/a
Capacity Utilization (Passenger Miles / Seat Miles)	35.0%	9.8%	19.6%	15.9%	28.6%
Cost Efficiency Measures	Benchmark	Route 20	Route 30	Route 40	Route 90
Cost per Vehicle Revenue Hour	\$125.00	\$109.90	\$154.57	\$146.91	\$146.86
Cost per Vehicle Revenue Mile	\$5.00	\$4.39	\$4.56	\$4.31	\$4.18
Cost per Revenue Seat Mile	\$0.10	\$0.08	\$0.09	\$0.08	\$0.08
Cost Effectiveness Measures	Benchmark	Route 20	Route 30	Route 40¹	Route 90
Subsidy per Passenger Trip	\$3.50	\$6.50	\$10.25	\$12.90	\$4.09
Revenue per Revenue Seat Mile	\$0.04	\$0.02	\$0.02	\$0.02	\$0.04
Farebox Recovery Ratio (STA)	50%	23%	27%	23%	50%
Farebox Recovery Ratio (RM2 RC)	30%	NA	27%	23%	NA
Farebox Recovery Ratio (RM2 RAD)	20%	23%	NA	23%	50%

¹In FY2015-16, Route 40 will be re-designated as an all-day route and subject to the 20% FBR benchmark.

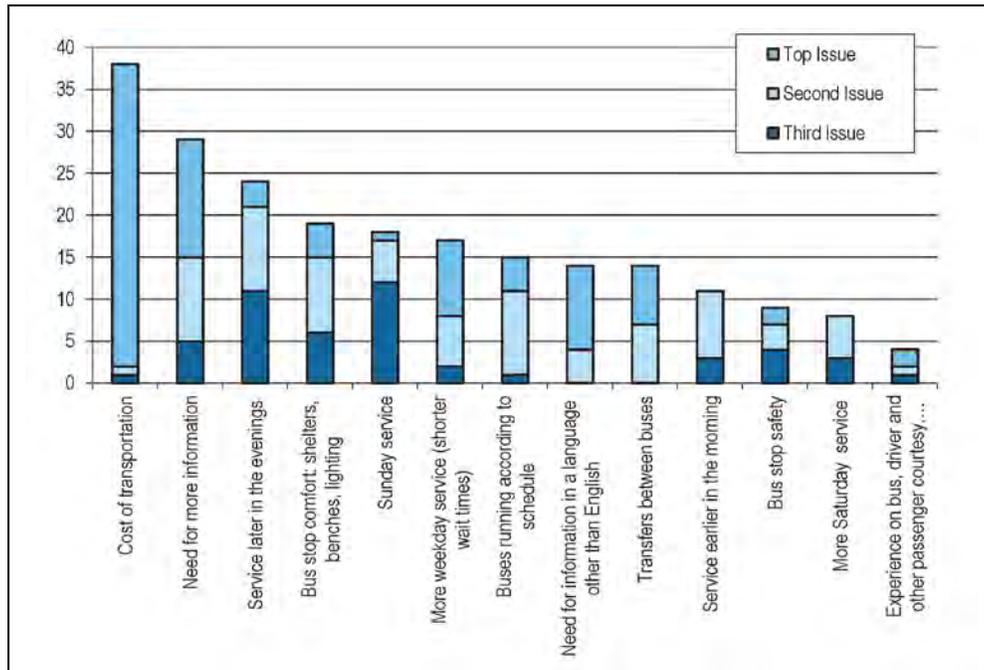
Against proposed intercity fixed route performance benchmarks being considered in STA's Transit Corridor study, the four FAST intercity routes mostly met the cost efficiency benchmarks in FY2014-15, but not productivity and cost effectiveness benchmarks. Overall, Route 90 had the best performance against the intercity benchmarks, while Routes 20 and 30 had the lowest performance. Lower than desired ridership appears to be the primary reason for the sub-standard performance. STA's Transit Corridor Study will make recommendations to improve performance across all intercity routes.

3.5.2 Community Based Transportation Plan

The most recent Community Based Transportation Plan (CBTP) was completed in June 2012 for East Fairfield. The outreach process included community surveys, stakeholder interviews, stakeholder meetings, community meetings, and focus groups. Transit needs were the most frequently stated concern. These concerns were prioritized by the Stakeholder Committee and are listed below in the priority order set by that group:

- Buses are not frequent enough, don't run early or late enough, and take roundabout routes which take too long.
- The lack of school bus service causes hardship for working families with small children.
- The cost of transit is too high, especially for families with children.
- Transit information is hard to find and hard to understand, particularly for monolingual Spanish speakers.
- For some social service clients, the lack of convenient transportation to required classes, child visitation appointments, and court appointments can have dire consequences.
- Some bus stops lack passenger amenities such as benches, shelters, and lighting.

In a transit survey conducted for the CBTP, the most important issue to survey respondents by far was the cost of transit, with the next being the need for more information on transportation options (see Figure 14).

Figure 14: East Fairfield CBTP Transit Issues Survey Results

Source: FAST. June 2012. East Fairfield Community-Based Transportation Plan.

The vast majority of survey respondents (84%) do not use paratransit. Of those who do, almost 40% say no improvement is needed. Requested improvements include reliable arrivals, more easy-to-understand information, and expanded hours of service. Since this survey report was published, FAST has made improvements in these areas.

3.5.3 Title VI

FAST completed a Title VI Report in 2014. The report is included in the Appendix.

3.5.4 Results of Most Recent FTA Triennial Review and MTC Triennial Review and TDA Audit

3.5.4.1 Most Recent FTA Triennial Review

The last FTA Triennial Review of FAST's transit services occurred in 2014 and covered the three year period ending FY2013. The triennial review determined that there were no deficiencies in accordance with FTA requirements in 16 of the 18 areas. Deficiencies were found in Technical and Americans with Disabilities Act (ADA). In response to the review, the following corrective actions by FAST were identified:

- Send a grant close-out plan and a letter of assurance to the FTA Region IX Office explaining how the City of Fairfield's five, pre-FY2007 grants will either be closed or spent and drawn by first quarter of FY2014.
- Update procedures, internal and contractor training materials, website, and printed material to remove the current dimensional and weight-based definition of the "common wheelchair." Submit evidence of changes and the communication of said changes, to the FTA Region IX Civil Rights Officer.

3.5.4.2 Most Recent FAST TDA Audit

The last FAST TDA audit was completed in June 2013. The audit covers the period of FY2009-10 through FY2011-12. There were no recommendations suggested for FAST based on the results of this audit. The key findings and conclusions from the report were primarily focused on data integrity, and have since been addressed by FAST through an updated data reporting system that improved both data collection and reporting accuracy. There were no other significant performance issues raised in the Audit.

3.6 Summary of Performance

Ridership has increased by 9.9% from FY2011-12 to FY2014-15. Ridership numbers steadily increased from FY2011-12 through FY2013-14, and then dropped slightly in FY2014-15, likely a result of fare changes implemented in August 2014. Despite this small decrease, ridership in FY2014-15 is still significantly higher than in the earliest year evaluated (FY2011-12). System-wide fare revenue did not always track ridership during this period. While ridership increased nearly 10% during the four years, revenues decreased by about 0.3% from FY2011-12 to FY2014-15. The average fare per fixed route intercity passenger increased from \$3.80 in FY2011-12 to \$3.84 in FY2014-15, while the average fare per fixed route local passenger increased from \$0.91 in FY2011-12 to \$0.97 in FY2014-15. Service provision (in terms of vehicle revenue hours) has remained relatively stable during the four years, increasing by about 0.2% since FY2011-12. Operating costs have decreased over the four years, by about 1.8% since FY2011-12.

In FY2014-15, FAST met 7 of its 14 service performance standards and 26 out of 29 of its system performance standards, with the system deficiencies in the fare coordination and marketing categories. FAST met its intercity farebox recovery standard of 30%, but did not meet its local farebox recovery of 20% nor DAR farebox recovery standard of 10%. Local services had a 14.6% farebox recovery while DAR had an 8.16% farebox recovery. The route level evaluation showed that 1 out of 4 intercity routes met its passengers/VRH standard of 15.0 passengers/VRH and 5 out of 8 local routes met its passengers/VRH standard of 12.0 passengers/VRH. For intercity routes, Route 90 met the farebox recovery standard of 30%. For local routes, Route 1 met the local standard farebox recovery of 20%. Routes 4 and 5 had the lowest farebox recovery at 7% and 9% respectively.

The 2012 CBTP revealed that the top community needs are for increased frequency of buses, lower transit costs and more readily available transit information. FAST has since made improvements in these areas after the CBTP report was published. The FTA triennial review found that FAST was in accordance with FTA requirements in 16 of the 18 areas, with deficiencies in Technical and Americans with Disabilities Act (ADA). The last TDA audit was completed in June 2013. There were no recommendations suggested for FAST based on the results of this audit. The key findings and conclusions from the report were primarily focused on data integrity, and have since been addressed by FAST through an updated data reporting system that improved both data collection and reporting accuracy.

4 Operating, Financial, and Capital Plans

4.1 Operating Plan

FAST will continue to provide fixed route local bus and complementary ADA paratransit services to the residents of Fairfield and Suisun City on Mondays through Saturdays. FAST will continue to supplement ADA paratransit by subsidizing a local taxi program and supporting the Friends of Fairfield Adult Center Transportation Assistance Programs.⁵ In addition to these local public transit services, FAST will also continue its participation in the County's intercity taxi program for ADA qualified persons. Finally, FAST will continue to operate Solano Express intercity bus services available to all residents of Solano County. Solano Express services provided by FAST currently include:

- Route 20, operating between Fairfield and Vacaville;
- Route 30, operating between Fairfield and Sacramento via Vacaville, Dixon and Davis;
- Route 40 operating between Vacaville and Walnut Creek BART station via Fairfield, Benicia, and Pleasant Hill BART; and
- Route 90 operating between Fairfield Transportation Center and El Cerrito del Norte BART station, with several trips extended to serve Suisun City Amtrak station.

Beginning February 1, 2016, FAST began offering additional service on Routes 40 and 90. Route 40 now has increased schedule coverage in the midday, to provide more travel options outside of peak commuting periods. Route 90, formerly a weekday-only service, now operates on Saturdays. These changes were funded with additional revenues from the RM2 program, administered by MTC. On an annual basis, these two changes add approximately 2,300 additional hours of Intercity service to the overall schedule.

In anticipation of the opening of the new Fairfield-Vacaville Intermodal Train Station, FAST is planning further service additions, beginning in FY2017-18. At this time, FAST is proposing a new route to connect FTC with the train station and VTC, requiring an additional 4,100 annual revenue hours of service. The final operating plan for this service will be reviewed and refined through discussions with the other members of the Intercity Consortium sometime after the completion of this SRTP.

In FY2015-16 it is estimated that FAST will serve about 1.1 million riders with about 100,000 service hours, an average of nearly 3,800 passenger trips per day and more than 11 passengers per hour, at a cost of about \$12 million with fare

⁵ In the future, the Transportation Assistance Programs may be transitioned from the City of Fairfield Public Works Department into the Parks and Recreation Department, which would formally move it out of FAST's area of responsibility. Such a decision would have to be approved by other parties beyond FAST staff.

revenues of about \$2.6 million recovering about 23% of operating costs from fare revenues.

Future ridership is expected to increase with the improved intercity bus service, population growth and economic recovery. The population growth forecast for Solano County is about 1% per year, and fixed route ridership is assumed to grow in line with that forecast on all existing services (Local and Intercity). In the near term, the operating plan also assumes that the new services offered on Routes 20, 40, and 90 will attract an incremental number of new passengers in proportion to typical ridership per service hour rates currently observed on Intercity routes.

A separate Transit Corridor Study is being prepared to develop possible improvements to intercity bus services. The Corridor Study will be completed later this year. Financial impacts on transit operators will be evaluated at that time.

Ridership on DART ADA service and the local taxi program are growing somewhat faster than the rate of population growth. In particular, DART ridership has been growing above 5% for the last several years, a pace which may not be financially sustainable. In July, 2015, FAST restructured their local taxi program to make it more attractive to local residents who can use this more cost-effective option. FAST is making efforts to increase awareness of the local taxi program, in order to balance passenger growth between the two modes. The forecast calls for a growth rate of 4% per year on DART ADA service and 2% per year on local taxi service. Ridership increases on existing bus routes and DART services should be able to be accommodated without the need for additional vehicles or service hours. FAST will continue to seek opportunities to support and provide cost effective and sustainable transportation options to the growing aging senior and ADA populations in Solano County.

4.2 Operating Budget and Financial Projection

The baseline financial projection showed that the City of Fairfield will not be able to operate FAST, SolanoExpress, and DART paratransit services for the next ten years without additional revenues as compared to the status quo. Specifically, due to reduced expectations for growth in several traditional funding sources, costs are anticipated to increase slightly faster than revenues over the next ten years, leading to a trend of decreasing surpluses in later years of the plan. FAST anticipates the need for regular adjustments to operating revenues over the forecast period in order to maintain a fully funded plan. As a placeholder, the Financial Plan presented in this SRTP includes two fare increases, two increases to parking fees at the Fairfield Transit Center, and increases in local taxi scrip sales in order to keep revenues and expenses in balance throughout the 10 year planning period. FAST staff will carefully monitor expenses and revenues over time for potential corrective action to maintain long term sustainability.

It should also be noted that the capital projects described in Section 4.3 consume most of the TDA reserve by the end of the plan leaving FAST with only a limited cushion for unplanned expenses. TDA reserves hover around \$6 million in the first several years of the plan, and then decline to \$1.4 million by FY2024-25.

Additional efforts to manage costs, increase local revenues, and secure additional future grant funding will help FAST maintain larger TDA reserves.

An adjusted baseline FY2015-16 operating budget and financial projection through FY2024-25 is provided in Table 9 to Table 11, which present budgets for fixed route and paratransit services, as well as the anticipated fare increases and balanced system wide totals.

4.2.1 Operating Expenses

FAST operating costs are expected to increase a total of 12% over the first three years of the plan period, due to step increases in several cost elements. Variable operating costs for transit service will increase due to the planned service additions on Intercity Routes 20, 40, and 90. FAST is anticipating a one-time 20% increase in fuel costs in FY2016-17 due to a planned city-wide transition to renewable diesel. Partway through that same fiscal year, FAST intends to implement paid parking at the Fairfield Transit Center, which will drive small increases in operating costs for the related payment equipment and security cameras. Finally, in FY2017-18, Fairfield (along with Vacaville) will have responsibility for a portion of the operating expenses for the new Fairfield-Vacaville Intermodal Train Station at Peabody Road.

Through the remainder of the forecast period, operating expenses will increase at an average rate of 3% annually, due to anticipated increases in vendor costs, labor agreements, and general inflation. The City of Fairfield contributes a portion of its TDA-LTF apportionment to maintain the Amtrak train station in Suisun City. These expenses are not shown in FAST's own operating budget, but are deducted from the Fairfield annual apportionment before applying the revenues to the FAST budget.

FAST will continue to operate SolanoExpress intercity bus services available to all residents of Solano County and subsidized through the Intercity Transit Funding Agreement between SolTrans, FAST, Vacaville, Dixon, STA and County of Solano. The baseline financial projection assumes operating costs for existing and new intercity services will increase in line with underlying trends in the FAST cost structure. More information about the cost-sharing arrangements for Intercity services is provided later in this chapter, in Section 4.2.4.

4.2.2 Operating Revenues

Current FAST local passenger fares of \$1.75 for adults, \$1.50 for youth, and \$0.85 for seniors age 65 and over and persons with disabilities, and intercity bus fares that range between \$2.75 and \$5.75 with 50% discounts for seniors and persons with disabilities along with 10 ride and 31 day passes available, as well as Clipper fares, may need to be increased between 10 and 20% during the 10 year planning horizon. Transfers will continue to be issued at no additional charge.

As part of efforts to monitor system finances and avoid a possible revenue shortfall, staff will need to increase local revenues over the ten year plan.⁶ This could be accomplished through increases in transit fares, taxi scrip, and/or parking fees charged to park-and-ride patrons. Specific revenue proposals would be formally developed and proposed by FAST staff, presented to the community for input, and discussed and considered by the City Council and funding partners before implementation. As a placeholder, the financial projection includes 8% fare increases in FY2017-18 and FY2021-22. The increases would apply to all fixed route and ADA paratransit services (Local, Intercity, and DART).

In addition to a transit fare increase, FAST can also increase the level of local taxi scrip that is offered to patrons. As taxi fares grow over time, increasing the level of scrip⁷ sold can help maintain scrip's purchasing power for taxi users, and it also helps taxi program income keep pace with the internal costs of program administration. The financial projection currently calls for augmenting scrip sales by \$50,000 in each of two future years: FY2018-19 and FY2022-23. A formal proposal to increase scrip sales would be presented to the City Council for consideration prior to any change in this program.

Finally, as mentioned in Section 1.2.1 FAST intends to begin charging for parking at the Fairfield Transit Center (FTC) by January 1, 2017. Costs for maintaining the FTC will increase over time, and so periodic increases to parking charges are also contemplated as a way to maintain revenue parity. The financial projection includes a 5% increase in parking charges in each of two future years: FY2018-19 and FY2022-23. A formal proposal to increase parking charges would be presented to the City Council for consideration prior to any change in this program.

4.2.3 Subsidy Revenues

Fairfield currently relies on six primary revenue sources to subsidize transit operations: TDA LTF apportionments, TDA-STAF revenue-based apportionments, FTA's 5307 Urbanized Area funding program, FTA's Job Access and Reverse Commute (JARC)⁸ program, FTA's 5311 Non-Urbanized Area funding program, and Regional Measure 2 (RM2) operating support. The first three funding programs provide formula funding allocations for the exclusive use of the City of Fairfield (as opposed to competitive grant programs or funds programmed by other agencies). Accordingly, future funding levels are assumed to be similar to historical amounts. The other three funding sources are primarily designated to help support intercity routes that are part of SolanoExpress. While these funding allocations are provided at the discretion of regional partners, it is assumed that SolanoExpress service is a critical priority for the region, and that

⁶ This section focuses on internally generated revenues from operations; trends in subsidy revenue sources are discussed in the next section.

⁷ The local taxi scrip service is presented as a separate sub-mode within the paratransit operating budget.

⁸ JARC was previously administered through a stand-alone program under Section 5316. The funding was recently merged into the FTA 5307 program, with similar activities remaining eligible for discretionary grants as under the old program structure.

regardless of source, a similar level of funding will be programmed each year for the duration of this SRTP.

The subsidy revenues shown in the operating plan are based on the following assumptions:

- **TDA-LTF Apportionments** – These are based on statewide sales tax collections, and subject to escalation due to natural inflation and increases due to underlying economic growth. Based on a forecast developed by the Metropolitan Transportation Commission for Plan Bay Area, TDA revenues are conservatively assumed to grow at 1.94% per year through the entire forecast period. It should be noted that this rate is somewhat lower than the inflation assumptions that have been applied to operating costs and other expenses, meaning that over time, TDA-LTF covers a smaller share of total expenditures, and other local and subsidy revenue sources must increase to fill the gap. If the economy grows faster than shown in the financial projection, FAST will receive its proportionate share of the increased revenues. FAST receives all of the apportionments designated for Fairfield and Suisun City, less a 3% deduction for STA planning and administration, and after a \$50,000 set-aside that is programmed to support the Capitol Corridor train station in Suisun City. In addition to these deductions, a portion of the total FAST TDA allocation is used for FAST’s contribution to the Solano County county-wide intercity taxi scrip program. Program contributions are determined by a multi-party MOU. As a simplifying assumption, the required contributions for the intercity taxi program are assumed to grow at the same rate as overall TDA apportionments.
- **STAF Funding: Revenue-Based Apportionments**– These formula apportionments come from the State Transit Assistance Fund, which is derived from taxes on diesel fuel sales. The total amounts in the STAF tend to vary annually due to volatility in fuel sales and uncertainty around future State budget actions, and have been particularly difficult to estimate in recent years. As a result, no growth assumption was included for this source.
- **FTA 5307 Urbanized Area (UZA) Funding** – Funding is assumed to be stable during the period covered by this SRTP. FAST is entitled to claim 100% of the funds allocated to the Fairfield Urbanized Area (UZA), which had a population of 133,683 in the 2010 Census. Because the UZA population is less than 200,000, the allocation formula is based on population and population density, and the City is permitted to use the funding for operations. Though the FAST-Act⁹ and future federal re-authorizations may alter the structure of the FTA funding programs, it is assumed that operating assistance will continue to be provided and that the level of funding support for urbanized areas will not be significantly decreased in future federal programs. Federal funds are assumed to grow at 2% per year

⁹ The Fixing America’s Surface Transportation Act (FAST-Act) is the most recent federal re-authorization of the FTA funding sources used by Solano County transit operators. It is a five year bill that extends through Federal Fiscal Year 2020.

- **FTA 5307 Job Access Reverse Commute (JARC) Funding** – Support for JARC was previously provided under the separate FTA 5316 program, but these discretionary grants have now been consolidated into FTA 5307. FAST has recently received discretionary awards to support Intercity Routes 20 and 30, and it is anticipated that similar funding could be awarded in future years. Due to year-to-year variation in award amounts, this line item is forecast as the average of the first three years of grants, with no additional growth assumed.
- **Regional Measure 2 (RM2)** – This funding source is derived from a portion of bridge tolls collected on the seven state-owned bridges in the Bay Area. It is designated for use on projects that relieve congestion or make improvements in the bridge corridors, including intercity express bus service such as SolanoExpress. The SolanoExpress bus routes receive operating support as part of the “Regional Express Bus North Pool”, which covers all services that cross the Carquinez and Benicia Bridges. FAST recently applied for and received additional funding to expand service on Routes 40 and 90. Beyond these near-term increases, it is assumed the level of funding will remain flat; no growth assumption was included.
- **FTA 5311 Non-Urbanized Area Funding** – The 5311 program formula is currently based on land area and the decennial census population, both of which are expected to remain unchanged for the majority of the forecast period. STA works with the Solano County operators to determine the appropriate sub-allocation to each operator, so the baseline assumption is that the amount of funding received will be stable during the period covered by this SRTP. Though FAST-Act and future federal surface transportation funding re-authorizations may alter the structure of the FTA funding programs, it is assumed that operating assistance will continue to be provided and that the level of funding support for rural transit services will not be significantly decreased in future federal programs. Federal funds are generally assumed to grow at 2% per year.

4.2.4 SolanoExpress

As described above in Section 4.2.1, Fairfield plans to continue operating an enhanced level of service on the four SolanoExpress routes: Routes 20, 30, 40, and 90. Future service to serve the new Fairfield-Vacaville Intermodal Train Station at Peabody Road will need to be approved by City Council and considered by the Intercity Transit Consortium prior to implementation, but are shown here in order to estimate the full costs of the proposed service.

FAST determines the operating cost of its intercity services using a fully allocated Cost Allocation Model (CAM) that assigns the combined local and intercity fixed route system costs to each bus route based on each route’s share of revenue vehicle hours (RVH), total miles, and peak buses. Fare revenues and committed subsidies are applied to compute the net operating deficit of each route. The Intercity Transit Funding Agreement currently specifies a population and ridership

formula for distributing the net operating cost to each of the six participating agencies: SolTrans, FAST, Vacaville, Dixon, STA, and County of Solano.

As one of two operators of the Intercity services, FAST receives contributions from the partner agencies, and also contributes to the services operated by SolTrans. Although the exact amounts can vary annually, the financial projection is based on the most recently approved annual budget for Intercity operations. The combined cost allocation plan for FY2015-16 required FAST to contribute a little less than 18% of its annual TDA apportionment towards its share of the net operating expenses for the SolTrans routes, and showed that FAST would receive contributions of TDA revenues from other funding partners that cover approximately 34% of the cost of FAST's Intercity operations.

The existing Intercity cost-sharing formula relies on the member jurisdictions to fully fund the net costs of service from their TDA allocations. Based on guidance from MTC, TDA revenues are currently forecast to increase at only 2% per year, while the operating costs for both FAST and SolTrans are currently forecast to increase at 3% or more each year. To avoid requests for an escalating share of each Consortium member's TDA apportionment, it will be necessary to constrain the rate of growth in the net funding requirement, either by generating more fare and subsidy revenues for the Intercity system, or by limiting the costs borne by the Consortium members, or through some combination of the two approaches.

Although some fare increases are planned for Intercity routes, it is not clear that these can offset the lower growth rates in subsidy revenues, several of which do not increase over time. Accordingly, the exact approach for future cost-sharing will need to be negotiated through the Consortium, and cannot be finalized by any one transit operator. As a result, STA has recommended that, for this Coordinated SRTP, the TDA revenue contributions from Consortium members are limited to inflationary growth based on the subsidy payments that were calculated for the FY2015-16 budget. This will necessarily lead to a somewhat higher burden on FAST's budget as compared to past practice, but it is a reasonable simplifying assumption while the Consortium is in the process of renewing the cost-sharing agreement.

STA is currently developing alternative policy proposals for the cost-sharing formulas to be presented to the Intercity Consortium for their consideration. These policy changes could potentially increase or decrease the required contributions to and from FAST as compared to the values shown in this financial projection. At the same time, a separate Transit Corridor Study is being prepared to develop possible improvements to intercity bus services. Both the cost-sharing policy evaluation and the Corridor Study will be completed later this year. Financial impacts on transit operators will be evaluated at that time.

Table 9: FAST Operating Budget – Fixed Route: Local + Intercity

Fairfield and Suisun Transit (FAST)													
SUMMARY OPERATING PLAN & BUDGET													
Fixed Route: Local + Intercity													
Date prepared: 01-Jun-2016 (DRAFT FINAL)													
	Historical			Budget		Forecast							
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
OPERATING STATISTICS													
Vehicle Miles: Local		694,301	724,135	719,737	719,700	719,700	719,700	719,700	719,700	719,700	719,700	719,700	719,700
Vehicle Miles: Intercity	[1,2]	909,247	916,928	915,233	947,700	993,200	1,107,400	1,107,400	1,107,400	1,107,400	1,107,400	1,107,400	1,107,400
Vehicle Miles: TOTAL Fixed Route		1,603,548	1,641,063	1,634,970	1,667,400	1,712,900	1,827,100						
Vehicle Hours: Local		52,519	52,589	52,402	52,400	52,400	52,400	52,400	52,400	52,400	52,400	52,400	52,400
Vehicle Hours: Intercity	[1,2]	27,256	27,621	27,581	28,500	29,900	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Vehicle Hours: TOTAL Fixed Route		79,775	80,210	79,983	80,900	82,300	86,400						
Ridership: Local	[3]	653,875	684,888	673,951	674,000	680,600	687,300	694,100	700,900	707,800	714,800	721,800	728,900
Ridership: Intercity	[1,2,3]	395,357	392,605	396,673	407,900	427,500	452,400	456,900	461,400	465,900	475,100	479,800	484,500
Ridership: TOTAL Fixed Route		1,049,232	1,077,493	1,070,624	1,081,900	1,108,100	1,139,700	1,151,000	1,162,300	1,173,700	1,185,300	1,196,900	1,220,600
OPERATING EXPENSES													
Operating & Maintenance Costs: Local	[4,5]	\$ 4,173,211	\$ 4,350,749	\$ 4,108,837	\$ 4,431,110	\$ 4,616,339	\$ 4,645,385	\$ 4,739,497	\$ 4,844,724	\$ 4,981,890	\$ 5,130,732	\$ 5,283,965	\$ 5,441,822
Operating & Maintenance Costs: Intercity	[1,2,4,5]	\$ 3,711,745	\$ 3,788,064	\$ 3,636,136	\$ 4,057,127	\$ 4,415,389	\$ 4,798,726	\$ 4,892,152	\$ 4,994,297	\$ 5,132,731	\$ 5,285,759	\$ 5,443,288	\$ 5,605,545
Operating & Maintenance Costs: Total Fixed Route		\$ 7,884,956	\$ 8,138,813	\$ 7,744,973	\$ 8,488,237	\$ 9,031,728	\$ 9,444,111	\$ 9,631,649	\$ 9,839,021	\$ 10,114,622	\$ 10,416,491	\$ 10,727,253	\$ 11,047,367
Other Operating Expenses	[6]	\$ 664,463	\$ 587,519	\$ 699,472	\$ 726,997	\$ 761,111	\$ 826,312	\$ 850,949	\$ 876,500	\$ 902,800	\$ 929,900	\$ 957,800	\$ 986,600
TOTAL OPERATING EXPENSES		\$ 8,549,418	\$ 8,726,332	\$ 8,444,445	\$ 9,215,234	\$ 9,792,839	\$ 10,270,424	\$ 10,482,598	\$ 10,715,521	\$ 11,017,422	\$ 11,346,391	\$ 11,685,053	\$ 12,033,967
PROGRAM EXPENSES													
Intercity Express Bus (contrib. to County-wide prog.)	[7]				\$ 739,666	\$ 986,900	\$ 1,006,600	\$ 1,026,700	\$ 1,047,200	\$ 1,068,100	\$ 1,089,500	\$ 1,111,300	\$ 1,133,500
TOTAL PROGRAM EXPENSES					\$ 739,666	\$ 986,900	\$ 1,006,600	\$ 1,026,700	\$ 1,047,200	\$ 1,068,100	\$ 1,089,500	\$ 1,111,300	\$ 1,133,500
TOTAL EXPENSES					\$ 9,954,900	\$ 10,779,739	\$ 11,277,024	\$ 11,509,298	\$ 11,762,721	\$ 12,085,522	\$ 12,435,891	\$ 12,796,353	\$ 13,167,467
OPERATING REVENUES													
Fare Revenues: Local	[3,8]	\$ 593,118	\$ 628,619	\$ 651,283	\$ 665,143	\$ 671,657	\$ 732,001	\$ 739,244	\$ 746,486	\$ 753,835	\$ 821,597	\$ 829,642	\$ 837,803
Fare Revenues: Intercity	[1,2,3,8]	\$ 1,502,759	\$ 1,469,959	\$ 1,524,902	\$ 1,609,212	\$ 1,686,536	\$ 1,927,551	\$ 1,946,724	\$ 1,965,897	\$ 1,985,071	\$ 2,165,044	\$ 2,186,211	\$ 2,207,838
Fare Revenues: Total Fixed Route		\$ 2,095,877	\$ 2,098,578	\$ 2,176,185	\$ 2,274,355	\$ 2,358,193	\$ 2,659,552	\$ 2,685,968	\$ 2,712,383	\$ 2,738,905	\$ 2,986,640	\$ 3,015,853	\$ 3,045,642
Other Operating Revenues	[9]	\$ 163,148	\$ 381,988	\$ 60,648	\$ 60,600	\$ 159,600	\$ 258,600	\$ 268,500	\$ 268,500	\$ 268,500	\$ 278,895	\$ 278,900	\$ 278,900
TOTAL OPERATING REVENUES		\$ 2,259,024	\$ 2,480,565	\$ 2,236,833	\$ 2,334,955	\$ 2,517,793	\$ 2,918,152	\$ 2,954,468	\$ 2,980,883	\$ 3,007,405	\$ 3,255,140	\$ 3,294,748	\$ 3,324,542
SUBSIDY REVENUES													
Local Sources		\$ 711,035	\$ 711,035	\$ 711,035	\$ 801,143	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293
State Sources		\$ 4,010,770	\$ 3,939,419	\$ 3,533,850	\$ 4,241,780	\$ 4,692,056	\$ 4,736,856	\$ 4,867,053	\$ 5,040,545	\$ 5,282,223	\$ 5,329,157	\$ 5,593,212	\$ 5,876,533
Federal Sources		\$ 2,656,982	\$ 2,522,488	\$ 2,517,873	\$ 2,577,022	\$ 2,642,598	\$ 2,694,723	\$ 2,760,484	\$ 2,814,000	\$ 2,868,600	\$ 2,924,300	\$ 2,981,100	\$ 3,039,100
TOTAL SUBSIDY REVENUES		\$ 7,378,787	\$ 7,172,942	\$ 6,762,758	\$ 7,619,944	\$ 8,261,946	\$ 8,358,871	\$ 8,554,830	\$ 8,781,838	\$ 9,078,116	\$ 9,180,750	\$ 9,501,605	\$ 9,842,926
TOTAL REVENUES		\$ 9,637,811	\$ 9,663,507	\$ 8,999,591	\$ 9,954,900	\$ 10,779,739	\$ 11,277,024	\$ 11,509,298	\$ 11,762,721	\$ 12,085,522	\$ 12,435,891	\$ 12,796,353	\$ 13,167,467
ANNUAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -				

Table continues on the next page.

Fairfield and Suisun Transit (FAST)

SUMMARY OPERATING PLAN & BUDGET

Fixed Route: Local + Intercity

Date prepared: 01-Jun-2016 (DRAFT FINAL)

	Historical			Budget		Forecast								
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
METRICS														
O&M Expense Per Vehicle MILE: Local	\$ 6.01	\$ 6.01	\$ 5.71	\$ 6.16	\$ 6.41	\$ 6.45	\$ 6.59	\$ 6.73	\$ 6.92	\$ 7.13	\$ 7.34	\$ 7.56	\$ 7.79	
O&M Expense Per Vehicle MILE: Intercity	\$ 4.08	\$ 4.13	\$ 3.97	\$ 4.28	\$ 4.45	\$ 4.33	\$ 4.42	\$ 4.51	\$ 4.63	\$ 4.77	\$ 4.92	\$ 5.06	\$ 5.21	
O&M Expense Per Vehicle MILE: All Fixed Route	\$ 4.92	\$ 4.96	\$ 4.74	\$ 5.09	\$ 5.27	\$ 5.17	\$ 5.27	\$ 5.39	\$ 5.54	\$ 5.70	\$ 5.87	\$ 6.05	\$ 6.23	
O&M Expense Per Vehicle HOUR: Local	\$ 79.46	\$ 82.73	\$ 78.41	\$ 84.56	\$ 88.10	\$ 88.65	\$ 90.45	\$ 92.46	\$ 95.07	\$ 97.91	\$ 100.84	\$ 103.85	\$ 106.95	
O&M Expense Per Vehicle HOUR: Intercity	\$ 136.18	\$ 137.14	\$ 131.83	\$ 142.36	\$ 147.67	\$ 141.14	\$ 143.89	\$ 146.89	\$ 150.96	\$ 155.46	\$ 160.10	\$ 164.87	\$ 169.78	
O&M Expense Per Vehicle HOUR: All Fixed Route	\$ 98.84	\$ 101.47	\$ 96.83	\$ 104.92	\$ 109.74	\$ 109.31	\$ 111.48	\$ 113.88	\$ 117.07	\$ 120.56	\$ 124.16	\$ 127.86	\$ 131.68	
O&M Expense Per Passenger: Local	\$ 6.38	\$ 6.35	\$ 6.10	\$ 6.57	\$ 6.78	\$ 6.76	\$ 6.83	\$ 6.91	\$ 7.04	\$ 7.18	\$ 7.32	\$ 7.47	\$ 7.61	
O&M Expense Per Passenger: Intercity	\$ 9.39	\$ 9.65	\$ 9.17	\$ 9.95	\$ 10.33	\$ 10.61	\$ 10.71	\$ 10.82	\$ 11.02	\$ 11.23	\$ 11.46	\$ 11.68	\$ 11.91	
O&M Expense Per Passenger: All Fixed Route	\$ 7.51	\$ 7.55	\$ 7.23	\$ 7.85	\$ 8.15	\$ 8.29	\$ 8.37	\$ 8.47	\$ 8.62	\$ 8.79	\$ 8.96	\$ 9.14	\$ 9.32	
Total Operating Exp. Per Vehicle MILE: Local	\$ 6.51	\$ 6.43	\$ 6.21	\$ 6.68	\$ 6.96	\$ 7.05	\$ 7.20	\$ 7.36	\$ 7.57	\$ 7.80	\$ 8.03	\$ 8.27	\$ 8.52	
Total Operating Exp. Per Vehicle MILE: Intercity	\$ 4.43	\$ 4.44	\$ 4.34	\$ 4.65	\$ 4.82	\$ 4.69	\$ 4.79	\$ 4.89	\$ 5.03	\$ 5.18	\$ 5.33	\$ 5.49	\$ 5.66	
Total Operating Exp. Per Vehicle MILE: All Fixed Route	\$ 5.33	\$ 5.32	\$ 5.16	\$ 5.53	\$ 5.72	\$ 5.62	\$ 5.74	\$ 5.86	\$ 6.03	\$ 6.21	\$ 6.40	\$ 6.59	\$ 6.78	
Total Operating Exp. Per Vehicle HOUR: Local	\$ 86.01	\$ 88.51	\$ 85.32	\$ 91.74	\$ 95.62	\$ 96.81	\$ 98.85	\$ 101.11	\$ 103.99	\$ 107.10	\$ 110.30	\$ 113.60	\$ 116.99	
Total Operating Exp. Per Vehicle HOUR: Intercity	\$ 147.94	\$ 147.41	\$ 144.07	\$ 154.66	\$ 159.95	\$ 152.86	\$ 155.96	\$ 159.33	\$ 163.77	\$ 168.66	\$ 173.69	\$ 178.87	\$ 184.20	
Total Operating Exp. Per Vehicle HOUR: All Fixed Route	\$ 107.17	\$ 108.79	\$ 105.58	\$ 113.91	\$ 118.99	\$ 118.87	\$ 121.33	\$ 124.02	\$ 127.52	\$ 131.32	\$ 135.24	\$ 139.28	\$ 143.44	
Total Operating Exp. Per Passenger: Local	\$ 6.91	\$ 6.80	\$ 6.63	\$ 7.13	\$ 7.36	\$ 7.38	\$ 7.46	\$ 7.56	\$ 7.70	\$ 7.85	\$ 8.01	\$ 8.17	\$ 8.33	
Total Operating Exp. Per Passenger: Intercity	\$ 10.20	\$ 10.37	\$ 10.02	\$ 10.81	\$ 11.19	\$ 11.49	\$ 11.61	\$ 11.74	\$ 11.95	\$ 12.19	\$ 12.43	\$ 12.68	\$ 12.93	
Total Operating Exp. Per Passenger: All Fixed Route	\$ 8.15	\$ 8.10	\$ 7.89	\$ 8.52	\$ 8.84	\$ 9.01	\$ 9.11	\$ 9.22	\$ 9.39	\$ 9.57	\$ 9.76	\$ 9.96	\$ 10.15	
Passengers Per Vehicle HOUR: Local	12.5	13.0	12.9	12.9	13.0	13.1	13.2	13.4	13.5	13.6	13.8	13.9	14.0	
Passengers Per Vehicle HOUR: Intercity	14.5	14.2	14.4	14.3	14.3	13.3	13.4	13.6	13.7	13.8	14.0	14.1	14.3	
Passengers Per Vehicle HOUR: All Fixed Route	13.2	13.4	13.4	13.4	13.5	13.2	13.3	13.5	13.6	13.7	13.9	14.0	14.1	
Average Fare Per Passenger: Local	\$ 0.91	\$ 0.92	\$ 0.97	\$ 0.99	\$ 0.99	\$ 1.07	\$ 1.07	\$ 1.07	\$ 1.07	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15	
Average Fare Per Passenger: Intercity	\$ 3.80	\$ 3.74	\$ 3.84	\$ 3.95	\$ 3.95	\$ 4.26	\$ 4.26	\$ 4.26	\$ 4.26	\$ 4.60	\$ 4.60	\$ 4.60	\$ 4.60	
Average Fare Per Passenger: All Fixed Route	\$ 2.00	\$ 1.95	\$ 2.03	\$ 2.10	\$ 2.13	\$ 2.33	\$ 2.33	\$ 2.33	\$ 2.33	\$ 2.52	\$ 2.52	\$ 2.52	\$ 2.52	
Farebox Recovery (Fares as % of Oper. Exp.): Local	14.21%	14.45%	15.85%	15.01%	14.55%	15.76%	15.60%	15.41%	15.13%	16.01%	15.70%	15.40%	15.10%	
Farebox Recovery (Fares as % of Oper. Exp.): Intercity	40.49%	38.81%	41.94%	39.66%	38.20%	40.17%	39.79%	39.36%	38.67%	40.96%	39.39%	38.62%	38.62%	
Farebox Recovery (Fares as % of Oper. Exp.): All FR	26.58%	25.78%	28.10%	26.79%	26.11%	28.16%	27.89%	27.57%	27.08%	28.67%	28.11%	27.57%	27.03%	
Farebox Recovery (Fares as % of Tot. Oper. Exp.): Local	13.13%	13.50%	14.57%	13.84%	13.41%	14.43%	14.27%	14.09%	13.83%	14.64%	14.35%	14.07%	13.80%	
Farebox Recovery (Fares as % of Tot. Oper. Exp.): Intercity	37.27%	36.10%	38.38%	36.51%	35.26%	37.09%	36.71%	36.29%	35.65%	37.76%	37.02%	36.30%	35.60%	
Farebox Recovery (Fares as % of Tot. Oper. Exp.): All FR	24.51%	24.05%	25.77%	24.68%	24.08%	25.90%	25.62%	25.31%	24.86%	26.32%	25.81%	25.31%	24.82%	
Local Recovery (Fares+Local Sub. as % of Oper. Exp.)	34.74%	36.57%	34.91%	34.03%	35.18%	37.44%	37.03%	36.47%	35.71%	36.86%	36.13%	35.33%	34.55%	

FOOTNOTES

- [1] Includes addition of midday service on Route 40 and Saturday service on Route 90 beginning in Feb-2016. Values for FY2015/16 and FY2016/17 extrapolated from RM2 application.
- [2] Assumes addition of new service to Fairfield/Vacaville train station will begin in mid-2017. Service is currently proposed to be provided through re-structured Intercity Express Route 20.
- [3] Except for specific service additions noted above, ridership forecast to increase at 1% per year, consistent with underlying population growth.
- [4] Growth in O&M costs based on vendor contract terms and staff budget estimates through FY2018/19, with general inflation applied in subsequent years (i.e., 2% per year through FY2019/20 and 3% per year through the remainder of the forecast period).
- [5] FY2016/17 amount reflects 20% increase to fuel costs associated with city-wide transition to renewable diesel.
- [6] Includes: pro-rated share of Fairfield Transit Center; park & rides at Red Top Rd and Oliver Rd; Fairfield-Vacaville Intermodal Station; and city-wide cost allocation plan.
- [7] Contribution to Intercity Consortium to support routes not operated by FAST. FY2015/16 reconciliation amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond based on FY2015/16 Intercity Cost Sharing calculation plus inflationary growth.
- [8] Assume periodic 8% fare increase: FY2017/18 and FY2021/22.
- [9] New program to charge parking fees at FTC was approved by Board of Directors on 15-Dec-2015. Fees assumed to be implemented by January 1, 2017. Add periodic 5% fee increase: FY2018/19 and FY2022/23. Line item also includes interest and lease revenues.

Table 10: FAST Operating Budget – Paratransit

Fairfield and Suisun Transit (FAST)														
SUMMARY OPERATING PLAN & BUDGET														
Paratransit: ADA + Volunteer Driver + Taxi														
Date prepared: 02-Jun-2016 (DRAFT FINAL)														
	Historical	Budget			Forecast									
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
OPERATING STATISTICS														
Vehicle Miles: DART ADA	[1]	193,741	214,521	219,227	228,000	237,100	246,600	256,500	266,800	277,500	288,600	300,100	312,100	324,600
Vehicle Miles: Local Taxi	[2,3]	-	-	-	36,647	37,400	38,100	38,900	39,700	40,500	41,300	42,100	42,900	43,800
Vehicle Miles: TOTAL Paratransit		193,741	214,521	219,227	264,647	274,500	284,700	295,400	306,500	318,000	329,900	342,200	355,000	368,400
Vehicle Hours: DART ADA	[1]	11,849	12,611	13,491	14,000	14,600	15,200	15,800	16,400	17,100	17,800	18,500	19,200	20,000
Vehicle Hours: Local Taxi	[2,3]	-	-	-	4,994	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900
Vehicle Hours: TOTAL Paratransit		11,849	12,611	13,491	18,994	19,700	20,400	21,100	21,800	22,600	23,400	24,200	25,000	25,900
Ridership: DART ADA	[1]	23,174	24,696	25,667	26,700	27,800	28,900	30,100	31,300	32,600	33,900	35,300	36,700	38,200
Ridership: Local Taxi	[2,3]	-	-	-	29,230	29,800	30,400	31,000	31,600	32,200	32,800	33,500	34,200	34,900
Ridership: TOTAL Paratransit		23,174	24,696	25,667	55,930	57,600	59,300	61,100	62,900	64,800	66,700	68,800	70,900	73,100
OPERATING EXPENSES														
Operating & Maintenance Costs: DART ADA	[4,5]	\$ 1,180,812	\$ 1,245,879	\$ 1,101,365	\$ 1,250,674	\$ 1,356,198	\$ 1,396,417	\$ 1,458,219	\$ 1,512,665	\$ 1,595,557	\$ 1,672,277	\$ 1,752,411	\$ 1,835,880	\$ 1,937,375
Operating & Maintenance Costs: Local Taxi		\$ 272,014	\$ 317,179	\$ 351,789	\$ 468,410	\$ 469,304	\$ 460,723	\$ 474,545	\$ 484,000	\$ 498,500	\$ 513,500	\$ 528,900	\$ 544,800	\$ 561,100
Operating & Maintenance Costs: Total Paratransit		\$ 1,452,826	\$ 1,563,058	\$ 1,453,154	\$ 1,719,084	\$ 1,825,502	\$ 1,857,140	\$ 1,932,763	\$ 1,996,665	\$ 2,094,057	\$ 2,185,777	\$ 2,281,311	\$ 2,380,680	\$ 2,498,475
Other Operating Expenses	[6]	\$ 159,627	\$ 160,851	\$ 245,818	\$ 256,919	\$ 261,985	\$ 272,606	\$ 283,684	\$ 292,560	\$ 303,771	\$ 315,241	\$ 326,874	\$ 339,203	\$ 351,958
TOTAL OPERATING EXPENSES		\$ 1,612,453	\$ 1,723,909	\$ 1,698,972	\$ 1,976,003	\$ 2,087,487	\$ 2,129,746	\$ 2,216,448	\$ 2,289,225	\$ 2,397,829	\$ 2,501,018	\$ 2,608,185	\$ 2,719,883	\$ 2,850,433
PROGRAM EXPENSES														
Intercity Taxi Scrip (contrib. to County-wide prog.)	[7]	\$ 381,543	\$ 8,842	\$ 13,740	\$ 60,000	\$ 61,200	\$ 62,400	\$ 63,600	\$ 64,800	\$ 66,100	\$ 67,400	\$ 68,700	\$ 70,000	\$ 71,400
TOTAL PROGRAM EXPENSES		\$ 381,543	\$ 8,842	\$ 13,740	\$ 60,000	\$ 61,200	\$ 62,400	\$ 63,600	\$ 64,800	\$ 66,100	\$ 67,400	\$ 68,700	\$ 70,000	\$ 71,400
TOTAL EXPENSES		\$ 1,993,996	\$ 1,732,751	\$ 1,712,712	\$ 2,036,003	\$ 2,148,687	\$ 2,192,146	\$ 2,280,048	\$ 2,354,025	\$ 2,463,929	\$ 2,568,418	\$ 2,676,885	\$ 2,789,883	\$ 2,921,833
OPERATING REVENUES														
Fare Revenues: DART ADA	[3,8]	\$ 85,653	\$ 88,354	\$ 105,216	\$ 88,088	\$ 91,700	\$ 102,937	\$ 107,200	\$ 111,500	\$ 116,100	\$ 130,368	\$ 135,800	\$ 141,200	\$ 147,000
Fare Revenues: Local Taxi	[9]	\$ 14,065	\$ 12,055	\$ 21,964	\$ 200,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000
Senior Volunteer Driver Fares					\$ 6,233	\$ 6,233	\$ 6,420	\$ 6,613	\$ 6,700	\$ 6,900	\$ 7,100	\$ 7,300	\$ 7,500	\$ 7,700
Intercity Taxi Revenues					\$ 15,000	\$ 15,000	\$ 15,300	\$ 15,600	\$ 15,900	\$ 16,400	\$ 16,900	\$ 17,400	\$ 17,900	\$ 18,400
Fare Revenues: Total Paratransit		\$ 119,963	\$ 113,214	\$ 141,539	\$ 309,321	\$ 312,933	\$ 324,657	\$ 379,413	\$ 384,100	\$ 389,400	\$ 404,368	\$ 460,500	\$ 466,600	\$ 473,100
Other Operating Revenues	[10]	\$ 1,210	\$ 2,577	\$ 2,353	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
TOTAL OPERATING REVENUES		\$ 121,173	\$ 115,791	\$ 143,892	\$ 311,721	\$ 315,333	\$ 327,057	\$ 381,813	\$ 386,500	\$ 391,800	\$ 406,768	\$ 462,900	\$ 469,000	\$ 475,500
SUBSIDY REVENUES														
Local Sources		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Sources		\$ 1,156,563	\$ 1,295,145	\$ 1,380,568	\$ 1,204,597	\$ 1,513,666	\$ 1,545,400	\$ 1,678,547	\$ 1,743,425	\$ 1,843,529	\$ 1,928,450	\$ 1,976,085	\$ 2,078,183	\$ 2,198,733
Federal Sources		\$ 234,787	\$ 234,787	\$ 184,607	\$ 519,685	\$ 319,688	\$ 319,688	\$ 219,688	\$ 224,100	\$ 228,600	\$ 233,200	\$ 237,900	\$ 242,700	\$ 247,600
TOTAL SUBSIDY REVENUES		\$ 1,391,350	\$ 1,529,932	\$ 1,565,175	\$ 1,724,282	\$ 1,833,354	\$ 1,865,088	\$ 1,898,235	\$ 1,967,525	\$ 2,072,129	\$ 2,161,650	\$ 2,213,985	\$ 2,320,883	\$ 2,446,333
TOTAL REVENUES		\$ 1,512,523	\$ 1,645,723	\$ 1,709,067	\$ 2,036,003	\$ 2,148,687	\$ 2,192,146	\$ 2,280,048	\$ 2,354,025	\$ 2,463,929	\$ 2,568,418	\$ 2,676,885	\$ 2,789,883	\$ 2,921,833
ANNUAL SURPLUS (DEFICIT)					\$ -									

Table continues on the next page.

Fairfield and Suisun Transit (FAST)													
SUMMARY OPERATING PLAN & BUDGET													
Paratransit: ADA + Volunteer Driver + Taxi													
Date prepared: 02-Jun-2016 (DRAFT FINAL)													
	Historical			Budget			Forecast						
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
METRICS													
O&M Expense Per Vehicle MILE: DART ADA	\$ 6.09	\$ 5.81	\$ 5.02	\$ 5.49	\$ 5.72	\$ 5.66	\$ 5.69	\$ 5.67	\$ 5.75	\$ 5.79	\$ 5.84	\$ 5.88	\$ 5.97
O&M Expense Per Vehicle MILE: Local Taxi	n/a	n/a	n/a	\$ 12.78	\$ 12.55	\$ 12.09	\$ 12.20	\$ 12.19	\$ 12.31	\$ 12.43	\$ 12.56	\$ 12.70	\$ 12.81
O&M Expense Per Vehicle MILE: All Paratransit	\$ 7.50	\$ 7.29	\$ 6.63	\$ 6.50	\$ 6.65	\$ 6.52	\$ 6.54	\$ 6.51	\$ 6.59	\$ 6.63	\$ 6.67	\$ 6.71	\$ 6.78
O&M Expense Per Vehicle HOUR: DART ADA	\$ 99.65	\$ 98.79	\$ 81.64	\$ 89.33	\$ 92.89	\$ 91.87	\$ 92.29	\$ 92.24	\$ 93.31	\$ 93.95	\$ 94.72	\$ 95.62	\$ 96.87
O&M Expense Per Vehicle HOUR: Local Taxi	n/a	n/a	n/a	\$ 93.79	\$ 92.02	\$ 88.60	\$ 89.54	\$ 89.63	\$ 90.64	\$ 91.70	\$ 92.79	\$ 93.93	\$ 95.10
O&M Expense Per Vehicle HOUR: All Paratransit	\$ 122.61	\$ 123.94	\$ 107.71	\$ 90.51	\$ 92.67	\$ 91.04	\$ 91.60	\$ 91.59	\$ 92.66	\$ 93.41	\$ 94.27	\$ 95.23	\$ 96.47
O&M Expense Per Passenger: DART ADA	\$ 50.95	\$ 50.45	\$ 42.91	\$ 46.84	\$ 48.78	\$ 48.32	\$ 48.45	\$ 48.33	\$ 48.94	\$ 49.33	\$ 49.64	\$ 50.02	\$ 50.72
O&M Expense Per Passenger: Local Taxi	n/a	n/a	n/a	\$ 16.03	\$ 15.75	\$ 15.16	\$ 15.31	\$ 15.32	\$ 15.48	\$ 15.66	\$ 15.79	\$ 15.93	\$ 16.08
O&M Expense Per Passenger: All Paratransit	\$ 62.69	\$ 63.29	\$ 56.62	\$ 30.74	\$ 31.69	\$ 31.32	\$ 31.63	\$ 31.74	\$ 32.32	\$ 32.77	\$ 33.16	\$ 33.58	\$ 34.18
Total Operating Exp. Per Vehicle MILE: DART ADA [15]	\$ 6.63	\$ 6.31	\$ 5.88	\$ 6.35	\$ 6.57	\$ 6.51	\$ 6.54	\$ 6.52	\$ 6.60	\$ 6.65	\$ 6.69	\$ 6.73	\$ 6.82
Total Operating Exp. Per Vehicle MILE: Local Taxi [16]	n/a	n/a	n/a	\$ 14.42	\$ 14.17	\$ 13.73	\$ 13.85	\$ 13.85	\$ 13.98	\$ 14.12	\$ 14.26	\$ 14.41	\$ 14.53
Total Operating Exp. Per Vehicle MILE: All Paratransit	\$ 8.32	\$ 8.04	\$ 7.75	\$ 7.47	\$ 7.60	\$ 7.48	\$ 7.50	\$ 7.47	\$ 7.54	\$ 7.58	\$ 7.62	\$ 7.66	\$ 7.74
Total Operating Exp. Per Vehicle HOUR: DART ADA [15]	\$ 108.33	\$ 107.37	\$ 95.60	\$ 103.39	\$ 106.68	\$ 105.69	\$ 106.17	\$ 106.06	\$ 107.11	\$ 107.75	\$ 108.54	\$ 109.47	\$ 110.71
Total Operating Exp. Per Vehicle HOUR: Local Taxi [16]	n/a	n/a	n/a	\$ 105.83	\$ 103.92	\$ 100.62	\$ 101.69	\$ 101.83	\$ 102.95	\$ 104.12	\$ 105.31	\$ 106.57	\$ 107.85
Total Operating Exp. Per Vehicle HOUR: All Paratransit	\$ 136.08	\$ 136.70	\$ 125.93	\$ 104.03	\$ 105.96	\$ 104.40	\$ 105.04	\$ 105.01	\$ 106.10	\$ 106.88	\$ 107.78	\$ 108.80	\$ 110.06
Total Operating Exp. Per Passenger: DART ADA [15]	\$ 55.39	\$ 54.83	\$ 50.25	\$ 54.21	\$ 56.02	\$ 55.59	\$ 55.73	\$ 55.57	\$ 56.18	\$ 56.58	\$ 56.88	\$ 57.27	\$ 57.96
Total Operating Exp. Per Passenger: Local Taxi [16]	n/a	n/a	n/a	\$ 18.08	\$ 17.79	\$ 17.21	\$ 17.39	\$ 17.40	\$ 17.58	\$ 17.78	\$ 17.92	\$ 18.07	\$ 18.23
Total Operating Exp. Per Passenger: All Paratransit	\$ 69.58	\$ 69.81	\$ 66.19	\$ 35.33	\$ 36.24	\$ 35.91	\$ 36.28	\$ 36.39	\$ 37.00	\$ 37.50	\$ 37.91	\$ 38.36	\$ 38.99
Passengers Per Vehicle HOUR: DART ADA	2.0	2.0	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Passengers Per Vehicle HOUR: Local Taxi	n/a	n/a	n/a	5.9	5.8	5.8	5.8	5.9	5.9	5.9	5.9	5.9	5.9
Passengers Per Vehicle HOUR: All Paratransit	2.0	2.0	1.9	2.9	2.8	2.8	2.8						
Average Fare Per Passenger: DART ADA	\$ 3.70	\$ 3.58	\$ 4.10	\$ 3.30	\$ 3.30	\$ 3.56	\$ 3.56	\$ 3.56	\$ 3.56	\$ 3.85	\$ 3.85	\$ 3.85	\$ 3.85
Average Fare Per Passenger: Local Taxi	n/a	n/a	n/a	\$ 6.84	\$ 6.71	\$ 6.58	\$ 6.06	\$ 7.91	\$ 7.76	\$ 7.62	\$ 8.96	\$ 8.77	\$ 8.60
Average Fare Per Passenger: All Paratransit	\$ 4.30	\$ 4.07	\$ 4.96	\$ 5.15	\$ 5.06	\$ 5.11	\$ 5.85	\$ 5.75	\$ 5.65	\$ 5.70	\$ 6.33	\$ 6.22	\$ 6.11
Farebox Recovery (Fares as % of O&M Exp.): DART ADA	7.25%	7.09%	9.55%	7.04%	6.76%	7.37%	7.35%	7.37%	7.28%	7.80%	7.75%	7.69%	7.59%
Farebox Recovery (Fares as % of O&M Exp.): Local Taxi	n/a	n/a	n/a	42.70%	42.62%	43.41%	52.68%	51.65%	50.15%	48.69%	56.72%	55.07%	53.47%
Farebox Recovery (Fares as % of O&M Exp.): All PT	6.86%	6.42%	8.75%	16.76%	15.98%	16.31%	18.48%	18.11%	17.48%	17.40%	19.10%	18.53%	17.89%
Farebox Recovery (Fares as % of Tot. Oper. Exp.): All PT	6.18%	5.82%	7.49%	14.58%	13.97%	14.22%	16.12%	15.79%	15.27%	15.21%	16.71%	16.22%	15.68%
Local Recovery (Fares+Local Sub. as % of Oper. Exp.)	7.51%	6.72%	8.47%	15.78%	15.11%	15.36%	17.23%	16.88%	16.34%	16.26%	17.75%	17.24%	16.68%

FOOTNOTES

- [1] Ridership forecast to increase at 4% per year. No change in service delivery model or fare structure, so assume proportional increases in miles, hours, and fare revenues.
- [2] Local taxi scrip program was restructured in July, 2015. Values for FY2015/16 extrapolated based on partial year estimates through Nov-2015.
- [3] Taxi program ridership forecast to increase at 2% per year. No change in service delivery model or fare structure, so assume proportional increases in miles and hours.
- [4] Growth in O&M costs based on vendor contract and staff budget estimates through FY2018/19, with general inflation applied in subsequent years (i.e., 2% per year through FY2019/20 and 3% per year through the remainder of the forecast period).
- [5] FY2016/17 amount reflects 20% increase to fuel costs associated with city-wide transition to renewable diesel.
- [6] Includes: pro-rated share of Fairfield Transit Center, Senior Volunteer Driver Program; and city-wide cost allocation plan.
- [7] Contribution to County-operated program. FY2015/16 amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond assumes required contributions will grow in line with inflation.
- [8] Assume periodic 8% fare increase: FY2017/18 and FY2021/22.
- [9] Revenues from sales of taxi scrip. Fixed amount of scrip offered each year, so program revenues are not driven by changes in ridership or population. Periodic step increases planned in FY2018/19 and FY2022/23 to help scrip value maintain parity with increasing taxi fare.
- [10] Interest income on Fund 452.

Table 11: FAST Operating Budget – Systemwide Total

Fairfield and Suisun Transit (FAST)														
SUMMARY OPERATING PLAN & BUDGET														
Systemwide Total														
Date prepared: 01-Jun-2016 (DRAFT FINAL)														
	Historical	Budget			Forecast									
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
OPERATING STATISTICS														
Vehicle Miles	[1]	1,797,289	1,855,584	1,854,197	1,932,047	1,987,400	2,111,800	2,122,500	2,133,600	2,145,100	2,157,000	2,169,300	2,182,100	2,195,500
Vehicle Hours	[1]	91,624	92,821	93,474	99,894	102,000	106,800	107,500	108,200	109,000	109,800	110,600	111,400	112,300
Ridership	[1]	1,072,406	1,102,189	1,096,291	1,137,830	1,165,700	1,199,000	1,212,100	1,225,200	1,238,500	1,252,000	1,265,700	1,279,600	1,293,700
OPERATING EXPENSES														
Operating & Maintenance Costs	[1,2]	\$ 9,337,781	\$ 9,701,871	\$ 9,198,127	\$ 10,207,320	\$ 10,857,229	\$ 11,301,251	\$ 11,564,412	\$ 11,835,686	\$ 12,208,679	\$ 12,602,268	\$ 13,008,564	\$ 13,428,047	\$ 13,875,364
Other Operating Expenses	[3]	\$ 824,090	\$ 748,370	\$ 945,290	\$ 983,916	\$ 1,023,096	\$ 1,098,919	\$ 1,134,633	\$ 1,169,060	\$ 1,206,571	\$ 1,245,141	\$ 1,284,674	\$ 1,325,803	\$ 1,368,158
TOTAL OPERATING EXPENSES		\$ 10,161,871	\$ 10,450,241	\$ 10,143,417	\$ 11,191,236	\$ 11,880,326	\$ 12,400,169	\$ 12,699,046	\$ 13,004,746	\$ 13,415,250	\$ 13,847,409	\$ 14,293,238	\$ 14,753,850	\$ 15,243,521
PROGRAM EXPENSES														
Intercity Taxi Scrip (contrib. to County-wide prog.)					\$ 60,000	\$ 61,200	\$ 62,400	\$ 63,600	\$ 64,800	\$ 66,100	\$ 67,400	\$ 68,700	\$ 70,000	\$ 71,400
Intercity Express Bus (contrib. to County-wide prog.)	[4]				\$ 739,666	\$ 986,900	\$ 1,006,600	\$ 1,026,700	\$ 1,047,200	\$ 1,068,100	\$ 1,089,500	\$ 1,111,300	\$ 1,133,500	\$ 1,156,200
TOTAL PROGRAM EXPENSES					\$ 799,666	\$ 1,048,100	\$ 1,069,000	\$ 1,090,300	\$ 1,112,000	\$ 1,134,200	\$ 1,156,900	\$ 1,180,000	\$ 1,203,500	\$ 1,227,600
TOTAL EXPENSES					\$ 11,990,902	\$ 12,928,426	\$ 13,469,169	\$ 13,789,346	\$ 14,116,746	\$ 14,549,450	\$ 15,004,309	\$ 15,473,238	\$ 15,957,350	\$ 16,471,121
OPERATING REVENUES														
Fare Revenues	[1]	\$ 2,195,595	\$ 2,198,986	\$ 2,303,365	\$ 2,583,676	\$ 2,671,126	\$ 2,984,210	\$ 3,065,380	\$ 3,096,483	\$ 3,128,305	\$ 3,391,008	\$ 3,476,353	\$ 3,512,242	\$ 3,548,645
Other Operating Revenues	[5]	\$ 164,358	\$ 384,565	\$ 63,001	\$ 63,000	\$ 162,000	\$ 261,000	\$ 270,900	\$ 270,900	\$ 270,900	\$ 270,900	\$ 281,295	\$ 281,300	\$ 281,300
TOTAL OPERATING REVENUES		\$ 2,359,952	\$ 2,583,551	\$ 2,366,366	\$ 2,646,676	\$ 2,833,126	\$ 3,245,210	\$ 3,336,280	\$ 3,367,383	\$ 3,399,205	\$ 3,661,908	\$ 3,757,648	\$ 3,793,542	\$ 3,829,945
SUBSIDY REVENUES														
Local Sources		\$ 711,035	\$ 711,035	\$ 711,035	\$ 801,143	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293
State Sources		\$ 5,167,333	\$ 5,234,564	\$ 4,914,418	\$ 5,446,377	\$ 6,205,721	\$ 6,282,256	\$ 6,545,600	\$ 6,783,970	\$ 7,125,752	\$ 7,257,607	\$ 7,569,297	\$ 7,954,715	\$ 8,368,084
Federal Sources		\$ 2,891,769	\$ 2,757,275	\$ 2,702,480	\$ 3,096,707	\$ 2,962,286	\$ 3,014,411	\$ 2,980,172	\$ 3,038,100	\$ 3,097,200	\$ 3,157,500	\$ 3,219,000	\$ 3,281,800	\$ 3,345,800
TOTAL SUBSIDY REVENUES		\$ 8,770,137	\$ 8,702,874	\$ 8,327,933	\$ 9,344,226	\$ 10,095,300	\$ 10,223,960	\$ 10,453,065	\$ 10,749,363	\$ 11,150,245	\$ 11,342,400	\$ 11,715,590	\$ 12,163,808	\$ 12,641,177
TOTAL REVENUES		\$ 11,130,089	\$ 11,286,425	\$ 10,694,299	\$ 11,990,902	\$ 12,928,426	\$ 13,469,169	\$ 13,789,346	\$ 14,116,746	\$ 14,549,450	\$ 15,004,309	\$ 15,473,238	\$ 15,957,350	\$ 16,471,121
ANNUAL SURPLUS (DEFICIT)		\$ -												
FINANCIAL CAPACITY														
TDA Carryover														
Funds held by MTC	[6]													\$ 1,395,820
Funds held by FAST	[7]													\$ 4,682,829
Annual Cash Flow (Current Expenses Only)														
Beginning Balance					\$ 6,078,649	\$ 6,325,004	\$ 5,580,358	\$ 6,027,759	\$ 5,287,881	\$ 3,257,466	\$ 3,116,562	\$ 3,037,786	\$ 2,312,678	\$ 2,312,678
Add: Net annual TDA-LTF apportionment	[6,8]				\$ 5,265,725	\$ 5,367,880	\$ 5,472,017	\$ 5,578,174	\$ 5,686,391	\$ 5,796,707	\$ 5,909,163	\$ 6,023,801	\$ 6,140,662	\$ 6,140,662
Less: Annual Operating Uses					\$ (4,408,921)	\$ (4,451,556)	\$ (4,680,300)	\$ (4,883,370)	\$ (5,189,152)	\$ (5,284,307)	\$ (5,558,597)	\$ (5,905,815)	\$ (6,280,284)	\$ (6,280,284)
Less: Annual Capital Uses, if any					\$ (610,449)	\$ (1,660,970)	\$ (344,316)	\$ (1,434,682)	\$ (2,527,653)	\$ (653,304)	\$ (429,342)	\$ (843,093)	\$ (809,252)	\$ (809,252)
Equals: Year-End Balance					\$ 6,325,004	\$ 5,580,358	\$ 6,027,759	\$ 5,287,881	\$ 3,257,466	\$ 3,116,562	\$ 3,037,786	\$ 2,312,678	\$ 2,312,678	\$ 1,363,804
Capital Needs														
Annual Unfunded Capital Needs, if any					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 10-Year Capital Funding Surplus (Gap)														\$ -

Table continues on the next page.

Fairfield and Suisun Transit (FAST)													
SUMMARY OPERATING PLAN & BUDGET													
Systemwide Total													
Date prepared: 01-Jun-2016 (DRAFT FINAL)													
	Historical			Budget	Forecast								
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
METRICS													
Operating Expense Per Vehicle HOUR	\$ 110.91	\$ 112.58	\$ 108.52	\$ 112.03	\$ 116.47	\$ 116.11	\$ 118.13	\$ 120.19	\$ 123.08	\$ 126.11	\$ 129.23	\$ 132.44	\$ 135.74
Operating Expense Per Vehicle MILE	\$ 5.65	\$ 5.63	\$ 5.47	\$ 5.79	\$ 5.98	\$ 5.87	\$ 5.98	\$ 6.10	\$ 6.25	\$ 6.42	\$ 6.59	\$ 6.76	\$ 6.94
Operating Expense Per Passenger	\$ 9.48	\$ 9.48	\$ 9.25	\$ 9.84	\$ 10.19	\$ 10.34	\$ 10.48	\$ 10.61	\$ 10.83	\$ 11.06	\$ 11.29	\$ 11.53	\$ 11.78
Average Fare Per Passenger	\$ 2.05	\$ 2.00	\$ 2.10	\$ 2.27	\$ 2.29	\$ 2.49	\$ 2.53	\$ 2.53	\$ 2.53	\$ 2.71	\$ 2.75	\$ 2.74	\$ 2.74
Passengers Per Vehicle HOUR	11.7	11.9	11.7	11.4	11.4	11.2	11.3	11.3	11.4	11.4	11.4	11.5	11.5
Farebox Recovery (Fares as % of Oper. Exp.)	21.61%	21.04%	22.71%	23.09%	22.48%	24.07%	24.14%	23.81%	23.32%	24.49%	24.32%	23.81%	23.28%
Local Recovery (Fares+Local as % of Oper. Exp.)	30.22%	31.53%	30.34%	30.81%	31.65%	33.65%	33.57%	33.02%	32.25%	33.14%	32.78%	32.00%	31.21%
Share of TDA-LTF apportionment consumed by operations					83.73%	82.93%	85.53%	87.54%	91.26%	91.16%	94.07%	98.04%	102.27%
Ratio of TDA YE balance to O&M expenses					46.96%	40.47%	42.70%	36.34%	21.71%	20.14%	19.04%	14.04%	8.28%
FOOTNOTES													
[1] Assumes new service additions on Routes 40 and 90 in FY2016/17 and Route 20 in FY2017/18.													
[2] Includes additional O&M expenses beginning in FY2016/17 to reflect city-wide transition to renewable diesel.													
[3] Includes Fairfield Transit Center (with additional expenses beginning January 1, 2017 for security cameras and parking equipment related to new paid parking program), Park and Rides, Intermodal Station, Senior Volunteer Driver Program, Cost Allocation Plan.													
[4] FY2015/16 reconciliation amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond based on FY2015/16 Intercity Cost Sharing calculation plus inflationary growth.													
[5] New program to charge parking fees at FTC was approved by Board of Directors on 15-Dec-2015. Fees assumed to be implemented as of January 1, 2017. Add periodic 5% fee increase: FY2018/19 and FY2022/23. Line item also includes interest and lease revenue.													
[6] FY2016/17 value from MTC Fund Estimate (Reso. 4220, 02/24/2016).													
[7] Includes TDA funds on hand from prior year allocations and unused prior year claims.													
[8] Annual apportionment is net of 3% deduction for STA planning/admin and excludes \$50,000 claimed by STA for Suisun train station maintenance.													
Amounts in later years assumed to grow at 1.94% per year, per MTC forecast for Plan Bay Area 2040 and Solano Sales Tax Authority estimates.													

4.3 Capital Improvements Plans

4.3.1 Planned and Proposed Capital Projects

Projects contained in FAST's ten year capital improvement plan that support local and intercity fixed route, and ADA complementary paratransit DART and supplemental services are described below.

Revenue Vehicle Rehab & Replacement

FAST replaces local transit and over-the-road (OTR) buses in accordance with either FTA standard service life of 12 years or MTC TCP service life of 14 years for OTR coaches. Bus repowering (engine and/or transmission replacement) is used to extend the life of local transit coaches and OTR buses by 5 or more years. Cutaway vans are replaced on a 7 year cycle.

FAST local fixed route services are operated using 7 diesel powered 35' transit buses, 7 low floor diesel 35' transit buses, 3 newer low floor 35' diesel transit buses, 1 low floor hybrid diesel/electric 29' transit bus, 3 low floor diesel 29' transit buses, and 6 low floor diesel 40' transit buses, with the peak coach requirement currently at 16 vehicles.

This number will likely be sufficient to support existing local services plus the planned local service expansion. Over the ten-year period covered by this SRTP, FAST will replace 23 local fleet vehicles, at a total cost of \$16.9 million. FAST proposes to replace its diesel buses with diesel-electric hybrids to reduce operating cost.¹⁰ The diesel-electric hybrids in the fleet will have engines and batteries replaced on a schedule dictated by the California Air Resources Board (CARB) at a cost per bus of approximately \$75,000 every five years. The fleet replacement schedule for local fixed route buses is shown in Table 12.

Intercity fixed route services are operated using 19 higher capacity 45' over-the-road coaches and 2 older 40' buses. Ten of the 19 vehicles are currently owned by SolTrans but leased to FAST for their use. All expenses associated with these leased vehicles are shown within the FAST capital plan. The intercity peak coach requirement is 16 buses. FAST may take title to some or all 10 of the over-the-road coaches that it leases from SolTrans. Nine of the oldest OTR buses will be replaced by diesel or diesel-electric hybrid OTR buses by FY2019-20. The first five replacement OTR buses will be ordered in FY2016-17 through a competitive bid, with the option to purchase an additional four buses in the following three fiscal years. FAST intends to extend the service life of nine of its OTR buses by performing engine and transmission replacements on four buses in FY2016-17 and five buses in FY2017-18.

Beginning in FY2018-19, the capital plan budgets 14 OTR bus replacements for FAST (2 in FY2018-19; 2 in FY2019-20; 3 in FY2020-21; 5 in FY2021-22; and 2

¹⁰ If sufficient grant funding is available, FAST intends to pursue a strategy of transitioning to an all-electric fleet to meet proposed CARB regulations calling for zero emission bus fleets by 2040, or sooner.. Until a funding plan can be developed to support the transition, the capital plan assumes that all local fleet replacements will be diesel-electric hybrids.

in FY2022-23). The intercity fixed route fleet replacement schedule is shown in **Table 13**.

DART ADA paratransit uses 9 vehicles with service lives of no more than 7 years. Over the course of this 10 year SRTP, a total of 15 paratransit vehicles will need to be purchased. The paratransit fleet replacement schedule is shown in **Table 14**.

Vehicle purchases for the local bus and paratransit sub-fleets are funded from a combination of federal, state and local funds. The total cost of local service vehicle replacement and rehabilitation over ten years is estimated to be \$20.5 million. Vehicle purchases for the intercity fixed route bus sub-fleet are included in the Intercity Transit Funding Agreement and are funded by all participating agencies based on inter-agency agreements negotiated through the Intercity Transit Funding Working Group. As formally agreed in December, 2015, the five near term replacements for FAST will be funded with a combination of approved federal earmarks, Proposition 1B (Lifeline & Population-Based), and TDA-STAF funding, plus additional contributions from member jurisdictions. For the longer term replacements beginning in FY2018-19, the total capital funding requirement is split 23.5% by STA, 20% by MTC, and 56.5% by the remaining Intercity funding partners: SolTrans, FAST, Vacaville, Dixon and the County. The distribution of the 56.5% share is based on the same formula that determines the subsidy shares for net operating expenses. FAST uses TDA to fund its share of intercity bus replacement unless additional funding is secured to reduce the LTF commitment. The total net cost to FAST for its share of intercity service vehicle replacements will be \$4.8 million. The cost for engine re-powers that will be required over the same time period is \$1,400,000.

Non-Revenue Vehicle Replacement

FAST has seven vehicles in its non-revenue fleet used primarily for road supervision and maintenance. Light duty cars and trucks are replaced every 7 or more years. Over the course of the ten years covered by this SRTP, FAST is planning to purchase one administrative vehicle in FY2015-16 and another in FY2023-24. The cost for each replacement is estimated at \$20,000. TDA revenue is the primary source of funding.

Vehicle Technology

FAST is planning to undertake several projects to install and upgrade technology equipment on its transit fleet:

- **Vehicle Cameras** – Between FY2015-16 and FY2016-17, FAST will complete replacement and upgrade of security cameras on six local buses, 22 Intercity coaches, and five paratransit vehicles. The total cost will be \$315,000 and the project is funded from Proposition 1B (PTMISEA) and TDA revenues.
- **On-Board WiFi** – FAST is installing wi-fi service on its Intercity bus fleet at a cost of \$35,000 in FY2015-16. The project will be funded with TDA revenues.

Facilities: Stops & Stations

FAST is currently planning multiple projects to maintain and/or upgrade its passenger facilities:

- **Parking Access and Revenue Control Systems (PARCS)** – FAST will be deploying access controls and revenue collection equipment in support of paid parking programs at both the Fairfield Transportation Center and the Fairfield-Vacaville Intermodal Train Station. This project is slated to cost \$550,000 over FY2016-17 and FY2017-18, and it is funded with both FTA 5307 and TDA revenues.
- **FTC Security Improvements** – To enhance security at the FTC FAST will seek improvements including new security cameras and upgraded safety infrastructure. In areas with the new PARCS equipment, FAST will install and maintain additional security cameras at the Fairfield Transportation Center. This project is estimated to cost \$200,000 in FY2016-17 and is funded with Proposition 1B revenues (PTMISEA and CalOES) and uses TDA for local match. Where applicable and as additional funding is identified, additional safety improvements at the FTC may include improved ADA doors and pedestrian facilities, and additional access improvements.
- **Train Station** – FAST has budgeted for \$140,000 for interior improvements over three fiscal years (FY2015-16 through FY2017-18) as part of the last phase of work on the Intermodal Train Station. This project is being funded from TDA.
- **Bus Stop Improvements** – FAST has budgeted \$162,769 for bus stop improvements within the cities of Fairfield and Suisun in FY2015-16. The project includes activities such as purchasing shelters, preparing sites, and constructing curb ramps and other bus stop access improvements. The project will be funded with Proposition 1B (PTMISEA) and Low Carbon Transit Operations Program (LCTOP) funds. Where applicable and as additional funding is identified, additional safety improvements at bus stops may include improved ADA and pedestrian facilities, and additional site specific access improvements.
- **NextBus Signage** – FAST has budgeted a total of \$110,590 for installation of NextBus arrival time information displays at the Fairfield Transportation Center and the Fairfield-Vacaville Intermodal Train Station. The project will extend from FY2015-16 to FY2017-18 and will be funded with TDA and Low Carbon Transit Operations Program (LCTOP) funds. Where applicable and as additional funding is identified, additional NextBus signage may be installed at other bus stop locations in the future.

Electric Vehicle Charging and Solar Facilities

As part of a long-term plan to transition its fleet to fully electric vehicles, noted earlier, FAST will need to upgrade electrical components in its bus yard to support higher energy demand and a more robust connection into the power grid. FAST has budgeted \$1,000,000 under “Facilities: Maintenance / Yards” for this

project in FY2018-19, and intends to pursue federal grants to fund this and other transition activities. A corresponding amount of unspecified federal funding is shown as a placeholder for the capital revenues. If grant funding is not received, the project would be deferred until a funding plan could be established.

FAST is also considering the feasibility of generating electric power for its facilities and buses using solar panels. FAST will complete a solar feasibility analysis to determine the costs and benefits of installing Solar Canopies and Solar Roof improvements at various City facilities and parking lots in order to reduce operational costs and offset future planned electric charging demand for an electric bus fleet. Where applicable and as additional funding is identified, FAST will work towards installing electric infrastructure improvements at City locations in the future.

Maintenance Tools and Equipment

Staff proposes to purchase and replace shop tools and equipment as needed each year. The budgeted cost in FY2015-16 is \$106,090, and then the amount is inflated by 3% each year. TDA will be the primary funding source.

IT / Software

FAST is planning to improve its operations management systems over the next two years. In FY2015-16, FAST will upgrade its NextBus, RouteMatch, and Automated Vehicle Locator (AVL) systems at a cost of \$580,000. In FY2016-17, FAST will acquire a new data management system at a cost of \$80,000. TDA would be the primary funding source for both projects. Where applicable and as additional funding is identified, additional technology improvements and management software may be purchased to help administer transit services in the future.

Miscellaneous Small Capital

Staff proposes to perform small capital repairs & replacements as needed each year. The budgeted cost in FY2015-16 is \$106,090, and this amount is inflated by 3% each year. TDA would be the primary funding source.

Cost Allocation Plan

Due to the staff time spent planning the capital projects listed above, applying for grants, and conducting related project oversight, FAST incurs overhead costs from the City-wide cost allocation plan. This includes pro-rata fees for human resources, insurance, etc. This cost is shown in the “other” line item. The estimated total over the ten years of the plan is \$4.17 million. The amounts will be paid from TDA revenues.

In addition to all of the planned projects described above, FAST is working to develop two projects which could potentially be implemented within the next ten years. At this time, these projects are not fully funded, so they are not shown on the Capital Plan; they would be added once sufficient funding commitments have been obtained to move forward with project development.

FTC Phase IV and V Parking Expansion

FAST plans to replace 240 parking spaces in a surface parking lot at the Fairfield Transportation Center with a 1,200 space parking structure. This would increase

parking spaces for commuter mode shift from 640 to 1,600 spaces. This expansion would be done in two 600 space phases. The cost of these improvements is currently estimated to be over \$5 million.

West Texas Gateway Project

In order to provide direct access to the Fairfield Transportation Center, FAST has planned for pedestrian and bicyclist improvements in the City of Fairfield at the West Texas/Fifth Street intersection, installation of sidewalk and curb ramps within the adjacent Allan Witt Park, and park entrance modifications. The cost of these improvements is currently estimated at \$800,000.

Table 12: Vehicle Fleet Replacement Schedule – Fixed Route Local

Number of Vehicles	Year	Model	Avg. Mileage (as of 8/1/15)	Eligible Replacement Year	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Existing Fleet														
7	2002	Gillig Phantom Diesel	373,263	Retired to Contingency	7	7	7	7						
7	2007	Gillig Low Floor Diesel	288,181	FY2019/20	7	7	7	7	7					
3	2009	Gillig Low Floor Diesel	226,400	FY2022/23	3	3	3	3	3	3	3	3		
1	2009	Gillig Low Floor Diesel-Electric Hybrid	192,306	FY2022/23	1	1	1	1	1	1	1	1		
3	2011	Gillig Low Floor Diesel	150,800	FY2023/24	3	3	3	3	3	3	3	3	3	
6	2013	Gillig Low Floor Diesel	76,001	FY2024/25	6	6	6	6	6	6	6	6	6	6
27	Sub-Total Existing Fleet				27	27	27	27	20	13	13	13	9	6
Future Acquisitions														
7	2020	Gillig Low Floor Diesel-Electric Hybrid	New	FY2032/33					7	7	7	7	7	7
9	2021	Gillig Low Floor Diesel-Electric Hybrid	New	FY2033/34						9	9	9	9	9
4	2024	Gillig Low Floor Diesel-Electric Hybrid	New	FY2036/37									4	4
3	2025	Gillig Low Floor Diesel-Electric Hybrid	New	FY2037/38										3
23	Sub-Total: Acquisitions				0	0	0	0	7	16	16	16	20	23
Sold/Salvaged					0	0	0	0	7	7	0	0	2	3
Contingency					7	7	7	7	7	7	7	7	9	9
Total Fixed Route Local Fleet - Active Fleet					20	20	20	20	20	22	22	22	20	20
Total Fixed Route Local Fleet - All Vehicles					27	27	27	27	27	29	29	29	29	29
Peak Vehicle Requirement					16	16	16	16	16	16	16	16	16	16
Spare vehicles					4	4	4	4	4	6	6	6	4	4
Spare ratio					25%	25%	25%	25%	25%	38%	38%	38%	25%	25%

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

Table 13: Vehicle Fleet Replacement Schedule – Fixed Route Intercity

Number of Vehicles	Year	Model	Avg. Mileage (as of 8/30/15)	Eligible Replacement Year	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Existing Fleet														
1	2001	MCI D 4500 Diesel (leased)	619,995	FY2014/15	1									
2	2003	Gillig Phantom Diesel	155,907	FY2017/18	2	2	2							
2	2003	MCI D 4500 Diesel (leased)	642,583	FY2018/19	2	2	2	2						
3	2003	MCI D 4500 Diesel (leased)	623,490	FY2019/20	3	3	3	3	3					
4	2003	MCI D 4500 Diesel (leased)	631,118	FY2020/21	4	4	4	4	4	4				
5	2003	MCI D 4500 Diesel	501,653	FY2021/22	5	5	5	5	5	5	5			
4	2003	MCI D 4500 Diesel	508,844	FY2022/23	4	4	4	4	4	4	4	4		
21	Sub-Total Existing Fleet				21	20	20	18	16	13	9	4	0	0
Future Acquisitions														
5	2017	Low Floor Diesel (electric hybrid?)	New	FY2031/32		5	5	5	5	5	5	5	5	5
2	2019	Low Floor Diesel (electric hybrid?)	New	FY2033/34				2	2	2	2	2	2	2
2	2020	Low Floor Diesel (electric hybrid?)	New	FY2034/35					2	2	2	2	2	2
3	2021	Low Floor Diesel (electric hybrid?)	New	FY2035/36						3	3	3	3	3
5	2022	Low Floor Diesel (electric hybrid?)	New	FY2036/37							5	5	5	5
2	2023	Low Floor Diesel (electric hybrid?)	New	FY2037/38								2	2	2
19	Sub-Total: Acquisitions				0	5	5	7	9	12	17	19	19	19
Sold/Salvaged					0	0	0	1	1	3	3	8	7	0
Contingency					1	3	3	4	5	5	6	3	0	0
Total Fixed Route Intercity Fleet - Active Fleet					20	22	22	21	20	20	20	20	19	19
Total Fixed Route Intercity Fleet - All Vehicles					21	25	25	25	25	25	26	23	19	19
Peak Vehicle Requirement					16	16	16	16	16	16	16	16	16	16
Spare vehicles					4	6	6	5	4	4	4	4	3	3
Spare ratio					25%	38%	38%	31%	25%	25%	25%	25%	19%	19%

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

Table 14: Vehicle Fleet Replacement Schedule - Paratransit

Number of Vehicles	Year	Model	Avg. Mileage (as of 6/30/12?)	Eligible Replacement Year	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Existing Fleet														
2	2002	Ford Collins Diesel	335,693	FY2009/10	2									
2	2007	Ford Star Craft Unleaded	241,666	FY2014/15	2									
2	2005	Chevy Mini Van Unleaded ¹	84,640	FY2016/17	2	2								
3	2011	Ford EC II Unleaded	117,204	FY2018/19	3	3	3	3						
2	2014	Ford Vans	43,116	FY2020/21	2	2	2	2	2	2				
11	Sub-Total Existing Fleet				11	7	5	5	2	2	0	0	0	0
Future Acquisitions														
5	2016	Cutaway	New	FY2023/24	5	5	5	5	5	5	5	5		
3	2020	Cutaway	New	FY2027/28					3	3	3	3	3	3
2	2023	Cutaway	New	FY2030/31								2	2	2
5	2024	Cutaway	New	FY2031/32									5	5
15	Sub-Total: Acquisitions				5	5	5	5	8	8	8	10	10	10
Sold/Salvaged					0	0	4	0	3	0	4	0	5	0
Contingency					4	4	2	2	2	2	0	2	2	2
Total Paratransit Fleet - Active Fleet					12	8	8	8	8	8	8	8	8	8
Total Paratransit Fleet - All Vehicles					16	12	10	10	10	10	8	10	10	10

Notes: Retired vehicles are sold/salvaged in their replacement year, unless retained for contingency. The most recently retired vehicle(s) are retained for contingency until the next new purchase; the contingencies on hand are then sold/salvaged, and the new retirement(s) become contingency vehicle(s).

¹The two mini-vans are leased to Friends of Fairfield Adult Center for the transportation of seniors. During FY2012-13, one of the Chevy mini-vans was replaced with a 2012 Dodge Caravan.

4.3.2 Ten-Year Capital Plan

Table 15 presents the capital projects discussed above in a spreadsheet layout, with anticipated funding amounts for the full program shown in sub-categories for local, state, and federal sources.

Committed funding sources have been identified for most capital projects scheduled in the next four years, including all local service vehicle replacements, vehicle technology add-ons, security cameras, parking kiosks, bus stop amenities, improved IT systems, and on-going replacements of maintenance tools/equipment and small capital repairs. Full funding has also been identified for the SolanoExpress vehicle replacements occurring in FY2016-17.

Several capital construction projects do not yet have all of the necessary funding in place, including the project to upgrade electric vehicle charging equipment in the bus yard and full funding of Intercity fleet replacements beginning in FY2018-19. Committed sources are included in the capital plan if known, and the balance of required funding contributions from FAST for these projects assumes a combination of federal and local sources, shown in the Capital Plan as “Unspecified.” The only projects that do not have full funding identified at this time are vehicle replacement projects. FAST also seeks funds to begin implementing its vision of an all-electric, zero emission bus fleet, including solar electric power generation support facilities.

It was assumed that, beginning in FY2019-20, federal sources would be available to fund 80% of local vehicle replacement costs with TDA-LTF used to provide the 20% local match. The federal funding is shown as “Unspecified” because the specific grant program is not known at this time. If federal funding awards are less than requested in a particular year, FAST could use a portion of its 5307 formula allocation to complete the replacement, and backfill the operating budget with funding from the TDA reserve. For the SolanoExpress vehicle replacements from FY2018-19 onward, STA and the Intercity Consortium have not yet identified a specific funding plan. However, it was assumed that TDA would be used to meet FAST’s funding obligations for the plan, and it was further assumed that a funding plan would be worked out for the remaining contributions in time to fully support the planned revenue transfers from other Consortium members.

Based on these assumptions, all state-of-good-repair projects in the current capital plan can be funded from anticipated funding sources and available reserves over the life of the ten-year plan.

4.4 Summary of Operating and Capital Plan

The Operating Budget and Financial Projection presented in this SRTP shows that the City of Fairfield will be able to operate FAST, SolanoExpress, and DART paratransit services for the next ten years with available subsidy revenues and periodic increases in fares and parking fees. The trend results in decreased surpluses in later years, so FAST expenses and revenues should be carefully monitored for potential corrective action to maintain long term sustainability. Placeholders for increases in fares and parking fees are included in the Financial Plan to avoid future revenue shortfalls and balance the operating and capital budget.

All state-of-good-repair projects in the current capital plan can be funded from anticipated funding sources and available reserves over the life of the ten-year plan. FAST will need to

secure grant or subsidy revenues to ensure its vehicle replacements can proceed on schedule; the current plan assumes this funding will be obtained from external local and federal sources.

Table 15: Ten Year Capital Improvement Plan

Date prepared: 23-Mar-2016 (REVISED DRAFT)		Updated Budget Forecast									
		FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Capital Expenses By Project Type											
	Revenue Vehicles: Fleet Repower/Rehab	\$ -	\$ 651,541	\$ 736,262	\$ -	\$ 86,151	\$ 410,081	\$ -	\$ -	\$ -	\$ -
[1]	Revenue Vehicles: Local Fleet Replacement	\$ 400,000	\$ 170,973	\$ -	\$ -	\$ 5,744,393	\$ 7,073,717	\$ -	\$ 230,209	\$ 3,881,940	\$ 2,512,472
[2,3]	Revenue Vehicles: Intercity Fleet - Expense	\$ -	\$ 3,230,000	\$ -	\$ 1,349,300	\$ 1,389,780	\$ 2,147,208	\$ 3,686,040	\$ 1,518,650	\$ -	\$ -
[3,4]	Revenue Vehicles: Intercity Fleet - Contribution	\$ -	\$ 1,373,093	\$ 926,263	\$ 333,265	\$ 337,614	\$ 521,613	\$ 929,514	\$ 386,799	\$ -	\$ -
[5]	Non-Revenue Vehicles	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -
[6]	Vehicle Technology (Farebox, APC, etc.)	\$ 290,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[7,8]	Facilities: Stops / Stations	\$ 253,359	\$ 760,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[9]	Facilities: Maintenance / Yards	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[10]	Tools & Equipment	\$ 106,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 119,405	\$ 122,987	\$ 126,677	\$ 130,477	\$ 134,392	\$ -
[11]	IT / Software	\$ 580,000	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[12]	Other: Cost Allocation Plan, Small Purchases	\$ 466,090	\$ 484,273	\$ 498,801	\$ 513,765	\$ 529,178	\$ 545,053	\$ 561,405	\$ 578,247	\$ 595,594	\$ 475,039
	TOTAL CAPITAL EXPENSES	\$ 2,115,539	\$ 6,919,153	\$ 2,423,877	\$ 3,312,257	\$ 8,206,521	\$ 10,820,659	\$ 5,303,636	\$ 2,844,383	\$ 4,631,925	\$ 2,987,511
Capital Revenues – Local											
	Misc Local Funds (Committed)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Unspecified Local Funds (Source TBD)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Subtotal: LOCAL Revenue</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
Capital Revenues – State											
[13]	TDA: LTF	\$ 1,339,065	\$ 610,449	\$ 1,660,970	\$ 344,316	\$ 1,434,682	\$ 2,527,653	\$ 653,304	\$ 429,342	\$ 843,093	\$ 809,252
[14]	TDA: STAF	\$ -	\$ 581,467	\$ -	\$ 150,103	\$ -	\$ -	\$ 467,911	\$ -	\$ -	\$ -
[15]	Prop 1B (e.g., PTMISEA, CTAF)	\$ 277,584	\$ 2,416,252	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[16]	ITFWG Fleet Replacement Contributions	\$ -	\$ 1,924,564	\$ -	\$ 1,349,300	\$ 1,389,779	\$ 2,147,209	\$ 3,686,041	\$ 1,518,650	\$ -	\$ -
[17]	GHG Fund (Cap-and-Trade) - TIRCP & LCTOP	\$ 98,890	\$ 168,281	\$ 168,281	\$ 168,281	\$ 168,281	\$ 168,281	\$ 168,281	\$ 168,281	\$ 168,281	\$ 168,281
	Misc State Funds (Committed)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Unspecified State Funds (Source TBD)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	<i>Subtotal: STATE Revenue</i>	<i>\$ 1,715,539</i>	<i>\$ 5,701,013</i>	<i>\$ 1,829,251</i>	<i>\$ 2,012,000</i>	<i>\$ 2,992,742</i>	<i>\$ 4,843,143</i>	<i>\$ 4,975,537</i>	<i>\$ 2,116,273</i>	<i>\$ 1,011,374</i>	<i>\$ 977,533</i>
Capital Revenues – Federal											
[18]	FTA5307: Urbanized Area (PM)	\$ -	\$ 191,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[19]	FTA5310: Elderly & Disabled	\$ 400,000	\$ -	\$ -	\$ -	\$ 309,000	\$ -	\$ -	\$ 206,000	\$ 515,000	\$ -
	FTA5339: Bus & Bus Facilities	\$ -	\$ 1,026,640	\$ 594,626	\$ 300,257	\$ 309,265	\$ 318,543	\$ 328,099	\$ 337,942	\$ -	\$ -
	Misc Federal Funds (Committed)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
[20,21]	Unspecified Federal Funds (Source TBD)	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 4,595,515	\$ 5,658,973	\$ -	\$ 184,168	\$ 3,105,552	\$ 2,009,978
	<i>Subtotal: FEDERAL Revenue</i>	<i>\$ 400,000</i>	<i>\$ 1,218,140</i>	<i>\$ 594,626</i>	<i>\$ 1,300,257</i>	<i>\$ 5,213,779</i>	<i>\$ 5,977,516</i>	<i>\$ 328,099</i>	<i>\$ 728,109</i>	<i>\$ 3,620,552</i>	<i>\$ 2,009,978</i>
	TOTAL EXPECTED REVENUES	\$ 2,115,539	\$ 6,919,153	\$ 2,423,877	\$ 3,312,257	\$ 8,206,521	\$ 10,820,659	\$ 5,303,636	\$ 2,844,383	\$ 4,631,925	\$ 2,987,511
	ANNUAL CAPITAL SURPLUS (DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	CUMULATIVE CAPITAL SURPLUS (DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes for this table appear on the following page.

FOOTNOTES

- [1] Includes both fixed route and paratransit vehicles.
- [2] FAST will receive 19 Diesel Hybrid bus replacements between FY1016/17 & FY2022/23. This row shows the total purchase expense, which is partially reimbursed via revenue contributions from other jurisdictions (below).
- [3] Per *Solano County Intercity Bus Fleet Replacement Costs and Funding - Interim Funding Plan*, dated 18-Dec-2015. Funding is committed through FY2016/17. Future years subject to change.
- [4] Only includes contributions paid by FAST to Intercity Consortium for separate purchase of 16 CNG vehicles for replacement of Intercity Express fleet.
- [5] Assume support vehicles are replaced on 7-year cycle.
- [6] Projects include WiFi on SolanoExpress vehicles + camera installation on Paratransit and Intercity vehicles
- [7] Includes FTC Security Cameras, Bus Stop Improvements, NextBus signage/shelters, parking kiosks and related improvements, and FTC/Train Station Interior Improvements
- [8] FY2016/17 amount includes \$500,000 for installation of parking fee equipment at Fairfield Transportation Center.
- [9] Placeholder estimate for cost to upgrade bus yard to handle electric vehicle charging for local fixed route coaches. Project is contingent on receipt of appropriate funding awards.
- [10] Annual budget placeholder for routine expenses.
- [11] FY2015/16 expenses are for for NextBus / RouteMatch / AVL System. FY2016/17 project is for data management system.
- [12] Cost Allocation Plan includes pro-rated share of expenses charged to Public Works to cover city-wide overhead. Small capital represents annual budget placeholder for routine purchases.
- [13] TDA-LTF amounts represent existing commitments by FAST only; TDA contributed by others shown separately under "ITFWG Contributions."
- [14] FY2016/17 amount is not a direct allocation to FAST; funds are being held by STA for replacement of FAST's Intercity Express fleet.
- [15] FY2016/17 amount includes \$2,360,202 held by STA for replacement of FAST's Intercity Express Fleet. Remainder of funds are direct allocations to FAST projects.
- [16] Total amount expected from Dixon, SolTrans, Vacaville, Solano County, STA, and MTC. Upstream funding sources TBD.
- [17] FAST intends to use its LCTOP funds to accelerate the transition to an EV fleet.
- [18] Funds are leftover from an old FTA grant; will be used for FTC parking program.
- [19] FAST will apply for discretionary grants from the FTA 5310 program for replacement of its paratransit vehicles. If grants are not received, funds would be backfilled from TDA reserves or replacements would be deferred.
- [20] FAST will apply for federal grants to fund electric vehicle charging infrastructure project in FY2018/19. If funds are not received, project would not be implemented.
- [21] FAST will apply for discretionary federal grants to fund a portion of future local vehicle replacements. If grants are not received in amounts shown, funds would be backfilled from TDA reserves or replacements would be deferred.

Appendix A

Operating Budgets and Financial Projections

A1 FAST Operating Budget (Fixed Route: Local + Intercity)

Fairfield and Suisun Transit (FAST)													
DETAILED OPERATING PLAN & BUDGET													
Fixed Route: Local + Intercity													
Date prepared: 01-Jun-2016 (DRAFT FINAL)													
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	Historical			Updated Budget		Forecast							
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
OPERATING STATISTICS													
Vehicle Miles: Local		694,301	724,135	719,737	719,700	719,700	719,700	719,700	719,700	719,700	719,700	719,700	719,700
Vehicle Miles: Intercity	[1,2]	909,247	916,928	915,233	947,700	993,200	1,107,400	1,107,400	1,107,400	1,107,400	1,107,400	1,107,400	1,107,400
Vehicle Miles: TOTAL Fixed Route		1,603,548	1,641,063	1,634,970	1,667,400	1,712,900	1,827,100						
Vehicle Hours: Local		52,519	52,589	52,402	52,400	52,400	52,400	52,400	52,400	52,400	52,400	52,400	52,400
Vehicle Hours: Intercity	[1,2]	27,256	27,621	27,581	28,500	29,900	34,000	34,000	34,000	34,000	34,000	34,000	34,000
Vehicle Hours: TOTAL Fixed Route		79,775	80,210	79,983	80,900	82,300	86,400						
Ridership: Local	[3]	653,875	684,888	673,951	674,000	680,600	687,300	694,100	700,900	707,800	714,800	721,800	728,900
Ridership: Intercity	[1,2,3]	395,357	392,605	396,673	407,900	427,500	452,400	456,900	461,400	465,900	470,500	475,100	479,900
Ridership: TOTAL Fixed Route		1,049,232	1,077,493	1,070,624	1,081,900	1,108,100	1,139,700	1,151,000	1,162,300	1,173,700	1,185,300	1,196,900	1,208,700
OPERATING EXPENSES													
Operating & Maintenance Costs - Bus Service													
O&M Cost: Local - Baseline	[4]	\$ 4,173,211	\$ 4,350,749	\$ 4,108,837	\$ 4,431,110	\$ 4,495,510	\$ 4,645,385	\$ 4,739,497	\$ 4,844,724	\$ 4,981,890	\$ 5,130,732	\$ 5,283,965	\$ 5,441,822
O&M Cost: Local - due to change in level of service					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
O&M Cost: Local - due to structural cost incr/decr	[5]				\$ -	\$ 120,829	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: LOCAL O&M Expenses		\$ 4,173,211	\$ 4,350,749	\$ 4,108,837	\$ 4,431,110	\$ 4,616,339	\$ 4,645,385	\$ 4,739,497	\$ 4,844,724	\$ 4,981,890	\$ 5,130,732	\$ 5,283,965	\$ 5,441,822
O&M Cost: Intercity - Baseline		\$ 3,711,745	\$ 3,788,064	\$ 3,636,136	\$ 3,926,302	\$ 4,049,709	\$ 4,240,566	\$ 4,892,152	\$ 4,994,297	\$ 5,132,731	\$ 5,285,759	\$ 5,443,288	\$ 5,605,545
O&M Cost: Intercity - due to change in level of service	[1,2]				\$ 130,825	\$ 198,933	\$ 558,160	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
O&M Cost: Intercity - due to structural cost incr/decr	[5]				\$ -	\$ 166,747	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: INTERCITY O&M Expenses		\$ 3,711,745	\$ 3,788,064	\$ 3,636,136	\$ 4,057,127	\$ 4,415,389	\$ 4,798,726	\$ 4,892,152	\$ 4,994,297	\$ 5,132,731	\$ 5,285,759	\$ 5,443,288	\$ 5,605,545
O&M Cost: Total Fixed Route - Baseline		\$ 7,884,956	\$ 8,138,813	\$ 7,744,973	\$ 8,357,412	\$ 8,545,218	\$ 8,885,951	\$ 9,631,649	\$ 9,839,021	\$ 10,114,622	\$ 10,416,491	\$ 10,727,253	\$ 11,047,367
O&M Cost: Total Fixed Route - due to change in service					\$ 130,825	\$ 198,933	\$ 558,160	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
O&M Cost: Total Fixed Route - due to cost incr/decr					\$ -	\$ 287,576	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: All FIXED ROUTE O&M Expenses		\$ 7,884,956	\$ 8,138,813	\$ 7,744,973	\$ 8,488,237	\$ 9,031,728	\$ 9,444,111	\$ 9,631,649	\$ 9,839,021	\$ 10,114,622	\$ 10,416,491	\$ 10,727,253	\$ 11,047,367
Other Operating Expenses													
Fairfield Transportation Center	[6]	\$ 334,692	\$ 312,719	\$ 297,017	\$ 305,928	\$ 327,605	\$ 349,933	\$ 360,400	\$ 371,200	\$ 382,300	\$ 393,800	\$ 405,600	\$ 417,800
Park & Ride Lots (Red Top, Oliver Rd)		\$ 22,439	\$ 16,306	\$ 44,720	\$ 46,062	\$ 47,400	\$ 48,800	\$ 50,300	\$ 51,800	\$ 53,400	\$ 55,000	\$ 56,700	\$ 58,400
Intermodal Station @ Peabody Rd	[7]	\$ -	\$ -	\$ -	\$ 6,541	\$ 6,606	\$ 36,679	\$ 37,649	\$ 38,800	\$ 40,000	\$ 41,200	\$ 42,400	\$ 43,700
Cost Allocation Plan	[8]	\$ 307,332	\$ 258,494	\$ 357,735	\$ 368,467	\$ 379,500	\$ 390,900	\$ 402,600	\$ 414,700	\$ 427,100	\$ 439,900	\$ 453,100	\$ 466,700
Subtotal: OTHER OPERATING Expenses		\$ 664,463	\$ 587,519	\$ 699,472	\$ 726,997	\$ 761,111	\$ 826,312	\$ 850,949	\$ 876,500	\$ 902,800	\$ 929,900	\$ 957,800	\$ 986,600
TOTAL OPERATING EXPENSES		\$ 8,549,418	\$ 8,726,332	\$ 8,444,445	\$ 9,215,234	\$ 9,792,839	\$ 10,270,424	\$ 10,482,598	\$ 10,715,521	\$ 11,017,422	\$ 11,346,391	\$ 11,685,053	\$ 12,033,967
PROGRAM EXPENSES													
Intercity Express Bus (contrib. to County-wide prog.)	[9]				\$ 739,666	\$ 986,900	\$ 1,006,600	\$ 1,026,700	\$ 1,047,200	\$ 1,068,100	\$ 1,089,500	\$ 1,111,300	\$ 1,133,500
TOTAL PROGRAM EXPENSES					\$ 739,666	\$ 986,900	\$ 1,006,600	\$ 1,026,700	\$ 1,047,200	\$ 1,068,100	\$ 1,089,500	\$ 1,111,300	\$ 1,133,500
TOTAL EXPENSES					\$ 9,954,900	\$ 10,779,739	\$ 11,277,024	\$ 11,509,298	\$ 11,762,721	\$ 12,085,522	\$ 12,435,891	\$ 12,796,353	\$ 13,167,467
OPERATING REVENUES													
Operating Revenues -- Fares													
Transit Fares: Local - Baseline	[3]	\$ 593,118	\$ 628,619	\$ 651,283	\$ 665,143	\$ 671,657	\$ 678,269	\$ 739,244	\$ 746,486	\$ 753,835	\$ 761,290	\$ 829,642	\$ 837,803
Transit Fares: Local - due to change in level of svc					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares: Local - due to proposed fare incr/decr	[10]				\$ -	\$ -	\$ 53,733	\$ -	\$ -	\$ -	\$ 60,307	\$ -	\$ -
Subtotal: LOCAL FARE Revenue		\$ 593,118	\$ 628,619	\$ 651,283	\$ 665,143	\$ 671,657	\$ 732,001	\$ 739,244	\$ 746,486	\$ 753,835	\$ 821,597	\$ 829,642	\$ 837,803
Transit Fares: Intercity - Baseline		\$ 1,502,759	\$ 1,469,959	\$ 1,524,902	\$ 1,558,402	\$ 1,607,487	\$ 1,553,505	\$ 1,946,724	\$ 1,965,897	\$ 1,985,071	\$ 2,004,670	\$ 2,186,211	\$ 2,207,838
Transit Fares: Intercity - due to change in level of svc	[1,2]				\$ 50,810	\$ 79,049	\$ 231,264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares: Intercity - due to proposed fare incr/de	[10]				\$ -	\$ -	\$ 142,782	\$ -	\$ -	\$ -	\$ 160,374	\$ -	\$ -
Subtotal: INTERCITY FARE Revenue		\$ 1,502,759	\$ 1,469,959	\$ 1,524,902	\$ 1,609,212	\$ 1,686,536	\$ 1,927,551	\$ 1,946,724	\$ 1,965,897	\$ 1,985,071	\$ 2,165,044	\$ 2,186,211	\$ 2,207,838
Transit Fares: Total Fixed Route - Baseline		\$ 2,095,877	\$ 2,098,578	\$ 2,176,185	\$ 2,223,546	\$ 2,279,144	\$ 2,231,774	\$ 2,685,968	\$ 2,712,383	\$ 2,738,905	\$ 2,765,960	\$ 3,015,853	\$ 3,045,642
Transit Fares: Total Fixed Route - due to change in svc					\$ 50,810	\$ 79,049	\$ 231,264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares: Total Fixed Route - due to fare incr/decr					\$ -	\$ -	\$ 196,514	\$ -	\$ -	\$ -	\$ 220,680	\$ -	\$ -
Subtotal: ALL FIXED ROUTE FARE Revenue		\$ 2,095,877	\$ 2,098,578	\$ 2,176,185	\$ 2,274,356	\$ 2,358,193	\$ 2,659,552	\$ 2,685,968	\$ 2,712,383	\$ 2,738,905	\$ 2,986,640	\$ 3,015,853	\$ 3,045,642
Other Operating Revenues													
FTC Parking Program	[11]	\$ -	\$ -	\$ -	\$ -	\$ 99,000	\$ 198,000	\$ 207,900	\$ 207,900	\$ 207,900	\$ 207,900	\$ 218,295	\$ 218,300
Interest Earnings (net of investment gain/loss)	[12]	\$ 2,840	\$ 15,374	\$ 4,493	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500
Lease Revenues (FTC, train station)	[12]	\$ 59,641	\$ 60,379	\$ 28,221	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200
Other Operating Income	[12]	\$ 100,666	\$ 306,234	\$ 27,934	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900
Subtotal: OTHER OPERATING Revenue		\$ 163,148	\$ 381,988	\$ 60,648	\$ 60,600	\$ 159,600	\$ 258,600	\$ 268,500	\$ 268,500	\$ 268,500	\$ 268,500	\$ 278,895	\$ 278,900
TOTAL OPERATING REVENUES		\$ 2,259,024	\$ 2,480,565	\$ 2,236,833	\$ 2,334,955	\$ 2,517,793	\$ 2,918,152	\$ 2,954,468	\$ 2,980,883	\$ 3,007,405	\$ 3,255,140	\$ 3,294,748	\$ 3,324,542

Note: Table is continued on the next page.

Fairfield and Suisun Transit (FAST)													
DETAILED OPERATING PLAN & BUDGET													
Fixed Route: Local + Intercity													
Date prepared: 01-Jun-2016 (DRAFT FINAL)													
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	Historical			Updated Budget		Forecast							
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
SUBSIDY REVENUES													
Subsidy Revenues -- Local													
Local taxes (GF, property assessments)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Measure 2 Operating	[1,12] \$ 711,035	\$ 711,035	\$ 711,035	\$ 801,143	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293
Other Local Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: LOCAL Revenue	\$ 711,035	\$ 711,035	\$ 711,035	\$ 801,143	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293
Subsidy Revenues -- State													
TDA-LTF: net amount to balance operating budget	\$ 2,232,826	\$ 2,353,354	\$ 2,143,231	\$ 2,759,734	\$ 2,895,256	\$ 2,906,156	\$ 3,001,753	\$ 3,139,945	\$ 3,345,623	\$ 3,355,857	\$ 3,582,512	\$ 3,827,633	\$ 4,081,551
TDA: contributions from others for Intercity Bus	[13] \$ 1,777,944	\$ 1,586,065	\$ 1,390,619	\$ 1,379,766	\$ 1,694,500	\$ 1,728,400	\$ 1,763,000	\$ 1,798,300	\$ 1,834,300	\$ 1,871,000	\$ 1,908,400	\$ 1,946,600	\$ 1,985,500
STAF: revenue-based apportionment	[14] \$ -	\$ -	\$ -	\$ 102,280	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300
STAF: population-based apportionment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: STATE Revenue	\$ 4,010,770	\$ 3,939,419	\$ 3,533,850	\$ 4,241,780	\$ 4,692,056	\$ 4,736,856	\$ 4,867,053	\$ 5,040,545	\$ 5,282,223	\$ 5,329,157	\$ 5,593,212	\$ 5,876,533	\$ 6,169,351
Subsidy Revenues -- Federal													
FTA Operating (5307 apport., 5303/5309 grants)	[15] \$ 2,656,982	\$ 2,522,488	\$ 2,517,873	\$ 2,466,289	\$ 2,572,938	\$ 2,624,397	\$ 2,676,884	\$ 2,730,400	\$ 2,785,000	\$ 2,840,700	\$ 2,897,500	\$ 2,955,500	\$ 3,014,600
FTAS307: JARC (Operating)	\$ -	\$ -	\$ -	\$ 110,733	\$ 69,660	\$ 70,326	\$ 83,600	\$ 83,600	\$ 83,600	\$ 83,600	\$ 83,600	\$ 83,600	\$ 83,600
Other Federal Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: FEDERAL Revenue	\$ 2,656,982	\$ 2,522,488	\$ 2,517,873	\$ 2,577,022	\$ 2,642,598	\$ 2,694,723	\$ 2,760,484	\$ 2,814,000	\$ 2,868,600	\$ 2,924,300	\$ 2,981,100	\$ 3,039,100	\$ 3,098,200
TOTAL SUBSIDY REVENUES	\$ 7,378,787	\$ 7,172,942	\$ 6,762,758	\$ 7,619,944	\$ 8,261,946	\$ 8,358,871	\$ 8,554,830	\$ 8,781,838	\$ 9,078,116	\$ 9,180,750	\$ 9,501,605	\$ 9,842,926	\$ 10,194,844
TOTAL REVENUES	\$ 9,637,811	\$ 9,653,507	\$ 8,999,591	\$ 9,954,900	\$ 10,779,739	\$ 11,277,024	\$ 11,509,298	\$ 11,762,721	\$ 12,085,522	\$ 12,435,891	\$ 12,796,353	\$ 13,167,467	\$ 13,549,289
ANNUAL SURPLUS (DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
METRICS													
O&M Expense Per Vehicle MILE: Local	\$ 6.01	\$ 6.01	\$ 5.71	\$ 6.16	\$ 6.41	\$ 6.45	\$ 6.59	\$ 6.73	\$ 6.92	\$ 7.13	\$ 7.34	\$ 7.56	\$ 7.79
O&M Expense Per Vehicle MILE: Intercity	\$ 4.08	\$ 4.13	\$ 3.97	\$ 4.28	\$ 4.45	\$ 4.33	\$ 4.42	\$ 4.51	\$ 4.63	\$ 4.77	\$ 4.92	\$ 5.06	\$ 5.21
O&M Expense Per Vehicle MILE: All Fixed Route	\$ 4.92	\$ 4.96	\$ 4.74	\$ 5.09	\$ 5.27	\$ 5.17	\$ 5.27	\$ 5.39	\$ 5.54	\$ 5.70	\$ 5.87	\$ 6.05	\$ 6.23
O&M Expense Per Vehicle HOUR: Local	\$ 79.46	\$ 82.73	\$ 78.41	\$ 84.56	\$ 88.10	\$ 88.65	\$ 90.45	\$ 92.46	\$ 95.07	\$ 97.91	\$ 100.84	\$ 103.85	\$ 106.95
O&M Expense Per Vehicle HOUR: Intercity	\$ 136.18	\$ 137.14	\$ 131.83	\$ 142.36	\$ 147.67	\$ 141.14	\$ 143.89	\$ 146.89	\$ 150.96	\$ 155.46	\$ 160.10	\$ 164.87	\$ 169.78
O&M Expense Per Vehicle HOUR: All Fixed Route	\$ 98.84	\$ 101.47	\$ 96.83	\$ 104.92	\$ 109.74	\$ 109.31	\$ 111.48	\$ 113.88	\$ 117.07	\$ 120.56	\$ 124.16	\$ 127.86	\$ 131.68
O&M Expense Per Passenger: Local	\$ 6.38	\$ 6.35	\$ 6.10	\$ 6.57	\$ 6.78	\$ 6.76	\$ 6.83	\$ 6.91	\$ 7.04	\$ 7.18	\$ 7.32	\$ 7.47	\$ 7.61
O&M Expense Per Passenger: Intercity	\$ 9.39	\$ 9.65	\$ 9.17	\$ 9.95	\$ 10.33	\$ 10.61	\$ 10.71	\$ 10.82	\$ 11.02	\$ 11.23	\$ 11.46	\$ 11.68	\$ 11.91
O&M Expense Per Passenger: All Fixed Route	\$ 7.51	\$ 7.55	\$ 7.23	\$ 7.85	\$ 8.15	\$ 8.29	\$ 8.37	\$ 8.47	\$ 8.62	\$ 8.79	\$ 8.96	\$ 9.14	\$ 9.32
Total Operating Exp. Per Vehicle MILE: Local	\$ 6.51	\$ 6.43	\$ 6.21	\$ 6.68	\$ 6.96	\$ 7.05	\$ 7.20	\$ 7.36	\$ 7.57	\$ 7.80	\$ 8.03	\$ 8.27	\$ 8.52
Total Operating Exp. Per Vehicle MILE: Intercity	\$ 4.43	\$ 4.44	\$ 4.34	\$ 4.65	\$ 4.82	\$ 4.69	\$ 4.79	\$ 4.89	\$ 5.03	\$ 5.18	\$ 5.33	\$ 5.49	\$ 5.66
Total Operating Exp. Per Vehicle MILE: All Fixed Route	\$ 5.33	\$ 5.32	\$ 5.16	\$ 5.53	\$ 5.72	\$ 5.62	\$ 5.74	\$ 5.86	\$ 6.03	\$ 6.21	\$ 6.40	\$ 6.59	\$ 6.78
Total Operating Exp. Per Vehicle HOUR: Local	\$ 86.01	\$ 88.51	\$ 85.32	\$ 91.74	\$ 95.62	\$ 96.81	\$ 98.85	\$ 101.11	\$ 103.99	\$ 107.10	\$ 110.30	\$ 113.60	\$ 116.99
Total Operating Exp. Per Vehicle HOUR: Intercity	\$ 147.94	\$ 147.41	\$ 144.07	\$ 154.66	\$ 159.95	\$ 152.86	\$ 155.96	\$ 159.33	\$ 163.77	\$ 168.66	\$ 173.69	\$ 178.87	\$ 184.20
Total Operating Exp. Per Vehicle HOUR: All Fixed Route	\$ 107.17	\$ 108.79	\$ 105.58	\$ 113.91	\$ 118.99	\$ 118.87	\$ 121.33	\$ 124.02	\$ 127.52	\$ 131.32	\$ 135.24	\$ 139.28	\$ 143.44
Total Operating Exp. Per Passenger: Local	\$ 6.91	\$ 6.80	\$ 6.63	\$ 7.13	\$ 7.36	\$ 7.38	\$ 7.46	\$ 7.56	\$ 7.70	\$ 7.85	\$ 8.01	\$ 8.17	\$ 8.33
Total Operating Exp. Per Passenger: Intercity	\$ 10.20	\$ 10.37	\$ 10.02	\$ 10.81	\$ 11.19	\$ 11.49	\$ 11.61	\$ 11.74	\$ 11.95	\$ 12.19	\$ 12.43	\$ 12.68	\$ 12.93
Total Operating Exp. Per Passenger: All Fixed Route	\$ 8.15	\$ 8.10	\$ 7.89	\$ 8.52	\$ 8.84	\$ 9.01	\$ 9.11	\$ 9.22	\$ 9.39	\$ 9.57	\$ 9.76	\$ 9.96	\$ 10.15
Passengers Per Vehicle HOUR: Local	12.5	13.0	12.9	12.9	13.0	13.1	13.2	13.4	13.5	13.6	13.8	13.9	14.0
Passengers Per Vehicle HOUR: Intercity	14.5	14.2	14.4	14.3	14.3	14.3	14.4	14.6	14.7	14.8	14.9	15.0	15.1
Passengers Per Vehicle HOUR: All Fixed Route	13.2	13.4	13.4	13.4	13.5	13.5	13.5	13.6	13.7	13.8	13.9	14.0	14.1
Average Fare Per Passenger: Local	\$ 0.91	\$ 0.92	\$ 0.97	\$ 0.99	\$ 0.99	\$ 1.07	\$ 1.07	\$ 1.07	\$ 1.07	\$ 1.15	\$ 1.15	\$ 1.15	\$ 1.15
Average Fare Per Passenger: Intercity	\$ 3.80	\$ 3.74	\$ 3.84	\$ 3.95	\$ 3.95	\$ 4.26	\$ 4.26	\$ 4.26	\$ 4.26	\$ 4.60	\$ 4.60	\$ 4.60	\$ 4.60
Average Fare Per Passenger: All Fixed Route	\$ 2.00	\$ 1.95	\$ 2.03	\$ 2.10	\$ 2.13	\$ 2.33	\$ 2.33	\$ 2.33	\$ 2.33	\$ 2.52	\$ 2.52	\$ 2.52	\$ 2.52
Farebox Recovery (Fares as % of O&M Exp.): Local	14.21%	14.45%	15.85%	15.01%	14.55%	15.76%	15.60%	15.41%	15.13%	16.01%	15.70%	15.40%	15.10%
Farebox Recovery (Fares as % of O&M Exp.): Intercity	40.49%	38.81%	41.94%	39.66%	38.20%	40.17%	39.79%	39.36%	38.67%	40.96%	40.16%	39.39%	38.62%
Farebox Recovery (Fares as % of O&M Exp.): All FR	26.58%	25.78%	28.10%	26.79%	26.11%	28.16%	27.89%	27.57%	27.08%	28.67%	28.11%	27.57%	27.03%
Farebox Recovery (Fares as % of Tot. Oper. Exp.): Local	13.13%	13.50%	14.57%	13.84%	13.41%	14.43%	14.27%	14.09%	13.83%	14.64%	14.35%	14.07%	13.80%
Farebox Recovery (Fares as % of Tot. Oper. Exp.): Intercity	37.27%	36.10%	38.38%	36.51%	35.26%	37.09%	36.71%	36.29%	35.65%	37.76%	37.02%	36.30%	35.60%
Farebox Recovery (Fares as % of Tot. Oper. Exp.): All FR	24.51%	24.05%	25.77%	24.68%	24.08%	25.90%	25.62%	25.31%	24.86%	26.32%	25.81%	25.31%	24.82%
Local Recovery (Fares+Local Sub. as % of Oper. Exp.)	34.74%	36.57%	34.91%	34.03%	35.18%	37.44%	37.03%	36.47%	35.71%	36.86%	36.13%	35.33%	34.55%

Note: Footnotes appear on the next page.

FOOTNOTES

- [1] Includes addition of midday service on Route 40 and Saturday service on Route 90 beginning in Feb-2016. Values for FY2015/16 and FY2016/17 extrapolated from RM2 application.
- [2] Assumes addition of new service to Fairfield/Vacaville train station will begin in mid-2017. Service is currently proposed to be provided through re-structured Intercity Express Route 20.
- [3] Except for specific service additions noted above, ridership forecast to increase at 1% per year, consistent with underlying population growth.
- [4] Growth in O&M costs based on vendor contract terms and staff budget estimates through FY2018/19, with general inflation applied in subsequent years (i.e., 2% per year through FY2019/20 and 3% per year through the remainder of the forecast period).
- [5] FY2016/17 amount reflects 20% increase to fuel costs associated with city-wide transition to renewable diesel.
- [6] Pro-rated share of O&M expenses for Fairfield Transit Center. Includes additional costs for security cameras and equipment to implement parking charges at FTC, beginning Jan. 1, 2017. Annualized expense estimated to be \$25,000 per year.
- [7] Assumes modest O&M costs for new Fairfield/Vacaville Intermodal train station through FY2016/17, with full-scale operations beginning in FY2017/18.
- [8] Pro-rated share of expenses charged to Public Works to cover city-wide overhead and shared services such as accounting, insurance, legal, etc.
- [9] Contribution to Intercity Consortium to support routes not operated by FAST. FY2015/16 reconciliation amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond based on FY2015/16 Intercity Cost Sharing calculation plus inflationary growth.
- [10] Assume periodic 8% fare increase: FY2017/18 and FY2021/22.
- [11] New program to charge parking fees at FTC was approved by Board of Directors on 15-Dec-2015. Fees assumed to be implemented by January 1, 2017. Add periodic 5% fee increase: FY2018/19 and FY2022/23.
- [12] No long-term growth assumption applied to this revenue source.
- [13] Funds received from Intercity Consortium to support FAST-operated Intercity Express routes. FY2015/16 reconciliation amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond based on FY2015/16 Intercity Cost Sharing calculation plus inflationary growth.
- [14] Due to continuing volatility in fuel prices and related tax revenues, no growth is forecast for this funding source.
- [15] FY2015/16 through FY2017/18 includes sum of two discretionary awards to help support Intercity Routes 20 and 30. Subsequent years estimated based on three-year average.

A2 FAST Operating Budget (Paratransit)

Fairfield and Suisun Transit (FAST)														
DETAILED OPERATING PLAN & BUDGET														
Paratransit: DART ADA + Local Taxi														
Date prepared: 02-Jun-2016 (DRAFT FINAL)														
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
	Historical			Updated Budget	Forecast									
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
OPERATING STATISTICS														
Vehicle Miles: DART ADA	[1]	193,741	214,521	219,227	228,000	237,100	246,600	256,500	266,800	277,500	288,600	300,100	312,100	324,600
Vehicle Miles: Local Taxi	[2,3]	-	-	-	36,647	37,400	38,100	38,900	39,700	40,500	41,300	42,100	42,900	43,800
Vehicle Miles: TOTAL Paratransit		193,741	214,521	219,227	264,647	274,500	284,700	295,400	306,500	318,000	329,900	342,200	355,000	368,400
Vehicle Hours: DART ADA	[1]	11,849	12,611	13,491	14,000	14,600	15,200	15,800	16,400	17,100	17,800	18,500	19,200	20,000
Vehicle Hours: Local Taxi	[2,3]	-	-	-	4,994	5,100	5,200	5,300	5,400	5,500	5,600	5,700	5,800	5,900
Vehicle Hours: TOTAL Paratransit		11,849	12,611	13,491	18,994	19,700	20,400	21,100	21,800	22,600	23,400	24,200	25,000	25,900
Ridership: DART ADA	[1]	23,174	24,696	25,667	26,700	27,800	28,900	30,100	31,300	32,600	33,900	35,300	36,700	38,200
Ridership: Local Taxi	[2,3]	-	-	-	29,230	29,800	30,400	31,000	31,600	32,200	32,800	33,500	34,200	34,900
Ridership: TOTAL Paratransit		23,174	24,696	25,667	55,930	57,600	59,300	61,100	62,900	64,800	66,700	68,800	70,900	73,100
OPERATING EXPENSES														
Operating & Maintenance Costs														
O&M Cost: DART ADA - Baseline	[4]	\$ 1,180,812	\$ 1,245,879	\$ 1,101,365	\$ 1,250,674	\$ 1,297,510	\$ 1,341,295	\$ 1,402,844	\$ 1,457,324	\$ 1,530,242	\$ 1,606,514	\$ 1,686,103	\$ 1,768,946	\$ 1,859,880
O&M Cost: DART ADA - due to change in level of service		-	-	-	-	\$ 55,608	\$ 55,122	\$ 55,375	\$ 55,341	\$ 65,315	\$ 65,764	\$ 66,307	\$ 66,933	\$ 77,495
O&M Cost: DART ADA - due to structural cost incr/dec	[5]	-	-	-	\$ 4,994	\$ 3,080	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: DART ADA O&M Expenses		\$ 1,180,812	\$ 1,245,879	\$ 1,101,365	\$ 1,250,674	\$ 1,356,198	\$ 1,396,417	\$ 1,458,219	\$ 1,512,665	\$ 1,595,557	\$ 1,672,277	\$ 1,752,411	\$ 1,835,880	\$ 1,937,375
O&M Cost: Local Taxi - Baseline		\$ 272,014	\$ 317,179	\$ 351,789	\$ 468,410	\$ 469,304	\$ 460,723	\$ 474,545	\$ 484,000	\$ 498,500	\$ 513,500	\$ 528,900	\$ 544,800	\$ 561,100
O&M Cost: Local Taxi - due to change in level of service		-	-	-	-	-	-	-	-	-	-	-	-	-
O&M Cost: Local Taxi - due to structural cost incr/dec		-	-	-	-	-	-	-	-	-	-	-	-	-
Subtotal: LOCAL TAXI O&M Expenses		\$ 272,014	\$ 317,179	\$ 351,789	\$ 468,410	\$ 469,304	\$ 460,723	\$ 474,545	\$ 484,000	\$ 498,500	\$ 513,500	\$ 528,900	\$ 544,800	\$ 561,100
O&M Cost: Total Paratransit - Baseline		\$ 1,452,826	\$ 1,563,058	\$ 1,453,154	\$ 1,719,084	\$ 1,766,814	\$ 1,802,018	\$ 1,877,388	\$ 1,941,324	\$ 2,028,742	\$ 2,120,014	\$ 2,215,003	\$ 2,313,746	\$ 2,420,980
O&M Cost: Total Paratransit - due to change in service		-	-	-	-	\$ 55,608	\$ 55,122	\$ 55,375	\$ 55,341	\$ 65,315	\$ 65,764	\$ 66,307	\$ 66,933	\$ 77,495
O&M Cost: Total Paratransit - due to cost incr/dec		-	-	-	\$ 3,080	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: All PARATRANSIT O&M Expenses		\$ 1,452,826	\$ 1,563,058	\$ 1,453,154	\$ 1,719,084	\$ 1,825,502	\$ 1,857,140	\$ 1,932,763	\$ 1,996,665	\$ 2,094,057	\$ 2,185,777	\$ 2,281,311	\$ 2,380,680	\$ 2,496,475
Other Operating Expenses														
Fairfield Transportation Center	[6]	\$ 63,751	\$ 59,774	\$ 55,657	\$ 61,390	\$ 63,153	\$ 65,047	\$ 66,998	\$ 68,300	\$ 70,300	\$ 72,400	\$ 74,600	\$ 76,800	\$ 79,100
Senior Volunteer Driver Program (SVDP)	[7]	\$ 56,780	\$ 52,724	\$ 57,397	\$ 60,110	\$ 60,704	\$ 62,525	\$ 64,400	\$ 65,897	\$ 67,225	\$ 69,553	\$ 71,360	\$ 73,280	\$ 75,231
Cost Allocation Plan	[8]	\$ 39,096	\$ 48,354	\$ 132,764	\$ 135,419	\$ 138,128	\$ 145,034	\$ 152,286	\$ 158,363	\$ 165,747	\$ 173,288	\$ 180,914	\$ 189,123	\$ 197,626
Subtotal: OTHER OPERATING Expenses		\$ 159,627	\$ 160,851	\$ 245,818	\$ 256,919	\$ 261,985	\$ 272,606	\$ 283,684	\$ 292,560	\$ 303,771	\$ 315,241	\$ 326,874	\$ 339,203	\$ 351,958
TOTAL OPERATING EXPENSES		\$ 1,612,453	\$ 1,723,909	\$ 1,698,972	\$ 1,976,003	\$ 2,087,487	\$ 2,129,746	\$ 2,216,448	\$ 2,289,225	\$ 2,397,829	\$ 2,501,018	\$ 2,608,185	\$ 2,719,883	\$ 2,850,433
PROGRAM EXPENSES														
Intercity Taxi Scrip (contrib. to County-wide prog.)	[9]	\$ 381,543	\$ 8,842	\$ 13,740	\$ 60,000	\$ 61,200	\$ 62,400	\$ 63,600	\$ 64,800	\$ 66,100	\$ 67,400	\$ 68,700	\$ 70,000	\$ 71,400
TOTAL PROGRAM EXPENSES		\$ 381,543	\$ 8,842	\$ 13,740	\$ 60,000	\$ 61,200	\$ 62,400	\$ 63,600	\$ 64,800	\$ 66,100	\$ 67,400	\$ 68,700	\$ 70,000	\$ 71,400
TOTAL EXPENSES		\$ 1,993,996	\$ 1,732,751	\$ 1,712,712	\$ 2,036,003	\$ 2,148,687	\$ 2,192,146	\$ 2,280,048	\$ 2,354,025	\$ 2,463,929	\$ 2,568,418	\$ 2,676,885	\$ 2,789,883	\$ 2,921,833
OPERATING REVENUES														
Operating Revenues -- Fares														
Transit Fares: DART ADA - Baseline	[3]	\$ 85,653	\$ 88,354	\$ 105,216	\$ 88,088	\$ 91,700	\$ 95,300	\$ 107,200	\$ 111,500	\$ 116,100	\$ 120,700	\$ 135,800	\$ 141,200	\$ 147,000
Transit Fares: DART ADA - due to change in level of svc		-	-	-	-	-	-	-	-	-	-	-	-	-
Transit Fares: DART ADA - due to proposed fare incr/de	[10]	-	-	-	-	-	\$ 7,637	\$ -	\$ -	\$ 9,668	\$ -	\$ -	\$ -	\$ -
Subtotal: DART ADA FARE Revenue		\$ 85,653	\$ 88,354	\$ 105,216	\$ 88,088	\$ 91,700	\$ 102,937	\$ 107,200	\$ 111,500	\$ 116,100	\$ 130,368	\$ 135,800	\$ 141,200	\$ 147,000
Transit Fares: Local Taxi - Baseline	[11]	\$ 14,065	\$ 12,055	\$ 21,964	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000
Transit Fares: Local Taxi - due to change in level of svc		-	-	-	-	-	-	-	-	-	-	-	-	-
Transit Fares: Local Taxi - due to proposed fare incr/dec	[11]	-	-	-	-	-	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Subtotal: LOCAL TAXI FARE Revenue		\$ 14,065	\$ 12,055	\$ 21,964	\$ 200,000	\$ 200,000	\$ 200,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 300,000	\$ 300,000	\$ 300,000
Transit Fares: Total Paratransit - Baseline		\$ 99,718	\$ 100,409	\$ 127,180	\$ 288,088	\$ 291,700	\$ 295,300	\$ 307,200	\$ 361,500	\$ 366,100	\$ 370,700	\$ 385,800	\$ 441,200	\$ 447,000
Transit Fares: Total Paratransit - due to change in svc		-	-	-	-	-	-	-	-	-	-	-	-	-
Transit Fares: Total Paratransit - due to fare incr/dec		-	-	-	-	-	\$ 7,637	\$ 50,000	\$ -	\$ 9,668	\$ 50,000	\$ -	\$ -	\$ -
Senior Volunteer Driver Fares	[7]	\$ 6,180	\$ 750	\$ 1,205	\$ 6,233	\$ 6,233	\$ 6,420	\$ 6,613	\$ 6,700	\$ 6,900	\$ 7,100	\$ 7,300	\$ 7,500	\$ 7,700
Intercity Taxi Revenues		\$ 14,065	\$ 12,055	\$ 13,154	\$ 15,000	\$ 15,000	\$ 15,300	\$ 15,600	\$ 15,900	\$ 16,400	\$ 16,900	\$ 17,400	\$ 17,900	\$ 18,400
Subtotal: ALL PARATRANSIT FARE Revenue		\$ 119,963	\$ 113,214	\$ 141,539	\$ 309,321	\$ 312,933	\$ 324,657	\$ 379,413	\$ 384,100	\$ 389,400	\$ 404,368	\$ 460,500	\$ 466,600	\$ 473,100
Other Operating Revenues														
Interest Earnings (net of investment gain/loss)	[12]	\$ 1,210	\$ 2,577	\$ 2,353	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,400
Subtotal: OTHER OPERATING Revenue		\$ 1,210	\$ 2,577	\$ 2,353	\$ 2,400									
TOTAL OPERATING REVENUES		\$ 121,173	\$ 115,791	\$ 143,892	\$ 311,721	\$ 315,333	\$ 327,057	\$ 381,813	\$ 386,500	\$ 391,800	\$ 406,768	\$ 462,900	\$ 469,000	\$ 475,500

Note: Table is continued on the next page.

Fairfield and Suisun Transit (FAST)													
DETAILED OPERATING PLAN & BUDGET													
Paratransit: DART ADA + Local Tax													
Date prepared: 02-Jun-2016 (DRAFT FINAL)													
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	Historical			Updated Budget		Forecast							
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
SUBSIDY REVENUES													
Subsidy Revenues -- Local													
Other Local Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: LOCAL Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy Revenues -- State													
TDA-LTF: net amount to balance operating budget	\$ 1,156,563	\$ 1,295,145	\$ 1,380,568	\$ 1,204,597	\$ 1,513,666	\$ 1,545,400	\$ 1,678,547	\$ 1,743,425	\$ 1,843,529	\$ 1,928,450	\$ 1,976,085	\$ 2,078,183	\$ 2,198,733
STAF: revenue-based apportionment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STAF: population-based apportionment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: STATE Revenue	\$ 1,156,563	\$ 1,295,145	\$ 1,380,568	\$ 1,204,597	\$ 1,513,666	\$ 1,545,400	\$ 1,678,547	\$ 1,743,425	\$ 1,843,529	\$ 1,928,450	\$ 1,976,085	\$ 2,078,183	\$ 2,198,733
Subsidy Revenues -- Federal													
FTA Operating (5307 apportion., 5303/5309 grants)	\$ -	\$ -	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5307: JARC (Operating)	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5311: Non-Urbanized Area (Operating)	\$ 234,787	\$ 234,787	\$ 184,607	\$ 219,685	\$ 219,688	\$ 219,688	\$ 219,688	\$ 224,100	\$ 228,600	\$ 233,200	\$ 237,900	\$ 242,700	\$ 247,600
Other Federal Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: FEDERAL Revenue	\$ 234,787	\$ 234,787	\$ 184,607	\$ 519,685	\$ 319,688	\$ 319,688	\$ 219,688	\$ 224,100	\$ 228,600	\$ 233,200	\$ 237,900	\$ 242,700	\$ 247,600
TOTAL SUBSIDY REVENUES	\$ 1,391,350	\$ 1,529,932	\$ 1,565,175	\$ 1,724,282	\$ 1,833,354	\$ 1,865,088	\$ 1,898,235	\$ 1,967,525	\$ 2,072,129	\$ 2,161,650	\$ 2,213,985	\$ 2,320,883	\$ 2,446,333
TOTAL REVENUES	\$ 1,512,523	\$ 1,645,723	\$ 1,709,067	\$ 2,036,003	\$ 2,148,687	\$ 2,192,146	\$ 2,280,048	\$ 2,354,025	\$ 2,463,929	\$ 2,568,418	\$ 2,676,885	\$ 2,789,883	\$ 2,921,833
ANNUAL SURPLUS (DEFICIT)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
METRICS													
O&M Expense Per Vehicle MILE: DART ADA	\$ 6.09	\$ 5.81	\$ 5.02	\$ 5.49	\$ 5.72	\$ 5.66	\$ 5.69	\$ 5.67	\$ 5.75	\$ 5.79	\$ 5.84	\$ 5.88	\$ 5.97
O&M Expense Per Vehicle MILE: Local Taxi	n/a	n/a	n/a	\$ 12.78	\$ 12.55	\$ 12.09	\$ 12.20	\$ 12.19	\$ 12.31	\$ 12.43	\$ 12.56	\$ 12.70	\$ 12.81
O&M Expense Per Vehicle MILE: All Paratransit	\$ 7.50	\$ 7.29	\$ 6.63	\$ 6.50	\$ 6.65	\$ 6.52	\$ 6.54	\$ 6.51	\$ 6.59	\$ 6.63	\$ 6.67	\$ 6.71	\$ 6.78
O&M Expense Per Vehicle HOUR: DART ADA	\$ 99.65	\$ 98.79	\$ 81.64	\$ 89.33	\$ 92.89	\$ 91.87	\$ 92.29	\$ 92.24	\$ 93.31	\$ 93.95	\$ 94.72	\$ 95.62	\$ 96.87
O&M Expense Per Vehicle HOUR: Local Taxi	n/a	n/a	n/a	\$ 93.79	\$ 92.02	\$ 88.60	\$ 89.54	\$ 89.63	\$ 90.64	\$ 91.70	\$ 92.79	\$ 93.93	\$ 95.10
O&M Expense Per Vehicle HOUR: All Paratransit	\$ 122.61	\$ 123.94	\$ 107.71	\$ 90.51	\$ 92.67	\$ 91.04	\$ 91.60	\$ 91.59	\$ 92.66	\$ 93.41	\$ 94.27	\$ 95.23	\$ 96.47
O&M Expense Per Passenger: DART ADA	\$ 50.95	\$ 50.45	\$ 42.91	\$ 46.84	\$ 48.78	\$ 48.32	\$ 48.45	\$ 48.33	\$ 48.94	\$ 49.33	\$ 49.64	\$ 50.02	\$ 50.72
O&M Expense Per Passenger: Local Taxi	n/a	n/a	n/a	\$ 16.03	\$ 15.75	\$ 15.16	\$ 15.31	\$ 15.32	\$ 15.48	\$ 15.66	\$ 15.79	\$ 15.93	\$ 16.08
O&M Expense Per Passenger: All Paratransit	\$ 62.69	\$ 63.29	\$ 56.62	\$ 30.74	\$ 31.69	\$ 31.32	\$ 31.63	\$ 31.74	\$ 32.32	\$ 32.77	\$ 33.16	\$ 33.58	\$ 34.18
Total Operating Exp. Per Vehicle MILE: DART ADA [15]	\$ 6.63	\$ 6.31	\$ 5.88	\$ 6.35	\$ 6.57	\$ 6.51	\$ 6.54	\$ 6.52	\$ 6.60	\$ 6.65	\$ 6.69	\$ 6.73	\$ 6.82
Total Operating Exp. Per Vehicle MILE: Local Taxi [16]	n/a	n/a	n/a	\$ 14.42	\$ 14.17	\$ 13.73	\$ 13.85	\$ 13.85	\$ 13.98	\$ 14.12	\$ 14.26	\$ 14.41	\$ 14.53
Total Operating Exp. Per Vehicle MILE: All Paratransit	\$ 8.32	\$ 8.04	\$ 7.75	\$ 7.47	\$ 7.60	\$ 7.48	\$ 7.50	\$ 7.47	\$ 7.54	\$ 7.58	\$ 7.62	\$ 7.66	\$ 7.74
Total Operating Exp. Per Vehicle HOUR: DART ADA [15]	\$ 108.33	\$ 107.37	\$ 95.60	\$ 103.39	\$ 106.68	\$ 105.69	\$ 106.17	\$ 106.06	\$ 107.11	\$ 107.75	\$ 108.54	\$ 109.47	\$ 110.71
Total Operating Exp. Per Vehicle HOUR: Local Taxi [16]	n/a	n/a	n/a	\$ 105.83	\$ 103.92	\$ 100.62	\$ 101.69	\$ 101.83	\$ 102.95	\$ 104.12	\$ 105.31	\$ 106.57	\$ 107.85
Total Operating Exp. Per Vehicle HOUR: All Paratransit	\$ 136.08	\$ 136.70	\$ 125.93	\$ 104.03	\$ 105.96	\$ 104.40	\$ 105.04	\$ 105.01	\$ 106.10	\$ 106.88	\$ 107.78	\$ 108.80	\$ 110.06
Total Operating Exp. Per Passenger: DART ADA [15]	\$ 55.39	\$ 54.83	\$ 50.25	\$ 54.21	\$ 56.02	\$ 55.59	\$ 55.73	\$ 55.57	\$ 56.18	\$ 56.58	\$ 56.88	\$ 57.27	\$ 57.96
Total Operating Exp. Per Passenger: Local Taxi [16]	n/a	n/a	n/a	\$ 18.08	\$ 17.79	\$ 17.21	\$ 17.39	\$ 17.40	\$ 17.58	\$ 17.78	\$ 17.92	\$ 18.07	\$ 18.23
Total Operating Exp. Per Passenger: All Paratransit	\$ 69.58	\$ 69.81	\$ 66.19	\$ 35.33	\$ 36.24	\$ 35.91	\$ 36.28	\$ 36.39	\$ 37.00	\$ 37.50	\$ 37.91	\$ 38.36	\$ 38.99
Passengers Per Vehicle HOUR: DART ADA	2.0	2.0	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.9
Passengers Per Vehicle HOUR: Local Taxi	n/a	n/a	n/a	5.9	5.8	5.8	5.8	5.9	5.9	5.9	5.9	5.9	5.9
Passengers Per Vehicle HOUR: All Paratransit	2.0	2.0	1.9	2.9	2.8	2.8	2.8						
Average Fare Per Passenger: DART ADA	\$ 3.70	\$ 3.58	\$ 4.10	\$ 3.30	\$ 3.30	\$ 3.56	\$ 3.56	\$ 3.56	\$ 3.56	\$ 3.85	\$ 3.85	\$ 3.85	\$ 3.85
Average Fare Per Passenger: Local Taxi	n/a	n/a	n/a	\$ 6.84	\$ 6.71	\$ 6.58	\$ 6.58	\$ 6.58	\$ 6.76	\$ 6.76	\$ 6.76	\$ 6.76	\$ 6.76
Average Fare Per Passenger: All Paratransit	\$ 4.30	\$ 4.07	\$ 4.96	\$ 5.15	\$ 5.06	\$ 5.11	\$ 5.05	\$ 5.05	\$ 5.05	\$ 5.70	\$ 5.70	\$ 5.70	\$ 5.70
Farebox Recovery (Fares as % of O&M Exp.): DART ADA	7.25%	7.09%	9.55%	7.04%	6.76%	7.37%	7.35%	7.37%	7.28%	7.80%	7.75%	7.69%	7.59%
Farebox Recovery (Fares as % of O&M Exp.): Local Taxi	n/a	n/a	n/a	42.70%	42.62%	43.41%	52.68%	51.65%	50.15%	48.69%	56.72%	55.07%	53.47%
Farebox Recovery (Fares as % of O&M Exp.): All PT	6.86%	6.42%	8.75%	16.76%	15.98%	16.31%	18.48%	18.11%	17.48%	19.10%	18.53%	17.89%	17.89%
Farebox Recovery (Fares as % of Tot. Op. Exp.): DART ADA [15]	6.67%	6.53%	8.16%	6.09%	5.89%	6.41%	6.39%	6.41%	6.34%	6.80%	6.76%	6.72%	6.64%
Farebox Recovery (Fares as % of Tot. Op. Exp.): Local Taxi [16]	n/a	n/a	n/a	37.84%	37.74%	38.22%	46.39%	45.46%	44.15%	42.88%	49.98%	48.54%	47.15%
Farebox Recovery (Fares as % of Tot. Oper. Exp.): All PT	6.18%	5.82%	7.49%	14.58%	13.97%	14.22%	16.12%	15.79%	15.27%	15.21%	16.71%	16.22%	15.68%
Local Recovery (Fares+Local Sub. as % of Oper. Exp.)	7.51%	6.72%	8.47%	15.78%	15.11%	15.36%	17.23%	16.88%	16.34%	16.26%	17.75%	17.24%	16.68%

Note: Footnotes appear on the next page.

FOOTNOTES

- [1] Ridership forecast to increase at 4% per year. No change in service delivery model or fare structure, so assume proportional increases in miles, hours, and fare revenues.
- [2] Local taxi scrip program was restructured in July, 2015. Values for FY2015/16 extrapolated based on partial year estimates through Nov-2015.
- [3] Taxi program ridership forecast to increase at 2% per year. No change in service delivery model or fare structure, so assume proportional increases in miles and hours.
- [4] Growth in O&M costs based on vendor contract and staff budget estimates through FY2018/19, with general inflation applied in subsequent years (i.e., 2% per year through FY2019/20 and 3% per year through the remainder of the forecast period).
- [5] FY2016/17 amount reflects 20% increase to fuel costs associated with city-wide transition to renewable diesel.
- [6] Pro-rated share of O&M expenses for Fairfield Transit Center.
- [7] In future years, Senior Volunteer Driver Program may be transitioned to Parks Department and eliminated from transit budgets.
- [8] Pro-rated share of expenses charged to Public Works to cover city-wide overhead and shared services such as accounting, insurance, legal, etc.
- [9] Contribution to County-operated program. FY2015/16 amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond assumes required contributions will grow in line with inflation.
- [10] Assume periodic 8% fare increase: FY2017/18 and FY2021/22.
- [11] Revenues from sales of taxi scrip. Fixed amount of scrip offered each year, so program revenues are not driven by changes in ridership or population. Periodic step increases planned in FY2018/19 and FY2022/23 to help scrip value maintain parity with increasing taxi fares.
- [12] No long-term growth assumption applied to this revenue source.
- [13] This funding is from an old grant swapped out through STA.
- [14] Three year award from discretionary program, as recommended by Lifeline Advisory Committee.
- [15] For DAR sub-mode metrics, Total Operating Expense includes direct operating costs plus all "other operating expenses" related to Fairfield Transit Center and Cost Allocation Plan.
- [16] For TAXI sub-mode metrics, Total Operating Expense includes direct operating costs plus all "other operating expenses" related to Senior Volunteer Driver Program.

A3 FAST Operating Budget (Systemwide Total)

Fairfield and Suisun Transit (FAST)		2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
DETAILED OPERATING PLAN & BUDGET		Historical			Updated Budget		Forecast							
Systemwide Total		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
OPERATING STATISTICS														
Vehicle Miles	[1]	1,797,289	1,855,584	1,854,197	1,932,047	1,987,400	2,111,800	2,122,500	2,133,600	2,145,100	2,157,000	2,169,300	2,182,100	2,195,500
Vehicle Hours	[1]	91,624	92,821	93,474	99,894	102,000	106,800	107,500	108,200	109,000	109,800	110,600	111,400	112,300
Ridership	[1]	1,072,406	1,102,189	1,096,291	1,137,830	1,165,700	1,199,000	1,212,100	1,225,200	1,238,500	1,252,000	1,265,700	1,279,600	1,293,700
OPERATING EXPENSES														
Operating & Maintenance Costs														
O&M Cost - baseline		\$ 9,337,781	\$ 9,701,871	\$ 9,198,127	\$ 10,076,496	\$ 10,312,033	\$ 10,687,969	\$ 11,509,037	\$ 11,780,345	\$ 12,143,364	\$ 12,536,504	\$ 12,942,257	\$ 13,361,114	\$ 13,797,869
O&M Cost - due to change in level of service	[1]				\$ 130,825	\$ 254,541	\$ 613,282	\$ 55,375	\$ 55,341	\$ 65,315	\$ 65,764	\$ 66,307	\$ 66,933	\$ 77,495
O&M Cost - due to structural cost incr/decr	[2]				\$ -	\$ 290,656	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: O&M Expenses		\$ 9,337,781	\$ 9,701,871	\$ 9,198,127	\$ 10,207,320	\$ 10,857,229	\$ 11,301,251	\$ 11,564,412	\$ 11,835,686	\$ 12,208,679	\$ 12,602,268	\$ 13,008,564	\$ 13,428,047	\$ 13,875,364
Other Operating Expenses														
Fairfield Transportation Center	[3]	\$ 398,443	\$ 372,493	\$ 352,674	\$ 367,318	\$ 390,758	\$ 414,980	\$ 427,398	\$ 439,500	\$ 452,600	\$ 466,200	\$ 480,200	\$ 494,600	\$ 509,400
Park & Ride Lots (Red Top, Oliver Rd)		\$ 22,439	\$ 16,306	\$ 44,720	\$ 46,062	\$ 47,400	\$ 48,800	\$ 50,300	\$ 51,800	\$ 53,400	\$ 55,000	\$ 56,700	\$ 58,400	\$ 60,200
Intermodal Station @ Peabody Rd		\$ -	\$ -	\$ -	\$ 6,541	\$ 6,606	\$ 36,679	\$ 37,649	\$ 38,800	\$ 40,000	\$ 41,200	\$ 42,400	\$ 43,700	\$ 45,000
Senior Volunteer Driver Program (SVDP)		\$ 56,780	\$ 52,724	\$ 57,397	\$ 60,110	\$ 60,704	\$ 62,525	\$ 64,400	\$ 65,897	\$ 67,725	\$ 69,553	\$ 71,360	\$ 73,280	\$ 75,231
Cost Allocation Plan		\$ 346,428	\$ 306,848	\$ 490,499	\$ 503,886	\$ 517,628	\$ 535,934	\$ 554,886	\$ 573,063	\$ 592,847	\$ 613,188	\$ 634,014	\$ 655,823	\$ 678,326
Subtotal: OTHER OPERATING EXPENSES		\$ 824,090	\$ 748,370	\$ 945,290	\$ 983,916	\$ 1,023,096	\$ 1,098,919	\$ 1,134,633	\$ 1,169,060	\$ 1,206,571	\$ 1,245,141	\$ 1,284,674	\$ 1,325,803	\$ 1,368,158
TOTAL OPERATING EXPENSES		\$ 10,161,871	\$ 10,450,241	\$ 10,143,417	\$ 11,191,236	\$ 11,880,326	\$ 12,400,169	\$ 12,699,046	\$ 13,004,746	\$ 13,415,250	\$ 13,847,409	\$ 14,293,238	\$ 14,753,850	\$ 15,243,521
PROGRAM EXPENSES														
Intercity Taxi Scrip (contrib. to County-wide prog.)					\$ 60,000	\$ 61,200	\$ 62,400	\$ 63,600	\$ 64,800	\$ 66,100	\$ 67,400	\$ 68,700	\$ 70,000	\$ 71,400
Intercity Express Bus (contrib. to County-wide prog.)	[4]				\$ 739,666	\$ 986,900	\$ 1,006,600	\$ 1,026,700	\$ 1,047,200	\$ 1,068,100	\$ 1,089,500	\$ 1,111,300	\$ 1,133,500	\$ 1,156,200
TOTAL PROGRAM EXPENSES					\$ 799,666	\$ 1,048,100	\$ 1,069,000	\$ 1,090,300	\$ 1,112,000	\$ 1,134,200	\$ 1,156,900	\$ 1,180,000	\$ 1,203,500	\$ 1,227,600
TOTAL EXPENSES					\$ 11,990,902	\$ 12,928,426	\$ 13,469,169	\$ 13,789,346	\$ 14,116,746	\$ 14,549,450	\$ 15,004,309	\$ 15,473,238	\$ 15,957,350	\$ 16,471,121
OPERATING REVENUES														
Operating Revenues -- Fares														
Transit Fares - baseline		\$ 2,195,595	\$ 2,198,986	\$ 2,303,365	\$ 2,511,634	\$ 2,570,844	\$ 2,527,074	\$ 2,993,168	\$ 3,073,883	\$ 3,105,005	\$ 3,136,660	\$ 3,401,653	\$ 3,486,842	\$ 3,522,545
Transit Fares - due to change in service	[1]				\$ 50,810	\$ 79,049	\$ 231,264	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares - due to proposed fare incr/decr					\$ -	\$ -	\$ 204,152	\$ 50,000	\$ -	\$ 230,349	\$ 50,000	\$ -	\$ -	
Senior Volunteer Driver Fares					\$ 6,233	\$ 6,233	\$ 6,420	\$ 6,613	\$ 6,700	\$ 6,900	\$ 7,100	\$ 7,300	\$ 7,500	\$ 7,700
Intercity Taxi Revenues		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,300	\$ 15,600	\$ 15,900	\$ 16,400	\$ 16,900	\$ 17,400	\$ 17,900	\$ 18,400
Subtotal: FARE Revenue		\$ 2,195,595	\$ 2,198,986	\$ 2,303,365	\$ 2,583,676	\$ 2,671,126	\$ 2,984,210	\$ 3,065,380	\$ 3,096,483	\$ 3,128,305	\$ 3,391,008	\$ 3,476,353	\$ 3,512,242	\$ 3,548,645
Other Operating Revenues														
FTC Parking Program	[5]	\$ -	\$ -	\$ -	\$ -	\$ 99,000	\$ 198,000	\$ 207,900	\$ 207,900	\$ 207,900	\$ 207,900	\$ 218,295	\$ 218,300	\$ 218,300
Interest Earnings		\$ 4,051	\$ 17,952	\$ 6,846	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900	\$ 6,900
Lease Revenues (FTC, train station)		\$ 59,641	\$ 60,379	\$ 28,221	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200	\$ 28,200
Other Operating Income		\$ 100,666	\$ 306,234	\$ 27,934	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900	\$ 27,900
Subtotal: OTHER OPERATING REVENUE		\$ 164,358	\$ 384,565	\$ 63,001	\$ 63,000	\$ 162,000	\$ 261,000	\$ 270,900	\$ 270,900	\$ 270,900	\$ 270,900	\$ 281,295	\$ 281,300	\$ 281,300
TOTAL OPERATING REVENUES		\$ 2,359,952	\$ 2,583,551	\$ 2,366,366	\$ 2,646,676	\$ 2,833,126	\$ 3,245,210	\$ 3,336,280	\$ 3,367,383	\$ 3,399,205	\$ 3,661,908	\$ 3,757,648	\$ 3,793,542	\$ 3,829,945

Note: Table is continued on the next page.

