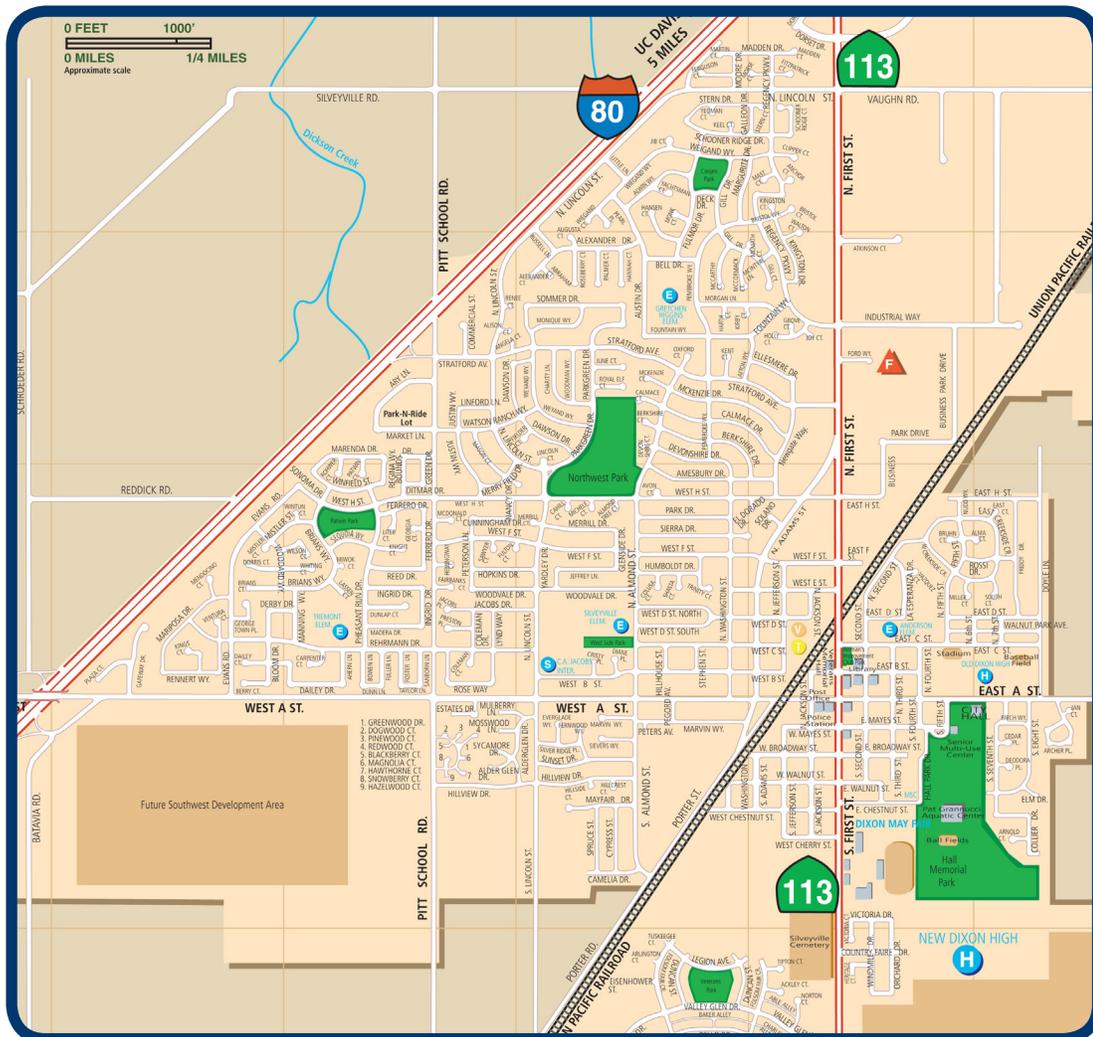




City of Dixon Readi-Ride Short Range Transit Plan FY 2008/09–2017/18



FINAL

May 2009

Nelson | Nygaard
consulting associates

City of Dixon

Readi-Ride Short Range Transit Plan

FY 2008/09-2017/08

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).

Plan accepted by the City of Dixon City Council on May 26, 2009.

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Executive Summary

This report presents a ten-year plan for Dixon Readi-Ride. To prepare the plan, the consultant evaluated existing Readi-Ride service, analyzed demographic conditions and trends, and solicited input from passengers, community members, community stakeholders and transit operations staff. The information gathered during early phases of the project was then used, in conjunction with field observations, to develop a recommended service plan that best serves Dixon residents' transit needs and addresses financial issues facing the City. The overarching purpose of this plan was to:

- Address the TDA Triennial Audit findings regarding the system's goals and objectives and reporting standards
- Address service efficiency and increasing operating costs
- Create a financially constrained operating plan

Community Profile

Dixon has approximately 17,500 residents as of 2007. The city was expected to grow significantly within the next few years but the recent downturn in the housing market has slowed city growth. The city population is densest in its central core area bordered on the north by Stratford Avenue, A Street to the south, Pitt School Road to the west, and to the east by First Street. Directly north of Stratford Avenue is the second highest density area in Dixon. The fringes of the city border agricultural land and are less densely populated. Dixon is home to many large employers including Kragen Auto, Dixon Unified School District, First Northern Bank, the Walmart Supercenter, and the Gymboree distribution center. As with population density, seniors, youth, and low-income residents who may be transit dependent are concentrated in Dixon's central core area. Chapter 2 presents a full demographic review of Dixon.

Readi-Ride System Overview

Dixon Readi-Ride provides an ADA accessible general public curb-to-curb dial-a-ride service within the Dixon city limits. Readi-Ride operates on weekdays from 7:00 AM to 5:00 PM and on Saturdays from 8:00 AM to 5:00 PM. The service does not operate on Sundays or holidays.

To schedule a ride, passengers must call Readi-Ride. Ride requests are honored on a space available basis and Readi-Ride encourages passengers who have time sensitive appointments to schedule their ride at least one day in advance to guarantee their trip time.

Readi-Ride is able to respond to passenger requests in a prompt manner. Ride requests are typically fulfilled within five to ten minutes of the initial request. During the peak times of the day when service is dominated by school trips, passengers may have to wait up to 30 minutes between their ride request and the vehicle pick-up time.

School Service

At the beginning of the school year, Readi-Ride takes reservations for school subscription service. Sixteen spots are available per school and are assigned on a first-come, first-served basis. 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 age

to high school age can sign-up for the service. Parents are charged monthly in advance of the service.

School service accounts for a majority of Readi-Ride service. It requires up to three vehicles to operate during the hours of approximately 7:00 AM to 9:00 AM and 2:00 PM to 4:00 PM and results in a decrease in the general public dial-a-ride service capacity. The service is popular and Readi-Ride maintains a waiting list of students who wish to use the service.

Fare analysis shows that almost half of all Readi-Ride passengers paid the youth fare in FY 2006/07, which is available to passengers between the ages of five and 17. This underscores the popularity of the service for school age children.

System Performance

System performance was analyzed for the past five fiscal years. Basic financial and operating data is presented in Figure ES-1. Performance indicators have generally shown a downward trend over the past five years due to costs increasing at a greater rate than ridership and service levels. Ridership and fare revenues have increased during each year of the review period.

Figure ES-1 Readi-Ride Performance

	FY 2003/04	FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Operating Cost	\$ 430,287	\$ 600,783	\$ 627,189	\$ 623,450	\$ 648,188
<i>Percent Change</i>		39.6%	4.4%	-0.6%	4.0%
Ridership	49,990	56,154	57,971	66,324	71,657
<i>Percent Change</i>		12.3%	3.2%	14.4%	8.0%
Revenue Miles	74,154	83,767	92,102	100,418	110,288
<i>Percent Change</i>		13.0%	10.0%	9.0%	9.8%
Revenue Hours	6,083	6,880	7,250	7,734	8,665
<i>Percent Change</i>		13.1%	5.4%	6.7%	12.0%
Farebox Revenue	\$ 54,000	\$ 66,760	\$ 69,093	\$ 81,276	\$ 88,848
<i>Percent Change</i>		23.6%	3.5%	17.6%	9.3%
Operating Cost/Passenger	\$8.61	\$10.70	\$10.82	\$9.40	\$9.05
<i>Percent Change</i>		24.3%	1.1%	-13.1%	-3.8%
Operating Cost/Revenue Hour	\$70.73	\$87.32	\$86.51	\$80.61	\$74.81
<i>Percent Change</i>		23.5%	-0.9%	-6.8%	-7.2%
Passengers/Revenue Hour	8.22	8.16	8.00	8.58	8.27
<i>Percent Change</i>		-0.7%	-2.0%	7.2%	-3.6%
Farebox Recovery Ratio	12.5%	11.1%	11.0%	13.0%	13.7%
<i>Percent Change</i>		-11.5%	-0.9%	18.3%	5.1%
Average Fare/Passenger	\$1.08	\$1.19	\$1.19	\$1.23	\$1.24
<i>Percent Change</i>		10.1%	0.3%	2.8%	1.2%
Subsidy/Passenger	\$7.53	\$9.51	\$9.63	\$8.17	\$7.81
<i>Percent Change</i>		26.3%	1.2%	-15.1%	-4.5%

*Source: FY 2003/04-FY 2004/05 Triennial Performance Audit FY 2002/03, FY 2003/04, and FY 2004/05

Year end reports: FY 2005/06, FY 2006/07, & FY 2007/08-Ridership, Miles, & Hours; Annual budgets-Farebox & Operating Cost

Operating Costs based on actual budgets provided by the City of Dixon

Farebox revenues have increased over 65% in the last five years while ridership has only increased 43%. In spite of rising farebox revenues, the farebox recovery ratio, which measures the percentage of the operating cost covered by passenger fares, has fluctuated over the last five years. The fluctuations are due to operating costs increasing at a greater rate than farebox revenues. As a result, the overall farebox recovery ratio is up only nine percent since FY 2003/04. The indicator, however, has remained above 10%, which is Readi-Ride's established farebox recovery ratio minimum.

The operating cost per passenger has fluctuated since FY 2003/04 increasing to a peak \$10.82 in FY 2005/06 before declining in the two most recent fiscal years. The FY 2006/07 and FY 2007/08 decline in the cost per passenger is due to ridership increasing at a greater pace than operating costs. Overall, the operating cost per passenger is up approximately five percent since FY 2003/04. The operating cost per revenue hour has declined since FY 2005/06. The cost per hour has increased six percent since FY 2003/04 and is currently at \$74.81 per revenue hour.

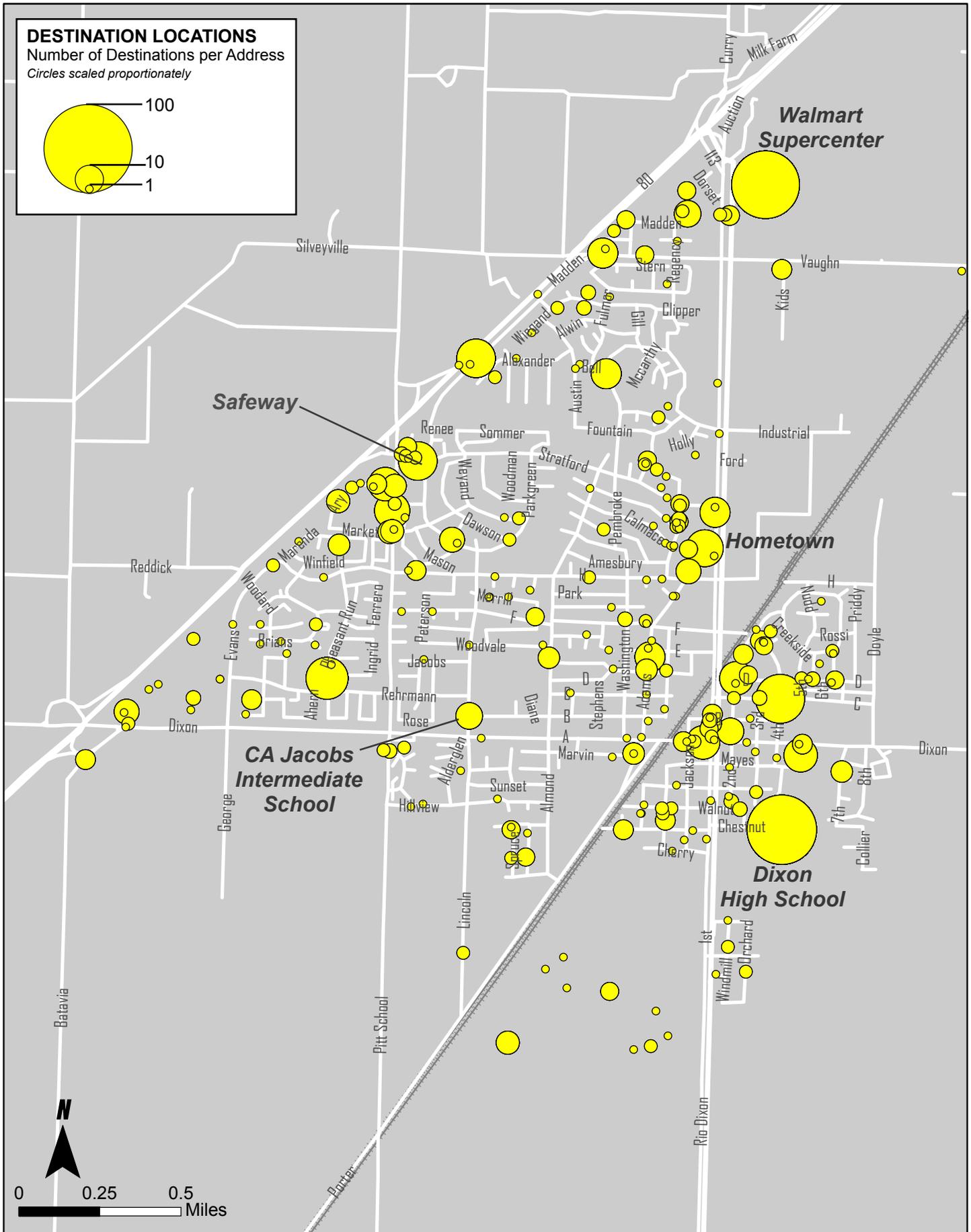
The number of passengers carried per revenue hour has remained steady over the last five fiscal years. In FY 2007/08, Readi-Ride averaged 8.27 passengers per revenue hour, a very high productivity rate for a dial-a-ride operation. Ridership is up over 40% since FY 2003/04. To keep pace with the increasing demand, revenue hours grew by 42% in the same time period.

Passenger Logs and Travel Patterns

Nelson\Nygaard reviewed dial-a-ride log origins and destinations from August 28 to September 3, 2008 to determine major trip patterns. Not surprisingly, the most common origins and destinations were schools and grocery stores. Dixon High School and the Wal-Mart Supercenter were the two most popular origins and destinations during the sample week. Besides schools and grocery stores, Sutter West Medical, McDonalds, civic buildings, and apartment complexes were popular among riders.

Figures ES-2 and ES-3 show all Readi-Ride origins and destinations for the sample week.

Figure ES-3 Readi-Ride Destinations Map



Passenger Surveys

In order to solicit the travel patterns and service opinions from Readi-Ride passengers, an on-board passenger survey was conducted by Readi-Ride drivers in July 2008. Passengers were given the option of placing completed surveys into a manila envelope on the vehicle or mailing back the survey. In addition to an on-board survey, Nelson\Nygaard staff mailed the survey to the parents of all Readi-Ride student subscription service users. The survey was mailed directly to the passenger's home. Surveys were provided in both English and Spanish. A total of 74 surveys were returned-66 on-board surveys and eight student mailer surveys. With an average daily ridership of 228 passenger trips in FY 2007/08, the total surveys returned represent a 32% response ratio. This does not take into account passenger roundtrips.

Most passengers are using the service to travel between home, work, and shopping according to the survey. This understates the school ridership since the survey was taken during the summer and few surveys were returned by school subscription service users.

Overall, the survey revealed that passengers are pleased with Readi-Ride. Almost all passengers (97%) rated the service as "good" or "excellent". Although most thought highly of the service, improvements were requested including more Saturday service, earlier morning service, and more direct service/shorter travel times.

When asking passengers how they would make their trip without Readi-Ride, over 20% of respondents reported that they would not have made the trip had Readi-Ride service not been available. This highlights the important role that transit plays in providing mobility to people who are transit dependent. Half of the respondents would have walked if Readi-Ride was not available. Because Dixon is a relatively small, flat community, walking to destinations within the city is possible.

Only 10% of respondents (seven responses) stated that they have been "denied" service in the past month. Those who stated that they were denied service were asked to elaborate about the circumstances. Of the five respondents who elaborated, three respondents stated the service was too busy to pick them up, one did not want to wait more than five minutes, and one had no money.

Stakeholder Input

Community representatives and local organizations representing a diverse range of Dixon residents were contacted to ask for their opinions about public transit service in Dixon and the direction the service should take in the future in light of funding constraints. A full list of stakeholders is presented in Appendix B.

All stakeholders praised Readi-Ride staff for providing passengers with an excellent service. Stakeholder opinions varied on the direction Readi-Ride should pursue over the planning horizon. They agreed that Readi-Ride should continue its current role of providing transportation for all residents in the community. Opinions differed on possible service alternatives. Stakeholders were split among those who oppose any change to the current service model and those who support a fixed-route service. Regardless of the fiscal constraints, stakeholders recommended that Readi-Ride expand service days and hours, provide intercity service, more aggressively secure funding, pursue alternative fuel vehicles, and consider implementing fixed-route service if demand warrants an alternate delivery method.

Driver Interviews

As front line employees, Readi-Ride drivers have a unique insight about service quality and the day-to-day issues and opportunities that can provide valuable feedback and information about the service. Nelson\Nygaard staff met informally with drivers to discuss the current service. A summary of the key issues culled from driver interviews are presented below.

- **Staffing:** Staffing level was the most important concern reported by all interviewed staff. According to operations staff, more drivers are needed in order to provide service. With ridership increasing, capacity is peaking and drivers are having difficulty maintaining a 5-10 minute response time.
- **Capacity Issues:** Readi-Ride has capacity issues during school bell times and during the midday peak period. During school bell times, only one vehicle is available exclusively for the general public, which can lead to wait times of 30 minutes or more. While 30 minute wait times may not seem like an extraordinary amount of time, passengers are accustomed to a response time of approximately five to ten minutes. With 30 minute wait times, staff stated some passengers refuse the ride and find an alternative mode to get to their destination.
- **Fixed-Route Service:** Drivers were asked how they felt about fixed route service as a potential replacement or supplement to dial-a-ride service. Support varied among the operations staff with some supporting the idea while others did not. Most, however, thought that a possible fixed-route service for older students (middle school and high school) would work although parents and students may not totally embrace it. Drivers thought that the public would not support or utilize a fixed route service as much as the current general public dial-a-ride service. The idea of a deviated fixed-route was also mentioned as an option with staff feeling somewhat ambivalent about it.
- **Equipment:** Drivers often mentioned outdated equipment during the interviews. The radio system currently used by the dispatcher had been in use since Readi-Ride began operations in 1983 and was a hand-me-down from Fairfield/Suisun Transit. Drivers cited the lack of fareboxes as a security concern. Cash is kept in an envelope at the front of the vehicle and may be vulnerable to stealing.

Goals, Objectives, Measures and Standards

Readi-Ride has established a set of goals, objectives, measures, and standards to monitor how well service is performing. These measures have not been updated in several years and do not reflect current operating conditions. While the City generates annual and biannual performance reports comparing current performance to past fiscal years, these reports are not used to help improve the service or control costs. Because staff has not used the established standards to monitor service performance, declines in service efficiencies and negative trends have gone without corrective action.

Current Performance

Readi-Ride performed well in FY 2007/08 compared to their adopted standards. The service exceeded standards for many measures including passenger productivity and operating cost per service hour. Readi-Ride carried over eight passengers per service hour compared to a goal of 7.5 passengers. Standards were not met for categories such as subsidy per passenger, marketing expenditure, and useful vehicle life. The established subsidy per passenger standard is

less than \$7.00 per passenger. However, the actual performance was \$9.05 per passenger due to rising operating costs. The current goals, objectives, measures, and standards with their FY 2007/08 performance is presented in Chapter 7.

Proposed Goals, Objectives, Measures, and Standards

In order to provide a more useful framework for Readi-Ride, Nelson\Nygaard recommends streamlining the current set of goals and objectives. By eliminating extraneous information, the document will be more useful and staff can more easily compare current performance to their established standards without the need to calculate data not readily available from the operations reports. The document has been reorganized and standards have been updated to reflect the current operating conditions.

Two sets of standards are presented—one for the current dial-a-ride and another for a deviated fixed-route or traditional fixed-route service.

Figure ES-4 Proposed Updates

Goal	Objective	Performance Measure	Status Quo Dial-A-Ride Performance Standard	Fixed-Route/Deviated Fixed-Route Performance Standard
Provide increased mobility in the community	A. Continue to provide demand-response transit service within the city limits for seniors and persons with disabilities	Level of geographic coverage, taking into account any topographic constraints	100% of Dixon city limits	100% of Dixon city limits
	B. Coordinate the Readi-Ride program with intercity and regional services	Work with adjacent jurisdictions and transit providers to coordinate transit schedules and fares	Provide direct transfers to Route 30 and Solano Paratransit during the same daily span of service	Provide direct transfers to Route 30 and Solano Paratransit during the same daily span of service
Provide an efficient & effective service	C. Provide a service which will maximize system productivity and efficiency.	Passenger productivity (passengers/vehicle service hour)	8.0 passengers/vehicle service hour	12.0 passengers/vehicle service hour
		Operating cost per vehicle service hour	Annual increase should be no greater than the consumer price index (CPI)	Annual increase should be no greater than the consumer price index (CPI)
		Operating cost per passenger	Less than \$10.00 per passenger trip	Less than \$10.00 per passenger trip
		Minimize subsidy/passenger trip	Less than \$9.00 per passenger trip	Less than \$9.00 per passenger trip
		Maximize farebox recovery ratio	10% or greater	10% or greater
		Annual growth in ridership	Should equal or exceed annual population growth rate	Should equal or exceed annual population growth rate

Goal	Objective	Performance Measure	Status Quo Dial-A-Ride Performance Standard	Fixed-Route/Deviated Fixed-Route Performance Standard
Provide an efficient & effective service <i>(continued)</i>	D. Regularly evaluate the performance of the system	Monthly and annual management reports on key operational statistics	Include 100% of performance measures in the monthly reports	Include 100% of performance measures in the monthly reports
Provide a safe & reliable service	E. 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.	Update brochures as needed and provide to outlets throughout the city.	Have brochures available at locations throughout the city.	Have brochures available at locations throughout the city.
		F. Maintain a safe service that passengers can easily rely on	Preventative maintenance inspections completed on schedule	100% of PMIs within 500 miles of scheduled time
	Service Denials	Less than 2% of requests denied within the requested pickup window	Less than 2% of requests denied within the requested pickup window (for ADA paratransit or route deviations)	
	Response (wait) time for pickup requests	90% within 0-45 minutes 100% within 60 minutes	Passengers requesting ADA paratransit or route deviation will be picked up within +/- 10 minutes of the negotiated pickup time	
	No shows as a percentage of passengers carried	No more than 2.5%	No more than 2.5% (for ADA paratransit or route deviations)	
	Verified passenger complaints	<1 per 1,000 passenger trips	<1 per 1,000 passenger trips	
	On-time performance	Pickup 95% of passengers within +/- 10 minutes of negotiated pickup time	90% of trips arrive at bus stops within 5 minutes of the posted schedule	
	Miles between roadcalls	>10,000 miles	>10,000 miles	
	Miles between preventable accidents	>50,000 miles	>50,000 miles	

New Items

In order to make the goals and objectives more useful for staff, the following new items are recommended.

- Goal 3: Provide a safe and reliable service. This new goal was created to focus Readi-Ride's commitment to providing an excellent level of service.
- Objective F: Maintain a safe service that passengers can easily rely on. This new objective has been created to compliment Goal 3 and further emphasize the commitment to safety and reliability.
- Operating cost per passenger: This measure illustrates how much the service costs per passenger trip and shows how efficiently the service is provided.

Updated Items

To more accurately reflect current operating conditions, updates are proposed to objectives, measures, and standards.

- Goal 2: Provide an efficient and effective service. Goal 2 has been expanded and reorganized to include elements of the current Goal 3.
- Goal 3: Provide efficient service. This goal has been incorporated into Goal 2.
- Objective A: Continue to provide demand-responsive transit service within the city limits for seniors and persons with disabilities. The former objective stated that Readi-Ride would provide demand-response service outside of city limits and to transit dependent populations. Readi-Ride currently operates only in Dixon. As the service grows and expands, the service delivery method may change and demand-responsive service may be discontinued for the general public. All city residents would still have access to public transit however.
- Objective C: Provide a service which will maximize system productivity and efficiency. The objective has been generalized to relate to all transit services, not just demand-response service. Statements in the current objective related to on-time performance, safety, and convenience has been moved to a new goal.
- Passenger productivity has been increased to 8.0 passengers/vehicle service hour for the status quo service to reflect current conditions and 12.0 passengers/vehicle service hour for a fixed-route service. If fixed-route service is implemented, the service will need two or more years to realize this productivity standard.
- Minimize subsidy/passenger trip has been increased to "less than \$9.00 per passenger trip." The current standard of \$7.00 per passenger is outdated and does not accurately reflect current conditions.
- The farebox recovery ratio goal is updated to "10% or greater". The old standard set the goal at 15% which Readi-Ride has been unable to meet and is not required to meet.
- Update brochures as needed and provide to outlets throughout the city/Have brochures available at locations throughout the city. The current measure and standard call for at least two marketing campaigns or contacts per year. With the current financial situation facing the service, resources can be devoted to better causes. Readi-Ride is well utilized by the public and the staff already provides informational assistance as needed to individuals and agencies. The measure and standard have been updated so the public will

be able to get information about Readi-Ride throughout the city without being tethered to marketing campaign quotas.

- Percentage of turndowns has been updated to service denials to reflect standard industry language. The standard has been updated to “no more than 2% request denials within the negotiated pickup window”. While Readi-Ride has less than 1% of requests denied, the current standard states that less than 1% of requests can be denied for immediate trips. Requests for immediate trips are unreasonable with limited resources and escalating costs and a 2% standard will allow Readi-Ride to have additional “wiggle” room.
- Response time for pickup requests has been updated from 90% within 0-30 minutes and 100% within 45 minutes to 90% within 0-45 minutes and 100% within 60 minutes. Service policies are being reviewed in order to make Readi-Ride more fiscally sound and response times may increase.
- For ADA paratransit or route deviation service requests, the recommended standard states that the vehicle will arrive within a 20 minute window of the negotiated ride request time (10 minutes before or after).
- Verified passenger complaints have been decreased from 1 in 10,000 trips to 1 in 1,000 trips. The current standard allows Readi-Ride to receive only nine complaints per year. The updated standard is more realistic for a transit service.
- Deviation time has been updated to on-time performance. The standard states that 95% of pickups will occur within +/- 10 minutes of the negotiated pickup time, equivalent to the current standard. For a fixed-route or deviated fixed-route service, the standard states that 90% of trips will arrive at bus stops within five minutes of the posted schedule.
- Miles between preventable accidents has been increased from 25,000 miles to 50,000 miles. Readi-Ride exceeds the current and proposed standard.

Discontinued Items

Current measures and standards are not used on a regular basis and some do not provide an accurate or useful assessment of Readi-Ride service. As a result, consulting staff eliminated these items.

- Objective F: The current Objective F is closely related to Objective C and has been discontinued. All relevant measures and standards were incorporated into Objective C.
- Missed trips: Performance is more accurately observed by the number of service denials.
- Travel time to reach destination after pick-up: This measure is not currently tracked by Readi-Ride staff.
- On-going efforts with target groups/Minimum of two contacts/campaigns per year: Readi-Ride has a community presence and is well utilized by the public. Staff already participates in city events and communicates with the public regularly. This measure and standard are not useful for a service review.
- Proportion of transit operating budget devoted to system marketing/promotion: Readi-Ride does not meet the established standard. With tight revenue sources, the service should not be held to a standard guaranteeing 3% of the budget to marketing when operations could use the money to provide service.

- Maintenance cost per vehicle mile: Readi-Ride has established standards for preventative maintenance and roadcalls, which provide better standards for maintenance than cost per mile.
- Maximum bus mileage and/or age: Readi-Ride already has a fleet replacement schedule and they maintain and regularly purchase new vehicles to replace older vehicles. Older vehicles can still be used as spares and should not count against the service.
- Administrative costs as a percent of total operating cost: The service is far below the established maximum. Readi-Ride has a small administrative staff compared to the operating staff and administrative costs will unlikely account for a significant portion of the total budget.

Tracking System Performance

Readi-Ride already compiles biannual and annual performance reports describing the current year's performance. The reports differ in format with the biannual report presenting a wide range of performance indicators from the current and past two fiscal years such as number of roadcalls, passengers per hour, average wait time, and trip type. The annual report is less detailed and presents ridership, passengers per hour, passengers per mile, farebox revenues, and on-time performance data.

As suggested by the City of Dixon's TDA Audit, Readi-Ride should create quarterly performance reports. The recommended report format should more closely follow the biannual report which compares multiple years of data. Quarterly reporting of a small list of performance indicators and comparing them to the established standards will allow Readi-Ride to analyze trends and take corrective action to ensure that service performance is moving in the right direction.

Recommended performance measures for the quarterly report are:

- Passengers per revenue hour
- Operating cost per passenger
- Subsidy per passenger
- Farebox recovery ratio
- Miles between roadcalls
- Miles between preventable accidents
- Service denials
- On-time performance

A sample report is presented in Chapter 7.

Service Alternatives

Readi-Ride is at a crossroads. Ridership is increasing at a rate greater than the City's population growth. At the same time operating costs are rising and TDA revenues are decreasing in the short-term. City staff is facing pressure to make the service more efficient while still providing the same excellent level of service that the public is accustomed to receiving.

With high ridership and the need for more efficient service, the consulting team created service alternatives to help stabilize Readi-Ride costs and maintain a high level of service. Three service alternatives are proposed in this chapter: maintain current dial-a-ride with policy changes, fixed-route, and deviated fixed-route.

Alternative 1: Maintain Dial-A-Ride Operations

Readi-Ride was originally created to provide dial-a-ride service to seniors and people with disabilities. As Dixon has grown, Readi-Ride has expanded service in order to accommodate all passengers including students. However, the large student demand has led to a decrease in the service level available to the general public, seniors, and people with disabilities due to capacity constraints. Readi-Ride must operate up to four vehicles during school bell times to accommodate students and as a result, reduce capacity for the general public.

With a goal of containing operating cost increases Readi-Ride must transition to a more formal dial-a-ride service and reevaluate school service guidelines. This alternative proposes a scaled-back dial-a-ride operation with the following proposed changes to help control costs and demand.

Reservation Policy

Facing lower funding, Readi-Ride will not be able to maintain the current 5-10 minute response time. To help spread out and control demand, a more formal reservation policy is recommended. By increasing the response time from 5-10 minutes to 30-60 minutes, Readi-Ride will be better equipped to handle and distribute passenger demand. Whenever possible, Readi-Ride should encourage advanced reservations. This will allow the reservationists to plan their service schedule and also encourage passengers to consolidate trip requests instead of making numerous trips throughout the day. This arrangement will allow dispatchers to know exactly how many vehicles are needed at various times throughout the day and avoid using excess resources. Longer wait times will become the norm in the face of declining revenues and increasing costs resulting in fewer vehicles on the road.

Proposed Policy: Encourage passengers to make advanced reservations and consolidate trips.

School Service

To control school service demand, Readi-Ride should charge a higher fare than is currently charged for the subscription service to guarantee the high level of service students currently expect and receive five days a week. The student fare is \$1.75 per ride and students are provided a quantity discount for subscription service.

With a full student fare of \$1.75 one-way and assuming 20 school days per month, it is recommend that Readi-Ride eliminate the quantity discount and charge the full student fare for all student subscription trips. This will increase the student subscription service price to \$35 per month for one-way service and \$70 per month for roundtrip service, assuming 20 monthly school days. The increased price will help curb demand.

Proposed Policy: Readi-Ride will discontinue offering a quantity discount for student subscription service. Dependent on service hours available annually, Readi-Ride may need to decrease the number of student subscription trips available.

Vehicle Requirements

With the revenue projections provided in this report, Readi-Ride will only be able to operate for 22 service hours per weekday. As a result, two all-day vehicles and one peak-vehicle will be available¹.

Advantages and Disadvantages

There are two major advantages with this alternative:

- General public dial-a-ride service remains in place.
- No additional capital improvements and investment are needed.

The major disadvantages are:

- The system will continue to experience strong demand and feel pressure to increase the service level to accommodate passenger requests for service.
- Passenger requests will not be accommodated within the five minutes response time they have come to expect. A 30-60 minute response time will become a reality with demand and decreasing revenues.
- Eliminating the student subscription quantity discount may adversely affect lower income families.

Alternative 2: Fixed-Route Service

Dixon Readi-Ride carried over eight passengers per revenue hour in FY 2007/08, a high productivity for a dial-a-ride service. With high productivity and increasing demand, Dixon should consider transitioning from a general public dial-a-ride service to a fixed-route service.

A major advantage of fixed-route service over a dial-a-ride service is that it can accommodate increases in ridership without necessarily increasing service hours. Fixed-routes also have the advantage of spontaneity, flexibility, and directness. Passengers can access a route without having to schedule a trip in advance, eliminating valuable dispatch time. Passengers also do not have to deviate from where they need to go in order to pick-up or drop-off dial-a-ride passengers, which can provide a faster more direct trip.

If Dixon decides to operate a fixed-route service, it must continue to operate a dial-a-ride service to comply with the Americans with Disabilities Act (ADA). Under the ADA, fixed route systems must provide a complementary demand response system providing service within ¾ miles of the fixed-route.

Fixed-Route Design

A fixed-route bus operates on a set schedule over a regular route. A single route is recommended providing two-way service along the same alignment. The proposed route will cycle in 60 minutes and require one vehicle.

¹ Two vehicles from 7:00 AM to 5:00 PM and one vehicle for an hour in the morning and afternoon. Alternately, Readi-Ride can offer more service during the school year and less during the summer since school demand will not be an issue.

School Tripper Service

One school tripper route is proposed to provide additional coverage and increase capacity during school bell times. The route will serve all Dixon schools and provide more coverage in neighborhoods than the proposed regular fixed-route service. The proposed route will directly serve neighborhoods along Regency Parkway, Pembroke Way, Evans Way, and along H Street not served by the proposed all day service. The schedule will be created to ensure that students arrive at school on-time in the mornings and pick-up students once school is dismissed in the afternoons. In order to avoid strict state mandated school bus requirements, the tripper service must be open to the general public. All school subscription service is discontinued in this alternative.

Bus Stops

Bus stops will need to be established and are recommended approximately every two blocks to maximize passenger convenience. Sample schedules have been prepared for the routes. For bus stop guidance and sample schedules, see Appendix C.

ADA Compliant Service

If Dixon decides to operate a fixed-route service, it must continue to operate a dial-a-ride service to comply with the Americans with Disabilities Act (ADA). The ADA requires that a complementary paratransit service be available for people unable to use the fixed-route service. An ADA service must serve origins and destinations within three-fourths of a mile on each side of a fixed-route. The service must be available the same hours and days as the fixed-route service. ADA requires that there can be no substantial number of denials for requests for next day service. Another ADA requirement is that there are no trip purpose limitations. Other ADA requirements address eligibility requirements, travel time, on-time performance, and fares.

Vehicle Requirement

The all-day fixed-route service would require one vehicle from 7:00 AM to 5:00 PM and an ADA paratransit vehicle would need to be available during the same hours. The ADA vehicle would not necessarily have to operate all day if there are no planned trips. During the school peak period, one additional tripper vehicle would be needed.

Advantages and Disadvantages

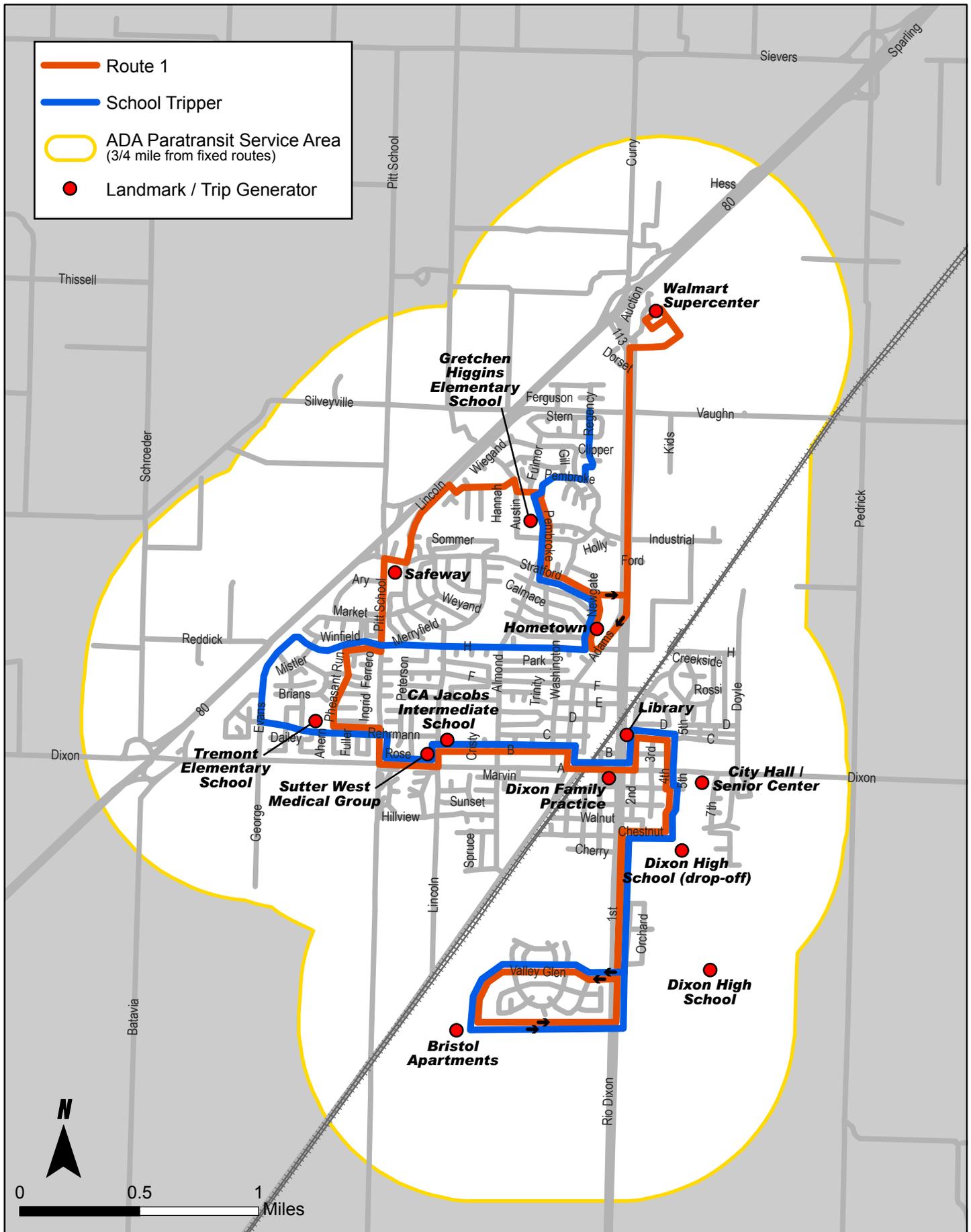
Listed below are the four main advantages with this alternative:

- Dial-a-ride service remains in place for ADA eligible passengers. Dixon may want to also allow non-ADA eligible seniors to use the service on a space available basis.
- Service is provided to all major trip generators in Dixon.
- Travel times are minimized.
- The service will be able to carry more passengers per service hour.

The major disadvantage with this alternative is that the public will need to become accustomed to a new service delivery method and may initially not embrace the change. However, in time, they will realize the greater flexibility afforded by a fixed-route service. The four disadvantages associated with this service alternative are:

- General public can no longer utilize the door-to-door service.
- Only one vehicle can be provided during the off-peak period.
- One-time capital improvements are necessary.
- Public may resist change to the current service format.

Figure ES-5 Fixed-Route System Map



Alternative 3: Deviated Fixed-Route

A deviated fixed-route, also known as a flex-route, is similar to a fixed-route except that with prior notice, the bus will deviate off the fixed-route to pick-up or drop-off passengers within a specified distance of the route. The purpose of a deviated fixed-route is to increase the range of a route's coverage area. Expanding the coverage area could make the route accessible to people who might not be able to walk to a regular fixed-route bus stop.

According to ADA requirements, deviated fixed-routes are not required to offer complementary paratransit service. For this reason, a deviated fixed-route service would eliminate the need for Dixon to offer a separate ADA paratransit service.

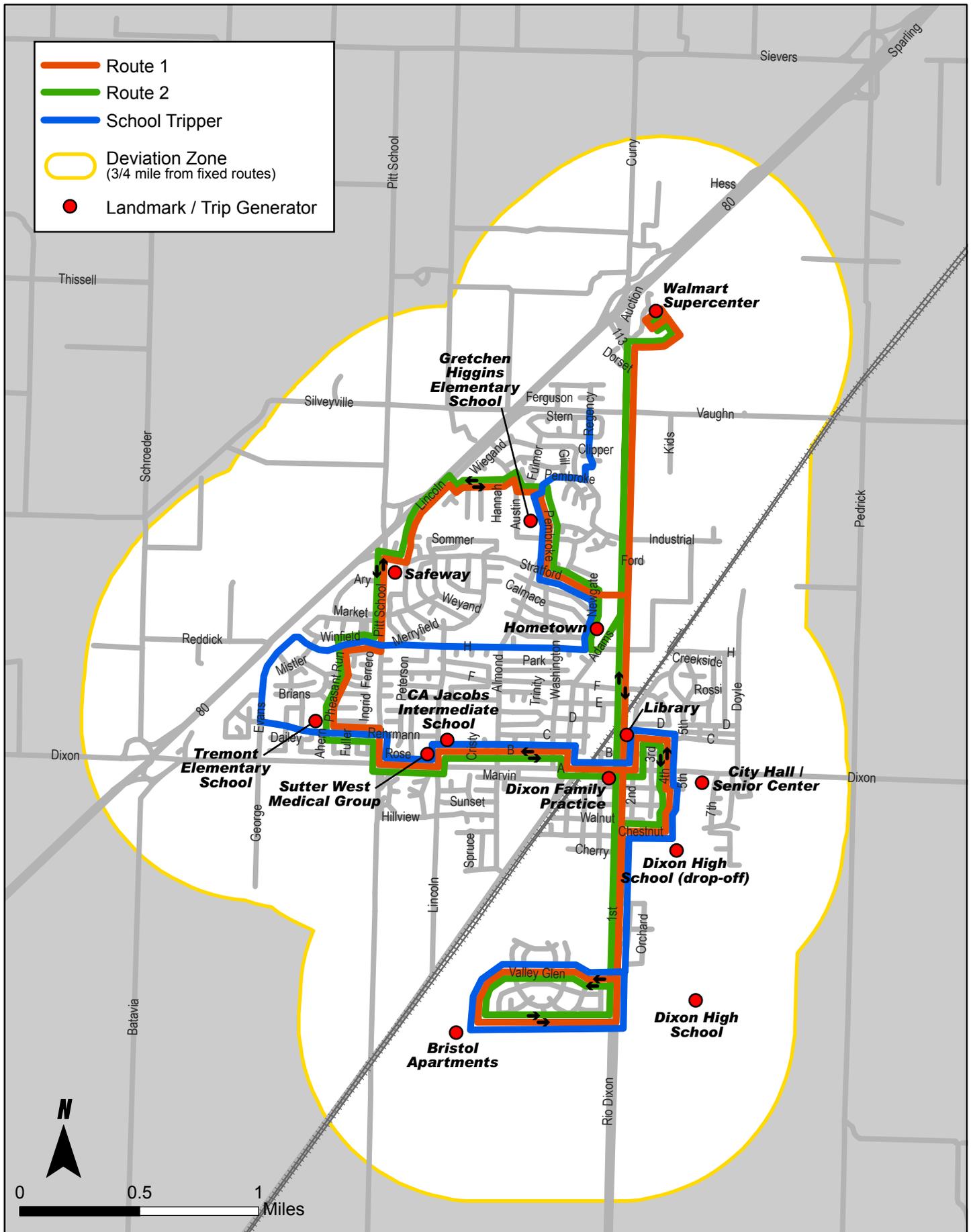
From the passenger's perspective, a deviated fixed-route can be either a plus or a minus. For passengers who live off the route and can request a route deviation, the route offers additional convenience that a regular fixed-route does not. For passengers accessing the route at a marked bus stop along the route, a deviated fixed-route requires schedules to be flexible and may require longer waits at bus stops. A deviated fixed-route would also inconvenience passengers already on the vehicle who would be taken off route to pick-up passengers requesting a deviation similar to the current dial-a-ride service.

From an operations standpoint, a deviated fixed-route functions in some ways like a dial-a-ride. Passengers requesting a deviation must phone the dispatcher to make their reservation and the dispatcher must schedule the trip with the driver. Passengers boarding the vehicle on the route may also request a deviation from the driver. In these circumstances, the driver would need to contact the dispatcher to verify that the deviation can be accommodated.

The recommended deviated fixed-route is a loop route with one vehicle operating clockwise and the other counter-clockwise. The proposed routing would provide the same service coverage as Alternative 2. Deviated fixed-routes require additional time built into the schedules to allow for deviations. As a result, the routes would pulse together every 60 minutes from the Walmart Supercenter.

Deviation policies would need to be established with this alternative. Route deviations are recommended for seniors and people with disabilities only. Bus stop guidelines are the same as the fixed-route alternative.

Figure ES-6 Deviated Fixed-Route System Map



School Tripper Service

One school tripper route is proposed to provide additional coverage and increase capacity during school bell times. The proposed route is identical to the fixed-route alternative and will serve all Dixon schools and provide more coverage in neighborhoods than the proposed all day deviated fixed-route service. To ensure that students arrive at school on-time, deviation requests will be prohibited on the trippers.

In order to avoid strict state mandated school bus requirements, the tripper service must be open to the general public. All school subscription service is discontinued in this alternative.

Vehicle Requirement

The proposed service would require three peak vehicles: two vehicles for the deviated fixed-route service and one vehicle during school bell times only for the school tripper service. The base level service will require two vehicles.

Advantages and Disadvantages

- Readi-Ride would not have to operate a separate ADA paratransit service.
- This alternative offers two routes to the public.
- Passengers who qualify for the door-to-door service can still request the service.

There are two major disadvantages with this alternative. They are:

- Passengers riding the service may be inconvenienced by deviations (similar to current dial-a-ride) and the additional time added into the schedule.
- As with the fixed-route scenario, a deviated fixed-route is not as accommodating as a dial-a-ride and will require one-time capital costs.

Comparison of Alternatives

Figure ES-7 compares the three service alternatives in terms of service levels, projected ridership, estimated operating costs, peak vehicle and staff requirements. Chapter 9 refines these estimates and discusses costs and assumptions in depth.

Figure ES-7 Alternative Comparison Chart

	Peak Vehicle Requirement	Annual Estimated Revenue Hours	Annual Estimated Operating Cost	Peak Staffing Level	Annual Estimated Ridership	Passengers/Revenue Hour
Alternative 1: Maintain Dial-A-Ride	3	5,500	\$411,429	4	45,483	8.3
Alternative 2: Fixed-Route						
<i>Fixed-Route Service</i>	2	3,000	\$224,416	3	31,500	10.5
<i>ADA Complementary Service</i>	1	2,500	\$187,013	1	6,250	2.5
Total	3	5,500	\$411,429	4	37,750	
Alternative 3: Deviated Fixed-Route	3	5,500	\$411,429	4	55,000	10.0

Notes: Costs based on the FY 2007/08 operating cost per hour (\$74.81)

Projections assume fixed route ridership has reached its full potential after 12-18 months of operation.

Expansion Priorities

Readi-Ride's current constrained financial situation will not support service expansion. However, if enhanced funding resources become available, Readi-Ride could increase service levels and therefore should prioritize expansion possibilities. The June 2008 survey results presented in Chapter 5 show that passengers would like more Saturday service, earlier morning service, shorter travel times, better dial-a-ride availability, and Sunday service.

A summary of expansion priorities and required resources is summarized below.

Figure ES-8 Expansion Priority

Priority #	Expansion Request	Description	Annual Revenue Hours	Estimated Cost
1	Reinstate service hours	Reinstate service to 6:00 PM and offer additional hours during peak times	1,250	\$93,512
2	Saturday Service	Operate Saturday service from 9:00 AM to 5:00 PM with one vehicle	450	\$33,662
3	Earlier Morning Service	Start service at 6:00 AM on weekdays/Provide one vehicle for the service	260	\$19,449
4	Shorter travel times/More direct service	Add an additional vehicle on weekdays to increase capacity	2,100	\$157,091
5	Sunday Service	Operate Sunday service from 9:00 AM to 5:00 PM with one vehicle	450	\$33,662
6	Longer Evening Hours	Operate service until 7:00 PM/Provide one vehicle for the service	260	\$19,449
7	Intercity Paratransit	Operation of intercity paratransit to Vacaville and Davis	350	\$26,000 (\$14,000 savings if opt out of Solano Paratransit)

Costs based on the FY 2007/08 operating cost per hour (\$74.81)

Capital and Financial Plan

Financial solvency and sustainability is a major issue confronting Readi-Ride. Operating costs have increased nearly 50% over the last five years, faster than growth in service levels and ridership. A key finding identified in Readi-Ride's last triennial audit was the need to control costs. While operating costs continue to grow, revenues are expected to decline over the next couple years.

The revenue projections for the next ten years are below.

Figure ES-9 Readi-Ride Revenue Projections

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
TDA Total Available to Dixon (after STA fund sharing)	\$444,188	\$365,097	\$346,842	\$346,842	\$350,311	\$353,814	\$364,428	\$375,361	\$386,622	\$398,220	\$410,167
		-17.8%	-5.0%	0.0%	1.0%	1.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Lifeline Grant	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STA Northern County Population Based Funding	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FTA Section 5311	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STAF	\$4,036	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$583,224	\$365,097	\$346,842	\$346,842	\$350,311	\$353,814	\$364,428	\$375,361	\$386,622	\$398,220	\$410,167

*TDA guidance for FY 2008/09 - FY 2010/11 from Jeff Matheson; Guidance for FY 2011/12 and beyond based on conversation with Bob Bates at MTC in February 2009

Financial Plan

Operating cost and revenue projections are presented for all three alternatives. MTC revenue projections are assumed for each alternative and costs are projected based on the FY 2007/08 operating cost per revenue hour.

All alternatives assume the following:

- Lifeline, FTA Section 5311, one-time STAF funding terminates after FY 2008/09
- TDA funding will decline in FY 2009/10 and FY 2010/11, will remain flat in FY 2011/12, and increase gradually in outer years
- Hourly operating costs will increase at three percent annually
- Saturday service will be discontinued after FY 2008/09 (due to funding constraints)
- Ridership will experience declines due to service hour reductions and fare increases and will then gradually increase over time.

Alternative 1: Current Dial-A-Ride Operation

Using MTC revenue projections, Dixon Read-Ride will be unable to maintain the current level of service. In FY 2007/08, Read-Ride operated approximately 8,500 revenue hours. Based on the constrained revenue projections, Read-Ride can only operate approximately 5,500 hours of service starting in FY 2010/11. As a result, fewer vehicles will be available for operations and service response times will increase.

The service is projected to cost approximately \$447,000 in FY 2009/10 and collect approximately \$94,000 in fare revenues. The major assumptions for Alternative 1 are summarized below:

- Read-Ride will operate 5,800 revenue hours in FY 2009/10 and 5,500 revenue hours in FY 2010/11 through FY 2016/17. After FY 2016/17, the service will operate 5,000 service hours.
- Fares will remain at the February 2009 level through the life of the span and the student subscription service quantity discount will be discontinued.
- Due to longer wait times, less service hours, and the fare increase, ridership will decline in FY 2008/09 but will level off and slowly increase after FY 2009/10 until FY 2016/17 when another service cut is scheduled.
- The alternative proposes using three drivers and one dispatcher during the peak period.

Alternative 2: Fixed-Route Service

For the fixed-route alternative, Read-Ride will operate approximately 5,500 annual revenue hours including both fixed-route and the ADA complementary service. This alternative is projected to cost approximately \$424,000 in FY 2009/10 and collect \$85,000 in passenger fares. The following summarizes the assumptions for this alternative:

- One fixed-route vehicle and one dial-a-ride vehicle will operate all day. One tripper bus will be used at peak school times.
- ADA paratransit service will operate 2,500 annual service hours.
- Because of the change in service model, fare increase, and the decline in service hours, ridership is expected to drop initially and rebound in future years.

- The alternative will require four staff persons during the peak period: two for fixed-route vehicles, one for the ADA paratransit service, and one dispatcher.
- A new fare structure is recommended for this alternative. Refer to discussion on fares in Chapter 9.

Alternative 3: Deviated Fixed-Route Service

Alternative 3 has the greatest ridership potential and offers a higher level of service than previous alternatives. Unlike Alternative 2, this alternative does not require an ADA complementary service and can therefore afford higher service levels, operating two vehicles on two routes for the entire service day. The alternative will require 5,500 service hours.

This service alternative is projected to cost about \$424,000 in FY 2009/10 and collect \$101,000 in fare revenues.

The following summarizes Alternative 3's assumptions:

- Three fixed-route vehicles will operate during the AM and PM school peak period and two fixed-routes will operate during the off-peak times.
- ADA complementary service is not required since the vehicle will deviate off route and offer door-to-door service upon request.
- Four staff persons are required during the peak period: three drivers and one dispatcher.
- Because of the change in service delivery, fare increase, and the decline in service hours, ridership is expected to initially drop and then rebound after a transition period.
- A new fare structure is recommended for this alternative. Refer to discussion on fares in Chapter 9.

Figure ES-10 Operating Plan

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Estimated Revenue Service Hours											
Alternative 1: Maintain Dial-A-Ride	7,975	5,800	5,500	5,500	5,500	5,500	5,500	5,500	5,000	5,000	5,000
Alternative 2: Fixed-Route											
Fixed Route Service Hours	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,750
ADA Service Hours	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,100
Total Service Hours	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	4,850
Alternative 3: Deviated Fixed-Route	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Estimated Service Costs											
Alternative 1: Maintain Dial-A-Ride	\$596,572	\$446,887	\$436,485	\$449,580	\$463,067	\$476,959	\$491,268	\$506,006	\$473,806	\$488,020	\$502,660
Alternative 2: Fixed-Route	\$411,429	\$423,772	\$436,485	\$449,580	\$463,067	\$476,959	\$491,268	\$506,006	\$521,186	\$536,822	\$487,581
Alternative 3: Deviated Fixed-Route	\$411,429	\$423,772	\$436,485	\$449,580	\$463,067	\$476,959	\$491,268	\$506,006	\$521,186	\$536,822	\$552,926
Estimated Revenues											
Non-Fare Revenues	\$583,224	\$365,097	\$346,842	\$346,842	\$350,311	\$353,814	\$364,428	\$375,361	\$386,622	\$398,220	\$410,167
Fare Revenues											
Alternative 1: Maintain Dial-A-Ride	\$104,792	\$94,384	\$94,431	\$94,903	\$95,853	\$96,811	\$110,002	\$111,102	\$100,598	\$102,609	\$104,662
Alternative 2: Fixed-Route	\$63,558	\$66,188	\$66,850	\$67,519	\$68,194	\$68,876	\$69,565	\$70,260	\$71,665	\$73,815	\$76,030
Alternative 2: ADA Complementary	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750
Alternative 3: Deviated Fixed-Route	\$96,433	\$101,255	\$102,268	\$103,290	\$104,323	\$105,366	\$106,420	\$107,484	\$109,634	\$112,923	\$116,311
Surplus/(Deficit)											
Alternative 1: Maintain Dial-A-Ride (Cumulative)		\$104,037	\$108,826	\$100,991	\$84,087	\$57,753	\$40,914	\$21,371	\$34,785	\$47,595	\$59,763
Alternative 2: Fixed-Route (Cumulative)		\$280,366	\$276,324	\$259,855	\$234,042	\$198,522	\$159,997	\$118,362	\$74,213	\$28,177	\$45,543
Alternative 3: Deviated Fixed-Route (Cumulative)		\$310,808	\$323,433	\$323,985	\$315,552	\$297,772	\$277,353	\$254,192	\$229,261	\$203,583	\$177,134

Non-Fare Revenues include FTA 5311, TDA, STA, Proposition 42 and Lifeline Grants. Non-Fare revenues are the same for all three alternatives. TDA estimates are based on MTC projections

Summary of Alternatives

The City will need to closely monitor costs and revenues given the volatility of the economy and uncertainty in future TDA revenues. A review of each alternative follows:

- Alternative 1 – The figure shows that with 5,500 annual service hours, service is sustainable through FY 2016/17. After FY 2016/17, annual service hours decline to 5,000. Carry over funds in early years must be placed in reserves to protect against future shortfalls.
- Alternative 2 – To sustain service past FY 2017/18, further service reductions will be required. Carryover funds in beginning years must be placed in reserves to protect against future shortfalls.
- Alternative 3 – Service is sustainable for the ten year period. Excess funding in beginning years must be placed in reserves to protect against future shortfalls.