Fairfield and Suisun Transit (FAST)													
DETAILED OPERATING PLAN & BUDGET													
Systemwide Total													
	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	Historical			Updated Budget		Forecast							
Date prepared: 01-Jun-2016 (DRAFT FINAL)	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
SUBSIDY REVENUES													
Subsidy Revenues -- Local													
Regional Measure 2 Operating	[1,6]	\$ 711,035	\$ 711,035	\$ 711,035	\$ 801,143	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293
Subtotal: LOCAL Revenue		\$ 711,035	\$ 711,035	\$ 711,035	\$ 801,143	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293	\$ 927,293
Subsidy Revenues -- State													
TDA-LTF: net amount to balance operating budget		\$ 3,389,389	\$ 3,648,499	\$ 3,523,799	\$ 3,964,331	\$ 4,408,921	\$ 4,451,556	\$ 4,680,300	\$ 4,883,370	\$ 5,189,152	\$ 5,284,307	\$ 5,558,597	\$ 5,905,815
TDA: contributions from others for Intercity Bus	[4]	\$ 1,777,944	\$ 1,586,065	\$ 1,390,619	\$ 1,379,766	\$ 1,694,500	\$ 1,728,400	\$ 1,763,000	\$ 1,798,300	\$ 1,834,300	\$ 1,871,000	\$ 1,908,400	\$ 1,946,600
STAF: revenue-based apportionment	[7]	\$ -	\$ -	\$ -	\$ 102,280	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300	\$ 102,300
Subtotal: STATE Revenue		\$ 5,167,333	\$ 5,234,564	\$ 4,914,418	\$ 5,446,377	\$ 6,205,721	\$ 6,282,256	\$ 6,545,600	\$ 6,783,970	\$ 7,125,752	\$ 7,257,607	\$ 7,569,297	\$ 7,954,715
Subsidy Revenues -- Federal													
FTA Operating (5307 apport., 5303/5309 grants)		\$ 2,656,982	\$ 2,522,488	\$ 2,517,873	\$ 2,666,289	\$ 2,572,938	\$ 2,624,397	\$ 2,676,884	\$ 2,730,400	\$ 2,785,000	\$ 2,840,700	\$ 2,897,500	\$ 2,955,500
FTA5307: JARC (Operating)	[8]	\$ -	\$ -	\$ -	\$ 210,733	\$ 169,660	\$ 170,326	\$ 83,600	\$ 83,600	\$ 83,600	\$ 83,600	\$ 83,600	\$ 83,600
FTA5311: Non-Urbanized Area (Operating)		\$ 234,787	\$ 234,787	\$ 184,607	\$ 219,685	\$ 219,688	\$ 219,688	\$ 219,688	\$ 224,100	\$ 228,600	\$ 233,200	\$ 237,900	\$ 242,700
Subtotal: FEDERAL Revenue		\$ 2,891,769	\$ 2,757,275	\$ 2,702,480	\$ 3,096,707	\$ 2,962,286	\$ 3,014,411	\$ 2,980,172	\$ 3,038,100	\$ 3,097,200	\$ 3,157,500	\$ 3,219,000	\$ 3,281,800
TOTAL SUBSIDY REVENUES		\$ 8,770,137	\$ 8,702,874	\$ 8,327,933	\$ 9,344,226	\$ 10,095,300	\$ 10,223,960	\$ 10,453,065	\$ 10,749,363	\$ 11,150,245	\$ 11,342,400	\$ 11,715,590	\$ 12,163,808
TOTAL REVENUES		\$ 11,130,089	\$ 11,286,425	\$ 10,694,299	\$ 11,990,902	\$ 12,928,426	\$ 13,469,169	\$ 13,789,346	\$ 14,116,746	\$ 14,549,450	\$ 15,004,309	\$ 15,473,238	\$ 15,967,350
ANNUAL SURPLUS (DEFICIT)				\$ -									
FINANCIAL CAPACITY													
TDA Carryover													
Funds held by MTC	[9]				\$ 1,395,820								
Funds held by FAST	[10]				\$ 4,682,829								
Annual Cash Flow (Current Expenses Only)													
Beginning Balance					\$ 6,078,649	\$ 6,325,004	\$ 5,580,358	\$ 6,027,759	\$ 5,287,881	\$ 3,257,466	\$ 3,116,562	\$ 3,037,786	\$ 2,312,678
Add: Net annual TDA-LTF apportionment	[9,11]	\$ 5,265,725	\$ 5,367,880	\$ 5,472,017	\$ 5,578,174	\$ 5,686,391	\$ 5,796,707	\$ 5,909,163	\$ 5,909,163	\$ 5,909,163	\$ 5,909,163	\$ 5,909,163	\$ 6,140,662
Less: Annual Operating Uses		\$ (4,408,921)	\$ (4,451,556)	\$ (4,680,300)	\$ (4,883,370)	\$ (5,189,152)	\$ (5,284,307)	\$ (5,558,597)	\$ (5,905,815)	\$ (6,280,284)	\$ (6,558,597)	\$ (6,905,815)	\$ (7,280,284)
Less: Annual Capital Uses, if any		\$ (610,449)	\$ (1,660,970)	\$ (344,316)	\$ (1,434,682)	\$ (2,527,653)	\$ (653,304)	\$ (429,342)	\$ (843,093)	\$ (809,252)	\$ (809,252)	\$ (809,252)	\$ (809,252)
Equals: Year-End Balance		\$ 6,325,004	\$ 5,580,358	\$ 6,027,759	\$ 5,287,881	\$ 3,257,466	\$ 3,116,562	\$ 3,037,786	\$ 2,312,678	\$ 1,363,804	\$ 1,363,804	\$ 1,363,804	\$ 1,363,804
Unmet Capital Needs?													
Annual Capital Surplus (Need), if any		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 10-Year Capital Funding Surplus (Gap)													\$ -
METRICS													
Operating Expense Per Vehicle HOUR		\$ 110.91	\$ 112.58	\$ 108.52	\$ 112.03	\$ 116.47	\$ 116.11	\$ 118.13	\$ 120.19	\$ 123.08	\$ 126.11	\$ 129.23	\$ 132.44
Operating Expense Per Vehicle MILE		\$ 5.65	\$ 5.63	\$ 5.47	\$ 5.79	\$ 5.98	\$ 5.87	\$ 5.98	\$ 6.10	\$ 6.25	\$ 6.42	\$ 6.59	\$ 6.76
Operating Expense Per Passenger		\$ 9.48	\$ 9.48	\$ 9.25	\$ 9.84	\$ 10.19	\$ 10.34	\$ 10.48	\$ 10.61	\$ 10.83	\$ 11.06	\$ 11.29	\$ 11.53
Average Fare Per Passenger		\$ 2.05	\$ 2.00	\$ 2.10	\$ 2.27	\$ 2.29	\$ 2.49	\$ 2.53	\$ 2.53	\$ 2.53	\$ 2.71	\$ 2.75	\$ 2.74
Passengers Per Vehicle HOUR		11.7	11.9	11.7	11.4	11.4	11.2	11.3	11.3	11.4	11.4	11.4	11.5
Farebox Recovery (Fares as % of Oper. Exp.)		21.61%	21.04%	22.71%	23.09%	22.48%	24.07%	24.14%	23.81%	23.32%	24.49%	24.32%	23.81%
Local Recovery (Fares+Local as % of Oper. Exp.)		30.22%	31.53%	30.34%	30.81%	31.65%	33.65%	33.57%	33.02%	32.25%	33.14%	32.78%	32.00%
Share of TDA-LTF apportionment consumed by operations						83.73%	82.93%	85.53%	87.54%	91.26%	91.16%	94.07%	98.04%
Ratio of TDA YE balance to O&M expenses						46.96%	40.47%	42.70%	36.34%	21.71%	20.14%	19.04%	14.04%

Note: Footnotes appear on the next page.

FOOTNOTES

- [1] Assumes new service additions on Routes 40 and 90 in FY2016/17 and Route 20 in FY2017/18.
- [2] Includes additional O&M expenses beginning in FY2016/17 to reflect city-wide transition to renewable diesel.
- [3] Includes additional expenses beginning January 1, 2017 for security cameras and parking equipment related to new paid parking program at FTC.
- [4] FY2015/16 reconciliation amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond based on FY2015/16 Intercity Cost Sharing calculation plus inflationary growth.
- [5] New program to charge parking fees at FTC was approved by Board of Directors on 15-Dec-2015. Fees assumed to be implemented as of January 1, 2017. Periodic 5% fee increase:
- [6] No long-term growth assumption applied to this revenue source.
- [7] Due to continuing volatility in fuel prices and related tax revenues, no growth is forecast for this funding source.
- [8] FY2015/16 through FY2017/18 includes sum of two discretionary awards to help support Intercity Routes 20 and 30. Subsequent years estimated based on three-year average.
- [9] FY2016/17 value from MTC Fund Estimate (Reso. 4220, 02/24/2016).
- [10] Includes TDA funds on hand from prior year allocations and unused prior year claims.
- [11] Annual apportionment is net of 3% deduction for STA planning/admin and excludes \$50,000 claimed by STA for Suisun train station maintenance. Amounts in later years assumed to grow at 1.94% per year, per MTC forecast for Plan Bay Area 2040 and Solano Sales Tax Authority estimates.

Appendix B

Title VI Report

City of Fairfield TITLE VI PROGRAM

**Developed: May 2011
Revised: September 2014
Adopted by
Fairfield City Council:
November 2014**



**Nigel Browne
Senior Management Analyst
Fairfield and Suisun Transit
2000 Cadenasso Drive
Fairfield, Ca 94533**

This document was prepared by Fairfield and Suisun Transit (FAST) and approved by the City of Fairfield City Council to comply with Title VI of the Civil Rights Act of 1964, including new provisions detailed in U.S. Department of Transportation's FTA Circular 4702.1B, "Title VI Requirement and Guidelines for Federal Transit Administration Recipients."

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FAST's Title VI Notice to the Public - English



Your Rights Under Title VI of the Civil Rights Act of 1964

“No person in the United States, shall on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance.”

What is Title VI?

Title VI of the Civil Rights Act of 1964 is the Federal law that protects individuals from discrimination on the basis of their race, color, or national origin in programs that receive Federal financial assistance.

“No person or group of persons shall be discriminated against with regard to the routing, scheduling, or quality of transportation service furnished by Fairfield and Suisun Transit on the basis of race, color, or national origin. Frequency of service, age and quality of vehicles assigned to routes, quality of stations serving different routes, and location of routes may not be determined on the basis of race, color, or national origin.”

How can I file a discrimination complaint?

Any person who believes that they have, individually, or as a member of any specific class of persons, been subjected to discrimination on the basis of race, color, or national origin may file a complaint with the Fairfield and Suisun Transit (FAST) Title VI Program Administrator at (707) 434-3800.

FAST's Title VI Notice to the Public - Spanish



Sus Derechos Conforme al Título VI del Decreto de Derechos Civiles de 1964

“Ninguna persona en los Estados Unidos podrá ser excluida por motivos de raza, color u origen nacional, de participar en, ser negado los beneficios de, o ser objeto de discriminación conforme a cualquier programa o actividad que está recibiendo asistencia financiera del gobierno federal.”

¿Qué es le Título IV?

El Título IV del Decreto de Derechos Civiles de 1964 es la ley federal que protege a los individuos de ser discriminados en base a su raza, color, u origen nacional de los programas que reciben asistencia financiera del gobierno federal.

“Ninguna persona o grupo de personas serán objeto de discriminación respecto a las rutas, horarios, o calidad de servicios de transporte brindados por los servicios de tránsito de Fairfield y Suisun en base a su raza, color u origen nacional. La frecuencia con el que se proporciona los servicios, la edad, y calidad de los vehículos asignados a las rutas, la calidad de las estaciones que prestan sus servicios a las diferentes rutas, y la ubicación de las rutas no podrán ser determinadas basándose en la raza, color u origen nacional.”

¿Cómo puedo presentar una queja de discriminación?

Toda persona que cree que, como individuo o miembro de una clase específica de personas, ha sido objeto de discriminación en base a su raza, color, u origen nacional, puede presentar una queja ante el Gerente del Programa de Title VI de Fairfield y Suisun (FAST) llamando al (707) 434-3800.

FAST's Title VI Notice to the Public – Tagalog



Ang Inyong Mga Karapatan sa Ilalim ng Title VI ng Batas ng Karapatang Sibil ng 1964.

“Walang tao sa Estados Unidos, sa batayan ng lahi, kulay, o bansang pinagmulan, ang hindi dapat isama sa, tanggihan ng mga benepisyo, o sumailalim sa diskriminasyon sa ilalim ng anumang programa o aktibidad ng pagtanggap ng tulong pinansyal ng Pamahalaan.”

Ano ang Title VI?

Ang Title VI ng Batas ng Karapatang Sibil ng 1964 ay batas ng Pamahalaan na nagpoprotekta sa mga indibiduwal mula sa diskriminasyon batay sa kanilang lahi, kulay, o bansang pinagmulan sa mga programang tumatanggap ng tulong pinansyal ng Pamahalaan.

“Walang tao o grupo ng mga tao ang dapat diskriminahin hinggil sa pagruruta, pag-iiskedyul, o kalidad ng serbisyo ng transportasyon na ibibigay ng Fairfield and Suisun Transit batay sa lahi, kulay, o bansang pinagmulan. Ang dalas ng paglilingkod, edad at kalidad ng mga sasakyan na itinalaga sa mga ruta, kalidad ng mga istasyon na naglilingkod sa iba't-ibang mga ruta, at lokasyon ng mga ruta ay hindi maaaring tukuyin batay sa lahi, kulay, o bansang pinagmulan.”

Paano ako magsasampa ng isang reklamo ng diskriminasyon?

Ang sinumang tao na naniniwalang siya ay sumailalim sa diskriminasyon bilang indibiduwal, o bilang isang miyembro ng anumang partikular na uri ng mga tao, batay sa lahi, kulay, o bansang pinagmulan ay maaaring magsampa ng isang reklamo sa Tagapangasiwa ng Programa ng Title VI ng Fairfield and Suisun Transit (FAST) sa (707) 434-3800.

List of Locations Where Title VI Notice Is Posted

FAST's Title VI notice to the public is currently posted at the following locations:

Location Name	Address	City
Fairfield Transportation Center	2000 Cadenasso Drive	Fairfield
Revenue Service Vehicles		
Website:	http://fasttransit.org/title-vi-information-forms/	
Passenger Shelters		Fairfield and Suisun City
Fairfield City Hall	1000 Webster Street	Fairfield

The Title VI notice and program information is also provided on FAST's website at:
<http://fasttransit.org/title-vi-information-forms/>



TITLE VI Complaint Procedures

Any person who believes she or he has been discriminated against on the basis of race, color, or national origin by Fairfield and Suisun Transit (hereinafter referred to as “FAST”) may file a Title VI complaint by completing and submitting the FAST Title VI Complaint Form. The FAST Title VI Complaint Procedures and Complaint Form may also be found on the FAST website at www.fasttransit.org. FAST investigates complaints received no more than 180 days after the alleged incident. FAST will process complaints that are complete.

Complaints shall be in writing and shall be signed by the complainant and/or the complainant’s representative. Complaints shall set forth as fully as possible the facts and circumstances surrounding the alleged discrimination. In the event that a person makes a verbal complaint of discrimination to an officer or employee of FAST, the person shall be interviewed by the Title VI Program Administrator. If necessary, the Title VI Program Administrator will assist the person in reducing the complaint to writing and submit the written version of the complaint to the person for signature. The complaint shall then be handled according to FAST’s investigative procedures.

Once the complaint is received, FAST will review it to determine if its office has jurisdiction. Within 10 days, the Title VI Program Administrator will acknowledge, in writing, receipt of the allegation, inform the complainant of action taken or proposed action to process the allegation, and advise the complainant of other avenues of redress available, such as STATEDOT and USDOT.

FAST will advise STATEDOT and/or USDOT within 10 days of receipt of the allegations. Generally, the following information will be included in every notification to STATEDOT and/or USDOT:

- a) Name, address, and phone number of the complainant.
- b) Name(s) and address(es) of alleged discriminating official(s).
- c) Basis of complaint (i.e., race, color, national origin).
- d) Date of alleged discriminatory act(s).
- e) Date complaint received by the recipient.
- f) A statement of the complaint.
- g) Other agencies (state, local, or federal) where the complaint has been filed.

- h) An explanation of the actions FAST has taken or proposed to resolve the issue in the complaint.

Within 60 days, the Title VI Program Administrator will conduct an investigation of the allegation and based on the information obtained, will render a recommendation for action in a report of findings to the City of Fairfield's Public Works Director. The complaint should be resolved by informal means whenever possible. Such informal attempts and their results will be summarized in the report of findings.

Within 90 days of receipt of the complaint, the Public Works Director will notify the complainant in writing of the final decision reached, including the proposed disposition of the matter. The notification will advise the complainant of his/her appeal rights with STATEDOT and/or USDOT, if they are dissatisfied with the final decision rendered by FAST. The Title VI Program Administrator will also provide STATEDOT and/or USDOT with a copy of this decision and summary of findings upon completion of the investigation.

A person may also file a complaint directly with the Federal Transit Administration, at FTA Office of Civil Rights, 1200 New Jersey Avenue SE, Washington, DC 20590.

Contacts for the different Title VI administrative jurisdictions are as follows:

Federal Transit Administration Office of Civil Rights
Attention: Title VI Program Coordinator
East Building, 5th Floor – TCR
1200 New Jersey Ave., SE
Washington, DC 20590

U.S. Department of Transportation Headquarters
Departmental Director of Civil Rights
Office of the Secretary
U.S. Department of Transportation
External Civil Rights Programs Division (S-33)
1200 New Jersey Ave., S.E.
Washington, D.C. 20590
Phone: 202-366-4070, Fax: 202-366-5575, TTY: 202-366-9696

Federal Transit Administration-Region 9
Office of Civil Rights
201 Mission Street, Suite 1650
San Francisco, CA 94105
Phone: 415-744-3133, Fax: 415-744-2726

If information regarding these Title VI Complaint Procedures is needed in another language, contact: FAST Title VI Program Administrator at 707-434-3800.



TITLE VI COMPLAINT FORM

FAST is committed to ensuring that no person is excluded from participation in or denied the benefits of its services on the basis of race, color, or national origin, as provided by Title VI of the Civil Rights Act of 1964, as amended. Title VI complaints must be filed within 180 days from the date of the alleged discrimination.

The following information is necessary to assist us in processing your complaint. If you require any assistance in completing this form, please contact the FAST Title VI Program Administrator by calling 707-434-3800. The completed form must be returned to: FAST Title VI Program Administrator, Fairfield Transportation Center, 2000 Cadenasso Drive, Fairfield, CA 94533.

Section I				
Name:				
Address:				
Telephone (Home):			Telephone (Work):	
Electronic Mail Address:				
Accessible Format Requirements?	Large Print		Audio	
	TDD		Other	
Section II				
Are you filing this complaint on your own behalf?			Yes*	No
*If you answered "yes" to this question, go to Section III.				
If not, please supply the name and relationship of the person for whom you are complaining:				
Please explain why you have filed for a third party: _____				
Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party.			Yes	No
Section III				
I believe the discrimination I experienced was based on (check all that apply):				
<input type="checkbox"/> Race <input type="checkbox"/> Color <input type="checkbox"/> National Origin				
Date of Alleged Discrimination (Month, Day, Year): _____				

Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. If more space is needed, please use the back of this form.

Section IV

Have you previously filed a Title VI complaint with this agency?	Yes	No
--	-----	----

Section V

Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court?

Yes No

If yes, check all that apply:

- Federal Agency _____
- Federal Court _____ State Agency _____
- State Court _____ Local Agency _____

Please provide information about a contact person at the agency/court where the complaint was filed.

Name:

Title:

Agency:

Address:

Telephone:

Section VI

Name of agency complaint is against:

Contact person:

Title:

Telephone:

You may attach any written materials or other information that you think is relevant to your complaint.

Signature and date required below:

Signature

Date

Questions Regarding this Form/FAST Title VI Process:

Fairfield and Suisun Transit
Title VI Program Administrator
Phone: 707-434-3800
Fax: 707-426-3298
Address: 2000 Cadenasso Drive, Fairfield, CA 94533

<p style="text-align: center;"><u>OFFICE USE ONLY</u></p> <p>DATE RECEIVED:</p> <p>RECEIVED BY:</p>

List of Transit-Related Title VI Investigations, Complaints, and Lawsuits

FAST has not been involved in any transit-related Title VI investigations, complaints, or lawsuits.

Fairfield and Suisun Transit Public Participation Plan

**Developed: May 2011
Revised: September 2014**



**Nigel Browne
Senior Management Analyst
Fairfield and Suisun Transit
2000 Cadenasso Drive
Fairfield, Ca 94533**

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1. Introduction

Purposes of This Plan

As part of its Title VI Program, Fairfield and Suisun Transit (FAST) is bolstering its public participation processes. FAST is also enhancing its strategies for engaging minority and Limited English Proficient individuals. This plan provides guidelines for involving the public in FAST planning efforts to ensure that all groups are represented and their needs considered.

FAST is committed to ensuring it provides service fairly, consistently and in the most cost-efficient and appropriate manner within available resources. Through conversation and collaboration with riders, prospective riders, and the larger surrounding community, FAST will be able to assess the quality of its service, measure potential impacts to the community from FAST initiatives or proposed initiatives, and ensure that it is providing valuable services to the residents and visitors of the Fairfield and Suisun Transit service area.

2. Public Participation Process

Approach to Public Participation

The public participation process should be considered at the earliest stages of any FAST project that may impact the surrounding community, its riders, and potential riders. As projects vary in time and size, the public participation process may vary for each, as well as the extent of public participation. The following outlines tools and strategies to ensure that public input is invited and all foreseeable impacts to the community are considered.

FAST has developed two levels of projects to establish minimum public participation requirements. At the beginning of any project, staff will identify into which category that project falls and develop a participation plan accordingly. At any time during its process, the project may be reclassified to a higher level, if FAST staff deems appropriate.

The levels are as follows:

Level One: Routine service, route and any short-term projects whose impact on FAST's riders and potential riders needs to be identified during planning stages. Examples of projects include minor route and service changes; routine rider surveys; changes to fare media; etc.

Level Two: Longer term or larger scale projects are those whose impact on FAST's riders and potential riders needs to be identified during planning stages. These may include fare changes or modifications, Short and Long Range Transportation Plans, Comprehensive Operational Analysis, marketing plans, coordination plans, alternative analyses, studies to implement new services; or facility or yard construction projects, etc. As many of these projects are conducted by contractors, part of the RFP requirements and criteria for scoring proposals will include developing the project's public participation process.

Outreach Requirements and Activities

The following activities are intended to serve as guidelines for minimum levels of outreach to ensure that all riders and potential riders in the FAST service area have equal access and opportunity to participate in transportation planning and decision-making. These also provide strategies for soliciting input and engaging various communities.

Level One

Level One projects include routine service, route, fare changes and any short-term projects whose impact on FAST's riders and potential riders needs to be identified during planning stages. Examples of projects include route, fare and service changes; etc.

Minimum Outreach Requirements

- Notice for public events may include posters, email blasts, media releases to local papers, or radio announcements if funding allows.
- Any notices will be posted at least two weeks prior to the public event.
- Notices may be posted at FAST offices, on buses and at bus shelters as is appropriate, at key community centers with whom FAST has a relationship.
- Information about public participation opportunities will also be posted on FAST's website at least two weeks prior to the event.

- Comments will be accepted via the FAST website, at public outreach events, via email, by mail, and by phone to ensure that all populations have the opportunity to participate.

Outreach Methods to Engage Minority and Limited English Proficient Populations

- Spanish and Tagalog language notices will be developed and posted with English notices.
- Spanish and or Tagalog language notices will be posted on vehicles that have been identified as key routes used by an LEP population and at bus shelters that have been identified as key destinations of LEP populations, if such information exists.
- Event information on FAST's website will be posted in English, Spanish, and Tagalog.
- FAST will distribute event information to community groups and agencies that work with LEP populations, if such contacts exist.
- As identified in its Language Assistance Plan, FAST has contracted with Keylingo to provide language assistance for customers and callers that are non-English speaking.
- For level one projects, Spanish and or Tagalog interpretation or translation at any public meetings or workshop will be provided as is possible. When it is appropriate or necessary, FAST will ensure non-English language interpretation in additional languages is available.

Currently, Spanish and Tagalog are the only quantifiable populations within FAST's service area that are limited English proficient. FAST will continue assessing the language needs of citizens in its service area through its Language Assistance Plan. At such time, as another group with limited English proficiency reaches significant mass, FAST will review this plan and its strategies to engaging with non-English speaking populations.

Level Two

These are longer term projects whose impact on FAST's riders and potential riders needs to be identified during planning stages. These may include Short and Long Range Transportation Plans, Comprehensive Operational Analysis, marketing plans, coordination plans, alternative analyses, studies to implement new services; etc. As many of these projects are conducted by contractors, part of the RFP requirements and criteria for scoring proposals will include developing the project's public participation process.

Minimum Outreach Requirements

Level two projects may often require a specific public participation plan that will be developed in the planning stages of the project. This plan will outline specific outreach activities, goals and objectives of the public involvement, as well as specific techniques to be used for outreach activities. The project-based public participation plan will also identify any populations requiring special outreach to ensure they have access to information and the opportunity to make comments regardless of race, religion, age, income, color, national origin, or disability.

The public participation process for level two projects will include the involvement requirements for level one projects and will be augmented with specific outreach activities appropriate for the particular projects; such as additional public workshops, focus groups and surveys. Where more than one public workshop or forum will be held, and as funding allows, one workshop will be held in the morning and a second in the evening to accommodate varying schedules. As is possible, public participation events will be held at central locations close to a bus stop. These projects may also require the development of fact sheets, newsletters, a project webpage, and additional media releases.

Outreach methods to engage minority and limited English proficient populations

Level Two projects will use the previously identified strategies for engage minority and limited English proficient populations, but may require additional activities depending on the scale and nature of the project.

- FAST will continue cultivating relationships with community agencies that serve LEP populations.
- As they are identified, notices will be sent to Spanish and/or Tagalog language magazines, newspapers, and/or radio stations.
- Public outreach events may include attending already existing community meetings and gatherings, such as school meetings, farmers markets, faith-based events, and other community activities in order to invite participation from LEP populations who may not attend FAST hosted public events.
- FAST will ensure that non-English language interpretation will be available at any public meeting or workshop as is appropriate and necessary,

Summary of Outreach Efforts Made Since 2011 Title VI Submission

Reoccurring outreach locations often include:

- **Paratransit Coordinating Council** – This is a bimonthly meeting to discuss the ADA paratransit services offered by Fairfield and Suisun Transit. Other non-paratransit ADA topic related to the Fairfield and Suisun Transit program may be discussed at the meetings. The Paratransit Coordinating Council meetings are open forum and open to the public.
- **Social Media** – FAST regularly posts information and solicits comments regarding the service through Facebook and Twitter. These services have become a significant source of feedback from our community.

Ad hoc outreach conducted since 2011 includes:

- **2012 FAST Route Restructuring.** FAST sought out public participation during the planning phase of its recent service changes. In accordance with the objectives of FAST's public participation plan, the following means of communication were used:
 - Newspaper Press Release
 - Posting of Notices
 - Direct flyers distribution to riders
 - Seat Drops
 - Website
 - Facebook
 - Twitter
 - Channel 26 (local public access cable channel)
 - Public Outreach Meetings (translation services were available)
 - Individual face to face meetings
 - Briefing of all customer service representatives
 - Meetings with community representatives (e.g. school districts, senior centers, the Paratransit Coordinating Council, community centers)
 - Notices in community's Spanish language magazine

- **2012 East Fairfield Community Based Transportation Plan (CBTP).** The CBTP was developed as a way to better understand the transit needs of the communities that reside in eastern Fairfield. The outreach process included community surveys, stakeholder interviews, stakeholder meetings, community meetings, and focus groups.

- **2014 FAST Fare Restructuring.** FAST sought out public participation during the planning phase of its recent service changes. In accordance with the objectives of FAST's public participation plan, the following means of communication were used:
 - Public meetings (meetings were held at the Fairfield Community Center, the Fairfield Transportation Center and at the Solano Transportation authority, which is located in Suisun City). Translation services were available at the meetings.
 - Posting of notices
 - Direct flyer distribution to riders
 - Individual face to face meetings
 - Seat drops
 - Facebook
 - Twitter
 - Website
 - Newspaper Press releases
 - Notices in community's Spanish language magazine

Fairfield and Suisun Transit Language Assistance Plan

Developed: May 2011
Revised: September 2014



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1. Introduction

This Language Assistance Plan was developed during the process of preparing Fairfield and Suisun Transit's (FAST) Title VI Program to ensure that FAST services are accessible to limited English Proficient (LEP) individuals. Title VI of the 1964 Civil Right Act is one of two federal mandates that guarantee the provision of meaningful access to federally-funded services for LEP individuals:

- Title VI of the 1964 Civil Right Act prohibits federally-funded agencies from discriminating against individuals based on race, color, and national origin and includes meaningful access to LEP customers.
- President's Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency" (August 11, 2000): Instructs federal agencies to improve access to services by mandating that any federally conducted or assisted programs of activities (e.g. recipients of federal funding) must provide meaningful access to LEP customers.

FAST's Title VI Program was prepared in 2014 in accordance with FTA Circular 4702.1B, Title VI Requirements and Guidelines for Federal Transit Administration Recipients, October 1, 2012.

FAST's Title VI Program Administrator is:

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More information about FAST's Title VI Program is available at: <http://www.fasttransit.org>

2. Overview of FAST's Service Area and Services

Fairfield and Suisun Transit (FAST) is a service of the City of Fairfield and City of Suisun City. The Fairfield five-member City Council sets policy for the City; the City Manager is the chief administrative officer of the City and oversees FAST. The City of Fairfield and City of Suisun City's service population is 137,484.

FAST operates a fleet of 48 in-service and spare vehicles for fixed-route service including inter-city routes. Local routes use 27 Gillig buses of varying length (30, 35, and 40 feet). In addition, eight (8) demand response vehicles offer origin to destination service for persons with disabilities. All vehicles are equipped with wheelchair lifts or ramps and are ADA compliant. All vehicles are operated out of the City of Fairfield's Corporation Yard located at 420 Gregory Street, Fairfield CA 94533.

The FAST fixed route transit system is comprised of twelve (12) routes. Eight of the routes provide local service and operate from approximately 6:00am to 8:30pm Monday through Friday and from approximately 9:00am to 6:30pm on Saturday. Four of the routes are inter-city routes and operate at various commute times during the day depending on the route. All inter-city routes run Monday through Friday except one which runs limited Saturday service to Davis. FAST operates approximately 1,750,000 miles and carries 1,075,000 passengers annually.

FAST administrative offices are located at 2000 Cadenasso Drive, Fairfield, CA 94533.

3. Language Assistance Goals

FAST's goal is to provide meaningful access for LEP customers to FAST's services, information, and materials by developing a Language Assistance Plan and by regular evaluation of the developed methods and strategies.

4. Results of the Four Factor Analysis

Factor 1: The number or proportion of LEP persons eligible to be served or likely to be encountered by the program or recipient.

FAST used available census data to determine the geographic boundaries of its services area and identify LEP populations within that area.

FAST used Census Source: U.S. Census Bureau, 2008-2012 American Community Survey 5-Year Estimates, Code B1600: Language spoken at home by ability to speak English for the population 5 years and over.

As demonstrated in Table 4-1 below, Spanish and Tagalog are the only languages that fall outside of the Safe Harbor Provision of over 5% or 1,000 individuals (whichever is less).

Table 4-1

Ability to Speak English	Fairfield, CA		Suisun City, CA	
	Population	Percentage	Population	Percentage
<i>Total Population</i>	<i>98,041</i>	<i>100.0%</i>	<i>26,479</i>	<i>100.0%</i>
English	66,769	68.1%	17,763	67.1%
Spanish	17,239	17.6%	4,480	16.9%
Tagalog	6,068	6.2%	2,098	7.9%
Language other than English	9,897	10.1%	2,471	9.3%
Speaks English less than "Very Well" Spanish	7,870	8.0%	1,821	6.9%
Speaks English less than "Very Well" Tagalog	2,027	2.1%	651	2.5%

As demonstrated in table 4-2 “Chinese” is the next highest LEP language comprising 0.4% of the area’s population that speaks English less than “Very Well.” While FAST will not immediately translate vital documents into Chinese, Korean, or Other Indic Languages, as the percentages for all of these LEP’s are below the Safe Harbor Provision, it will continue to monitor the proportions of LEP individuals and corresponding languages as detailed in Section 6 in the following pages.

Table 4-2

Ability to Speak English	Fairfield, CA		Suisun City, CA	
	Population	Percentage	Population	Percentage
<i>Total Population</i>	98,041	100.0%	26,479	100.0%
Chinese	814	0.8%	211	0.8%
Korean	696	0.7%	21	0.1%
Other Indic Language	960	1.0%	194	0.7%
Language other than English	1,038	1.1%	188	0.7%
Speaks English less than "Very Well" Chinese	416	0.4%	102	0.4%
Speaks English less than "Very Well" Korean	383	0.4%	8	0.03%
Speaks English less than "Very Well" Other Indic Language	239	0.2%	78	0.3%

Factor 2: The frequency with which LEP persons come into contact with the program.

FAST used several strategies to complete Factor 2 and Factor 3 analyses, including proactive outreach and surveying FAST staff.

FAST Staff Survey

Of the 23 responses to a staff questionnaire regarding past experience with LEP's, 8 (35%) reported that they never come into contact with individuals who are non-English speaking or Limited English Proficient.

Four respondents (17%) indicated that they come into contact with LEP's rarely or infrequently.

The remaining 11 (48%) responses were able to identify how often they interact with LEPs

- 1 response – Daily*
- 1 response – Most of the time*
- 3 responses – 1-2 times a week*
- 2 responses – 1-2 times a month*
- 1 response – 3-4 times a month*
- 1 response – 3-4 times a year*
- 2 Did not answer the question*

The full results of this survey are available in Appendix A.

LEP Outreach

FAST successfully conducted outreach at a local strip mall in Fairfield located at 1950 N. Texas Street. The targeted areas were two stores located near each other that are known to be frequented often; Mexico Meat Market and Manila Seafood and Oriental Market. A survey was developed that asked individuals about the areas of concern of the four factor analysis. This survey was available in English, Tagalog, and Spanish. Over a one-day period FAST staff, including a Spanish and Tagalog speaker, attempted to survey individuals.

While the response from LEP individuals was small, some new information was obtained and is reported below.

Future LEP outreach efforts will include identifying key organizations or contacts in the community that serve LEPs and interviewing those individuals and their consumers. These contacts will be critical as FAST works to improve the efficacy of its language assistance efforts. Additional LEP outreach will be conducted in partnership with the School District. FAST has identified schools in the district with the highest concentrations of students that are English Learners and will work with the administration of these schools to plan an event where FAST can talk with parents. This English Learner data is available in Appendix B.

Results of LEP Outreach Activity (as it relates to frequency of use)

During a one-day intercept survey activity, only ten responses were completed by LEP individuals. While this is a very small number, these responses begin to flesh out what FAST knows about the LEP individuals in its service area and their use, or lack of, of FAST services.

Of the 10 responses only 4 ride FAST buses.

- 2 rides the buses 1-3 times per week
- 1 rides the buses 5-9 times per week
- 1 did not provide a response

These individuals are not using multiple routes, they reported using only 3 of the 12 Routes:

- 2 use Route 1;
- 1 uses Route 1 & Route 2;
- 1 uses Route 3

Based on the data currently available, LEPs are not accessing FAST's services daily very often. As FAST now has some information about which routes LEP individuals are using, it can begin targeting Spanish-language and Tagalog-language information to assist these individuals in better and more frequently using this service and reach individuals in their communities who may not yet be riders.

Factor 3: The nature and importance of the program, activity, or service provided by the program to people’s lives

FAST understands that its services are used for life-sustaining activities, such as transportation to work, school, grocery shopping, non-emergency medical appointments, as well as life-enriching activities, such as social events. For transit-dependent individuals, FAST services are gravely important. For this reason, FAST is committed to translating vital documents relating to its service. Vital documents are those that demonstrate where and how to use FAST services, how to access services and additional information, and information about FAST’s ADA services and Title VI program. FAST currently translates all vital documents into Spanish and Tagalog.

Results of LEP Outreach Activity (as it relates to importance of services)

To help gauge how important FAST services are to the LEP individuals it serves, survey respondents were asked about their driving habits.

The responses were equally split with 5 reporting they always have access to a vehicle and 5 reporting they sometimes have access to a vehicle. This demonstrates that half of the respondents may depend on public transit or could benefit from public transit often.

Respondents were also asked where they are traveling when they ride FAST buses. The following destinations were reported:

Destination	# of Responses
Work	3
Grocery Shopping	2
Social Activity	1

“School” and “other” were available responses; yet these boxes were not checked by the LEP respondents. As with the other questions, these responses are small, but the information is telling: LEP individuals are using FAST services for life-sustaining purposes.

Factor 4: The resources available to the recipient for LEP outreach, as well as the costs associated with that outreach.

As the geographic area in which FAST serves is vast, outreach will need to be varied and, at times, event specific.

A large proportion of outreach will be possible through cultivating relationships with key contacts within the LEP populations. It will be important to keep these contacts informed of FAST activities, services and events. Working with them to connect with the LEP populations will be an important outreach activity with little or no associated costs.

Table 4-3, below, identifies several potential outreach strategies that may be utilized as is appropriate and their associated costs.

Some of these strategies, such as Spanish and Tagalog language advertisements on radio stations and in magazines will be utilized if such outlets are identified and as funding is available.

Table 4-3
FAST TITLE VI PROGRAM FOUR FACTOR ANALYSIS: FACTOR 4

Translation of Written Documents	
Specific Elements	Unit Costs (range)
<i>Vital Documents:</i>	
Title VI Notice to the Public	Complete
Complaint Form	Complete
Complaint Procedures	Complete
Rider Guide	\$3,000
ADA Rider Guide	\$1,500
Signage advertising FAST's language assistance program	\$500
System Map	Complete
Individual route schedules where practical	Complete
<i>Ad-hoc Documents:</i>	
Fliers/advertisements for level one public events	\$80-\$100
<i>FAST Website</i>	Complete
Interpretation & Translation Services	
Specific elements	Unit Costs
Professional Translation Service	TBD
Language Line	TBD
Simultaneous interpreter for level two public events	TBD
Advertisements & Outreach	
Specific elements	Unit Costs
Availability of language assistance poster development and printing	TBD
Spanish/Tagalog language radio spots (optional)	To be determined on a case by case basis
Adverts in Spanish/Tagalog language publications (optional)	To be determined on a case by case basis

5. Implementation Plan

Timeline / Major Milestones

Table 5-1 below lists the major activities associated with this Plan and assigns each an anticipated to be started or completed. Activities that have been labeled with the “NOW” category are those that have already been completed or are currently in progress.

Table 5-1

Task 1: Identifying LEP Individuals Who Need Language Assistance

ITEM		NOW	NEXT YEAR, Beginning 7/1
1.1	Assess the LEP population in FAST’s service area <ul style="list-style-type: none"> • Four Factor Framework Analysis • Outreach to community groups serving LEP persons & focus groups/interviews with LEP individuals. • Interview/survey FAST staff about previous experience with LEP individuals 	X	
1.1	Identify areas within the service district and routes serving areas with high concentrations of LEP individuals.	X	

Task 2: Language Assistance Measures Developing Assistance Procedures

ITEM		NOW	NEXT YEAR, Beginning 7/1
2.1	Develop a list of language assistance products and methods and how FAST can access these.	X	
2.2	Develop procedures for customer service staff regarding: <ul style="list-style-type: none"> • how to respond to LEP callers • how to respond to correspondence from LEPs • how to respond to LEPs in person • how to document LEP needs • how to respond to civil rights complaints. 		X
2.3	Develop procedures for vehicle operators, station managers, and others who regularly interact with the public on how to respond to an LEP individual.		X

Table 5-1, Continued

Task 2: Language Assistance Measures
Translating documents

ITEM		NOW	NEXT YEAR, Beginning 7/1
2.4	Develop a process for determining: <ul style="list-style-type: none"> • If a particular document needs to be translated • into which languages it should be translated. 	X	
2.5	Translate vital documents, including: <ul style="list-style-type: none"> • FAST brochures • FAST policies • Service changes 	X	

Task 2: Language Assistance Measures
Live Interpretation or Translation

ITEM		NOW	NEXT YEAR, Beginning 7/1
2.6	Develop a list of language assistance products and methods and how FAST can access these.		X
2.7	Establish competency standards for interpreters and translators; including: <ul style="list-style-type: none"> • FAST will determine the interpreter or translator's competency in English and the other language; • FAST will train the interpreter in specialized terms; • FAST will instruct the interpreter or translator that he or she should not deviate into a role as counselor, legal advisor, or any other role aside from interpreting; • FAST will ask the interpreter to attest that s/he does not have a conflict of interest on the issues that they would be providing interpretation services. 		X
2.8	Develop a FAST policy that states that all interpretation and written translation must be performed by approved vendors/individuals whose competency has been established.		X

Table 5-1, Continued

Task 3: Training Staff

ITEM		NOW	NEXT YEAR, Beginning 7/1
3.1	Identify which FAST staff are likely to come into contact with LEP individuals	X	
3.2	Develop procedure/schedule for LEP training for identified FAST staff, for new-hires, and continued training		X
3.3	Develop curriculum for and train frontline, customer service, and staff likely to interact (operators, etc) with LEPs in language assistance procedures identified in 2.1 and 2.2 and 2.3		X

Task 4: Providing Notice to LEP Persons

ITEM		NOW	NEXT YEAR, Beginning 7/1
4.1	Inventory the existing public service announcements and community outreach FAST currently performs.	X	
4.2	Incorporate notice of the availability of language assistance into existing outreach methods <ul style="list-style-type: none"> • Develop language regarding language assistance in multiple languages for posters/signage/notices • Develop non-English outreach materials: Place foreign-language ads in publications serving second language populations to share current significant, service-related announcements • Place a notice of right to language assistance, at no cost, on important outreach documents and on FAST’s website. 	X	
4.3	Provide key transit information and online Trip Planner in Spanish and Tagalog on FAST’s website	X	
4.4	Create signs in multiple languages informing LEP clients about available language services and post	X	
4.5	Undertake targeted community outreach to LEP populations. <ul style="list-style-type: none"> • Identify and develop relationships with community leaders & LEP populations • Develop policy for when (what type of service changes/announcements) to conduct targeted community meetings for LEP populations 		X

Table 5-1, Continued

Task 5: Monitor and Update the Language Assistance Plan

ITEM		NOW	NEXT YEAR, Beginning 7/1
5.1	Assign Day-to-day administration of LEP program, ensuring compliance and correct implementation.	X	
5.2	Develop a process for receiving feedback on language assistance measures <ul style="list-style-type: none"> • Add a question to any surveys to assess respondents' English proficiency and primary spoken language. • On-going dialogue with groups serving LEP populations • Review demographics changes reported by ACS and Census data 		X
5.3	Conduct internal monitoring regarding language assistance measures <ul style="list-style-type: none"> • Routinely survey/interview FAST staff about interaction with LEPs and their ability to successfully interact 		X
5.4	Make changes to the language assistance plan based on feedback received		X
5.5	Consider new language assistance needs when expanding service <ul style="list-style-type: none"> • Identify service changes affecting areas with high concentrations of LEP individuals and develop mitigation strategies 		X

Responsibility for Implementing the Language Assistance Plan

The Title VI Program Administrator will be responsible for overseeing the implementation of this plan and assigning tasks as appropriate.

FAST's Title VI Program Administrator is:

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Language Service Provision

Interpretation Services

1. FAST has a contract with Keylingo Translations to provide simultaneous interpretation for callers and for customers in service centers when staff is unable to communicate.

Language Line Instructions:

- To connect to an interpreter, dial **1-877-626-0674**.
- Provide the Call Center Service Representative with:
 1. The account number **#17870**
 2. Your Name
 3. The language pair needed (i.e. English <-> Spanish)

You will then be immediately connected to an interpreter.

2. When a customer calls FAST directly and a staff member can't communicate, staff will connect with Keylingo Translations to translate.

3. Simultaneous interpretation at public events will be determined on a case-by-case basis by examining several factors, such as:

- the type and size of event;
- the availability of a FAST staff member to interpret;
- the availability of a staff member of a host organization to interpret, etc.

For small outreach events, such as level one type activities, proactive outreach, smaller travel training and transit awareness events, bilingual staff members will assist with translation where appropriate and feasible. For level two public outreach events, where it is appropriate and necessary to do so, FAST will hire an interpreter through a local or regional service.

Translation of Vital Documents

1. Based on the results of the four factor analysis, the following vital documents will be translated into Spanish and Tagalog, the LEP languages within FAST's service area. Vital documents will be translated in accordance with the timeline established in the previous pages:

Vital Documents – Stage 1

- 1) Title VI Program
 - Title VI Notice to the Public
 - Complaint Form
 - Complaint Procedures
- 2) FAST Rider Information
 - Route and Map Schedules
- 3) ADA Paratransit Information
 - Rider Guide
 - Application Process

Vital Documents – Stage 2

- 1) Signage advertising FAST's language assistance program, particularly Language Line number and translated information on its website
- 2) System Map, where practical
- 3) Individual route schedules, where practical

2. Going forward, the extent of FAST's ability and obligation to translate written documents will be determined on a case-by-case basis, by looking at all elements presented in the Four Factor Analysis.

FAST's Website

1. All translated vital documents are posted on FAST's website on their respective pages.
2. FAST's website is available in both Spanish and Tagalog through the website translator gadget.

Outreach

1. To ensure that LEP individuals are aware of FAST's language assistance measures FAST will develop simple signage that advertises:
 - FAST's Language Line number offering free-of-charge interpretation services
 - Information is available in other language on the website.
2. Language assistance signage is posted at the following locations:
 - Fairfield Transportation Center
 - FAST lobby
 - FAST vehicles
 - Community centers and/or popular destinations identified during the Four Factor Analysis and ongoing outreach
3. FAST staff will work towards educating consumers about FAST's language assistance programs during their outreach and transit orientation activities.
4. FAST staff will continue developing relationships with organizations that serve LEP individuals and developing strategies to spread awareness of FAST's language assistance services.

6. Monitoring, Evaluating, and Updating the LAP

1. A thorough review of this Language Assistance Plan will be undertaken every three years concurrent with updating and submitting the FAST Title VI Program. At that time, the LEP population will be reassessed, to ensure all significant LEP languages are included in FAST's language assistance efforts. The following reoccurring reporting and evaluation measures will be used to update the Language Assistance Plan:
2. FAST will regularly assess the effectiveness of how FAST communicates with LEP individuals by:
 - Including questions about language assistance and information needs on any community surveys
 - Conversations with key contacts that work with LEPs
 - Ad-hoc outreach with LEP groups

3. FAST will track its language assistance efforts, including:

- Reporting front-line staff's interactions with LEP
- Language Line reports

7. Staff Training

FAST's Title VI Program Administrator will develop training guidelines for FAST staff with training being conducted through 2015 or until all pertinent staff has received. This training will include the following:

- How to respond to LEP callers
- How to respond to correspondence from LEPs
- How to respond to LEPs in person
- How to document LEP needs
- How to respond to civil rights complaints.

The Program Administrator will also develop a schedule for reoccurring training and a process for training new hires, as well as training opportunities for FAST's ambassadors.

8. Appendices

Appendix A: Four Factor Analysis—Step 1: FAST Staff Survey

To begin qualifying FAST's previous experience with LEP individuals, all FAST employees were asked to fill out a questionnaire relating to their interactions with limited English speaking individuals. Twenty-three (23) staff members completed the questionnaire.

The questionnaire included the following questions:

1. While performing work functions, have you ever come into contact with individuals who are non-English speaking or Limited English Proficient?
2. How frequently do you come into contact with Limited English Proficient individuals?
3. Can you identify which language(s) these individuals speak?

4. What questions about FAST did they ask?

5. Were you able to successfully communicate with individuals who are Limited English Proficient?

Interaction with LEPs:

Of the 23 responses, 8 reported that they **never** come into contact into individuals who are non-English speaking or Limited English Proficient.

4 responses indicated that they come into contact with LEP’s **rarely or infrequently.**

The remaining 11 responses were able to identify how often they interact with LEPs

- 1 response – Daily*
- 1 response – Most of the time*
- 3 responses – 1-2 times a week*
- 2 responses – 1-2 times a month*
- 1 response – 3-4 times a month*
- 1 response – 3-4 times a year*
- 2 Did not answer the question*

Languages Spoken:

The following languages were identified by the 15 responses that reported some (even if infrequent) interaction with LEPs:

Table 8-1

Language	Number of Times Reported
Spanish	15
Tagalog	2
Chinese	2

Questions Asked about FAST:

The following topics were reported as asked by LEPs:

Table 8-2

Topic	Number of Times Reported
Schedule	12
Cost/Fares	4
Paratransit	2

Communication with LEPs:

Staff members reported communicating successfully with LEPs in the following ways:

Table 8-3

Method of Communication	Number of Times Reported
Able to speak to them	7
Google Translate	5
Translator	3
Using Maps	2
Pointing to schedule	1

Appendix B: Fairfield-Suisun Unified School District English Learner Data

In order to better identify the LEP populations within FAST’s service area, and to begin tracking changes in those groups, FAST reviewed English Learner statistics for students in the Fairfield-Suisun Unified School District. Public schools within the California Department of Education (CDE) must report on their students that are English Learners—students whose native tongue is a language other than English, and what language is their mother tongue. This data is available online via CDE’s DataQuest website, <http://dq.cde.ca.gov/dataquest/>

FAST accessed EL data to gather a fuller picture of the communities it services, including what LEP populations exists and where these groups may be concentrated. Periodically reviewing this data will enable FAST to track what non-English languages other than Spanish are growing in order to provide appropriate language assistance services.

Consistent with data from the 2010 census (reported on in Section 4), the majority of English learner students in the Fairfield-Suisun Unified School District speak Spanish. The next largest non-English speaking group is Filipino (Pilipino or Tagalog) followed by Punjabi and then Arabic. While Punjabi and Arabic do not meet the Safe Harbor Provision, it will be important for FAST to continue tracking growth within these groups and be prepared to offer oral interpretation services as needed.

English Learner data by language is available on the following page in Table 8-4.

Table 8-4
Fairfield-Suisun Unified School District English Learner (EL) Students by School

Fairfield-Suisun Unified School District English Learner (EL) Students by School[1]																																			
School	Total EL Students	Breakdown of EL Students by non-English Language																																	
		Spanish	Filipino (Pilipino or Tagalog)	Punjabi	Arabic	Vietnamese	Other non-English languages	Hindi	Hmong	Lao	Urdu	Samoan	Farsi (Persian)	Mien (Yao)	Mixteco	Cantonese	Thai	Russian	Tongan	Mandarin (Putonghua)	Korean	Pashto	Khmu	Japanese	Tigrinya	Ilocano	Hungarian	Serbo-Croatian (Bosnian, Coroatian, Serbian)	French	Italian	Turkish	Ukrainian	Bengali		
Angelo Rodriguez High	45	31	4	3		1		3													1								1						
Anna Kyle Elementary	404	385	8	2	1			1	1					1	3			1			1														
Armijo High	206	166	14	3	6	2	3	3		1				1	3	1			2			1													
B. Gale Wilson Elementary	180	173	2		1	1				1		1								1															
Cleo Gordon Elementary	235	222	5	3		1	3			1																									
Cordelia Hills Elementary	58	27	8	16		2	2	1																	1	1									
Crescent Elementary	115	78	9	7		9	3	2	1		4						1									1	1						1		
Crystal Middle	72	56	5	2	4	1	1		1								1		1																
Dan O. Root Elementary	64	49	2	2	1			1	1		1			1	4				1																
David A. Weir Elementary	151	143	1			2			1	1		3																							
E. Ruth Sheldon Academy	191	168	9	2	8	3																	1												
Fairfield High	81	58	10	2		2		2									2				2		1				2								
Fairview Elementary	231	219	4	1	2					2				1								1									1				
Grange Middle	134	121	6	1	3						2					1																			
Green Valley Middle	33	25	5	2			1																												
K.I. Jones Elementary	38	24	1		7	1	1	1			1	2																							
Laurel Creek Elementary	143	103	9	3	7	7		3	2		1	1			1				1			1	2	1									1		
Matt Garcia Learning Center	18	16			1													1																	
Nelda Mundy Elementary	39	14	4		2	2	4			1		3			1		4			1		1						2							
Oakbrook Elementary	35	21	3	6	1		1	1			2																								
Rolling Hills Elementary	51	27	7	3	3	4	1			1		1								2		1									1				
Sem Yeto Continuation High	34	32								1		1																							
Suisun Elementary	122	87	7		1	5	5	5	5	2		1	1	1	1	1																			
Suisun Valley Elementary	47	40		3						1						2	1																		
Tolenas Elementary	127	96	8	3	5	2		3	3	6		1																							
Total	2854	2381	131	64	53	45	27	24	16	13	12	10	9	7	7	7	7	5	5	5	4	4	3	2	2	2	2	2	2	2	1	1	1	1	1

Notes:

[1] California Department of Education Data Quest. <http://dq.cde.ca.gov/dataquest/>. Accessed 5/14/14

Table Depicting the Membership of Non-Elected Committees and Councils

FAST does not have any non-elected committees or councils.

Description of Subrecipient Monitoring and Schedule of Subrecipient Title VI Program Submissions

FAST does not have any subrecipients at this time and does not anticipate expanding to include subrecipient. In the case that FAST does expand and begin contracting with subrecipients, FAST will revisit this issue to ensure compliance.

Title VI Equity Analysis

Since the previous 2011 Title VI submission, FAST has undertaken two federally funded construction projects.

1. Oliver Road Park and Ride (FY 14/15)

This project consists of the repair and reassignment of an existing at grade parking lot location. As a result of the site's existing status, an equity analysis was not conducted.

2. Fairfield Transportation Center Utility Relocation (FY 14/15)

This project consists of the relocation the underground utilities at the existing Fairfield Transportation Center in anticipation of a future onsite parking structure. As a result of the site's existing status, an equity analysis was not conducted.

City Council Approval of FAST's Title VI Program

[Place holder for Council Resolution]

Additional Information for Transit Providers that operate less than 50 fixed route vehicles in peak service and are not located in an Urbanized Area (UZA) of 200,000: System-Wide Policies and Service Standards

Effective Practices to Fulfill the Service Standard Requirement

Vehicle Load Standards

The average of all loads during the peak operating period should not exceed the following load factors for that service type:

Intercity Bus: Loads not to exceed .85 passenger / seat

Local Services: Loads not to exceed 1.10 passengers / seat

Vehicle Headway Standards

Headways are 30 minutes on most local routes during peak times and 60 minutes during off peak times unless otherwise warranted by demand. Two routes (Route 4 and Route 8) operate on 60 minute headways due to lower demand. Should demand increase significantly and funding become available, FAST will change these routes to 30 minutes headways.

Headways are 30 minutes or less on intercity routes during peak times and as often as can be warranted by demand and funding during off peak times.

On-Time Performance Standards

Fixed Route [Local and Intercity]:

- The agency endeavors to operate with no early departures before the time shown in the schedule brochure.
- 90 percent of all trips should be operated "on-time," defined as departing at published time-point no more than five (5) minutes later than the published scheduled.

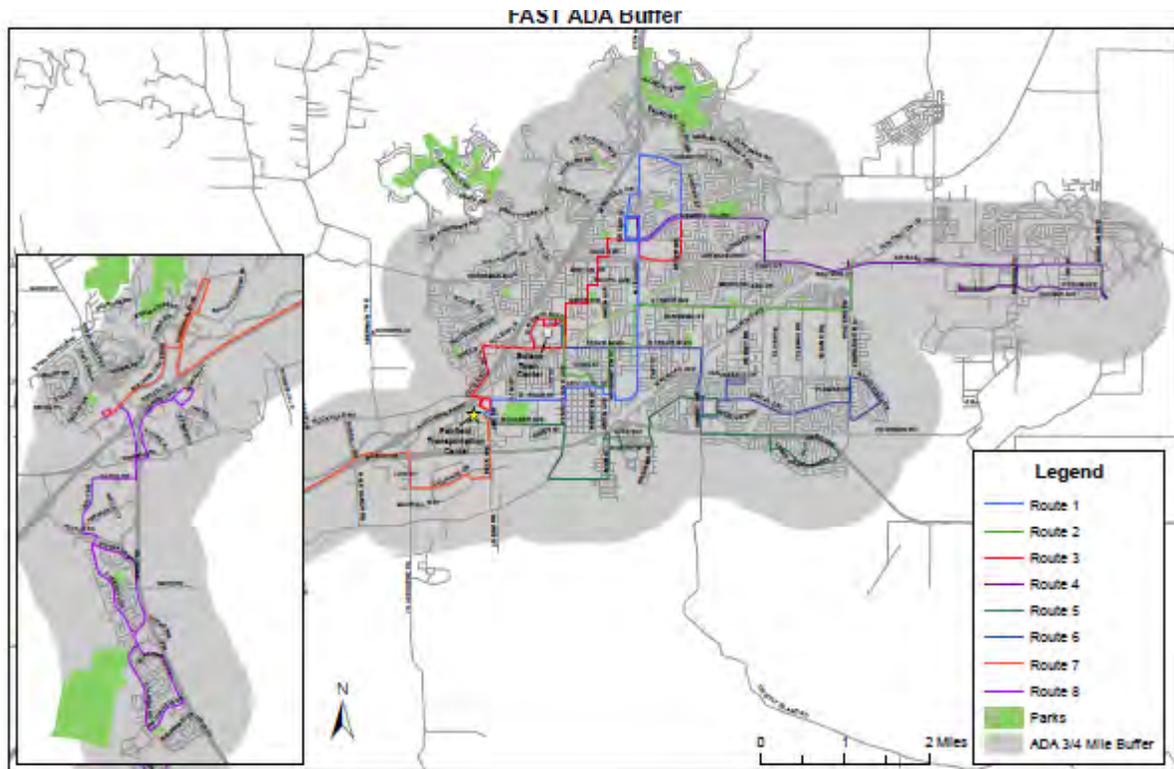
Demand Response:

- 95 percent of trips will be scheduled within 60 minutes of the requested pick-up time and provided within 15 minutes of the scheduled pick-up time.

Service Availability Standards

Local Service:

- FAST's entire service area population includes 137,484 individuals, per the 2012 census and is shown in gray in the map below.



Demand Response:

- 100% of all trips requested by ADA-qualified patrons within FAST service area shall be accommodated.

Effective Practices to Fulfill the Service Policy Requirement

Vehicle Assignment Policy

Fixed Route [Local and Intercity]:

Bus assignments take into account the operating characteristics of the various buses within the FAST fixed route fleet, which are matched to the operating characteristics of the route. In the absence of specific operating requirements, vehicle assignments will be done so as to ensure a random rotation of fleet vehicles through the routes in the FAST system.

Demand Response:

Except for situations requiring the assignment of a trip to a specific vehicle for reasons such as lift capacity, interior clearance or operating characteristics within the service area, demand response trips shall be assigned so as to ensure that vehicles are randomly operated in these services.

Transit Amenities Policy

The following policies will be applied as funding allows:

- Installation of a shelter should be considered at bus stops with an average per trip boarding of 10 or more passengers. Seating/benches should be considered at bus stops with an average per trip boarding of 5 or more passengers.
- Priority for benches and shelters should be given to bus stops serving senior housing or activity centers, or facilities which serve clients with mobility impairments.

Solano Transportation Authority
Short Range Transit Plan
City of Rio Vista

Rio Vista SRTP

April 13, 2016



244602-00



ARUP

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City of Rio Vista
Short Range Transit Plan
FINAL REPORT

Prepared for

Solano Transportation Authority
One Harbor Center, Suite 130
Suisun City, CA 94585

Rio Vista Delta Breeze
One Main Street
Rio Vista, CA 94571

Prepared by

Arup
560 Mission Street, Suite 700
San Francisco, CA 94105

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Rio Vista Delta Breeze Short Range Transit Plan

FY2015-16 to FY2024-25

Date Approved by Governing Board: May 17, 2016

Date Approved by STA Board: TBD

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

The Board adopted resolution follows this page.

RESOLUTION NO. 2016-033

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF RIO VISTA ADOPTING A COORDINATED SHORT RANGE TRANSIT PLAN (SRTP) FOR THE RIO VISTA DELTA BREEZE FOR FISCAL YEARS 2015-16 TO 2024-25

WHEREAS, Rio Vista Delta Breeze provides an efficient and cost effective public transportation service that is clean, accessible, reliable, economical and safe that benefits the residents and visitors of Rio Vista, which in turn improves the quality of life and;

WHEREAS, the Metropolitan Transportation Commission in cooperation with the Federal Transit Administration Region IX office requires that public transit operators in the MTC region prepare and regularly update a Short Range Transit Plan (SRTP) and;

WHEREAS, as a part of MTC's Transit Sustainability Project, MTC adopted a policy to conduct multi-agency Short Range Transit Plans (SRTP's) at the county or sub-region level to promote interagency service and capital planning and;

WHEREAS, at MTC's request, the Solano Transportation Authority (STA) and the transit operators in the County began developing an updated Solano County Coordinated Short Range Transit plan in August 2015 and;

WHEREAS, the Solano County Coordinated Short Range Transit Plan includes a Short Range Transit Plan for each of the Solano County transit operators including Rio Vista Delta Breeze, and;

WHEREAS, the Rio Vista Delta Breeze SRTP addresses all MTC SRTP requirements.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF RIO VISTA that the City Council does hereby adopt the Rio Vista Delta Breeze SRTP.

PASSED AND ADOPTED this 17TH day of **MAY, 2016**. I, **MARNI RITTBURG, DEPUTY CITY CLERK OF THE CITY OF RIO VISTA, HEREBY CERTIFY** the foregoing resolution was introduced and passed at a regular meeting of the Rio Vista City Council by the following roll call vote:

AYES: Council Members Boulware, Hampton, Kott & Mayor Richardson
NOES: None
ABSENT: Vice Mayor McCracken
ABSTAIN: None

ATTEST:


Marni Rittburg, Deputy City Clerk



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Executive Summary

Purpose and Organization

In June 2015, Solano Transportation Authority contracted with the Arup consulting team (consultant) to develop the Solano Coordinated Short Range Transit Plan (SCSRTP) and the I-80/I-680/I-780/State Route 12 Transit Corridor Study update. The scope of the SCSRTP also includes preparation of Short Range Transit Plans (SRTP) for each transit operator in Solano County in accordance with guidelines contained in MTC Resolution 3532 that address requirements of the Federal Transit Administration (FTA).

This report presents the SRTP for Rio Vista Delta Breeze (Delta Breeze). It documents actual transit system performance for FY2011-12 – FY2014-15 and plans and projections for ten years beginning FY2015-16 and ending FY2024-25. To prepare the SRTP, the consultant collaborated with STA and transit staff to update Goals, Objectives, Performance Measures and Standards; evaluate existing Delta Breeze service, analyze existing conditions and trends, and develop a recommended service, capital improvement and financial plan that serves Rio Vista residents' transit needs within the financial capacity of the City of Rio Vista. The overarching purpose of this SRTP is to:

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

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

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

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

Overview of Transit System

Rio Vista Delta Breeze is managed by the Transit Manager and operated by a transit contractor, which is currently Transportation Concepts (which replaced Storer Transit Systems in July 2012). Five elected members of the Rio Vista City Council serve as the policy board for Rio Vista Delta Breeze.

Delta Breeze operates a fleet of four cutaway transit buses and one van to serve the rural community of Rio Vista. Rio Vista operates deviated fixed route services on two routes connecting Rio Vista and Isleton with linkages to regional services in Fairfield, Suisun City, Pittsburg, Antioch, and Lodi. Delta Breeze also offers two dial-a-ride services: one that operates within Rio Vista and another that operates beyond the city limits of Rio Vista to various destinations on Wednesdays only. Rio Vista also participates in the County's intercity taxi scrip program.

Delta Breeze connects with:

- FAST and VINE (started 2013) at the Fairfield Transportation Center;
- FAST and SolTrans at Solano Town Center in Fairfield;
- VINE (started in 2013), FAST, Greyhound and Capitol Corridor at the Suisun City Train Depot);
- South County Transit/Link in Isleton;
- The County Connection, Tri Delta Transit (and the future eBART) in Antioch; and
- Tri Delta Transit, BART (and the future eBART) at the Pittsburg/Bay Point BART Station.

Fares were increased in July 2014. The base one-way fare for local destinations in Rio Vista, Isleton and the resort communities along SR 160 north of the Antioch Bridge is now \$2.00 (raised by 25 cents) , and \$0.75 for seniors aged 55 and older, persons with disabilities. The intercity one-way general public fare to destinations such as Antioch, Pittsburg/Bay Point, Fairfield and Lodi (through a transfer to SCT/Link in Isleton) is \$6.00. The fare is \$3.00 for seniors, persons with

disabilities. 10-ride passes are available at a discount for local and intercity rides. A monthly Inter City pass is also available at a discount. Route deviation requests on intercity routes are \$1.00. Transfers to and from other intercity transit systems are free (such as to Tri Delta Transit, County Connection, SCT/Link, City Coach, FAST and SolTrans). RVDB did not implement Clipper because of the difference in the age at which riders become eligible for senior discount (65 for Clipper).

Goals, Objectives, Measures, and Standards

Rio Vista Delta Breeze developed goals and objectives for its 2007-08 SRTP. The most recently completed SRTP for Rio Vista Delta Breeze (2012-2013 – 2022-2023) adopted a number of recommended changes and updates to the measures and standards that provided consistency with other operators in the County.

The following are RVDB's transit system Goals:

Service Goal
Provide safe, reliable, and high quality transportation
Evaluate, monitor and improve transit services on an on-going basis
Ridership Goal
Increase Ridership
Customer Focus Goal
Serve the transportation needs of the community
Undertake effective marketing, outreach, and public participation
Financial/Cost Efficiency Goal
Operate an efficient and effective system that maximizes service and minimizes cost impacts
Community and Environment Goal
Coordinate transit system development with community planning and development efforts and land-use policy
Coordination Goal
Coordinate local and intercity transit services

Service and System Performance Evaluation

Overall ridership decreased significantly from FY2011-12 to FY2014-15, with fare revenue trends tracking ridership. Rio Vista Delta Breeze vehicle revenue hours (VRH) also decreased overall from FY2011-12 through FY2014-15. The decreases can be primarily attributed to a service contract ending between Delta

Breeze and the Rio Vista United School District at the end of FY2012-13. Operating costs decreased over the years, although operating cost did not decrease as much as vehicle revenue hour trends. The change in cost resulting from the reduction in service was partially offset by an increase in cost for administrative and management staff wages, and benefits.

In FY2014-15, Rio Vista Delta Breeze met 8 out of 13 of its quantifiable service performance standards with deficiencies primarily in financial and cost effectiveness. Rio Vista Delta Breeze met 17 out of 18 its system performance standards (data for missing trips were not available for one of the performance measures).

For route-level performance for its two deviated fixed routes, Route 50 did not meet its productivity standards. Route 52 met its productivity standards. Route 50 did not meet its farebox recovery standard. Route 52 met its farebox recovery standard. Both routes met their operating cost efficiency standards. The City of Rio Vista has not completed a Community Based Transportation Plan but has recently completed a Transit Service and Outreach Analysis. Rio Vista Delta Breeze completed a Title VI Report in October 2014. The most recent Triennial Performance Review was conducted in May 2015. There were no recommendations made by the auditor based on the results of this performance audit.

Operating, Financial, and Capital Plans

The City of Rio Vista will continue to provide Delta Breeze Routes 50, 51, 52, and 54. Service changes recommended in the recently completed Transit Service and Outreach Analysis are under consideration. The City will also continue its participation in the County's intercity taxi scrip program for ADA qualified persons.

In FY2015-16, Delta Breeze is expected to serve about 12,400 riders with about 4,300 service hours, an average of about 50 passenger trips per day and 3 passengers per hour, at a cost of about \$418,000 with fare revenues of about \$29,500, recovering almost 7% of operating costs from fare revenues. Due to the recent closure of medical facilities in Rio Vista, Sutter Health has started contributing funding to support patient access to medical centers in Fairfield. Including this revenue and interest earnings, the total local revenue generated by the system is \$47,300. This brings the local recovery ratio to just over 11%.

The Operating Budget and Financial Projections shows that City of Rio Vista will have balanced expenses and revenues throughout the 10 year period, occasionally using TDA reserves to fund capital replacement needs. Steady growth in ridership and fare revenues in conjunction with a stable operating plan lead to higher system productivity. The primary challenge faced by City of Rio Vista staff in the future will be obtaining a contractor for Delta Breeze operations and maintenance at comparable cost rates after the current contract expires at the end of 2017.

Capital Improvement Program

Planned and proposed capital projects contained in the City of Rio Vista's ten year capital improvement plan that support Delta Breeze public DFR and DAR rural mobility transit services include:

- Replace 2 cutaway vans in FY2015-16 and again in FY2020-21.
- Replace 1 mini-van in FY2017-18 and again in FY2021-22.
- Replace 1 cutaway van in FY2017-18 and again in FY2022-23.
- Replace 1 cutaway van in FY2018-19 and again in FY2023-24.
- Upgrade radio systems on DAR/DFR fleet in FY2015-16; periodic upgrades and/or replacement for other communications equipment during the 10 years.
- Periodic upgrades and replacements for maintenance tools and equipment for contractor use during the 10 years.

Rio Vista has received commitments of STAF revenues and FTA 5310 and 5311 funding to support planned vehicle replacements in FY2015-16. Beyond that year, Rio Vista will continue to apply to the FTA 5310 discretionary program to fund a portion of its vehicle replacements, assuming an 80% federal share. If grants are not received, capital expenditures would be funded from the FTA 5311 program or TDA if necessary.

Other non-vehicle projects scheduled through FY2024-25 are fully funded from TDA reserves. If a specific funding plan for a non-vehicle project has not yet been identified, it was assumed that TDA would be used to pay the balance of project costs. However, Rio Vista will continue to pursue available grant opportunities for any and all capital projects, in order to maintain TDA reserves at the highest possible level.

If no additional federal support were available beyond existing commitments, the City would need to identify other revenue sources to backfill up to \$128,000 in vehicle expenses. However, Rio Vista could fund all capital projects through FY2022-23 without additional federal support, allowing for sufficient time to make budget adjustments if federal funds are not received in early years of the plan.

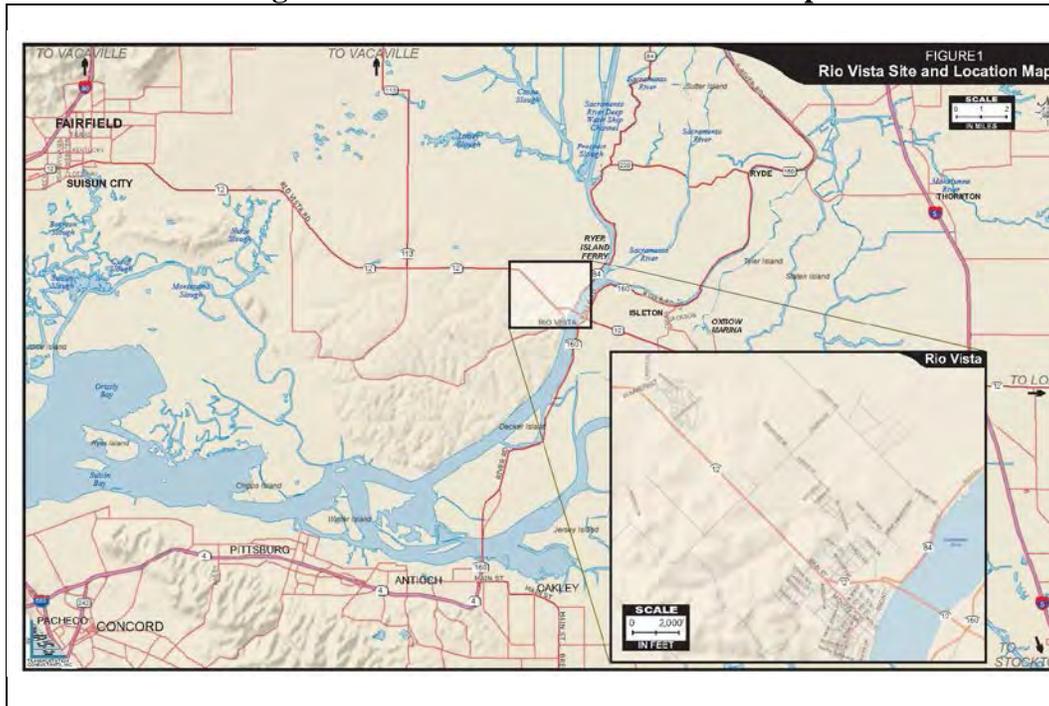
1 Overview of Rio Vista Transit System

1.1 Brief History

The City of Rio Vista, with about 8,000 residents, is located in eastern Solano County, bordering Sacramento County. The City is on the Sacramento River, and is bisected by State Route 12. It is approximately 22 miles east of Fairfield and 18 miles west of Lodi. The approximately seven-square mile community was incorporated on December 30, 1893. The study area is shown in Figure 1.

The City initiated public transit service in July 1980 under the Rio Vista Transit banner by providing weekday demand-response service to the general public. In January 2006, Rio Vista Transit evolved into Rio Vista Delta Breeze, a deviated fixed-route service. In an effort to address low productivity and high operating costs, in January 2007, the City reduced the level of transit service to a modest “lifeline” operation while converting its local deviated fixed-route service (Rio Vista/Isleton City Circulator) to a general public, dial-a-ride service and eliminating the Rio Vista Vanpool program and the Delta Breeze Senior Shuttle. Since then, the City has continued to adjust services to ensure that productive routes are operating and to keep operating revenues and expenses in balance on an annual basis.

In September 2012, the City of Rio Vista published a full Short Range Transit Plan in accordance with guidelines set forth by the Metropolitan Transportation Commission. A comprehensive description of the Rio Vista Delta Breeze transit system, service area, existing transit services and facilities as of the end of Fiscal Year 2011-2012 is contained in that SRTP. A year later, as requested by MTC and STA, an SRTP was completed for FY2012-13 to FY2022-23 as part of a Coordinated SRTP for all public transit operators in Solano County. This SRTP update provides new information concerning the City’s transit system and finances compiled from available data during fiscal years 2013-14 and 2014-15.

Figure 1: Rio Vista Site and Location Map

Source: City of Rio Vista. (September 24, 2012). Rio Vista Delta Breeze Short Range Transit Plan. FY2010-2011 to 2019-2020.

1.2 Governance

1.2.1 Type of Unit of Government

Rio Vista Delta Breeze is managed by the Transit Manager and operated by a transit contractor, which is currently Transportation Concepts (which replaced Storer Transit Systems in July 2012).

1.2.2 Composition and Nature of Governing Body

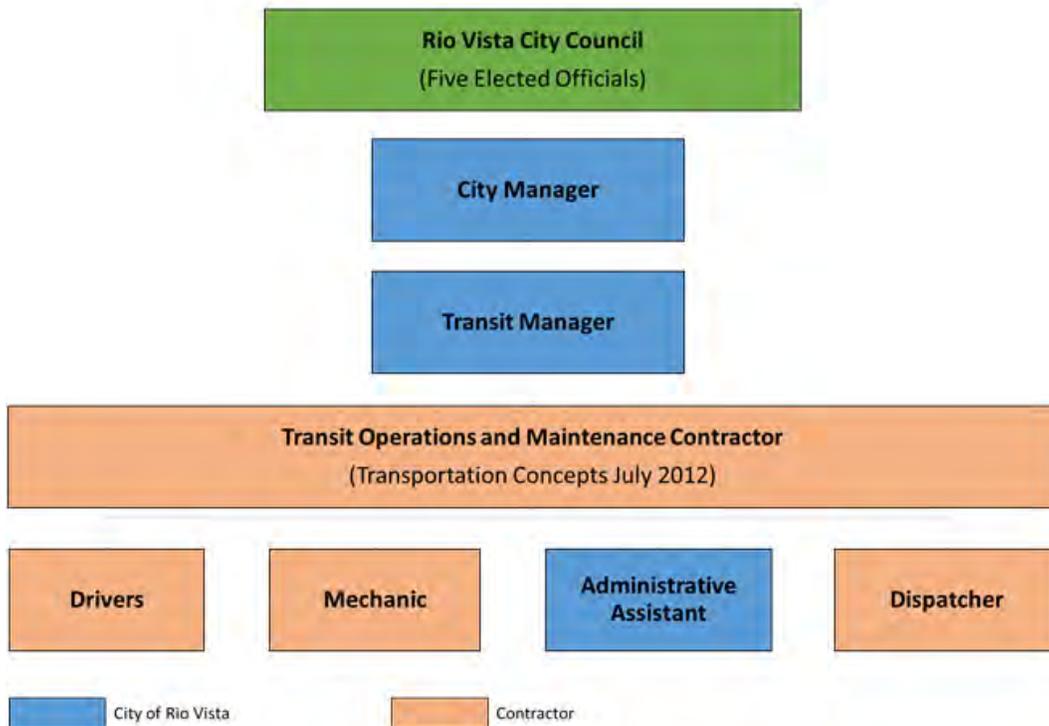
The City of Rio Vista is governed by a five-member City Council, of which the Mayor is a member. The Mayor and four Councilmembers are elected at-large by the citizens of Rio Vista to serve four-year terms. The Vice Mayor is selected by the Council from among its members. The five elected members of the Rio Vista City Council serve as the policy board for Rio Vista Delta Breeze. Current members of the Rio Vista City Council include Mayor Norman Richardson (elected November 2012, term ends November 2016), Vice Mayor David Hampton (elected November 2012, term ends November 2016), Councilmember Constance Boulware (elected November 2014, term ends November 2018), Councilmember Ronald Kott (elected November 2014, term ends November 2018), and Councilmember James McCracken (elected November 2012, term ends November 2016).

1.3 Organizational Structure

The Transit Manager is responsible for the general day-to-day management of Rio Vista Delta Breeze. The Transit Manager reports to the City Manager. The administrative assistant is a part-time City of Rio Vista employee. The City utilizes a transit service contractor to provide the labor for the City’s public transit system.

The Transit Manager oversees the transit operations and maintenance contract. Transportation Concepts is the contractor. The City Council approves annual budgets and service plans based on recommendations from the Transit Manager and City Manager.

Figure 2: Rio Vista Delta Breeze Organizational Chart



Source: City of Rio Vista, March 2016.

1.4 Service Area Characteristics and Travel Demand

1.4.1 Rio Vista Demographic Overview

Table 1 presents the demographic overview for Rio Vista.

Table 1: Rio Vista Demographic Overview

Solano County	Rio Vista	%	California	%
Total Population, 2013 estimate	7,736		38,431,393	
Population, 2010 (April 1) estimates base	7,367		37,254,503	
Population, percent change - April 1, 2010 to July 1, 2013		5.0%		3.2%
Age				
Persons under 5 years, percent, 2010	286	3.7%	\$2,613,335	6.8%
Persons under 18 years, percent, 2010	1,207	15.6%	9,607,848	25.0%
Persons 65 years and over, percent, 2010	2,499	32.3%	4,381,179	11.4%
Gender				
Female persons, 2010	3,721	48.1%	19,100,402	49.7%
Male, 2010	4,015	51.9%	19,330,991	50.3%
Ethnicity				
White alone, percent, 2010 (a)	6,313	81.6%	22,136,482	57.6%
Black or African American alone, percent, 2010 (a)	395	5.1%	2,382,746	6.2%
American Indian and Alaska Native alone, percent, 2010 (a)	54	0.7%	384,314	1.0%
Asian alone, percent, 2010 (a)	379	4.9%	4,996,081	13.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	15	0.2%	153,726	0.4%
Two or More Races, percent, 2010	286	3.7%	1,883,138	4.9%
Hispanic or Latino, percent, 2010 (b)	959	12.4%	14,450,204	37.6%
White alone, not Hispanic or Latino, percent, 2010	5,748	74.3%	15,410,989	40.1%
Disability				
Persons with a disability, 2010	789	10.2%	2,574,903	6.7%
Language and Education				
Language other than English spoken at home, pct age 5+, 2009-2013	1,021	13.2%	16,794,519	43.7%
High school graduate or higher, percent of persons age 25+, 2009-2013	6,978	90.2%	31,206,291	81.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	1,895	24.5%	11,798,438	30.7%
Journey to Work				
Mean travel time to work (minutes), workers age 16+, 2009-2013	38.1		27.2	
Housing and Households				
Housing units, 2010	3,890		13,680,081	
Homeownership rate, 2009-2013		72.9%		55.3%
Housing units in multi-unit structures, percent, 2009-2013		5.8%		31.0%
Median value of owner-occupied housing units, 2009-2013	\$216,100		\$366,400	
Households, 2009-2013	3,612		12,542,460	
Persons per household, 2009-2013	2.06		2.94	
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$35,024		\$29,527	
Median household income, 2009-2013	\$55,458		\$61,094	
Persons below poverty level, percent, 2009-2013		11.4%		15.9%
Land Facts				
Land area in square miles, 2010	6.69		155,779.22	
Persons per square mile, 2010	1,100.00		239.1	

Source: 2010 Census. (Accessed August 2015). American Fact Finder Quick Tables.

1.5 Transit Services Provided and Areas Served

Rio Vista Delta Breeze (Delta Breeze) is managed by City of Rio Vista and operated by a transit contractor, currently Transportation Concepts of Irvine, CA. Delta Breeze provides transportation to local destinations as well as connecting Rio Vista and neighboring Isleton (across the river in Sacramento County) residents and visitors with intercity transit services, medical, educational, social, and commercial services in Fairfield, Suisun City, Pittsburg, Antioch, Vacaville and Isleton through a combination of deviated fixed routes and demand responsive Dial-A-Ride (DAR) services. A service reduction was made on July 1, 2015 to deviated fixed Route 50 westbound between Suisun City and Fairfield. Also, the partnership with the local taxi operator discontinued in 2014 because the only taxi service in Rio Vista was disqualified and a qualifying taxi service has not yet been identified. Additionally, in 2014, Rio Vista did not renew their contract for the paratransit service provided by local nonprofit Faith in Action, but Rio Vista still remains within the countywide service area for Faith in Action.

1.5.1 Deviated Fixed Route

Delta Breeze currently offers deviated fixed route services connecting Rio Vista and Isleton, on request, with linkages to intercity services in Fairfield, Suisun City, Antioch, Pittsburg and Lodi. The two routes that provide deviated fixed route service are Route 50 and Route 52. These routes are described below.

Route 50 SR 12 Express

Route 50 SR 12 Express operates Monday through Friday westbound from 7:30 AM – 5:50 PM and eastbound from 9:15 AM – 7:00 PM. Route 50 provides service between Front Street and Main Street in Downtown Rio Vista, and Isleton on request, and the Fairfield Transportation Center serving Homecoming Park, in the westbound direction and Solano Town Center, Solano County Government Center and Suisun City Train Depot in the eastbound direction.

The westbound trips to Fairfield depart Downtown Rio Vista at 7:30 AM, and 12:00 PM, with two trips between Suisun City and Fairfield at 9:55 AM and 5:35 PM and two westbound trips from Suisun City to Fairfield. Three eastbound return trips to Downtown Rio Vista through Isleton that depart the Fairfield Transportation Center at 10:20 AM, 1:20 PM and 5:50 PM, with one eastbound trip operating between Fairfield and Suisun City Train Depot at 9:15 AM.

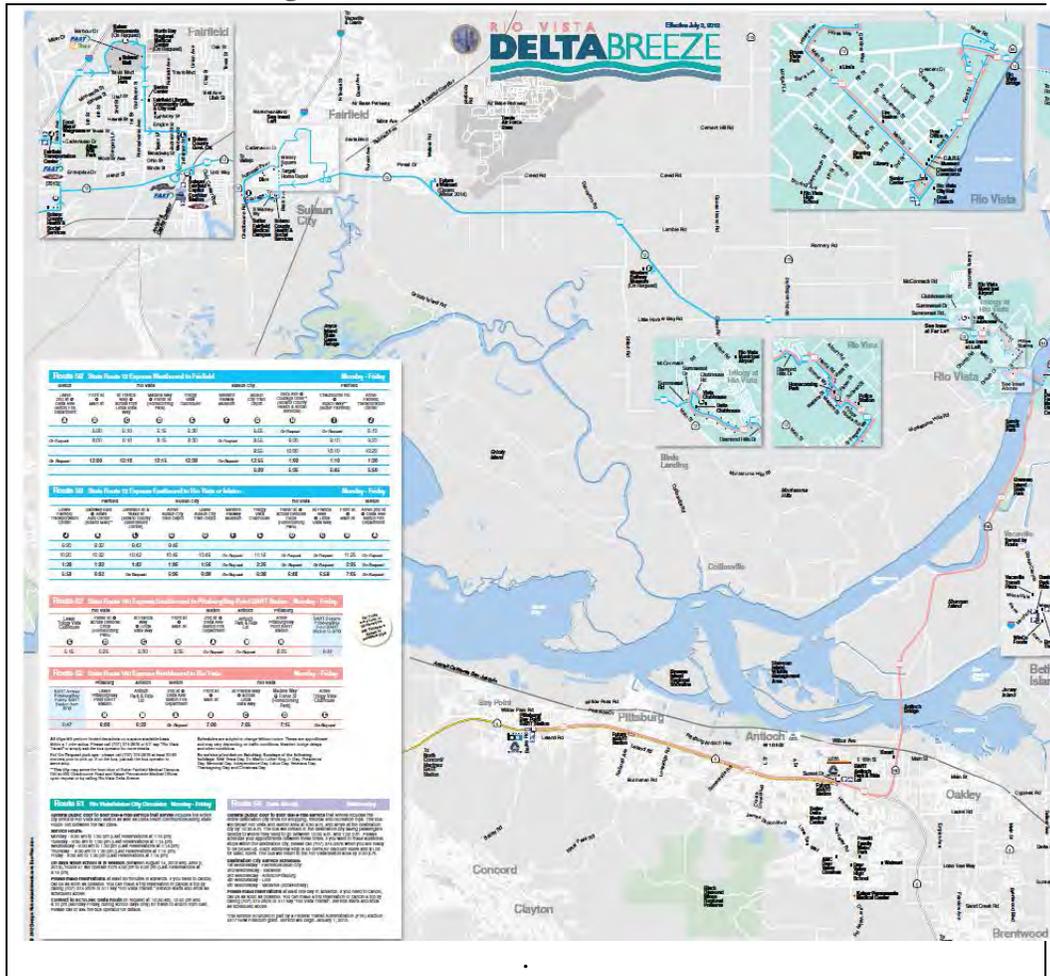
Route 50 offers route deviation anywhere within the city limits of Rio Vista and Isleton on request. Deviations along the route in Fairfield, Suisun City and unincorporated areas are available so long as space is available. Upon request, the route connects with intercity transit services in Isleton where passengers can travel to Galt (also in Sacramento County) via South County Transit/Link (SCT/Link). Route 50 also connects with Fairfield and Suisun Transit (FAST), SolTrans, VINE (in 2013), Greyhound and Capitol Corridor in Fairfield and/or Suisun City.

Route 52 SR160 Express

Route 52 SR 160 Express to Pittsburg/Bay Point BART Station connects to Central Contra Costa Transit Authority (The County Connection) and Eastern Contra Costa Transit Authority (Tri Delta Transit) bus services in Antioch and at the Pittsburg/Bay Point BART Station. Route 52 operates Monday through Friday, with one southbound AM trip and one northbound PM trip. The southbound AM trip departs Trilogity at Rio Vista, a retirement resort community, Clubhouse at 5:15AM and arrives at Pittsburg/Bay Point BART Station at 6:25AM for transfer to BART. The evening return trip departs the BART station at 6:00PM and arrives in Rio Vista at 7:15PM.

The route begins at the Trilogity at Rio Vista Vista Clubhouse and travels a similar path as Route 50 through Rio Vista Route 52 then travels west and south on SR 160 to Antioch with stops at the Hillcrest (Antioch) Park-and-Ride Lot. The route terminates at the Pittsburg/Bay Point BART Station. Route 52 deviates anywhere within the city limits of Rio Vista, and within 1 mile of the route through Pittsburg, Antioch and unincorporated areas.

Figure 3: Rio Vista Delta Breeze Routes



Source: City of Rio Vista. – Rio Vista Delta Breeze website

1.5.2 Demand Response

Delta Breeze offers two dial-a-ride services within and beyond Rio Vista. The two systems are described below (including the latest schedule information as of July 1, 2015).

Route 51 Rio Vista/Isleton City Circulator

Route 51 is a general public door-to-door Dial-A-Ride, which serves the entire city limits of Rio Vista and to and from the City of Isleton as well as Delta resort communities along State Route 160 between the two cities. This route operates on Monday through Friday, between 9:30 AM and 1:30 PM. Reservations are required at least 30 minutes in advance of travel. Last reservations are taken at 1:15PM.

Route 54 Delta Shuttle

Route 54 is a general public door-to-door intercity Dial-A-Ride service serving a single destination city each week. It will stop at any stop within the origin. Reservations are required at least one day in advance of travel. The bus will depart Rio Vista and Isleton area at 9:30 AM and arrive at the destination city by 10:30 AM. The bus will remain in the destination city taking passengers directly to where they need to go between 10:30 AM and 1:15 PM. Each additional stop is \$1.00. The bus returns to the Rio Vista/Isleton area by 2:00 PM. Service is operated on Wednesdays only and uses the following schedule for destination cities:

- 1st Wednesday: Fairfield/Suisun
- 2nd Wednesday: Vacaville
- 3rd Wednesday: Antioch/Pittsburg
- 4th Wednesday: Lodi
- 5th Wednesday: Vacaville

Service began January 2, 2013.

Delta Breeze Taxi Scrip Program

The Rio Vista Taxi Scrip Program was discontinued in 2014 when the local private taxi operator closed its business. In 2014, the only taxi service provided was disqualified and no local taxi service has been found.

Intercity Taxi Scrip Program

Rio Vista Delta Breeze has entered into an MOU with all other transit agencies in the County to fund the Intercity taxi scrip program (STA serves as the lead agency). The Solano County Intercity Taxi Scrip Program is limited to qualified ADA Paratransit certified riders. The Intercity Scrip provides an 85% discount (\$15 scrip booklet provides \$100 value) on the regular taxi fare. There are no taxi providers within Rio Vista. However, the scrip can be used for trips from other cities in Solano County to Rio Vista.

ADA Eligibility Process

STA, in partnership with the Solano County transit operators, launched a

Countywide In-Person Americans with Disabilities Act (ADA) Eligibility Program in July 2013. The old paper-based application process has been replaced with a more personalized in-person process where a qualified professional interviews applicants and, if needed, assesses the applicant's physical and functional ability to use fixed route transit. Medical verification from a health care professional will no longer be required.

Rio Vista Delta Breeze uses the ADA eligibility process to establish eligibility for route deviation priorities. It is also used to qualify individuals for countywide intercity taxi program for ambulatory ADA individuals.

Table 2: Rio Vista Delta Breeze Transit Service Hours

Service	Description	Weekday	Saturday	Sunday
Route 50	Isleton - Rio Vista – Suisun City - Fairfield	7:30AM-7:00 PM	No service	No service
Route 51	Rio Vista – Isleton City Circulator	9:30AM-1:30 PM & 4:00PM to 6:30PM (school days only)	No service	No service
Route 52	Rio Vista – Isleton – Antioch – Pittsburg/Bay Point BART	5:15AM-6:32AM / 5:47PM-7:15PM	No service	No service
Route 54	Delta Shuttle	9:30AM-2:30PM (Wednesday)	No service	No service

Source: Source: City of Rio Vista

1.5.3 Connecting Services Provided by Others

Delta Breeze connects with: (i) FAST and VINE (started 2013) at the Fairfield Transportation Center; (ii) FAST and SolTrans at Solano Town Center in Fairfield; (iii) VINE (started in 2013, FAST, Greyhound and Capitol Corridor at the Suisun City Train Depot; (iv) SCT/Link in Isleton; (v) The County Connection, Tri Delta Transit (and the future eBART) in Antioch; and (vi) Tri Delta Transit, BART (and the future eBART) at the Pittsburg/Bay Point BART Station. In January 2013, Delta Breeze Route 54 on Wednesdays began connecting with GrapeLine, San Joaquin RTD and SCT/Link in Lodi, as well as Vacaville City Coach, FAST and Yolobus in Vacaville.

1.6 Fare Structure

Fares were increased in July 2014. The base one-way fare for local destinations in Rio Vista, Isleton and the resort communities along SR 160 north of the Antioch Bridge is now \$2.00 (raised by 25 cents) , and \$0.75 for seniors aged 55 and older, persons with disabilities, Medicare, ADA and RTC card holders. The intercity one-way general public fare to destinations such as Antioch, Pittsburg/Bay Point, Fairfield and Lodi (through a transfer to SCT/Link in Isleton) is \$6.00. The fare is \$3.00 for seniors, persons with disabilities, ADA, RTC and Medicare card holders.

For local routes, a 10-ride pass is \$20.00 (raised by \$2.50) for general fare and \$7.50 for seniors aged 55 and older, persons with disabilities, Medicare, ADA and RTC card holders. A 10-Ride Intercity Pass is \$60.00 (raised by \$10.00) for general fare passengers and \$30.00 for discount fare passengers. The monthly Inter City pass is \$90.00 and \$45.00 for discount fare passengers. Local monthly passes were discontinued. Route deviation requests on intercity Routes 50 and 52 and additional stops on Route 54 are \$1.00 Transfers to and from other intercity transit systems are free (such as to Tri Delta Transit, County Connection, SCT/Link, City Coach, FAST and SolTrans). The fare structure for Delta Breeze is presented in Table 3.

Clipper

In 2014, Clipper, the San Francisco Bay Area regional electronic fare payment system, was implemented in Solano County. Rio Vista Delta Breeze did not adopt Clipper because Clipper does not accommodate Demand Response service and because of complications that the senior age for Rio Vista service is 55, while the senior age mandated under Clipper is 65.

Table 3: Rio Vista Delta Breeze Fare Structure effective July 1, 2014

Fee Category	General Fare ^A	Discount Fare ^B
Delta Breeze Fares within Rio Vista and Isleton ^C		
One Way Fare	\$2.00	\$0.75
10-Ride City Pass	\$20.00	\$7.50
Monthly City Pass (discontinued)	0	
Delta Breeze Fares to/within Fairfield, Suisun City, Antioch Vacaville, Lodi and Pittsburg		
One Way Fare	\$6.00	\$3.00
10-Ride Intercity Pass	\$60.00	\$30.00
Monthly Intercity Pass	\$90.00	\$45.00 ^D
Transfer	free	free
Intercity Routes 50 and 52 Deviations	\$1.00	\$1.00
Each Stop on Route 54	\$1.00	\$1.00
Deviations to Isleton on Route 50, 52 or 54	\$3.00	\$1.50
Transfers to Other Transit Systems ^E	Free	Free
ADA Route Deviations(for ADA Certified Passengers)	—	\$1.50

Source: City of Rio Vista.

Notes:

^A General Fare applicable for ages 5-54 years old.

^B Discount Fare applicable for age 55 years old and older, persons with disabilities, and Medicare cardholders.

^C This fare is valid for one pickup on Route 51. Each pickup requires a full fare to be paid. This fare is also valid for service to resort communities along State Route 160 between Isleton and State Route 12.

^D This fare is valid to Antioch, Pittsburg/Bay Point BART Station, Vacaville, Lodi, Suisun City or Fairfield.

^E Free transfers.

1.7 Revenue Fleet

The Delta Breeze revenue vehicle fleet consists of four cutaway transit buses and one mini-van. The mini-van is not used in regular service and is kept as a spare. The vehicle roster is shown in Table 4. All of the revenue vehicles are wheelchair accessible with two wheelchair tie-down positions, (and range in seating from six (van) to 16 passengers. All cutaway transit buses have external racks for two bicycles. (Bicycles are allowed inside vehicles at driver discretion.) All vehicles are owned by the City of Rio Vista. The service contractor provides a sedan for operations staff use.

Table 4: Rio Vista Delta Breeze Vehicle Fleet

Year	Chassis /Body Make	Vehicle Type	Seats	Wheel-chair Positions	Bike Rack Capacity	Length	Mileage (as of 09/2015)	Replacement Schedule
2008	Ford/E450	Cutaway	18	3	2	24 ft.	214,927	FY2013-14
2009	Ford/E450	Cutaway	18	2	2	24 ft.	229,856	FY2014-15
2011	Eldo Van	Van	6	2	0	12 ft.	43,753 ^A	FY2016-17
2012	Ford/E450	Cutaway	12	2	2	22 ft.	124,578	FY2016-17
2013	Ford/E450	Cutaway	20	2	2	22 ft.	72,669	FY2019-20

^A: Mileage as of April 2015.

1.8 Existing Facilities

Existing facilities include the following:

Transit Facilities

Administrative: The City of Rio Vista administrative services including Finance, Administration, Community development, and Public Works Administration are operated out of City Hall, located at 1 Main Street, Rio Vista since 1970. The City staff located at City Hall provides support services for the Rio Vista Delta Breeze transit program.

Maintenance, Vehicle Storage and Staging

Maintenance, operations and the transit administration office for the Rio Vista Delta Breeze are located at the Rio Vista Northwest Wastewater Treatment Plant located at 3000 Airport Road in Rio Vista. The facility, built in 2008, has one maintenance bay, 25 parking spaces, office space and a break room.

Fueling

Fueling for the transit vehicles takes place at CFN on Highway 12.

Stations and Stops

The City of Rio Vista's passenger amenities are fairly limited. The transit system shares stops with other transit systems in Suisun City, Fairfield and Antioch. Rio Vista Delta Breeze has one bench located at the stop at Front and Main Street.

Bicycle Facilities

Rio Vista Delta Breeze has no bicycle facilities.

2 Goals, Objectives, Measures, and Standards

2.1 Introduction

This section presents goals, objectives, and performance measures and standards (GOMS) for Rio Vista Delta Breeze (RVDB). GOMS conform to a comprehensive and consistent set of goals and objectives that respond to the individual needs and characteristics for all operators as part of the Solano County Coordinated Short Range Transit Plan (SCSRTP).

The City adopted a mission and vision statement for Rio Vista Delta Breeze on December 9, 2005. These are as follows:

Mission Statement

"To provide an efficient and cost effective public transportation service that is clean, accessible, reliable, economical and safe that benefits the residents and visitors of Rio Vista, which in turn improves the quality of life."

Vision Statement

"To be the premier transportation alternative that provides basic mobility to all residents and visitors of Rio Vista that enhances the quality of life in Rio Vista."

2.2 Definition of Terms

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

2.3 Prior SRTP Goals, Objectives, Measures and Standards

Rio Vista Delta Breeze developed goals and objectives for its 2007-08 and 2010-11 SRTPs. The most recently completed SRTP for Rio Vista Delta Breeze (2012-2013 – 2022-2023) adopted a number of recommended changes and updates to the measures and standards that provided consistency with other operators in the County.

2.3.1 Goals

The following shows the goals for Rio Vista Delta Breeze.

Table 5: Rio Vista Delta Breeze Goals

Service Goal
Provide safe, reliable, and high quality transportation
Evaluate, monitor and improve transit services on an on-going basis
Ridership Goal
Increase Ridership
Customer Focus Goal
Serve the transportation needs of the community
Undertake effective marketing, outreach, and public participation
Financial/Cost Efficiency Goal
Operate an efficient and effective system that maximizes service and minimizes cost impacts
Community and Environment Goal
Coordinate transit system development with community planning and development efforts and land-use policy
Coordination Goal
Coordinate local and intercity transit services

2.3.2 Objectives

The following shows the objectives for Rio Vista Delta Breeze.

Table 6: Rio Vista Delta Breeze Objectives

Service Objectives
Provide reliable transit service
Provide safe service
Provide service throughout the community
Provide productive service
Conduct on-going system planning and evaluation
Conduct on-going system monitoring
Financial/Cost Efficiency Objectives
Minimize operating cost
Maximize use of transit funding
Ridership Objectives
Increase transit ridership
Customer Objectives
Provide responsive customer service
Maximize accessibility
Develop and implement marketing plan
Encourage citizen participation
Community and Environment Objectives
Encourage consideration of transit needs in land-use policies within all Rio Vista Delta Breeze partner communities during the development review and approval process.
Coordination Objective
Provide for coordinated fares and schedules with connecting transit operators

2.3.3 Performance Measures and Standards

The following shows the performance measures and standards for Rio Vista Delta Breeze:

Table 7: Rio Vista Delta Breeze Performance Measures and Standards

Rio Vista Delta Breeze Performance Measures and Standards		
Type	Measure	Standard
Service	Preventable accidents	Minimum of 100,000 miles between preventable accidents
	Missed trips	Operate at least 99% of scheduled service
	Passengers per vehicle revenue mile (VRM)	0.12 for both DAR and deviated fixed route services
	Geographic coverage	Service coverage throughout the Local Tax Base
	Conduct Short Range Transit Plans	Every five years or as required by MTC
	Develop and provide regular reports on operations	Reports on the effectiveness and efficiency of transit service will be collected and reviewed monthly. A summary will be provided annually. Categories to monitor include: missed /refused trips, on-time performance, and tracking of no-shows reporting. Reporting should be standardized and reported in a format (such as a spreadsheet) to allow annual summaries.
	Passengers per vehicle revenue hour (VRH)	3.0 for both DAR and deviated fixed route services
Customer Focus	Public access to transit customer Service Staff	Answer 95% of phone calls during service hours within 3 minutes.
	Public information	All transit vehicles and stops are marked appropriately
	Accessibility	100% of fleet is accessible to persons with disabilities.
	Engage in regular marketing activities	Maintain current schedule, riders guide, and informative website

Rio Vista Delta Breeze Performance Measures and Standards		
Type	Measure	Standard
	Provide various opportunities for customer feedback	Provide comment cards on buses and comment boxes on website; conduct regular passenger surveys bi-annually
Ridership	Annual increase	Ridership should increase no less than the rate of Rio Vista population growth
Financial/Cost Efficiency	Operating cost per vehicle revenue hour (VRH)	Maintain at no more than \$95.00 per VRH, adjusted annually for inflation.
	Operating cost per passenger trip	Maintain at no more than \$30.00 per passenger trip for deviated fixed route and \$20.00 per passenger trip for dial-a-ride service, adjusted annually for inflation
	Fare box recovery	At least 10%
	Coordinated Human Service Plan	No duplication of transit services provided by human service agencies
	Conduct financial plans	Annually
Community and Environment	Practice involvement in the planning / approval process	Specify service levels and identify capital improvements to be included in new developments
Coordination	Fare coordination	Provide for transfers with other operators
	Service Coordination	Provide service to: FAST and SolTrans at FTC; to BART and Tri-delta at Pittsburg/Bay Point; to CCCTA at Hillcrest PNR; and to SCT/Link in Isleton

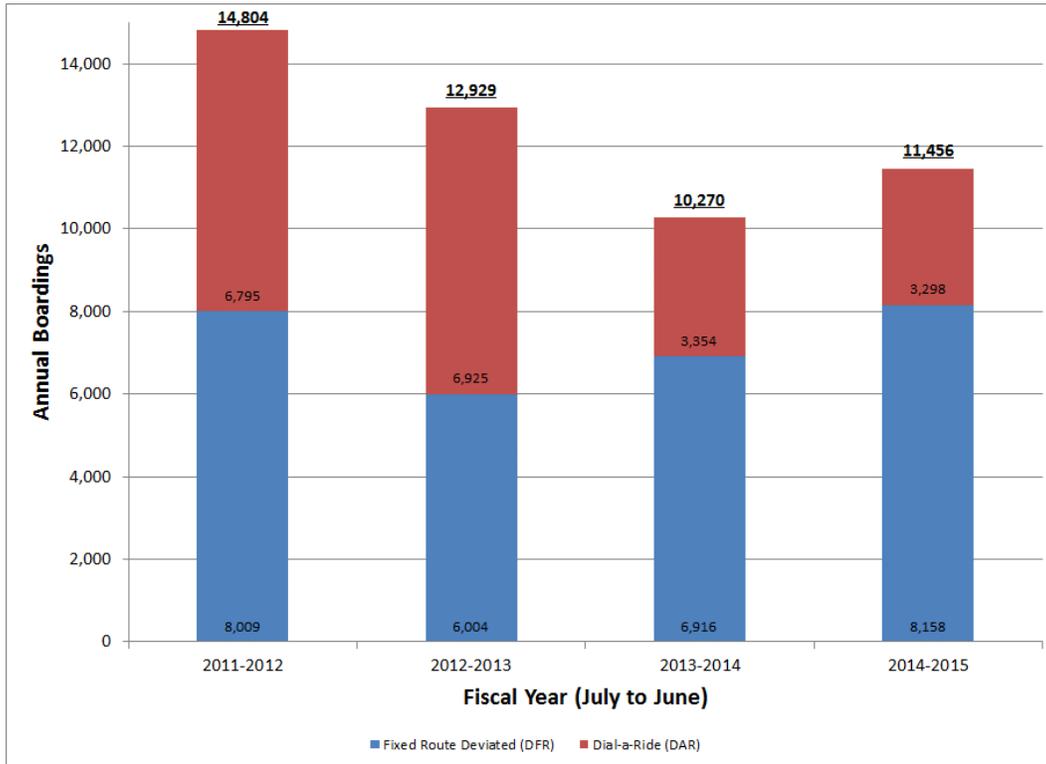
3 Performance Evaluation of Rio Vista Transit System

3.1 System Trends

3.1.1 Ridership

Rio Vista Delta Breeze annual ridership for its deviated fixed route (DFR) decreased significantly from FY2011-12 (8,009 riders) to FY2012-13 (6,004 riders) and then rebounded in FY2013-14 (6,916 riders) and again in FY2014-15 (8,158 riders). Between FY2011-12 and 2014-15, DFR ridership increased about 1.9%. In contrast, dial-a-ride (DAR) annual ridership increased a bit from FY2011-12 (6,795 riders) to FY2012-13 (6,925 riders) but then dropped significantly in FY2013-14 (3,354 riders) and edged downward again in FY2014-15 (3,298 riders). Between FY2011-12 and FY2014-15 DAR ridership fell by about 51.5%. Overall ridership decreased by 22.6% from FY2011-12 to FY2014-15. The decrease in ridership can primarily be attributed to a contract ending between Delta Breeze and the Rio Vista United School District. The contract ended at the end of FY2012-13, which explains the significant DAR ridership drop in FY2013-14.

Figure 4: Rio Vista Delta Breeze Ridership (FY2011-15)



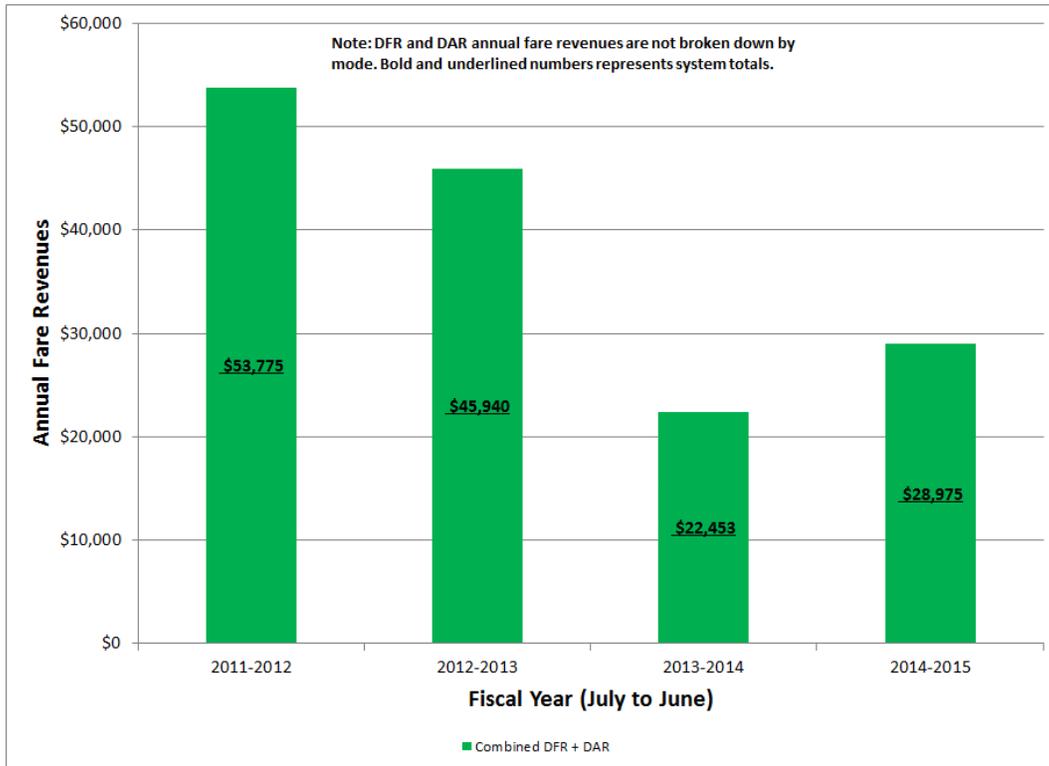
Source: (i) FY2011-12 from Rio Vista Delta Breeze, (ii) FY2012-14 from TDA Triennial Reports, (iii) FY2014-15 from Rio Vista Delta Breeze Reimbursements Amounts by Route.

Note: Bold, Underlined Figures Represent the Total per Fiscal Year

3.1.2 Fare Revenue

Rio Vista Delta Breeze system fare revenue tracked system ridership. Like ridership, overall fare revenues saw a decline from FY2011-12 through FY2013-14, and then an increase in FY2014-15. During the four years, fare revenues decreased by 46.1%, or about \$24,780 (from \$53,755 in FY2011-12 to \$28,975 in FY2014-15). The decrease in revenue can be primarily attributed to the ending of an approximately \$25,000 contract between Delta Breeze and the Rio Vista Unified School District at the end of FY2012-13.

Figure 5: Rio Vista Delta Breeze Fare Revenue (FY2011-15)



Source: (i) FY2011-12 from RU-20 Claim; (ii) FY2012-2014 from Rio Vista Delta Breeze TDA Financial Statements; (iii) FY2014-15 from FY2014-15 Rio Vista Delta Breeze Revenue Status Report.

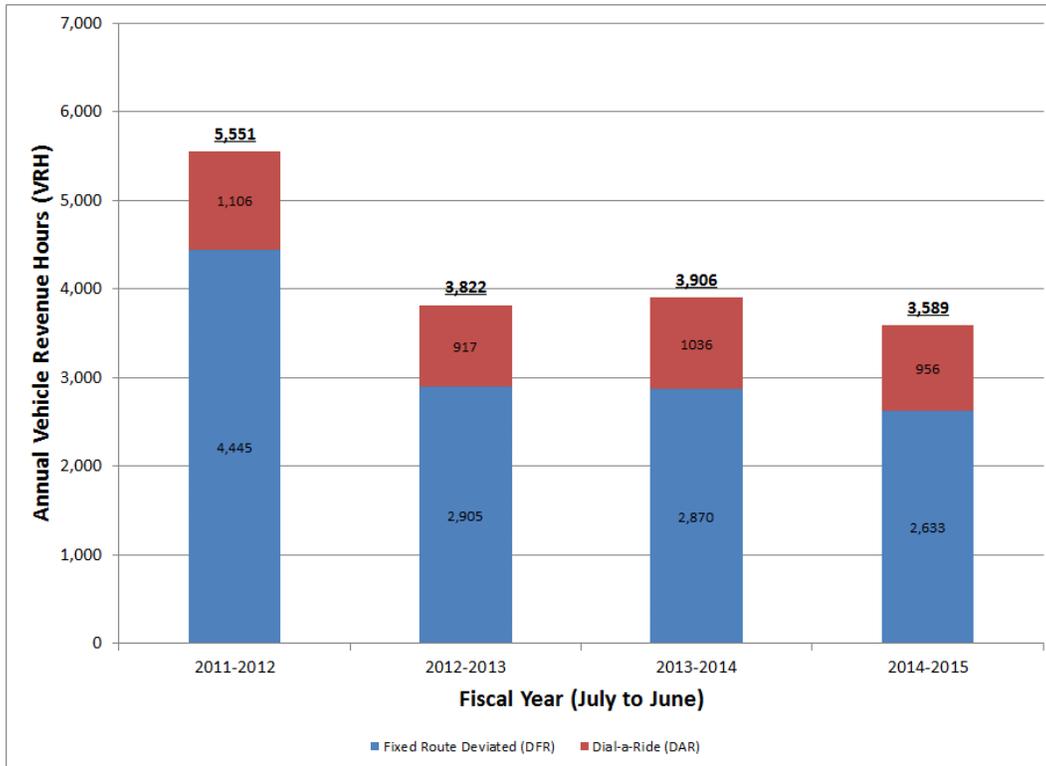
Note: DFR and DAR annual fare revenues are not available by mode. Bold, underlined figures represent system totals per fiscal year.

3.1.3 Vehicle Revenue Hours (VRH)

Overall, Rio Vista Delta Breeze vehicle revenue hours (VRH) decreased from FY2011-12 through FY2014-15, by about 1,962 VRH, or 35.1% (from 5,551 VRH in FY2011-12 to 3,589 VRH in FY2014-15).

Both VRH and ridership decreased during the four years, but did not match the same peaks nor trends. While ridership decreased from FY2011-12 through FY2013-14 and then increased in FY2014-15, VRH decreased from FY2011-12 to FY2012-13, increased in FY2013-14, and then decreased again in FY2014-15. DAR VRH and ridership were unexpectedly inconsistent with VRH dropping significantly in FY2012-13 while ridership increased a bit. Then, in FY2013-14, VRH increased a bit while ridership fell drastically. VRH increased in FY2013-14 with the introduction of Route 54 in January 2013. The drop in ridership is attributed to the loss of school riders after the Rio Vista Unified School District contract ended in FY2012-13. The new ridership from Route 54 could not outweigh the ridership loss from the school service, indicated in the increase in VRH but loss of ridership for FY2013-14. Similarly, school service did not amount to enough hours to significantly impact the annual VRH.

Figure 6: Rio Vista Delta Breeze Vehicle Revenue Hours (FY2011-15)



Source: (i) FY2011-12 from Rio Vista Delta Breeze; (ii) FY2012-15 from Rio Vista Delta Breeze Reimbursements Amounts by Route.

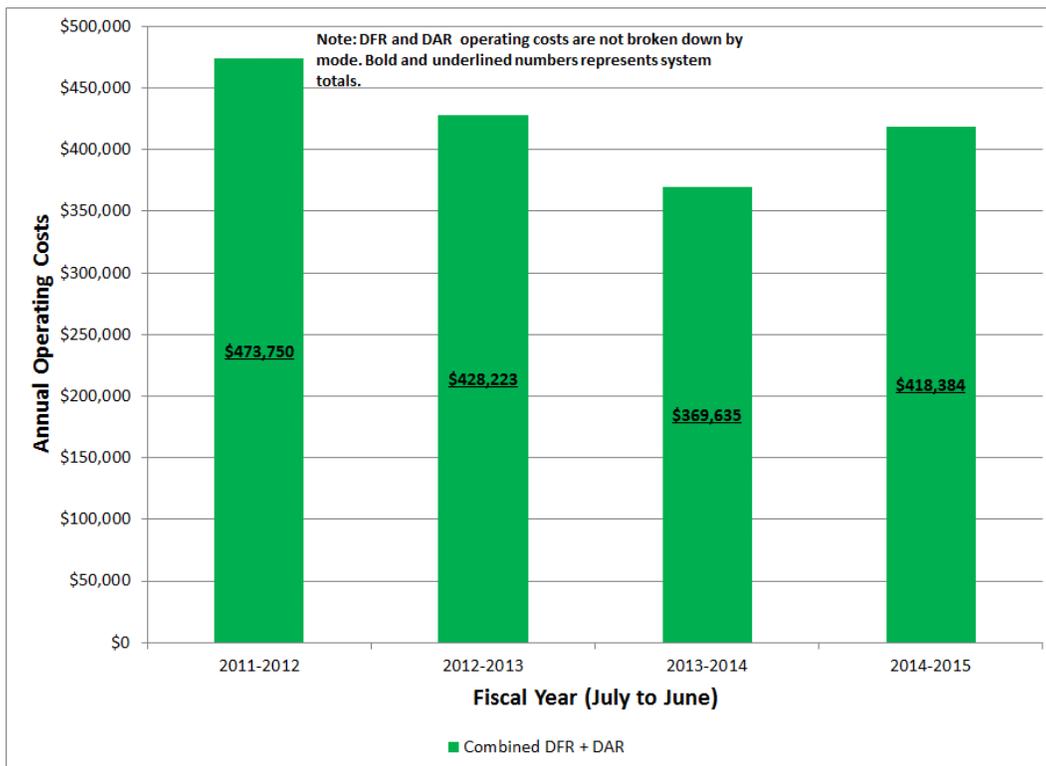
Note: Bold, underlined figures represent the total per fiscal year.

3.1.4 Operating Cost

System operating costs decreased between FY2011-12 and FY2013-14 and then increased in FY2014-15. Between FY2011-12 through FY2014-15 costs decreased by about 11.7%, or about \$55,300 (from \$473,750 in FY2011-12 to \$418,384 in FY2014-15).

Operating cost trends varied from vehicle revenue hour trends; vehicle revenue hours decreased from FY2011-12 to FY2012-13, increased slightly in FY2013-14, and then decreased again in FY2014-15. Cost per VRH increased between FY2011-12 (\$85.34) and FY2014-15 (\$116.57). The change in cost is primarily due to increased costs in Rio Vista for administrative staff wages, benefits, and the interim transit manager.

Figure 7: Rio Vista Delta Breeze Operating Cost (FY2011-15)



Source: (i) FY2011-12 from previous SRTP; (ii) FY2012-13 and FY2013-14 from TDA Audit Reports; (iii) FY2014-15 from Rio Vista Delta Breeze RVDB Expenditure Status Report for FY2014-15.

Note: Bold, underlined figures represent the total per fiscal year. Greyhound expenses, typically blended with RVDB operating costs have been removed.

3.2 Service Performance

The following service performance measures for Rio Vista Delta Breeze's deviated fixed route (DFR) and dial-a-ride (DAR) services were evaluated using quantitative data to determine compliance with performance standards (as defined by the GOMS proposed for this SRTP). Table 8 provides an overview of which system performance standards have been met from FY2011-12 to FY2014-15.

Service

- **Preventable Accidents:** Delta Breeze met its system standard of 100,000 service miles between preventable accidents, recording no preventable accidents during the years evaluated.
- **Productivity (Passengers per Vehicle Revenue Mile):** Delta Breeze met its DFR standard of 0.12 passengers per vehicle revenue mile (VRM) for FY2014-15, but not for the three previous years. Delta Breeze did not meet its DAR standard of 0.12 passengers per VRM for any of the years.
- **Productivity (Passengers per Vehicle Revenue Hour):** Delta Breeze met its DFR standard of 3.0 passengers per vehicle revenue hour (VRH) for FY2014-15, but not for the three previous years. Delta Breeze met its DAR standard of 3.0 passengers per VRH for all years.
- **Annual Ridership Increase:** Delta Breeze met its system standard of annual ridership equaling or exceeding the annual population growth rate of Rio Vista for FY2011-12 and FY2014-15, but not in the intermediate years.

Financial/Cost Effectiveness

- **Financial Cost Effectiveness (Operating Cost / Vehicle Revenue Hour):** Rio Vista Delta Breeze met its system standard of \$95.00/VRH for FY2011-12 and FY2013-14, but failed to meet its standard in FY2012-13 and FY2014-15.
- **Financial Cost Effectiveness (Operating Cost / Passenger):** Delta Breeze did not meet its DFR standard of \$30.00 per passenger for any of the years. Delta Breeze did not meet its DAR standard of \$20.00 per passenger for any of the years.
- **Farebox Recovery:** Delta Breeze met its system farebox recovery standard of 10% in FY2011-12 and FY2012-13. FBR in recent years has reduced, primarily due to not having the fare revenue from the after school program grant.

Table 8: Rio Vista Delta Breeze Quantified Service Performance

Type	Category	Performance Metrics ^A	Type of Service	Standard	2011-12	2012-13	2013-14	2014-15
Service	Preventable Accidents	Service Miles / Preventable Accidents (over a Three-Year Running Period)	System	100,000	No Preventable Accidents Occurred			
			System	0.12	0.12	0.17	0.14	0.17
	Passenger Productivity	Passengers / Vehicle Revenue Mile (VRM) ^B	Fixed Route Deviated (DFR)	0.12	0.07	0.09	0.11	0.15
			Dial-a-Ride (DAR)	0.12	0.5	0.7	0.3	0.3
			System	3.0	2.7	3.4	2.6	3.2
		Passengers / Vehicle Revenue Hour (VRH) ^B	Fixed Route Deviated (DFR)	3.0	1.8	2.1	2.4	3.1
			Dial-a-Ride (DAR)	3.0	6.1	7.5	3.2	3.4
Ridership	Annual Increase	Should Equal or Exceed Annual Population Growth Rate	System	Meets or Exceeds Avg. Growth	Meets or Exceeds Avg. Growth	Does Not Meet Avg. Growth	Does Not Meet Avg. Growth	Meets or Exceed Avg. Growth
Financial / Cost Effectiveness	Financial / Cost Effectiveness	Operating Cost / Vehicle Revenue Hour (VRH)	System	\$95.00	\$85.34	\$112.04	\$94.63	\$116.57
			System	No Standard	\$32.00	\$33.12	\$35.99	\$43.32
		Operating Cost / Passenger ^B	Fixed Route Deviated (DFR)	\$30.00	See notes	\$112.04	\$94.63	\$138.27
			Dial-a-Ride (DAR)	\$20.00	See notes	\$112.04	\$94.63	\$138.27
	Farebox Recovery	Fare Revenues / Operating Costs	System	10.0%	11.4%	10.7%	6.1%	6.9%

Source: Rio Vista Delta Breeze. October 2015. Note: Gray shading represents performance below the defined standard.

^A Vehicle revenue miles and hours are referred to as vehicles service miles and hours by VCC.

^B Separate DAR and DFR VRH and VRM data not available for FY2011-12.

3.3 System Performance

This section assesses the system-level performance in terms of qualitative information from Rio Vista Delta Breeze to determine whether or not the performance standard was met (as defined by the GOMS proposed for this SRTP). Table 9 provides an overview of which system performance standards have been met from FY2011-12 to FY2014-15. All standards for Rio Vista Delta Breeze in this section refer to system-level standards.

Service

- **Geographic Coverage:** Rio Vista Delta Breeze met its standard of equal coverage throughout the local tax base.
- **Conduct Short Range Transit Plans:** Rio Vista Delta Breeze met its standard of developing Short-Range Transit Plans every five years.
- **Operating Reports:** Rio Vista Delta Breeze met its standard of collecting and reviewing monthly operating reports. Rio Vista Delta Breeze met its standard of providing annual operating reports each year. Operating reports varied during the years evaluated, although Transportation Concepts reporting has remained in the same format since they took over the contract in July 2012.
- **Missed Trips:** No data were available to evaluate if Rio Vista Delta Breeze met its standard of operating at least 99% of scheduled service.

Customer Focus

- **Customer Service:** Rio Vista Delta Breeze met its standard of transit customer service staff answering 95% of phone calls during service hours within 3 minutes.
- **Public Information:** Rio Vista Delta Breeze met its standard of having all transit vehicles and stops marked appropriately with public information.
- **Accessibility:** Rio Vista Delta Breeze met its standard of having 100% percent of the fleet accessible to persons with disabilities.
- **Marketing Activities:** Rio Vista Delta Breeze met its standard of having current schedules, ride guides, and an informative agency website maintained.
- **Customer Feedback:** Rio Vista Delta Breeze met its standard of having comment cards on buses and comment boxes on websites provided to customers. Rio Vista Delta Breeze met its standard of conducting regular passenger surveys bi-annually for all years except FY2012-13.

Financial/Cost Effectiveness

- **Service Duplication:** Rio Vista Delta Breeze met its standard of not duplicating any service with Human Service Agencies.
- **Financial Plans:** Rio Vista Delta Breeze met its standard of conducting financial plans annually.

Coordination

- **Fare Coordination:** Rio Vista Delta Breeze met its standard of coordinating fares with intercity services provided at transit centers (transfers or Clipper).
- **Service Coordination:** Rio Vista Delta Breeze met its standard of coordinating schedules with intercity operators at transit centers (less than 15 minute wait time).

Community and Environment

- **Practice Involvement in the Planning/Approval Process:** Rio Vista Delta Breeze met its standard of specifying service levels in the land use planning/approval process and including capital improvements in new developments identified.

**Table 9: Rio Vista Delta Breeze Qualitative System Performance
(Gray Shading Represents Performance below the Defined Standard)**

Type	Category	Other Metrics/Statistics	Type of Service	Standard	2011-12	2012-13	2013-14	2014-15
Service	Geographic Coverage	Is there equal geographic coverage throughout the local tax base?	System	YES	YES	YES	YES	YES
	Conduct Short Range Transit Plans	Are Short-Range Transit Plans developed every five years?	System	YES	YES	YES	YES	YES
	Operating Reports	Are monthly operating reports collected/reviewed?	System	YES	YES	YES	YES	YES
		Are annual operating reports provided each year?	System	YES	YES	YES	YES	YES
	Missed Trips	Does the system operate at least 99% of scheduled service?	System	YES	Data Not Available	Data Not Available	Data Not Available	Data Not Available
Customer Focus	Customer Service	Does transit customer service staff answer 95% of phone calls during service hours within 3 minutes?	System	YES	YES	YES	YES	YES
	Public Information	Are all transit vehicles and stops marked appropriately with public information?	System	YES	YES	YES	YES	YES
	Accessibility	Is 100% percent of the fleet accessible to persons with disabilities?	System	YES	YES	YES	YES	YES
	Marketing Activities	Are current schedules and ride guides maintained?	System	YES	YES	YES	YES	YES
		Is an informative agency website maintained?	System	YES	YES	YES	YES	YES
	Customer Feedback	Are comment cards on buses and comment boxes on websites provided to customers?	System	YES	YES	YES	YES	YES
Are regular passenger surveys conducted bi-annually?		System	YES	YES	NO	YES	YES	
Financial/ Cost Effectiveness	Financial / Cost Effectiveness	Is there any service duplication with Human Service Agencies?	System	NO	NO	NO	NO	NO
		Are financial plans conducted annually?	System	YES	YES	YES	YES	YES
Coordination	Fare Coordination	Are fares coordinated with intercity services provided at transit centers (transfers or Clipper)?	System	YES	YES	YES	YES	YES
	Service Coordination	Are schedules coordinated with intercity operators at transit centers (less than 15 min wait time)?	System	YES	YES	YES	YES	YES
Community and Environment	Practice Involvement in the Planning/Approval Process	Are service levels specified in the land use planning/approval process?	System	YES	YES	YES	YES	YES
		Are capital improvements to be included in new developments identified?	System	YES	YES	YES	YES	YES

Source: Rio Vista Delta Breeze. October 2015.

3.4 Route Performance¹

This section assesses the route-level performance in terms of route-level operating statistics for deviated fixed route services (DFR routes 50 and 52) operated by Rio Vista Delta Breeze.

Table 10 presents the FY2014-15 route-level operating statistics for deviated fixed route (DFR) services operated by Rio Vista Delta Breeze.

Table 11 presents the standards for DFR services. Note – DAR is not presented as this section contains a route-level performance evaluation.

Table 10: FY2014-15 Delta Breeze Route-Level Operating Statistics

Type	Route	Boardings	VRH	VRM	Fare Revenues ^A	Operating Costs
Flex	50	4,222	1,967	39,507	\$8,739.54	\$100,229
	52	3,726	666	16,548	\$7,712.82	\$61,999

Source: Rio Vista Delta Breeze Reimbursements Amounts by Route, August 2015.

A: Fare revenues estimated based on fare revenues from January – June 2015.

Table 11: FY2014-15 Delta Breeze Route-Level Operating Statistics

Standards	Pax/VRH	Pax/VRM	FBR	O&M Cost / VRH	O&M Cost/ Pax
Flex	3.0	0.12	10%	\$95.00	\$30.00

Source: Rio Visa Delta Breeze, October 2015.

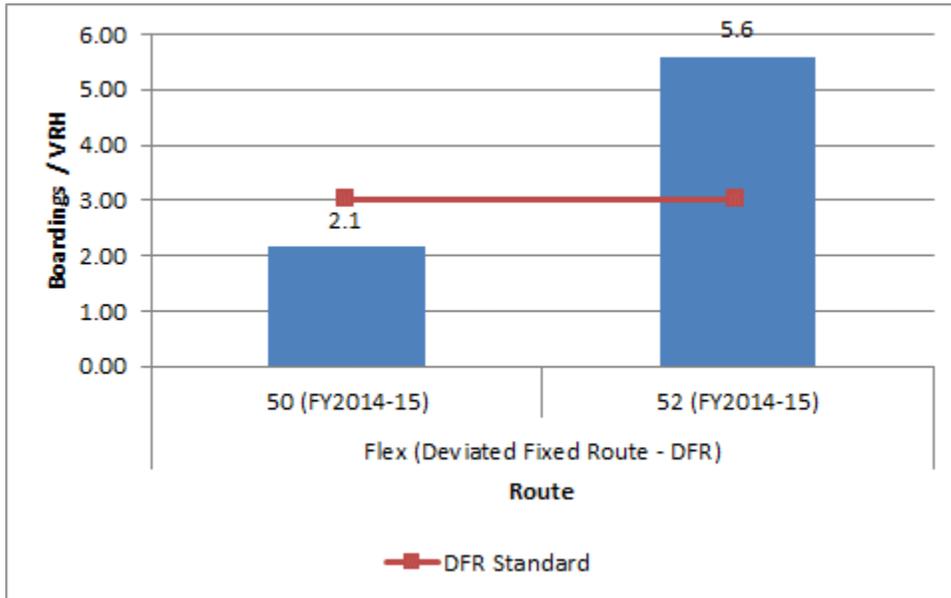
- **Boardings per Vehicle Revenue Hour (VRH):** Figure 8 compares FY2014-15 boardings/VRH for all DFR routes compared to the standard of 3.0 boardings/VRH. Route 50 did not meet the standard at 2.1 boardings/VRH. Route 52 met the standard at 5.6 boardings/VRH.
- **Boardings per Vehicle Revenue Mile (VRM):** Figure 9 compares FY2014-15 boardings/VRM for all DFR routes compared to the standard of 0.12 boardings/VRM. Route 50 did not meet the standard at 0.11 boardings/VRM. Route 52 met the standard at 0.23 boardings/VRM.
- **Farebox Recovery:** Figure 10 compares FY2014-15 farebox recovery for all DFR routes against the standard of 10% farebox recovery. Route 50 did not meet the standard at 8.7% farebox recovery. Route 52 met the standard at 12.4% farebox recovery. Farebox recoveries were estimated using farebox revenues from January through June 2015.
- **Operating Cost per Vehicle Revenue Hour:** Figure 11 FY2014-15 operating cost/VRH for all DFR routes against the standard of \$95.00/VRH. Routes 50 and 52 met this standard at \$50.96/VRH and \$93.09/VRH, respectively.

¹ Route-level data presented in this section may not collectively match the system-level data presented in 1.1 in due to different recording and accounting procedures.

- **Operating Cost per Passenger:** Figure 12 compares FY2014-15 operating cost/passenger for all DFR routes against the standard of \$30.00/passenger. Routes 50 and 52 met this standard at \$23.74/passenger and \$16.16/passenger, respectively.

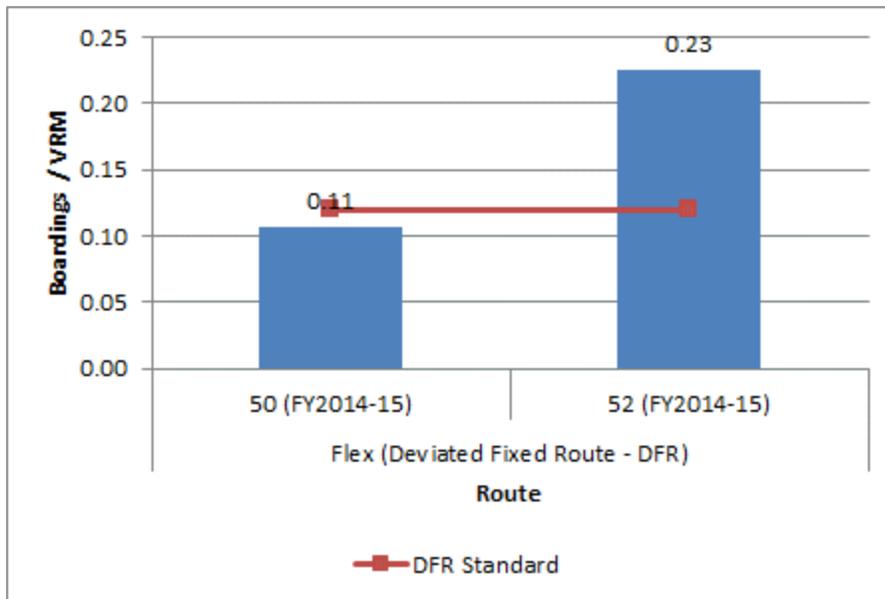
Based on the route-level operating statistics for deviated fixed route services , Route 52 is more productive (higher riders per hour/mile), more cost effective (lower cost per rider), and has a higher farebox recovery than Route 50. However, Route 50 is more cost efficient (lower cost per hour) than Route 52. The differences between the performances of the two routes is due to how operating costs are calculated. The Rio Vista Delta Breeze monthly reimbursement amounts by route reports have variable operating costs for each route and then split the fixed cost evenly among the four routes. Because the fixed costs are attributed without accounting for the relative amount of service provided by each route, this inflates the cost per hour of a service that provides fewer hours (like Route 52).

Figure 8: Delta Breeze Boardings per Vehicle Revenue Hour



Source: Rio Vista Delta Breeze. October 2015.

Figure 9: Delta Breeze Boardings per Vehicle Revenue Mile



Source: Rio Vista Delta Breeze. October 2015.

Figure 10: Delta Breeze Farebox Recovery

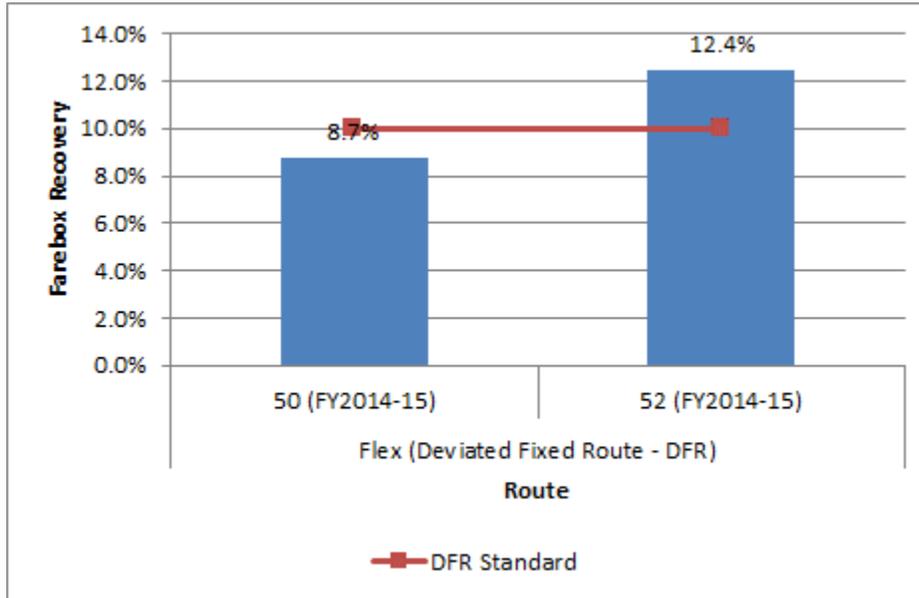
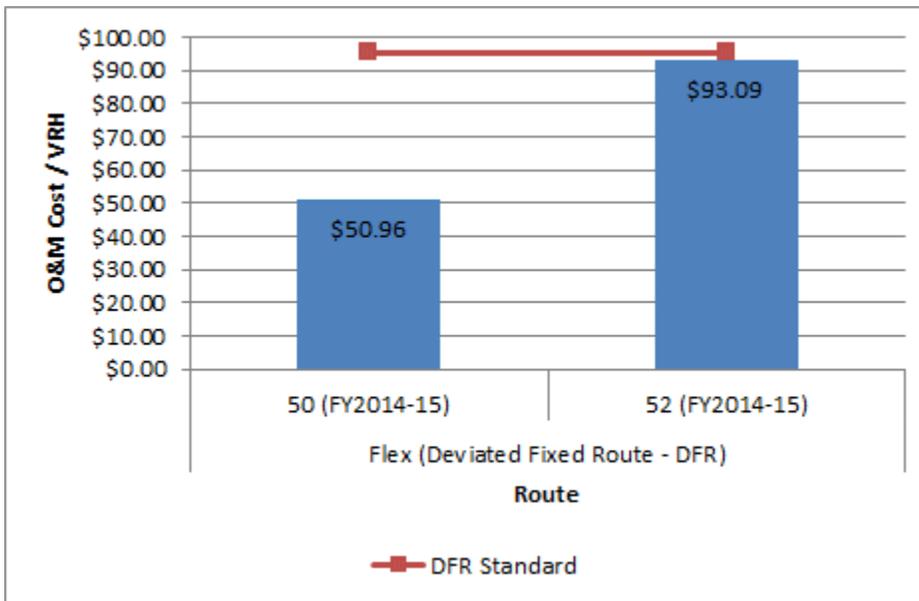
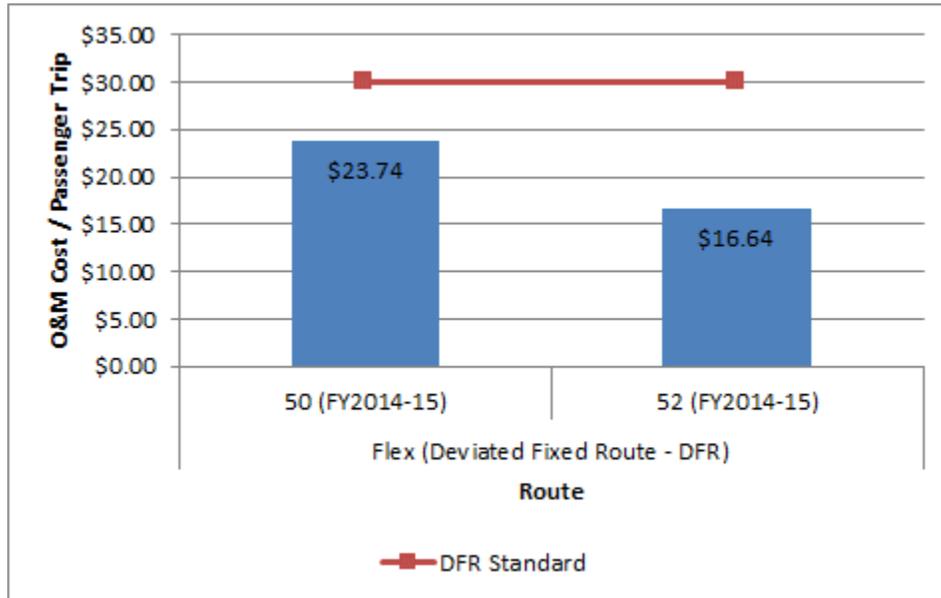


Figure 11: Delta Breeze Operating Cost per Vehicle Revenue hour



Source: Rio Vista Delta Breeze. October 2015.

Figure 12: Delta Breeze Operating Cost per Passenger



Source: Rio Vista Delta Breeze. October 2015.

3.5 Other Relevant Programmatic Evaluations

3.5.1 Community Based Transportation Plans

The City of Rio Vista has not completed a Community Based Transportation Plan. However, RVDB recently completed a Transit Service Outreach and Analysis study. The recommendations of this study are currently under consideration.

3.5.2 Title VI

The Rio Vista Delta Breeze completed a Title VI Report in October 2014. The report is included in the Appendix.

3.6 Results of Most Recent MTC Triennial Review and TDA Audit

The most recent Triennial Performance Review was conducted in May 2015. The review covers the period of FY2012-FY2014 (July 1, 2012 through June 30, 2014). The auditor found that in general, the City is in compliance with the data collection and reporting requirements for the five TDA statistics. The City's performance over the six year period showed mixed results, with the City's overall cost efficiency was mostly unchanged and remained steady. Employee productivity levels decreased slightly. Both passenger productivity and cost effectiveness decreased. Additionally, total operating costs decreased, with only miscellaneous expenses showing a rise in costs. Direct labor, fringe benefits, services/utilities, fuel/lubricants, and materials/supplies decreased significantly annually. Purchased transportation costs decreased and were the largest portion of total cost per vehicle service hour.

Rio Vista is in compliance with the five sections of the state PUC, including CHP terminal safety inspections, labor contracts, reduced fares, revenue sharing, and evaluating passenger needs.

Since the prior audit recommendation, Rio Vista indicated that it had taken steps to improve data reporting accuracy, but had not documented the steps to identify causes of the discrepancy. During the audit period, the rate of change for service hours and miles did not show significant variation from year to year. Between FY2013 and FY2014 service hours slightly increased while service miles decreased, but service adjustments in FY2013 and FY2014 affected the length of certain routes more than the hours of service. Also, parts of Route 50 were eliminated and Route 54 ridership was down in FY2013 without a corresponding reduction in service hours. These changes explain the variation between service hours and miles between those years.

There were no recommendations made by the auditor based on the results of this triennial performance audit.

3.7 Summary of Performance

Overall ridership decreased significantly from FY2011-12 to FY2014-15, by 22.6%. Fare revenue also decreased over the four years, tracking ridership. Additionally, vehicle revenue hours decreased over the four years. These decreases can be primarily attributed to a contract ending between Delta Breeze and the Rio Vista United School District at the end of FY2012-13. Because programs like the after school program were funded by one-time grants, the loss of funding resulted in decreased ridership, fares, and VRH. Operating cost also decreased, although the cost trends varied from VRH trends. The change in cost is primarily due to increased costs in Rio Vista for administrative staff wages, benefits, and the interim transit manager. Fare recovery has fallen below the 10% standard.

In FY2014-15, Rio Vista Delta Breeze met 8 out of 13 of its quantifiable service performance standards with deficiencies mostly in financial cost and effectiveness. Rio Vista Delta Breeze also met 17 out of 18 of its system performance standards (data for missing trips were not available for one of the performance measures).

For route-level performance for its two DFR routes, Route 50 did not meet its boardings/VRH nor boardings/VRM productivity standards. Route 52 met both its boardings/VRH and boardings/VRM standards. Route 50 did not meet the farebox recovery standard of 10%, while Route 52 met the standard at 12.4%. Both routes met their operating cost/VRH cost efficiency standard.

4 Operating, Financial, and Capital Plans

4.1 Operating Plan

The City of Rio Vista will continue to provide Delta Breeze Route 51 general public dial-a ride (DAR) service on weekdays, between the hours of 9:30 AM-1:30 PM, to residents of Rio Vista and Isleton, its neighbor city to the east in rural Sacramento County. The City is authorized to supplement the Route 51 with a local taxi scrip program, however, there is no approved taxi operator based in Rio Vista at this time, so the program is not currently active.

In addition to these local mobility services, Delta Breeze will continue to operate intercity services connecting its residents to:

- The Suisun City Amtrak station and Fairfield urban center with 3 round trips on weekdays via deviated fixed Route 50;
- The Pittsburg/Bay Point BART station, with 1 round trip on weekdays via deviated fixed Route 52; and
- The nearby urban areas of Fairfield, Vacaville, Antioch and Lodi on alternating Wednesdays via Route 54 DAR.

The City will also continue its participation in the County's intercity taxi scrip program for ADA qualified persons.

In FY2015-16, Delta Breeze is expected to serve about 12,400 riders with about 4,300 service hours, an average of about 50 passenger trips per day and 3 passengers per hour, at a cost of about \$418,000 with fare revenues of about \$29,500, recovering almost 7% of operating costs from fare revenues. Due to the recent closure of medical facilities in Rio Vista, Sutter Health has started contributing funding to support patient access to medical centers in Fairfield. Including this revenue and interest earnings, the total local revenue generated by the system is \$47,300. This brings the local recovery ratio to just over 11%.

Future ridership in Rio Vista is expected to increase with population growth. The operating plan anticipates ridership growth of 1% per year throughout the forecast period, consistent with underlying population growth in Solano County. Ridership increases should be able to be accommodated without service expansion.

RVDB is currently considering the results of a recently completed Transit Service and Outreach Analysis study aimed at identifying existing gaps in Rio Vista Delta Breeze's service delivery and developing solutions to better meet the transit needs of Rio Vista's residents. Included in the study report's recommendations are:

1. Discontinue Route 54 service and reinvesting these resources in adding service hours to Route 51;
2. Realign Routes 50 and 52 to more efficiently serve Trilogy;
3. Shorten and connect Route 52 to the future eBART station in Antioch, and adding another round trip to the route;

4. Raise the discounted local fare from \$0.75 to \$1.00, discontinue 10 ride convenience passes and increase the price of discounted monthly passes.

These changes would be an 8% net increase in revenue hours and a 20% increase in revenue miles as compared to the current service plan. This recommended service and fare plan is estimated to improve ridership, increase fare revenue, and improve fare recovery as compared to the current baseline financial projection. The plan recommendations include financial forecasts through the year FY2018-19. In that year, the proposed service and fare plan should lead to a 42% increase in ridership and a 45% increase in fare revenues compared to current trends. The operating costs are estimated to be roughly the same as current cost projections for FY2018-19, so the higher fares would result in a farebox recovery ratio of 10.8%.

The primary challenge faced by City of Rio Vista staff in the future will be obtaining a contractor for Delta Breeze operations and maintenance at comparable cost rates after the current contract expires at the end of 2017. The City's transit system is small and distant from the urbanized areas of Solano County. The current vendor has asked for higher driver wages in future years, which would put increased pressure on the sustainability of the budget over time, and drive down key performance metrics such as farebox recovery ratio.

4.2 Operating Budget and Financial Projection

A baseline FY2015-16 operating budget and financial projection through FY2024-25 is provided in Table 12. The Operating Budget and Financial Projections show that City of Rio Vista will have balanced expenses and revenues throughout the 10 year period, occasionally using TDA reserves to fund capital replacement needs. Steady growth in ridership and fare revenues in conjunction with a stable operating plan lead to higher system productivity.

The financial plan uses additional discretionary funding from the FTA 5311 program to support transit operations in FY2015-16, helping to maintain positive cash flow in the early years of the plan and building up TDA reserves. In addition, the capital plan assumes that significant capital funding will be available from local and federal sources, reducing the reliance on TDA to fund those expenses. The combined effect of these assumptions is that TDA reserve balances will be maintained at current levels over the course of the ten-year forecast period, providing Rio Vista with reserves for future operating and capital needs.

4.2.1 Operating Expenses

As described above, the service plan is essentially unchanged from the current year budget. Costs are expected to increase by a modest amount over the ten years covered by the plan, due to cost escalation built into the vendor contract for all purchased transportation services and general inflation in other administrative and overhead costs. Specifically, costs are forecast to increase 2% per year through FY2019-20. Thereafter, the forecast calls for an increase of 3% per year.

4.2.2 Program Expenses

Historically, the City of Rio Vista has participated in two taxi scrip programs for its residents including a local taxi scrip and the County-wide Intercity taxi scrip program. At this time, the local taxi program has been suspended due to a lack of taxi providers in the local market. The STA Intercity taxi scrip program is operated based on a multi-party MOU that specifies the expenses charged by STA to each jurisdiction via the annual TDA claims process. The City's costs for this program are currently capped by STA at \$5,000 per year, though actual outlays are typically on the order of \$1,000 per year. This agreement with STA may be renegotiated in future years to bring the cost commitment in line with typical expenditures, but a \$5,000 annual obligation is shown in the financial projection as a conservative estimate.

4.2.3 Operating Revenues

The financial projection assumes no change from current Delta Breeze local passenger fares of \$2.00 for all riders except \$0.75 for seniors age 55 and over and persons with disabilities, with 10 ride and monthly passes available. Similarly, no changes to the intercity fares of \$6.00 for all riders except \$3.00 for seniors and persons with disabilities and 10 ride and monthly pass prices are planned. Fare revenues are projected to grow in line with ridership, which is assumed to increase at the same rate as general population growth.

In addition to fare revenues, Rio Vista leverages revenues from other operating activities.

- Rio Vista earns a small amount of interest on its financial holdings, estimated at \$800 per year.
- Rio Vista receives an annual operating contribution from Sutter Health to support patient access to medical facilities in Fairfield. The contribution amount has been set at \$17,000 for both FY2015-16 and FY2016-17; the amount charged to Sutter will grow in line with inflation in future years.

4.2.4 Subsidy Revenues

Historically, Rio Vista has relied on four primary revenue sources to subsidize transit operations: TDA LTF apportionments, STAF revenue-based apportionments, STAF population-based apportionments, and FTA's 5311 Non-Urbanized Area funding program. Recent events have led to changes in the outlook for two of these sources. Specifically, declining sales taxes on diesel fuel make it difficult to forecast Rio Vista's modest STAF revenue-based apportionment with certainty, and current Delta Breeze operating performance have constrained Rio Vista's ability to claim STAF population-based funding. Accordingly, neither of these sources is shown in the financial projection, as a conservative assumption.

Instead, TDA-LTF and FTA 5311 will be augmented with new state funding from the Low Carbon Transit Operations Program (LCTOP) and FTA's 5310

Elderly/Disabled Transportation Program. Future funding levels are assumed to be similar to historical amounts and recent allocations from these sources. The subsidy revenues shown in the operating plan are based on the following assumptions:

- **TDA-LTF Apportionments** – These are based on statewide sales tax collections, and subject to escalation due to natural inflation and increases due to underlying economic growth. TDA revenues are conservatively assumed to grow at approximately 2% per year through the plan period. Rio Vista’s actual apportionment is reduced by 3% in the projection, in order to account for the deduction for planning and administration activities for the Solano Transportation Authority.
- **LCTOP** – This relatively new program allocates 5% of funds from California’s Greenhouse Gas Reduction Fund (aka Cap-and-Trade funds) to transit operators on a formula basis, using largely the same structure as the State Transit Assistance Fund. In FY2015-16, Rio Vista received an allocation in the amount of \$8,511. Rio Vista has agreed to a one-time swap with SolTrans where SolTrans will use the LCTOP funds in exchange for more flexible TDA revenues. Although funding levels from this source are expected to grow over time, the Cap-and-Trade program is only a few years old and does not have a well-established track record to facilitate a growth rate estimate, so funding levels are held constant in future years.
- **FTA 5310 Funding** – Rio Vista has received an award of discretionary funding from this source in the amount of \$97,500 per year for FY2015-16 and FY2-16-17. Rio Vista competes very favorably for this funding source, so additional revenues are forecast in future years as well. The financial projection uses \$75,000 per year from FY2017-18 onward as a conservative assumption.
- **FTA 5311 Funding** – After a short term infusion of discretionary funding from this source in FY2015-16, this funding is assumed to be stable during the period covered by this SRTP. The 5311 program formula is currently based on land area and the decennial census population, both of which are expected to remain unchanged for the majority of the forecast period. Though future federal re-authorizations may alter the structure of the FTA funding programs, it is assumed that operating assistance will continue to be provided and that the level of funding support for non-urbanized areas will not be significantly decreased in future federal programs.

In addition to these on-going sources, Rio Vista has periodically received allocations of discretionary operating funding from FTA sources in the past, including 5316 Job Access Reverse Commute funding and 5317 New Freedom funding. Though these individual programs have recently been re-organized under the FAST re-authorization, these remain eligible in the new programs, and overall funding levels are reasonably equivalent to historical levels. As a result, the forecast assumes that some revenue from these sources (or similar programs) could be available to support transit operations in future years.