The projected performance for each alternative is presented in Figure ES-11. It demonstrates that Alternative 3 is projected to carry more passengers than the other alternatives. Productivity, as defined by passengers per hour, is projected to be higher for Alternatives 2 and 3 at over ten hourly passengers initially compared to about nine passengers per hour under the dial-a-ride operation (Alternative 1). The farebox recovery ratio is expected to exceed the required 10% for all three alternatives, with Alternative 2 projecting a lower farebox return than Alternatives 1 and 3 because it carries less overall passengers than the other two alternatives.

Alternative 3 is projected to carry more passengers than the other alternatives but carry less passengers per hour than the fixed-route alternative. Alternative 3 has a lower operating cost per passenger than the other alternatives.

Figure ES-11 Performance Indicators

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Ridership											
Alternative 1: Maintain Dial-A-Ride	59,813	53,831	53,858	54,127	54,669	55,215	55,768	56,325	51,000	52,020	53,060
Alternative 2: Fixed-Route Service	36,250	37,750	38,128	38,509	38,894	39,283	39,676	40,072	40,874	42,100	43,363
Alternative 3: Deviated Fixed-Route Service	55,000	57,750	58,328	58,911	59,500	60,095	60,696	61,303	62,529	64,405	66,337
Farebox Revenues											
Alternative 1: Maintain Dial-A-Ride	\$104,792	\$94,384	\$94,431	\$94,903	\$95,853	\$96,811	\$110,002	\$111,102	\$100,598	\$102,609	\$104,662
Alternative 2: Fixed-Route Service	\$63,558	\$66,188	\$66,850	\$67,519	\$68,194	\$68,876	\$69,565	\$70,260	\$71,665	\$73,815	\$76,030
Alternative 3: Deviated Fixed-Route Service	\$96,433	\$101,255	\$102,268	\$103,290	\$104,323	\$105,366	\$106,420	\$107,484	\$109,634	\$112,923	\$116,311
Passengers/Revenue Hour											
Alternative 1: Maintain Dial-A-Ride	7.5	9.3	9.8	9.8	9.9	10.0	10.1	10.2	10.2	10.4	10.6
Alternative 2: Fixed-Route Service	12.1	12.6	12.7	12.8	13.0	13.1	13.2	13.4	13.6	14.0	14.5
Alternative 3: Deviated Fixed-Route Service	10.0	10.5	10.6	10.7	10.8	10.9	11.0	11.1	11.4	11.7	12.1
Operating Cost/Passenger											
Alternative 1: Maintain Dial-A-Ride	\$9.97	\$8.30	\$8.10	\$8.31	\$8.47	\$8.64	\$8.81	\$8.98	\$9.29	\$9.38	\$9.47
Alternative 2: Fixed-Route Service	\$11.35	\$11.23	\$11.45	\$11.67	\$11.91	\$12.14	\$12.38	\$12.63	\$12.75	\$12.75	\$11.24
Alternative 3: Deviated Fixed-Route Service	\$7.48	\$7.34	\$7.48	\$7.63	\$7.78	\$7.94	\$8.09	\$8.25	\$8.34	\$8.34	\$8.34
Subsidy/Passenger											
Alternative 1: Maintain Dial-A-Ride	\$8.22	\$6.55	\$6.35	\$6.55	\$6.72	\$6.88	\$6.84	\$7.01	\$7.32	\$7.41	\$7.50
Alternative 2: Fixed-Route Service	\$11.35	\$11.23	\$11.45	\$11.67	\$11.91	\$12.14	\$12.38	\$12.63	\$12.75	\$12.75	\$11.24
Alternative 3: Deviated Fixed-Route Service	\$7.48	\$7.34	\$7.48	\$7.63	\$7.78	\$7.94	\$8.09	\$8.25	\$8.34	\$8.34	\$8.34
Farebox Recovery Ratio											
Alternative 1: Maintain Dial-A-Ride	17.6%	21.1%	21.6%	21.1%	20.7%	20.3%	22.4%	22.0%	21.2%	21.0%	20.8%
Alternative 2: Fixed-Route Service	15.4%	15.6%	15.3%	15.0%	14.7%	14.4%	14.2%	13.9%	13.8%	13.8%	15.6%
Alternative 3: Deviated Fixed-Route Service	23.4%	23.9%	23.4%	23.0%	22.5%	22.1%	21.7%	21.2%	21.0%	21.0%	21.0%

Capital Plan

The primary capital needs facing Readi-Ride over the next ten-years are vehicle replacements with all vehicles in the fleet requiring replacement. Other capital projects include bus stops and shelters if Alternatives 2 or 3 are implemented, a new central radio for dispatch, fareboxes, and an updated telephone system. Approximately \$1.1 million is required to fully fund the projects including over \$200,000 in local funding. The capital projects and their costs are presented in Figure ES-12.

Due to the economic downturn, TDA funding will not be available for the required matching funds for Readi-Ride capital projects. All TDA funding is needed for vehicle operations. As a result, capital projects may need to be postponed until alternative funding sources are identified or TDA funding improves. Alternate funding sources may include Proposition 1B or the recently passed American Recovery and Reinvestment Act of 2009.

Figure ES-12 Capital Plan

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	10-Year Total
CAPITAL EXPENSES											
Vehicle Replacement		\$169,438	\$175,368	\$90,753	\$93,929	\$97,217			\$215,572	\$223,117	\$1,065,394
<i>Vehicle Replacement Type</i>		<i>2 standard cutaways</i>	<i>2 standard cutaway</i>	<i>1 standard cutaway</i>	<i>1 standard cutaway</i>	<i>1 standard cutaway</i>			<i>2 standard cutaways</i>	<i>2 standard cutaway</i>	<i>11 vehicles</i>
Bus Stops & Shelters <i>Alternatives 2 and 3 only</i>			\$40,000								\$40,000
Central Dispatch Radio			\$15,000								\$15,000
Telephone System			\$5,000								\$5,000
Farebox Installation			\$6,000								\$6,000
Total Capital Expenses	\$0	\$169,438	\$241,368	\$90,753	\$93,929	\$97,217	\$0	\$0	\$215,572	\$223,117	\$1,131,394
CAPITAL REVENUES											
FTA Section 5311		\$135,550	\$193,094	\$72,602	\$75,143	\$77,773			\$172,458	\$178,494	\$905,116
Local Source TBD		\$33,888	\$48,274	\$18,151	\$18,786	\$19,443			\$43,114	\$44,623	\$226,279
Total Capital Revenues	\$0	\$169,438	\$241,368	\$90,753	\$93,929	\$97,217	\$0	\$0	\$215,572	\$223,117	\$1,131,394

*Local source has not been determined due to the current economic situation facing Dixon

Recommendations

All presented alternatives are financially sustainable in the next ten years. Alternative 2 offers the lowest service level over the planning horizon and is not recommended. Alternative 3 requires a change in service delivery and has capital requirements such as bus stop signs and shelters and larger vehicles are desirable. Ridership in the first year of the plan under a fixed-route and deviated fixed-route service would not be expected to reach full potential as it would take at least 12-18 months for riders to accept this transition. However, in the longer run, a deviated fixed-route service will be more convenient, more productive and carry more riders than the current dial-a-ride operation.

For these reasons, the consultant team recommends continuing a dial-a-ride operation for the next 3+ years. City staff should monitor ridership trends closely because of the fare increase and service reductions. Once ridership has leveled off and capital funding becomes available, it is recommended that staff begin planning a transition to a deviated fixed-route service.

Chapter 1. Overview

The City of Dixon has hired Nelson\Nygaard Consulting Associates, Inc. to develop a five-year transit plan for Readi-Ride. Costs have increased at a rate greater than ridership and service levels and revenues have not kept pace. A key objective of this Plan is to help control escalating operating costs and at the same time provide high quality service.

Service Overview

Dixon Readi-Ride is the public transit service serving the City of Dixon. Readi-Ride provides general public dial-a-ride service with curb-to-curb service within the Dixon city limits.

Readi-Ride operates on weekdays from 7:00 AM to 5:00 PM. Saturday service began on April 14, 2007 and operates from 8:00 AM to 5:00 PM. The service does not operate on Sundays or holidays.

To schedule a ride, passengers must call Readi-Ride. Reservations are typically accepted between 7:00 AM and 5:00 PM. Persons calling outside of normal business hours may leave a message and Readi-Ride staff will return the call the following business day.

History

The City of Dixon established Readi-Ride in 1983 as a general public dial-a-ride transit service. In 1995 Readi-Ride was folded into the City's Recreation and Community Service Department. Besides the addition of Saturday service and expanded daily service hours, the service has remained essentially unchanged.

Agency Organization

The Director of Recreation and Community Services is responsible for the management, financial planning and oversight of the transit service. Day-to-day operations of Readi-Ride are supervised by the Transit Coordinator. Dispatching responsibilities are shared by the Transit Coordinator and drivers.

Governing Structure

Readi-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. The Council members are:

- Mayor: Jack Batchelor, Jr.
- Councilmember: Dane Besneatte
- Councilmember: Kay Cayler
- Councilmember: Michael Ceremello
- Councilmember: Rick Fuller

Document Review

Reviewing planning documents gives a detailed overview of issues currently facing the City of Dixon and the environment in which Readi-Ride operates. Nelson\Nygaard reviewed the Community Based Transportation Plan, City of Dixon Five-Year and Ten-Year Transit Plan for Fiscal Years 2003-2013, and Triennial Performance Audit covering FYs 2002/03, 2003/04, and 2004/05.

Community Based Transportation Plan (CBTP)

In 2004, the City of Dixon completed their Community Based Transportation Plan. The planning process involved extensive outreach to community stakeholders, employers, and the general public. The Plan described the Dixon population as small and diverse and as a result, no one transportation need can fulfill the requests of all residents.

Needs and solutions proposed by the CBTP:

- Information Dissemination-A need was identified to develop and maintain a database of community needs and transportation resources. Readi-Ride was identified as a “lead agency” which could direct persons to various transportation options.
- Collaborative Approach to Management-Solano Transportation Authority (STA) and Readi-Ride officials should jointly facilitate on-going dialogue with key community stakeholders about transportation needs and requirements and participate in solutions including local scrip/voucher programs and a medical shuttle demonstration project.
- Taxi Scrip/Voucher Program-City of Dixon and Readi-Ride should consider providing subsidized, on-demand transportation for eligible users through contracted taxi/van services.
- Medical Shuttle Service-City of Dixon and Readi-Ride should consider implementing a one-year medical shuttle demonstration project. The service would be provided two days per week to medical facilities in Davis, Woodland, Fairfield, and Vacaville.
- Vehicle Purchase Assistance-Solano County and the City of Dixon should consider the potential of a subsidized vehicle program where the City and County would help with the cost of vehicles for those whom transit is not feasible.
- Enhanced Readi-Ride-To address the need for expanded weekday service, and service beyond the Dixon city limits, additional studies should be conducted to determine the need and demand for transit services of the growing community.
- Enhanced Route 30-An evaluation of the need for additional Route 30 morning and midday service in Dixon should be studied by STA.

City of Dixon Five-Year and Ten-Year Transit Plan 2003-2013

The City of Dixon completed its last transit plan in 2002 covering FY 2003 through FY 2013. The plan recommended a series of service updates over the ten-year planning horizon. Readi-Ride was experiencing capacity issues due to insufficient service coverage when the plan was being written. Service recommendations included:

- Increase Dixon Readi-Ride Service: The plan recommends one additional peak period weekday vehicle for four daily hours to be implemented immediately and another vehicle to be added at the peak time during FY 2006/07.
- Back-Up Driver: Ten-hours per week of paid driver time should be budgeted to cover open shifts and/or add to additional capacity where needed.
- Implement Weekday Fixed-Route Service (FY 2009/10): The plan recommends implementing fixed-route service in FY 2009/10 to more efficiently use resources. The service is suggested to serve schools and other major activity centers and operate on a schedule which matches school bell schedules.
- Subscription Service: School passengers should be required to “purchase” a seat in advance for a predetermined amount of time.
- Dispatching: The plan recommends transitioning to a more formal dispatching model where the dispatcher negotiates the pick-up time with passengers and assigns a driver to the pick-up instead of the driver and dispatcher negotiating ride times.

Due to demand increasing at a rate faster than anticipated in the 2002 Transit Plan, Readi-Ride has increased service and has implemented the subscription service provision for school service. The recommended fixed-route service and dispatching methods have not been implemented because of limited resources.

Triennial Performance Audit Fiscal Years 2002/03, 2003/04, and 2004/05

The last triennial audit of Readi-Ride services was completed in 2006. Another triennial audit is due this fiscal year. The 2006 audit revealed mixed results for Readi-Ride. Operating cost increased significantly during the audit period (23%) and outpaced increases in service hours and passenger trips which resulted in declining cost efficiency and effectiveness. Key audit findings are summarized below.

- Status of Prior Recommendations: The previous audit recommended the City monitor and take steps to control operating cost increases. To date, the City had not implemented changes to address this recommendation, although the focus of this transit plan update is on new service alternatives in order to control rising operating costs.
- Goals and Objectives: Performance standards identified in the adopted set of goals and objectives are unrealistic compared to current performance and need updating. Dixon Readi-Ride was able to meet farebox recovery, on-time performance, maintenance, and service denial standards among others. However, the audit raised concerns whether the numeric values in the standards are adequate and relevant and if they are monitored thoroughly and often enough.
- Recommendations
 - Continue to Monitor and Take Steps to Control Operating Cost Increases: City staff attributed some of the increases in operating cost to employee contracts and retirement benefit increases. The City plans to increase service efficiency with the implementation of a new transit plan and by increasing ridership.
 - Evaluate and Revise Standards as Warranted to Reflect Actual Trends in Performance: With costs escalating, many performance standards are out of date. The audit suggests revising outdated standards to reflect current operating trends.

Additionally, some standards may be set too low and may not provide an appropriate benchmark to reflect current conditions.

- Implement a System of Regular Monitoring to Better Track Performance Trends: The City compiles monthly and annual reports on performance indicators but seldom compares actual performance to the established standards. The audit suggests that the City compare actual performance to the established standards at least quarterly.

Report Structure

The Service Plan details the current status of Readi-Ride service and proposes fiscally constrained service alternatives to guide Readi-Ride into the future. The chapters following this introduction include:

Chapter 2: Community Profile

Chapter 2 presents a discussion of the demographics of Dixon. The chapter includes maps that highlight where key ridership groups are located and which land uses are most appropriate for transit (based on employment and household densities).

Chapter 3: Existing Readi-Ride Operations

Chapter 3 provides an overview and assessment of Readi-Ride service performance and budget.

Chapter 4: Operational Observations and Driver Interviews

Chapter 4 presents a review of operational observations and driver interviews conducted by Nelson\Nygaard staff in the summer of 2008.

Chapter 5: Readi-Ride Passenger Survey

Chapter 5 presents the results of the passenger survey conducted by Readi-Ride drivers in July 2008 and the results of the survey mailed to the parents of student subscription service riders. Results include passenger opinions on service quality, origin and destination data, and demographic information.

Chapter 6: Stakeholder Interviews

Chapter 6 summarizes the stakeholder interviews conducted during in September 2008 with local politicians, community social service providers, and Readi-Ride users.

Chapter 7: Goals, Objectives, Measures and Standards

Chapter 7 updates and proposes new goals, objectives, measures, and standards reflecting current operating conditions.

Chapter 8: Service Alternative and Recommendations

This chapter presents three service alternatives: maintaining the current dial-a-ride, fixed-route service, and deviated fixed-route service.

Chapter 9: Capital and Financial Plan

The final chapter addresses the operating and capital costs for each service alternative using MTC projected revenues.

Chapter 2. Demographics

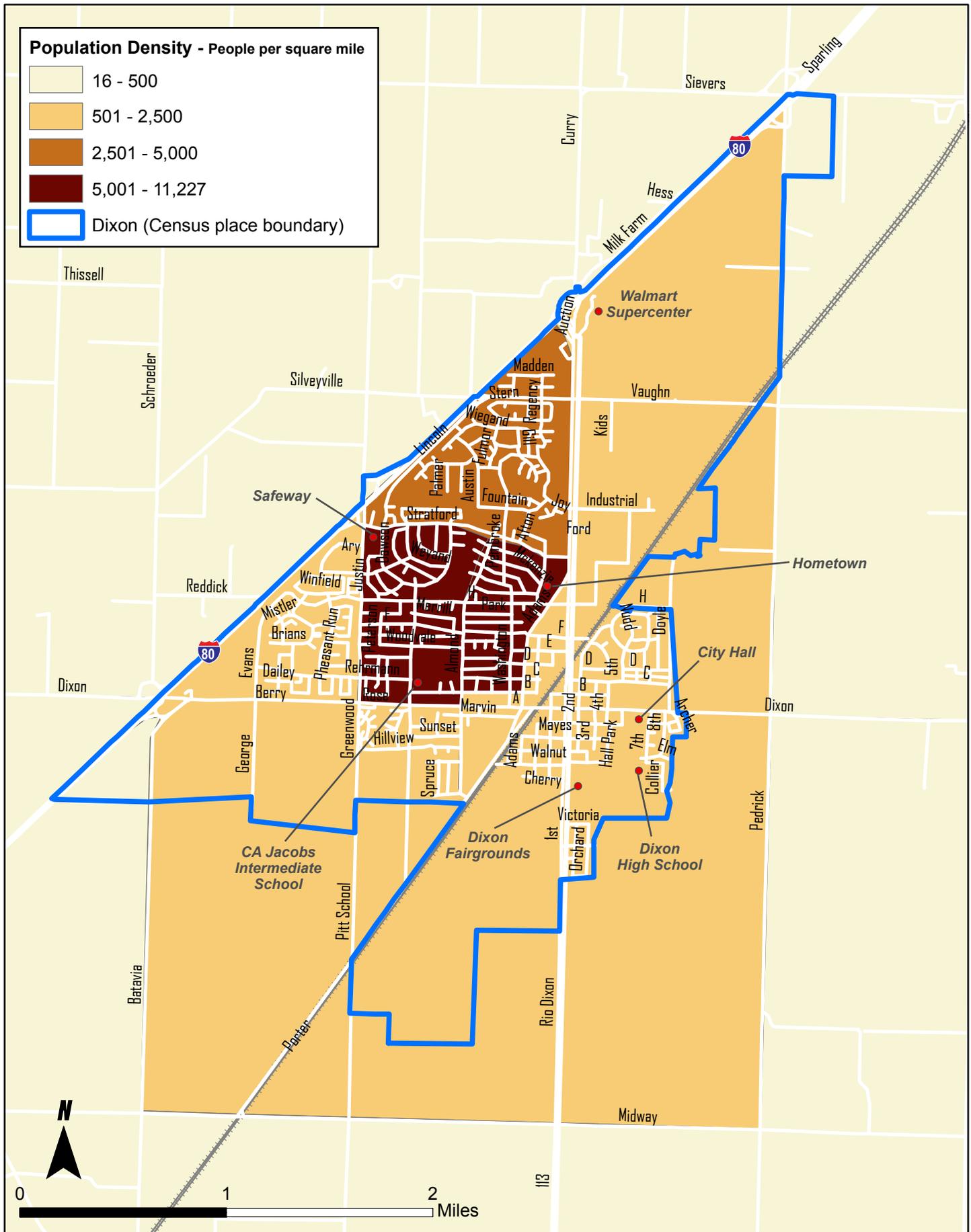
The City of Dixon is located in the northeastern corner of Solano County along the Interstate 80 corridor. The City has approximately 17,500 residents and was expected to increase to over 25,000 by 2010. Due to the current economic climate, however, the City's population is not expected to increase to the projected level by 2010. The City has excellent connectivity to job centers in Sacramento and at UC Davis and in the Bay Area including Oakland and San Francisco. While the City's heritage lies in agriculture, Dixon has growing light industrial and commercial sectors.

The distribution and density of population and employment centers is integral to understanding the transit operating and planning environment. This chapter provides a demographic profile of Dixon. The source of demographic data presented in this chapter is the 2000 Decennial Census. Updated statistics are provided where available.

Population Density

The City of Dixon is densest in its central core. The densest area is bordered on the north by Stratford Avenue, A Street to the south, Pitt School Road to the west, and to the east by First Street. Directly north of Stratford Avenue is the second highest density area in Dixon. The fringe areas of the City are less densely populated and border agricultural land. (See Figure 2-1). New development is expected to be concentrated in the southwest portion of the City. Twelve hundred new homes are tentatively planned for this mostly agricultural area, with over 200 homes to be built by Rivendale Homes.

Figure 2-1 Dixon Population Density by Block Group



Employment Density

As with population density, employment density is highest in the central core of the city along Pitt School Road and north of A Street. Safeway is located in the area as well as C.A. Jacobs Intermediate School. Light industrial and commercial growth is concentrated along First Street and Vaughn Road. The Walmart Supercenter, Gymboree, and Kragen Auto Parts are all located in the area. The largest Dixon employers are listed in Figure 2-2. Since the census block groups are larger on the outskirts of Dixon compared to the city core area, the employment density is lower along Vaughn Road and east of First Street even though more jobs are present. Figure 2-3 on the following page shows employment density in the City limits.

Figure 2-2 Major Employers

Business Name	# of Employees
Kragen Auto	400
Dixon Unified School District	325
First Northern Bank	263
Wal-Mart Supercenter	250
Gymboree	225
Cardinal Health	220
Dixon Canning (Seasonal)	205
Superior Packing	200
Basalite	200
Dependable Sheet Metal	140

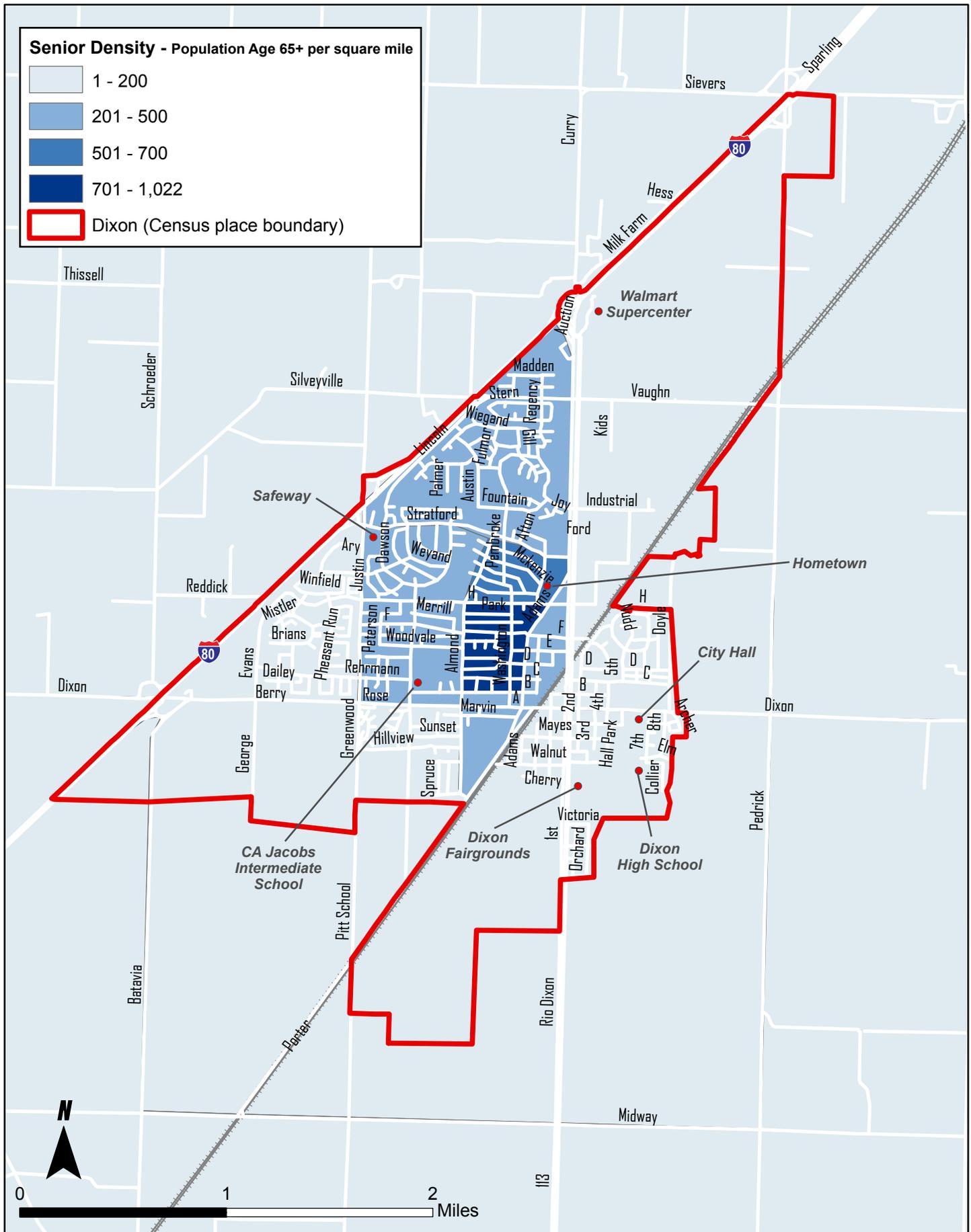
Household Income

The median household income in Dixon was over \$54,000 in 1999. Lower income areas were concentrated near the Hometown Market between Stratford Avenue and H Street and between the railroad tracks, A Street, and First Street. Transit demand was highest in these lower income areas during the passenger survey effort. A large amount of the residential areas in Dixon fell into the highest median income range (See Figure 2-4).

Senior Density

The density of seniors is concentrated between Pitt School Road and First Street. The highest density area is located between H Street, B Street, Almond Street and Adams Street. As shown in Figure 2-5, the area immediately north of H Street also has a higher concentration of seniors than the remainder of the city. The areas with a higher density of seniors correspond with the lower income and highest population density areas of Dixon.

Figure 2-5 Senior Density by Block Group



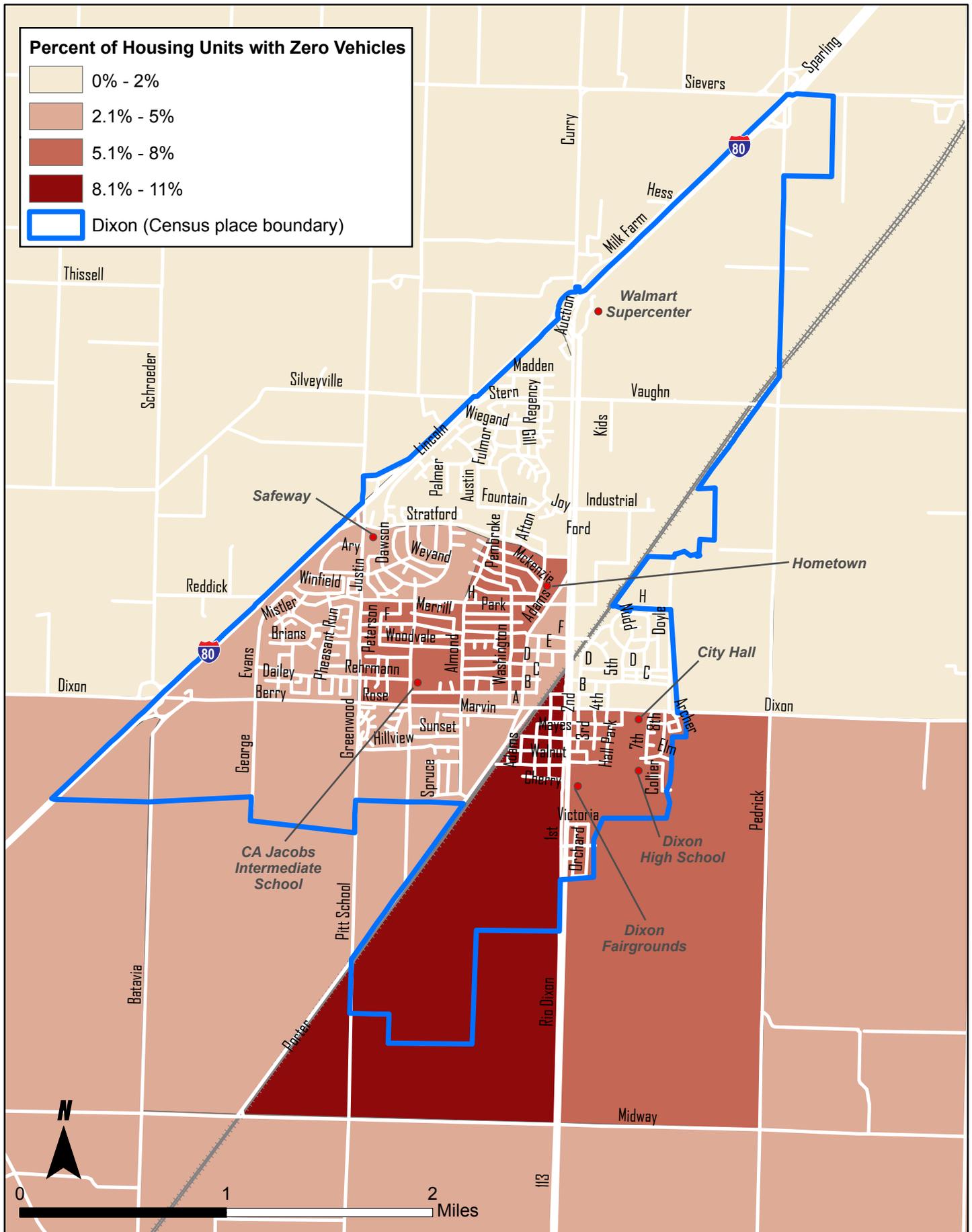
Youth Density

Much like senior density, youth density is concentrated between Pitt School Road and First Street. Figure 2-6 reveals that the highest density areas are also located between H Street, B Street, Almond Street and Adams Street and immediately north of H Street.