Table 12: Rio Vista Delta Breeze Operating Budget and Financial Projections

Rio Vista Delta Breeze														
OPERATING PLAN & BUDGET														
Summary														
Date prepared: 05-Apr-2016 (DRAFT FINAL)														
		Historical		Budget		Forecast								
		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
OPERATING STATISTICS (without taxi programs)														
Vehicle Miles	[1]	76,072	75,889	68,505	75,274	75,300	75,300	75,300	75,300	75,300	75,300	75,300	75,300	75,300
Vehicle Hours	[1]	3,822	3,906	3,588	4,340	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
Ridership	[2]	12,929	10,270	11,778	12,370	12,500	12,600	12,700	12,800	12,900	13,000	13,100	13,200	13,300
OPERATING EXPENSES														
Operating & Maintenance Costs	[3,4]	\$ 428,223	\$ 369,635	\$ 418,384	\$ 417,100	\$ 498,900	\$ 472,600	\$ 482,100	\$ 491,700	\$ 506,500	\$ 521,700	\$ 537,400	\$ 553,500	\$ 570,100
Other Operating Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENSES		\$ 428,223	\$ 369,635	\$ 418,384	\$ 417,100	\$ 498,900	\$ 472,600	\$ 482,100	\$ 491,700	\$ 506,500	\$ 521,700	\$ 537,400	\$ 553,500	\$ 570,100
PROGRAM EXPENSES														
Local Taxi Scrip	[5]				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intercity Taxi Scrip (contrib. to County-wide prog.)	[6]				\$ 900	\$ 900	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TOTAL PROGRAM EXPENSES					\$ 900	\$ 900	\$ 5,000							
TOTAL EXPENSES		\$ 428,223	\$ 369,635	\$ 418,384	\$ 418,000	\$ 499,800	\$ 477,600	\$ 487,100	\$ 496,700	\$ 511,500	\$ 526,700	\$ 542,400	\$ 558,500	\$ 575,100
OPERATING REVENUES														
Fare Revenues	[6,7]	\$ 45,940	\$ 22,453	\$ 28,975	\$ 29,500	\$ 30,100	\$ 34,400	\$ 34,700	\$ 34,900	\$ 35,100	\$ 35,400	\$ 35,600	\$ 35,800	\$ 36,100
Other Operating Revenues	[8]	\$ -	\$ -	\$ 900	\$ 17,000	\$ 17,500	\$ 19,100	\$ 19,500	\$ 19,900	\$ 20,500	\$ 21,100	\$ 21,700	\$ 22,400	\$ 23,100
TOTAL OPERATING REVENUES		\$ 45,940	\$ 22,453	\$ 30,275	\$ 47,300	\$ 48,400	\$ 54,300	\$ 55,000	\$ 55,600	\$ 56,400	\$ 57,300	\$ 58,100	\$ 59,000	\$ 60,000
SUBSIDY REVENUES														
Local Sources		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Sources	[9,10]	\$ -	\$ -	\$ 403,100	\$ 168,200	\$ 285,400	\$ 279,800	\$ 288,600	\$ 297,600	\$ 311,600	\$ 325,900	\$ 340,800	\$ 356,000	\$ 371,600
Federal Sources	[11]	\$ -	\$ -	\$ 40,000	\$ 202,500	\$ 166,000	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500
TOTAL SUBSIDY REVENUES		\$ -	\$ -	\$ 443,100	\$ 370,700	\$ 451,400	\$ 423,300	\$ 432,100	\$ 441,100	\$ 455,100	\$ 469,400	\$ 484,300	\$ 499,500	\$ 515,100
TOTAL REVENUES		\$ 45,940	\$ 22,453	\$ 473,375	\$ 418,000	\$ 499,800	\$ 477,600	\$ 487,100	\$ 496,700	\$ 511,500	\$ 526,700	\$ 542,400	\$ 558,500	\$ 575,100
ANNUAL SURPLUS (DEFICIT)					\$ -									
FOOTNOTES														
[1] Baseline scenario assumes stable operating plan (miles, hours).														
[2] Assumes ridership growth consistent with local population growth, estimated to be 1% per year.														
[3] FY2016/17 includes one-time expense of \$65,000 related to funding swap; removed from O&M expenses in later years. Baseline costs inflated at 2% per year through FY2019/20 and 3% thereafter.														
[4] Current vendor contract expires at the end of FY2016/17. Step increase added here to reflect potential for new bids to come in at higher rate.														
[5] There is currently no approved local taxi operator in the Rio Vista community, so the local taxi scrip program is on hold at this time.														
[6] Existing Intercity MOU calls for minimum TDA claim of \$5,000/year; with credit back for unused portion. Due to historical low rates of utilization, assume that any renegotiation would not increase required contribution above \$5,000.														
[7] No fare increases currently planned. Except for FY2016/17, which will see additional passenger growth due to new Sutter-funded service, fare revenues assumed to grow in line with ridership, based on population growth of 1% per year.														
[8] Includes contribution from Sutter Health, who is partnering to subsidize transportation to medical facilities in Fairfield. Beyond FY2016/17, contribution is scaled annually based on growth in overall O&M costs.														
[9] Includes net amount of TDA-LTF required to balance budget, rather than full annual apportionment, which is shown separately in the Financial Capacity section, below.														
[10] Based on MTC guidance, Rio Vista now claims under TDA Article 8, forgoing STAF revenue-based funds at this time. Due to declining revenues statewide, STAF population-based funds zeroed out as a conservative assumption.														
[11] Includes discretionary funding from FTA 5310 and both baseline and swap funding from FTA 5311.														

Note: Table continued on next page.

Rio Vista Delta Breeze

OPERATING PLAN & BUDGET

Summary

Date prepared: 05-Apr-2016 (DRAFT FINAL)

Historical	Budget	Forecast
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FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
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FINANCIAL CAPACITY

TDA Carryover

Funds held by MTC	[12]	\$ 301,011
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Annual Cash Flow

Beginning Balance		\$ 301,011	\$ 341,984	\$ 389,332	\$ 421,205	\$ 423,805	\$ 425,044	\$ 443,692	\$ 447,522	\$ 443,781
Add: Net annual TDA-LTF apportionment	[12,13]	\$ 317,873	\$ 324,000	\$ 330,300	\$ 336,700	\$ 343,200	\$ 349,900	\$ 356,700	\$ 363,600	\$ 370,700
Less: Annual Operating Uses		\$ (276,900)	\$ (271,300)	\$ (280,100)	\$ (289,100)	\$ (303,100)	\$ (317,400)	\$ (332,300)	\$ (347,500)	\$ (363,100)
Less: Annual Capital Uses, if any		\$ -	\$ (5,352)	\$ (18,328)	\$ (45,000)	\$ (38,861)	\$ (13,852)	\$ (20,569)	\$ (19,841)	\$ (45,000)
Equals: Cumulative Year-End Balance		\$ 341,984	\$ 389,332	\$ 421,205	\$ 423,805	\$ 425,044	\$ 443,692	\$ 447,522	\$ 443,781	\$ 406,381

Capital Needs

Annual Unfunded Capital Needs, if any		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 10-Year Capital Funding Surplus (Gap)												\$ -

METRICS

Operating Expense Per Vehicle HOUR	\$ 112.04	\$ 94.63	\$ 116.61	\$ 96.11	\$ 116.02	\$ 109.91	\$ 112.12	\$ 114.35	\$ 117.79	\$ 121.33	\$ 124.98	\$ 128.72	\$ 132.58
Operating Expense Per Vehicle MILE	\$ 5.63	\$ 4.87	\$ 6.11	\$ 5.54	\$ 6.63	\$ 6.28	\$ 6.40	\$ 6.53	\$ 6.73	\$ 6.93	\$ 7.14	\$ 7.35	\$ 7.57
Operating Expense Per Passenger	\$ 33.12	\$ 35.99	\$ 35.52	\$ 33.72	\$ 39.91	\$ 37.51	\$ 37.96	\$ 38.41	\$ 39.26	\$ 40.13	\$ 41.02	\$ 41.93	\$ 42.86
Average Fare Per Passenger	\$ 3.55	\$ 2.19	\$ 2.46	\$ 2.38	\$ 2.41	\$ 2.73	\$ 2.73	\$ 2.73	\$ 2.72	\$ 2.72	\$ 2.72	\$ 2.71	\$ 2.71
Passengers Per Vehicle HOUR	3.4	2.6	3.3	2.9	2.9	2.9	3.0	3.0	3.0	3.0	3.0	3.1	3.1
Farebox Recovery (Fares as % of Oper. Exp.)	10.73%	6.07%	6.93%	7.07%	6.03%	7.28%	7.20%	7.10%	6.93%	6.79%	6.62%	6.47%	6.33%
Local Recovery (Fares+Local as % of Oper. Exp.)	21.46%	12.15%	14.16%	18.41%	15.73%	18.77%	18.61%	18.41%	18.07%	17.77%	17.44%	17.13%	16.86%

FOOTNOTES

[12] FY2016/17 amount includes value from MTC Fund Estimate (Reso. 4220, 02/24/2016) plus anticipated TDA repayment from SolTrans for FY2015/16 LCTOP swap.

[13] Annual apportionment is net of 3% deduction for STA planning/admin. Amounts in later years assumed to grow at 1.94% per year, per MTC forecast for Plan Bay Area 2040 and Solano Sales Tax Authority estimates.

4.3 Capital Improvement Plans

The City of Rio Vista has prepared a ten-year capital plan including a detailed project list and identification of needed funding to support the capital expenditures. All capital projects are funded with reasonably expected revenues over the ten year period.

4.3.1 Planned and Proposed Capital Projects

The following are summary descriptions of the projects contained in the City of Rio Vista's ten year capital improvement plan that support Delta Breeze public DFR and DAR rural mobility transit services.

Revenue Vehicle Replacement & Expansion

Delta Breeze services are currently operated using 4 cutaway vans and 1 standard van. The fleet replacement schedule is shown in Table 13. City staff can extend the life of vehicles up to one year past their standard service life (5 years for cutaways and 4 years for vans) if needed to order, deliver and prepare vehicles for service.

The total replacement cost of vehicles over 10 years is estimated to be approximately \$897,000. Vehicle purchases are funded from a combination of federal funds and local TDA and State Transit Assistance funds (STAF). Rio Vista has already received commitments of STAF revenues as well as FTA 5310 and 5311 funding to support planned vehicle replacements for FY2015-16. Beyond that year, Rio Vista will continue to apply to the FTA 5310 discretionary program to fund a portion of its vehicle replacements, assuming an 80% federal share. If grants are not received, capital expenditures can be funded from the FTA 5311 program or TDA if necessary.

Table 13: Vehicle Fleet Replacement Schedule

Number of Vehicles	Year	Model	Average Mileage (as of 9/2015)	Eligible Replacement Year	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Existing Fleet														
1	2008	Ford E450	214,927	Retired to Contingency	1									
1	2009	Ford E450	229,856	Retired to Contingency	1									
1	2011	Eldo Van ^A	43,753	FY2016/17	1	1								
1	2012	Ford E450	124,578	FY2016/17	1	1								
1	2014	Ford E450	72,669	FY2019/20	1	1	1	1	1					
5	<i>Sub-Total Existing Fleet</i>				5	3	1	1	1	0	0	0	0	0
Future Acquisitions														
2	2016	Cutaway	New	FY2020/21	2	2	2	2	2					
1	2018	Van	New	FY2023/24			1	1	1	1				
1	2018	Cutaway	New	FY2022/23			1	1	1	1	1			
1	2019	Cutaway	New	FY2023/24				1	1	1	1	1		
2	2021	Cutaway	New	FY2025/26						2	2	2	2	2
1	2022	Van	New	FY2025/26							1	1	1	1
1	2023	Cutaway	New	FY2027/28								1	1	1
1	2024	Cutaway	New	FY2028/29									1	1
10	<i>Sub-Total: Acquisitions</i>				2	2	4	5	5	5	5	5	5	5
Sold/Salvaged					0	2	2	0	0	3	1	1	1	0
Contingency					2	0	0	1	1	0	0	0	0	0
Total Active Fleet					5	5	5	5	5	5	5	5	5	5
Total Fleet, all vehicles					7	5	5	6	6	5	5	5	5	5
Peak Vehicle Requirement					3	3	3	3	3	3	3	3	3	3
Spare vehicles					2	2	2	2	2	2	2	2	2	2
Spare ratio					67%	67%	67%	67%	67%	67%	67%	67%	67%	67%

A = Mileage as of Apr. 2015.

Retired buses are sold/salvaged in their replacement year, unless retained for contingency.

Communications

The City is upgrading the radio systems on its DAR/DFR fleet in FY2015-16 at an estimated cost of \$30,000. This is being funded with TDA revenues. The City has also added placeholders in later years of the plan for periodic upgrade and/or replacement of this and other communications equipment, such as radios and dispatch systems. These projects can be funded from TDA reserves.

Tools & Equipment

Currently, the service contractor is required to supply their own maintenance tools and equipment. Although no specific needs have been identified at this time, the City has added placeholders in later years of the plan in case there is a need to acquire and/or upgrade equipment to maintain a state of good repair. These projects can be funded from TDA reserves.

4.3.2 Ten-Year Capital Plan

Table 14 presents the capital projects discussed above in a spreadsheet layout, with anticipated funding amounts for the full program shown in sub-categories for local, state, and federal sources.

It was assumed that federal sources would be available to fund 80% of local vehicle replacement costs with TDA-LTF or STAF used to provide the 20% local match. The FTA 5310 is the best fit program to the Delta Breeze capital needs, however these discretionary funds can vary from year to year. If federal funding awards are less than requested in a particular year, Rio Vista could use a portion of its 5311 formula allocation to complete the replacement, and backfill the operating budget with funding from the TDA reserve.

If a specific funding plan for a non-vehicle project has not yet been identified, it was assumed that TDA would be used to pay the balance of project costs. However, Rio Vista will continue to pursue available grant opportunities for any and all capital projects, in order to maintain TDA reserves at the highest possible level.

Assuming that federal funding were to be received to cover 80% of the cost of vehicle replacements, the City would have a TDA reserve balance of more than \$318,000 at the end of the forecast period. The amount of uncommitted federal funding shown in this plan is equal to nearly \$446,000. Thus, if no additional federal support were available beyond existing commitments, the City would need to identify other revenue sources to backfill up to \$128,000 in vehicle expenses. However, Rio Vista could fund all capital projects through FY2022-23 without additional federal support, allowing for sufficient time to make budget adjustments if federal funds are not received in early years of the plan.

Table 14: Rio Vista Delta Breeze Capital Plan Budget

<i>Rio Vista Delta Breeze</i>		Baseline Scenario									
CAPITAL PLAN BUDGET											
<i>Date prepared: 04-Apr-2016 (DRAFT FINAL)</i>		Budget		Forecast							
		FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Capital Expenses By Project Type											
Revenue Vehicles: Local Fleet Replacement	[1,2,3]	\$ 179,478	\$ -	\$ 160,000	\$ 91,638	\$ -	\$ 194,304	\$ 69,261	\$ 102,847	\$ 99,207	\$ -
Tools & Equipment	[4]	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Communications	[4,5]	\$ 30,000	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Other: Planning Studies		\$ 37,950	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL EXPENSES		\$ 247,428	\$ -	\$ 160,000	\$ 91,638	\$ 45,000	\$ 194,304	\$ 69,261	\$ 102,847	\$ 99,207	\$ 45,000
Capital Revenues -- Local											
Misc Local Funds (Committed)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unspecified Local Funds (Source TBD)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal: LOCAL Revenue</i>		<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>
Capital Revenues -- State											
TDA: LTF		\$ 105,928	\$ -	\$ 5,352	\$ 18,328	\$ 45,000	\$ 38,861	\$ 13,852	\$ 20,569	\$ 19,841	\$ 45,000
TDA: STAF	[6]	\$ 65,000	\$ -	\$ 13,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc State Funds (Committed)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unspecified State Funds (Source TBD)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal: STATE Revenue</i>		<i>\$ 170,928</i>	<i>\$ -</i>	<i>\$ 18,352</i>	<i>\$ 18,328</i>	<i>\$ 45,000</i>	<i>\$ 38,861</i>	<i>\$ 13,852</i>	<i>\$ 20,569</i>	<i>\$ 19,841</i>	<i>\$ 45,000</i>
Capital Revenues -- Federal											
FTA5310: Elderly & Disabled		\$ 76,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5311: Non-Urbanized Area (Capital)	[2,7]	\$ -	\$ -	\$ 141,648	\$ 73,310	\$ -	\$ 155,443	\$ 55,409	\$ 82,278	\$ 79,366	\$ -
Misc Federal Funds (Committed)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unspecified Federal Funds (Source TBD)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal: FEDERAL Revenue</i>		<i>\$ 76,500</i>	<i>\$ -</i>	<i>\$ 141,648</i>	<i>\$ 73,310</i>	<i>\$ -</i>	<i>\$ 155,443</i>	<i>\$ 55,409</i>	<i>\$ 82,278</i>	<i>\$ 79,366</i>	<i>\$ -</i>
TOTAL EXPECTED REVENUES		\$ 247,428	\$ -	\$ 160,000	\$ 91,638	\$ 45,000	\$ 194,304	\$ 69,261	\$ 102,847	\$ 99,207	\$ 45,000
ANNUAL CAPITAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CUMULATIVE CAPITAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FOOTNOTES											
[1] Vehicles purchased in FY2015/16 are to replace buses #19 and #20. Assume 5-year useful life, so replace again in FY2020/21.											
[2] Vehicles purchased in FY2017/18 (delayed from FY2016/17) are to replace van #21 and bus #23, using 5311 funding. Assume 4-year for van and 5-year useful life for bus, so replace in FY2021/22 and FY2022/23, respectively											
[3] Vehicle purchased in FY2018/19 is to replace bus #24, which was purchased in FY2013/14 and is expected to have a 5-year useful life. Subsequent replacement in FY2023/24. Cost estimates based on MTC Transit Capital Priorities Price List and escalation.											
[4] Expenses beyond FY2015/16 are for placeholders periodic upgrades and replacements of tools, equipment, hardware/software, communications infrastructure, etc.											
[5] FY2015/16 expenses are for AVL system upgrade											
[6] Includes \$65,000 in STAF swap from STA plus \$13,000 from existing balance, to fund vehicle replacements.											
[7] Rio Vista will apply to the FTA 5310 discretionary program to fund a portion of its vehicle replacements, assuming 80% federal share. If grants are not received, capital expenditures would be funded through 5311 or TDA.											

Appendix A

Operating Budget and Financial Projection

A1 RVDB Operating Budget - Systemwide

Rio Vista Delta Breeze		Baseline Scenario												
OPERATING BUDGET														
Systemwide Total		Historical			Budget		Forecast							
Date prepared: 05-Apr-2016 (DRAFT FINAL)		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
OPERATING STATISTICS (without taxi programs)														
Vehicle Miles	[1]	76,072	75,889	68,505	75,274	75,300	75,300	75,300	75,300	75,300	75,300	75,300	75,300	75,300
Vehicle Hours	[1]	3,822	3,906	3,588	4,340	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300	4,300
Ridership	[2]	12,929	10,270	11,778	12,370	12,500	12,600	12,700	12,800	12,900	13,000	13,100	13,200	13,300
OPERATING EXPENSES														
Operating & Maintenance Costs														
O&M Cost - baseline	[3]	\$ 428,223	\$ 369,635	\$ 418,384	\$ 417,100	\$ 498,900	\$ 442,600	\$ 482,100	\$ 491,700	\$ 506,500	\$ 521,700	\$ 537,400	\$ 553,500	\$ 570,100
O&M Cost - due to change in level of service					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
O&M Cost - due to structural cost incr/decr	[4]				\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: O&M Expenses		\$ 428,223	\$ 369,635	\$ 418,384	\$ 417,100	\$ 498,900	\$ 472,600	\$ 482,100	\$ 491,700	\$ 506,500	\$ 521,700	\$ 537,400	\$ 553,500	\$ 570,100
Other Operating Expenses														
Other Expenses					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: OTHER OPERATING Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENSES		\$ 428,223	\$ 369,635	\$ 418,384	\$ 417,100	\$ 498,900	\$ 472,600	\$ 482,100	\$ 491,700	\$ 506,500	\$ 521,700	\$ 537,400	\$ 553,500	\$ 570,100
PROGRAM EXPENSES														
Local Taxi Scrip	[5]		\$ -	\$ 2,470	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intercity Taxi Scrip (contrib. to County-wide prog.)	[6]		\$ -	\$ 990	\$ 900	\$ 900	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
TOTAL PROGRAM EXPENSES		\$ -	\$ -	\$ 3,460	\$ 900	\$ 900	\$ 5,000							
TOTAL EXPENSES		\$ 428,223	\$ 369,635	\$ 421,844	\$ 418,000	\$ 499,800	\$ 477,600	\$ 487,100	\$ 496,700	\$ 511,500	\$ 526,700	\$ 542,400	\$ 558,500	\$ 575,100
OPERATING REVENUES														
Operating Revenues – Fares														
Transit Fares - baseline	[7]	\$ 45,940	\$ 22,453	\$ 27,575	\$ 28,600	\$ 29,200	\$ 29,400	\$ 29,700	\$ 29,900	\$ 30,100	\$ 30,400	\$ 30,600	\$ 30,800	\$ 31,100
Transit Fares - due to change in service				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares - due to proposed fare incr/decr				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Taxi Scrip				\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intercity Taxi Scrip	[6]			\$ 800	\$ 900	\$ 900	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Subtotal: FARE Revenue		\$ 45,940	\$ 22,453	\$ 28,975	\$ 29,500	\$ 30,100	\$ 34,400	\$ 34,700	\$ 34,900	\$ 35,100	\$ 35,400	\$ 35,600	\$ 35,800	\$ 36,100
Other Operating Revenues														
Interest Earnings		\$ -	\$ -	\$ 400	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800	\$ 800
Sutter Health Contribution	[8]			\$ -	\$ 17,000	\$ 17,500	\$ 19,100	\$ 19,500	\$ 19,900	\$ 20,500	\$ 21,100	\$ 21,700	\$ 22,400	\$ 23,100
Other: Newspaper, RTC Card, BikeLink card, etc.		\$ -	\$ -	\$ 900	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: OTHER OPERATING Revenue		\$ -	\$ -	\$ 900	\$ 17,000	\$ 17,500	\$ 19,100	\$ 19,500	\$ 19,900	\$ 20,500	\$ 21,100	\$ 21,700	\$ 22,400	\$ 23,100
TOTAL OPERATING REVENUES		\$ 45,940	\$ 22,453	\$ 30,275	\$ 47,300	\$ 48,400	\$ 54,300	\$ 55,000	\$ 55,600	\$ 56,400	\$ 57,300	\$ 58,100	\$ 59,000	\$ 60,000
SUBSIDY REVENUES														
Subsidy Revenues – Local														
Other Local Funds		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: LOCAL Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy Revenues – State														
TDA-LTF: net amount to balance operating budget	[9,10]	\$ -	\$ -	\$ 393,900	\$ 159,689	\$ 276,900	\$ 271,300	\$ 280,100	\$ 289,100	\$ 303,100	\$ 317,400	\$ 332,300	\$ 347,500	\$ 363,100
STAF: revenue-based apportionment	[11]	\$ -	\$ -	\$ 9,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STAF: population-based apportionment - Isleton	[12]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GHG Fund (Cap-and-Trade) - TIRCP & LCTOP	[10,13]	\$ -	\$ -	\$ -	\$ 8,511	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500	\$ 8,500
Other State Funds		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: STATE Revenue		\$ -	\$ -	\$ 403,100	\$ 168,200	\$ 285,400	\$ 279,800	\$ 288,600	\$ 297,600	\$ 311,600	\$ 325,900	\$ 340,800	\$ 356,000	\$ 371,600
Subsidy Revenues – Federal														
FTA5310: Elderly/Disabled Transportation (Operating)	[14]	\$ -	\$ -	\$ -	\$ 97,500	\$ 97,500	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
FTA5311: Non-Urbanized Area (Operating)	[15]	\$ -	\$ -	\$ 40,000	\$ 105,000	\$ 68,500	\$ 68,500	\$ 68,500	\$ 68,500	\$ 68,500	\$ 68,500	\$ 68,500	\$ 68,500	\$ 68,500
Other Federal Funds		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: FEDERAL Revenue		\$ -	\$ -	\$ 40,000	\$ 202,500	\$ 166,000	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500	\$ 143,500
TOTAL SUBSIDY REVENUES		\$ -	\$ -	\$ 443,100	\$ 370,700	\$ 451,400	\$ 423,300	\$ 432,100	\$ 441,100	\$ 455,100	\$ 469,400	\$ 484,300	\$ 499,500	\$ 515,100
TOTAL REVENUES		\$ 45,940	\$ 22,453	\$ 473,375	\$ 418,000	\$ 499,800	\$ 477,600	\$ 487,100	\$ 496,700	\$ 511,500	\$ 526,700	\$ 542,400	\$ 558,500	\$ 575,100
ANNUAL SURPLUS (DEFICIT)		\$ -												

Table Continued from previous page.

Rio Vista Delta Breeze		Baseline Scenario												
OPERATING BUDGET														
Systemwide Total		Historical	Budget	Forecast										
Date prepared: 05-Apr-2016 (DRAFT FINAL)		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
FINANCIAL CAPACITY														
TDA Carryover														
Funds held by MTC	[16]				\$ 301,011									
Annual Cash Flow (Current Expenses Only)														
Beginning Balance		\$ 301,011	\$ 341,984	\$ 389,332	\$ 421,205	\$ 423,805	\$ 425,044	\$ 443,692	\$ 447,522	\$ 443,781	\$ 446,381	\$ 449,030	\$ 451,779	\$ 454,528
Add: Net annual TDA-LTF apportionment	[16,17]	\$ 317,873	\$ 324,000	\$ 330,300	\$ 336,700	\$ 343,200	\$ 349,900	\$ 356,700	\$ 363,600	\$ 370,700	\$ 377,900	\$ 385,200	\$ 392,600	\$ 399,900
Less: Annual Operating Uses		\$ (276,900)	\$ (271,300)	\$ (280,100)	\$ (289,100)	\$ (303,100)	\$ (317,400)	\$ (332,300)	\$ (347,500)	\$ (363,100)	\$ (379,200)	\$ (395,300)	\$ (411,900)	\$ (429,000)
Less: Annual Capital Uses, if any		\$ -	\$ (5,352)	\$ (18,328)	\$ (45,000)	\$ (38,861)	\$ (13,852)	\$ (20,569)	\$ (19,841)	\$ (45,000)	\$ -	\$ -	\$ -	\$ -
Equals: Year-End Balance		\$ 341,984	\$ 389,332	\$ 421,205	\$ 423,805	\$ 425,044	\$ 443,692	\$ 447,522	\$ 443,781	\$ 446,381	\$ 449,030	\$ 451,779	\$ 454,528	\$ 457,277
Unmet Capital Needs?														
Annual Capital Surplus (Need), if any		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 10-Year Capital Funding Surplus (Gap)														\$ -
METRICS														
Operating Expense Per Vehicle HOUR		\$ 112.04	\$ 94.63	\$ 116.61	\$ 96.11	\$ 116.02	\$ 109.91	\$ 112.12	\$ 114.35	\$ 117.79	\$ 121.33	\$ 124.98	\$ 128.72	\$ 132.58
Operating Expense Per Vehicle MILE		\$ 5.63	\$ 4.87	\$ 6.11	\$ 5.54	\$ 6.63	\$ 6.28	\$ 6.40	\$ 6.53	\$ 6.73	\$ 6.93	\$ 7.14	\$ 7.35	\$ 7.57
Operating Expense Per Passenger		\$ 33.12	\$ 35.99	\$ 35.52	\$ 33.72	\$ 39.91	\$ 37.51	\$ 37.96	\$ 38.41	\$ 39.26	\$ 40.13	\$ 41.02	\$ 41.93	\$ 42.86
Average Fare Per Passenger		\$ 3.55	\$ 2.19	\$ 2.46	\$ 2.38	\$ 2.41	\$ 2.73	\$ 2.73	\$ 2.73	\$ 2.72	\$ 2.72	\$ 2.72	\$ 2.71	\$ 2.71
Passengers Per Vehicle HOUR		3.4	2.6	3.3	2.9	2.9	2.9	3.0	3.0	3.0	3.0	3.0	3.1	3.1
Farebox Recovery (Fares as % of Oper. Exp.)		10.73%	6.07%	6.93%	7.07%	6.03%	7.28%	7.20%	7.10%	6.93%	6.79%	6.62%	6.47%	6.33%
Local Recovery (Fares+Local as % of Oper. Exp.)		10.73%	6.07%	7.14%	11.15%	9.54%	11.32%	11.24%	11.15%	10.98%	10.83%	10.66%	10.51%	10.38%
Share of TDA-LTF apportionment consumed by operations						87.11%	83.73%	84.80%	85.86%	88.32%	90.71%	93.16%	95.57%	97.95%
Ratio of TDA YE balance to O&M expenses						71.60%	79.93%	84.80%	82.86%	80.70%	81.80%	80.13%	77.17%	70.66%
FOOTNOTES														
[1] Baseline scenario assumes stable operating plan (miles, hours).														
[2] Assumes ridership growth consistent with local population growth, estimated to be 1% per year.														
[3] FY2016/17 includes one-time expense of \$65,000 related to funding swap; removed from O&M expenses in later years. Baseline costs inflated at 2% per year through FY2019/20 and 3% thereafter.														
[4] Current vendor contract expires at the end of FY2016/17. Step increase added here to reflect potential for new bids to come in at higher rate.														
[5] There is currently no approved local taxi operator in the Rio Vista community, so the local taxi scrip program is on hold at this time.														
[6] Existing Intercity MOU calls for minimum TDA claim of \$5,000/year; with credit back for unused portion. Due to historical low rates of utilization, assume that any renegotiation would not increase required contribution above \$5,000.														
[7] No fare increases currently planned. Except for FY2016/17, which will see additional passenger growth due to new Sutter-funded service, fare revenues assumed to grow in line with ridership, based on population growth of 1% per year.														
[8] Sutter Health is partnering to subsidize transportation services to medical facilities in Fairfield. Because Rio Vista now claims its TDA under Article 8, these funds are considered locally generated revenues. Beyond FY2016/17, Sutter contribution is scaled annually based on growth in overall O&M costs. Service is expected to continue indefinitely due to lack of medical facilities within Rio Vista.														
[9] Historical amounts show actual funds used in operating budget. FY2015/16 and beyond calculated within this spreadsheet, in order to balance operating budget based on available TDA apportionment + TDA carryover, if any.														
[10] In FY2015/16, Rio Vista apportionment from LCTOP was \$8,511. Rio Vista and SolTrans agreed to a one-time swap where Rio Vista will trade their LCTOP for TDA from SolTrans. TDA from SolTrans added to FY2016/17 revenues in carryover calculation.														
[11] Based on guidance from MTC, Rio Vista will be claiming under TDA Article 8, forgoing revenue-based contributions at this time.														
[12] Due to declining revenues statewide, this revenue source has been zeroed out as a conservative assumption.														
[13] LCTOP funds are derived from 5% of proceeds from cap-and-trade auction. GHG fund is expected to grow in future years, but fluctuations in proceeds to date make it difficult to forecast a long-term growth rate. Assumed zero growth for this source to be conservat														
[14] Grant amounts confirmed for FY2015/16 & FY2016/17. Rio Vista is highly competitive for this discretionary funding source, and the City will continue to apply in future years. If grants are not received as projected, the City can backfill with TDA carryover for the sh														
[15] Funding in FY2015/16 is based on funding swap with STA. Rio Vista will receive additional \$65,000 in FTA 5311 funding in the current year, in exchange for \$65,000 in TDA in F2016/17. Subsequent years FTA 5311 is based on prior estimates of higher baseline a														
[16] FY2016/17 amount includes value from MTC Fund Estimate (Reso. 4220, 02/24/2016) plus anticipated TDA repayment from SolTrans for FY2015/16 LCTOP swap.														
[17] Annual apportionment is net of 3% deduction for STA planning/admin. Amounts in later years assumed to grow at 1.94% per year, per MTC forecast for Plan Bay Area 2040 and Solano Sales Tax Authority estimates.														

Appendix B

Title VI Report

Rio Vista Delta Breeze

Title VI Update

October 2014



RIO VISTA
DELTA
BREEZE



1 Main Street
Rio Vista, CA 94571
City Manager, Tim Chapa

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1. Introduction:

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, or national origin in programs and activities receiving Federal financial assistance. Specifically, Title VI provides that "no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance" (42 U.S.C. Section 2000d).

Rio Vista operates programs without regard to race, color, and national origin and is committed to ensuring that no person is excluded from participation in, or denied the benefits of its transit services on the basis of race, color, or national origin, as protected by Title VI in Federal Transit Administration (FTA) Circular 4702.1.B.

2. Agency and Service Overview

The City of Rio Vista is a city of 8,000 residents located in eastern Solano County, bordering Sacramento County. The City is located on the Sacramento River, and is bisected by State Route 12. It is approximately 22 miles east of Fairfield and 18 miles west of Lodi. The approximately seven-square mile community was incorporated on December 30, 1893.

The City initiated public transit service in July 1980 under the Rio Vista Transit brand by providing demand responsive service on weekdays to the general public. In January 2006, Rio Vista Transit evolved into Rio Vista Delta Breeze, which added deviated fixed-route service. In an effort to address low productivity and high operating costs, in January 2007, the City reduced the level of transit service to a modest "lifeline" operation while converting Route 51 (Rio Vista/Isleton City Circulator) to a general public, dial-a-ride service and eliminating the Rio Vista Vanpool program and the Delta Breeze Senior Shuttle.

There are two classifications of services that the Delta Breeze provides:

- Deviated Fixed Route (Routes 50 and 52) intended to provide direct service from Rio Vista communities to health and social services agencies within Fairfield California and to access the BART commuter rail system in Pittsburg/Bay Point, that also allows deviations with advanced request; and
- General Dial-A-Ride services (Routes 51 and 54) that provide both intra-city circulation within Rio Vista and Isleton (Route 51) as well as inter-city Dial-A-Ride service (Route 54) to areas outside of the system serving destination each week.

Rio Vista Delta Breeze has entered into an MOU with all other transit agencies in Solano County to fund the Intercity taxi program (Solano County serves as the lead agency). The Solano County Intercity Taxi Scrip Program is limited to qualified ADA Paratransit certified riders. The Intercity Scrip provides an 85% discount (\$15 scrip booklet provides \$100 value). ADA eligibility is certified through the Solano Countywide In-Person ADA Eligibility and Certification Program, which provides assessments by qualified professions based on an applicant's functional ability or inability to access fixed route.

Organizational Structure

Rio Vista Delta Breeze is managed by the City of Rio Vista City Manager's office and operated by a transit contractor, which is currently Transportation Concepts. The Transit Manager is responsible for the general day-to-day management of Rio Vista Delta Breeze and oversees the transit operations and the maintenance contracts. This position reports directly to the City Manager. The bus operations contractor, Transportation Concepts, provides the labor and administration for the City's public transit system.

The City Council approves annual budgets and service plans based on recommendations from the Transit Manager and City Manager.

The City of Rio Vista is governed by a five-member City Council, of which the Mayor is a member. The Mayor and four Councilmembers are elected at-large by the citizens of Rio Vista to serve four-year terms. The Vice Mayor is selected by the Council from among its members. The five elected members of the Rio Vista City Council serve as the policy board for Rio Vista Delta Breeze. Current members of the Rio Vista City Council include Mayor Norman Richardson (elected November 2012, term ends November 2016), Vice Mayor Constance Boulware (elected November 2010, term ends November 2014), Councilmember Dave Hampton (elected November 2012, term ends November 2016), Councilmember Tim Kubli (elected November 2010, term ends November 2014), and Councilmember Jim McCracken (elected November 2012, term ends November 2014).

3. Title VI Notice to the Public

The following notice is provided on board Delta Breeze vehicles. Because Rio Vista Delta Breeze does not have shelters, stations or benches under their purview, and only has bus stop poles, there is no ability to post Title VI notices other than on the vehicles. However, the notices is posted to the Rio Vista Delta Breeze website (<http://riovistacity.com/title-vi-policy/>) and posted adjacent to the city council meeting room. Additionally, the website provides a hyperlink to Frequently Asked Questions (FAQs) about Title VI:

The City of Rio Vista are committed to ensuring that no person is excluded from participation in, or denied the benefits of its services on the basis of race, color or national origin as protected by Title VI of the Civil Rights Act of 1964, as amended.

No person or group of persons will be discriminated against on the basis of race, color, or national origin. For additional information on City's obligation regarding non-discrimination, please write to:

City of Rio Vista
Tony Cabral, Operations Manager
Delta Breeze
1 Main Street
Rio Vista, CA 94571
Email to: rvdb@transportation-concepts.com

Any person who believes that he or she has, individually, or as a member of any specific group of persons, been subjected to discrimination on the basis of race, color, or national origin may file a Title VI complaint with the City. The complaint must be filed within 180 days of the date of the alleged discrimination.

Written complaints may be sent to
City of Rio Vista, Delta Breeze,
1 Main Street
Rio Vista, CA 94571

Or, an online complaint form may be completed and forwarded via email to:
RVDB@transportation-concepts.com.

In addition to the Title VI complaint process at the City, a complainant may file a Title VI complaint with the Federal Transit Administration (FTA), Office of Civil Rights, Region IX, 201 Mission Street, Suite 1650, San Francisco, California 94105-1839.

4. Title VI Complaint Procedures and Complaint Form

As a recipient of federal dollars, the City of Rio Vista/Delta Breeze is required to comply with Title VI of the Civil Rights Act of 1964 and ensure that services and benefits are provided on a nondiscriminatory basis. The City of Rio Vista has adopted a Title VI Complaint Procedure that outlines a process for the disposition of Title VI complaints and is consistent with guidelines found in the Federal Transit Administration Circular 4702.1B dated October 1, 2012. The City of Rio Vista posts the general complaint procedures on the website, (<http://riovistacity.com/title-vi-questions/>) along with Frequently Asked Questions (FAQs) about individuals rights under Title VI. A copy of the Title VI complaint form is included in Appendix A.

1. Filing of Complaints

- a. Complaints must be submitted in writing directly to the City of Rio Vista Delta Breeze Attn: Tony Cabral, 1 Main Street, Rio Vista CA 94571
- b. A complaint form may be obtained from the Rio Vista Delta Breeze website, through the City Clerk or the Delta Breeze operator.
- c. In cases where the complainant is unable or incapable of providing a written statement, but wishes Rio Vista Delta Breeze to investigate alleged discrimination, a verbal complaint of discrimination may be made to Rio Vista via phone (707.374.2878) or email (RVDB@transportation-concepts.com). If necessary, staff will assist the person in converting verbal complaints to writing. However, a complaint form must be signed by the complainant or his/her representative in order for Rio Vista to proceed with an investigation.
- d. Complaints that are made to the Federal Transit Administration or other external entity and forwarded to Rio Vista Delta Breeze will be handled internally by the Operations Manager.

However, should a complaint be filed with the City and an external entity simultaneously, the external complaint will supersede the City's complaint and the City's complaint procedures will be suspended pending the external entity's findings.

- e. Complaints should be filed within 180 days of the date of the alleged discrimination. Rio Vista Delta Breeze reserves the right to reject complaints that are not filed within 180 days.
- f. All complaints alleging discrimination based on race, color or national origin in a service or benefit provided by the City will be recorded on the Customer Comment Database Program Form and immediately assigned a complaint number by the City's Delta Breeze.
- g. The City's Delta Breeze will review the Title VI complaint and will provide appropriate assistance to complainants, including those persons with disabilities, or who are limited in their ability to communicate in English.

2. Determination of Jurisdiction and Investigative Merit

- a. Based on the information in the complaint, the Operations Manager will determine if the complaint has sufficient merit to warrant an investigation and if Rio Vista Delta Breeze has jurisdiction over the action about which the complaint is being filed.
- b. A complaint shall be regarded as meriting investigation unless it does not allege exclusion from participation in services or related benefits or denial of benefits based on race, color, or national origin, or is outside of the jurisdiction of Rio Vista Delta Breeze.
- c. Standard procedures for responding to complaints should continue unless the Operations Manager indicates that a Title VI investigation is warranted.

3. Opportunity to request additional information from complainant

In instances where additional information is needed for assessment or investigation of the complaint, the City will contact the complainant in writing within 15 working days. Failure of the complainant to provide the requested information by a certain date may result in the administrative closure of the complaint. This request will require that the party submit the information within sixty (60) working days from the date of the original request. Failure of the complainant to submit additional information within the designated time frame may be considered good cause for a determination that the complaint does not have investigative merit.

4. Notification of Investigation

The Operations or his/her designee shall notify the complainant, and any appropriate Rio Vista Delta Breeze staff (City Manager or City Attorney) of the results of the decision to begin an investigation within 10 working days of receiving a complaint.

- a. In the event the Operations Manager decides no investigation is warranted, the City Manager will issue a response to the complaint per standard procedures for responding to complaints.
- b. In the event the Operations Manager in consultation with the City Manager decides to investigate the complaint, the notification will inform the parties that an investigation will take place, and request any additional information needed to assist the investigator in preparing for the investigation.

5. Investigation of Complaint

- a. The Operations Manager may elect to conduct his/her own investigation of the complaint or to have such an investigation done by his/her designee.
- b. If the complaint alleges discrimination by an individual employee or group of employees, the manager of said employee(s) shall be consulted in the investigation. If warranted, the employee(s) in question will be handled according to Rio Vista Delta Breeze's standard disciplinary policy.
- c. Based upon all of the information received, the City's Delta Breeze will prepare a draft written response subject to review by the City Manager.
- d. The City's Delta Breeze will send the response to the complainant and advise the complainant of his/her right to file a complaint externally.

6. Parameters of Investigation

- a. The investigation shall be completed within sixty (60) working days after the assignment has been given to the Operations Manager, contingent upon workload and resources, unless a complaint is filed with the City and an external entity simultaneously as noted previously.
- b. A written Investigative report will be prepared by the Operations Manager at the conclusion of the investigation. This report will be reviewed by City of Rio Vista Delta Breeze as well as Legal Counsel.
- c. The investigative report will include the following:
 - i. Summary of the complaint, including a statement of the issues raised by the complainant and the respondent's reply to each of the allegations;
 - ii. Description of the investigation, including a list of the persons contacted by the investigator and a summary of the interviews conducted; and
 - iii. A statement of the investigator's findings and recommendations.

7. Disposition of Complaint

- a. The City will use its best efforts to respond to Title VI complaints within sixty (60) working days of its receipt of such complaints unless a complaint is filed with the City and an external entity simultaneously as noted previously.
- b. The disposition of the complaint will be communicated to the complainant by letter. In addition, a rationale supporting the decision and any recommendations will be included in the letter.
- c. The Delta Breeze will send a final written response to the complainant and advise the complainant of his or her right to file a complaint externally.
- d. The complainant also will be advised of his/her right to appeal the response to federal and state authorities as appropriate by registering his/her complaint with the Office of Civil Rights of the Federal Transit Administration, 1200 New Jersey Ave. SE, Washington, DC 20590.
- e. In cases in which a request for reconsideration is approved, the responsible investigator will reopen the investigation and proceed to process the complaint in the same manner described above. In cases in which a request for reconsideration is not approved, the complainant can seek further recourse by registering his/her complaint with the Office of Civil Rights of the Federal Transit Administration, 1200 New Jersey Ave. SE, Washington, DC 20590.

5. List of Transit Related Title VI Investigations, Complaints and Lawsuits

Sub-recipients of federal funds must track Title VI investigations, complaints or lawsuits that have been filed alleging discrimination.

No Title VI investigations, complaints or lawsuits have been filed against Rio Vista Delta Breeze in the last three years. Title VI Complaints, if any, are tracked in the following format.

	Date (Month, Day, Year)	Summary (include basis of complaint: race, color, or national origin)	Status	Action(s) Taken
Investigations				
1.				
2.				
Lawsuits				
1.				
2.				
Complaints				
1.				
2.				

6. Public Participation Plan

In order to carry out its mission to its fullest potential, Rio Vista Delta Breeze receives input from all of its stakeholders, regardless of race, language or socioeconomic status. This includes complying with 49 CFR 21.5(b)(7), and following the DOT Order on Environmental Justice to seek out and consider the viewpoints of minority and low-income populations in the course of conducting public outreach and engagement activities. Public input is solicited while service or fare proposals are under consideration as well as prior to adoption.

In order to insure maximum opportunity for community input and involvement in the decision making process, Rio Vista Delta Breeze adheres to the following:

- Provide a thirty (30) day advance notice of a public hearing to consider the proposal in appropriate local publications as appropriate.
- Provide customer information regarding any fare change and service reduction proposal along with the process for public comment any proposal.
- Conduct outreach meetings in areas that are accessible to those with disabilities
- Hold open houses or public meetings at times that the greatest number of individuals can attend
- Advertise the public meetings in local newspapers and on the website

Recommendations

Given Rio Vista Delta Breeze's limited staff and financial resources, public outreach and engagement must focus on obtaining high quality public participation rather than large efforts of public outreach.

Pursuant to Title VI regulatory guidance, Rio Vista Delta Breeze will continue to ensure meaningful public engagement through efficient public outreach techniques and strategies. This includes ongoing efforts to improve access and opportunities for involvement for all the residents in the city. All public participation activities that are provided in English will continue to be made available to low-income, minority and LEP populations, using the methods and strategies that are determined to be most effective. These include:

- Implementation of the 2014 Rio Vista Delta Breeze Language Assistance Plan for LEP Populations including training for staff on key plan components
- Use of translators and translated materials as needed
- Increased posting of information on the Rio Vista Delta Breeze website, including providing language translation through Google Translate

Plan Monitoring

Rio Vista Delta Breeze will measure and report on its efforts to provide opportunities to the public to participate in its decision-making processes, including:

- Maintain records of meetings and input when soliciting public comment, particularly in low income and non-English speaking communities, and on the content and amount of the public comment received
- Examine the results of the outreach efforts

- Compare efforts with best practices
- Adapt future efforts to enhance the ability of the public to participate in the Rio Vista Delta Breeze engagement process
- Consider the budgetary impact of future outreach efforts.

7. Language Assistance Plan

Overview

Title VI prohibits discrimination by recipients of Federal financial assistance on the basis of race, color, and national origin, including the denial of meaningful access for limited English proficient (LEP) people. As a sub-recipient of Federal funds, the City of Rio Vista Delta Breeze must “take reasonable steps to ensure meaningful access to their programs and activities by LEP persons.”¹

On August 11, 2000, President William Jefferson Clinton signed Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency" that requires Federal agencies and recipients of Federal funds to examine the services they provide, identify any need for services to those with limited English proficiency (LEP), and develop and implement a system to provide those needed services so that LEP persons can have meaningful access to them. Further guidance was provided in 2012 with the release of the Federal Transit Administration's circular--FTA C 4702.1B--that further codified the FTA's objective to “promote full and fair participation in public transportation decision-making without regard to race, color, or national origin; and ensure meaningful access to transit-related programs and activities by persons with limited English proficiency.”²

As a means of ensuring this access, the Federal Transit Administration Office of Civil Rights has created a handbook for public transportation agencies that provides step-by-step instructions for conducting the required LEP needs assessment and developing a Language Assistance Plan. The Language Assistance Plan becomes a blueprint for ensuring that language does not present a barrier to access to the agency's programs and activities.

To develop the Language Assistance Plan necessary to comply with the guidance, an individualized agency assessment is required that balances the following four factors:

1. The number or proportion of LEP persons eligible to be served or likely to encounter a program, activity, or service of the recipient or grantee;
2. The frequency with which LEP individuals come in contact with the program;
3. The nature and importance of the program, activity, or service provided by the recipient to people's lives; and
4. The resources available to the recipient and costs for translation services.

To ensure compliance with federal guidance, Rio Vista Delta Breeze undertook an assessment with the goal that all reasonable efforts should be made to ensure that members of their customer base are not denied access to their services due to a limited ability to speak, read, write and understand English. Rio Vista Delta Breeze believes in the rights of all residents within its community, and furthermore supports the overriding goal of providing meaningful access to its services by LEP persons.

¹ Federal Register Volume 70, Number 239 (Wednesday, December 14, 2005)

² FTA Circular 4702.1B- TITLE VI REQUIREMENTS AND GUIDELINES FOR FEDERAL TRANSIT ADMINISTRATION RECIPIENTS, October 1, 2012.

Factor 1: The number or proportion of LEP persons eligible to be served or likely to encounter a program, activity, or service of the recipient or grantee.

The first step in the Language Assistance Plan development process is to quantify the number of persons in the service area who do not speak English fluently and would benefit from language assistance. This process includes examining the agency's prior experience with LEP populations, and using census and Department of Education data to identify concentrations of LEP persons in the county.

Data Sources

A variety of data were consulted to determine the most prevalent languages spoken in the service area, as well as those that may benefit from language assistance. This included:

- American Community Survey 2008-2012 five-year sample languages of people that speak English less than "Very Well"
- California Department of Education (English Language Learners)
- Communication with Rio Vista Delta Breeze employees

Data Analysis

Using data from the American Community Survey (ACS) 5-year sample (2008-2012) the estimated percentage of the population that indicated they speak English "Less than Very Well" is approximately 6% of the estimated 7,048. Table 1 presents the breakdown by language for those within the two counties that speak English "Very Well" and "Less Than Very Well." Based on the information, the most prevalent languages spoken in the two counties are Spanish, Tagalog, Chinese and Vietnamese.

Because the Department of Transportation (DOT) guidelines regarding "Safe Harbor Provision" for translation of written materials requires the identification of "Safe Harbor Languages", careful attention must be paid to the absolute numbers as well as the percentage of the population that do not speak English in the development of the LEP Plan. FTA Circular 4702.1B states the following with respect to the Safe Harbor Provision:

The Safe Harbor Provision stipulates that, if a recipient provides written translation of vital documents for each eligible LEP language group that constitutes five percent (5%) or 1,000 persons, whichever is less, of the total population of persons eligible to be served or likely to be affected or encountered, then such action will be considered strong evidence of compliance with the recipient's written translation obligations. Translation of non-vital documents, if needed, can be provided orally. If there are fewer than 50 persons in a language group that reaches the five percent (5%) trigger, the recipient is not required to translate vital written materials but should provide written notice in the primary language of the LEP language group of the right to receive competent oral interpretation of those written materials, free of cost.

Based on these guidelines, no language in the city qualifies as a "Safe Harbor Language" due to the small concentrations. However, because Spanish is the most prevalent language, it is recommended that Spanish translations be considered as resources are available. Further, because there are 63

Chinese speakers that speak English “less than very well” translation services should be offered for those populations as requested.

Table 1: City Residents that speak English “Less Than Very Well”

City residents that speak English "Very Well" and "Less than Very Well"	Rio Vista city, California	
	Total:	7,048
Speak only English	5,904	83.8%
Speak English Less than Very Well	422	6.0%
Spanish or Spanish Creole:	747	
Speak English "very well"	456	
Speak English less than "very well"	291	4.13%
German:	25	
Speak English "very well"	0	
Speak English less than "very well"	25	0.35%
Serbo-Croatian:	24	
Speak English "very well"	12	
Speak English less than "very well"	12	0.17%
Chinese:	63	
Speak English "very well"	0	
Speak English less than "very well"	63	0.89%
Tagalog:	162	
Speak English "very well"	131	
Speak English less than "very well"	31	0.44%

According to the guidelines set forward by the FTA, the LEP analysis should also review alternate and local sources of data. For this analysis, the California Department of Education (DOE) 2012-13 Census of English Learners provides an overview of the primary languages of the English Learners in the service area. The English Learner survey does not provide the most useful data for the LEP analysis, as it is collected among students and not the population as a whole. However, it provides another means of cross-checking census data analyses.

Table 2 provides a breakdown of the languages of the Department of Education English Learners reported for the River Delta Joint Unified school district in that have greater than one speaker. Spanish remains the most predominant language. Additionally, some of these languages do not correspond to the ACS survey data provided in table 1, above. For example, while German and Serbo-Croatian are represented in Table 1, those languages are not listed in the English Learner data from the Department of Education.

Table 2: Department of Education Language Learners.

Language Code	Language Name	Total	Percent of Total
1	Spanish	613	97.61%
5	Filipino (Pilipino or Tagalog)	7	1.11%
12	Armenian	2	0.32%
8	Japanese	2	0.32%
7	Mandarin (Putonghua)	1	0.16%
3	Cantonese	1	0.16%
22	Hindi	1	0.16%
23	Hmong	1	0.16%

Consultation with Staff

Based upon consultation with Rio Vista Delta Breeze staff, including drivers, dispatchers and management, there is very little interaction with LEP individuals. In fact, there has been only one individual in the last three years that has been identified that requires language assistance.

Factor 2: The frequency with which LEP individuals come in contact with the program

Rio Vista Delta Breeze provides both fixed route and demand responsive (Dial A Ride) services within the city of Rio Vista and provides connections to other destination cities. Associated with those services is a customer call center service that riders use to request the demand responsive service or obtain general information about available services. The City of Rio Vista also has a website with pages dedicated to Delta Breeze services that customers can use to access information, including schedules, fares and Title VI.

Because ADA Paratransit eligibility is currently being handled by Solano Transportation Authority (STA), customers requiring certification are handled through STA who provides language assistance in a number of languages. Additionally, written information on the certification process is currently translated into Spanish and is available at the Rio Vista Delta Breeze offices. Examples are contained in Appendix B.

As previously stated, there has been very little interaction with LEP populations in the last several years. This included phone contact, inquires for translation services, or contact with non-English speaking riders. Currently, only one customer in the last several years has requested translation assistance, which was provided by an employee of Delta Breeze.

Even when viewing the 2012 Rio Vista Delta Breeze On-Board Survey, the number of surveys was too small to be statistically valid. As such, there is no data to support Factor 2 findings other than the consultation with employees that come in contact with riders or the general public. This does not mean that providing language assistance is not necessary. It could signal that when language assistance is regularly provided, more non-English speaking persons will begin accessing the services.

Factor 3: The nature and importance of the program, activity, or service provided by the recipient to people's lives.

Public transportation is typically important to many people's daily lives. When asked how riders would make their trip on the 2012 On-Board Survey, about 30% indicate that they would not make the trip. Even though the results were not statistically valid, it highlights that general mobility would be hampered without the services that Rio Vista Delta Breeze provides. And, due to the advanced age of the majority of the riders, lack of transit provide by Rio Vista Delta Breeze may represent a hardship to the senior population.

The following represent the most important general areas that Rio Vista should ensure that language is not a barrier to access:

- Customer Service Call-in Center that provides personalized assistance and ride request services for Dial a Ride
- Written information that provides directions on how to access services provided
- Website access for those who do not speak English

4. The resources available to the recipient and costs for translation services.

Rio Vista Delta Breeze does not have a designated line item for translation services. Currently, only minor expenses are allocated to marketing, which includes printing and other small expenditures. As such, few funding resources are available for translation services that are not grant funded or one-time fund infusions. Less than 0.0025% of the budget has been used for existing translation services. As a result, Rio Vista Delta Breeze must look for cost effective ways to provide language assistance for the few riders that may need it. For example, when the Spanish speaking customer calls for information, the request is handled by a bilingual employee of Rio Vista Delta Breeze. This way, services can be provided with no dedicated expense.

Furthermore, with the addition of Google Translate on the website, LEP populations are able to access website material in over 80 languages. This is a small change that can have a big impact. Even though the translations may not be as accurate as a formal translation, they can provide the springboard for LEP populations to access the system.

Language Assistance Plan Recommendations

The DOT LEP Guidance recommends that recipients develop an implementation plan to address the needs of the LEP populations they serve. The DOT LEP Guidance notes that effective implementation plans typically include the following five elements: 1) identifying LEP individuals who need language assistance; 2) providing language assistance measures; 3) training staff; 4) providing notice to LEP persons; and 5) monitoring and updating the plan.

1. Identifying LEP Individuals Who Need Language Assistance

Based on the Four Factor analysis that considered a number of data sets, approximately 6% of the population in the service area speak English less than “Very Well” and would be considered the LEP population. Spanish is the predominant language of the LEP concentrations, at approximately 4% of the total population. Chinese is the second highest concentration at approximately 0.89%.

2. Providing language assistance measures

Rio Vista Delta Breeze is committed to providing meaningful access to information and services to its LEP customers despite the small number of potential LEP system users. Rio Vista Delta Breeze uses various methods to accomplish this goal but is planning on enhancing those methods to improve language assistance access.

Currently, Rio Vista Delta Breeze’s primary language assistance tools include:

- Providing bilingual staff to provide Spanish speaking translations
- Spanish translations on ADA informational brochures
- Translators (by request) for public hearings

The following are recommendations that would improve the level of service that Rio Vista Delta Breeze provides to its LEP customers and that can be implemented within the next several years:

- Providing Title VI Notice to Beneficiaries in Spanish
- Title VI Complaint Form and Procedures in Spanish
- Notice of Free Language Assistance translated and posted to the website
- Public Hearing Notices in Spanish and in Spanish language newspapers, if available
- Adding “Google Translate” bar to the City of Rio Vista websites that add national flags to delineate “Google Translate” languages
- Providing more translated material on the website
- Providing notification of available translation services on website and printed materials in Spanish
- Translation services for meetings upon request
- Conducting Customer Surveys in multiple languages
- Train public-facing employees in identifying and aiding LEP individuals
- Continue partnering with regional and other agencies to produce shared multilingual customer information materials (511.org and Clipper, when available)

Vital Documents Guidelines

Even though no languages spoken by LEP individuals rises to the threshold to be considered a “safe harbor language” Rio Vista Delta Breeze is committed to full compliance with Title VI and Executive Order 13166 to provide meaningful access and reduce barriers to services and benefits for persons with limited English proficiency. In accordance with the U.S. DOT guidelines, Rio Vista Delta Breeze should determine which “Vital Documents” should be translated or whether written translations are the best method to communicate critical information. To assist staff in determining the essential information and documents for translation, the following “Vital Documents Guidelines” have been developed. Classification of a document as “Vital” depends upon the importance of the program,

information, service, or encounter involved, and the consequence to the LEP person if the information in question is not provided accurately or in a timely manner. Because Solano Transportation Authority provides the ADA paratransit assessment function, they would be responsible for ensuring that LEP individuals would have access to their assessment services. Table 3, below provides the guidance for determining whether documents are recommended for translations.

Table 3: Vital Document Guidance

Document	Languages	Vital Document?
Title VI Public Notice	Spanish	Yes
Title VI Complaint Form and Procedures	Spanish	Yes
Notice of Free Language Assistance	Spanish	Yes
General Promotional Materials (such as FAQs or other materials that provide direction on how to access services and public meeting notices)	Spanish and Secondary Languages as funding permits	No
Public Hearing Notices	Spanish, with written notice that other languages will be translated upon request	Yes

3. Training staff

When new hires start employment, Rio Vista Delta Breeze’s transit contractor provides copies the contractor’s own policies and procedures along with any City of Rio Vista policies. As language assistance measures are incorporated into these materials, methods of engaging LEP populations will be updated to include City of Rio Vista’s policy on outreach to and communication with limited-English speaking persons.

As new policies and procedures are rolled out, employees are notified in a number of ways including: paper distribution of memos or materials; electronic correspondence (email); and/or posting information on break rooms or other visible locations. Depending on the subject matter and the policies being implemented, one-on-one meetings or group events are held to notify employees of changes.

Once the Language Assistance Plan is adopted, Delta Breeze staff will work the contractor and the affected employees to ensure that they understand the best methods of engaging LEP populations in order to provide language assistance measures. This will include vehicle operators, who provide front-line contact with LEP individuals and will need to be trained in new procedures.

4. Providing notice to LEP persons of Language Assistance Availability

The methods that Rio Vista Delta Breeze will use to notify LEP customers of language assistance services will include the following:

- Post Language Assistance Notification on website and at City of Rio Vista Delta Breeze's offices
- Provide Language Assistance Notification in Spanish and Chinese for use on public hearing notices or printed materials
- Use of ethnic media for posting public hearing notices, and information to newspapers in other languages

5. Monitoring and updating the plan

On an on-going basis, Rio Vista Delta Breeze will monitor activities and information that require LEP accessibility, including data collection and continued LEP plan assessment, to ensure that the Language Assistance Plan meets the changing needs of LEP populations. At a minimum, monitoring will be conducted to coincide with the submittal of the Title VI Program update as required by FTA Circular 4702.1B. It is the goal of Rio Vista to show continued commitment to Language Assistance Services and LEP Plan monitoring.

Monitoring methods include:

- Review both *existing* and *new* customer outreach materials prior to production to determine what translation is needed.
- Evaluate and analyze outreach efforts pertaining to LEP populations.
- Review translation and language assistance efforts to determine whether they are adequate and/or effective.
- Analyze demographic data from the U.S. Census, the ACS, and any future Customer Surveys.
- Gather feedback from LEP customers during planned public outreach.

Compliance will be monitored by the City Manager's office in coordination Rio Vista Delta Breeze staff.

8. Subrecipient Monitoring

Rio Vista Delta Breeze does not sub-allocate federal funds. As such, no sub-recipient monitoring is required.

9. Membership of Decision-Making Bodies

Rio Vista Delta Breeze Board is entirely composed of elected officials. No transit related advisory committees exist.

10. Board Adoption of Title VI Program/Certifications and Assurances

11. Transit Service Standards and Policies

HEADWAYS AND PERIODS OF OPERATION

The hours of operation for fixed route and general Dial A Ride services are between 5:00 am and 7:30 pm. No service is provided on Saturday, Sunday and major holidays.

Fixed Route

Two routes provide deviated fixed route service: Route 50 (State Route 12 Express to Fairfield) and Route 52 (State Route 160 Express to Pittsburg/Bay Point BART).

Routing and scheduling of the fixed route service involves the consideration of a number of factors including: connectivity to other transit operations, relationship to major transportation developments, land use connectivity, and local trip making. All fixed route express services are designed to provide direct access to one or more important destination along the route.

For example, Route 52 provides one express trip to the Pittsburg/Bay Point BART station to allow riders to arrive in San Francisco by 8:00 am. Route 50 provides services to the health care providers in Fairfield at the request of the community when the only available doctor in Rio Vista closed. Route 50 service is scheduled to allow the rider to access doctors, laboratories or hospitals in the morning and return home in the afternoon.

Deviated Fixed Route Express Standard: Schedule service to provide access to major destinations and connectivity to BART as funding allows. No frequency standard exists due to the sporadic nature of when service is in demand.

General Dial-A-Ride services

Routes 51 and 54 provide both intra-city circulation within Rio Vista and Isleton (Route 51) as well as inter-city Dial-A-Ride service (Route 54) to areas outside of the system, serving different destinations each weekday depending on demand. No frequency standard exists, as service is on-demand.

ON-TIME PERFORMANCE STANDARD

Local Express: 80% of all deviated fixed route trips should operate on time, as defined as not early and not more than 5 minutes late in comparison to established stops/timepoints.

Dial A Ride: Operators will arrive within 30 minutes of scheduled pick up time.

SERVICE AVAILABILITY

It is the goal to provide intra-city transit service to 100% of residential areas within the City of Rio Vista. Deviated fixed route express bus service is provided to 85% of the population within the city, upon request for deviation.

VEHICLE LOAD

No trip should exceed a seated capacity of 1.0, meaning that there should be no standees regardless of the service type.

Vehicle Assignment

All service is provided with lift equipped cut away vans that meet ADA requirements. As a courtesy to riders with mobility limitations, priority seating has been designated at the front of each bus.

TRANSIT AMENITIES POLICIES

Rio Vista Delta Breeze does not currently install or maintain shelters or benches within the service area. However, if funding were available, shelters would be installed with the following priority:

- Areas where this is greater than average ridership
- Areas adjacent to senior or disabled populations or facilities

City of Rio Vista Title VI Complaint Form

Title VI of the 1964 Civil Rights Act requires that "No person in the United States shall, on the ground of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance."

The following information is necessary to assist us in processing your complaint. Should you require any assistance in completing this form, please let us know.

Complete and return this form to:

City of Rio City of Vista
Delta Breeze
1 Main Street
Rio Vista, CA 94571
Fax to: 707-374-5319
Email to: rvdb@transportation-concepts.com

1. Complainant's Name: _____

2. Address: _____

3. City: _____ State: _____ Zip Code: _____

4. Telephone Number (home): _____ (business): _____

5. Person discriminated against (if someone other than the complainant):

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

6. Which of the following best describes the reason you believe the discrimination took place?

Was it because of your:

a. Race/Color: _____

b. National Origin: _____

7. What date did the alleged discrimination take place? _____

8. In your own words, describe the alleged discrimination. Explain what happened and whom you believe was responsible. Please use the back of this form if additional space is required.

9. Have you filed this complaint with any other federal, state, or local agency; or with any federal or state court? Yes : _____ No: _____

If yes, check each box that applies:

Federal agency: _____

Federal court: _____

State agency: _____

State court: _____

Local agency: _____

10. Please provide information about a contact person at the agency/court where the complaint was filed.

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Telephone Number: _____

11. Please sign below. You may attach any written materials or other information that you think is relevant to your complaint.

Complainant's Signature

Date

If you have any questions or need assistance filling out this form, please contact the City's Transit & Tony Cabral, Site Manager Delta Breeze

City of Rio Vista

One Main Street

Rio Vista, CA 94571

(707) 330-6063

TTD/TTY users can call 711 through the California Relay Service.

The City will respond within 60 days of the alleged discrimination once the City receives this form. The complaint must be filed within 180 days of the date of the alleged discrimination.

APPENDIX B: EXAMPLE SPANISH TRANSLATIONS OF ADA MATERIALS



Solano ADA Paratransit Elegibilidad

Para información y citas, llame al

Lunes a Viernes, de 8 am-5 pm:



(707) 541-7184



**¿Qué es Americans with Disabilities Act
servicio paratransit (ADA)?**

ADA Paratransit es un viaje compartido,
reservaciones con anticipo, servicio de origen
a destino para las personas con discapacidad
que no pueden utilizar el servicio de transporte
público de ruta fija debido a su discapacidad.

Solano County Transit
Short Range Transit Plan
SolTrans

SolTrans SRTP

Final July 21, 2016



244602-00



ARUP

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SolTrans
Short Range Transit Plan
DRAFT REPORT

Prepared for

Solano County Transit
311 Sacramento Street, Suite A
Vallejo, CA 94590

Solano Transportation Authority
One Harbor Center, Suite 130
Suisun City, CA 94585

Prepared by

Arup
560 Mission Street, Suite 700
San Francisco, CA 94105

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Solano County Transit Short Range Transit Plan

FY 2015-16 to FY 2024-25

Date Approved by Governing Board:

Date Approved by STA Board:

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

The Board-adopted Resolution follows this page.

SolTrans JPA Board

BOARD OF DIRECTORS

Extract of the Meeting
July 21, 2016

Elizabeth Patterson
Chair
City of Benicia

**Agenda Item No. 8D
2016-2025 Short Range Transit Plan**

Jesus Malgapo
Vice Chair
City of Vallejo

Board Comments:

A request was made to add the SolTrans Joint Powers Authority (JPA) Guiding Principles as an Appendix to the SRTP.

Staff confirmed that this can be included in the final version.

Tom Campbell
City of Benicia

Recommendation:

Adopt the SolTrans 2016-2025 Short Range Transit Plan.

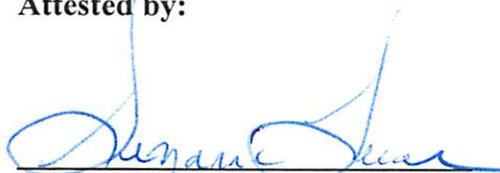
Osby Davis
City of Vallejo

On a motion by Director Davis and a second by Director Spering, the SolTrans JPA Board unanimously approved the recommendation. (5 Ayes)

Jim Spering
MTC Representative

Attested by:

Pete Sanchez
STA, Ex-Officio


SUZANNE FREDRIKSEN 10/03/2016
Clerk of the Board Date

Mona Babauta
Executive Director

Suzanne Fredriksen
Board Clerk

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Executive Summary

Purpose and Organization

In June 2015, Solano Transportation Authority contracted with the Arup consulting team (Consultant) to develop the Solano Coordinated Short Range Transit Plan (SCSRTP) and the I-80/I-680/I-780/State Route 12 Transit Corridor Study update. The scope of the SCSRTP also includes preparation of Short Range Transit Plans (SRTP) for each transit operator in Solano County, in accordance with guidelines contained in MTC Resolution 3532 that address requirements of the Federal Transit Administration (FTA).

This report presents the SRTP for Solano County Transit (SolTrans). It documents actual transit system performance for FY 2011-12–FY 2014-15, and plans and projections for ten years beginning FY 2015-16, and ending FY 2024-25. To prepare the SRTP, Consultant collaborated with STA and transit staff to update Goals, Objectives, Performance Measures and Standards, evaluate existing SolTrans service, analyze existing conditions and trends, and develop a recommended service, capital improvement and financial plan that serve Vallejo and Benicia residents' transit needs within the financial capacity of SolTrans and the Cities of Vallejo and Benicia. The overarching purpose of this SRTP is to:

- Serve as a management and policy document for SolTrans, as well as a means of providing FTA and MTC with information necessary to meet regional fund programming and planning requirements,
- Clearly and concisely describe and justify SolTrans' capital and operating budgets,
- Assess SolTrans' financial capacity to carry out proposed levels of operations and the associated capital improvement plan,
- Regularly provide MTC with information on projects and programs of regional significance, which include: (1) provision of paratransit service to persons with disabilities, older adults and others; (2) compliance with Federal Title VI and Environmental Justice requirements; and (3) results of the most recent FTA Triennial Review,
- Identify potential capital and operating programs to provide the basis for inclusion in the RTP, and
- Identify goals, objectives and standards to serve as the basis for the assessment of SolTrans' performance in the SRTP, and as part of the TDA Triennial Performance Audit.

The SRTP is divided into six sections, including:

- Executive Summary
- Overview of Transit System

- Goals, Objectives and Standards
- Service and System Evaluation
- Operating, Financial and Capital Plan.
- Future Directions

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

Overview of Transit System

SolTrans is the result of a merger in 2011 between Vallejo Transit and Benicia Breeze. SolTrans is overseen by the SolTrans Joint Powers Authority Board, which is comprised of five appointed directors and one ex-officio, non-voting director and two alternates. These positions are comprised of two voting directors from each member agency other than STA, one voting director that is the Solano County representative to the Metropolitan Transportation Commission (MTC), and one non-voting STA representative.

As of June 2015, the Agency has a fleet of 24 local fixed route vehicles, including 21 low-floor 40-foot Gillig Hybrid/Diesel and 3 Orion Diesel buses. The express fleet is comprised of twenty-one (21) 45-foot Motor Coach Industries (MCI) diesel buses with seating capacities of up to 57. Two of these vehicles are held in a contingency fleet. An additional ten (10) MCIs are owned by SolTrans but leased to the City of Fairfield for its intercity services. The Dial-A-Ride (DAR) and ADA paratransit fleet consists of 12 vehicles. All revenue vehicles are ADA-compliant. SolTrans' fleet also includes four maintenance support vehicles and nine administrative vehicles in various operating conditions.

SolTrans provides nine local bus fixed routes and three express bus routes. Additionally, SolTrans currently operates: (i) two supplemental routes serving schools, and a supplemental bus route for the San Francisco Bay Ferry Vallejo-San Francisco route; (ii) shared-ride, curb-to-curb general public DAR bus service that operates within Benicia only; (iii) ADA complementary paratransit bus service for qualified persons with disabilities, complementing the fixed route service within Benicia and Vallejo; and (iv) ADA-Plus complementary paratransit bus service for qualified persons needing to connect to other communities. SolTrans also supports subsidized taxi programs for eligible individuals that provide rides locally and within Solano County.

SolTrans offers a variety of fare payment options for its customers. Local bus base fare is \$1.75 and \$0.85 for seniors (age 65 and over) and persons with disabilities. Express bus base fare is \$5.00, and \$2.50 for seniors and persons with disabilities. Discounts are available for youth (ages 6–18); Clipper is available for local and express bus rides. Monthly passes are available at a discounted rate. The fare for riding general public DAR in Benicia is \$2.00 during weekday peak hours, and \$1.00 during off-peak hours. A one-way trip on the SolTrans paratransit service is \$3.00 for ADA service in Vallejo, or between Vallejo and Benicia, and \$5.50 for ADA-Plus trips to service areas of other transit agencies.

SolTrans coordinates its services with other public transit operators at transit centers in Vallejo, Fairfield, Walnut Creek, Pleasant Hill, and El Cerrito. Fares are coordinated through the use of Clipper and paper transfers.

Goals, Objectives, and Standards

The goals, objectives, measures and standards that guide SolTrans are based on a performance measuring system grounded in the Agency's Organizational Goals and Objectives, approved by the Board of Directors in June 2015, and Mission Statement, approved by the Board of Directors in May 2013:

“The Mission of Solano County Transit is to deliver safe, reliable and efficient transportation services that link people, jobs, and our communities.”

The following are SolTrans' Transit System Goals:

Service Goal
Provide safe, reliable, efficient and high-quality transportation services throughout the service area.
Ridership Goal
Increase ridership of the fixed route system. Improve mobility for seniors, youth, low-income persons and persons with disabilities.
Customer Focus Goal
Enhance customer satisfaction.
Financial/Cost Efficiency Goal
Optimize fiscal health and long-term sustainability.
Community and Environment Goal
Build community partnerships and support for transit and make a positive impact on the environment.
Coordination Goal
Work with other transit providers in and outside the County to coordinate services and improve mobility within and beyond the service area.

Service and System Performance Evaluation

Ridership has stayed about the same over the four years evaluated. Ridership declined from FY 2011-12 to FY 2012-13 as a result of the July 1, 2012 service reductions necessitated by a budget deficit carried over from the previous years' general economic recession. Ridership recovered in FY 2013-14 and FY 2014-15 as the economy improved, the budget was balanced and service restored. Fare revenue reached its peak in FY 2012-13 (\$3.9 million) and has declined since

then. The apparent inconsistency in the ridership versus the fare revenue trend may have been for a variety of reasons, including SolTrans using a different accounting method for annual fixed route bus fare revenue in FY 2011 through FY 2013, and promotions allowing riders to ride for free or at a discounted fare. Total vehicle revenue hours (VRH) have decreased during the years evaluated by about 9.8%. Total operating costs have also decreased during the years evaluated by about 8.9%, tracking the reduction in VRH.

In FY 2014-15, SolTrans met 9 out of 20 of its measurable quantifiable service performance standards with the productivity and fare recovery of some express bus routes needing improvement. Reliable data were unavailable for four other standards relating to preventable accidents and missed trips.

For system performance standards, SolTrans met 22 out of 32, with deficiencies primarily in Service Delivery, Service Design, and Customer Focus categories. Reliable data were unavailable for 5 of these standards; SolTrans met 22 out of 27 standards for which measures were available.

For FY 2014-15 route level evaluation, 10 of 12 local bus routes performed at or above their productivity standard of 12 passengers/VRH. Route 8 and the new Route 20 performed below the standard. For farebox recovery, 6 of the 12 local routes met the 20% standard (Route 1 had the highest performance). In general, express routes are operating below standard in terms of farebox recovery and productivity. Only one of the 5 express routes met the 50% farebox recovery standard and only one out of 5 express routes met the 25 passengers/VRH standard (Route 80 met both standards), although it should be noted that service changes starting in FY 2014-15 have consolidated two non-performing routes into other express services.

The 2008 Vallejo Community-Based Transportation Plan (CBTP) revealed that the top community needs involve transit routing, service span and schedule, as well as cost, safety/comfort, coordination, and accessibility. Since then, the CBTP consulting team issued 12 priority strategies in response to these community needs. SolTrans has reviewed these strategies as part of the FY 2015-16 SRTP development.

SolTrans submitted a required Title VI Program in May 2013, and was approved in June 2013. A program update was submitted in April 2016 and is awaiting FTA review. The FTA Triennial Review covering FY 2012-13 through FY 2014-15 found that SolTrans was in accordance of 20 of the 24 areas, with deficiencies specified in some areas of the Americans with Disabilities Act, Title VI, Procurement, and Disadvantaged Business Enterprise. The June 2014 TDA Audit findings (for FY 2012-14) regarding SolTrans' service performance trends were consistent with the performance evaluation conducted for this SRTP.

Operating, Financial, and Capital Plans

Operating Plan

SolTrans will continue to provide fixed route local bus and ADA complementary paratransit services to residents of Vallejo, and provide local DAR and fixed route services to residents of Benicia. Partway through FY 2016-17, SolTrans expects to begin new fixed route service to Mare Island. The new service provides approximately 2,500 revenue hours to residents over a full year of operations. In both FY 2016-17 and FY 2017-18, Staff also proposes to add about 500 additional revenue hours each year on the most productive local bus routes. These changes constitute a 6% expansion of local fixed route service.

In addition to these local public transit services, SolTrans will provide Solano Express fixed route bus services and will also continue its funding participation in the County's intercity taxi scrip program for ADA qualified persons. SolTrans will continue to operate the SolanoExpress fixed route bus services that are focused on connecting residents of Vallejo and Benicia with surrounding communities in Solano and Contra Costa Counties. In FY 2015-16, SolTrans received additional funding to expand service on two of these routes (Routes 80 and 78).

In FY 2015-16, across both fixed route and paratransit services, SolTrans is expected to serve nearly 1.7 million riders, with about 113,000 service hours, at a cost of about \$13.6 million, with fare revenues of about \$3.5 million, recovering about 27% of operating costs from fare revenues. Between FY 2015-16 and FY 2017-18, ridership on fixed route local service is expected to grow a total of 6% due to the introduction of new services. After this initial increase, ridership is forecast to be about 1% per year, consistent with underlying population growth and declining fare levels (in real dollars). Ridership increases on existing bus routes and DAR services should be able to be accommodated without any additional expansion of service.

Financial Plan

The Operating Budget and Financial Projection show that SolTrans will be able to fully fund its fixed route and paratransit operations over the next 10 years. The financial plan assumes a 5% increase on both local and express fixed route bus fares in each of two future years: FY 2019-20 and FY 2022-23. For most of the forecast period, SolTrans is able to maintain an operating reserve from excess TDA revenues; however, sizable capital needs in the last two years of the plan consumed all of this reserve.

Capital Improvement Program

SolTrans has defined a ten-year program of capital projects to maintain its assets in a state of good repair. Many of the capital projects listed below have committed funding plans from previously approved state and federal grants, or designated

funding programmed by STA and/or MTC. In particular, the cost of express vehicle replacements is subject to a preliminary inter-agency funding agreement that details the exact sources and uses for the next years, and specifies the financial obligations expected from each Consortium member for all years of the plan; the exact revenue sources for the remaining express replacement costs are still pending.

Planned and proposed capital projects contained in SolTrans' ten-year capital improvement plan that support local and express fixed route and general public DAR transit services include:

- SolTrans is currently in the process of completing the acquisition of three new replacement vehicles for local service, all of which will be all-electric buses.
- Beginning in FY-2023-24, SolTrans will purchase a total of 21 new replacement vehicles over a total of three years; the first 14 of these vehicles will be acquired within the SRTP forecast horizon.
- SolTrans will contribute towards its share of the cost to replace 16 over-the-road vehicles used for the Consortium-funded SolanoExpress services and will also work with WETA and STA to establish a funding agreement for the replacement of express buses used on Route 200 Ferry Bus service.
- SolTrans will purchase a total of 24 replacement cutaway buses over the period covered by this SRTP. This is due to the useful life of cutaways being less than 10 years; therefore, buses actually need to be replaced twice during the SRTP period.
- SolTrans will replace all 10 of its non-revenue vehicles over the next 10 years.
- SolTrans has budgeted an annual allocation of capital funds for unscheduled preventive maintenance activities.
- SolTrans will finalize the installation of its new AVL-CAD system on its fixed route fleet to track on-time performance in FY 2015-16.
- SolTrans is expected to complete its reconfiguration and expansion of the existing Curtola Park and Ride Hub, with remaining costs incurred in FY 2015-16.
- Recurring expenses related to the upgraded Curtola Park & Ride Hub, such as maintaining the physical infrastructure (bus stops, transit centers, benches, lighting, canopies, and signage).
- SolTrans is completing the renovation and expansion of the existing central operations and maintenance facility on Broadway in FY 2015-16.
- Design and installation of a CNG fueling facility for the new buses being procured for SolanoExpress operations, slated for implementation by FY 2016-17.

- In FY 2017-18, SolTrans may consider two additional facilities projects: expansion of its main bus yard and electrical upgrades to expand capacity for re-charging its new fleet of electric buses.
- Placeholders for potential major upgrades that could be necessary for existing facilities that were built within the last 3-5 years, such as major repairs and upgrades to mechanical systems or larger building components.
- Information technology enhancements, including upgrades to IT systems, communications equipment, and SolTrans' asset management system, beginning in FY 2017-18.
- In FY 2016-17, SolTrans will complete local fleet branding activities, including bus decals and bus stop signage.

The majority of the projects listed above are planned to be funded with committed revenues from multiple sources, including Regional Measure 2, State Proposition 1B, FTA 5307 Urbanized Area formula and STIC allocations, and FTA discretionary grants. SolTrans also plans to use nearly \$15 million in TDA-LTF funding towards its share of the capital costs.

The capital plan also relies on \$3 million in future unspecified funding sources to complete some projects in the last year of the plan. Specifically, the plan assumes that SolTrans would apply for and receive \$2.7 million in funding to pay for 80% of the cost to replace local and paratransit vehicles in FY 2024-25 (the maximum federal share). The remaining \$250,290 in unfunded capital costs are assumed to come from local sources which have not yet been identified. If federal funding is not received, or local match cannot be generated, SolTrans will be unable to complete its vehicle replacements on the planned schedule. Additionally, because of the depletion of TDA reserves, there will be no funding available to fund the local match for remaining local buses scheduled to be replaced in FY 2025-26. Nearly the entire local fleet reaches its useful life in 2023.

Summary of Operating and Capital Plans

Under the current baseline assumptions, the operating plan is fully funded by periodic fare adjustments, and accessing TDA and other subsidy revenues. At the same time, the capital plan relies on unspecified future funding sources to complete vehicle replacements in the final year of the 10-year financial projection.

Future Directions

Over its first five year of existence, SolTrans has focused primarily on consolidating the operations of its predecessors and building a single, combined system that joins the two cities together and takes advantage of reduced duplication of efforts. As the agency begins to mature, it is beginning to look at new opportunities and markets for how transit can serve its member cities and surrounding communities.

Service Initiatives

SolTrans will look to implement programs and services that improve local service within the Cities of Benicia and Vallejo. This may include new routes, such as Route 9 Mare Island. More important to meeting core community needs are increasing evening service on weekdays and Saturdays, and expanding the Sunday schedule to cover a larger area of the community and during the full day.

In addition, technology will continue to drive improvements to service delivery, especially in demand-response services, while also improving the feedback loop for correcting service issues. Technology will also help SolTrans deliver new service types, such as Mobility-on-Demand, and enhance others, including local taxi scrip.

Partnership Initiatives

SolTrans does not exist in a policy or operations vacuum, and will need to continue to strengthen existing partnerships as well as develop new ones to succeed. The existing partnership with STA, SolTrans' member cities, and other Consortium transit operators will be counted on to implement modifications to Solano Express service, construct stop improvements, and renew community-level conversations on how transit fits into the larger needs of residents through the Community-Based Transportation Plan process.

Meanwhile, new or evolving partnerships with State agencies and other transit operators will be required to ensure that SolTrans delivers high-quality service meeting the diverse needs of its customers. This will include working jointly with VINE Transit on travel needs in the Highway 29 corridor, studying the future of Transbay bus service between Solano County and San Francisco, and looking at ways to improve transit operations on existing freeways.

Financial Initiatives

SolTrans currently has no available funding for future initiatives, other than the Mare Island pilot program. SolTrans intends to vigorously pursue all competitive funding opportunities to fund capital projects and service initiatives. The more funding that is awarded for capital projects, will result in more local funding that can be freed up for potential service initiatives.

1 Overview of Solano County Transit

1.1 Brief History

Until 2011, the service now operated by SolTrans was operated independently by the Cities of Benicia and Vallejo. Starting in 2005, the Solano Transportation Authority (STA) studied consolidation options for transit services in the County. A significant recommendation of this study called for the consolidation of the respective public transit systems serving Benicia and Vallejo (Benicia Breeze and Vallejo Transit).

In June 2009, the STA Board began to work with the two cities to implement this recommendation. A Joint Powers Agreement (JPA), including the Cities of Benicia and Vallejo, and Solano Transportation Authority was approved by all parties on November 30, 2010. This established Solano County Transit and the SolTrans brand, with SolTrans taking over management of transit operations from the two cities on July 1, 2011.

1.2 Guiding Principles

The Solano County Transit (SolTrans) Joint Powers Agreement defines the following principles intended to guide SolTrans' provision of transit services (see also Appendix C):

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

- The consolidation of services shall be managed in a public and transparent process to encourage participation by residents, stakeholders, and decision makers in both communities.
- The consolidated transit service shall strive to maintain the continuity of current service provided by both jurisdictions, minimizing service disruptions, and passenger inconveniences due to the transition. If possible, service levels shall be maintained or expanded.
- The consolidated transit service shall maximize opportunities for regional funding.

1.3 Governance

1.3.1 Type of Unit of Government

The Government Code of the State of California, Division 7, Title 1, commencing with Section 6500, also known as the Joint Powers Authority Law, permits two or more local public entities by agreement, to jointly exercise any power common to them. Based on this code, it was the decision of the Coordinating Committee for the new agency (i.e., SolTrans) to govern as a Joint Powers Authority. In accordance with the Joint Powers Agreement, the Cities of Benicia and Vallejo, and the Solano Transportation Authority created the Solano County Transit, or SolTrans. Parties interested in being a member of SolTrans must be voted in by active members and receive two-thirds of the SolTrans JPA Board vote, with no less than one affirmative vote on the part of each member city or MTC representative of the County.

1.3.2 Composition and Nature of Governing Body

The SolTrans JPA Board is comprised of five appointed directors and one ex-officio, non-voting director and two alternates. These positions are comprised of two voting directors from each member agency other than STA, one voting director that is the Solano County representative to the Metropolitan Transportation Commission (MTC), and one non-voting STA representative. All directors serve two-year terms.

The current Board of Directors includes the following roles and individuals as of January 2016:

Chairperson, Elizabeth Patterson, Mayor, City of Benicia

Vice Chairperson, Jesus “Jess” Malgapo, City Council, City of Vallejo

Osby Davis, Mayor, City of Vallejo

Tom Campbell, City Council, City of Benicia

Jim Spring, Supervisor, County of Solano, Metropolitan Transportation Commission Representative

Pete Sanchez, Mayor, City of Suisun City, Solano Transportation Authority Representative

Alternate, Pippin Dew-Costa, City Council, City of Vallejo

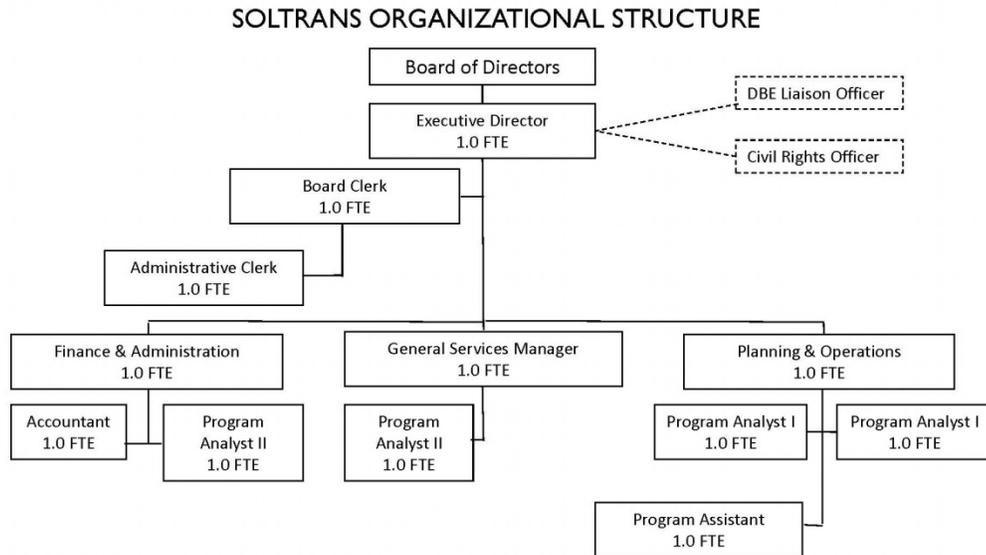
Alternate, Mark Hughes, Vice Mayor, City of Benicia

1.4 Organizational Structure

The Board-approved organizational structure as of February 18, 2016 provides for 12 full-time employee positions (Figure 1). The initial transit service contractor was MV Transportation under contract through June 30, 2013. On March 21, 2013, the SolTrans JPA Board of Directors approved the award of a Transit Operations Services Contract to National Express for FY 2013-14 through FY 2017-2018, and two one-year options through FY 2019-20.

Figure 1: SolTrans Organizational Chart

Approved : June 19, 2014
Revised: February 18, 2016



Source: SolTrans 2015

1.5 Service Area Characteristics

Table 1 presents a demographic summary of the Benicia and Vallejo areas.

Table 1: Benicia and Vallejo Demographic Overview

Solano County	Benicia	%	Vallejo	%	California	%
Total Population, 2013 estimate	27,618		118,837		38,431,393	
Population, 2010 (April 1) estimates base	26,997		115,940		37,254,503	
Population, percent change - April 1, 2010 to July 1, 2013	2.3%		2.5%		3.20%	
Age						
Persons under 5 years, percent, 2010	1325.664	4.8%	7724.405	6.5%	\$2,613,335	6.8%
Persons under 18 years, percent, 2010	6462.612	23.4%	27570.18	23.2%	9,607,848	25.0%
Persons 65 years and over, percent, 2010	3452.25	12.5%	14379.28	12.1%	4,381,179	11.4%
Gender						
Female persons, 2010	14,334	51.9%	61,201	51.5%	19,100,402	49.7%
Male, 2010	13,284	48.1%	57,636	48.5%	19,330,991	50.3%
Ethnicity						
White alone, percent, 2010 (a)	20,023.1	72.5%	38,978.5	32.8%	22,136,482	57.6%
Black or African American alone, percent, 2010 (a)	1,546.6	5.6%	26,263.0	22.1%	2,382,746	6.2%
American Indian and Alaska Native alone, percent, 2010 (a)	138.1	0.5%	831.9	0.7%	384,314	1.0%
Asian alone, percent, 2010 (a)	3,065.6	11.1%	29,590.4	24.9%	4,996,081	13.0%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	110.5	0.4%	1,307.2	1.1%	153,726	0.4%
Two or More Races, percent, 2010	1,850.4	6.7%	8,912.8	7.5%	1,883,138	4.9%
Hispanic or Latino, percent, 2010 (b)	3,314.2	12.0%	26,857.2	22.6%	14,450,204	37.6%
White alone, not Hispanic or Latino, percent, 2010	18,255.5	66.1%	29,709.3	25.0%	15,410,989	40.1%
Disability						
Persons with a disability, 2010	1,685	6.1%	9,863	8.3%	2,574,903	6.7%
Language and Education						
Language other than English spoken at home, pct age 5+, 2009-2013	4,142.7	15.0%	45,989.9	38.7%	16794518.7	43.7%
High school graduate or higher, percent of persons age 25+, 2009-2013	26,071.4	94.4%	102,675.2	86.4%	31,206,291.1	81.2%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	11,240.5	40.7%	27,689.0	23.3%	11,798,437.7	30.7%
Journey to Work						
Mean travel time to work (minutes), workers age 16+, 2009-2013	29.8		33		27.2	
Housing and Households						
Housing units, 2010	11,306		44,433		13,680,081	
Homeownership rate, 2009-2013	7,767.2	68.7%	26,215.5	59.0%		55.3%
Housing units in multi-unit structures, percent, 2009-2013		23.6%		26.2%		31.0%
Median value of owner-occupied housing units, 2009-2013	\$422,700		\$218,300		\$366,400	
Households, 2009-2013	10,699		40,717		12,542,460	
Persons per household, 2009-2013	2.54		2.84		2.94	
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$42,715		\$25,996		\$29,527	
Median household income, 2009-2013	\$88,502		\$58,371		\$61,094	

Solano County	Benicia	%	Vallejo	%	California	%
Persons below poverty level, percent, 2009-2013		5.7%		17.5%		15.9%
Land Facts						
Land area in square miles, 2010	12.93		30.67		155,779.22	
Persons per square mile, 2010	2,088.1		3,780.2		239.1	

Source: 2010 Census. (Accessed August 2015). American Fact Finder Quick Tables.

1.6 Transit Services Provided and Areas Served

SolTrans currently provides nine local bus fixed routes and three express bus routes. Additionally, SolTrans currently operates: (i) two supplemental routes serving schools, and a supplemental bus route for the San Francisco Bay Ferry Vallejo-San Francisco route; (ii) shared-ride, curb-to-curb general public DAR bus service that operates within Benicia only; (iii) ADA complementary paratransit bus service for qualified persons with disabilities complementing the fixed route service within Benicia and Vallejo; and (iv) ADA-Plus complementary Paratransit bus service for qualified persons needing to connect to other communities. SolTrans also supports subsidized taxi programs for eligible individuals that provide rides locally and within Solano County.

1.6.1 Fixed Route

Fixed route services include the following:

Local Fixed Routes

As of the end of June 2015, SolTrans operates 9 fixed routes providing service locally throughout the day within Vallejo and Benicia. Within Vallejo, weekday routes operate between 5:50 AM and 8:50 PM, averaging 30-minute headways during the AM/PM peak hours, with 60-minute headways during off-peak hours (Route 2 is the one exception, operating on 45-minute headways). Routes 1 and 7 operate 7 days a week, while Routes 2, 3, 4, 5, 6, and 8 operate six days a week. Saturday service operates on increased headways of one hour for most routes, and one-and-a-half hours for Route 2, while Sunday service on Routes 1 and 7 is further reduced. Local bus routes, except Route 20 between Benicia and Vallejo Gateway, are scheduled for timed connections (pulse), on the hour or half-hour, at the Vallejo Transit Center. Within Benicia, SolTrans operates two limited routes, with service to schools during the morning and afternoon bell times, Monday through Friday. The base fare for local fixed route services is \$1.75, and a fare is charged for each boarding. SolTrans does not offer free transfers within its local fixed route system; however, a Day Pass of \$4.00 may be purchased in lieu of transfers within the system. Reduced-price transfers are available to Napa VINE.

SolTrans implemented systemwide service changes on Sunday, July 1, 2012, impacting nearly all existing services, and resulting in a 10% reduction in service hours. In October 2014, the SolTrans Board approved two phases of short-term service improvements, to be implemented in January 2015 and August 2015. The January improvements included more frequent service on Routes 1, 2, and 7; replacing Route 6 one-way loop, with two bi-directional Routes (6 and 8); and

realigning Routes 4 and 5 to provide bi-directional service along certain segments. The August 2015 improvements include updates to the limited service routes, minor updates to schedules to accurately reflect travel time, and removal of Routes 6/8 interline for operational efficiency and passenger ease of use. SolTrans local services and the recent changes to these services are summarized below. The updated service route map is shown in Figure 2, and the schedule information is shown in Table 2.

Route 1 operates seven days a week and provides service from Northwest Vallejo to the Vallejo Transit Center. Major destinations along this Route include Vallejo High School, Raley's Shopping Center, Seafood City and Food-4-Less. Route 1 offers 30-minute weekday service frequency and timed connections at Sereno Transit Center. Saturday service runs hourly and reduced service is available on Sunday.

Route 2 runs Monday through Saturday and provides service from Northeast Vallejo (Vallejo Gateway) to the Vallejo Transit Center. Major destinations served include Seafood City, CVS Shopping Center, Solano Middle School and two elementary schools, Solano Community College (Vallejo), Jesse Bethel High School and the Gateway Plaza. Route 2 offers 30-minute weekday service frequency and 90-minute service on Saturdays. Two designated weekday trips on Route 2 Inbound to Vallejo Transit Center stop at Solano Middle School as supplementary school service. Route 2 recently received minor adjustments of 1-2 minutes at limited time points to more accurately reflect travel time.

Route 3 provides hourly loop service Monday through Saturday, with 30-minute peak weekday service between Glen Cove, South Vallejo, Beverly Hills and the Vallejo Transit Center. Major destinations served include the Glen Cove Shopping Center, Curtola Park & Ride Hub, and the South Vallejo Community Center.

Route 4 operates Monday through Saturday, providing hourly service and 30-minute weekday peak service, mostly along Tuolumne Street to the Vallejo Transit Center. Major trip generators served include the Florence Douglas Senior Center, Vallejo Community Center, Solano County Courthouse, Sutter Solano Medical Center, Raley's Shopping Center, and Kaiser Hospital. In January 2015, the Route was shortened to end at Sereno Transit Center and a one-way loop was replaced, with bi-directional service along Tuolumne Street.

Route 5 operates hourly Monday through Saturday, with 30-minute frequency during weekday peak hours from the Six Flags Discovery Kingdom to the Vallejo Transit Center. Other major destinations served include Seafood City, the Ferry Terminal, Solano County Fairgrounds and Kaiser Hospital. This Route was modified in January 2015 to eliminate alternating between Sereno Drive and Redwood Street. This Route now operates consistently along an alignment that serves a portion of Redwood Street and a portion of Sereno Drive.

Route 6 operates hourly Monday through Saturday from Vallejo Transit Center to Hogan Middle School via Tennessee Street, Admiral Callaghan Drive, Fleming Avenue and Georgia Street. It also provides service to Springhill Shopping Center. It previously operated as a one-way loop covering both this and the new Route 8 service area. In January 2015, it was replaced by Routes 6 and 8 operating

bi-directional service and interlined at Hogan Middle School. Recently, Routes 6 and 8 were rescheduled to operate independently.

Route 7 operates seven days a week from Gateway Plaza and Springs Road to the Vallejo Transit Center every 30 minutes on weekdays, hourly on Saturdays, and less frequently on Sundays as part of the August 2015 service changes. It also provides service to the Springhill Shopping Center, Jesse Bethel High School, and Redwood Plaza.

Route 8 operates hourly Monday–Saturday from the Vallejo Transit Center to Hogan Middle School via Benicia Road, Rollingwood Drive, Ascot Parkway and Georgia Street. It also serves the Cunningham Sports Complex and Springhill Shopping Center. As described under Route 6, it was formerly part of the Route 6 one-way loop. It now provides bi-directional service and operates independently of Route 6.

Route 12 operated as a supplemental school service route. It was eliminated in August 2015. Passengers now use Routes 1 and 2, with a timed connection at Sereno Transit Center. Two designated weekday trips on Route 2 Inbound to Vallejo Transit Center stop at Solano Middle School.

Routes 15 and 17 operate during the weekdays, providing supplemental school service to Mary Farmar Elementary, Benicia High School, Benicia Middle School, Joe Henderson Elementary, Matthew Turner Elementary School, Robert Semple Elementary, and Southampton Shopping Center (Raley's).

Route 20 is a pilot service effective January 31, 2015 through December 31, 2015, connecting Benicia, Solano Community College's Vallejo Campus, and the Gateway Shopping Plaza. This Route operates on weekdays only from Downtown Benicia every hour, from 8:30 AM until 6:30 PM. In November 2015, pilot service was extended through March 2017.

Express Service

In 1997, the SolanoLinks Intercity Transit Consortium was formed by the seven Solano transit operators, Solano Napa Commuter Information and the STA to coordinate express service that goes through Solano County from Sacramento County, Yolo County, Napa County and Contra Costa County. SolTrans essentially replaced the Cities of Benicia and Vallejo in the Intercity Funding Agreement at the time of its formation. The Intercity Funding Agreement currently supports 7 express bus routes. Express transit costs are shared among jurisdictions, using a formula that is based on two factors: ridership by residence, and population.

SolTrans operates four express routes. Routes 78 and 80 operate seven days per week as of November 2015, while Route 85 runs Monday through Saturday. These three routes are in the "SolanoExpress" program created by STA and are jointly funded by transit agencies in the County, in accordance with the Intercity Transit Funding Agreement. Base fare for express service is \$5.00. Route 200 is a non-SolanoExpress route funded by WETA as a supplement to its Vallejo-San Francisco ferry route. Current Express routes are described below.

Route 78 SolTrans “SolanoExpress” connects Vallejo and Benicia with the Pleasant Hill and Walnut Creek BART stations, as well as Diablo Valley College in Contra Costa County during weekdays from 5:50 AM-9:50 PM, from 6:40 AM-10:10 PM on Saturdays, and 8:20 AM-10:10 PM on Sundays. Routes operate at 30-minute headways during the peak, and 60-minute headways during the off-peak, with limited service on Saturdays and Sundays. This Route also serves the Vallejo Transit Center, Curtola Park & Ride Hub, and Benicia City Park. Sunday service to Walnut Creek BART was provided by Route 80s prior to November, 2015. In January 2015, Route 76 was consolidated into Route 78 for productivity purposes; it previously had offered three roundtrips serving Diablo Valley College and Sun Valley Mall.

Route 80 SolTrans “SolanoExpress” connects Vallejo with the El Cerrito del Norte BART station seven days a week, with 15-30 minute headways. Other locations served by this Route include the Vallejo Transit Center and the Curtola Park & Ride Hub.

Route 80s provided Sunday service between Vallejo, Benicia, and the Walnut Creek BART station, operating with hourly service frequencies during morning and afternoon hours, with no midday or evening service. This route was eliminated in November 2015.

Route 85 SolTrans “SolanoExpress” connects Vallejo Transit Center with Fairfield Transportation Center, Solano Community College (Fairfield), and Solano Mall. This Route also provides service to the Six Flags Discovery Kingdom in Vallejo. This Route operates on hourly weekday headways (2 hour on Saturdays), and the number of stops in Vallejo was reduced in January 2015 to speed travel between VTC and Fairfield, while maintaining service to Discovery Kingdom.

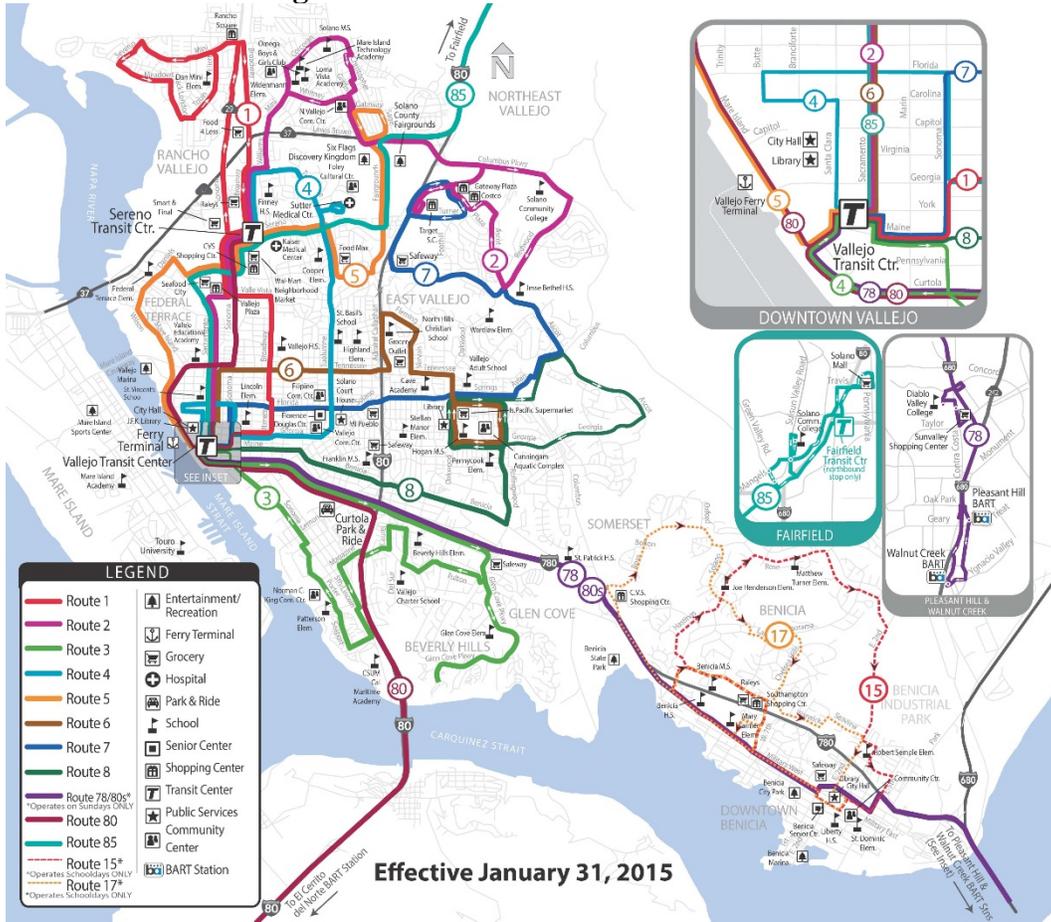
SolTrans also operates **Route 200** (under an agreement with the Water Emergency Transit Authority), a supplemental express bus service between Vallejo and the Ferry Building in San Francisco. Route 200 augments the Vallejo Ferry service formerly operated as Vallejo Baylink.

Route 400, a seasonal bus service from May 14 through October 28 which connected the Ferry Terminal in Vallejo to the Six Flags Discovery Kingdom as part of the Ferry fare, was discontinued in FY 2012-13 due to extremely low ridership.

Local Special Event Services

SolTrans provides supplemental local fixed route services for a variety of special events in the Cities of Benicia and Vallejo such as Waterfront Festivals. Hours vary by event, ranging from just a couple of hours to full weekend service. Base fare is typically \$1.75, unless other special arrangements are made. Special event fixed route service forms an important component of the overall service in Benicia by connecting neighborhoods that do not ordinarily support fixed route but generate significant demand during such events.

Figure 2: SolTrans Fixed Route Service



Source: SolTrans. (July, 2015). SolTrans Routes. <http://www.soltransride.com/routes/>

1.6.2 Demand Response

In 2015, SolTrans made significant changes to its demand response services in an effort to improve paratransit service effectiveness and cost efficiency. A Transit Ambassador Program is available to assist riders with their various travel options.

SolTrans ADA Complementary Paratransit (Local) Service

SolTrans ADA Paratransit operates as ADA-mandated and compliant complementary local paratransit service. This service operates as an origin-to-destination service to those unable to use regular fixed route service, and provides access to areas within Vallejo and Benicia within a 3/4-mile distance of a fixed route, and operates the same hours and days as the fixed route system. ADA eligibility is managed by an STA contractor (currently C.A.R.E. Evaluators).

The SolTrans Local Taxi Scrip Program provides alternative transportation for Medicare cardholders, seniors 65 and over, and persons with disabilities living in

Vallejo or Benicia. The Local Scrip Program provides a 50% discount off local taxi fares for eligible riders, while the Intercity Scrip Program provides an 85% discount (\$15 scrip booklet provides \$100 value). SolTrans directly contracts with local taxi providers for subsidized taxi services for seniors and people with disabilities. It is not guaranteed, however, that every taxi will be wheelchair accessible.

SolTrans Regional Paratransit Program

SolTrans Regional Paratransit Program includes Local ADA Feeder Buses to SolanoExpress, SolTrans Regional Shuttles, Paratransit Transfers, and Solano County Intercity Taxi Scrip. This is considered an ADA-Plus service with the same eligibility requirements as ADA Complementary Paratransit Service, but with availability restrictions related to time and destinations.

ADA Paratransit Local Feeder Service provides intercity and intercounty trips, with a coordinated connection between SolTrans Local Paratransit and Solano Express routes at transfer hubs in Vallejo and Benicia. This program is to encourage persons with disabilities who can ride accessible buses to take paratransit to/from fixed route buses instead of from origin to/from destination, thus shortening the paratransit trip, and utilizing existing fixed route capacity.

The SolTrans Regional Paratransit Shuttle provides limited schedule of direct intercity paratransit shuttle trips to transfer points with local paratransit services in Fairfield, Concord, and Pinole at set times. This program provides service to disabled persons who cannot ride a fixed route bus because of their disability. The SolTrans Board of Directors approved a pilot program for SolTrans customers with ADA paratransit certification effective May 1, 2014.

Paratransit Transfers provide for SolTrans local paratransit to Napa Vine Go paratransit connections at the Sereno Transit Center for travel between Vallejo and Napa County.

SolTrans entered into an MOU with all other transit agencies in the County to fund the Intercity Taxi Scrip Program (STA serves as the lead agency). The Solano County Intercity Taxi Scrip Program is limited to qualified ADA Paratransit certified riders. This program is undergoing significant revision in 2016 at the direction of STA.

Dial-A-Ride Bus Service

General Public Dial-A-Ride bus service offers local origin-to-destination shared ride service within Benicia city limits Monday through Saturday. Dial-A-Ride operates during the week from 5:50 AM-8:20 AM and on Saturday from 7:00 AM to 7:00 PM. The base fare for Dial-A-Ride is \$2.00 with reduced off-peak fares.

This service is open to the public, with no application necessary for use. Reservations are required and are scheduled on a first-come-first-served basis.

General Public Dial-A-Ride also serves ADA-eligible residents within Benicia City limits. ADA eligible riders requiring a trip to Vallejo are placed on SolTrans paratransit.

ADA Eligibility Process

STA, in partnership with the Solano County transit operators, launched a new Countywide In-Person Americans with Disabilities Act (ADA) Eligibility Program in July 2013. The old paper-based application process has been replaced with a more personalized in-person process where a qualified professional interviews applicants and, if needed, assesses the applicant's physical and functional ability to use fixed route transit. Evaluations are performed at three locations in Benicia and Vallejo, and SolTrans provides a Complementary Paratransit ride to and from the evaluation.

Table 2: SolTrans Transit Service Hours

Service	Description	Service Hours			Peak Headways
		Weekday	Saturday	Sunday	
Route 1	North West Vallejo – Vallejo Transit Center	5:30AM 7:32PM	6:45AM 7:09PM	8:30AM 7:26PM	30 minutes weekday 60 minutes weekend
Route 2	North East Vallejo – Vallejo Transit Center	5:59AM 8:17PM	6:30AM 6:45PM	No service	30 minutes weekday 90 minutes weekend
Route 3	Glen Cove – South Vallejo – Vallejo Transit Center	6:00AM 7:15PM	6:45AM 6:30PM	No service	60 minutes weekday 60 minutes weekend
Route 4	Tuolumne Street – Vallejo Transit Center	6:53AM 6:25PM	7:56AM 6:52PM	No service	30 minutes weekday 60 minutes weekend
Route 5	Discovery Kingdom – Vallejo Transit Center	6:30AM 7:25PM	6:45AM 6:25PM	No service	30 minutes weekday 60 minutes weekend
Route 6	Vallejo Transit Center –Tennessee Street – Hogan Middle School	6:25AM 7:23PM	7:01AM 6:17PM	No service	60 minutes weekday 60 minutes weekend
Route 7	Gateway Plaza Shopping Center – Springs Rd – Vallejo Transit Center	6:10AM 8:43PM	6:30AM 7:38PM	8:30AM 7:50PM	30 minutes weekday 60-90 minutes weekend
Route 8	Vallejo Transit Center – Benicia Road – Ascot Parkway	6:31 AM 7:21 PM	7:57 AM 6:19 PM	No service	50-60 minutes weekday
Route 15	Benicia Schools – Rose Drive	7:05AM 4:06PM	No service	No service	One daily roundtrip N/A
Route 17	Benicia Schools – Hastings Drive	7:02AM 4:12PM	No service	No service	One daily roundtrip N/A
Route 20	Gateway Plaza Shopping Center – Benicia	8:30 AM 7:21 PM	No service	No service	60 minutes weekday
Route 78	Vallejo – Benicia – Pleasant Hill BART – Walnut Creek BART	5:50AM 8:31PM	6:35AM 10:06PM	No service	20-40 minutes weekday 100-120 minutes weekend
Route 80	Vallejo – El Cerrito Del Norte BART	4:15AM 11:38PM	5:55AM 11:26PM	No service	15-30 minutes weekday 30 minutes weekend
Route 80s	Vallejo – Benicia – Walnut Creek BART	No service	No service	7:58AM 7:59PM	N/A 60 minutes weekend
Route 85	Vallejo Transit Center - Fairfield	5:05AM 10:55PM	6:05AM 9:55PM	No service	60 minutes weekday 120 minutes weekend
Route 200 (operated for WETA)	Vallejo Ferry Terminal – San Francisco Ferry Building	7:35AM 11:30PM	8:15AM 9:15AM	8:15AM 9:15AM	7 weekday roundtrips 1 weekend roundtrip
SolTrans ADA Paratransit Bus Service	Within 3/4 mile of local fixed routes. Requires ADA Paratransit Certification.	Same as fixed route service	Same as fixed route service	Same as fixed route service, plus mid-day hours when operating Sunday fixed routes are not in service	N/A

Service	Description	Service Hours			Peak Headways
		Weekday	Saturday	Sunday	
ADA Paratransit Local Feeder to Solano Express	Feeder bus service to express routes 78, 80, 85 For passengers who can transfer independently or with an attendant to an express bus.	Same as fixed route service	Same as fixed route service	Same as fixed route service	N/A
SolTrans Regional Shuttles	Service operates upon request by SolTrans (Benicia or Vallejo) ADA Registrant, or medical trips for other ADA Registrant. Other trips accepted once shuttle operation is confirmed. Service available on a first come-first served basis and on a limited schedule.	2-3 fixed-schedule round trips each to Fairfield, and Contra Costa County I-80 and I-680 corridors.	N/A	N/A	N/A
General Public Dial-A-Ride Bus Service	Within the City of Benicia. No certification requirements.	5:50AM 8:20PM	7:00AM 7:00PM	No service	N/A

Source: SolTrans. (August 2015). SolTrans Routes. <http://www.soltransride.com/routes/>. Route 200 (WETA) from <http://sanfranciscobayferry.com>.

1.6.3 Connecting Services Provided by Others

Connecting services include the following:

- Within Solano County, SolTrans Route 85 connects with FAST local bus routes at Solano Community College, Fairfield Transportation Center and at the Solano Mall. Napa VINE buses also connect at the two transit centers in Vallejo – Sereno Transit Center and Vallejo Transit Center, and at the Vallejo Ferry Terminal.
- In Contra Costa County, SolTrans Route 80 connects with BART, AC Transit, Golden Gate Transit and WestCAT at the El Cerrito del Norte BART station, and SolTrans Route 78 connects with BART, CCCTA, and LAVTA at the Walnut Creek and Pleasant Hill BART stations.
- All SolTrans buses operating in Vallejo either serve the Vallejo Ferry Terminal directly or serve the Vallejo Transit Center, located two blocks from the Ferry Terminal, with connections possible to and from WETA ferries and Route 200 serving downtown San Francisco.

1.7 Fare Structure

SolTrans offers a variety of fare payment options for its customers. Local base fare is \$1.75 and \$0.85 for seniors (age 65 and over). A one-way trip on the SolTrans Paratransit service is \$3.00 in Vallejo or between Vallejo and Benicia, and \$5.50 for travel to service areas of other transit agencies. The following bus fare structure shown in Table 3 was adopted on May 24, 2012 by the SolTrans Board of Directors, became effective July 1, 2012, and is still in use. SolTrans also offers a monthly pass valid for 31 days. During the Summer, June 12th thru August 31st, 2015, discount youth passes are available. A Youth Local Day Pass is \$1 and a Youth Local 31-Day Pass is \$15. Cal Maritime students are able to ride all local SolTrans routes for free with a student ID. Students wishing to ride SolTrans express routes can do so with a student ID and a \$3.25 cash fare “upcharge.”

Table 3: SolTrans Fare Structure

Cash Fares	Local	Express
Adult	\$1.75	\$5.00
Youth (6 – 18)	\$1.50	\$4.00
Senior (Age 65+)/Medicare/Disabled	\$0.85	\$2.50
Day Passes		
Adult	\$4.00	\$10.00
Youth	\$3.00	\$8.00
Senior/Disabled/Medicare	\$2.00	\$5.00
10-Ride Passes		
Adult	\$15.00	\$45.00
Youth	\$12.00	N/A
Senior/Disabled/Medicare	\$7.00	N/A
Monthly Passes		
Adult	\$56.00	\$114.00
Youth	\$44.00	N/A
Senior/Disabled/Medicare	\$28.00	N/A
SolTrans Paratransit (ADA Certified)		
Cash Fare ^A	\$3.00	\$5.50
10-Ride Pass	\$30.00	N/A
SolTrans Dial-A-Ride (General Public – Benicia Only)		
Cash Fare	\$2.00	N/A
Cash Fare, Weekdays 10:00AM-3:00PM, All day Saturday	\$1.00	N/A
10-Ride Pass	\$20.00	N/A

Source: Source: SolTrans. (July 24, 2015). SolTrans Fare Structure.

<http://www.soltransride.com/fare-structure/>

Notes:

^A SolTrans Paratransit Express Fare is the standard cash fare plus a \$2.50 upgrade.

SolTrans currently has, or has requested, written agreements approved by the SolTrans Board for inter-operator fare agreements with WETA, FAST, Napa VINE, WestCAT, Golden Gate Transit, CCCTA, AC Transit, and Rio Vista Delta Breeze at shared connection points with SolTrans.

SolTrans gives passengers transferring from another connecting operator to SolTrans buses a free transfer credit valued at the applicable, local SolTrans fare (currently valued at \$1.75 for adults, \$1.50 for youth and \$0.85 for

seniors/disabled). The value of the applicable, local fare would be credited on both local and express fixed routes. In other words, a transfer from another operator gives the rider a free ride on SolTrans local buses and a reduced fare ride on SolanoExpress buses. The other agencies offer SolTrans passengers the same benefit, valuing SolTrans transfers as a local fare on their systems. The exceptions to this are WestCAT, and WETA. WestCAT provides a credit for adults and youth to pay \$1 to transfer and \$0.50 for Senior, Disabled and Medicare eligible riders. LAVTA does not accept SolTrans transfers although SolTrans currently accepts their passenger transfers, and WETA does not offer any credit for SolTrans transfers on their system.

SolTrans has additional fare agreements with WETA. The day pass and monthly pass for WETA Route 200 currently allow for unlimited travel on SolTrans local fixed routes, Route 80, and the ferry service. Clipper is also used for the transfer.

On May 1, 2014, the SolTrans Board of Directors approved a pilot program for SolTrans customers with ADA paratransit certification. The pilot program offers a discounted fare of \$0.25 on local fixed route buses for ADA eligible riders. This program was extended effective July 1, 2015 to include a Reduced Fare Program on SolanoExpress buses. This service costs \$0.50 on Routes 78, 80 and 85 with an ADA Paratransit ID. Personal Care Attendants ride free on ADA paratransit and pay an equal reduced fare on fixed route service.

Clipper

Clipper, the San Francisco Bay Area regional electronic fare payment system, was implemented in November 2014 and is available on all SolTrans fixed routes. There are two types of 31-Day Passes offered: (i) SolTrans Local 31-Day Pass (available for adult, youth and senior/disabled riders); and (ii) SolTrans Express Express 31-Day Pass (available for adult riders only).

Currently, Clipper supports transfers to/from SolTrans and connecting transit agencies, including:

- FAST Routes 1, 2, 3, 5, 6, 7, 20, 30
- Golden Gate Transit 40/42
- NAPA VINE Route 11
- San Francisco Bay Ferry (Vallejo-SF Ferry only)

SolTrans has reciprocal local fare credit agreements with the bus operators and transfer to a local route is free, or a transfer to a regional route is reduced fare (regional fare minus a local fare credit). Passengers transferring from connecting bus agencies which accept SolTrans transfers but which are not yet on Clipper (including WestCat and County Connection prior to December 2015) need to use a paper transfer and pay cash or paper fare media. In these cases, the Clipper card is unable to recognize a transfer occurred and will charge full fare.

Transfers to SolTrans from the Vallejo SF Bay Ferry receive a local fare credit of \$1.75 for adults, \$1.50 for youth, and \$0.85 for Seniors/Persons with Disabilities/Medicare card holders. SolTrans riders transferring from a local bus route can pay a reduced Clipper e-cash fare on the Vallejo-SF Ferry of \$8 for adults, \$5 for youth, and \$5.65 for Seniors/Persons with Disabilities/Medicare. The Route 200 is full fare. Clipper will only detect e-cash transfers as the Ferry Monthly Pass is not currently available on Clipper.

1.8 Revenue Fleet

As of June 2015, the revenue fleet consists of the following:

Local Fixed Route Fleet

SolTrans' local fixed route fleet is comprised of 21 low-floor 40-foot Gillig Hybrid/Diesel and 3 Orion V high floor diesel vehicles. These buses accommodate between 39-44 seated passengers per vehicle. All buses are deployed in active service. Two peak vehicles are assigned to each local route (Routes 1, 3, 4, and 5), with Route 2 requiring 4 vehicles, Route 7 requiring 3 vehicles, and Routes 6 and 8 each requiring one peak vehicle. One peak vehicle is assigned to Routes 15, 17 and 20. Twenty (20) total peak vehicles are required for local service, with 4 used as spares.

Express Fixed Route Fleet

The express fleet is comprised of thirty-one (31) 45-foot Motor Coach Industries (MCI) diesel buses with seating capacities of up to 57. Of these, 10 buses are leased to the City of Fairfield, and 21 are used by SolTrans for express operations. The number of vehicles assigned to regional routes varies between one and 6, with 4 for Route 78, 5 for Route 80, 2 for Route 85, and 3 for Route 200. Fourteen (14) total vehicles operate in express service during the weekday peak. Five (5) vehicles are spares, while the remaining 2 vehicles are held in contingency.

Paratransit and Dial-A-Ride Fleet

The Dial-A-Ride fleet consists of 12 demand response vehicles. The active fleet includes 12 Starcraft Allstar buses, with 16-passenger capacity, which are interchangeable between paratransit and Dial-A-Ride services.

Support Fleet

SolTrans fleet includes 4 maintenance support vehicles and 9 administrative vehicles in various operating conditions. The support fleet is comprised of light duty vehicles (i.e., cars and trucks) of various makes and models, including Ford Super Duty and F150 vehicles, as well as 2 Ford Taurus vehicles and a Toyota Prius. Some of these vehicles are no longer active and will not be replaced.

Table 4 summarizes the active SolTrans revenue vehicle fleet, while Table 5 provides a detailed inventory of these vehicles as of June 2015.

**Table 4: Summary of Existing SolTrans Revenue Vehicle Fleet
(as of June 30, 2015)**

Vendor	Model	Service Type	Length (ft.)	Seats	Purchase Year	Replacement Year ^A	Quantity ^A
Gillig	Low-Floor Hybrid Diesel	Local	40	39	2011	2023	21
Orion	Orion V Diesel	Local	40	44	2001	2016	3
MCI	D4500 Diesel	Express	45	57	2003	2016-2018	31
Ford	E450 Starcraft	Paratransit/DAR	-	16	2011	2017-2018	7
Ford	E-450 Starcraft	Paratransit/DAR	-	16	2008	2016	1
Ford	E-450 Starcraft	Paratransit/DAR	-	16	2007	2016-2017	3
Ford	E-450 Starcraft	Paratransit/DAR	-	16	2012	2018	1

Source: SolTrans, 2015.

Note:

^A The number of vehicles includes active, reserve, and leased vehicles.**Table 5: Detailed SolTrans Revenue Vehicle Fleet Inventory
(as of June 30, 2015)**

#	Vehicle ID	Vendor	Model	Service Type	Length (ft)	Seats	Purchase Year	Replacement Year ^A	Mileage
ACTIVE FLEET									
1	15GGD3010B1180275	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2023	139,375
2	15GGD3012B1180276	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2025	107,096
3	15GGD3014B1180277	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2024	128,954
4	15GGD3016B1180278	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2026	84,755 ^B
5	15GGD3018B1180279	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2026	87,561 ^B
6	15GGD3014B1180280	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2024	125,178
7	15GGD3016B1180281	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2024	123,717
8	15GGD3018B1180282	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2025	127,081
9	15GGD301XB1180283	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2025	124,148
10	15GGD3011B1180284	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2023	131,969
11	15GGD3015B1180285	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2024	133,167
12	15GGD3015B1180286	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2026	110,374
13	15GGD3017B1180287	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2023	131,267
14	15GGD3019B1180288	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2024	109,133 ^B
15	15GGD3010B1180289	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2025	122,899
16	15GGD3017B1180290	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2024	128,633
17	15GGD3019B1180291	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2023	134,982
18	15GGD3010B1180292	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2026	116,996
19	15GGD3012B1180293	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2023	133,614
20	15GGD3014B1180294	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2025	122,840
21	15GGD3016B1180295	Gillig	Low-Floor Hybrid/Diesel	Local	40	39	2011	2025	118,566
22	1VH5H3H2616501628	Orion	Orion V High Floor Diesel	Local	40	44	2001	2016	415,627
23	1VH5H3H2816501629	Orion	Orion V High Floor Diesel	Local	40	44	2001	2016	415,205
24	1VH5H3H2116501634	Orion	Orion V High Floor Diesel	Local	40	44	2001	2023	371,200
25	1M8PDMPA63P055607	MCI	D4500 Diesel	Express	45	57	2003	2017	806,114 ^B
26	1M8PDMPA83P055608	MCI	D4500 Diesel	Express	45	57	2003	2018	640,839
27	1M8PDMPAX3P055609	MCI	D4500 Diesel	Express	45	57	2003	2017	704,216
28	1M8PDMPA63P055610	MCI	D4500 Diesel	Express	45	57	2003	2018	675,759
29	1M8PDMPAX3P055612	MCI	D4500 Diesel	Express	45	57	2003	2017	705,307
30	1M8PDMPA13P055613	MCI	D4500 Diesel	Express	45	57	2003	2017	706,448
31	1M8PDMPA53P055615	MCI	D4500 Diesel	Express	45	57	2003	2016	668,605
32	1M8PDMPA73P055616	MCI	D4500 Diesel	Express	45	57	2003	2017	754,697

#	Vehicle ID	Vendor	Model	Service Type	Length (ft)	Seats	Purchase Year	Replacement Year ^A	Mileage
33	1M8PDMPA03P055618	MCI	D4500 Diesel	Express	45	57	2003	2018	594,289
34	1M8PDMPA23P055619	MCI	D4500 Diesel	Express	45	57	2003	2016	642,214
35	1M8PDMPA93P055620	MCI	D4500 Diesel	Express	45	57	2003	2016	719,455
36	1M8PDMPA03P055621	MCI	D4500 Diesel	Express	45	57	2003	2018	651,204
37	1M8PDMPA43P055623	MCI	D4500 Diesel	Express	45	57	2003	2018	582,464
38	1M8PDMPA83P055625	MCI	D4500 Diesel	Express	45	57	2003	2018	659,107 ^B
39	1M8PDMPAX3P055626	MCI	D4500 Diesel	Express	45	57	2003	2019	536,730
40	1M8PDMPA53P055629	MCI	D4500 Diesel	Express	45	57	2003	2017	703,942
41	1M8PDMPA53P055632	MCI	D4500 Diesel	Express	45	57	2003	2018	653,768
42	1M8PDMPA93P055634	MCI	D4500 Diesel	Express	45	57	2003	2016	548,103
43	1M8PDMPA03P055635	MCI	D4500 Diesel	Express	45	57	2003	2016	619,349
44	1FD4E4FS9BDA63472	Ford	E450 Starcraft	Paratransit	-	16	2011	2017	110,679
45	1FD4E4FS6BDA63476	Ford	E450 Starcraft	Paratransit	-	16	2011	2017	99,136
46	1FD4E4FS8BDA63477	Ford	E450 Starcraft	Paratransit	-	16	2011	2018 ^B	52,942
47	1FD4E4FSXBDA63478	Ford	E450 Starcraft	Paratransit	-	16	2011	2017	109,665
48	1FD4E4FS8BDA63480	Ford	E450 Starcraft	Paratransit	-	16	2011	2018	86,027
49	1FD4E4FSXBDA63481	Ford	E450 Starcraft	Paratransit	-	16	2011	2016	116,972
50	1FD4E4FS5BDA63484	Ford	E450 Starcraft	Paratransit	-	16	2011	2017	96,335
51	1FDXE45S37DB47610	Ford	E-450 Starcraft	DAR	-	16	2007	2016	108,215
52	1FDXE45S47DB47616	Ford	E-450 Starcraft	DAR	-	16	2007	2015	126,988
53	1FD4E4FS6CDA52544	Ford	E-450 Starcraft	DAR	-	16	2012	2016	98,661
54	1FDXE45S26DB18808	Ford	E-450 Starcraft	DAR	-	16	2007	2015 ^B	207,181
55	1FD4E45S68DA18541	Ford	E-450 Starcraft	DAR	-	16	2008	2015 ^B	139,172
CONTINGENCY FLEET									
1	1M8PDMPA83P055611	MCI	D4500 Diesel	Express	45	57	2003	2016	587,153
2	1M8PDMPA23P055622	MCI	D4500 Diesel	Express	45	57	2003	2016	522,218
VEHICLES LEASED TO CITY OF FAIRFIELD									
1	1M8PDMPA13P053963	MCI	D4500 Diesel	Express	45	57	2001	2013	619,995
2	1M8PDMPA13P055614	MCI	D4500 Diesel	Express	45	57	2003	2015	682,041
3	1M8PDMPA13P055617	MCI	D4500 Diesel	Express	45	57	2003	2015	606,406
4	1M8PDMPA13P055627	MCI	D4500 Diesel	Express	45	57	2003	2015	597,883
5	1M8PDMPA33P055628	MCI	D4500 Diesel	Express	45	57	2003	2015	638,141
6	1M8PDMPA13P055630	MCI	D4500 Diesel	Express	45	57	2003	2015	598,613
7	1M8PDMPA13P055631	MCI	D4500 Diesel	Express	45	57	2003	2015	643,364
8	1M8PDMPA13P055636	MCI	D4500 Diesel	Express	45	57	2003	2015	628,492
9	1M8PDMPA13P055637	MCI	D4500 Diesel	Express	45	57	2003	2015	663,721
10	1M8PDMPA13P055639	MCI	D4500 Diesel	Express	45	57	2003	2015	621,444

Source: SolTrans, 2015.

Note:

^A Useful life for DAR/paratransit vehicles is six to seven years.^B Mileage is estimated.

1.9 Existing Facilities

Existing facilities include the following:

Administrative/Maintenance

In 2012, the SolTrans Board approved a resolution accepting the transfer of assets from the City of Vallejo to SolTrans. These assets include the Downtown Vallejo Transit Center and adjacent parking lots, Sereno Transit Center, and Curtola Park & Ride Hub. SolTrans maintains a long-term lease with the City of Vallejo

for the use of the Bus Maintenance and Administrative Facility at 1850 Broadway Street, including the land underlying the facility. The facility was constructed in 1988 and functions as the main transit maintenance office for SolTrans. Functions that are performed at this facility include fueling, bus storage, washing, fare handling and training, and bus operator customer service and dispatching. Facility renovations were completed in 2015. A second project to provide compressed natural gas (CNG) fueling capabilities at the SolTrans Operations and Maintenance Facility in support of future CNG bus purchases will be initiated in FY 2015-16.

Park-and-Rides

Located at Curtola Parkway and Lemon Street, Curtola Park & Ride Hub is owned by SolTrans and Caltrans. This 485-space surface parking lot has been recently expanded to 590 spaces to address overcapacity issues. Additional facility improvements include constructing a new bus terminal, signal prioritization, passenger waiting areas, a new access road, a casual carpool area, and security cameras. Also added were bike lockers, a building to house the security/parking management office, restrooms and a coffee kiosk. The project was completed in FY 2015-16.

Major Stations and Stops

In addition to Curtola Park & Ride Hub, two additional major transit facilities are owned and operated in the service areas:

- **Vallejo Transit Center** - Located at 311 Sacramento Street in downtown Vallejo, this newly constructed facility is the main hub for all Vallejo-destined bus routes, and also houses the SolTrans operations and administration offices. It has 12 bus bays, 20 bike lockers, passenger amenities and adjacent parking lots. The Center has 91 total parking spaces, with some spaces dedicated for SolTrans and transit operator employees only. Eight of the public spaces are dedicated to disabled parking.
- **Sereno Transit Center** - Located between Sonoma Blvd and Broadway St on the north side of Sereno; the Transit Center accommodates six bus bays and was constructed in 2004. No parking facilities are provided at Sereno.

Bus Stops

There are currently 405 bus stops in the SolTrans system. Approximately 113 of these have a bench, while 66 have a shelter in addition to a standard bus stop sign. Of these, 351 signed stops exist in Vallejo, 37 in Benicia, 12 in Fairfield, 2 in El Cerrito, 2 in Pleasant Hill, and one in Walnut Creek, respectively. Survey efforts to update data on the amenities at each location are a continuous part of transit agency operations.

Bicycle Facilities

Bicycle facilities exist at the Vallejo Transit Center and Curtola Park & Ride Hub. No bicycle facilities exist at the Sereno Transit Center. All local fixed route buses are equipped with bike racks.

The Vallejo Transit Center has 10 bike cages and a total of 20 bike lockers. These are new bicycle facilities operated by eLock Technologies LLC (Bike Link). SolTrans pays for facility maintenance and the operator collects the revenue. Customers must pay a fee of 5 cents per hour (or 12 cents per hour if time used exceeds 10 days).

The Curtola Park & Ride Hub has four bike cages and a total of 8 bike lockers under the same eLock/Bike Link system.

Based on data from the Agency's historical bus stop inventory from 2007, and from recent survey efforts, SolTrans' staff has determined that there are no transit-specific bicycle facilities at other bus stops throughout the service area; however, bike racks are available at non-transit facilities adjacent to bus stops (for example, at the Kennedy Library in Vallejo). Data on bicycle amenities at Benicia bus stops is limited, although several stops have bike bollards. More data collection is needed to gather updated information on existing bicycle amenities at bus stops.

2 Goal, Objectives, Measures, and Standards

2.1 Introduction

This section presents goals, objectives, and performance measures and standards (GOMS) for SolTrans. GOMS conforms to a comprehensive and consistent set of goals and objectives that respond to the individual needs and characteristics for all operators as part of the SCS RTP.

The goals, objectives, performance measures and standards that guide SolTrans are based on a performance-measuring system grounded in the Agency's Mission Statement as adopted on May 13, 2013:

“We deliver safe, reliable and efficient transportation services that effectively link people, jobs, and our communities.”

2.2 Definition of Terms

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

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

2.3 SRTP Goals, Objectives, Measures and Standards

In addition to the mission statement, SolTrans developed seven guiding principles used to assist in the creation of the new agency. From the 7 guiding principles are 5 core values which support the SolTrans mission and vision:

- Efficiency
- Effectiveness
- Responsiveness
- Inclusiveness
- Environmental Consciousness

The performance measuring system that forms the basis of the goals, objectives, measures and standards strive to reflect the mission, vision, guiding principles, and core values into quantifiable measures.

In June 2015, the SolTrans Board approved new organizational goals, objectives, and standards to guide Staff's decision-making processes, and to organize the Agency's activities in a meaningful manner in order to effect positive change and improve performance. These program- and project-based goals and objectives are also incorporated below as appropriate.

2.3.1 Goals

The following shows the goals for SolTrans:

Table 6: SolTrans Goals

Service Goal
Provide safe, reliable, efficient and high quality transportation services throughout the service area.
Ridership Goal
Increase ridership of the fixed route system Improve mobility for seniors, youth, low-income persons and persons with disabilities.
Customer Focus Goal
Enhance customer satisfaction
Financial/Cost Efficiency Goal
Optimize fiscal health and long-term sustainability
Community and Environment Goal
Build community partnerships and support for transit and make a positive impact on the environment.
Coordination Goal
Work with other transit providers in and outside the County to coordinate services and improve mobility within and beyond the service area.

2.3.2 Objectives

The following shows the objectives for SolTrans at the start of FY 2015-16:

Table 7: SolTrans Objectives

Service Objectives
Ensure safe and reliable delivery of fixed route, paratransit, and dial-a-ride services.
Improve efficiency of Fixed Route and Demand Response Services, including Americans with Disabilities Act (ADA) Complementary Paratransit, Benicia General Public Dial-A-Ride, and subsidized Taxi Scrip Programs.
Provide convenient fixed route transit and DAR services that will attract riders.
Ridership Objectives
Provide paratransit or other services for the mobility needs of persons who cannot access or ride fixed route transit.
Increase SolTrans' fixed route system ridership
Customer Focus Objectives
Implement technological/equipment/facility enhancements to enhance customer experience
Work with service contractor to ensure provision of excellent customer service by bus operators and customer service agents
Create outreach, marketing, and branding materials that appeal/speak to various sectors of the community, and communicate SolTrans' success in providing reliable, convenient, safe and affordable transit services in a cost-effective manner
Financial/Cost Efficiency Objectives
Obtain federal, state, and regional grants for SolTrans' operations and capital projects
Ensure compliance with federal, state, and local fiscal regulations/mandates
Strategically align financial resources with operational and capital priorities
Influence and shape funding policies to maximize funding to SolTrans
Maintain positive cash flow and an Operating/Capital Reserve
Establish effective financial, administrative and budget management practices to ensure viability
Community and Environment Objectives
Establish public outreach program and activities that are valued by the community and result in strong, mutually beneficial partnerships
Encourage integration of public transit and land use planning within the service area.
Seek innovative improvements that have positive effects on the environment.
Coordination Objectives
Coordinate local and express and regional transit fares and services
Increase SolTrans' presence within the County, region, and State

2.3.3 Performance Measures and Standards

The following shows the performance measures and standards for SolTrans:

Table 8: SolTrans Performance Measures and Standards

Type	Measure	Standard
Service Delivery	Passengers/Vehicle Revenue Mile (VRM)	Local - Fixed Route: 1.0 Express Fixed Route: 1.0 Dial-A-Ride: 1.0 Paratransit: 1.0
	Passengers/Vehicle Revenue Hour (VRH)	Local Fixed Route: 12.0 Express Fixed Route: 25.0 Dial-A-Ride: 2.0 Paratransit: 2.0
	Preventable Accidents	Fixed Route: Minimum of 100,000 miles between preventable accidents Paratransit: Minimum of 100,000 miles between preventable accidents Dial-A-Ride: Minimum of 100,000 miles between preventable accidents
	On-Time Performance	Fixed Route: 90% of all monthly trips operate on-time (defined as no later than 5 minutes and no earlier than published schedule) Express fixed route: 94% on-time Paratransit: 90% of all monthly trips operate on-time (defined as within 15 minutes of the scheduled pick-up time) Dial-A-Ride: 90% of all monthly trips operate on time (defined as within 15 minutes of the scheduled pick-up time)
	Missed Trips	Fixed Route: Less than 1% of monthly trips (defined as no later than 15 minutes past scheduled pick-up time or missed entirely) Dial-A-Ride: Less than 1% of monthly trips (defined as no later than 30 minutes past scheduled pick-up time or missed entirely)
	Transit Fleet	All regularly scheduled maintenance completed no later than 500 miles of scheduled cycle

Type	Measure	Standard
	Transit Facilities Maintenance Program	Implement Transit Facilities Maintenance Program
	Road Calls	Fixed Route: No less than 10,000 miles between road calls (defined as incidence where service is interrupted longer than 5 minutes due to a mechanical failure (except for flat tires)) Paratransit: No less than 10,000 miles between road calls (defined as incidence where service is interrupted longer than 5 minutes due to a mechanical failure (except for flat tires)) Dial-A-Ride: No less than 10,000 miles between road calls (defined as incidence where service is interrupted longer than 5 minutes due to a mechanical failure (except for flat tires))
	Demand-Response Trip Reservations	100% of DAR customers and all ADA-eligible trips scheduled within 60 minutes of requested pick-up time
	Demand-Response Trip Denials	Zero monthly trip requests result in a denial due to capacity constraints (as defined by the Americans with Disabilities Act of 1990) No more than 3% of total monthly trip requests result in a denial due to customer refusal of a scheduled trip offered within 60 minutes of the original, requested pick-up time.
	Regularly Programmed Service Evaluations	Independent evaluations at intervals of no greater than five years
	Regularly Programmed Data Collection And Reporting	Monthly performance reports no later than the 15th of each month (including such information as vehicle service hours, vehicle service mileage, passenger data, fare revenue, ridership, road calls, on-time performance, complaints, missed trips, accidents, and injuries)
Service Design	Service Connectivity	No more than 5 minutes for transfer wait times at major hubs
	Service Coverage	In areas where general public DAR is not available, at least 80% of residents should be within 0.5 miles of a bus stop on the local fixed route bus system. ¹
	Service Frequency	Fixed route service frequency should be 30 minutes or less during peak times and 60 minutes or less during off-peak times, as determined by service demand and available resources.

¹ Service coverage analysis includes the City of Vallejo, where DAR is not available.

Type	Measure	Standard
	Service Capacity	Trips operate frequently enough to have no regular standing loads. Standing loads observed only as exceptions due to service delivery problems or unusual ridership events.
Ridership	Annual Growth in Ridership	Local Fixed Route: 2.0% Express Fixed Route: 1.0% Dial-A-Ride: 1.0% ADA Paratransit: Reduce reliance on paratransit by offering effective alternatives
Customer Focus	Complaint Resolution	Provide monthly reports detailing number and type of complaint, as well as time it takes to respond to complaint
	Customer Service	Require service contractor to have a customer service program to ensure provision of excellent customer service by bus operators and customer service agents
	Marketing Plan Development and Implementation	Annually develop a marketing plan and conduct marketing programs throughout the year Not less than 1.0% of SolTrans' annual operating budget (note – specific marketing of SolanoExpress routes is managed by the Solano Transportation Authority)
	Information Access	Provide customers with information on available services and fares and other helpful information pertaining to using the transit system, Maintain a transit website, support sharing information through internet social media, distribute written materials on transit services, and provide a customer service center with available Spanish language translation
Financial/Cost Effectiveness	Operating cost/ vehicle revenue hour (VRH)	Local Fixed Route: \$103.00 Express Fixed Route: \$115.00 Demand Response: \$78.00
	Net Operating Cost/ Passenger ²	Local Fixed Route: \$8.00 Express Fixed Route: \$7.00 Demand response: \$35.00

² All operating costs are fully allocated costs.

Type	Measure	Standard
	Farebox Recovery	Local Fixed Route: 20% Express Fixed Route: 50% Demand Response: 10%
	Funding Support	Seek to maximize financial support of transit system from external sources such as regional, state and federal grants and public/private partnerships
	Fiscal Sustainability	Prepare a 5-year financial projection that balances available operating and capital revenues, and operating and capital expenses, and maintains a reserve for contingencies
		Prepare a years 5 to 10 financial projection that identifies options to balance revenues and expenses over the longer term
Community and Environment	Community Support	Establish public outreach program and activities that encourage support for public transit
	Environmental Benefit	Reduce the carbon footprint of the transit system
	Land Use Coordination	Monitor development proposals and review environmental documents for transit opportunities.
Coordination	Coordinate Local and Express Transit Services	Coordinate local and express schedules at transit centers
		Provide Clipper for local/express transfers and for inter-operator transfers
	Interagency Cooperation	Attend meetings of MTC and the STA Consortium and regularly meet with connecting operators.

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3 Service and System Performance Evaluation

3.1 System Trends

System trends are provided for the four years evaluated, from FY 2011-12 through FY 2014-15. In FY 2011-12, fixed route is shown as a total of both local and express routes due to unreliable route level data in that year. For FY 2012-13 and on, fixed route performance is split between local and express. General public Dial-A-Ride (DAR) and ADA Paratransit services are provided for each of the four years.

3.1.1 Ridership

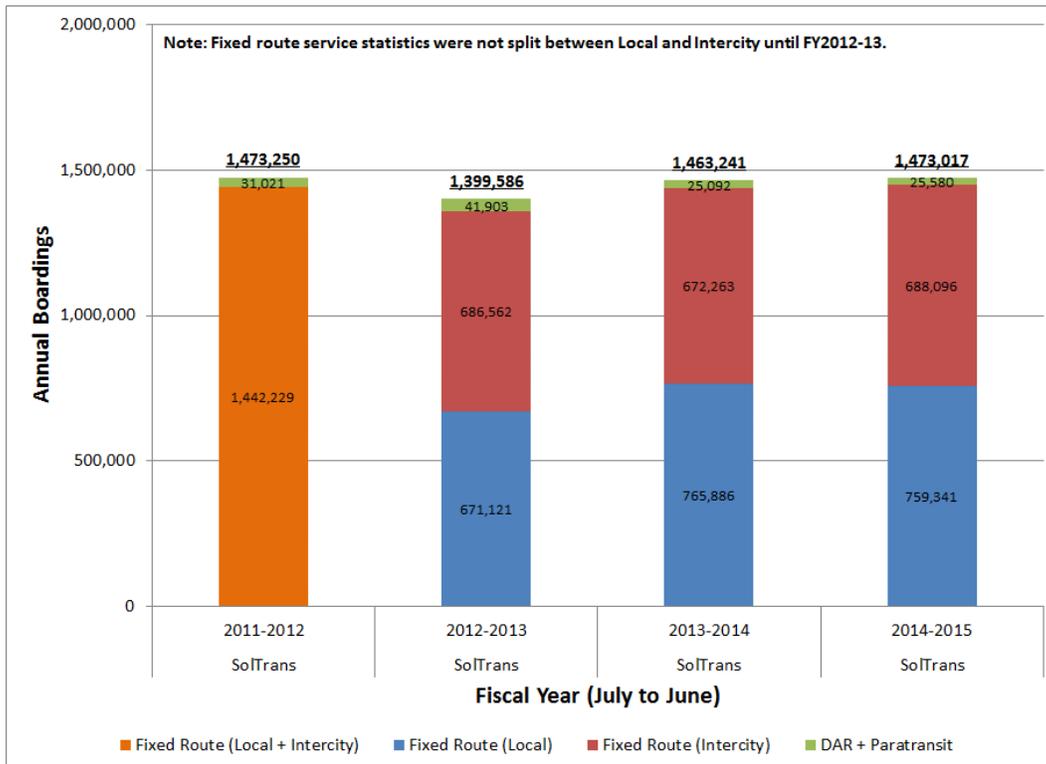
Figure 3 shows total system ridership on fixed route local and express service, as well as DAR and ADA Paratransit services for SolTrans from FY 2011-12 through FY 2014-15 (including combined fixed route local and express performance in FY 2011-12). Overall, ridership has stayed about the same over the four years evaluated, with a decline in ridership from FY 2011-12 to FY 2012-13, offset by ridership increases in FY 2013-14 and FY 2014-15.

From FY 2012-13 to FY 2014-15, local fixed route service accounted for 50.7% of total ridership. Local fixed route ridership increased about 13.1% over the three years, from 671,121 in FY 2012-13, to 759,341 in FY 2014-15.

From FY 2012-13 to FY 2014-15, express fixed route service accounted for 47.2% of total ridership. Express fixed route ridership increased about 0.2% from 686,562 in FY 2012-13, to 688,096 in FY 2014-15.

DAR and Paratransit service accounted for about 2.9% of total ridership. DAR and paratransit service decreased about 17.5% from 31,021 in FY 2011-12, to 25,580 in FY 2014-15.

Figure 3: SolTrans Ridership (FY 2011-15)



Sources: (i) FY 2011-12 data (all modes) from previous SRTP; (ii) FY 2012-13 to FY 2013-14 data (for local and express buses) from TSP TDA Claim for FY 2012; (iii) FY 2014-15 data (all modes) from SolTrans Cost Allocation Model, 2014-15.

Notes: ^A Bold, underlined numbers represent the total per fiscal year.

3.1.2 Fare Revenue

Figure 4 shows total fare revenue on fixed route local and express service as well as Dial-A-Ride (DAR) services for SolTrans from FY 2011-12 through FY 2014-15 (including combined fixed route local and express performance in FY 2011-12). SolTrans revenue reached its peak in FY 2011-12, generating \$3,608,086. SolTrans revenue has since declined. Overall during the four years, revenue declined from \$3,608,086 in FY 2011-12 to \$3,326,023 in FY 2014-15, a decrease of 7.8%.

From FY 2012-13 to FY 2014-15, local fixed route service accounted for about 36.6% of total fare revenues (or about \$3.9 million). Local fixed route revenue decreased over the three years, from \$1,284,858 in FY 2012-13 to \$1,024,597 in FY 2014-15, about a 20.3% decrease compared to a ridership increase of 13.1%.

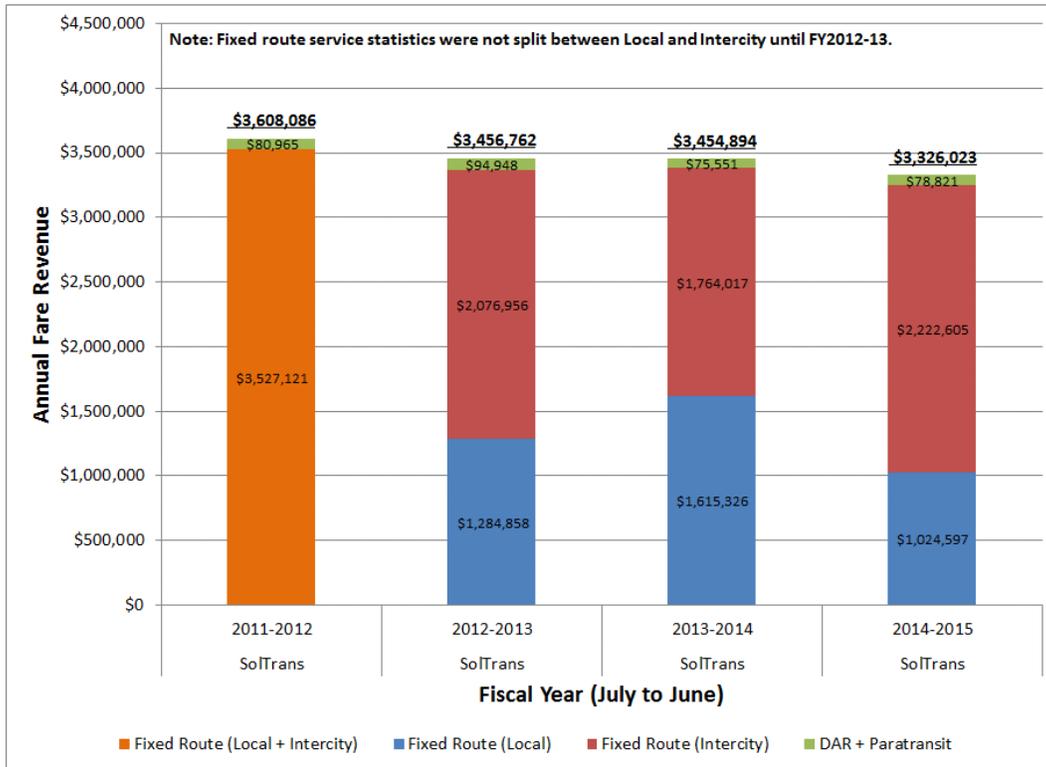
From FY 2012-13 to FY 2014-15, express fixed route service accounted for about 59.2% of total fare revenues (or about \$6.0 million). Express fixed route revenue

increased over the three years, from \$2,076,956 in FY 2012-13 to \$2,222,605 in FY 2014-15, about a 7.0% increase compared to a 0.2% increase in ridership.

DAR and paratransit service accounted for about 2.4% of total fare revenues as of FY 2014-15 (or about \$330,000). DAR and paratransit revenue decreased by 2.6%, from \$80,965 in FY 2011-12 to \$78,821 in FY 2014-15, compared to a 17.5% ridership decrease

Between FY 2011-12, FY 2012-13 and FY 2013-14, according to Staff, SolTrans may have used a different method of accounting for annual fixed route bus fare revenue that could account for the apparent inconsistency in the fare revenue versus ridership trend shown for local and express bus routes in those particular years. Other reasons for the change in fare revenue versus ridership may be due to SolTrans offering several promotions, allowing riders to ride for free or very reduced fares, and because SolTrans is selling fewer 10-ride tickets.

Figure 4: SolTrans Fare Revenue (FY 2011-15)



Sources: (i) FY 2011-12 data (all modes) from previous SRTP; (ii) FY 2012-13 (all modes) from Cost Allocation Model 2012-13; (iii) FY 2013-14 data (all modes) from NTD Detail FY 1314; and (iv) FY 2014-15 data (all modes) from SolTrans Cost Allocation Model FY 2014-15.

Notes: ^A Bold, underlined numbers represent the total per fiscal year.

3.1.3 Vehicle Revenue Hours (VRH)

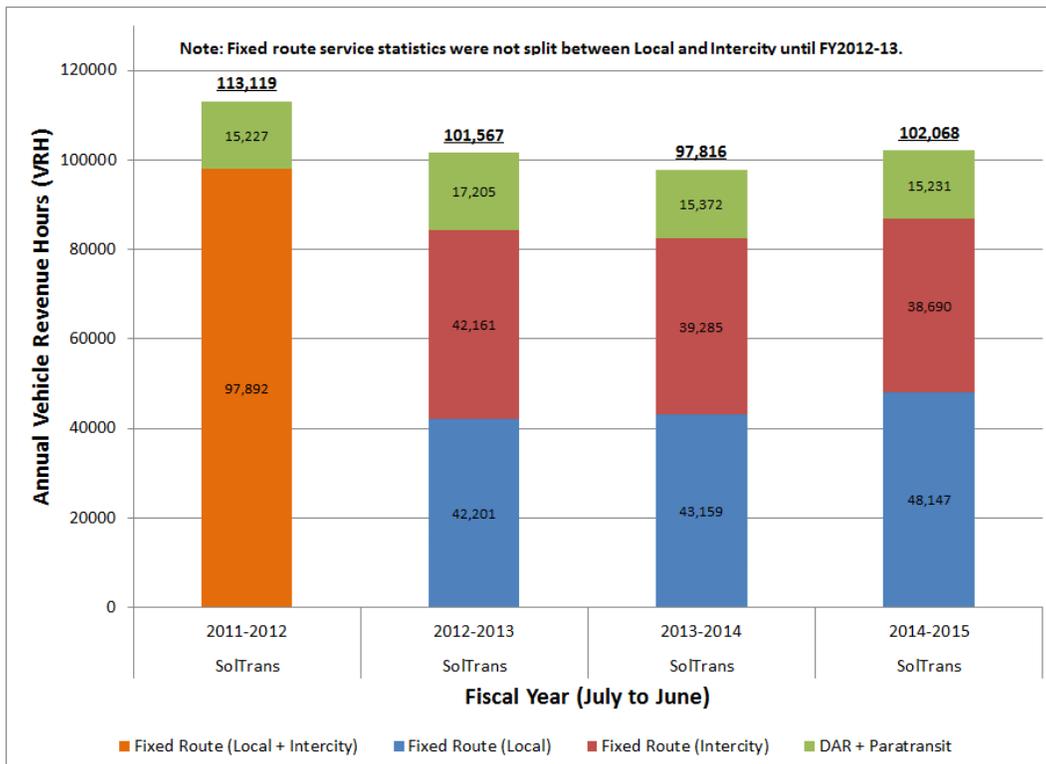
Figure 5 shows the system vehicle revenue hours (VRH) on fixed route local and intercity service and DAR and paratransit services for SolTrans from FY 2011-12 through FY 2014-15 (including combined fixed route local and intercity performance in FY 2011-12). Vehicle revenue hours were reduced over the four years, from 113,119 VRH in FY 2011-12 to 102,068 VRH in FY 2014-15, about a 9.8% decrease. Most of the reduction on VRH was a result of fixed route service cuts in FY 2012-13. Some services were restored in 2014-15. The method of tracking VRH was adjusted in FY 2013-14, which also accounts for some of the difference from previous years.