Zero Vehicle Households

The southern portion of Dixon has a much higher incidence of zero vehicle households than the northern portion. The highest percentage of zero vehicle households was located between the railroad tracks and First Street. This area has a large undeveloped area in its southern portion and is the location of the Dixon Oaks Mobile Home Park. The areas with lower incomes generally matched those with a higher occurrence of zero vehicle households. See Figure 2-7.

Figure 2-7 Percent Housing Units with Zero Vehicles by Block Group



Summary

The City of Dixon is expecting a large number of new housing units in the coming years. While growth may come slower than anticipated due to the current housing market, the population will continue to increase and as a result, the demand for transit will increase.

Key points:

- New commercial development like the Wal-Mart Supercenter and larger businesses are concentrated in the northeast portion of Dixon. New residential development is expected in the southwest portion of the City.
- Transit dependant populations such as seniors, youth, lower income households, and zero vehicle households are concentrated in the central portion of the city.

Chapter 3. Existing Readi-Ride Operations

Dixon Readi-Ride is the public transit service serving the City of Dixon. Readi-Ride provides general public curb-to-curb dial-a-ride service within the Dixon city limits. The service is ADA accessible.

Readi-Ride operates on weekdays from 7:00 AM to 5:00 PM. Saturday service began on April 14, 2007 and operates from 8:00 AM to 5:00 PM. Fewer vehicles are used on Saturdays and as a result, passengers are strongly encouraged to call in ride requests during the week to guarantee their trip. The service does not operate on Sundays or holidays.

To schedule a ride, passengers must call Readi-Ride. Reservations are typically taken up between 7:00 AM and 5:00 PM. Persons calling outside of normal business hours may leave a message and Readi-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.

Readi-Ride is able to respond to passenger requests in a prompt manner. Ride requests are typically fulfilled within five to ten minutes of the initial request. During the peak times of the day when service is dominated by school trips, passengers may have to wait up to 30 minutes between their ride request and the vehicle pick-up time.

School Service

At the beginning of the school year, Readi-Ride takes reservations for school subscription service. Sixteen spots are available per school 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 age to high school age can sign-up for the service. Parents are charged monthly in advance of the service.

School service accounts for a majority of Readi-Ride service. It requires up to three vehicles to operate during the hours of approximately 7:00 AM to 9:00 AM and 2:00 PM to 4:00 PM and results in a decrease in the general public dial-a-ride service capacity. The service is popular and Readi-Ride maintains a waiting list of students who wish to use the service.

Fares

As of February 2009, the full adult fare for Readi-Ride is \$2.00. Seniors age 60 and older and persons with disabilities pay \$1.50. To qualify for the discounted fare, passengers must show the driver their Medicare identification card, DMV disability identification, or regional connection discount card. Youth ages five to 17 ride for \$1.75 and children under five ride for \$1.00. Exact change is appreciated but drivers will make change for passengers.

Figure 3-1 Readi-Ride Fares

Fare Type	Fare
Adult (18-59)	\$2.00
Senior (60+)	\$1.50
Disabled	\$1.50
Youth (5-17)	\$1.75
Child (4 and under)	\$1.00

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

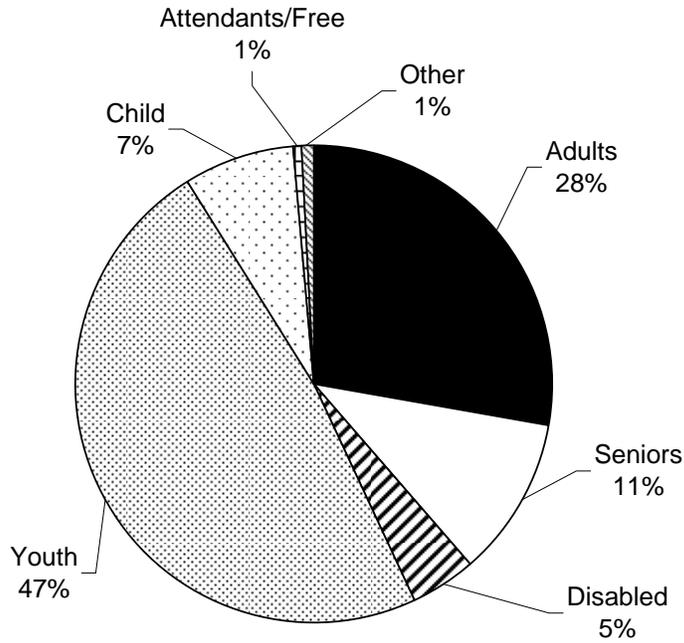
Figure 3-2 Readi-Ride Coupon Books

20-Ride Coupon Book Type	Book Price	Full Price	Savings
Adult (18-59)	\$36.00	\$40.00	\$4.00
Youth (5-17)	\$31.50	\$35.00	\$3.50
Senior (60+)/Disabled	\$27.00	\$30.00	\$3.00

Trips by Fare Type

Nearly half of all Readi-Ride passengers paid the youth fare in FY 2006/07. The youth fare is available to persons between the ages of five and 17. Twenty-eight percent of riders paid the adult fare, followed by 11% who paid the senior fare, and 7% are children (under five years old).

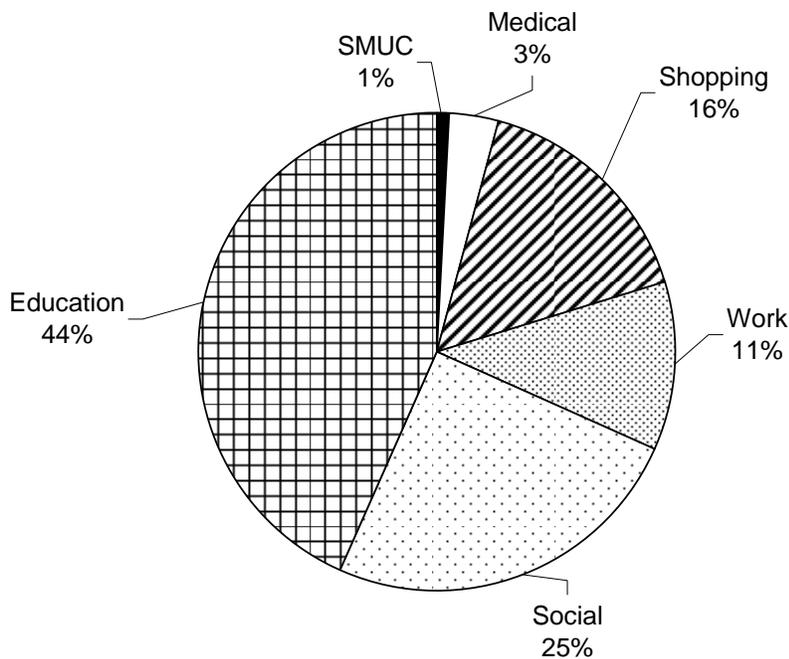
Figure 3-3 Fare Type



Trip Purpose

Readi-Ride tracks the travel purpose for each passenger trip. The categories are medical, shopping, work, senior multi-use center (SMUC) trips, educational, roundtrip (return home), and work. In tracking trip purpose for this document, “roundtrip (return home)” was eliminated because it was assumed that most passengers are completing a roundtrip on Readi-Ride. When roundtrips are eliminated, educational trips account for 44% of total trips, followed by social trips (25%), and shopping (16%). The large number of school trips is further emphasized by the percentage of riders paying the youth fare (47%).

Figure 3-4 Trip Purpose (excluding Roundtrips/Home)



Other Transit Services

In addition to Readi-Ride, Dixon is served by Fairfield and Suisun Transit Route 30 and Solano Paratransit.

Fairfield and Suisun Transit Route 30

Route 30 provides the only intercity fixed-route bus service in Dixon. Fairfield and Suisun Transit operates the route which 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 concentrated during commute times in the peak direction. One midday roundtrip is provided. The regular adult fare ranges from \$2.50 to \$8.50 depending on the distance of travel. The service is funded through the intercity funding agreement between all Solano County jurisdictions.

Solano Paratransit

The Solano Transportation Authority provides door-to-door dial-a-ride service across Solano County to ADA-eligible passengers, except in Vallejo and Benicia. The service provides intercity connections within Solano County for ADA-eligible Dixon residents. Solano Paratransit operates Monday through Friday from 7:00 AM to 7:30 PM and Saturdays from 8:00 AM to 5:00 PM. Reservations are required for the service and may be made up to seven days in advance. Fares range from \$1.50 to \$8.00 each way depending on the distance of travel.

Starting in July 2009, the City of Dixon will no longer participate in Solano Paratransit. Readi-Ride will provide trips outside the City with one-day advanced reservation.

Amtrak Capital Corridor

The Amtrak's Capital Corridor service provides train service from Auburn in the Sierra Foothills down through San Jose with stops in major cities such as Sacramento, Oakland, and connections to San Francisco. The Capital Corridor operates seven days a week with service concentrated on weekdays during the peak commute periods.

In 2006, the City of Dixon completed the Dixon Multimodal Transportation Center. The station is not currently served by the Capital Corridor but service may be provided in the future.

Fleet & Facilities

Readi-Ride’s fleet is comprised of seven vehicles listed in Figure 3-6 below. Peak service requires up to five vehicles. All vehicles are wheelchair accessible cutaways. All but two vehicles have bicycle racks. Vehicles are used exclusively for Readi-Ride service. Based on a seven-year useful life span, four vehicles are due for replacement in the current fiscal year (2008/09).

Figure 3-5 Readi-Ride Fleet

Make	Model	Year	Fuel Type	ID
Ford	El Dorado Aerotech	2006	Diesel	300
Ford	Starcraft	2007	Diesel	301
Ford	El Dorado Aerotech	1999	Diesel	305
Ford	Phoenix	2001	Diesel	306
Ford	El Dorado Aerotech	2002	Diesel	307
Ford	El Dorado Aerotech	2002	Diesel	308
Ford	El Dorado Aerotech	2003	Diesel	309

Readi-Ride is operated from the City Corporation Yard located at 285 East Chestnut Street. Vehicles are also stored at this facility. Administrative staff is housed at City Hall at 600 East A Street. Maintenance is contracted out to Ford dealerships and repair shops. Vehicles are fueled at local gas stations using city credit cards. All vehicles and facilities are owned by the City of Dixon.

System Performance

System performance was analyzed for the past five fiscal years. Basic financial and operating data is presented in Figure 3-6. Performance indicators have generally shown a downward trend over the past five years due to costs increasing at a greater rate than ridership and service levels. Ridership and fare revenues have increased during each year of the review period.

Figure 3-6 Five-Year Readi-Ride Performance

	FY 2003/04	FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Operating Cost	\$ 430,287	\$ 600,783	\$ 627,189	\$ 623,450	\$ 648,188
<i>Percent Change</i>		39.6%	4.4%	-0.6%	4.0%
Ridership	49,990	56,154	57,971	66,324	71,657
<i>Percent Change</i>		12.3%	3.2%	14.4%	8.0%
Revenue Miles	74,154	83,767	92,102	100,418	110,288
<i>Percent Change</i>		13.0%	10.0%	9.0%	9.8%
Revenue Hours	6,083	6,880	7,250	7,734	8,665
<i>Percent Change</i>		13.1%	5.4%	6.7%	12.0%
Farebox Revenue	\$ 54,000	\$ 66,760	\$ 69,093	\$ 81,276	\$ 88,848
<i>Percent Change</i>		23.6%	3.5%	17.6%	9.3%
Operating Cost/Passenger	\$8.61	\$10.70	\$10.82	\$9.40	\$9.05
<i>Percent Change</i>		24.3%	1.1%	-13.1%	-3.8%
Operating Cost/Revenue Hour	\$70.73	\$87.32	\$86.51	\$80.61	\$74.81
<i>Percent Change</i>		23.5%	-0.9%	-6.8%	-7.2%
Passengers/Revenue Hour	8.22	8.16	8.00	8.58	8.27
<i>Percent Change</i>		-0.7%	-2.0%	7.2%	-3.6%
Farebox Recovery Ratio	12.5%	11.1%	11.0%	13.0%	13.7%
<i>Percent Change</i>		-11.5%	-0.9%	18.3%	5.1%
Average Fare/Passenger	\$1.08	\$1.19	\$1.19	\$1.23	\$1.24
<i>Percent Change</i>		10.1%	0.3%	2.8%	1.2%
Subsidy/Passenger	\$7.53	\$9.51	\$9.63	\$8.17	\$7.81
<i>Percent Change</i>		26.3%	1.2%	-15.1%	-4.5%

*Source: FY 2003/04-FY 2004/05 Triennial Performance Audit FY 2002/03, FY 2003/04, and FY 2004/05

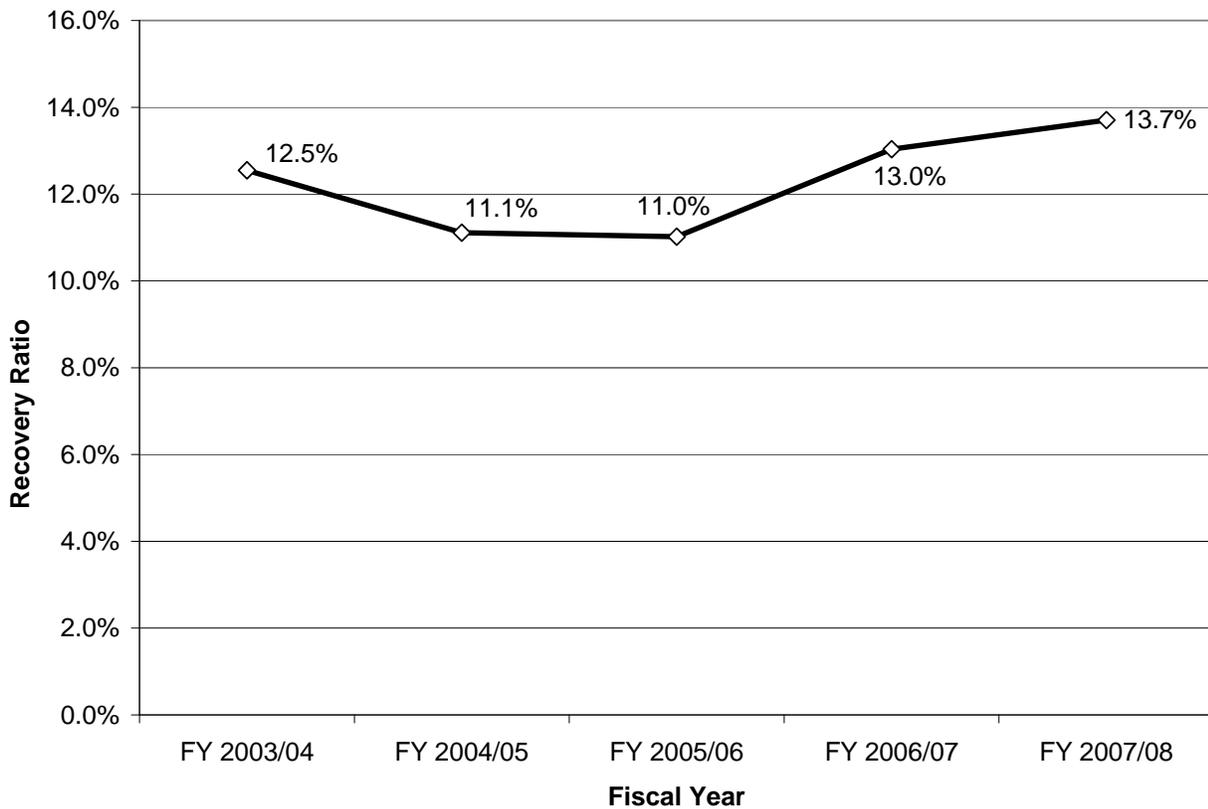
Year end reports: FY 2005/06, FY 2006/07, & FY 2007/08-Ridership, Miles, & Hours; Annual budgets-Farebox & Operating Cost

Operating Costs based on actual budgets provided by the City of Dixon

Farebox Revenues and Recovery Ratio

Farebox revenues have increased over 65% in the last five years while ridership has only increased 43%. The largest increases occurred in FY 2004/05 and FY 2006/07. These correspond with larger increases in ridership. In spite of rising farebox revenues, the farebox recovery ratio, which measures the percentage of the operating cost covered by passenger fares, has fluctuated over the last five years. The fluctuations are due to operating costs increasing at a greater rate than farebox revenues. As a result, the overall farebox recovery ratio is up only nine percent since FY 2003/04. The indicator, however, has remained above 10%, which is Readi-Ride’s established farebox recovery ratio minimum.

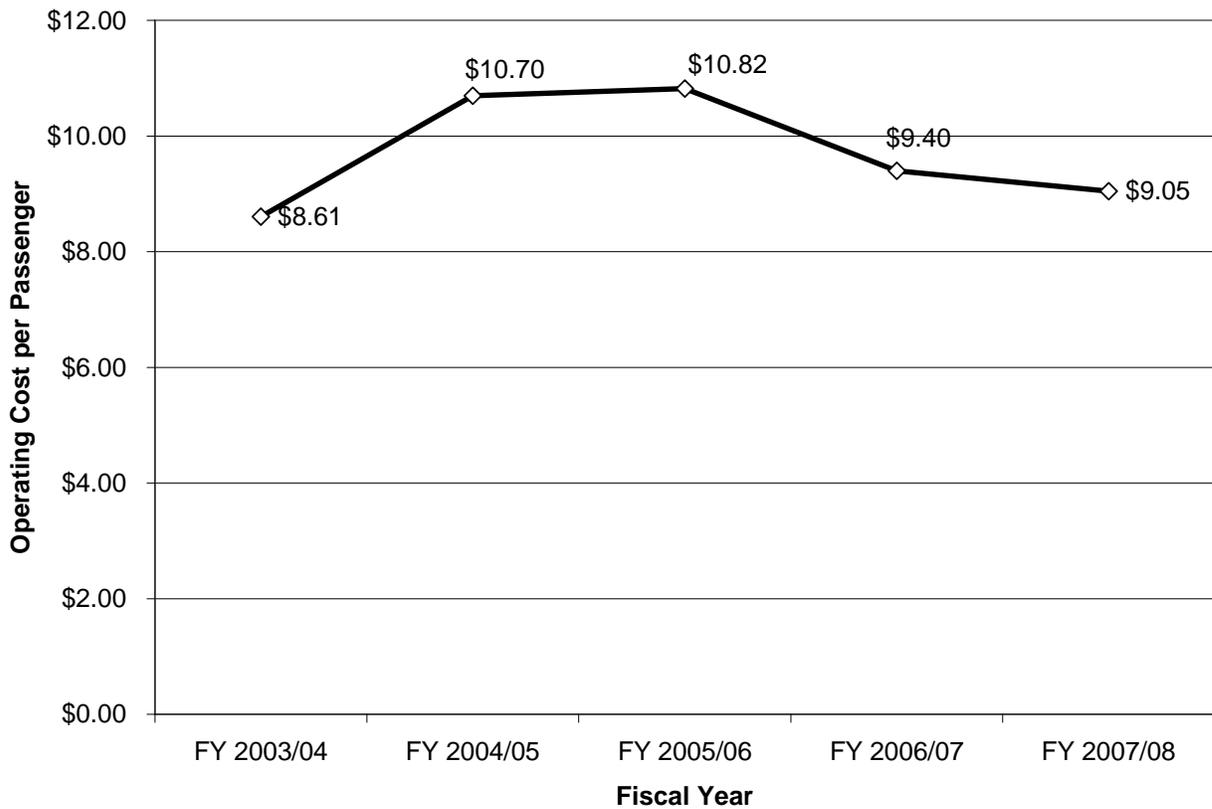
Figure 3-7 Farebox Recovery Ratio



Operating Cost per Passenger

The operating cost per passenger has fluctuated since FY 2003/04 increasing to a peak \$10.82 in FY 2005/06 before declining in the two most recent fiscal years. The FY 2006/07 and FY 2007/08 decline in the cost per passenger is due to ridership increasing at a greater pace than operating costs. Overall, the operating cost per passenger is up approximately five percent since FY 2003/04.

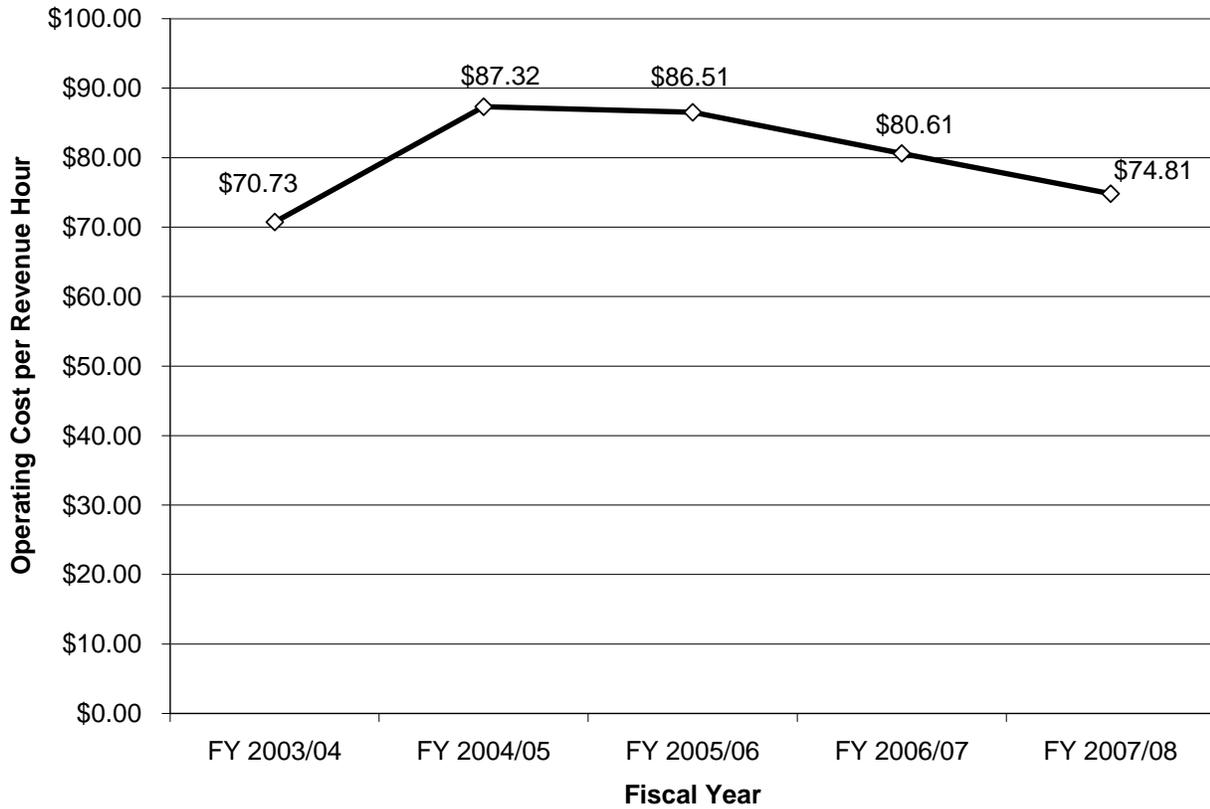
Figure 3-8 Operating Cost per Passenger



Operating Cost per Revenue Hour

The operating cost per revenue hour has declined since FY 2005/06. The cost per hour has increased six percent since FY 2003/04 and is currently at \$74.81 per revenue hour.

Figure 3-9 Operating Cost per Revenue Hour

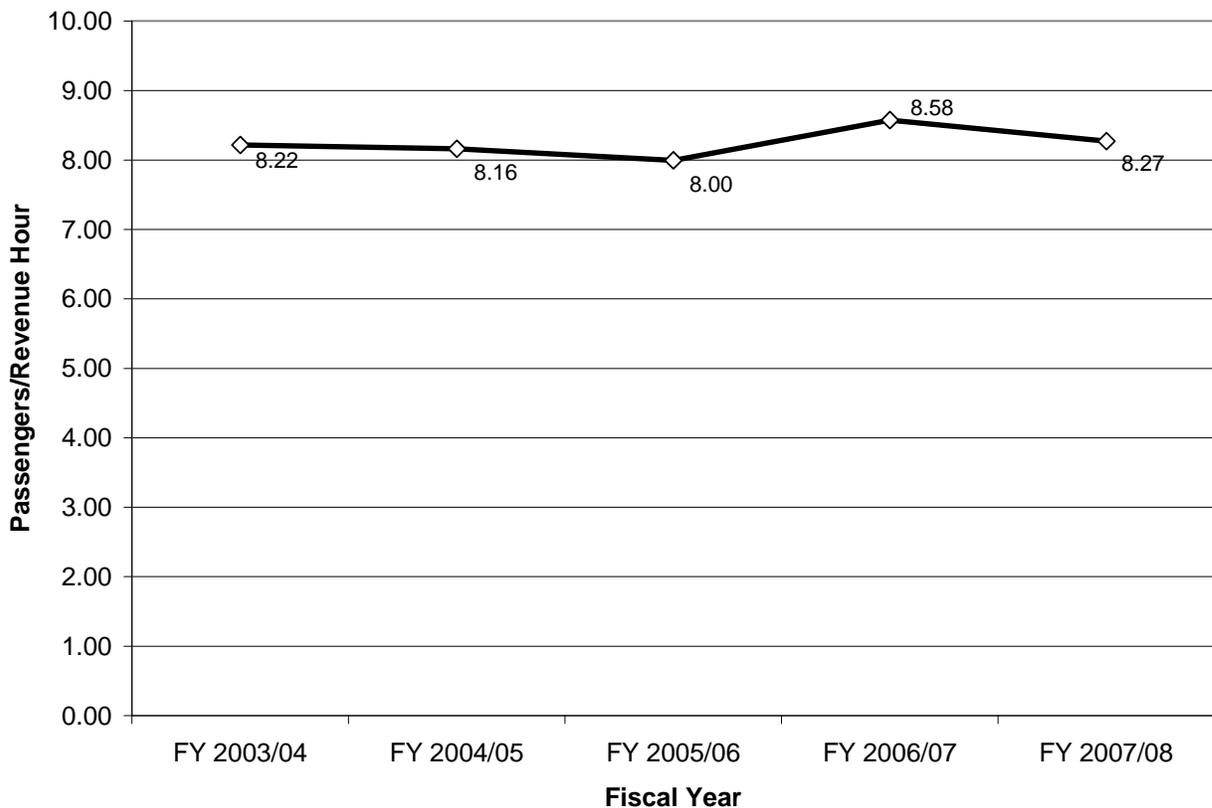


Passengers per Revenue Hour

The number of passengers carried per revenue hour has remained steady over the last five fiscal years. The indicator declined in FY 2004/05, FY 2005/06, and FY 2007/08 when revenue hours increased at a greater pace than ridership. In FY 2007/08, Readi-Ride averaged 8.27 passengers per revenue hour, a very high productivity rate for a dial-a-ride operation.

While the number of passengers carried per revenue hour has slowly increased, Readi-Ride ridership has increased significantly since FY 2003/04. Ridership is up over 40% since FY 2003/04. To keep pace with the increasing demand, revenue hours grew by 42% in the same time period.

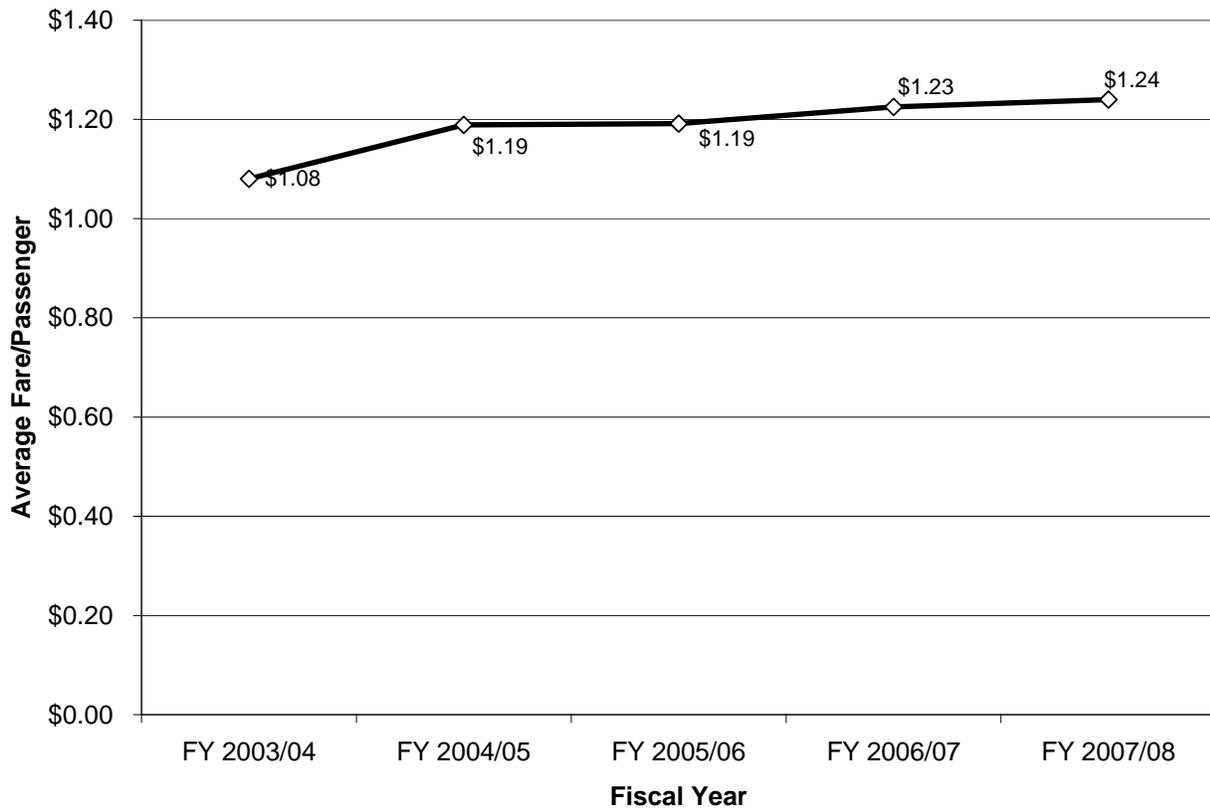
Figure 3-10 Passengers per Revenue Hour



Average Fare per Passenger

The average fare per passenger peaked in FY 2007/08 at \$1.24 per passenger. Even though the average fare per passenger has fluctuated in the last five years, in FY 2007/08 at \$1.24, it is almost 20% less than the adult fare of \$1.50 because of the large number of students, seniors, and persons with disabilities riding the bus. There has not been a fare increase since 1996.

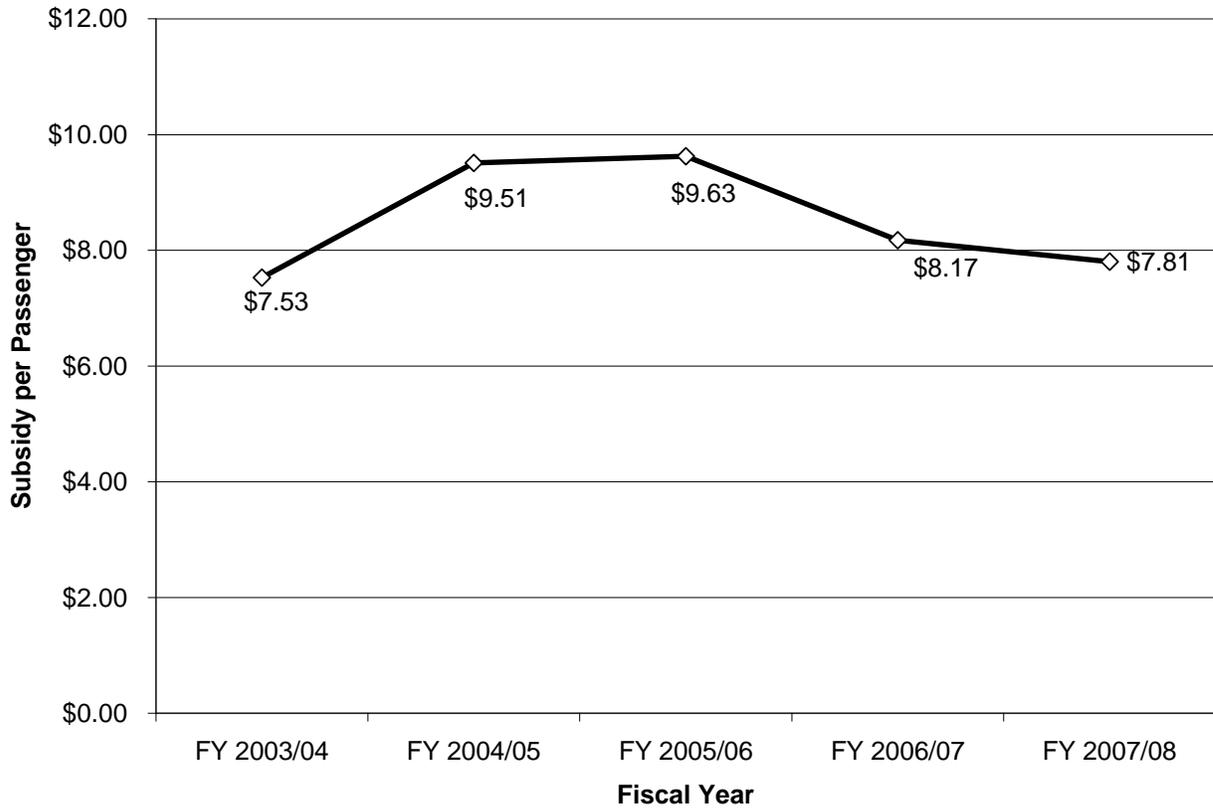
Figure 3-11 Average Fare per Passenger



Subsidy per Passenger

The subsidy per passenger peaked in FY 2005/06 at \$9.63 per passenger. Since then, the measure has declined to \$7.81.

Figure 3-12 Subsidy per Passenger



Passenger Logs and Travel Patterns

Nelson\Nygaard reviewed dial-a-ride log origins and destinations from August 28 to September 3, 2008 to determine major trip patterns. Not surprisingly, the most common origins and destinations were schools and grocery stores. Dixon High School and the Wal-Mart Supercenter were the two most popular origins and destinations during the sample week.

Figures 3-13 and 3-14 list the top 15 origins and destinations on Readi-Ride for the sampled week. Besides schools and grocery stores, Sutter West Medical, McDonalds, civic buildings, and apartment complexes were popular among riders.

Figure 3-13 Top Readi-Ride Origins

Landmark	Address	# of Trips
Wal-Mart Supercenter	235 E Dorset Dr	53
Dixon High School	555 College Way	38
Safeway	1235 Stratford Ave	33
Sutter West Medical	125 N Lincoln St	19
McDonalds	1410 Ary Ln	14
Tremont Elementary	355 Pheasant Run Dr	14
Anderson Elementary	415 E C St	14
Lincoln Creek Apartments	1395 N. Lincoln	14
Hometown Market	925 N Adams St	13
	211 E. D St	12
Bristol Apartments	1550 Valley Glen	12
Library	230 N 1st St	11
Senior Center	201 S 5th St	11
	455 W. Chestnut	10
Gretchen Higgins Elementary	1525 Pembroke Way	9

Figure 3-14 Top Readi-Ride Destinations

Drop-off Location	Address	# of Trips
Dixon High School	555 College Way	62
Wal-Mart Supercenter	235 E Dorset Dr	59
Anderson Elementary	415 E C St	30
Tremont Elementary	355 Pheasant Run Dr	22
Safeway	1235 Stratford Ave	19
Hometown Market	925 N Adams St	18
Lincoln Creek Apartments	1395 N. Lincoln	15
McDonalds	1410 Ary Ln	14
Senior Center	201 S 5th St	14
Longs	1057 N 1st St	12
Sutter West Medical	125 N Lincoln St	12
Dixon Family Practice	131 W a St	12
Carniceria Lupitas	470 N Adams St	12
Gretchen Higgins Elementary	1525 Pembroke Way	10
	211 E. D St	10

Figures 3-15 and 3-16 show all Readi-Ride origins and destinations. Most activity is centered at the Wal-Mart Supercenter, Dixon High School, around the Safeway shopping center, near Hometown, and in downtown.

Chapter 4. Operational Observations and Driver Interviews

In order to better understand how Readi-Ride is operated on a daily basis, staff observed on-site operating procedures. On Monday, July 7, 2008, a Nelson\Nygaard staff member observed Dixon Readi-Ride operations and queried the dispatcher on duty about how the service is administered. Staff also boarded four different vehicles to talk to drivers and observe operations in the field.

Operating Practices

Readi-Ride uses an informal dispatching method that works well for smaller operations like Readi-Ride. Dispatching is performed on a call-by-call basis. Persons wishing to schedule a ride call the dispatcher. The dispatcher records the pick-up location and requested destination. The dispatcher then radios the driver that is closest to the caller and asks the driver how soon the driver can pick-up the caller. If another driver is located closer to the caller, that driver will radio the dispatcher and request to pick-up the passenger. Based on the driver feedback, the dispatcher lets the caller know how long their wait will be until their pick-up. This method of dispatching requires the dispatcher to have an intimate knowledge of Dixon and to be able to remember or visualize exactly where vehicles are located. The dial-a-ride driver also records the pick-up location, destination, and time of ride.

Subscription service and advanced scheduling is available to passengers. The school service accounts for the bulk of the subscription service. Parents sign their children up for the school year and pay in advance for school service. The service requires three vehicles and drivers to have a set schedule of pick-ups for each school day, which does not vary widely. Other advanced scheduled trips are given to the remaining two dial-a-ride vehicles in service or covered by the school drivers if space is available.

Readi-Ride in many ways operates like a taxicab service. Passengers are accustomed to receiving rides within five to ten minutes of calling the dispatcher. Dispatchers are able to accommodate the volume of service requests using the current dispatching method. As a result, a more sophisticated scheduling software program may not provide any additional efficiency to the operation and may hinder the current operating environment. Software could be used to schedule trips booked in advance such as the school service. With the school service changing very little on a day-to-day basis, software may not provide a justifiable return on investment. Global positioning software and vehicle transponders could be a beneficial resource for dispatchers.

Driver Interviews

As front line employees, Readi-Ride drivers have a unique insight about service quality and the day-to-day issues and opportunities that can provide valuable feedback and information about the service. Nelson\Nygaard staff met informally with drivers to discuss the current service. In order to talk to the maximum number of drivers, staff boarded vehicles and rode around with the drivers. This allowed Nelson\Nygaard staff to observe first hand the issues confronting drivers. Surveys were available to solicit opinions from drivers who were not interviewed directly.

Drivers were asked questions about current service operations, capacity issues, passenger preferences and requests, and their perspective about fixed-route service. These interviews and

observations provided a wealth of insight into the daily operations of Readi-Ride. A summary of the key issues culled from driver interviews are discussed below.

Staffing

Staffing level was the most important concern reported by all interviewed staff. According to operations staff, more drivers are needed in order to provide service. With ridership increasing, capacity is peaking and service quality is being adversely affected by the lack of additional service during the peak periods. Drivers are also impacted by sick leave and vacation, which can lead to less coverage on the roads and longer wait times for passengers. Readi-Ride's current response time is approximately five to ten minutes between the initial passenger ride request and passenger pickup.

Capacity Issues

Readi-Ride has capacity issues during school bell times and during the midday peak period. Capacity issues can change from day-to-day and also by time of year. From 7:00 AM to 9:00 AM and 2:00 PM to 4:00 PM, three of the four Readi-Ride vehicles are used to provide service to school kids leaving only one vehicle exclusively available for the general public. With only one vehicle for the general public, wait times can be up to 30 minutes. While 30 minute wait times may not seem like an extraordinary amount of time, passengers are accustomed to a response time of approximately five to ten minutes. With increasing general public and school ridership, drivers are concerned that Readi-Ride will not be able to handle a large influx in ridership without a decline in the service quality. Another busy time of the day is between 11:00 AM and 1:00 PM when most general public riders are attending to their daily errands.

Drivers were asked if passengers are ever told service was unavailable due to capacity issues. Anecdotally, drivers stated the passengers are never denied service but some passengers now have to wait for up to 30 minutes for their ride. With 30 minute wait times, some passengers refuse the ride and find an alternative mode to get to their destination. Readi-Ride currently tracks when passengers refuse a ride because of the wait time, however, the wait time is not recorded.

According to drivers, passengers most often request later evening service, Sunday service, and shorter wait times. Service currently ends before 6:00 PM and many people may still be out running errands at that time or have other personal business needs in the early evening. Sunday service is requested for church trips in the mornings and for errands. With increasing response time between trip request and vehicle arrival, passengers have begun to comment about the longer trip times and would like to see response times shortened.

Other Transit Services

Route 30 provides a limited commuter focused service connecting Dixon to Sacramento, Davis, Vacaville, and Fairfield. Readi-Ride passengers have commented to drivers that the route does not come often enough and that not enough bus stops are located in Dixon. Passengers want a service that will connect them more easily to medical services outside of Dixon that will not require long wait times between buses.

Drivers mentioned that Solano Paratransit passengers complain about the price of Solano Paratransit. Solano Paratransit fares are based on the distance of travel. Service within Dixon costs \$1.50 and service between Dixon and other communities costs between \$4.00 and \$15.00.

Fixed-Route Service

Drivers were asked how they felt about fixed route service as a potential replacement or supplement to dial-a-ride service. Support varied among the operations staff with some supporting the idea while others did not. Most, however, thought that a possible fixed route service for older students (middle school and high school) would work although parents and students may not totally embrace it. Drivers thought that the public would not support or utilize a fixed route service as much as the current general public dial-a-ride service. The idea of a deviated fixed-route was also mentioned as an option with staff feeling somewhat ambivalent about it.

Service Pride

One common trait amongst all the staff that was interviewed was their strong sense of pride in Readi-Ride. Drivers are proud of the service and strive to provide the best service they can. The drivers know passengers by name and have a familiar rapport with many passengers. Drivers help passengers to their door with their groceries and even go as far as to make sure elderly passengers are able to get inside their homes before leaving the premises.

A “sore” spot mentioned by drivers is the response time between passenger request for a ride and the actual pick-up. Readi-Ride drivers are accustomed to maintaining an excellent response time of five to ten minutes between request and pick-up. With service becoming increasingly busy, however, passengers are sometimes required to wait up to 30 minutes before a pick-up. This longer wait time has hurt their sense of pride.

Equipment

Drivers often mentioned outdated equipment during the interviews. The radio system currently used by the dispatcher had been in use since Readi-Ride began operations in 1983 and was a hand-me-down from Fairfield/Suisun Transit. Most recently the difficulty with the radios has been that drivers and the dispatcher are unable to hear each other clearly and radios are periodically cutting out.

Drivers cited the lack of fareboxes as a security concern. Cash is kept in an envelope at the front of the vehicle. The money is not stored securely and is accessible to passengers. While drivers are unaware of any occurrences of stolen fares, it leaves the service vulnerable and causes concern for the drivers.

Chapter 5. Passenger Survey

In order to solicit the travel patterns and service opinions from Readi-Ride passengers, an on-board passenger survey was conducted by Readi-Ride drivers. On Wednesday, Thursday, and Friday during the week of July 6, 2008, drivers asked passengers who boarded their vehicles if they would like to complete a passenger survey. Passengers were given the option of placing completed surveys into a manila envelope on the vehicle or mailing back the survey. Passengers were instructed to complete only one survey. Surveys were provided in both English and Spanish. The following week, Readi-Ride staff mailed all completed surveys back to Nelson\Nygaard.

An on-board survey is the best way to obtain reliable information about current riders and their travel choices. The passenger survey asked passengers' their trip origin and destination as well as information on personal characteristics, such as age, income, and employment status.

In addition to an on-board survey, Nelson\Nygaard staff mailed the survey to the parents of all Readi-Ride student subscription service users. The survey was mailed directly to the passenger's home. Both an English and Spanish survey was included and a cover letter from Jeff Matheson, Recreation and Community Service Director. Completed surveys were mailed directly to Nelson\Nygaard.

A total of 74 surveys were returned-66 on-board surveys and eight student mailer surveys. With an average daily ridership of 228 passenger trips in FY 2007/08, the total surveys returned represent a 32% response ratio. This does not take into account passenger roundtrips.

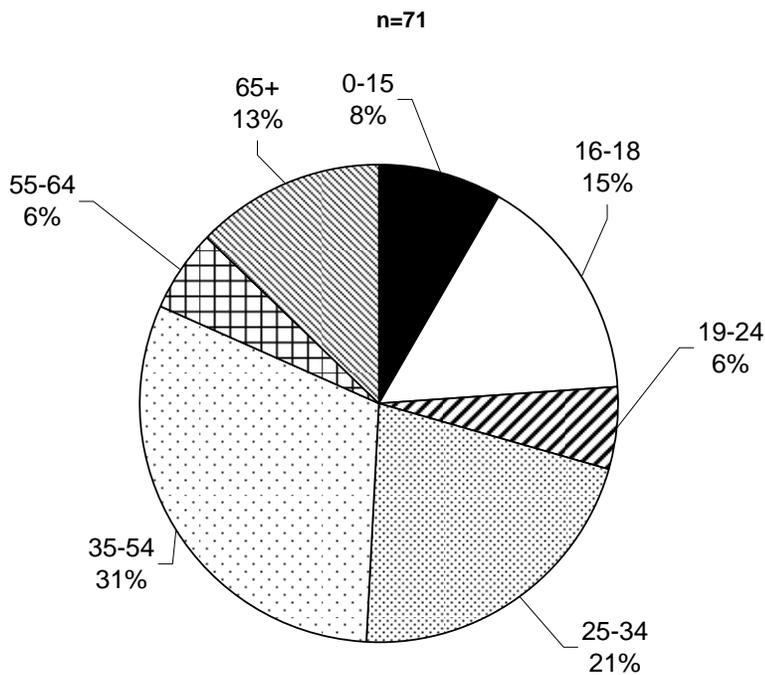
Who Rides Readi-Ride?

The following section provides a profile of Readi-Ride respondents.

Age of Respondents

Of the respondents, 64% were between the ages of 19 and 64. Twenty-three percent were 18 and under and 13% were 65 and older. This understates the number of youth riders on Readi-Ride since a large percentage of Readi-Ride trips are taken by school-aged children and the response rate from the student mailer was low.

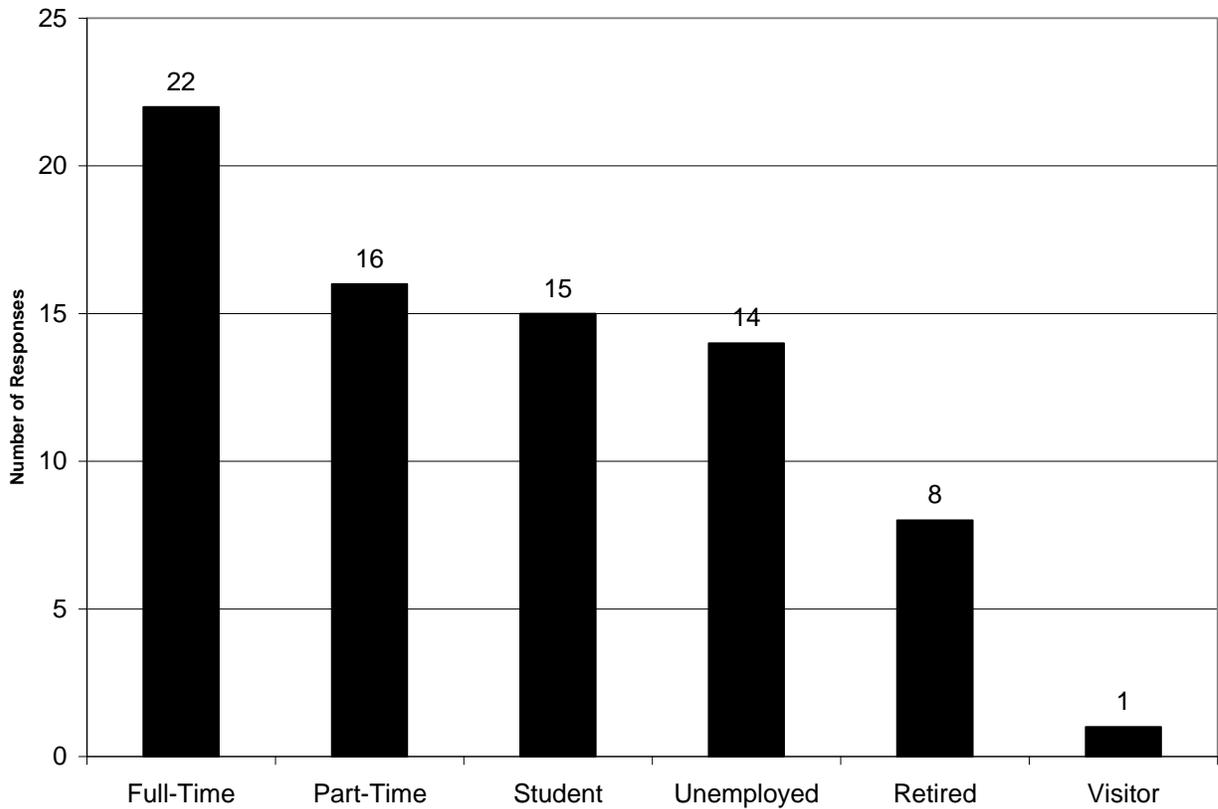
Figure 5-1 Age of Respondents



Employment Status

The largest number of respondents were full-time employed, part-time employed, or students. As with the age question, student ridership is probably understated.

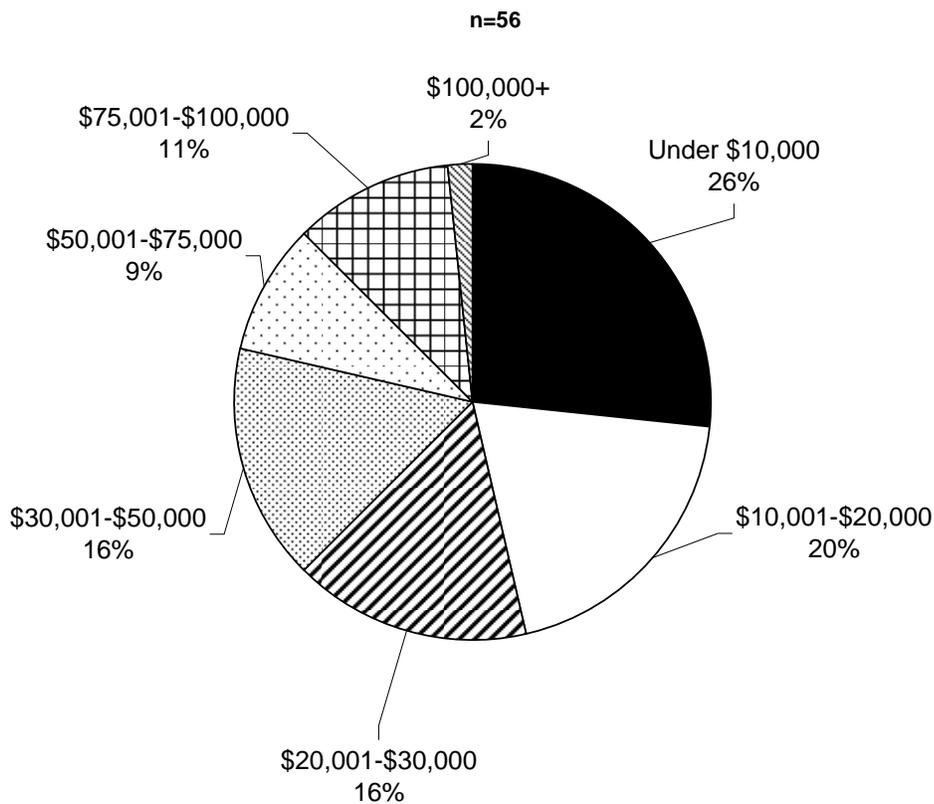
Figure 5-2 Employment Status



Income

Over 60% of respondents responded that their household income is \$30,000 or less annually. Twenty-six percent reported earning less than \$10,000 annually, below the US poverty threshold. In 2007, the US household poverty threshold was defined as less than \$11,000 for an individual and less than \$21,000 for a family of four. Thirteen percent stated their household income was above \$75,000.

Figure 5-3 Income



How Riders Use Readi-Ride

To gauge typical trip patterns, Readi-Ride passengers were asked about the origin and destination of their trip. Passengers were also asked how they would travel without Readi-Ride and how often they use the service.

Trip Purpose

To determine trip purpose, passengers were asked two questions: “Where are you coming from?” and “Where are you going to now?” In addition to major categories, such as home, work, and shopping, passengers were able to list the specific location of their destination.

All respondents except for one were either originating from home or going back to their home. The largest portion of passengers was traveling between work and home (25%) and home and shopping (20%). Work and shopping trips were followed by trips to or from home and school (15%). Trips between home and “other” accounted for 14% of trips and trips between home and medical or healthcare accounted for 8% of trips. Passengers stating “other” said they were coming from or going to daycare, a family member or friend’s house, or dining.

Figure 5-4 Trip Purpose

	Home	Work	Recreation/ Social Visit	School/ College	Other	Shopping	Medical/ Healthcare
Home							
Work	25%						
Recreation/Social Visit	4%	0%					
School/College	15%	3%	0%				
Other	14%	0%	0%	6%			
Shopping	20%	0%	0%	0%	4%		
Medical/Healthcare	8%	0%	0%	0%	0%	0%	

Origins and Destinations

Survey respondents were asked to mark specifically where they boarded Readi-Ride and their destination. Trip origins and destinations were clustered in generally the same areas. Major trip locations were the Wal-Mart Supercenter, Safeway, Dixon High School, Tremont Elementary, and employers around Ary Lane and Pitt School Road. The largest concentration of residential destinations was located west of Hometown Market around Newgate Way, which corresponds with the lowest income census block group in the city.

Origin and destination pairs were mapped to show the travel pattern of passenger trips. See Figures 5-5 through 5-7. The major trip generator throughout town was the Wal-Mart Supercenter. Other general trip patterns were from the retail and commercial area on Pitt School Road and the residential area around Newgate Way to the downtown Dixon area.

Most respondents using Readi-Ride during the survey period intended on riding Readi-Ride for a roundtrip (61%). Looking only at the survey results, it is unclear how the remaining 39% of passengers return home after using Readi-Ride.