From FY 2012-13 to FY 2014-15, local fixed route service accounted for about 44.3% of total VRH (or about 133,500 VRH). Overall, local service VRH increased during the three years by about 5,946 VRH, or 14.1% from FY 2012-13 (42,201 VRH) to FY 2014-15 (48,147 VRH).

From FY 2012-13 to FY 2014-15, express fixed route service accounted for about 39.9% of total VRH (or about 120,000 VRH). Express fixed route service VRH was reduced during the years evaluated, decreasing by about 3,500 VRH, or 8.2% from FY 2012-13 (42,161 VRH) to FY 2014-15 (38,690 VRH).

DAR and paratransit service accounted for about 17.9% of total VRH over the four-year period (or about 63,000 VRH). DAR and paratransit service VRH has remained consistent during the years evaluated, having an overall increase of 4 VRH or 0.02% from FY 2011-12 (15,227 VRH) to FY 2014-15 (15,231 VRH).

Figure 5: SolTrans Vehicle Revenue Hours (FY 2011-15)



Sources: (i) FY 2011-12 data (all modes) from previous SRTP; (ii) FY 2012-13 to FY 2013-14 data (all modes) from NTD Detail FY 2012-13 and FY 2013-14; (iii) FY 2014-15 data (local and express buses) from SolTrans Cost Allocation Model 2014-15; and (iv) FY 2014-15 data (DAR and paratransit) from SolTrans, November 2015.

Notes:

^A Bold, underlined numbers represent the total per fiscal year.

3.1.4 Operating Cost

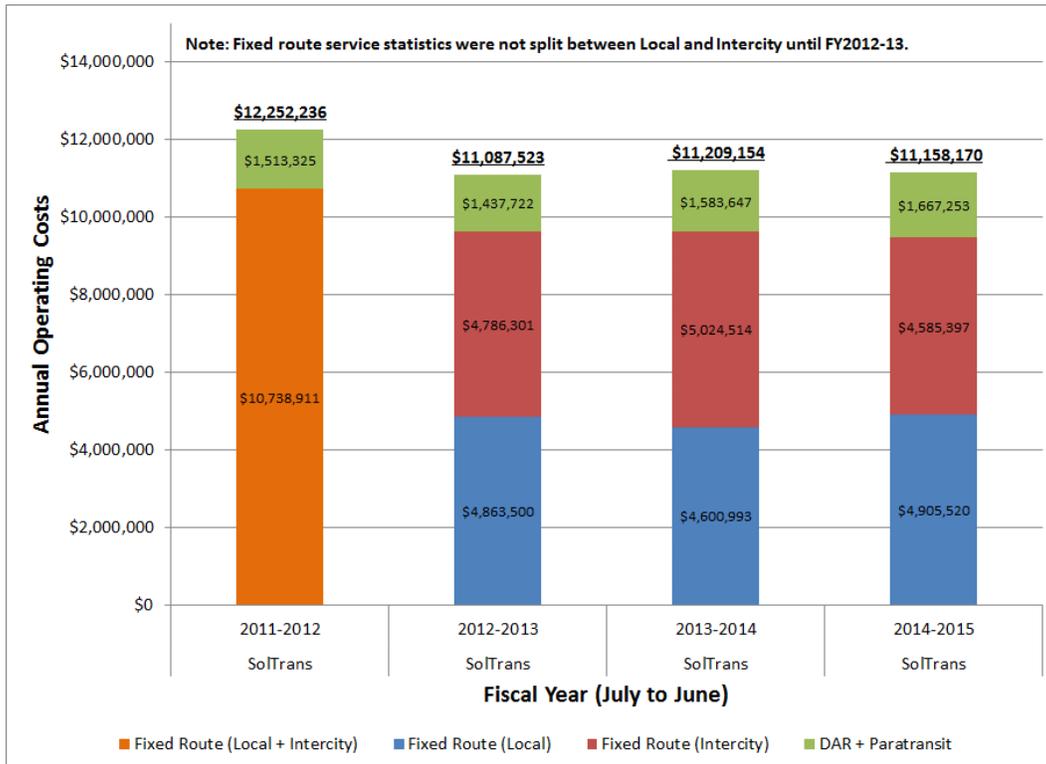
Figure 6 shows the total system operating costs on fixed route local and express service and DAR and paratransit services for SolTrans from FY 2011-12 through FY 2014-15 (including combined fixed route local and express performance in FY 2011-12). Total system operating costs have decreased during the years evaluated, from \$12.2 million in FY 2011-12, to \$11.1 million in FY 2014-15, a decrease of \$1.1 million, or 8.9%, tracking the reduction in VRH of 9.8%.

From FY 2012-13 to FY 2014-15, local fixed route service accounted for \$14.4 million, or 43.0% of total operating costs. Local fixed route service operating costs have increased during the years evaluated, from \$4,863,500 in FY 2012-13, to \$4,905,520 in FY 2014-15, about 0.9% increase, compared to the 14.1% increase in VRH.

From FY 2012-13 to FY 2014-15, express fixed route service accounted for \$14.4 million or 43.0% of total operating costs. Express fixed route service operating costs have decreased during the years evaluated, from \$4,786,301 in FY 2012-13 to \$4,585,397 in FY 2014-15, about a 4.2% decrease, compared to the 8.2% reduction in VRH.

DAR and paratransit service accounted for \$6.2 million or 13.6% of total operating costs over the four-year period. DAR and paratransit service operating costs have increased during the years evaluated, from \$1,513,325 in FY 2011-12 to \$1,667,253 in FY 2014-15, about a 10.2% increase while there was no significant change in VRH.

Figure 6: SolTrans Operating Cost (FY 2011-15)



Sources: (i) FY 2011-12 data (all modes) from previous SRTP; (ii) FY 2012-13 to FY 2013-14 data (all modes) from NTD Detail FY 2012-13 and FY 2013-14; (iii) FY 2014-15 data (local and express buses) from SolTrans Cost Allocation Model FY 2014-15; and (iv) FY 2014-15 data (DAR and paratransit) from SolTrans, November 2015.

Notes: ^A Bold, underlined numbers represent the total per fiscal year.

3.2 Service Performance

The following service performance measures for fixed route local and express and DAR services were evaluated using available quantitative data to determine whether or not the performance standard was met.

Service performances are provided for the four years evaluated, from FY 2011-12 through FY 2014-15. Separate fixed route local and express data are not available for FY 2011-12 because route-level data were not available in that year.

Table 9 provides an overview of which system performance standards have been met from FY 2011-12 to FY 2014-15.

Service

- Passenger Productivity (per Vehicle Revenue Mile (VRM)):** SolTrans met its standard of 1.0 passenger/VRM for fixed route local service in the three years that local data were available (FY 2012-13 through FY 2014-15).

15). SolTrans did not meet its combined DAR and paratransit standard of 1.0 passenger/VRM in the four years analyzed. SolTrans did not meet its express standard of 1.0 passenger/VRM in the three years that express data were available (FY 2012-13 through FY 2014-15).

Passenger Productivity (per Vehicle Revenue Mile (VRH)): SolTrans met its standard of 12.0 passenger/VRH for fixed route local service in the years that local data were available. SolTrans met its combined DAR and paratransit standard of 2.0 passenger/VRH for FY 2011-12 and FY 2012-13, and fell short in FY 2013-14 (1.6 passenger/VRH) and FY 2014-15 (1.7 passenger/VRH). SolTrans did not meet its express standard of 25.0 passenger/VRH in the three years that express data were available.

- **Preventable Accidents:** SolTrans did not have a consistent method of collecting accident data. SolTrans intends to improve its method of tracking and recording these data in FY 2016-17.
- **Missed Trips:** SolTrans did not have a consistent method of collecting missed trip data. SolTrans intends to improve its method of tracking and recording these data in FY 2016-17.
- **Road Calls:** SolTrans did not have an accurate method of collecting road call data. According to SolTrans staff, the accuracy of the data provided is uncertain. The available data suggest neither the existence of a problem, a trend, or a potential set of actions. SolTrans intends to improve its method of tracking and recording these data in FY 2016-17.

Ridership

- **Ridership Growth:** SolTrans met its ridership growth standard of 2% for fixed route local service for FY 2013-14. SolTrans met its combined DAR and paratransit standard of 1.0% for FY 2012-13 and FY 2014-15. SolTrans met its standard of 1.0% for express service for FY 2012-13 and FY 2014-15.

Cost Effectiveness

- **Operating Cost/Vehicle Revenue Hour (VRH):** SolTrans met its local fixed route standard of \$103.00/VRH for FY 2014-15. SolTrans did not meet its combined DAR and paratransit standard of \$78.00/VRH for any of the four years evaluated. SolTrans met its express route standard of \$115.00/VRH for FY 2012-13, but not for the two subsequent years.
- **Operating Cost/Passenger:** SolTrans met its fixed route local service standard of \$8.00/passenger in the years that local data were available. SolTrans met its combined DAR and paratransit standard of \$35.00/passenger in FY 2012-13, but not for the two following years. SolTrans met its express service standard of \$7.00/passenger in FY 2012-13 and FY 2014-15.
- **Farebox Recovery:** SolTrans met its fixed route local service standard of 20% in the years that local data were available. SolTrans did not meet

its combined DAR and paratransit standard of 10% for any of the four years evaluated. SolTrans met its express standard of 50.0% in FY 2012-13, but not in subsequent years.

- For FY 2014-15, SolTrans met 9 out of 20 of its service performance standards (not including the Preventable Accidents and Missed Trips categories, which lacked reliable data).

Table 9: SolTrans Quantified Service Performance (Gray Shading Represents Performance below the Defined Standard)

Type	Category	Performance Metrics ^A	Type of Service	SolTrans Standard	SolTrans 2011-12 ^B	SolTrans 2012-13	SolTrans 2013-2014	SolTrans 2014-2015
Service	Passenger Productivity	Passengers / Vehicle Revenue Mile	Fixed route (Local)	1.0	Data N/A	1.3	1.4	1.2
			DAR + Paratransit	1.0	0.1	0.2	0.1	0.1
			Fixed route (Express)	1.0	Data N/A	0.6	0.7	0.7
	Passenger Productivity	Passenger / Vehicle Revenue Hour	Fixed route (Local)	12.0	Data N/A	15.9	17.7	15.8
			DAR + Paratransit	2.0	2.0	2.4	1.6	1.7
			Fixed route (Express)	25.0	Data N/A	16.3	17.1	17.8
	Preventable Accidents	Miles between Preventable Accidents (VRM/Accidents)	Fixed route (Local + Express)	100,000	Data N/A	Data N/A	Data N/A	Data N/A
			DAR + Paratransit	100,000	Data N/A	Data N/A	Data N/A	Data N/A
	Missed Trips	Less than 1% of Total Monthly Trips Defined as Missed	Fixed route (Local + Express)	1.0%	Data N/A	Data N/A	Data N/A	Data N/A
			DAR + Paratransit	1.0%	Data N/A	Data N/A	Data N/A	Data N/A
	Road Calls ^C	Miles between Road Calls (Vehicle Revenue Miles / Road Calls)	Fixed route (Local + Express)	10,000	143,009	19,261	23,966	13,280
			DAR + Paratransit	10,000	37,580	216,832	22,405	3,710
Ridership	Ridership Growth	Fixed route (Local)	2.0%	Data N/A	-12.6%	14.1%	-0.9%	
		DAR + Paratransit	1.0%	-14.1%	35.1%	-40.1%	1.9%	
		Fixed route (Express)	1.0%	Data N/A	1.9%	-2.1%	2.4%	
Financial/ Cost Effectiveness	Operating Cost/Vehicle Revenue Hour	Fixed route (Local)	\$103.00	Data N/A	\$115.25	\$106.61	\$101.89	
		DAR + Paratransit	\$78.00	\$99.38	\$83.56	\$103.02	\$109.46	
		Fixed route (Express)	\$115.00	Data N/A	\$113.52	\$127.90	\$118.52	
	Operating Cost/Passenger	Fixed route (Local)	\$8.00	Data N/A	\$7.25	\$6.01	\$6.46	
		DAR + Paratransit	\$35.00	\$48.78	\$34.31	\$63.11	\$65.18	
		Fixed route (Express)	\$7.00	Data N/A	\$6.97	\$7.47	\$6.66	
	Farebox Recovery	Fixed route (Local)	20.0%	Data N/A	26.4%	35.1%	20.9%	
		DAR + Paratransit	10.0%	5.4%	6.6%	4.8%	4.7%	
		Fixed route (Express)	50.0%	Data N/A	53.6%	35.1%	48.5%	

Source: SolTrans, October 2015.

Notes: ^A Vehicle revenue miles and hours are referred to as vehicles service miles and hours by SolTrans. ^B FY 2011-12 data from previous SRTP. ^C Road Calls data provided by SolTrans to the extent available.

3.3 System Performance

This section assesses system-level performance, using both qualitative and quantitative data from SolTrans to determine whether or not the performance standard was met. SolTrans met 20 of 27 standards for which measurement procedures were in place, with inadequate measurement procedures in 5 standards relating to on-time performance and demand-response reservations.

Table 10 provides an overview of which system performance standards have been met from FY 2011-12 to FY 2014-15. Since FY 2011-12 was the year that transit operations and management were transitioned from City of Vallejo to SolTrans, most performance information was not available for that year.

Service

- **On-Time Performance:** SolTrans is implementing a CAD/AVL project to begin tracking on-time performance data for its fixed route service.
- **Transfer Wait Times:** SolTrans met its standard of no more than a five-minute average wait time for a transfer for the years evaluated.
- **Vehicle Maintenance:** SolTrans met its standard of completing regularly scheduled maintenance no later than 500 miles of the schedule cycle for the years evaluated.
- **Transit Facility Maintenance Program:** SolTrans is in the process of implementing a Transit Facilities Maintenance Program for FY 2015-16.
- **Dial-A-Ride Trip Denials:** SolTrans plans to begin tracking its General Public Dial-A-Ride Trip Denials in 2016.
- **ADA Paratransit Trip Denials:** SolTrans met its standard that no trip requests are denied due to capacity constraints for the years evaluated. No information was available prior to July 2012.
- **Service Evaluation:** SolTrans met its standard of conducting independent evaluation of service at intervals of no more than five years for the years evaluated.
- **Regular Data Collection and Reporting:** SolTrans met its standard of having monthly performance reports collected that include vehicle service hours, vehicle miles, fare revenue, and ridership for the years evaluated. However, road call, missed trips, accident and injury data were not deemed reliable and the reporting of these particular statistics need attention.

- **Service Coverage:** SolTrans met its standard that in areas where general public DAR is not available, at least 80% of residents should be within 0.5 mile of a bus stop on the local fixed route bus system.^C
- **Service Frequency:** Headways should be consistent with demand and low demand areas may not warrant 30-minute peak service. As of January 2015, SolTrans restored 30-minute service on three of its high demand Routes: 1, 2 and 7, and operates 30-minute peak service on all local routes, except 6 and 8, which do not seem to justify it.
- **Service Capacity:** SolTrans met its standard of having trips operate frequently enough to have no regular standing loads during the years evaluated. Note that SolTrans' standing load info is anecdotal. The CAD/AVL project will provide data to start tracking this metric by the end of FY 2016.

Ridership

- **Annual Growth in ADA Paratransit Ridership:** SolTrans met its standard of offering alternatives to reduce reliance on ADA paratransit service for the years evaluated. SolTrans offers a subsidized local taxi alternative. In addition, SolTrans lowered fares on local and express fixed route services for ADA-certified customers to \$0.25 and \$0.50, respectively.

Customer Focus

- **Complaint Resolution:** SolTrans did not meet its standard of having monthly reports that detail the number and type of complaints, as well as the resolution status, collected no later than the 15th of each month during the years evaluated, due to deficiencies in its current Customer Service Management software. SolTrans has plans in progress to meet this standard during FY 2015-16.
- **Customer Service:** SolTrans met its standard of offering mandatory and optional training opportunities to improve safety and customer service during the years evaluated.
- **Marketing Plan Development and Implementation:** SolTrans met its standard of developing/updating its marketing plan annually for the years evaluated. SolTrans met its standard of having the marketing plan budget no less than 1% of the annual operating budget for FY 2013-14.
- **Information Access:** SolTrans met its standard of providing customers with information on available services and fares, and other helpful transit information for the years evaluated. SolTrans provides transit information through a maintained transit website, through internet social media, and on printed materials on transit services, but has not yet made information

Notes: ^C Service coverage focused on the City of Vallejo (where general public DAR is not available).

available in Spanish language translation. SolTrans has begun making Spanish translations available for FY 2015-16 by making pocket schedules bilingual.

- **Customer Feedback and Citizen Participation:** SolTrans has met its standard of encouraging customers and providing convenient means for public comment on existing fares and services and proposed changes for the years evaluated. SolTrans has also met its standard of having continued support for regular meetings of a Public Advisory Committee during the years evaluated.

Financial/Cost Effectiveness

- **Funding Support:** SolTrans has met its standard of maximizing the transit system by seeking financial support from external sources such as regional, state and federal grants, and public/private partnerships for the years evaluated.
- **Fiscal Sustainability:** SolTrans met its standard of preparing a 5-year financial projection that balances available operating and capital revenues, operating and capital expenses, and maintains a reserve for contingencies for the years evaluated. SolTrans also met its standard of having a 5 to 10 years financial projection that identifies options to balance revenues and expenses over the longer term.

Community and Environment

- **Community Support:** SolTrans met its standard of establishing a public outreach program and activities that encourage support for public transit for the years evaluated.
- **Environmental Benefit:** SolTrans met its standard of taking action to reduce the carbon footprint of the transit system for the years evaluated.
- **Land Use Coordination:** SolTrans met its standard of monitoring development proposals and reviewing environmental documents for transit opportunities for the years evaluated.

Coordination

- **Coordinate Local and Express Services:** SolTrans met its standard of coordinating local and express schedules at transit centers for the years evaluated. SolTrans also met its standard of implementing and maintaining Clipper for both local and express services.
- **Interagency:** SolTrans is working on improving their interagency coordination. In the last six months, SolTrans has regularly attended BART, Clipper, and MTC meetings. Additionally, SolTrans has reached out to North Bay and Sacramento-area operators to share information and ideas.

Table 10: SolTrans Qualitative System Performance (Gray Shading Represents Performance below the Defined Standard)

Type	Category	Performance Metrics	Type of Service	Standard	SolTrans FY 2011-12	SolTrans FY 2012-13	SolTrans FY 2013-14	SolTrans FY 2014-15
Service Delivery	On-Time Performance	Are 90% of all monthly trips operating on-time (no later than 5 minutes and no earlier than published schedule)? ^A	Fixed Route (Local + Express)	YES	No Way to Measure			
		Are 90% of all monthly trips operating on-time (no earlier nor later than 15 minutes from published schedule)?	Paratransit	YES	No Way to Measure	No Way to Measure	No Way to Measure	Not Measured
		Are 90% of all monthly trips operating on-time (no earlier nor later than 15 minutes from published schedule)?	Dial-A-Ride (DAR)	YES	No Way to Measure			
	Transfer Wait Times	Is average wait time no more than 5 minutes for transfers?	System	YES	Data Not Available	YES	YES	YES
	Maintenance	Is regularly schedule maintenance completed no later than 500 miles of scheduled cycle?	System	YES	Data Not Available	YES	YES	YES
	Transit Facilities Maintenance Program	Has a Transit Facilities Maintenance Program been implemented?	System	YES	Data Not Available	NO	NO	NO
	Dial-A-Ride Trip Denials	Are 90% of DAR customers and all ADA-eligible trips scheduled within 60 minutes of requested pick-up time?	Dial-A-Ride (DAR)	YES	Data Not Available	Not Measured	Not Measured	Not Measured
		Do no more than 3% of total monthly trip requests result in refusal when offered within 60 min of requested time?	Dial-A-Ride (DAR)	YES	Data Not Available	Not Measured	Not Measured	Not Measured
	ADA Paratransit Trip Denials	Are no trip requests denied due to capacity constraints (as defined by ADA)?	Paratransit	YES	Data Not Available	YES	YES	YES
	Service Evaluation	Is independent evaluation of service conducted at intervals of no more than 5 years?	System	YES	Data Not Available	YES	YES	YES
Regular Data Collection & Reporting	Are monthly performance reports collected that include vehicle service hours, vehicle miles, fare revenue, ridership, accidents, and injuries?	System	YES	Data Not Available	YES	YES	YES	

Type	Category	Performance Metrics	Type of Service
Service Design	Service Coverage	In areas where general public DAR is not available, are at least 80% of residents within 0.5 miles of a bus stop on the local fixed route bus system?	System
	Service Frequency	Are fixed route headways no more than 30 minutes or less during peak times, and no more than 60 minutes or less during off-peak times, as determined by service demand and available resources?	System
	Service Capacity	Do trips operate frequently enough to have no regular standing loads?	System
Ridership	Annual Growth in Ridership	Are alternatives offered to reduce reliance on ADA paratransit services?	System

Standard	SolTrans FY 2011-12	SolTrans FY 2012-13	SolTrans FY 2013-14	SolTrans FY 2014-15
YES	Data Not Available	Not Measured	Not Measured	YES
YES	NO	NO	NO	NO
YES	Data Not Available	YES	YES	YES
YES	YES	YES	YES	YES

Customer Focus	Complaint Resolution	Are monthly reports detailing # of and type of complaint, as well as resolution status collected no later than the 15th of each month?	System
	Customer Service	Are mandatory and optional training opportunities offered to improve safety and customer service?	System
	Marketing Plan Development and Implementation	Is a marketing plan developed/updated annually?	System
	Marketing Plan Development and Implementation	Is the marketing plan budget no less than 1% of the annual operating budget?	System
	Information Access	Are customers provided with information on available services and fares and other helpful transit information?	System

YES	Data Not Available	NO	NO	NO
YES	Data Not Available	YES	YES	YES
YES	Data Not Available	YES	YES	YES
YES	Data Not Available	Data Not Available	YES	NO
YES	Data Not Available	YES	YES	YES

Type	Category	Performance Metrics	Type of Service
	Information Access	Is transit material available through a maintained transit website, through internet social media, on written materials on transit services, and available in Spanish language translation?	System
	Customer Feedback and Citizen Participation	Are customers encouraged and provided convenient means for public comment on existing fares and services and proposed changes?	System
	Customer Feedback and Citizen Participation	Is there continued support for regular meetings of a Public Advisory Committee?	System
Financial Cost/Effectiveness	Funding Support	To maximize the transit system, is financial support sought from external sources such as regional, state and federal grants and public/private partnerships?	System
	Fiscal Sustainability	Is there a 5-year financial projection prepared that balances available operating and capital revenues, operating and capital expenses, and maintains a reserve for contingencies?	System
	Fiscal Sustainability	Is there a 5 to 10 years financial projection that identifies options to balance revenues and expenses over the longer term?	System
Community & Environment	Community Support	Are there an established public outreach program and activities that encourage support for public transit?	System
	Environmental Benefits	Are actions being taken to reduce the carbon footprint of the transit system?	System
	Land Use Coordination	Are development proposals monitored, and are environmental documents reviewed for transit opportunities?	System

Standard	SolTrans FY 2011-12	SolTrans FY 2012-13	SolTrans FY 2013-14	SolTrans FY 2014-15
YES	Data Not Available	NO	NO	NO
YES	Data Not Available	YES	YES	YES
YES	Data Not Available	YES	YES	YES
YES	Data Not Available	YES	YES	YES
YES	Data Not Available	YES	YES	YES
YES	Data Not Available	YES	YES	YES
YES	Data Not Available	YES	YES	YES

Type	Category	Performance Metrics	Type of Service	Standard	SolTrans FY 2011-12	SolTrans FY 2012-13	SolTrans FY 2013-14	SolTrans FY 2014-15
Coordination	Local and Express Transit Services Coordination	Are local and express schedules coordinated at transit centers?	System	YES	Data Not Available	YES	YES	YES
	Local and Express Transit Services Coordination	Has Clipper been implemented, and is it maintained for both local and express services?	System	YES	N/A	N/A	N/A	YES
	Interagency Coordination	Are MTC and STA Consortium meetings regularly attended, and are connecting operators met with often?	System	YES	Data Not Available	Data Not Available	YES	YES

3.4 Route Performance⁴

This section compares SolTrans route-level operating statistics for local and express fixed route services from FY 2014-15.

Available data limit the extent of the route-level analysis, primarily to productivity in terms of passengers per VRH, or per VRM. Fare revenues and operating costs are also provided for local and express routes, based on a cost allocation model developed under the Intercity Transit Funding Agreement. While SolTrans does record route-level fare revenues, the contractor for SolTrans services notes that the accuracy of revenue reports generated by on-board farebox equipment was uncertain due to human and mechanical recording issues.

Table 11 presents the performance standards for express and local fixed routes (as defined in the SolTrans GOMS for this SRTP). DAR performance is not included in this route-level analysis.

Table 11: SolTrans Express Fixed route, Local Fixed route and DAR Standards

Standards	Passengers/ VRH	Passengers/ VRM	Farebox Recovery
Local	12.0	1.0	20.0%
Express	25.0	1.0	50.0%

Based on data above, a comparison of current fixed routes and their relative performance against service standards was completed for FY 2014-15. Table 12 presents performance of each route, while Table 13 presents productivity in terms of passengers per VRH and VRM and farebox recovery. Note that Route 76 is no longer operating after its consolidation with Route 78 in January 2015, and Route 200 is a contract service provided for WETA not subject to these performance criteria.

Key findings are below:

- Passengers per Vehicle Revenue Hour (VRH):** In FY 2014-15, 10 out of 12 local routes and one out of 5 express routes surpassed the SolTrans GOMS thresholds of 12.0 and 25.0 passengers/VRH, respectively. Among local routes, Route 17, a supplemental school tripper service, has the best performance at 39.2 passengers/VRH. Route 1 is the most productive all-day local route, with about 20 passengers/VRH. Route 20, the recently introduced service between Benicia and Gateway Plaza, has the lowest performance at 4.0 passengers/VRH. Its trial period was recently extended to allow more time for ridership growth. For express routes, Route 80, connecting VTC with BART in El Cerrito, has the best performance at 25.2 passengers/VRH. Route 85, connecting VTC with FAST at FTC and Solano Mall, has the lowest performance at 9.2 passengers/VRH.

⁴ Route-level data presented in this section may not collectively match the system-level data presented in Section 3.1 due to different recording and accounting procedures.

- **Passengers per Vehicle Revenue Mile (VRM):** In FY 2014-15, 9 out of 12 local routes and 0 out of 5 express routes surpassed the SolTrans GOMS thresholds of 1.0 passengers/VRM. For local routes, Route 17 has the best performance at 2.7 passengers/VRM. For express routes, Route 80 has the best performance at 0.9 passengers/VRM. For local routes, Route 8, the new bi-directional route that has been operating along Benicia Road since January 2015, has the lowest performance at 0.1 passengers/VRM. For express routes, Route 76, service between VTC, Benicia and Diablo Valley College, which was consolidated with Route 78 in January 2015, has the lowest performance at 0.3 passengers/VRM.
- **Farebox Recovery:** In FY 2014-15, operating costs and fare revenues have been broken down for SolTrans through a FY 2014-15 cost allocation model. In terms of achieving the SolTrans GOMS standard of 50.0% farebox recovery for express routes, Route 80 achieved this standard (75% farebox recovery). For SolTrans GOMS standard of 20.0% farebox recovery for local routes, Routes 1, 2, 3, 4, 7, and 17 achieved this standard (with 26%, 25%, 22%, 20%, 24%, and 21%, respectively).

Overall, for FY 2014-15, the number of local routes that met its productivity standard of 12.0 passengers/VRH was 10 out of 12. The number of express routes that met its productivity standard of 25.0 passengers/VRH was 1 out of 6. The number of local routes that met its productivity standard of 1.0 passengers/VRM was 9 out of 12. The number of express routes that met its productivity standard of 1.0 passengers/VRM was 0 out of 5. In terms of farebox recovery, 6 out of 12 local routes met SolTrans' cost effectiveness standard of 20.0%. One out of 5 express routes met SolTrans' cost effectiveness standard of 50.0%.

Table 12: SolTrans Route-Level Performance

		FY 2014-15 Performance					
Type	Route	Passengers	VRH	VRM	Total Costs	Farebox Revenues	Notes and Major Service Changes
Local	1	114,447	7,308	87,381	\$636,469	\$167,174	No changes.
	2	160,239	9,000	112,221	\$847,266	\$215,995	Route received minor adjustments of 1-2 minutes at limited time points to more accurately reflect travel time.
	3	71,811	4,444	61,937	\$483,234	\$108,225	No changes.
	4	80,188	4,239	49,317	\$453,488	\$89,313	Route was shortened in January 2015 to end at Sereno Transit Center and a one-way loop was replaced with bi-directional service along Tuolumne St.
	5	73,943	4,818	66,826	\$505,966	\$86,574	Route modified in January 2015 to eliminate alternating between Sereno Drive and Redwood Street. This route now operates consistently along an alignment that serves a portion of Redwood Street and a portion of Sereno Drive.
	6	56,026	4,260	54,610	\$420,472	\$81,595	In January 2015, route replaced by Routes 6 and 8 operating bi-directional service and interlined at Hogan Middle School. Recently, Routes 6 and 8 were rescheduled to operate independently.
	7	156,083	10,221	116,293	\$900,825	\$216,403	Route operates less frequently on Sundays as of August 2015 service changes.
	8	14,697	1,506	21,985	\$138,555	\$10,718	As of January 2015, route now performs independently of Route 6.
	12	4,726	241	3,392	\$118,268	\$7,540	Route no longer operated as of August 2015.
	15	7,253	395	6,100	\$128,812	\$12,288	No changes.
	17	14,585	372	5,399	\$126,748	\$26,932	No changes.
	20/Special	5,343	1,343	29,504	\$145,417	\$1,839	Pilot service effective January 31, 2015 through December 31, 2015, and continued through March, 2017.
Express	76	2,601	215	7,965	\$82,246	\$5,300	Route no longer operated; consolidated with Route 78 serving Diablo Valley College and Sun Valley Mall.
	78	86,565	7,449	187,495	\$1,022,373	\$293,529	Effective January 2015, includes service on the former Route 76 at Diablo Valley College and Sun Valley Mall.
	80	458,032	18,147	514,022	\$2,143,661	\$1,599,970	No changes.
	80S	6,739	607	17,019	\$52,711	\$24,379	No changes during review period; eliminated November 2015.
	85	84,321	9,197	203,484	\$910,312	\$285,726	This Route operates on hourly headways and the number of stops in Vallejo was reduced in January 2015 to speed travel between VTC and Fairfield, while maintaining service to Discovery Kingdom
	200	49,838	3,075	88,478	\$374,094	\$13,702	Seasonal changes due to San Francisco Bay Ferry needs.

Table 13: SolTrans Route-Level Performance and Productivity (Passengers/VRH and Passengers/VRM)

			Passengers/VRH		Passengers/VRM		Farebox Recovery
Type	Route	SolTrans Standard	FY 2014-15 Performance	SolTrans Standard	FY 2014-15 Performance	SolTrans Standard	FY 2014-15 Performance
Local	1	12.0	15.7	1.0	1.7	20%	26%
	2	12.0	17.8	1.0	1.4	20%	25%
	3	12.0	16.2	1.0	1.2	20%	22%
	4	12.0	18.9	1.0	1.6	20%	20%
	5	12.0	15.3	1.0	1.1	20%	17%
	6	12.0	13.2	1.0	1.0	20%	19%
	7	12.0	15.3	1.0	1.3	20%	24%
	8	12.0	9.8	1.0	0.1	20%	8%
	12	12.0	19.6	1.0	1.4	20%	6%
	15	12.0	18.4	1.0	1.2	20%	10%
	17	12.0	39.2	1.0	2.7	20%	21%
Express	20	12.0	4.0	1.0	0.2	20%	1%
	76	25.0	12.1	1.0	0.3	50%	6%
	78	25.0	11.6	1.0	0.5	50%	29%
	80	25.0	25.2	1.0	0.9	50%	75%
	80S	25.0	11.1	1.0	0.4	50%	46%
	85	25.0	9.2	1.0	0.4	50%	31%

Note: Route 200 not subject to SolTrans performance standards as level of service is determined by WETA.

3.5 Other Relevant Programmatic Evaluations

3.5.1 MTC Regional Express Bus and STA Intercity Transit Funding Agreement

This section discusses the proposed express fixed route performance benchmarks being considered in STA's Transit Corridor Study. These proposed benchmarks are presented below in Table 14.

Table 14: Express Route Performance vs. Express Benchmarks

Service Productivity Measures	Benchmark
Passengers per Vehicle Revenue Hour	25.0
Passengers per Trip	20.0
Passengers per Vehicle Revenue Mile	1.0
Peak Corridor Demand (Hourly Demand/Capacity)	85.0%
Capacity Utilization (Passenger Miles/Seat Miles)	35.0%
Cost Efficiency Measures	Benchmark
Cost per Vehicle Revenue Hour	\$115.00
Cost per Vehicle Revenue Mile	\$5.00
Cost per Revenue Seat Mile	\$0.10
Cost Effectiveness Measures	Benchmark
Subsidy per Passenger Trip	\$3.50
Revenue per Revenue Seat Mile	\$0.04
Farebox Recovery Ratio (STA)	50%
Farebox Recovery Ratio (RM2 RC)	30%
Farebox Recovery Ratio (RM2 RAD)	20%

Based on FY 2014-15 performance, most SolTrans express routes do not appear to be performing within the benchmarks. The best performing route is Route 80. Route 85 has the lowest performance. STA's Transit Corridor Study will make recommendations to improve performance across all express routes.

3.5.2 Updated Status of Projects Identified in 2008 Vallejo Community-Based Transportation Plan (CBTP)

The 2008 Vallejo CBTP consulting team reviewed the highest priority strategies identified in the Plan, discussed them with potential lead agencies, and analyzed their feasibility. Criteria for feasibility included cost, potential funding availability, implementation schedule and environmental concerns. The following describes the progress made against each strategy since 2008:

NEED 1: Recent transit cuts have significantly reduced the mobility of the low-income, transit-dependent population in Vallejo.

Strategy: Extend route coverage, frequencies, and span of service in Vallejo.

Lead Agency: SolTrans

Status: Facing a fiscal crisis emanating from the great recession, service cuts were made by Vallejo Transit and Benicia Breeze in 2008, and again in 2012 by SolTrans to balance service levels with fiscal resources. Since 2012, service has been improved by SolTrans, specifically including increased frequency on Routes 1, 2, 6, and 7, service span increase on Route 78, and the addition of new Routes 8 and 20.

NEED 2: Low-income residents are unable to get to jobs and other destinations due to limited service on Saturday and Sunday.

Strategy: Provide more weekend service via fixed route or other methods.

Lead Agency: SolTrans

Status: Facing a fiscal crisis, weekend service was reduced in 2008 by Vallejo Transit, and in 2012 by SolTrans. In 2015, additional weekend service was implemented by SolTrans on Route 78 on Saturdays and Routes 78 and 80 on Sundays.

NEED 3: Solano Community College Vallejo campus is not served by transit. Parking is at capacity and students have few realistic alternatives to driving.

Strategy: Extend existing route coverage to Solano Community College.

Lead Agency: SolTrans

Status: Solano College-Vallejo was new in 2008 and transit service had not yet had a chance to develop. As residential and commercial development in the area surrounding the SCC Vallejo campus has filled in, service has been increased. Currently Routes 2, 7, and 20 provide service near or directly to the campus.

NEED 4: Low-income residents are not able to directly access Mare Island, including Touro University, the Vallejo School District offices and social services providers via transit.

Strategy: Extend route coverage to Mare Island, especially to social service providers. Limited service to Mare Island could serve Touro University, the Vallejo Unified School District offices and some social service providers.

Lead Agency: SolTrans

Status: Since 2008, the pace of development on Mare Island has slowed. The level of development has been below that needed to support transit service. In 2014, SolTrans began working with a range of stakeholders to determine whether sufficient funding could be assembled to allow transit service implementation to drive development rather than only respond to it. SolTrans intends to initiate service when sufficient funding can be obtained.

NEED 5: Some bus stops and shelters feel unsafe and uninviting, especially for seniors and those traveling with children.

Strategy: Improve bus stops and shelters and provide better lighting, covered stops, and benches. The CBTP community outreach process and Vallejo Transit have identified bus stops that have been prioritized for improvement.

Lead Agency: SolTrans and City of Vallejo

Status: Some additions to the bus shelter supply have been made both by City of Vallejo and SolTrans. However, changes to make shelters feel more safe and inviting are beyond the scope of the transit agency, as they depend largely on the surrounding streetscape and environments, not the shelters themselves.

NEED 6: Taxi scrip often runs out mid-month in Vallejo. A subsidized taxi program offers a great deal of mobility for low-income senior and disabled residents at a relatively low cost.

Strategy: Expand the taxi scrip program. Providing taxi scrip can be a cost-effective way to offer service to low-income individuals, especially in areas where transit service is limited.

Lead Agency: SolTrans

Status: No change.

NEED 7: Low-income residents need help understanding and feeling comfortable using transit.

Strategy: Establish a transit ambassadors/travel buddies program for low-income residents that provides one-on-one orientation and/or accompaniment. This would give low-income residents the ability to better understand the transit system overall and for their specific needs. The program would address concerns of individual riders who may be initially wary of using transit. This would be particularly helpful for low-income and seniors in general.

Lead Agency: SolTrans and/or Solano Transportation Authority

Status: SolTrans initiated in 2015 a transit ambassador program available for all riders, not just low-income or senior. In fact, there is no evidence that seniors or low-income persons are any more uncertain about riding transit than any other non-rider. SolTrans works with C.A.R.E. Evaluators to identify customers applying for ADA certification, and with multiple senior and other organizations to identify candidates for receiving travel training.

NEED 8: The cost of transit is a hardship for the low-income population in Vallejo.

Strategy: Lower transit fares and provide additional passes for social services agencies to give to clients. Low-income Vallejo community members who participated in the planning process overwhelmingly favored lowering transit fares

and offering free or discounted passes. However, Lifeline funding is intended to expand the transportation capacity in the project area, and currently may not be used to subsidize transit fares or provide passes.

Lead Agency: SolTrans, Area Agency on Aging, Solano County Health and Human Services.

Status: To address the fiscal crisis, in 2011 SolTrans adjusted fares by eliminating free transfers. This had the effect of causing a fare increase for customers taking trips involving more than one bus. To mitigate this, SolTrans instituted a Day Pass which is priced less than a round-trip that involves transfers. SolTrans has also not increased base fares since 2008. While the base fare is still high for some customers, the fare is more affordable today than in 2008 for the majority of riders (those taking only a single trip or three-plus trips).

NEED 9: Low-income seniors may need transportation assistance beyond that which is provided by public transit agencies.

Strategy: Create a volunteer program which could provide jobs for seniors, and provide transportation on a volunteer basis. Transportation assistance is already provided through the Area Agency on Aging, Faith in Action, and by the local senior centers. Recent funding cuts preclude the Senior Center from developing new programs.

Lead Agency: Area Agency on Aging, Florence Douglas Senior Center

Status: Not a SolTrans responsibility.

NEED 10: Low-income residents would like the Vallejo RunAbout to serve a wider population by expanding paratransit eligibility.

Strategy: Expand paratransit eligibility. The current Vallejo RunAbout service is available only to passengers who meet the Americans with Disabilities Act (ADA) eligibility criteria and service conforms to ADA criteria. This project would be to offer similar service to individuals who do not meet the ADA eligibility requirements.

Lead Agency: SolTrans or Non-profit

Status: Vallejo's RunAbout paratransit service is now part of the SolTrans ADA Paratransit program, which includes the minimum service required by Federal law, as well as additional ("ADA Plus") service providing connections for ADA-certified individuals to regional destinations in Fairfield and Contra Costa County. Expansion of this program to non-ADA customers is not currently envisioned as it is extremely cost-ineffective.

NEED 11: Low-income seniors need an escort service earlier, later and more frequently than is currently available. Those that are disabled, especially with mental impairments, but may not qualify for paratransit, are sometimes nonetheless uncomfortable using public transit.

Strategy: Expand capacity of Area Agency on Aging (AAA) escort service. The AAA currently provides approximately 3,000 door-through-door trips per year to

predominantly low-income seniors within Vallejo. Expanding the service would entail lowering the qualifying age from 62 to 60, attracting more drivers by raising the hourly rate, and enabling the program to serve low-income Vallejo residents whose homes are in unincorporated parts of the County in or adjacent to Vallejo. In addition to expanding the service, funding would supplement the donation gap and would be used to hire a full-time staff person to recruit drivers, dispatch and manage the daily program.

Lead Agency: Area Agency on Aging

Status: Not a SolTrans responsibility.

NEED 12: Low-income residents who don't speak or read English consider that a significant barrier to transit use.

Strategy: Provide more route and fare information in multiple languages, especially Spanish. Expand transit information staff who are multilingual. Transit brochures and other materials would be translated into Spanish and provided wherever Vallejo Transit information is available. Increase recruitment efforts to increase staff with multilingual capabilities or utilize technology with language translation resources.

Lead Agency: SolTrans, possibly Solano Transportation Authority

Status: This need is subsumed by SolTrans' Federally-required Limited-English Proficiency (LEP) Plan. This plan notes a specific need for information in Spanish, not just for low-income but all residents for whom Spanish is the primary language and secondary English skills are lacking. In 2015, SolTrans added extensive bilingual information to its pocket schedules, and continues to enhance its other information pieces. Several customer service personnel employed by National Express Transit (NEXT) have functional Spanish skills; other NEXT employees are fluent in Spanish and are able to assist with callers. Future updates to SolTrans' web site will also incorporate "native" Spanish elements rather than requiring the use of online translation facilities.

3.5.3 Title VI

SolTrans is committed to ensuring that no person shall, on the grounds of race, color, national origin, religion, age, marital status, sexual orientation, or disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity provided by SolTrans. SolTrans submitted the SolTrans Title VI Program on May 30, 2013, and was approved on June 27, 2013. This report is included in the Appendix. Elements of the program include SolTrans' LEP Plan, Public Outreach Summary, Signed Policy, Complaint, Procedures and Notice, and Analysis of Construction Projects.

An updated program was submitted in April, 2016 following approval by the SolTrans Board on March 31, 2016. This revision is currently awaiting FTA review.

3.5.4 Results of Most Recent FTA Triennial Review and TDA Audit

FTA Triennial Review

The last FTA Triennial Review of SolTrans' transit services covered FY 2012-13 through FY 2014-15. The audit found that there were deficiencies in 4 out of the 17 areas: Americans with Disabilities Act, Title VI, Procurement, and Disadvantaged Business Enterprise. There were no repeat deficiencies from the 2012 Triennial Review. The following were the deficiencies and corrective actions identified:

- ***ADA complementary paratransit service deficiencies:*** SolTrans' visitor policy does not include one of the two ways a visitor can become eligible for service. The policy does not delineate that in addition to presenting documentation of eligibility in another jurisdiction, a visitor can also present documentation of residency in another jurisdiction and of their disability (unless it is "apparent"). SolTrans will take immediate steps to modify the visitor policy to allow for visitor use of ADA complementary paratransit services by individuals that present documentation of residency in another jurisdiction and of their disability (unless it is "apparent").
- ***Limits or capacity constraints on ADA complementary paratransit service:*** The current software used by SolTrans does not adequately track trip duration at the time of scheduling for ADA complementary paratransit service; therefore, SolTrans is unable to determine if there are excessively long trips contributing to capacity constraints.

For the deficiency limits or capacity constraints on ADA complementary paratransit service (109), SolTrans will submit to the Region IX CRO procedures for monitoring SolTrans' ADA complementary paratransit service for capacity constraints related to excessively long trips.

- ***Title VI service standards and/or policies lacking:*** In the review, SolTrans had not yet developed nor implemented system-wide service standards for vehicle load, vehicle headway, on-time performance, or service availability as part of its Title VI program, in accordance with FTA Circular 4702.1B. In May 2016, SolTrans will adopt systemwide service standards and policies to meet these needs (listed in the Goals, Objectives, Measures, and Standards chapter) and will submit these as a supplement to the 2016 Title VI program.
- ***Lacking required cost/price analysis:*** During the review of contract files, SolTrans was unable to provide documentation that the required cost or price analysis was completed. SolTrans will submit to the FTA regional office documentation that SolTrans has updated its procurement process to include performing cost and price analyses for every procurement action, including contract modifications.
- ***Lacking independent cost estimate:*** During the review of contract files, SolTrans was unable to provide documentation that an independent cost

estimate was completed for each procurement. SolTrans will submit to the FTA regional office documentation that SolTrans has updated its procurement process to include development of independent cost estimates prior to receipt of bids or proposals.

- ***DBE public participation process deficiencies:*** Although SolTrans' DBE program addresses implementing a public participation process as part of its goal development process, there was no documentation that SolTrans carried out a local consultative process during the establishment of its current DBE goals. SolTrans has developed and submitted to the FTA Region IX CRO a timeline for facilitating public participation for the next goal-setting cycle, as described in the DBE Program.
- ***DBE goal achievement analysis and corrective action plan not completed or not submitted:*** SolTrans did not meet their stated DBE goals and failed to complete an analysis or plan for corrective actions. The DBE goal is three percent race neutral. SolTrans' DBE attainment was zero percent for both fiscal years 2013 and 2014. SolTrans has submitted to the FTA Region IX CRO a shortfall analysis and corrective action plan for fiscal years 2013 and 2014, along with documentation to demonstrate that SolTrans has implemented the plan and established specific steps and milestones to correct the problems identified in the analysis. SolTrans has developed and submitted to the FTA Region IX CRO a process to ensure future analyses are completed timely.

TDA Audit

The last MTC Triennial Review and TDA audit were completed in June 2014. The audit focused on Solano County Transit (SolTrans), covering the period of fiscal years 2012 through 2014 (from July 1, 2011 through June 30, 2014). The following key findings and conclusions from the report are summarized below. There were no recommendations suggested based on the results summarized below:

Data Collection

- SolTrans is in compliance with the sections of the state PUC that were reviewed as part of this performance audit. These sections included requirements concerning CHP terminal safety inspections, labor contracts, reduced fares, revenue sharing, and evaluating passenger needs.

TDA Performance Trends

- **Bus Service:**
 - SolTrans' cost efficiency decreased, with an average annual increase in operating cost per service hour of 10%. This was largely due to service reductions in 2012 that caused a decrease in vehicle service hours and ridership.
 - Passenger productivity, cost effectiveness, and employee productivity improved. Passengers per hour increased an annual average of 7.1%,

and passengers per mile increased an annual average of 10.4%. Cost per passenger decreased an annual average of 1.4%, which reflects the decrease in operating costs outpacing the decrease in ridership over this period. Vehicle service hours per FTE increased 1.4%.

- Total operating costs decreased 3%. Decreases were seen in purchased transportation costs, materials/supplies, and casualty/liability. Purchased transportation costs were the largest portion of total cost per vehicle service hour. Direct labor, fringe benefits, services/utilities and miscellaneous expense costs all increased over the period, but their share of costs only accounted for about 15%-20% of total operating costs.
- **Paratransit Service:**
 - Cost efficiency and cost effectiveness decreased. Cost efficiency had an annual increase in operating cost per hour of 7.4%, while operating cost per passenger increased by 2.4%. Passenger productivity had mixed performance, with passengers per vehicle service hour increasing at an annual average of 4.9%. Passenger per vehicle service mile decreased 2.6%. This was due to ridership increasing at a greater rate than service hours but less than service miles. Vehicle service hours per FTE increased, with an annual average of 15.2%, indicating improved employee productivity.
 - Total operating costs increased by 7.9%, with significant increases seen in fringe benefits (84%), services/utilities (28.5%), casualty/liability (80.9%), and materials/supplies (69.7%). Purchased transportation costs represent the largest portion of total cost per vehicle service hour at 75%-80% per year.

PUC Compliance:

- SolTrans is in compliance with the five sections of the state PUC that were reviewed as part of this performance audit. These sections included CHP terminal inspections, labor contracts, reduced fares, revenue sharing, and evaluating passenger needs.

Status of Prior Audit Recommendations:

- As this is the first SolTrans TDA Audit, there are no recommendations from a prior Triennial Performance Audit to review.

3.6 Summary of Performance

System trends show that total ridership has remained steady during the years evaluated. Fare revenues, vehicle revenue hours, and operating costs have all decreased during the four years. Fare revenues decreased by 7.8%, vehicle revenue hours by 9.8%, and operating costs by 8.9%.

In FY 2014-15, SolTrans met 9 out of 24 of its service performance standards, with the productivity and fare recovery of some express bus routes needing improvement. Data were unavailable for preventable accidents and missed trips, and the accuracy of the data for road calls is uncertain. Thus, SolTrans met 9 out of 20 standards for which measures were available. SolTrans met 22 out of 32 of its system performance standards with the most deficiencies in Service Delivery, Service Design, and Customer Focus. Data were unavailable for on-time performance, transit facility maintenance program, Dial-A-Ride trip denials, and accidents and injuries. Thus, SolTrans met 22 out of 27 standards for which measures were available.

For FY 2014-15 route level evaluation, 10 out of the 12 local routes met its productivity standard of 12.0 passengers/VRH. However, only 1 out of the 5 express routes met its productivity standard of 25.0 passengers/VRH. Local Route 17 has the highest performance, while Route 20 has the lowest. Nine out of the 12 local routes met its other productivity standard of 1.0 passengers/VRM, while none of the express routes met its productivity standard of 1.0 passengers/VRM. For farebox recovery, 6 out of 12 local routes met its standard of 20.0%. One out of 5 express routes met its standard of 50.0%.

Performance against external standards and studies is summarized as follows:

- The 2008 CBTP for Vallejo revealed that the top community needs involve transit routing, service span, and schedule, as well as cost, safety/comfort, coordination, and accessibility. Since then, the CBTP consulting team issued 12 priority strategies in response to these community needs. SolTrans has reviewed these strategies as part of the FY 2015-16 SRTP development.
- SolTrans submitted its required Title VI Program in May 2013, and was approved in June 2013. A program update was submitted in April 2016 and is awaiting FTA review.
- The FTA Triennial Review found that SolTrans was in accordance of 20 of the 24 areas, with deficiencies in Americans with Disabilities Act, Title VI, Procurement, and Disadvantaged Business Enterprise.
- The June 2014 TDA Audit findings (for FY 2012-2014) regarding SolTrans service performance trends were consistent with the performance evaluation conducted for this SRTP.

4 Operating, Financial and Capital Plan

4.1 Operations Plan

SolTrans will continue to provide fixed route local bus and complementary ADA paratransit services to residents of Vallejo, and provide local DAR and fixed route services to residents of Benicia. Partway through FY 2016-17, SolTrans will begin new fixed route service to Mare Island. The new service provides approximately 2,500 revenue hours to residents over a full year of operations. In both FY 2016-17 and FY 2017-18, Staff also proposes to add about 500 additional revenue hours each year on the most productive local bus routes. When fully implemented, these changes constitute a 6% expansion of local fixed route service, as compared to FY 2015-16 operations. SolTrans will continue to supplement ADA paratransit by subsidizing a local taxi scrip program.

In addition to these locally-focused services, SolTrans will continue to operate the SolanoExpress express bus services that serve residents of Vallejo and Benicia. The routes operated by SolTrans include:

- Route 78, operating between Vallejo, Benicia, Diablo Valley College, Pleasant Hill and Walnut Creek BART;
- Route 80, operating between Vallejo and El Cerrito del Norte BART;
- Route 85 operating between Vallejo and Westfield Solano Mall, with stops in Fairfield at Fairfield Transportation Center and Solano Community College, and stops in Vallejo at Six Flags Discovery Kingdom and Sereno Transit Center; and
- Route 200, which is an express bus service from Vallejo to the Ferry Building in San Francisco (operated under an agreement with the Water Emergency Transit Authority).

In FY 2015-16, SolTrans received additional funding to expand service on two of these routes. Route 80 now includes some Sunday service, and midday schedule coverage has been expanded on Route 78. Finally, SolTrans will continue its funding participation in the County's intercity taxi scrip program for ADA qualified persons.

In FY 2015-16, across both fixed route and paratransit services, SolTrans is expected to serve nearly 1.7 million riders systemwide, with about 113,000 service hours, at a cost of about \$13.6 million, with fare revenues of about \$3.5 million, recovering about 27% of operating costs from fare revenues. Between FY 2015-16 and FY 2017-18, ridership on fixed route local service is expected to grow a total of 6% due to the introduction of new services. After this initial increase, ridership growth is forecast to be about 1% per year, consistent with underlying population growth and declining fare levels (in real dollars).

Ridership increases on existing bus routes and DAR services should be able to be accommodated without any additional expansion of service.

4.2 Operating Budget and Financial Projection

The Operating Budget and Financial Projection shows that SolTrans will be able to fully fund its fixed route and paratransit operations over the next ten years. For most of the forecast period, SolTrans is able to maintain an operating reserve from excess TDA revenues; however, sizable capital needs in the last two years of the plan consume all of this reserve.

A FY 2015-16 operating budget (using projected actual results) and financial projection through FY 2024-25 is provided in Table 15 through Table 17. The three tables present budgets for fixed route and paratransit services, as well as the cumulative systemwide totals.

4.2.1 Operating Expenses

SolTrans total costs will grow under the terms of its operations contract, which is approved through FY 2017-18, and can be extended for two additional years (through FY 2019-20). This contract provides labor and ancillary resources necessary to operate and maintain the entire SolTrans system and revenue vehicle fleet, including local and express fixed routes, ADA complementary paratransit, and Benicia DAR. The financial projection includes anticipated reductions to some vendor costs that may be made in FY 2018-19, at the time of the transition into the option period. Beyond the option years of the contract, all costs related to contract operations are assumed to grow in line with general inflation.

SolTrans recently opened its expanded park-and-ride facility and transit center at Curtola Parkway. The budget now includes line items for the related operating expenses, as well as the parking fee revenues collected from patrons who use the facility.

4.2.2 Program Expenses

SolTrans makes financial contributions to several programs that provide county-wide services on a shared-cost basis. Specifically, SolTrans operates a local taxi scrip program and participates in the Solano Intercity Taxi Scrip Program, and it is a funding partner in the SolanoExpress intercity bus services.

The Intercity Taxi Scrip Program is operated through a Countywide MOU that expired June 30, 2015. All parties have continued to operate under the terms of the MOU pending STA's evaluation and changes to the program. SolTrans' costs for this program will be \$85,000 for FY 2015-16, and terms are currently being negotiated for future years. It is assumed that program contributions will grow in line with TDA apportionments.

More detail about the financial transfers to reconcile the cost of express bus services is included below in Section 4.2.5.

4.2.3 Operating Revenues

The baseline financial projection applied default growth rates to the various sources of operating revenue, depending on the nature of the revenue stream, to determine the available revenues under the status quo. For example, fare revenues are assumed to grow consistent with the ridership (1% per year), while park-and-ride revenues at Curtola are assumed to ramp up quickly and then level off once the lot fills to capacity. Ancillary revenues such as advertising and interest are assumed to grow at a modest rate of 1% per year. The WETA reimbursement is assumed to grow in line with operating expenses for the route. By combining these revenues with the forecast of operating expenses, the net revenues were computed, and an operating deficit was identified.

Accordingly, the Financial Plan presented in this SRTP recognizes that increases in operating revenues will be necessary in order to maintain a balanced operating budget over the course of the 10-year forecast period. Current SolTrans local passenger fares are \$1.75 for adults, \$1.50 for youth ages 6-18, and \$0.85 for seniors age 65 and over and persons with disabilities, with day, 10-ride and monthly passes available. Transfers are not issued for internal connections, only for connections with other operators. The financial plan assumes a 5% increase of both local and express fixed route bus fares in each of two future years: FY 2019-20 and FY 2022-23. At this time, no paratransit fare increase is separately forecast in the financial projection; SolTrans staff would consider the appropriate adjustments to paratransit fares prior to the implementation of a fare increase for fixed route services. The financial projection also includes regular 5% increases in the parking fees at the Curtola Park & Ride facility. These increases would be implemented every other year, in FY 2019-20, FY 2021-22, and FY 2023-24. Finally, the financial projection includes a placeholder of \$350,000 in additional revenue in the final two years of the plan that would be generated either from developing partnerships with private entities to help subsidize specific operations, or by experimenting with alternative advertising models that can produce higher levels of revenue. The details of these innovative revenue generation efforts will be refined over the next several years.

4.2.4 Subsidy Revenues

SolTrans has historically relied on seven primary revenue sources to subsidize transit operations: TDA LTF apportionments, STAF revenue-based apportionments, Lifeline grants funded by STAF, Regional Measure 2, FTA's 5307 Urbanized Area funding program, and FTA's 5311 Non-Urbanized Area funding for Intercity Operations, and FTA's 5316 Job Access and Reverse Commute

(JARC) program that supports Local Operations.⁵ The first two of these funding programs provide formula funding allocations for the exclusive use of SolTrans (as opposed to competitive grant programs or funds programmed by other agencies). The five remaining sources are awarded at the discretion of other funding partners, so funding levels could change in the future as new services come online and other needs emerge. Two new sources of funding are included in this financial projection: MTC's Transit Performance Initiative (TPI) and the FTA 5307 Small Transit-Intensive Cities (STIC) program; both are performance-based grant programs that reward specific achievements in productivity and efficiency. The subsidy revenues shown in the operating plan are based on the following assumptions:

- **MTC Transit Performance Initiative (TPI)** – Starting in late 2012, MTC began a process of restructuring the way it awards regionally-controlled federal funds to align with emerging objectives, including, among others, regional housing and transportation goals related to California's climate targets. This new approach is referred to as the One Bay Area Grant (OBAG) program, and it contains several different transit-funding programs, including the performance-based Transit Performance Initiative (TPI). The TPI is focused on operational improvements for “significant trunk lines which carry the largest number of passengers in the Bay Area,” and it funds projects such as transit signal prioritization, passenger circulation improvements at major hubs, and boarding/stop improvements. Based on current program criteria, it is expected that SolTrans could qualify for future grants related to improvements in ridership and system performance as early as FY 2017-18.⁶ OBAG is funded primarily with federal revenue sources, so it is assumed that this program will grow at 2% per year, consistent with overall federal funding levels for transit.
- **TDA-LTF Apportionments** – These are based on statewide sales tax collections, and subject to escalation due to natural inflation and increases due to underlying economic growth. As specified in the revenue forecast developed by the Metropolitan Transportation Commission for Plan Bay Area, TDA revenues are conservatively assumed to grow at 1.94% per year through the end of the forecast period. Approximately 7% of the total SolTrans TDA allocation is dedicated to specific programs, including the local taxi scrip program, STA Planning activities, and Solano County-wide transportation programs (intercity taxi scrip). As a simplifying assumption, the required contributions for these programs are all assumed to grow at the same rate as overall TDA apportionments.

⁵ FTA 5316 was recently consolidated into the 5307 program. Funding awards under JARC rules are still made separately from the main Urbanized Area formula grants, but these funds are now shown grouped with other 5307 awards, and assumed to have similar long-term growth trends.

⁶ In addition to the future operating support described here, SolTrans has already qualified for separate capital grants under the TPI program. SolTrans has applied to claim \$399,000 in funds to support near-term vehicle procurements, but these funds have not yet been formally awarded.

- **STAF Funding: Revenue-Based Apportionments and Lifeline** – Both the formula apportionments and the Lifeline allocation come from the State Transit Assistance Fund, which is derived from taxes on fuel sales. The total amounts in the STAF tend to vary annually due to volatility in fuel sales and uncertainty around future State budget actions. As a result, no growth assumption was included for this revenue source.
- **Regional Measure 2 (RM2)** – This funding source is derived from a portion of bridge tolls collected on the seven state-owned bridges in the Bay Area. It is designated for use on projects that relieve congestion or make improvements in the bridge corridors, including express bus service such as SolanoExpress. The SolanoExpress bus routes receive operating support as part of the “Regional Express Bus North Pool,” which covers all services that cross the Carquinez and Benicia Bridges. It is assumed the level of funding will be consistent with historical levels; per MTC, no growth assumption was included.
- **FTA 5307 Urbanized Area Funding** – Funding is assumed to be stable during the period covered by this SRTP, with annual growth of 2% per year, consistent with anticipated levels of federal funding for surface transportation. SolTrans claims the majority of the funds apportioned to the Vallejo Urbanized Area (UZA), which had a population of 165,074 in the 2010 Census. Because the UZA population is less than 200,000, the allocation formula is based on population and population density, and SolTrans is permitted to use the funding for operations. SolTrans also receives approximately 2% of the funding from the ADA Paratransit Operating Set-Aside for the San-Francisco-Oakland UZA, which is used to support paratransit services. Though future federal re-authorizations may alter the structure of the FTA funding programs, it is assumed that operating assistance will continue to be provided, and that the level of funding support for urbanized areas will not be significantly decreased in future federal programs.
- **FTA 5307 Job Access and Reverse Commute (JARC) Funding** – Formerly handled under FTA Section 5316, the JARC program provides additional operating support for transit that connects suburban employment centers. Funding is distributed based on factors such as the size of each urbanized/rural area and its proportional share of low-income residents and welfare recipients. The recent restructuring of federal funding programs under the FAST Act⁷ eliminated Section 5316 as a separate program; it is now included as part of FTA 5307. It is assumed that the Vallejo and Benicia areas will continue to receive some funding based on past eligibility, and that, like other federal funding, amounts awarded will grow at approximately 2% per year.

⁷ The Fixing America’s Surface Transportation Act (“FAST Act”) is the most recent federal re-authorization of surface transportation funding programs that support public transit services. It was signed into law in December, 2015.

- **FTA 5307 Small Transit-Intensive Cities (STIC) Funding** – A portion of the total Section 5307 funds available in each federal fiscal year are awarded to smaller cities, based on six performance criteria related to system productivity. For each metric on which a transit system exceeds peer-group targets, the operator is awarded a fixed funding bonus above its usual formula allocation. Bonus amounts are fixed, so no growth is assumed in the funding source over time. It is expected that SolTrans will be able to qualify for up to three bonus awards by FY 2018-19. One of the three bonuses will be dedicated to subsidizing fixed route operations; the other bonus awards would be applied to capital needs (described further later in this chapter).
- **FTA 5311 Non-Urbanized Area Funding** – The FTA 5311 program formula is currently based on land area and the decennial census population, both of which are expected to remain unchanged for the majority of the forecast period. STA works with the Solano County operators to determine the appropriate sub-allocation, so the baseline assumption is that the amount of funding received will be stable during the period covered by this SRTP, with annual growth of 2% per year. Though future federal re-authorizations may alter the structure of the FTA funding programs, it is assumed that operating assistance will continue to be provided and that the level of funding support for rural transit services will not be significantly decreased in future federal programs.

In addition to these ongoing sources, SolTrans and its predecessors have periodically received allocations of discretionary funding from FTA sources in the past, such as the augmented Section 5307 funding available from the American Recovery and Reinvestment Act. The operating budget includes a small placeholder for these types of “other discretionary sources.”

4.2.5 SolanoExpress

As described above in Section 4.1, SolTrans plans to continue operating the three SolanoExpress routes that are part of the Intercity Transit Funding Agreement: Routes 78, 80 and 85; including a modestly expanded level of service on Routes 78 and 80 that was implemented in FY 2015-16.

SolTrans determines the operating cost of its Intercity services, using a fully allocated Cost Allocation Model (CAM) that assigns the combined local and express fixed route system costs to each bus route, based on each route’s share of RVH, Total Miles and Peak Buses. Fare revenues and committed subsidies are applied to compute the net operating deficit of each route. The Intercity Transit Funding Agreement currently specifies a population and ridership formula for distributing the net operating cost to each of the six participating agencies: SolTrans, FAST, Vacaville, Dixon, STA and County of Solano.

As one of two operators of the Intercity services, SolTrans receives contributions from the partner agencies, but also must pay its share of the services operated by FAST. Although the exact amounts can vary annually, the financial projection is based on the most recently approved annual budget for intercity operations. The

combined cost allocation plan for FY 2015-16 required SolTrans to contribute a little less than 14% of its annual TDA apportionment towards its share of the net operating expenses for the FAST routes, and showed that SolTrans would receive contributions of TDA revenues from other funding partners that cover approximately 12% of the cost of SolTrans' Intercity operations.

STA is currently evaluating alternative policy proposals for the cost-sharing formulas used to determine the SolanoExpress funding structure. These policy changes could potentially increase or decrease the required contributions from Consortium members. At the same time, a separate Transit Corridor Study is being prepared to develop possible improvements to express bus services. Both the funding policy evaluation and the Corridor Study will be completed later this year. Financial impacts on transit operators will be evaluated at that time.

Table 15: SolTrans Operating Budget and Financial Projection – Fixed route: Local & Express

Solano County Transit (SolTrans)														
OPERATING BUDGET SUMMARY														
Fixed Route: Local + Intercity														
Date prepared: 06-May-2016 (REVISED DRAFT)														
		Historical			Proj. Actual	Forecast								
		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
OPERATING STATISTICS														
Vehicle Miles: Local	[1,2]	528,177	531,359	614,965	719,688	748,886	761,659	761,659	761,659	761,659	761,659	761,659	761,659	761,659
Vehicle Miles: Intercity	[2,3]	1,070,461	1,026,420	1,018,463	1,110,254	1,151,608	1,151,608	1,151,608	1,151,608	1,151,608	1,151,608	1,151,608	1,151,608	1,151,608
Vehicle Miles: TOTAL Fixed Route		1,598,638	1,557,779	1,633,428	1,829,942	1,900,494	1,913,267							
Vehicle Hours: Local	[1,2]	42,201	43,159	48,147	56,346	58,632	59,632	59,632	59,632	59,632	59,632	59,632	59,632	59,632
Vehicle Hours: Intercity	[2,3]	42,161	39,285	38,690	42,177	43,748	43,748	43,748	43,748	43,748	43,748	43,748	43,748	43,748
Vehicle Hours: TOTAL Fixed Route		84,362	82,444	86,837	98,523	102,380	103,380							
Ridership: Local	[4,5]	671,121	765,886	759,341	857,185	891,961	916,246	925,408	933,123	942,316	951,599	959,532	968,985	978,531
Ridership: Intercity	[4,5]	686,562	672,263	688,096	776,759	805,692	813,749	821,886	828,738	836,903	845,147	852,193	860,589	869,067
Ridership: TOTAL Fixed Route		1,357,683	1,438,149	1,447,437	1,633,944	1,697,653	1,729,995	1,747,295	1,761,861	1,779,219	1,796,747	1,811,726	1,829,574	1,847,598
OPERATING EXPENSES														
Operating & Maintenance Costs: Local		\$ 4,863,500	\$ 4,600,993	\$ 4,905,520	\$ 5,621,513	\$ 6,273,543	\$ 6,555,607	\$ 6,519,794	\$ 6,739,152	\$ 6,941,327	\$ 7,149,567	\$ 7,364,054	\$ 7,584,975	\$ 7,812,525
Operating & Maintenance Costs: Intercity		\$ 4,786,301	\$ 5,024,514	\$ 4,585,397	\$ 5,537,923	\$ 6,155,963	\$ 6,345,622	\$ 6,166,698	\$ 6,369,133	\$ 6,560,207	\$ 6,757,014	\$ 6,959,724	\$ 7,168,516	\$ 7,383,571
Operating & Maintenance Costs: Total Fixed Route	[6]	\$ 9,649,801	\$ 9,625,507	\$ 9,490,917	\$ 11,159,436	\$ 12,429,505	\$ 12,901,229	\$ 12,686,491	\$ 13,108,286	\$ 13,501,534	\$ 13,906,580	\$ 14,323,778	\$ 14,753,491	\$ 15,196,096
Other Operating Expenses	[7]	\$ -	\$ -	\$ -	\$ 151,913	\$ 241,000	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468
TOTAL OPERATING EXPENSES		\$ 9,649,801	\$ 9,625,507	\$ 9,490,917	\$ 11,311,349	\$ 12,670,505	\$ 13,151,229	\$ 12,943,991	\$ 13,373,511	\$ 13,774,716	\$ 14,187,957	\$ 14,613,596	\$ 15,052,004	\$ 15,503,564
PROGRAM EXPENSES														
Intercity Express Bus (contrib. to County-wide prog.)	[8]				\$ 320,015	\$ 745,600	\$ 760,500	\$ 775,700	\$ 791,200	\$ 807,000	\$ 823,100	\$ 839,600	\$ 856,400	\$ 873,500
TOTAL PROGRAM EXPENSES					\$ 320,015	\$ 745,600	\$ 760,500	\$ 775,700	\$ 791,200	\$ 807,000	\$ 823,100	\$ 839,600	\$ 856,400	\$ 873,500
TOTAL EXPENSES					\$ 11,631,364	\$ 13,416,105	\$ 13,911,729	\$ 13,719,691	\$ 14,164,711	\$ 14,581,716	\$ 15,011,057	\$ 15,453,196	\$ 15,908,404	\$ 16,377,064
OPERATING REVENUES														
Fare Revenues: Local	[9]	\$ 1,284,858	\$ 1,615,326	\$ 1,024,597	\$ 1,077,304	\$ 1,121,011	\$ 1,151,532	\$ 1,163,047	\$ 1,231,380	\$ 1,243,511	\$ 1,255,762	\$ 1,329,543	\$ 1,342,641	\$ 1,355,868
Fare Revenues: Intercity	[9]	\$ 2,565,779	\$ 1,764,017	\$ 2,222,605	\$ 2,336,940	\$ 2,423,986	\$ 2,448,226	\$ 2,472,708	\$ 2,617,988	\$ 2,643,780	\$ 2,669,825	\$ 2,826,687	\$ 2,854,534	\$ 2,882,656
Fare Revenues: Total Fixed Route		\$ 3,850,637	\$ 3,379,343	\$ 3,247,202	\$ 3,414,244	\$ 3,544,997	\$ 3,599,757	\$ 3,635,755	\$ 3,849,369	\$ 3,887,291	\$ 3,925,587	\$ 4,156,229	\$ 4,197,175	\$ 4,238,523
Other Operating Revenues	[10]	\$ 633,566	\$ 705,000	\$ 853,300	\$ 922,673	\$ 964,598	\$ 980,493	\$ 1,024,421	\$ 1,041,347	\$ 1,041,347	\$ 1,041,347	\$ 1,041,347	\$ 1,041,347	\$ 1,041,347
TOTAL OPERATING REVENUES		\$ 4,484,203	\$ 4,084,343	\$ 4,100,502	\$ 4,336,917	\$ 4,509,595	\$ 4,580,250	\$ 4,616,248	\$ 4,860,717	\$ 4,928,638	\$ 4,966,934	\$ 5,197,576	\$ 5,238,522	\$ 5,280,170
SUBSIDY REVENUES														
Local Sources	[11]				\$ 1,323,840	\$ 1,379,840	\$ 1,429,840	\$ 1,430,840	\$ 1,431,860	\$ 1,432,900	\$ 1,433,962	\$ 1,435,044	\$ 1,436,148	\$ 1,437,274
State Sources	[12]				\$ 3,319,699	\$ 4,752,015	\$ 4,883,893	\$ 4,333,585	\$ 4,457,889	\$ 4,754,597	\$ 5,033,905	\$ 5,159,309	\$ 5,291,311	\$ 5,626,989
Federal Sources	[13]				\$ 2,940,014	\$ 3,034,254	\$ 3,144,939	\$ 3,396,838	\$ 3,460,995	\$ 3,526,435	\$ 3,593,183	\$ 3,661,267	\$ 3,730,712	\$ 3,801,546
TOTAL SUBSIDY REVENUES					\$ 7,583,553	\$ 9,166,109	\$ 9,458,672	\$ 9,161,263	\$ 9,350,744	\$ 9,713,932	\$ 10,061,050	\$ 10,255,620	\$ 10,458,172	\$ 10,865,810
TOTAL REVENUES					\$ 11,631,364	\$ 13,416,105	\$ 13,911,729	\$ 13,719,691	\$ 14,164,711	\$ 14,581,716	\$ 15,011,057	\$ 15,453,196	\$ 15,908,404	\$ 16,377,064
ANNUAL SURPLUS (DEFICIT)					\$ -									

Note: Table is continued on the next page.

Solano County Transit (SolTrans)													
OPERATING BUDGET SUMMARY													
Fixed Route: Local + Intercity													
Date prepared: 06-May-2016 (REVISED DRAFT)													
	Historical			Proj. Actual		Forecast							
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
METRICS													
Operating Expense Per Vehicle MILE: Local	\$ 9.21	\$ 8.66	\$ 7.98	\$ 7.81	\$ 8.38	\$ 8.61	\$ 8.56	\$ 8.85	\$ 9.11	\$ 9.39	\$ 9.67	\$ 9.96	\$ 10.26
Operating Expense Per Vehicle MILE: Intercity	\$ 4.47	\$ 4.90	\$ 4.50	\$ 4.99	\$ 5.35	\$ 5.51	\$ 5.35	\$ 5.53	\$ 5.70	\$ 5.87	\$ 6.04	\$ 6.22	\$ 6.41
Operating Expense Per Vehicle MILE: All Fixed Route	\$ 6.04	\$ 6.18	\$ 5.81	\$ 6.10	\$ 6.54	\$ 6.74	\$ 6.63	\$ 6.85	\$ 7.06	\$ 7.27	\$ 7.49	\$ 7.71	\$ 7.94
Operating Expense Per Vehicle HOUR: Local	\$ 115.25	\$ 106.61	\$ 101.89	\$ 99.77	\$ 107.00	\$ 109.93	\$ 109.33	\$ 113.01	\$ 116.40	\$ 119.89	\$ 123.49	\$ 127.20	\$ 131.01
Operating Expense Per Vehicle HOUR: Intercity	\$ 113.52	\$ 127.90	\$ 118.52	\$ 131.30	\$ 140.71	\$ 145.05	\$ 140.96	\$ 145.59	\$ 149.95	\$ 154.45	\$ 159.09	\$ 163.86	\$ 168.78
Operating Expense Per Vehicle HOUR: All Fixed Route	\$ 114.39	\$ 116.75	\$ 109.30	\$ 113.27	\$ 121.41	\$ 124.79	\$ 122.72	\$ 126.80	\$ 130.60	\$ 134.52	\$ 138.55	\$ 142.71	\$ 146.99
Operating Expense Per Passenger: Local	\$ 7.25	\$ 6.01	\$ 6.46	\$ 6.56	\$ 7.03	\$ 7.15	\$ 7.05	\$ 7.22	\$ 7.37	\$ 7.51	\$ 7.67	\$ 7.83	\$ 7.98
Operating Expense Per Passenger: Intercity	\$ 6.97	\$ 7.47	\$ 6.66	\$ 7.13	\$ 7.64	\$ 7.80	\$ 7.50	\$ 7.69	\$ 7.84	\$ 8.00	\$ 8.17	\$ 8.33	\$ 8.50
Operating Expense Per Passenger: All Fixed Route	\$ 7.11	\$ 6.69	\$ 6.56	\$ 6.83	\$ 7.32	\$ 7.46	\$ 7.26	\$ 7.44	\$ 7.59	\$ 7.74	\$ 7.91	\$ 8.06	\$ 8.22
Total Operating Exp. Per Vehicle MILE: Local	\$ 9.21	\$ 8.66	\$ 7.98	\$ 7.94	\$ 8.57	\$ 8.80	\$ 8.76	\$ 9.05	\$ 9.33	\$ 9.61	\$ 9.89	\$ 10.19	\$ 10.50
Total Operating Exp. Per Vehicle MILE: Intercity	\$ 4.47	\$ 4.90	\$ 4.50	\$ 5.04	\$ 5.43	\$ 5.60	\$ 5.45	\$ 5.62	\$ 5.79	\$ 5.97	\$ 6.15	\$ 6.33	\$ 6.52
Total Operating Exp. Per Vehicle MILE: All Fixed Route	\$ 6.04	\$ 6.18	\$ 5.81	\$ 6.18	\$ 6.67	\$ 6.87	\$ 6.77	\$ 6.99	\$ 7.20	\$ 7.42	\$ 7.64	\$ 7.87	\$ 8.10
Total Operating Exp. Per Vehicle HOUR: Local	\$ 115.25	\$ 106.61	\$ 101.89	\$ 101.37	\$ 109.44	\$ 112.42	\$ 111.90	\$ 115.65	\$ 119.12	\$ 122.70	\$ 126.38	\$ 130.17	\$ 134.07
Total Operating Exp. Per Vehicle HOUR: Intercity	\$ 113.52	\$ 127.90	\$ 118.52	\$ 132.77	\$ 142.95	\$ 147.37	\$ 143.35	\$ 148.05	\$ 152.49	\$ 157.07	\$ 161.78	\$ 166.63	\$ 171.63
Total Operating Exp. Per Vehicle HOUR: All Fixed Route	\$ 114.39	\$ 116.75	\$ 109.30	\$ 114.81	\$ 123.76	\$ 127.21	\$ 125.21	\$ 129.36	\$ 133.24	\$ 137.24	\$ 141.36	\$ 145.60	\$ 149.97
Total Operating Exp. Per Passenger: Local	\$ 7.25	\$ 6.01	\$ 6.46	\$ 6.66	\$ 7.19	\$ 7.32	\$ 7.21	\$ 7.39	\$ 7.54	\$ 7.69	\$ 7.85	\$ 8.01	\$ 8.17
Total Operating Exp. Per Passenger: Intercity	\$ 6.97	\$ 7.47	\$ 6.66	\$ 7.21	\$ 7.76	\$ 7.92	\$ 7.63	\$ 7.82	\$ 7.97	\$ 8.13	\$ 8.30	\$ 8.47	\$ 8.64
Total Operating Exp. Per Passenger: All Fixed Route	\$ 7.11	\$ 6.69	\$ 6.56	\$ 6.92	\$ 7.46	\$ 7.60	\$ 7.41	\$ 7.59	\$ 7.74	\$ 7.90	\$ 8.07	\$ 8.23	\$ 8.39
Passengers Per Vehicle HOUR: Local	15.9	17.7	15.8	15.2	15.2	15.4	15.5	15.6	15.8	16.0	16.1	16.2	16.4
Passengers Per Vehicle HOUR: Intercity	16.3	17.1	17.8	18.4	18.4	18.6	18.8	18.9	19.1	19.3	19.5	19.7	19.9
Passengers Per Vehicle HOUR: All Fixed Route	16.1	17.4	16.7	16.6	16.6	16.7	16.9	17.0	17.2	17.4	17.5	17.7	17.9
Average Fare Per Passenger: Local	\$ 1.91	\$ 2.11	\$ 1.35	\$ 1.26	\$ 1.26	\$ 1.26	\$ 1.26	\$ 1.32	\$ 1.32	\$ 1.32	\$ 1.39	\$ 1.39	\$ 1.39
Average Fare Per Passenger: Intercity	\$ 3.74	\$ 2.62	\$ 3.23	\$ 3.01	\$ 3.01	\$ 3.01	\$ 3.01	\$ 3.16	\$ 3.16	\$ 3.16	\$ 3.32	\$ 3.32	\$ 3.32
Average Fare Per Passenger: All Fixed Route	\$ 2.84	\$ 2.35	\$ 2.24	\$ 2.09	\$ 2.09	\$ 2.08	\$ 2.08	\$ 2.18	\$ 2.18	\$ 2.18	\$ 2.29	\$ 2.29	\$ 2.29
Farebox Recovery (Fares as % of Oper. Exp.): Local	26.42%	35.11%	20.89%	19.16%	17.87%	17.57%	17.84%	18.27%	17.91%	17.56%	18.05%	17.70%	17.36%
Farebox Recovery (Fares as % of Oper. Exp.): Intercity	53.61%	35.11%	48.47%	42.20%	39.38%	38.58%	40.10%	41.10%	40.30%	39.51%	40.61%	39.82%	39.04%
Farebox Recovery (Fares as % of Oper. Exp.): All FR	39.90%	35.11%	34.21%	30.60%	28.52%	27.90%	28.66%	29.37%	28.79%	28.23%	29.02%	28.45%	27.89%
Local Recovery (Fares+Local Sub. as % of Oper. Exp.)	39.90%	35.11%	34.21%	47.49%	44.43%	44.73%	46.27%	46.70%	45.74%	45.00%	45.39%	45.75%	44.82%

FOOTNOTES

- [1] FY2016/17 includes 2,000 hours for partial year of Mare Island service, plus 500 hours for miscellaneous local service expansions still being planned. FY2017/18 includes a further 1,000 hours for the full year of Mare Island service and additional local enhancements.
- [2] Mileage scaled off of growth in revenue hours. Values derived assuming constant average speed (for each sub-mode) compared to prior year.
- [3] FY2015/16 includes partial year of expanded Intercity service to provide Sunday service on Route 80 and midday schedule coverage on Route 78. Full year values included in FY2016/17 and beyond.
- [4] FY2015/16 annual projected ridership split between Local and Intercity using same proportions as FY2014/15. Ridership for FY2016/17 and FY2017/18 scaled from prior year assuming constant passengers per hour.
- [5] Assumes ridership on both Local and Intercity routes will grow in line with Solano County population growth (1% per year) from FY2017/18 onward, except for 0.15% lower growth in years where fare increases are planned (FY2019/20 and FY2022/23).
- [6] Fixed route O&M unit costs will increase at an average rate of 3% per year across the 10-year plan. This includes annual increase in vendor variable rate of 4% per year through the end of the current contract, combined with renegotiation of vendor fixed costs in FY2018/19 and 3% growth on internal expenditures.
- [7] Expenses are for operation of newly expanded Curtola Park & Ride facility. Partial year of operations in FY2015/16, with full year of operations in FY2016/17. Costs assumed to grow at 3% per year.
- [8] Sum of Benicia & Vallejo amounts owed to Consortium for Solano Express routes operated by others. FY2015/16 reconciliation amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond apply inflationary growth to FY2015/16 gross contribution before reconciliation.
- [9] FY2015/16 annual projected fare revenues split between Local and Intercity using same proportions as FY2014/15. Assumes fare revenues increase in line with ridership growth, except for higher revenue growth in years where fare increases are planned (FY2019/20 and FY2022/23).
- [10] Includes revenues from advertising, interest earnings, anticipated operating contribution for Mare Island, WETA reimbursement, and parking fees from new Curtola Park & Ride facility. Curtola fees assumed to increase 5% every two years.
- [11] Includes RM2 (to support Intercity routes) and MTC Transit Performance Initiative (TPI) awards for operating support.
- [12] Includes TDA-LTF contributions from Intercity Consortium members, STAF Revenue-based funds, STAF Lifeline awards, and sufficient TDA-LTF from SolTrans apportionment to balance modal budget.
- [13] Includes FTA 5307 Urbanized Area and JARC apportionments, FTA 5307 STIC awards, FTA 5311 Non-Urbanized Area apportionment (applied to Intercity operations), and other discretionary sources.

Table 16: SolTrans Operating Budget and Financial Projection– Paratransit & Dial-A-Ride

Solano County Transit (SolTrans)														
OPERATING BUDGET SUMMARY														
Paratransit: ADA + DAR + All Taxi Scrip														
Date prepared: 06-May-2016 (REVISED DRAFT)														
	Historical	Proj. Actual			Forecast									
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
OPERATING STATISTICS – without taxi programs														
Vehicle Miles	[1]	216,832	201,648	207,772	199,024	200,528	200,528	200,528	200,528	200,528	200,528	200,528	200,528	
Vehicle Hours	[1]	17,205	15,372	15,231	14,590	14,700	14,700	14,700	14,700	14,700	14,700	14,700	14,700	
Ridership	[2]	41,903	25,092	25,580	30,866	31,189	31,361	31,535	31,709	31,884	31,580	31,754	31,451	
OPERATING EXPENSES - without taxi programs														
Operating & Maintenance Costs	[3]	\$ 1,437,722	\$ 1,583,647	\$ 1,667,253	\$ 1,712,572	\$ 1,864,012	\$ 1,929,932	\$ 1,850,232	\$ 1,912,198	\$ 1,969,564	\$ 2,028,651	\$ 2,089,511	\$ 2,152,196	\$ 2,216,762
Other Operating Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENSES		\$ 1,437,722	\$ 1,583,647	\$ 1,667,253	\$ 1,712,572	\$ 1,864,012	\$ 1,929,932	\$ 1,850,232	\$ 1,912,198	\$ 1,969,564	\$ 2,028,651	\$ 2,089,511	\$ 2,152,196	\$ 2,216,762
PROGRAM EXPENSES														
Local Taxi Scrip (net expense)	[4]				\$ 137,793	\$ 130,750	\$ 136,693	\$ 142,833	\$ 149,179	\$ 155,736	\$ 162,510	\$ 169,508	\$ 176,738	\$ 184,205
Intercity Taxi Scrip (contrib. to County-wide prog.)	[5,6]				\$ 85,000	\$ 86,600	\$ 88,300	\$ 90,000	\$ 91,700	\$ 93,500	\$ 97,100	\$ 99,000	\$ 99,000	\$ 100,900
TOTAL PROGRAM EXPENSES					\$ 222,793	\$ 217,350	\$ 224,993	\$ 232,833	\$ 240,879	\$ 249,236	\$ 257,810	\$ 266,608	\$ 275,738	\$ 285,105
TOTAL EXPENSES					\$ 1,935,365	\$ 2,081,362	\$ 2,154,924	\$ 2,083,066	\$ 2,153,077	\$ 2,218,800	\$ 2,286,461	\$ 2,356,119	\$ 2,427,933	\$ 2,501,867
OPERATING REVENUES – without taxi programs														
Fare Revenues	[2]	\$ 94,948	\$ 75,551	\$ 78,821	\$ 75,000	\$ 85,850	\$ 86,709	\$ 87,576	\$ 88,451	\$ 89,336	\$ 90,229	\$ 91,132	\$ 92,043	\$ 92,963
Other Operating Revenues		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING REVENUES		\$ 94,948	\$ 75,551	\$ 78,821	\$ 75,000	\$ 85,850	\$ 86,709	\$ 87,576	\$ 88,451	\$ 89,336	\$ 90,229	\$ 91,132	\$ 92,043	\$ 92,963
SUBSIDY REVENUES														
Local Sources					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
State Sources	[7]				\$ 1,558,248	\$ 1,688,863	\$ 1,755,434	\$ 1,676,453	\$ 1,739,208	\$ 1,797,537	\$ 1,857,667	\$ 1,919,651	\$ 1,983,648	\$ 2,049,616
Federal Sources	[8]				\$ 302,117	\$ 306,649	\$ 312,782	\$ 319,037	\$ 325,418	\$ 331,926	\$ 338,565	\$ 345,336	\$ 352,243	\$ 359,288
TOTAL SUBSIDY REVENUES					\$ 1,860,365	\$ 1,995,512	\$ 2,068,216	\$ 1,995,490	\$ 2,064,626	\$ 2,129,464	\$ 2,196,232	\$ 2,264,987	\$ 2,335,891	\$ 2,408,904
TOTAL REVENUES					\$ 1,935,365	\$ 2,081,362	\$ 2,154,924	\$ 2,083,066	\$ 2,153,077	\$ 2,218,800	\$ 2,286,461	\$ 2,356,119	\$ 2,427,933	\$ 2,501,867
ANNUAL SURPLUS (DEFICIT)					\$ -									
METRICS														
Operating Expense Per Vehicle HOUR		\$ 83.56	\$ 103.02	\$ 109.46	\$ 117.38	\$ 126.80	\$ 131.29	\$ 125.87	\$ 130.08	\$ 133.98	\$ 138.00	\$ 142.14	\$ 146.41	\$ 150.80
Operating Expense Per Vehicle MILE		\$ 6.63	\$ 7.85	\$ 8.02	\$ 8.60	\$ 9.30	\$ 9.62	\$ 9.23	\$ 9.54	\$ 9.82	\$ 10.12	\$ 10.42	\$ 10.73	\$ 11.05
Operating Expense Per Passenger		\$ 34.31	\$ 63.11	\$ 65.18	\$ 55.48	\$ 59.76	\$ 61.54	\$ 58.67	\$ 60.30	\$ 61.77	\$ 64.24	\$ 65.80	\$ 68.43	\$ 70.10
Average Fare Per Passenger		\$ 2.27	\$ 3.01	\$ 3.08	\$ 2.43	\$ 2.75	\$ 2.76	\$ 2.78	\$ 2.79	\$ 2.80	\$ 2.86	\$ 2.87	\$ 2.93	\$ 2.94
Passengers Per Vehicle HOUR		2.4	1.6	1.7	2.1	2.1	2.1	2.1	2.2	2.2	2.1	2.2	2.1	2.2
Farebox Recovery (Fares as % of Oper. Exp.)		6.60%	4.77%	4.73%	4.38%	4.61%	4.49%	4.73%	4.63%	4.54%	4.45%	4.36%	4.28%	4.19%
Local Recovery (Fares+Local as % of Oper. Exp.)		6.60%	4.77%	4.73%	4.38%	4.61%	4.49%	4.73%	4.63%	4.54%	4.45%	4.36%	4.28%	4.19%
FOOTNOTES														
[1] Assumes mileage and hours will remain essentially flat over SRTP forecast period.														
[2] Assumes ridership will grow in proportion to local population growth in Solano County. (No change to fare structure).														
[3] Paratransit O&M unit costs will increase at an average rate of 2.8% per year across the 10-year plan. This includes annual increase in vendor variable rate of 4% per year through the end of the current contract, plus renegotiation of DAR unit cost as well as vendor fixed costs in FY2018/19, and 3% growth on internal expenditures.														
[4] Net expense of local taxi program. Expenses assumed to grow at 3% per year. Revenues assumed to grow at 1% per year.														
[5] FY2015/16 amount from Solano County TDA Matrix (12-Aug-2015).														
[6] Assumes that required contribution would increase based on available TDA revenues, which are projected to grow at 1.94% per year, in line with taxable sales in Solano County.														
[7] Includes STAF Revenue based funds and sufficient TDA-LTF to balance modal budget for paratransit and taxi services.														
[8] Includes FTA 5307 Urbanized Area apportionment (ADA Set-Aside).														

Table 17: SolTrans Operating Budget and Financial Projection – Systemwide Total

Solano County Transit (SolTrans)														
OPERATING BUDGET SUMMARY														
Systemwide Total														
Date prepared: 06-May-2016 (REVISED DRAFT)														
		Historical			Proj. Actual	Forecast								
		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
OPERATING STATISTICS														
Vehicle Miles	[1]	1,815,470	1,759,427	1,841,200	2,028,966	2,101,023	2,113,796	2,113,796	2,113,796	2,113,796	2,113,796	2,113,796	2,113,796	2,113,796
Vehicle Hours	[1]	101,567	97,816	102,068	113,113	117,080	118,080	118,080	118,080	118,080	118,080	118,080	118,080	118,080
Ridership	[2]	1,399,586	1,463,241	1,473,017	1,664,810	1,728,842	1,761,356	1,778,829	1,793,570	1,811,103	1,828,326	1,843,480	1,861,025	1,879,223
OPERATING EXPENSES														
Operating & Maintenance Costs	[3]	\$ 11,087,523	\$ 11,209,154	\$ 11,158,170	\$ 12,872,007	\$ 14,293,517	\$ 14,831,161	\$ 14,536,723	\$ 15,020,484	\$ 15,471,098	\$ 15,935,231	\$ 16,413,288	\$ 16,905,687	\$ 17,412,858
Other Operating Expenses	[4]	\$ -	\$ -	\$ -	\$ 151,913	\$ 241,000	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468
TOTAL OPERATING EXPENSES		\$ 11,087,523	\$ 11,209,154	\$ 11,158,170	\$ 13,023,920	\$ 14,534,517	\$ 15,081,161	\$ 14,794,223	\$ 15,285,709	\$ 15,744,280	\$ 16,216,609	\$ 16,703,107	\$ 17,204,200	\$ 17,720,326
PROGRAM EXPENSES														
Local Taxi Scrip (net expense)	[5]				\$ 137,793	\$ 130,750	\$ 136,693	\$ 142,833	\$ 149,179	\$ 155,736	\$ 162,510	\$ 169,508	\$ 176,738	\$ 184,205
Intercity Taxi Scrip (contrib. to County-wide prog.)	[6]				\$ 85,000	\$ 86,600	\$ 88,300	\$ 90,000	\$ 91,700	\$ 93,500	\$ 95,300	\$ 97,100	\$ 99,000	\$ 100,900
Intercity Express Bus (contrib. to County-wide prog.)	[7]				\$ 320,015	\$ 745,600	\$ 760,500	\$ 775,700	\$ 791,200	\$ 807,000	\$ 823,100	\$ 839,600	\$ 856,400	\$ 873,500
TOTAL PROGRAM EXPENSES					\$ 542,808	\$ 962,950	\$ 985,493	\$ 1,008,533	\$ 1,032,079	\$ 1,056,236	\$ 1,080,910	\$ 1,106,208	\$ 1,132,138	\$ 1,158,605
TOTAL EXPENSES					\$ 13,566,729	\$ 15,497,467	\$ 16,066,653	\$ 15,802,757	\$ 16,317,788	\$ 16,800,516	\$ 17,297,518	\$ 17,809,315	\$ 18,336,338	\$ 18,878,931
OPERATING REVENUES														
Fare Revenues	[8]	\$ 3,945,585	\$ 3,454,894	\$ 3,326,023	\$ 3,489,244	\$ 3,630,847	\$ 3,686,466	\$ 3,723,331	\$ 3,937,820	\$ 3,976,627	\$ 4,015,816	\$ 4,247,361	\$ 4,289,217	\$ 4,331,487
Other Operating Revenues	[9]				\$ 633,566	\$ 705,000	\$ 853,300	\$ 922,673	\$ 964,598	\$ 980,493	\$ 1,024,421	\$ 1,041,347	\$ 1,253,058	\$ 1,272,731
TOTAL OPERATING REVENUES					\$ 4,122,810	\$ 4,335,847	\$ 4,539,766	\$ 4,646,004	\$ 4,902,418	\$ 4,957,119	\$ 5,040,237	\$ 5,288,708	\$ 5,542,275	\$ 5,604,218
SUBSIDY REVENUES														
Local Sources	[10]				\$ 1,323,840	\$ 1,379,840	\$ 1,429,840	\$ 1,430,840	\$ 1,431,860	\$ 1,432,900	\$ 1,433,962	\$ 1,435,044	\$ 1,436,148	\$ 1,437,274
State Sources	[11]				\$ 4,877,947	\$ 6,440,878	\$ 6,639,326	\$ 6,010,038	\$ 6,197,097	\$ 6,552,135	\$ 6,891,571	\$ 7,078,960	\$ 7,274,959	\$ 7,676,605
Federal Sources	[12]				\$ 3,242,131	\$ 3,340,903	\$ 3,457,721	\$ 3,715,875	\$ 3,786,413	\$ 3,858,361	\$ 3,931,748	\$ 4,006,603	\$ 4,082,955	\$ 4,160,834
TOTAL SUBSIDY REVENUES					\$ 9,443,918	\$ 11,161,620	\$ 11,526,887	\$ 11,156,753	\$ 11,415,370	\$ 11,843,396	\$ 12,257,281	\$ 12,520,607	\$ 12,794,062	\$ 13,274,714
TOTAL REVENUES					\$ 13,566,729	\$ 15,497,467	\$ 16,066,653	\$ 15,802,757	\$ 16,317,788	\$ 16,800,516	\$ 17,297,518	\$ 17,809,315	\$ 18,336,338	\$ 18,878,931
ANNUAL SURPLUS (DEFICIT)					\$ -	\$ -								
FINANCIAL CAPACITY														
TDA Carryover														
Funds held by MTC	[13]													\$ 1,169,941
Funds held by SolTrans	[14]													\$ 8,000,000
Annual Cash Flow (Current Expenses Only)														
Beginning Balance					\$ 9,169,941	\$ 4,121,368	\$ 3,633,440	\$ 4,729,851	\$ 4,921,501	\$ 4,892,017	\$ 4,562,576	\$ 3,894,740	\$ 1,921,275	\$ -
Add: Net annual TDA-LTF apportionment	[13,15]				\$ 5,486,663	\$ 5,672,628	\$ 5,782,677	\$ 5,894,861	\$ 6,009,222	\$ 6,125,800	\$ 6,244,641	\$ 6,365,787	\$ 6,489,283	\$ 6,489,283
Less: Annual Operating Uses					\$ (4,918,292)	\$ (5,331,355)	\$ (4,686,267)	\$ (4,857,226)	\$ (5,195,864)	\$ (5,518,500)	\$ (5,688,789)	\$ (5,867,388)	\$ (6,251,234)	\$ (6,251,234)
Less: Annual Capital Uses, if any					\$ (5,616,944)	\$ (829,201)	\$ -	\$ (845,985)	\$ (842,842)	\$ (936,741)	\$ (1,223,688)	\$ (2,471,864)	\$ (2,159,324)	\$ (2,159,324)
Equals: Year-End Balance					\$ 4,121,368	\$ 3,633,440	\$ 4,729,851	\$ 4,921,501	\$ 4,892,017	\$ 4,562,576	\$ 3,894,740	\$ 1,921,275	\$ -	\$ -
Unmet Capital Needs?														
Annual Capital Surplus (Need), if any					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 10-Year Capital Funding Surplus (Gap)														\$ -
Planned Reserves														
Year-End Balance, after current expenses					\$ 4,121,368	\$ 3,633,440	\$ 4,729,851	\$ 4,921,501	\$ 4,892,017	\$ 4,562,576	\$ 3,894,740	\$ 1,921,275	\$ -	\$ -
Less: Target Operating Reserve					\$ (2,324,620)	\$ (2,409,998)	\$ (2,370,413)	\$ (2,447,668)	\$ (2,520,077)	\$ (2,594,628)	\$ (2,671,397)	\$ (2,750,451)	\$ (2,831,840)	\$ (2,831,840)
Equals: Effective TDA Balance					\$ 1,796,748	\$ 1,223,443	\$ 2,359,438	\$ 2,473,833	\$ 2,371,940	\$ 1,967,948	\$ 1,223,343	\$ (829,176)	\$ (2,831,840)	\$ (2,831,840)

Note: Table is continued on the next page.

Solano County Transit (SolTrans)

OPERATING BUDGET SUMMARY

Systemwide Total

Date prepared: 06-May-2016 (REVISED DRAFT)

	Historical			Proj. Actual	Forecast								
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
METRICS													
Operating Expense Per Vehicle HOUR	\$ 109.16	\$ 114.59	\$ 109.32	\$ 115.14	\$ 124.14	\$ 127.72	\$ 125.29	\$ 129.45	\$ 133.34	\$ 137.34	\$ 141.46	\$ 145.70	\$ 150.07
Operating Expense Per Vehicle MILE	\$ 6.11	\$ 6.37	\$ 6.06	\$ 6.42	\$ 6.92	\$ 7.13	\$ 7.00	\$ 7.23	\$ 7.45	\$ 7.67	\$ 7.90	\$ 8.14	\$ 8.38
Operating Expense Per Passenger	\$ 7.92	\$ 7.66	\$ 7.58	\$ 7.82	\$ 8.41	\$ 8.56	\$ 8.32	\$ 8.52	\$ 8.69	\$ 8.87	\$ 9.06	\$ 9.24	\$ 9.43
Average Fare Per Passenger	\$ 2.82	\$ 2.36	\$ 2.26	\$ 2.10	\$ 2.10	\$ 2.09	\$ 2.09	\$ 2.20	\$ 2.20	\$ 2.20	\$ 2.30	\$ 2.30	\$ 2.30
Passengers Per Vehicle HOUR	13.8	15.0	14.4	14.7	14.8	14.9	15.1	15.2	15.3	15.5	15.6	15.8	15.9
Farebox Recovery (Fares as % of Oper. Exp.)	35.59%	30.82%	29.81%	26.79%	24.98%	24.44%	25.17%	25.76%	25.26%	24.76%	25.43%	24.93%	24.44%
Local Recovery (Fares+Local as % of Oper. Exp.)	35.59%	30.82%	29.81%	41.82%	39.32%	39.58%	41.08%	41.44%	40.59%	39.92%	40.25%	40.56%	39.74%
Share of TDA-LTF apportionment consumed by operations					89.64%	93.98%	81.04%	82.40%	86.46%	90.09%	91.10%	92.17%	96.33%
Ratio of TDA YE balance to O&M expenses					25.65%	22.99%	28.99%	29.29%	28.28%	25.62%	21.24%	10.18%	0.00%

FOOTNOTES

- [1] Includes structured service expansions on Local (Mare Island) and Intercity (78, 80), plus miscellaneous enhancements to Local service. All changes complete by the end of FY2017/18, with stable operating plan thereafter.
- [2] Ridership assumed to grow at accelerated rate over first three plan years due to service expansions, with population-based ridership growth (1% per year) for remainder of forecast period.
- [3] Through end of vendor contract (FY2019/20), costs grow in line with established rates & charges and recent trends in non-vendor costs. Thereafter, inflationary growth (3% per year) applied to historical costs. Also assumes renegotiation of some vendor costs in FY2018/19.
- [4] Expenses are for operation of newly expanded Curtola Park & Ride facility. Partial year of operations in FY2015/16, with full year of operations in FY2016/17. Costs assumed to grow at 3% per year.
- [5] Net expense of local taxi program. Expenses assumed to grow at 3% per year. Revenues assumed to grow at 1% per year.
- [6] FY2015/16 amount from Solano County TDA Matrix (12-Aug-2015). Assumes that required contribution would increase based on available TDA revenues, which are projected to grow at 1.94% per year, in line with taxable sales in Solano County.
- [7] Sum of Benicia & Vallejo amounts owed to Consortium for Solano Express routes operated by others. FY2015/16 reconciliation amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond based on inflationary growth from baseline FY2015/16 gross contribution before reconci
- [8] Assumes fare revenues increase in line with ridership growth, except for higher revenue growth in years where fare increases are planned (5% increase on all fixed route service anticipated in FY2019/20 and again in FY2022/23).
- [9] Includes revenues from advertising, interest earnings, anticipated operating contribution for Mare Island, WETA reimbursement, and parking fees from new Curtola Park & Ride facility. Curtola fees assumed to increase 5% every two years.
- [10] Includes RM2 (to support Intercity routes) and MTC Transit Performance Initiative (TPI) awards for operating support.
- [11] Includes TDA-LTF contributions from Intercity Consortium members, STAF Revenue-based funds, STAF Lifeline awards, and sufficient TDA-LTF from SolTrans apportionment to balance operating budget.
- [12] Includes FTA 5307 Urbanized Area and JARC apportionments, FTA 5307 STIC awards, FTA 5311 Non-Urbanized Area apportionment (applied to Intercity operations), and other discretionary sources.
- [13] FY2016/17 values from MTC Fund Estimate (Reso. 4220, 02/24/2016), less amounts due to Rio Vista, Dixon, and Vacaville for one-time swaps of FY2015/16 LCTOP funds, plus amount due from Rio Vista for one-time swap of FY2015/16 5311 funds.
- [14] Includes TDA funds on hand from prior year allocations and unused prior year claims.
- [15] Annual apportionment is net of 3% deduction for STA planning/admin. Amounts in later years assumed to grow at 1.94% per year, per MTC forecast for Plan Bay Area 2040 and Solano Sales Tax Authority estimates.

4.3 Capital Improvements Plans

4.3.1 Planned and Proposed Capital Projects

The following are summary descriptions of the projects contained in SolTrans' ten-year capital improvement plan that support local and express fixed route, ADA complementary paratransit and Benicia DAR services.

Revenue Vehicle Rehab and Replacement

SolTrans replaces local transit and over-the-road buses in accordance with both FTA minimum service life of 12 years and MTC TCP service life standard of 14 years for OTR coaches. Cutaway vans are replaced on a 6-to-7-year cycle.

SolTrans local fixed route services are operated using 21 low floor, diesel-electric hybrid powered 40' and 3 diesel powered 40' transit buses. The peak coach requirement is currently 20 vehicles. SolTrans is currently in the process of completing the acquisition of three replacement vehicles for local service, at least two of which will be new all-electric buses. Beginning in FY 2016-17, the 21 hybrid buses will require rehabilitation of their diesel engines, as required by CARB, at a cost of \$26,000 each, or approximately \$0.6 million total. SolTrans plans to begin its next replacement cycle for the local vehicle fleet in FY 2023-24; SolTrans would purchase 21 new vehicles over a total of three years; 14 of these purchases will fall within the horizon of the SRTP. Each of the 14 vehicles will be equipped with upgraded security cameras, fareboxes, and Clipper card-readers. The total cost for the 14 replacements that occur within the SRTP horizon, including added technology features, is estimated to be \$16.8 million. The fleet replacement schedule for local fixed route buses is shown in Table 18.

Express fixed route services are operated using 19 higher capacity over-the-road coaches. The peak coach requirement is 13 to 14 buses (varying by time of year in the case of the ferry bus service). SolTrans has an additional 2 express buses available in a contingency fleet in case of emergency, or to support any near-term service expansion that may be recommended as part of the current Transit Corridor Study (for a total of 21 vehicles in its express fleet). SolTrans also owns 10 more over-the-road coaches that are leased to FAST for their express services. The FAST-operated vehicles are not shown within the SolTrans fleet plan or budget as SolTrans expects FAST to acquire replacements within the FAST capital plan. Over the ten years of this SRTP, up to 19 of the 21 over-the-road coaches will be replaced within the SolTrans express fleet, including 16 vehicles that will provide service on routes supported by the Intercity Consortium, and up to 3 vehicles designated for operating the Route 200 service between Vallejo and San Francisco that is reimbursed by WETA.

Vehicle purchases for the 3 express fixed route bus services that are included in the Intercity Transit Funding Agreement (Routes 78, 80 and 85) are funded by all participating agencies, based on inter-agency agreements negotiated through the Intercity Transit Funding Working Group. As formally agreed in December, 2015, the first six near term replacements for SolTrans will be funded with a combi-

nation of approved federal earmarks, Proposition 1B (Lifeline and Population-Based), and TDA-STAF funding.

For the longer term Consortium-funded replacements beginning in FY 2018-19, the total capital funding requirement is split 23.5% by STA, 20% by MTC, and 56.5% by the remaining Intercity funding partners: SolTrans, FAST, Vacaville, Dixon and the County. The distribution of the 56.5% share is based on the same formula that determines the subsidy shares for net operating expenses. SolTrans will use TDA to fund its share of express bus replacement. The required funding contribution from SolTrans for express service vehicle replacements is estimated to be \$4.4 million during the period covered by this SRTP. However, SolTrans will also receive contributions from the other funding partners amounting to nearly \$6.3 million over the same timeframe.

Based on current operating scenarios, WETA may be required to support the replacement of two or three vehicles, not just the one that until 2015 had traditionally been required. The funding for vehicles designated for WETA-supported service has not been confirmed, so these three replacements are not yet shown in the fleet replacement plan. SolTrans staff will continue working with WETA to determine whether grant funding may be available to finance the purchases. This issue is a topic for ongoing discussion with WETA and must be reflected in both WETA and SolTrans future capital programs.

The fleet replacement schedule for fixed route express buses is shown in Table 19. With this new round of fleet replacement, SolTrans will be converting the express fleet to vehicles that use compressed natural gas (CNG) instead of diesel fuel, in accordance with the Board's adopted fuel roadmap. This is also consistent with the fuel strategy adopted by STA, and recommended practices defined by CARB. The capital infrastructure necessary to support this transition is described under "Facility Rehabilitation and Expansion," later in this section. ADA paratransit has an active fleet of 12 cutaway vehicles. Over the period covered by this SRTP, SolTrans will need to purchase a total of 24 cutaway buses to maintain the same combined fleet size. The fleet replacement schedule for paratransit-DAR vehicles is shown in Table 20.

Vehicle purchases for the local fixed route and local paratransit-DAR are funded from a combination of State Proposition 1B PTMISEA funds and local TDA funds. The total cost of local service and paratransit vehicle replacement over 10 years is estimated to be \$22.6 million.

Non-Revenue Vehicle Replacement

SolTrans currently has ten active non-revenue vehicles. Five are ADA-accessible support vehicles used primarily for road supervision, one is a SolTrans administration vehicle, and four are trucks for fleet and facility maintenance. Cars and trucks are typically replaced about every 7 years, although it varies widely based on individual vehicle usage. SolTrans will need to go through a full replacement cycle on all ten vehicles within the timeframe of this SRTP. Estimated cost to replace all ten non-revenue vehicles over 10 years is \$780,675. TDA revenue is the primary source of funding.

Table 18: Vehicle Fleet Replacement Schedule – Fixed route Local

Number of Vehicles	Year	Model	Seats	Eligible Replacement Year	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Existing Fleet														
21	2011	Gillig Low-Floor Hybrid/Diesel	39	FY2023/24	21	21	21	21	21	21	21	21	21	21
3	2001	Orion V High-Floor Diesel*	44	FY2016/17	3	3								
24	Sub-Total Existing Fleet				24	24	21	21	21	21	21	21	21	0
Future Acquisitions														
2	2016	Low-Floor Electric	TBD	FY2027/28	2	2	2	2	2	2	2	2	2	2
1	2016	Low-Floor Electric	TBD	FY2027/28		1	1	1	1	1	1	1	1	1
7	2023	Gillig Low-Floor Hybrid/Diesel	39	FY2035/36									7	7
7	2024	Gillig Low-Floor Hybrid/Diesel	39	FY2036/37										7
7	2025	Gillig Low-Floor Hybrid/Diesel	39	FY2037/38										7
24	Sub-Total: Acquisitions				2	3	3	3	3	3	3	3	10	24
Sold/Salvaged					0	0	3	0	0	0	0	0	0	21
Contingency					2	3	0	0	0	0	0	0	7	0
Total Fixed Route Local Fleet - Active Fleet					24									
Total Fixed Route Local Fleet - All Vehicles					26	27	24	24	24	24	24	24	31	24
Peak Vehicle Requirement					20	20	20	20	20	20	20	20	20	20
Spare vehicles					4	4	4	4	4	4	4	4	4	4
Spare ratio					20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

Notes:

* Orions not used regularly

Table 19: Vehicle Fleet Replacement Schedule – Fixed route Express

Number of Vehicles	Year	Model	Seats	Eligible Replacement Year	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Existing Fleet														
21	2003	MCI Over-the-Road Diesel	57	FY2015/16 ^{1,2}	21	16	11	5	5	5	5	5	5	5
21	Sub-Total Existing Fleet				21	16	11	5	5	5	5	5	5	5
Future Acquisitions														
5	2017	CNG Vehicle	TBD	FY2031/32		5	5	5	5	5	5	5	5	5
5	2018	CNG Vehicle	TBD	FY2032/33			5	5	5	5	5	5	5	5
6	2019	CNG Vehicle	TBD	FY2033/34				6	6	6	6	6	6	6
16	Sub-Total: Acquisitions				0	5	10	16	16	16	16	16	16	16
Sold/Salvaged					3	5	5	6	0	0	0	0	0	0
Contingency					2	2	2	2	2	2	2	2	2	2
Total Fixed Route Intercity Fleet - Active Fleet					19	19	19	19	19	19	19	19	19	19
Total Fixed Route Intercity Fleet - All Vehicles					21	21	21	21	21	21	21	21	21	21
Peak Vehicle Requirement					14	14	14	14	14	14	14	14	14	14
Spare vehicles					5	5	5	5	5	5	5	5	5	5
Spare ratio					36%	36%	36%	36%	36%	36%	36%	36%	36%	36%

Notes:

¹ FTA eligible replacement year listed; SolTrans has used mid-life engine replacement to extend vehicle life (text from previous SRTP. If SolTrans retires all 21 vehicles in FY15-16, it won't have enough for peak vehicle requirement).

² The three existing (2003) MCI Over-the-Road Diesel buses will continue to be available for Route 200 (WETA) pending resolution of funding for replacement.

Table 20: Vehicle Fleet Replacement Schedule – Paratransit-DAR

Number of Vehicles	Year	Model	Current Service Type	Eligible Replacement Year	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25
Existing Fleet														
3	2007	Ford E-450	DAR/Paratransit	FY2015/16	3									
1	2008	Ford E-450	DAR/Paratransit	FY2015/16	1	1								
7	2011	Ford E-450	DAR/Paratransit	FY2017/18	7	7	4	1						
1	2012	Ford E-450	DAR/Paratransit	FY2015/16	1	1	1	1						
12	Sub-Total Existing Fleet				12	9	5	2	0	0	0	0	0	0
Future Acquisition*														
3	2016	Paratransit van	DAR/Paratransit	FY2022/23	3	3	3	3	3	3	3	3		
4	2017	Paratransit van	DAR/Paratransit	FY2023/24		4	4	4	4	4	4	4	4	1
3	2018	Paratransit van	DAR/Paratransit	FY2024/25			3	3	3	3	3	3	3	3
2	2019	Paratransit van	DAR/Paratransit	FY2025/26				2	2	2	2	2	2	2
3	2022	Paratransit van	DAR/Paratransit	FY2028/29							3	3	3	3
3	2023	Paratransit van	DAR/Paratransit	FY2029/30								3	3	3
3	2024	Paratransit van	DAR/Paratransit	FY2030/31									3	3
3	2025	Paratransit van	DAR/Paratransit	FY2031/32										3
24	Sub-Total: Acquisitions				3	7	10	12	12	12	15	18	18	18
Sold/Salvaged					0	3	4	3	2	0	3	3	3	3
Contingency					0	0	0	0	0	0	0	0	0	0
Total Paratransit Fleet - Active Fleet					12									
Total Paratransit Fleet - All Vehicles					12									

*Vehicles are purchased in acquisition year and put into service in the following year.

Capitalized Preventive Maintenance

The preventive maintenance category includes labor and parts associated with capitalized maintenance work (i.e., replacement of engines, transmissions, hybrid battery packs, and other capital work that would typically exceed \$5,000 in total) necessary for maintenance of federally-funded assets. SolTrans will conduct engine replacements on all 21 of its Gillig buses over three years (FY 2016-17 through FY 2018-19) in order to meet CARB requirements. In addition, SolTrans budgets a fixed amount each year as a placeholder for whatever preventative maintenance activities become due. This amount is estimated at \$100,000 through FY 2018-19, increases to \$125,000 in FY 2019-20, and is escalated at 3% per year thereafter. Unused funds in a given year will be carried over to the next year. Therefore, actual required investment in a given year may be more or less than shown in the capital plan, if available funding is carried over year after year.

AVL System

SolTrans is in the process of installing a new AVL-CAD system on its fixed route fleet to track on-time performance. The remaining cost in FY 2015-16 is \$1.51 million. The project will be funded with FTA 5307 (current year and carryover) and local match from TDA and Proposition 1B CalOES. This project is included in the “Vehicle Technology” line item on the capital plan spreadsheets.

Curtola Park & Ride Hub Expansion

SolTrans has nearly completed a capital project to reconfigure and expand the existing Curtola & Lemon Park & Ride lot to create a full-featured transit center. The project includes a new bus hub to improve connections between local and express bus services and increased parking capacity. The capital plan shows the \$5.8 million in remaining costs which will be incurred in FY 2015-16, together with the \$5.5 million in RM 2 funding which is being received in the same year for the last phase of work. In the last two years of the plan, SolTrans has budgeted a total of \$500,000 for possible rehabilitation and upgrade of the facility, as necessary.

Stop and Station Repair and Maintenance

Separate from the investments in the upgrades for the Curtola Park & Ride Hub, SolTrans has recurring expenses to maintain the physical infrastructure associated with its bus stops and transit centers, including features such as benches, lighting, canopies, and signage. The capital plan includes a budgeted amount each year to apply towards these regular expenses. After step increases over the next two years, the fixed amount is assumed to increase at 3% per year for the rest of the forecast period. This project would be funded with TDA and federal 5307 STIC revenues.

Facility Rehabilitation and Expansion

SolTrans plans multiple major facilities projects over the next two years. First, SolTrans will renovate and expand the existing central operations and main-tenance facility on Broadway. The project is budgeted at \$2.1 million in FY 2015-16 and FY 2016-17, which would be funded with a combination of FTA 5307 grants and a local match from TDA, together with an existing FTA grant from the City of Vallejo, which has been formally transferred to SolTrans.

The second major facilities project is the design and installation of a CNG fueling facility for the new buses being procured for SolanoExpress operations. The project is budgeted at

\$4.84 million and slated for implementation by FY 2016-17. The detailed funding plan has not yet been confirmed, but it is expected to involve a combination of Proposition 1B funds, TDA, and FTA 5339 funding.

In FY 2017-18, SolTrans has budgeted \$950,000 to cover two additional facilities projects. An amount of \$500,000 would be for the purchase of property adjacent to the current O&M building. This would be for a possible expansion of the main bus yard. This project would most likely be funded with TDA revenues. A further \$450,000 would be spent on electrical upgrades needed to expand SolTrans' capacity for re-charging its new fleet of electric buses. This project may qualify for LCTOP funding from the State's Greenhouse Gas Reduction Fund, or it could be funded from TDA revenues.

Finally, starting in FY 2018-19, SolTrans has included placeholders for potential major upgrades that could be necessary for existing facilities that were built within the last 3-5 years. The total funding allocation over four years is \$1.4 million. Specific projects have not been identified, but this amount would allow for major repairs or upgrades to mechanical systems or larger building components such as the roof, windows, or security features. Sufficient TDA revenues are available in that year to fully fund these placeholder projects.

Information Technology Enhancements

SolTrans has established a regular budget item to allow for a variety of technology enhancements, including upgrades to IT systems and communications equipment. Approximately \$100,000 is budgeted beginning in FY 2017-18 for unforeseen technology needs such as routine replacement of computers and office equipment. This amount is escalated by 3% each year. FY 2017-18 also includes an additional \$150,000 for upgrades to SolTrans' asset management system. All items would be paid with TDA.

Branding Activities

\$385,000 is budgeted in FY 2016-17 for SolTrans branding activities, including bus decals and bus stop signage. These expenses are being funded from TDA.

4.3.2 Ten-Year Capital Plan

Table 21 presents the capital projects discussed above in a spreadsheet layout, with anticipated funding amounts for the full program shown in sub-categories for local, state, and federal sources.

Many of the capital projects listed above already have committed funding plans from previously approved state and federal grants or designated funding programmed by STA and/or MTC. In particular, the cost of express vehicle replacements is subject to a preliminary inter-agency funding agreement that details the exact sources and uses for the next two years, and specifies the financial obligations expected from each Consortium member for all years of the plan. The exact revenue sources for the remaining express vehicle replacements are still pending.

As shown in the Table 21, committed revenues come from multiple sources including Regional Measure 2, Proposition 1B, FTA 5307 Urbanized Area formula and STIC allocations, and FTA discretionary grants. SolTrans also plans to use over \$15 million in TDA-LTF funding towards its share of capital costs.

4.4 Summary of Operating & Capital Plans

Under the current Financial Plan, the Operating Plan is fully funded by periodic fare adjustments, and accessing TDA and other subsidy revenues. However, the trend in operating results is for an increasing share of the annual TDA allocation to be applied to the operating budget to avoid deficits. At the same time, the needs of the capital plan in later years of the plan begin to significantly draw down TDA reserves, which are the primary source for local match against federally-funded capital projects. In the final year of the plan, an additional \$3 million in local and federal revenues will need to be secured in order to fully fund all planned vehicle replacements in the capital plan.

Table 21: SolTrans Capital Plan Budget

Solano County Transit (SolTrans)											
CAPITAL PLAN BUDGET											
Date prepared: 06-May-2016 (REVISED DRAFT)											
		Projected Actual	Forecast								
		FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
Capital Expenses By Project Type											
Revenue Vehicles: Local Fleet Rehab/Overhaul	[1,2]	\$ 190,000	\$ 694,000	\$ 180,340	\$ 153,560	\$ 125,000	\$ 128,750	\$ 132,613	\$ 136,591	\$ 140,689	\$ 144,909
Revenue Vehicles: Local Fleet Replacement	[3]	\$ 353,545	\$ 3,060,171	\$ 370,800	\$ 254,616	\$ -	\$ -	\$ 405,975	\$ 412,471	\$ 8,850,590	\$ 8,857,295
Revenue Vehicles: Local Fleet Expansion		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Vehicles: Intercity Fleet - Expense	[4,5]	\$ -	\$ 4,882,260	\$ 4,190,610	\$ 5,179,590	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Revenue Vehicles: Intercity Fleet - Contribution	[5,6]	\$ -	\$ 1,273,362	\$ 885,604	\$ 848,848	\$ 190,941	\$ 187,798	\$ 281,697	\$ 487,362	\$ 247,090	\$ -
Non-Revenue Vehicles	[7]	\$ 90,000	\$ 50,000	\$ -	\$ 154,838	\$ 183,535	\$ -	\$ -	\$ 131,991	\$ -	\$ 170,310
Vehicle Technology (Farebox, APC, etc.)	[8]	\$ 1,510,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Preventive Maintenance - Bus		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facilities: Stops / Stations	[9]	\$ 5,915,828	\$ 120,000	\$ 150,000	\$ 154,500	\$ 159,135	\$ 213,909	\$ 220,326	\$ 226,936	\$ 483,744	\$ 490,757
Facilities: Maintenance / Yards	[10,11]	\$ 1,960,000	\$ 4,930,000	\$ 950,000	\$ 500,000	\$ 364,284	\$ 487,612	\$ 69,609	\$ -	\$ -	\$ -
Preventive Maintenance - Facilities		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tools & Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Communications		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Security		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IT / Software	[12]	\$ 6,509	\$ 50,000	\$ 250,000	\$ 103,000	\$ 106,090	\$ 109,273	\$ 112,551	\$ 115,927	\$ 119,405	\$ 122,987
Other: branding (SolanoExpress decals/signage)		\$ -	\$ 385,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL CAPITAL EXPENSES		\$ 10,025,882	\$ 15,444,793	\$ 6,977,354	\$ 7,348,952	\$ 1,128,985	\$ 1,127,342	\$ 1,222,771	\$ 1,511,278	\$ 9,841,518	\$ 9,786,258
Capital Revenues -- Local											
Regional Measure 2 Capital		\$ 5,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Misc Local Funds (Committed)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unspecified Local Funds (Source TBD)	[13]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,290
<i>Subtotal: LOCAL Revenue</i>		<i>\$ 5,500,000</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 250,290</i>
Capital Revenues -- State											
TDA: LTF		\$ 884,605	\$ 5,616,944	\$ 829,201	\$ -	\$ 845,985	\$ 842,842	\$ 936,741	\$ 1,223,688	\$ 2,471,864	\$ 2,159,324
Prop 1B (e.g., PTMISEA, Lifeline, CalEMA)	[14,15]	\$ 2,001,582	\$ 3,561,405	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
ITFWG Fleet Replacement Contributions	[16]	\$ -	\$ 1,588,268	\$ 2,239,470	\$ 5,179,592	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cap-and-Trade GHG Fund: TIRCP & LCTOP	[17]	\$ 25,641	\$ 336,011	\$ 208,000	\$ 208,000	\$ 208,000	\$ 208,000	\$ 208,000	\$ 208,000	\$ 208,000	\$ 208,000
Misc State Funds (Committed)	[15,18]	\$ 63,171	\$ 16,203	\$ 125,000	\$ 125,000	\$ 75,000	\$ 76,500	\$ 78,030	\$ 79,591	\$ 81,182	\$ 82,806
Unspecified State Funds (Source TBD)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Subtotal: STATE Revenue</i>		<i>\$ 2,974,999</i>	<i>\$ 11,118,831</i>	<i>\$ 3,701,670</i>	<i>\$ 5,512,592</i>	<i>\$ 1,128,985</i>	<i>\$ 1,127,342</i>	<i>\$ 1,222,771</i>	<i>\$ 1,511,278</i>	<i>\$ 2,761,047</i>	<i>\$ 2,450,130</i>
Capital Revenues -- Federal											
MTC OBAG (Federal sources: STP / CMAQ / TE)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5307: Urbanized Area (PM)	[15,19]	\$ 1,550,883	\$ 1,691,385	\$ 2,136,729	\$ 1,050,070	\$ -	\$ -	\$ -	\$ -	\$ 4,190,471	\$ 3,021,459
FTA5307: STIC	[20]	\$ -	\$ 189,000	\$ 378,000	\$ 378,000	\$ -	\$ -	\$ -	\$ -	\$ 1,890,000	\$ 378,000
FTA5309: Bus Program	[15,21]	\$ -	\$ 1,290,598	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5339: Bus & Bus Facilities	[15,22]	\$ -	\$ 1,154,979	\$ 760,955	\$ 408,292	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000
Misc Federal Funds (Committed)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unspecified Federal Funds (Source TBD)	[23]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,686,377
<i>Subtotal: FEDERAL Revenue</i>		<i>\$ 1,550,883</i>	<i>\$ 4,325,962</i>	<i>\$ 3,275,684</i>	<i>\$ 1,836,362</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 7,080,471</i>	<i>\$ 7,085,836</i>
TOTAL EXPECTED REVENUES		\$ 10,025,882	\$ 15,444,793	\$ 6,977,354	\$ 7,348,954	\$ 1,128,985	\$ 1,127,342	\$ 1,222,771	\$ 1,511,278	\$ 9,841,518	\$ 9,786,256
ANNUAL CAPITAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
CUMULATIVE CAPITAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes for this table are included on the next page.

FOOTNOTES

- [1] Near term-expenses include engine rebuilds on Gillig hybrid buses: 16 in FY2016/17, 3 in FY2017/18, and 2 in FY2018/19. Also includes \$100,000 for one-time expenses for DPIM and gate reader in FY2016/17.
- [2] Line item also includes on-going allocation for vehicle preventative maintenance activities: \$100,000 per year in FY2016/17 through FY2018/19, increasing to \$125,000 in FY2019/20, and escalated at 3% per year thereafter.
- [3] Includes vehicles for both local fixed route (FY2016/17, FY2023/24, and FY2024/25) and paratransit (all years except FY2019/20 and FY2020/21). Vehicle costs beyond FY2018/19 include the cost of security cameras, farebox upgrades, and Clipper equipment, as appropriate.
- [4] SolTrans will receive 16 CNG bus replacements between FY2015/16 & FY2018/19. This amount is the total purchase expense, which is partially reimbursed via revenue contributions from other jurisdictions (below).
- [5] Amounts per *Solano County Intercity Bus Fleet Replacement Costs and Funding - Interim Funding Plan*, dated 18-Dec-2015. Timing of expenditures reflects current anticipated purchase and vehicle delivery. Only 1 of 5 vehicles shown in FY2017/18 has committed funding. Funding in future years also subject to change.
- [6] Only includes contributions paid by SolTrans to Consortium for purchase of 19 Diesel Hybrid vehicles for replacement of Intercity Express fleet operated by other members.
- [7] Includes purchases to replace mechanic trucks, supervisor vans, and administrative cars over the ten-year forecast period.
- [8] FY2015/16 expense is for completion of AVL project.
- [9] FY2015/16 includes \$5.8M for completion of Curtola Park & Ride project. All years include on-going allocation for ADA modifications and installation/replacement of shelters, benches, etc.
- [10] FY2015/16 and FY2016/17 include expenses related to two major capital projects: upgrade/expansion of central operations & maintenance facility on Broadway (\$2.055M) and installation of CNG fueling facility (\$4.835M).
- [11] FY2017/18 includes expenses related to acquiring property for possible bus yard expansion (\$500K) and upgrading electrical infrastructure to support electric vehicle charging for new buses (\$450K). FY2018/19 and beyond are placeholders for possible major facility upgrades such as adding solar panels or rehabilitation of building mechanical systems.
- [12] Amounts shown represent routine replacement & upgrades of computer hardware & software, including servers and AVL equipment. FY2017/18 also includes \$150,000 for asset management software.
- [13] Amount represents balance of 20% local match for planned vehicle replacements. Source to be determined.
- [14] Includes grants & funding awards made to City of Vallejo that have been transferred to SolTrans. Does not include \$2,360,208 being held on behalf of FAST, to fund vehicle purchase unrelated to SolTrans fleet.
- [15] FY2016/17 amount includes funds carried over from prior fiscal years.
- [16] Net amount paid directly to SolTrans by other Consortium members. Does not include committed funding from external sources (Prop 1B, federal earmarks, etc.) which are portrayed in other rows.
- [17] FY2016/17 amount includes funds swapped in from FY2015/16 allocations to Vacaville, Dixon, and Rio Vista; funds will be applied to electric vehicle purchases in FY2016/17. All other years show SolTrans allocation only.
- [18] Funding source is AB664 regional grant program.
- [19] After applying \$2.8M of yearly allocation to operations, about \$1.2M is available for capital expenses each year, to be accumulated for vehicle replacements. Values in this row correspond to timing of related capital expenditure.
- [20] Revenues in this row represent portion of STIC funding award dedicated to capital needs. No long-term growth assumed. From FY2019/20, funds will be accumulated for local vehicle replacements in later years of the plan.
- [21] Federal earmark for Intercity vehicle replacement. Old grant originally awarded to Vallejo.
- [22] FY2016/17 through FY2024/25 based on anticipated allocations of approximately \$410,000 per year (\$3.7M total), to be accumulated for vehicle replacements. Values in this row reflect timing of related capital expenditures.
- [23] Assumes that SolTrans will apply for and receive discretionary federal grants to fully fund the balance of 80% of the cost of vehicle replacements not covered by formula funds. Local match shown separately.

5 Future Directions

Over its first five year of existence, SolTrans has focused primarily on consolidating the operations of its predecessors and building a single, combined system that joins the two cities together and takes advantage of reduced duplication of efforts. As the agency begins to mature, it is beginning to look at new opportunities and markets for how transit can serve its member cities and surrounding communities.

5.1 Service Initiatives

The Board, the Technical and Public Advisory Committees, City staff, the larger public, and SolTrans staff have identified the following as important areas for new or modified services in coming years.

Implementation of pilot service to Mare Island and continuing evaluation of market demand and potential service improvements to meet that demand;

Increasing service levels on existing routes including later service on weekday and Saturday evenings, increased frequency on weekdays and Saturdays as demand requires, and implementation of full Sunday service meeting the needs of a broader range of community travel demand. In addition, implementation of Sunday service on 5 holidays that currently are not served (New Year's Day, Easter, Memorial Day, Independence Day, and Labor Day).

Mobility-on-Demand projects to replace and/or supplement local services in some portions of Vallejo and Benicia, where this evolving service type promises to improve level of service, productivity, and customer mobility.

Revision of local taxi scrip programs to simplify procedures, "right-size" the program budget to meet community needs, and fare payment and processing streamlining.

Expansion of technology deployments, especially for vulnerable populations, to decrease fears of using transit and improve quality of life. This may include Paratransit payment strategies and trip booking/scheduling tools for all demand-response service elements. This also includes expanded efforts to use technology to measure and improve service performance on all modes.

5.2 Partnership Initiatives

SolTrans' future will require working well with both existing and new partners to increase the value of transit services to the community. Key partnership activities may include:

STA, Consortium transit agencies: Implement elements of the Solano Express Corridor Study as funding and capital improvements permit.

City of Benicia, City of Vallejo: Work to fund and implement Safe Routes to Schools and Safe Routes to Transit projects to benefit multiple resident groups.

Amtrak: While Amtrak Thruway Bus Service will be modified to include the Curtola Park & Ride Hub in 2016, there is also continued interest in having Route 78 or some other service connect to the Martinez Amtrak station. While this service has not been successful in

previous iterations, there may come an opportunity to revisit it. In addition, the Solano Express Corridor Study projects may help improve connections to the Fairfield/Suisun City station and provide an alternative way to satisfy these needs.

CalTrans, California Highway Patrol, STA, and other Bay Area transit operators and CMAS: Study of the potential for increasing freeway person-throughput by permitting transit bus operations on existing freeway shoulders. This might be as an interim step to Express Lane implementation or a permanent step in areas where Express Lanes are not feasible or desirable.

MTC, STA, Cities of Benicia and Vallejo: Update the 2008 Vallejo CBTP and conduct a similar study of Benicia (which may not be eligible for CBTP funding). This document helps to identify not just transit needs but ways in which transportation challenges impact the larger scope of residents' lives and can help leverage non-transportation agencies and funding.

STA, WETA, SFMTA, AC Transit: Study of the potential for expanded express service between Solano County and San Francisco. Current service is limited to trips that supplement WETA ferry schedules. At most times of the day, ferry service is faster, but bus service may be more cost-effective when demand is low.

Napa Valley Transportation Authority and VINE Transit: Expand collaborative efforts to deliver quality service to residents moving between Napa and Solano Counties in the Highway 29 corridor.

5.3 Financial Initiatives

Other than the initial Mare Island pilot service, the cost of fully implementing the initiatives in the above sections are beyond the constrained financial plan presented in Section 4. Thus it will also be necessary to pursue financial initiatives to expand SolTrans' funding basis. SolTrans will be vigorously pursuing competitive local, state and federal funding for various projects as it becomes available.

State Cap and Trade Funds may provide an additional revenue stream and SolTrans is working with state legislators to ensure that more of these funds are set aside for transportation projects.

The Bay Area Air Quality Management district provides competitive funding for trip reduction and clean air vehicle projects. SolTrans has recently applied for their first grant through one of their programs and hopes to compete for future funding.

SolTrans is also currently competing for two federal grants to fund additional electric vehicles and a Mobility-on-Demand program.

The more competitive funding SolTrans is awarded, the more funds that will be available to implement the initiatives listed above.

Appendix A

Operating Budgets and Financial Projections

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A1 SolTrans Operating Budget – Fixed Route: Local and Express

Solano County Transit (SolTrans)														
DETAILED OPERATING PLAN & BUDGET														
Fixed Route: Local + Intercity														
Date prepared: 06-May-2016 (REVISED DRAFT)														
	Historical	Proj. Actual			Forecast									
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
OPERATING STATISTICS														
Vehicle Miles: Local	[1,2]	528,177	531,359	614,965	719,688	748,886	761,659	761,659	761,659	761,659	761,659	761,659	761,659	761,659
Vehicle Miles: Intercity	[2,3]	1,070,461	1,026,420	1,018,463	1,110,254	1,151,608	1,151,608	1,151,608	1,151,608	1,151,608	1,151,608	1,151,608	1,151,608	
Vehicle Miles: TOTAL Fixed Route		1,598,638	1,557,779	1,633,428	1,829,942	1,900,494	1,913,267							
Vehicle Hours: Local	[1,2]	42,201	43,159	48,147	56,346	58,632	59,632	59,632	59,632	59,632	59,632	59,632	59,632	
Vehicle Hours: Intercity	[2,3]	42,161	39,285	38,690	42,177	43,748	43,748	43,748	43,748	43,748	43,748	43,748	43,748	
Vehicle Hours: TOTAL Fixed Route		84,362	82,444	86,837	98,523	102,380	103,380							
Ridership: Local	[4,5]	671,121	765,886	759,341	857,185	891,961	916,246	925,408	933,123	942,316	951,599	959,532	968,985	
Ridership: Intercity	[4,5]	686,562	672,263	688,096	776,759	805,692	813,749	821,886	828,738	836,903	845,147	852,193	860,589	
Ridership: TOTAL Fixed Route		1,357,683	1,438,149	1,447,437	1,633,944	1,697,653	1,729,995	1,747,295	1,761,861	1,779,219	1,796,747	1,811,726	1,829,574	
OPERATING EXPENSES														
Operating & Maintenance Costs														
O&M Cost: Local - Baseline	[6]	\$ 4,863,500	\$ 4,600,993	\$ 4,905,520	\$ 4,803,517	\$ 6,028,944	\$ 6,445,673	\$ 6,546,068	\$ 6,739,152	\$ 6,941,327	\$ 7,149,567	\$ 7,364,054	\$ 7,584,975	
O&M Cost: Local - due to change in level of service					\$ 817,996	\$ 244,599	\$ 109,934	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
O&M Cost: Local - due to structural cost incr/decr					\$ -	\$ -	\$ -	\$ (26,274)	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal: LOCAL O&M Expenses		\$ 4,863,500	\$ 4,600,993	\$ 4,905,520	\$ 5,621,513	\$ 6,273,543	\$ 6,555,607	\$ 6,519,794	\$ 6,739,152	\$ 6,941,327	\$ 7,149,567	\$ 7,364,054	\$ 7,584,975	
O&M Cost: Intercity - Baseline		\$ 4,786,301	\$ 5,024,514	\$ 4,585,397	\$ 5,080,073	\$ 5,934,901	\$ 6,345,622	\$ 6,345,622	\$ 6,369,133	\$ 6,560,207	\$ 6,757,014	\$ 6,959,724	\$ 7,168,516	
O&M Cost: Intercity - due to change in level of service					\$ 457,850	\$ 221,062	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
O&M Cost: Intercity - due to structural cost incr/decr					\$ -	\$ -	\$ -	\$ (178,924)	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal: INTERCITY O&M Expenses		\$ 4,786,301	\$ 5,024,514	\$ 4,585,397	\$ 5,537,923	\$ 6,155,963	\$ 6,345,622	\$ 6,166,698	\$ 6,369,133	\$ 6,560,207	\$ 6,757,014	\$ 6,959,724	\$ 7,168,516	
O&M Cost: Total Fixed Route - Baseline		\$ 9,649,801	\$ 9,625,507	\$ 9,490,917	\$ 9,883,590	\$ 11,963,845	\$ 12,791,295	\$ 12,891,690	\$ 13,108,286	\$ 13,501,534	\$ 13,906,580	\$ 14,323,778	\$ 14,753,491	
O&M Cost: Total Fixed Route - due to change in service					\$ 1,275,846	\$ 465,661	\$ 109,934	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
O&M Cost: Total Fixed Route - due to cost incr/decr					\$ -	\$ -	\$ -	\$ (205,198)	\$ -	\$ -	\$ -	\$ -	\$ -	
Subtotal: All FIXED ROUTE O&M Expenses		\$ 9,649,801	\$ 9,625,507	\$ 9,490,917	\$ 11,159,436	\$ 12,429,505	\$ 12,901,229	\$ 12,686,491	\$ 13,108,286	\$ 13,501,534	\$ 13,906,580	\$ 14,323,778	\$ 14,753,491	
Other Operating Expenses														
Curtola Park and Ride	[7]				\$ 151,913	\$ 241,000	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513	
Subtotal: OTHER OPERATING Expenses		\$ -	\$ -	\$ -	\$ 151,913	\$ 241,000	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513	
TOTAL OPERATING EXPENSES		\$ 9,649,801	\$ 9,625,507	\$ 9,490,917	\$ 11,311,349	\$ 12,670,505	\$ 13,151,229	\$ 12,943,991	\$ 13,373,511	\$ 13,774,716	\$ 14,187,957	\$ 14,613,596	\$ 15,052,004	
PROGRAM EXPENSES														
Intercity Express Bus (contrib. to County-wide prog.)	[8]				\$ 320,015	\$ 745,600	\$ 760,500	\$ 775,700	\$ 791,200	\$ 807,000	\$ 823,100	\$ 839,600	\$ 856,400	
TOTAL PROGRAM EXPENSES		\$ -	\$ -	\$ -	\$ 320,015	\$ 745,600	\$ 760,500	\$ 775,700	\$ 791,200	\$ 807,000	\$ 823,100	\$ 839,600	\$ 856,400	
TOTAL EXPENSES		\$ 9,649,801	\$ 9,625,507	\$ 9,490,917	\$ 11,631,364	\$ 13,416,105	\$ 13,911,729	\$ 13,719,691	\$ 14,164,711	\$ 14,581,716	\$ 15,011,057	\$ 15,453,196	\$ 15,908,404	

Note: Table is continued on the next page.

Solano County Transit (SolTrans)														
DETAILED OPERATING PLAN & BUDGET														
Fixed Route: Local + Intercity														
Date prepared: 06-May-2016 (REVISED DRAFT)														
	Historical			Proj. Actual		Forecast								
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
OPERATING REVENUES														
Operating Revenues – Fares														
Transit Fares: Local - Baseline	[9]	\$ 1,284,858	\$ 1,615,326	\$ 1,024,597	\$ 902,824	\$ 1,077,304	\$ 1,132,412	\$ 1,163,047	\$ 1,172,743	\$ 1,243,511	\$ 1,255,762	\$ 1,266,231	\$ 1,342,641	\$ 1,355,868
Transit Fares: Local - due to change in level of svc				\$ 174,480	\$ 43,707	\$ 19,119	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares: Local - due to proposed fare incr/decr				\$ -	\$ -	\$ -	\$ -	\$ 58,637	\$ -	\$ -	\$ 63,312	\$ -	\$ -	\$ -
Subtotal: LOCAL FARE Revenue		\$ 1,284,858	\$ 1,615,326	\$ 1,024,597	\$ 1,077,304	\$ 1,121,011	\$ 1,151,532	\$ 1,163,047	\$ 1,231,380	\$ 1,243,511	\$ 1,255,762	\$ 1,329,543	\$ 1,342,641	\$ 1,355,868
Transit Fares: Intercity - Baseline		\$ 2,565,779	\$ 1,764,017	\$ 2,222,605	\$ 2,136,624	\$ 2,336,940	\$ 2,448,226	\$ 2,472,708	\$ 2,493,322	\$ 2,643,780	\$ 2,669,825	\$ 2,692,083	\$ 2,854,534	\$ 2,882,656
Transit Fares: Intercity - due to change in level of svc				\$ 200,316	\$ 87,046	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares: Intercity - due to proposed fare incr/decr				\$ -	\$ -	\$ -	\$ -	\$ 124,666	\$ -	\$ -	\$ 134,604	\$ -	\$ -	\$ -
Subtotal: INTERCITY FARE Revenue		\$ 2,565,779	\$ 1,764,017	\$ 2,222,605	\$ 2,336,940	\$ 2,423,986	\$ 2,448,226	\$ 2,472,708	\$ 2,617,988	\$ 2,643,780	\$ 2,669,825	\$ 2,826,687	\$ 2,854,534	\$ 2,882,656
Transit Fares: Total Fixed Route - Baseline		\$ 3,850,637	\$ 3,379,343	\$ 3,247,202	\$ 3,039,448	\$ 3,414,244	\$ 3,580,638	\$ 3,635,755	\$ 3,666,066	\$ 3,887,291	\$ 3,925,587	\$ 3,958,314	\$ 4,197,175	\$ 4,238,523
Transit Fares: Total Fixed Route - due to change in svc				\$ 374,796	\$ 130,753	\$ 19,119	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares: Total Fixed Route - due to fare incr/decr				\$ -	\$ -	\$ -	\$ -	\$ 183,303	\$ -	\$ -	\$ 197,916	\$ -	\$ -	\$ -
Subtotal: ALL FIXED ROUTE FARE Revenue		\$ 3,850,637	\$ 3,379,343	\$ 3,247,202	\$ 3,414,244	\$ 3,544,997	\$ 3,599,757	\$ 3,635,755	\$ 3,849,369	\$ 3,887,291	\$ 3,925,587	\$ 4,156,229	\$ 4,197,175	\$ 4,238,523
Other Operating Revenues														
Advertising	[10]			\$ 25,000	\$ 30,000	\$ 35,000	\$ 35,350	\$ 40,000	\$ 40,400	\$ 50,000	\$ 50,500	\$ 51,005	\$ 51,515	\$ 51,515
Curtola Park & Ride Revenues	[11]			\$ 100,000	\$ 175,000	\$ 300,000	\$ 350,000	\$ 367,500	\$ 367,500	\$ 385,875	\$ 385,875	\$ 405,169	\$ 405,169	\$ 405,169
Interest Earnings	[10]			\$ 50,000	\$ 30,000	\$ 30,300	\$ 30,603	\$ 30,909	\$ 31,218	\$ 31,530	\$ 31,846	\$ 32,164	\$ 32,486	\$ 32,486
Other Public/Private Operating Contributions	[12]			\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 195,000	\$ 195,000	\$ 196,750
Other Operating Income: WETA reimbursement	[13,14]			\$ 458,566	\$ 450,000	\$ 468,000	\$ 486,720	\$ 506,189	\$ 521,374	\$ 537,016	\$ 553,126	\$ 569,720	\$ 586,812	\$ 586,812
Subtotal: OTHER OPERATING Revenue		\$ -	\$ -	\$ -	\$ 633,566	\$ 705,000	\$ 853,300	\$ 922,673	\$ 964,598	\$ 980,493	\$ 1,024,421	\$ 1,041,347	\$ 1,253,058	\$ 1,272,731
TOTAL OPERATING REVENUES		\$ 3,850,637	\$ 3,379,343	\$ 3,247,202	\$ 4,047,810	\$ 4,249,997	\$ 4,453,057	\$ 4,558,428	\$ 4,813,967	\$ 4,867,784	\$ 4,950,008	\$ 5,197,576	\$ 5,450,232	\$ 5,511,254
SUBSIDY REVENUES														
Subsidy Revenues – Local														
Local taxes (GF, property assessments)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Measure 2 Operating	[15,16,17]			\$ 1,323,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840
MTC OBAG: Transit Performance Initiative	[18]			\$ -	\$ -	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ 56,308	\$ 57,434	\$ 57,434
Other Local Funds				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: LOCAL Revenue		\$ -	\$ -	\$ -	\$ 1,323,840	\$ 1,379,840	\$ 1,429,840	\$ 1,430,840	\$ 1,431,860	\$ 1,432,900	\$ 1,433,962	\$ 1,435,044	\$ 1,436,148	\$ 1,437,274
Subsidy Revenues – State														
TDA-LTF: net amount to balance operating budget				\$ 2,527,990	\$ 3,447,200	\$ 3,793,693	\$ 3,227,585	\$ 3,335,789	\$ 3,616,097	\$ 3,878,605	\$ 3,986,909	\$ 4,101,511	\$ 4,419,389	\$ 4,419,389
TDA: contributions from others for Intercity routes	[15,19]			\$ 271,775	\$ 774,700	\$ 790,200	\$ 806,000	\$ 822,100	\$ 838,500	\$ 855,300	\$ 872,400	\$ 889,800	\$ 907,600	\$ 907,600
STAF: Lifeline	[17]			\$ 519,934	\$ 530,115	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Other State Funds				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: STATE Revenue		\$ -	\$ -	\$ -	\$ 3,319,699	\$ 4,752,015	\$ 4,883,893	\$ 4,333,585	\$ 4,457,889	\$ 4,754,597	\$ 5,033,905	\$ 5,159,309	\$ 5,291,311	\$ 5,626,989
Subsidy Revenues – Federal														
FTA5307: Urbanized Area (Operating)	[18,20]			\$ 2,800,000	\$ 2,842,000	\$ 2,898,840	\$ 2,956,817	\$ 3,015,953	\$ 3,076,272	\$ 3,137,798	\$ 3,200,554	\$ 3,264,565	\$ 3,329,856	\$ 3,329,856
FTA5307: JARC (Operating)	[18,20]			\$ 140,014	\$ 142,254	\$ 145,099	\$ 148,001	\$ 150,961	\$ 153,980	\$ 157,060	\$ 160,201	\$ 163,405	\$ 166,673	\$ 166,673
FTA5307: STIC	[17,21]			\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000
FTA5311: Non-Urbanized Area (Intercity Ops)	[18,22]			\$ -	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ 56,308	\$ 57,434	\$ 58,583	\$ 58,583
Other Federal Funds: "Other discretionary sources"	[23]			\$ -	\$ -	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ 56,308	\$ 57,434	\$ 57,434
Subtotal: FEDERAL Revenue		\$ -	\$ -	\$ -	\$ 2,940,014	\$ 3,034,254	\$ 3,144,939	\$ 3,396,838	\$ 3,460,995	\$ 3,526,435	\$ 3,593,183	\$ 3,661,267	\$ 3,730,712	\$ 3,801,546
TOTAL SUBSIDY REVENUES		\$ -	\$ -	\$ -	\$ 7,583,553	\$ 9,166,109	\$ 9,458,672	\$ 9,161,263	\$ 9,350,744	\$ 9,713,932	\$ 10,061,050	\$ 10,255,620	\$ 10,458,172	\$ 10,865,810
TOTAL REVENUES		\$ 3,850,637	\$ 3,379,343	\$ 3,247,202	\$ 11,631,364	\$ 13,416,105	\$ 13,911,729	\$ 13,719,691	\$ 14,164,711	\$ 14,581,716	\$ 15,011,057	\$ 15,453,196	\$ 15,908,404	\$ 16,377,064
ANNUAL SURPLUS (DEFICIT)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Table is continued on the next page.