Figure 5-5 Readi-Ride Survey Origins

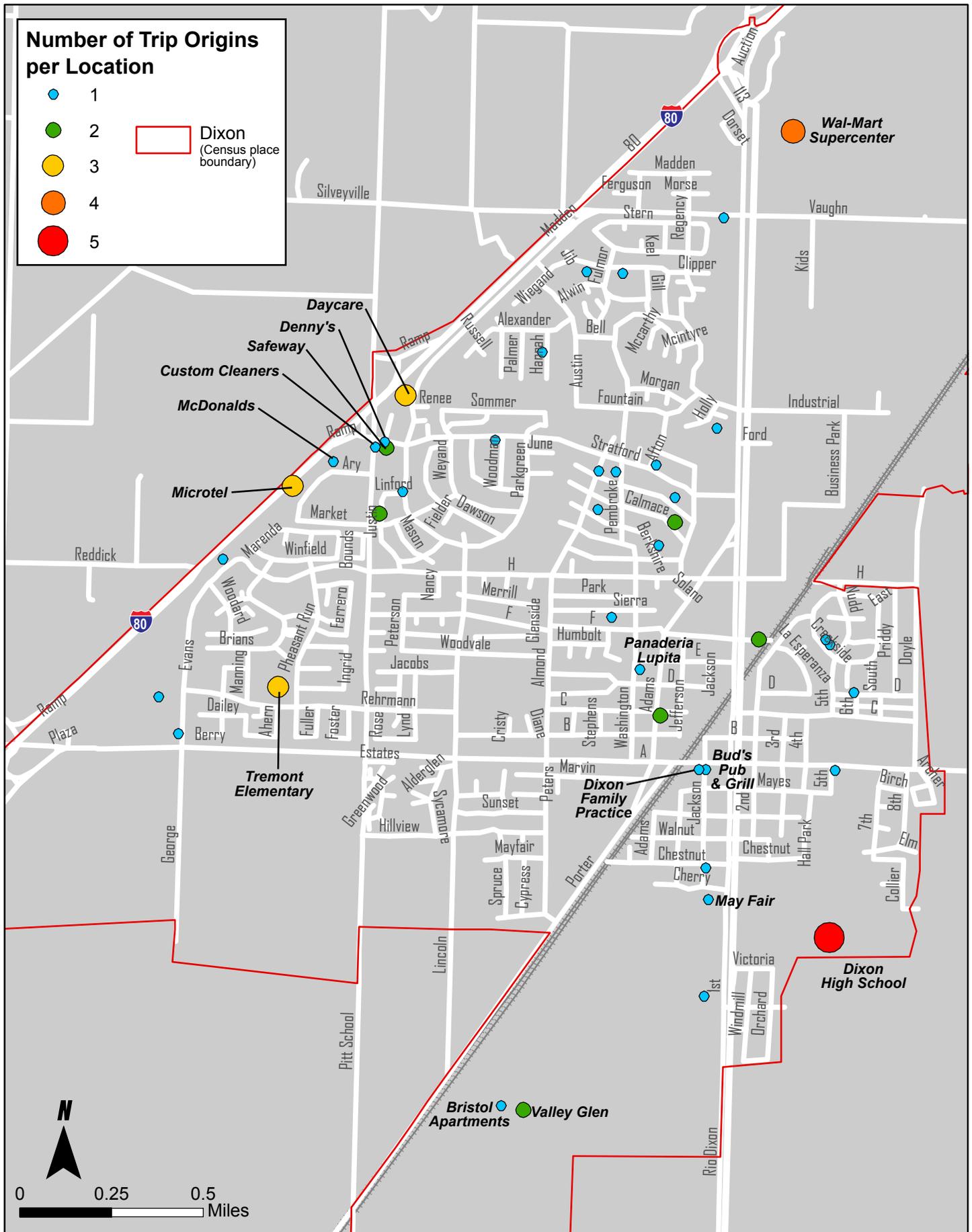


Figure 5-6 Readi-Ride Survey Destinations

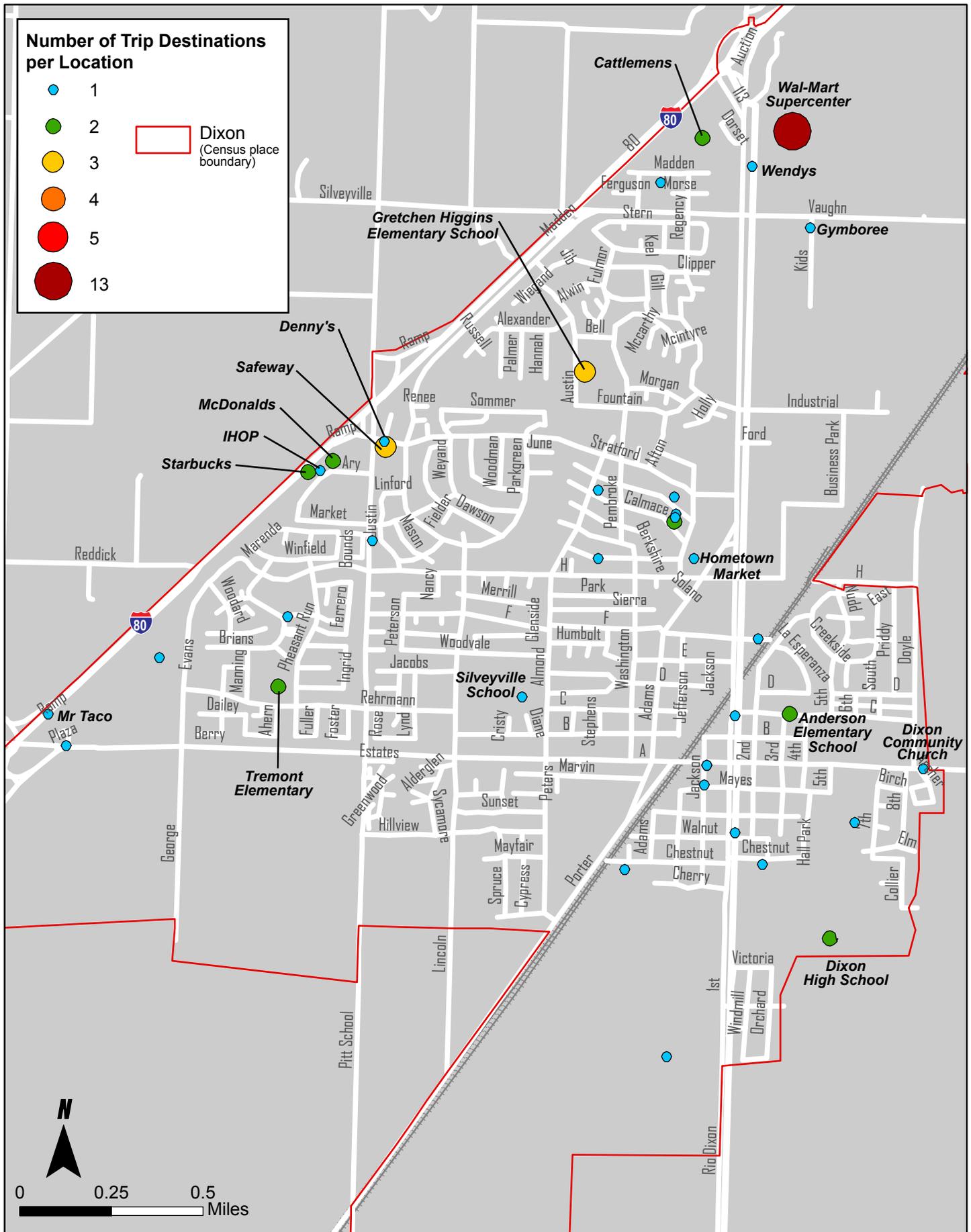


Figure 5-7 Trip Pairs - REDI-RIDE Passenger Survey Trip Pairs

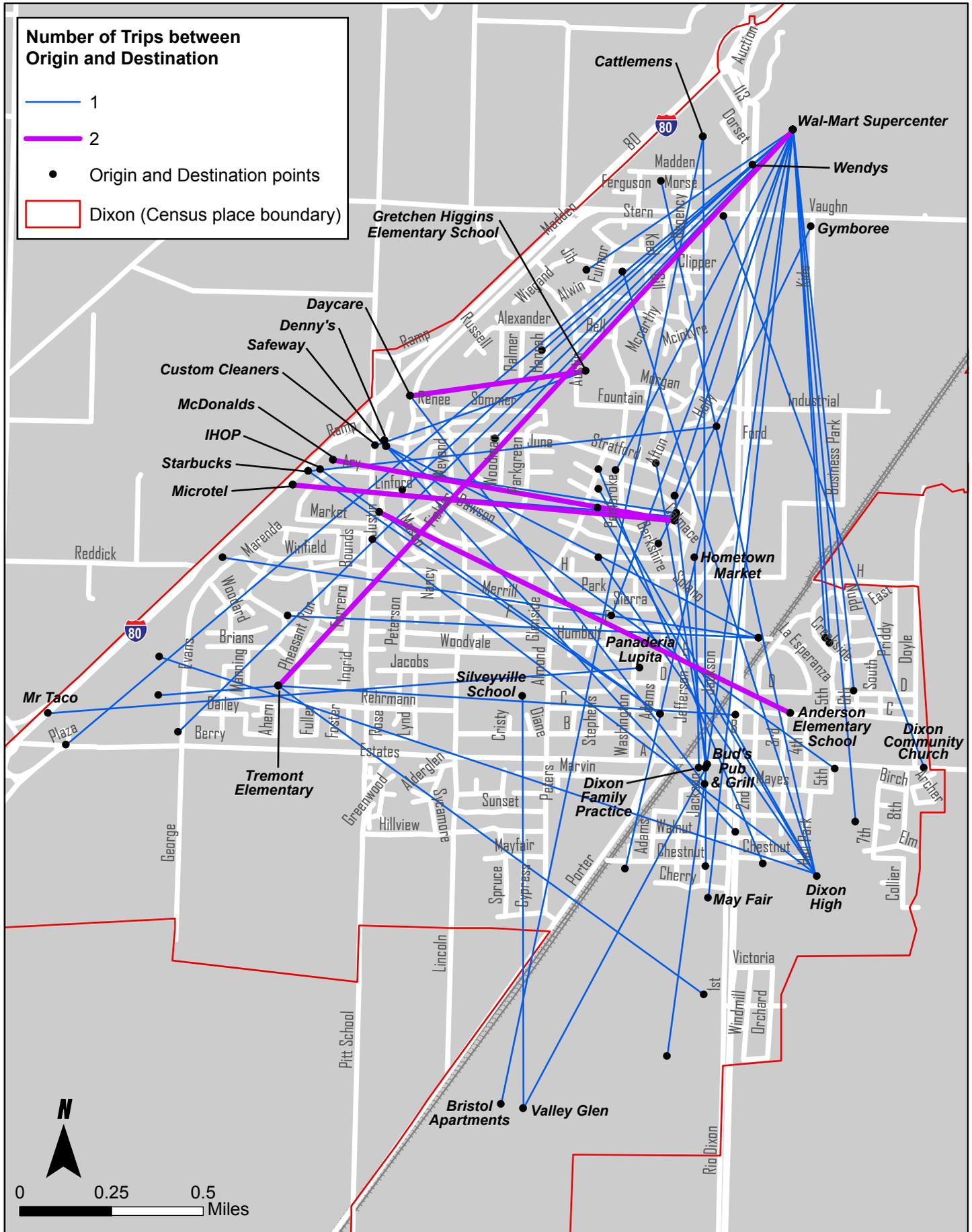
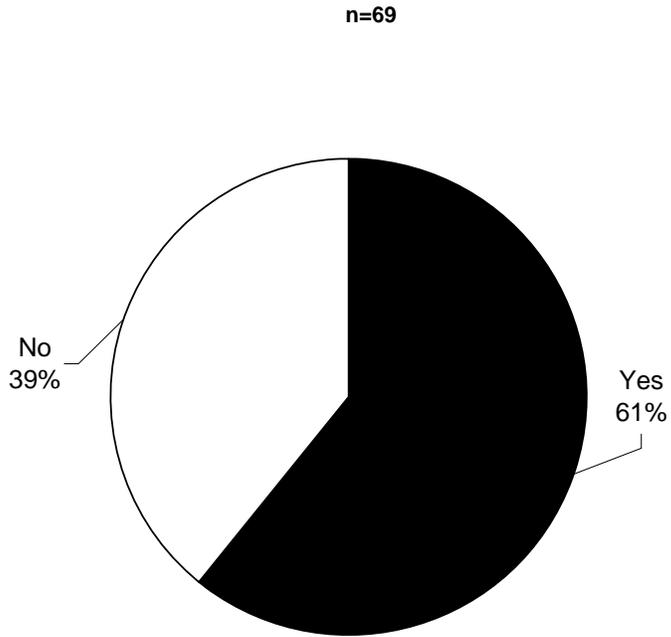


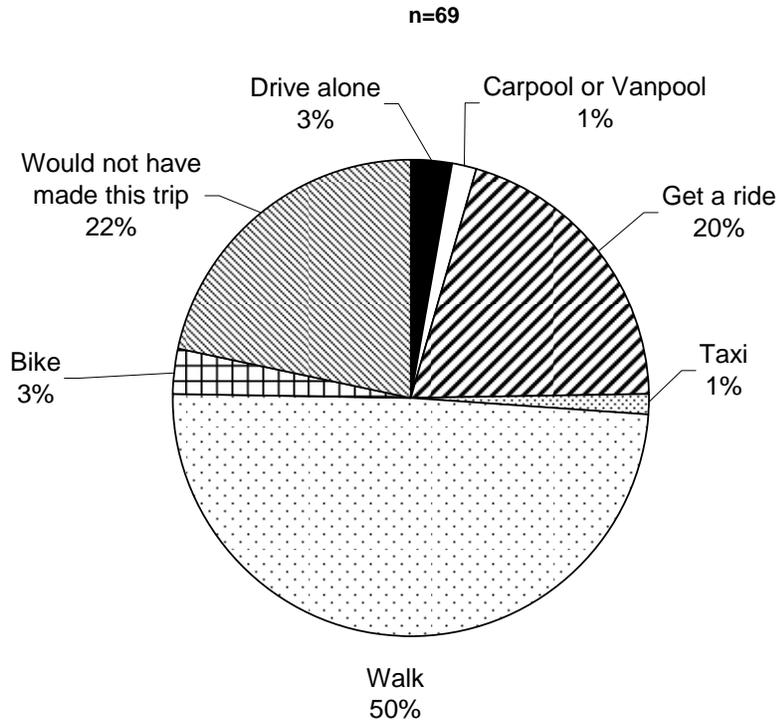
Figure 5-8 Roundtrip



Transit Dependency

Over 20% of respondents reported that they would not have made the trip had Readi-Ride service not been available. This highlights the important role that transit plays in providing mobility to people who are transit dependent. Half of the respondents would have walked if Readi-Ride was not available. Because Dixon is a relatively small, flat community, walking to destinations within the city is possible.

Figure 5-9 Alternatives to Transit

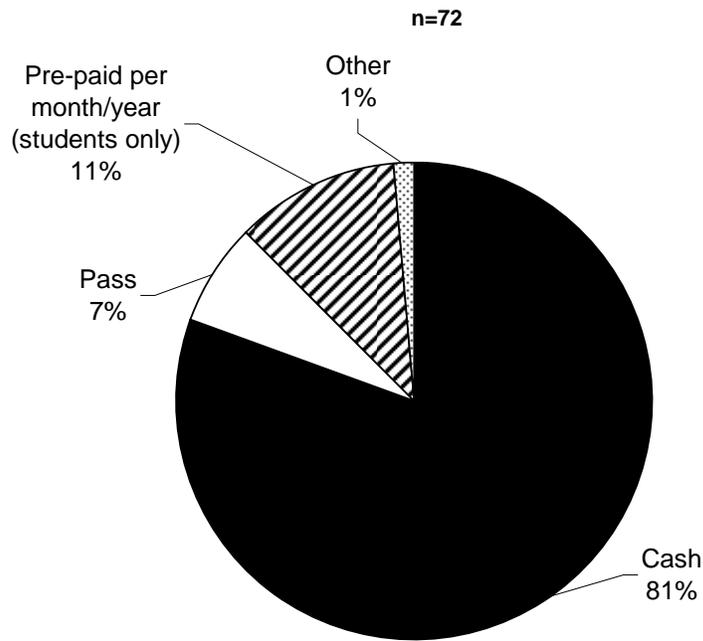


In addition to highlighting transit dependence, this question also relates to vehicle trip reduction. It is sometimes thought that transit's role in carrying transit-dependent riders does not contribute towards vehicle trip reduction. In fact, transit's main impact toward vehicle trip reduction is in reducing "chauffeured" trips, represented here by people who say that they would "get a ride" if transit were not available. Eight percent stated that they would have gotten a ride. Chauffeured trips are different from carpools because they are made solely to transport a person. Reducing the need for these trips contributes to reducing vehicle trips and congestion. In total, 24% of respondents would have driven alone, gotten a ride, or taken a taxi. These responses represent a reduction of vehicle trips because of Readi-Ride availability.

Fare

Respondents overwhelmingly used cash to pay for their Readi-Ride trip (81%). Use of pre-paid tickets accounted for 7% of responses and pre-paid student service covered 11% of the respondents. School subscription payment likely covers a larger portion of passengers than accounted for in the survey since there was a low response from parents of school age riders.

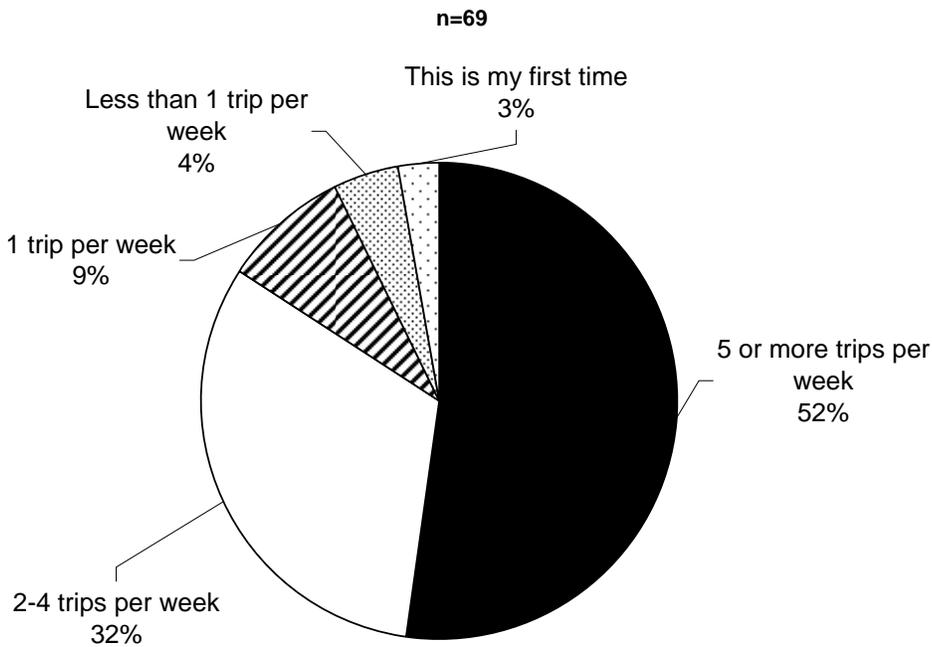
Figure 5-10 Fare



Frequency of Use

Over half of respondents stated that they use Readi-Ride for at least five trips per week. Another third of the riders indicated they ride two to four times per week. This shows that riders depend on Readi-Ride service to connect them to their destinations. Sixteen percent use the service for one trip or fewer per week.

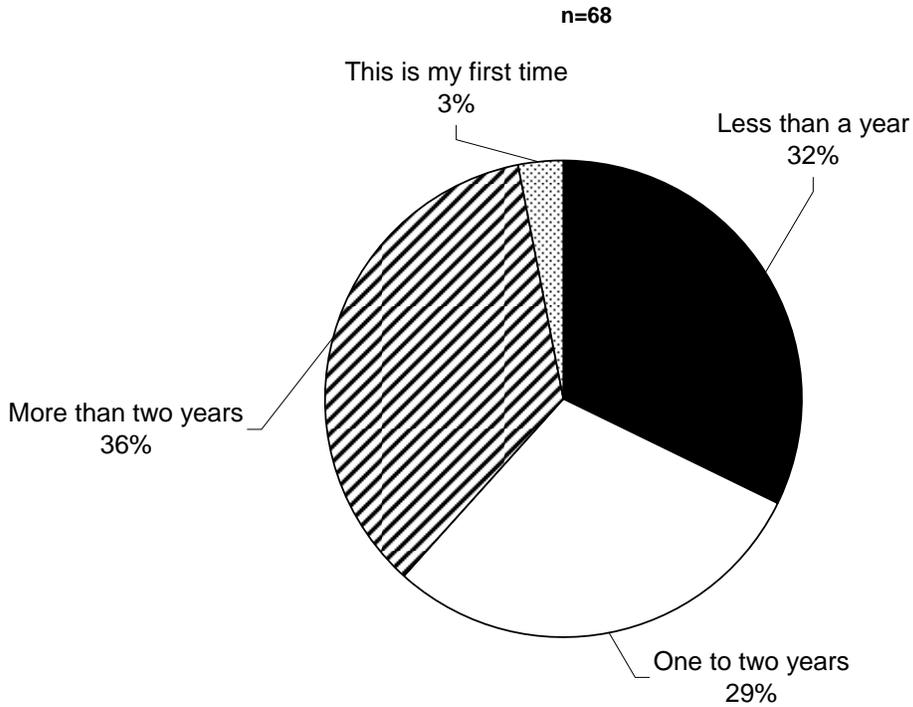
Figure 5-11 Frequency of Use



Duration of Use

Respondents were asked how long they have been using Readi-Ride. The largest percentage, 36%, has been using the service for two or more years. Nearly a third of respondents are y new riders who have been using Readi-Ride for less than one year.

Figure 5-12 Duration of Use

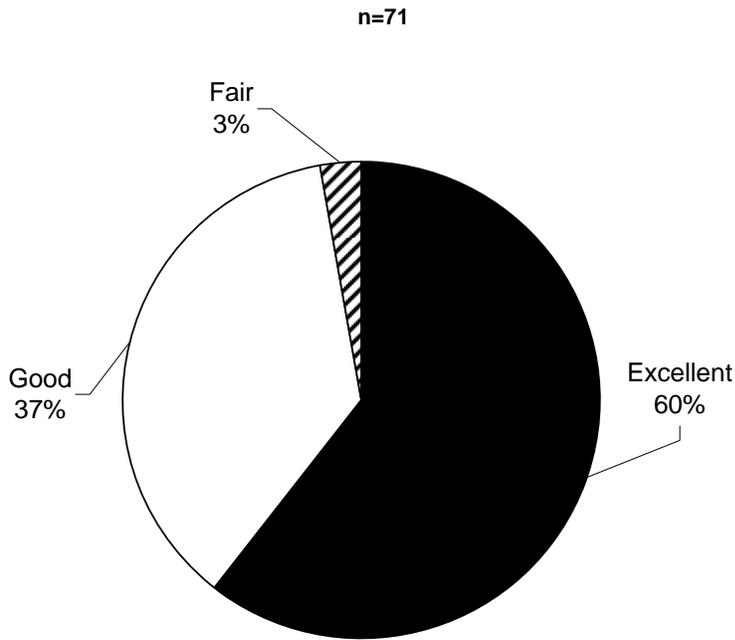


Riders Opinions of Readi-Ride

Passenger Rating

Passengers were very pleased with Readi-Ride service overall. Sixty-percent of respondents rated the service as “excellent” and 37% as “good”. Zero passengers rated the service as “poor.”

Figure 5-13 Overall Satisfaction



Denials

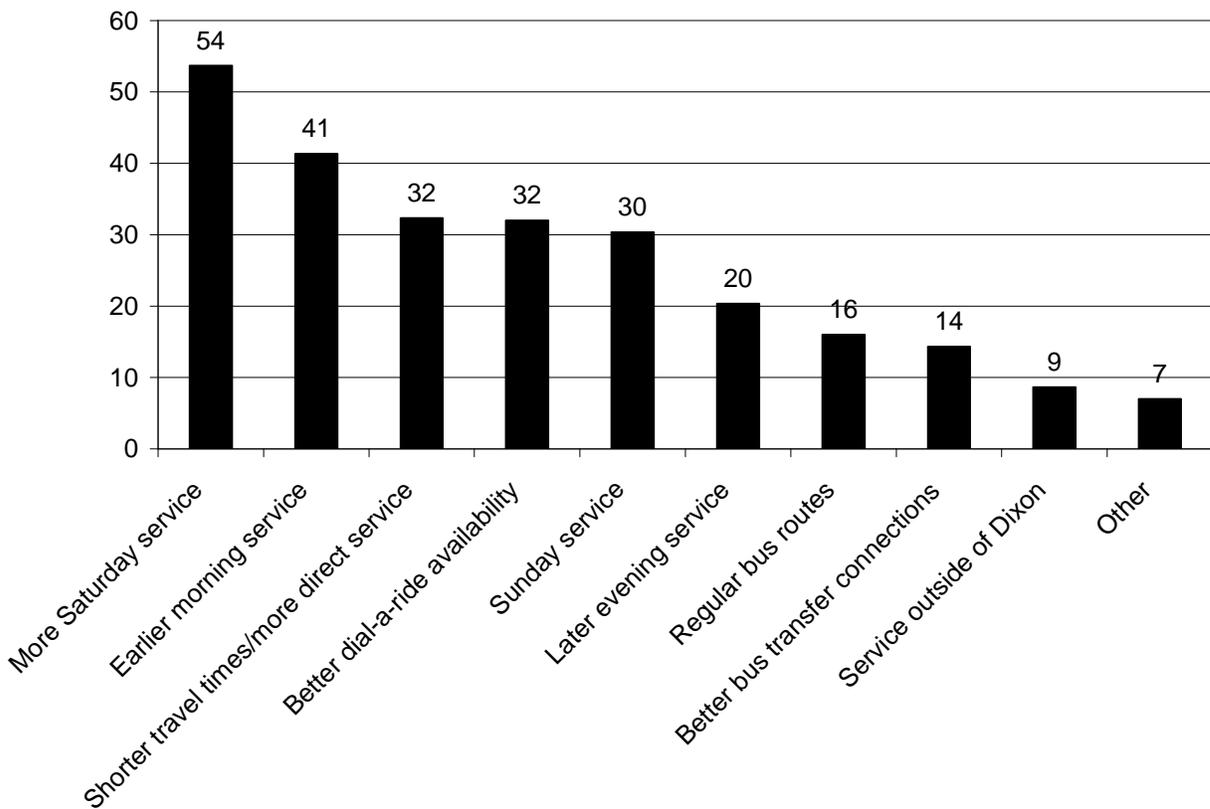
Only 10% of respondents (seven responses) stated that they have been “denied” service in the past month. Those who stated that they were denied service were asked to elaborate about the circumstances. Of the five respondents who elaborated, three respondents stated the service was too busy to pick them up, one did not want to wait more than five minutes, and one had no money.

Requested Improvements

Respondents were asked to specify from a list of options which improvements they would like to see on Readi-Ride service. Among the choices were fixed-route service, extended service hours, more weekend service, etc.

The most requested improvement was the need for more Saturday service, followed by earlier morning service and shorter travel times/more direct service. Currently Readi-Ride service starts at 7:00 AM. Of those specifying what time service should begin in the morning, a majority stated 6:00 AM. The need for fixed-route service was ranked seventh, and was preceded by later evening service, Sunday service, and better availability.

Figure 5-14 Requested Service Improvements



Summary

Overall passengers are pleased with Readi-Ride service with 97% rating the service as “excellent” or “good”. Readi-Ride staff strives to provide a high level of service with a quick response time for passengers. Respondents generally utilize the service regularly with over 80% responding that they use the service at least twice a week. While passengers use the service regularly, half of passengers would simply walk to their destination if Readi-Ride service were unavailable. Twenty-two percent responded that they would not make their trip without Readi-Ride. Over 60% of respondents were from lower income households earning less than \$30,000 annually. Lower income households are generally less likely to have access to an available personal vehicle and be transit dependant.

Chapter 6. Stakeholder Input

The purpose of this chapter is to present the concerns voiced by community representatives and local organizations representing a diverse range of Dixon residents. Stakeholders were interviewed over the phone between September 17 and September 30, 2008.

Stakeholder Process

Individuals commented on a number of issues regarding transit services. This section provides a summary of those issues. Comments are grouped according to general themes.

City of Dixon staff identified stakeholders to provide insight that reflect community concerns. These individuals were relied upon to describe transit issues affecting the community but do not necessarily represent the full range of concerns among citizens.

The list of stakeholders included in the interview process is included in the Appendix.

Community Stakeholder Issues

The interview format afforded stakeholders an opportunity to discuss their concerns about transit service in Dixon. Stakeholder comments are classified under the following headings:

- Role of transit in Dixon
- Strengths and weaknesses of Readi-Ride
- Priorities for Readi-Ride
- Opinions on possible service alternatives

Role of Transit in Dixon

The majority of stakeholders generally held the same view regarding the role of Readi-Ride in the community. Readi-Ride service is currently available to all residents and should remain a general public service with a focus on community needs and preferences. Some stakeholders thought that while the service should be available to everyone, it should focus on and prioritize trips for seniors, persons with disabilities, and those without other transportation options. Stakeholders also thought Readi-Ride should be a leader in emissions reduction through encouraging more transit use and gradually purchasing low-emissions and alternative fuel vehicles.

Readi-Ride's Strengths and Weaknesses

Stakeholders were asked what they felt were Readi-Ride's strengths and weaknesses. By far, the most commonly heard opinion was that Readi-Ride's staff is their greatest strength and asset. Stakeholders praised staff for their excellent customer service, friendliness, and familiarity with riders. Convenience was also cited as a major strength. Passengers can call Readi-Ride and receive door-to-door service within 5-10 minutes of their service request.

Unlike service strengths, weaknesses did not share a unifying theme. Limited service hours on weekdays and weekends were cited as a major weakness. Readi-Ride accepts ride requests on weekdays from 7:00 AM to 5:30 PM. Some stakeholders stated that many of their constituents work past 5:30 PM and must run errands in the evening. Current weekend service is limited to

reservation service on Saturdays, which many stakeholders stated was inconvenient. Readi-Ride offers no Sunday service.

Stakeholders also thought that intercity service was a weakness. Readi-Ride only operates within Dixon city limits and does not provide transportation to people in nearby unincorporated areas like the migrant worker camp or connect Dixon residents to Davis or Vacaville.

Readi-Ride has become increasingly busy and as a result, response times have increased. The decline in response time and convenience was cited as a weakness. Response times can be up to 30 minutes from the five to ten minutes passengers have come to expect. However, a five to ten minute response time is an unrealistic expectation and travel times have increased due to increasing demand.

Other weaknesses included the lack of fixed-route service, the increasing cost to operate Readi-Ride, and the need for stable revenue sources.

Priorities

Stakeholders identified what they thought Readi-Ride's top priorities should be in the next five to ten years.

Service Span

Readi-Ride service operates from 7:00 AM to 6:00 PM on weekdays and 9:00 AM to 5:00 PM on Saturdays. Stakeholders would like Readi-Ride to consider increasing hours if funding becomes available. Offering service until 8:00 PM would allow more workers to return home after their shifts end and provide more flexibility to those running errands in the evening. Additional Saturday hours and Sunday service were requested to accommodate church trips, shopping, and recreation.

Regional Services

Dixon Readi-Ride operates within the city limits. Stakeholders see a need to serve neighboring cities like Davis and Vacaville for medical services and understand this is possible only if additional resources become available. Solano Paratransit provides service to ADA eligible passengers throughout Solano County and FAST Route 30 connects Dixon to Vacaville, Davis, Fairfield, and Sacramento. Stakeholders felt that Route 30 is inconvenient for passengers due to the limited schedule. Although most stakeholders requested that Readi-Ride provide intercity service, one stakeholder recommended that city staff work more closely with regional providers to encourage more coordination and higher levels of service within Dixon.

Fixed-Route Service

Some stakeholders would like to see fixed-route service introduced in Dixon. These stakeholders stated that fixed-route service would provide a cost-effective alternative to dial-a-ride service and would provide more direct and convenient service to riders. Although stakeholders saw the need to maintain dial-a-ride service for seniors, people with disabilities, and other populations, they did agree that fixed-route service would be beneficial for middle and high school trips.

Funding

Stakeholders recommended that the City of Dixon take a more aggressive stance to secure additional funding and safeguard funding sources. The City of Dixon, along with other Solano County transit operators, enters into an annual intercity cost-sharing agreement, which splits the cost of all intercity services including Solano Paratransit and FAST Route 30. Stakeholders thought that Dixon may be contributing too much to the agreement given the number of Dixon residents using the service. They think that future intercity agreements should be structured to provide Dixon with additional funding.

Alternative Fuel Vehicles

With the escalating price of fuel and increasing concern for climate change, stakeholders would like to see Readi-Ride gradually update its fleet to include alternative fuel vehicles. Hybrid vehicles or compressed natural gas vehicles should be purchased if funding is available to replace diesel vehicles. The city should take the lead on purchasing alternative fuel vehicles and encourage the public to drive less and try alternatives.

Service Alternatives

Before asking their opinions on possible service alternatives, the interviewer briefly explained the constrained financial situation facing Readi-Ride. Support varied on whether Readi-Ride should consider service alternatives. Most stakeholders stated their objection to fixed-route bus service or any changes to the current dial-a-ride. Stakeholders stated that fixed-route service could be inconvenient for passengers and would adversely affect seniors, persons with disabilities, and families with small children who are accustomed to the convenience of door-to-door service. They also thought that any change to the current dial-a-ride would burden passengers. They expressed their strong preference for maintaining the status quo. Stakeholders acknowledged that to continue operating a dial a ride service “on demand” would require additional vehicles and staff to maintain the high level of service; however, they could not recommend any potential sources for additional revenues.

Stakeholders supporting fixed-route service understand that increased service demand warrants a fixed-route service. They cited that a fixed-route would reduce the travel time and provide more direct service for many residents. However, they said that dial-a-ride service would need to be maintained to serve seniors and persons with disabilities. One stakeholder cited that Readi-Ride was originally intended for seniors and persons with disabilities. Another noted that by implementing a fixed-route service for the general public and a dial-a-ride for seniors and persons with disabilities, Readi-Ride would be returning to its original charter.

Summary

All stakeholders praised Readi-Ride staff for providing passengers with an excellent service. Stakeholder opinions varied on the direction Readi-Ride should pursue in the next five years. They agreed that Readi-Ride should continue its current role of providing transportation for all residents in the community. Opinions differed on possible service alternatives. Stakeholders were split among those who oppose any change to the current service model and those who support a fixed-route service. Regardless of the fiscal constraints, stakeholders recommended that Readi-Ride expand service days and hours, provide intercity service, more aggressively secure funding, pursue alternative fuel vehicles, and consider implementing fixed-route service.

Chapter 7. Goals and Objectives

Readi-Ride has established a set of goals, objectives, measures, and standards to monitor how well service is performing. These measures have not been updated in several years and do not reflect current operating conditions. While the City generates annual and biannual performance reports comparing current performance to past fiscal years, these reports are not used to help improve the service or control costs. Because staff has not used the established standards to monitor service performance, declines in service efficiencies and negative trends have gone without corrective action.

LSC recommended updates to the current goals and objectives in Readi-Ride's last transit plan in November 2002. However, these recommendations were not implemented.

Current Performance

Readi-Ride performed well in FY 2007/08 compared to their adopted standards. The service exceeded standards for many measures including passenger productivity and operating cost per service hour. Readi-Ride carried over eight passengers per service hour compared to a goal of 7.5 passengers and the operating cost per hour increased less than one percent while the California CPI grew at over three percent. In past years, cost measures increased at rates greater than the CPI.

Standards were not met for categories such as subsidy per passenger, marketing expenditure, and useful vehicle life. The established subsidy per passenger standard is less than \$7.00 per passenger. However, the actual performance was \$9.05 per passenger due to rising operating costs.

The following table presents the current goals, objectives, measures, and standards with their FY 2007/08 performance.

Figure 7-1 FY 2007/08 System Performance

Goal	Objective	Performance Measure	Performance Standard	FY 2007/08 Performance
Provide increased mobility in the community	A. Continue to provide demand-response transit service within the city limits and to those areas immediately adjacent to the city for individuals that are transit dependent, including disabled, elderly, and those without opportunities to access other transportation	Level of geographic coverage, taking into account any topographic constraints	100% of Dixon city limits	Meets standard
	B. Coordinate the Readi-Ride program with intercity and regional services	Work with adjacent jurisdictions and transit providers to coordinate transit schedules and fares	Provide direct transfers to Route 30 and Solano Paratransit during the same daily span of service	Readi-Ride operates during Route 30 hours to allow for connections. Solano Paratransit operates until 7:00 PM, an hour more than Readi-Ride. Fare agreements do not exist between the operators.
Provide effective service	C. Provide a paratransit demand-response program which will maximize system productivity, minimize non-productive service, and minimize travel and waiting time. In addition, the service provided should be convenient, comfortable, safe, and attractive.	Passenger productivity (passengers/vehicle service hour)	Goal of 7.5 passengers/vehicle service hour; minimum of 5.5	Meets standard. FY 2007/08: 8.27 passengers/vehicle hour
		Percentage of turndowns	Less than 1% of request denied for immediate trip due to capacity	Meets standard. FY 2007/08 (1st half): 0.20%
		Missed trips	Less than 1%	Meets standard. FY 2007/08 (1st half): Zero missed trips.
		Response (wait) time for immediate pickup requests	90% within 0-30 minutes 100% within 45 minutes	Meets standard. FY 2007/08: 99.15% within 0-30 minutes; 0.85% within 45 minutes
		Travel time to reach destination after pick-up	Maximum ride time of 30 minutes; 95% travel time less than 20 minutes	Not tracked.
		Passenger complaints	<1 per 10,000 passenger trips	Meets standard. FY 2007/08: 0
		Deviation time (difference between scheduled and actual pickup time)	95% pickups within +/- 10 minutes	Meets standard. FY 2007/08: 98.3%
		Miles between roadcalls	>10,000 miles	Meets standard. FY 2007/08 (1st half): 90,021 miles
		Miles between preventable accidents	>25,000 miles	Meets standard. FY 2007/08: 55,000 miles

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Goal	Objective	Performance Measure	Performance Standard	FY 2007/08 Performance
Provide effective service <i>(continued)</i>	C. Provide a paratransit demand-response program which... <i>(continued)</i>	Annual growth in ridership	Should equal or exceed annual population growth rate	Meets standard. FY 2007/08: 8% growth in ridership; <2% growth in population
		Monthly and annual management reports on key operational statistics	Include 100% of performance measures in the monthly reports	Does not meet standard. Current reviews do not record travel times.
		On-going efforts with target groups. Update brochures as needed.	Minimum of two contacts/campaigns per year	Meets standard.
		Proportion of transit operating budget devoted to system marketing/promotion	Up to 3% annually for marketing efforts. Minimum of 1.5%	Does not meet standard.
		Operating cost per vehicle service hour	Annual increase should be no greater than the consumer price index (CPI)	Meets standard. Operating cost per service hour increased 0.3% in FY 2007/08. CPI increased 3.3%.
	D. Regularly evaluate the performance of the system	Minimize subsidy/passenger trip	Maximum of \$7.00 per passenger trip	Does not meet standard. Subsidy is \$7.81 per passenger.
	E. 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.	Maximize farebox recovery ratio	Goal of 15%; minimum of 10%	Meets standard but not goal. FY 2007/08: 13.7%
		Maintenance cost per vehicle service mile	Annual increase should be no greater than the consumer price index (CPI)	Meets standard. FY 2007/08: 6%
Provide an efficient service	F. Maintain an overall cost-efficient transit service and minimize operating costs	Maximum bus mileage and/or age	Replacement based on mileage or age per FTA regulations	Does not meet standard. Two vehicles are past their seven year useful life.
		Administrative costs as a percent of total operating costs	20% or less	Meets standard. FY 2007/08: 11%
		Preventative maintenance inspections completed on schedule	100% of PMIs within 500 miles of scheduled time	Meets standard. FY 2007/08: 100%

Proposed Goals, Objectives, Measures, and Standards

In order to provide a more useful framework for Readi-Ride, Nelson\Nygaard recommends streamlining the current set of goals and objectives. By eliminating extraneous information, the document will be more useful and staff can more easily compare current performance to their established standards without the need to calculate data not readily available from the operations reports. The document has been reorganized and standards have been updated to reflect the current operating conditions.

Two sets of standards are presented—one for the current dial-a-ride and another for a deviated fixed-route or traditional fixed-route service.

Figure 7-2 FY 2007/08 System Performance

Goal	Objective	Performance Measure	Status Quo Dial-A-Ride Performance Standard	Fixed-Route/Deviated Fixed-Route Performance Standard
Provide increased mobility in the community	A. Continue to provide demand-response transit service within the city limits for seniors and persons with disabilities	Level of geographic coverage, taking into account any topographic constraints	100% of Dixon city limits	100% of Dixon city limits
	B. Coordinate the Readi-Ride program with intercity and regional services	Work with adjacent jurisdictions and transit providers to coordinate transit schedules and fares	Provide direct transfers to Route 30 and Solano Paratransit during the same daily span of service	Provide direct transfers to Route 30 and Solano Paratransit during the same daily span of service
Provide an efficient & effective service	C. Provide a service which will maximize system productivity and efficiency.	Passenger productivity (passengers/vehicle service hour)	8.0 passengers/vehicle service hour	12.0 passengers/vehicle service hour
		Operating cost per vehicle service hour	Annual increase should be no greater than the consumer price index (CPI)	Annual increase should be no greater than the consumer price index (CPI)
		Operating cost per passenger	Less than \$10.00 per passenger trip	Less than \$10.00 per passenger trip
		Minimize subsidy/passenger trip	Less than \$9.00 per passenger trip	Less than \$9.00 per passenger trip
		Maximize farebox recovery ratio	10% or greater	10% or greater

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Goal	Objective	Performance Measure	Status Quo Dial-A-Ride Performance Standard	Fixed-Route/Deviated Fixed-Route Performance Standard
Provide an efficient & effective service <i>(continued)</i>	C. Provide a service... <i>(continued)</i>	Annual growth in ridership	Should equal or exceed annual population growth rate	Should equal or exceed annual population growth rate
	D. Regularly evaluate the performance of the system	Monthly and annual management reports on key operational statistics	Include 100% of performance measures in the monthly reports	Include 100% of performance measures in the monthly reports
Provide a safe & reliable service	E. 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.	Update brochures as needed and provide to outlets throughout the city.	Have brochures available at locations throughout the city.	Have brochures available at locations throughout the city.
		F. Maintain a safe service that passengers can easily rely on	Preventative maintenance inspections completed on schedule	100% of PMIs within 500 miles of scheduled time
	Service Denials	Less than 2% of requests denied within the requested pickup window	Less than 2% of requests denied within the requested pickup window (for ADA paratransit or route deviations)	
	Response (wait) time for pickup requests	90% within 0-45 minutes 100% within 60 minutes	Passengers requesting ADA paratransit or route deviation will be picked up within +/- 10 minutes of the negotiated pickup time	
	No shows as a percentage of passengers carried	No more than 2.5%	No more than 2.5% (for ADA paratransit or route deviations)	
	Verified passenger complaints	<1 per 1,000 passenger trips	<1 per 1,000 passenger trips	
	On-time performance	Pickup 95% of passengers within +/- 10 minutes of negotiated pickup time	90% of trips arrive at bus stops within 5 minutes of the posted schedule	
	Miles between roadcalls	>10,000 miles	>10,000 miles	
	Miles between preventable accidents	>50,000 miles	>50,000 miles	

New Items

In order to make the goals and objectives more useful for staff, the following new items are recommended.

- Goal 3: Provide a safe and reliable service. This new goal was created to focus Readi-Ride's commitment to providing an excellent level of service.
- Objective F: Maintain a safe service that passengers can easily rely on. This new objective has been created to compliment Goal 3 and further emphasize the commitment to safety and reliability.
- Operating cost per passenger: This measure illustrates how much the service costs per passenger trip and shows how efficiently the service is provided.

Updated Items

To more accurately reflect current operating conditions, updates are proposed to objectives, measures, and standards.

- Goal 2: Provide an efficient and effective service. Goal 2 has been expanded and reorganized to include elements of the current Goal 3.
- Goal 3: Provide efficient service. This goal has been incorporated into Goal 2.
- Objective A: Continue to provide demand-responsive transit service within the city limits for seniors and persons with disabilities. The former objective stated that Readi-Ride would provide demand-response service outside of city limits and to transit dependent populations. Readi-Ride currently operates only in Dixon. As the service grows and expands, the service delivery method may change and demand-responsive service may be discontinued for the general public. All city residents would still have access to public transit however.
- Objective C: Provide a service which will maximize system productivity and efficiency. The objective has been generalized to relate to all transit services, not just demand-response service. Statements in the current objective related to on-time performance, safety, and convenience has been moved to a new goal.
- Passenger productivity has been increased to 8.0 passengers/vehicle service hour for the status quo service to reflect current conditions and 12.0 passengers/vehicle service hour for a fixed-route service. If fixed-route service is implemented, the service will need two or more years to realize this productivity standard.
- Minimize subsidy/passenger trip has been increased to "less than \$9.00 per passenger trip." The current standard of \$7.00 per passenger is outdated and does not accurately reflect current conditions.
- The farebox recovery ratio goal is updated to "10% or greater". The old standard set the goal at 15% which Readi-Ride has been unable to meet and is not required to meet.
- Update brochures as needed and provide to outlets throughout the city/Have brochures available at locations throughout the city. The current measure and standard call for at least two marketing campaigns or contacts per year. With the current financial situation facing the service, resources can be devoted to better causes. Readi-Ride is well utilized by the public and the staff already provides informational assistance as needed to

individuals and agencies. The measure and standard have been updated so the public will be able to get information about Readi-Ride throughout the city without being tethered to marketing campaign quotas.

- Percentage of turndowns has been updated to service denials to reflect standard industry language. The standard has been updated to “no more than 2% request denials within the negotiated pickup window”. While Readi-Ride has less than 1% of requests denied, the current standard states that less than 1% of requests can be denied for immediate trips. Requests for immediate trips are unreasonable with limited resources and escalating costs and a 2% standard will allow Readi-Ride to have additional “wiggle” room.
- Response time for pickup requests has been updated from 90% within 0-30 minutes and 100% within 45 minutes to 90% within 0-45 minutes and 100% within 60 minutes. Service policies are being reviewed in order to make Readi-Ride more fiscally sound and response times may increase.
- For ADA paratransit or route deviation service requests, the recommended standard states that the vehicle will arrive within a 20 minute window of the negotiated ride request time (10 minutes before or after).
- Verified passenger complaints have been decreased from 1 in 10,000 trips to 1 in 1,000 trips. The current standard allows Readi-Ride to receive only nine complaints per year. The updated standard is more realistic for a transit service.
- Deviation time has been updated to on-time performance. The standard states that 95% of pickups will occur within +/- 10 minutes of the negotiated pickup time, equivalent to the current standard. For a fixed-route or deviated fixed-route service, the standard states that 90% of trips will arrive at bus stops within five minutes of the posted schedule.
- Miles between preventable accidents has been increased from 25,000 miles to 50,000 miles. Readi-Ride exceeds the current and proposed standard.

Discontinued Items

Current measures and standards are not used on a regular basis and some do not provide an accurate or useful assessment of Readi-Ride service. As a result, consulting staff eliminated these items.

- Objective F: The current Objective F is closely related to Objective C and has been discontinued. All relevant measures and standards were incorporated into Objective C.
- Missed trips: Performance is more accurately observed by the number of service denials.
- Travel time to reach destination after pick-up: This measure is not currently tracked by Readi-Ride staff.
- On-going efforts with target groups/Minimum of two contacts/campaigns per year: Readi-Ride has a community presence and is well utilized by the public. Staff already participates in city events and communicates with the public regularly. This measure and standard are not useful for a service review.
- Proportion of transit operating budget devoted to system marketing/promotion: Readi-Ride does not meet the established standard. With tight revenue sources, the service should not be held to a standard guaranteeing 3% of the budget to marketing when operations could use the money to provide service.

- Maintenance cost per vehicle mile: Readi-Ride has established standards for preventative maintenance and roadcalls, which provide better standards for maintenance than cost per mile.
- Maximum bus mileage and/or age: Readi-Ride already has a fleet replacement schedule and they maintain and regularly purchase new vehicles to replace older vehicles. Older vehicles can still be used as spares and should not count against the service.
- Administrative costs as a percent of total operating cost: The service is far below the established maximum. Readi-Ride has a small administrative staff compared to the operating staff and administrative costs will unlikely account for a significant portion of the total budget.

Tracking System Performance

Readi-Ride already compiles biannual and annual performance reports describing the current year's performance. The reports differ in format with the biannual report presenting a wide range of performance indicators from the current and past two fiscal years such as number of roadcalls, passengers per hour, average wait time, and trip type. The annual report is less detailed and presents ridership, passengers per hour, passengers per mile, farebox revenues, and on-time performance data.

As suggested by the City of Dixon's TDA Audit, Readi-Ride should create quarterly performance reports. The recommended report format should more closely follow the biannual report which compares multiple years of data. Quarterly reporting of a small list of performance indicators and comparing them to the established standards will allow Readi-Ride to analyze trends and take corrective action to ensure that service performance is moving in the right direction.

Recommended performance measures for the quarterly report are

- Passengers per revenue hour
- Operating cost per passenger
- Subsidy per passenger
- Farebox recovery ratio
- Miles between roadcalls
- Miles between preventable accidents
- Service denials
- On-time performance

A sample report chart is provided below. Narrative text should be included to describe trends like the current annual reports.

Figure 7-3 Sample Quarterly Report Table

	Performance Standard	FY 2008/09 1st Quarter	FY 2008/09 2nd Quarter	FY 2008/09 3rd Quarter	FY 2008/09 4th Quarter	FY 2007/08	FY 2006/07
Efficiency Standards							
Ridership	Should equal or exceed annual population growth rate						
<i>Percent Change</i>							
Passengers/Hour	8.0						
<i>Percent Change</i>							
Operating cost/passenger	Less than \$10.00 per passenger						
<i>Percent Change</i>							
Subsidy/passenger	Less than \$9.00 per passenger						
<i>Percent Change</i>							
Farebox Recovery Ratio	Greater than 10%						
<i>Percent Change</i>							
Safety and Reliability Standards							
Miles between roadcalls	>10,000 miles						
Miles between preventable accidents	>50,000 miles						
Service denials	No more than 2.5%						
On-time performance	Pickup 95% of passengers within +/- 10 minutes of negotiated pickup time						

All standards, including those not present in the quarterly reports, should be analyzed on an annual basis and presented to the City Council. Using the annual report results, staff should revisit and update standards that may not accurately reflect current operating conditions. As with the quarterly reports, staff should take immediate action to mitigate any apparent negative trends.

Chapter 8. Service Alternatives

Readi-Ride is at a crossroads. Ridership is increasing at a rate greater than the City's population growth. At the same time operating costs are rising and TDA revenues are decreasing in the short-term. City staff is facing pressure to make the service more efficient while still providing the same excellent level of service that the public is accustomed to receiving.

With high ridership and the need for more efficient service, this chapter presents service alternatives to help stabilize Readi-Ride costs and maintain a high level of service. Three service alternatives are proposed in this chapter: maintain dial-a-ride with policy changes, fixed-route, and deviated fixed-route.

Key issues that are considered in developing service alternatives are the service delivery method and school service to address increasing costs and ridership demand.

School Service

Nearly half of all Readi-Ride riders are between the ages of five and 17 and over 40% of trips are school related when eliminating return home trips. These statistics show that Readi-Ride devotes a large percentage of its resources for school trips and may be deterring residents from using the service for other purposes. The demand for school service greatly limits service capacity for the general public during peak school periods. At school bell times, three vehicles are devoted to providing school service while only one vehicle is available for the entire city's general public dial-a-ride needs.

Provision of Service and Financial Outlook

Readi-Ride currently carries over eight passengers per revenue hour, a productivity figure well above most dial-a-ride services. Capacity peaks during school bell times for the current service and drivers are unable to maintain the five to ten minute response time passengers have come to expect.

Due to the current economic downturn, Readi-Ride will be receiving less funding than the system currently receives. All alternatives propose only sustainable service delivery modes within current financial constraints and assume a conservative future revenue forecast.

Service Alternatives

The following section presents three service alternatives for Readi-Ride. A description of each alternative is presented including vehicle requirements for each and their major advantages and disadvantages. Costs and revenue projections are analyzed for each alternative in Chapter 9.

Alternative 1: Maintain Dial-A-Ride Operations

Readi-Ride operates a general public dial-a-ride service within Dixon city limits. The service is typically able to respond to a ride request within five to ten minutes providing a fast and convenient service to passengers. Students comprise a large number of Readi-Ride users, accounting for nearly half of all passengers. School service is typically accommodated through a pre-arranged subscription and billing the families in advance, rather than students paying cash fare.

Readi-Ride was originally created to provide dial-a-ride service to seniors and people with disabilities. As Dixon has grown, Readi-Ride has expanded service in order to accommodate all passengers including students. However, the large student demand has led to a decrease in the service level available to the general public, seniors, and people with disabilities due to capacity constraints. Readi-Ride must operate up to four vehicles during school bell times to accommodate students and as a result, reduce capacity for the general public.

With a goal of containing operating cost increases Readi-Ride must transition to a more formal dial-a-ride service and reevaluate school service guidelines. Stakeholders and Readi-Ride staff agree that passengers have become “spoiled” by a service that responds within five minutes, faster than even a taxicab can respond. This alternative proposes a scaled-back dial-a-ride operation with the following proposed changes to help control costs and demand.

Reservation Policy

As stated above, Readi-Ride often responds to service requests within five to ten minutes. This is an excellent service to passengers but is unsustainable since the service is at capacity and funding is decreasing. In order to maintain this service level, Readi-Ride needs up to four vehicles (five vehicles prior to February 2009) operating at one time especially during peak hours between 7:00 AM-8:30 AM and 2:30 PM-4:00 PM. Facing lower funding, Readi-Ride will not be able to maintain this service level. To help spread out and control demand, a more formal reservation policy is recommended. Similar general public dial-a-ride services in Hollister (San Benito County) and Wasco (Kern County) respond to passengers requests in 30 to 60 minutes and encourage passengers to request their trips at least one-day in advance. Dial-a-ride service in Hollister charges a premium fare of an additional \$1.00 for the convenience of same day service. By increasing the response time from 5-10 minutes to 30-60 minutes, Readi-Ride will be better equipped to handle and distribute passenger demand. Whenever possible, Readi-Ride should encourage advanced reservations. This will allow the reservationists to plan their service schedule and also encourage passengers to consolidate trip requests instead of making numerous trips throughout the day. This arrangement will allow dispatchers to know exactly how many vehicles are needed at various times throughout the day and avoid using excess resources. Longer wait times will become the norm in the face of declining revenues and increasing costs resulting in fewer vehicles on the road.

Proposed Policy: Encourage passengers to make advanced reservations and consolidate trips.

School Service

Readi-Ride provides curb-to-curb service for all elementary, middle, and high schools within Dixon city limits. Service is generally provided via subscription, meaning students have a standing order and do not need to request service on a daily basis. At the beginning of the school year, parents subscribe their children for Readi-Ride service. Readi-Ride only allows 16 students to subscribe per school and as a result, some students are placed on a waiting list. Parents must pay in advance for the guaranteed service. In addition to subscription service, many students call in daily for “on-demand service” to travel to Dixon High School.

To control school service demand, Readi-Ride should charge a higher fare than is currently charged for the subscription service to guarantee the high level of service students currently expect and receive five days a week. The student fare is \$1.75 per ride and students are provided a quantity discount for subscription service.

With a full student fare of \$1.75 one-way and assuming 20 school days per month, it is recommend that Readi-Ride eliminate the quantity discount and charge the full student fare for all student subscription trips. This will increase the student subscription service price to \$35 per month for one-way service and \$70 per month for roundtrip service, assuming 20 monthly school days. The increased price will help curb demand.

In light of revenue projections, less vehicle hours will be available and subscription service will need to become more limited to ensure service to the general public.

Proposed Policy: Readi-Ride will discontinue offering a quantity discount for student subscription service. Dependent on service hours available annually, Readi-Ride may need to decrease the number of student subscription trips available.

Vehicle Requirements

With the revenue projections provided in this report, Readi-Ride will only be able to operate for 22 service hours per weekday. As a result, two all-day vehicles and one peak-vehicle will be available.¹

Advantages and Disadvantages

There are two major advantages with this alternative:

- General public dial-a-ride service remains in place.
- No additional capital improvements and investment are needed.

The major disadvantages are:

- The system will continue to experience strong demand and feel pressure to increase the service level to accommodate passenger requests for service.
- Passenger requests will not be accommodated within the five minutes response time they have come to expect. A 30-60 minute response time will become a reality with demand and decreasing revenues.
- Eliminating the student subscription quantity discount may adversely affect lower income families.

Alternative 2: Fixed-Route Service

Dixon Readi-Ride carried over eight passengers per revenue hour in FY 2007/08, a high productivity for a dial-a-ride service. With high productivity and increasing demand, Dixon should consider transitioning from a general public dial-a-ride service to a fixed-route service.

A major advantage of fixed-route service over a dial-a-ride service is that it can accommodate increases in ridership without necessarily increasing service hours. Fixed-routes also have the advantage of spontaneity, flexibility, and directness. Passengers can access a route without having to schedule a trip in advance, eliminating valuable dispatch time. Passengers also do not have to deviate from where they need to go in order to pick-up or drop-off dial-a-ride passengers, which can provide a faster more direct trip.

¹ Two vehicles from 7:00 AM to 5:00 PM and one vehicle for an hour in the morning and afternoon. Alternately, Readi-Ride can offer more service during the school year and less during the summer since school demand will not be an issue.

If Dixon decides to operate a fixed-route service, it must continue to operate a dial-a-ride service to comply with the Americans with Disabilities Act (ADA). Under the ADA, fixed route systems must provide a complementary demand response system providing service within $\frac{3}{4}$ miles of the fixed-route. The service must be comparable in several key areas (discussed further below).

Fixed-Route Design

A fixed-route bus operates on a set schedule over a regular route. A single route is recommended providing two-way service along the same alignment. The proposed route will cycle in 60 minutes and require one vehicle.

School Tripper Service

One school tripper route is proposed to provide additional coverage and increase capacity during school bell times. The route will serve all Dixon schools and provide more coverage in neighborhoods than the proposed regular fixed-route service. The proposed route will directly serve neighborhoods along Regency Parkway, Pembroke Way, Evans Way, and along H Street not served by the proposed all day service. The schedule will be created to ensure that students arrive at school on-time in the mornings and pick-up students once school is dismissed in the afternoons. The routes will share the same alignment with one traveling northbound and the other traveling southbound. Figure 8-1 includes all peak services including tripper routes.

In order to avoid strict state mandated school bus requirements, the tripper service must be open to the general public. All school subscription service is discontinued in this alternative.

The general transit/walking distance “rule of thumb” is that a person will walk about $\frac{1}{4}$ mile to reach a bus stop. Using that guideline, most Dixon residents will be within a short walk of the bus route. Areas that will be more than a quarter mile from the routes are located in the southwest part of town near the fruit market. The following map shows the proposed bus route with a quarter mile buffer.