Solano County Transit (SolTrans)													
DETAILED OPERATING PLAN & BUDGET													
Fixed Route: Local + Intercity													
Date prepared: 06-May-2016 (REVISED DRAFT)													
	Historical			Proj. Actual			Forecast						
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
METRICS													
O&M Expense Per Vehicle MILE: Local	\$ 9.21	\$ 8.66	\$ 7.98	\$ 7.81	\$ 8.38	\$ 8.61	\$ 8.56	\$ 8.85	\$ 9.11	\$ 9.39	\$ 9.67	\$ 9.96	\$ 10.26
O&M Expense Per Vehicle MILE: Intercity	\$ 4.47	\$ 4.90	\$ 4.50	\$ 4.99	\$ 5.35	\$ 5.51	\$ 5.35	\$ 5.53	\$ 5.70	\$ 5.87	\$ 6.04	\$ 6.22	\$ 6.41
O&M Expense Per Vehicle MILE: All Fixed Route	\$ 6.04	\$ 6.18	\$ 5.81	\$ 6.10	\$ 6.54	\$ 6.74	\$ 6.63	\$ 6.85	\$ 7.06	\$ 7.27	\$ 7.49	\$ 7.71	\$ 7.94
O&M Expense Per Vehicle HOUR: Local	\$ 115.25	\$ 106.61	\$ 101.89	\$ 99.77	\$ 107.00	\$ 109.93	\$ 109.33	\$ 113.01	\$ 116.40	\$ 119.89	\$ 123.49	\$ 127.20	\$ 131.01
O&M Expense Per Vehicle HOUR: Intercity	\$ 113.52	\$ 127.90	\$ 118.52	\$ 131.30	\$ 140.71	\$ 145.05	\$ 140.96	\$ 145.59	\$ 149.95	\$ 154.45	\$ 159.09	\$ 163.86	\$ 168.78
O&M Expense Per Vehicle HOUR: All Fixed Route	\$ 114.39	\$ 116.75	\$ 109.30	\$ 113.27	\$ 121.41	\$ 124.79	\$ 122.72	\$ 126.80	\$ 130.60	\$ 134.52	\$ 138.55	\$ 142.71	\$ 146.99
O&M Expense Per Passenger: Local	\$ 7.25	\$ 6.01	\$ 6.46	\$ 6.56	\$ 7.03	\$ 7.15	\$ 7.05	\$ 7.22	\$ 7.37	\$ 7.51	\$ 7.67	\$ 7.83	\$ 7.98
O&M Expense Per Passenger: Intercity	\$ 6.97	\$ 7.47	\$ 6.66	\$ 7.13	\$ 7.64	\$ 7.80	\$ 7.50	\$ 7.69	\$ 7.84	\$ 8.00	\$ 8.17	\$ 8.33	\$ 8.50
O&M Expense Per Passenger: All Fixed Route	\$ 7.11	\$ 6.69	\$ 6.56	\$ 6.83	\$ 7.32	\$ 7.46	\$ 7.26	\$ 7.44	\$ 7.59	\$ 7.74	\$ 7.91	\$ 8.06	\$ 8.22
Total Operating Exp. Per Vehicle MILE: Local	\$ 9.21	\$ 8.66	\$ 7.98	\$ 7.94	\$ 8.57	\$ 8.80	\$ 8.76	\$ 9.05	\$ 9.33	\$ 9.61	\$ 9.89	\$ 10.19	\$ 10.50
Total Operating Exp. Per Vehicle MILE: Intercity	\$ 4.47	\$ 4.90	\$ 4.50	\$ 5.04	\$ 5.43	\$ 5.60	\$ 5.45	\$ 5.62	\$ 5.79	\$ 5.97	\$ 6.15	\$ 6.33	\$ 6.52
Total Operating Exp. Per Vehicle MILE: All Fixed Route	\$ 6.04	\$ 6.18	\$ 5.81	\$ 6.18	\$ 6.67	\$ 6.87	\$ 6.77	\$ 6.99	\$ 7.20	\$ 7.42	\$ 7.64	\$ 7.87	\$ 8.10
Total Operating Exp. Per Vehicle HOUR: Local	\$ 115.25	\$ 106.61	\$ 101.89	\$ 101.37	\$ 109.44	\$ 112.42	\$ 111.90	\$ 115.65	\$ 119.12	\$ 122.70	\$ 126.38	\$ 130.17	\$ 134.07
Total Operating Exp. Per Vehicle HOUR: Intercity	\$ 113.52	\$ 127.90	\$ 118.52	\$ 132.77	\$ 142.95	\$ 147.37	\$ 143.35	\$ 148.05	\$ 152.49	\$ 157.07	\$ 161.78	\$ 166.63	\$ 171.63
Total Operating Exp. Per Vehicle HOUR: All Fixed Route	\$ 114.39	\$ 116.75	\$ 109.30	\$ 114.81	\$ 123.76	\$ 127.21	\$ 125.21	\$ 129.36	\$ 133.24	\$ 137.24	\$ 141.36	\$ 145.60	\$ 149.97
Total Operating Exp. Per Passenger: Local	\$ 7.25	\$ 6.01	\$ 6.46	\$ 6.66	\$ 7.19	\$ 7.32	\$ 7.21	\$ 7.39	\$ 7.54	\$ 7.69	\$ 7.85	\$ 8.01	\$ 8.17
Total Operating Exp. Per Passenger: Intercity	\$ 6.97	\$ 7.47	\$ 6.66	\$ 7.21	\$ 7.76	\$ 7.92	\$ 7.63	\$ 7.82	\$ 7.97	\$ 8.13	\$ 8.30	\$ 8.47	\$ 8.64
Total Operating Exp. Per Passenger: All Fixed Route	\$ 7.11	\$ 6.69	\$ 6.56	\$ 6.92	\$ 7.46	\$ 7.60	\$ 7.41	\$ 7.59	\$ 7.74	\$ 7.90	\$ 8.07	\$ 8.23	\$ 8.39
Passengers Per Vehicle HOUR: Local	15.9	17.7	15.8	15.2	15.2	15.4	15.5	15.6	15.8	16.0	16.1	16.2	16.4
Passengers Per Vehicle HOUR: Intercity	16.3	17.1	17.8	18.4	18.4	18.6	18.8	18.9	19.1	19.3	19.5	19.7	19.9
Passengers Per Vehicle HOUR: All Fixed Route	16.1	17.4	16.7	16.6	16.6	16.7	16.9	17.0	17.2	17.4	17.5	17.7	17.9
Average Fare Per Passenger: Local	\$ 1.91	\$ 2.11	\$ 1.35	\$ 1.26	\$ 1.26	\$ 1.26	\$ 1.26	\$ 1.32	\$ 1.32	\$ 1.32	\$ 1.39	\$ 1.39	\$ 1.39
Average Fare Per Passenger: Intercity	\$ 3.74	\$ 2.62	\$ 3.23	\$ 3.01	\$ 3.01	\$ 3.01	\$ 3.01	\$ 3.16	\$ 3.16	\$ 3.16	\$ 3.32	\$ 3.32	\$ 3.32
Average Fare Per Passenger: All Fixed Route	\$ 2.84	\$ 2.35	\$ 2.24	\$ 2.09	\$ 2.09	\$ 2.08	\$ 2.08	\$ 2.18	\$ 2.18	\$ 2.18	\$ 2.29	\$ 2.29	\$ 2.29
Farebox Recovery (Fares as % of Oper. Exp.): Local	26.42%	35.11%	20.89%	19.16%	17.87%	17.57%	17.84%	18.27%	17.91%	17.56%	18.05%	17.70%	17.36%
Farebox Recovery (Fares as % of Oper. Exp.): Intercity	53.61%	35.11%	48.47%	42.20%	39.38%	38.58%	40.10%	41.10%	40.30%	39.51%	40.61%	39.82%	39.04%
Farebox Recovery (Fares as % of Oper. Exp.): All FR	39.90%	35.11%	34.21%	30.60%	28.52%	27.90%	28.66%	29.37%	28.79%	28.23%	29.02%	28.45%	27.89%
Local Recovery (Fares+Local Sub. as % of Oper. Exp.)	39.90%	35.11%	34.21%	47.49%	44.43%	44.73%	46.27%	46.70%	45.74%	45.00%	45.39%	45.75%	44.82%

FOOTNOTES

- [1] FY2016/17 includes 2,000 hours for partial year of Mare Island service, plus 500 hours for miscellaneous local service expansions still being planned. FY2017/18 includes a further 1,000 hours for the full year of Mare Island service and additional local enhancements.
- [2] Mileage scaled off of growth in revenue hours. Values derived assuming constant average speed (for each sub-mode) compared to prior year.
- [3] FY2015/16 includes partial year of expanded Intercity service to provide Sunday service on Route 80 and midday schedule coverage on Route 78. Full year values included in FY2016/17 and beyond.
- [4] FY2015/16 annual projected ridership split between Local and Intercity using same proportions as FY2014/15. Ridership for FY2016/17 and FY2017/18 scaled from prior year assuming constant passengers per hour.
- [5] Assumes ridership on both Local and Intercity routes will grow in line with Solano County population growth (1% per year) from FY2017/18 onward, except for 0.15% lower growth in years where fare increases are planned (FY2019/20 and FY2022/23).
- [6] Fixed route O&M unit costs will increase at an average rate of 3% per year across the 10-year plan. This includes annual increase in vendor variable rate of 4% per year through the end of the current contract, combined with renegotiation of vendor fixed costs in FY2018/19 and 3% growth on internal expenditures.
- [7] Partial year of operations in FY2015/16, with full year of operations in FY2016/17. Costs assumed to grow at 3% per year.
- [8] Sum of Benicia & Vallejo amounts owed to Consortium for Solano Express routes operated by others. FY2015/16 reconciliation amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond apply inflationary growth to FY2015/16 gross contribution before reconciliation.
- [9] FY2015/16 annual projected fare revenues split between Local and Intercity using same proportions as FY2014/15. Assumes fare revenues increase in line with ridership growth, except for higher revenue growth in years where fare increases are planned (FY2019/20 and FY2022/23).
- [10] Per SolTrans staff guidance, line item assumed to grow at approximately 1% per year.
- [11] Revenues reflect partial year operations in FY2015/16, increasing to full year in FY2016/17, and full utilization of facility as of FY2018/19. Assumes 5% revenue increase every two years based on future fee increases in FY2019/20, FY2021/22, and FY2023/24.
- [12] Includes possible Mare Island Contribution (\$20,000 per year), plus, beginning in FY2023/24, a placeholder for additional private funding of specialized transit services and/or alternative advertising formats.
- [13] Route 200 service is provided to supplement SF Bay Ferry service from Vallejo. Inter-agency agreement with WETA calls for full reimbursement of net costs.
- [14] Estimated reimbursement shown here reflects 4% growth rate through FY2019/20 and 3% thereafter, consistent with forecast growth in unit costs. Does not reflect likely ridership and/or fare increases, or more modest growth in other expenses besides vendor variable costs
- [15] This funding source designated for Intercity operations only.
- [16] Line item reflects increased funding levels to support expansion of Routes 78 and 80 beginning in Nov-2015, i.e., partial year in FY2015/16 and full year in FY2016/17 and beyond.
- [17] No long-term growth assumption applied to this funding source.
- [18] Line items based on federal funding programs with formula allocation are assumed to grow at 2% per year
- [19] Revenues received from other Consortium members to support operation of Intercity Routes 78, 80, and 85.
- [20] This funding source designated for Local operations only.
- [21] Revenues in this row represent portion of STIC funding added dedicated to operating needs; STIC funds applied to capital are shown separately.
- [22] FY2015/16 allocation swapped with Rio Vista for future TDA.
- [23] Per SolTrans staff guidance, line item assumed to grow at 2% per year.

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A2 SolTrans Operating Budget - Paratransit & Dial-A-Ride

Solano County Transit (SolTrans)														
DETAILED OPERATING PLAN & BUDGET														
Paratransit: ADA + DAR + All Taxi Scrip														
Date prepared: 06-May-2016 (REVISED DRAFT)														
	Historical	Proj. Actual		Forecast										
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
OPERATING STATISTICS – without taxi programs														
Vehicle Miles	[1]	216,832	201,648	207,772	199,024	200,528	200,528	200,528	200,528	200,528	200,528	200,528	200,528	
Vehicle Hours	[1]	17,205	15,372	15,231	14,590	14,700	14,700	14,700	14,700	14,700	14,700	14,700	14,700	
Ridership	[2]	41,903	25,092	25,580	30,866	31,189	31,361	31,535	31,709	31,884	31,580	31,754	31,451	
OPERATING EXPENSES - without taxi programs														
Operating & Maintenance Costs														
O&M Cost - baseline	[3]	\$ 1,437,722	\$ 1,583,647	\$ 1,667,253	\$ 1,712,572	\$ 1,850,032	\$ 1,929,932	\$ 1,850,232	\$ 1,912,198	\$ 1,969,564	\$ 2,028,651	\$ 2,089,511	\$ 2,152,196	\$ 2,216,762
O&M Cost - due to change in level of service					\$ -	\$ 13,980	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
O&M Cost - due to structural cost incr/decr					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: O&M Expenses		\$ 1,437,722	\$ 1,583,647	\$ 1,667,253	\$ 1,712,572	\$ 1,864,012	\$ 1,929,932	\$ 1,850,232	\$ 1,912,198	\$ 1,969,564	\$ 2,028,651	\$ 2,089,511	\$ 2,152,196	\$ 2,216,762
Other Operating Expenses														
Subtotal: OTHER OPERATING Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING EXPENSES		\$ 1,437,722	\$ 1,583,647	\$ 1,667,253	\$ 1,712,572	\$ 1,864,012	\$ 1,929,932	\$ 1,850,232	\$ 1,912,198	\$ 1,969,564	\$ 2,028,651	\$ 2,089,511	\$ 2,152,196	\$ 2,216,762
PROGRAM EXPENSES														
Local Taxi Scrip (net expense)	[4]				\$ 137,793	\$ 130,750	\$ 136,693	\$ 142,833	\$ 149,179	\$ 155,736	\$ 162,510	\$ 169,508	\$ 176,738	\$ 184,205
Intercity Taxi Scrip (contrib. to County-wide prog.)	[5,6]				\$ 85,000	\$ 86,600	\$ 88,300	\$ 90,000	\$ 91,700	\$ 93,500	\$ 95,300	\$ 97,100	\$ 99,000	\$ 100,900
TOTAL PROGRAM EXPENSES					\$ 222,793	\$ 217,350	\$ 224,993	\$ 232,833	\$ 240,879	\$ 249,236	\$ 257,810	\$ 266,608	\$ 275,738	\$ 285,105
TOTAL EXPENSES		\$ 1,437,722	\$ 1,583,647	\$ 1,667,253	\$ 1,935,365	\$ 2,081,362	\$ 2,154,924	\$ 2,083,066	\$ 2,153,077	\$ 2,218,800	\$ 2,286,461	\$ 2,356,119	\$ 2,427,933	\$ 2,501,867
OPERATING REVENUES – without taxi programs														
Operating Revenues														
Transit Fares - baseline	[2]	\$ 94,948	\$ 75,551	\$ 78,821	\$ 75,000	\$ 85,850	\$ 86,709	\$ 87,576	\$ 88,451	\$ 89,336	\$ 90,229	\$ 91,132	\$ 92,043	\$ 92,963
Transit Fares - due to change in service					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares - due to proposed fare incr/decr					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: FARE Revenue		\$ 94,948	\$ 75,551	\$ 78,821	\$ 75,000	\$ 85,850	\$ 86,709	\$ 87,576	\$ 88,451	\$ 89,336	\$ 90,229	\$ 91,132	\$ 92,043	\$ 92,963
Other Operating Revenues														
Other Operating Income					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: OTHER OPERATING Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL OPERATING REVENUES		\$ 94,948	\$ 75,551	\$ 78,821	\$ 75,000	\$ 85,850	\$ 86,709	\$ 87,576	\$ 88,451	\$ 89,336	\$ 90,229	\$ 91,132	\$ 92,043	\$ 92,963
SUBSIDY REVENUES														
Subsidy Revenues – Local														
Local taxes (GF, property assessments)					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Local Funds					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: LOCAL Revenue		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subsidy Revenues – State														
TDA-LTF: net amount to balance operating budget					\$ 1,340,477	\$ 1,471,092	\$ 1,537,663	\$ 1,458,682	\$ 1,521,437	\$ 1,579,766	\$ 1,639,896	\$ 1,701,880	\$ 1,765,877	\$ 1,831,845
STAF: revenue-based apportionment	[7]				\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771
Other State Funds					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: STATE Revenue		\$ -	\$ -	\$ -	\$ 1,558,248	\$ 1,688,863	\$ 1,755,434	\$ 1,676,453	\$ 1,739,208	\$ 1,797,537	\$ 1,857,667	\$ 1,919,651	\$ 1,983,648	\$ 2,049,616
Subsidy Revenues – Federal														
FTA5307: Urbanized Area (ADA Set-Aside)	[8]				\$ 302,117	\$ 306,649	\$ 312,782	\$ 319,037	\$ 325,418	\$ 331,926	\$ 338,565	\$ 345,336	\$ 352,243	\$ 359,288
Other Federal Funds					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: FEDERAL Revenue		\$ -	\$ -	\$ -	\$ 302,117	\$ 306,649	\$ 312,782	\$ 319,037	\$ 325,418	\$ 331,926	\$ 338,565	\$ 345,336	\$ 352,243	\$ 359,288
TOTAL SUBSIDY REVENUES		\$ -	\$ -	\$ -	\$ 1,860,365	\$ 1,995,512	\$ 2,068,216	\$ 1,995,490	\$ 2,064,626	\$ 2,129,464	\$ 2,196,232	\$ 2,264,987	\$ 2,335,891	\$ 2,408,904
TOTAL REVENUES		\$ 94,948	\$ 75,551	\$ 78,821	\$ 1,935,365	\$ 2,081,362	\$ 2,154,924	\$ 2,083,066	\$ 2,153,077	\$ 2,218,800	\$ 2,286,461	\$ 2,356,119	\$ 2,427,933	\$ 2,501,867
ANNUAL SURPLUS (DEFICIT)					\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Note: Table is continued on the next page.

Solano County Transit (SolTrans)
DETAILED OPERATING PLAN & BUDGET

Paratransit: ADA + DAR + All Taxi Scrip

Date prepared: 06-May-2016 (REVISED DRAFT)

	Historical		Proj. Actual		Forecast								
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
METRICS													
Operating Expense Per Vehicle HOUR	\$ 83.56	\$ 103.02	\$ 109.46	\$ 117.38	\$ 126.80	\$ 131.29	\$ 125.87	\$ 130.08	\$ 133.98	\$ 138.00	\$ 142.14	\$ 146.41	\$ 150.80
Operating Expense Per Vehicle MILE	\$ 6.63	\$ 7.85	\$ 8.02	\$ 8.60	\$ 9.30	\$ 9.62	\$ 9.23	\$ 9.54	\$ 9.82	\$ 10.12	\$ 10.42	\$ 10.73	\$ 11.05
Operating Expense Per Passenger	\$ 34.31	\$ 63.11	\$ 65.18	\$ 55.48	\$ 59.76	\$ 61.54	\$ 58.67	\$ 60.30	\$ 61.77	\$ 64.24	\$ 65.80	\$ 68.43	\$ 70.10
Average Fare Per Passenger	\$ 2.27	\$ 3.01	\$ 3.08	\$ 2.43	\$ 2.75	\$ 2.76	\$ 2.78	\$ 2.79	\$ 2.80	\$ 2.86	\$ 2.87	\$ 2.93	\$ 2.94
Passengers Per Vehicle HOUR	2.4	1.6	1.7	2.1	2.1	2.1	2.1	2.2	2.2	2.1	2.2	2.1	2.2
Farebox Recovery (Fares as % of Oper. Exp.)	6.60%	4.77%	4.73%	4.38%	4.61%	4.49%	4.73%	4.63%	4.54%	4.45%	4.36%	4.28%	4.19%
Local Recovery (Fares+Local as % of Oper. Exp.)	6.60%	4.77%	4.73%	4.38%	4.61%	4.49%	4.73%	4.63%	4.54%	4.45%	4.36%	4.28%	4.19%

FOOTNOTES

- [1] Assumes mileage and hours will remain essentially flat over SRTP forecast period.
- [2] Assumes ridership will grow in proportion to local population growth in Solano County. (No change to fare structure).
- [3] Paratransit O&M unit costs will increase at an average rate of 2.8% per year across the 10-year plan. This includes annual increase in vendor variable rate of 4% per year through the end of the current contract, plus renegotiation of DAR unit cost as well as vendor fixed costs in FY2018/19, and 3% growth on internal expenditures.
- [4] Net expense of local taxi program. Expenses assumed to grow at 3% per year. Revenues assumed to grow at 1% per year.
- [5] FY2015/16 amount from Solano County TDA Matrix (12-Aug-2015).
- [6] Assumes that required contribution would increase based on available TDA revenues, which are projected to grow at 1.94% per year, in line with taxable sales in Solano County.
- [7] No long-term growth assumption applied to this funding source.
- [8] Line items based on federal funding programs with formula allocation are assumed to grow at 2% per year

A3 SolTrans Operating Budget - Systemwide Total

Solano County Transit (SolTrans)														
DETAILED OPERATING PLAN & BUDGET														
Systemwide Total														
Date prepared: 06-May-2016 (REVISED DRAFT)														
		Historical		Proj. Actual		Forecast								
		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
OPERATING STATISTICS														
Vehicle Miles	[1]	1,815,470	1,759,427	1,841,200	2,028,966	2,101,023	2,113,796	2,113,796	2,113,796	2,113,796	2,113,796	2,113,796	2,113,796	2,113,796
Vehicle Hours	[1]	101,567	97,816	102,068	113,113	117,080	118,080	118,080	118,080	118,080	118,080	118,080	118,080	118,080
Ridership	[2]	1,399,586	1,463,241	1,473,017	1,664,810	1,728,842	1,761,356	1,778,829	1,793,570	1,811,103	1,828,326	1,843,480	1,861,025	1,879,223
OPERATING EXPENSES														
Operating & Maintenance Costs														
O&M Cost - baseline	[3]	\$ 11,087,523	\$ 11,209,154	\$ 11,158,170	\$ 11,596,162	\$ 13,813,876	\$ 14,721,226	\$ 14,741,922	\$ 15,020,484	\$ 15,471,098	\$ 15,935,231	\$ 16,413,288	\$ 16,905,687	\$ 17,412,858
O&M Cost - due to change in level of service					\$ 1,275,846	\$ 479,641	\$ 109,934	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
O&M Cost - due to structural cost incr/decr					\$ -	\$ -	\$ -	\$ (205,198)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: O&M Expenses		\$ 11,087,523	\$ 11,209,154	\$ 11,158,170	\$ 12,872,007	\$ 14,293,517	\$ 14,831,161	\$ 14,536,723	\$ 15,020,484	\$ 15,471,098	\$ 15,935,231	\$ 16,413,288	\$ 16,905,687	\$ 17,412,858
Other Operating Expenses														
Curtola Park and Ride	[4]				\$ 151,913	\$ 241,000	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468
Subtotal: OTHER OPERATING Expenses		\$ -	\$ -	\$ -	\$ 151,913	\$ 241,000	\$ 250,000	\$ 257,500	\$ 265,225	\$ 273,182	\$ 281,377	\$ 289,819	\$ 298,513	\$ 307,468
TOTAL OPERATING EXPENSES		\$ 11,087,523	\$ 11,209,154	\$ 11,158,170	\$ 13,023,920	\$ 14,534,517	\$ 15,081,161	\$ 14,794,223	\$ 15,285,709	\$ 15,744,280	\$ 16,216,609	\$ 16,703,107	\$ 17,204,200	\$ 17,720,326
PROGRAM EXPENSES														
Local Taxi Scrip (net expense)	[5]				\$ 137,793	\$ 130,750	\$ 136,693	\$ 142,833	\$ 149,179	\$ 155,736	\$ 162,510	\$ 169,508	\$ 176,738	\$ 184,205
Intercity Taxi Scrip (contrib. to County-wide prog.)	[6]				\$ 85,000	\$ 86,600	\$ 88,300	\$ 90,000	\$ 91,700	\$ 93,500	\$ 95,300	\$ 97,100	\$ 99,000	\$ 100,900
Intercity Express Bus (contrib. to County-wide prog.)	[7]				\$ 320,015	\$ 745,600	\$ 760,500	\$ 775,700	\$ 791,200	\$ 807,000	\$ 823,100	\$ 839,600	\$ 856,400	\$ 873,500
TOTAL PROGRAM EXPENSES		\$ 542,808	\$ 962,950	\$ 985,493	\$ 985,493	\$ 1,008,533	\$ 1,032,079	\$ 1,056,236	\$ 1,080,910	\$ 1,106,208	\$ 1,132,138	\$ 1,158,605	\$ 1,187,931	\$ 1,222,605
TOTAL EXPENSES		\$ 11,087,523	\$ 11,209,154	\$ 11,158,170	\$ 13,566,729	\$ 15,497,467	\$ 16,066,653	\$ 15,802,757	\$ 16,317,788	\$ 16,800,516	\$ 17,297,518	\$ 17,809,315	\$ 18,336,338	\$ 18,878,931
OPERATING REVENUES														
Operating Revenues - Fares														
Transit Fares - baseline	[8]	\$ 3,945,585	\$ 3,454,894	\$ 3,326,023	\$ 3,114,448	\$ 3,500,094	\$ 3,667,347	\$ 3,723,331	\$ 3,754,517	\$ 3,976,627	\$ 4,015,816	\$ 4,049,445	\$ 4,289,217	\$ 4,331,487
Transit Fares - due to change in service					\$ 374,796	\$ 130,753	\$ 19,119	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Transit Fares - due to proposed fare incr/decr					\$ -	\$ -	\$ -	\$ -	\$ 183,303	\$ -	\$ -	\$ 197,916	\$ -	\$ -
Subtotal: FARE Revenue		\$ 3,945,585	\$ 3,454,894	\$ 3,326,023	\$ 3,489,244	\$ 3,630,847	\$ 3,686,466	\$ 3,723,331	\$ 3,937,820	\$ 3,976,627	\$ 4,015,816	\$ 4,247,361	\$ 4,289,217	\$ 4,331,487
Other Operating Revenues														
Advertising		\$ -	\$ -	\$ -	\$ 25,000	\$ 30,000	\$ 35,000	\$ 35,350	\$ 40,000	\$ 40,400	\$ 50,000	\$ 50,500	\$ 51,005	\$ 51,515
Curtola Park & Ride Revenues	[9]	\$ -	\$ -	\$ -	\$ 100,000	\$ 175,000	\$ 300,000	\$ 350,000	\$ 367,500	\$ 367,500	\$ 385,875	\$ 385,875	\$ 405,169	\$ 405,169
Interest Earnings		\$ -	\$ -	\$ -	\$ 50,000	\$ 30,000	\$ 30,300	\$ 30,603	\$ 30,909	\$ 31,218	\$ 31,530	\$ 31,846	\$ 32,164	\$ 32,486
Other Public/Private Operating Contributions	[10]	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 195,000	\$ 196,750
Other Operating Income	[11,12]	\$ -	\$ -	\$ -	\$ 458,566	\$ 450,000	\$ 468,000	\$ 486,720	\$ 506,189	\$ 521,374	\$ 537,016	\$ 553,126	\$ 569,720	\$ 586,812
Subtotal: OTHER OPERATING Revenue		\$ -	\$ -	\$ -	\$ 633,566	\$ 705,000	\$ 853,300	\$ 922,673	\$ 964,598	\$ 980,493	\$ 1,024,421	\$ 1,041,347	\$ 1,253,058	\$ 1,272,731
TOTAL OPERATING REVENUES		\$ 3,945,585	\$ 3,454,894	\$ 3,326,023	\$ 4,122,810	\$ 4,335,847	\$ 4,539,766	\$ 4,646,004	\$ 4,902,418	\$ 4,957,119	\$ 5,040,237	\$ 5,288,708	\$ 5,542,275	\$ 5,604,218

Note: Table is continued on the next page.

Solano County Transit (SolTrans)													
DETAILED OPERATING PLAN & BUDGET													
Systemwide Total													
Date prepared: 06-May-2016 (REVISED DRAFT)													
	Historical	Proj. Actual	Forecast										
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
SUBSIDY REVENUES													
Subsidy Revenues – Local													
Local taxes (GF, property assessments)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regional Measure 2 Operating [13,14,15]	\$ -	\$ -	\$ -	\$ 1,323,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840	\$ 1,379,840
MTC OBAG (e.g. TPI) [16]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ 56,308	\$ 57,434
Other Local Funds: "Other discretionary sources"	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: LOCAL Revenue	\$ -	\$ -	\$ -	\$ 1,323,840	\$ 1,379,840	\$ 1,429,840	\$ 1,430,840	\$ 1,431,860	\$ 1,432,900	\$ 1,433,962	\$ 1,435,044	\$ 1,436,148	\$ 1,437,274
Subsidy Revenues – State													
TDA-LTF: net amount to balance operating budget	\$ -	\$ -	\$ -	\$ 3,868,467	\$ 4,918,292	\$ 5,331,355	\$ 4,686,267	\$ 4,857,226	\$ 5,195,864	\$ 5,518,500	\$ 5,688,789	\$ 5,867,388	\$ 6,251,234
TDA: contributions from others for Intercity Bus [13,17]	\$ -	\$ -	\$ -	\$ 271,775	\$ 774,700	\$ 790,200	\$ 806,000	\$ 822,100	\$ 838,500	\$ 855,300	\$ 872,400	\$ 889,800	\$ 907,600
STAF: revenue-based apportionment [15]	\$ -	\$ -	\$ -	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771	\$ 217,771
STAF: population-based apportionment	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
STAF: Lifeline [15]	\$ -	\$ -	\$ -	\$ 519,934	\$ 530,115	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Prop 1B	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GHG Fund (Cap-and-Trade) - TIRCP & LCTOP	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other State Funds	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: STATE Revenue	\$ -	\$ -	\$ -	\$ 4,877,947	\$ 6,440,878	\$ 6,639,326	\$ 6,010,038	\$ 6,197,097	\$ 6,552,135	\$ 6,891,571	\$ 7,078,960	\$ 7,274,959	\$ 7,676,605
Subsidy Revenues – Federal													
FTA5307: Urbanized Area [16]	\$ -	\$ -	\$ -	\$ 3,102,117	\$ 3,148,649	\$ 3,211,622	\$ 3,275,854	\$ 3,341,371	\$ 3,408,199	\$ 3,476,363	\$ 3,545,890	\$ 3,616,808	\$ 3,689,144
FTA5307: JARC (Operating) [16]	\$ -	\$ -	\$ -	\$ 140,014	\$ 142,254	\$ 145,099	\$ 148,001	\$ 150,961	\$ 153,980	\$ 157,060	\$ 160,201	\$ 163,405	\$ 166,673
FTA5307: STIC [15,18]	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000	\$ 189,000
FTA5310: Elderly/Disabled Transportation (Operating)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5311: Non-Urbanized Area (Operating)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5311: Non-Urbanized Area (Intercity Ops) [16,19]	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ 56,308	\$ 57,434	\$ 58,583
FTA5311: Rural Transit Assistance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FTA5317: New Freedom (Operating)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other Federal Funds [20]	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ 56,308	\$ 57,434	\$ 58,583
Subtotal: FEDERAL Revenue	\$ -	\$ -	\$ -	\$ 3,242,131	\$ 3,340,903	\$ 3,457,721	\$ 3,715,875	\$ 3,786,413	\$ 3,858,361	\$ 3,931,748	\$ 4,006,603	\$ 4,082,955	\$ 4,160,834
TOTAL SUBSIDY REVENUES	\$ -	\$ -	\$ -	\$ 9,443,918	\$ 11,161,620	\$ 11,526,887	\$ 11,156,753	\$ 11,415,370	\$ 11,843,396	\$ 12,257,281	\$ 12,520,607	\$ 12,794,062	\$ 13,274,714
TOTAL REVENUES	\$ 3,945,585	\$ 3,454,894	\$ 3,326,023	\$ 13,566,729	\$ 15,497,467	\$ 16,066,653	\$ 15,802,757	\$ 16,317,788	\$ 16,800,516	\$ 17,297,518	\$ 17,809,315	\$ 18,336,338	\$ 18,878,931
ANNUAL SURPLUS (DEFICIT)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
FINANCIAL CAPACITY													
TDA Carryover													
Funds held by MTC [21]				\$ 1,169,941									
Funds held by SolTrans [22]				\$ 8,000,000									
Annual Cash Flow (Current Expenses Only)													
Beginning Balance				\$ 9,169,941	\$ 4,121,368	\$ 3,633,440	\$ 4,729,851	\$ 4,921,501	\$ 4,892,017	\$ 4,562,576	\$ 3,894,740	\$ 1,921,275	\$ -
Add: Net annual TDA-LTF apportionment [21,23]				\$ 5,486,663	\$ 5,672,628	\$ 5,782,677	\$ 5,894,861	\$ 6,009,222	\$ 6,125,800	\$ 6,244,641	\$ 6,365,787	\$ 6,489,283	\$ 6,489,283
Less: Annual Operating Uses				\$ (4,918,292)	\$ (5,331,355)	\$ (4,686,267)	\$ (4,857,226)	\$ (5,195,864)	\$ (5,518,500)	\$ (5,688,789)	\$ (5,867,388)	\$ (6,251,234)	\$ (6,251,234)
Less: Annual Capital Uses, if any				\$ (5,616,944)	\$ (829,201)	\$ -	\$ (845,985)	\$ (842,842)	\$ (936,741)	\$ (1,223,688)	\$ (2,471,864)	\$ (2,159,324)	\$ (2,159,324)
Equals: Year-End Balance				\$ 4,121,368	\$ 3,633,440	\$ 4,729,851	\$ 4,921,501	\$ 4,892,017	\$ 4,562,576	\$ 3,894,740	\$ 1,921,275	\$ -	\$ -
Unmet Capital Needs?													
Annual Capital Surplus (Need), if any				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total 10-Year Capital Funding Surplus (Gap)				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planned Reserves													
Year-End Balance, after current expenses				\$ 4,121,368	\$ 3,633,440	\$ 4,729,851	\$ 4,921,501	\$ 4,892,017	\$ 4,562,576	\$ 3,894,740	\$ 1,921,275	\$ -	\$ -
Less: Target Operating Reserve				\$ (2,324,620)	\$ (2,409,998)	\$ (2,370,413)	\$ (2,447,668)	\$ (2,520,077)	\$ (2,594,628)	\$ (2,671,397)	\$ (2,750,451)	\$ (2,831,840)	\$ (2,831,840)
Equals: Effective TDA Balance				\$ 1,796,748	\$ 1,223,443	\$ 2,359,438	\$ 2,473,833	\$ 2,371,940	\$ 1,967,948	\$ 1,223,343	\$ (829,176)	\$ (2,831,840)	\$ (2,831,840)

Note: Table is continued on the next page.

Solano County Transit (SolTrans)

DETAILED OPERATING PLAN & BUDGET

Systemwide Total

Date prepared: 06-May-2016 (REVISED DRAFT)

	Historical		Proj. Actual		Forecast								
	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
METRICS													
Operating Expense Per Vehicle HOUR	\$ 109.16	\$ 114.59	\$ 109.32	\$ 115.14	\$ 124.14	\$ 127.72	\$ 125.29	\$ 129.45	\$ 133.34	\$ 137.34	\$ 141.46	\$ 145.70	\$ 150.07
Operating Expense Per Vehicle MILE	\$ 6.11	\$ 6.37	\$ 6.06	\$ 6.42	\$ 6.92	\$ 7.13	\$ 7.00	\$ 7.23	\$ 7.45	\$ 7.67	\$ 7.90	\$ 8.14	\$ 8.38
Operating Expense Per Passenger	\$ 7.92	\$ 7.66	\$ 7.58	\$ 7.82	\$ 8.41	\$ 8.56	\$ 8.32	\$ 8.52	\$ 8.69	\$ 8.87	\$ 9.06	\$ 9.24	\$ 9.43
Average Fare Per Passenger	\$ 2.82	\$ 2.36	\$ 2.26	\$ 2.10	\$ 2.10	\$ 2.09	\$ 2.09	\$ 2.20	\$ 2.20	\$ 2.20	\$ 2.30	\$ 2.30	\$ 2.30
Passengers Per Vehicle HOUR	13.8	15.0	14.4	14.7	14.8	14.9	15.1	15.2	15.3	15.5	15.6	15.8	15.9
Farebox Recovery (Fares as % of Oper. Exp.)	35.59%	30.82%	29.81%	26.79%	24.98%	24.44%	25.17%	25.76%	25.26%	24.76%	25.43%	24.93%	24.44%
Local Recovery (Fares+Local as % of Oper. Exp.)	35.59%	30.82%	29.81%	41.82%	39.32%	39.58%	41.08%	41.44%	40.59%	39.92%	40.25%	40.56%	39.74%
Share of TDA-LTF apportionment consumed by operations					89.64%	93.98%	81.04%	82.40%	86.46%	90.09%	91.10%	92.17%	96.33%
Ratio of TDA YE balance to O&M expenses					25.65%	22.99%	28.99%	29.29%	28.28%	25.62%	21.24%	10.18%	0.00%

FOOTNOTES

- [1] Includes structured service expansions on Local (Mare Island) and Intercity (78, 80), plus miscellaneous enhancements to Local service. All changes complete by the end of FY2017/18, with stable operating plan thereafter.
- [2] Ridership assumed to grow at accelerated rate over first three plan years due to service expansions, with population-based ridership growth (1% per year) for remainder of forecast period.
- [3] Through end of vendor contract (FY2019/20), costs grow in line with established rates & charges and recent trends in non-vendor costs. Thereafter, inflationary growth (3% per year) applied to historical costs. Also assumes renegotiation of some vendor costs in FY20
- [4] Partial year of operations in FY2015/16, with full year of operations in FY2016/17. Costs assume to grow at 3% per year.
- [5] Net expense of local taxi program. Expenses assumed to grow at 3% per year. Revenues assumed to grow at 1% per year.
- [6] FY2015/16 amount from Solano County TDA Matrix (12-Aug-2015). Assumes that required contribution would increase based on available TDA revenues, which are projected to grow at 1.94% per year, in line with taxable sales in Solano County.
- [7] Sum of Benicia & Vallejo amounts owed to Consortium for Solano Express routes operated by others. FY2015/16 reconciliation amount from TDA matrix (12-Aug-2015). FY2016/17 & beyond based on inflationary growth from baseline FY2015/16 gross contribution bef
- [8] Assumes fare revenues increase in line with ridership growth, except for higher revenue growth in years where fare increases are planned (5% increase on all fixed route service anticipated in FY2019/20 and again in FY2022/23).
- [9] Revenues reflect partial year operations in FY2015/16, increasing to full year in FY2016/17, and full utilization of facility as of FY2018/19. Assumes 5% revenue increase every two years based on future fee increases in FY2019/20, FY2021/22, and FY2023/24.
- [10] Includes possible Mare Island Contribution (\$20,000 per year), plus, beginning in FY2023/24, a placeholder for additional private funding of specialized transit services and/or alternative advertising formats.
- [11] Route 200 service is provided to supplement SF Bay Ferry service from Vallejo. Inter-agency agreement with WETA calls for full reimbursement of net costs.
- [12] Estimated reimbursement shown here reflects 4% growth rate through FY2019/20 and 3% thereafter, consistent with forecast growth in unit costs. Does not reflect likely ridership and/or fare increases, or more modest growth in other expenses besides vendor variable
- [13] This funding source designated for Intercity operations only.
- [14] Line item reflects increased funding levels to support expansion of Routes 78 and 80 beginning in Nov-2015, i.e., partial year in FY2015/16 and full year in FY2016/17 and beyond.
- [15] No long-term growth assumption applied to this funding source.
- [16] Line items based on federal funding programs with formula allocation are assumed to grow at 2% per year
- [17] Revenues received from other Consortium members to support operation of Intercity Routes 78, 80, and 85.
- [18] Revenues in this row represent portion of STIC funding award dedicated to operating needs; STIC funds applied to capital are shown separately.
- [19] FY2015/16 allocation swapped with Rio Vista for future TDA.
- [20] Per SolTrans staff guidance, line item assumed to grow at 2% per year.
- [21] FY2016/17 values from MTC Fund Estimate (Reso. 4220, 02/24/2016), less amounts due to Rio Vista, Dixon, and Vacaville for one-time swaps of FY2015/16 LCTOP funds, plus amount due from Rio Vista for one-time swap of FY2015/16 5311 funds.
- [22] Includes TDA funds on hand from prior year allocations and unused prior year claims.
- [23] Annual apportionment is net of 3% deduction for STA planning/admin. Amounts in later years assumed to grow at 1.94% per year, per MTC forecast for Plan Bay Area 2040 and Solano Sales Tax Authority estimates.

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Appendix B

Title VI Report

Draft



311 Sacramento Street, Vallejo, CA 94590 ~ Main Tel. / Fax (707) 736-6990

SolTrans Title VI Program

I. INTRODUCTION

This program reflects SolTrans' commitment to ensuring that no person shall, on the grounds of race, color, national origin, religion, age, marital status, sexual orientation, or disability be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity provided by SolTrans.

Signed Policy Statement

A policy statement assuring SolTrans' compliance with Title VI of the Civil Rights Act of 1964 can be found in ***Attachment A***.

II. TITLE VI COMPLAINT PROCEDURES

SolTrans has a standard process for investigating all complaints. Members of the public may file a signed, written complaint up to sixty (60) days from the date of alleged discrimination. Full procedures for filing a complaint and SolTrans' procedures (in English and Spanish) for investigating complaints can be found in ***Attachment A***.

III. RECORD OF TITLE VI INVESTIGATIONS, COMPLAINTS, OR LAWSUITS

Solano County Transit has a file established for all Title VI complaints. This file is stored at SolTrans' administrative offices at 311 Sacramento Street, Vallejo CA 94590. The file is available for review by anyone making such a request.

A listing of all Title VI complaints, investigations or lawsuits filed against the Agency during the previous triennial period is presented in ***Attachment A***.

SolTrans' Limited English Proficiency (LEP) Outreach Plan

A full copy of SolTrans' outreach plan for individuals with limited English proficiency can be found in ***Attachment B***. (Also, note Bus Schedules have been updated to include Spanish language information).

IV. NOTIFICATION OF SOLTRANS' TITLE VI OBLIGATIONS

SolTrans publicizes its Title VI program by posting its commitment to providing services without regard to race, color or national origin in all SolTrans-owned facilities. Moreover, SolTrans provides information regarding its obligations on the website, and at its main transit center (the Vallejo Transit Center), Operations and Maintenance Facility, and Curtola Park and Ride Hub.

The postings are included as ***Attachment A***.

A Table depicting the membership of non-elected committees and councils, the membership of which is selected by the recipient, broken down by race, and a description of the process the Agency uses to encourage the participation of minorities on such committees.

Refer to ***Attachment B*** for tables showing composition of SolTrans Board Appointees, Technical Advisory Committee and Public Advisory Committee members.

Primary recipients shall include a description of how the Agency monitors its subrecipients for compliance with Title VI, and a schedule of subrecipient Title VI Program submissions.

N/A

A Title VI equity analysis if the recipient has constructed a facility, such as a vehicle storage facility, maintenance facility, operation center, etc.

N/A

Analysis of Construction Projects

SolTrans has not completed a construction project requiring an environmental assessment (EA) or environmental impact statement (EIS). SolTrans maintains a list of all construction projects and will summarize them in this report every three years. In addition, it will integrate the following components into its EA and EIS documents:

- a. A description of the low-income and minority population within the study area affected by the project, and a discussion of the method used to identify this population (e.g., analysis of Census data, minority business directories, direct observation, or a public involvement process).
- b. A discussion of all adverse effects of the project, both during and after construction that would affect the identified minority and low-income population.
- c. A discussion of all positive effects that would affect the identified minority and low-income population, such as an improvement in transit service, mobility, or accessibility.
- d. A description of all mitigation and environmental enhancement actions incorporated into the project to address the adverse effects, including, but not limited to, any special features of the relocation program that go beyond the requirements of the Uniform Relocation Act and address adverse community effects such as separation or cohesion issues, and the replacement of the community resources destroyed by the project.
- e. A discussion of the remaining effects, if any, and why further mitigation is not proposed.
- f. For projects that traverse predominantly minority and low-income and predominantly non-minority and non-low-income areas, a comparison of mitigation and environmental enhancement actions that affect predominantly low-income and

minority areas with mitigation implemented in predominantly non-minority or non-low-income areas. Recipients and subrecipients that determine there is no basis for such a comparison should describe why that is so.

Copy of Board Meeting Minutes Showing the Board of Directors Reviewed and Approved the Title VI Program.

SolTrans' updated Title VI plan was submitted for approval at the SolTrans Board meeting on March 31, 2016. See *Attachment E*.

Summary of Public Participation Efforts

SolTrans has made concerted efforts to participate with and provide outreach to the diverse communities within the SolTrans service area. SolTrans has partnered with and supported the following organizations and activities:

- Area Agency on Aging volunteer driver program
- Paratransit Coordination Council discussions regarding county-wide mobility management programs
- Benicia and Vallejo City Unified School Districts providing travel training for the new school year and collecting school supplies at our Back to School Fair
- Community organization "Better Vallejo," providing transportation for seniors to their annual Thanksgiving luncheon
- Benicia Artist Open Studios
- Benicia Mini-Maker Fair
- Vallejo Together Christmas Lunch
- National Night Out
- Vallejo Waterfront Weekend
- Annual Unity Day Celebration
- SoFit City Event
- Vallejo Art Walk
- Vallejo Outreach
- Florence Douglas Senior Center Health Fair with mobility option information
- Business communities in Benicia and Vallejo at their Chamber of Commerce meetings to discuss support for potential passenger promotional programs
- Earth Day celebrations at the Solano Community College and Vallejo Farmer's Market promoting our local fleet of diesel/electric hybrid buses,
- General information booth at the Benicia Farmer's Market
- Philippine Cultural Committee with their annual Pista Sa Nayon festival
- African American Family Reunion Committee for their annual Juneteenth celebration
- Active 20-30 Career and Life Expo

- Bike to Work Day “Energizer Station” promoting the use of transit with biking as a healthy lifestyle choice for commuting
- Monthly Senior Roundtable meetings in Vallejo and periodic Senior Center meetings in Benicia
- Community meetings informing the public regarding periodic service changes and gathering information for system planning efforts
- Various seasonal ridership promotions to educate about new services and to provide incentives to try transit options

Public participation efforts have been spread out geographically across the service area, and held at different times of the day to allow for people with various schedules to participate. Bilingual flyers were posted in all of the SolTrans operations centers, on buses, and published in the newspaper.

Service Standards

Attachment D contains SolTrans’ **Title VI Service Standards and Policies**, to be adopted in 2016, and a table showing the system’s current vehicle headways by route.

ATTACHMENT A

Appendix A - Title VI Policy Statement
Notice to the Public Complaint Process
English and Spanish Complaint Forms
List of Transit-Related Title VI Investigations, Complaints, and Lawsuits
Community Outreach and Title VI Contact List
Title VI Complaint Process Poster

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Title VI Policy Statement
2/11/2013

SolTrans Title VI Organizational Commitment

Solano County, located between the San Francisco Bay Area and the wine countries of Sonoma and Napa, is home to one of the most diverse communities in the country. With a combined population of 413,000 people, more than one-third of the County's residents speak a language other than English at home, compared to 20% of the United States population in that same demographic. SolTrans' service area covers the Cities of Vallejo and Benicia, with over 145,000 people.

Because of its multicultural customer base, SolTrans recognizes its opportunities and obligations by working to ensure that its policies, services and programs are delivered by communications tools and processes that are inclusive and effective. By these actions, we can make certain that no person, because of their race, color or national origin is denied meaningful access to our transportation services, programs and information.

SolTrans supports the goal of Title VI and its Executive Orders on Limited English Proficiency (LEP) and Environmental Justice to provide meaningful access to its services, projects and activities by low-income, minority, and limited-English-proficient persons.

SolTrans is strongly committed to meeting its regulatory requirements under Title VI. The organization is structured so that oversight and management of policy development, training, regulatory compliance, reporting and monitoring of all anti-discrimination policies as it relates to Title VI and LEP are centralized in one department: the Office of Civil Rights. Employees from every division within the organization work cooperatively to contribute to the success of our Title VI program.

With respect to Title VI, SolTrans will:

- Ensure that the level and quality of transportation service is provided without regard to race, color, or national origin.
- Identify and address, as appropriate, disproportionately high and adverse human health and environmental effects, including social and economic effects of programs and activities on minority populations and low-income populations.
- Promote full and fair participation of all affected populations in transportation decision-making.
- Prevent the denial, reduction, or delay in benefits related to programs and activities that benefit minority populations or low-income populations.
- Ensure meaningful access to programs and activities by persons with limited English proficiency.

NOTICE TO THE PUBLIC

Solano County Transit (SolTrans) gives public notice of its policy to assure full compliance with Title VI of the Civil Rights Act of 1964 and all related statutes. Title VI requires that no person in the United States of America shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any SolTrans program or activity.

To request additional information on SolTrans' Title VI and other anti-discrimination obligations, or to inquire about SolTrans' transportation services, projects and studies, please call the SolTrans Administrative Office at (707) 736-6990 or via website at <http://Soltransride.com>. Documents can be provided in languages other than English or in formats made accessible for persons with disabilities.

Any person who believes that he or she has been excluded from participation in, been denied the benefits of, or otherwise subjected to discrimination under any SolTrans service, program or activity, and believes the discrimination is based upon race, color, or national origin, may file a formal complaint. This anti-discrimination protection also extends to activities and programs of SolTrans' third-party contractors.

Complaints against SolTrans, or its third party contractors, may be filed in writing using the Complaint Form, <http://www.soltransride.com/wp-content/uploads/2012/06/Title-VI-Notice.pdf> or by calling (707) 736-6990. Completed and signed forms can be mailed to:

Civil Rights Officer
Solano County Transit
311 Sacramento Street
Vallejo, CA 94590

If you are unable to file a complaint in writing, your verbal complaint will be accepted and transcribed by the Civil Rights Officer. To make a verbal complaint, call (707) 736-6990. Complaints must be submitted within 180 days of the alleged discriminatory act (or latest occurrence).

Complaints may also be directly filed with the [Equal Employment Opportunity Commission \(EEOC\), www.eeoc.gov](http://www.eeoc.gov); [Federal Transit Administration \(FTA\), www.fta.gov](http://www.fta.gov); or [Department of Fair Employment and Housing \(DFEH\), www.dfeh.ca.gov](http://www.dfeh.ca.gov). Please review information on the respective agency websites for details on filing Title VI complaints.

COMPLAINT PROCESS

Solano County Transit (SolTrans) offers all citizens equal access to all its transportation services. It is further the intent of SolTrans that all citizens be aware of their rights to such access. The website <http://www.SolTransride.com> is designed to

serve as an educational tool for citizens so that they may understand one of the civil rights laws that protect their access to SolTrans programs and services, specifically, as it relates to Title VI of the Civil Rights Act of 1964.

What is Title VI?

Title VI is a section of the Civil Rights Act of 1964 requiring that “No person in the United States shall, on the grounds of race, color or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance.” Note that Title VI does not address gender discrimination. It only covers race, color and national origin. Other civil rights laws prohibit gender discrimination.

Who are Limited English Proficient Persons?

Persons who do not speak English as their primary language and who have limited ability to read, speak, write, or understand English can be limited-English-proficient, or “LEP.” These individuals may be entitled to language assistance with respect to a particular type of service, benefit or encounter.

Different treatment based on a person’s inability to speak, read, write or understand English may be a type of national origin discrimination.

How do I File a Complaint?

If you believe that you have received discriminatory treatment by the SolTrans on the basis of your race, color or national origin, you have the right to file a complaint with the SolTrans Civil Rights Officer. The complaint must be filed no later than 180 calendar days of the alleged discriminatory incident.

Title VI Complaint Forms:



311 Sacramento Street, Vallejo, CA 94590 ~ Main Tel. (707) 736-6990 ~ Fax (707) 736-6990

**SolTrans Title VI Civil Rights
Complaint Form**

Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Home Tel. No: _____ Work Tel.No: _____

Were you discriminated against because of (please check one):

Race National Origin Color Other _____

Date of Alleged Incident: _____

In the space provided below, please explain as clearly as possible what happened and how you were discriminated against. Indicate who was involved. Be sure to include the names and contact information of any witnesses. If more space is needed please use the back of the form.

Have you filed this complaint with any other federal, state, or local agency; or with any federal or state court? Yes No

If yes, check all that apply:

Federal Agency Federal Court State Agency

State Court Local Agency

Please provide information about a contact person at the agency/court where the complaint was filed.

Name: _____

Address: _____

City, State, and Zip Code: _____

Telephone Number: _____

Please sign below. You may attach any written materials or other information that you think is relevant to your complaint.

Signature _____ **Date** _____

Please mail this form to:

SolTrans Civil Rights Officer
311 Sacramento Street
Vallejo, CA 94590



311 Sacramento Street, Vallejo, CA 94590 ~ Main Tel. (707) 736-6990 ~ Fax (707) 736-6990

Título VI de los Derechos Civiles

Formulario de Queja

Nombre: _____

Dirección: _____

Ciudad: _____ Estado: _____ Código Postal: _____

Teléfono de la Casa: _____

Trabajo No Teléfono: _____

¿Estaba usted discriminado debido a (marque uno):

Raza Origen Nacional Color Otro

Fecha del incidente Presunta: _____

En el espacio de abajo, por favor, explicar lo más claramente posible lo que pasó y cómo se discriminó contra usted. Indican que estuvo involucrado. Asegúrese de incluir los nombres e información de contacto de cualquier testigo. Si necesita más espacio, utilice el reverso del formulario.

¿Ha presentado esta queja ante cualquier otro federal, estatal, o local, o con cualquier corte federal o estatal? Sí No

En caso afirmativo, marque lo que corresponda:

Agencia Federal del Tribunal Federal Agencia Estatal de la Corte del Estado La Agencia Local de _____

Sírvanse proporcionar información sobre una persona de contacto en la agencia / tribunal donde se presentó la queja.

Nombre _____

Dirección _____

Ciudad, Estado y Código Postal _____

Número de Teléfono _____

Por favor firme abajo. Usted puede agregar cualquier material escrito o cualquier otra información que considere relevante para su queja.

Firma _____ **Fecha** _____

Por favor, envíe este formulario a:

SolTrans Civil Rights Officer
311 Sacramento Street
Vallejo, CA 94590

Methods of Filing a Complaint

The preferred method is to file your complaint in writing using the Title VI Complaint Form, and sending it to:

Civil Rights Officer
Solano County Transit
311 Sacramento Street
Vallejo, CA 94590

Verbal complaints will be accepted and transcribed by the Civil Rights Officer. To make a verbal complaint, call (707) 736-6990 and ask to speak with the Civil Rights Officer. Complaints may also be filed with external entities such as the [Equal Employment Opportunity Commission \(EEOC\)](#); [Federal Transit Administration \(FTA\)](#); or [Department of Fair Employment and Housing \(DFEH\)](#). Please review information on the respective agency websites for details on filing Title VI complaints.

Should a complaint be filed with SolTrans and an external entity simultaneously, the external complaint shall supersede the SolTrans complaint and the SolTrans complaint procedures will be suspended pending the external entity's findings.

Investigations

Within ten (10) working days of receipt of the formal complaint, the Civil Rights Officer will notify the complainant and begin an investigation (unless the complaint has been first, or simultaneously, filed with an external entity).

The investigations will address complaints against any SolTrans department(s). The investigation will be conducted in conjunction with and under the advice of the Employee Relations Department.

The investigation may include discussion(s) of the complaint with all affected parties to determine the problem. The complainant may be represented by an attorney or other representative of his/her own choosing, and may bring witnesses and present testimony and evidence in the course of the investigation.

The investigation will be conducted and completed within 60 days of the receipt of the formal complaint.

Based upon all the information received, an investigation report will be written by the Civil Rights Officer for submittal to the Executive Director.

The complainant will receive a letter stating that final decision by the end of the 60 day time limit. Most investigations are completed within 30 days.

The complainant shall be notified of his/her right to appeal the decision. Appeals may be made to the Federal Transit Administration, the Equal Employment

Opportunity Commission, or the California Department of Fair Employment and Housing.

Community Outreach and Title VI Contact List

To comply with Title VI of the Civil Rights Act of 1964, SolTrans provides all persons non-discriminatory and equitable access to all its transportation services and information. SolTrans maintains a subscription list, which is used to notify individuals or organizations that provide services to disabled, minority, low-income or limited English proficient persons, of proposed programs or changes to transportation services. SolTrans encourages organizations or individuals to voluntarily enter their contact information on the subscription list. Please visit www.soltransride.com/subscribe and complete the form to be added to the subscription list. If you have any questions, please contact SolTrans at (707) 736-6990.

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List of Transit-Related Title VI Investigations, Complaints, and Lawsuits

	Date	Summary <i>Include basis of complaint: race, color, or national origin</i>	Status	Actions(s) Taken
Investigations	None	x	x	x
Lawsuits	None	x	x	X
Complaints	2/6/2015	Passenger alleged he was discriminated by a SolTrans driver and security guard on board a bus on the basis of his age and disability.		SolTrans reviewed the incident reports recorded by our service provider, National Express Transit and Black Talon Security for evidence of any failure to comply with civil rights laws. Incident reports provided by SolTrans contractors, National Express Transit and Black Talon Security indicated that the complainant, while on board a SolTrans bus had been verbally abusive and threatening to the driver and was subsequently escorted off the bus by Black Talon security personnel. Complainant was notified by letter on 4/16/2015 that after a review of these facts, no evidence was found of there being any civil rights laws violated and, pending any appeal from the complainant, the case would be closed. There has be no further appeal received from the complainant, and the case has been closed.

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SolTrans LEP Community Based Organizations

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SolTrans' Title VI Complaint Procedure Posted on Buses and at Transit Facilities



TITLE VI COMPLAINT PROCEDURE PROCEDIMIENTO DE QUEJA TITULO VI PAMAMARAAN SA REKLAMO NG TITLE VI

Title VI of the Civil Rights Act of 1964 prohibits discrimination on the basis of race, color, and national origin. If you feel you have been subjected to discrimination under Title VI you may file a complaint by contacting the SolTrans Planning & Operations Manager by mail at 311 Sacramento St., Vallejo CA 94590, or by phone at (707) 648-4048.

Titulo VI del Acta de Derechos Civiles de 1964 prohíbe discriminación en función de raza, color, o nacionalidad. Si usted siente que haya sido objeto de discriminación, podrá presentar una queja por escrito al Gerente de Planificación y Operaciones de SolTrans por correo a 311 Sacramento St., Vallejo CA 94590 o por teléfono a (707) 648-4048.

Pinagbabawal ng Titulo VI ng Batas Sibil ng Pagkilos ng 1964 ang diskriminasyon batay sa lahi, kulay, at bansang pinagmulan. Kung sa palagay mo na ikaw ay napailalim sa diskriminasyon batay sa nasabing Titulo VI, maaari kang magsampa ng reklamo sa pamamagitan ng pagkontak sa SolTrans Planning & Operations Manager, sa pamamagitan ng koreo sa 311 Sacramento St., Vallejo CA 94590, o tumawag sa (707) 648-4048.

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ATTACHMENT B

**Language Assistance Plan
LEP Program SolTrans Board
Appointees SolTrans Title VI
Outreach Efforts**

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Solano County Transit 311 Sacramento Street, Vallejo, CA

Language Assistance Plan February 2016

Purpose of This Plan

Under FTA program requirements, recipients of Section 5307 monies are expected to have a written locally-developed process of conducting outreach to persons who speak English less than very well. Section 601 of Title VI of the Civil Rights Act of 1964 states the following:

"No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

SolTrans must ensure that federally-supported transit services, programs and related benefits are distributed in an equitable manner. SolTrans Title VI Policy and Complaint Procedures are posted on the SolTrans website and included in Attachment "A" of this document.

Requirement to Provide Meaningful Access to LEP Persons

Consistent with Title VI of the Civil Rights Act of 1964, DOT's implementing regulations, and Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency" (65 FR 50121, Aug. 11, 2000), recipients shall take reasonable steps to ensure meaningful access to benefits, services, information, and other important portions of their programs and activities for individuals who are limited-English-proficient (LEP).

Analysis Using the Four-Factor Framework

SolTrans has conducted the following analysis using the four-factor analysis identified in the DOT LEP Guidance. The four factors are:

Factor 1: The Number and Proportion of LEP Persons Served or Encountered in the Eligible Service Population.

Factor 2: The Frequency with Which LEP Individuals Come into Contact with Your Programs, Activities, and Services

Factor 3: The Importance to LEP Persons of Your Program, Activities and Services

Factor 4: The Resources Available to the Recipient and Costs

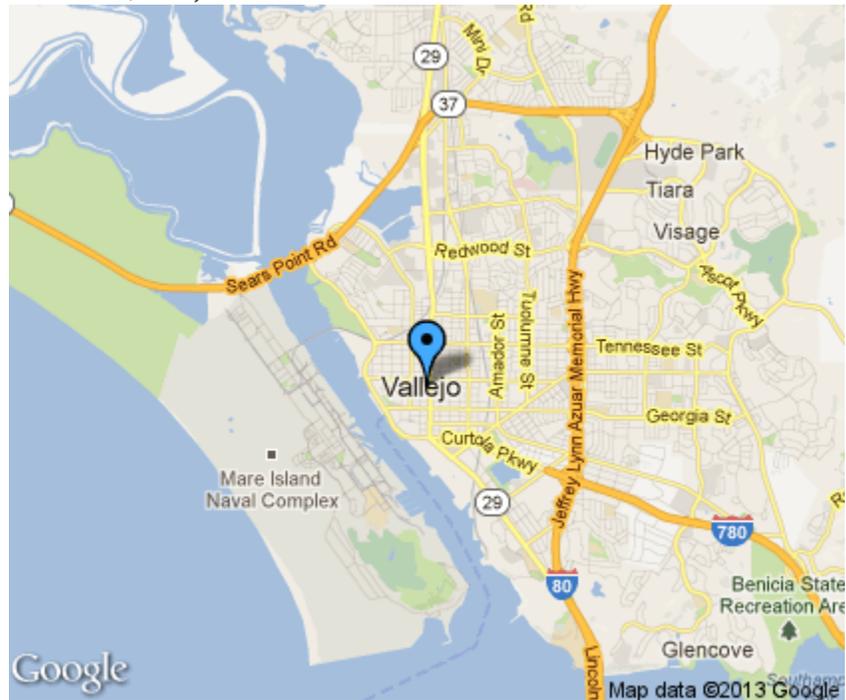
Factor 1: The Number and Proportion of LEP Persons Served or Encountered in the Eligible Service Population.

SolTrans is a relatively new combined transit agency serving the cities of Vallejo and Benicia. On July 1st, 2011 SolTrans began operating with a consolidated service plan, restructured routes

and a comprehensive fare structure. Prior to this time, the City of Vallejo and the City of Benicia were operating separate transit services for their communities. Vallejo and Benicia, despite being neighboring cities, have very different demographic and socio-economic conditions.

The City of Vallejo

Vallejo's economy has faced challenges since the 1996 closing of the Mare Island Navy ship building facility, representing a loss of 6,000 jobs since the end of WWII. Since 2005 the unemployment rate in Vallejo has ranged from 5.4% in October 2006 to 15.3% in January 2010. The current unemployment rate for Vallejo is 7.8% in January 2016. About 18% of Vallejo's population lives in poverty, representing about 22,000 persons. The community is ethnically and racially diverse — Hispanics comprise 20% of the local population; 30% are Caucasian; 22% are African American; 25% are Asian; and 3% are of mixed or other heritage. US Census data for 2010 identifies half of all Vallejo residents speak some language other than English at home. The median household income in Vallejo in 2014 was \$58,472, just slightly lower than the State average of \$61,489. The American Community Survey estimates that over 4,000 households either don't have access to a car or must share a car between two workers.



Vallejo's Hispanic Community

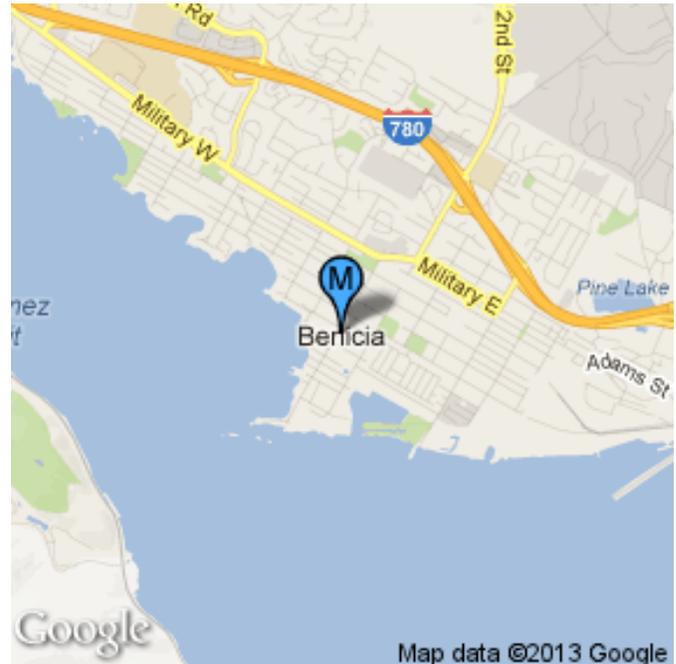
Vallejo's Latino population has significantly grown in the last two decades, in sharp contrast to the decline of its overall population. Latinos now number more than 28,000, making up more than 24% of Vallejo's population, according to the U.S. Census Bureau data. Some growth has occurred with the influx of Latino businesses into Vallejo, largely concentrated in the area around Broadway and Nebraska Streets.

Vallejo's Philippine Community

Vallejo is home to over 118,000 people, including 23,000 Filipino-Americans. Vallejo's ties to the Philippines date back to 1898, when naval ships that saw action during the Spanish American War returned to Mare Island after their long journey across the Pacific from Manila Bay. Since then, Filipinos have come to Vallejo to work, buy homes, raise families and start businesses. Filipinos are a vital economic force in Vallejo with one of the highest household incomes among ethnic groups and a high rate of home ownership.

The City of Benicia

By comparison, Benicia enjoys a lower unemployment rate (3.6%) largely a result of being located next to a regional oil refinery with steady employment opportunities. By comparison, the City of Benicia is more predominantly Caucasian (73%) with a smaller percentage of African Americans (5%). The Hispanic population is (15%) with Asians making up (10%). The balance of the population is represented by Pacific Islanders and two or more races. About 14% of Benicia residents speak a language other than English at home, with 6% speaking Spanish as the predominant language, and other languages combined representing 8.6%. Mean household income in Benicia in 2014 was \$89,094, a significant 45% above the State average of \$61,489. About 5.5% of Benicia residents live below the poverty limit, representing about 1,500 persons. About 4.5% of Benicia's population, or 1,200 persons, are estimated to have no access to a car.



US Census Data for Vallejo and Benicia

The following data table was compiled using the American Community Survey data 5-year averages from 2010 to 2014, Data set B16001: LANGUAGE SPOKEN AT HOME BY ABILITY TO SPEAK ENGLISH FOR THE POPULATION 5 YEARS AND OVER - Universe: Population 5 years and over. The respondents identified themselves as being able to speak English "Not Very Well" or "Not at All".

Out of the combined estimated 2014 population of 145,000 within the Vallejo and Benicia service area boundaries, The ACS estimates that 30% of those people, about 43,500 individuals, speak some language other than English as their native language. Of those, approximately 19,000 individuals claim they speak English "not very well" or "not at all". These people are SolTrans' LEP population. The largest subgroup language is Spanish, followed closely by Tagalog. The following groups that need language assistance are: Chinese, Other Indic languages, Vietnamese, Korean, Other Pacific Island languages, Russian, Other Asian languages, and Arabic. The language subgroups of Pacific Island, Indic and Asian languages have many hundreds of members but also include many unidentified languages within those groups.

Table 1: Language Spoken at Home, Less than Very Well

Number and Percent by Language for Persons Over Age 5 Who Speak English Less Than Very Well	Benicia City		Vallejo City		SolTrans Combined	
	Est.	%	Est.	%	Est.	%
Total Population	26,046	100%	110,501	100%	136,547	100%
Speak only English:	22,270	85.5%	68,281	61.8%	90,551	66.3%
Spanish or Spanish Creole:	399	1.5%	8,886	8%	9,285	6.8%
Tagalog:	294	1.1	5,560	5%	5,854	5.3%
Chinese:	212	0.8%	485	0.4%	5,854	5.3%
Other Indic languages:	36	0.1%	452	0.4%	488	0.4%
Vietnamese:	0	0%	350	0.3%	350	0.3%
Korean:	17	0.1%	230	0.2%	247	0.2%
Other Pacific Island languages:	26	0.1%	133	0.1%	159	0.1%
Russian:	21	0.1%	135	0.1%	156	0.1%
Other Asian languages:	18	0.1%	114	0.1%	132	0.1%
Arabic:	0	0%	121	0.1%	121	0.1%

Source: 2010-2014 ACS Data, 2010 US Census

For the SolTrans combined service area of Vallejo and Benicia, Spanish, Tagalog meets the FTA "Safe Harbor" threshold. It will be assumed that the other groups listed in the table above, (those which contained a total of at least 100 or more LEP persons), do not meet the FTA Safe Harbor threshold of "1,000 persons or 5 percent of the population whichever is less" until such evidence comes to light to the contrary. A complete table showing all LEP groups in the survey is shown in *Attachment F*

Note:

Other Pacific Island Languages: This category includes 25 countries and dozens of languages and dialects.

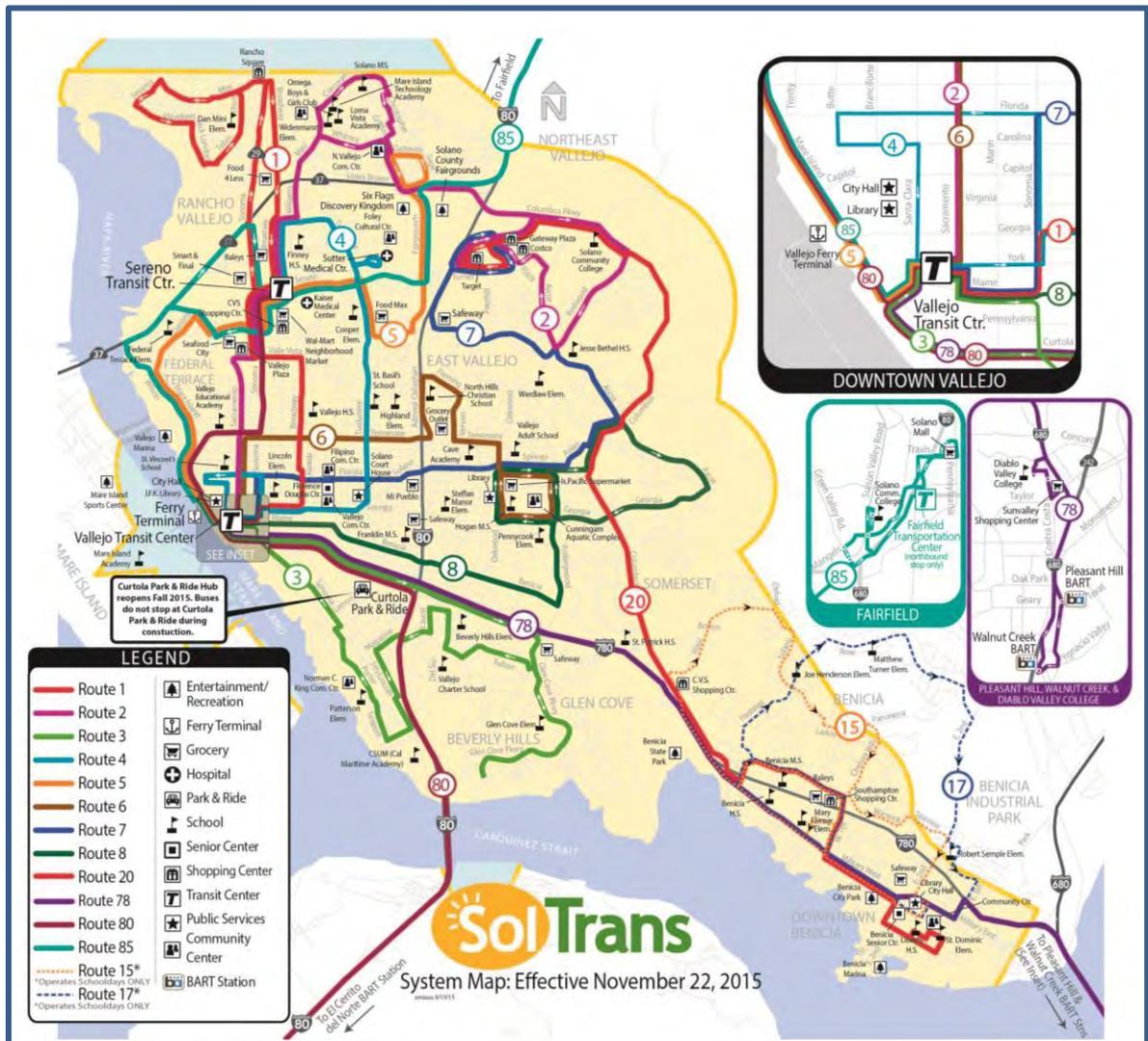
Other Indic Languages: Includes Gujarati, Hindi, Bengali, Urdu and Marathi and many others.

Other Asian Languages: Includes 13 language groups with dozens of languages falling within those groupings.

Geographic Boundaries of the SolTrans Service Area

The SolTrans service area is a total of 64.4 square miles within the cities of Vallejo and Benicia. Three regional service routes connect residents to Pleasant Hill, Walnut Creek and El Cerrito Del Norte BART stations (Routes 78 and 80), and Solano Community College and Solano Mall in neighboring Fairfield (Route 85).

Map1: SolTrans Service Area



See: www.SolTransride.com for updates on service changes and routes.

Factor 2: The Frequency with Which LEP Individuals Come in Contact With the Program, Activity, or Service

In a recent survey of transit staff, of the 34 responses, 18 respondents indicated that they encountered someone with limited English proficiency 0 to 5 times per week. Of that group, 12 said that the language they encountered most often was Spanish, one said Filipino (Tagalog), and another said Chinese. Four respondents said that they encountered LEP individuals either 6 to 20 times per week; two indicated 20 to 40 times per week and six respondents indicated more than 40 times per week. Of the six respondents who encountered LEP individuals more than 40 times per week, four indicated that they most often encountered Spanish only speakers in their contact with individuals who encounter language barriers.

These results are supported by the previously mentioned ACS data and indicate that a language barrier is most commonly experienced in the population by Spanish speakers.

Factor 3: The Nature and Importance of the Program, Activity, or Service Provided by the Program

SolTrans provides transportation to and from work, school, and entertainment activities for the entire Vallejo Urbanized Area. For many, especially those who don't have the means to purchase a car or other forms of transportation, without this service they would not be able to live where they live and support a family. This is especially true in a commute-to-work situation.

Another important aspect of public transportation is how it can react in emergency situations, especially in providing the ability to move mass numbers of people efficiently and effectively.

Factor 4: The Resources Available to the Recipient and Costs

SolTrans' approach to providing LEP access will always look, first of all, to need, and then to the resources available and cost. In consideration of the three previous factors outlined above, SolTrans has determined that there is a reasonable need to provide Spanish translations of vital documents to fulfill the Title VI LEP requirements.

The only other language that was considered for translation of documents was Tagalog. Several factors weighed into the decision not to provide vital documents translated into Tagalog. The following two factors were key:

1. Section 7 of the 1987 Constitution of the Philippines recognizes Tagalog and English as official languages of the country.
2. Census Data and our own informal survey that do not indicate any substantial LEP population within the Urbanized Area Filipino population.

The first factor indicates that English is a widely utilized language in the country of origin for the last 20 years. The second factor indicates that the Filipino population in The Urbanized Area has integrated into the culture to such an extent that the LEP individuals present in the population is so small that the LEP populations of many other LEP language groups (such as Chinese) probably approach the same relative number of people.

As SolTrans considers the resources available, there is recognition that supplying written translation material for every LEP individual in the Urbanized Area would tax resources beyond reason, considering the sheer number of languages and dialects present (per the Census Data).

Resources available to SolTrans include:

- Bi-lingual staff and line personnel (especially Tagalog)
- Access to federal, state, and regional funding and support
- Redesign of route maps and schedules
- Relatively inexpensive translation services available through telephone and internet services

In particular, the telephone and internet translation services provide a broad base of languages available at a reasonable price.

In recognition of the resources available and the cost involved, SolTrans proposes the following plan for implementation.

PLAN FOR IMPLEMENTING ORAL AND WRITTEN LEP SERVICES

A. Oral Language Services

Assessment of Current Services

Interpretation is the act of listening to something in one language (source language) and orally translating it into another language (target language).

Currently, when an LEP SolTrans user attempts to access the system, the SolTrans representative follows procedures outlined below in **LIMITED ENGLISH PROFICIENCY (LEP) PROCEDURES**.

Policy Directives to Meet LEP Requirements

Attachment B – Limited English Proficiency (LEP) Policy is provided to address the gap in oral services. It provides for a safeguard of utilizing AT&T's language services as well as other internet based service, including Google Translate, and providing training and oversight to the customer service staff regarding the use of the services.

The availability of mobile telephone technology makes this strategy for providing service attractive from a usability and cost effectiveness standpoint.

B. Written Language Services

Efforts Made by SolTrans to Encourage Communication and Meaningful Understanding by the Limited English Proficient Community:

February 2013: Google Translate was added to the SolTrans website to allow machine translation of all documents and pages posted online.

February 8, 2013: Handouts with key information were created and translated into Spanish. These informational pieces include:

- “How to Ride the Bus” brochure
- “Senior Disabled Medicare Flyer”

2016:

- “Pocket Bus Schedule” include Spanish language information

Policy Directives to Meet LEP Requirements

Staff has identified the following documents as “vital” and will provide bi-lingual or equivalent documents as they are made available to the public:

- Rider's Guide
- Standard Rider Policies and Procedures
- System Map
- Route Maps, Fare Structures, and Safety Sensitive information
- Title VI Complaint Procedures

SolTrans will review this list on a biannual basis to determine its adequacy. Translated documents will be displayed along with the English versions if they are not combined in the same document.

LIMITED ENGLISH PROFICIENCY (LEP) PROCEDURES

1. SolTrans is committed to delivering high quality customer services to clients, regardless of language or cultural background. Language barriers prevent meaningful communication, thereby inhibiting the quality of service delivery to such clients.
2. SolTrans recognizes that many persons who seek its services are not proficient in the English language. Many are "limited English proficient" (LEP) in that they are unable to speak, read, write or understand the English language at a level that permits them to interact effectively with SolTrans staff, drivers and other consumers, as well as individuals who are hearing or visually impaired.
3. SolTrans is committed to ensuring that all SolTrans customers who are hearing and/or visually impaired are provided free access to competent employee communications with SolTrans.

C. Use of Interpreters

1. SolTrans is committed to providing trained and competent interpreters at each stage of representation where oral communication is needed, through the connection with AT&T USADirect, and will continue to seek improvements to this system by identifying and utilizing other better technologies as they become available.
2. It is the general procedure of SolTrans not to rely on family members or friends to interpret for clients for several reasons: (a) this undermines the confidentiality and privacy required of all representations; (b) they generally are not trained in interpreting; (c) they may not understand technical or legal terms; (d) there is a risk of bias in the interpretation process through intentional or inadvertent selective filtering; and (e) the presence of a family member or a friend may inhibit the open flow of information between the customer and SolTrans staff, due to discomfort or embarrassment on the part of the customer.
3. SolTrans' procedures are to use its bi-lingual staff whenever possible. Bi-lingual staff members understand the confidentiality requirements of interpreting matters and other ethical considerations.
4. When an interpreter is needed for a telephone communication with an LEP individual, SolTrans will use AT&T USADirect In-Language services, or incorporate other language technologies as they are identified and become available.

D. Staff Training

1. All customer service staff will be trained in the use of interpreters, translators and AT&T USADirect In-Language services.
2. Newly hired customer service staff and drivers will be trained in the use of interpreters, translators and AT&T USADirect In-Language services during orientation.
3. Refresher training will be periodically conducted.
4. All staff will receive the LEP Plan, and will be trained in the policies of SolTrans concerning assisting SolTrans customers.

5. All staff will be trained in the program resources available to serve LEP populations.
6. Additional information about interpreting may be provided to staff throughout the year.

E. Oversight

1. The Executive Director will oversee the LEP Plan. Questions concerning the need for or use of interpreters should be directed to her.
2. Any changes or updates to the LEP Plan will be sent to all staff. Any recommendations for changes in the LEP Plan should be directed to the Civil Rights Officer.
3. If a staff member discovers that an interpreter or a translator is not fluent in English or the second language, that the interpreter is not interpreting accurately, or believes that an interpreter is having side conversations with the customer, such person should be reported immediately to the Civil Rights Officer for follow-up.
4. Periodic assessments of the LEP Plan and procedures will be conducted as needed.

SolTrans Board and Committee Appointees

The FTA Circular 4702.1B, Title VI Requirements and Guidelines for Federal Transit Administration Recipients states: (Chapter III.6) “Recipients that have transit-related, non-elected planning boards, advisory councils or committees, or similar bodies, the membership of which is selected by the recipient, must provide a table depicting the racial breakdown of the membership of those committees, and a description of efforts made to encourage the participation of minorities on such committees or councils.”

Board of Directors

The SolTrans Board of Directors consists of six members with two City Council members from each of the cities of Benicia and Vallejo and two members from regional planning agencies boards of directors, the Metropolitan Transportation Commission (MTC), and the Solano Transportation Authority (STA).

Advisory Committees

SolTrans promotes an open and inclusive public involvement process through its committees which are made up of member agency staff of the City of Benicia, Solano Transportation Authority (STA), and the City of Vallejo, and interested citizens.

Technical Advisory Committee

The Technical Advisory Committee consists of staff representatives appointed by the city manager or executive director of the Member Agencies to coordinate with Agency staff on funding and service issues.

Public Advisory Committee

The SolTrans Public Advisory Committee (PAC) consists of nine members of the public, with demonstrated expertise or special interest in transit issues, and who reside within the boundaries of the agencies that they represent. Each Member Agency (the City of Benicia, Solano Transportation Authority (STA), and the City of Vallejo) appoints three members of the public to serve on this committee. The PAC reviews and comments to the SolTrans Board on Service and fare adjustments, development of Short Range Transit Plans, and review of SolTrans’ annual work plan.

The positions of the Public Advisory Committee are filled through a public application and interview process. Representatives appointed to these committees are chosen because of their contributions and interest in improving transit for the citizens of Vallejo and Benicia. SolTrans approves, but does not make appointments, to its Public Advisory Committee. For future Public Advisory Committee appointments, SolTrans will encourage its member agencies to reach out to community organizations that represent minority populations within our service area.

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SolTrans Board Appointees

Mayor Elizabeth Patterson, City of Benicia	White – Caucasian
Mayor Osby Davis, City of Vallejo	African American
Tom Campbell, Councilmember, City of Vallejo	White – Caucasian
Jesus “Jess” Malgapo, Councilmember, City of Vallejo	Filipino American
Supervisor Jim Spering, MTC	White - Caucasian
Mayor Pete Sanchez, STA	Filipino American
Pippen Dew-Costa, Alternate Director, Councilmember, City of Vallejo	White - Caucasian
Mark Hughes, Alternate Director Vice Mayor, City of Benicia	White - Caucasian

Public Advisory Committee

James Cook, Benicia	African American
Daniel Smith, Benicia	White – Caucasian
Trevor Macenski, Benicia	White – Caucasian
Tom Bartee, STA	White – Caucasian
Christina Arrostituto, STA	White – Caucasian
Cori LaBrado, STA	White – Caucasian
Richard Burnett, Vallejo	White – Caucasian
Keith Ward, Vallejo	White – Caucasian
3 rd Vallejo representative	Vacant

SolTrans Technical Advisory Committee

Graham Wadsworth, Public Works Director, Benicia	White - Caucasian
Abby Urrutia, Assistant Finance Director, Benicia	Filipino American
Benicia Alternate -	Vacant
Kristina Botsford, Finance & Administration Manager, SolTrans	White - Caucasian
Gary Albright, Program Analyst II, SolTrans	White - Caucasian
Philip Kamhi, Transit Program Manager	White - Caucasian
Liz Niedziela, Transit Program Manager, STA	White - Caucasian
Judy Leaks, Program Manager, STA <i>alternate</i>	White - Caucasian
Ron Millard, Assistant Finance Director, Vallejo	White - Caucasian
Jason Ackley, Administrative Analyst II, Vallejo <i>alternate</i>	White - Caucasian
Jill Mercurio, Assistant Public Works Director, Vallejo	White - Caucasian
Miguel Costamagna, Assistant Civil Engineer, Vallejo, <i>alternate</i>	White - Caucasian

Efforts Made by SolTrans to Encourage Communication and Meaningful Understanding by the Limited English Proficient Community:

February 2013:

Google Translate was added to the SolTrans website to allow machine translation of all documents and pages posted online.

February 8, 2013:

Handouts with key information were created and translated into Spanish.
 These informational pieces include:

“How to Ride the Bus”

“Senior Disabled Medicare Flyer”

2016: “Pocket” Bus Schedules include Spanish language information

SolTrans Outreach Events in 2015

Month	Activity	Event Type	Ethnicity, Low Income, LEP
January	Pilot Route 20, through 2015	Bus Service Promotion	General Public
Month	Reduced Senior Fare on Benicia GPDAR, through 2015	Reduced Fare Promotion	Seniors, Low Income
January	Senior Monthly Lunch Shuttle, through 2015	Bus Service Promotion	Seniors, Low Income
March	Senior Mini- Medical School Shuttle (Saturday's in March)	Free Fare Shuttle	Seniors, Low Income
	2nd Fridays Art Walk (March-August)	Reduced Fare Promotion	General Public
March	Youth and College Student Ride FREE, Spring Break	Reduced Fare Promotion	Youth, Low Income
April	Earth Day 2015	Outreach	Youth, Low Income
	Vallejo Admirals Sponsorship	Bus Service Promotion	General Public
April	Earth Day by Solano Community College	Outreach	General Public
May	Bike to Work Day may 15, 2015	Outreach	General Public
	Benicia Open Studios (May 2nd, and 3rd)	Bus Service Promotion	General Public
May	Carneval Fantastico Vallejo (May 2nd and 3rd)	Bus Service Promotion	General Public
June	Benicia and Vallejo Farmers Market	Outreach	General Public

Month	Activity	Event Type	Ethnicity, Low Income, LEP
	Pista Sa Nayon; June 6th 10:00am to 6:00pm	Outreach	Filipino, General Public
	Juneteenth; June 20 from 11-6	Outreach	African American, General Public
June	Summer Slice Reduced Youth Passes, through August 2015	Reduced Fare Promotion	Youth, Low Income
July	CHP Age Well, Drive Smart, Florence Douglas Senior Center; June 30	Outreach	Seniors, Low Income
	Dump the Pump June 18th	Reduced Fare Promotion	General Public
	SolTrans 4th Anniversary of Assuming Transit Operations	Reduced Fare Promotion	Low Income
	Benicia Torchlight Parade (4th of July Parade) July 3rd	Outreach	General Public
July	Vallejo 4th of July Parade July 4th	Outreach	General Public
August	Benicia Back to School Transit Fairs (August 14th)	Outreach	Youth, Low Income
	National Night Out Vallejo, Outreach with STA (August 4th)	Outreach	General Public, Low Income
August	Vallejo Outreach Back to School Transit Fair (August 8th)	Outreach	General Public, Low Income
September	Vallejo Admirals Employee Appreciation Day	Outreach	General Public
	Benicia and Vallejo Farmers Markets	Outreach	General Public
	Jessie Bethel Family Night (September 1st)	Outreach	Low Income
	SoFit City Event (September 26th)	Bus Service Promotion	General Public
September	Unity Day Vallejo (September 13th)	Outreach	LEP, General Public

Month	Activity	Event Type	Ethnicity, Low Income, LEP
October	Senior Health Fair	Outreach	Senior, Low Income
	Vallejo Waterfront Weekend	Bus Service Promotion	General Public
October November	California Maritime Career and Community Expo	Outreach	Youth, General Public
	"Ride & Buy Local" Thanksgiving Weekend	Reduced Fare Promotion	Low Income
	Senior Luncheon Thanksgiving Shuttle	Bus Service Promotion	Senior, Low Income
November December	November Service Improvements Tabling	Outreach	General Public
	State Emergency Drill	Bus Service Promotion	Youth
	Shopping Saturdays Thanksgiving to Christmas	Reduced Fare Promotion	Low Income
	Benicia Tree Lighting	Bus Service Promotion	General Public
	December Ride Local for \$0.25/\$1.00 day-pass and Weekend FREE	Reduced Fare Promotion	Low Income, General Public
December	Senior Luncheon Christmas Shuttle	Bus Service Promotion	Senior, Low Income
	Outreach Events:	18	
	Bus Service Promotions:	11	
	Reduced Fare Promotions:	9	
	TOTAL OUTREACH EVENTS:	38	

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ATTACHMENT C

Public Participation Plan

Public Outreach Flyer

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Public Participation Plan

I. Introduction

The purpose of this Public Participation Plan (PPP) is to establish policies and procedures that allow for, and encourage and monitor the participation of all citizens in the SolTrans service area, (including but not limited to), low-income and minority individuals, and those with Limited English Proficiency. This agency acknowledges that traditional methods of outreach are often not adequate to reach these populations, and might not allow for meaningful input to planning and service-related decisions. The intent of this document is to outline and then take reasonable actions throughout the planning process to provide opportunities for historically under-served populations to participate.

Goals and Objectives for the Public Participation Plan

Goal: The goal of the PPP is to offer real opportunities for the engagement of all citizens of the SolTrans service area to participate in the development of a Transit Development Plan (TDP).

Objectives:

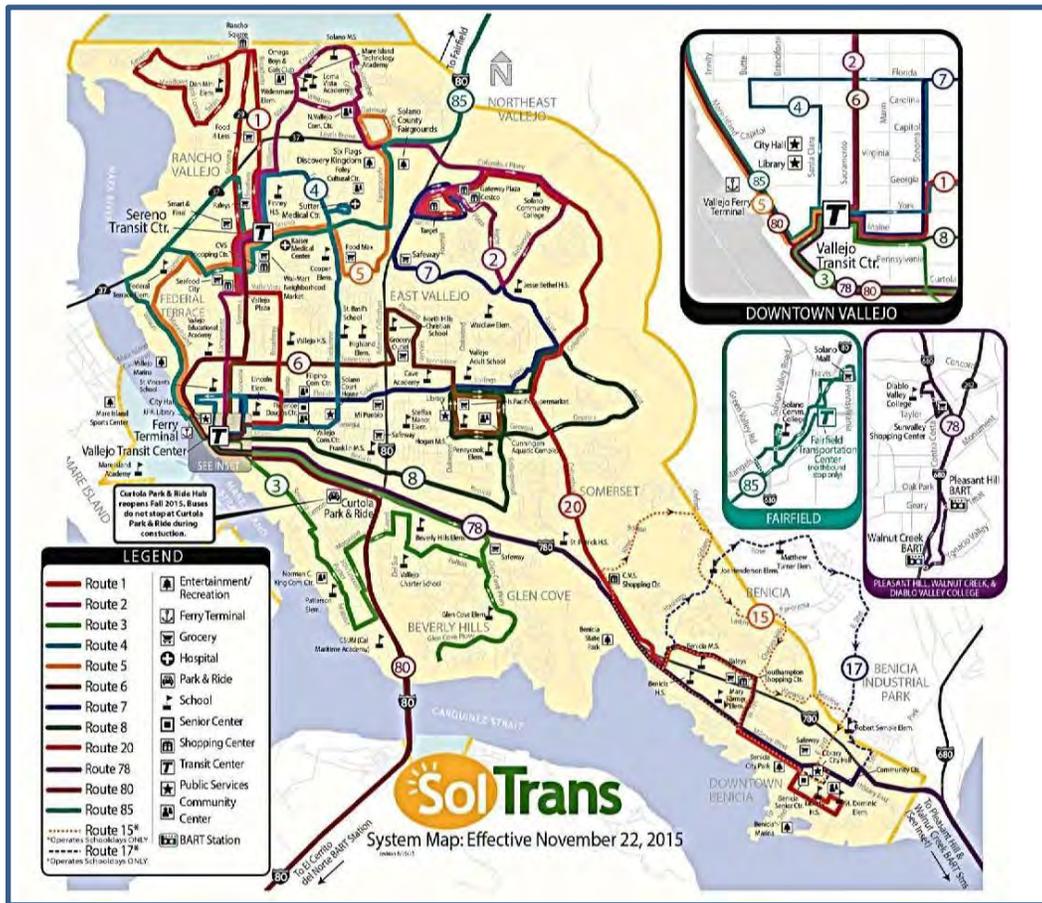
- To determine what non-English languages and other cultural barriers exist to public participation within the SolTrans service area.
- To provide timely notification of meetings, particularly forums for public input, in a manner that is understandable to all populations in the area.
- To hold meetings in locations and times which are accessible and reasonably welcoming to all area residents, including, but not limited to, low-income and minority members of the public.
- To provide avenues for two-way flow of information and input from populations which are not likely to attend meetings.
- To provide a framework of actions appropriate to various types of plans and programs, as well as amendments or alterations to any such plan or program.
- To use various illustrative visualization techniques to convey the information, including but not limited to, the use of symbols or graphics, charts, photos, maps, and PowerPoint presentations.
- To incorporate various social media interactive communication techniques into outreach efforts for broader audiences, including the SolTrans website, Twitter feeds, Facebook, transit user blogs, YouTube, etc.

II. Community Profile

The Solano County Transit (SolTrans) organization was created by a Joint Powers Agreement (JPA) in November of 2010 combining the former Vallejo Transit and Benicia Breeze transit systems with a goal to improve operating efficiencies and reduce operating contract costs. The new SolTrans agency officially commenced operations and opened its doors for business on July 1st 2011. However, it wasn't

until July 1st of 2012 that the new agency existed in an operational sense, with consolidated and restructured routes, fares and an operating system. The new combined SolTrans agency provides service to the residents of the City of Vallejo (118,000 population and 30.2 square miles) and the City of Benicia (27,000 population and 13 square miles), California. SolTrans offers a total of eight local and three regional connecting routes, serving some 144,000 people according to the 2010 Census.

SolTrans Service Area Map



The City of Vallejo

Vallejo’s economy has faced challenges since the 1996 closing of the Mare Island Navy ship building facility, representing a loss of 6,000 jobs since the end of WWII. Since 2005 the unemployment rate in Vallejo has ranged from 5.4% in October 2006 to 15.3% in January 2010. The current unemployment rate for Vallejo is 7.8% in January 2016. About 18% of Vallejo’s population lives in poverty, representing about 22,000 persons. The community is ethnically and racially diverse — Hispanics comprise 20% of the local population; 30% are Caucasian; 22% are African American; 25% are Asian; and 3% are of mixed or other heritage. US Census data for 2010 identifies half of all

Vallejo residents speak some language other than English at home. The median household income in Vallejo in 2014 was \$58,472, just slightly lower than the State average of \$61,489. The American Community Survey estimates that over 4,000 households either don't have access to a car or must share a car between two workers.

The City of Benicia

By comparison, Benicia enjoys a lower unemployment rate at 3.6%, largely a result of being located next to a regional oil refinery with steady employment opportunities. By comparison, the City of Benicia is more predominantly Caucasian at 73%, with a smaller percentage of African Americans (5%). The Hispanic population is 15%, with Asians making up 10%. The balance of the population is represented by Pacific Islanders and two or more races. About 14% of Benicia residents speak a language other than English at home, with 6% speaking Spanish as the predominant language, and other languages combined representing 8.6%. Mean household income in Benicia in 2014 was \$89,094, a significant 45% above the State average of \$61,489. About 5.5% of Benicia residents live below the poverty limit, representing about 1,500 persons. About 4.5% of Benicia's population, or 1,200 persons, are estimated to have no access to a car.

Vallejo and Benicia Commuting Transit Riders

Transit Rider Statistics	Vallejo	Benicia
Number of workers (commuters)	49,735	13,384
Percent of commuters who take transit	5% = 2,525 riders	3.4% = 501 riders
Percent females	60%	43%
Percent African American	44%	3.6%
Percent Hispanic	13%	9%
Percent foreign born	35%	13.4%
Percent who speak English "less than well"	13%	10%
Median Income	\$39,393	\$69,661
Percent who work outside of Solano County	71%	79%
Percent who have no access to a car	8.2%	4.2%
Percent who travel more than one hour to work	65%	81%

Source: 2010-14 American Community Survey, US Census.

Identification of Key Stakeholders

Stakeholders in the combined SolTrans service area are defined as those who are either directly or indirectly affected by a plan or the recommendations of that plan. Those who may be adversely affected, or who may be denied the benefits of a plan's recommendations, are of particular interest

in the identification of specific stakeholders. For the purpose of this Plan, stakeholders are broken into the following five groups: general public, minorities and low-income persons, public agencies, and private organizations and businesses. The identification of persons who speak English “not well” or “not at all” will be addressed in a separate Language Assistance Plan for the Limited English Proficient (LEP) population.

General Public

The General Public is defined as the 145,000 people living in the SolTrans service area. Outreach techniques suitable for the general public audience include advertised public meetings and hearings, newspaper articles and press releases, website postings and flyers distributed on the buses and posted at bus stops. This level of outreach represents the basic or minimum level of public information dissemination.

Minorities and Low Income

Addressing the communication needs of minority and low-income individuals can be more challenging than those of the general public. These populations often have limited resources to attend meetings during regular business hours and they may have limited English language abilities. And often, no transit service is operating or only limited service operates during nights and weekends when they may be able to attend. Low-income persons also include seniors and the disabled with limited mobility and financial resources. Every effort will be made to engage these persons in the planning process.

Outreach techniques suitable for these groups include attending existing meetings at Community Based Organizations (CBO’s), in low-income neighborhoods and housing projects. Holding focus group meetings with the organizing support and language translation abilities of the CBO staff is often a very effective and low-cost option for transit agencies. Additional outreach opportunities exist with culturally-based newspapers and radio stations. Flyers and posters distributed on the buses and on CBO locations should be made available in the language(s) of the clients they serve. More details on outreach strategies to Limited English Persons can be found in the Language Access Plan.

Reasonable efforts will be made to engage minority populations using techniques such as including notations in public notices in appropriate non-English languages that will provide a contact where individuals can be informed of the process/project, and will have opportunity to give input. Focus groups may also be established for the purpose of gaining input from a particular defined portion of the community. Also, advocacy groups can be a good resource for contacts and dissemination of information to minority and low-English-proficient populations. Such advocacy groups or agencies can provide insight into the needs of the under-represented populations, as well as providing valuable contacts or avenues for input.

Title VI of the Civil Rights Act requires public notice and outreach to be conducted in the event of anticipated transit fare changes, route and schedule changes, and the location of new transit facility construction. Effective outreach practices recommended by the FTA include:

- a. Scheduling meetings at times and locations that are convenient and accessible for minority and LEP communities.
- b. Employing different meeting sizes and formats.

- c. Coordinating with community and faith-based organizations, educational institutions, and other organizations to implement public engagement strategies that reach out specifically to members of affected minority and/or LEP communities.
- d. Considering radio, television, or newspaper ads on stations and in publications that serve LEP populations.
- e. Providing opportunities for public participation through means other than written communication, such as personal interviews or the use of audio programming available on podcasts.

Public Agencies

For the purpose of the Public Participation Plan, SolTrans is defining public agencies as the Community Based Organizations (CBO's) that specifically provide services and outreach to minority, low-income and limited-English-proficient populations. A list of the CBO's identified as key to SolTrans' outreach efforts are included here in **Attachment A**.

Private Organizations and Businesses

A number of private organizations and businesses provide valuable services to low-income and minority populations. Among these are translation and interpretation services, local Chambers of Commerce, media outlets consulting public outreach firms and individuals. In addition, many private employers recognize the importance of good public transportation service to their employment sites and are willing to help disseminate information. A list of private organizations and businesses who can assist SolTrans with public outreach are included in **Attachment A**.

SolTrans Public Participation Policies

Under FTA program requirements, recipients of Section 5307 monies are expected to have a written locally-developed process for soliciting and considering public comments before raising a fare or carrying out a major transportation service reduction. Section 601 of Title VI of the Civil Rights Act of 1964 states the following:

"No person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance."

SolTrans must ensure that federally-supported transit services, programs and related benefits are distributed in an equitable manner.

SolTrans Title VI Complaint Procedure

The contents of the following Title VI Complaint Procedure will be posted prominently on SolTrans Buses and at the SolTrans ticket office located at 311 Sacramento Street, Vallejo. The complaint procedure will also be posted on the agency's website, translated into the prominent language groups in the SolTrans service area (Spanish and Tagalog).

"Solano County Transit (SolTrans) operates programs without regard to race, color, and national origin. SolTrans established this Title VI Complaint Procedure, which outlines a process for local disposition of Title VI complaints and is consistent with guidelines found in Chapter IX of the Federal Transit Administration Circular 4702.1B, effective October 1, 2012.

The Complaint Procedure has five steps, outlined below:

1. **Submission of Complaint:** Any person who feels that he or she, individually, or as a member of any class of persons, on the basis of race, color, national origin, age, sex, disability, religion, or low-income status has been excluded from or denied the benefits of, or subjected to discrimination under any program or activity receiving federal financial assistance through SolTrans, may file a written complaint with the SolTrans Office – 311 Sacramento Street, Vallejo, CA 94590. Such complaint must be filed within 60 calendar days after the date the person believes the discrimination occurred.
2. **Referral to Review Officer:** Upon receipt of the complaint, SolTrans shall appoint one or more staff review officers, as appropriate, to evaluate and investigate the complaint, in consultation with the SolTrans General Counsel. The staff review officer(s) shall complete their review no later than 45 calendar days after the date SolTrans received the complaint. If more time is required, SolTrans shall notify the complainant of the estimated time-frame for completing the review. Upon completion of the review, the staff review officer(s) shall make a recommendation regarding the merits of the complaint and whether remedial actions are available to provide redress. Additionally, the staff review officer(s) may recommend improvements to the SolTrans' processes relative to Title VI and environmental justice, as appropriate. The staff review officer(s) shall forward their recommendations to the Planning and Operations Manager, for concurrence. If the Planning and Operations Manager concurs, he or she shall issue SolTrans' written response to the complainant.
3. **Request for Reconsideration:** If the complainant disagrees with the Planning and Operation Manager's response, he or she may request reconsideration by submitting the request, in writing, to the Executive Director or Executive Director's designee, within 10 calendar days after receipt of the Operation Manager's response. The request for reconsideration shall be sufficiently detailed to contain any items the complainant feels were not fully understood by the Planning and Operations Manager. The Executive Director or Executive Director's designee will notify the complainant of the decision either to accept or reject the request for reconsideration within 10 calendar days. In cases where the Executive Director or Executive Director's Designee agrees to reconsider, the matter shall be returned to the staff review officer(s) to re-evaluate, in accordance with Paragraph 2, above.
4. **Appeal:** If the request for reconsideration is denied, the complainant may also submit a complaint to the Department of Transportation for investigation, at FTA's Region IX headquarters:

Attn: Civil Rights Officer
201 Mission Street
Suite 1650
San Francisco, CA 94105-1839

Telephone: (415) 744-3133
Fax: (415) 744-2726

In accordance with Chapter IX, Title VI Discrimination Complaints, of FTA Circular 4702.1B, such a complaint must be submitted within 180 calendar days after the date of the alleged discrimination. Chapter IX of the FTA Circular 4702.1B, which outlines the complaint

process to the Department of Transportation, may be obtained by requesting a copy from the SolTrans Office (707) 648-4046.

5. **Record:** The Clerk of the Board shall be responsible for preparing and maintaining a list of any active investigations conducted by entities other than FTA, lawsuits, or complaints naming the recipient and/or subrecipient that allege discrimination on the basis of race, color, or national origin. This list shall include the date of the investigation, lawsuit, or complaint was filed; a summary of the allegation(s); the status of the investigation, lawsuit, or complaint; and actions taken by the recipient or subrecipient in response to the investigation, lawsuit, or complaint.
6. **For more information via the internet go to:**
http://www.fta.dot.gov/civilrights/civil_rights_5088.html.”

SolTrans Public Outreach Policy

SolTrans will conduct public outreach meetings in anticipation of proposed fare and service changes beginning at least 60 days prior to the planned implementation date. A public hearing will be held at least 30 days prior to a qualifying service or fare change to allow ample time for public comments and responses.

Distribution of Public Notices

Notices of anticipated and proposed route and fare changes are distributed through the following methods and locations:

Vallejo Times Herald – public notices posting
Benicia Herald – public notices posting
Vallejo JFK Library, Benicia Library
Senior Centers in both cities
SolTrans website
Twitter feeds and Facebook page
Seat drops on buses (targeting specific routes)
Rider alerts posted on buses
Ticket offices at SolTrans offices and 1850 Broadway in Vallejo
Vallejo and Benicia City Halls

In-person public outreach to target audiences (low-income, minority, and limited-English-proficient) will be conducted as appropriate, depending on the message and the significance of the proposed change. Not all changes are considered significant enough to warrant the expense of a full-blown public outreach campaign. Community Based Organizations contacted in person are listed in **Attachment A** in the Appendix. Public hearings are typically held for major changes in services, fares or operating policies.

For SolTrans, public hearings are required for:

- The establishment of a new bus route to include initial service alignment and headway parameters for that route.
- A substantial geographical alteration: Addition or deletion of more than one-and-one-half (1.5) directional miles on a given bus route.

- The elimination of any bus service not under “demonstration project” status.
- A major modification which causes a 25% or greater reduction in the number of daily trips provided on a given bus route.
- Implementation of a new bus service.
- Implementation of a change in fares, transfer policy or media policy.

SolTrans Service Change Process

The potential need for service changes are identified when ridership drops below 12 passengers per revenue hour of service for local fixed routes, 14 passengers per revenue hour of service for intercity fixed routes; and when farebox recovery ratios fall below the federally-mandated 20% of operating revenue. Over time, older neighborhoods lose population and new development takes place in areas that are underserved by transit. Requests for new service are also submitted by the public, elected officials, employers and route operators. Once a service challenge is identified, Staff will ride the bus route being analyzed and collect data by: field surveying, counting passengers, assessing the bus’ travel time, measuring distance, timing traffic delays, speaking with passengers and bus operators.

At this point, the refinement period begins, and the initial proposal is adjusted and solidified. If the needed changes are significant, staff will seek official public comments regarding the proposed changes. SolTrans will document their outreach efforts to include Title VI populations, including low-income, minority and limited-English-proficient persons. A record of the public outreach meetings conducted since the last Title VI Plan submitted in 2012 is included in **Attachment B**. Input from the public is vital to staff in determining how best to structure the route, and how each proposed change will affect passengers. Each public comment received during the official comment period, will be recorded and reviewed by SolTrans’ Planning staff. Although all requests may not be accommodated, all requests will be considered and are appreciated.

While public comments are being submitted, staff may seek input from the SolTrans Public and Technical Advisory Committees, and the SolTrans Board of Directors. If a proposed change requires a considerably different routing or running time, a test trip will be conducted in order to assess how the changes will work in the actual bus that is driven on the route.

After staff has honed their proposal, a decision will be made as to whether a new official public comment period is needed. If so, the refinement period begins again. If not, final approval from relevant agencies is obtained, and the proposal is communicated to the public, before being implemented. Once a schedule or routing change has taken place, staff continues to observe the route in order to determine whether or not the process has been successful, or if further changes are needed.

SolTrans Fare Change Process

According to SolTrans policy, notices will be posted to established distribution points and public meetings will be conducted within 60 days and a public hearing will be held within 30 days of a proposed fare change, transfer policy change or media change. SolTrans will document their efforts to include Title VI populations, including low-income, minority and limited-English-proficient persons.

Fare changes are implemented based on a number of considerations. SolTrans implemented a simpler fare structure during the spring of 2013 when the Vallejo and Benicia transit systems were merged. Future fare changes or increases will be evaluated as part of the Short Range Transit Planning (SRTP) process when SolTrans fares are compared to other transit agency fares in the area, in an effort to keep up with ever-increasing costs in fuel and labor. The following table depicts the current fare structure in use by SolTrans.

SolTrans Current Fare Structure

	Local	Multi-Zone
Adult	\$1.75	\$5.00
Youth (6 – 18)	\$1.50	\$4.00
Senior (Age 65+) / Medicare / Disabled	\$0.85	\$2.50
Day Passes		
Adult	\$4.00	\$10.00
Youth	\$3.00	\$8.00
Senior / Disabled / Medicare	\$2.00	\$5.00
10-Ride Passes		
Adult	\$15.00	\$45.00
Youth	\$12.00	N/A
Senior / Disabled / Medicare	\$7.00	N/A
Monthly Passes		
Adult	\$56.00	\$114.00
Youth	\$44.00	N/A
Senior / Disabled / Medicare	\$28.00	N/A
SolTrans Paratransit (ADA Certified)		
Cash Fare*	\$3.00	\$5.50
10-Ride Pass	\$30.00	N/A
SolTrans Dial-A-Ride (General Public – Benicia Only)		

	Local	Multi-Zone
Cash Fare	\$2.00	N/A
Cash Fare (Age 65+) Weekdays 10 a.m. - 3 p.m. and all-day Saturday	\$1.00	N/A
10-Ride Pass	\$20.00	N/A

Children

Up to two children age 5 and under ride free per fare-paying passenger. Additional children pay youth fare.

Discount Fare Eligibility

Senior 65+ / Disabled / Medicare Recipients

To qualify you must present one of the following:

- Photo ID with Birthdate Indicating 65+
- Valid Medicare Card with Photo ID
- Regional Transit Connection (RTC) Discount Card
- DMV Disabled License Plate Registration
- DMV Disabled Parking Placard Printout

Regional Transit Connection (RTC) Discount Card

The RTC Discount Card is available to qualified persons with disabilities and senior citizens 65 years of age or older. The card makes it easier for you to demonstrate your eligibility for reduced fares on fixed route bus, rail and ferry systems throughout the San Francisco Bay Area.

To see if you are eligible for the Regional Transit Connection (RTC) Discount Card and to apply, visit <http://transit.511.org/RTC/RTDC.aspx> or call Customer Service at (707) 648-4666.

PUBLIC OUTREACH FLYER

ATTACHMENT E - Agenda Item 9



ANUNCIO DE COMENTARIO PÚBLICO

¡Por favor dénos sus comentarios sobre las propuestas versión revisada para mejoras del sistema de bus!

SolTrans ha revisado las propuestas de mejoras del sistema de bus basado en el comentario público. Para enterarse y comentar sobre las revisiones, visite soltransride.com venga a un evento, o recoja un formulario en el Vallejo Transit Center.

Comentarios se solicitan para el Viernes 3 Octubre 2014

Recomendaciones de Rutas-Corto Plaza



Recomendaciones de Rutas-Largo Plazo



Evento 1: Septiembre 25, 2014

Vallejo Transit Center
311 Sacramento St, Vallejo CA
5:00pm - 7:00pm

Evento 2 : Septiembre 26, 2014

Benicia Public Library
150 East L St, Benicia CA
3:30pm - 5:30pm

Evento 3: Septiembre 30, 2014

Vallejo Transit Center
311 Sacramento St, Vallejo CA
5:00pm - 7:00pm

Audiencia pública

8 de Octubre 2014 - 6:00pm
STA Board Meeting, Suisun Council
Chambers, 701 Civic Center Blvd.

16 de Octubre, 2014 - 4:00pm
SolTrans Board Meeting, Benicia Council
Chambers, 250 E. L St.

Para obtener más información llame:

Elizabeth Romero (707) 736-6983

**ESCENARIO PREFERENTE DE OPERACION DE RUTAS FIJAS de AUTOBÚS
Propuestas Revisadas Para Mejorías en el servicio de Bus / Cambios por cada Ruta**

A continuación se presentan los resúmenes de las propuestas revisadas para cada ruta de bus. Las secciones con texto en blanco se refieren a propuestas revisadas según las respuestas sobre las propuestas iniciales.

Cambios de Servicio Propuesto a Corto Plazo - Enero 2015

1	Servicio cada 30 minutos entre semana durante todo el día
2	Servicio cada 30 minutos entre semana durante todo el día
4	Servicio bi-direccional desde el Sereno Transit Center por medio de la parte alta de Tuolumne. Suspensión del bucle que sirve CVS en Sonoma Blvd. Suspensión del segmento de servicio de Sereno Blvd. entre Broadway y Tuolumne St.
5	Combinación del servicio ramificado en una sola ruta en porciones de Sereno y Redwood
6	Dividir ruta de bucle de un solo sentido en dos rutas separadas, bi-direccionales (una operando en Tennessee St. y la otra en Benicia Rd.) Suspensión del servicio de Ascot / Columbus Parkway
7	Servicio cada 30 minutos entre semana durante todo el día
76/78	Integrar la Ruta 76 en la Ruta 78 con fines de productividad, con tres viajes redondos que incluyen Diablo Valley College y Sun Valley Mall. Continuar servicio a Pleasant Hill y Walnut Creek BART
85	Agilizar el servicio express en Vallejo, con servicio directo, sin paradas, entre el Vallejo Transit Center, Sereno Transit Center y Fairgrounds (Six Flags / Marine World). Operación de servicio express a lo largo del I-80 con paradas en Solano Community College en Fairfield, Fairfield Transportation Center y Solano Town Center/Mall

Cambios de Servicio Propuesto a Corto Plazo - Agosto 2015

2	Servicio bi-direccional a través de Corcoran Cambio de la ruta a Fairgrounds Drive y retorno del autobús en Solano Community College Suspensión del servicio a lo largo de Columbus Parkway Servicio bi-direccional para Gateway Plaza
7	Mover las paradas de bus a lo largo de Columbus Parkway (a Hilary y Ascot)

Cambios de Servicio Propuesto a Largo Plazo – Después de Agosto 2015

1	Servicio bi-direccional en Sonoma Blvd.
3	Servicio bi-direccional para el sur de Vallejo. Suspensión el segmento de Glen Cove Landing
80	Suspensión debido al bajo volumen de pasajeros. Consideración de la posibilidad de "servicio de línea de vida" entre Benicia y Vallejo el domingo para dar acceso a BART / compras para los ciudadanos de Benicia
80	Restablecer la Ruta 80 con Servicio a El Cerrito del Norte BART los domingos, junto con la suspensión de la Ruta 80S
85	Agilizar el servicio para operar en SR37 y I-80, haciendo paradas en el Vallejo Transit Center, Sereno Transit Center, Six Flags / Fairgrounds y American Canyon / Hiddenbrook cuando se introduzcan paradas de rampa de la autopista en coordinación con las mejorías del Corredor de Solano. Consideración de suspensión de la parada Solano Town Center/ Mall.

Cambios de Servicio Propuesto a Largo Plazo – Cuando haya fondos disponibles

3,4,5,6	Servicio cada 30 minutos entre semana durante todo el día
Todas	Extensión de horas de servicio entre semana hasta las 10 pm
Todas	Añadir servicio los domingos

ATTACHMENT D

Title VI Service Standards and Policies

Vehicle Headways by Route

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SolTrans Service Standards and Policies

Introduction

The SolTrans Board of Directors has adopted a mission statement that emphasizes the agency's commitment to delivering "safe, reliable, and efficient transportation services that link people, jobs, and communities." In support of this mission statement, SolTrans' 2013 Approved and 2016 Draft Short Range Transit Plans (SRTP) put forth goals to guide agency actions. In the Draft 2016 SRTP, two of the four goals place a strong emphasis on ensuring the agency provides services in a safe, reliable, and effective manner by satisfying the needs of the customers and the community. The Board, moreover, has placed emphasis on building the system's core ridership.

In addition, Federal Title VI regulations require the establishment of specific standards and policies across SolTrans' services to ensure access to services throughout the service area, and to ensure that the design and operational practices do not result in discrimination on the basis of race, color, or national origin. Service standards are quantitative statements while service policies address areas that may not allow for quantitative statements.

These Service Standards and Policies are divided into three sections:

- The **Service Design Guidelines** section further develops the Goals Statements currently adopted by the Board and provides a high-level overview of the agency's philosophies where near- and long-term service planning are concerned, including coverage standards and service-type based schedule standards.
- The **Service Standards** section details specific design standards for transit service, including route spacing, headway and span-of-service requirements, stop spacing, and stop placement.
- The **Service Policies** section details the additional service-related elements required by Title VI such as stop design guidelines in relation to the community, stop amenities, and vehicle assignments. This section also addresses related items that are not necessarily required by Title VI, but reflect the equitable allocation of other resources such as public information.

Service Design Guidelines

Guideline A: Match Service Levels to Demand

Given SolTrans' limited financial resources, it is not possible to serve every requested transit trip. Services should operate in areas that correspond to actual demand. High-frequency express services will operate in intercity freeway corridors. Local-fixed routes will focus on connecting denser residential areas with commercial and institutional hubs, employment centers, and other major destinations. Areas where local fixed-route demand is inadequate to support existing service levels will be considered for alternative service models such as flex-route or dial-a-ride.

Guideline B: Maximize Operating Efficiency without negatively impacting service quality

Service design, in particular scheduling, can have a large impact on the efficiency of transit operations. At the same time, an increase in efficiency can come at the expense of service quality, especially reliability. In the extreme, the most efficient schedule provides no time at the end of a trip beyond that required by operator contracts; however, such schedule is likely to result in very unreliable service as there is no ability of the system to recover from service delays. SolTrans will balance efficiency and quality by developing schedules that are efficient but also only rarely encounter such overlapping delays.

Guideline C: Utilize a Diversity of Service Models

In a service area as diverse in physical and human geography as Vallejo and Benicia, no one service provision method can meet all needs or even a desirable subset of needs. While the largest number of SolTrans' customers will be served by fixed-route local and commuter routes, SolTrans will meet the needs of unique populations and/or subareas with alternative service models.

SolTrans is and will continue to be the provider of Federally-mandated ADA Complementary Paratransit service. In addition, SolTrans provides "ADA Plus" service on a limited basis to provide trips to the ADA-certified community that exceed the Federal requirements, principally by crossing into the service area of neighboring transit agencies to allow connecting trips.

For customers in areas without the minimum demand to support fixed-route local services, SolTrans may offer General Public Dial-a-Ride and/or Flexible Route services. These services allow for increased coverage of the community by putting bus service only where and when it is actually requested. For situations where even these service models cannot be used efficiently, SolTrans will also participate in subsidized programs for taxi and rideshare services, such as local and intercity taxi scrip programs.

In addition, SolTrans will continually seek out new service models and implement those that can complement, enhance, or more effectively replace existing services. In doing so, SolTrans will also need to ensure that technology, disability, or economic status does not become a greater barrier to transit system use.

Guideline D: Continuously monitor and evaluate service planning and delivery

Matching of service levels to demand and balancing efficiency with reliability require monitoring and evaluation of service designs, schedules, and operational delivery. SolTrans will use a full range of tools including traditional street observations as well as technology-aided data collection to continuously record and review service performance. Among the elements to be regularly reviewed include trip-level ridership, on-time performance (measured on the vehicle trip level for fixed-route and passenger trip level for demand response), overall ridership patterns by day of week and time of day, and use of special vehicle equipment such as accessibility elements and bicycle racks.

Guideline E: Leverage Technology Enhancements to Maximize Customer Experience

The customer experience stretches from the initial research into service availability to the final delivery of a customer’s individual trip. At every stage, technology will be used to enhance the experience. Specific to service design and performance, customers will be provided the opportunity to receive route and schedule information in real time through a variety of electronic devices. In addition, SolTrans operations and customer service personnel will use technology enhancements to provide this information to customers unable to access it themselves.

Guideline F: Coordinate with Land Use and Development Processes throughout the area

Processes outside of SolTrans’ control can greatly influence the design and performance of SolTrans’ services. In particular the long-term planning processes for Vallejo and Benicia can help determine the success or failure of transit services. SolTrans Staff will keep abreast of development processes in its communities. In addition, Staff will serve as a resource to the communities in the evaluation of land use and development projects and plans.

Service Standards

Standards A-1 through A-4 are the minimum practices required for Federal compliance. Standards B-1 through B-5 are additional standards developed through the 2016 SRTP process and other best practices.

Standard A-1: Maximum Vehicle Load

Service Type	Maximum Average Trip Boardings as a percent of seated load, Peak Period	Maximum Average Trip Boardings as a percent of seated load, Off-Peak
Fixed-Route Local	125%	100%
Fixed-Route Express	100%	75%
Service Type	Maximum Actual Load on all trips as a percent of seated load	
General Public Dial-a-Ride	100%	
ADA Complementary Paratransit (Local)	100%	
ADA-Plus Paratransit (Regional)	100%	

Seated loads are defined on a vehicle-type basis: Commuter coach: 57; 40-foot transit bus: 36; Paratransit and dial-a-ride: varies.

Standard A-2: Policy Headways (Minimum Route Frequency)

Scheduled Fixed-route service headways shall not exceed 30 minutes during peak times and 60 minutes during off-peak time.

Standard A-3: On-time Performance

Service Type	Minimum Percent of Trips Operated On Time	On-Time Window Definition
Fixed Route Local	90%	0 minutes early to 5 minutes late
Fixed Route Express	94%	Up to 5 minutes late (Can arrive at final destination early)
General Public Dial-a-Ride	90%	0 minutes early to 15 minutes late
ADA Complementary Paratransit (Local)	90%	0 minutes early to 15 minutes late
ADA-Plus Paratransit (Regional)	90%	0 minutes early to 15 minutes late

Fixed-route on-time to be measured at final destination of trip using CAD/AVL data. Paratransit on-time to be measured relative to scheduled pickup time for each passenger.

Standard A-4: Spatial Availability of Services

In areas where General Public Dial-a-Ride service is not provided, at least 80% of residents should be within ½ mile of a bus stop on the local fixed-route bus system.

Standard B-1: Service Effectiveness (Boardings per Unit of Service)

Service Type	Boardings per Vehicle Revenue Mile	Boardings per Vehicle Revenue Hour
Fixed Route Local	1.0	12.0
Fixed Route Express	1.0	25.0
General Public Dial-a-Ride	1.0	2.0
ADA Complementary Paratransit (Local)	1.0	2.0
ADA-Plus Paratransit (Regional)	0.5	2.0

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Standard B-2: Missed Trips

Service Type	Maximum Percent of Trips Missed	Missed Trip Definition
Fixed-Route Local	1%	Trip is missed if started later than 15 minutes late or not operated at all.
Fixed-Route Express	1%	Trip is missed if started later than 15 minutes or more than 1 scheduled headway late, or not operated at all.
General Public Dial-a-Ride	1%	Trip is missed if passenger is picked up later than 30 minutes late, or not at all.
ADA Complementary Paratransit (Local)	1%	Trip is missed if passenger is picked up later than 30 minutes late, or not at all.
ADA-Plus Paratransit (Regional)	1%	Trip is missed if passenger is picked up later than 30 minutes late, or not at all.

Standard B-3: Demand-Response Trip Reservations Achieved

Service Type	Percent of Reservations Booked within 60 Minutes of Requested Time
General Public Dial-a-Ride	100%
ADA Complementary Paratransit	100%
ADA Plus (Regional)	N/A (Times are defined by schedule)

Standard B-4: Demand-Response Trip Denials

Service Type	Maximum Percent of Trip Requests Denied by Capacity Constraints	Maximum Percent of Trip Requests Refused By Customer But Within 60 Minute Window
General Public Dial-a-Ride	2%	5%
ADA Complementary Paratransit	0%	3%
ADA Plus (Regional)	0%	N/A

Standard B-5: Internal Service Connectivity

Fixed-route transfer times at major connection points shall be scheduled to not exceed 5 minutes under normal operating conditions.

Service Policies

Policy A: Distribution of Vehicle Assignments

There shall be an even distribution from day to day and week to week of vehicle subtypes within each vehicle type across all routes and blocks, such that a particular model or age of bus does not appear consistently more than any other. "Vehicle type" shall mean commuter coach, transit bus, or small bus (used primarily for Paratransit and Dial-a-Ride). "Vehicle subtype" shall refer to vehicles belonging to the same original vehicle order and separated in age by two years or less. Exception shall be made where a vehicle subtype has unusual restrictions on deployment (e.g. electric-battery buses).

Policy B: Distribution of Bus Shelters

A continuous list of potential bus shelter locations shall be maintained and potential locations added upon the request of a single customer. Staff shall periodically review the list and rank the requests in descending order of ridership. Locations will be reviewed for practical considerations and those locations with major restrictions (such as right-of-way/property ownership) removed. Of the remaining locations, staff shall refine the list of shelter locations benefit the largest number of people within the available funds for purchase and installation.

Policy C: Distribution of Dynamic Information Displays

Dynamic Information Displays such as electronic signage, and especially electronic signage providing real-time information, shall be installed at SolTrans facilities based on these priorities from highest to lowest:

1. Off-street transit centers, currently including Sereno Transit Center, Vallejo Transit Center, and Curtola Park & Ride Hub;
2. On-street stops served by multiple bus routes. The more routes stop at a stop, the higher the priority for providing this information.

In addition, SolTrans will provide information to regional partners for displays at major facilities used by SolTrans routes (including Fairfield Transportation Center; Solano Mall; Pleasant Hill, Walnut Creek, and El Cerrito del Norte BART stations, and Diablo Valley College). Installation of SolTrans electronic signage at these non-SolTrans facilities is not within SolTrans' current authority or responsibility.

Policy D: Distribution of Static Information Displays

Static Information, including bus stop signs and printed bus schedule displays, shall be provided according to the following priorities:

1. Off-street transit centers within SolTrans' service territory (Vallejo and Benicia), currently including Sereno Transit Center, Vallejo Transit Center, and Curtola Park & Ride Hub;
2. On-street stops served by multiple bus routes. The more routes stop at a stop, the higher the priority for providing static information;
3. On-street bus stops serving a single route.

Policy E: Requests for New Service

Consistent with the Customer Focus and Community/Environment measures in the SRTP, maintain awareness of demographics of ridership and note impact on demographics of any new service designs.

Policy F: Coordination with Other Services

Consistent with the Coordination measures in the SRTP, work within the larger community of Bay Area transit operators to maximize travel opportunities through coordination of service designs and schedules at regional transit centers. Regularly review schedules of other operators to identify key “near misses” in schedules that might be addressed. Participate with other operators to identify missing transit links and develop solutions for bridging gaps.

SolTrans Vehicle Headways by Route

Vehicle Headways by Route				
Route	Description	Headway	Times	Days
1	North West Vallejo/Vallejo Transit Center	30 mins	5:30am - 7:32pm	M-F
1	North West Vallejo/Vallejo Transit Center	60 mins	6:45am - 7:09pm	Saturday
1		60 mins	8:30am - 7:26pm	Sunday
2	NE Vallejo /Vallejo Transit Center	30 mins	5:59am - 8:17pm	M-F
2	NE Vallejo /Vallejo Transit Center	90 mins	6:30am - 12:30pm and 2:00pm - 6:45pm	Saturday
3	Glen Cove/South Vallejo/Beverly Hills/Vallejo Transit Center	30 mins	6:15am - 8:22am and 4:00pm - 7:22pm	M-F
3	Glen Cove/South Vallejo/Beverly Hills/Vallejo Transit Center	60 mins	8:00am - 4:00pm	M-F
3	Glen Cove/South Vallejo/Beverly Hills/Vallejo Transit Center	30 mins	6:45am - 6:22pm	Saturday
4	Tuolumne Street/Vallejo Transit Center	30 mins	6:53am - 8:25am and 4:00pm - 6:25pm	M-F
4	Tuolumne Street/Vallejo Transit Center	60 mins	9:00am - 4:55m	M-F
4	Tuolumne Street/Vallejo Transit Center	60 mins	7:56am - 6:52pm	Saturday
5	Discovery Kingdom/Vallejo Transit Center	30 mins	6:30am - 8:25am and 4:00pm - 7:25pm	M-F
5	Discovery Kingdom/Vallejo Transit Center	60 mins	9:00am-3:55pm	M-F
5	Discovery Kingdom/Vallejo Transit Center	60 mins	6:45am -6:25pm	Saturday
6	Tennessee Street/Springs Road/Hogan Middle School	60 mins	6:25am - 7:23pm	M-F
6	Tennessee Street/Springs Road/Hogan Middle School	60 mins	7:01am-6:17pm	Saturday
8	Benicia Road/Hogan Middle School/Springs Road/Ascot Parkway	60 mins	6:31am - 7:21pm	M-F
8	Benicia Road/Hogan Middle School/Springs Road/Ascot Parkway	60 mins	7:57am-6:19pm	Saturday
7	Gateway Plaza Shopping Center/Springs Road/Vallejo Transit Center	20 mins	6:20am-8:43am	M-F
7	Gateway Plaza Shopping Center/Springs Road/Vallejo Transit Center	30 mins	8:00am-8:43pm and 9:00 M-F	
7	Gateway Plaza Shopping Center/Springs Road/Vallejo Transit Center	60 mins	6:30am - 8:43am; 4:00pm	Saturday
7	Gateway Plaza Shopping Center/Springs Road/Vallejo Transit Center	90 mins		
7	Gateway Plaza Shopping Center/Springs Road/Vallejo Transit Center	90 mins	8:30am-2:13pm and 5:00	Sunday
20	Benicia/Gateway Plaza/Solano Community College Vallejo	60 mins	8:30am - 7:25pm	M-F
20	Benicia/Gateway Plaza/Solano Community College Vallejo	120 mins	5:05am - 10:55pm	Saturday
15,17	Benicia Middle School/Benicia High School/Mary Farmer	3 buses/day	School Charter Service	School Days Only
78	Vallejo/Benicia/Walnut Creek BART	20, 25,30,40 & 60 mins	5:50am - 9:51pm	M-F
78	Vallejo/Benicia/Walnut Creek BART	100 & 120 mins	5:50am - 10:10pm	Saturday
78	Vallejo/Benicia/Walnut Creek BART	100 & 120 mins	8:20am - 10:10pm	Sunday
80	Vallejo/El Cerrito/Del Norte BART	15 mins	6:00am - 9:25am and 2:00pm - 7:55pm	M-F
80	Vallejo/El Cerrito/Del Norte BART	30 mins	4:15am - 5:56am and 7:35pm - 10:38pm	M-F
80	Vallejo/El Cerrito/Del Norte BART	70 mins	9:35pm -11:50pm	
80	Vallejo/El Cerrito/Del Norte BART	30 mins	6:05am-10:25pm	M-F
80	Vallejo/El Cerrito/Del Norte BART	30 mins	5:55am - 10:25pm	Saturday
80	Vallejo/El Cerrito/Del Norte BART	55 mins	10:30pm - 11:26pm	Saturday
80	Vallejo/El Cerrito/Del Norte BART	30 mins	7:55am - 8:37pm	Sunday
85	Vallejo Transit Center/Fairfield	60 mins	5:05am-10:55pm	M-F
85	Vallejo Transit Center/Fairfield	120 mins	6:05am-9:55pm	Saturday

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ATTACHMENT E

Copy of Board Minutes Showing Board Approval of Title VI Program



1. CLOSED SESSION

The special meeting was called to order at 3:00 p.m., which recessed into closed session to discuss a public employee performance evaluation. There were no matters to report.

2. CALL TO ORDER

Chairperson Patterson called the regular meeting of the SolTrans Board to order at 4:00 p.m.

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

MEMBERS

PRESENT:	Elizabeth Patterson, Mayor	City of Benicia, Chairperson
	Jess Malgapo, Councilmember	City of Vallejo, Vice Chairperson
	Tom Campbell, Councilmember	City of Benicia (arrived late)
	Osby Davis, Mayor	City of Vallejo
	Jim Spering, Supervisor, County of Solano	MTC Representative

MEMBERS

ABSENT:	Pete Sanchez, Mayor	Ex-Officio – STA Representative
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STAFF

PRESENT:	<i>In Alphabetical Order by Last Name:</i>	
	Michael Abegg	SolTrans Planning & Operations Manager
	Gary Albright	SolTrans Program Analyst II Mona
	Babauta	SolTrans Executive Director
	Kristina Botsford	SolTrans Finance & Administration Manager
	Jason Bustos	SolTrans Program Analyst I
	Bernadette Curry	SolTrans Legal Counsel
	Suzanne Fredriksen	SolTrans Clerk of the Board
	Mandi Renshaw	Program Analyst I
	Alan Price	Program Analyst II

OTHERS

PRESENT: *In Alphabetical Order by Last Name:*

Jason Ackley	SolTrans Technical Advisory Committee
Richard Burnett	SolTrans Public Advisory Committee
Derik Calhoun	National Express Transit
Jackie Lane	National Express Transit
Sam Tolley	National Express Transit

4. APPROVAL OF AGENDA

On a motion by Director Davis and a second by Director Spering, the SolTrans JPA Board unanimously approved the Agenda, with the exception of Agenda Item 12, Draft Short Range Transit Plan (SRTP), which was postponed until the May 19, 2016 meeting.
(4 Ayes, 1 Absent)

5. OPPORTUNITY FOR PUBLIC COMMENT

None presented.

6. EXECUTIVE DIRECTOR'S REPORT

PROCLAMATIONS & PRESENTATIONS

CONSENT CALENDAR

On a motion by Director Spering and a second by Director Davis, the SolTrans JPA Board unanimously approved Consent Calendar Items 8a through 8f.
(4 Ayes, 1 Absent)

8a. Meeting Minutes of February 18, 2016

Recommendation:

Approve the meeting minutes of February 18, 2016.

8b. Approval of SolTrans Service Standards and Policies

Recommendation:

Authorize the release of SolTrans' Service Standards and Policies, as shown in Attachment A, for public comment.

8c. Approve Amendments to Contracts with Big Cat Advertising and BB&B Business Group for Marketing Services

Recommendations:

- 1) Approve a contract amendment with Big Cat Advertising to increase the total contract amount by \$165,000, not to exceed \$455,000, and extend the term through June 30, 2018, subject to Legal Counsel approval as to form.
- 2) Approve a contract amendment with BB&B Business Group to increase the total contract amount by \$150,000, not to exceed \$250,000, and extend the term through June 30, 2018, subject to Legal Counsel approval as to form.

8d. Approve an Amendment to the Vehicle Technical Consultants Contract

Recommendation:

Authorize the Executive Director to execute an Amendment to the Vehicle Technical Consultants Contract, subject to legal counsel approval as to form, to do the following:

- 1) Extend the contract term by one year, through June 30, 2017;
- 2) Increase the not-to-exceed contract amount by \$146,000; and
- 3) Expand the original Contract scope, as shown on Attachment A.

8e. SolTrans Operations and Maintenance Compressed Natural Gas (CNG) Facility – Actions for Initiating Construction Activities

Recommendation:

- 1) Authorize the issuance of an Invitation for Bid (IFB) for construction of the CNG fueling facility;
- 2) Authorize the Executive Director to negotiate and award a Construction Contract to the lowest, responsive bidder, not to exceed the Design Engineer’s estimate of construction costs of \$4,000,000, subject to Legal Counsel approval as to form; and
- 3) Authorize adding \$1,760,000 of TDA funds to increase the project budget to \$4,600,000.

8f. Approve Policy on Private Transportation Provider Use of Park and Ride and Transit Center Facilities

Recommendation:

Approve the SolTrans Policy on Private Transportation Provider Use of Park and Ride and Transit Center Facilities, as shown in Attachment A.

REGULAR CALENDAR

ACTION ITEMS

9. Budget Outlook Through Fiscal Year (FY) 2025-26

Kristina Botsford provided a presentation of the Budget Overview through FY 2025-26, including projected outcomes for operations and capital expenditures, issues of concern over the next ten years, as well as various opportunities on the horizon.

Public Comments:

None presented.

Board Comments:

(11:29) Director Spering suggested that Staff consider combining the facility improvements and the Curtola Park and Ride Hub capital improvements into one line item, as that would provide additional flexibility. He urged Staff to consider placing additional resources into public outreach and marketing efforts, in order to grow ridership in light of budget constraints which limit potential service expansion. He requested additional information regarding the operational savings from implementing compressed natural gas (CNG) technology.

(14:42) Chairperson Patterson concurred with Director Spering regarding the need to increase outreach and marketing efforts in order to grow ridership. She requested that Staff perform targeted marketing to seniors in Benicia. She also requested that Staff include a performance metric or evaluation to assess whether the maximum value is being achieved from the current marketing approach.

Mona Babauta clarified that 2,500 hours for potential service expansion to unserved areas was built into the FY 2016-17 budget. She noted that an additional 500 hours was budgeted for other service expansion opportunities. She stated that in the past year as the agency has increased service, ridership has also increased, which has had a positive effect upon the amount of 5307 Formula funds that the agency receives. She stated that the agency may be able to attract more funding in the coming fiscal year, which would allow for additional service expansion.

At this time, Director Campbell arrived at the meeting.

Kristina Botsford stated that CNG fuel savings were not built into the FY 2016-17 Budget, due to the fact that the agency is only purchasing six buses which will be ready to deploy during the second half of the fiscal year. She stated that Staff plans to perform an analysis in the fall, and bring more information back to the Board at that time.

(20:06) Director Davis requested that Staff assess potential risks and liabilities to the agency, and build the reserve accordingly.

Kristina Botsford stated that she would analyze the risks and liabilities when examining the reserve for next year.

Recommendation:

Receive the Budget Outlook through FY 2025-26.

On a motion by Chairperson Patterson and a second by Director Davis, the SolTrans JPA Board unanimously approved the recommendation, to include the following amendments:

- Direct Staff to bring a more detailed report to the Board on the operating reserves, which assesses the potential risks and liabilities to the agency;
- Direct Staff to place a brainstorming session with the Board on a future agenda to explore marketing and outreach to various demographics.

(5 Ayes)

10. Fiscal Year (FY) 2016-17 Proposed Operating and Capital Budget

Kristina Botsford provided a presentation of the FY 2016-17 Proposed Operating and Capital Budget, including highlights related to the budget framework, the main cost drivers, an increase in the transit service contract due to service expansion in November 2015, employee salaries and benefits, the proposed fuel budget, a projected revenue comparison between FY 15-16 and FY 16-17, and highlights of new capital requests, projects and funding.

Public Comments:

None presented.

Board Comments:

None presented.

Recommendation:

- 1) Direct Staff to finalize the FY 2016-17 Proposed Operating and Capital Budget, per Board feedback and any new information that arises, and return in May 2016 with the final Budget for approval;
- 2) Authorize the carryover of FY 2015-16 capital budget and revenues to FY 2016-17 to complete on-going projects; and
- 3) Authorize cost of living adjustments for employees, which are included in the proposed FY 2016-17 operating budget.

On a motion by Director Davis and a second by Director Spering, the SolTrans JPA Board unanimously approved the recommendation. (5 Ayes)

11. Draft Fiscal Year (FY) 2016-17 SolTrans Performance Measures

Mona Babauta provided an overview of the draft FY 2016-17 SolTrans Performance Measures, noting that most of the performance measures focus upon continuing to finalize projects already underway, such as the AVL System, the CNG fueling facility, bus replacements, and completing the SolTrans Curtola Park and Ride Hub. She provided highlights of additional work plan goals which will continue to strengthen SolTrans' foundation, build a viable and sustainable transit system, and will encourage the agency to remain agile and responsive to community interests.

Public Comments:

None presented.

Board Comments:

(37:45) Chairperson Patterson requested that Staff add a specific item under "growing ridership" to include targeting specific demographics, such as the choice rider. She also requested that Staff consider any opportunities to expand service along Rose Drive in Benicia, noting that when the former route which served that area was cut, the agency lost a lot of its choice riders.

Recommendation:

Direct the Executive Director to finalize the FY 2016-17 Performance Goals and Measures, per feedback from the SolTrans Board and Technical and Public Advisory Committees, and to present a final document to the Board in May 2016 for approval.

With no further feedback from the SolTrans Board of Directors, Chairperson Patterson closed the agenda item. (5 Ayes)

12. Draft Short Range Transit Plan (SRTP)
Postponed until the May 19, 2016 meeting.

Recommendation:

- ~~1) Accept the Draft SRTP and provide feedback; and~~
- ~~2) Open a public comment period, to run through April 22, 2016 (or 21 days after the release of the Public Comment Draft), and direct Staff to bring the proposed SRTP, reflecting revisions due to public comment to the Board for approval at the May 19, 2016 Board Meeting.~~

13. Approval of SolTrans' Federal Title VI Program

Gary Albright provided highlights of SolTrans' Federal Title VI Program, including the elements required by federal law; as well as additional updates to the program, such as new complaint procedure "car cards" posted at various key locations, outreach and involvement activities, and newly acquired survey data.

Public Comments:

None presented.

Board Comments:

None presented.

Recommendation:

Approve SolTrans Title VI Program, dated March 31, 2016, as reflected in Attachment A.

On a motion by Director Davis and a second by Director Sperring, the SolTrans JPA Board unanimously approved the recommendation. (5 Ayes)

NON-ACTION/ INFORMATIONAL

DISCUSSION ITEMS

14. Update on Mare Island Service

Michael Abegg provided a status report related to SolTrans' bus service on Mare Island, including the preliminary bus route based upon service needs and options discussed with the Mare Island stakeholders group, recommended bus stops, an estimate of operating cost and revenue, funding needed to buy a vehicle to serve the island, as well as next steps.

Public Comments:

None presented.

Board Comments:

None presented.

Recommendation:
Informational.

15. Construction Project Update: SolTrans Curtola Park and Ride Hub Project

Jason Bustos provided an update on the Curtola Park and Ride Hub project including highlights of the monthly parking permit promotion, average parking per weekday, and the total number of permits purchased since the December 21st reopening.

Public Comments:
None presented.

Board Comments:
(59:45) Director Davis requested that Staff double-check the traffic light at the western end of the parking lot, expressing concern that it does not seem to be triggering properly.

Recommendation:
Informational.

NON-DISCUSSION ITEMS

16. March 2016 Legislative and Policy Report

Recommendation:
Informational.

17. STAFF BRIEFINGS

System Performance Update

Mandi Renshaw provided a presentation of SolTrans' farebox recovery ratio, monthly ridership statistics, as well as a year-to-year ridership comparison.

SolTrans Marketing and Outreach Update

Mandi Renshaw provided an update of recent and current outreach and promotions, including the Dynamic Aging Conference Shuttle service, the Students Ride Free during Spring Break promotion, the Ride Route 20 Free promotion, Mark Eanes' public art unveiling event, and SolTrans and National Express' Health Fair. She provided an update of upcoming outreach and promotions, including Vallejo's Earth Day event on April 16th, and Benicia's Mini-Makers Fair.

Service Changes Update

Michael Abegg provided an update on service changes, including the current status of the recent local service adjustments, new data which will be available due to the AVL project, administrative changes which take effect in May 2016, and potential changes which may occur in August 2016.

18. BOARD OF DIRECTORS COMMENTS

(1:22:02) Councilmember Malgapo expressed appreciation to Staff for a job well done on the public art unveiling.

19. ADJOURNMENT

The meeting was adjourned at 6:41 p.m. The next regular meeting of the SolTrans Board is *tentatively* scheduled for **Thursday, May 19, 2016, 4:00 p.m., in the Vallejo Council Chamber, with a Closed Session scheduled at 3:00 p.m.**

Attested by:



04/01/2016

**Suzanne Fredriksen
Clerk of the Board**

Date

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ATTACHMENT F

2010-2014 American Community Survey 5-Year Estimates showing LEP Groups in Vallejo and Benicia



B16001 LANGUAGE SPOKEN AT HOME BY ABILITY TO SPEAK ENGLISH FOR THE
POPULATION 5 YEARS AND OVER
Universe: Population 5 years and over
2010-2014 American Community Survey 5-Year Estimates

Supporting documentation on code lists, subject definitions, data accuracy, and statistical testing can be found on the American Community Survey website in the Data and Documentation section.

Sample size and data quality measures (including coverage rates, allocation rates, and response rates) can be found on the American Community Survey website in the Methodology section.

Although the American Community Survey (ACS) produces population, demographic and housing unit estimates, it is the Census Bureau's Population Estimates Program that produces and disseminates the official estimates of the population for the nation, states, counties, cities and towns and estimates of housing units for states and counties.

	Benicia city, California		Vallejo city, California	
	Estimate	Margin of Error	Estimate	Margin of Error
Total:	26,046	+/-217	110,501	+/-504
Speak only English	22,270	+/-526	68,281	+/-1,564
Spanish or Spanish Creole:	1,554	+/-351	19,984	+/-1,152
Speak English "very well"	1,155	+/-275	11,098	+/-864
Speak English less than "very well"	399	+/-146	8,886	+/-825
French (incl. Patois, Cajun):	102	+/-69	225	+/-86
Speak English "very well"	82	+/-54	211	+/-85
Speak English less than "very well"	20	+/-22	14	+/-18
French Creole:	0	+/-23	47	+/-75
Speak English "very well"	0	+/-23	7	+/-12
Speak English less than "very well"	0	+/-23	40	+/-64
Italian:	53	+/-52	79	+/-49
Speak English "very well"	53	+/-52	75	+/-47
Speak English less than "very well"	0	+/-23	4	+/-10
Portuguese or Portuguese Creole:	50	+/-41	149	+/-99
Speak English "very well"	38	+/-36	121	+/-83
Speak English less than "very well"	12	+/-19	28	+/-26
German:	40	+/-46	275	+/-93
Speak English "very well"	40	+/-46	233	+/-83
Speak English less than "very well"	0	+/-23	42	+/-35

Yiddish:	0	+/-23	0	+/-29
Speak English "very well"	0	+/-23	0	+/-29
Speak English less than "very well"	0	+/-23	0	+/-29
Other West Germanic languages:	19	+/-28	12	+/-18
Speak English "very well"	19	+/-28	0	+/-29
Speak English less than "very well"	0	+/-23	12	+/-18
Scandinavian languages:	9	+/-14	42	+/-37
Speak English "very well"	0	+/-23	42	+/-37
Speak English less than "very well"	9	+/-14	0	+/-29
Greek:	14	+/-22	66	+/-35
Speak English "very well"	14	+/-22	66	+/-35
Speak English less than "very well"	0	+/-23	0	+/-29
Russian:	38	+/-35	211	+/-142
Speak English "very well"	17	+/-18	76	+/-66
Speak English less than "very well"	21	+/-23	135	+/-121
Polish:	32	+/-47	0	+/-29

	Benicia city, California		Vallejo city, California	
	Estimate	Margin of Error	Estimate	Margin of Error
Speak English "very well"	32	+/-47	0	+/-29
Speak English less than "very well"	0	+/-23	0	+/-29
Serbo-Croatian:	0	+/-23	15	+/-23
Speak English "very well"	0	+/-23	7	+/-10
Speak English less than "very well"	0	+/-23	8	+/-12
Other Slavic languages:	0	+/-23	18	+/-28
Speak English "very well"	0	+/-23	18	+/-28
Speak English less than "very well"	0	+/-23	0	+/-29
Armenian:	0	+/-23	0	+/-29
Speak English "very well"	0	+/-23	0	+/-29
Speak English less than "very well"	0	+/-23	0	+/-29
Persian:	29	+/-45	30	+/-32
Speak English "very well"	29	+/-45	30	+/-32
Speak English less than "very well"	0	+/-23	0	+/-29
Gujarati:	0	+/-23	76	+/-105
Speak English "very well"	0	+/-23	34	+/-46
Speak English less than "very well"	0	+/-23	42	+/-59
Hindi:	39	+/-40	774	+/-315
Speak English "very well"	39	+/-40	716	+/-298
Speak English less than "very well"	0	+/-23	58	+/-51
Urdu:	0	+/-23	158	+/-175
Speak English "very well"	0	+/-23	158	+/-175
Speak English less than "very well"	0	+/-23	0	+/-29
Other Indic languages:	177	+/-117	796	+/-326
Speak English "very well"	141	+/-110	344	+/-232
Speak English less than "very well"	36	+/-32	452	+/-227
Other Indo-European languages:	50	+/-59	21	+/-20
Speak English "very well"	36	+/-39	21	+/-20
Speak English less than "very well"	14	+/-25	0	+/-29
Chinese:	368	+/-155	985	+/-297
Speak English "very well"	156	+/-90	500	+/-200
Speak English less than "very well"	212	+/-105	485	+/-164
Japanese:	0	+/-23	311	+/-153
Speak English "very well"	0	+/-23	228	+/-134
Speak English less than "very well"	0	+/-23	83	+/-59
Korean:	67	+/-57	262	+/-218
Speak English "very well"	50	+/-45	32	+/-29
Speak English less than "very well"	17	+/-24	230	+/-218
Mon-Khmer, Cambodian:	0	+/-23	20	+/-24
Speak English "very well"	0	+/-23	20	+/-24
Speak English less than "very well"	0	+/-23	0	+/-29
Hmong:	0	+/-23	31	+/-51
Speak English "very well"	0	+/-23	31	+/-51
Speak English less than "very well"	0	+/-23	0	+/-29
Thai:	0	+/-23	7	+/-12
Speak English "very well"	0	+/-23	4	+/-6
Speak English less than "very well"	0	+/-23	3	+/-6
Laotian:	0	+/-23	118	+/-131
Speak English "very well"	0	+/-23	44	+/-49
Speak English less than "very well"	0	+/-23	74	+/-96
Vietnamese:	0	+/-23	653	+/-329
Speak English "very well"	0	+/-23	303	+/-209
Speak English less than "very well"	0	+/-23	350	+/-171
Other Asian languages:	88	+/-91	272	+/-180
Speak English "very well"	70	+/-69	158	+/-122
Speak English less than "very well"	18	+/-28	114	+/-99
Tagalog:	930	+/-257	15,218	+/-1,142
Speak English "very well"	636	+/-185	9,658	+/-943
Speak English less than "very well"	294	+/-133	5,560	+/-655

	Benicia city, California		Vallejo city, California	
	Estimate	Margin of Error	Estimate	Margin of Error
Other Pacific Island languages:	74	+/-44	564	+/-188
Speak English "very well"	48	+/-38	431	+/-171
Speak English less than "very well"	26	+/-29	133	+/-68
Navajo:	0	+/-23	0	+/-29
Speak English "very well"	0	+/-23	0	+/-29
Speak English less than "very well"	0	+/-23	0	+/-29
Other Native North American languages:	0	+/-23	68	+/-81
Speak English "very well"	0	+/-23	68	+/-81
Speak English less than "very well"	0	+/-23	0	+/-29
Hungarian:	0	+/-23	0	+/-29
Speak English "very well"	0	+/-23	0	+/-29
Speak English less than "very well"	0	+/-23	0	+/-29
Arabic:	27	+/-33	238	+/-162
Speak English "very well"	27	+/-33	117	+/-91
Speak English less than "very well"	0	+/-23	121	+/-85
Hebrew:	0	+/-23	9	+/-14
Speak English "very well"	0	+/-23	9	+/-14
Speak English less than "very well"	0	+/-23	0	+/-29
African languages:	0	+/-23	473	+/-321
Speak English "very well"	0	+/-23	406	+/-309
Speak English less than "very well"	0	+/-23	67	+/-59
Other and unspecified languages:	16	+/-18	13	+/-17
Speak English "very well"	16	+/-18	13	+/-17
Speak English less than "very well"	0	+/-23	0	+/-29

Data are based on a sample and are subject to sampling variability. The degree of uncertainty for an estimate arising from sampling variability is represented through the use of a margin of error. The value shown here is the 90 percent margin of error. The margin of error can be interpreted roughly as providing a 90 percent probability that the interval defined by the estimate minus the margin of error and the estimate plus the margin of error (the lower and upper confidence bounds) contains the true value. In addition to sampling variability, the ACS estimates are subject to non-sampling error (for a discussion of non-sampling variability, see Accuracy of the Data). The effect of nonsampling error is not represented in these tables.

Methodological changes to data collection in 2013 may have affected language data for 2013. Users should be aware of these changes when using multi-year data containing data from 2013.

While the 2010-2014 American Community Survey (ACS) data generally reflect the February 2013 Office of Management and Budget (OMB) definitions of metropolitan and micropolitan statistical areas; in certain instances the names, codes, and boundaries of the principal cities shown in ACS tables may differ from the OMB definitions due to differences in the effective dates of the geographic entities.

Estimates of urban and rural population, housing units, and characteristics reflect boundaries of urban areas defined based on Census 2010 data. As a result, data for urban and rural areas from the ACS do not necessarily reflect the results of ongoing urbanization.

Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

Explanation of Symbols:

1. An "***" entry in the margin of error column indicates that either no sample observations or too few sample observations were available to compute a standard error and thus the margin of error. A statistical test is not appropriate.
2. An '-' entry in the estimate column indicates that either no sample observations or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates falls in the lowest interval or upper interval of an open-ended distribution.
3. An '-' following a median estimate means the median falls in the lowest interval of an open-ended distribution.

4. An '+' following a median estimate means the median falls in the upper interval of an open-ended distribution.
5. An '****' entry in the margin of error column indicates that the median falls in the lowest interval or upper interval of an open-ended distribution. A statistical test is not appropriate.
6. An '*****' entry in the margin of error column indicates that the estimate is controlled. A statistical test for sampling variability is not appropriate.
7. An 'N' entry in the estimate and margin of error columns indicates that data for this geographic area cannot be displayed because the number of sample cases is too small.
8. An '(X)' means that the estimate is not applicable or not available.

City of Vacaville

Short Range Transit Plan

City of Vacaville

FINAL | July 23, 2015

Document Verification

Job title		Short Range Transit Plan		Job number	
Document title		City of Vacaville		File reference	
Document ref					
Revision	Date	Filename	2015_SRTP_Vacaville.docx		
DRAFT, v1	Feb. 25, 2015	Description	DRAFT v1		
			Prepared by	Checked by	Approved by
		Name	Brian McLean	Aislinn Talbot	Brian McLean
		Signature			
FINAL	July 23, 2015	Filename	2015_SRTP_Vacaville.docx		
		Description	FINAL		
			Prepared by	Checked by	Approved by
		Name	Brian McLean	Aislinn Talbot	Brian McLean
		Signature			
		Filename			
		Description			
			Prepared by	Checked by	Approved by
		Name			
		Signature			
		Filename			
		Description			
			Prepared by	Checked by	Approved by
		Name			
		Signature			

Issue Document Verification with Document



Vacaville City Coach Short Range Transit Plan

FY2016 to FY2025

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

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Executive Summary

Purpose and Organization

This report presents the SRTP for Vacaville City Coach. It documents actual transit system performance for FY2010 – FY2014 and plans and projections for years beginning FY2016 and ending FY2025. To prepare the SRTP transit staff evaluated the stated Goals, Objectives, Performance Measures and Standards; evaluate existing Vacaville City Coach service, analyze existing conditions and trends, and develop a recommended service, capital improvement and financial plan that serves Vacaville residents' transit needs within the financial capacity of Vacaville City Coach and the City of Vacaville. The overarching purpose of this SRTP is to:

- Serve as a management and policy document for Vacaville City Coach, as well as a means of providing FTA and MTC with information necessary to meet regional fund programming and planning requirements,
- Clearly and concisely describe and justify Vacaville City Coach's capital and operating budgets
- Assess Vacaville City Coach's financial capacity to carry out proposed levels of operations and the associated capital improvement plan,
- Regularly provide MTC with information on projects and programs of regional significance which include: provision of paratransit service to persons with disabilities, older adults and others; compliance with federal Title VI and Environmental Justice requirements; and results of most recent 2015 FTA Triennial Review,
- Identify potential capital and operating programs to provide the basis for inclusion in the RTP, and
- Identify goals, objectives and standards to serve as the basis for the assessment of Vacaville City Coach's performance in the SRTP and as part of the MTC Triennial Performance Audit.

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

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

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

Overview of Transit System

Vacaville City Coach is a service of the City of Vacaville. The City Council sets policy for the City; the City Manager is the chief administrative officer of the city and oversees Vacaville City Coach. Vacaville City Coach operates under the Public Works Department through its General Services Division. The City utilizes a transit service contractor to provide the labor and administration for the City's public transit system.

Vacaville City Coach operates a fleet of eighteen (18) 35-foot, low-floor, CNG buses for fixed route service. Each of these buses has 30 seats. Demand response service is provided by six (6) 15-foot cutaway vans with eight seats. All revenue vehicles are ADA compliant.

Vacaville City Coach operates six local fixed routes that provide coverage throughout the city. Most routes begin and end at the Vacaville Transportation Center, which functions as one of two main transfer centers (the other being in Vacaville's downtown area). Also, Vacaville City Coach provides complementary ADA paratransit services within $\frac{3}{4}$ mile of its fixed route bus services and administers a local taxi scrip program. Vacaville participates in the SolanoExpress Intercity Transit Consortium's Intercity Funding Agreement, which currently supports seven inter-city bus routes, with FAST Routes 20, 30, and 40 directly serving Vacaville. Other connecting services include Route 220 Yolo Bus. Vacaville also participates in the County's intercity taxi scrip program.

Goals, Objectives and Standards

The City of Vacaville's prior Short Range Transit Plan (2013) was reviewed evaluating the goals, objectives, measures and standards to guide the performance evaluation of the Vacaville City Coach transit system and services.

Service and System Performance Evaluation

Combined service modes (Fixed Route, DAR and Local Taxi) ridership and fare revenue increased annually from FY2010 to FY2014— with an overall increase of 41% in system ridership and 18% in system fare revenue (this increase was predominately lead by fixed route service rather than DAR/Local Taxi). System wide vehicle revenue hours (VRH) held fairly steady from FY2010 thru FY2011, then significantly increased in FY2012 due to significant route changes in fixed route service. While system wide operating costs increased (14%) over the five year period, the increase was significantly slower than the VRH increase (42%), indicating enhanced cost efficiency, particularly for fixed route services.

In FY2013-14, Vacaville City Coach met 11 out of 13 of its fixed route service performance standards, with deficiency in passenger productivity

(passengers/vehicle revenue mile) and deficiency in annual ridership growth vs area population growth. Vacaville City Coach met 13 out of 16 of its DAR service performance standards, with deficiencies in passenger productivity (passengers/vehicle revenue mile as well as passengers/vehicle revenue hour and ridership growth). This performance more or less was the same over the four year period from FY2009-10 thru FY2013-14 although cost effectiveness (operating cost/vehicle revenue hour) has improved significantly. Vacaville City Coach met all its qualitative system performance standards for all analysis years

The 2004 CBTP revealed a range of community needs that included: better cross-county and inter-county service that minimizes transfers; improved amenities at bus stops and access to transit facility; and more readily available transit information. The most recent Title VI report was completed in February 2015 and Vacaville City Coach has not received any Title VI complaints in the last three years. The 2012 Triennial Review found that Vacaville City Coach had deficiencies in Technical and the Drug and Alcohol Program. Vacaville City Coach has taken corrective action. The Vacaville City Coach 2015 FTA Triennial Review is scheduled to be conducted in June 2015.

Five of the six Vacaville City Coach local fixed bus routes operate every 30 minutes (the sixth route operates on a 60 minute frequency) over a combination of one way loops and bidirectional routes covering residential and commercial areas of the city. Two of six Vacaville City Coach local fixed routes bus services are very productive: Routes 5 and 6. However, two other routes (Routes 1 and 4) operate somewhat below Vacaville City Coach productivity standards and should be reviewed for possible improvements (note January 5, 2015 Vacaville City Coach made changes to both Route 1 and Route 4 in an effort to improve productivity and efficiency).

Operating, Financial, and Capital Plans

Operating Plan

The City of Vacaville will continue to provide City Coach fixed route local bus and complementary ADA paratransit Special Services, supplemented by a local taxi scrip program. In addition to these local public transit services, the City will also continue its funding participation in SolanoExpress intercity fixed route bus services and the County's intercity taxi scrip program for ADA qualified persons.

In FY2014-15, it is estimated that Vacaville City Coach will again serve more than 500,000 riders with about 39,000 service hours, an average of about 1,700 passenger trips per day and 14 passengers per hour, at a cost of about \$2.3 million with fare revenues of about \$450,000, recovering about 20% of operating costs from fare revenues.

Financial Plan

The Operating Budget and Financial Projections show that City of Vacaville will have surplus revenues throughout the 10 year forecast period of this SRTP,

allowing a build-up of TDA and FTA 5307 reserves to fund capital replacement needs and operating contingencies. Surpluses build because annual formula allocations of state and federal sources are more than sufficient to fund the net costs of transit operations. Over the ten years of the plan, local fixed route operating costs are in balance with passenger fare revenues, and so the fare recovery ratio stays at the 20% level required by TDA.

Capital Improvement Program

A summary of major capital projects is provided below. Given the significant amount of capital reserves on hand, the City of Vacaville can fund its capital needs with TDA-LTF and FTA 5307 sources.

Major capital projects include the following:

- Replace two paratransit vehicles.
- Construct a surface level parking lot adjacent to the existing Vacaville Transportation Center on Allison Drive.
- Jointly fund, through the Intercity Transit Funding Working Group, (ITFWG) the replacement of 34 over-the-road SolanoExpress coaches.
- Purchase an additional non-revenue vehicle in FY2012-13 for a driver shuttle to/from relief points.
- Purchase maintenance tools and equipment in FY2015-16.
- Install transit amenities including bus shelters, solar lighting, benches, trash receptacles, and information kiosks at various locations within the City.
- Contribute to maintenance expenses for the new multi-modal transit center at the Fairfield/Vacaville Train Station.

The projects listed above are planned to be funded with revenues that can be expected to be available over the course of the SRTP. The majority of the capital funds for this plan are from TDA-LTF carryover reserves. The capital plan also assumes that 80% of vehicle replacement costs will be funded through federal sources including FTA 5307 apportionments in early years and unspecified federal sources towards the end of the plan. Local match would be funded with TDA-LTF.

Summary of Operating and Capital Plan

The baseline operating and capital plan shown in this SRTP confirms that the City of Vacaville will be able to operate City Coach services with a sizeable annual operating surplus for the next ten years. All capital projects can be funded from anticipated funding sources and available reserves. Reserve funds accumulate over the forecast period, providing the City a significant source of local funding for future capital expenses.

1 Overview of City of Vacaville Transit System

1.1 Brief History

Located in Solano County in the northeastern part of the San Francisco Bay Area, the City of Vacaville sits midway between San Francisco and Sacramento. The City was originally founded in 1852 by William McDaniel, who named it after Juan Manuel Vaca, who along with Juan Felipe Peña, was the recipient of the original 45,000-acre land grant on which the town was sited. A Pony Express stop from 1860 to 1861, Vacaville was incorporated in 1892. Much of the city's early development was focused around agriculture. More recently, the city has welcomed some of the world's most successful bioscience companies. Travis Air Force Base, home to the 60th Air Mobility Wing, is less than 10 miles away in neighboring Fairfield. Vacaville is also home to one of the largest factory outlet malls in the state.

In July of 1981, the City of Vacaville introduced Vacaville City Coach as its public transit system. Initially, Vacaville City Coach operated a deviated-fixed route service. "Flag stops" - requested bus stop along the route - and route deviations (by reservations) were implemented to adhere to the Americans with Disabilities Act (ADA) regulations.

In October 1989, Vacaville City Coach experienced its first major service change with a transition to a traditional fixed-route system offering bi-directional service along two loops within city-limits. Based on the recommendations in its 1993 Short Range Transit Plan (SRTP), and the substantial development within the City, Vacaville City Coach implemented a five-route service with one bus operating each route. The new system was restructured to offer bi-directional coverage through most areas within the city, including the new developments.

The system underwent modest service changes from 1994 to 2006. System adjustments included:

- Expansion or elimination of route segments based on ridership trends (1994);
- Replacement of the City's historical "loop" routing with three linear routes which utilized two main transfer points at the Downtown and Ulatis Transfer Centers (1997);
- Expansion from three to ten (10) fixed routes operating with seven buses (1999); and
- Improvement in departure times, modifications of Route 3, 4, 9X, and 10X, as well as the addition of a city center shuttle (2001).

In April of 2007, the system underwent a wholesale realignment of all routes. System adjustments included:

- Entirely new routes serving locations not previously served by City Coach;
- Bi-directional service on all but one route;
- The setting of bus frequency headways to 30 minute intervals; and
- The reduction of monthly pass cost by \$7 on all City Coach monthly passes.

The changes made during the 2007 system restructuring resulted in consecutive year-over-year ridership increases.

On August 1, 2011 City Coach rolled out new routes to areas of Vacaville not previously served and began operating both earlier and later (Monday through Saturday). Bus service improvements included service to the Solano College Vacaville Campus, Brown's Valley, Star's Recreation Center and the Nugget Shopping Center, Orange Drive, and Alamo Drive, service to the apartment complexes along Beelard Drive and all routes connecting to the newly completed Vacaville Transportation Center. In May 2012, City Coach for the first time crossed the 400,000th annual passenger trip threshold; the system changes instituted in August 2011 likely contributed to this achievement.

The system changes completed in 2007 and in 2011 have increased City Coach transit usage throughout the City, netting a near 20% increase in FY2012 ridership as compared to the previous year. FY2014 also marked the eighth consecutive year of ridership growth.

1.2 Governance

1.2.1 Type of Unit of Government

Vacaville was incorporated in 1892 as a general law city. Vacaville City Coach operates under the Public Works Department through its General Services Division.

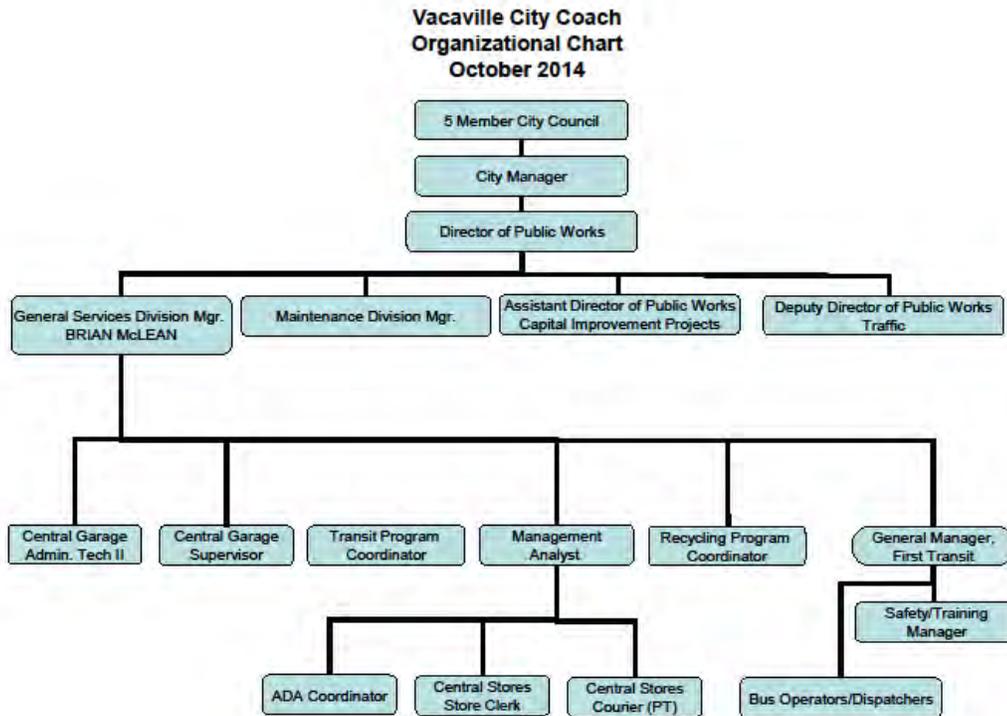
1.2.2 Composition and Nature of Governing Body

The City of Vacaville is governed by a five-member City Council, of which the Mayor is a member. The Mayor and four Councilmembers are elected at-large by the citizens of Vacaville to serve four-year terms. The Vice Mayor is selected by the Council from among its members. Vacaville City Coach is overseen by the Vacaville City Council, which provides policy direction. Current members of the Vacaville City Council include Mayor Len Augustine (elected November 2014, term ends November 2018), Vice Mayor Ron Rowlett (re-elected in November 2012, term ends November 2016), Councilmember Curtis Hunt (re-elected November 2014, term ends November 2018), Councilmember Dilenna Harris (re-elected in November 2012, term ends November 2016), and Councilmember Mitch Mashburn (re-elected November 2014, term ends November 2018).

1.3 Organizational Structure

The Public Works General Services Division Manager is responsible for the general day-to-day management of Vacaville City Coach. As shown in Figure 1, the General Services Division Manager reports to the Public Works Director. The Public Works Director reports to the City Manager. The City utilizes a transit service contractor to provide the labor and administration for the City’s public transit system. In December 2013 the Vacaville City Council approved the final two option years with First Transit to provide Vacaville’s bus and paratransit services through June 30, 2016. Bus operator staff belongs to the Teamsters Local 315 union.

Figure 1: Vacaville City Coach Transit Organizational Chart



Source: City of Vacaville. (October 2014). Vacaville City Coach Organizational Chart 2015. Triennial Performance Audit of City of Vacaville.

1.4 Service Area Characteristics and Travel Demand

1.4.1 Vacaville Demographic Overview

Table 1: Vacaville Demographic Overview

Solano County	Vacaville	%	California	%
Total Population (2013 Estimate)	94,275		38,332,521	
Population, 2010	92,428		37,253,956	
Population Percentage change April 1, 2010 to July 1, 2013	2.00%		2.90%	
Age				
Persons under 5 Years, Percent 2010	5,585	6.00%	2,563,050	6.80%
Persons under 18 years, percent 2010	21,690	23.30%	9,422,978	25.00%
Persons 65 years and over, percent, 2010	9,774	10.50%	4,296,878	11.40%
Gender				
Female, 2010	43,844	47.10%	18,959,032	50.30%
Male, 2010	49,244	52.90%	18,732,880	49.70%
Disability				
Persons with Disability, 2010	7,856	9.70%		
Journey to Work				
Mean travel time to work (min), age 16+, 2008-2012	25.9		27.1	
Ethnicity				
White Persons, percent 2010	61,717	66.30%	21,710,541	57.60%
Black persons, percent 2010	9,588	10.30%	2,336,899	6.20%
American Indian and Alaskan Native persons, percent 2010	838	0.90%	376,919	1.00%
Asian persons, percent 2010	5,678	6.10%	4,899,949	13.00%
Native Hawaiian and Other Pacific Islander, percent 2010	559	0.60%	150,768	0.40%
Persons reporting two or more races, percent 2010	6,516	7.00%	1,846,904	4.90%
Persons of Hispanic or Latino origin, percent 2010	21,317	22.90%	14,172,159	37.60%
White persons not Hispanic, percent 2010	51,198	55.00%	15,114,457	40.10%
Language and Education				
Language other than English spoken at home, pct age 5+ 2008-2012	18,855	20.00%	16,674,646	43.50%
High School graduates, pct of persons age 25+, 2008-2012	81,831	86.80%	31,049,342	81.00%
Bachelor's degree or higher, pct of persons age 25+, 2008-2012	20,458	21.70%	11,691,418	30.50%
Housing and Households				
Housing Units, 2010	32,814		13,680,081	
Homeownership rate, 2008-2012	59,865	63.50%	21,466,211	56.00%
Housing units in multi-unit structures, percent, 2008-2012	21,212	22.50%	11,844,748	30.90%
Median value of owner-occupied housing units, 2008-2012	\$292,000		\$383,900	
Households, 2008-2012	30,892		12,466,331	
Persons per household, 2008-2012	2.71		2.93	
Per capita money income in past 12 months (2012 dollars) 2008-2012	\$29,691		\$29,551	
Median Household Income 2008-2012	\$73,024		\$61,400	
Persons Below poverty level, percent 2008-2012	8,202	8.70%	5,864,876	15.30%
Land Facts				
Land Area, 2010 (Square Miles)	28.37		155,779.22	
Persons per square mile, 2010	3,257.60		239.1	

Source: United States Census Bureau (Accessed September 2014) State and County QuickFacts

1.5 Transit Services Provided and Areas Served

Vacaville City Coach operates six fixed routes that provide coverage throughout the city. Most routes begin and end at the Vacaville Transportation Center, which functions as one of two main transfer centers (the other being in Vacaville's downtown area). All low-floor, fixed-route vehicles are equipped with a wheelchair lift, and each bus can accommodate two wheelchairs. The vehicles are also outfitted with bicycle racks. Also, Vacaville City Coach provides complementary ADA paratransit services within $\frac{3}{4}$ mile of its fixed route bus services.

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

1.5.1 Fixed Route

Vacaville City Coach operates six fixed routes that provide coverage throughout the city. All routes begin and end at the Vacaville Transportation Center. Weekday service operates from 6:00AM to 6:30PM on 30 minute headways throughout the day, Monday through Saturday, with reduced service hours from 8:00AM to 6:10PM on Saturdays. The adult fare for local service is \$1.50. A system map is provided in Figure 2, with route information shown in Table .

- On January 5, 2015 Vacaville City Coach staff implemented changes to the Route 1 in an effort to improve the passenger convenience and thus increase ridership and efficiency. The new Route 1 entitled Leisure Town Connect runs from the Vacaville Transportation Center to northeast Vacaville. Service is provided to trip generators such as the Ulatis Cultural Center, WalMart, Leisure Town, Green Tree Golf Course and Kaiser hospital.
- Route 2 operates in a loop throughout Vacaville. It begins its service at the Vacaville Transportation Center and services Alamo Plaza, Food Fair, Transit Plaza, Millennium Sports Club, Nugget market, Cultural Center, and the Vacaville Museum.
- On January 5, 2015 Vacaville City Coach staff implemented changes to the formerly interlined Route 1 and Route 4. The new Route 4 is now independent of the Route 1 thereby improving on-time performance and reliability. Route 4 serves the northeast section of the City. Trips begin at the Vacaville Transportation Center and provide service to WalMart, the Factory Stores Solano Community College, Kaiser Permanente Medical Center, Leisure Town, Genentech and Sam's Club.

- Route 5 serves the southern portions of Vacaville. This route starts at the Vacaville Transportation Center and covers south central Vacaville servicing the Cultural Center, VacaValley Hospital, Transit Plaza, Downtown, Vaca Pena Middles School, and the Three Oaks Community Center.
- Route 6 serves central Vacaville. The route operates between the Vacaville Transportation Center and the Vacaville Transit Plaza. Routes begin at the Vacaville Transportation Center, then serve Target / Safeway, Walmart, Nut Tree Village, and the Transit Plaza, before retracing its route to end at the Transportation Center.
- Route 8 serves southern Vacaville's major trip generators. Trips begin and end at the Vacaville Transportation Center and service the Will C. Wood High School, Brenden Theaters, Downtown, Vacaville High School, Jepson Middle School, and the Food Fair.

to seven days in advance. Reservations must be made at least 24 hours in advance, however, same day reservations are allowed only on a space-available basis, with no guaranteed pick up.

ADA Eligibility Process

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

Vacaville Local Taxi Scrip

The City contracts with AA Taxi, Yellow Cab and Vacaville Checker Cab to provide trips within the city limits of the City of Vacaville to qualified riders at a discounted rate. Half of the total cost of the trip is subsidized by the City. To determine qualification for this program participants must arrange for an in-person ADA Paratransit Eligibility assessment managed by the Solano Transportation Authority (STA).

Intercity Taxi Scrip Program

Vacaville has entered into an MOU with all other transit agencies in the County to fund the Intercity taxi program (Solano County serves as the lead agency).

The Solano County Intercity Taxi Scrip Program is limited to qualified ADA Paratransit certified riders. The Intercity Scrip provides an 85% discount (\$15 scrip booklet provides \$100 value).

In late fall 2014 the County began transitioning the Intercity Taxi Scrip program to the Solano Transportation Authority (STA). The STA is on track to assume control of the program in February 2015.

Table 2: Vacaville City Coach Transit Service Hours

Service	Description	Service Hours			Peak Headways (Minutes)
		Weekday	Saturday	Sunday	
Route 1	Transportation Center – Ulatis Cultural Center – Wal-Mart – Leisure Town – Green Tree Golf Course – Kaiser Hospital	6:00AM-6:28PM	8:00AM-5:58PM	No service	60 min. weekday
					60 min. weekend
Route 2	Transportation Center – Alamo Plaza – Downtown – Transit Plaza – Millennium Sports Club – Nugget Market – Browns Valley Elementary School	6:00AM-6:28PM	7:58AM-6:10PM	No service	30 min. weekday
					30 min. weekend
Route 4	Transportation Center – Wal-Mart – Factory Stores – Leisure Town – Solano Community College – Kaiser Hospital – Genentech	6:00AM-6:25PM	8:00AM-5:55PM	No service	30 min. weekday
					30 min. weekend
Route 5	Vacaville Transportation Center – Cultural Center – VacaValley Hospital – Transit Plaza – Downtown – Vaca Pena Middles School – Three Oaks Community Center – McBride Senior Center	6:00AM-6:30PM	8:00AM-6:00PM	No service	30 min. weekday
					30 min. weekend
Route 6	Transportation Center – Vacaville Commons – Factory Stores – Nut Tree Village – Sutter Medical – Brenden Theaters.	6:00AM-6:24PM	7:54AM-5:54PM	No service	30 min. weekday
					30 min. weekend
Route 8	Transportation Center – Will C. Wood High School – Brenden Theaters – Downtown – Raley’s	6:00AM-6:28PM	8:04AM-5:55PM	No service	30 min. weekday
					30 min. weekend
Special Services	Door-to-Door Paratransit	6:30AM-6:33PM	8:35AM-5:10PM	No service	N/A
					N/A

Source: Vacaville City Coach. (June 1, 2012). Vacaville City Coach Routes. <http://www.citycoach.com/>

1.5.3 Connecting Services Provided by Others

Various other transit services, both public (i.e., Fairfield and Suisun Transit and YoloBus) and private, stop within Vacaville city limits. Vacaville contributes to all SolanoExpress routes as specified in the Intercity Transit Funding Agreement. Routes serving Vacaville include the following:

Route 20 FAST SolanoExpress

Route 20 is operated by Fairfield and Suisun Transit (FAST) and runs exclusively between the City of Fairfield and the City of Vacaville every hour on weekdays from about 7:00AM – 7:00PM and on Saturdays from 9:30AM – 5:30PM. Route 20, for the past nine years, had five stops within Vacaville, the major stops being the Bank of America downtown transfer station and Wal-Mart. In 2011 the Route 20 was modified to stop at the Vacaville Transportation Center (to connect with the majority of Vacaville City Coach routes) and at the Vacaville Davis Street

Park and Ride Lot. The resulting changes to this route have aided in growing City Coach ridership. Vacaville contributes to this route as specified in the Intercity Transit Funding Agreement.

Route 30 FAST SolanoExpress

Route 30 operates between Fairfield, Vacaville, Dixon, U.C. Davis and Sacramento during weekday commute hours with one midday round trip and with three round trips on Saturdays between Fairfield, Vacaville, Dixon and Davis. This route is also operated by FAST. Vacaville contributes to this route as specified in the Intercity Transit Funding Agreement.

Route 40 FAST SolanoExpress

Route 40 is operated by FAST. The City of Vacaville contributes to this service through the Intercity Transit Funding Agreement. Route 40 operates between Vacaville, the Fairfield Transportation Center, Benicia, Pleasant Hill and Walnut Creek BART during weekday commute hours only.

Route 220 Yolo Bus

This route provides trips from Vacaville to Winters and Davis in Yolo County three times a day. Patrons in Vacaville would board either in front of Safeway located at 2090 Harbison Drive or Sam's Club at 1500 Helen Power Drive or the Vacaville Transportation Center.

1.6 Fare Structure

Fare structure is as follows:

Vacaville City Coach Fare Structure

The adult base fixed-route fare is \$1.50, with discounted fares available for seniors, persons with disabilities, Medicare cardholders, and youth. Children age five years and younger ride free. Fixed-route service punch passes are available for adults (20 rides for \$26.00), youth (20 rides for \$23.00) and seniors/disabled (30 rides for \$19.00). Unlimited ride monthly passes are also available. Staff plans no fare increases for the foreseeable future.

Transfers must be requested when first boarding the bus. Transfers cost \$0.15 and are good anywhere within the City Coach transit system. Transfers are only valid for the time and date indicated on the transfer. Transfers are only valid for one hour after being provided by the bus operator. Transfers cannot be used to continue on the same route, or return to the point of origin. Transfers from SolanoExpress Route 20 to City Coach are also \$0.15.

Special Service Fare Structure

The fare for a single ride on a special services trip is \$2.00. A 20-ride punch pass is offered for \$39.00. Patrons realize a savings of \$1.00 when purchasing the multi-ride pass. Multi-ride punch passes and monthly passes for unlimited rides may be purchased at Vacaville City Hall (Finance Department), McBride Senior Center, Ulatis Cultural Center and the Lucky grocery stores on Peabody Road and East Monte Vista. City Coach also has a Day Pass, which allows for unlimited rides on Vacaville City Coach fixed-route buses in one day.

Subsidized Taxi Scrip booklets may be purchased for \$10.00 (a \$20.00 value) at City Hall and the McBride Senior Center (compared to the Solano County Intercity Taxi Scrip Program, which provides an 85% discount (\$15 scrip booklet provides \$100 value)).

A complete list of fare options for Vacaville is shown in Table 3.

Table 3: Vacaville Fare Structure

Cash Fares	Local	Multi-Zone
Adult	\$1.50	N/A
Youth (6 – 17)	\$1.25	N/A
Senior (Age 65) / Medicare / Disabled	\$0.75	N/A
Children 5 and under with fare paying adult	Free	N/A
Day Pass		
Adult	\$3.25	N/A
Seniors/Disabled	\$2.00	N/A
Ride Punch Passes		
Senior/Disabled 30 Ride (Fixed Route)	\$19.00	N/A
Senior/Disabled 20 Ride (Special Services)	\$39.00	N/A
Adult 20 Ride Punch Pass (Fixed Route)	\$26.00	N/A
Youth 20 Ride Punch Pass (Fixed Route)	\$23.00	N/A
Monthly Passes		
Adult	\$36.00	N/A
Youth	\$21.00	N/A
Senior / Disabled / Medicare	\$18.00	N/A
Half –Month Pass		
Adult	\$18.00	N/A
Special Services Paratransit – (ADA Certified)		
Cash Fare	\$2.00	N/A
Companions (one allowed)	\$2.00	N/A
Personal Care Assistant	Free	N/A

Source: Vacaville City Coach. (January 1, 2015). <http://www.citycoach.com>

1.7 Revenue Fleet

The revenue fleet includes the following:

Local Fixed-Route Fleet

The City owns and operates the County's only Compressed Natural Gas (CNG) fixed route fleet. Fixed route service is provided by eighteen (18) 35-foot, low-floor, CNG buses. Each of these buses has 30 seats. Demand response service is provided by six (6) 15-foot cutaway vans with eight seats. Details of the fleet including make, model, year, wheelchair capacity, bicycle capacity, current mileage and estimated replacement year are presented in Table 4.

The City is in the process of procuring three additional 35-foot, low-floor CNG buses to augment its fleet and add additional service due to increased demand.

Support Fleet

The City's support fleet consists of a 2004 Chevrolet 1-Ton with Service Body (with 10,503 miles).

Table 4: Vacaville City Coach Vehicle Fleet (as of July, 2015)

Year	Vehicle ID# ^A	Make	Model	Fuel	Seats	Wheel-chair Positions	Bike Rack Capacity	Length	Mileage (as of 9/30/12)	Replacement Schedule
Fixed Route Buses										
2009	921	New Flyer	C35LF	CNG	30	8	2	35 ft.	99,545	2025
2009	922	New Flyer	C35LF	CNG	30	2	2	35 ft.	97,241	2025
2009	923	New Flyer	C35LF	CNG	30	2	2	35 ft.	99,348	2025
2009	924	New Flyer	C35LF	CNG	30	2	2	35 ft.	88,916	2025
2009	925	New Flyer	C35LF	CNG	30	2	2	35 ft.	94,929	2025
2009	926	New Flyer	C35LF	CNG	30	2	2	35 ft.	92,502	2025
2009	927	New Flyer	C35LF	CNG	30	2	2	35 ft.	94,889	2025
2009	928	New Flyer	C35LF	CNG	30	2	2	35 ft.	100,942	2025
2009	929	New Flyer	C35LF	CNG	30	2	2	35 ft.	91,680	2025
2009	930	New Flyer	C35LF	CNG	30	2	2	35 ft.	88,779	2025
2010	931	New Flyer	C35LFR	CNG	30	2	2	35 ft.	48,770	2026
2010	932	New Flyer	C35LFR	CNG	30	2	2	35 ft.	42,641	2026
2010	933	New Flyer	C35LFR	CNG	30	2	2	35 ft.	43,001	2026
2010	934	New Flyer	C35LFR	CNG	30	2	2	35 ft.	48,447	2026
2010	935	New Flyer	C35LFR	CNG	30	2	2	35 ft.	38,299	2026
2013	936	New Flyer	Xcelsior	CNG	30	2	2	35 ft.	5,663	2028
2013	937	New Flyer	Xcelsior	CNG	30	2	2	35 ft.	6,049	2028
2013	938	New Flyer	Xcelsior	CNG	30	2	2	35 ft.	4,450	2028
Vans and Mini-Buses										
2006	957	El Dorado	Ford E350	Diesel	8	2	0	23 ft.	81,060	2016
2008	961	Bus West	Ford E450	Gas	8	2	2	23 ft.	71,769	2016
2008	962	Bus West	Ford E450	Gas	8	2	2	23 ft.	73,916	2016
2014	963	ARBOC	Spirit	Gas	8	2	2	23 ft.	8,737	2021
2014	964	ARBOC	Spirit	Gas	8	2	2	23 ft.	5,779	2021
2014	965	ARBOC	Spirit	Gas	8	2	2	23 ft.	6,852	2021

Source: City of Vacaville, as of July 2015. Vacaville City Coach Vehicle Inventory List.

Note: This fleet list only includes vehicles that are in service and does not include vehicles that have previously been disposed of.

1.8 Existing Facilities

Existing facilities include the following:

Administration/Operations

The City’s operations and administration building constructed in 2001 is located at the rear of the City’s Corporation Yard located at 1001 Allison Drive. The City’s contracted transit service provider utilizes this building as the base for all transit operations and contracted administrative duties.

Vehicle Storage, Maintenance and Fueling

The City’s fleet is stored, maintained and fueled at 1001 Allison Drive which is the location of the Transit Building, garage maintenance facility, and the diesel and Compressed Natural Gas (CNG) fueling stations.

The City’s garage maintenance facility consists of two dedicated bus maintenance bays. The two maintenance bays were constructed by the City in 2000 to specifically maintain CNG powered buses. In 2001, the City completed construction of its first CNG fueling station. The City compresses gas on-site, significantly lowering the overall cost of CNG fuel. The station is located adjacent to the City’s existing diesel and unleaded fueling station near the entrance to the City’s Corporation Yard.

In 2009, the City procured 10 new low-floor, New Flyer CNG buses and began to retire its fleet of seven diesel powered Gillig fixed route buses. To accommodate the CNG vehicles, the City constructed a secondary CNG fueling station to increase the availability of CNG fuel for the City’s growing fleet of CNG powered vehicles.

Park-and-Ride

Four Park-and-Ride facilities are located within Vacaville, as shown below in Table 5. Most lots have more than 100 parking spaces and are equipped with bike racks. The following chart displays location, transit transfer, number of parking spaces, and bicycle storage information on the Park-and-Ride lots. All lots are maintained by the City, except for the Cliffside Drive location which is operated by Caltrans.

Table 5: Park-and-Ride Lots in Vacaville

Location	Transit Service	Parking Spaces	Bike Storage
Bella Vista Road & Davis Street	N/A	201	Yes
Cliffside & Peabody at I-80	N/A	125	No
Davis Street at I-80	FAST, Vacaville City Coach	250	Yes
Leisure Town Road, North of Orange Drive	N/A	45	No

Source: City of Vacaville. (January, 2015).

Bus Stop Amenities

Currently, there are approximately 400 designated bus stops throughout the City Coach transit system. There are 47 bus shelters situated along Vacaville City Coach’s fixed routes. The shelters were constructed at stops with the highest

boarding and alighting activity. The City maintains an annual capital program to install new transit amenities including bus shelters, bus benches and information kiosks throughout the city as well as to replace older bus shelters and transit amenities that have reached the end of their service lifecycle.

Bicycle Facilities

Bike racks are available in locations throughout the city. Recently the Vacaville Transportation Center bike lockers were removed due to complications with homeless individuals. Vacaville City Coach staff are working to install the BikeLink lockers at both transit centers. The BikeLink locker is broadly utilized throughout the Bay Area and is becoming more the norm in easy to use and access bike lockers. The Davis Street Park-and-Ride Lot, located at the intersection of Davis Street and Bella Vista Road has the capacity for up to eight bicycles within its four lockers. Up to four bicycles may be stored in the two lockers available at the Cliffside Park and Ride Lot on Cliffside Drive and Peabody at I-80.

Stations and Stops

The Vacaville Transportation Center (VTC), located at 1500 Travis Way, was opened for service on March 1, 2012. The project cost \$12 million and was funded by Federal Transit Administration (FTA) 5307 Formula Program Funds and Transportation Development Act (TDA) funds in an 80/20% split respectively.

The VTC is located on six acres with five covered pedestrian shelters, 10 bus bays, 20 Vanpool spots and 200 regular parking spaces. The Vacaville Transportation Center is outfitted with real-time bus arrival signage at all bus shelters. The Center is also outfitted with security cameras monitored by the Vacaville Police Department in its dispatch operations center.

The site is powered exclusively by an extensive solar photovoltaic system that provides 100% offset of electrical charges. Monthly electric savings generated by the solar photovoltaic system averages \$900-\$2,000 depending on the month, with summer months generating the greatest savings. The cumulative year-end savings offsets 100% of the sites' electrical cost. Overnight parking is available.

The Downtown Transit Plaza, located at 200 East Monte Vista, was opened for service in August 2007. The Downtown Transit Plaza is located in the heart of old Downtown Vacaville and includes five bus bays and five large pedestrian bus shelters each outfitted with real-time bus arrival signage. All but two City Coach bus routes serve the Downtown Transit Plaza. The site is equipped with solar photovoltaic powered security cameras.

2 **Goals, Objectives, Measures, and Standards**

2.1 **Introduction**

This section reviews and presents modifications to the adopted organizational goals, objectives, and performance measures and standards (GOMS) for Vacaville City Coach. GOMS modifications seek to provide a standard baseline to compare and enhance the goals, objectives, performance measures and standards for all operators as well as provide the basis for creating a comprehensive and consistent set of goals and objectives that respond to the individual needs and characteristics for all operators as part of the Solano County Coordinated Short Range Transit Plan (SCCSRTP). The SCCSRTP's 4 areas of coordination are 1) Fare Coordination 2) Enhanced Capital Planning 3) Enhanced Service Planning 4) Coordinated ADA Eligibility Processing.

2.2 **Definition of Terms**

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

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

2.3 **Prior SRTP Goals, Objectives, Measures and Standards**

Vacaville City Coach developed goals and objectives for its FY2007-08 SRTP. Within this SRTP the previously standards and goals have remained unchanged as they continue to be relevant. The goals, objectives, measures and standards for Vacaville City Coach are grounded in a performance measuring system that focuses services on five core values:

- Efficiency
- Effectiveness
- Responsiveness
- Inclusiveness
- Environmental Consciousness

The performance measuring system that forms the basis of the goals, objectives, measures and standards strive to reflect the core values in quantifiable measures.

2.3.1 Goals

The following table shows the goals for Vacaville City Coach.

Table 6: Vacaville City Coach Goals

Service Goal
Provide safe, reliable, and high quality transportation
Evaluate, monitor and improve transit services on an on-going basis
Ridership Goal
Operate an efficient and effective system that maximizes service and minimizes costs
Customer Focus Goal
Development of innovative marketing and public outreach programs Encourage citizen participation through City-sponsored citizen committees, in addition to organizations, groups, clubs and businesses throughout Vacaville Develop the brand including use of the mission tag line “Connecting People to Community”
Financial/Cost Effective Goal
Operate an efficient and effective system that maximizes service and minimizes cost impacts
Land Use Goal
Coordinate transit system development with community planning and development efforts and land-use policy

2.3.2 Objectives

The following table shows the objectives for Vacaville City Coach.

Table 7: Vacaville City Coach Objectives

Service Objectives
Provide safe service
Reliable transit service
Provide high-quality customer service to patrons
Evaluation service annually and update as needed to enhance rider experience
Ridership Objective
Increase public transit usage
Customer Focus Objective
Maximize accessibility
Development of a marketing plan
Encourage citizen participation
Financial/Cost Effective Goal
Minimize operating costs
Maximize use of transit funding
Land Use Goal
Encourage consideration of transit needs in land-use policies within all Vacaville City Coach partner communities during the development review and approval process

2.3.3 Performance Measures and Standards

The following shows the existing performance measures and standards for Vacaville City Coach.

Table 8: Vacaville City Coach Performance Measures and Standards

Vacaville City Coach Performance Measures and Standards		
Type	Measure	Standard
Service	Passengers/vehicle revenue mile (VRM)	Fixed-Route: 1.0 Urban Dial-a-Ride (DAR): 0.25
	Passengers/vehicle revenue hour (VRH)	Fixed-Route: 12.0 Urban Dial-a-Ride (DAR): 2.6
	Geographic coverage	Equal coverage throughout the Local Tax Base Area
	Regularly programmed service evaluations	Independent evaluations at intervals of no greater than 3 years
	Fixed route, headways, and travel time	Headway Times: Provide headway time of no more than 30 minutes Travel Time: Travel time no more than 2.5 times that of car travel time
	Ratio of passengers to available seats	No more than 145% of available seats
	Passenger injuries	Fixed-Route: Less than one passenger injury 100,000 passenger boardings Urban Dial-a-Ride (DAR): Less than one passenger injury 5,000 passenger boardings
	Preventable accidents	Fixed-Route: Minimum of 60,000 miles between preventable collision accidents Urban Dial-a-Ride (DAR): Minimum of 60,000 miles between preventable collision accidents
	On-time performance	Fixed-Route: 92% of all monthly trips operate on-time (defined as 0 to 5 minutes past the published schedule) Urban Dial-a-Ride (DAR): 90% of all monthly trips operate on-time (defined as within 15 minutes of the scheduled pick-up time)
	Trip reservations	90% of DAR customers and all ADA eligible trips scheduled within 60 minutes of requested pick-up time

Vacaville City Coach Performance Measures and Standards		
Type	Measure	Standard
	Missed trips	Fixed-Route: Less than 1% of total monthly trips (defined as no later than 15 minutes past scheduled pick-up time or missed entirely) Urban Dial-a-Ride (DAR): Less than 1% of monthly trips (defined as no later than 30 minutes past scheduled pick-up time or missed entirely)
	Missed transfers	Less than 5% of the monthly transfers by route (missed transfer defined as missed connection from one bus to another).
	Trip denials	Zero monthly trip requests result in a denial due to capacity constraints (as defined by the Americans with Disabilities Act of 1990) No more than 3% of total monthly trip requests result in a denial due to customer refusal of a scheduled trip offered within 60-minutes of the original, requested pick-up time.
	Maintenance schedule	Fixed-Route: All regularly scheduled maintenance completed within 500 miles or 5 days of schedule date Urban Dial-a-Ride (DAR): All regularly scheduled maintenance completed within 500 miles or 5 days of scheduled date
	Road calls	Fixed-Route: No less than 10,000 miles between road calls (defined as incidents where service is interrupted longer than 5 minutes due to a mechanical failure (except for flat tires)) Urban Dial-a-Ride (DAR): No less than 10,000 miles between road calls (defined as incidents where service is interrupted longer than 5 minutes due to a mechanical failure (except for flat tires))
	Transfer Wait Times Between Local Fixed Route and Regional Lines	Transfer wait times should be no more than 5 minutes between local buses and no more than 15 minutes between local and intercity buses at transit centers.
Ridership	Annual growth in ridership	Fixed-Route: Growth in annual ridership mirrors that of the service area's population change Urban Dial-a-Ride (DAR): Growth in annual ridership mirrors that of the service area's population change
Customer Focus	Response to complaints	Respond within 24 hours and track per 100,000 service miles
	Marketing plan development (actual expenditures)	Not less than 3% of annual operating budget

Vacaville City Coach Performance Measures and Standards		
Type	Measure	Standard
	Provide various opportunities for customer feedback (encourage citizen participation)	Increase brand visibility strategically to encourage new users Conduct annual on board patron surveys Make available passenger comment cards and suggestion boxes on all revenue vehicles Conduct outreach prior to meetings to encourage public input on unmet transit needs
Cost Effectiveness	Operating cost/vehicle revenue hour (VRH)	Fixed-Route: \$66.00 Urban Dial-a-Ride (DAR): \$70.00
	Operating cost/passenger	Fixed-Route: \$5.00 Urban Dial-a-Ride (DAR): \$32.00
	Farebox recovery	Fixed-Route: 20% Urban Dial-a-Ride (DAR): 10% (including local taxi scrip program)
	Coordinated Human Services Plan	No duplication of service
Land Use	Practice involvement in the planning/approval process	Specify service levels. Identify capital improvements to be included in new developments. Work with retailers and business community to increase accessibility to the public transit service network

3 Service and System Performance Evaluation

3.1 System Trends

3.1.1 Ridership

Combined ridership on Vacaville City Coach services, including local fixed routes and complementary ADA paratransit dial-a-ride (DAR) services exhibited an annual increase in ridership between FY2010-14. Ridership grew by 42% from FY2009-10 to FY2013-14, an increase of over 154,000 riders over this period (increasing from 368,921 riders in FY2009-10 to 523,372 in FY2013-14). The largest annual increase in ridership (a 27% increase) was observed between FY2010-11 and FY2011-12, representing an increase of nearly 99,000 riders.

Local fixed route ridership accounted for about 95%-97% of system ridership during this period. Local fixed route ridership followed the same increasing trend exhibited by system-wide ridership, with local fixed route ridership increasing

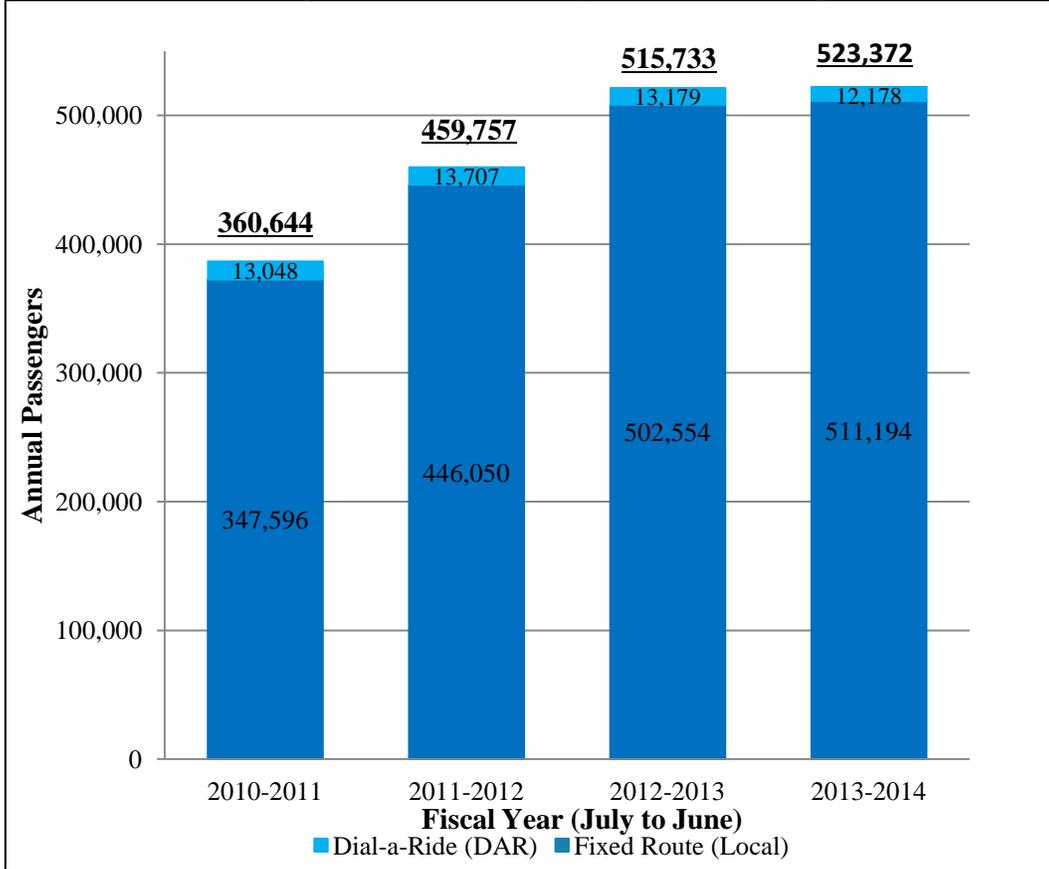
from 355,617 riders in FY2009-10 to 511,194 riders in FY2013-14 (an increase of 44%). The largest annual increase in ridership (a 28% increase) was observed between FY2010-11 and FY2011-12, representing an increase of over 98,000 riders.

DAR ridership during this period was relatively flat. DAR ridership has experienced a decreasing trend in recent years, with ridership gradually falling to 12,178 in FY2014. Ridership dropped 7.5% from FY2014 12,178 as compared to FY2012-13 at 13,179.

In terms of Vacaville residents utilizing the SolanoExpress Intercity bus system, the most current survey data captured in June 2014 shows that 9.9% of all SolanoExpress ridership comes from Vacaville as city of residence by rider. By Intercity Route, the 9.9% total ridership by residence percentage is broken down as follows:

- Route 20 – 52.2%
- Route 30 – 32.6%
- Route 40 – 30.6%
- Route 90 – 14.8%
- Route 21 – 3.4%
- Route 80 – 0.3%
- Route 85 – 3.2%

Figure 3: Vacaville City Coach Ridership (FY2011-14)



Source: Vacaville City Coach, January 2015.

Notes: Bold, underlined numbers represent the total per fiscal year)

3.1.2 Fare Revenue

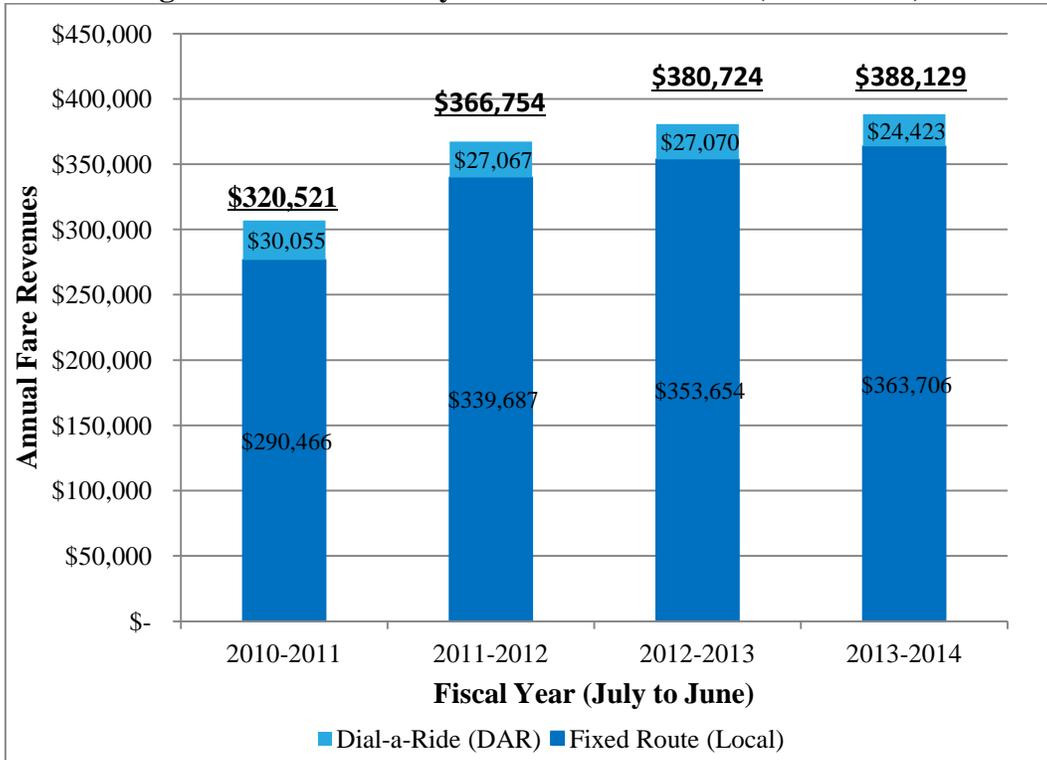
Total fare revenues for both local fixed route and DAR service range from \$319,827 in FY2009-10 to a high of \$388,129 in FY2013-14. Over this four year period, revenues increased each year, although the increase in FY2010-11 to FY2011-12 was large (over \$46,000). Fare revenues grew by 21% from FY2009-10 to FY2013-14, an increase of over \$68,000. The overall fare revenue trend aligned fairly well with ridership trends in terms of overall percentage growth during the four year period.

Local fixed route fare revenue accounts for between 85-95% of system fare revenues. Local fixed route fare revenues mirrored the general system trend, with annual increases. From FY2009-10 to FY2013-14, fixed route fare revenues grew from \$290,131 to \$363,706, an increase of over \$73,000 or 25%. The slowest growth in annual fare revenues was observed between FY2009-10 and FY2010-11 (nearly \$6,000 or 2.1%).

DAR fare revenues decreased from \$29,696 in FY2009-10 to \$24,423 in FY2013-14. DAR fare revenues rebounded slightly in FY2010-11 to \$30,055, but fell again to \$27,067 in FY2011-12. DAR fare revenues track with the decreasing

ridership trend, except for the anomaly in FY2010-11, where ridership decreased by 3.5%, but fare revenue increased by the 1.2%.

Figure 4: Vacaville City Coach Fare Revenue (FY2011-14)



Source: Vacaville City Coach, January 2015.

Notes: Bold, underlined numbers represent the total per fiscal year)

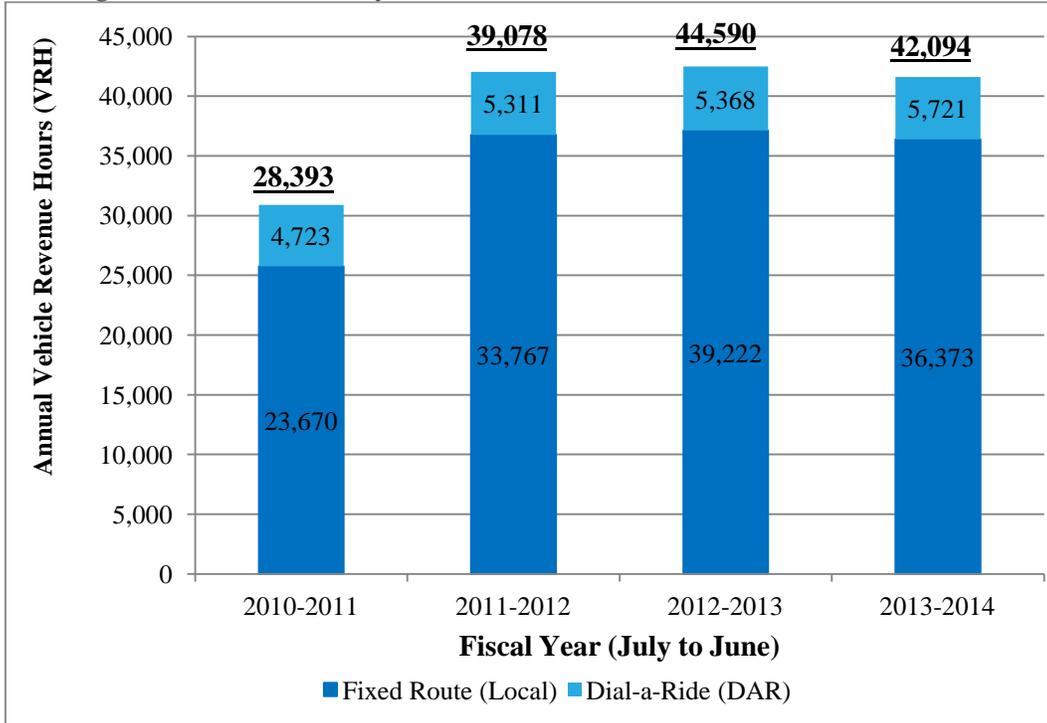
3.1.3 Vehicle Revenue Hours (VRH)

System vehicle revenue hours (VRH) for local fixed route and DAR services show an increasing trend similar to ridership each year. Over the five year period, vehicle revenue hours grew from 30,186 VRH in FY2009-10 to 42,094 VRH in FY2013-14, an overall percentage increase of 39.0%. The most significant increase was observed between FY2011-12 and FY2012-13, with an overall annual increase of 5,512 VRH or 14%. The slowest growth was observed between FY2009-10 and FY2010-11 (where a slight decrease of 1,700 VRH occurred or a 6% decrease).

Fixed route services comprise between 80%-90% of system VRH over this period. The fixed route VRH trend mirrors that of the system. Over the five year period, vehicle revenue hours grew from 25,120 VRH in FY2009-10 to 36,373 VRH in FY2013-14, an overall percentage increase of 45%. The most significant increase was observed between FY2010-11 and FY2011-12, coinciding with major service changes in August 2011, with an overall increase of more than 8,000 VRH or 31.2%. The slowest growth was observed between FY2009-10 and FY2010-11 (an decrease of 1,450 VRH or 6% decrease). The general trend mirrors that of fixed route ridership, each approximately 45%.

DAR services comprise between 10%-20% of system VRH over this period. The amount of DAR service provided fell about 7% from FY2009-10 to FY2010-11 by 343 VRH. Since FY2011-12, VRH has grown by 410 VRH in FY2014. It is noted that while DAR ridership has been decreasing ever since FY2011-12, VRH has continued to grow since FY2010-11.

Figure 5: Vacaville City Coach Vehicle Revenue Hours (FY2011-14)



Source: Vacaville City Coach, January 2015.

Notes: Bold, underlined numbers represent the total per fiscal year)

3.1.4 Operating Cost

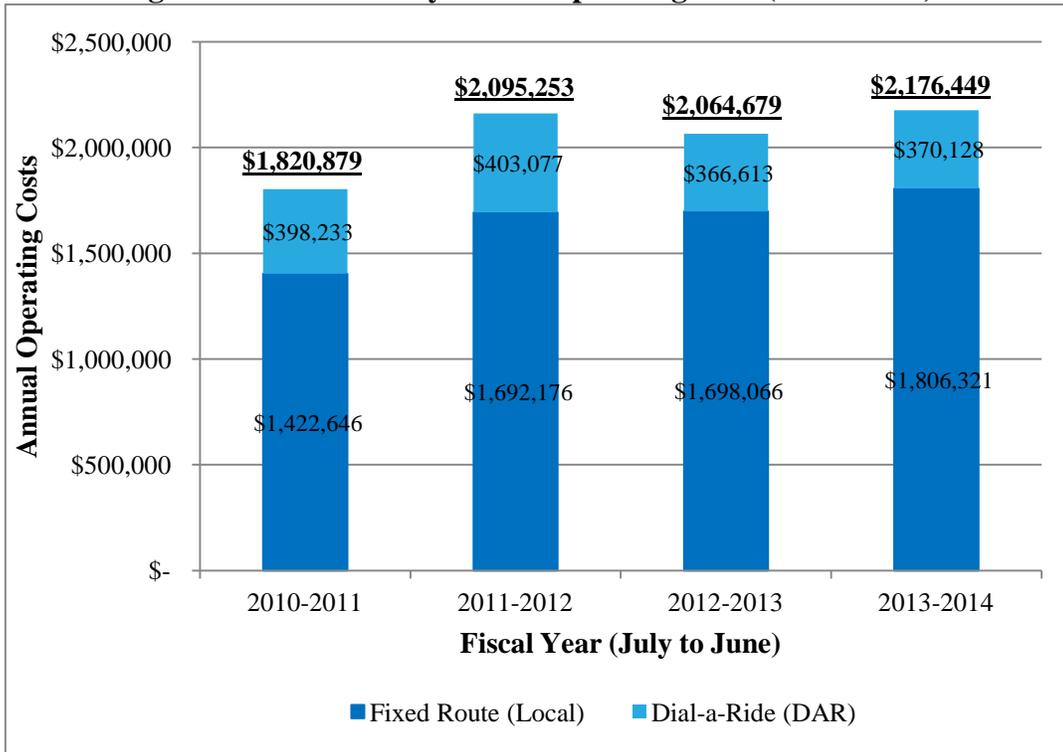
System operating costs for local fixed route and DAR have increased from \$1.89 million to \$2.1 million or 14.0% in the five year period starting in FY2009-10. During this period, Vacaville City Coach experienced a drop in costs from FY2009-10 to FY2010-11 of nearly \$72,000 to \$1.82 million in FY2010-11 (or about 4%). Costs have since risen modestly in comparison to the market and Consumer Price Index (CPI) by \$355,000 from FY2010-11 to FY2013-14 to \$2.17 million (or about 19.5%). While system-wide operating costs showed an increasing trend over this period, this is explained by the increase in local fixed route vehicle revenue hours provided.

However, overall growth in operating costs during this five year period (14.0% increase) lagged far behind the increase in overall VRH (a 39% increase). This is evidence of increased cost efficiency. Improved operating efficiency and productivity is also apparent when comparing the relative increase in operating costs and fare revenues. Over this period (FY2010-14), operating costs increased by 14.0%, while fare revenue increased by 21.0%.

Fixed route service accounted for about three-quarters of total operating costs, with DAR accounting for the remainder of operating costs. Fixed route operating costs have risen over this five year period (FY2010-14) from \$1.45 million in FY2009-10 to \$1.8 million in FY2013-14, an increase of about 24%. Similar to the overall trends, fixed route costs have increased in commensurate fashion with the increase in fixed route VRH.

DAR operating costs declined from FY2009-10 thru FY2013-14 (from \$439,326 to \$370,128, a drop of about 16%). Overall between FY2011-12 and FY2012-13, DAR operating costs declined by about \$36,000 or 9%.

Figure 6: Vacaville City Coach Operating Cost (FY2011-14)



Source: Vacaville City Coach, January 2015.

Notes: Bold, underlined numbers represent the total per fiscal year)

3.2 Service Performance

The following service performance measures for Vacaville City Coach fixed route and DAR services were evaluated using quantitative data to determine whether or not the performance standard was met (as defined by the Vacaville City Coach GOMS for this SRTP). Table 9 provides an overview of which system performance standards have been met from FY2009-10 to FY2013-14.

Service

- Passenger Productivity (per Vehicle Revenue Mile (VRM)):** Vacaville City Coach did not meet its fixed route passengers per VRM standard of 1.0 nor its DAR standard of 0.25 in any of the analyzed years. However,

fixed route and DAR services just barely failed to meet these standards, with fixed route performance ranging from 0.85-0.99 passengers/VRM and DAR performance at around 0.22-0.23 passengers/VRM.

- **Passenger Productivity (per Vehicle Revenue Hour (VRH)):** Vacaville City Coach met its fixed route passengers per VRH standard of 12.0 and its DAR standard of 2.6 for three of the five analyzed years.
- **Safety** – Vacaville City Coach met its fixed route safety standard of less than 1 passenger injury per 100,000 boardings for all analyzed years. Vacaville City Coach meet its DAR safety standard of less than 1 passenger injury per 100,000 boardings.
- **Preventable Accidents** – Vacaville City Coach met its fixed route and DAR standard of 60,000 miles between preventable accidents for all analyzed years. No DAR accidents were recorded in FY2011-12 and FY2013-14.
- **Missed Trips** – Vacaville City Coach met its fixed route and DAR service reliability standard of missing less than 1.0% of total monthly trips for all analyzed years.
- **Service Reliability:** Vacaville City Coach met its fixed route standard of 92% on-time performance (0 to 5 minutes past the schedule) for three of the five analyzed years except for FY2009-10, where is performed at 91.5% and FY2012-13 where it performed 91.8% on-time performance. Vacaville City Coach meets its DAR standard of 90% on-time performance (within 15 minutes of scheduled pickup) for all analyzed years.
- **DAR Service Responsiveness:** Vacaville City Coach met its DAR standard of 100% of requested ADA trips scheduled within 60 minutes of the requested time for all analyzed years. Vacaville City Coach did not serve any non-ADA trips with its DAR service. Vacaville City Coach met its DAR standard of less than 3% monthly ADA trip requests resulting in refusal when offered within 60 minutes of the requested time. Also, Vacaville City Coach met its DAR standard of zero trips requested denied due to capacity constraints.
- **Transfer Reliability:** Vacaville City Coach met its fixed route standard of 5% or fewer missed bus-to-bus transfer connections for all analyzed years.
- **Road Calls** – Vacaville City Coach met its fixed route and DAR mechanical reliability standard of 10,000 miles between road calls for all analyzed years.

Ridership

- **Ridership Growth:** Annual ridership growth is tracked against the area's population growth for both fixed route and DAR service. Population growth was 0.59% from FY2010-11 to FY2011-12, 0.40% from FY2011-12 to FY2012-2013, and -1.96% from FY2012-13 to FY2013-14. Vacaville City Coach local fixed route service exceeds these population growth rates, with rates between 15.85% to 0.58% from FY2009-10 thru

FY2013-14 (and thus satisfied the standard) with a high of 19.79% in FY2011-12. DAR annual ridership growth did not meet the standard – in fact DAR ridership decreased over this period.

Cost Effectiveness

- **Operating Cost / Vehicle Revenue Hour (VRH):** Vacaville City Coach met its fixed route standard of \$66.00/VRH for all analyzed years. In fact, the cost per hour declined significantly over the five years to \$49.66 per hour in FY2013-14. Vacaville City Coach failed to meet its DAR standard of \$70.00/VRH for three of the five analyzed years – with performance ranging from \$86.72/VRH in FY2010 to \$75.89/VRH in FY2012. Starting in FY2012-13 performance was at \$68.30/VRH and was \$64.70/VRH in FY2013-14.
- **Operating Cost / Passenger:** Vacaville City Coach met its fixed route standard of \$5.00/passenger for all analyzed years. Vacaville City Coach met its DAR standard of \$32.00/passenger for four of the five years analyzed. Vacaville City Coach failed to meet this DAR standard in FY2009-10 at \$33.02/passenger.
- **Farebox Recovery:** Vacaville City Coach meet its 20% local fixed route farebox recovery standard from FY2009-10 to FY2013-14. Vacaville City Coach meet its standard of 10% DAR farebox recovery for four of the five years analyzed, 14.5% in FY2009-10.

Customer Focus

- **Customer Satisfaction:** Vacaville City Coach also tracks its complaints per 100,000 vehicle revenue miles (VRM). The complaint rate is between 1.57 and 1.89 complaints per 100,000 VRM for fixed route. Vacaville City Coach met its standard of <1.0 Complaints/100,000 Vehicle Revenue Miles for all five years analyzed.

Table 9: Vacaville City Coach Quantified Service Performance (Gray Shading Represents Performance *below* the Defined Standard)

Type	Category	Performance Metrics ^A	Type of Service	Standard	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	
Service	Passenger Productivity	Passengers / Vehicle Revenue Mile	Fixed Route (Local)	1.00	0.98	1.0	0.85	0.98	0.99	
			Dial-a-Ride (DAR)	0.25	0.23	0.23	0.22	0.22	0.22	
	Passenger Productivity	Passenger / Vehicle Revenue Hour	Fixed Route (Local)	12.00	14.2	14.7	13.2	12.8	14.1	
			Dial-a-Ride (DAR)	2.60	2.6	2.8	2.6	2.5	2.1	
	Safety	Passenger Injuries / 100,000 Boardings	Fixed Route (Local)	< 1.00	0.285	0.537	0.672	0.394	0.196	
		Passenger Injuries / 5,000 Boardings	Dial-a-Ride (DAR)	< 1.00	0.349	0.000	0.000	0.395	0.000	
	Preventable Accidents	Miles between Preventable Accidents (Vehicle Revenue Miles / Preventable Accidents)	Fixed Route (Local)	> 60,000	185,068	384,803	262,975	513,756	171,627	
			Dial-a-Ride (DAR)	> 60,000	73,162	70,931	No Accidents	60,481	No Accidents	
	Missed Trips	Less than X % of Total Monthly Trips Defined as Missed	Fixed Route (Local)	< 1.0%	0.01%	0.01%	0.01%	0.01%	0.01%	
			Dial-a-Ride (DAR)	< 1.0%	0.7%	0.7%	0.7%	0.6%	0.7%	
	Service Reliability	On-Time Performance (0 to 5 Minutes past the Schedule)	Fixed Route (Local)	> 92%	91.5%	92.4%	93.1%	91.8%	92.0%	
		On-Time Performance (within 15 Minutes of Schedule Pickup)	Dial-a-Ride (DAR)	> 90%	90.6%	90.1%	90.8%	90.7%	90.6%	
	DAR Service Responsiveness	% of Requested Non-ADA Trips Scheduled within 60 Minutes of Requested Time	Dial-a-Ride (DAR)	> 90%	No "non-ADA" trips served by this service.					
		% Requested ADA Trips Scheduled within 60 Minutes of Requested Time?	Dial-a-Ride (DAR)	100.00%	100%	100%	100%	100%	100%	
		% of Monthly ADA Trip Requests Resulting in Refusal when Offered within 60 Minutes of Requested Time	Dial-a-Ride (DAR)	< 3%	0%	0%	0%	0%	0%	
		# of Trips Requested Denied due to Capacity Constraints (as defined by ADA of 1990)	Dial-a-Ride (DAR)	0	0	0	0	0	0	
	Transfer Reliability	% of Bus-to-Bus Transfer Connections Missed	Fixed Route (Local)	< 5%	1%	0%	1%	2%	0%	
	Road Calls	Miles between Road Calls (Vehicle Revenue Miles / Road Calls)	Fixed Route (Local)	>10,000	15,188	42,138	262,928	52,270	64,360	
Dial-a-Ride (DAR)			>10,000	16,003	10,368	61,666	10,829	55,257		
Local/Regional Transfer Wait Times	Transfer wait times no more than 5 min. between local and no more than 15 min. between local and intercity. ^F	Fixed Route/Intercity	Varies	Compliant	Compliant	Compliant	Compliant	Compliant		

Type	Category	Performance Metrics ^A	Type of Service	Standard	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Ridership	Ridership Growth	Annual Ridership Growth vs. Area's Population Growth ^B	Fixed Route (Local)	Varies	15.85%	6.28%	19.79%	13.93%	0.58%
			Dial-a-Ride (DAR)	Varies	-1.23%	-3.35%	-3.62%	10.65%	-8.80%
Cost Effectiveness	Cost Effectiveness	Operating Cost / Vehicle Revenue Hours	Fixed Route (Local)	< \$66.00	\$57.87	\$55.26	\$46.04	\$45.75	\$49.66
			Dial-a-Ride (DAR) ^C	< \$70.00	\$86.72	\$84.32	\$75.89	\$68.30	\$64.70
		Operating Cost / Passenger	Fixed Route (Local)	< \$5.00	\$4.09	\$4.09	\$3.79	\$3.38	\$3.53
			Dial-a-Ride (DAR) ^D	< \$32.00	\$33.02	\$30.52	\$29.41	\$27.82	\$30.39
		Farebox Recovery	Fixed Route (Local)	20%	20.0%	20.04%	20.1%	20.8%	20.1%
			Dial-a-Ride (DAR) ^E	15%	14.5%	15.1%	15.6%	17.1%	15.5%
Customer Focus	Customer Satisfaction	Complaints per 100,000 Vehicle Revenue Miles	Fixed Route (Local)	< 3	1.70	1.57	1.89	1.61	1.78
			Dial-a-Ride (DAR)	< 1	0	0	0	0	0

Source: Vacaville City Coach, January 2013.

Notes:

^A Vehicle revenue miles and hours are referred to as vehicles service miles and hours by Vacaville City Coach.

^B Population growth was 0.59% from FY2010-11 to FY2011-12, 0.40% from FY2011-12 to FY2012-2013, and -1.96% from FY2012-13 to FY2013-14.

^C DAR operating cost per VRH includes local taxi scrip program. This standard was updated from \$65.00 reflected in the 2013 SRTP to \$70.00 in this 2015 SRTP. The new figure reflected the combined DAR services whereas the pervious figure of \$65.00 only took into account Paratransit services alone.

^D DAR operating cost per Passenger includes local taxi scrip program.

^E DAR operating cost for farebox recovery includes local taxi scrip program.

^F Transfer wait times no more than 5 min. between local and no more than 15 min. between local and intercity.

3.3 System Performance

This section assesses system-level performance using both qualitative and quantitative data from Vacaville City Coach to determine whether or not the performance standard was met (as defined by the Vacaville City Coach GOMS for this SRTP). Table 10 provides an overview of which system performance standards have been met from FY2008-09 to FY2011-12.

Service

- **Service Coverage:** Vacaville City Coach met its standard of equally distributing both local fixed route and DAR services throughout the local tax base area for all analyzed years.
- **Service Monitoring:** Vacaville City Coach met its standard of independently evaluating services at least every 3 years for both local fixed route and DAR services for all analyzed years.
- **Service Levels:** Vacaville City Coach met its local fixed route standard of operating headways no more than 30 minutes for all analyzed years.
- **Service Travel Time:** Vacaville City Coach met its local fixed route standard of fixed route schedule travel time being no more than 2.5 times that of car travel time for all analyzed years.
- **Service Comfort:** Vacaville City Coach met its standard of no greater than a 145% peak load factor (passengers to available seats) for peak ridership periods on its fixed route local service for all analyzed years.
- **Vehicle Maintenance:** Vacaville City Coach met its system standard of maintaining all vehicles within 500 miles or 5 days of schedule maintenance for all analyzed years.

Cost Effectiveness

- **Service Duplication:** Vacaville City Coach met its standard of no service duplication with Human Service Agencies for all analyzed years.

Customer Focus

- **Customer Service:** Vacaville City Coach met its system standard of responding to complaints within 24 hours for all analyzed years.
- **Marketing:** Vacaville City Coach met its system standard of allocating at least 3% of the annual operating budget to marketing expenditures and making system branding visible to encourage new riders for all analyzed years.
- **Public Participation:** Vacaville City Coach met its system standard of conducting annual on-board surveys, making comments cards and suggestion boxes available on all vehicles, and conducting outreach to encourage public input on unmet transit needs for all analyzed years.

Land Use

- **Land Use Coordination:** Vacaville City Coach met its system standard of working with retailers and the business community to increase accessibility to the public transit service networks for all analyzed years. Vacaville City Coach met its system standard of identifying service levels and capital improvements for inclusion in new developments for all analyzed years.

Regional Coordination

- **Regional Coordination:** Vacaville City Coach met its system standard of coordinating fares with intercity services provided at transit centers (transfers, but not Clipper yet) for all analyzed years. Vacaville City Coach met its system standard of coordinating schedules with intercity operators at transit centers and providing a wait of 15 minutes or less for all analyzed years.

Table 10: Vacaville City Coach Qualitative System Performance (Gray Shading Represents Performance below the Defined Standard)

Type	Category	Other Metrics/Statistics	Type of Service	Standard	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Service	Service Coverage	Are services distributed equally throughout the local tax base area?	System	YES	YES	YES	YES	YES	YES
	Service Monitoring	Are services evaluated independently at least every 3 years?	System	YES	YES	YES	YES	YES	YES
	Service Levels	Are fixed route headways no more than 30 minutes?	Fixed Route (Local)	YES	YES	YES	YES	YES	YES
	Service Travel Time	Are fixed route scheduled travel times no more than 2.5 times that of car travel time?	Fixed Route (Local)	YES	YES	YES	YES	YES	YES
	Service Comfort (Peak Load Factor)	Is the ratio of passengers to available seats no more than 145% during peak ridership periods?	Fixed Route (Local)	YES	YES	YES	YES	YES	YES
	Vehicle Maintenance	Is the maintenance of all vehicles completed within 500 miles or 5 days of scheduled maintenance?	System	YES	YES	YES	YES	YES	YES
Cost Effectiveness	Service Duplication	Is there any service duplication with Human Service Agencies?	System	NO	NO	NO	NO	NO	NO
Customer Focus	Customer Service	Are complaints responded to within 24 hours?	System	YES	YES	YES	YES	YES	YES
	Marketing	Are marketing expenditures at least 3% of the annual operating budget?	System	YES	YES	YES	YES	YES	YES
		Is system branding visible to encourage new riders?	System	YES	YES	YES	YES	YES	YES
	Public Participation	Are on-board surveys conducted annually?	System	YES	YES	YES	YES	YES	YES
		Are comments cards and suggestion boxes available on all vehicles?	System	YES	YES	YES	YES	YES	YES
Land Use	Land Use	Are retailers and the business community worked with to increase accessibility to the public transit service network?	System	YES	YES	YES	YES	YES	YES
		Are service levels and capital improvements identified for inclusion in new development?	System	YES	YES	YES	YES	YES	YES
Regional Coordination	Regional Coordination	Are fares coordinated with intercity services provided at transit centers (transfers or Clipper)?	System	YES	YES	YES	YES	YES	YES
		Are schedules coordinated with intercity operators at transit centers (less than 15 min wait time)?	System	YES	YES	YES	YES	YES	YES

Source: Vacaville City Coach, January 2013.

3.4 Route Performance

Table 11 presents the FY2013-14 route-level operating statistics for local fixed route services operated by Vacaville City Coach. Table 12 presents the performance standards for the local service routes (as defined in the GOMS for this SRTP). DAR performance is not included in this route-level analysis.

Table 11: FY2013-14 Vacaville City Coach Route-Level Operating Statistics

Type	Route	Boardings	VRH	VRM	Fare Revenues	Operating Costs
Local	1	24,960	3,689.61	59,490	\$ 6,971.20	N/A
	2	90,674	7,233.82	96,675	\$ 22,795.90	N/A
	4	36,075	3,582.65	61,256	\$ 11,094.20	N/A
	5	148,728	7,374.16	100,133	\$ 67,398.05	N/A
	6	110,809	7,382.63	96,774	\$ 51,753.67	N/A
	8	99,949	7,287.55	103,033	\$ 29,289.70	N/A

Table 12: Vacaville City Coach Local Fixed Route and DAR Standards

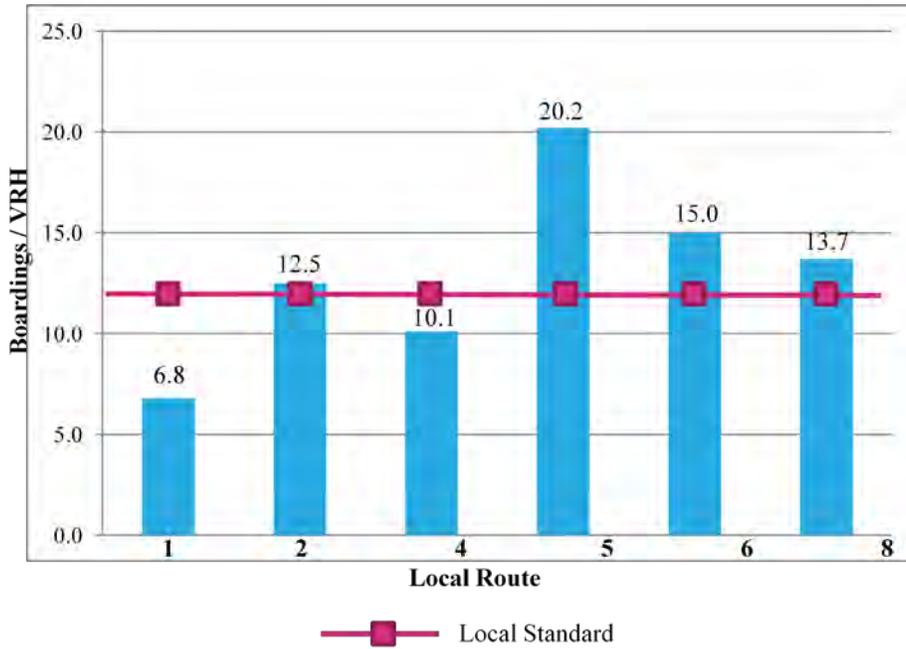
Standards	Boardings/ VRH	Boardings/ VRM	Farebox Recovery	O&M Cost / VRH	O&M Cost / Boarding
Local	14.1	1.00	20.1%	\$49.66	\$3.53

Source: Vacaville City Coach, January 2015

Due to the lack of available operating cost data to assess several of the route-level standards, only the passenger per vehicle revenue hour (VRH) performance as well as the fare revenue per VRH performance is assessed for local fixed route service for FY2013-14. DAR data is shown for comparison purposes only and has already been evaluated in Section 3.2. Key findings are below:

- Boardings per Vehicle Revenue Hour (VRH):** Figure 7 compares FY2013-14 Vacaville City Coach boardings/VRH for all fixed routes compared to the standard of 12.0. Overall, four of the six local fixed routes surpass this standard, Routes 2, 5, 6 and Route 8. Route 5 have the best performance at 20.2 boardings/RVH, while Routes 1 and 4 have the lowest performance at 6.8 and 10.1 boardings/ RVH, respectively.
- Fare Revenue per Vehicle Revenue Hour (VRH):** Figure 8 compares FY2013-14 Vacaville City Coach fare revenue/VRH for all fixed routes. There is no standard for this comparison, it is being done in lieu of route-level operating cost data to compute farebox recovery. Routes 5 and 6, with the highest boardings/RVH performance also generate the most revenue/RVH at \$9.14/RVH and \$7.01/RVH. Routes 1, 2 and 4 have the lowest performance with \$1.89/RVH, \$3.15/RVH, and \$3.10/RVH, respectively.

Figure 7: Comparison of Vacaville City Coach Boardings per Vehicle Revenue Hour for All Fixed Routes



Source: Vacaville City Coach, January 2015.

Figure 8: Comparison of Vacaville City Coach Fare Revenue per Vehicle Revenue Hour for All Fixed Routes



Source: Vacaville City Coach, January 2015.

3.5 Other Relevant Programmatic Evaluations

3.5.1 Community Based Transportation Plans

The most recent Community Based Transportation Plan was completed in September 2010. During the outreach process, which included community surveys, stakeholder interviews, stakeholder meetings, community meetings, and focus groups, the community identified the most frequently stated concerns regarding transit needs. The documented community concerns directly related to transit services are listed below. Some comments stated a need for a service or program that already exists. These are noted by parentheses after the gap statement.

Amenities

- Bus stops need shade, shelters, protection from rain.

Bicycle / Pedestrian

- Bike racks are not provided as a standard item at transit stops and are not available at common destinations (for example, Downtown Transit Center, Walgreens, Lucky, Raley's)

Connectivity

- Cross-county and inter-county service requires multiple transfers. Specifically, travel from Vacaville to Vallejo requires a transfer in Fairfield. Some report missing welfare appointments and monthly reports in Fairfield due to lack of transportation options. (Problem may lie with the transfer from the intercity service to the local service).

Funding / Cost

- The lack of funding for school buses means students either pay for public transit, are driven to school, bicycle, scooter or walk. School absenteeism increases with bad weather. (These comments may come from those unaware of the school tripper service and low-cost monthly bus pass.)
- Too expensive to rely on neighbors/coworkers for trips - \$10 to \$15 per DAR trip is typical payment.
- Lack of low-income bus pass

Information

- Insufficient access to information about scheduling, fares, and transfers. (Information widely available in different media and in Spanish and English)
- Lack of knowledge on where to find out about transit.
- Driver training needed for seniors (Available through Easter Seals)
- Information on senior taxi service is not well distributed

- Need for Travel Training for people with developmental disabilities and new riders (City Program exists)

Land Use

- Cul-de-sac developments increase the distance a pedestrian must travel to access a bus stop. Very few pedestrian cut-throughs exist.
- Buses travel loops around residential neighborhoods, rather than traveling through the middle of neighborhoods, requiring people to walk up to a mile to get to their bus stop. (Cited Vanden, Leisuretown Road)

Paratransit

- Excellent service in Vacaville. Hours are difficult for social trips - there are few late evening transportation options, specifically after 6 pm.
- Re-organization of Intercity Paratransit now requires additional fares for transfers, creating a financial burden.

Spatial

- Seniors require transportation to medical appointments outside the county (as required by their HMO). Can be as far as the Bay Area or Sacramento/Davis area. Difficult to coordinate this with paratransit.

Temporal

- Evenings: Bus service stops at 6pm. significant problem for youth programs, low-income youth and workers who get off evening shift work. Unsafe to walk or bike at night. Lack of late-evening (until 10 PM) and late-night service, to access evening activities and also for swing- and graveyard shifts. Students can't get to off-campus afterschool activities on the bus because of time constraints. The bus going to Fairfield stops at 4:30. People can't take night classes at Solano Community College.
- Saturday service starts too late and ends too early. Have to rush to do errands, don't have transportation for leisure activities (e.g. dinner, going somewhere with kids)
- Sundays: Lack of local transit service on Sundays. People cannot access groceries, laundry, friends, relatives, church, and recreational activities. Jobs may require working on Sunday.
- Lack of frequency on weekdays, weekends, and holidays. (Service is every 30 minutes on weekdays and Saturdays)

3.5.2 Title VI

Vacaville City Coach operates its services without regard to race, color, and national origin in accordance with Title VI of the Civil Rights Act. The last Title VI Analysis Report was completed and approved by FTA in February 2015. The City conducted a system-wide onboard patron survey to elicit feedback as to the level and quality of service provided by Vacaville City Coach and outlined the

steps taken to ensure Title VI compliance. As of February 2015, the City of Vacaville and Vacaville City Coach have not received any Title VI complaints in the last three years.

3.5.3 Results of Most Recent FTA Triennial Review and TDA Audit

The last FTA Triennial Review of Vacaville City Coach's transit services covered FY2012. The audit found that there were deficiencies in Technical, and Drug and Alcohol Program categories which were subsequently addressed by Vacaville City Coach and approved by the FTA. The following were the deficiencies identified:

- The City has been charging indirect costs to FTA grants but has not been reporting these costs on its federal financial reports (FFRs).
- The City has not kept its drug and alcohol program up to date with FTA requirements.

3.6 Summary of Performance

Ridership and fare revenue increased annually from FY2009-10 to FY2013-14 with an overall increase of 42% in system ridership and 21% in system fare revenue (this increase has been local fixed route service rather than DAR). Vehicle revenue hours (VRH) held fairly steady from FY2011-12 thru FY2013-14, after a significant increase in FY2010-11 due to changes in fixed route service. Operating costs increased from FY2011 to FY2012 due to the increase of service related to route changes and then held fairly steady from FY2012 through FY2014 as compared to market rates and CPI; the increase was significantly slower than the VRH increase, indicating enhanced cost efficiency, particularly for fixed route services. The improvement in cost efficiency resulted in Vacaville City Coach meeting its 20% fare recovery standard for fixed route service. DAR service also met its 10% fare recovery standard.

In FY2013-14, Vacaville City Coach met 13 out of 14 of its fixed route service performance standards, with a deficiency in passenger productivity (passengers/vehicle revenue mile). Vacaville City Coach met 13 out of 16 of its DAR service performance standards, with deficiencies in passenger productivity (passengers/vehicle revenue mile), ridership growth, and cost effectiveness (O&M cost per VRH). This performance more or less was the same over the four year period from FY2009-10 thru FY2013-14. Vacaville City Coach met all its qualitative system performance standards for all analysis years.

The 2010 CBTP revealed a range of community needs that included better cross-county and inter-county service that minimizes transfers, improved amenities at bus stops and access to transit facility, and more readily available transit information. The most recent Title VI report was completed in February 2015 and Vacaville City Coach has not received any Title VI complaints in the last three years. The 2012 FTA triennial review found that Vacaville City Coach had deficiencies in Technical and the Drug and Alcohol Program; Vacaville City Coach took corrective action which were approved by FTA.

All Vacaville City Coach local fixed bus routes operate every 30 minutes over a combination of one way loops and bidirectional routes covering residential and commercial areas of the city. Two of six Vacaville City Coach local fixed routes bus services are very productive: Routes 5 and 6. However, two other routes (Routes 1 and 4) operate below Vacaville City Coach productivity standards and should be reviewed for possible improvements.

In January 2015 Vacaville City Coach made changes to the Route 1 and Route 4 in an attempt to increase productivity and efficiency. The next SRTP will evaluate those changes.

4 Operating, Financial, and Capital Plans

4.1 Operating Plan

The City of Vacaville will continue to provide Vacaville City Coach fixed route local bus and complementary ADA paratransit Special Services on Mondays through Saturdays to the 94,000 residents of Vacaville. The City will continue to supplement Special Services by subsidizing a local taxi scrip program. In addition to these local public transit services, the City will also continue its funding participation in SolanoExpress intercity fixed route bus services and the County's intercity taxi scrip program for ADA qualified persons.

In FY2014-15, it is estimated that Vacaville City Coach will again serve over 500,000 riders with about 39,000 service hours, an average of about 1,600 passenger trips per day and 14 passengers per hour, at a cost of about \$2.1 million with fare revenues of about \$400,000, recovering about 20% of operating costs from fare revenues.

Between FY2013-14 and FY2014-15, ridership is expected to grow 2% due to the introduction of new services. After this initial increase, future ridership is expected to increase with population growth. The latest estimate for Solano County forecasts that population will grow by 0.9% per year over the next decade. The forecast calls for 1% annual growth through FY2021-22. Ridership increases on existing and extended bus routes will be able to be accommodated without any additional service expansion.

4.2 Operating Budget and Financial Projection

The Operating Budget and Financial Projection show that City of Vacaville will have surplus revenues throughout the 10 year period, allowing a build-up of TDA and FTA 5307 reserves to fund capital replacement needs and operating contingencies. Surpluses build because annual formula allocations of state and federal sources are more than sufficient to fund the net costs of transit operations. Over the ten years of the plan, local fixed route operating costs are in balance with passenger fare revenues, and so the fare recovery ratio stays at the 20% level required by TDA.

A baseline FY2014-15 operating budget and financial projection through FY2021-22 is provided in Table 13, Table 14, and Table 14, including separate budgets for Fixed Route, and Paratransit services, as well as Systemwide totals.

4.2.1 Operating Expenses

Vehicle hours in FY2014-15 will remain essentially unchanged from the FY2013-14 budget. Vacaville City Coach costs will be stable under a new operations contract that can be extended through FY2015-16. Vacaville City Coach will continue to benefit financially from its proactive alternative fuels, energy programs, and continuing emphasis on cost containment.

Vacaville City Coach has an all CNG bus fleet that provides the City with significant fuel price savings compared to diesel fuel. Vacaville City Coach plans to replace its diesel and gasoline powered Special Services cutaway van fleet with CNG vehicles to increase its cost savings. Vacaville City Coach also reduces its electric power consumption and cost with solar panels at the Vacaville Transportation Center. Both CNG and solar programs provide energy rebates to the City, further offsetting annual inflation of O&M expenses. The operating forecast assumes costs will be essentially level through FY2017-18 due to cost containment measures such as continued conversion of the fleet to a more cost-effective fuel, CNG. Beyond this year, costs are forecast to increase in line with inflation.

Over the past 12 months, the City worked closely with MTC to launch Clipper in Solano County. The Clipper launch occurred in November 2014. As of this writing, information is still preliminary regarding the ongoing operating & maintenance cost to the local transit operators for the use of the Clipper technology and third party revenue processing. In this operating plan, it is assumed that costs would be comparable to current expenses for fare collection & processing.

4.2.2 Program Expenses

The City of Vacaville makes financial contributions to several programs that provide supplementary mobility services including the local taxi scrip program, the intercity taxi scrip program, and the SolanoExpress intercity regional bus services. Both of the intercity programs operate on a shared cost basis with other funding partners in the County.

The Intercity taxi scrip program has recently been renewed through a new MOU that will be effective July 1, 2013 through June 30, 2015. As of this writing, management of the program is in the process of being transferred from the County to the STA. The City's costs for this program will be \$70,000 per year for the period of the MOU, which is a slight decrease compared to current levels. In future years, program costs are forecast to grow in line with TDA apportionments.

The City of Vacaville contributes about 16% of its annual TDA apportionment to support continuation of SolanoExpress inter-city bus service utilized by residents of Vacaville. Cost contributions are determined on a reimbursement basis by the two transit operators who provide the service (FAST and SolTrans), after deducting fares, grant revenues, and other monies designated to support service. The forecast anticipates that program costs will increase in line with TDA apportionments. A separate Transit Corridor Study is being prepared to develop possible improvements to inter-city bus services. The Corridor Study public outreach is expected to begin in the spring/summer of 2015. Financial impacts on transit operators will be evaluated at that time.

4.2.3 Operating Revenues

The financial projection assumes no change from current Vacaville City Coach local passenger fares of \$1.50 for adults, \$1.25 for youth, ages 6 -17, and \$0.75 for seniors age 65 and over and persons with disabilities, with day, 20 and 30 ride and monthly passes available. Transfers will continue to cost an additional 15 cents. Likewise, ADA paratransit fares will not change.

Clipper was installed in the spring/summer of 2014 with the launch in November 2014. All Vacaville City Coach fixed route buses now have Clipper installed and are functionally operational. Business rules and pricing mirrors that of the current Vacaville City Coach monthly pass fare instruments. Vacaville City Coach current fare media continues to be offered, the availability of Clipper as a new payment option is not expected to cause any significant changes in average fare per passenger or total fare revenues received by City Coach.

Aside from fare revenues, Vacaville City Coach anticipates earning more non-passenger operating revenues through the expansion of their advertising program approved by the Vacaville City Council in the spring of 2014. The contractor Lamar Advertising will be placing various partial and full bus wraps on selected buses thus increasing the annual revenue generation.

Vacaville City Coach strives to recover 20% of its local fixed route operating costs from passenger fares in accordance with its standards that are derived from TDA requirements. The financial projection shows Vacaville City Coach at or near the standard in all years.

Vacaville currently relies on two primary revenue sources to subsidize transit operations: TDA LTF apportionments and FTA's 5307 Urbanized Area funding program. These programs both provide formula funding allocations for the exclusive use of the City of Vacaville (as opposed to competitive grant programs or funds programmed by other agencies). Accordingly, future funding levels are assumed to be similar to historical amounts. The subsidy revenues shown in the operating plan are based on the following assumptions:

- **TDA-LTF Apportionments** – These are based on statewide sales tax collections, and subject to escalation due to natural inflation and increases due to underlying economic growth. TDA revenues are conservatively assumed to grow at 2% per year through FY2015-16 and 3% per year thereafter. The City of Vacaville dedicates approximately 38% of its TDA allocation to several specific programs, including the local taxi scrip program, STA Planning activities, and Solano County-wide transportation programs (inter-city taxi scrip and SolanoExpress). As a simplifying assumption, operating costs and required contributions for these programs are all assumed to grow at the same rate as overall TDA apportionments.
- **FTA 5307 Funding** – This is assumed to be stable during the period covered by this SRTP. Vacaville is entitled to claim 100% of the funds allocated to the Vacaville Urbanized Area (UZA), which had a population of 93,141 in the 2010 Census. Because the UZA population is less than 200,000, the allocation formula is based on population and population

density, and the City is permitted to use the funding for operations. Though MAP-21 have somewhat altered the structure of the FTA funding programs, it is assumed that operating assistance has continued to be provided and that the level of funding support for non-urbanized areas has not been significantly decreased.

In addition to these formula programs, Vacaville City Coach has also benefitted from MTC's Transit Performance Initiative that rewards the region's smaller transit operators for productivity improvements. Vacaville City Coach's prior year double digit percentage increases in ridership and passengers per hour, combined with its total ridership ranking amongst the smaller operators, earned it \$170,000 in incentive funds.

Table 13: Vacaville City Coach Operating Budget and Financial Projection (Fixed Route: Local)

Fixed Route: Local	Historical		Budget	Forecast									
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
<i>DRAFT - Internal Use</i>													
OPERATING STATISTICS													
Vehicle Miles	514,882	515,000	515,000	515,000	515,000	515,000	515,000	515,000	515,000	515,000	515,000	515,000	
Vehicle Hours	36,373	36,400	36,400	36,400	36,400	36,400	36,400	36,400	36,400	36,400	36,400	36,400	
Ridership	[1] 511,194	509,000	510,000	510,383	510,893	511,404	511,915	512,427	512,940	513,452	513,966	514,480	
OPERATING EXPENSES													
Operating & Maintenance Costs													
O&M Cost - basline	\$1,806,321	\$1,835,685	\$1,850,000	\$1,851,850	\$1,853,702	\$1,855,556	\$1,857,411	\$1,859,269	\$1,861,128	\$1,862,989	\$1,864,852	\$1,866,717	
O&M Cost - due to change in level of service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
O&M Cost - due to structural cost incr/decr	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<i>Subtotal: O&M Expenses</i>	\$1,806,321	\$1,835,685	\$1,850,000	\$1,851,850	\$1,853,702	\$1,855,556	\$1,857,411	\$1,859,269	\$1,861,128	\$1,862,989	\$1,864,852	\$1,866,717	
Other Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<i>Subtotal: OTHER OPERATING Expenses</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
TOTAL OPERATING EXPENSES	\$1,806,321	\$1,835,685	\$1,850,000	\$1,851,850	\$1,853,702	\$1,855,556	\$1,857,411	\$1,859,269	\$1,861,128	\$1,862,989	\$1,864,852	\$1,866,717	
PROGRAM EXPENSES													
Intercity Express Bus (Contrib. to County-Wide Prog.)	[2, 3] \$435,264	\$535,000	\$546,000	\$562,000	\$565,000	\$568,000	\$596,000	\$603,000	\$610,000	\$615,000	\$615,000	\$615,000	
TOTAL PROGRAM EXPENSES	\$435,264	\$535,000	\$546,000	\$562,000	\$565,000	\$568,000	\$596,000	\$603,000	\$610,000	\$615,000	\$615,000	\$615,000	
TOTAL EXPENSES	\$2,241,585	\$2,370,685	\$2,396,000	\$2,413,850	\$2,418,702	\$2,423,556	\$2,453,411	\$2,462,269	\$2,471,128	\$2,477,989	\$2,479,852	\$2,481,717	

OPERATING REVENUES												
Fixed Route: Local	<i>Historical</i>	<i>Budget</i>	<i>Forecast</i>									
DRAFT - Internal Use	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Transit Fares - baseline	\$363,706	\$365,000	\$370,000	\$373,700	\$377,437	\$381,211	\$385,023	\$388,874	\$392,762	\$396,690	\$400,657	\$404,664
Transit Fares - due to change in service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transit Fares - due to proposed fare incr/decr	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal: FARE Revenue	\$363,706	\$365,000	\$370,000	\$373,700	\$377,437	\$381,211	\$385,023	\$388,874	\$392,762	\$396,690	\$400,657	\$404,664
Other Operating Revenues												
Advertising	[4] \$0	\$0	\$10,000	\$11,000	\$11,110	\$11,221	\$11,333	\$11,447	\$11,561	\$11,677	\$11,793	\$11,911
Subtotal: OTHER OPERATING Revenues	\$0	\$0	\$10,000	\$11,000	\$11,110	\$11,221	\$11,333	\$11,447	\$11,561	\$11,677	\$11,793	\$11,911
TOTAL OPERATING REVENUES	\$363,706	\$365,000	\$380,000	\$384,700	\$388,547	\$392,432	\$396,357	\$400,320	\$404,324	\$408,367	\$412,450	\$416,575
SUBSIDY REVENUES												
Subsidy Revenues - Local												
Air District (BAAQMD / YSAQMD)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal: LOCAL Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subsidy Revenues - State												
TDA: net annual LTF apportionment (no carryover)	[5] \$3,052,898	\$3,232,799	\$3,250,000	\$3,253,250	\$3,256,503	\$3,259,760	\$3,263,020	\$3,266,283	\$3,269,549	\$3,272,818	\$3,276,091	\$3,279,367
Subtotal: STATE Revenue	\$3,052,898	\$3,232,799	\$3,250,000	\$3,253,250	\$3,256,503	\$3,259,760	\$3,263,020	\$3,266,283	\$3,269,549	\$3,272,818	\$3,276,091	\$3,279,367
Subsidy Revenues - Federal												
FTA5307: Urbanized Area (Operating)	[6] \$818,335	\$811,959	\$815,000	\$815,815	\$816,631	\$817,447	\$818,265	\$819,083	\$819,902	\$820,722	\$821,543	\$822,364
FTA5307: New Freedom (Operating)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal: FEDERAL Revenue	\$818,335	\$811,959	\$815,000	\$815,815	\$816,631	\$817,447	\$818,265	\$819,083	\$819,902	\$820,722	\$821,543	\$822,364
TOTAL SUBSIDY REVENUES	\$3,871,233	\$4,044,758	\$4,065,000	\$4,069,065	\$4,073,134	\$4,077,207	\$4,081,284	\$4,085,366	\$4,089,451	\$4,093,541	\$4,097,634	\$4,101,732
TOTAL REVENUES	\$4,234,939	\$4,409,758	\$4,445,000	\$4,453,765	\$4,461,681	\$4,469,640	\$4,477,641	\$4,485,686	\$4,493,775	\$4,501,907	\$4,510,085	\$4,518,307
ANNUAL SURPLUS (DEFICIT)	\$1,993,354	\$2,039,073	\$2,049,000	\$2,039,915	\$2,042,979	\$2,046,084	\$2,024,230	\$2,023,418	\$2,022,647	\$2,023,918	\$2,030,233	\$2,036,590

Fixed Route: Local	Historical		Budget	Forecast									
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	
DRAFT - Internal Use													
METRICS													
Operating Expense Per Vehicle HOUR	\$49.66	\$50.43	\$50.82	\$50.88	\$50.93	\$50.98	\$51.03	\$51.08	\$51.13	\$51.18	\$51.23	\$51.28	
Operating Expense Per Vehicle MILE	\$3.51	\$3.56	\$3.59	\$3.60	\$3.60	\$3.60	\$3.61	\$3.61	\$3.61	\$3.62	\$3.62	\$3.62	
Operating Expense Per Passenger	\$3.53	\$3.61	\$3.63	\$3.63	\$3.63	\$3.63	\$3.63	\$3.63	\$3.63	\$3.63	\$3.63	\$3.63	
Average Fare Per Passenger	\$0.66	\$0.66	\$0.66	\$0.66	\$0.66	\$0.66	\$0.66	\$0.66	\$0.66	\$0.66	\$0.66	\$0.66	
Passengers Per Vehicle HOUR	14.1	14.0	14.0	14.0	14.0	14.0	14.1	14.1	14.1	14.1	14.1	14.1	
Farebox Recovery (Fares as % of Operating Exp.)	20.1%	19.9%	20.5%	20.8%	21.0%	21.1%	21.3%	21.5%	21.7%	21.9%	22.1%	22.3%	
<p>[1] Growth beyond FY2014/15 is forecast at 1% per year, consistent with anticipated population growth of Vacaville - assumes same fare structure.</p> <p>[2] Intercity Funding Agreement calculations for FY2014/15 service + 2% escalation.</p> <p>[3] Assues TDA amounts increase consistent with growth of TDA apportionment specified in TSP, i.e. 2% annual growth through FY2016 and 3% annual growth thereafter.</p> <p>[4] Advertising revenue increases are based on city's increased advertising program including various bus wraps.</p> <p>[5] FY2015/16 amounts based on MTC Fund Estimate. TDA-LTF amount is net of deductions for STA Planning/Countywide, and net of amounts specified for paratransit in TSP.</p> <p>[6] FTA revenues reflect anticipated use by city to fund annual transit service. City uses less than its annual formula fund allocation, the FTA 5307 carryover is expected to grow during forecast period.</p>													

Table 14: Vacaville City Coach Operating Budget and Financial Projection (Paratransit)

Paratransit: ADA + Local Tax Program	Historical		Budget	Forecast								
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
DRAFT - Internal Use												
OPERATING STATISTICS (Paratransit Only)												
Vehicle Miles	55,257	55,260	55,260	55,260	55,260	55,260	55,260	55,260	55,260	55,260	55,260	55,260
Vehicle Hours	5,721	5,724	5,727	5,730	5,732	5,735	5,738	5,741	5,744	5,747	5,750	5,753
Ridership	12,178	12,200	12,200	12,200	12,200	12,200	12,200	12,200	12,200	12,200	12,200	12,200
OPERATING STATISTICS (Local taxi program)												
Vehicle Miles	VRM data not available for Local Taxi Scrip progra											
Vehicle Hours	2,189	2,193	2,198	2,202	2,207	2,211	2,215	2,220	2,224	2,229	2,233	2,238
Ridership	12,384	12,409	12,434	12,458	12,483	12,508	12,533	12,558	12,584	12,609	12,634	12,659
OPERATING STATISTICS (Paratransit & Local Taxi)												
Vehicle Miles	VRM data not available for Local Taxi Scrip progra											
Vehicle Hours	7,910	7,917	7,924	7,932	7,939	7,946	7,954	7,961	7,968	7,976	7,983	7,990
Ridership	24,562	24,609	24,634	24,658	24,683	24,708	24,733	24,758	24,784	24,809	24,834	24,859
OPERATING EXPENSES - Special Services ADA												
Operating & Maintenance Costs												
O&M Cost - baseline [1]	\$377,434	\$380,000	\$382,000	\$382,382	\$382,764	\$383,147	\$383,530	\$383,914	\$384,298	\$384,682	\$385,067	\$385,452
O&M Cost - due to change in level of service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
O&M Cost - due to structural cost incr/decr	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: O&M Expenses</i>	\$377,434	\$380,000	\$382,000	\$382,382	\$382,764	\$383,147	\$383,530	\$383,914	\$384,298	\$384,682	\$385,067	\$385,452
Other Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: OTHER OPERATING Expenses</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENSES	\$377,434	\$380,000	\$382,000	\$382,382	\$382,764	\$383,147	\$383,530	\$383,914	\$384,298	\$384,682	\$385,067	\$385,452

PROGRAM EXPENSES													
Local Tax Scrip (net expense)	[2]	\$160,564	\$167,409	\$167,576	\$167,744	\$167,912	\$168,080	\$168,248	\$168,416	\$168,584	\$168,753	\$168,922	\$169,091
Intercity Taxi Scrip (Contrib. to County-Wide Prog.)	[2, 3]	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
TOTAL PROGRAM EXPENSES		\$230,564	\$237,409	\$237,576	\$237,744	\$237,912	\$238,080	\$238,248	\$238,416	\$238,584	\$238,753	\$238,922	\$239,091
TOTAL EXPENSES		\$607,998	\$617,409	\$619,576	\$620,126	\$620,676	\$621,227	\$621,778	\$622,330	\$622,882	\$623,435	\$623,988	\$624,542
OPERATING REVENUES													
Operating Revenues - Fares													
Transit Fares - baseline (Paratransit)	[4]	\$24,173	\$24,173	\$24,183	\$24,192	\$24,202	\$24,212	\$24,221	\$24,231	\$24,241	\$24,250	\$24,260	\$24,270
Transit Fares - baseline (Local Tax Scrip Prog.)		\$68,835	\$68,973	\$69,111	\$69,249	\$69,387	\$69,526	\$69,665	\$69,804	\$69,944	\$70,084	\$70,224	\$70,365
Transit Fares - due to change in service		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transit Fares - due to proposed fare incr/decr		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: FARE Revenue</i>		\$93,008	\$93,146	\$93,293	\$93,441	\$93,589	\$93,738	\$93,887	\$94,036	\$94,185	\$94,334	\$94,484	\$94,634
Other Operating Revenues													
Advertising		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: OTHER OPERATING Revenues</i>		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING REVENUES		\$93,008	\$93,146	\$93,293	\$93,441	\$93,589	\$93,738	\$93,887	\$94,036	\$94,185	\$94,334	\$94,484	\$94,634
SUBSIDY REVENUES													
Subsidy Revenues - Local													
Air District (BAAQMD / YSAQMD)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: LOCAL Revenue</i>		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subsidy Revenues - State													
TDA: net annual LTF apportionment (no carryover)	[3]	\$486,803	\$496,542	\$511,438	\$526,781	\$542,585	\$558,862	\$575,628	\$592,897	\$610,684	\$629,005	\$647,875	\$667,311
<i>Subtotal: STATE Revenue</i>		\$486,803	\$496,542	\$511,438	\$526,781	\$542,585	\$558,862	\$575,628	\$592,897	\$610,684	\$629,005	\$647,875	\$667,311
Subsidy Revenues - Federal													
FTA5307: Urbanized Area (Operating)	[5]	\$166,665	\$173,041	\$178,232	\$183,579	\$189,087	\$194,759	\$200,602	\$206,620	\$212,819	\$219,203	\$225,779	\$232,553

FTA5307: New Freedom (Operating)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: FEDERAL Revenue</i>	\$166,665	\$173,041	\$178,232	\$183,579	\$189,087	\$194,759	\$200,602	\$206,620	\$212,819	\$219,203	\$225,779	\$232,553
TOTAL SUBSIDY REVENUES	\$653,468	\$669,583	\$689,670	\$710,361	\$731,671	\$753,622	\$776,230	\$799,517	\$823,503	\$848,208	\$873,654	\$899,864
TOTAL REVENUES	\$746,476	\$762,729	\$782,964	\$803,802	\$825,261	\$847,359	\$870,117	\$893,553	\$917,687	\$942,542	\$968,138	\$994,498
ANNUAL SURPLUS (DEFICIT)	\$138,478	\$145,320	\$163,387	\$183,676	\$204,585	\$226,133	\$248,339	\$271,223	\$294,805	\$319,107	\$344,150	\$369,956

Paratransit: ADA + Local Taxi Program	Historical		Budget	Forecast								
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
<i>DRAFT - Internal Use</i>												
METRICS												
Operating Expense Per Vehicle HOUR	\$68.01	\$69.14	\$69.35	\$69.36	\$69.36	\$69.37	\$69.37	\$69.38	\$69.39	\$69.39	\$69.40	\$69.40
Operating Expense Per Vehicle MILE	VRM data not available for Local Taxi Scrip progra											
Operating Expense Per Passenger	\$21.90	\$22.24	\$22.31	\$22.31	\$22.31	\$22.31	\$22.31	\$22.31	\$22.31	\$22.31	\$22.31	\$22.31
Average Fare Per Passenger	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44	\$2.44
Passengers Per Vehicle HOUR	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1	3.1
Farebox Recovery (Fares as % of Operating Exp.)	17.3%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.0%	17.1%	17.1%
<p>[1] Costs projected to be stable through FY2015/16 and then increase between 1% and 2% per year thereafter.</p> <p>[2] Assumes TDA amount used is fairly consistent with growth in TDA, i.e. 2% growth through SRTP forecast horizon.</p> <p>[3] Amounts for FY2014/15 from MOU dated 03-May-2103. Growth considerably constrained.</p> <p>[4] Fares forecast o be fairly consistent through the SRTP forecast horizon.</p> <p>[5] Amounts derived from TSP study. Vacaville uses less FTA5307 than its apportionment.</p>												

Table 15: Vacaville City Coach Operating Budget and Financial Projection (Systemwide)

Systemwide Total	Historical		Budget	Forecast								
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
DRAFT - Internal Use												
OPERATING STATISTICS (without local taxi program)												
Vehicle Miles	570,139	570,260	570,260	570,260	570,260	570,260	570,260	570,260	570,260	570,260	570,260	570,260
Vehicle Hours	42,094	42,124	42,127	42,130	42,132	42,135	42,138	42,141	42,144	42,147	42,150	42,153
Ridership	[1] 523,372	521,200	522,200	522,583	523,093	523,604	524,115	524,627	525,140	525,652	526,166	526,680
OPERATING EXPENSES												
Operating & Maintenance Costs												
O&M Cost - baseline	[7] \$2,183,755	\$2,215,685	\$2,232,000	\$2,234,232	\$2,236,466	\$2,238,703	\$2,240,941	\$2,243,182	\$2,245,426	\$2,247,671	\$2,249,919	\$2,252,169
O&M Cost - due to change in level of service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
O&M Cost - due to structural cost incr/decr	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: O&M Expenses</i>	\$2,183,755	\$2,215,685	\$2,232,000	\$2,234,232	\$2,236,466	\$2,238,703	\$2,240,941	\$2,243,182	\$2,245,426	\$2,247,671	\$2,249,919	\$2,252,169
Other Operating Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: OTHER OPERATING Expenses</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENSES	\$2,183,755	\$2,215,685	\$2,232,000	\$2,234,232	\$2,236,466	\$2,238,703	\$2,240,941	\$2,243,182	\$2,245,426	\$2,247,671	\$2,249,919	\$2,252,169
PROGRAM EXPENSES												
Local Taxi Scrip (net expense)	[8] \$160,564	\$167,409	\$167,576	\$167,744	\$167,912	\$168,080	\$168,248	\$168,416	\$168,584	\$168,753	\$168,922	\$169,091
Intercity Taxi Scrip (contrib. to County-wide Prog.)	[8, 9] \$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Intercity Express Bus (Contrib. to County-Wide Prog.)	[2, 3] \$435,264	\$535,000	\$546,000	\$562,000	\$565,000	\$568,000	\$596,000	\$603,000	\$610,000	\$615,000	\$615,000	\$615,000
TOTAL PROGRAM EXPENSES	\$665,828	\$772,409	\$783,576	\$799,744	\$802,912	\$806,080	\$834,248	\$841,416	\$848,584	\$853,753	\$853,922	\$854,091
TOTAL EXPENSES	\$2,849,583	\$2,988,094	\$3,015,576	\$3,033,976	\$3,039,378	\$3,044,782	\$3,075,189	\$3,084,598	\$3,094,010	\$3,101,424	\$3,103,840	\$3,106,259

OPERATING REVENUES												
Operating Revenues - Fares (Fixed Route and DAR only)												
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Transit Fares - baseline	[10] \$387,879	\$389,173	\$394,183	\$397,892	\$401,639	\$405,423	\$409,245	\$413,105	\$417,003	\$420,941	\$424,917	\$428,933
Transit Fares - due to change in service	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transit Fares - due to proposed fare incr/decr	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: FARE Revenue</i>	\$387,879	\$389,173	\$394,183	\$397,892	\$401,639	\$405,423	\$409,245	\$413,105	\$417,003	\$420,941	\$424,917	\$428,933
Other Operating Revenues												
Advertising	[4] \$0	\$0	\$10,000	\$11,000	\$11,110	\$11,221	\$11,333	\$11,447	\$11,561	\$11,677	\$11,793	\$11,911
<i>Subtotal: OTHER OPERATING Revenues</i>	\$0	\$0	\$10,000	\$11,000	\$11,110	\$11,221	\$11,333	\$11,447	\$11,561	\$11,677	\$11,793	\$11,911
TOTAL OPERATING REVENUES	\$387,879	\$389,173	\$404,183	\$408,892	\$412,749	\$416,644	\$420,578	\$424,551	\$428,564	\$432,617	\$436,711	\$440,845
SUBSIDY REVENUES												
Subsidy Revenues - Local												
Air District (BAAQMD / YSAQMD)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: LOCAL Revenue</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subsidy Revenues - State												
TDA: net annual LTF apportionment (no carryover)	[5, 9] \$3,539,701	\$3,729,341	\$3,761,438	\$3,780,031	\$3,799,088	\$3,818,622	\$3,838,648	\$3,859,180	\$3,880,233	\$3,901,823	\$3,923,966	\$3,946,678
<i>Subtotal: STATE Revenue</i>	\$3,539,701	\$3,729,341	\$3,761,438	\$3,780,031	\$3,799,088	\$3,818,622	\$3,838,648	\$3,859,180	\$3,880,233	\$3,901,823	\$3,923,966	\$3,946,678
Subsidy Revenues - Federal												
FTA5307: Urbanized Area (Operating)	[6, 11] \$985,000	\$985,000	\$993,232	\$999,394	\$1,005,717	\$1,012,207	\$1,018,867	\$1,025,703	\$1,032,721	\$1,039,925	\$1,047,322	\$1,054,917
FTA5307: New Freedom (Operating)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: FEDERAL Revenue</i>	\$985,000	\$985,000	\$993,232	\$999,394	\$1,005,717	\$1,012,207	\$1,018,867	\$1,025,703	\$1,032,721	\$1,039,925	\$1,047,322	\$1,054,917
TOTAL SUBSIDY REVENUES	\$4,524,701	\$4,714,341	\$4,754,670	\$4,779,426	\$4,804,805	\$4,830,829	\$4,857,515	\$4,884,883	\$4,912,954	\$4,941,748	\$4,971,288	\$5,001,595
TOTAL REVENUES	\$4,981,415	\$5,172,487	\$5,227,964	\$5,257,567	\$5,286,942	\$5,316,999	\$5,347,758	\$5,379,239	\$5,411,462	\$5,444,449	\$5,478,223	\$5,512,805
ANNUAL SURPLUS (DEFICIT)	\$2,131,832	\$2,184,393	\$2,212,387	\$2,223,591	\$2,247,564	\$2,272,217	\$2,272,569	\$2,294,640	\$2,317,452	\$2,343,026	\$2,374,382	\$2,406,546

Systemwide Total	Historical		Budget									
			Forecast									
	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
DRAFT - Internal Use												
FINANCIAL CAPACITY												
Opening Balance												
TDA Carryover			\$5,148,533									
Annual Cash Flow												
Beginning Balance			\$5,148,533	\$6,459,720	\$8,522,111	\$10,558,375	\$10,759,337	\$12,601,741	\$14,384,971	\$15,181,006	\$16,477,098	\$18,690,080
Add (Less): Annual Surplus (Deficit)			\$2,212,387	\$2,223,591	\$2,247,564	\$2,272,217	\$2,272,569	\$2,294,640	\$2,317,452	\$2,343,026	\$2,374,382	\$2,406,546
Less: TDA Capital Uses			-\$901,200	-\$161,200	-\$211,300	-\$2,071,255	-\$430,165	-\$511,410	-\$1,521,417	-\$1,046,934	-\$161,400	-\$561,400
Equals: Cumulative Year-End Balance			\$6,459,720	\$8,522,111	\$10,558,375	\$10,759,337	\$12,601,741	\$14,384,971	\$15,181,006	\$16,477,098	\$18,690,080	\$20,535,226
Capital Needs												
Annual Unfunded Capital Needs, if any			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total 10-Year Capital Funding surplus (Gap)			\$6,459,720	\$8,522,111	\$10,558,375	\$10,759,337	\$12,601,741	\$14,384,971	\$15,181,006	\$16,477,098	\$18,690,080	\$20,535,226

METRICS		FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Operating Expense Per Vehicle HOUR	\$	\$51.88	\$52.60	\$52.98	\$53.03	\$53.08	\$53.13	\$53.18	\$53.23	\$53.28	\$53.33	\$53.38	\$53.43
Operating Expense Per Vehicle MILE	\$	\$3.83	\$3.89	\$3.91	\$3.92	\$3.92	\$3.93	\$3.93	\$3.93	\$3.94	\$3.94	\$3.95	\$3.95
Operating Expense Per Passenger	\$	\$4.17	\$4.25	\$4.27	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28	\$4.28
Passengers Per Vehicle HOUR		12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.4	12.5	12.5	12.5	12.5
Farebox Recovery (Fares as % of Operating Exp.)		17.8%	17.6%	18.1%	18.3%	18.5%	18.6%	18.8%	18.9%	19.1%	19.2%	19.4%	19.6%

[1] Growth beyond FY2014/15 is forecast at 1% per year, consistent with anticipated population growth of Vacaville - assumes same fare structure.

[2] Intercity Funding Agreement calculations for FY2014/15 service + 2% escalation.

[3] Assumes TDA amounts increase consistent with growth of TDA apportionment specified in TSP, i.e. 2% annual growth through FY2016 and 3% annual growth thereafter.

[4] Advertising revenue increases are based on city's increased advertising program including various bus wraps.

[5] FY2015/16 amounts based on MTC Fund Estimate. TDA-LTF amount is net of deductions for STA Planning/Countywide, and net of amounts specified for paratransit in TSP.

[6] FTA revenues reflect anticipated use by city to fund annual transit service. City uses less than its annual formula fund allocation, the FTA 5307 carryover is expected to grow during forecast period.

[7] Costs projected to be stable through FY2015/16 and then increase at 2% per year thereafter.

[8] Assumes TDA amount used is fairly consistent with growth in TDA, i.e. 2% growth through SRTP forecast horizon.

[9] Amounts for FY2014/15 from MOU dated 03-May-2103. Growth considerably constrained.

[10] Fares forecast to be fairly consistent through the SRTP forecast horizon.

[11] Amounts derived from TSP study. Vacaville uses less FTA5307 than its apportionment.

4.3 Capital Improvement Plans

4.3.1 Planned and Proposed Capital Projects

The following are summary descriptions of the projects contained in the City of Vacaville's ten year capital improvement plan that support City Coach local fixed route and special service ADA complementary paratransit.

Revenue Vehicle Replacement

Vacaville City Coach fixed route services are operated using 18 low floor, CNG powered 35' transit buses. Special services utilize 5 cutaway vans. The fleet replacement schedules for fixed route and special services paratransit are shown in Tables 4 and 5, respectively. With proper maintenance, City staff extends the life of CNG buses up to four years past their standard service life (16 years instead of standard 12 years for buses). Vans are also extended by up to a year past their normal 7 year minimum service life. As shown in Table 17, the only replacements anticipated during the period of this SRTP are for paratransit vehicles. Fixed route vehicle purchases are funded from a combination of federal funds and local TDA funds, paratransit replacement buses are funded 100% with TDA dollars. The total cost of the paratransit vehicle replacement over 10 years is estimated to be approximately \$875,000.

The City is a funding partner in the SolanoExpress inter-city transit service. The Intercity Transit Funding Working Group (ITFWG) has recently agreed to a funding plan to provide for timely replacement of the over the road coaches used to provide the SolanoExpress service. This funding plan calls for a contribution from the City of Vacaville of approximately \$3.2 million, of which will come due within the timeframe shown in this SRTP. A specific funding plan is still being identified for this item, so the capital plan shows TDA revenues as the capital source for the project.

Revenue Vehicle Expansion

No fixed route vehicles are expected to be purchased within this SRTP horizon. Vacaville City Coach plans on making a purchase of two additional paratransit vehicles in FY2015-16, the project is estimated at \$260,000.

Non-Revenue Vehicle Expansion

Vacaville City Coach is planning to purchase an additional car in FY2015-16 for a driver shuttle to/from relief points. This project cost \$20,000 and will be funded with TDA revenue.

Table 16: Vacaville City Coach Fleet Replacement Schedule – Fixed Route

Number of Vehicles	Year	Model	Avg. Mileage (as of 7/01/14)	Eligible Replacement Year	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Existing Fleet														
10	2009	New Flyer C35LF CNG	164,948	FY 2021/22 *	10	10	10	10	10	10	10	10	10	10
5	2011	New Flyer C35LF CNG	120,602	FY 2023/24 *	5	5	5	5	5	5	5	5	5	5
3	2013	New Flyer C35LFR CNG	5,387	FY 2025/26 *	3	3	3	3	3	3	3	3	3	3
18	<i>Sub-Total Existing Fleet</i>				18	18	18	18	18	18	18	18	18	18
Future Acquisitions														
0					0	0	0	0	0	0	0	0	0	0
0	<i>Sub-Total: Acquisitions</i>				0	0	0	0	0	0	0	0	0	0
Sold/Salvaged					0	0	0	0	0	0	0	0	0	0
Contingency					0	0	0	0	0	0	0	0	0	0
Total Fixed Route Fleet - Active Fleet					18									
Total Fixed Route Fleet - All Vehicles					18									
Peak Vehicle Requirements					15	15	15	15	15	15	15	15	15	15
Spare Vehicles					3	3	3	3	3	3	3	3	3	3
Spare Ratio					20%	20%	20%	20%	20%	20%	20%	20%	20%	20%

Notes: * Eligible replacement year listed based on FTA 12-year heavy duty bus specifications; Vacaville City Coach plans to retain vehicle(s) beyond minimum 12 year lifecycle. Typically by 4 additional years with a retrofit; as such note that there are zero replacements programmed for within this 10-year SRTP horizon. The 2009 New Flyers will be the first to be replaced in 2026.

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

Table 17: Vacaville City Coach Fleet Replacement Schedule – Special Services Paratransit

Number of Vehicles	Year	Model	Avg. Mileage (as of 7/01/14)	Eligible Replacement Year	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
Existing Fleet														
2	2008	Starcraft	106,979	FY 2015/16	2									
3	2014	ARBOC Spirit Mobility	7,123	FY 2021/22	3	3	3	3	3	3	3			
5	<i>Sub-Total Existing Fleet</i>				5	3	3	3	3	3	3	0	0	0
Future Acquisitions														
2	2015	ARBOC Spirit Mobility	New	FY 2022/23	2	2	2	2	2	2	2			
3	2022	Cutaway	New	FY 2029/30							3	3	3	3
2	2023	Cutaway	New	FY 2030/31								2	2	2
7	<i>Sub-Total: Acquisitions</i>				2	2	2	2	2	2	5	5	5	5
Sold/Salvaged					2						3			
Contingency					0	0	0	0	0	0	0	0	0	0
Total Paratransit Fleet - Active Fleet					5									
Total Paratransit Fleet - All Vehicles					5									
Notes:														

Facility Upgrades and Maintenance Equipment

The City performed upgrades to its CNG fueling facility in FY2012-13 at a cost of \$220,000 and funded with TDA revenues. Staff proposes to purchase maintenance tools and equipment in FY2015-16 at an estimated cost of \$160,000 and in FY2018-19 at an estimated cost of \$50,000. This project would be funded with TDA revenues.

Bus Stop Amenities

The City proposes to install transit amenities including bus shelters, solar lighting, passenger waiting benches, trash receptacles, and information kiosks at various locations within the City at an estimated cost of \$300,000 per year in FY2015-16, FY2016-17 and FY2017-18. This project would be funded with TDA revenues.

Vacaville Transportation Center Surface Level Parking Lot

The City has been awarded two Federal grants, each \$975,000 for the construction of a surface level parking lot on the north side of the existing Vacaville Transportation Center. Both Federal grants require zero local match. Vacaville City Coach is anticipating construction to begin in FY2016-17.

Fairfield/Vacaville Train Station Maintenance

The cities of Vacaville and Fairfield are building a new multi-modal transit center at Peabody Road on the north side of Fairfield adjacent to the train tracks where Capital Corridor operates. The City of Vacaville anticipates maintaining the station at a cost of \$60,000 per year beginning in FY2016-17. It would be funded with TDA revenue.

4.3.2 Ten-Year Capital Plan

Table 18 presents the capital projects discussed above in a spreadsheet layout, with anticipated funding amounts for the full program shown in sub-categories for local, state, and federal sources.

Given the significant amount of capital reserves on hand, the City of Vacaville can fund all of its capital needs with TDA-LTF and FTA 5307 sources. Vacaville has elected to utilize the more discretionary TDA funding to make the capital purchases reflected in Table 18.

4.4 Summary of Operating and Capital Plan

The baseline operating and capital plan shown in this SRTP confirms that the City of Vacaville will be able to operate City Coach services with a sizeable annual operating surplus for the next ten years. All capital projects can be funded from anticipated funding sources and available reserves. Reserve funds accumulate over the forecast period, providing the City a significant source of local funding for future capital expenses.

Table 18: Vacaville City Coach Capital Plan Budget

	<i>Budget</i>		<i>Forecast</i>							
	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
<i>DRAFT - Internal</i>										
Capital Expenses By Project Type										
Revenue Vehicles: Local Fleet Replacement	\$320,000	\$0	\$0	\$0	\$0	\$0	\$525,000	\$350,000	\$0	\$0
Revenue Vehicles: Local Fleet Expansion	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Revenue Vehicles: Intercity Fleet Contribution [1]	\$0	\$0	\$0	\$1,569,955	\$228,765	\$350,010	\$595,017	\$485,534	\$0	\$0
Non-Revenue Vehicles	\$60,000	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	\$60,000
Facilities: Stops / Stations [2]	\$360,000	\$160,000	\$160,000	\$340,000	\$160,000	\$160,000	\$340,000	\$160,000	\$160,000	\$340,000
Facilities: Maintenance / Yards	\$160,000	\$0	\$0	\$160,000	\$0	\$0	\$60,000	\$0	\$0	\$160,000
Security	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0
Clipper [3]	\$1,200	\$1,200	\$1,300	\$1,300	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400	\$1,400
TOTAL CAPITAL EXPENSES	\$901,200	\$161,200	\$211,300	\$2,071,255	\$430,165	\$511,410	\$1,521,417	\$1,046,934	\$161,400	\$561,400
Capital Revenues - Local										
<i>Subtotal: LOCAL Revenue</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Revenue - State										
TDA: LTF	\$901,200	\$161,200	\$211,300	\$2,071,255	\$430,165	\$511,410	\$1,521,417	\$1,046,934	\$161,400	\$561,400
Misc. State Funds (Committed)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: STATE Revenue</i>	\$901,200	\$161,200	\$211,300	\$2,071,255	\$430,165	\$511,410	\$1,521,417	\$1,046,934	\$161,400	\$561,400
Capital Revenues - Federal										
FTA 5307: Urbanized Area	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unspecified Federal Funds (Source TBD)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<i>Subtotal: FEDERAL Revenue</i>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL EXPECTED REVENUES	\$901,200	\$161,200	\$211,300	\$2,071,255	\$430,165	\$511,410	\$1,521,417	\$1,046,934	\$161,400	\$561,400
ANNUAL CAPITAL SURPLUS (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CUMULATIVE CAPITAL SURPLUS (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

[1] As shown in STA Intercity Bus Fleet Replacement Costs and Funding matrix.

[2] Facility maintenance of new Fairfield/Vacaville Train Station \$60K/year. All other amounts are for local transit amenities (bus shelters, benches, trash receptacles, information kiosks, ect.).

[3] Average Clipper expenses.

Appendix A

Title VI and Previous Reports

Placeholder for Vacaville City Coach Title VI

Appendix A

Transit Sustainability Plan – Financial Conditions Assessment

A1 Transit Sustainability Plan – Financial Conditions Assessment

At the June 12, 2013 STA Board meeting, it was recommended that STA receive and file the Solano Transit Sustainability Plan (TSP) Financial Conditions Assessment. It was further requested that the Assessment be included as an appendix to the Solano County Coordinated SRTP. Appendix A contains the Financial Conditions Assessment.

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TRANSIT SUSTAINABILITY STUDY



April 2013

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Executive Summary

The purpose of this study is to focus on the financial condition of the Solano County transit operators in a similar manner to the Metropolitan Transportation Commission's (MTC) Transit Sustainability Plan financial assessment. MTC has undertaken a TSP examining the needs for making Bay Area transit service sustainable and an approach for meeting sustainability requirements. The focus of the MTC TSP has been on the seven largest transit operators in the region, none of which are in Solano County.

The outcome of this effort for the Solano Transportation Authority (STA) is intended to provide a understanding of the present and future financial condition and needs of the Solano County transit operators: City of Dixon Read-Ride, Fairfield and Suisun City Transit (FAST), City of Rio Vista Delta Breeze, County of Solano Paratransit, Solano County Transit (SolTrans), and City of Vacaville City Coach.

The MTC TSP made a number of transit service recommendations for Solano County. They include to:

1. Adopt countywide Short Range Transit Plan
2. Complete SolTrans merger
3. Adopt coordinated fare policy
4. Consider expanding SolTrans to include additional member cities

Several of these recommendations have or are currently being implemented. The merger of Vallejo and Benicia transit systems into SolTrans was approved in Fall 2010 when the Joint Powers Agreement was adopted by the member agencies (City of Benicia, City of Vallejo, and the Solano Transportation Authority). STA is currently conducting a countywide SRTP that will develop a coordinated fare policy and enhance the integration of transit services of the five main transit operators.

Coming out of the recession, the Solano County transit agencies have been focusing on improving their respective service consistent with the three goals of the MTC TSP:

- Improve financial position through containing costs; cover a greater percentage of operating costs with a growing share of passenger fare revenues; and secure reliable streams of public funding.
- Improve service for the customer through strengthening the system so that it functions as an accessible, user-friendly and coordinated network for transit riders.
- Attract new riders to the system through strengthening the system so that it can attract and accommodate new riders in an era of emission-reduction goals, and is supported through companion land use and pricing policies.

Whether through consolidation to achieve cost efficiencies, adjusting operational service levels that are based on stable funding sources, and/or modifying transit routes to be more convenient and user-friendly, the Solano County operators are making effort to develop and implement the means to sustain their respective systems.

This financial conditions assessment used several means in the review and analysis of each Solano County transit operator. They include the following for each agency:

- Data collection and consistency review
- Cost driver analysis
- Financial and operations performance trend calculations
- Operator performance against existing Short Range Transit Plan standards
- Trends in operations and capital revenue, and capital expenditures
- Review of Transportation Development Act (TDA) funding balance
- Cost containment strategies
- Five-year operations and capital forecast

Data sources for the existing conditions assessment include annual State Controller Reports, Federal National Transit Database, TDA Claims, Short Range Transit Plans, transit staff reports, financial compliance audit reports, MTC Statistical Summary, and transit budgets. Meetings with each transit agency were also held as a supplement to the data sources.

In addition, a comparison was conducted that details financial and performance trends of the Solano transit operators with agencies of comparable size and service profile around the state. Each operator was analyzed with five other transit agencies that were selected based on criteria including agency structure/organization, service area size, service area population, and fleet size. The comparative analysis provides an additional frame of reference in conducting the existing conditions assessment of each operator.

As a caveat, each agency's service area differs with respect to size, demographics, and land uses. The agencies also differ with age and condition of their vehicle fleet and transit infrastructure, as well as modes of service provided. All of these factors can impact their respective operating costs.

Among the financial findings from the Solano County transit financial conditions assessment:

- Transit operators have been or are implementing transit services at levels reflective of more stabilized and recurring funding sources.

- Several cost savings measures have been put into place by various systems, including staff salary reductions/furloughs, alternative fuel use savings, service reductions, and route restructuring to improve efficiencies.
- Financial and performance reporting by the operators is largely consistent among the various reporting requirements to the State and Federal governments. Some discrepancies exist due to audited versus unaudited financial data.
- Administrative cost including for transit staff management salaries, benefits and overhead allocation was within a reasonable range as a proportion of total operations expenditures. These costs comprised about 10 percent or less of operating costs.
- Purchased transportation costs or wages for in-house operations were the largest cost drivers of each transit system. This is within industry norms.
- The smaller operators (Rio Vista and Dixon) have less financial and operational flexibility relative to the larger operators given their limited funding sources and smaller transit services. These systems will need to determine their respective paths to maintain sustainability into the future.
- The transit operators have unallocated TDA reserve funds, some more than others, over the next few years to cushion against funding shortfalls or uncertainties. The flexible use of TDA to offset either capital or operating expenditures provides time for transit service adjustments to be made and to reduce reliance on the reserves.
- Vacaville City Coach has a current dual financial capacity to expand transit service in the near term while also building its state and federal funding reserves.
- Alternative funding strategies that have not been used in the past for Vallejo and Benicia transit are being implemented by SolTrans to sustain operations and capital needs.

A five-year financial forecast was provided for each operator that estimates their respective levels of sustainability in providing current service. The forecast is conservative in that there are no assumptions for new revenue sources or significant growth in revenues. This reflects uncertainty with regard to economic improvements and relatively slow economic growth patterns on the local, state and federal levels. State TDA revenues, for example, are assumed to grow by the forecasted Consumer Price Index over the five-year period. Also, operating expenses are intended to provide a baseline condition that is premised on current service levels with no anticipation of significant expansion or adjustment by the operators.

Among the financial findings from the five-year forecast:

- With reduced or stabilized service levels implemented over the last several years, each of transit operators will be able to sustain current services through the forecast period. TDA carryover funds are used to help balance annual operating and capital expenses.
- The capital funding buildup for the operators is dependent in large part on the future growth of operations and the level of TDA needed to support this growth.
- One time transitional funds provided to SolTrans by MTC, as well as remaining federal grants being transferred from Vallejo to SolTrans, provide additional boosts to the revenues in the short term. Surplus operating revenues support SolTrans' strategy to bank operations savings to use for capital purchases as well as develop a reserve policy.
- SolTrans and Fairfield are employing a strategy to prolong the useful lives of vehicles, in particular the commuter fleet, through maintenance overhauls to defer capital replacement. These transit systems will face significant capital costs for commuter buses that will need to be replaced soon after the forecast period.
- Fairfield anticipates a significant cost decrease of almost \$1 million in the new operations contract that will take effect in FY 2014-15 in order to balance operating revenues and costs. While this was considered in development of the TSP, rather than show a significant decline in operating expenses, the TSP forecast holds fixed route and paratransit operating costs constant to reflect some level of savings from the new contract. The assumption about the cost of the new operations contract is one of the primary factors in whether FAST could continue operating its existing service and still have reserves for future bus replacements.
- Vacaville anticipates some service expansion early in the forecast to meet transit demand. This is expected to increase operations cost by about 4 percent from the prior year. The City will continue actions to save cost through contract operations and alternative fuel cost savings. TDA distributions and FTA grants are sufficient to cover annual expenditures for operations and capital, while building sizable surpluses over time in both fund sources.
- Rio Vista will continue using revenue sources such as local school district contracts and Greyhound bus ticket commissions to support transit. These revenue sources supplement actual passenger fare revenue which historically have not grown adequately to cover required farebox ratios.
- Dixon will rely on competitive federal grant funding to replace its vehicles in the latter part of the forecast. Other federal transit funds would be a backup to the competitive program for capital replacement.

The TSP provided the financial baseline for the Solano County Coordinated Short Range Transit Plan (SRTP). The baseline is the point from which the short range planning analysis begins. While the TSP five year forecast of costs and revenues formed the basis for the SRTPs, there are some differences between the two financial scenarios. Subsequent to the development of the TSP, several issues emerged and were resolved and new information became available, all of which are reflected in the SRTP. Additionally, the SRTP is required to cover the next ten years while the TSP covers the next five years.

During the course of the development of the TSP, the STA and transit operators agreed to a schedule and funding plan for replacing intercity buses. This funding agreement is included in the SRTPs. More detailed analysis of all capital needs and funding are included in the SRTP as well. In February 2013, after the TSP financial analysis was completed, new fund estimates for Transportation Development Act (TDA) funds became available. The new fund estimate was incorporated into the SRTPs, but the same growth factors were used to forecast future TDA revenues. These differences between the TSP and SRTP reflect the different points in time that the two documents were developed but the general conclusions of both studies regarding the baseline are similar.

Introduction

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Methodology

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City of Dixon Readi-Ride

The following tables provide a summary of the financial and performance data for City of Dixon Readi-Ride. Data sources used to comprise the tables include TDA Claims, Fiscal Audits, National Transit Database, Comprehensive Annual Financial Reports, MTC Statistical Summary, and State Controller Reports. A review of other data sources including the Short Range Transit Plan and internal reports was also conducted.

Data Consistency

A comparison of key financial and operations data was undertaken to determine the general accuracy of the recording and reporting by City of Dixon. With an understanding that various reports are submitted at different times on the state and federal levels, they are all prepared after the end of the fiscal year and ideally should match. The listing of the data provides comparison to show minor discrepancies that may exist among the various data sources that portray the financial health of the transit system. Overall, the data sources provide relatively consistent information. The variability in operating costs reported among data sources is likely attributable to the inclusion, or non inclusion, of city allocated costs to the transit program.

DIXON DATA CONSISTENCY - DEMAND RESPONSE

Performance Measure	Source	FY09	FY10	FY11	FY12
Total Operating Expenses	FTA National Transit Database	\$609,571	\$579,384	\$620,982	
	State Controller Report	\$665,691	\$628,736	\$620,983	
	Audited Financial	\$665,842	\$606,420	\$620,981	
	TDA Claim	\$664,706	\$602,267	\$620,984	\$611,255
Farebox Revenues	FTA National Transit Database	\$98,277	\$81,326	\$78,869	
	State Controller Report	\$98,277	\$81,326	\$78,869	
	Audited Financial	\$98,277	\$81,326	\$78,869	
	TDA Claim	\$98,277	\$81,326	\$78,869	\$85,000
Passengers	FTA National Transit Database	68,949	44,339	43,967	
	State Controller Report	68,949	46,266	43,967	
	Internal Reports	68,949	44,339	43,967	
	TDA Claim	68,949	44,339	43,967	47,914

DIXON DATA CONSISTENCY - DEMAND RESPONSE

Performance Measure	Source	FY09	FY10	FY11	FY12
Vehicle Service Hours	FTA National Transit Database	7,413	5,975	6,373	
	State Controller Report	7,413	7,149	7,276	
	Internal Reports	7,413	5,975	6,373	
	TDA Claim	7,413	6,411	6,373	7,800
Vehicle Service Miles	FTA National Transit Database	99,272	72,685	77,247	
	State Controller Report	104,800	79,572	79,498	
	Internal Reports	99,272	72,685	77,247	
	TDA Claim	99,272	78,432	77,247	79,900
Employee Full-Time Equivalents	FTA National Transit Database				
	State Controller Report	7.0	7.0	7.0	
	Dixon CAFR	7.7	6.2	6.8	
	TDA Claim	7.0	7.0	7.0	7.0

Note: Dixon Read-Ride performance measures are not contained in the annual MTC Statistical Summary.

Cost Drivers

Cost drivers are expense items necessary to provide a particular service. Cost drivers for Read-Ride have generally included administrative labor wages and benefits, and vehicle fuel. The percentage of administrative wages and benefits and fuel are derived relative to total operations costs. Salaries and wages include direct staffing costs to operate and manage the service, as well as city overhead costs that are reimbursed through transfers of transit funds to the general fund. As Read-Ride is operated in-house, labor and benefits costs are from city employees.

An approved overhead cost allocation plan is used as the basis to distribute general fund costs of city administrative and support services (e.g. city council, city manager, finance, clerk, etc.) to city programs like transit for reimbursement. Examples of the cost basis for support services charged to departments include total program budget, number of accounting transactions, and full time equivalents. Transit is also charged for use of the city corporation yard, however, transit funds through the American Reinvestment and Recovery Act (ARRA) were used in the expansion of the yard. Reimbursements for overhead costs charged to transit are about

\$73,000 per year, according to the city's updated cost allocation plan, and comprise about 9 to 10 percent of the transit operating budget.

Cost Drivers

Dixon Readi-Ride

	2009	2010	2011	2012
Salaries & Wages (direct and city admin. staff)	\$351,464	\$325,420	\$327,358	\$307,736
<i>% Change</i>		-7%	1%	-6%
Benefits	\$152,430	\$163,526	\$155,256	\$183,838
<i>% Change</i>		7%	-5%	18%
Fuel	\$46,573	\$31,077	\$44,864	\$50,000
<i>% Change</i>		-33%	44%	11%

Salaries & Wages as % of Total Operations Cost (minus depreciation)	53%	54%	53%	50%
Benefits as a % of Total Operations Cost (minus Depreciation)	23%	27%	25%	30%
Fuel as % of Total Operations Cost (minus depreciation)	7%	5%	7%	8%

Source: TDA Claims Actual for FYs 2009-2011, Estimated for FY 2012

A breakdown of audited operations costs between O&M and administration is provided for the period of FYs 2007-08 through 2010-11. Operations cost to run the service comprises about 85 percent of total cost (minus depreciation) while administrative costs comprise the remaining 15 percent. Depreciation expense is increasing due to the new replacement vehicles purchased.

Readi-Ride Functional Operations Expenses

	2008	2009	2010	2011
Operations and Maintenance	\$560,490	\$574,370	\$523,135	\$556,971
<i>% Change</i>		2%	-9%	6%
Administrative and General	\$93,318	\$91,472	\$83,285	\$64,010
<i>% Change</i>		-2%	-9%	-23%
Depreciation	\$36,832	\$28,693	\$22,198	\$57,963
<i>% Change</i>		-22%	-23%	161%
Total	\$690,640	\$694,535	\$628,618	\$678,944

Source: City of Dixon CAFR

A further division of operating expenses among other cost drivers is shown using audited data. Salaries and wages are the primary cost driver, with others including maintenance, supplies, and services. Trends in most expenses remained relatively stable or have incurred slight decreases over the past few years due to service hour cuts beginning in FY 2010. Administration

of the transit system decreased significantly in FY 2011 due in part to staff transitions in management oversight.

Readi-Ride Transit Operations Expenses

	2009	2010	2011
Salaries and Benefits	\$431,426	\$424,569	\$428,030
<i>% Change</i>		-2%	1%
Supplies and Materials	\$1,407	\$1,933	\$1,143
<i>% Change</i>		37%	-41%
Maintenance and Repair	\$100,336	\$85,234	\$99,102
<i>% Change</i>		-15%	16%
Power and Utilities	\$4,711	\$8,466	\$8,876
<i>% Change</i>		80%	5%
Contractual Services	\$36,490	\$2,893	\$19,820
<i>% Change</i>		-92%	585%
Administration	\$35,201	\$23,587	\$9,427
<i>% Change</i>		-33%	-60%
Miscellaneous	\$0	\$40	\$0
<i>% Change</i>			-100%
Cost Allocation Transfer (City Overhead Charge)	\$56,271	\$59,698	\$54,583
<i>% Change</i>		6%	-9%
Depreciation	\$28,693	\$22,198	\$57,963
<i>% Change</i>		-23%	161%
Total	\$694,535	\$628,618	\$678,944
		-9%	8%

Source: City of Dixon CAFR, TDA Fiscal Audit

Performance Trends

The following tables provide information on performance indicators and trends of the transit system. Industry performance measures are used including operating costs, fare revenues, ridership, revenue hours and miles, and full time equivalents. The general trend for fiscal years 2009 through 2011 shows less cost efficiency and effectiveness measured in cost per hour and per passenger, and farebox recovery. Subsidy per passenger also increased over the three year period. Service effectiveness measured by passengers per hour shows a decline. Although costs declined over the period, other measures such as fare revenue, ridership, and service hours/miles declined at a more rapid pace due to service reductions which impact the performance indicator trends.

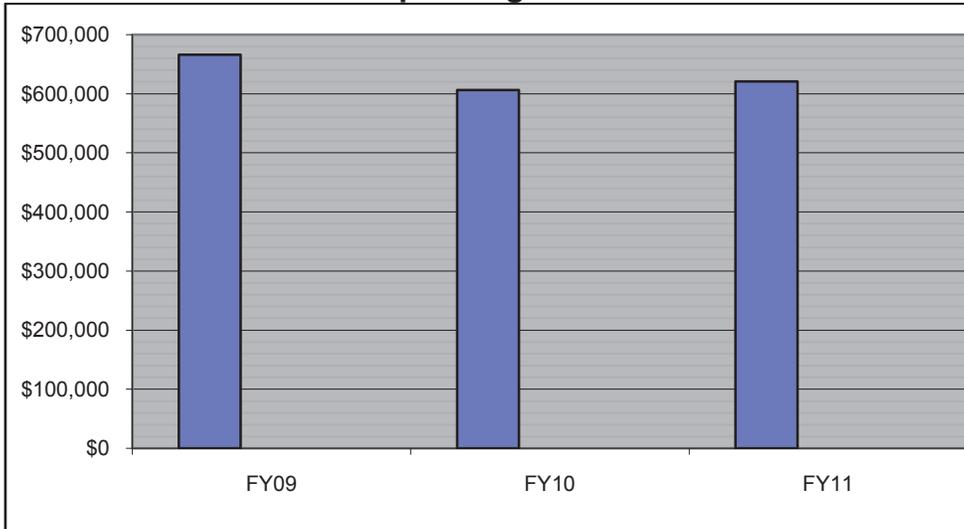
DIXON READI-RIDE PERFORMANCE INDICATORS

Statistics & Performance Indicators	FY 08-09	FY 09-10	FY 10-11	% Change FY09-FY11
Operating Costs	\$665,842	\$606,420	\$620,981	-6.7%
<i>Annual % Change</i>		-8.9%	2.4%	
Passengers	68,949	44,339	43,967	-36.2%
<i>Annual % Change</i>		-35.7%	-0.8%	
Vehicle Service Hours	7,413	5,975	6,373	-14.0%
<i>Annual % Change</i>		-19.4%	6.7%	
Vehicle Service Miles	99,272	72,685	77,247	-22.2%
<i>Annual % Change</i>		-26.8%	6.3%	
Employee FTEs	8	6	7	-11.7%
<i>Annual % Change</i>		-19.4%	9.5%	
Fare Revenue	\$98,277	\$81,326	\$78,869	-19.7%
<i>Annual % Change</i>		-17.2%	-3.0%	
Operating Cost per Passenger	\$9.66	\$13.68	\$14.12	46.3%
<i>Annual % Change</i>		41.6%	3.3%	
Operating Cost per Vehicle Service Hour	\$89.82	\$101.49	\$97.44	8.5%
<i>Annual % Change</i>		13.0%	-4.0%	
Passengers per Vehicle Service Hour	9.30	7.42	6.90	-25.8%
<i>Annual % Change</i>		-20.2%	-7.0%	
Passengers per Vehicle Service Mile	0.69	0.61	0.57	-18.1%
<i>Annual % Change</i>		-12.2%	-6.7%	
Veh. Service Hours per Employee FTE	965	965	940	-2.6%
<i>Annual % Change</i>		0.0%	-2.6%	
Fare per Passenger	\$1.43	\$1.83	\$1.79	25.9%
<i>Annual % Change</i>		28.7%	-2.2%	
Subsidy per passenger	\$8.23	\$11.84	\$12.33	49.8%
<i>Annual % Change</i>		43.9%	4.1%	
Farebox Recovery Ratio	14.8%	13.4%	12.7%	-14.0%
<i>Annual % Change</i>		-9.1%	-5.3%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	1.7%	

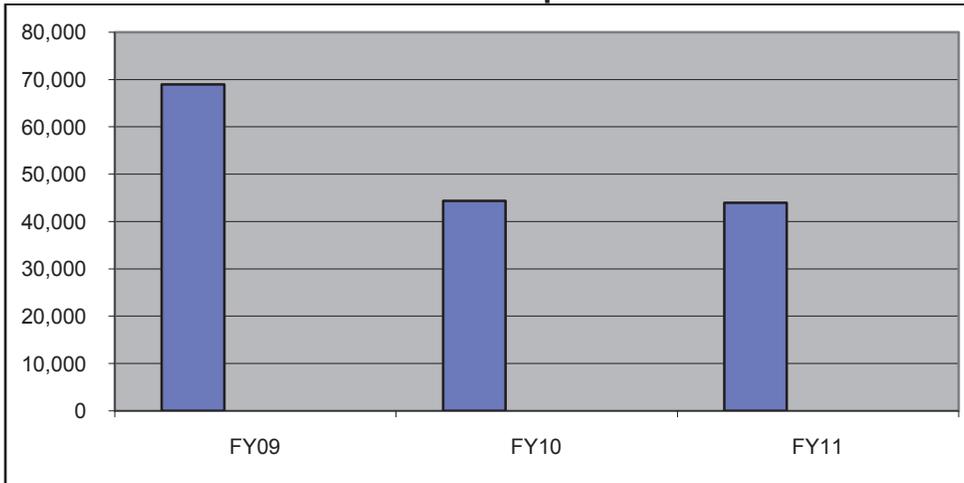
Source: Operating costs and fare revenue from TDA Fiscal Audit
 Passengers, Vehicle Service Hours/Miles are from National Transit Database Reports.
 Employee FTEs from Dixon CAFR

Graphical display of select performance indicators is shown below.

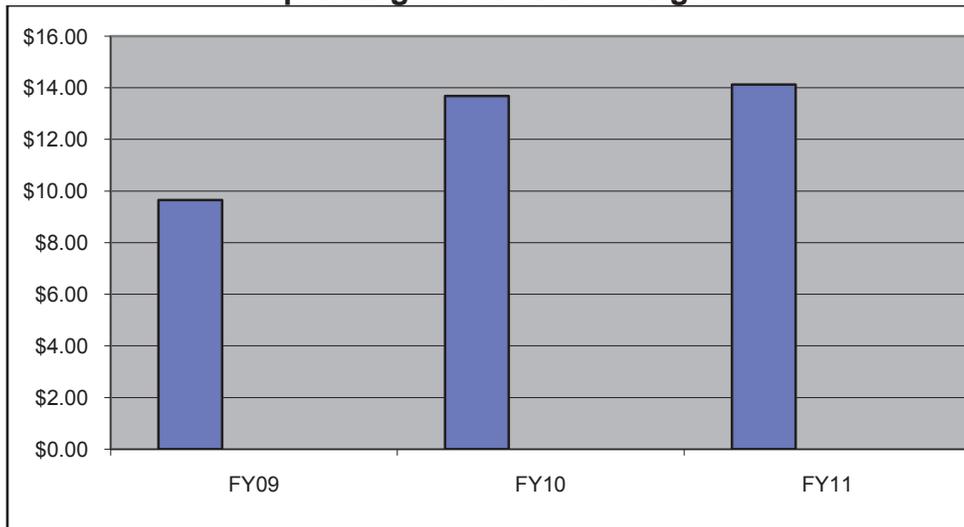
Operating Cost



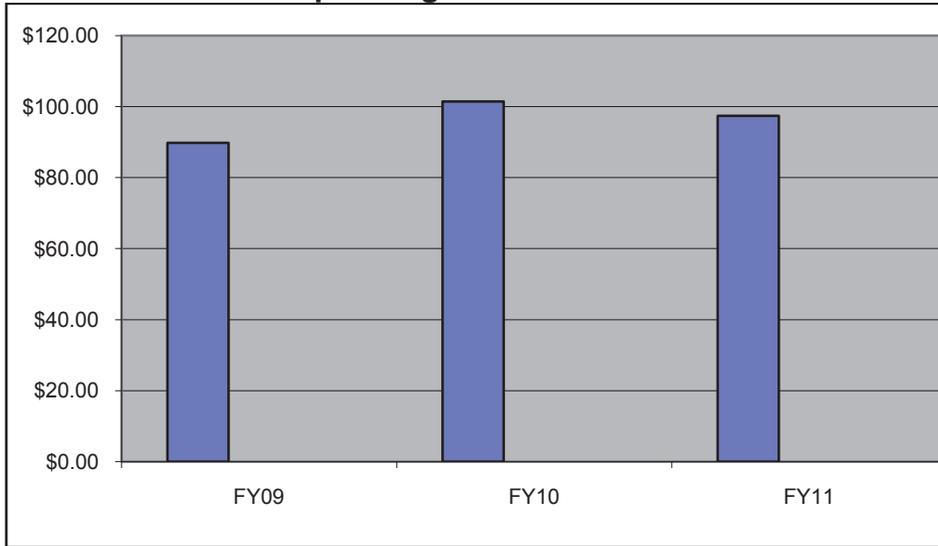
Ridership



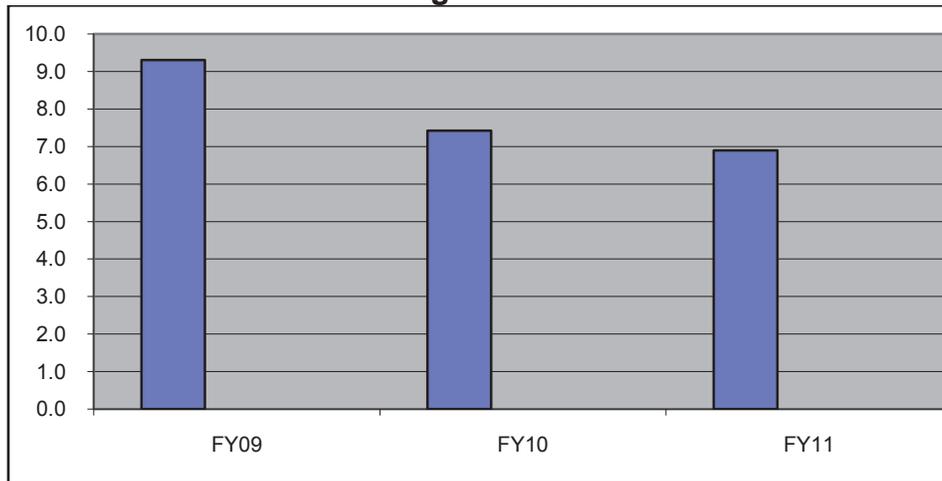
Operating Cost Per Passenger



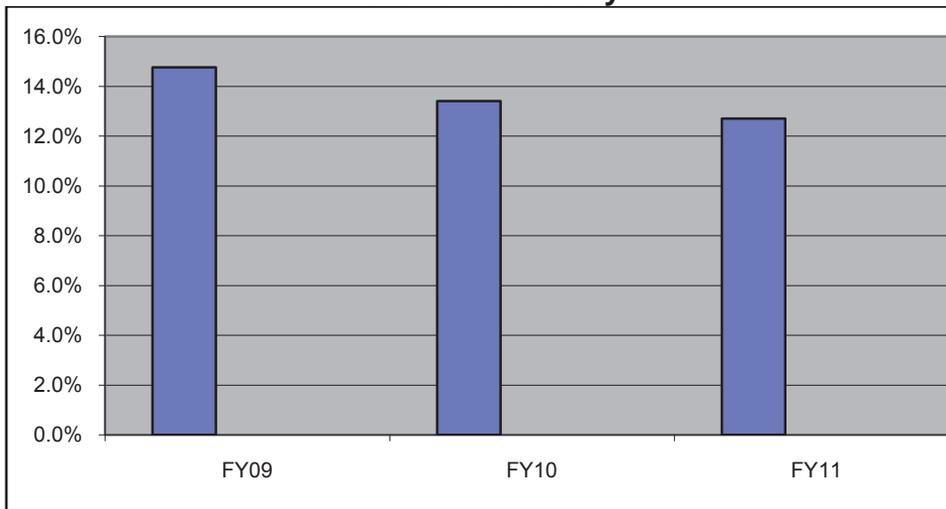
Operating Cost Per Hour



Passengers Per Hour



Farebox Recovery



Performance Against SRTP Standards

The SRTP for Dixon Read-Ride revised the performance goals for the transit system. A sampling of the goals and the current status of the system meeting the goals is shown.

Performance Measure	SRTP Standard	Readi-Ride Actual (FY 10-11)	Standard Met?
Operating Cost per Hour	Annual increase no greater than CPI	Readi-Ride increase: 2.4%; Bay Area CPI: 1.7%	No, however prior year cost declined by 8.9% while CPI increase was 1.2% which would meet standard.
Operating Cost per Passenger	Less than \$10.00 per trip	\$14.12	No
Passengers per Hour	8.0	6.9	No

Operating Revenues

Readi-Ride relies on a combination of local, state and federal funding sources for operations of the transit service. They include fare revenue, TDA, and rural federal funds through the FTA 5311 grant program. TDA, comprising of both the Local Transportation Fund (LTF) and State Transit Assistance Fund (STAF), has provided the bulk of funding. Using information from TDA Claims Actual, revenues are shown for a three year period (FYs 2008-09 through 2010-11). A summary of revenues by source type, including local, state and federal is also shown.

Operating Revenues

	FY 09	FY 10	FY 11
Fare Revenue	\$98,277	\$81,326	\$78,869
Other Local Funds		\$7,875	
TDA	\$434,950	\$420,233	\$300,434
STAF *	\$25,000	\$76,035	\$221,442
FTA 5311	<u>\$60,000</u>	<u>\$60,000</u>	<u>\$20,239</u>
Total	\$618,227	\$645,469	\$620,984
* STAF amounts include lifeline funds provided by STA.			
Source: TDA Claim Actuals			

Summary of Operating Revenues by Source Type

	FY 09	% of Total	FY 10	% of Total	FY 11	% of Total
Local Revenues (fares, other)	\$98,277	16%	\$89,201	14%	\$78,869	13%
State Funds (TDA)	\$459,950	74%	\$496,268	72%	\$521,876	84%
Federal	<u>\$60,000</u>	<u>10%</u>	<u>\$60,000</u>	<u>9%</u>	<u>\$20,239</u>	<u>3%</u>
Total	\$618,227	100%	\$645,469	100%	\$620,984	100%

Source: TDA Claims Actual

The SRTP prepared for Redit-Ride provides projections of operating revenues. The SRTP assumes that due to funding reductions, the transit system will have to rely almost exclusively on TDA revenues as the only non-fare revenue source. Dixon also contributes a share of its TDA revenues to fund intercity transit as part of the intercity cost sharing agreement, as well as intercity taxi scrip. Approximately 18 percent of Dixon's annual TDA apportionment is used to fund intercity transit services in FY 2012-13.

FTA 5311 grant funds have been used for both operating and capital. The primary reliance on TDA has led to development of SRTP service alternatives that provide reduced service hours and options that could significantly alter the way transit is delivered including possible transition to fixed route.

Capital Revenues

Dixon has been limited to a few funding sources for capital expenditures including vehicle replacement and facility improvement. Funding sources include TDA, Proposition 1B, and FTA 5311 ARRA funds. Using National Transit Database information, revenues are shown for a three year period (FYs 2008-09 through 2010-11). The large grant funds in FY 2011 were used for purchase of several vehicles for replacement (4 vehicles) and for dispatch and expansion of the corporation yard. In addition, according to the city's budget, in FY 11-12 Dixon received over \$21,000 in Proposition 1B funding for purchase of radio equipment. A summary of revenues by source type is also shown.

Capital Revenues by Source

	FY 09	FY 10	FY 11
TDA	\$13,583	\$93,009	\$1,087
Proposition 1B		\$66,546	
FTA 5311 ARRA	<u>\$48,460</u>	<u>\$48,000</u>	<u>\$606,472</u>
Total	\$62,043	\$207,555	\$607,559
Source: NTD			

Summary of Capital Revenues by Source Type

	FY 09	% of Total	FY 10	% of Total	FY 11	% of Total
State Funds (TDA)	\$13,583	22%	\$159,555	77%	\$1,087	0%
FTA	<u>\$48,460</u>	<u>78%</u>	<u>\$48,000</u>	<u>23%</u>	<u>\$606,472</u>	<u>100%</u>
Total	\$62,043	100%	\$207,555	100%	\$607,559	100%

Capital Expenses

Of the 9 vehicles in the transit fleet, 6 total vehicles were replaced in 2010 and 2011 according to the 2011 National Transit Database. Proposition 1B funds were the primary source for the vehicle purchases in 2010 (2 minivans), while federal ARRA funding was the primary source in 2011 (4 bus vehicles). One of the replacement vehicles is for an older vehicle that is currently being held on to as a spare and that would not need to be replaced upon its eventual retirement. Depending on the City's decision regarding the type and level of service to provide, vehicle purchases and auxiliary equipment such as bus shelters will need to be made, albeit facing a shortage of local matching revenue for federal capital grants.

The SRTP indicates that, despite the recent replacement of majority of the fleet, Dixon will need to replace all its vehicles over the next 10 years. Dixon has extended the useful lives of the cutaway style vehicles from 5 to 7 years. Two vehicles will require replacement in the next two years while the remaining vehicles will require replacement over the next five years. Federal grant funds could be used for capital purposes, as well as Proposition 1B revenues and matching TDA funds. As city staff is reviewing the potential of shifting to a fixed route type service, this will have implications as to what types of vehicles will be needed and to be purchased in the near future.

TDA Balance

Dixon's annual apportionment of Transportation Development Act Funds is about \$600,000. According to funding information provided by the Solano Transportation Authority based on data from the Metropolitan Transportation Commission, after allocation for transit expenses for FY 2012-13, a balance of approximately \$300,000 in TDA reserve funds remain for Dixon Redit-Ride.

Cost Containment

In August 2012, the Dixon City Council approved a new two-year Memorandum of Understanding (MOU) with the Public Employees Union, Local One, due to the expiration of the previous MOU in June 2012. The new MOU with the largest city union addresses key elements that could affect transit system expenses and includes the following:

- Two year MOU whose term will expire on June 30, 2014

- Four percent reduction in base pay over the life of the two year MOU (two percent per year)
- Increase in the amount paid by Local One members of the City's PERS pension cost of five percent over the two year MOU (two percent in the first year and three percent in the second year)

In a report to the City Council, City transit staff have proposed options for addressing funding constraints including working cooperatively through the STA to curb increases in the cost of providing intercity service, and pursuing funding sources in addition to the annual TDA allocation.

City transit staff will also examine options for improving operating efficiencies to Read-Ride operations. This may include the following:

- Staff reductions while maintaining curb-to-curb service resulting in increased response times to calls for services. Average response time is currently less than 10 minutes.
- Converting to a fixed or deviated fixed route system. This could be during all operating hours or only during peak periods to address school trips.
- Eliminating Saturday service.
- Reducing hours of service during the week.
- Increasing fares.

Five-Year Financial Forecast

A forecast of revenues and expenses for both operations and capital projects of Dixon Read-Ride is presented for the next five-years. With city staff input, the forecast provides a base scenario of maintaining and reducing levels of service to remain sustainable. The current general public dial-a-ride structure is assumed to be in tact during the forecast period. The S RTP prepared for Read-Ride in May 2009 also describes such a scenario of reduced service with the existing dial-a-ride structure. Any shift to an alternative service delivery method, such as a fixed route/ADA paratransit service or deviated fixed route, will result in different operating and financial conditions.

Operations costs are assumed to grow at 2 percent per year given recent trends with several expenditures items. Labor costs are reduced and stabilized after service reductions and the recent employee MOU, while vehicle maintenance costs are anticipated to stabilize due to the newer fleet from recent replacement. Overhead cost allocations to the general fund are expected to increase with the inclusion of building charges plus central government expenses in

the city's updated cost allocation plan. Fuel expenditures are also expected to continue to increase.

TDA funds and fare revenue are the primary sources to fund operations. Dixon's TDA forecast for operations is net of its contribution to the intercity funding agreement, intercity taxi, and for STA planning. FTA 5311 grant monies are reasonably available for operations and are based on the median amount of revenues received by the city. State Transit Assistance Funds are assumed to decline slightly from current year figures due to the Governor's proposed budget for FY 2013-14. Dixon received over \$500,000 in STA Lifeline funds for three years which are now depleted. Also, ARRA funds that were used to reduce intercity transit service contributions are depleted, resulting in a need to restore contribution levels by participating agencies such as Dixon.

It is assumed that TDA funds will grow marginally during the forecast period given some improvement that is expected in the economy in the coming years. While TDA revenues in Solano County have grown an average of almost 5 percent per year over the last 20 years (in actual dollars), the average figure factors in both economic peaks and valleys over a long time period. Because of the relatively short forecast period and to remain conservative, TDA growth rates are assumed to follow the forecasted Consumer Price Index for the San Francisco Consolidated Metropolitan Statistical Area (CMSA) developed by the State Department of Finance. The CPI forecast, which goes through FY 2015-16, assumes a 2 percent growth rate per year. The TSP forecast follows this trend. Also, accounting for continued level of some economic growth that is expected to occur slowly in the future, the TSP shows 3 percent growth per year for the last two years of the forecast.

Unallocated TDA funds for Dixon would be available in the short term to balance a shortfall in the level of service until the City makes a decision on whether to retain the current dial-a-ride system or move to another alternative.

Regarding the train station near downtown Dixon, the City funds most expenses from the Public Works Operating Budgets. A few expenses, interior utilities and alarm, are paid by the building tenant. No funds from transit are used to maintain the train station. The Market Lane Park and Ride Lot where Intercity Route 30 stops has no City funding at this time for pavement maintenance although the lot is 14 years old.

The baseline revenue service hours are based on the City of Dixon's FY 2012-13 TDA Claim. The claim indicates revenue service hours to be 7,500 for FY 2012-13. This is a reduction from the City's revenue service hour estimate of 7,800 for FY 2011-12 in the claim.

Federal 5310 capital funds, remaining Proposition 1B revenue based funds (the program is expected to sunset in 2017), and matching TDA funds are projected to be used for replacement vehicles and bus amenities. Three replacement vehicles are anticipated to be purchased during the next five years with existing funding sources. However, one minivan and four cutaway vehicles that will be at the end of their useful lives will also need replacement by FY 2018. The minivan will need replacement by FY 2017, and the cutaway vehicles in FY 2018. Replacement

of these vehicles will be dependent on the direction taken by the city on future service delivery and subsequent vehicle needs.

Vehicle replacement unit costs are based on the most recent MTC regional bus/van pricelist for FYs 2012-13 and FY 2013-14 for Transit Capital Priorities Call for Projects. Unit costs for cutaway vehicles are assumed at \$82,000, and minivans at \$55,000. The pricelist assumes a 2 percent annual growth in vehicle cost. The radio communications cost is based on the City of Dixon’s budget and Proposition 1B amount.

A listing of capital projects by year include:

- FY 2012-13: Procure radio equipment.
- FY 2013-14: Procure one replacement cutaway bus.
- FY 2014-15: Procure one replacement cutaway bus.
- FY 2016-17: Procure two replacement minivans.
- FY 2017-18: Procure four replacement cutaway buses.

The financial forecast data is expressed in year of expenditure. As shown in the forecast, Dixon will operate at an annual deficit under current conditions. However, TDA carryover funds are sufficient to cover the deficit through the forecast period; however the carryover will diminish over time. A combination of TDA, Proposition 1B, and federal 5310 revenues are anticipated to fund the vehicle replacements during the forecast.

Financial Projections - City of Dixon REDI RIDE Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Replacement		\$82,000	\$84,000		\$117,000	\$355,000
Radio Equipment	\$21,000					
Total	\$21,000	\$82,000	\$84,000	\$0	\$117,000	\$355,000
Capital Revenue						
Transportation Development Act		\$16,000	\$17,000		\$23,000	\$60,900
Proposition 1B ⁽¹⁾	\$21,000					\$10,100
FTA 5310 ⁽²⁾		\$66,000	\$67,000		\$94,000	\$284,000
Total	\$21,000	\$82,000	\$84,000	\$0	\$117,000	\$355,000
Annual Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit -	\$0	\$0	\$0	\$0	\$0	\$0

Financial Projections - City of Dixon Readi Ride Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital						
Operating Expense						
Operations ⁽³⁾	\$647,000	\$660,000	\$673,000	\$686,000	\$700,000	\$714,000
Operating Revenue						
Fares ⁽⁴⁾	\$82,000	\$84,000	\$86,000	\$88,000	\$90,000	\$92,000
Transportation Development Act ⁽⁵⁾	\$500,000	\$510,000	\$520,000	\$530,000	\$546,000	\$562,000
State Transit Assistance Fund ⁽⁶⁾	\$5,200	\$4,900	\$4,900	\$4,900	\$4,900	\$4,900
FTA 5311 ⁽⁷⁾	\$32,000	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000
Total	\$619,200	\$658,900	\$670,900	\$682,900	\$700,900	\$718,900
Annual Net Surplus/Deficit - Operations	-\$27,800	-\$1,100	-\$2,100	-\$3,100	\$900	\$4,900
Cumulative Net Surplus/Deficit - Operations	-\$27,800	-\$28,900	-\$31,000	-\$34,100	-\$33,200	-\$28,300
Transportation Development Act Carryover	\$297,000	\$269,200	\$252,100	\$233,000	\$229,900	\$207,800
Annual Operations Balance	-\$27,800	-\$1,100	-\$2,100	-\$3,100	\$900	\$4,900
TDA Capital Uses	\$0	-\$16,000	-\$17,000	\$0	-\$23,000	-\$60,900
Net Carryover	\$269,200	\$252,100	\$233,000	\$229,900	\$207,800	\$151,800

(1) Proposition 1B revenue program is expected to sunset in 2017.

(2) FTA Section 5310 is a competitive program for which Dixon Readi Ride is eligible. FTA 5311 funds would be a backing to the competitive program for capital replacement.

(3) Operations cost grow by 2% per year based on recent historic growth, including increased overhead costs, stable labor costs, and stable vehicle maintenance costs from newer fleet.

(4) Fares increase 2% per year to reflect stable ridership after earlier service reductions.

(5) Transportation Development Act operating revenues are based on the claim amount made by the City for FY 2012-13. The revenues are net of Intercity Fund Agreement, Intercity Taxi, and STA Planning totaling an additional \$132,000 of Dixon's TDA. TDA grows by 2% annually for first three years, then 3% next two years, mirroring forecasted growth of SF CMSA CPI Forecast through FY 2015-16.

(6) STAF reduction of 6% between FYs 2013 and 2014 based on proposed FY 2013-14 State budget. Revenue is held constant in forecast since STAF is volatile based on unpredictable diesel fuel sales.

(7) FTA 5311 operating is based on historic revenues received by Dixon.

Fairfield and Suisun Transit (FAST)

The following tables provide a summary of the financial and performance data for Fairfield And Suisun Transit. Data sources used to comprise the tables include TDA Claims, Fiscal Audits, National Transit Database, Comprehensive Annual Financial Reports, MTC Statistical Summary, and State Controller Reports. A review of other data sources including the Short Range Transit Plan and internal reports was also conducted.

Data Consistency

A comparison of key financial and operations data was undertaken to determine the general accuracy of the recording and reporting by City of Fairfield. With an understanding that various reports are submitted at different times on the state and federal levels, they are all prepared after the end of the fiscal year and ideally should match. One exception is the SRTP data which are projections from when the study was prepared in early 2008. The listing of the data provides comparison to show discrepancies that may exist among the various data sources that portray the financial health of the transit system. Overall, the data sources provide relatively consistent information. The variability among some data sources is likely due to the aggregation of performance data. For example, DART data reported in the FTA National Transit Database for FY 2009 appears higher than other sources and likely contains all demand response systems including DART, Taxi, Senior Volunteer Program, and Solano Paratransit.

FAIRFIELD/SUISUN TRANSIT DATA CONSISTENCY - TOTAL SYSTEM

Performance Measure	Source	FY09	FY10	FY11	FY12
Total Operating Expenses	FTA National Transit Database	\$9,291,307	\$9,070,188	\$9,766,146	\$9,566,164
	State Controller Report	\$9,117,195	\$9,429,393	\$10,343,327	\$10,575,244
	Audited Financial Statements	\$9,117,195	\$9,429,393	\$9,990,668	\$10,510,428
	MTC Statistical Summary	\$8,219,000	\$8,999,000	\$9,649,000	
	TDA Claim	\$9,157,407	\$9,421,605	\$9,990,669	\$10,148,564
	SRTP	\$8,514,856	\$8,323,924	\$8,797,510	\$9,089,744
Farebox Revenues	FTA National Transit Database	\$2,105,682	\$1,995,436	\$2,092,434	\$2,093,503
	State Controller Report	\$2,229,362	\$2,137,093	\$2,112,479	\$2,254,357

	Audited Financial Statements	\$2,229,362	\$2,137,093	\$2,112,479	\$2,254,204
	MTC Statistical Summary	\$2,074,000	\$1,995,000	\$2,092,000	
	TDA Claim	\$2,229,060	\$2,137,093	\$2,112,478	\$2,254,357
	S RTP	\$1,842,759	\$1,829,214	\$1,859,252	\$1,889,820
Passengers	FTA National Transit Database	1,011,050	921,609	934,703	1,000,796
	State Controller Report	1,005,395	921,609	949,760	976,219
	MTC Statistical Summary	1,032,000	921,000	950,000	
	TDA Claims	1,045,630	962,853	989,197	1,005,818
	S RTP	942,749	941,109	951,461	961,926
Vehicle Service Hours	FTA National Transit Database	94,196	97,696	96,012	95,300
	State Controller Report	88,881	97,696	96,038	95,300
	MTC Statistical Summary	90,000	98,000	96,000	
	TDA Claims	103,619	97,629	96,038	102,229
	S RTP	94,941	86,058	86,058	86,058
Vehicle Service Miles	FTA National Transit Database	1,953,306	1,816,762	1,792,384	1,772,698
	State Controller Report	1,728,678	1,816,762	335,876	1,598,067
	MTC Statistical Summary	1,738,000	1,817,000	1,793,000	
	TDA Claims	1,958,564	1,816,713	1,792,876	1,987,246
	S RTP	1,813,814	1,655,121	1,655,121	1,655,121
Employee Full-Time Equivalents	FTA National Transit Database	0.0	0.0	0.0	0.0
	State Controller Report	7.0	103.0	71.0	93.0
	MTC Statistical Summary	82.0	72.0	72.0	
	TDA Claims	85.0	83.0	73.0	101.0
	S RTP	0.0	0.0	0.0	

FAIRFIELD/SUISUN TRANSIT DATA CONSISTENCY - FIXED ROUTE

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	FTA National Transit Database	\$7,730,985	\$7,763,751	\$8,499,224	\$7,999,212
	State Controller Report	\$7,386,844	\$7,927,392	\$9,010,494	\$8,664,549
	MTC Statistical Summary	\$7,271,000	\$7,764,000	\$8,524,000	
	TDA Claim	\$7,271,208	\$7,763,751	\$8,499,224	\$8,442,843
	SRTP	\$6,757,158	\$7,158,208	\$7,591,262	\$7,841,296
Passenger Fares	FTA National Transit Database	\$2,018,979	\$1,914,965	\$2,028,003	2,010,583
	State Controller Report	\$2,019,282	\$1,914,965	\$2,028,003	2,214,307
	MTC Statistical Summary	\$2,019,000	\$1,915,000	\$2,028,000	
	TDA Claim	\$2,018,979	\$1,914,965	\$2,028,002	2,010,583
	SRTP	\$1,631,376	\$1,655,847	\$1,680,684	\$1,705,895
Passengers	FTA National Transit Database	982,682	899,223	914,632	976,219
	State Controller Report	984,584	899,223	929,638	976,219
	MTC Statistical Summary	1,011,000	899,000	930,000	
	TDA Claims	978,854	899,222	929,638	976,219
	SRTP	909,500	919,504	929,619	939,844
Vehicle Service Hours	FTA National Transit Database	78,152	84,628	84,763	81,516
	State Controller Report	78,202	84,628	84,764	81,516
	MTC Statistical Summary	79,000	85,000	85,000	
	TDA Claims	85,821	84,561	84,763	87,269
	SRTP	75,436	75,436	75,436	75,436

Vehicle Service Miles	FTA National Transit Database	1,680,148	1,617,616	1,621,661	1,598,398
	State Controller Report	1,577,572	1,617,616	164,661	1,598,067
	MTC Statistical Summary	1,587,000	1,618,000	1,622,000	
	TDA Claims	1,666,577	1,617,567	1,621,661	1,725,304
	S RTP	1,516,341	1,516,341	1,516,341	1,516,341
Employee Full-Time Equivalents	FTA National Transit Database				
	State Controller Report	0.0	96.0	65.0	93.0
	MTC Statistical Summary	72.0	65.0	65.0	
	TDA Claims	75.0	75.0	65.0	93.0
	S RTP				

FAIRFIELD/SUISUN TRANSIT DATA CONSISTENCY - DART

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	FTA National Transit Database	\$1,560,322	\$1,306,437	\$1,266,922	\$1,246,423
	State Controller Report	\$1,730,351	\$1,502,001	\$1,332,833	\$1,910,695
	MTC Statistical Summary	\$948,000	\$1,235,000	\$1,125,000	
	TDA Claims	\$947,529	\$1,306,437	\$1,266,922	\$1,319,603
	S RTP	\$829,379	\$859,406	\$890,750	\$923,487
Passenger Fares	FTA National Transit Database	\$86,703	\$80,471	\$64,431	\$73,180
	State Controller Report	\$210,080	\$222,128	\$84,476	\$243,621
	MTC Statistical Summary	\$55,000	\$80,000	\$64,000	
	TDA Claims	\$54,954	\$80,471	\$64,431	\$73,180
	S RTP	\$60,294	\$62,103	\$63,966	\$65,885

Passengers	FTA National Transit Database	28,368	22,386	20,071	21,244
	State Controller Report	20,811	22,386	20,122	21,165
	MTC Statistical Summary	21,000	22,000	20,000	
	TDA Claims	20,811	23,780	21,470	21,991
	SRTP	21,369	21,605	21,842	22,082
Vehicle Service Hours	FTA National Transit Database	16,044	13,068	11,249	11,399
	State Controller Report	10,679	13,068	11,274	11,399
	MTC Statistical Summary	11,000	13,000	11,000	
	TDA Claims	10,680	13,068	11,275	12,568
	SRTP	10,622	10,622	10,622	10,622
Vehicle Service Miles	FTA National Transit Database	273,158	199,146	170,723	189,963
	State Controller Report	151,106	199,146	171,215	189,963
	MTC Statistical Summary	151,000	199,000	171,000	
	TDA Claims	151,106	199,146	171,215	208,773
	SRTP	138,780	138,780	138,780	138,780
Employee Full-Time Equivalent	FTA National Transit Database				
	State Controller Report	7.0	7.0	6.0	8.0
	MTC Statistical Summary	10.0	7.0	7.0	
	TDA Claims	10.0	8.0	8.0	8.0
	SRTP				

FAIRFIELD/SUISUN TRANSIT DATA CONSISTENCY - TAXI

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	TDA Claims	\$262,291	\$298,046	\$172,823	\$330,669
	SRTP	\$235,841	\$242,916	\$250,203	\$257,709
Passenger Fares	TDA Claims	\$117,197	\$137,241	\$14,706	\$161,374
	SRTP	\$103,046	\$106,137	\$109,321	\$112,601
Passengers	TDA Claims	7,557	4,514	4,039	3,614
	SRTP				
Vehicle Service Hours	TDA Claims	5,534		710	1,219
	SRTP				
Vehicle Service Miles	TDA Claims	120,406		27,270	36,095
	SRTP				

FAIRFIELD/SUISUN TRANSIT DATA CONSISTENCY - SENIOR VOLUNTEER DRIVER PROGRAM

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	TDA Claims	\$63,586	\$53,371	\$51,700	\$55,449
	SRTP	\$61,547	\$63,394	\$65,295	\$67,252
Passenger Fares	TDA Claims	\$6,181	\$4,416	\$5,339	\$9,220
	SRTP	\$4,978	\$5,127	\$5,281	\$5,439
Passengers	TDA Claims	33,395	35,337	4,039	4,275
	SRTP				

**FAIRFIELD/SUISUN CITY TRANSIT CONSISTENCY -
SOLANO PARATRANSIT**

Performance Measure	Source	FY09
Operating Cost	TDA Claims	\$612,793
	SRTP	\$630,931
Passenger Fares	TDA Claims	\$31,749
	SRTP	\$43,065
Passengers	TDA Claims	5,013
	SRTP	11,880
Vehicle Service Hours	TDA Claims	1,584
	SRTP	8,883
Vehicle Service Miles	TDA Claims	20,475
	SRTP	158,693
Employee Full-Time Equivalents	TDA Claims	
	SRTP	

Cost Drivers

Cost drivers are expense items necessary to provide a particular service. Cost drivers for FAST include operations, maintenance, fuel and administration. The largest operations expense is for purchased transportation (contracted service), and the most significant cost driver in recent years is the higher costs associated with the new operating contract that became effective July 1, 2008. A breakdown of these costs is contained in the following tables. Within administration are administrative salaries and benefits costs for direct city transportation employees plus overhead charges to the transit system for city administrative support. The decline in salaries in 2011 was attributed to changeovers in transit management and furloughing city employees eight hours every two weeks. The percentage of each cost factor is derived relative to total operations costs.

An approved overhead cost allocation plan is used as the basis to distribute general fund costs of city administrative and support services (e.g. city council, city manager, finance, clerk, etc.) to city programs like transit for reimbursement. Examples of the cost basis for support services charged to departments include program expenses, accounting amounts, and purchase orders.

Reimbursements for overhead costs charged to transit in the future will be about \$350,000 per year, according to the City's adopted 2012/2013 Budget. The majority of overhead costs are from public works management cost allocations that are based on the department's organizational structure from past years.

**Cost Drivers
Fairfield/Suisun Transit**

	2009	2010	2011	2012
Salaries	\$505,449	\$510,095	\$468,989	\$505,087
<i>% Change</i>		1%	-8%	8%
Benefits	\$279,313	\$300,946	\$268,689	\$269,622
<i>% Change</i>		8%	-11%	0%
Cost Allocation	\$370,000	\$396,000	\$412,000	\$364,000
<i>% Change</i>		7%	5%	-12%
Fuel	\$1,092,911	\$963,363	\$1,246,621	\$1,499,739
<i>% Change</i>		-12%	29%	20%

Salaries as a % of Total Operations Cost (minus depreciation)	6%	5%	5%	5%
Benefits as a % of Total Operations Cost (minus depreciation)	3%	3%	3%	3%
Cost Allocation as a % of Total Operations Cost (minus depreciation)	3%	3%	3%	3%
Fuel as a % of Total Operations Cost (minus depreciation)	12%	10%	12%	14%

Source: TDA Fiscal Audit FYs 09-12; TDA Claims Estimated FY 2012

A breakdown of audited operations costs between operations, maintenance and administration is provided for the period of FYs 2007-08 through 2011-12. Contracted operations cost to run the service comprises about 66 percent of total cost (minus depreciation), in-house maintenance cost comprises 21 percent while city administrative costs comprise the remaining 13 percent.

FAST Operations Expenses

	2008	2009	2010	2011	2012
Operations	\$5,471,767	\$6,053,483	\$6,198,312	\$6,566,423	\$7,310,336
<i>% Change</i>		11%	2%	6%	11%
Maintenance	\$1,678,352	\$1,703,607	\$1,881,464	\$2,124,756	\$1,867,135
<i>% Change</i>		2%	10%	13%	-12%
Administrative and	\$1,237,003	\$1,360,105	\$1,349,617	\$1,299,489	\$1,332,957
<i>% Change</i>		10%	-1%	-4%	3%
Depreciation	\$1,638,779	\$1,481,013	\$2,022,964	\$2,166,908	\$2,372,775
<i>% Change</i>		-10%	37%	7%	10%
Total	\$10,025,901	\$10,598,208	\$11,452,357	\$12,157,576	\$12,883,203

Source: TDA Fiscal Audit

A further division of operating expenses among other cost drivers is shown using audited data. With purchased transportation being the primary cost driver, others include in-house maintenance services, fuel, and insurance. Trends in expenses show variability, with several costs decreasing and then increasing on an annual basis, or vice versa, over the last three years. Others such as general administration remained relatively stable. Overall total operating expenses increased each year.

FAST Operations Expenses

	2009	2010	2011	2012
Services	\$2,094,157	\$2,211,166	\$2,597,590	\$2,381,010
<i>% Change</i>		6%	17%	-8%
Fuels and Lubricants	\$1,092,911	\$963,363	\$1,246,621	\$1,499,739
<i>% Change</i>		-12%	29%	20%
Casualty and Liability	\$219,993	\$237,185	\$247,237	\$257,387
<i>% Change</i>		8%	4%	4%
Utilities	\$23,248	\$62,636	\$51,073	\$36,972
<i>% Change</i>		169%	-18%	-28%
Purchased Transportation	\$4,300,819	\$4,544,111	\$4,482,676	\$4,924,411
<i>% Change</i>		6%	-1%	10%
Miscellaneous	\$25,962	\$61,395	\$65,982	\$77,952
<i>% Change</i>		136%	7%	18%
General Administration	\$1,360,105	\$1,349,617	\$1,299,489	\$1,332,957
<i>% Change</i>		-1%	-4%	3%
Depreciation	\$1,481,013	\$2,022,964	\$2,166,908	\$2,372,775
<i>% Change</i>		37%	7%	10%
Total	\$10,598,208	\$11,452,437	\$12,157,576	\$12,883,203
		8%	6%	6%

Source: TDA Fiscal Audit

Performance Trends

The following tables provide information on performance indicators and trends of the transit system. Industry performance measures are used including operating costs, fare revenues, ridership, revenue hours and miles, and full time equivalents. The general trend in fixed route and demand response services for fiscal years 2009 through 2012 shows less cost efficiency and effectiveness measured in cost per hour and per passenger, and farebox recovery. Subsidy per passenger also increased over the period although improving the last year. Service effectiveness measured by passengers per hour shows an overall decline but showing improvement in the last year. Although service hours increased along with growth in costs, the rate of the increase in hours was slower, thereby resulting in decreased cost effectiveness. Other measures such as fare revenue, ridership, and service miles either declined or grew at a slower pace than the growth in operating costs which impact the performance indicator trends.

FAIRFIELD/SUISUN TRANSIT PERFORMANCE INDICATORS - FIXED ROUTE

Statistics & Performance Indicators	FY 08-09	FY 09-10	FY 10-11	FY 11-12	% Change FY09-FY12
Operating Costs	\$7,271,2	\$7,763,75	\$8,499,22	\$8,664,549	19.2%
<i>Annual % Change</i>		6.8%	9.5%	1.9%	
Passengers	982,682	899,223	914,632	976,219	-0.7%
<i>Annual % Change</i>		-8.5%	1.7%	6.7%	
Vehicle Service Hours	78,152	84,628	84,763	81,516	4.3%
<i>Annual % Change</i>		8.3%	0.2%	-3.8%	
Vehicle Service Miles	1,680,14	1,617,616	1,621,661	1,598,067	-4.9%
<i>Annual % Change</i>		-3.7%	0.3%	-1.5%	
Employee FTEs	72.0	65.0	65.0	93.0	29.2%
<i>Annual % Change</i>		-9.7%	0.0%	43.1%	
Fare Revenue	\$2,018,9	\$1,914,96	\$2,028,00	\$2,214,307	9.7%
<i>Annual % Change</i>		-5.2%	5.9%	9.2%	
Operating Cost per Passenger	\$7.40	\$8.63	\$9.29	\$8.88	20.0%
<i>Annual % Change</i>		16.7%	7.6%	-4.5%	
Operating Cost per Vehicle Service Hour	\$93.04	\$91.74	\$100.27	\$106.29	14.2%
<i>Annual % Change</i>		-1.4%	9.3%	6.0%	
Passengers per Vehicle Service Hour	12.57	10.63	10.79	11.98	-4.8%
<i>Annual % Change</i>		-15.5%	1.6%	11.0%	
Passengers per Vehicle Service Mile	0.58	0.56	0.56	0.61	4.4%
<i>Annual % Change</i>		-5.0%	1.5%	8.3%	

Veh Service Hours per Employee FTE	1,085	1,302	1,304	877	-19.2%
<i>Annual % Change</i>		19.9%	0.2%	-32.8%	
Fare per Passenger	\$2.05	\$2.13	\$2.22	\$2.27	10.4%
<i>Annual % Change</i>		3.7%	4.1%	2.3%	
Subsidy per passenger	\$5.34	\$6.50	\$7.08	\$6.61	23.6%
<i>Annual % Change</i>		21.7%	8.8%	-6.6%	
Farebox Recovery	27.8%	24.7%	23.9%	25.6%	-8.0%
<i>Annual % Change</i>		-11.2%	-3.3%	7.1%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	1.7%	2.8%	51.9%

Source: Operating Cost and Fares from TDA Claims Actual FY 09&10, NTD FY 11, State Controller Report FY12

FY 09-11 Passengers, Hours, and Miles from NTD, FY 12 from State Controller

FY 09-11 Employee FTEs from MTC Statistical Summary, FY 12 from State Controller

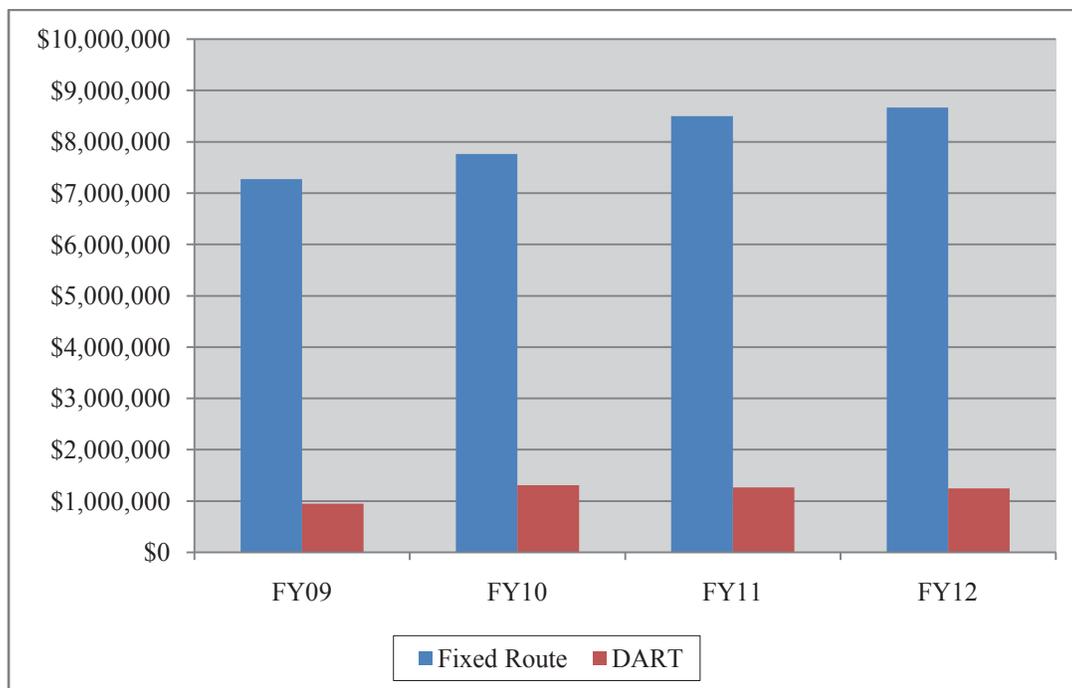
FAIRFIELD/SUISUN TRANSIT PERFORMANCE INDICATORS - DART

Statistics & Performance Indicators	FY 08-09	FY 09-10	FY 10-11	FY 11-12	% Change FY09-FY12
Operating Costs	\$947,529	\$1,306,43	\$1,266,9	\$1,246,423	31.5%
<i>Annual % Change</i>		37.9%	-3.0%	-1.6%	
Passengers	20,811	22,386	20,071	21,165	1.7%
<i>Annual % Change</i>		7.6%	-10.3%	5.5%	
Vehicle Service Hours	10,680	13,068	11,249	11,399	6.7%
<i>Annual % Change</i>		22.4%	-13.9%	1.3%	
Vehicle Service Miles	151,106	199,146	170,723	189,963	25.7%
<i>Annual % Change</i>		31.8%	-14.3%	11.3%	
Employee FTEs	10.0	7.0	7.0	8.0	-20.0%
<i>Annual % Change</i>		-30.0%	0.0%	14.3%	
Fare Revenue	\$54,954	\$80,471	\$64,431	\$73,180	33.2%
<i>Annual % Change</i>		46.4%	-19.9%	13.6%	
Operating Cost per Passenger	\$45.53	\$58.36	\$63.12	\$58.89	29.3%
<i>Annual % Change</i>		28.2%	8.2%	-6.7%	
Operating Cost per Vehicle Service Hour	\$88.72	\$99.97	\$112.63	\$109.34	23.2%
<i>Annual % Change</i>		12.7%	12.7%	-2.9%	
Passengers per Vehicle Service Hour	1.95	1.71	1.78	1.86	-4.7%
<i>Annual % Change</i>		-12.1%	4.2%	4.1%	

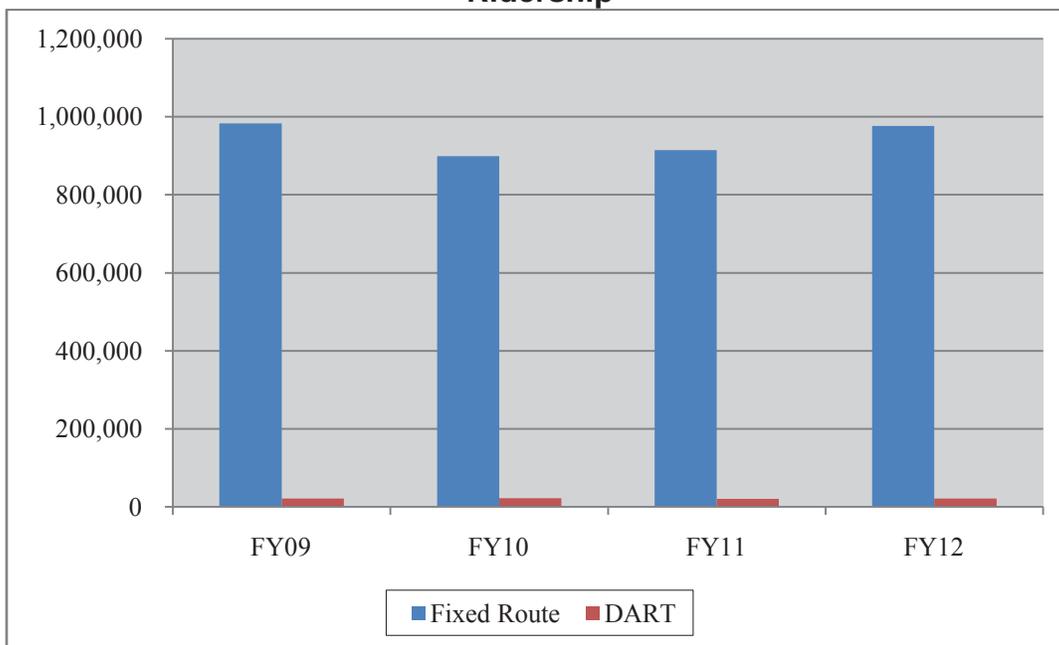
Passengers per Vehicle Service Mile	0.14	0.11	0.12	0.11	-19.1%
<i>Annual % Change</i>		-18.4%	4.6%	-5.2%	
Veh Service Hours per Employee FTE	1,068	1,867	1,607	1,425	33.4%
<i>Annual % Change</i>		74.8%	-13.9%	-11.3%	
Fare per Passenger	\$2.64	\$3.59	\$3.21	\$3.46	30.9%
<i>Annual % Change</i>		36.1%	-10.7%	7.7%	
Subsidy per passenger	\$42.89	\$54.76	\$59.91	\$55.43	29.2%
<i>Annual % Change</i>		27.7%	9.4%	-7.5%	
Farebox Recovery	5.8%	6.2%	5.1%	5.9%	1.2%
<i>Annual % Change</i>		6.2%	-17.4%	15.4%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	1.7%	2.8%	51.9%

Source: Operating Cost, Passengers, Hours, Miles and Fares from TDA Claims Actual FY 09&10, NTD FY 11&12
FY 09-11 Employee FTEs from MTC Statistical Summary, FY 12 State Controller Report

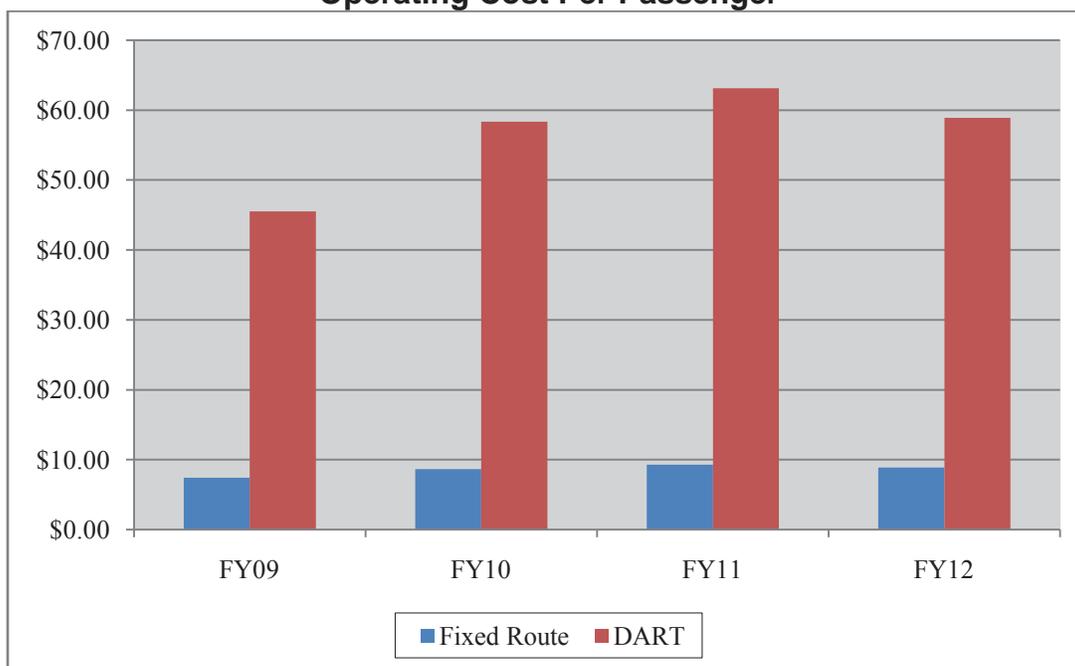
Operating Cost



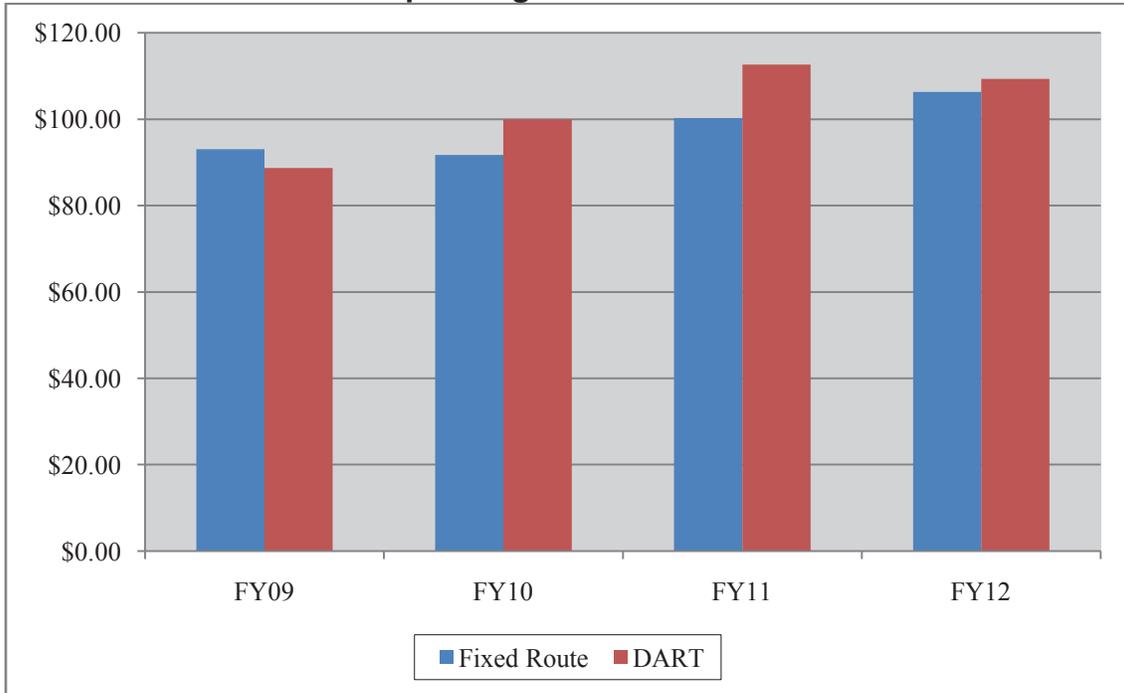
Ridership



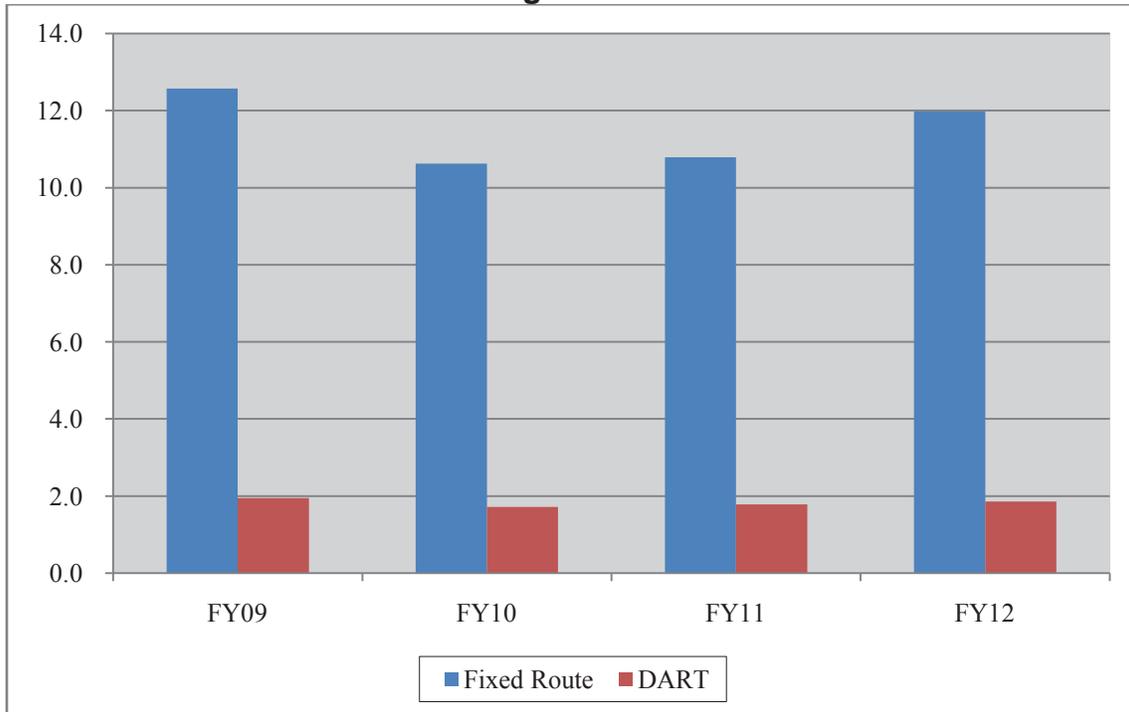
Operating Cost Per Passenger



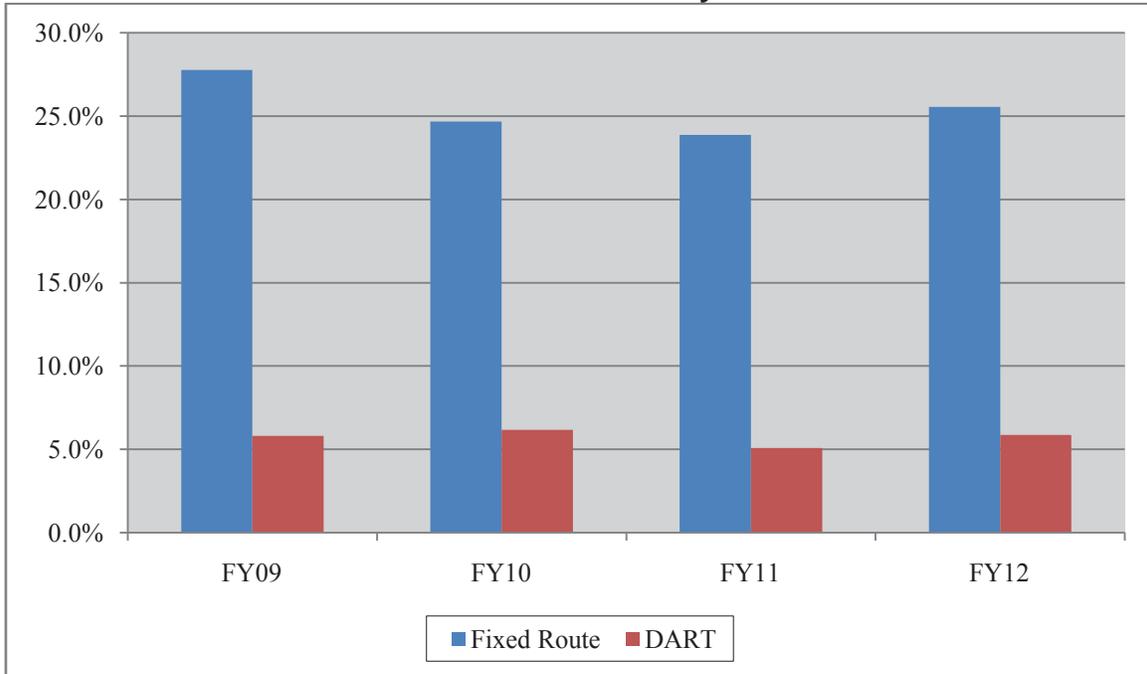
Operating Cost Per Hour



Passengers Per Hour



Farebox Recovery



Performance Against SRTP Standards

The SRTP for FAST provided projections of performance indicators for each transit mode. A sampling of performance indicators and the current status of fixed route and demand response meeting their respective projections are shown.

Performance Measure	SRTP Standard	FAST Actual (FY 10-11)	Standard Met?
Operating Cost per Hour			
<i>Fixed Route</i>	\$100.63	\$100.27	Yes
<i>DART</i>	\$83.86	\$112.63	No
Operating Cost per Passenger			
<i>Fixed Route</i>	\$8.17	\$9.29	No
<i>DART</i>	\$40.78	\$63.12	No
Passengers per Hour			
<i>Fixed Route</i>	12.3	10.8	No
<i>DART</i>	2.1	1.8	No

Operating Revenues

FAST relies on a combination of local, state and federal funding sources for operations of the transit service. They include fare revenue, Regional Measure 2, TDA, and urban federal funds through the FTA 5307 grant program. The contribution of funds from each level of government are distributed fairly equal, with each comprising roughly one-third of funds as recently as FY 10-11. As an operator in a small urbanized area, FAST is able to use all FTA 5307 formula funds for operations and reserve more flexible funds (e.g. TDA) for matching federal grants and for capital purchases like fleet replacement and facilities projects.

In addition to funding bus vehicle operations and maintenance, the city uses about \$400,000 annually in transit funds to maintain the Fairfield Transportation Center that serves various modes including bus transfers, and carpools and vanpools. Also, starting in FY 2012-13, the transit budget will contribute toward maintaining the three city park and ride lots (Red Top Road, Train Station, and Oliver Road). The park and ride maintenance costs are \$60,000 and will gradually increase to over a \$100,000 per year once the train station is fully operational.

Using information from TDA Claims, revenues are shown for a three year period (FYs 2008-09 through 2010-11). A summary of revenues by source type, including local, state and federal is also shown.

Operating Revenues

	FY 09	FY 10	FY 11
Fare Revenue	\$2,229,060	\$2,137,093	\$2,028,003
RM 2	\$711,035	\$711,035	\$711,035
Other Local Funds	\$239,239	\$179,028	\$7,773
TDA	\$4,101,703	\$3,576,127	\$3,712,382
STAF	\$265,120	\$47,603	
FTA 5307	\$2,530,711	\$2,811,756	\$2,497,847
FTA 5307 ARRA			\$682,498
FTA 5311			\$213,479
FTA 5316/5317	\$27,251		
Total	\$10,104,119	\$9,462,642	\$9,853,017

Source: TDA Claim Actuals FYs 09 & 10, Current Adjusted FY 11 for non-fare revenue; Fare revenue from MTC Stat. Summary

Summary of Operating Revenues by Source Type

	FY 09	% of Total	FY 10	% of Total	FY 11	% of Total
Local Revenues (fares, RM2, other)	\$3,179,334	31%	\$3,027,156	32%	\$2,746,811	28%
State Funds (TDA)	\$4,366,823	43%	\$3,623,730	38%	\$3,712,382	38%
Federal	<u>\$2,557,962</u>	<u>25%</u>	<u>\$2,811,756</u>	<u>30%</u>	<u>\$3,393,824</u>	<u>34%</u>
Total	\$10,104,119	100%	\$9,462,642	100%	\$9,853,017	100%

Source: TDA Claims

Capital Revenues

FAST has used several funding sources for capital expenditures including for vehicle replacement and facility improvement. Funding sources include FTA 5309 and 5307 ARRA, TDA, and State Proposition 1B. Federal ARRA funding is a one-time injection for capital projects, while Proposition 1B funding is set to expire by 2016. TDA reserve funds are drawn down to use as matching revenue for federal funds. Using National Transit Database information, revenues are shown for a three year period (FYs 2008-09 through 2010-11). The FTA 5309 funds have been used for design and construction of new transit facilities including the Fairfield/Vacaville Intermodal Train Station. A summary of revenues by source type is also shown.

Capital Revenues by Source

	FY 09	FY 10	FY 11
State Funds (TDA)	\$260,364	\$1,229,170	\$1,571,227
State Funds (Prop 1B)			\$324,399
FTA 5309	\$557,651	\$750,131	\$1,422,954
FTA 5307 ARRA			\$2,301,240
Total	\$818,015	\$1,979,301	\$5,619,820

Source: National Transit Database

Summary of Capital Revenues by Source Type

	FY 09	% of Total	FY 10	% of Total	FY 11	% of Total
State Funds	\$260,364	32%	\$1,229,170	62%	\$1,895,626	34%
FTA	<u>\$557,651</u>	<u>68%</u>	<u>\$750,131</u>	<u>38%</u>	<u>\$3,724,194</u>	<u>66%</u>
Total	\$818,015	100%	\$1,979,301	100%	\$5,619,820	100%

Capital Expenses

The SRTP for FAST identified a significant capital expenditure plan for a 10-year period that includes three transit center projects, facility improvements and vehicle replacements. The current age of the transit fleet remains a concern considering many active vehicles have or will surpass their useful lives. The oldest six buses date back to 1994 and 1996, but are scheduled to be replaced in 2013 and 2015. The majority of vehicles date to between 2002 and 2011. Nearly the entire intercity commuter fleet was purchased in 2003.

The City of Fairfield has budgeted for some vehicle replacement in the next year using primarily federal funds. However, the budget forecasts insufficient capital funds to replace all vehicles at the end of their useful lives and the city instead will continue to rely on vehicle maintenance. This will be the city's strategy to prolong the life of the older transit fleet through engine overhauls and other maintenance practices. As contained in the city's latest budget, the TDA cash balance for fixed route is anticipated to decline over the next five years as it is used for filling revenue gaps for operating and planned capital expenses. The future construction costs of the train station are not included in this analysis because no additional funding that could be used for transit operations or fleet replacement is budgeted for that project which will be funded primarily by toll bridge funds specifically designated for the project.

TDA Balance

The Fairfield/Suisun City annual apportionment of Transportation Development Act Funds is about \$4.4 million. According to funding information provided by the Solano Transportation Authority based on data from the Metropolitan Transportation Commission, after allocation for transit expenses for FY 2012-13, FAST has no remaining TDA balance held by MTC. However, Fairfield has retained over \$2.7 million in TDA in its own accounts and plans to return this amount to MTC for future TDA allocations. FAST also has active, uncommitted TDA allocations of over \$1.4 million that will be used to help fund planned capital expenditures beginning in FY 2012-13.

Cost Containment

A detailed service change proposal that significantly alters the local transit system was introduced in Spring 2012 that is anticipated to result in better efficiencies and a more user-friendly system. The Fairfield City Council approved the proposed service changes on August 21, 2012. FAST implemented the service changes that include replacing long, looping routes with those that follow a more lineal configuration in December 2012. The changes focus more on the local transit routes at the Fairfield Transportation Center, but also include timed transfers at the Solano Town Center, in Cordelia, and near the Wal-Mart on North Texas Street. While the changes are intended to increase service efficiencies and ridership, costs are expected to stabilize from the changes.

Transit management is currently working to reduce contract operations costs through negotiations with the private contractor. The existing operations contract became effective in

July 2008, and the city has exercised the two option years through FY 2013-14. A cost escalator clause included in the original contract has been a major cost driver in recent years, but the discussions with the contractor are focused on mitigating the impacts of this and other contract provisions.

The City of Fairfield implemented furloughs in the past three years resulting in a pay reduction of 10 percent. There have been no pay raises since implementation of furloughs.

Five-Year Financial Forecast

A forecast of revenues and expenses for both operations and capital projects for FAST is presented for the next five-years. The forecast is based in part on the City of Fairfield's FY 2013 budget and provides a base scenario that relies on stable funding streams for operations to sustain the transit system. TDA funds, Regional Measure 2, FTA 5307 grant monies, and fare revenue are the main revenue sources to fund operations. As FAST operates a number of Solano Express commuter routes, TDA contributions from other local jurisdictions are obtained through the intercity transit cost sharing agreement and are included in the fixed route bus revenue forecast.

Fairfield claimed all of its annual apportionment plus carryover, including the full amount for Suisun City, for transit services in FY 2013. Beginning in FY 2014, it is assumed the amounts claimed reflect only annual MTC apportionments, hence the decrease in TDA between FYs 2013 and 2014. However, Fairfield has retained over \$2.7 million in TDA in its own accounts and plans to return this amount to MTC for future TDA allocations. The \$2.7 million is shown separately in the forecast as TDA Reserves. FAST also has over \$1.4 million remaining in TDA capital allocations from previous years.

It is assumed that TDA funds will grow marginally during the forecast period given some improvement that is expected in the economy in the coming years. While TDA revenues in Solano County have grown an average of almost 5 percent per year over the last 20 years (in actual dollars), the average figure factors in both economic peaks and valleys over a long time period. Because of the relatively short forecast period and to remain conservative, TDA growth rates are assumed to follow the forecasted Consumer Price Index for the San Francisco Consolidated Metropolitan Statistical Area (CMSA) developed by the State Department of Finance. The CPI forecast, which goes through FY 2015-16, assumes a 2 percent growth rate per year. The TSP forecast follows this trend. Also, accounting for continued level of some economic growth that is expected to occur slowly in the future, the TSP shows 3 percent growth per year for the last two years of the forecast.

FAST will use \$50,000 per year of TDA to maintain the Suisun-Fairfield Train Station in Suisun City. This amount is subtracted from the total FAST TDA reserves at the bottom of the systemwide forecast each year.

FAST is currently in the first of two final option years for the operations contract which expires at the end of FY 2013-14. As part of structuring a new operations contract effective FY 2014-15, FAST transit management will work to negotiate lower cost rates. In this regard, the forecast

keeps operating costs constant between FYs 2014 and 2015 before incremental increases the following years.

Expenses designated to the fixed route system include local and commuter bus services, operations and maintenance of the Fairfield Transportation Center, and maintenance of three park and ride lots (Red Top Road, Fairfield/Vacaville Intermodal Train Station, and Oliver Road). Maintenance of the future train station park and ride lot is assumed beginning in FY 2014-15, while the other two lots incur expenses beginning in FY 2012-13. No maintenance expenses are included for the Fairfield/Vacaville Intermodal Train Station facilities exclusive of the park and ride lot.

The baseline revenue service hours are based on the FY 2011-12 City of Fairfield FAST National Transit Database. The NTD indicates revenue service hours to be 81,516 for fixed route and 11,399 for Dial-A-Ride.

On the capital side, as most TDA funds will be used to support operations, there is very little remaining for federal capital match requirements or procurements using TDA alone. Remaining capital TDA allocations from previous years will be used. State Transit Assistance Funds are projected to be available for capital projects, with over \$1 million targeted for bus procurements in FY 2013 using carryover from prior years. The annual STAF revenue estimate is projected to be reduced by 6 percent in FY 2014 compared to FY 2013 based on the proposed FY 2013-14 State budget. Revenue for both capital and operations is held constant in the forecast since STAF is volatile based on unpredictable diesel fuel sales. Proposition 1B revenues remaining for bus stop improvements, security projects and revenue-based formula funding to FAST totals about \$550,000.

A number of vehicles in the fleet will require replacement over the next five years based on age of the buses. FAST has indicated its strategy to prolong the useful lives of the vehicles through maintenance overhauls to defer capital replacement. This applies particularly to the commuter buses used for intercity service. Only three intercity buses are targeted for replacement during the five-year forecast using funding committed by the Solano Transportation Authority in procurements being managed by SolTrans. However, smaller older vehicles in the current fleet that have already had overhauls to extend bus lives are shown to be replaced in the forecast.

Vehicle replacement unit costs are based on the most recent MTC regional bus/van pricelist for FYs 2012-13 and FY 2013-14 for Transit Capital Priorities Call for Projects, unless vendor quotes were available. The pricelist assumes a 2 percent annual growth in vehicle cost. MTC Unit costs include cutaway vehicles at \$112,000-\$118,000 (Under/Over 26 feet), but FAST is in process of purchasing two 23-foot cutaway vehicles for \$70,000 each; minivans at \$54,000 although slightly used (less than 20,000 miles) Ford F-350 vans are readily available for under \$25,000; and transit diesel buses at \$517,000. Capital costs for maintenance shop equipment, small capital, and building improvements are provided by the City of Fairfield.

Eighteen vehicles ranging from minivans to paratransit vehicles to local fixed route buses are scheduled for replacement during the next five years. Additional local fixed route buses and large commuter buses are required to be replaced shortly after the forecast period. A listing of

vehicle replacement projects by year is shown. Maintenance shop equipment, small capital, and building improvements are funded per the City of Fairfield.

FY 12-13: Purchase of 6, 40 foot diesel-electric hybrid buses to replace 2-1994, 3-1996, and 1-2002 buses; 2, 23 foot paratransit vans; 2 support vehicles ; maintenance shop equipment; and small capital including engine replacements.

FY 13-14: Purchase 1 support vehicle; maintenance shop equipment and small capital including engine replacements.

FY 14-15: Purchase 1, 40 foot diesel-electric hybrid to replace the last 1996 bus; replacement of 1, 45 foot MCI through procurement managed by SolTrans; 2, 23 foot paratransit vehicles; maintenance shop equipment and small capital including engine replacements.

FY 15-16: Maintenance shop equipment and small capital including engine replacements.

FY 16-17: Replace 2, 45 foot MCIs through procurement managed by SolTrans; 1 support vehicle; maintenance shop equipment and small capital including engine replacements.

FY 17-18: Maintenance shop equipment and small capital including engine replacements.

The financial forecast data is expressed in year of expenditure. As shown in the forecast, FAST will operate with revenues and expenses in approximate balance for the forecast period. However, FAST will face significant costs for buses that will need to be replaced soon after the forecast period.

The adopted City of Fairfield budget anticipates a very significant cost decrease in the new operations contract that will take effect in FY 2014-15 in order to balance operating revenues and costs. The assumed decrease in the operations contract in the city's budget is almost \$1 million. While this was considered in development of the TSP, rather than show a significant decline in operating expenses, the TSP forecast holds fixed route and paratransit operating costs constant between FYs 2014 and 2015 to reflect some level of savings from the new contract. The assumption about the cost of the new operations contract in FY 2014-15 is one of the primary factors in whether FAST could continue operating its existing service and still have reserves for future bus replacements.

FAST management has indicated they are developing strategies to both reduce operating costs and increase operating revenues. In addition to the ongoing discussions with the current operations contractor for cost reductions in the final year of the current contract, FAST will structure the request for proposals (RFP) for a new contract to reduce costs. The most promising prospect for increasing operating revenues is the implementation of parking fees at the park and ride lots owned by the City. The City currently has two park and ride facilities with a total of 854 spaces and has funding for a third lot expected to open in early 2014 with estimated 180 spaces in design. The potential revenues that could be generated by restructuring advertising contracts is not expected to be a major factor in this size operation, so FAST will need to consider a combination of fare increases and service reductions if it not successful in reducing costs and generating parking revenues.

Financial Projections - Fixed Route Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Replacement ⁽¹⁾	\$4,450,000	\$130,000	\$1,750,700	\$100,000	\$2,096,100	\$100,000
Bus Stop Improvements	\$80,000	\$340,000	\$0	\$0	\$0	\$0
Maint. Shop Equipment	\$100,000	\$103,000	\$106,000	\$109,000	\$113,000	\$116,000
Misc. Small Capital Facilities	\$100,000 \$820,000	\$103,000 \$1,912,000	\$106,000 \$3,700,000	\$109,000 \$1,150,000	\$113,000 \$100,000	\$116,000 \$0
Total	\$5,550,000	\$2,588,000	\$5,662,700	\$1,468,000	\$2,422,100	\$332,000
Capital Revenue						
Transportation Development Act State Transit Assistance Fund ⁽²⁾	\$1,429,200 \$1,047,100	\$471,000 \$0	\$566,700 \$0	\$318,000 \$0	\$461,000 \$387,600	\$332,000 \$0
Proposition 1B	\$942,300	\$333,500	\$931,700	\$0	\$1,573,500	\$0
RM2		\$400,000	\$3,600,000	\$1,150,000		
Misc FTA (Earmarks, Lifeline, Grants)	\$631,400	\$1,383,600				
FTA 5309	\$1,500,000	\$0	\$0	\$0	\$0	\$0
FTA 5339	\$0	\$0	\$564,300			
Total	\$5,550,000	\$2,588,100	\$5,662,700	\$1,468,000	\$2,422,100	\$332,000
Annual Net Surplus/Deficit - Capital	\$0	\$100	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$100	\$100	\$100	\$100	\$100
Operating Expense						
Fixed Route ⁽³⁾	\$8,389,000	\$8,641,000	\$8,641,000	\$8,900,000	\$9,167,000	\$9,442,000
Fairfield Transportation Center	\$336,000	\$338,000	\$340,000	\$342,000	\$344,000	\$346,000
Park & Ride Lots (Red Top, Oliver, Train Station)	\$60,000	\$62,000	\$108,000	\$117,000	\$126,000	\$129,000
Cost Allocation	\$307,000	\$312,000	\$307,000	\$310,000	\$316,000	\$325,000
Total	\$9,092,000	\$9,353,000	\$9,396,000	\$9,669,000	\$9,953,000	\$10,242,000
Operating Revenue						

Financial Projections - Fixed Route Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Fares ⁽⁴⁾	\$2,110,000	\$2,152,000	\$2,195,000	\$2,239,000	\$2,284,000	\$2,330,000
Other Income	\$106,000	\$109,000	\$111,000	\$114,000	\$117,000	\$119,000
RM 2	\$711,000	\$711,000	\$711,000	\$711,000	\$711,000	\$711,000
Transportation Development Act ⁽⁵⁾	\$2,993,000	\$3,053,000	\$3,114,000	\$3,176,000	\$3,271,000	\$3,369,000
TDA Intercity Transit Cost Sharing	\$958,000	\$977,000	\$997,000	\$1,017,000	\$1,048,000	\$1,079,000
State Transit Assistance Fund	\$0	\$116,100	\$116,100	\$116,100	\$116,100	\$116,100
FTA 5307/5311 ⁽⁶⁾	\$2,569,000	\$2,452,000	\$2,452,000	\$2,452,000	\$2,452,000	\$2,452,000
Total	\$9,447,000	\$9,570,100	\$9,696,100	\$9,825,100	\$9,999,100	\$10,176,100
Annual Net Surplus/Deficit - Operations	\$355,000	\$217,100	\$300,100	\$156,100	\$46,100	-\$65,900
Cumulative Net Surplus/Deficit - Operations	\$355,000	\$572,100	\$872,200	\$1,028,300	\$1,074,400	\$1,008,500

(1) Vehicle replacement includes replacement of intercity service commuter buses using funding committed by the Solano Transportation Authority in procurements being managed by SolTrans.

(2) STAF for FY 2013 includes carryover of \$923,947 plus fiscal year revenue estimate of \$123,196. STAF reduction of 6% between FY 2013 revenue estimate of \$123,196 and 2014 based on proposed FY 2013-14 State budget. Reduced revenue shown as operating revenues. STA operating revenue held constant since STAF is volatile based on unpredictable diesel fuel sales.

(3) Fixed route operating costs increase by 3%, slightly above the forecasted growth in CPI for the San Francisco Consolidated Metropolitan Statistical Area (CMSA). Costs in FY 2014-15 remain the same as the prior year to reflect cost savings anticipated by FAST with a new operating contract.

(4) Fares grow at 2% per year.

(5) TDA revenues are net of STA Planning (\$127,000) and Intercity Service Agreement (SolTrans \$101,000). TDA grows by 2% annually for first three years, then 3% next two years, mirroring forecasted growth of SF CMSA CPI Forecast through FY 2015-16.

(6) FTA 5307 urban revenues of about \$2.4 million based on MTC estimates for FYs 2013 and 2014. FTA 5311 rural revenues of \$200,000 in FY 2013 based on STA allocation, and \$50,000 thereafter.

**Financial Projections - Paratransit and Local and Intercity Taxi
Capital and Operating**

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Replacement	\$140,000	\$0	\$180,000	\$0	\$0	\$0
Facilities	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$140,000	\$0	\$180,000	\$0	\$0	\$0
Capital Revenue						
Transportation Development Act	\$79,200	\$0	\$180,000	\$0	\$0	\$0
State Transit Assistance Fund	\$0	\$0	\$0	\$0	\$0	\$0
Proposition 1B	\$60,800	\$0	\$0	\$0	\$0	\$0
RM2	\$0	\$0	\$0	\$0	\$0	\$0
Misc FTA (Earmarks, Lifeline, Grants)	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5309	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5339	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$140,000	\$0	\$180,000	\$0	\$0	\$0
Annual Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expense						
Paratransit ⁽¹⁾	\$1,279,000	\$1,317,000	\$1,317,000	\$1,357,000	\$1,398,000	\$1,440,000
Local Taxi	\$130,000	\$132,000	\$136,000	\$140,000	\$144,000	\$148,000
Intercity Taxi	\$150,000	\$153,000	\$158,000	\$163,000	\$168,000	\$173,000
Volunteer Driver	\$54,000	\$56,000	\$58,000	\$60,000	\$62,000	\$64,000
Cost Allocation Plan	\$39,000	\$35,000	\$40,000	\$40,000	\$41,000	\$42,000
Fairfield Transportation Center	\$64,000	\$66,000	\$68,000	\$70,000	\$72,000	\$74,000
Total	\$1,716,000	\$1,759,000	\$1,777,000	\$1,830,000	\$1,885,000	\$1,941,000
Operating Revenue						
Fares ⁽²⁾	\$131,000	\$134,000	\$137,000	\$140,000	\$143,000	\$146,000
Local Operating	\$246,000	\$246,000	\$246,000	\$246,000	\$246,000	\$246,000

**Financial Projections - Paratransit and Local and Intercity Taxi
Capital and Operating**

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Transportation Development Act ⁽³⁾	\$1,391,000	\$1,419,000	\$1,447,000	\$1,476,000	\$1,520,000	\$1,566,000
Total	\$1,768,000	\$1,799,000	\$1,830,000	\$1,862,000	\$1,909,000	\$1,958,000
Annual Net Surplus/Deficit - Operations	\$52,000	\$40,000	\$53,000	\$32,000	\$24,000	\$17,000
Cumulative Net Surplus/Deficit - Operations	\$52,000	\$92,000	\$145,000	\$177,000	\$201,000	\$218,000

(1) Paratransit operating costs increase by 3%, slightly above the forecasted growth in CPI for the San Francisco Consolidated Metropolitan Statistical Area (CMSA). Costs in FY 2014-15 remain the same as the prior year to reflect cost savings anticipated by FAST with a new operating contract.

(2) Fares grow at 2% per year.

(3) TDA grows by 2% annually for first three years, then 3% next two years, mirroring forecasted growth of SF CMSA CPI Forecast through FY 2015-16.

**Financial Projections - Complete System (Fixed Route, Paratransit, Local Taxi and Intercity Taxi)
Capital and Operating**

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Replacement ⁽¹⁾	\$4,590,000	\$130,000	\$1,930,700	\$100,000	\$2,096,100	\$100,000
Bus Stop Improvements	\$80,000	\$340,000	\$0	\$0	\$0	\$0
Maint. Shop Equipment	\$100,000	\$103,000	\$106,000	\$109,000	\$113,000	\$116,000
Misc. Small Capital Facilities	\$100,000	\$103,000	\$106,000	\$109,000	\$113,000	\$116,000
	\$820,000	\$1,912,000	\$3,700,000	\$1,150,000	\$100,000	\$0
Total	\$5,690,000	\$2,588,000	\$5,842,700	\$1,468,000	\$2,422,100	\$332,000
Capital Revenue						
Transportation Development Act	\$1,508,400	\$471,000	\$746,700	\$318,000	\$461,000	\$332,000
State Transit Assistance Fund	\$1,047,100	\$0	\$0	\$0	\$387,600	\$0

**Financial Projections - Complete System (Fixed Route, Paratransit, Local Taxi and Intercity Taxi)
Capital and Operating**

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Proposition 1B	\$1,003,100	\$333,500	\$931,700	\$0	\$1,573,500	\$0
RM2	\$0	\$400,000	\$3,600,000	\$1,150,000	\$0	\$0
Misc FTA (Earmarks, Lifeline, Grants)	\$631,400	\$1,383,600	\$0	\$0	\$0	\$0
FTA 5309	\$1,500,000	\$0	\$0	\$0	\$0	\$0
FTA 5339	\$0	\$0	\$564,300	\$0	\$0	\$0
Total	\$5,690,000	\$2,588,100	\$5,842,700	\$1,468,000	\$2,422,100	\$332,000
Annual Net Surplus/Deficit - Capital	\$0	\$100	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$100	\$100	\$100	\$100	\$100
Operating Expense						
Operations	\$10,002,000	\$10,299,000	\$10,310,000	\$10,620,000	\$10,939,000	\$11,267,000
Fairfield Transportation Center	\$400,000	\$404,000	\$408,000	\$412,000	\$416,000	\$420,000
Park & Ride Lots	\$60,000	\$62,000	\$108,000	\$117,000	\$126,000	\$129,000
Cost Allocation	\$346,000	\$347,000	\$347,000	\$350,000	\$357,000	\$367,000
Total	\$10,808,000	\$11,112,000	\$11,173,000	\$11,499,000	\$11,838,000	\$12,183,000
Operating Revenue						
Fares	\$2,241,000	\$2,286,000	\$2,332,000	\$2,379,000	\$2,427,000	\$2,476,000
Other Income	\$106,000	\$109,000	\$111,000	\$114,000	\$117,000	\$119,000
Local Operating	\$246,000	\$246,000	\$246,000	\$246,000	\$246,000	\$246,000
RM 2	\$711,000	\$711,000	\$711,000	\$711,000	\$711,000	\$711,000
Transportation Development Act ⁽²⁾	\$4,384,000	\$4,472,000	\$4,561,000	\$4,652,000	\$4,791,000	\$4,935,000
TDA Intercity Transit Cost Sharing	\$958,000	\$977,000	\$997,000	\$1,017,000	\$1,048,000	\$1,079,000
State Transit Assistance Fund	\$0	\$116,100	\$116,100	\$116,100	\$116,100	\$116,100
FTA 5307/5311	\$2,569,000	\$2,452,000	\$2,452,000	\$2,452,000	\$2,452,000	\$2,452,000
Total	\$11,215,000	\$11,369,100	\$11,526,100	\$11,687,100	\$11,908,100	\$12,134,100
Annual Net Surplus/Deficit - Operations	\$407,000	\$257,100	\$353,100	\$188,100	\$70,100	-\$48,900

**Financial Projections - Complete System (Fixed Route, Paratransit, Local Taxi and Intercity Taxi)
Capital and Operating**

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Cumulative Net Surplus/Deficit - Operations	\$407,000	\$664,100	\$1,017,200	\$1,205,300	\$1,275,400	\$1,226,500
TDA Reserve ⁽³⁾	\$2,760,000	\$0	\$0	\$0	\$0	\$0
TDA Carryover ⁽⁴⁾	\$1,422,800	\$3,031,400	\$2,767,500	\$2,323,900	\$2,144,000	\$1,703,100
Annual Operations Balance TDA Suisun Transit Station Maintenance ⁽⁵⁾	\$407,000	\$257,100	\$353,100	\$188,100	\$70,100	-\$48,900
TDA Capital Uses	-\$50,000	-\$50,000	-\$50,000	-\$50,000	-\$50,000	-\$50,000
TDA Capital Uses	-\$1,508,400	-\$471,000	-\$746,700	-\$318,000	-\$461,000	-\$332,000
Net Carryover	\$3,031,400	\$2,767,500	\$2,323,900	\$2,144,000	\$1,703,100	\$1,272,200

(1) Vehicle replacement includes replacement of intercity service commuter buses using funding committed by the Solano Transportation Authority in procurements being managed by SolTrans.

(2) TDA revenues are net of STA Planning (\$127,000) and Intercity Service Agreement (SolTrans \$101,000). Fairfield claimed all of its annual apportionment plus carryover, including the full amount for Suisun City, for transit services in FY 2013. Beginning in FY 2014, it is assumed the amounts claimed reflect only annual MTC apportionments and no carryover, hence the decrease in TDA between FYs 2013 and 2014.

(3) Fairfield has retained \$2.7 million in TDA reserves from past years that will be returned to MTC and included as part of future TDA carryover balances.

(4) Fairfield claimed all TDA funds for FY 12-13, so there is no unallocated carryover for that year. However, Fairfield has \$1.4 million of previously allocated TDA that can be used to reimburse capital project expenses. This amount is shown in the FY 2012-13 TDA Carryover.

(5) \$50,000 in annual TDA will be provided for maintenance of the Suisun-Fairfield Train Station in Suisun City.

City of Rio Vista Delta Breeze

The following tables provide an initial summary of the historic financial and performance data for Rio Vista Delta Breeze. Data sources used to comprise the tables include TDA Claims, Fiscal Audits, National Transit Database, Comprehensive Annual Financial Reports, MTC Statistical Summary, and State Controller Reports. A review of other data sources including the Short Range Transit Plan was also conducted.

Data Consistency

A comparison of key financial and operations data was undertaken to determine the general accuracy of the recording and reporting by City of Rio Vista staff. With an understanding that various reports are submitted at different times on the state and federal levels, they are all prepared after the end of the fiscal year and ideally should match. The listing of the data provides comparison to show discrepancies that exist among the various data sources that portray the financial health of the transit system.

RIO VISTA DATA CONSISTENCY - TOTAL SYSTEM

Performance Measure	Source	FY09	FY10	FY11	FY12
Total Operating Expenses	FTA National Transit Database	\$337,275	\$443,832	\$490,011	\$556,149
	State Controller Report	\$377,917	\$440,967	\$504,016	\$556,149
	Audited Financial Statements	\$313,658	\$386,135	\$509,083	
	MTC Statistical	\$337,000	\$444,000	\$472,000	
	TDA Claim	\$325,028	\$386,135	\$502,423	\$525,536
	SRTP		\$387,717	\$505,996	
Farebox Revenues	FTA National Transit Database	\$59,258	\$103,451	\$57,459	\$53,775
	State Controller Report	\$65,593	\$45,141	\$62,459	\$53,775
	Audited Financial Statements	\$65,668	\$108,038	\$114,935	
	MTC Statistical	\$59,000	\$63,000	\$62,000	
	TDA Claim	\$71,353	\$68,783	\$60,866	\$42,125
	SRTP		\$26,000	\$62,213	

RIO VISTA DATA CONSISTENCY - FIXED ROUTE

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	TDA Claim	\$313,658	\$364,649	\$494,016	\$525,286
	MTC Statistical	\$337,000	\$444,000	\$472,000	
Passenger Fares	TDA Claim	\$65,668	\$58,038	\$57,459	\$42,000
	MTC Statistical	\$59,000	\$63,000	\$62,000	
Passengers	FTA National Transit Database	11,180	14,399	13,431	15,050
	State Controller Report	11,180	14,399	13,431	
	MTC Statistical	11,000	14,000	12,000	
	TDA Claims	11,196	14,648	13,431	
	SRTP	11,180	14,648	13,181	
Vehicle Service Hours	FTA National Transit Database	4,572	5,825	5,475	5,500
	State Controller Report	4,572	5,824	5,419	
	MTC Statistical	3,000	6,000	5,000	
	TDA Claims	3,130	5,825	5,475	
	SRTP			5,719	
Vehicle Service Miles	FTA National Transit Database	78,959	123,679	130,151	126,000
	State Controller Report	78,959	123,679	130,151	
	MTC Statistical	42,000	116,000	130,000	
	TDA Claims	42,138	123,679	130,151	
	SRTP			131,132	
Employee Full-Time Equivalents	FTA National Transit Database				10.0
	State Controller Report	6.0	8.0	10.0	
	MTC Statistical	6.0	12.0	12.0	
	TDA Claims	6.0	8.0	11.0	

RIO VISTA DATA CONSISTENCY - TAXI SCRIP

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	TDA Claim	\$11,370	\$21,486	\$8,407	\$250
Passenger Fare	TDA Claim	\$5,685	\$10,745	\$3,407	\$125
Passengers	FTA National Transit Database	281	281	108	
	State Controller Report	119	281	99	
	TDA Claim	119	281	108	8
Vehicle Service Hours	FTA National Transit Database	259	259	108	
	State Controller Report	321	259	100	
	TDA Claim	321	259	108	3
Vehicle Service Miles	FTA National Transit Database	7,213	7,213	3,690	
	State Controller Report	3,018	7,213	3,390	
	TDA Claim	3,018	7,213	3,690	85
Employee Full-Time Equivalent	FTA National Transit Database				
	State Controller Report	2.0	2.0	2.0	
	TDA Claim	2.0	2.0	1.0	1.0

Cost Drivers

Cost drivers are expense items necessary to provide a particular service. Cost drivers for Delta Breeze include operations, maintenance, fuel and administration. The percentage of administrative wages and benefits and fuel are derived relative to total operations costs. The transit manager was transitioned from a contractor to a city staff member in FY 2011 which increased administrative labor cost.

Cost Drivers
Rio Vista Delta Breeze

	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Salaries & Wages (direct and city admin. staff)	\$16,403	\$9,890	\$10,788	\$33,061	\$31,378
<i>Ann. % Chg.</i>		-40%	9%	206%	-5%
Benefits (Direct Employee)	\$9,607	\$6,634	\$5,676	\$10,987	\$13,388
<i>Ann. % Chg.</i>		-31%	-14%	94%	22%
Fuel	\$29,759	\$52,000	\$50,000	\$48,000	\$53,000
<i>Ann. % Chg.</i>		75%	-4%	-4%	10%

Salaries & Wages as % of Total Operations Cost (minus Depreciation)	5%	3%	3%	6%	5%
Benefits as a % of Total Operations Cost (minus Depreciation)	3%	2%	1%	2%	2%
Fuel as % of Total Operations Cost (minus Depreciation)	10%	17%	13%	9%	9%

Source: Rio Vista Delta Breeze Transit Budget

A breakdown of audited operations costs between O&M and administration is provided for the period of FYs 2007-08 through 2010-11. The significant variance in expenses from one year to another makes it difficult to draw any initial trends or conclusions, although the general trend is an increase in overall costs. In FY 2008, the fiscal auditor treated some contractor fixed operations costs as administrative cost, and then charged administrative expenses into operations the next year.

Delta Breeze Transit Operations Expenses

	FY 2008	FY 2009	FY 2010	2011
Operations and Maintenance	\$136,540	\$306,716	\$353,506	\$474,402
<i>Ann. % Chg</i>		125%	15%	34%
Administrative and General	\$162,330	\$6,942	\$32,910	\$34,681
<i>Ann. % Chg</i>		-96%	374%	5%
Depreciation	\$11,053	\$19,253	\$23,269	\$24,552
<i>Ann. % Chg</i>		74%	21%	6%
Total	\$309,923	\$332,911	\$409,685	\$533,635

Source: TDA Fiscal Audits

A further division of operating expenses among other cost drivers is shown using audited data. The data shows that contract operations costs as well as supplies and materials increased

significantly between FYs 2009 and 2011. This increase is in line with expanded services that occurred over the past few years. Also, this was due to a change in operating contractors in FY 2010 from MV to Storer. Storer had much higher costs as compared to MV.

Delta Breeze Transit Operations Expenses

	FY 2009	FY 2010	FY 2011
Salaries and Benefits	\$17,135	\$15,028	\$34,681
<i>% Change</i>		-12%	131%
Contract Services	\$221,831	\$268,399	\$315,190
<i>% Change</i>		21%	17%
Supplies and Materials	\$57,685	\$82,371	\$158,866
<i>% Change</i>		43%	93%
Insurance	\$2,313	\$1,831	\$103
<i>% Change</i>		-21%	-94%
Maintenance and Repair	\$725	\$262	\$0
<i>% Change</i>		-64%	-100%
Communications	\$932	\$6,112	\$93
<i>% Change</i>		556%	-98%
Professional Services	\$13,037	\$12,413	\$144
<i>% Change</i>		-5%	-99%
Depreciation	\$19,253	\$23,269	\$24,552
<i>% Change</i>		21%	6%
Total	\$332,911	\$409,685	\$533,629
		23%	30%

Source: City of Rio Vista CAFR

Performance Trends

The following tables provide information on performance indicators and trends of the transit system. Industry performance measures are used including operating costs, fare revenues, ridership, revenue hours and miles, and full time equivalents. The general trend for the fiscal years 2009 through 2011 shows less cost efficiency and effectiveness measured in cost per hours and per passenger, and farebox recovery. Service effectiveness measured by passengers per hour remained relatively stable, but below approved standards in the SRTP.

Fare revenues reported by the city have historically been comprised of several sources including passenger fares, River Delta Unified School District (RDUSD) contract revenue, Greyhound ticket sales commissions, and other miscellaneous funds. These revenues have generally been combined in the accounts of the City finance department when reporting on fare revenue, thus creating difficulties in separating true passenger fares from the other sources. Transit staff has begun to separate these sources to identify the actual base fares generated by the general public and students from riding Delta Breeze.

The SRTP reports that historically passenger fares alone have not been enough to meet the required farebox recovery ratio, and that the other local revenues are needed to meet the ratio. Since the historic data from published city reports do not separate passenger fares from local support revenue, the fare revenue in the tables include all the various sources. When including only passenger fares, the farebox ratio declines to about 5 percent according to the SRTP. Recent reconciliation of fare revenues by city transit staff show that pure passenger fare revenues from general public transit, school district ridership and taxi scrip is about \$30,000.

RIO VISTA PERFORMANCE INDICATORS - TOTAL SYSTEM

Statistics & Performance Indicators	FY 08-09	FY 09-10	FY 10-11	% Change FY09-FY11
Operating Costs	\$325,028	\$386,135	\$502,423	54.6%
<i>Annual % Change</i>		18.8%	30.1%	
Passengers	11,299	14,680	13,539	19.8%
<i>Annual % Change</i>		29.9%	-7.8%	
Vehicle Service Hours	4,893	6,084	5,583	14.1%
<i>Annual % Change</i>		24.3%	-8.2%	
Vehicle Service Miles	81,977	130,892	133,841	63.3%
<i>Annual % Change</i>		59.7%	2.3%	
Employee FTEs	8	10	12	50.0%
<i>Annual % Change</i>		25.0%	20.0%	
Fare Revenue ⁽¹⁾	\$65,668	\$68,783	\$60,866	-7.3%
<i>Annual % Change</i>		4.7%	-11.5%	
Operating Cost per Passenger	\$28.77	\$26.30	\$37.11	29.0%
<i>Annual % Change</i>		-8.6%	41.1%	
Operating Cost per Vehicle Service Hour	\$66.43	\$63.47	\$89.99	35.5%
<i>Annual % Change</i>		-4.5%	41.8%	
Passengers per Vehicle Service Hour	2.31	2.41	2.43	5.0%
<i>Annual % Change</i>		4.5%	0.5%	
Passengers per Vehicle Service Mile	0.14	0.11	0.10	-26.6%
<i>Annual % Change</i>		-18.6%	-9.8%	
Veh Service Hours per Employee FTE	612	608	465	-23.9%
<i>Annual % Change</i>		-0.5%	-23.5%	
Fare per Passenger	\$5.81	\$4.69	\$4.50	-22.6%
<i>Annual % Change</i>		-19.4%	-4.1%	
Subsidy per passenger	\$22.95	\$21.62	\$32.61	42.1%
<i>Annual % Change</i>		-5.8%	50.9%	
Farebox Recovery Ratio	20.2%	17.8%	12.1%	-40.0%
<i>Annual % Change</i>		-11.8%	-32.0%	

Percentage Change				
Consumer Price Index (Bay Area CPI)	1.8%	1.2%	1.7%	

(1) Fare revenue for FY11 excluding service extensions was \$37,253, and operating cost was \$476,365. Farebox excluding service extensions was 7.8%.

Source: Operating costs (FYs 09-10) and fare revenue (FY 09) from TDA Fiscal Audit
 Operating costs for FY 11 from TDA Claim Actual
 Fare Revenue (FY 10 and 11) from TDA Claim Actuals

RIO VISTA PERFORMANCE INDICATORS - FIXED ROUTE

Statistics & Performance Indicators	FY 08-09	FY 09-10	FY 10-11	% Change FY09-FY11
Operating Costs	\$313,658	\$364,649	\$494,016	57.5%
<i>Annual % Change</i>		16.3%	35.5%	
Passengers	11,180	14,399	13,431	20.1%
<i>Annual % Change</i>		28.8%	-6.7%	
Vehicle Service Hours	4,572	5,825	5,475	19.8%
<i>Annual % Change</i>		27.4%	-6.0%	
Vehicle Service Miles	78,959	123,679	130,151	64.8%
<i>Annual % Change</i>		56.6%	5.2%	
Employee FTEs	6	8	11	83.3%
<i>Annual % Change</i>		33.3%	37.5%	
Fare Revenue	\$59,983	\$58,038	\$57,459	-4.2%
<i>Annual % Change</i>		-3.2%	-1.0%	
Operating Cost per Passenger	\$28.06	\$25.32	\$36.78	31.1%
<i>Annual % Change</i>		-9.7%	45.2%	
Operating Cost per Vehicle Service Hour	\$68.60	\$62.60	\$90.23	31.5%
<i>Annual % Change</i>		-8.8%	44.1%	
Passengers per Vehicle Service Hour	2.45	2.47	2.45	0.3%
<i>Annual % Change</i>		1.1%	-0.8%	
Passengers per Vehicle Service Mile	0.14	0.12	0.10	-27.1%
<i>Annual % Change</i>		-17.8%	-11.4%	
Veh Service Hours per Employee FTE	762	728	498	-34.7%
<i>Annual % Change</i>		-4.4%	-31.6%	
Fare per Passenger	\$5.37	\$4.03	\$4.28	-20.3%
<i>Annual % Change</i>		-24.9%	6.1%	
Subsidy per passenger	\$22.69	\$21.29	\$32.50	43.3%
<i>Annual % Change</i>		-6.2%	52.6%	
Farebox Recovery	19.1%	15.9%	11.6%	-39.2%
<i>Annual % Change</i>		-16.8%	-26.9%	

Percentage Change				
Consumer Price Index (Bay Area CPI)	1.8%	1.2%	1.7%	

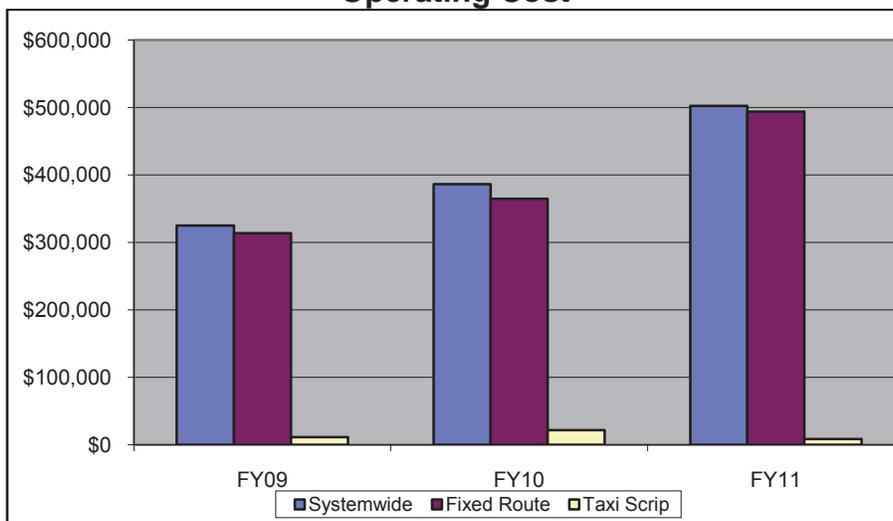
Source: Passengers, Vehicle Service Hours/Miles are from National Transit Database Reports.
Operating Costs and Employee FTEs are from annual TDA Claims Actual
Employee FTEs are from annual TDA Claims Actual

RIO VISTA PERFORMANCE INDICATORS - TAXI SCRIP

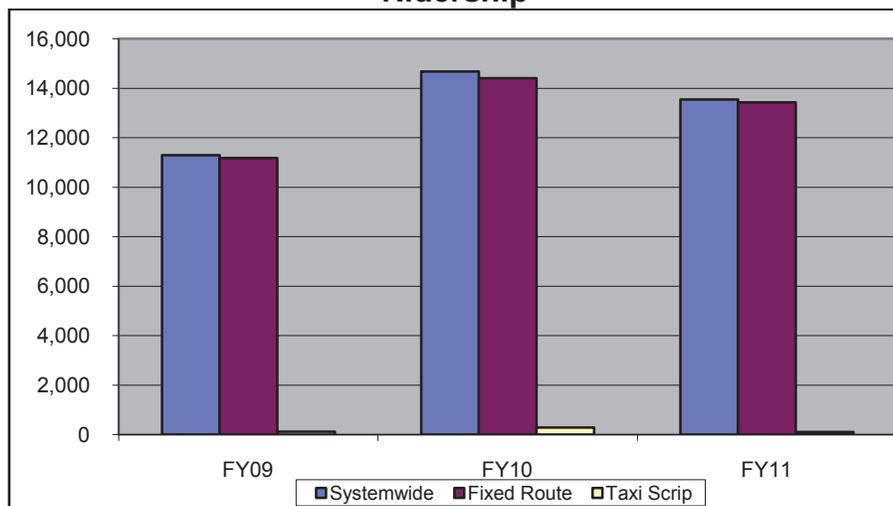
Statistics & Performance Indicators	FY 08-09	FY 09-10	FY 10-11	% Change FY09-FY11
Operating Costs	\$11,370	\$21,486	\$8,407	-26.1%
<i>Annual % Change</i>		89.0%	-60.9%	
Passengers	119	281	108	-9.2%
<i>Annual % Change</i>		136.1%	-61.6%	
Vehicle Service Hours	321	259	108	-66.4%
<i>Annual % Change</i>		-19.3%	-58.3%	
Vehicle Service Miles	3,018	7,213	3,690	22.3%
<i>Annual % Change</i>		139.0%	-48.8%	
Employee FTEs	2	2	1	-50.0%
<i>Annual % Change</i>		0.0%	-50.0%	
Fare Revenue	\$5,685	\$10,745	\$3,407	-40.1%
<i>Annual % Change</i>		89.0%	-68.3%	
Operating Cost per Passenger	\$95.55	\$76.46	\$77.84	-18.5%
<i>Annual % Change</i>		-20.0%	1.8%	
Operating Cost per Vehicle Service Hour	\$35.42	\$82.96	\$77.84	119.8%
<i>Annual % Change</i>		134.2%	-6.2%	
Passengers per Vehicle Service Hour	0.37	1.08	1.00	169.7%
<i>Annual % Change</i>		192.7%	-7.8%	
Passengers per Vehicle Service Mile	0.04	0.04	0.03	-25.8%
<i>Annual % Change</i>		-1.2%	-24.9%	
Veh Service Hours per Employee FTE	161	130	108	-32.7%
<i>Annual % Change</i>		-19.3%	-16.6%	
Fare per Passenger	\$47.77	\$38.24	\$31.55	-34.0%
<i>Annual % Change</i>		-20.0%	-17.5%	
Subsidy per passenger	\$47.77	\$38.22	\$46.30	-3.1%
<i>Annual % Change</i>		-20.0%	21.1%	
Farebox Recovery	50.0%	50.0%	40.5%	-18.9%
<i>Annual % Change</i>		0.0%	-19.0%	
Percentage Change				
Consumer Price Index (Bay Area CPI)	1.8%	1.2%	1.7%	

Source: TDA Claims Actual

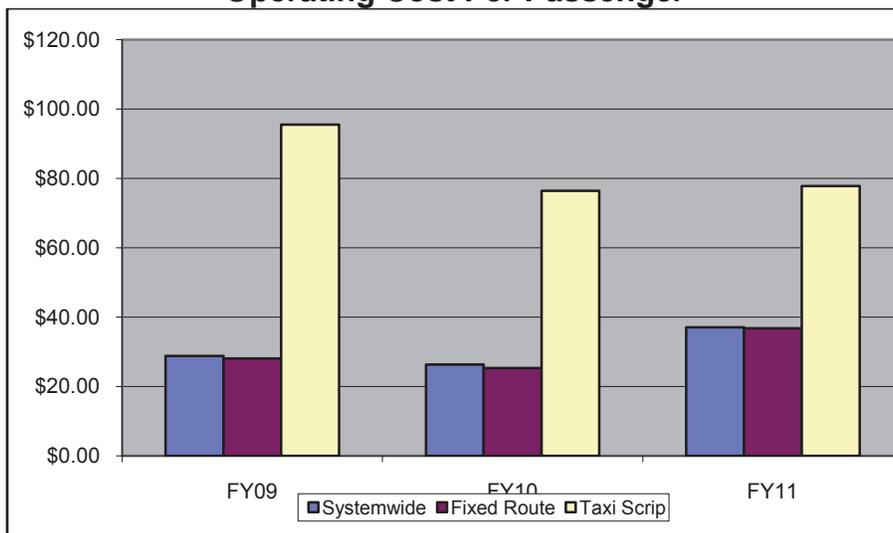
Operating Cost



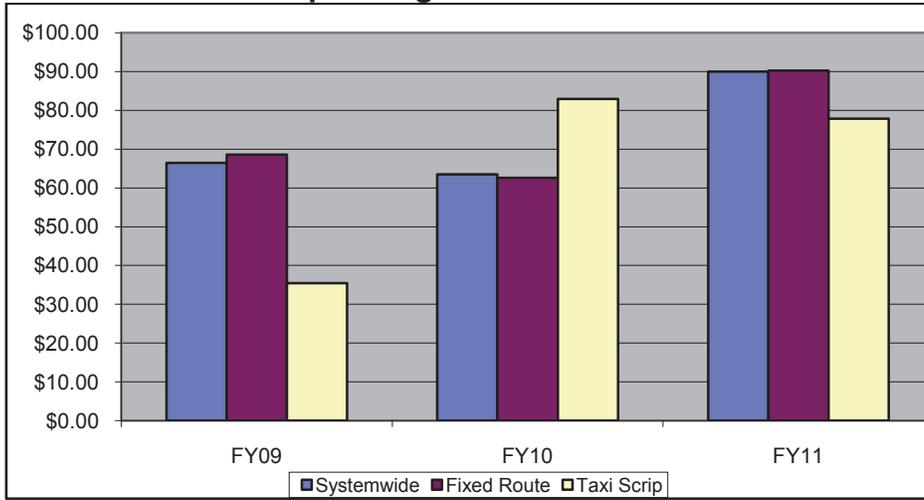
Ridership



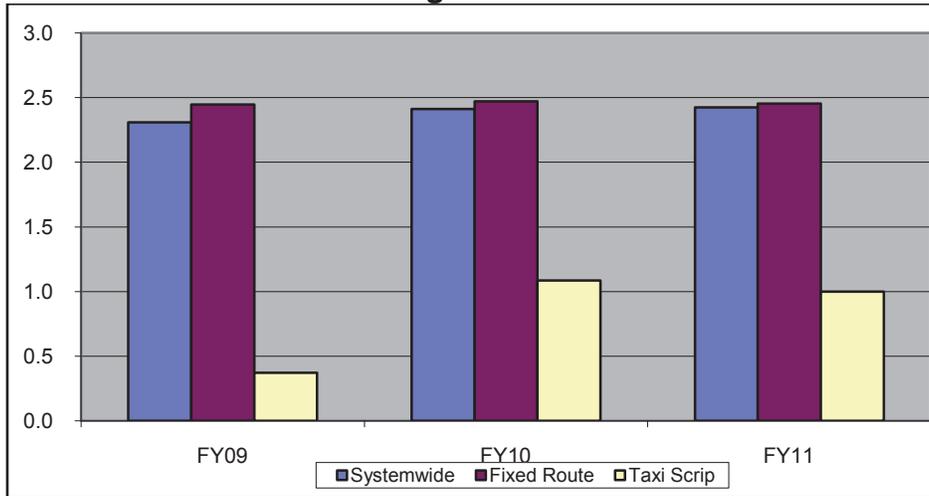
Operating Cost Per Passenger



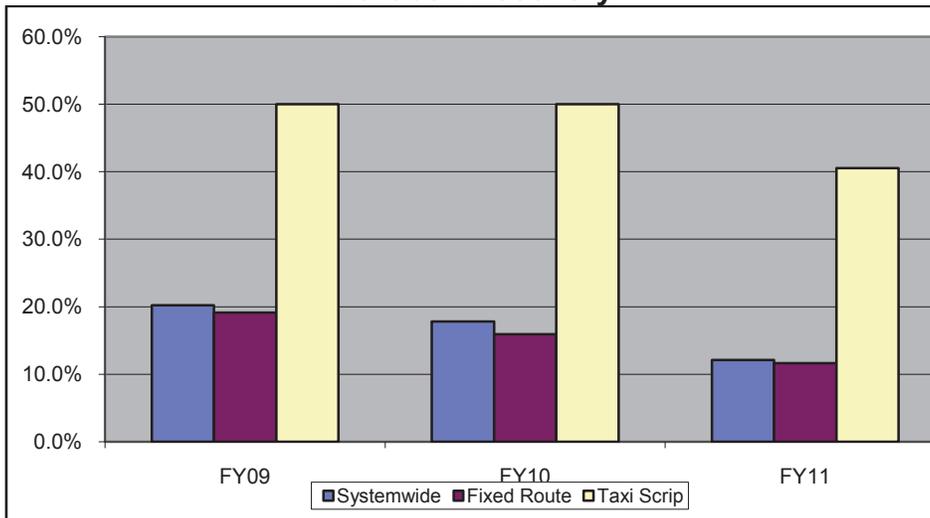
Operating Cost Per Hour



Passengers Per Hour



Farebox Recovery



Performance Against SRTP Standards

The recent SRTP for Rio Vista Delta Breeze updated the performance goals for the transit system. A sampling of the goals and the current status of the system meeting the goals is shown.

Performance Measure	Fixed Route Standard	Fixed Route Actual (FY 10-11)	Standard Met?
Operating Cost per Hour	\$52.00	\$90.23	No
Operating Cost per Passenger	\$30.00	\$36.78	No
Passengers per Hour	3	2.5	No

Operating Revenues

Rio Vista Delta Breeze relies on a variety of local, state and federal funding sources for operations of the transit service. They include fare revenue, contract revenue such as with the school district, advertising, TDA, and various federal funds. FTA 5311, FTA 5316 and 5317 funds are competitive grants based on the distribution process by Caltrans and MTC. Using National Transit Database information, revenues are shown for a three year period (FYs 2008-09 through 2010-11). A summary of revenues by source type, including local, state and federal is also shown.

Operating Revenues by Source

	FY 09	FY 10	FY 11
Fare Revenue	\$59,258	\$103,451	\$57,459
Contract Revenue	\$0	\$0	\$97,605
Local Funds	\$23,762	\$2,231	\$0
TDA-LTF/STA	\$91,378	\$154,916	\$182,200
FTA 5311	\$97,877	\$22,265	\$43,827
FTA 5316	\$50,000	\$51,201	\$47,399
FTA 5317	\$15,000	\$15,000	\$25,318
Other FTA Funds ⁽¹⁾	<u>\$0</u>	<u>\$24,673</u>	<u>\$0</u>
Total	\$337,275	\$373,738	\$453,807
(1) FY 2010, Other FTA Funds is MTC LIFT			
Source: National Transit Database			

Summary of Operating Revenues by Source Type

	FY 09	% of Total	FY 10	% of Total	FY 11	% of Total
Local Revenues (fares, other)	\$83,020	25%	\$105,683	28%	\$155,063	34%
State Funds	\$91,378	27%	\$154,916	41%	\$182,200	40%
Federal	<u>\$162,877</u>	<u>48%</u>	<u>\$113,139</u>	<u>30%</u>	<u>\$116,544</u>	<u>26%</u>
Total	\$337,275	100%	\$373,738	100%	\$453,807	100%

The SRTP prepared for Delta Breeze provides additional information on historical operating revenues by grant source. In contrast to the above tables from NTD that show the year of expenditure of the revenue, the SRTP revenue table appear to show when the grant was awarded and the total amount. For example, for FTA 5316, the SRTP revenues show \$98,600 in FY 2010. However, these revenues were expended over a two year period as shown in the NTD table for FYs 2010 and 2011. In addition, for FTA 5311 revenues, there is a lag of one year between the two tables, with the SRTP table showing when the grant was awarded, and the NTD table showing when expended. According to the SRTP table, of the federal revenues, the largest source has been FTA 5316, followed by FTA 5311.

Historic Operating Revenues

	FY 09	FY 10	FY 11	FY 12
LIFT	\$23,263	\$24,673	\$0	\$0
Lifeline	\$0	\$0	\$0	\$0
FTA 5310	\$0	\$0	\$25,000	\$0
FTA 5311	\$22,265	\$43,827	\$22,624	\$61,344
FTA 5316	\$0	\$98,600	\$0	\$100,000
FTA 5317	\$0	\$15,000	\$31,000	\$0
ARRA	<u>\$0</u>	<u>\$75,000</u>	<u>\$0</u>	<u>\$0</u>
Total	\$45,528	\$257,100	\$78,624	\$161,344
Source: SRTP				

Capital Revenues

Rio Vista uses a combination of federal and local match funds for capital purchases including for vehicle replacement. The City has relied on one time funding sources in the past such as American Recovery and Reinvestment Act (ARRA) revenues, as well as competitive federal funds. The SRTP describes that the City will be drawing down on its TDA capital reserves in the near future to replace its vehicle fleet as buses exceed their useful life in conjunction with using

competitive FTA Sections 5310 and 5311 grants, if successful. Using National Transit Database information, revenues are shown for a three year period (FYs 2008-09 through 2010-11). A summary of revenues by source type is also shown.

Capital Revenues by Source

	FY 09	FY 10	FY 11
State Funds	\$12,851	\$0	\$2,094
FTA 5310	\$0	\$4,383	\$4,383
FTA 5311 ARRA	\$0	\$35,246	\$36,903
FTA 5316	\$51,408	\$0	\$0
FTA 5317	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Total	\$64,259	\$39,629	\$43,380
Source: National Transit Database			

Summary of Capital Revenues by Source Type

	FY 09	% of Total	FY 10	% of Total	FY 11	% of Total
State Funds	\$12,851	20%	\$0	0%	\$2,094	5%
FTA	<u>\$51,408</u>	<u>80%</u>	<u>\$39,629</u>	<u>100%</u>	<u>\$41,286</u>	<u>95%</u>
Total	\$64,259	100%	\$39,629	100%	\$43,380	100%

Capital Expenses

Delta Breeze has recently replaced two vehicles of the five bus fleet. Commensurate with the restructuring of the transit service during FY 2012-13, the active fleet is reduced to four.

TDA Fund Balance

Rio Vista is apportioned close to about \$250,000 in Transportation Development Act (TDA) Local Transportation Funds (LTF) on an annual basis. The city does not claim the maximum apportionments for transit operations, but rather, as a policy, sets aside funds in reserve to hedge against future uncertainty with respect to transit service funding (in particular, competitive Federal grants). According to funding information provided by the Solano Transportation Authority based on data from the Metropolitan Transportation Commission, Rio Vista had a fund balance of about \$433,000 available for allocation during FY 2012-13. The city claimed about \$160,000 during the fiscal year, leaving a balance of \$273,000 in unallocated revenue.

The city has also instituted a TDA-LTF reserve of \$90,000 to be maintained as part of the unallocated amount. The unallocated balance provides a short term cushion to the city as it makes decisions about the future of the transit system. While federal grant funding has been helpful in the recent past to expand service and offset the use of TDA, the city recognizes that

those fund sources are unstable. With the July 1, 2012 service change, the City restructured the transit system to match more committed funding and to avoid drawing down on the TDA reserve funds.

Cost Containment

Rio Vista has implemented a number of measures to contain cost of Rio Vista Delta Breeze. The most pronounced measure is the recent restructuring of service starting in July 2012. The city has reduced service by 22 percent, including the elimination of Saturday service for both Route 50 and Route 52, elimination of midday service on Route 52, and consolidation of Route 50 from five to three daily weekday round trips.

Transit staff is implementing recommendations in the latest SRTP such as restructured transit service to operate with operating funds that are known and committed. City overhead cost allocation is being addressed to reduce administrative costs charged to the Transit Enterprise Fund. Also, since FY 2008-09, alternative revenue generation projects to diversify the transit income stream have been promoted such as Greyhound ticket sales and contracts with the River Delta Unified School District (RDUSD) to provide afterschool program transportation in conjunction with general public transportation on Route 51. Additional opportunities for Rio Vista Delta Breeze may exist when the school district ends transportation to the high school as there is a growing need to transport students across State Route 12.

A new contract provider was selected to operate Delta Breeze starting in FY 2012-13. A combination of lower contractor costs and less transit service will result in better cost containment. The previous operations contract with another vendor had higher costs in prior years that contributed to the poorer performance of the system. However, a downside to this trend experienced by Rio Vista was that the number of bidders during the RFP period to provide service was very limited. It was expressed by potential contractors that as the transit system becomes smaller, profit margins to the contractors get tighter, thus limiting their interest in serving Rio Vista. This trend presents an additional challenge to Rio Vista Delta Breeze.

Internally, the City instituted a number of staff measures beginning in FY 2009-10. These measures include furloughs every other Friday, wage freezes but with cost of living increases, managerial position freezes, and contracting out certain city positions. According to City transit staff, it recently recommended to the City council to award a new fuel contract for potential cost savings for the next five years, not only for transit, but for other City departments as well.

Five-Year Financial Forecast

A forecast of revenues and expenses for both operations and capital projects for Rio Vista Delta Breeze is presented for the next five-years. With city staff input, the forecast provides a base scenario of reduced service from recent historic levels. The forecast relies on more stable funding streams to sustain operations of the transit system. The SRTP recently prepared for Delta Breeze provides guidance on the forecast and an implementation plan.

A funding strategy for Delta Breeze is to tap into alternative funding for operations. In addition to the more traditional sources such as TDA-LTF, STA, and federal transit grant monies, the city receives revenues from a service contract with the River Delta Unified School District and from Greyhound ticket sales. Some additional revenue is generated from advertising and other local sources.

Dispatchers sell Greyhound tickets at the Suisun City Train Depot concurrent with taking dial-a-ride reservations for Delta Breeze. There is an opportunity cost for the transit system in that the dispatchers could miss answering the phone to serve a Delta Breeze customer while selling Greyhound tickets. However, staff will return the missed call provided that a message is left by the caller. Greyhound ticket sales are included in both the operating expense and revenue in the forecast as an offset. About 86 percent of the ticket sales revenue is remitted to Greyhound with Rio Vista retaining 14 percent as commission to apply toward transit services.

Fare revenue is comprised of different related revenues and includes passenger fares and fares generated from the RDUSD. Delta Breeze has historically not been able to meet its farebox recovery requirement through passenger fares alone. Fare revenue generated from passenger ridership comprises about 25 percent of total fare revenue shown in the forecast. This is equivalent to about \$18,000 projected in FY 2013-14, which would not meet the 10 percent minimum farebox requirement. When combined with other related revenue sources, Delta Breeze then meets the farebox ratio. Fare revenues were estimated using historical average fares collected.

As Rio Vista's policy is to not claim its full allocation of TDA-LTF for operations, claims for these funds grow at the pace of the system's operations needs. The pace of operations growth and system viability will be dependent in part on contract costs and willingness by private operators to bid on future contracts. The experience by Rio Vista in the latest bid round shows concern as the Delta Breeze has lowered its service levels.

It is assumed that TDA-LTF funds will grow marginally during the forecast period given some improvement that is expected in the economy in the coming years. While TDA-LTF revenues in Solano County have grown an average of almost 5 percent per year over the last 20 years (in actual dollars), the average figure factors in both economic peaks and valleys over a long time period. Because of the relatively short forecast period and to remain conservative, TDA-LTF growth rates are assumed to follow the forecasted Consumer Price Index for the San Francisco Consolidated Metropolitan Statistical Area (CMSA) developed by the State Department of Finance. The CPI forecast, which goes through FY 2015-16, assumes a 2 percent growth rate per year. The Transit Sustainability Project (TSP) forecast follows this trend. Also, accounting for continued level of some economic growth that is expected to occur slowly in the future, the TSP shows 3 percent growth per year for the last two years of the forecast.

Along with a TDA-LTF reserve, there is unallocated TDA funds in the short term to balance any shortfall while the City reviews its potential options for transit service delivery. Options include remaining a stand-alone city provided system, having another agency claim TDA-LTF on behalf

of Rio Vista (similar to Healdsburg and Cloverdale in Sonoma County), or merging with SolTrans or Fairfield And Suisun Transit, the larger transit operators in the county.

The operating revenue forecast will fund 4,340 annual revenue vehicle service hours (RVSH), based on the service plan recommended in the recent SRTP. Services include weekday Dial-A-Ride (Route 51) (9:30 AM-1:30 PM) (1,010 RVSH); weekday Route 50 three times daily (2,040 RVSH); Route 52 weekday AM/PM commute (630 RVSH); new Medical/ Shopping Shuttle (Route) 54 once a week (200 RVSH); and evening Route 51 service under contract with River Delta Unified School District (230 RVSH). The operations revenue and cost forecast only accounts for bus operations, and not for any infrastructure operations/maintenance such as future park and ride lots, or CNG fueling station.

On the capital side, the city anticipates replacing each of its four active vehicles during the forecast. One cutaway bus replacement is planned in each of FYs 2012-2013, 2013-14 and 2015-16. A minivan replacement vehicle is planned for FY 2016-2017. Other capital assets are also forecasted including bus stop amenities, automatic vehicle location (AVL) technology for buses, security cameras, and minor facility needs. Capital funding sources include federal grants (FTA Sections 5310, 5311, 5316 and 5317) and matching TDA-LTF and STA revenues.

Vehicle replacement unit costs are based on the SRTP cost estimates of \$82,400 per cutaway vehicle and \$53,600 per minivan. These costs align closely with the most recent MTC regional bus/van pricelist for FYs 2012-13 and FY 2013-14 for Transit Capital Priorities Call for Projects. Other capital costs were provided by the City's Transit and Airport Coordinator.

While not included in this forecast, the Delta Breeze SRTP discusses the Historic City and Downtown Waterfront Planned Development Area (PDA) Plan including infrastructure investments related to a planned water transit system. Investments include a land/dock transit plaza at the waterfront and a water vessel. Additional investments include two park and ride lots and a CNG fueling station. There are no stable funding sources identified for these major capital projects identified in the SRTP totaling an additional \$5.8 million. Rather, discretionary grants are assumed in the Delta Breeze SRTP with the CNG fueling station identified as having no funding.

A listing of capital projects in the TSP forecast by year include:

FY 2012-13: Procure one replacement bus; improve bus stop amenities including a shelter at Front and Main and update kiosks; purchase maintenance tools; Clipper implementation.

FY 2013-14: Procure one replacement bus; continue to update information kiosks at bus stops; procure fencing/overhang for Global Electric Motorcar vehicle.

FY 2014-15: Continue to update passenger amenities; install AVL; procure Security Cameras for buses.

FY 2015-16: Procure one replacement bus; install Passenger Improvements.

FY 2016-17: Procure one replacement minivan; continue to update passenger amenities.

FY 2017-18: Continue to update passenger amenities; install electronic fareboxes.

The financial forecast data is expressed in year of expenditure. As shown in the forecast, Delta Breeze will not have an operating deficit under current conditions, given its carryover funds. As described above, the City does not intend to claim its full TDA-LTF apportionment while maintaining an operating reserve. TDA carryover funds are also available to cover any shortfall that may occur. The City will continue to rely heavily on outside non-public transit funding such as Greyhound ticket sales, as well as school service contracts, to support the current system. In addition, federal grant programs such as FTA 5310, 5311, 5316 and 5317 are also actively sought. Delta Breeze is not anticipated to meet the required farebox ratio from passenger fares alone without other local support. In addition, a future uncertainty will be the next renewal of the transit service contract given the challenges that the City encountered in procuring a private transportation vendor to operate the smaller service.

For capital projects, vehicle replacements rely heavily on competitive FTA grants and the TDA-LTF or STA local match.

Financial Projections – City of Rio Vista Delta Breeze Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Replacement	\$82,000	\$84,000		\$87,400	\$58,400	
Vehicle Amenities			\$45,000			\$175,000
Security Cameras			\$25,000			
Bus Stop Amenities	\$10,000	\$5,000	\$1,500	\$1,500	\$1,500	\$1,500
Facilities	\$10,300	\$13,000				
Clipper Implementation	\$1,500					
Total	\$103,800	\$102,000	\$71,500	\$88,900	\$59,900	\$176,500
Capital Revenue						
Transportation Development Act (LTF)	\$8,000	\$20,400	\$1,500	\$17,800	\$12,000	\$1,500
State Transit Assistance Funds (STAF)	\$30,000		\$45,000			\$175,000
FTA Grant (5310, 5311, 5316, 5317)	\$65,800	\$81,600	\$25,000	\$71,100	\$47,900	
Total	\$103,800	\$102,000	\$71,500	\$88,900	\$59,900	\$176,500
Annual Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expense						

Financial Projections – City of Rio Vista Delta Breeze Capital and Operating

(Numbers are expressed in Year of Expenditure \$)	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Operations ⁽¹⁾	\$432,100	\$445,000	\$458,000	\$472,000	\$486,000	\$501,000
Operating Revenue						
Transportation Development Act (LTF) ⁽²⁾	\$151,000	\$154,000	\$157,100	\$160,200	\$165,000	\$170,000
State Transit Assistance Funds ⁽³⁾	\$9,800	\$9,200	\$9,200	\$9,200	\$9,200	\$9,200
Isleton STAF	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
RDUSD Contract Revenues	\$20,000	\$20,600	\$21,200	\$21,800	\$22,400	\$23,000
Greyhound Revenue ⁽⁴⁾	\$95,000	\$97,900	\$100,800	\$103,800	\$106,900	\$110,100
FTA Section 5311	\$78,000	\$68,500	\$68,500	\$68,500	\$68,500	\$68,500
FTA Section 5316 ⁽⁵⁾	\$0	\$100,000	\$100,000	\$0	\$0	\$0
FTA Section 5317 ⁽⁵⁾	\$0	\$15,000	\$15,000	\$0	\$0	\$0
Fare Revenue (incl. RDUSD fares) ⁽⁶⁾	\$65,000	\$66,800	\$68,600	\$70,500	\$72,400	\$74,400
Advertising, Clipper, Reg. Transit Connection Card, Newspaper	\$3,500	\$3,600	\$3,700	\$3,800	\$3,900	\$4,000
Total	\$427,300	\$540,600	\$549,100	\$442,800	\$453,300	\$464,200
Annual Net Surplus/Deficit - Operations	-\$4,800	\$95,600	\$91,100	-\$29,200	-\$32,700	-\$36,800
Cumulative Net Surplus/Deficit - Operations	-\$4,800	\$90,800	\$181,900	\$152,700	\$120,000	\$83,200
Transportation Development Act Carryover ⁽⁷⁾	\$273,000	\$260,200	\$335,400	\$425,000	\$378,000	\$333,300
Annual Operations Balance	-\$4,800	\$95,600	\$91,100	-\$29,200	-\$32,700	-\$36,800
TDA Capital Uses	-\$8,000	-\$20,400	-\$1,500	-\$17,800	-\$12,000	-\$1,500
Net Carryover	\$260,200	\$335,400	\$425,000	\$378,000	\$333,300	\$295,000

(1) Operating expenses grow by 3% per year, slightly above the forecasted growth in CPI for the San Francisco Consolidated Metropolitan Statistical Area (CMSA). Costs include the new Route 54 medical/shopping shuttle that operates once per week starting in January 2013. Costs also include greyhound ticket sales revenue as a fixed administrative expense. Greyhound sales on the expense side are offset by the same sales figure for operating revenue. Rio Vista remits approximately 86% of ticket revenue to Greyhound, and keeps the remaining 14% as commission.

(2) TDA-LTF revenue is the maximum obligation that Rio Vista claims for operations to ensure an operating reserve fund and capital match revenue. Revenue is net of STA Planning, and Intercity Taxi totaling an additional \$9,500. TDA grows by 2% annually for first three years, then 3% next two years, mirroring forecasted growth of SF CMSA CPI Forecast through FY 2015-16.

Financial Projections – City of Rio Vista Delta Breeze Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18

(3) STAF reduction of 6% between FYs 2013 and 2014 based on proposed FY 2013-14 State budget. Revenue is held constant in forecast since STAF is volatile based on unpredictable diesel fuel sales.

(4) Greyhound revenue includes total ticket sales. Rio Vista's commission is approximately 14% (\$13,500) of total sales, with the remaining 86% (\$81,500) remitted to Greyhound.

(5) FTA Section 5316 and 5317 funds use State Toll Credits as local match. Rio Vista intends to apply for another round of FTA 5316 and 5317 funding for use in FY 15-16 and FY 16-17. If successful, the TDA-LTF carryover would increase.

(6) Fare revenue generated from passenger ridership comprises about 25 percent of total fare revenue shown, equivalent to about \$18,000 projected in FY 2013-14.

(7) TDA Carryover includes a reserve of \$90,000 per Rio Vista transit policy.

County of Solano

The following tables provide an initial summary of the historic financial and performance data for County of Solano. The data source used to comprise the tables is the TDA Claim.

The County of Solano provides intercity paratransit service through a private contractor.

Data Consistency

TDA Claim was the sole information used to present the historic transit data for the County. Therefore, there is no consistency analysis.

Cost Drivers

The primary cost driver for countywide paratransit service is the administration and operations expense incurred by the private paratransit provider. The cost is reflected in the table below. The breakout of operating cost between purchased transportation and administration in the TDA Claims indicates that some expenses are captured by County staff in administering the county paratransit program. The \$50,000 in FY 2010-11 was claimed for county transit coordination.

County Paratransit Operations Expenses

	2010	2011
Operations	\$13,053	\$29,400
<i>% Change</i>	--	125%
General Administration	\$23,500	\$50,000
<i>% Change</i>	--	113%
Total	\$36,553	\$79,400

Source: TDA Claims

Performance Trends

The following tables provide information on performance indicators and trends of the countywide paratransit system. Industry performance measures are used including operating costs, fare revenues, ridership, revenue hours and miles, and full time equivalents. Based on the TDA claims, the general trend for fiscal years 2010 through 2011 show mixed results, with increased efficiency measured in cost per hour, but decreased efficiency measured in cost per passenger. Subsidy per passenger also decreased over the two year period. Service effectiveness measured by passengers per hour shows a significant increase. Costs for paratransit decreased with a large increase in ridership, while both service hours and miles decreased. Other measures such as fare revenue and farebox recovery declined.

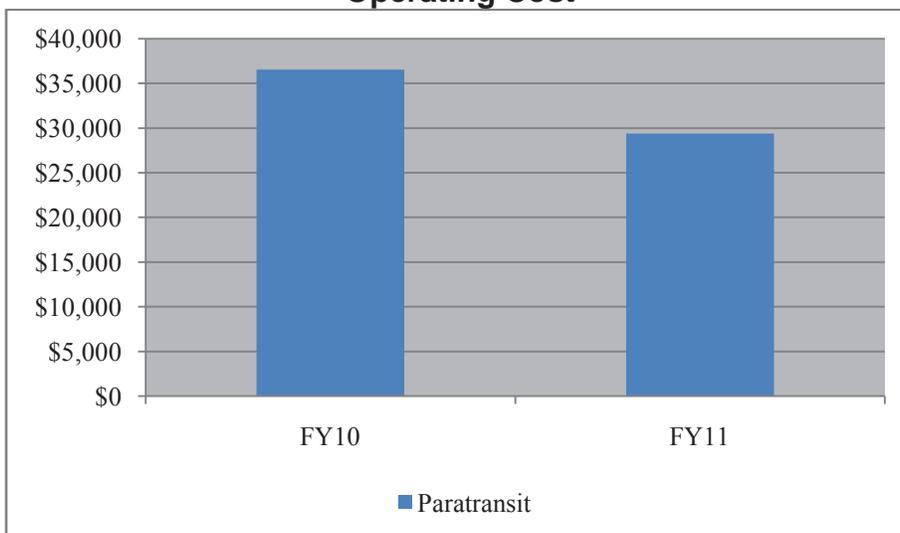
SOLANO COUNTY PERFORMANCE INDICATORS - PARATRANSIT

Statistics & Performance Indicators	FY 09-10	FY 10-11 ⁽¹⁾	% Change FY10-FY11
Operating Costs	\$36,553	\$29,400	-19.6%
<i>Annual % Change</i>		-19.6%	
Passengers	104	255	145.2%
<i>Annual % Change</i>		145.2%	
Vehicle Service Hours	423	120	-71.6%
<i>Annual % Change</i>		-71.6%	
Vehicle Service Miles	1,800	1,190	-33.9%
<i>Annual % Change</i>		-33.9%	
Fare Revenue	\$2,860	\$1,550	-45.8%
<i>Annual % Change</i>		-45.8%	
Operating Cost per Passenger	\$351.47	\$115.29	-67.2%
<i>Annual % Change</i>		-67.2%	
Operating Cost per Vehicle Service Hour	\$86.41	\$245.00	183.5%
<i>Annual % Change</i>		183.5%	
Passengers per Vehicle Service Hour	0.25	2.13	764.3%
<i>Annual % Change</i>		764.3%	
Passengers per Vehicle Service Mile	0.06	0.21	270.9%
<i>Annual % Change</i>		270.9%	
Fare per Passenger	\$27.50	\$6.08	-77.9%
<i>Annual % Change</i>		-77.9%	
Subsidy per passenger	\$323.97	\$109.22	-66.3%
<i>Annual % Change</i>		-66.3%	
Farebox Recovery	7.8%	5.3%	-32.6%
<i>Annual % Change</i>		-32.6%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	

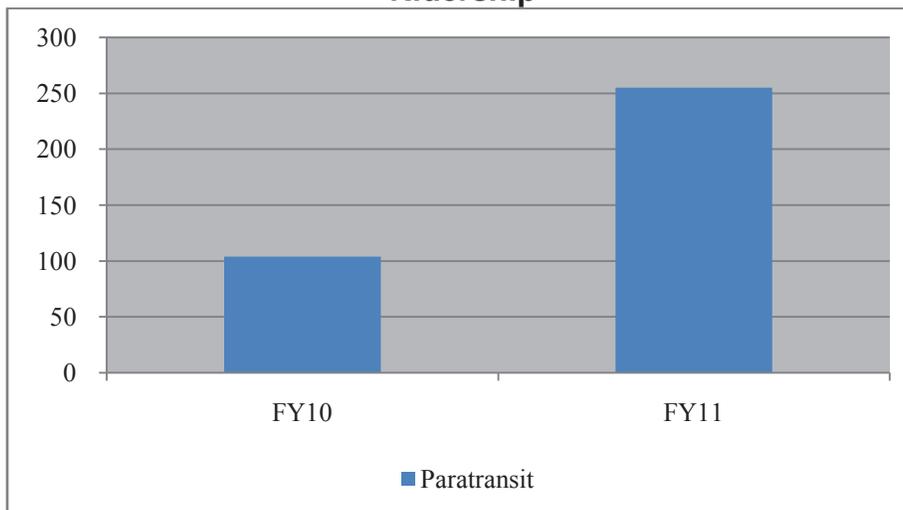
(1) Solano County claimed an additional \$50,000 in FY 10-11 for countywide transit coordination.

Graphical display of select performance indicators is shown below.

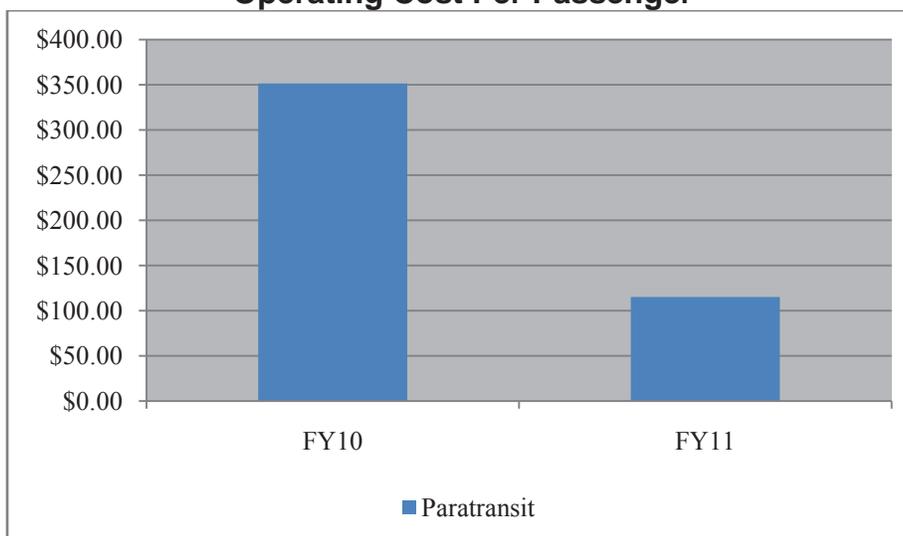
Operating Cost



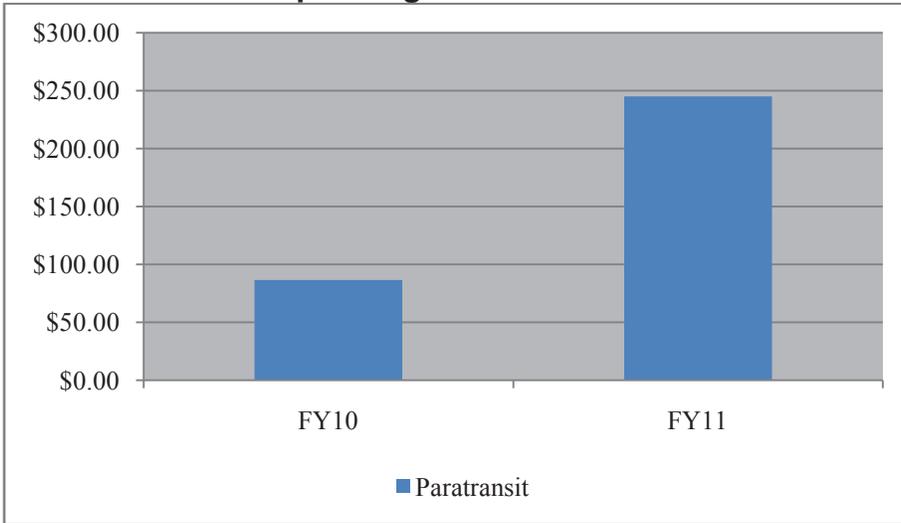
Ridership



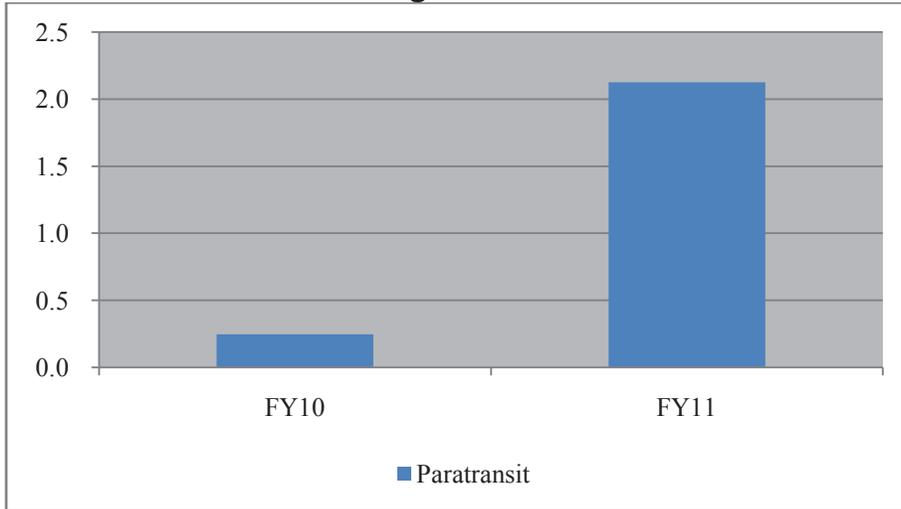
Operating Cost Per Passenger



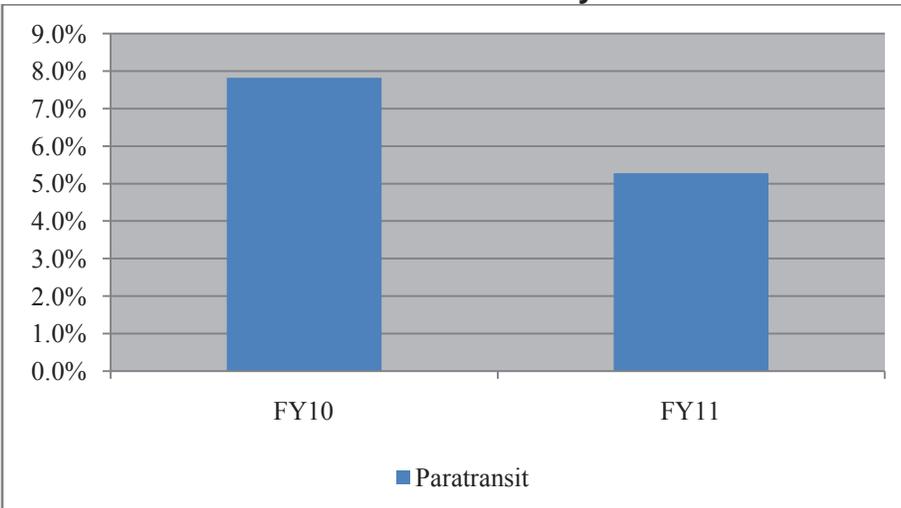
Operating Cost Per Hour



Passengers Per Hour



Farebox Recovery



Operating Revenues

County paratransit relies on a few funding sources for operations of the service. They include fare revenue and TDA. TDA funds have been consistent at about \$25,000 per year while fares contribute a much smaller amount. Using information from TDA Claims, revenues are shown for the two year period. A summary of revenues by source type, including local and state, is also shown.

Operating Revenues

	FY 10	FY 11
Fare Revenue	\$2,860	\$1,550
TDA	\$25,000	\$25,000
Total	\$27,860	\$26,550
Source: TDA Claim		

Summary of Operating Revenues by Source Type

	FY 10	% of Total	FY 11	% of Total
Local Revenues (fares)	\$2,860	10%	\$1,550	6%
State Funds (TDA)	\$25,000	90%	\$25,000	94%
Total	\$27,860	100%	\$26,550	100%

TDA Fund Balance

The annual apportionment of Transportation Development Act Funds to the County of Solano is about \$600,000. The County authorizes local transit operators to claim County funds for intercity transit services in the amount of about \$140,000. The County then submits a claim to fund intercity paratransit service and for streets and roads. Paratransit service claims are \$25,000 per year. Beginning in FY 2010-11, Solano County is implementing a three year phase out plan for the use of TDA for streets and road purposes. According to funding information provided by the Solano Transportation Authority based on data from the Metropolitan Transportation Commission, the TDA balance for County of Solano is \$540,000.

Cost Containment

The County has been working with the transit operators in Solano County on a memorandum of understanding for an intercity taxi scrip funding agreement. Currently, each transit operator provides their own taxi scrip program.

Five-Year Financial Forecast

A forecast of revenues and expenses for operations of Solano County Paratransit is presented for the next five-years. The forecast provides a base scenario of maintaining current levels of contracted paratransit service. It is assumed that TDA funds will grow marginally during the forecast period given some improvement that is expected in the economy in the coming years. Growth rates are 2 percent per year for the first three years, followed by 3 percent per year for the last two years. Fare revenues are assumed to grow 5 percent per year.

Financial Projections-County of Solano

Operating

	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Operating Expense						
Operations	\$26,500	\$27,600	\$28,700	\$29,800	\$30,900	\$32,000
Operating Revenue						
Fares	\$1,500	\$1,600	\$1,700	\$1,800	\$1,900	\$2,000
Transportation Development Act	\$25,000	\$26,000	\$27,000	\$28,000	\$29,000	\$30,000
Total	\$26,500	\$27,600	\$28,700	\$29,800	\$30,900	\$32,000

Solano County Transit (SolTrans)

The following tables provide an initial summary of the historic financial and performance data for SolTrans. The Joint Powers Agency creating SolTrans was approved by its member agencies- City of Benicia, City of Vallejo, and the Solano Transportation Authority, in the Fall of 2010. The historic data is presented only for FY's 2010-11 and 2011-12 to reflect the relatively short time period of SolTrans' existence. As the transition occurred between the two fiscal years, the data is presented to provide a general history of the system's performance. Data sources used to comprise the tables include TDA Claims, Operating Budget, and Short Range Transit Plan. A review of other data sources including SolTrans staff reports and presentations to the board were also undertaken.

It is acknowledged that SolTrans has been in a transitional stage during the review period as the agency continues to solidify its administrative staff positions and make adjustments to transit operations from the merger of Vallejo and Benicia transit systems. While performance and financial information from the past few years provide indication to the general health of the new agency, SolTrans has been implementing recent significant changes to the service in efforts to achieve improved efficiencies from the merger.

Data Consistency

A comparison of key financial and operations data was undertaken to determine the general accuracy of the recording and reporting by SolTrans. TDA claim and operating budget data in the comparison were prepared in the same general time frame (May 2012), while the SRTP was developed during an earlier time period prior to its completion in January 2012. The State Controller Data is prepared after the fiscal year and contains year-end actual data.

The listing of the data provides comparison to show discrepancies that existed among the various data sources that portray the financial health of the transit system. Most data discrepancies occurred in FY 2011 when SolTrans was first created, and collection and reporting of transit information was transitioned from the cities of Benicia and Vallejo to contracted SolTrans management staff. Upon this transition and clean up of expenditures that would be passed over to SolTrans, FY 2012 data consistency improved significantly, as a more stable reporting structure was established.

Operating budget and TDA Claim data for operating revenues and expenditures are identical in FY 2012 indicating one data source was used to develop the documents. SRTP data was slightly different due to the forecast being made earlier, although passenger fares were consistent among each data source for all transit modes. State Controller Data show actual year-end data and differ from the other sources which provide estimates. In spite of missing data from a few of the information sources, beginning in FY 2012 the financial and performance data have been relatively consistent.

SOLTRANS DATA CONSISTENCY - TOTAL SYSTEM

Performance Measure	Source	FY11	FY12
Total Operating Expenses	TDA Claim	\$14,703,395	\$13,252,415
	Operating Budget	\$11,790,506	\$13,252,415
	S RTP	\$9,006,489	\$13,478,015
	State Controller Report		\$12,516,513
Passenger Fares	TDA Claim	\$3,352,800	\$3,291,000
	Operating Budget	\$3,275,108	\$3,291,000
	S RTP	\$2,849,557	\$3,443,815
	State Controller Report		\$3,752,911
Passengers	TDA Claims	1,619,980	1,498,176
	S RTP	1,441,007	
	State Controller Report		1,473,250
Vehicle Service Hours	TDA Claims	134,475	136,729
	S RTP	117,898	127,901
	State Controller Report		113,120
Vehicle Service Miles	TDA Claims	2,194,364	202,201
	S RTP	2,051,965	
	State Controller Report		1,697,750
Employee Full-Time Equivalents	TDA Claims	147.0	140.0
	State Controller Report		156.0

SOLTRANS DATA CONSISTENCY - FIXED ROUTE

Performance Measure	Source	FY11	FY12
Operating Cost	TDA Claim	\$12,890,595	\$11,370,300
	Operating Budget	\$10,052,563	\$11,370,300
	S RTP	\$7,981,211	\$11,689,900
Passenger Fares	TDA Claim	\$3,166,000	\$3,093,000

	Operating Budget	\$3,093,000	\$3,093,000
	S RTP	\$2,763,755	\$3,093,000
Passengers	TDA Claims	1,560,450	1,447,491
	S RTP	1,410,680	
	State Controller Report		1,442,229
Vehicle Service Hours	TDA Claims	111,266	111,680
	S RTP	102,202	111,349
	State Controller Report		97,892
Vehicle Service Miles	TDA Claims	2,070,864	
	S RTP	1,900,656	
	State Controller Report		1,434,693
Employee Full-Time Equivalents	TDA Claims	124	124
	State Controller Report		134

SOLTRANS DATA CONSISTENCY - PARATRANSIT

Performance Measure	Source	FY11	FY12
Operating Cost	Operating Budget	\$1,473,128	\$1,602,300
	TDA Claims	\$1,545,200	\$1,602,300
	S RTP	\$1,025,278	\$1,508,300
Passenger Fares	Operating Budget	\$70,509	\$71,000
	TDA Claims	\$78,000	\$71,000
	S RTP	\$85,802	\$71,000
Passengers	TDA Claims	36,130	35,264
	S RTP	30,327	
	State Controller Report		31,021
Vehicle Service Hours	TDA Claims	12,412	14,252
	S RTP	15,696	16,552
	State Controller Report		15,227
Vehicle Service Miles	TDA Claims	121,900	172,633

	S RTP State Controller Report	151,309	263,057
Employee Full-Time Equivalents	TDA Claims State Controller Report	23	16 22

SOLTRANS DATA CONSISTENCY - TAXI SCRIP

Performance Measure	Source	FY11	FY12
Operating Cost	Operating Budget	\$264,815	\$279,815
	TDA Claims	\$267,600	\$279,815
	S RTP		\$279,815
Passenger Fares	Operating Budget	\$111,599	\$127,000
	TDA Claims	\$108,800	\$127,000
	S RTP		\$279,815
Passengers	TDA Claims	23,400	15,421
Vehicle Service Hours	TDA Claims	10,797	10,797
Vehicle Service Miles	TDA Claims	1,600	29,568

Cost Drivers

Cost drivers are expense items necessary to provide a particular service. Cost drivers for SolTrans have generally included operations and maintenance, administrative salaries and benefits, and vehicle fuel. The percentage of these costs relative to total operations costs is derived. As SolTrans service is operated and maintained by a private contractor, salaries and benefits costs are shown for in-house employees for administration and management of the system.

	2011	2012
Salaries	\$223,137	\$450,044
<i>% Change</i>		102%
Benefits	\$121,794	\$237,916
<i>% Change</i>		95%
Fuel	\$1,868,000	\$2,256,000
<i>% Change</i>		21%

Salaries as % of Total Operations Cost (minus depreciation)	1%	3%
Benefits as a % of Total Operations Cost (minus Depreciation)	1%	2%
Fuel as % of Total Operations Cost (minus depreciation)	12%	15%

Source: TDA Claim Actual for FY 11; TDA Claim Current Adjusted FY 2012

A breakdown of costs between operations, maintenance, and administration is provided for the period of FYs 2010-11 and 2011-12. Operations cost in FY 2010-11 comprised about 52 percent of total cost (minus depreciation), maintenance comprised 22 percent, and general administrative cost comprised the remaining 26 percent. Transition of ferry bus route 200 operating cost from SolTrans to WETA occurred during this period. The cost percentages shifted during FY 2011-12 in which operations comprised 46 percent of cost, maintenance comprised 29 percent, and administration 25 percent. Administration costs appeared high relative to overall operations costs to account for start up transition expenses, use of professional management services during the transition, and other charges that have since declined when full time SolTrans were hired.

SolTrans Operations Expenses

	2011	2012
Operations	\$9,322,167	\$7,319,945
<i>% Change</i>	--	-21%
Maintenance	\$3,333,968	\$4,261,770
<i>% Change</i>	--	28%
General Administration	\$3,988,260	\$3,686,656
<i>% Change</i>	--	-8%
Depreciation	\$39,756	\$0
<i>% Change</i>	--	-100%
Cost Adjustment during transition (1)	-\$1,466,000	-\$478,000
Total	\$15,218,151	\$14,790,371

(1) Cost adjustments include transfer of Route 200 cost to WETA, and transfer of ferry ticket office to Baylink Ferry.

Source: TDA Claim Actual for FY 11; TDA Claim Current Adjusted FY 2012

A further division of operating expenses among other cost drivers is shown. With purchased transportation being the primary cost driver, others include fuel, services, and insurance. Several expense categories showed increases but the largest cost item, purchased transportation, decreased by over 10 percent due to reductions in bus service. Overall annual total operating expenses decreased about three percent between the two fiscal years, with anticipation for further operating cost reductions through additional adjustments in service.

SolTrans Operations Expenses

	2011	2012
Services	\$770,669	\$934,440
<i>% Change</i>		21%
Fuels and Lubricants	\$1,868,000	\$2,256,000
<i>% Change</i>		21%
Casualty and Liability	\$77,708	\$425,000
<i>% Change</i>		447%
Utilities	\$37,000	\$33,000
<i>% Change</i>		-11%
Purchased Transportation	\$10,042,427	\$8,947,000
<i>% Change</i>		-11%
Other	\$3,503,660	\$1,984,971
<i>% Change</i>		-43%
Administration	\$344,931	\$687,960
<i>% Change</i>		99%
Depreciation	\$39,756	\$0
<i>% Change</i>		-100%
Cost Adjustment during transition	-\$1,466,000	-\$478,000
Total	\$15,218,151	\$14,790,371
<i>% Change</i>		-3%

Source: TDA Claim Actual for FY 11; TDA Claim Current Adjusted FY 2012

Performance Trends

The following tables provide information on performance indicators and trends of the transit system. Industry performance measures are used including operating costs, fare revenues, ridership, revenue hours and miles, and full time equivalents. The general trend in fixed route and paratransit services for fiscal years 2011 through 2012 shows decreased cost efficiency and effectiveness measured in cost per hour and per passenger. Subsidy per passenger also increased over the two year period. Service effectiveness measured by passengers per hour increased for fixed route but slightly declined for paratransit. Costs increased for fixed route but ridership and service hours decreased. Costs for paratransit increased with smaller declines in ridership, while both service hours and miles increased. Other measures such as fare revenue and farebox recovery declined for both fixed route and paratransit. Some performance indicators for local taxi show significant changes from a decline in ridership but a large increase in service miles.

SOLTRANS PERFORMANCE INDICATORS - FIXED ROUTE

Statistics & Performance Indicators	FY 10-11	FY 11-12	% Change FY11-FY12
Operating Costs	\$10,052,563	\$10,738,911	6.8%
<i>Annual % Change</i>		6.8%	
Passengers	1,560,450	1,442,229	-7.6%
<i>Annual % Change</i>		-7.6%	
Vehicle Service Hours	111,266	97,892	-12.0%
<i>Annual % Change</i>		-12.0%	
Vehicle Service Miles	2,070,864	1,434,693	-30.7%
<i>Annual % Change</i>		-30.7%	
Employee FTEs	124.0	134.0	8.1%
<i>Annual % Change</i>		8.1%	
Fare Revenue	\$3,166,000	\$3,527,121	11.4%
<i>Annual % Change</i>		11.4%	
Operating Cost per Passenger	\$6.44	\$7.45	15.6%
<i>Annual % Change</i>		15.6%	
Operating Cost per Vehicle Service Hour	\$90.35	\$109.70	21.4%
<i>Annual % Change</i>		21.4%	
Passengers per Vehicle Service Hour	14.02	14.73	5.1%
<i>Annual % Change</i>		5.1%	
Passengers per Vehicle Service Mile	0.75	1.01	33.4%
<i>Annual % Change</i>		33.4%	
Veh Service Hours per Employee FTE	897	731	-18.6%
<i>Annual % Change</i>		-18.6%	
Fare per Passenger	\$2.03	\$2.45	20.5%
<i>Annual % Change</i>		20.5%	
Subsidy per passenger	\$4.41	\$5.00	13.3%
<i>Annual % Change</i>		13.3%	
Farebox Recovery	31.5%	32.8%	4.3%
<i>Annual % Change</i>		4.3%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	

Source: TDA Claim Actual for FY 11, State Controller Report for FY 12

SOLTRANS PERFORMANCE INDICATORS - PARATRANSIT

Statistics & Performance Indicators	FY 10-11	FY 11-12	% Change FY11-FY12
Operating Costs	\$1,473,128	\$1,513,325	2.7%
<i>Annual % Change</i>		2.7%	
Passengers	36,130	31,021	-14.1%
<i>Annual % Change</i>		-14.1%	
Vehicle Service Hours	15,696	15,227	-3.0%
<i>Annual % Change</i>		-3.0%	
Vehicle Service Miles	121,900	263,057	115.8%
<i>Annual % Change</i>		115.8%	
Employee FTEs	23.0	22.0	-4.3%
<i>Annual % Change</i>		-4.3%	
Fare Revenue	\$70,509	\$80,965	14.8%
<i>Annual % Change</i>		14.8%	
Operating Cost per Passenger	\$40.77	\$48.78	19.6%
<i>Annual % Change</i>		19.6%	
Operating Cost per Vehicle Service Hour	\$93.85	\$99.38	5.9%
<i>Annual % Change</i>		5.9%	
Passengers per Vehicle Service Hour	2.30	2.04	-11.5%
<i>Annual % Change</i>		-11.5%	
Passengers per Vehicle Service Mile	0.30	0.12	-60.2%
<i>Annual % Change</i>		-60.2%	
Veh Service Hours per Employee FTE	682	692	1.4%
<i>Annual % Change</i>		1.4%	
Fare per Passenger	\$1.95	\$2.61	33.7%
<i>Annual % Change</i>		33.7%	
Subsidy per passenger	\$38.82	\$46.17	18.9%
<i>Annual % Change</i>		18.9%	
Farebox Recovery	4.8%	5.4%	11.8%
<i>Annual % Change</i>		11.8%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	

Source: TDA Claim Actual for FY 11, State Controller Report for FY 12

SOLTRANS PERFORMANCE INDICATORS - TAXI

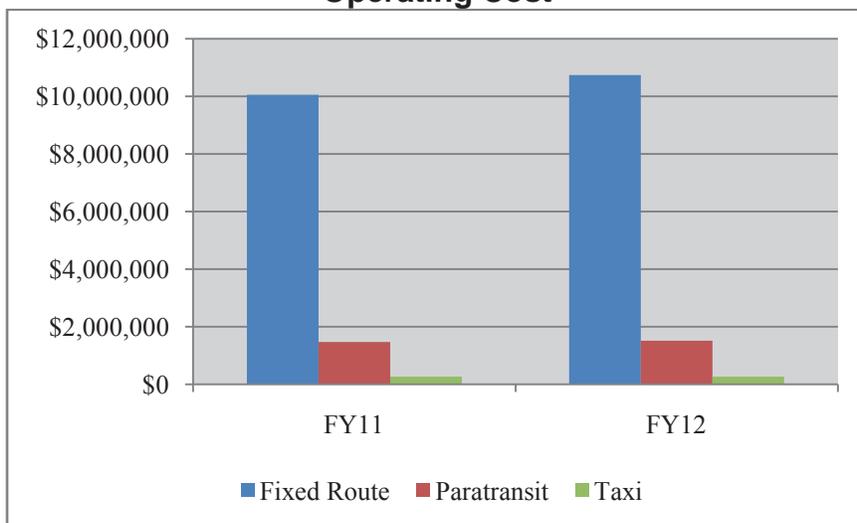
Statistics & Performance Indicators	FY 10-11	FY 11-12	% Change FY11-FY12
Operating Costs	\$264,815	\$264,277	-0.2%
<i>Annual % Change</i>		-0.2%	
Passengers	23,400	15,421	-34.1%
<i>Annual % Change</i>		-34.1%	
Vehicle Service Hours	10,797	10,797	0.0%
<i>Annual % Change</i>		0.0%	
Vehicle Service Miles	1,600	29,568	1748.0%
<i>Annual % Change</i>		1748.0%	
Fare Revenue	\$111,599	\$144,825	29.8%
<i>Annual % Change</i>		29.8%	
Operating Cost per Passenger	\$11.32	\$17.14	51.4%
<i>Annual % Change</i>		51.4%	
Operating Cost per Vehicle Service Hour	\$24.53	\$24.48	-0.2%
<i>Annual % Change</i>		-0.2%	
Passengers per Vehicle Service Hour	2.17	1.43	-34.1%
<i>Annual % Change</i>		-34.1%	
Passengers per Vehicle Service Mile	14.63	0.52	-96.4%
<i>Annual % Change</i>		-96.4%	
Fare per Passenger	\$4.77	\$9.39	96.9%
<i>Annual % Change</i>		96.9%	
Subsidy per passenger	\$6.55	\$7.75	18.3%
<i>Annual % Change</i>		18.3%	
Farebox Recovery	42.1%	54.8%	30.0%
<i>Annual % Change</i>		30.0%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	

Source: TDA Claims for Passengers, Hours and Miles.

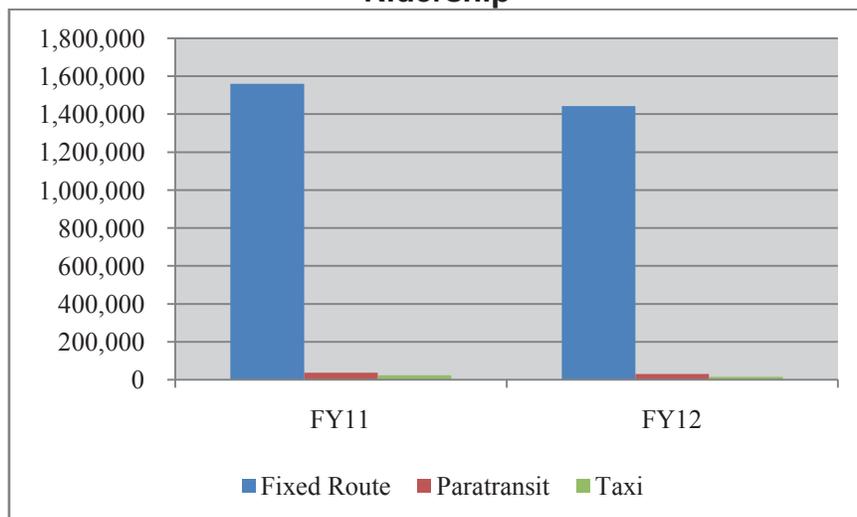
Costs and Fares from Operating Budget for FY 11 and State Controller Report for FY 12

Graphical display of select performance indicators is shown below.

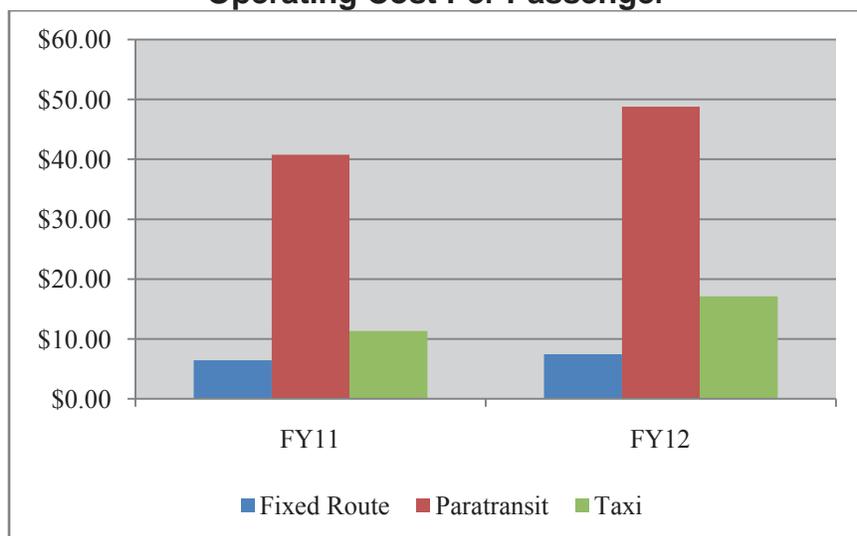
Operating Cost



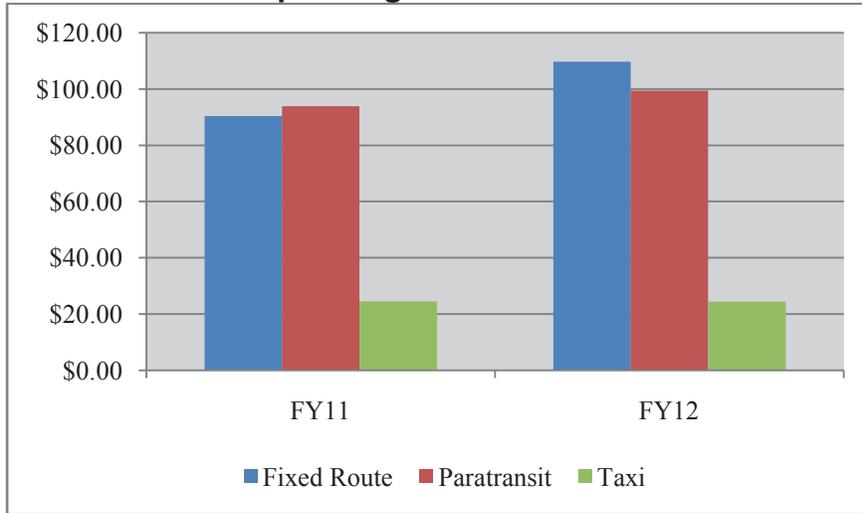
Ridership



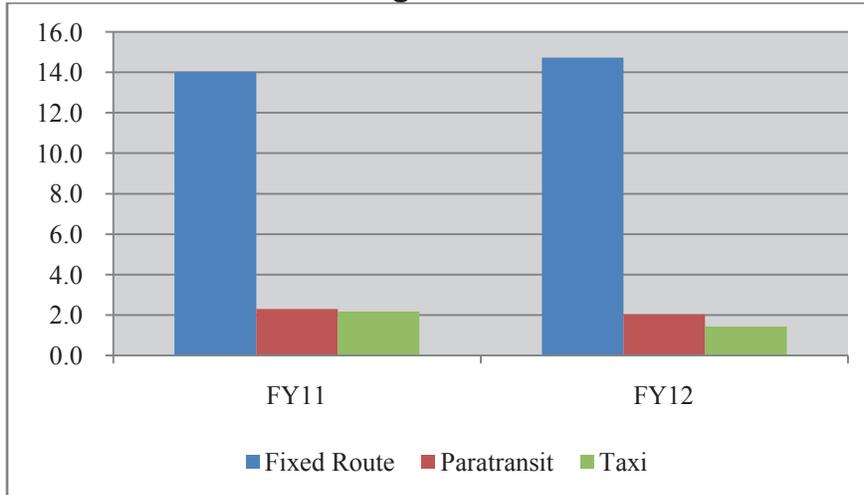
Operating Cost Per Passenger



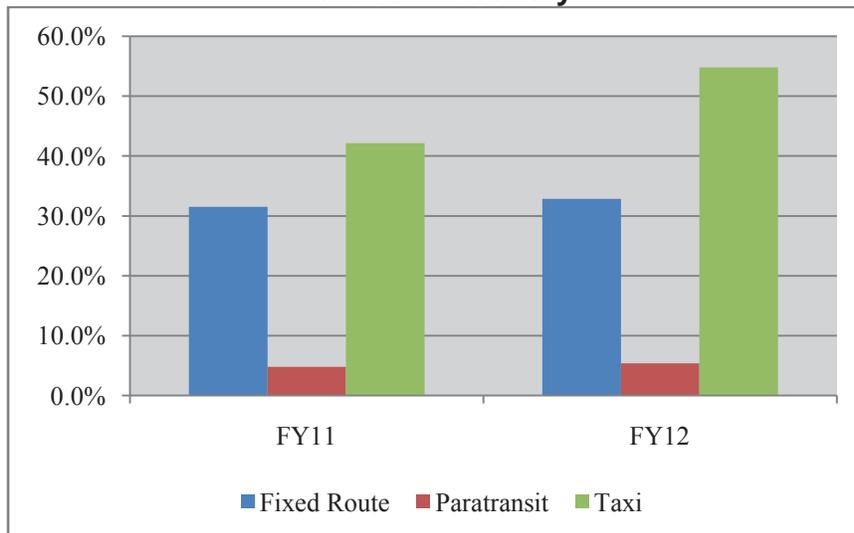
Operating Cost Per Hour



Passengers Per Hour



Farebox Recovery



Performance Against SRTP Standards

The SRTP for SolTrans provided a set of performance standards for fixed route, paratransit, and systemwide. A sampling of performance standards and the current status of each mode meeting their respective projections are shown.

Performance Measure	SRTP Standard	SolTrans (FY 11-12)	Standard Met?
Operating Cost per Hour			
<i>Fixed Route</i>	<= \$98.46	\$109.70	No
<i>Paratransit</i>	<= \$78.51	\$99.38	No
Operating Cost per Passenger			
<i>Systemwide</i>	<= \$8.00	\$8.41	No
Passengers per Hour			
<i>Systemwide</i>	>=8.5	12.0	Yes

Operating Revenues

SolTrans relies on a combination of local, state and federal funding sources for operations of the transit service. They include local sources such as fare revenue and Regional Measure 2, TDA, and rural and urban federal funds through the FTA 5311 and 5307 grant programs, respectively. SolTrans also receives federal funds through the Jobs Access and Reverse Commute (JARC) competitive grant. In FY 2011, local funds provided the largest contribution for operations, followed by TDA and then federal. However, in FY 2012, TDA was the larger contributor of revenue followed by local sources, and then federal. Using information from SolTrans budget for FY 11 and State Controller Report for FY 12, revenues are shown for the two year period. A summary of revenues by source type, including local, state and federal is also shown.

Operating Revenues

	FY 11	FY 12
Fare Revenue	\$3,348,108	\$3,752,911
Regional Measure 2	\$1,223,840	\$1,223,840
Intercity Funding Agreement	\$91,996	
Auxiliary Transp. Revenues		\$665,913
Other Local	\$143,000	\$1,057

	FY 11	FY 12
TDA	\$4,109,628	\$7,208,928
STAF	\$325,000	\$609,616
FTA 5303	\$90,000	
FTA 5307 ARRA	\$1,216,378	
FTA 5307	\$612,433	
FTA 5311	\$179,628	\$42,503
FTA 5316	\$523,435	\$200,000
Total	\$11,863,446	\$13,704,768

Source: SolTrans Budget FY 11, State Controller Report FY 12

Summary of Operating Revenues by Source Type

	FY 11	% of Total	FY 12	% of Total
Local Revenues (fares, other)	\$4,806,944	41%	\$5,643,721	41%
State Funds (TDA)	\$4,434,628	37%	\$7,818,544	57%
Federal	<u>\$2,621,874</u>	<u>22%</u>	<u>\$242,503</u>	<u>2%</u>
Total	\$11,863,446	100%	\$13,704,768	100%

Source: TDA Claims

During the transitional period of SolTrans, MTC has provided financial support with one-time funding sources to meet the “SolTrans Transition Funding Framework”. These funding sources include Lifeline State Transit Assistance Fund (STAF) funds, STAF-Revenue Based Funds, STAF Population Based Funds, and Surface Transportation Program (STP) funding. The one-time funding sources, totaling \$2.7 million, can be used for operating purposes in FY 2012-13. However, the \$1 million in STP funds will not be available until the end of FY 2013 or possibly the first quarter of FY 2014, and this funding can only be used for preventive maintenance activities. The remaining \$1.7 million is being used to finance unexpected obligations associated with SolTrans transitional costs, and create a positive cash balance and ensure adequate cash flow for stabilizing the agency.

Capital Revenues

SolTrans currently has about \$4.0 million in existing and active FTA capital grants. An additional \$431,000 in existing FTA Section 5307 funding from FY 2011, currently programmed in the Metropolitan Transportation Commission’s Transportation Improvement Program (TIP), remains to be obligated in grants by SolTrans staff. Therefore, a total of \$4.4 million in FTA funding is available. As the local match to use the federal funds, a combination of TDA and State Proposition 1B funds are being used in the amount of \$3.3 million. Total Proposition 1B funds allocated to the SolTrans service area are shared with the Water Emergency Transportation Authority (WETA) at the ratio of one-third to SolTrans, and two-thirds to WETA. In sum, capital project funding using current revenues is \$7.7 million. The budgeted capital revenues are shown for the current fiscal year. A summary of revenues by source type is also shown.

Capital Revenues by Source

	FY13
State Funds (TDA)	\$1,395,000
State Funds (Prop 1B)	\$1,830,526
FTA 5307	\$430,598
FTA Grants	\$3,960,000
Total	\$7,616,124
Source: SolTrans Board Agenda 9/20/12	

Summary of Capital Revenues by Source Type

	FY 13	% of Total
State Funds	\$3,225,526	42%
FTA	\$4,390,598	58%
Total	\$7,616,124	100%

Separately, and contained in MTC's TIP, SolTrans currently holds about \$1.2 million in FTA 5307 funding that is programmed to fifteen separate projects. The fifteen projects had been previously planned by either City of Vallejo or City of Benicia staff, and are either not critical for the SolTrans system at this time, or may be funded with more flexible funding such as TDA. Rather than continuing to fund these fifteen smaller separate projects, SolTrans staff recommended applying the \$1.2 million to a few critical and manageable projects, with the goal of closing-out projects as quickly as possible. The SolTrans Board approved reprogramming of these funds to allow for timely use of funds, quicker project delivery, and a local match reserve. Of the \$1.2 million, about \$506,000 will be used for capital projects and the remaining for operating expenses and preventive maintenance.¹

Historically, FTA 5307 funding has been used for capital purposes by both cities of Vallejo and Benicia. TDA funds were the primary source of operating assistance. SolTrans staff is developing a funding strategy with Board approval to use 5307 funding for operating assistance instead, which MTC allows under their proposed Transit Capital Priorities (TCP) Policy. SolTrans will then be able to save TDA funds as a local match reserve or for some other purpose. This is due to the fact that SolTrans does not currently have a local fund reserve for meeting the local match for capital projects. Since TDA is one of the most flexible funding sources available to SolTrans, the agency can decide to use this funding for any transit-related capital or operating purpose as approved by MTC.

¹ The \$506,000 includes \$431,000 that is part of the \$7.7 million identified above for capital projects. The remaining \$75,000 will be used for technology upgrades.

Capital Expenses

The proposed capital projects for the \$7.7 million in federal and local match funding by SolTrans includes farebox upgrades, automatic vehicle location (AVL) system, hybrid commuter bus replacement, video security cameras, operations/maintenance facility improvements, communications system, information technology equipment, and branding/website. The largest expenditures will be for the replacement vehicles (\$2.9 million), AVL technology (\$2.2 million), and bus facility rehabilitation (\$1.5 million). SolTrans has recently replaced all but a few local transit buses and does not anticipate another large local bus replacement until year 2022.

TDA Balance

The Vallejo/Benicia apportionment area comprising the SolTrans service area receives about \$4.7 million in Transportation Development Act Funds on an annual basis. According to funding information provided by the Solano Transportation Authority based on data from the Metropolitan Transportation Commission, after allocation for transit expenses for FY 2012-13, a balance of approximately \$200,000 in TDA reserve funds remain for SolTrans.

Cost Containment

When the JPA that created SolTrans became effective, contract transit management, and since then full time administrative staff, have been making effort to integrate and restructure the former Vallejo and Benicia transit services. A General Manager was hired prior to the start of fiscal year 2012-13, as well as a Finance Officer shortly afterward, to plan and manage the board approved changes occurring for SolTrans.

Beginning in July 2012, SolTrans restructured service systemwide that has impacted nearly all existing services in order to address a \$3.0 million structural deficit. The service reductions will result in the elimination of approximately 15,500 annual service hours, about a 10 percent reduction in service. The final determination of service changes was crafted with the objective to create a sustainable, reliable, and productive system. These system changes are the product of extensive public meetings and outreach with existing ridership and the citizens of both Benicia and Vallejo.

Anticipated improvements from the route changes include:

- Direct access from Northeast Vallejo to Gateway Plaza
- Improved reliability and connections between buses
- Sunday service that serves Vallejo and Benicia, and connects to BART
- Continued connections to Diablo Valley College
- Direct service to Discovery Kingdom
- Improved Dial-A-Ride in Benicia through allocation of additional resources

- Implementation of a single regional monthly pass allowing travel on all SolTrans commuter routes
- Implementation of both Regional and Local Day Passes for fixed route and Dial-A-Ride

While some cost savings will be realized from the reduction in service and subsequent reduction in the contract operator's cost, the savings are not expected to meet SolTrans' cost goal. SolTrans transit management has also identified operational efficiencies to contain cost. Efficiencies include meeting on-time performance targets that go towards increasing customer service but also reducing the need, and cost, to send out extra buses to meet time schedules.

In addition to the service reductions, a Request for Proposals for transit operations services was recently released to procure a private vendor to operate the service and maintain vehicles, transit facilities and amenities. SolTrans and the current contractor negotiated a contract extension that will end in June 2013. The RFP was developed with further cost reductions in mind, given that purchased transportation comprises the largest operating expenditure category for SolTrans.

Five Year Financial Forecast

A forecast of revenues and expenses for both operations and capital projects for SolTrans is presented for the next five-years. The forecast is based in part on SolTrans FY 2013 operations and capital budget and forecast and provides a base scenario that relies on stable funding streams for operations to sustain the transit system. TDA funds, Regional Measure 2, FTA 5307 grant monies, and fare revenue are the main revenue sources to fund operations. Transitional one-time funding provided by MTC is also shown in FY 2013. As SolTrans operates a number of Solano Express commuter routes, TDA contributions from other local jurisdictions are obtained through the intercity transit cost sharing agreement and are included in the fixed route bus revenue forecast.

SolTrans claimed almost the full apportionment amounts plus carryover, including for both Benicia and Vallejo, for transit services in FY 2013. TDA funds will grow marginally during the forecast period given some improvement that is expected in the economy in the coming years. While TDA revenues in Solano County have grown an average of almost 5 percent per year over the last 20 years (in actual dollars), the average figure factors in both economic peaks and valleys over a long time period. Because of the relatively short forecast period and to remain conservative, TDA growth rates are assumed to follow the forecasted Consumer Price Index for the San Francisco Consolidated Metropolitan Statistical Area (CMSA) developed by the State Department of Finance. The CPI forecast, which goes through FY 2015-16, assumes a 2 percent growth rate per year. The TSP forecast follows this trend. Also, accounting for continued level of some economic growth that is expected to occur slowly in the future, the TSP shows 3 percent growth per year for the last two years of the forecast.

SolTrans identifies funding sources that are uncertain or are competitive and not stable on an annual basis. They include STAF Lifeline, FTA 5311 rural, and FTA 5307 preventive maintenance fuel allocation. To be conservative, future revenues are reduced from 2013 budgeted amounts.

Fare revenues increase by 2 percent per year to reflect stable operations from service enhancements. STAF revenue-based funds are projected to decrease from budgeted 2013 levels beginning in FY 2014 because SolTrans will receive one-third of the amount and WETA will receive two-thirds. The Governor's FY 2013-14 State budget also proposes a reduction in STAF by about 6 percent from the previous year.

Operations expenses designated to the fixed route system include local and commuter bus services, and small amounts for bus facility maintenance. Growth in operations is assumed at 3 percent per year which is slightly above the forecasted growth in CPI for the San Francisco Consolidated Metropolitan Statistical Area (CMSA). No transfer center operations/maintenance expenses appear to be in the fixed route budget. Paratransit expenses are primarily for the transit services contract.

The baseline revenue service hours are based on the SolTrans FY 2011-12 State Controller Report data. The supplemental operations data indicates revenue service hours to be 97,900 for fixed route, and 15,200 for dial-a-ride.

On the capital side, capital projects in FY 2012-13 are budgeted with sufficient funding including replacement of three Solano Express Model Year 2001 commuter buses with hybrid commuter coaches. One bus will go to FAST and two will remain with SolTrans to replace buses bought in FY 2001, leaving one additional 2001 commuter bus owned by SolTrans to replace in 2015.

However, with recent MTC action to modify the eligible claimants for several Bay Area UZAs, including the San Francisco/Oakland and Vallejo UZAs, replacement of these express buses would no longer be eligible from this fund source even though they continue to provide service within the San Francisco/Oakland UZA. Solano Transit Authority has requested that MTC modify this recent action to ensure that the replacement of Solano Express Buses, consistent with MTC Resolution 3434 which provide service to BART, remain eligible for San Francisco/Oakland UZA funds.

From the same MTC action, SolTrans would become the sole eligible claimant in the Vallejo UZA with the exception of Napa transit service which receives an annual allocation for ADA paratransit assistance due to American Canyon residing in the Vallejo Urbanized Area.

All other MCI buses are Model Year 2003, and based on MTC's TCP policy, these buses have a useful life of 14 years and will need to be replaced in 2017. However, SolTrans plans to extend the life of the buses by 2 to 3 years beyond the 14 year life span due to completed midlife engine replacements. SolTrans is developing a reserve policy for TDA as part of its strategy to bank operating revenue savings for future capital expenses. Actual level of reserves will be determined along with FTA 5307 funds to pay for the large replacement of commuter buses.

Preventive maintenance is projected to be \$200,000 per year beginning in FY 2013-14 and will include labor and parts associated with capitalized maintenance work (i.e. replacement of engines, transmissions, hybrid battery packs, and other capital work that would typically exceed \$5,000 in total). Unused funds in a given year will be carried-over to the next year. Therefore, actual funding investment on an annual basis may be less than shown, if funding is carried-over year after year.

Full renovation and expansion of the bus facility on Broadway is budgeted at \$2 million in FY 2013. The current SolTrans capital budget for FY 2013 includes \$1.5 million in federal and local funding. In addition, the City of Vallejo has roughly \$500,000 in an existing FTA grant (including the local match) for the renovation. Beyond this, some funding is set-aside for other potential maintenance needs. The Curtola Transit & Parking Center is not included until such time that funding is clearly allocated by MTC for this project.

Technology enhancements such as information technology equipment, communications, farebox upgrade, security cameras, and automatic vehicle locator systems are budgeted in 2013 at a cost of over \$3 million. In FY 2014, \$200,000 is projected should SolTrans need to invest in a comprehensive phone system for ADA compliance purposes and for improved customer service. Beyond FY 2014, \$100,000 is budgeted for unforeseen technology needs. An additional \$250,000 is budgeted for branding and website development in FY 2013.

Vehicle replacement unit costs are based on the most recent MTC regional bus/van pricelist for FYs 2012-13 and FY 2013-14 for Transit Capital Priorities Call for Projects. SolTrans provided the vehicle replacement costs for three commuter buses in FY 2012-13 which are similar to those in the MTC pricelist. Unit costs include cutaway vehicles at \$118,000 (over 26 feet), and minivans at \$54,000. The pricelist assumes a 2 percent annual growth in vehicle cost. Capital costs for preventive maintenance, technology enhancements, automated vehicle locator system, and branding/website development are provided by SolTrans.

Based on the fleet list and vehicle ages, with the understanding that SolTrans anticipates prolonging the useful life of the existing commuter buses, vehicles assumed to need replacement over the next five years include a total of 13 vehicles ranging from ADA accessible vans to paratransit vehicles to large commuter buses (only those commuter buses replaced in 2013). SolTrans' local fleet of 21 Model Year 2011 Gillig hybrid buses are sufficient for meeting current service levels with some room for expansion. Funding is identified for over-the-road bus replacements in FY 2013, while the TDA reserve policy that will be developed, together with federal grant funds, will likely be used to pay for future replacements beyond the forecast period. A listing of capital projects by year is shown.

FY 12-13: 3 replacements of year 2001, 52 passenger commuter buses; bus facility improvements; technology enhancements; and branding/website improvements.

FY 13-14: 3 replacement of year 2000 and 2001 supervisor cars with ADA accessible vans; bus preventive maintenance; facility maintenance; technology enhancement.

FY 14-15: Bus preventive maintenance; facility maintenance; technology enhancement.

FY 15-16: Bus preventive maintenance; facility maintenance; technology enhancement.

FY 16-17: Bus preventive maintenance; facility maintenance; technology enhancement.

FY 17-18: 7 replacements of 2011, 16 passenger paratransit vehicles; bus preventive maintenance; facility maintenance; technology enhancement.

The financial forecast data is expressed in year of expenditure. As shown in the forecast, SolTrans will operate at an overall annual surplus under current conditions. Fixed route operations will have a sizable surplus while paratransit will incur a smaller deficit, thus a net surplus systemwide. One time transitional funds provided by MTC, as well as remaining federal grants being transferred from Vallejo to SolTrans, provide additional boosts to the revenues in the short term. As identified in SolTrans’ budget assumptions, certain revenue sources included in the forecast have been identified as uncertain given their competitive nature. As such, a decrease in these funds is assumed after the initial year. The surplus operating revenues support SolTrans’ strategy to bank operations savings to use for capital purchases, as well as develop a reserve policy.

The large capital replacement of commuter buses after the forecast period presents a challenge for adequate funding. The flexibility in TDA savings along with potential FTA 5307 grants would help in funding the replacements. SolTrans plans to extend the useful lives of the existing commuter fleet, which would enable funding to further build up. The capital funding buildup is dependent in large part on the future growth of operations and the level of TDA needed to support this growth.

Financial Projections - Fixed Route Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Replacement	\$2,850,000	\$0	\$0	\$0	\$0	\$0
Preventive Maintenance - Bus		\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Preventive Maintenance - Facilities	\$2,000,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Technology	\$1,080,000	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000
Automatic Vehicle Locator System	\$2,160,000					
Branding & Website- System Investments	\$250,000					
Total	\$8,340,000	\$420,000	\$320,000	\$320,000	\$320,000	\$320,000
Capital Revenue						

Financial Projections - Fixed Route Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Transportation Development Act ⁽¹⁾	\$1,395,000	\$84,000	\$64,000	\$64,000	\$64,000	\$64,000
RM 2	\$130,000					
Proposition 1B	\$1,831,000					
FTA Grants	\$3,960,000					
FTA 5307	\$566,000	\$336,000	\$256,000	\$256,000	\$256,000	\$256,000
FTA 5339	\$458,000	\$493,000				
Total	\$8,340,000	\$913,000	\$320,000	\$320,000	\$320,000	\$320,000
Annual Net Surplus/Deficit - Capital	\$0	\$493,000	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$493,000	\$493,000	\$493,000	\$493,000	\$493,000
Operating Expense						
Fixed Route ⁽²⁾	\$9,809,000	\$10,103,000	\$10,406,000	\$10,718,000	\$11,040,000	\$11,371,000
Total	\$9,809,000	\$10,103,000	\$10,406,000	\$10,718,000	\$11,040,000	\$11,371,000
Operating Revenue						
Fares ⁽³⁾	\$3,250,000	\$3,315,000	\$3,381,000	\$3,449,000	\$3,518,000	\$3,588,000
Other Income	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
RM 2	\$1,224,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Transportation Development Act ⁽⁴⁾	\$3,417,000	\$3,485,000	\$3,555,000	\$3,626,000	\$3,735,000	\$3,847,000
TDA Intercity Transit Cost Sharing	\$213,000	\$217,000	\$221,000	\$225,000	\$232,000	\$239,000
STAF - Revenue Based ⁽⁵⁾	\$586,000	\$171,000	\$171,000	\$171,000	\$171,000	\$171,000
STAF Lifeline *	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000
FTA 5307	\$3,264,000	\$2,958,000	\$3,228,000	\$3,200,000	\$3,200,000	\$3,200,000
FTA 5307 - Fuel *	\$321,000					
FTA 5311 *	\$107,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
FTA 5316	\$300,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Unused Vallejo FTA Grants (O&M) <i>Transitional One-Time Funding</i>		\$1,689,000				

Financial Projections - Fixed Route Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
STAF - Revenue Based One -Time ⁽⁶⁾	\$549,000					
STAF - Population Based One-Time ⁽⁷⁾	\$878,000					
STAF Lifeline One-Time	\$182,000					
FTA STP Prev. Maint. One-Time	\$1,000,000					
Total	\$15,671,000	\$13,565,000	\$12,286,000	\$12,401,000	\$12,586,000	\$12,775,000
Annual Net Surplus/Deficit - Operations	\$5,862,000	\$3,462,000	\$1,880,000	\$1,683,000	\$1,546,000	\$1,404,000
Cumulative Net Surplus/Deficit - Operations	\$5,862,000	\$9,324,000	\$11,204,000	\$12,887,000	\$14,433,000	\$15,837,000

(1) SolTrans is developing a reserve policy for TDA as part of its strategy to bank operating revenue savings for future capital expenses. Actual level of reserves to be determined.

(2) Operating expenses includes \$15,000 for bus facility maintenance. Operating expenses grow by 3% per year, slightly above forecasted growth in CPI for the San Francisco Consolidated Metropolitan Statistical Area (CMSA).

(3) Fare revenues increase by 2% per year to reflect stable operations from service enhancements.

(4) TDA revenues are net of FAST Intercity and STA Planning totaling an additional \$345,000. TDA growth is 2 percent for first three years, and 3 percent remaining two years, mirroring forecasted growth of SF CMSA CPI Forecast through FY 2015-16. SolTrans is developing a reserve policy for TDA for its strategy to bank operating revenue savings for future capital expenses.

(5) Combined Vallejo and Benicia STAF revenue-based apportionments for FY 2012-13. STAF reduction of 6% between FYs 2013 and 2014 based on proposed FY 2013-14 State budget. SolTrans will receive 1/3 of Vallejo STAF beginning in FY 2014, and 2/3 goes to WETA. Revenue is held constant in forecast since STAF is volatile based on unpredictable diesel fuel sales.

(6) Unprogrammed/unclaimed Vallejo STAF Revenue Based, MTC Resolution 4051

(7) Benicia Debt Retirement payment of \$121,600 not included.

* SolTrans identifies these funding sources as uncertain/one-time/competitive grant funds. Revenues are either held constant or reduced to reflect uncertainty.

**Financial Projections - Paratransit and Local and Intercity Taxi
Capital and Operating**

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Replacement	\$0	\$162,000	\$0	\$0	\$0	\$894,000
Total	\$0	\$162,000	\$0	\$0	\$0	\$894,000
Capital Revenue						
Transportation Development Act Proposition 1B		\$162,000				\$894,000
Total	\$0	\$162,000	\$0	\$0	\$0	\$894,000
Annual Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expense						
Paratransit ⁽¹⁾	\$1,732,000	\$1,784,000	\$1,838,000	\$1,893,000	\$1,950,000	\$2,009,000
Taxi (Local and Regional) ⁽¹⁾	\$236,000	\$243,000	\$250,000	\$258,000	\$266,000	\$274,000
Total	\$1,968,000	\$2,027,000	\$2,088,000	\$2,151,000	\$2,216,000	\$2,283,000
Operating Revenue						
Fares - Paratransit	\$81,000	\$83,000	\$85,000	\$87,000	\$89,000	\$91,000
Fares - Local Taxi	\$112,000	\$114,000	\$116,000	\$118,000	\$120,000	\$122,000
Fares - Regional Taxi	\$25,000	\$26,000	\$27,000	\$28,000	\$29,000	\$30,000
Transportation Development Act ⁽²⁾	\$1,082,000	\$1,104,000	\$1,126,000	\$1,149,000	\$1,183,000	\$1,218,000
FTA 5307 ADA Setaside ⁽³⁾	\$594,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000

**Financial Projections - Paratransit and Local and Intercity Taxi
Capital and Operating**

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Total	\$1,894,000	\$1,527,000	\$1,554,000	\$1,582,000	\$1,621,000	\$1,661,000
Annual Net Surplus/Deficit - Operations	-\$74,000	-\$500,000	-\$534,000	-\$569,000	-\$595,000	-\$622,000
Cumulative Net Surplus/Deficit - Operations	-\$74,000	-\$574,000	-\$1,108,000	-\$1,677,000	-\$2,272,000	-\$2,894,000

(1) Operating expenses grow by 3% per year, slightly above forecasted growth in CPI for the San Francisco Consolidated Metropolitan Statistical Area (CMSA).

(2) TDA revenues are net of STA Planning totaling an additional \$141,000.

(3) \$200,000 from SF-Oakland Urbanized Area beginning in FY 2013-14, in MTC Resolution 4072. Vallejo Urbanized Area will be included in 5307 "operating assistance" lump amount.

**Financial Projections - Complete System (Fixed Route, Paratransit, Local Taxi and Intercity Taxi)
Capital and Operating**

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Replacement	\$2,850,000	\$162,000	\$0	\$0	\$0	\$894,000
Preventive Maintenance - Bus	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Preventive Maintenance - Facilities	\$2,000,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Technology	\$1,080,000	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000
Automatic Vehicle Locator System	\$2,160,000	\$0	\$0	\$0	\$0	\$0
Branding & Website-System Investments	\$250,000	\$0	\$0	\$0	\$0	\$0
Total	\$8,340,000	\$582,000	\$320,000	\$320,000	\$320,000	\$1,214,000

Financial Projections - Complete System (Fixed Route, Paratransit, Local Taxi and Intercity Taxi)
Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Revenue						
Transportation Development Act ⁽¹⁾	\$1,395,000	\$246,000	\$64,000	\$64,000	\$64,000	\$958,000
RM 2	\$130,000	\$0	\$0	\$0	\$0	\$0
Proposition 1B	\$1,831,000	\$0	\$0	\$0	\$0	\$0
FTA Grants	\$3,960,000	\$0	\$0	\$0	\$0	\$0
FTA 5307	\$566,000	\$336,000	\$256,000	\$256,000	\$256,000	\$256,000
FTA 5339	\$458,000	\$493,000	\$0	\$0	\$0	\$0
Total	\$8,340,000	\$1,075,000	\$320,000	\$320,000	\$320,000	\$1,214,000
Annual Net Surplus/Deficit - Capital	\$0	\$493,000	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$493,000	\$493,000	\$493,000	\$493,000	\$493,000
Operating Expense						
Operations	\$11,777,000	\$12,130,000	\$12,494,000	\$12,869,000	\$13,256,000	\$13,654,000
Total	\$11,777,000	\$12,130,000	\$12,494,000	\$12,869,000	\$13,256,000	\$13,654,000
Operating Revenue						
Fares	\$3,468,000	\$3,538,000	\$3,609,000	\$3,682,000	\$3,756,000	\$3,831,000
Other Income	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
RM 2	\$1,224,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Transportation Development Act ⁽¹⁾	\$4,499,000	\$4,589,000	\$4,681,000	\$4,775,000	\$4,918,000	\$5,065,000
TDA Intercity Transit Cost Sharing	\$213,000	\$217,000	\$221,000	\$225,000	\$232,000	\$239,000
STAF - Revenue Based	\$586,000	\$171,000	\$171,000	\$171,000	\$171,000	\$171,000
STAF Lifeline *	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000	\$375,000
FTA 5307	\$3,858,000	\$3,158,000	\$3,428,000	\$3,400,000	\$3,400,000	\$3,400,000
FTA 5307 - Fuel *	\$321,000	\$0	\$0	\$0	\$0	\$0
FTA 5311 *	\$107,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
FTA 5316	\$300,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000

Financial Projections - Complete System (Fixed Route, Paratransit, Local Taxi and Intercity Taxi)
Capital and Operating

<i>(Numbers are expressed in Year of Expenditure \$)</i>	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Unused Vallejo FTA Grants (O&M)		\$1,689,000				
<i>Transitional One-Time Funding</i>						
STAF - Revenue Based One -Time	\$549,000	\$0	\$0	\$0	\$0	\$0
STAF - Population Based One-Time	\$878,000	\$0	\$0	\$0	\$0	\$0
STAF Lifeline One-Time	\$182,000	\$0	\$0	\$0	\$0	\$0
FTA STP Prev. Maint. One-Time	\$1,000,000	\$0	\$0	\$0	\$0	\$0
Total	\$17,565,000	\$15,092,000	\$13,840,000	\$13,983,000	\$14,207,000	\$14,436,000
Annual Net Surplus/Deficit - Operations	\$5,788,000	\$2,962,000	\$1,346,000	\$1,114,000	\$951,000	\$782,000
Cumulative Net Surplus/Deficit - Operations	\$5,788,000	\$8,750,000	\$10,096,000	\$11,210,000	\$12,161,000	\$12,943,000

(1) SolTrans is developing a reserve policy for TDA as part of its strategy to bank operating revenue savings for future capital expenses. Actual level of reserves to be determined.

(2) TDA revenues are net of STA Planning totaling an additional \$141,000.

* SolTrans identifies these funding sources as uncertain/one-time/competitive grant funds. Revenues are either held constant or reduced to reflect uncertainty.

City of Vacaville City Coach

The following tables provide an initial summary of the historic financial and performance data for Vacaville City Coach. Data sources used to comprise the tables include TDA Claims, Fiscal Audits, Comprehensive Annual Financial Reports, MTC Statistical Summary, Operating Budget, State Controller Reports, and National Transit Database.² A review of other data sources including the Short Range Transit Plan was also conducted.

Data Consistency

A comparison of key financial and operations data was undertaken to determine the general accuracy of the recording and reporting by City of Vacaville. With an understanding that various reports are submitted at different times on the local, regional and state level, most are all prepared after the end of the fiscal year and ideally should match. An exception is the Operating Budget which provides adopted and proposed budgets for FYs 2010-11 and 2011-12 respectively.

The listing of the data provides comparison to show minor discrepancies that may exist among the various data sources that portray the financial health of the transit system. The data reported in the annual MTC Statistical Summary include only the fixed route and paratransit services, and not either the local taxi or intercity taxi programs. In comparison, the other data sources include all public transit services managed by the city. Full time equivalents are reported for fixed route and paratransit services, and do not include either taxi programs.

For non-fixed route services, the financial audits aggregate total operations cost and fare revenue for paratransit, local taxi, and intercity taxi. Other data sources separate among these three services. This explains the discrepancy in operating cost and fare revenues in the paratransit and taxi table. Fiscal year 2010-11 was the first full year of the intercity taxi scrip program managed by Vacaville. Overall, in consideration of which transit services are reported in the respective sources, the data provide relatively consistent information.

² On an annual basis, the City of Vacaville certifies that the transit system operates 30 or fewer vehicles in annual maximum service and reports to the FTA as a Small Systems Waiver agency for purposes of the National Transit Database. This status requires Vacaville to submit fewer forms to NTD than without the waiver.

VACAVILLE CITY COACH DATA CONSISTENCY - TOTAL SYSTEM

Performance Measure	Source	FY09	FY10	FY11	FY12
Total Operating Expenses	State Controller Report	\$2,034,697	\$2,049,267	\$2,148,412	
	Audited Financial Statements	\$2,022,790	\$2,047,203	\$2,146,764	
	MTC Statistical Summary	\$1,903,000	\$1,896,000	\$1,831,000	
	TDA Claim	\$2,034,698	\$2,049,266	\$2,148,605	\$2,752,088
	Operating Budget	\$2,024,459	\$2,047,204	\$2,482,035	\$2,242,704
Farebox Revenues	State Controller Report	\$332,019	\$357,513	\$391,850	
	Audited Financial Statements	\$332,019	\$357,513	\$391,850	
	MTC Statistical Summary	\$273,000	\$301,000	\$302,000	
	TDA Claim	\$332,019	\$357,513	\$391,849	\$451,637
Passengers	State Controller Report	328,916	377,228	403,352	
	MTC Statistical Summary	317,000	364,000	386,000	
	TDA Claims	328,922	377,238	397,667	450,137
Vehicle Service Hours	State Controller Report	32,728	35,384	31,426	
	MTC Statistical Summary	28,000	30,000	31,000	
	TDA Claims	32,735	34,784	31,929	43,018
Vehicle Service Miles	State Controller Report	469,498	492,504	501,290	
	MTC Statistical Summary	406,000	429,000	436,000	
	TDA Claims	470,214	497,817	467,765	738,568
Employee Full-Time	State Controller Report	26.0	26.0	29.0	

	MTC Statistical Summary	22.0	22.0	22.0	
	TDA Claims	22.0	22.0	26.0	24.0

VACAVILLE CITY COACH DATA CONSISTENCY - FIXED ROUTE

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	State Controller Report	\$1,422,575	\$1,454,669	\$1,404,235	
	Audited Financial Statements	\$1,414,367	\$1,454,284	\$1,403,450	
	MTC Statistical Summary	\$1,423,000	\$1,455,000	\$1,427,000	
	TDA Claim	\$1,422,575	\$1,454,668	\$1,404,427	\$1,796,309
	Operating Budget	\$1,416,036	\$1,454,284	\$1,594,205	\$1,429,865
	National Transit Database				\$1,693,024
Passenger Fares	State Controller Report	\$242,166	\$270,951	\$276,749	
	Audited Financial Statements	\$242,166	\$270,951	\$276,749	
	MTC Statistical Summary	\$242,000	\$271,000	\$272,000	
	TDA Claim	\$242,166	\$270,951	\$276,749	\$314,060
	National Transit Database				\$339,687
Passengers	State Controller Report	302,461	350,410	372,412	
	MTC Statistical Summary	302,000	350,000	372,000	
	TDA Claims	302,461	350,410	372,412	425,014
	National Transit Database				446,109
Vehicle Service Hours	State Controller Report	23,204	25,120	23,670	

Vehicle Service Miles	MTC Statistical Summary	23,000	25,000	26,000	
	TDA Claims	23,206	25,130	25,744	36,582
	National Transit Database				33,767
	State Controller Report	340,485	364,277	348,631	
	MTC Statistical Summary	340,000	365,000	375,000	
Employee Full-Time Equivalent	TDA Claims	340,485	364,512	379,238	525,066
	National Transit Database				525,949
	State Controller Report	21	21	24	
Employee Full-Time Equivalent	MTC Statistical Summary	18	18	18	
	TDA Claims	18	18	22	24

**VACAVILLE CITY COACH DATA CONSISTENCY –
PARATRANSIT AND LOCAL TAXI**

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	State Controller Report	\$612,122	\$594,598	\$527,210	
	Audited Financial Statements	\$608,423	\$592,919	\$743,314	
	TDA Claims	\$612,123	\$576,991	\$527,212	\$609,600
	Operating Budget	\$608,423	\$575,313	\$598,250	\$657,057
Passenger Fares	State Controller Report	\$89,853	\$86,562	\$82,556	
	Audited Financial Statements	\$89,853	\$86,562	\$115,101	
	TDA Claims	\$89,853	\$83,606	\$82,556	\$85,650

Passengers	State Controller Report	26,455	26,818	25,255	
	TDA Claims	26,461	26,054	25,255	25,123
Vehicle Service Hours	State Controller Report	9,524	10,264	5,750	
	TDA Claims	9,529	9,097	6,185	6,436
Vehicle Service Miles	State Controller Report	129,013	128,227	83,212	
	TDA Claims	129,729	124,943	88,527	89,928

**VACAVILLE CITY COACH DATA CONSISTENCY –
SPECIAL SERVICES (PARATRANSIT)**

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	MTC Statistical Summary	\$480,000	\$441,000	\$404,000	
	TDA Claims	\$480,219	\$440,954	\$399,098	\$456,501
	National Transit Database				\$468,084
Passenger Fares	MTC Statistical Summary	\$31,000	\$30,000	\$30,000	
	TDA Claims	\$31,123	\$29,696	\$30,055	\$27,705
	National Transit Database				\$58,060
Passengers	State Controller Report	14,767	14,312	14,212	
	MTC Statistical Summary	15,000	14,000	14,000	
	TDA Claims	14,773	14,312	14,212	13,687
	National Transit Database				13,707
Vehicle Service Hours	State Controller Report	5,315	5,569	4,723	
	MTC Statistical Summary	5,000	5,000	5,000	

Vehicle Service Miles	TDA Claims National Transit Database	5,320	5,047	5,158	5,295 5,311
	State Controller Report	65,715	59,080	56,895	
	MTC Statistical Summary	66,000	64,000	61,000	
	TDA Claims National Transit Database	66,431	64,012	62,210	63,140 61,666
Employee Full-Time Equivalents	State Controller Report	5	5	5	
	MTC Statistical Summary	4	4	4	
	TDA Claims	4	4	4	

VACAVILLE CITY COACH DATA CONSISTENCY - LOCAL TAXI SCRIP

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	TDA Claims	\$131,904	\$136,037	\$128,114	\$153,099
Passenger Fares	TDA Claims	\$58,730	\$53,910	\$52,501	\$57,945
Passengers	TDA Claims	11,688	11,742	11,043	11,436
	State Controller Report	11,688	12,506	11,043	
Vehicle Service Hours	TDA Claims	4,209	4,050	1,027	1,141
	State Controller Report	4,209	4,695	1,027	
Vehicle Service Miles	TDA Claims	63,298	60,931	26,317	26,788
	State Controller Report	63,298	69,147	26,317	

VACAVILLE CITY COACH DATA CONSISTENCY - INTERCITY TAXI SCRIP

Performance Measure	Source	FY09	FY10	FY11	FY12
Operating Cost	State Controller Report			\$216,967	
	TDA Claims		\$17,607	\$216,966	\$346,179
	Operating Budget		\$17,607	\$289,580	\$155,782
	Internal Report				\$363,357
Passenger Fares	State Controller Report			\$32,545	
	TDA Claims		\$2,956	\$32,544	\$51,927
Passengers	TDA Claims		774		
	State Controller Report			5,685	
	Internal Report				9,633
Vehicle Service Hours	TDA Claims		557		
	State Controller Report			2,006	
Vehicle Service Miles	TDA Claims		8,362		
	State Controller Report Internal Report			69,447	123,574

Cost Drivers

Cost drivers are expense items necessary to provide a particular service. Cost drivers for City Coach have generally included operations and maintenance, administrative salaries and benefits, allocated costs for general fund expenses, and vehicle fuel. The percentage of these costs relative to total operations costs is derived. As City Coach is operated by a private contractor, salaries and benefits costs are shown for city employees for administration and management of the system.

Cost Drivers City Coach

	2009	2010	2011	2012
Salaries	\$127,474	\$158,581	\$156,425	\$152,184
<i>% Change</i>		24%	-1%	-3%

Benefits	\$70,779	\$79,294	\$73,694	\$81,640
<i>% Change</i>		12%	-7%	11%
Cost Allocation	\$0	\$57,466	\$53,559	\$57,333
<i>% Change</i>		--	-7%	7%
Fuel ⁽¹⁾	\$184,508	\$186,302	\$158,782	\$194,829
<i>% Change</i>		1%	-15%	23%

Salaries as % of Total Operations Cost (minus depreciation)	6%	8%	7%	6%
Benefits as a % of Total Operations Cost (minus Depreciation)	3%	4%	3%	3%
Cost Allocation as a % of Total Operations Cost (minus Depreciation)	0%	3%	2%	2%
Fuel as % of Total Operations Cost (minus depreciation)	9%	9%	7%	7%

(1) CNG fuel rebates not shown in figures.

Source: TDA Claim Actual for FYs 09-11; TDA Claim Current Adjusted FY 2012; Annual Cost Allocation figure from City Budget.

A breakdown of audited costs between operations, maintenance, and administration is provided for the period of FYs 2008-09 through 2010-11. Operations cost comprises about 66 percent of total cost (minus depreciation), maintenance comprises 13 percent, and general administrative cost comprises the remaining 21 percent.

City Coach Operations Expenses

	2009	2010	2011
Operations	\$1,192,252	\$1,211,924	\$1,412,216
<i>% Change</i>	--	2%	17%
Maintenance	\$255,818	\$263,648	\$286,769
<i>% Change</i>	--	3%	9%
General Administration	\$586,628	\$573,694	\$449,619
<i>% Change</i>	--	-2%	-22%
Depreciation	\$361,816	\$615,414	\$969,855
<i>% Change</i>	--	70%	58%
Total	\$2,396,514	\$2,664,680	\$3,118,459

Source: TDA Claim Actual

A further division of operating expenses among other cost drivers is shown using audited data. With purchased transportation being the primary cost driver, others include fuel, services, and insurance. Trends in expenses show some variability in terms of increases and decreases, but most show decreasing cost trends on an annual basis over the last three years. For example, fuel expenses decreased in FY 2011 as a result of the fleet making a full conversion to CNG fuel

from diesel. Other expenses such as purchased transportation increased due to the commencement of new intercity taxi service in early 2010 while utilities remained relatively stable. Overall annual total operating expenses increased about five percent or less after excluding depreciation, primarily due to the inclusion of the new intercity taxi costs starting in early 2010. Excluding startup cost for intercity taxi, operations cost for fixed route and paratransit generally decreased over the last three years.

City Coach Operations Expenses

	2009	2010	2011
Services	\$314,288	\$306,542	\$256,764
<i>% Change</i>		-2%	-16%
Fuels and Lubricants	\$184,508	\$186,302	\$158,782
<i>% Change</i>		1%	-15%
Casualty and Liability	\$77,454	\$55,399	\$36,621
<i>% Change</i>		-28%	-34%
Utilities	\$12,540	\$12,391	\$12,547
<i>% Change</i>		-1%	1%
Purchased Transportation	\$1,192,252	\$1,211,924	\$1,412,216
<i>% Change</i>		2%	17%
Other	\$55,403	\$38,833	\$41,556
<i>% Change</i>		-30%	7%
Administration (Labor)	\$198,253	\$237,875	\$230,119
<i>% Change</i>		20%	-3%
Depreciation	\$361,816	\$615,414	\$969,855
<i>% Change</i>		70%	58%
Total	\$2,396,514	\$2,664,680	\$3,118,460
<i>% Change</i>		11%	17%

Source: TDA Claim Actual

Performance Trends

The following tables provide information on performance indicators and trends of the transit system. Industry performance measures are used including operating costs, fare revenues, ridership, revenue hours and miles, and full time equivalents. The general trend in fixed route and paratransit services for fiscal years 2009 through 2011 shows increased cost efficiency and effectiveness measured in cost per hour and per passenger, and farebox recovery. Subsidy per passenger also decreased over the three year period. Service effectiveness measured by passengers per hour shows an increase for fixed route while paratransit remained stable. Costs remained flat for fixed route, although ridership, service hours and miles increased thereby resulting in increased cost effectiveness. Costs for paratransit decreased with smaller declines in ridership, service hours and miles. Other measures such as fare revenue and farebox recovery increased for both fixed route and paratransit. Some performance indicators for local taxi show significant changes from a decline in service hours and miles in FY 2010-11 due in part to the introduction of intercity taxi.

VACAVILLE CITY COACH PERFORMANCE INDICATORS - FIXED ROUTE

Statistics & Performance Indicators	FY 08-09	FY 09-10	FY 10-11	% Change FY09-FY11
Operating Costs	\$1,414,367	\$1,454,284	\$1,403,450	-0.8%
<i>Annual % Change</i>		2.8%	-3.5%	
Passengers	302,461	350,410	372,412	23.1%
<i>Annual % Change</i>		15.9%	6.3%	
Vehicle Service Hours	23,206	25,130	25,744	10.9%
<i>Annual % Change</i>		8.3%	2.4%	
Vehicle Service Miles	340,485	364,512	379,238	11.4%
<i>Annual % Change</i>		7.1%	4.0%	
Employee FTEs	18.0	18.0	22.0	22.2%
<i>Annual % Change</i>		0.0%	22.2%	
Fare Revenue	\$242,166	\$270,951	\$276,749	14.3%
<i>Annual % Change</i>		11.9%	2.1%	
Local Match (Advertising revenue)	\$27,190	\$19,180	\$13,717	-49.6%
<i>Annual % Change</i>		-29.5%	-28.5%	
Operating Cost per Passenger	\$4.68	\$4.15	\$3.77	-19.4%
<i>Annual % Change</i>		-11.2%	-9.2%	
Operating Cost per Vehicle Service Hour	\$60.95	\$57.87	\$54.52	-10.6%
<i>Annual % Change</i>		-5.1%	-5.8%	
Passengers per Vehicle Service Hour	13.03	13.94	14.47	11.0%
<i>Annual % Change</i>		7.0%	3.7%	
Passengers per Vehicle Service Mile	0.89	0.96	0.98	10.5%
<i>Annual % Change</i>		8.2%	2.2%	
Veh Service Hours per Employee FTE	1,289	1,396	1,170	-9.2%
<i>Annual % Change</i>		8.3%	-16.2%	
Fare per Passenger	\$0.80	\$0.77	\$0.74	-7.2%
<i>Annual % Change</i>		-3.4%	-3.9%	
Subsidy per passenger	\$3.88	\$3.38	\$3.03	-21.9%
<i>Annual % Change</i>		-12.9%	-10.4%	
Farebox Recovery	19.0%	20.0%	20.7%	8.7%
<i>Annual % Change</i>		4.8%	3.7%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	1.7%	0.0%

Source: Operating Cost and Fares/Local Match from Audited Financial Statements

Passengers, Hours, Miles, and Employee FTEs from TDA Claim Actual

**VACAVILLE CITY COACH PERFORMANCE INDICATORS –
SPECIAL SERVICES (PARATRANSIT)**

Statistics & Performance Indicators	FY 08-09	FY 09-10	FY 10-11	% Change FY09-FY11
Operating Costs	\$480,219	\$440,954	\$399,098	-16.9%
<i>Annual % Change</i>		-8.2%	-9.5%	
Passengers	14,773	14,312	14,212	-3.8%
<i>Annual % Change</i>		-3.1%	-0.7%	
Vehicle Service Hours	5,320	5,047	5,158	-3.0%
<i>Annual % Change</i>		-5.1%	2.2%	
Vehicle Service Miles	66,431	64,012	62,210	-6.4%
<i>Annual % Change</i>		-3.6%	-2.8%	
Employee FTEs	4.0	4.0	4.0	0.0%
<i>Annual % Change</i>		0.0%	0.0%	
Fare Revenue	\$31,123	\$29,696	\$30,055	-3.4%
<i>Annual % Change</i>		-4.6%	1.2%	
Operating Cost per Passenger	\$32.51	\$30.81	\$28.08	-13.6%
<i>Annual % Change</i>		-5.2%	-8.9%	
Operating Cost per Vehicle Service Hour	\$90.27	\$87.37	\$77.37	-14.3%
<i>Annual % Change</i>		-3.2%	-11.4%	
Passengers per Vehicle Service Hour	2.78	2.84	2.76	-0.8%
<i>Annual % Change</i>		2.1%	-2.8%	
Passengers per Vehicle Service Mile	0.22	0.22	0.23	2.7%
<i>Annual % Change</i>		0.5%	2.2%	
Veh Service Hours per Employee FTE	1,330	1,262	1,290	-3.0%
<i>Annual % Change</i>		-5.1%	2.2%	
Fare per Passenger	\$2.11	\$2.07	\$2.11	0.4%
<i>Annual % Change</i>		-1.5%	1.9%	
Subsidy per passenger	\$30.40	\$28.74	\$25.97	-14.6%
<i>Annual % Change</i>		-5.5%	-9.6%	
Farebox Recovery	6.5%	6.7%	7.5%	16.2%
<i>Annual % Change</i>		3.9%	11.8%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	1.7%	0.0%

Source: TDA Claims Actual

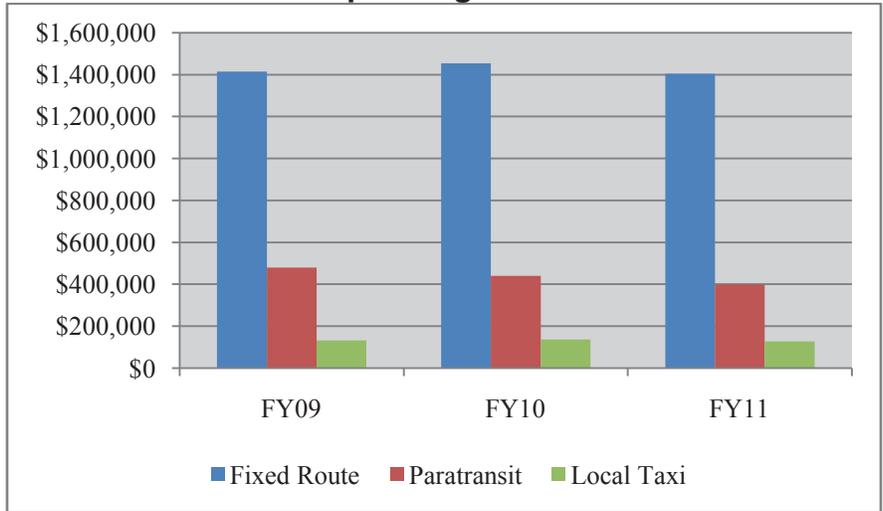
VACAVILLE CITY COACH PERFORMANCE INDICATORS - LOCAL TAXI

Statistics & Performance Indicators	FY 08-09	FY 09-10	FY 10-11	% Change FY09-FY11
Operating Costs	\$131,904	\$136,037	\$128,114	-2.9%
<i>Annual % Change</i>		3.1%	-5.8%	
Passengers	11,688	11,742	11,043	-5.5%
<i>Annual % Change</i>		0.5%	-6.0%	
Vehicle Service Hours	4,209	4,050	1,027	-75.6%
<i>Annual % Change</i>		-3.8%	-74.6%	
Vehicle Service Miles	63,298	60,931	26,317	-58.4%
<i>Annual % Change</i>		-3.7%	-56.8%	
Fare Revenue	\$58,730	\$53,910	\$52,501	-10.6%
<i>Annual % Change</i>		-8.2%	-2.6%	
Operating Cost per Passenger	\$11.29	\$11.59	\$11.60	2.8%
<i>Annual % Change</i>		2.7%	0.1%	
Operating Cost per Vehicle Service Hour	\$31.34	\$33.59	\$124.75	298.1%
<i>Annual % Change</i>		7.2%	271.4%	
Passengers per Vehicle Service Hour	2.78	2.90	10.75	287.2%
<i>Annual % Change</i>		4.4%	270.9%	
Passengers per Vehicle Service Mile	0.18	0.19	0.42	127.2%
<i>Annual % Change</i>		4.4%	117.7%	
Fare per Passenger	\$5.02	\$4.59	\$4.75	-5.4%
<i>Annual % Change</i>		-8.6%	3.6%	
Subsidy per passenger	\$6.26	\$6.99	\$6.85	9.4%
<i>Annual % Change</i>		11.7%	-2.1%	
Farebox Recovery	44.5%	39.6%	41.0%	-8.0%
<i>Annual % Change</i>		-11.0%	3.4%	
Percentage Change Consumer Price Index (Bay Area CPI)	1.8%	1.2%	1.7%	0.0%

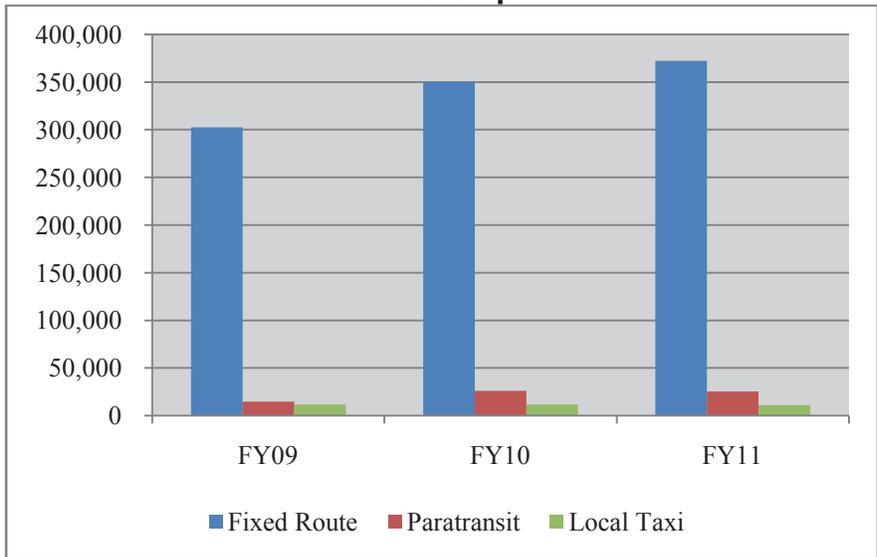
Source: TDA Claims Actual

Graphical display of select performance indicators is shown below.

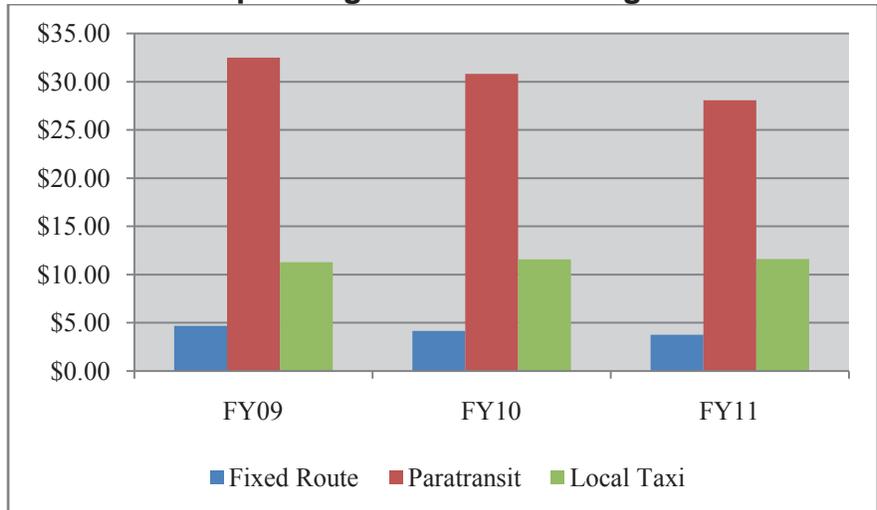
Operating Cost



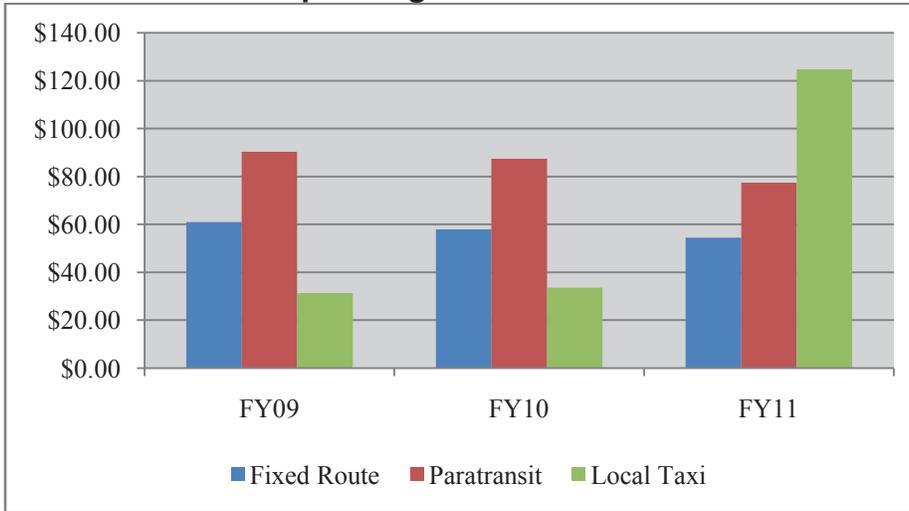
Ridership



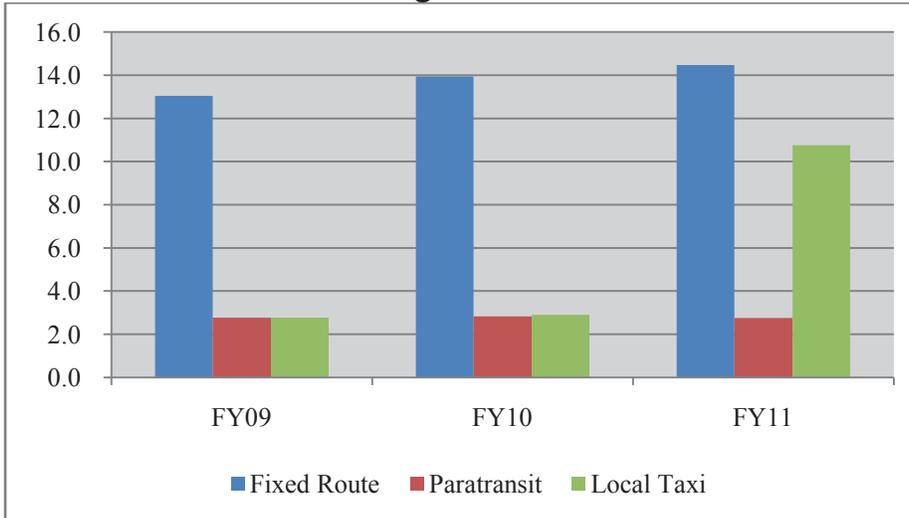
Operating Cost Per Passenger



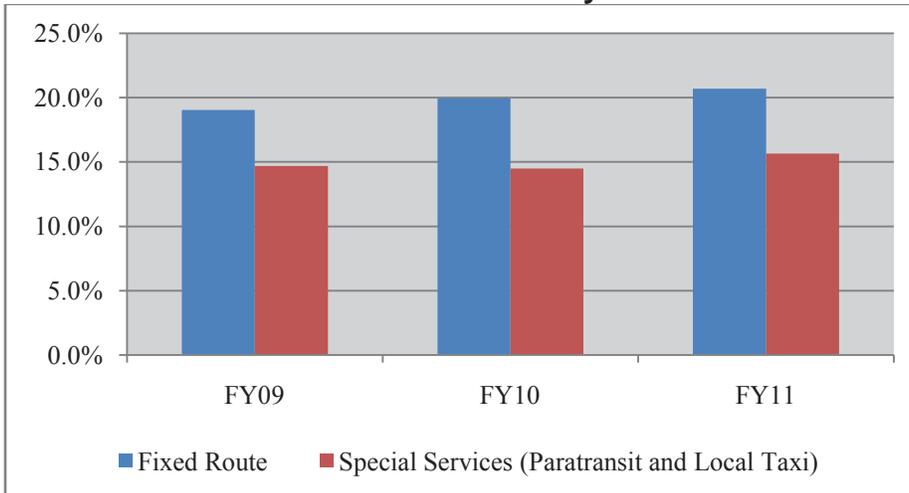
Operating Cost Per Hour



Passengers Per Hour



Farebox Recovery



Performance Against SRTP Standards

The SRTP for City Coach provided a set of performance standards for fixed route and paratransit. A sampling of performance standards and the current status of each mode meeting their respective projections are shown.

Performance Measure	SRTP Standard	City Coach Actual (FY 10-11)	Standard Met?
Operating Cost per Hour			
<i>Fixed Route</i>	<= \$65.00	\$54.52	Yes
<i>Paratransit</i>	<= \$53.00	\$77.37	No
Operating Cost per Passenger			
<i>Fixed Route</i>	<= \$10.00	\$3.77	Yes
<i>Paratransit</i>	<= \$22.00	\$28.08	No
Passengers per Hour			
<i>Fixed Route</i>	10.0	14.5	Yes
<i>Paratransit</i>	3.0	2.8	Yes

Operating Revenues

City Coach relies on a combination of local, state and federal funding sources for operations of the transit service. They include local sources such as fare revenue and advertising, TDA, and urban federal funds through the FTA 5307 grant program. Federal funds provide the largest contribution for operations, followed by TDA and then fares. Using information from TDA Claims, revenues are shown for a three year period (FYs 2008-09 through 2010-11). A summary of revenues by source type, including local, state and federal is also shown.

Operating Revenues

	FY 09	FY 10	FY 11
Fare Revenue	\$332,019	\$357,513	\$391,849
Advertising	\$27,190	\$19,180	\$13,717
Other local (AQMD)			\$46,821
LTF	\$672,429	\$739,113	\$707,023

	FY 09	FY 10	FY 11
STAF	\$60,000		
FTA 5307	\$943,060	\$933,460	\$913,434
FTA 5317			\$75,761
Total	\$2,034,698	\$2,049,266	\$2,148,605

Source: TDA Claim Actuals

Summary of Operating Revenues by Source Type

	FY 09	% of Total	FY 10	% of Total	FY 11	% of Total
Local Revenues (fares, other)	\$359,209	18%	\$376,693	18%	\$452,387	21%
State Funds (TDA)	\$732,429	36%	\$739,113	36%	\$707,023	33%
Federal	<u>\$943,060</u>	<u>46%</u>	<u>\$933,460</u>	<u>46%</u>	<u>\$989,195</u>	<u>46%</u>
Total	\$2,034,698	100%	\$2,049,266	100%	\$2,148,605	100%

Source: TDA Claims

Capital Revenues

City Coach has used several funding sources for capital expenditures including for vehicle replacement, facility improvement, and amenities. Funding sources include FTA 5307, TDA, and State Proposition 1B. The city's current cumulative balance of federal transit revenues is \$1.6 million. Proposition 1B funds have been used to improve bus shelters and replace five vehicles. Using annual fiscal audit information and federal grant data from the city, revenues are shown for a three year period (FYs 2008-09 through 2010-11). A summary of revenues by source type is also shown.

Capital Revenues by Source

	FY 09	FY 10	FY 11
State Funds (TDA)	\$2,169,406	\$1,187,739	\$1,238,078
State Funds (Prop 1B)		\$349,800	
FTA 5307	\$1,738,807	\$933,460	\$2,409,315
Total	\$3,908,213	\$2,470,999	\$3,647,393

Source: Annual Fiscal Audits, City of Vacaville

Summary of Capital Revenues by Source Type

	FY 09	% of Total	FY 10	% of Total	FY 11	% of Total
State Funds	\$2,169,406	56%	\$1,537,539	62%	\$1,238,078	34%
FTA 5307	<u>\$1,738,807</u>	<u>44%</u>	<u>\$933,460</u>	<u>38%</u>	<u>\$2,409,315</u>	<u>66%</u>
Total	\$3,908,213	100%	\$2,470,999	100%	\$3,647,393	100%

Capital Expenses

City Coach has replaced its fixed route vehicles over the past few years. As described in its most recent TDA claims, 10 of the 15 fixed route buses were replaced in 2009 and the remaining 5 buses were replaced in 2011. The six paratransit vehicles are older, last purchased in 2006 and 2008, and will need to be replaced. The new low-floor fixed route vehicles all operate on Compressed Natural Gas and have resulted in significant cost savings to the city over use of diesel fuel. The CNG fueling station at the Transit Yard is also being upgraded using transit funds. In addition, in 2010 the city installed solar electric photovoltaic system to offset energy use associated with transit electrical power for the CNG station, transit administration building, bus wash and transit yard lighting.

In March 2011, the Vacaville Transportation Center was officially completed and serves as the main transfer center for Vacaville transit routes and other transportation services. Other capital expenditures include replacement of transit driver shuttle sedans, electronic real-time arrival bus signage, and transit amenities such as updating of City Coach bus stop signage throughout Vacaville. The city will conduct a feasibility study to review the second phase of the intermodal transportation center which will include a parking garage.

TDA Balance

Vacaville is apportioned about \$3.0 million in Transportation Development Act Funds on an annual basis. Due to cost savings and strategic growth implemented by the transit system over the past several years, the city retains a sizeable unallocated balance. According to funding information provided by the Solano Transportation Authority based on data from the Metropolitan Transportation Commission, after allocation for transit expenses for FY 2012-13, a balance of approximately \$2.3 million in TDA funds remain.

Cost Containment

City Coach has operated with a strategy to offset current operations and expansion costs with cost savings found throughout the system. By maintaining existing revenues with reserves and finding long term savings, the transit system can be sustained for the future.

The City of Vacaville implemented citywide staff furloughs resulting in a 5 percent salary savings. City transit staff also managed costs via labor negotiations with the private contract

operator of City Coach. Vacaville increased its use of CNG fuel for fixed route operations since 2001, going from 5 CNG buses to 15 CNG low-floor buses by 2011. Vacaville now operates the only full fleet of CNG fixed route vehicles in Solano County, and receives significant fuel cost savings compared to diesel fuel, which includes receiving CNG fuel rebates. The savings derived from fuel allowed the City to add more transit service, thus increasing ridership and fare collection resulting in additional fare revenue and increased farebox recovery.

Transit management conducts comprehensive reviews of operations to identify additional cost savings or revenue generation. In 2008 the city lowered the cost of monthly passes by \$7 each resulting in monthly passes sales boom by more than 20 percent. The lower monthly pass has been in effect since then.

An RFP process was conducted, and a new operations contract went into effect during FY 2011-12. The contract is structured to essentially act as a labor contract for services without other cost components that have been included in past operations contracts. City staff indicated this new contract will help contain costs.

The city has added new service with comprehensive route changes in 2007 and in 2011 which greatly improved ridership and productivity. Route changes and extended hours were implemented in August 2011, resulting in an increase in City Coach ridership. However, ridership during the extended evening hour (from 6 p.m. to 7 p.m.) was much lower than the extended morning hour. The City Council approved reducing extended evening service by half to end at 6:30 pm rather than at 6:00 pm.

Five-Year Financial Forecast

A forecast of revenues and expenses for both operations and capital projects for City Coach is presented for the next five-years. With city staff input, the forecast provides a base scenario with some increases in service starting in FY 2013-14. The forecast relies on stable funding streams for both operations and capital to sustain the transit system. The financial philosophy for City Coach is to be self supporting and sustainable on its two primary funds - TDA and FTA.

TDA funds, FTA 5307 grant monies, fare revenue, and local advertising are the sources to fund operations. No fare increase is proposed.

Vacaville claims well below its annual apportionment for local fixed route and paratransit/taxi service. After deducting for local transit and intercity transit service, as well as for STA planning, Vacaville has adequate TDA funds to use for capital projects without dipping into its unallocated carryover balance. The city has an established vehicle replacement fund from which a share of its surplus revenues (FTA and TDA) is programmed for procurement of replacement vehicles. Based on historic trends and budgeting of revenue distribution, both FTA 5307 and TDA reserve balances will grow over the forecast period. The FTA 5307 fund is projected to have an estimated surplus balance of \$2.7 million by FY 2018, and TDA will have a carryover balance of \$7.3 million. The annual growth in these surpluses is shown at the end of the forecast.

These surpluses are expected in spite of conservative assumptions of annual TDA apportionments and FTA distributions for the forecast period. TDA apportionments are assumed to be \$3.0 million with a growth rate of 2 percent per year for the first three years, and 3 percent per year for the remaining forecast period. TDA growth is assumed to follow the forecasted Consumer Price Index for the San Francisco Consolidated Metropolitan Statistical Area (CMSA) developed by the State Department of Finance. FTA distributions are assumed at \$2.0 million per year. The difference between actual distributions and uses of the funds would be added to the growing surpluses shown in the forecast.

City Coach is also anticipating new revenues to be generated from local sources. Transit staff is implementing a new bus wrap program that will generate revenues from advertisement. In addition, new revenues will be generated from electronic advertising panels at the two transit centers, and from electronic advertising panels at select high frequency use bus shelters. Potential congressional reinstatement of the IRS Alternative Fuel Rebate program for CNG use would result in additional cost savings to the transit system.

In FY 2013-14, City Coach anticipates some service expansion to meet transit demand. This is expected to increase operations cost by about 4 percent from the prior year. Facilities operations and maintenance including the new Vacaville Intermodal Station are projected to comprise no more than 1 percent of annual fixed route operating costs. All of the electrical needs of the station are met by the photovoltaic system that was installed during construction of the project which will stabilize facilities O&M costs. The remaining operations and maintenance costs are then applied toward the administration and provision of transit services. Operating expenses remain stable through the remaining forecast period based on the City's actions to save cost through contract operations and alternative fuel cost savings. Paratransit operating expenses are forecast to remain stable based on recent historic trends and similar operations savings to fixed route.

Baseline vehicle revenue service hours for fixed route and dial-a-ride are based on data by mode reported in the FY 2011-12 City Coach National Transit Database. Fixed revenue service hours are 33,767, and 5,311 for dial-a-ride. The slight expansion of service in FY 2013-14 would add approximately 700 to 900 service hours.

On the capital side, the city anticipates using primarily TDA funds. A combination of TDA and FTA 5307 revenues will be used to purchase three new 35 foot low-floor CNG buses in FY 2013-14 that will add to the fleet. Vehicle security cameras and other technology are added as part of the procurement. Other capital assets are also forecasted during the five year period including four paratransit vehicle replacements with low floor CNG vehicles, CNG station upgrades, facility upgrades including security cameras, new bus shelters, and other transit amenities. The city will also conduct the Vacaville Transportation Center Phase II Feasibility Study.

Capital costs, including vehicle replacement costs, are based on estimates provided by City Coach transit management. The per unit bus vehicle cost of approximately \$627,000 in FY 2013-14 align closely to the most recent MTC regional bus/van pricelist for FYs 2012-13 and FY 2013-

14 for Transit Capital Priorities Call for Projects. The per unit paratransit vehicle replacement cost of about \$110,000 is also similar to the lower cutaway vehicle prices on the MTC list.

A listing of capital projects by year is shown.

Capital Projects:

FY2012-13 - CNG Station Upgrades

FY2012-13 - Driver Shuttle Car

FY2012-13 - Transit Amenities

FY2012-13 - VTC Phase II Feasibility Study

FY2013-14 - Procure three, 35 foot New Flyer, low-floor CNG buses

FY2013-14 - Facility Upgrades to VTC

FY2013-14 - Replace 4 Paratransit buses with low-floor, possibly CNG buses which will drop fuel costs

FY2014-15 - Upgrade security cameras at Downtown Transit Plaza and VTC

FY2015-16 - Procure and install additional bus shelters, information kiosks and other transit amenities

The financial forecast data is expressed in year of expenditure. As shown in the forecast, Vacaville will operate at an annual surplus under current conditions. TDA distributions and FTA grants are sufficient to cover annual expenditures for operations and capital, while building sizable surpluses over time in both fund sources. The City has an established vehicle replacement fund whereby a share of surplus TDA and FTA revenues are programmed to be used for procurement of replacement vehicles.

**Financial Projections - Fixed Route
Capital and Operating**

(Numbers are expressed in Year of Expenditure \$)	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Additions to Fleet	\$18,000	1,882,500	\$0	\$0	\$0	\$0
Vehicle Replacement	\$0	\$0	\$0	\$0	\$0	\$0
Vehicle Technology	\$0	\$0	\$0	\$0	\$0	\$0
Security	\$0	\$0	\$20,000	\$0	\$0	\$0
Bus Stop Amenities	\$188,000	\$0	\$0	\$100,000	\$0	\$0
Facilities	\$220,000	\$2,000	\$0	\$0	\$0	\$0

**Financial Projections - Fixed Route
Capital and Operating**

(Numbers are expressed in Year of Expenditure \$)	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Total	\$426,000	\$1,884,500	\$20,000	\$100,000	\$0	\$0
Capital Revenue						
Transportation Development Act	\$426,000	\$378,500	\$20,000	\$100,000	\$0	\$0
State Transit Assistance Funds	\$0	\$0	\$0	\$0	\$0	\$0
Proposition 1B	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5307	\$0	\$1,506,000	\$0	\$0	\$0	\$0
FTA 5311	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5339	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$426,000	\$1,884,500	\$20,000	\$100,000	\$0	\$0
Annual Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expense						
Fixed Route ⁽¹⁾	\$1,629,000	\$1,703,000	\$1,683,000	\$1,678,000	\$1,673,000	\$1,683,000
Facilities ⁽²⁾	\$16,500	\$17,200	\$17,000	\$17,000	\$16,900	\$17,000
Total	\$1,645,500	\$1,720,200	\$1,700,000	\$1,695,000	\$1,689,900	\$1,700,000
Operating Revenue						
Fares ⁽³⁾	\$331,400	\$341,400	\$344,800	\$348,200	\$351,700	\$355,200
Advertising ⁽⁴⁾	\$15,000	\$25,000	\$35,000	\$40,000	\$40,000	\$45,000

Financial Projections - Fixed Route Capital and Operating

(Numbers are expressed in Year of Expenditure \$)	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
RM 2	\$0	\$0	\$0	\$0	\$0	\$0
Transportation Development Act ⁽⁵⁾	\$491,200	\$483,600	\$458,300	\$443,000	\$431,900	\$431,900
State Transit Assistance Funds	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5307 ⁽⁶⁾	\$822,600	\$870,300	\$862,000	\$863,800	\$866,400	\$867,900
FTA 5311	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5316	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5317	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,660,200	\$1,720,300	\$1,700,100	\$1,695,000	\$1,690,000	\$1,700,000
Annual Net Surplus/Deficit - Operations	\$14,700	\$100	\$100	\$0	\$100	\$0
Cumulative Net Surplus/Deficit - Operations	\$14,700	\$14,800	\$14,900	\$14,900	\$15,000	\$15,000

(1) Operations expenses increase by 4.5% between FYs 2013 and 2014 to reflect increased service. Operating expenses remain stable through remaining forecast period based on city's actions to save cost through contract operations and alternative fuel cost savings.

(2) Facilities expenses are approximately 1% of operations costs. Renewable energy facility projects stabilize facilities O&M costs.

(3) Fare revenues grow by 3% between FYs 2013 and 2014 to reflect increased ridership from service increases. Revenues grow 1% through remaining forecast period to reflect stable operations.

(4) Advertising revenue increases are based on city's increased advertising program including bus wraps.

(5) TDA revenues reflect anticipated claims by city to fund annual transit service. The revenues are net of Intercity Fund Agreement, and STA Planning totaling an additional \$701,000 of Vacaville's TDA. Because the city claims less than its annual apportionment, the TDA carryover is expected to grow during the forecast period.

(6) FTA revenues reflect anticipated use by city to fund annual transit service. Because the city uses less than its annual formula fund allocation, the FTA 5307 carryover is expected to grow during the forecast period.

**Financial Projections - Paratransit (Including Paratransit, Local and Intercity Taxi)
Capital and Operating**

	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Additions to Fleet	\$0	\$0	\$0	\$0	\$0	\$0
Vehicle Replacement	\$0	\$440,000	\$0	\$0	\$0	\$0
Vehicle Technology	\$0	\$0	\$0	\$0	\$0	\$0
Security	\$0	\$0	\$0	\$0	\$0	\$0
Bus Stop Amenities	\$0	\$0	\$0	\$0	\$0	\$0
Facilities	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$440,000	\$0	\$0	\$0	\$0
Capital Revenue						
Transportation Development Act	\$0	\$440,000	\$0	\$0	\$0	\$0
State Transit Assistance Funds	\$0	\$0	\$0	\$0	\$0	\$0
Proposition 1B	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5307	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5311	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5339	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$0	\$440,000	\$0	\$0	\$0	\$0
Annual Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expense						
Paratransit ⁽¹⁾	\$664,000	\$660,000	\$660,000	\$665,300	\$665,000	\$665,000
Operating Revenue						
Fares ⁽²⁾	\$103,500	\$104,500	\$105,500	\$106,600	\$107,700	\$108,700
Advertising	\$0	\$0	\$0	\$0	\$0	\$0
RM 2	\$0	\$0	\$0	\$0	\$0	\$0
Transportation Development Act ⁽³⁾	\$491,200	\$440,800	\$431,400	\$437,500	\$433,700	\$434,200
State Transit Assistance Funds	\$0	\$0	\$0	\$0	\$0	\$0

**Financial Projections - Paratransit (Including Paratransit, Local and Intercity Taxi)
Capital and Operating**

	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
FTA 5307 ⁽⁴⁾	\$69,400	\$114,700	\$123,100	\$121,200	\$123,600	\$122,100
FTA 5311	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5316	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5317	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$664,100	\$660,000	\$660,000	\$665,300	\$665,000	\$665,000
Annual Net Surplus/Deficit - Operations	\$100	\$0	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Operations	\$100	\$100	\$100	\$100	\$100	\$100

(1) Paratransit operating expenses remain stable based on recent historic trends and similar operations savings to fixed route.

(2) Fare revenues grow about 1% annually to reflect historic stable operations.

(3) TDA revenues reflect anticipated claims by city to fund annual transit service. The revenues are net of Intercity Fund Agreement, and STA Planning totaling an additional \$701,000 of Vacaville's TDA. Because the city claims less than its annual apportionment, the TDA carryover is expected to grow during the forecast period.

(4) FTA revenues reflect anticipated use by city to fund annual transit service. Because the city uses less than its annual formula fund allocation, the FTA 5307 carryover is expected to grow during the forecast period.

**Financial Projections - Complete System (Fixed Route, Paratransit, Local Taxi and Intercity Taxi)
Capital and Operating**

	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Expense						
Vehicle Additions to Fleet	\$18,000	\$1,882,500	\$0	\$0	\$0	\$0
Vehicle Replacement	\$0	\$440,000	\$0	\$0	\$0	\$0
Vehicle Technology	\$0	\$0	\$0	\$0	\$0	\$0
Security	\$0	\$0	\$20,000	\$0	\$0	\$0
Bus Stop Amenities	\$188,000	\$0	\$0	\$100,000	\$0	\$0
Facilities	\$220,000	\$2,000	\$0	\$0	\$0	\$0
Total	\$426,000	\$2,324,500	\$20,000	\$100,000	\$0	\$0

Financial Projections - Complete System (Fixed Route, Paratransit, Local Taxi and Intercity Taxi)

Capital and Operating

	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Capital Revenue						
Transportation Development Act State Transit Assistance Funds	\$426,000	\$818,500	\$20,000	\$100,000	\$0	\$0
Proposition 1B	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5307	\$0	\$1,506,000	\$0	\$0	\$0	\$0
FTA 5311	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5339	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$426,000	\$2,324,500	\$20,000	\$100,000	\$0	\$0
Annual Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Net Surplus/Deficit - Capital	\$0	\$0	\$0	\$0	\$0	\$0
Operating Expense						
Operations	\$2,293,000	\$2,363,000	\$2,343,000	\$2,343,300	\$2,338,000	\$2,348,000
Facilities	\$16,500	\$17,200	\$17,000	\$17,000	\$16,900	\$17,000
Total	\$2,309,500	\$2,380,200	\$2,360,000	\$2,360,300	\$2,354,900	\$2,365,000
Operating Revenue						
Fares	\$434,900	\$445,900	\$450,300	\$454,800	\$459,400	\$463,900
Advertising	\$15,000	\$25,000	\$35,000	\$40,000	\$40,000	\$45,000
RM 2	\$0	\$0	\$0	\$0	\$0	\$0
Transportation Development Act State Transit Assistance Funds	\$982,400	\$924,400	\$889,700	\$880,500	\$865,600	\$866,100
FTA 5307	\$892,000	\$985,000	\$985,100	\$985,000	\$990,000	\$990,000
FTA 5311	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5316	\$0	\$0	\$0	\$0	\$0	\$0
FTA 5317	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$2,324,300	\$2,380,300	\$2,360,100	\$2,360,300	\$2,355,000	\$2,365,000

Financial Projections - Complete System (Fixed Route, Paratransit, Local Taxi and Intercity Taxi)

Capital and Operating

	Fiscal Year					
	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18
Annual Net Surplus/Deficit - Operations	\$14,800	\$100	\$100	\$0	\$100	\$0
Cumulative Net Surplus/Deficit - Operations	\$14,800	\$14,900	\$15,000	\$15,000	\$15,100	\$15,100
Cumulative Transportation Development Act Carryover ⁽¹⁾	\$2,334,000	\$2,936,000	\$4,371,000	\$5,735,000	\$7,237,000	\$8,739,000
Cumulative FTA 5307 Carryover ⁽²⁾	\$1,663,000	\$1,172,000	\$2,186,900	\$3,201,900	\$4,211,900	\$5,221,900
Total Cumulative TDA and FTA Carryover	\$3,997,000	\$4,108,000	\$6,557,900	\$8,936,900	\$11,448,900	\$13,960,900

(1) TDA revenues are net of Intercity Fund Agreement, and STA Planning totaling an additional \$701,000 of Vacaville's TDA. Because the city claims less than its annual apportionment, the TDA carryover is expected to grow during the forecast period, assuming TDA distributions of \$3.0 million and growth of 2 percent per year for the first three years, and 3 percent the remaining two years.

(2) Because the city uses less than its annual formula fund allocation, the FTA 5307 carryover is expected to grow during the forecast period, assuming annual FTA distributions of \$2.0 million per year.

Peer Transit Agency Performance Comparison

A peer review was conducted involving the five Solano County transit agencies (Dixon, Fairfield/Suisun City, Rio Vista, SolTrans, and Vacaville) with agencies of comparable size and service profile around the state. The transit systems profiled in this comparative analysis include those operated as part of city or county municipalities, and by independent transit agencies.

Methodology

Each Solano County agency was analyzed with five other transit agencies. The sources of data for this comparable analysis include the Metropolitan Transportation Commission *Statistical Summary of Bay Area Operators, Fiscal Years 2006-07 through 2010-11*, the California State Controller's Office *Transit Operators and Non-Transit Claimants Annual Reports*, triennial performance audits, short-range transit plans (SRTPs) and transit agency staff. The comparable agencies were selected based on the following criteria:

- Agency structure/organization
- Service area size (square miles)
- Service area population
- Fleet size

Agency Structure and Organization Type

Transit services are organized under various governing entities including municipal systems and joint powers agencies. Municipalities provide transit service under the auspices of specific departments such as public works, parks and recreation or community services. Smaller municipalities such as the City of Dixon provide demand responsive transit service to the general public as well as to senior citizens and disabled persons. Larger municipalities such as the Cities of Vacaville and Fairfield/Suisun City provide both fixed-route and specialized demand responsive services to seniors and the disabled. At the county level, transit services have a more regional and inter-city orientation by linking smaller outlying communities with larger urban centers.

Service Area

The service area for each transit agency is based on square mileage data from the 2010 U.S. Census data for the jurisdictions served or the agency's own estimates. Most municipal services, particularly dial-a-ride services, operate within the city limits. Efforts were made to select agencies with comparable service area mileage as those in Solano County.

Service Area Population

The service area population for each transit agency is based on population data from the 2010 U.S. Census data for the jurisdictions served or the agency's own estimates based on the route system. Efforts were made to select agencies with comparable service area populations as those in Solano County.

Fleet Size

The total fleet size for each agency is presented and is broken down to denote the type of service provided: fixed-route or demand response.

Comparative Performance Data Analysis

Performance indicators are used to gauge the efficiency of transit operations based upon key inputs. The indicators measure costs and productivity. The farebox recovery ratio is also included as part of the indicators. The comparable data analysis utilized the following performance data inputs:

- Operating costs
- Passenger trips
- Vehicle service hours
- Vehicle service miles
- Passenger fare revenue

Dixon

The City of Dixon operates a general public dial-a-ride service under the name of Read-Ride. Read-Ride provides ADA-accessible, curb-to-curb within the Dixon city limits. Five comparable operators of general public dial-a-ride services were analyzed with Read-Ride based on the aforementioned criteria as shown below.

**Dixon Read-Ride & Peer Agencies
Service Profile**

Transit System	Service Area (Square Miles)	Service Area Population	Fleet Size		
			Fixed-Route	Demand Response	Total Vehicles
Dixon	7.10	18,351	0	9	9
Brawley	7.68	24,953	0	4	4
Exeter	2.46	10,334	0	3	3
Fortuna	4.85	11,926	0	3	3
Ripon	5.31	14,297	0	1	1
Woodlake	2.25	7,279	0	2	2

Readi-Ride’s service area is comparable to that of the Brawley system in Imperial County with a slightly smaller population served. Amongst the operators surveyed, Exeter and Woodlake in Tulare County had the smallest service areas and populations.

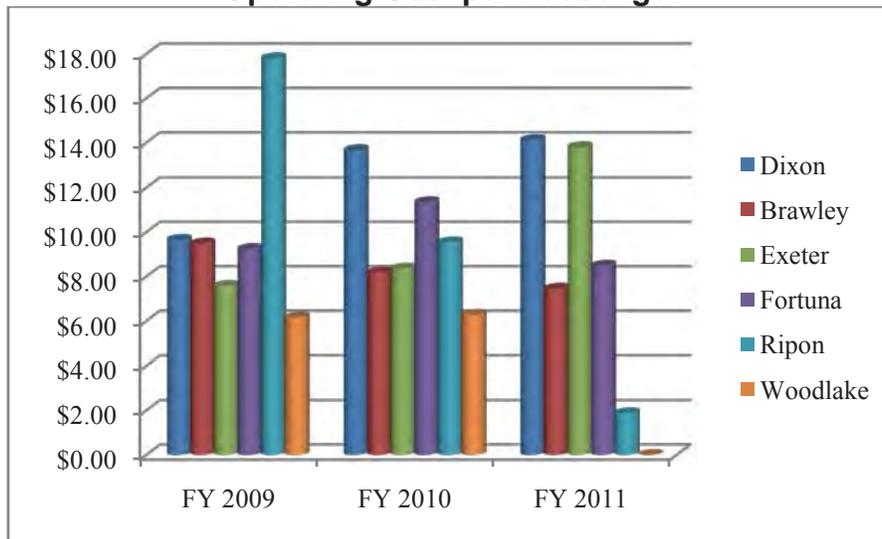
Operating Cost per Passenger

In the analyzing the operating costs per passenger amongst the operators, Dixon’s costs per passenger showed a steady increase during the period with the biggest increase in FY 2010. The number of passenger trips decreased by nearly 23,000. Ripon experienced more than a four-fold increase in passenger trips during FY 2011, which was tied to the significant decrease in its costs per passenger for that year. FY 2011 cost data for Woodlake was not available. A comparison of passenger operating costs is shown below in the table and graph.

Operating Cost per Passenger

	FY 2009	FY 2010	FY 2011
Dixon	\$9.66	\$13.68	\$14.12
Brawley	\$9.50	\$8.19	\$7.46
Exeter	\$7.59	\$8.36	\$13.81
Fortuna	\$9.25	\$11.35	\$8.50
Ripon	\$17.81	\$9.55	\$1.88
Woodlake	\$6.16	\$6.28	N/A

Operating Cost per Passenger



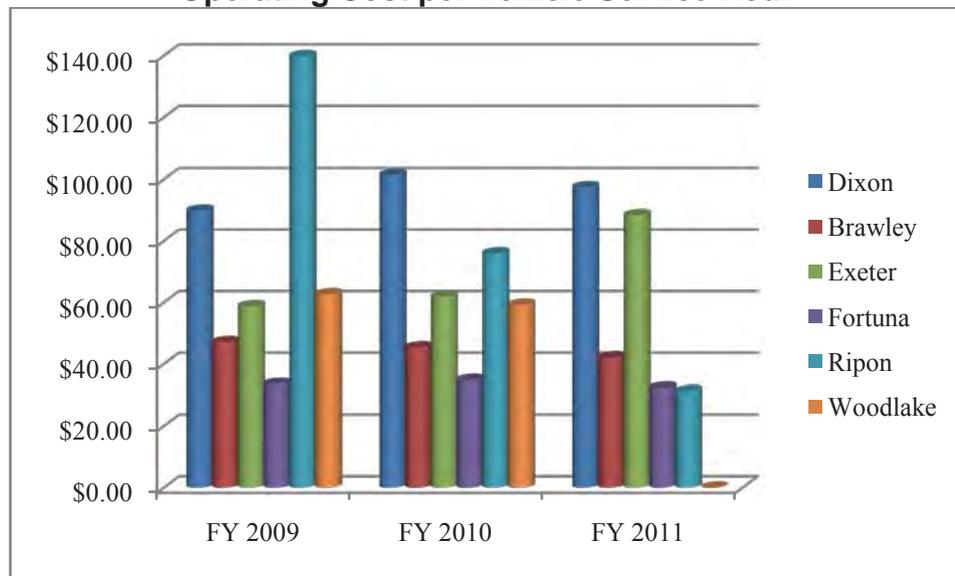
Operating Cost per Vehicle Service Hour

Dixon's costs per hour remained fairly stable during the period. Vehicle service hours decreased nearly 1,500 hours from the prior year. Cost per hour peaked in FY 2010 before decreasing slightly in FY 2011. In comparison to the other operators, Dixon's cost per hour remained among one of the highest along with Exeter and Ripon. However, Ripon's cost per hour declined during the period due to lower operating costs, increased operating hours and passenger trips. Hourly operating cost trends are shown in the table and graph.

Operating Cost per Vehicle Service Hour

	FY 2009	FY 2010	FY 2011
Dixon	\$89.82	\$101.49	\$97.44
Brawley	\$47.10	\$45.38	\$42.17
Exeter	\$58.77	\$61.81	\$88.35
Fortuna	\$33.57	\$34.86	\$32.39
Ripon	\$139.85	\$75.96	\$31.32
Woodlake	\$62.65	\$59.24	N/A

Operating Cost per Vehicle Service Hour



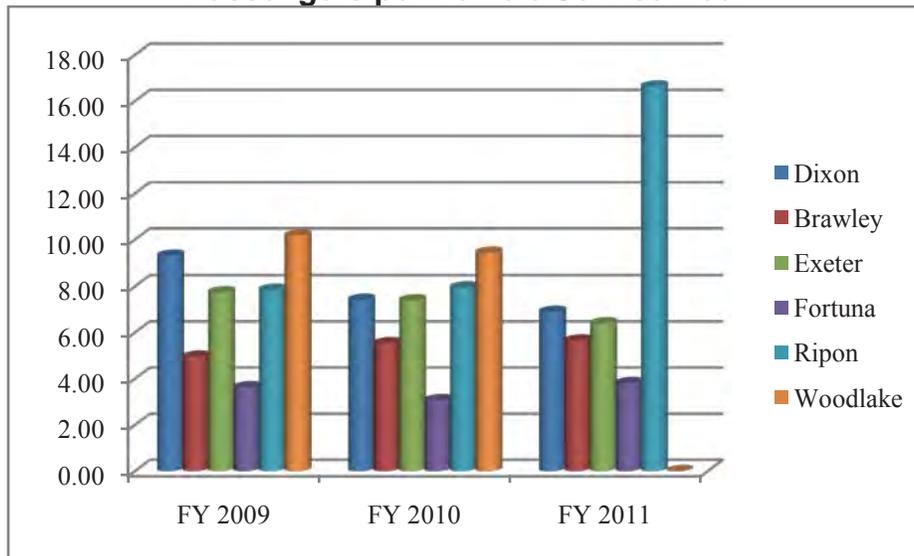
Passengers per Vehicle Service Hour

Dixon’s performance for passengers per hour exhibited a downward trend reflective of the decrease in passenger trips and vehicle service hours. However, on average, Dixon carried 7.87 passengers per hour which compares favorably to its peer operators. Only Ripon exceeds Dixon with an average of 10.81 passengers per hour carried and Exeter carried a comparable number with an average of 7.18 passengers per hour. Ripon’s FY 2010 data reflects a four-fold increase in passenger trips. FY 2010 passenger trip and vehicle service hour data for Woodlake were unavailable. The remaining agencies were not as productive in spite of an increase in the number of passengers carried. The number of passengers per service hour is shown for each operator in the table and graph below.

Passengers per Vehicle Service Hour

	FY 2009	FY 2010	FY 2011
Dixon	9.30	7.42	6.90
Brawley	4.96	5.54	5.65
Exeter	7.74	7.39	6.40
Fortuna	3.63	3.07	3.81
Ripon	7.85	7.96	16.63
Woodlake	10.17	9.43	N/A

Passengers per Vehicle Service Hour



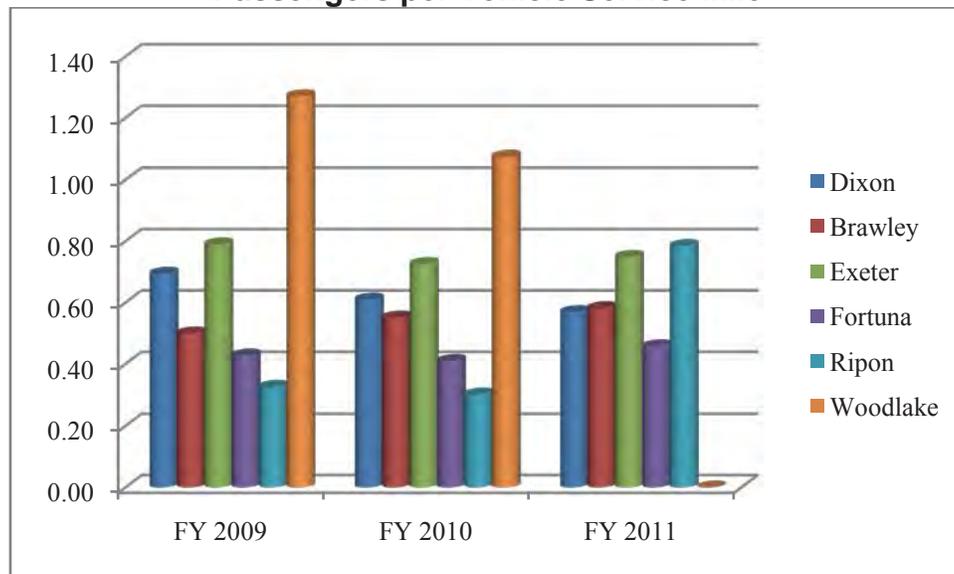
Passengers per Vehicle Service Mile

In concert with the aforementioned indicator, the number of passengers carried per mile by Dixon also exhibited a downward trend due to the decrease in vehicle service miles and passenger trips. With a decrease from 0.69 to 0.57 passengers per mile, Dixon averaged 0.62 passengers during the period. Most of Dixon's peer operators exhibited an increase in the number of passengers carried per mile. Woodlake carried the most number of passengers per mile despite the unavailability of FY 2011 data. A comparison of the number of passengers carried per service mile is shown below in the table and graph.

Passengers per Vehicle Service Mile

	FY 2009	FY 2010	FY 2011
Dixon	0.69	0.61	0.57
Brawley	0.50	0.55	0.58
Exeter	0.79	0.73	0.75
Fortuna	0.43	0.41	0.46
Ripon	0.33	0.30	0.78
Woodlake	1.27	1.07	N/A

Passengers per Vehicle Service Mile



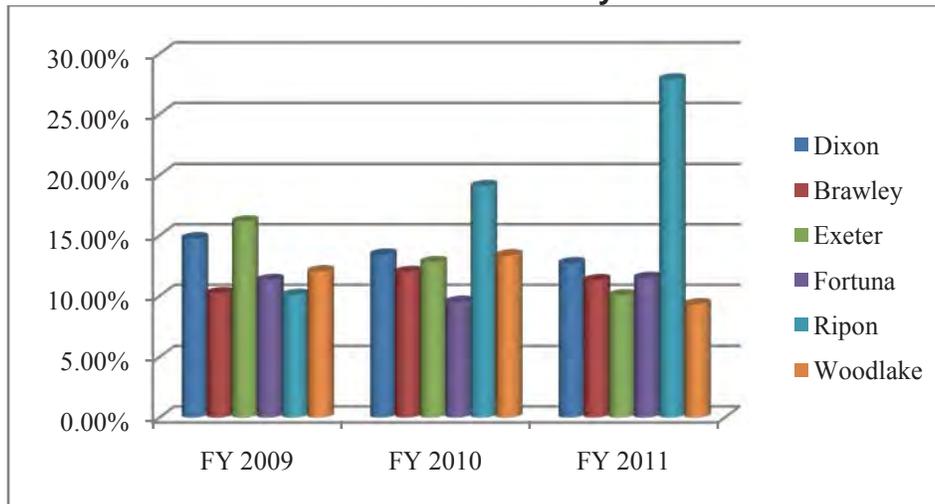
Farebox Recovery

Most of the systems profiled have maintained farebox ratios above 10 percent with the exception of Woodlake for FY 2011. Ripon had the highest farebox ratio of nearly 28 percent in FY 2011 due to the doubling of passenger trips from the prior year. Dixon's farebox has exhibited a slight decline during the period attributed to lower passenger trips and revenues, although remaining higher than most of the peer agencies. Farebox recovery ratios for Dixon and the peer transit operators are shown in the table and graph below.

Farebox Recovery

	FY 2009	FY 2010	FY 2011
Dixon	14.76%	13.41%	12.70%
Brawley	10.23%	11.98%	11.29%
Exeter	16.15%	12.79%	10.04%
Fortuna	11.31%	9.51%	11.48%
Ripon	10.07%	19.08%	27.86%
Woodlake	12.03%	13.34%	9.30%

Farebox Recovery



Fairfield and Suisun Transit (FAST)

Fairfield and Suisun Transit (FAST) provides local fixed-route public transit service to the cities of Fairfield and Suisun City as well as commuter service to the El Cerrito and Walnut Creek BART stations, Vacaville and Sacramento. Demand responsive service including ADA paratransit as well as other local services are provided for the elderly and disabled. FAST operates 15 routes encompassing 11 local routes and 4 express commuter routes. Five comparable operators of fixed-route services were analyzed with FAST based on the aforementioned criteria as shown below.

Fairfield and Suisun Transit (FAST) & Peer Agencies Service Profile

Transit System	Service Area (Square Miles)	Service Area Population	Fleet Size		
			Fixed-Route	Demand Response	Total Vehicles
Fairfield-Suisun	41.5	133,432	62	7	69
Elk Grove	42.19	153,015	45	9	54
Modesto	36.87	201,165	56	13	69
Redding	76.94	109,957	18	20	38
Visalia	42.74	148,370	41	9	50
Yuba-Sutter	34.06	108,426	32	15	47

FAST's service area and population are comparable to the transit systems serving Elk Grove and Visalia. However, in terms of fleet size, FAST is comparable to Modesto Area Express (MAX) with a total of 69 vehicles each. The smallest system in the comparative analysis with regard to service population and fleet size is Redding in spite of having the largest service area.

Operating Cost per Passenger

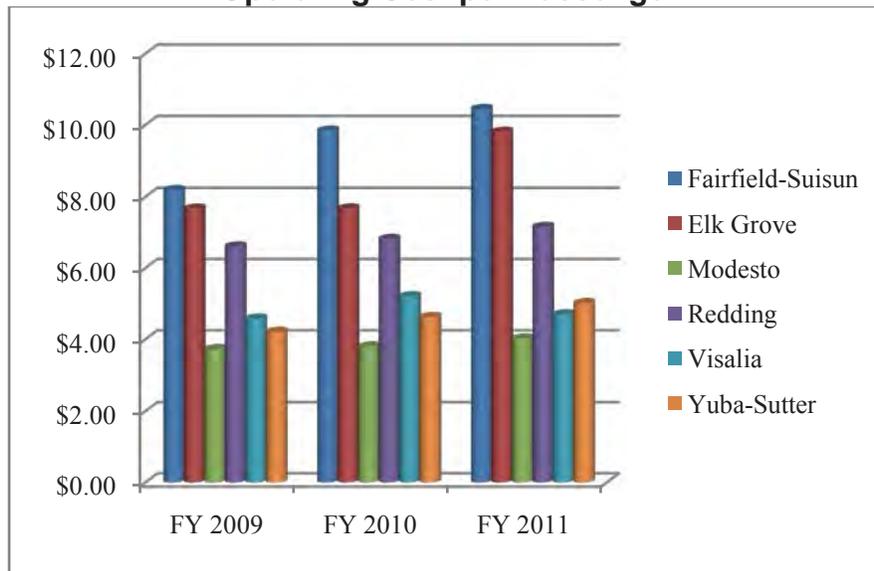
On a systemwide basis inclusive of all transit modes provided by each agency, FAST exhibited a higher per passenger costs than comparable systems. The cost per passenger increased nearly 28 percent from \$8.19 to \$10.45 per passenger carried attributed to an increase in operating costs and a decrease in passenger trips. This amounts to an average cost of \$9.49 per passenger. Of the peer agencies surveyed, Elk Grove exhibited the second highest costs with an average of \$8.38 per passenger. Modesto had the lowest per passenger costs followed by Visalia and Yuba-Sutter. A comparison of passenger operating costs is shown below in the table and graph.

Operating Cost per Passenger

	FY 2009	FY 2010	FY 2011
Fairfield-Suisun	\$8.19	\$9.84	\$10.45
Elk Grove	\$7.67	\$7.67	\$9.81

	FY 2009	FY 2010	FY 2011
Modesto	\$3.72	\$3.80	\$4.03
Redding	\$6.61	\$6.82	\$7.16
Visalia	\$4.58	\$5.21	\$4.70
Yuba-Sutter	\$4.21	\$4.63	\$5.02

Operating Cost per Passenger



Operating Cost per Hour

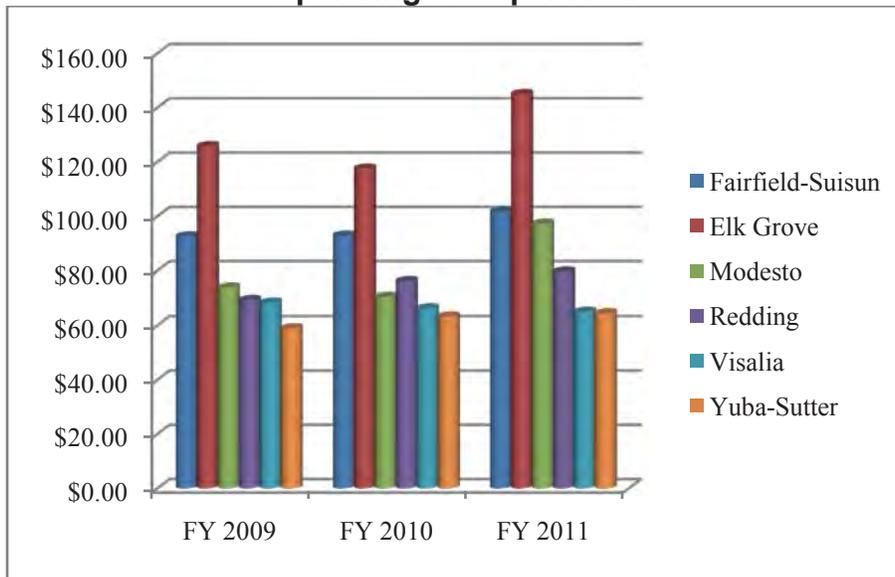
In analyzing operating costs per hour, FAST's cost per hour ranked amongst the highest in the survey. Although vehicle service hours remained fairly constant during the period, FAST exhibited a 10 percent increase in hourly costs, averaging \$95.69 per hour. Only Elk Grove's hourly costs were higher, averaging \$129.40 per hour. The remaining operators averaged between \$60 and \$80 per hour, with Yuba-Sutter averaging the lowest at \$62.18 per hour. Hourly operating cost trends are shown below in the table and graph.

Operating Cost per Hour

	FY 2009	FY 2010	FY 2011
Fairfield-Suisun	\$92.52	\$92.84	\$101.72
Elk Grove	\$125.74	\$117.50	\$144.96

Modesto	\$73.93	\$70.49	\$97.23
Redding	\$69.32	\$76.31	\$79.60
Visalia	\$68.34	\$66.26	\$65.00
Yuba-Sutter	\$58.88	\$63.24	\$64.43

Operating Cost per Hour



Passengers per Vehicle Service Hour

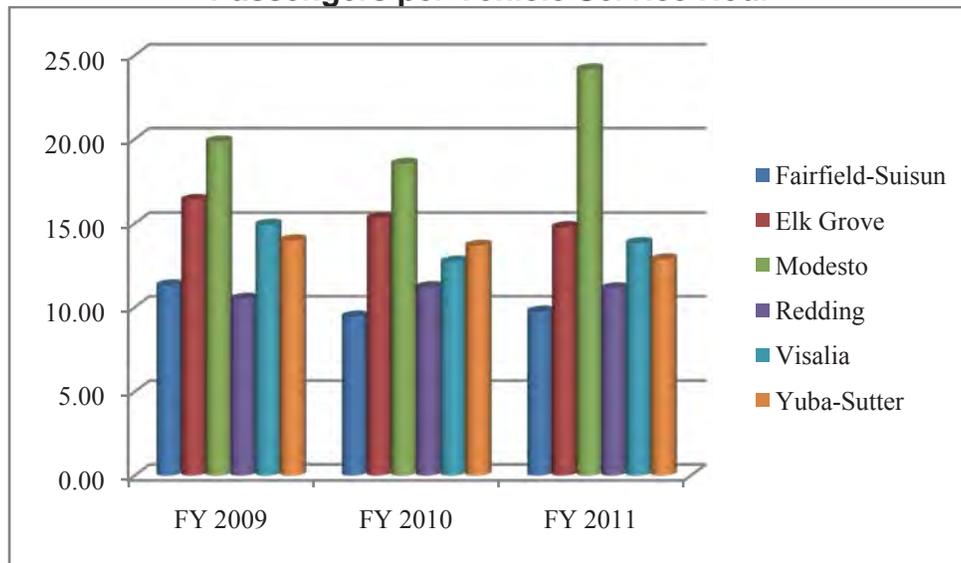
In comparison to its peers, FAST carried fewer passengers per hour. The number of passengers carried per hour decreased from 11.30 passengers to 9.74 passengers, about a 14 percent decrease. The average number of passengers carried was just over 10 passengers per hour. Modesto carried the number of passengers per hour, averaging 20.85 passengers, followed by Elk Grove at 15.50 passengers per hour. The remaining operators averaged between 11 and 13 passengers per hour. The number of passengers per service hour is shown for each operator in the table and graph below.

Passengers per Vehicle Service Hour

	FY 2009	FY 2010	FY 2011
Fairfield-Suisun	11.30	9.43	9.74
Elk Grove	16.40	15.31	14.78
Modesto	19.85	18.55	24.15

Redding	10.50	11.19	11.12
Visalia	14.91	12.72	13.82
Yuba-Sutter	13.98	13.66	12.85

Passengers per Vehicle Service Hour



Passengers per Vehicle Service Mile

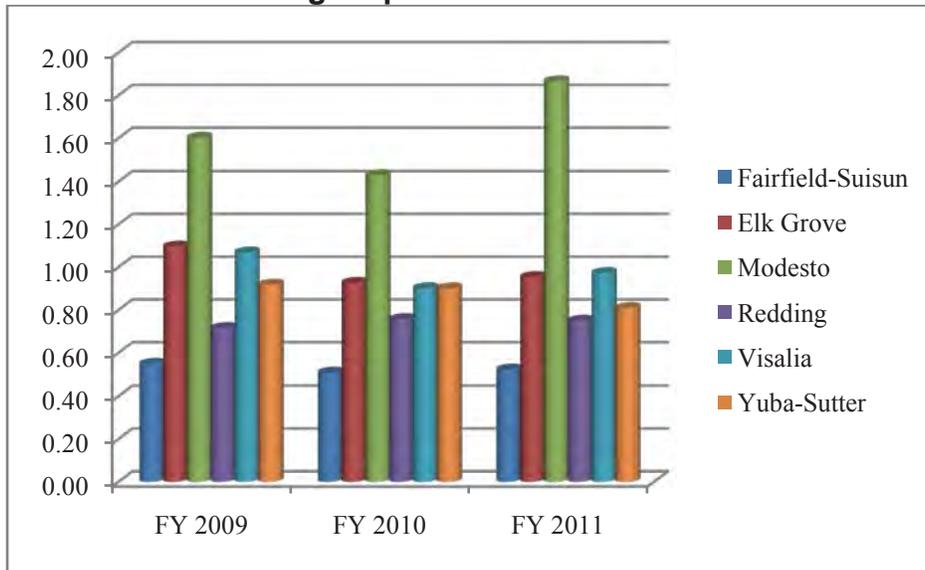
FAST carried the fewest number of passengers per mile than its peer agencies. FAST averaged about 0.53 passengers per mile during the period with very little variation. This is reflective of the slight decline in vehicle service miles. Modesto carried the most number of passengers per mile, averaging 1.63 passengers per mile. Elk Grove and Visalia averaged 1.00 passengers per mile respectively. A comparison of the number of passengers carried per service mile is shown below in the table and graph.

Passengers per Vehicle Service Mile

	FY 2009	FY 2010	FY 2011
Fairfield-Suisun	0.55	0.51	0.52
Elk Grove	1.10	0.93	0.95
Modesto	1.60	1.43	1.87

	FY 2009	FY 2010	FY 2011
Redding	0.72	0.76	0.75
Visalia	1.07	0.90	0.97
Yuba-Sutter	0.92	0.90	0.81

Passengers per Vehicle Service Mile



Farebox Recovery

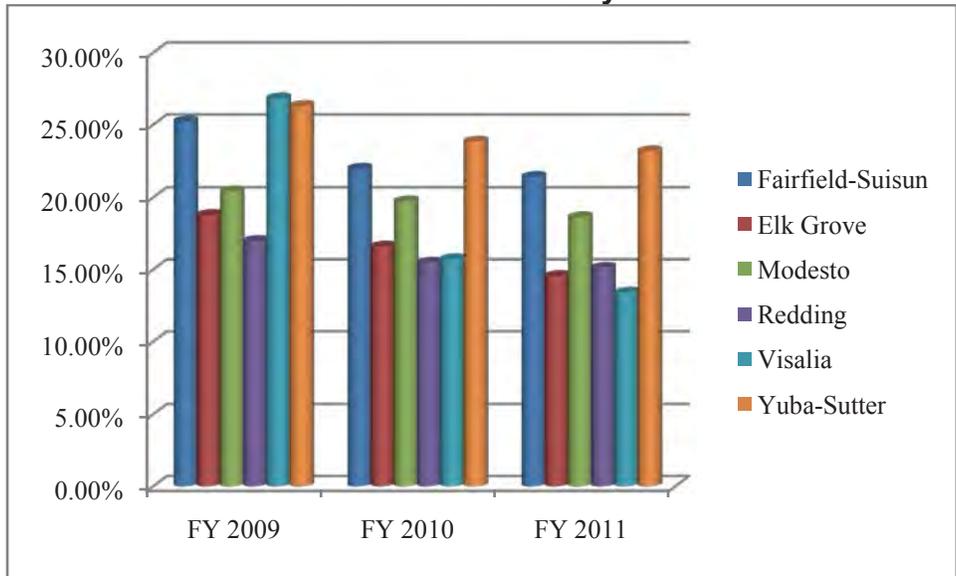
FAST maintained a higher farebox recovery in spite of a declining trend in this indicator. FAST's passenger fare revenue was fairly consistent during the period in spite of increased operating costs. The average farebox during the period was 22.89 percent. This compares well with Yuba-Sutter, whose average farebox recovery was 24.43 percent. Farebox recovery ratios for FAST and peer transit operators are shown in the table and graph below.

Farebox Recovery

	FY 2009	FY 2010	FY 2011
Fairfield-Suisun	25.23%	22.00%	21.43%
Elk Grove	18.79%	16.60%	14.56%
Modesto	20.42%	19.73%	18.63%

Redding	16.99%	15.48%	15.12%
Visalia	26.84%	15.73%	13.40%
Yuba-Sutter	26.30%	23.83%	23.16%

Farebox Recovery



Rio Vista Delta Breeze

The City of Rio Vista operates a deviated fixed-route transit service under the name of Rio Vista Delta Breeze. In addition to operating within the city limits of Rio Vista, the Delta Breeze provides intercity lifeline service between Rio Vista and the communities of Fairfield, Isleton, Suisun City, and Antioch as well as to the Pittsburg/Bay Point BART station. As a deviated system, the Delta Breeze provides door-to-door service and administers a taxi-scrip program. Five comparable operators of deviated fixed-route services were analyzed with the Delta Breeze based on the aforementioned criteria as shown in the following table.

**Rio Vista Delta Breeze & Peer Agencies
Service Profile**

Transit System	Service Area (Square Miles)	Service Area Population	Fleet Size		
			Fixed-Route	Demand Response	Total Vehicles
Rio Vista	7.2	8,222	4	1	5
Calaveras	1,020	45,578	8	0	8
Del Norte	1,006	28,610	8	5	13
Needles	30.8	4,844	4	3	7
Palo Verde	26.19	20,817	5	2	7

Transit System	Service Area (Square Miles)	Service Area Population	Fleet Size		
			Fixed-Route	Demand Response	Total Vehicles
Trinity	3,179	13,786	4	0	4

All of the systems profiled in this analysis provide some degree of deviated fixed-route service with lifeline service to outlying areas and transit hubs. The Delta Breeze ranks among the smaller systems in the comparative analysis across most categories. Rio Vista has the second smallest fleet size and service area population. Only Trinity County Transit has a smaller fleet size and Needles a smaller service area population.

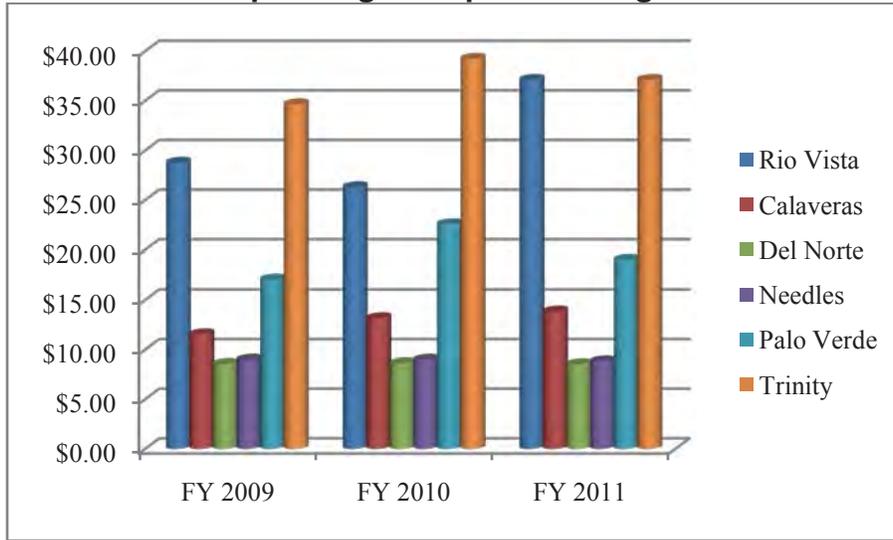
Operating Cost per Passenger

Rio Vista's costs per passenger ranked among the highest of the peer analyzed. Increased operating costs are attributed to service expansion whereas the number of passenger trips increased and then decreased. Only Trinity Transit exhibited higher per passenger costs averaging \$37.00 per passenger as compared to Rio Vista's average of \$30.73 during the period. Del Norte and Needles exhibited the lowest per passenger costs whereas Calaveras and Palo Verde were in the mid-range of agencies. A comparison of passenger operating costs is shown below in the table and graph.

Operating Cost per Passenger

	FY 2009	FY 2010	FY 2011
Rio Vista	\$28.77	\$26.30	\$37.11
Calaveras	\$11.55	\$13.17	\$13.85
Del Norte	\$8.55	\$8.63	\$8.53
Needles	\$8.99	\$8.98	\$8.82
Palo Verde	\$17.06	\$22.56	\$19.05
Trinity	\$34.64	\$39.23	\$37.10

Operating Cost per Passenger



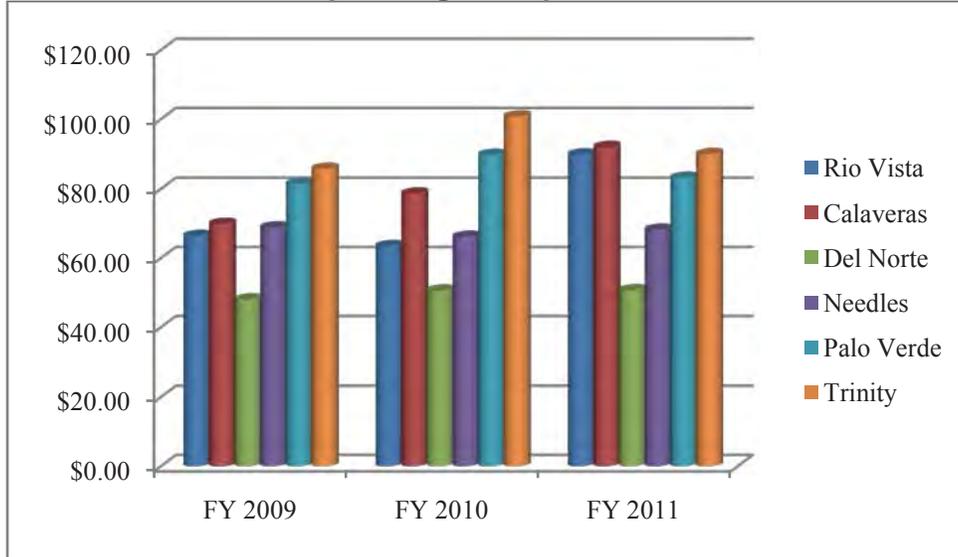
Operating Cost per Hour

Delta Breeze’s costs per hour increased in FY 2011 from \$66.43 to about \$90, a 35 percent increase. This was attributed to an increase in overall operating costs and vehicle service hours. Its average hourly costs were \$73.30 for the period. This trend is comparable to the operators serving Calaveras and Trinity counties. Del Norte exhibited the lowest cost of its peers, which averaged just under \$50.00 per hour. Hourly operating cost trends are shown in the following table and graph.

Operating Cost per Hour

	FY 2009	FY 2010	FY 2011
Rio Vista	\$66.43	\$63.47	\$89.99
Calaveras	\$69.90	\$78.69	\$91.99
Del Norte	\$48.05	\$50.64	\$50.70
Needles	\$68.88	\$66.16	\$68.23
Palo Verde	\$81.46	\$89.88	\$83.25
Trinity	\$85.86	\$100.79	\$90.09

Operating Cost per Hour



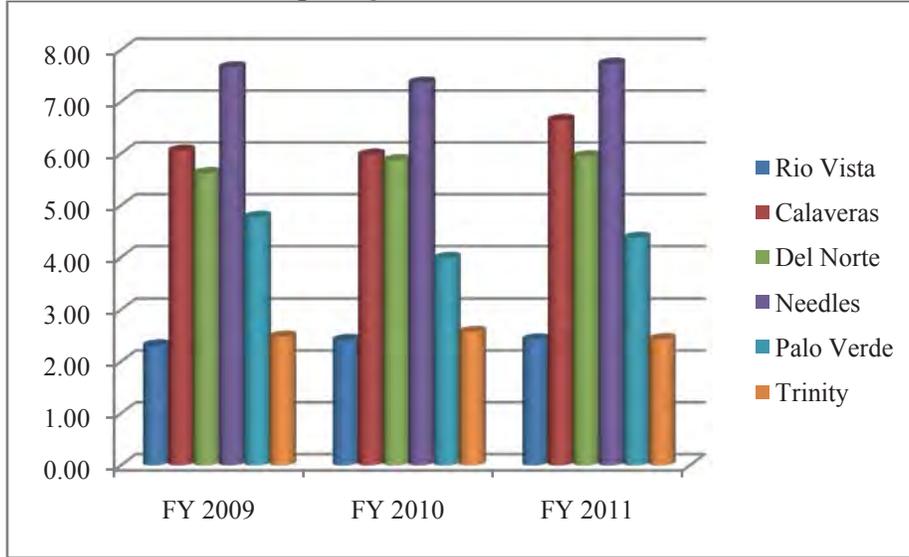
Passengers per Vehicle Service Hour

The number of passengers carried per hour remained fairly constant averaging 2.38 passengers per hour. This average is comparable to the number of passengers per hour carried by Trinity Transit. Needles carried the most passengers per hour, averaging 7.59 passengers. The remaining agencies carried between 4 and 7 passengers per hour. The number of passengers per service hour is shown for each operator in the table and graph below.

Passengers per Vehicle Service Hour

	FY 2009	FY 2010	FY 2011
Rio Vista	2.31	2.41	2.43
Calaveras	6.05	5.98	6.64
Del Norte	5.62	5.87	5.94
Needles	7.66	7.37	7.73
Palo Verde	4.78	3.98	4.37
Trinity	2.48	2.57	2.43

Passengers per Vehicle Service Hour



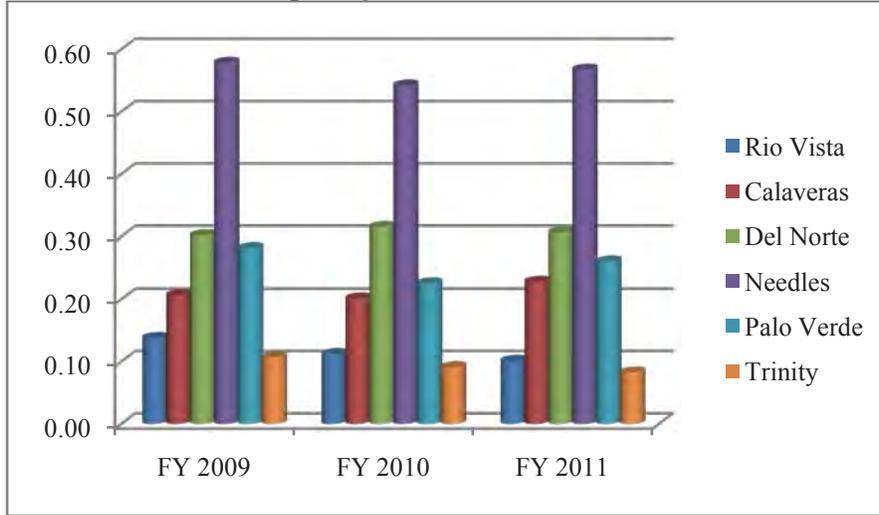
Passengers per Vehicle Service Mile

Rio Vista carried fewer passengers per mile than most of its peer agencies. Only Trinity Transit carried fewer passengers per mile than Rio Vista. Rio Vista averaged about 0.12 passengers per mile. Vehicle service miles increased from 81,977 miles to 133,841 due to new route expansion; however, passenger trips remained fairly level. Needles carried the most passengers per mile, averaging 0.56 passengers during the period. The remaining agencies are in the mid-range averaging between 0.20 and 0.30 passengers. A comparison of the number of passengers carried per service mile is shown below in the table and graph.

Passengers per Vehicle Service Mile

	FY 2009	FY 2010	FY 2011
Rio Vista	0.14	0.11	0.10
Calaveras	0.21	0.20	0.23
Del Norte	0.30	0.32	0.31
Needles	0.58	0.54	0.57
Palo Verde	0.28	0.23	0.26
Trinity	0.11	0.09	0.08

Passengers per Vehicle Service Mile



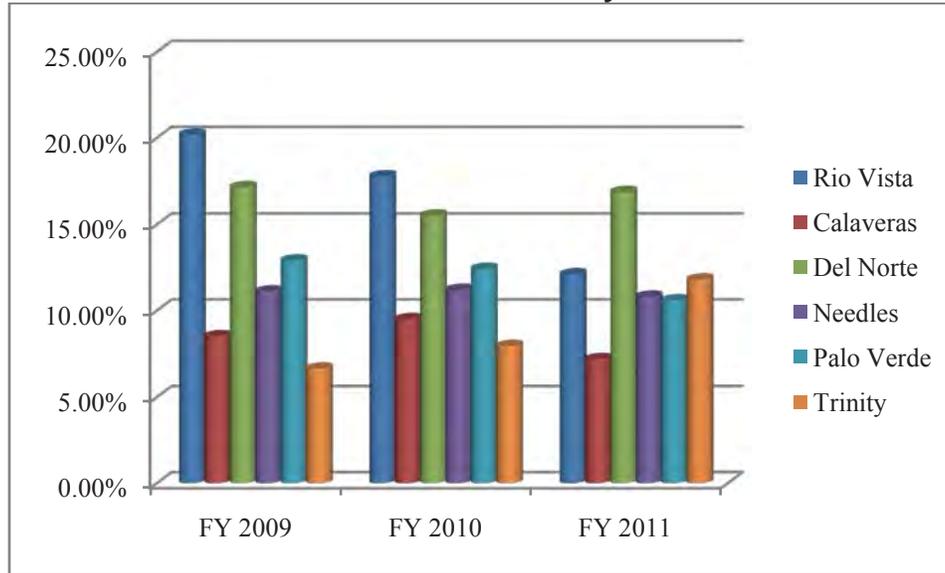
Farebox Recovery

Farebox recovery for the Delta Breeze exhibited a steady decline during the three year period. Rio Vista’s farebox declined 40 percent from a high of 20 percent to 12 percent, resulting in an average farebox of 16.7 percent. Del Norte’s farebox remained fairly consistent averaging 16.5 percent during the period. Nevertheless, Rio Vista exhibited a higher farebox than the remaining peer agencies. Farebox recovery ratios for Rio Vista and peer transit operators are shown in the table and graph below.

Farebox Recovery

	FY 2009	FY 2010	FY 2011
Rio Vista	20.20%	17.81%	12.11%
Calaveras	8.52%	9.51%	7.18%
Del Norte	17.17%	15.53%	16.90%
Needles	11.12%	11.21%	10.81%
Palo Verde	12.92%	12.43%	10.60%
Trinity	6.63%	7.94%	11.81%

Farebox Recovery



Solano County Transit (SolTrans)

SolTrans is the newly consolidated transit system from the merger between the City of Benicia and City of Vallejo transit services. SolTrans operates under a Joint Powers Agreement (JPA) entered into by the Cities of Benicia, Vallejo and the Solano County Transportation Authority in the fall of 2010. The system operates 16 routes encompassing 11 local and 5 multi-zone routes. The multi-zone routes provide intercity commuter service between Vallejo, Benicia and Fairfield, Diablo Valley College, and the El Cerrito and Walnut Creek BART stations. As SolTrans is a relatively new entity, comparative analysis with peer operators are only presented for one operating year based on the aforementioned criteria as shown in the table below.

SolTrans & Peer Agencies Service Profile

Transit System	Service Area (Square Miles)	Service Area Population	Fleet Size		
			Fixed-Route	Demand Response	Total Vehicles
SolTrans	61	147,571	62	16	78
Antelope Valley	301	475,000	72	14	86
Butte County	257.11	179,830	34	23	57
Livermore-Amador	40	171,652	74	18	92
Monterey-Salinas	280	435,000	113	31	144
Victor Valley	275.48	306,994	28	26	54

SolTrans ranks in the middle tier of systems with regard to fleet size and ranks in the lower tier in terms of size of service area population. Butte County and Victor Valley have smaller systems but cover wider service areas.

It is worth noting that FY 2010-11 was a transition year for SolTrans in operating the service as an independent entity. Administrative and management functions were being transitioned from Vallejo and Benicia city staff to contract management.

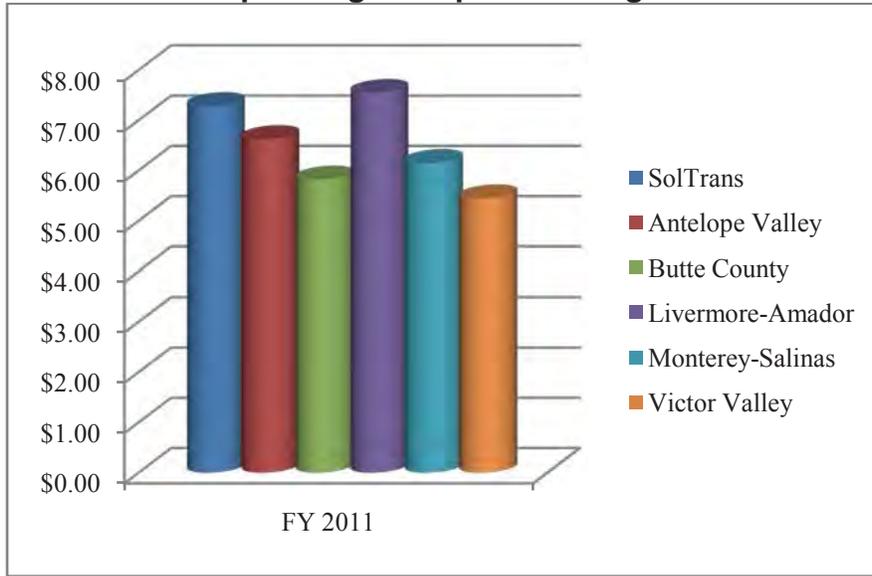
Operating Cost per Passenger

SolTrans' \$7.28 operating cost per passenger is higher than most peer agencies. The number of passenger trips relative to operating costs was lower for SolTrans compared to peers. Costs per passenger for Antelope Valley, Butte County, Monterey-Salinas and Victor Valley were lower due to relatively flat operating costs and increased passenger trips. Livermore-Amador had the highest cost per passenger due to fewer passenger trips relative to operating costs. A comparison of passenger operating costs is shown below in the table and graph.

Operating Cost per Passenger

	FY 2011
SolTrans	\$7.28
Antelope Valley	\$6.62
Butte County	\$5.82
Livermore-Amador	\$7.54
Monterey-Salinas	\$6.15
Victor Valley	\$5.44

Operating Cost per Passenger



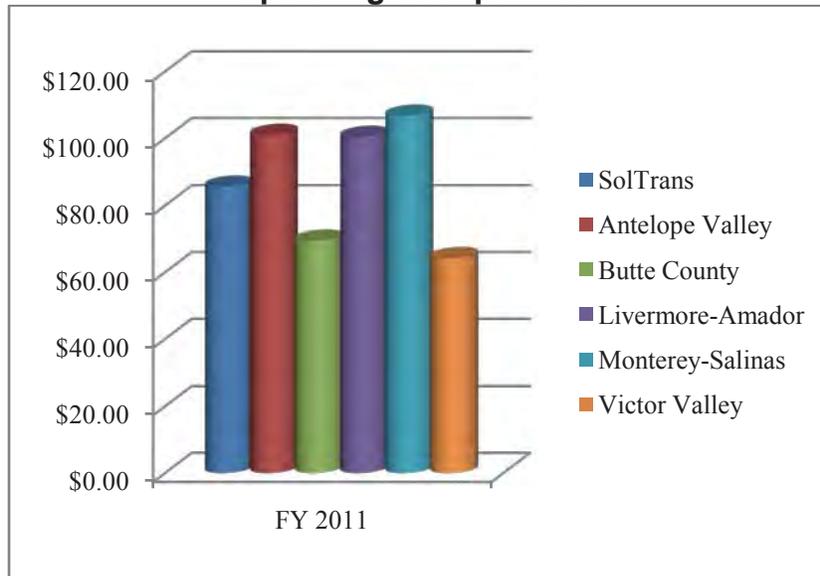
Operating Cost per Hour

SolTrans' operating cost per hour compares favorably to other agencies. The cost per hour for SolTrans during FY 2011 was \$85.59, which ranks in the mid-tier of peer agencies. Antelope Valley, Livermore-Amador and Monterey-Salinas had higher costs due to a combination of increased operating costs and vehicle service hours. Hourly operating cost comparisons are shown below in the table and graph.

Operating Cost per Hour

	FY 2011
SolTrans	\$85.59
Antelope Valley	\$100.93
Butte County	\$69.42
Livermore-Amador	\$100.35
Monterey-Salinas	\$106.67
Victor Valley	\$64.18

Operating Cost per Hour



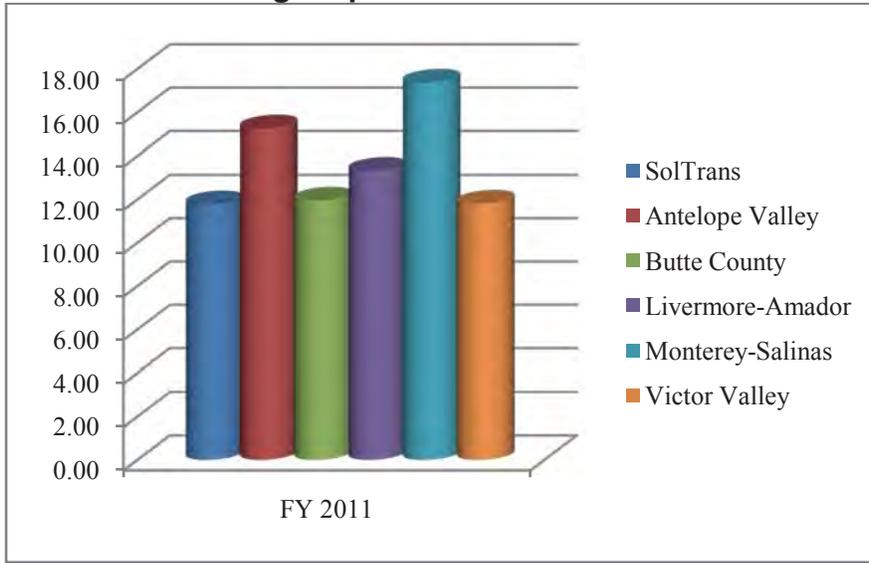
Passengers per Vehicle Service Hour

SolTrans carried 11.76 passengers per hour during FY 2011, which compared lowest to all other peers but only slightly lower than Butte County and Victor Valley. All agencies reported declining numbers of passengers per hour with the exception of Monterey-Salinas Transit which carried 17.35 passengers per hour, the highest out of all the agencies. The number of passengers per service hour is shown for each operator in the following table and graph.

Passengers per Vehicle Service Hour

	FY 2011
SolTrans	11.76
Antelope Valley	15.24
Butte County	11.94
Livermore-Amador	13.31
Monterey-Salinas	17.35
Victor Valley	11.79

Passengers per Vehicle Service Hour



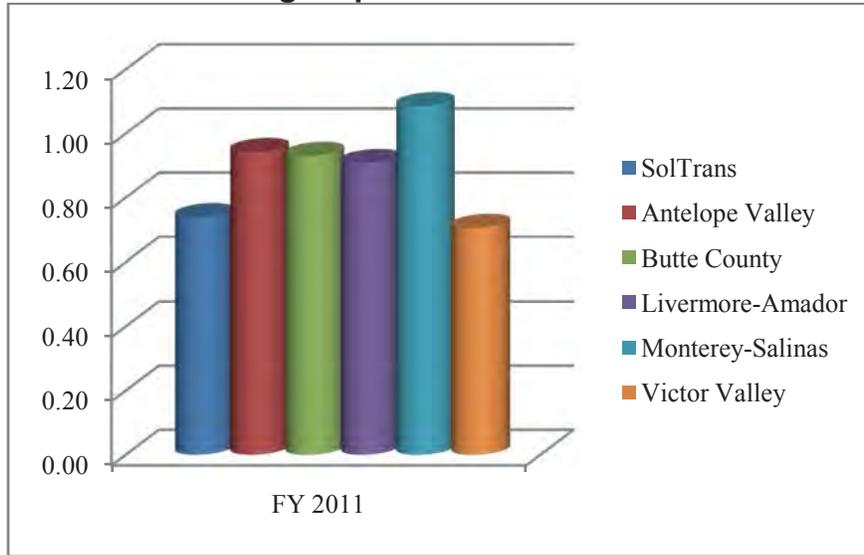
Passengers per Vehicle Service Mile

Following Victor Valley, SolTrans carried the second fewest passengers per mile than its peer agencies at 0.74 passengers per mile during FY 2011. The remaining transit operators had higher numbers of passengers per mile. A comparison of the number of passengers carried per service mile is shown below in the table and graph.

Passengers per Vehicle Service Mile

	FY 2011
SolTrans	0.74
Antelope Valley	0.94
Butte County	0.93
Livermore-Amador	0.91
Monterey-Salinas	1.08
Victor Valley	0.70

Passengers per Vehicle Service Mile



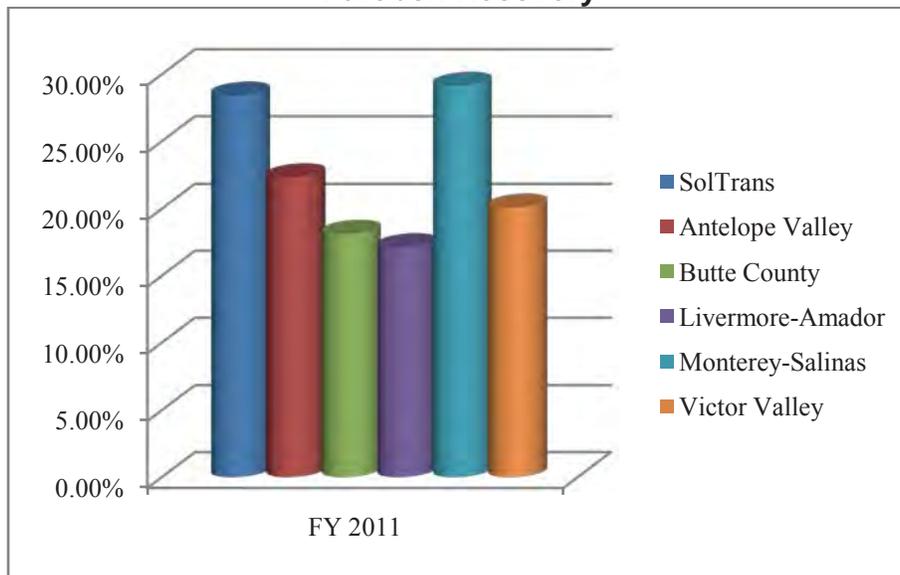
Farebox Recovery

SolTrans farebox ratio ranks the second highest among the comparable systems. SolTrans had a farebox return of 28.40 percent during FY 2011 while Monterey-Salinas Transit had a farebox ratio of 29.13 percent. Butte County’s B-Line and Livermore-Amador ranked amongst the lowest in terms of farebox ratios. Farebox recovery ratios for SolTrans and peer transit operators are shown in the table and graph below:

Farebox Recovery

	FY 2011
SolTrans	28.40%
Antelope Valley	22.34%
Butte County	18.12%
Livermore-Amador	17.11%
Monterey-Salinas	29.13%
Victor Valley	20.08%

Farebox Recovery



Vacaville City Coach

The City of Vacaville operates local fixed-route and special services under the name of City Coach. The six fixed routes originate from and terminate from the Vacaville Transportation Center, where both system and interline connections are available to Fairfield, Suisun City and other regional destinations. Five municipal transit operators were analyzed with Vacaville City Coach based on the aforementioned criteria as shown in the table below.

Vacaville City Coach & Peer Agencies Service Profile

Transit System	Service Area (Square Miles)	Service Area Population	Subsidized Taxi Service	Fleet Size		
				Fixed-Route	Demand Response	Total Vehicles
Vacaville	28.37	92,428	Yes	15	6	21
Lodi	13.61	62,134	No	13	17	30
Manteca	17.73	67,096	No	5	5	10
Roseville	36.22	118,788	Yes	31	13	44
Tracy	22	82,922	No	8	5	13
Union City	18	73,977	Yes	16	6	22

City Coach’s profile is in the middle tier of the comparable agencies with the second largest service area after Roseville and the fourth largest fleet.

Operating Cost per Passenger

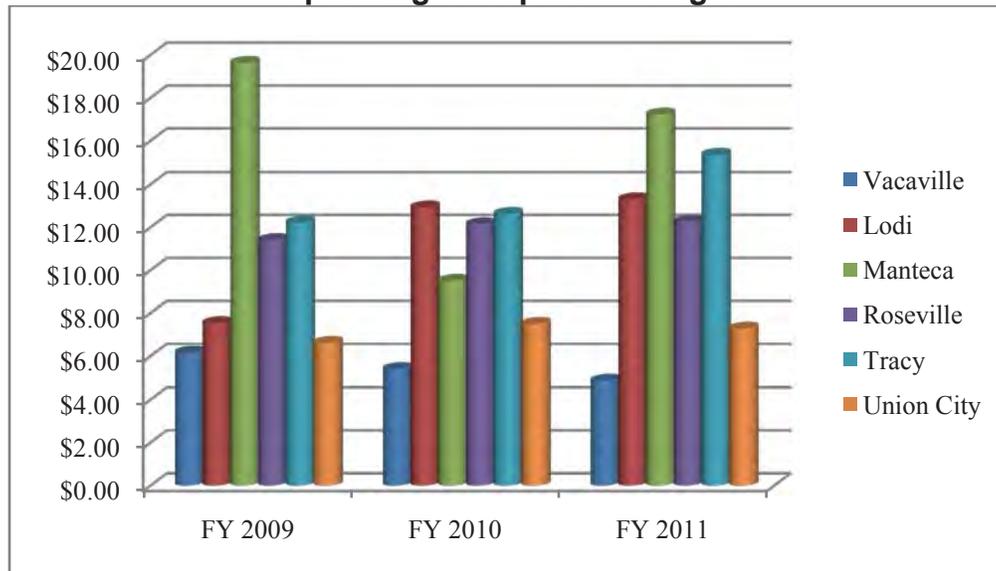
Based upon modest increases in operating costs and notable growth in passenger trips, Vacaville’s operating cost per passenger has averaged the lowest when compared to the other

operators. Vacaville along with Union City exhibited downward trends in this indicator. In contrast, the remaining operators all exhibited increases in per passenger costs due to decreases in passenger trips combined with increases in operating costs. A comparison of passenger operating costs is shown below in the table and graph.

Operating Cost per Passenger

	FY 2009	FY 2010	FY 2011
Vacaville	\$6.16	\$5.40	\$4.85
Lodi	\$7.54	\$12.92	\$13.30
Manteca	\$19.63	\$9.51	\$17.22
Roseville	\$11.40	\$12.14	\$12.26
Tracy	\$12.21	\$12.62	\$15.35
Union City	\$6.61	\$7.50	\$7.28

Operating Cost per Passenger



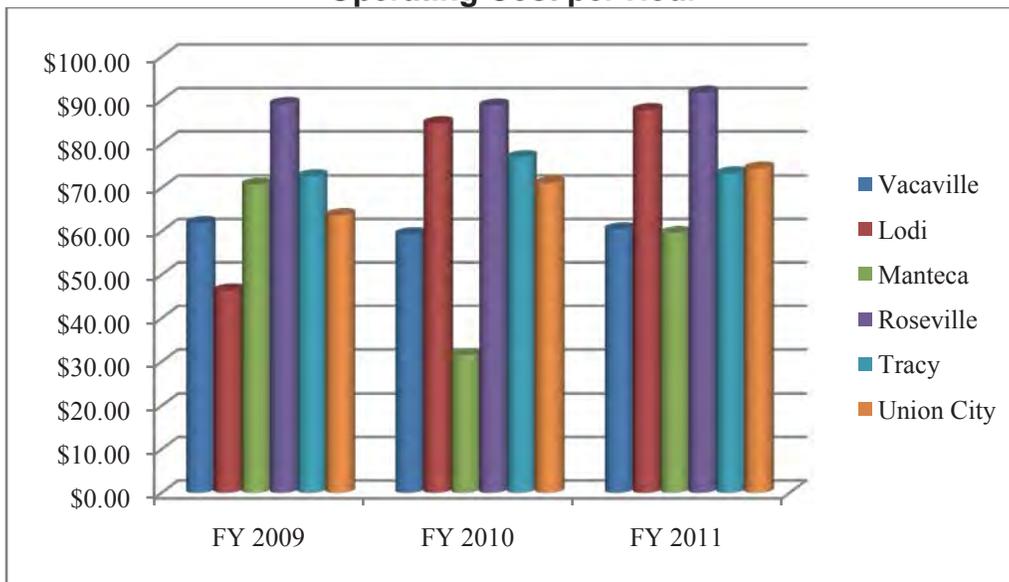
Operating Cost per Hour

In analyzing operating cost per hour, Vacaville ranks very well to other operators such as Manteca. In FY 2011, Vacaville's cost was \$60.47 per hour, in line with Manteca's (\$59.59 per hour) which rates the lowest among the peers. Hourly operating cost trends are shown below in the table and graph.

Operating Cost per Hour

	FY 2009	FY 2010	FY 2011
Vacaville	\$61.91	\$59.35	\$60.47
Lodi	\$46.40	\$84.75	\$87.77
Manteca	\$70.76	\$31.54	\$59.59
Roseville	\$89.15	\$88.80	\$91.79
Tracy	\$72.68	\$76.92	\$73.34
Union City	\$63.71	\$71.11	\$74.45

Operating Cost per Hour



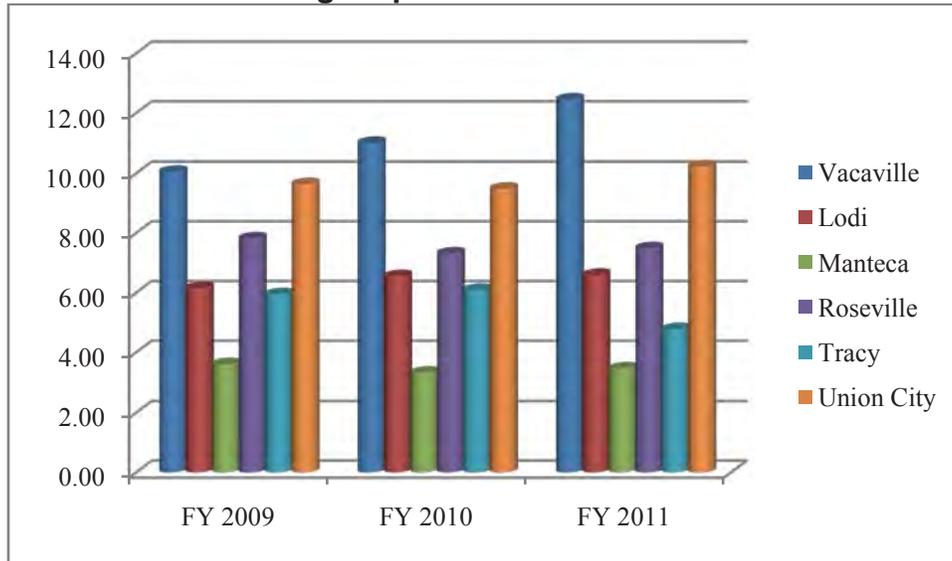
Passengers per Vehicle Service Hour

Vacaville City Coach carried more passengers per hour on average than comparable systems. This indicator reflects the steady increases in passenger trips accompanied by the slight changes in vehicle service hours. Vacaville averaged 11.2 passengers carried per hour. Union City came in second to Vacaville in the number of passengers per hour systemwide, averaging 9.8 passengers during the same period. The remaining transit systems did not compare as well given the decreases in passenger trips. The number of passengers per service hour is shown for each operator in the table and graph below.

Passengers per Vehicle Service Hour

	FY 2009	FY 2010	FY 2011
Vacaville	10.05	11.00	12.45
Lodi	6.16	6.56	6.60
Manteca	3.61	3.32	3.46
Roseville	7.82	7.32	7.49
Tracy	5.95	6.09	4.78
Union City	9.64	9.48	10.22

Passengers per Vehicle Service Hour



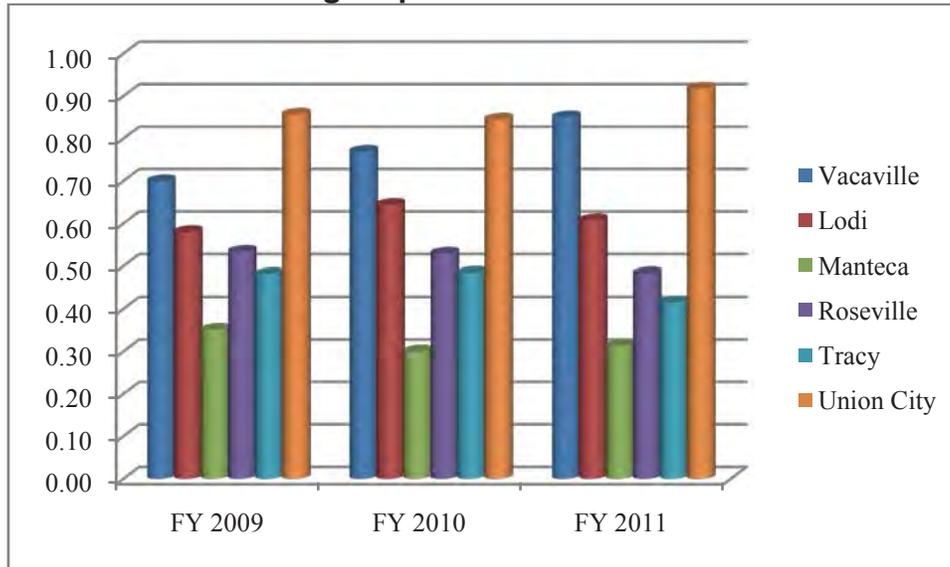
Passengers per Vehicle Service Mile

The number of passenger carried per hour by City Coach ranks among the highest of the peer operators averaging about 0.77 passengers per mile. Only Union City carried more passengers per mile, averaging 0.87 passengers. Both systems exhibited increases in passenger trips with minor fluctuations in vehicle service miles. In contrast, the remaining operators saw decreased passenger trips during the period with some fluctuations in vehicle service miles. A comparison of the number of passengers carried per service mile is shown below in the table and graph.

Passengers per Vehicle Service Mile

	FY 2009	FY 2010	FY 2011
Vacaville	0.70	0.77	0.85
Lodi	0.58	0.64	0.61
Manteca	0.35	0.30	0.31
Roseville	0.53	0.53	0.48
Tracy	0.48	0.48	0.42
Union City	0.86	0.84	0.92

Passengers per Vehicle Service Mile



Farebox Recovery

On a systemwide basis, Vacaville's farebox ratio ranked amongst the highest during the three year period in comparison to the other operators. Its farebox ratio exhibited a steady upward trend attributed to increases in passenger trips and revenues as well as controlled operating costs. Roseville was the only other operator which fared favorably to Vacaville. While not reflected in their data, other systems including Lodi, Manteca and Tracy are supported by local county transportation measure revenues which are used to support the farebox. Solano County has no such self-help transportation revenue measure. Systemwide farebox recovery ratios for Vacaville City Coach and peer transit operators are shown in the following table and graph.