Figure 8-1 Fixed-Route System Map

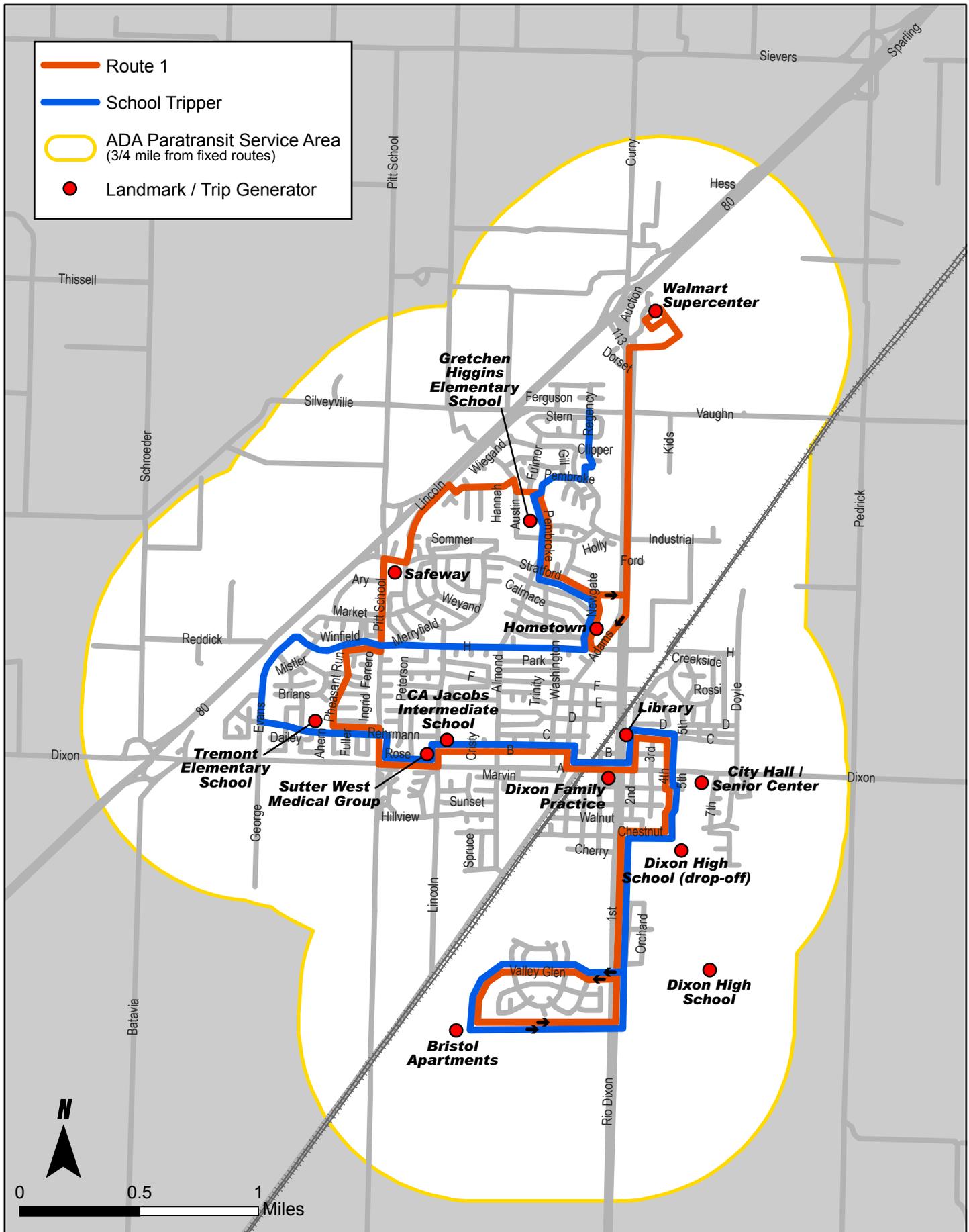
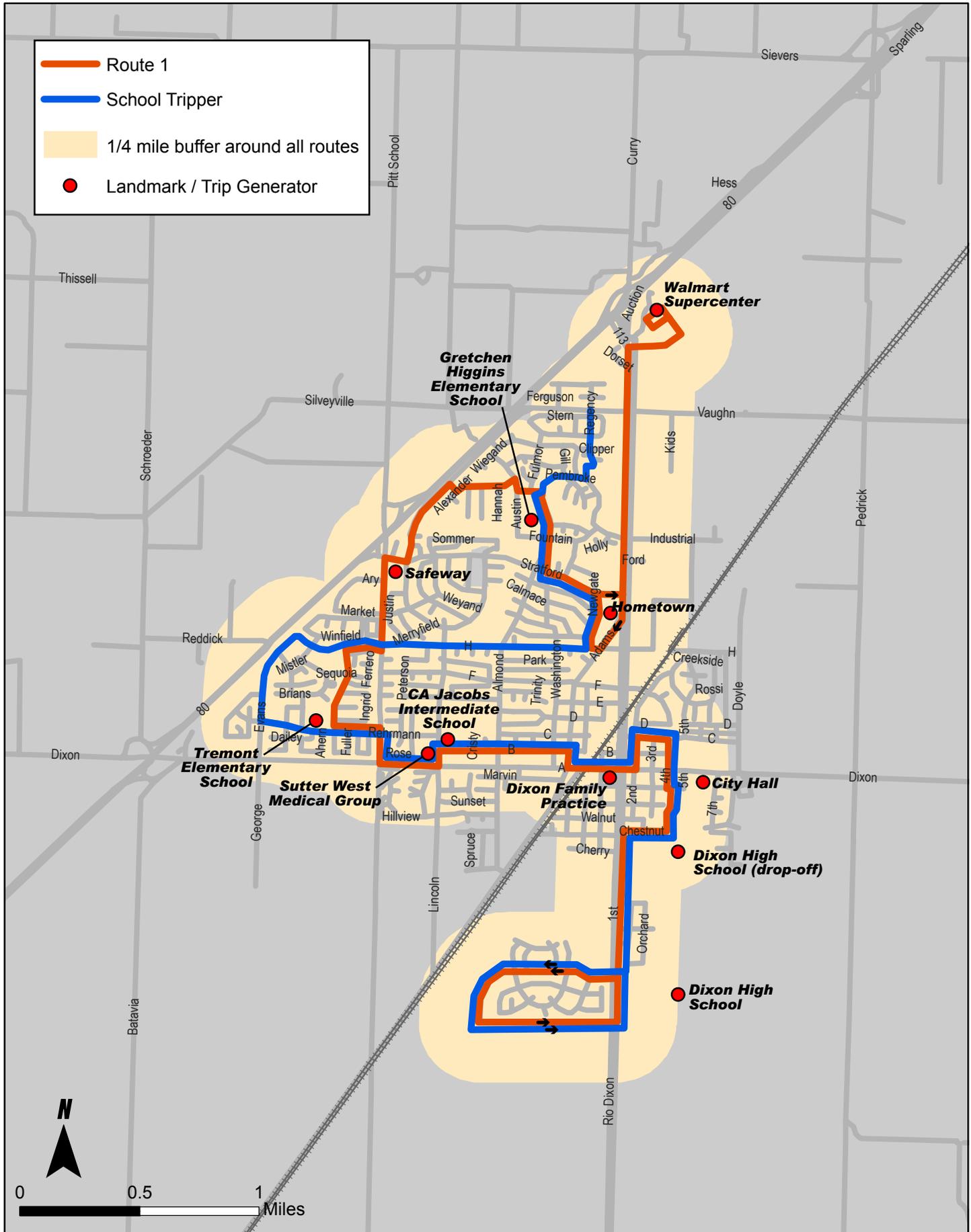


Figure 8-2 Areas Within a Quarter Mile of the Bus Route



Bus stops will need to be established and are recommended approximately every two blocks to maximize passenger convenience. Sample schedules have been prepared for the routes. For bus stop guidance and sample schedules, see Appendix C.

ADA Compliant Service

If Dixon decides to operate a fixed-route service, it must continue to operate a dial-a-ride service to comply with the Americans with Disabilities Act (ADA). The ADA requires that a complementary paratransit service be available for people unable to use the fixed-route service. An ADA service must serve origins and destinations within three-fourths of a mile on each side of a fixed-route. The service must be available the same hours and days as the fixed-route service. ADA requires that there can be no substantial number of denials for requests for next day service. Another ADA requirement is that there are no trip purpose limitations. Other ADA requirements address eligibility requirements, travel time, on-time performance, and fares. This section is not intended to be a complete analysis of the ADA requirements, although it identifies some of the key areas that the City of Dixon will need to consider if it elects to implement a fixed-route service.

An important consideration for Dixon will be the eligibility process. If an individual is unable due to a physical or mental impairment to board, ride, or disembark from an accessible transit vehicle, then under ADA regulatory requirements, they are eligible for ADA service. In Solano County, the eligibility process for Solano Paratransit is conducted by the City of Fairfield Department of Public Works. Dixon could “piggyback” on the process or handle this function on its own.

Another key consideration is whether to strictly limit ADA service to ADA eligible passengers or to allow seniors who would not necessarily be eligible for service under ADA guidelines. Some services allow seniors to use the service on a space available basis only. That is, ADA eligible passengers get first priority, and if there is space, then it can be used by seniors. This of course will have a cost implication and needs to be carefully considered by the City of Dixon.

Regardless of the eligibility requirements, the service hours and days must mirror those of the fixed-route service. Ride requests will need to be made one-day in advance with same day service requests provided on a space available basis.

Paratransit trips are significantly more expensive per passenger than fixed-route trips. Any trips which can be transitioned from paratransit to fixed-route result in an immediate cost reduction for the service. For this reason, a fixed-route fare incentive is recommended for ADA eligible passengers. Fare structure is discussed in Chapter 9.

Vehicle Requirement

The all-day fixed-route service would require one vehicle from 7:00 AM to 5:00 PM and an ADA paratransit vehicle would need to be available during the same hours. The ADA vehicle would not necessarily have to operate all day if there are no planned trips. During the school peak period, one additional tripper vehicle would be needed.

Advantages and Disadvantages

Listed below are the four main advantages with this alternative.

- Dial-a-ride service remains in place for ADA eligible passengers. Dixon may want to also allow seniors and people with disabilities to use the service on a space available basis.

- Service is provided to all major trip generators in Dixon.
- Travel times are minimized.
- The service will be able to carry more passengers per service hour.

The major disadvantage with this alternative is that the public will need to become accustomed to a new service delivery method and may initially not embrace the change. However, in time, they will realize the greater flexibility afforded by a fixed-route service. The four disadvantages associated with this service alternative are:

- General public can no longer utilize the door-to-door service.
- Only one vehicle can be provided during the off-peak period.
- One-time capital improvements are necessary.
- Public may resist change to the current service format.

Alternative 3: Deviated Fixed-Route

A deviated fixed-route, also known as a flex-route, is similar to a fixed-route except that with prior notice, the bus will deviate off the fixed-route to pick-up or drop-off passengers within a specified distance of the route. The purpose of a deviated fixed-route is to increase the range of a route's coverage area. Expanding the coverage area could make the route accessible to people who might not be able to walk to a regular fixed-route bus stop.

According to ADA requirements, deviated fixed-routes are not required to offer complementary paratransit service. For this reason, a deviated fixed-route service would eliminate the need for Dixon to offer a separate ADA paratransit service.

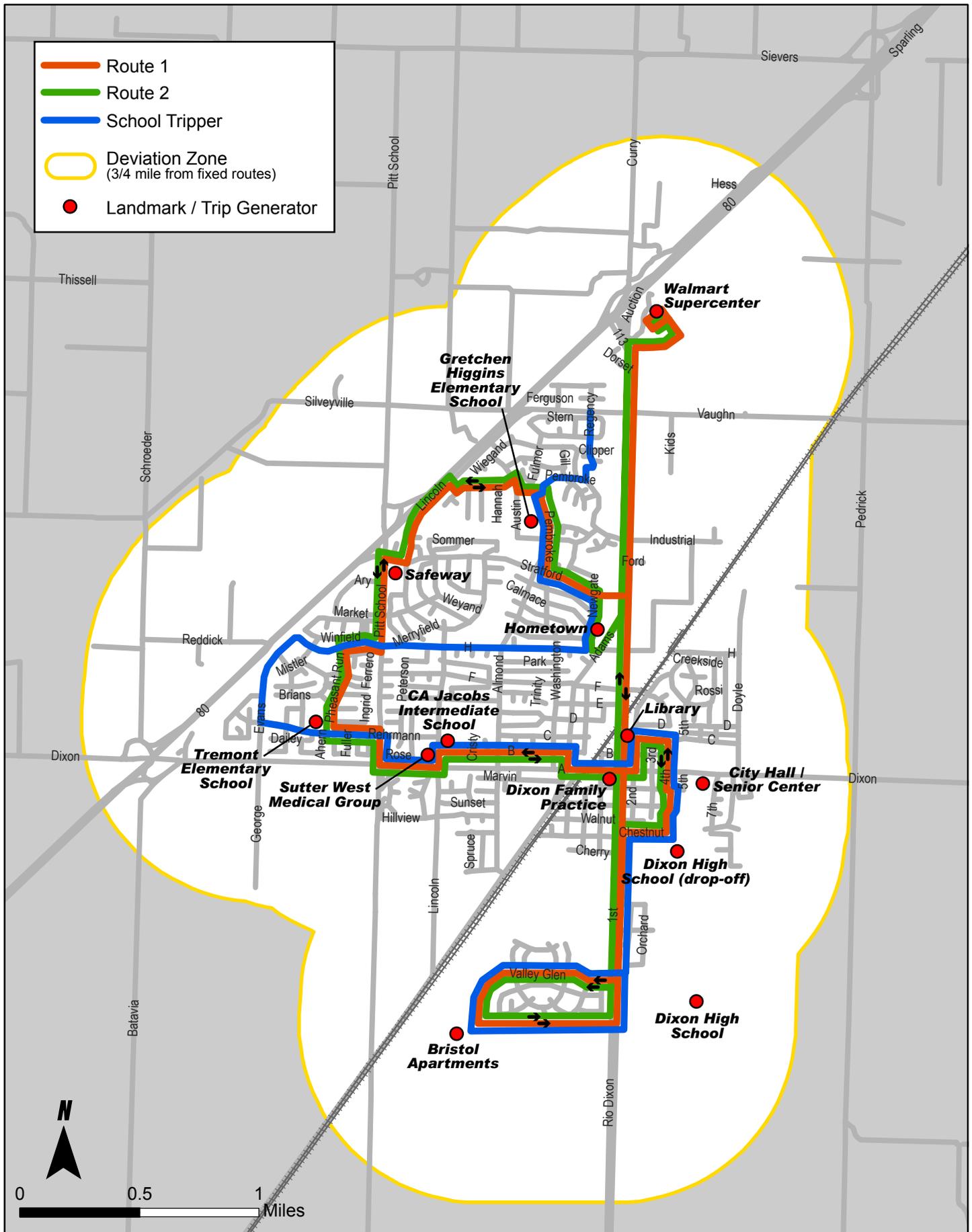
From the passenger's perspective, a deviated fixed-route can be either a plus or a minus. For passengers who live off the route and can request a route deviation, the route offers additional convenience that a regular fixed-route does not. For passengers accessing the route at a marked bus stop along the route, a deviated fixed-route requires schedules to be flexible and may require longer waits at bus stops. A deviated fixed-route would also inconvenience passengers already on the vehicle who would be taken off route to pick-up passengers requesting a deviation similar to the current dial-a-ride service.

From an operations standpoint, a deviated fixed-route functions in some ways like a dial-a-ride. Passengers requesting a deviation must phone the dispatcher to make their reservation and the dispatcher must schedule the trip with the driver. Passengers boarding the vehicle on the route may also request a deviation from the driver. In these circumstances, the driver would need to contact the dispatcher to verify that the deviation can be accommodated.

The recommended deviated fixed-route is a loop route with one vehicle operating clockwise and the other counter-clockwise. The proposed routing would provide the same service coverage as Alternative 2. Deviated fixed-routes require additional time built into the schedules to allow for deviations. As a result, the routes would pulse together every 60 minutes from the Wal-Mart Supercenter.

Deviation policies would need to be established with this alternative. Route deviations are recommended for seniors and people with disabilities only. Fare policies for the service are discussed in the following chapter. Bus stop guidelines are the same as the fixed-route alternative.

Figure 8-3 Deviated Fixed-Route System Map



Sample schedules are available in the Appendix.

School Tripper Service

One school tripper route is proposed to provide additional coverage and increase capacity during school bell times. The proposed route is identical to the fixed-route alternative and will serve all Dixon schools and provide more coverage in neighborhoods than the proposed all day deviated fixed-route service. Figure 8-4 includes the tripper service. To ensure that students arrive at school on-time, deviation requests will be prohibited on the trippers.

In order to avoid strict state mandated school bus requirements, the tripper service must be open to the general public. All school subscription service is discontinued in this alternative.

Vehicle Requirement

The proposed service would require three peak vehicles: two vehicles for the deviated fixed-route service and one vehicle during school bell times only for the school tripper service. The base level service will require two vehicles.

Advantages and Disadvantages

- Readi-Ride would not have to operate a separate ADA paratransit service.
- This alternative offers two routes to the public.
- Passengers who qualify for the door-to-door service can still request the service.

There are two major disadvantages with this alternative. They are:

- Passengers riding the service may be inconvenienced by deviations (similar to current dial-a-ride) and the additional time added into the schedule.
- As with the fixed-route scenario, a deviated fixed-route is not as accommodating as a dial-a-ride and will require one-time capital costs.

Comparison of Alternatives

Figure 8-4 compares the three service alternatives in terms of service levels, projected ridership, estimated operating costs, peak vehicle and staff requirements. Chapter 9 refines these estimates and discusses costs and assumptions in depth.

Figure 8-4 Alternative Comparison Chart

	Peak Vehicle Requirement	Annual Estimated Revenue Hours	Annual Estimated Operating Cost	Peak Staffing Level	Annual Estimated Ridership	Passengers/ Revenue Hour
Alternative 1: Maintain Dial-A-Ride	3	5,500	\$411,429	4	45,483	8.3
Alternative 2: Fixed-Route						
<i>Fixed-Route Service</i>	2	3,000	\$224,416	3	31,500	10.5
<i>ADA Complementary Service</i>	1	2,500	\$187,013	1	6,250	2.5
Total	3	5,500	\$411,429	4	37,750	
Alternative 3: Deviated Fixed-Route	3	5,500	\$411,429	4	55,000	10.0

Notes

Costs based on the FY 2007/08 operating cost per hour (\$74.81)

Projections assume fixed route ridership has reached its full potential after 12-18 months of operation.

Expansion Priorities

Readi-Ride’s current constrained financial situation will not support service expansion. However, if enhanced funding resources become available, Readi-Ride could increase service levels and therefore should prioritize expansion possibilities. The June 2008 survey results presented in Chapter 5 show that passengers would like more Saturday service, earlier morning service, shorter travel times, better dial-a-ride availability, and Sunday service.

Reinstate Service Hours

The proposed alternatives provide drastic cuts to service levels offered in FY 2007/08. When additional funding becomes available, Readi-Ride’s first priority should be to reinstate service hours to a more comfortable level including expanding the service span from 5:00 PM to 6:00 PM. Increasing total service hours will offer passengers more options and more convenience.

Saturday Service

Readi-Ride currently operates on Saturdays from 8:00 AM to 5:00 PM and requires passengers to make a reservation at least one-day in advance. In order to provide Saturday service and flexibility on weekends, Saturday service should be maintained. Offering one vehicle on Saturday would add approximately 450 annual revenue hours and cost \$34,000².

² Based on the FY 2007/08 cost per revenue hour of \$74.81

Earlier Morning Service

Readi-Ride begins service on weekdays at 7:00 AM. Morning service is dominated by students. Scheduling one vehicle at 6:00 AM would increase Readi-Ride's availability for early morning riders. The service would cost approximately \$19,500 per year and require 260 annual revenue hours.

Shorter Travel Times/More Direct Service

Passengers requested shorter travel times and more direct service in the June 2008 survey. These two requested service improvements are related and would require more vehicles on the road. With additional vehicles, capacity would increase and reduce travel time allowing passengers to arrive at their destination with fewer deviations to pick up additional passengers.

Operating one more dial-a-ride vehicle for eight hours per weekday would require 2,100 additional annual service hours and cost approximately \$157,000 per year. Implementing the two fixed route alternatives (Alternatives 2 or 3) would result in shorter travel times and a more direct service for most passengers.

Sunday Service

Readi-Ride does not provide Sunday service. If more funding becomes available, the service should be structured to mirror Saturday service with one vehicle operating from 9:00 AM to 5:00 PM. The current policy of at least one-day advanced reservation should be maintained to guarantee a ride and same day service would be provided on a space available basis only. Sunday service would require over 450 additional revenue hours and cost \$34,000 on an annual basis.

Later Evening Hours

Although not many passengers indicated a preference for later evening hours in the recently completed passenger survey, Readi-Ride service ends early in the evening. Dispatchers stop taking ride requests at 5:00 PM and the service stops soon after 5:00 PM. Expanding the service request window for an additional hour until 6:30 PM would allow more local workers to return home and provide the chance for passengers to run errands after work. On an annual basis, this expansion will require 260 annual service hours and approximately \$19,500.

Intercity Paratransit

The City of Dixon contributes approximately \$40,000 annually to Solano Paratransit, the intercity paratransit operator. The service is not well utilized by Dixon residents and Readi-Ride would like to opt out of Solano Paratransit in favor of providing their own intercity service. The service would connect passengers to medical facilities and other destinations in nearby Vacaville and Davis where services are concentrated. As with Solano Paratransit, the service would only be available to ADA eligible passengers.

With predicted low demand, the Dixon Community Based Transportation Plan reported that the service would cost approximately \$26,000 assuming 350 annual revenue hours of service based on Readi-Ride's cost per hour. With Readi-Ride already spending \$40,000 for Solano Paratransit, opting out of Solano Paratransit could save Readi-Ride approximately \$14,000.

Starting in July 2009, the City of Dixon will no longer participate in Solano Paratransit.

A summary of expansion priorities and required resources is summarized in Figure 8-5 below.

Figure 8-5 Expansion Priority

Priority #	Expansion Request	Description	Annual Revenue Hours	Estimated Cost
1	Reinstate service hours	Reinstate service to 6:00 PM and offer additional hours during peak times	1,250	\$93,512
2	Saturday Service	Operate Saturday service from 9:00 AM to 5:00 PM with one vehicle	450	\$33,662
3	Earlier Morning Service	Start service at 6:00 AM on weekdays/Provide one vehicle for the service	260	\$19,449
4	Shorter travel times/More direct service	Add an additional vehicle on weekdays to increase capacity	2,100	\$157,091
5	Sunday Service	Operate Sunday service from 9:00 AM to 5:00 PM with one vehicle	450	\$33,662
6	Longer Evening Hours	Operate service until 7:00 PM/Provide one vehicle for the service	260	\$19,449
7	Intercity Paratransit	Operation of intercity paratransit to Vacaville and Davis	350	\$26,000 (\$14,000 savings if opt out of Solano Paratransit)

Costs based on the FY 2007/08 operating cost per hour (\$74.81)

Chapter 9. Capital and Financial Plan

This chapter presents the operating and capital needs for the proposed three service alternatives. Operating costs and revenues are projected for the next ten years. Capital requirements are also projected for the ten year planning period.

Issues affecting Readi-Ride’s financial situation are summarized below.

Funding Constraints

Financial solvency and sustainability is a major issue confronting Readi-Ride. Operating costs have increased nearly 50% over the last five years, faster than growth in service levels and ridership. A key finding identified in Readi-Ride’s last triennial audit was the need to control costs. While operating costs continue to grow, revenues are expected to decline over the next couple years.

Fares

As of February 2009, the adult fare for Readi-Ride is \$2.00 and \$1.50 for seniors and persons with disabilities. Before February, Readi-Ride’s fare had not increased since 1996, 13 years ago. Significant research over time has examined the sensitivity of transit ridership to fare increases. In economic terms, the change in the product purchase pattern with respect to the change in price is referred to as “elasticity.” Ridership elasticity with respect to fare (commonly referred to as “fare elasticity”) measures the percentage change in ridership in response to a change in transit fare. In transit, the standard fare elasticity is -0.3 . This means that for every 10 percent increase in fares, ridership will decrease by three percent. Given the small service area, Readi-Ride may experience greater fare elasticity with more passengers opting to use alternate modes, such as walking, rather than pay the transit fare.

Staffing Levels

Along with rising costs, ridership is growing and has increased approximately 40% in the last five fiscal years. To address the growing service demand, more vehicles and drivers have been added during peak times over the years. Since labor accounts for more than half of the total operating costs, staffing levels are reviewed for each of the three alternatives. With declining revenues, however, Readi-Ride will not be able to maintain current staffing levels.

Revenues

Readi-Ride receives funding from many sources. The largest funding component, however, is the Transportation Development Act (TDA) which accounts for over 75% of current revenues.

TDA

For most California transit services, TDA funds are the largest single source of operating revenue; Readi-Ride is no exception. TDA Local Transportation Funds (LTF) are intended to be “transit first” funding, meaning that funds are expected to be spent on transit projects to the extent that such projects are needed to fill all “transit needs that are reasonable to meet”. There is no universally accepted definition of reasonable to meet, and individual jurisdictions must make their own determination. The Solano Transportation Authority administers an annual “unmet needs” process to ensure that all reasonable transit needs are met. TDA funds can be used for capital

expenditures or operations or a combination thereof, and, importantly, they provide an important source of local match for federal capital funding.

The Local Transportation Fund revenues are derived from a one-quarter cent sales tax, which is collected by the Board of Equalization, and administered locally through the Metropolitan Transportation Commission (MTC) and the Solano Transportation Authority (STA), which returns it to local jurisdictions. Since this funding is tied directly to tax revenues that fluctuate with the state of the economy, TDA allocations are expected to decline in the coming years. According to MTC projections, Dixon's TDA revenues will decline in FY 2009/10 and FY 2010/11 and increase slowly in subsequent years. This forecast is intended to be conservative.

With no commitments for other revenue sources such as FTA Section 5311 and a lifeline grant beyond FY 2008/09, Readi-Ride will be required to rely almost exclusively on TDA funding. As a result, current operating levels are not financially sustainable. The service alternatives take into account the reduced funding outlook.

TDA Distribution through the Solano Transportation Authority

The Solano Transportation Authority administers all transportation programs for Solano County. The agency distributes funding to transit operators and coordinates intercity services. The City of Dixon contributes a portion of their TDA allocation to STA to fund STA administration, the countywide Solano Paratransit service, and Route 30 service connecting Sacramento to Fairfield via Dixon.

As a result of the intercity cost sharing agreement between STA and Dixon, STA takes "off the top" approximately 25% of Dixon's annual TDA allocation.

State Transportation Assistance Funds (STAF)

State Transportation Assistance funding is derived from a statewide sales tax levied on gasoline and diesel fuel. STAF are appropriated by the California State Legislature to the State Controllers Office who allocates the funding to planning agencies such as the Solano Transportation Authority. Half of the funding is distributed based on population and half-based on operator revenues. State law specifies that STAF be used to provide financial assistance for public transit, including capital programs and operations.

Dixon received a small amount of annual STAF, representing less than one percent of its annual revenues, in previous fiscal years. With the recently adopted State budget, STAF will be eliminated for all California transit providers for the next five fiscal years.

FTA Section 5311

Federal Transit Administration (FTA) Section 5311 funds are distributed to non-urbanized areas with populations under 50,000 people. These funds may be used for transit capital and operating purposes. STA submits 5311 funding requests to Caltrans who administers the funding program.

The City of Dixon usually uses their FTA 5311 grants to fund capital programs such as vehicle replacements. With less TDA funding available in FY 2008/09, the City has converted their 5311 capital grant to operating funding. This funding source is not assumed to continue past FY 2008/09 to support operations. The City will continue to request 5311 funding for capital programs.

Lifeline Grant

MTC's Lifeline Transportation Program is a grant program supporting community-based transportation projects that are developed through collaborative processes involving substantial outreach (such as Community Based Transportation Plans), address transportation gaps in low-income communities, and improve the range of transportation choices for low-income individuals, including elderly and disabled residents of low-income communities. Lifeline funds for the second round of funding (FY 2009 through FY 2011) are derived from many sources such as Job Access Reverse Commute (JARC), Proposition 1B, and State Transit Assistance funds (STAF). Funding amounts are assigned to each county and are administered by the Solano Transportation Authority for Solano County.

The current Lifeline Grant pays for Saturday service and expires at the end of FY 2008/09.

The revenue projections for the next ten years are presented in Figure 9-1 below.

Figure 9-1 Readi-Ride Revenue Projections

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
TDA Total Available to Dixon (after STA fund sharing)	\$444,188	\$365,097	\$346,842	\$346,842	\$350,311	\$353,814	\$364,428	\$375,361	\$386,622	\$398,220	\$410,167
		-17.8%	-5.0%	0.0%	1.0%	1.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Lifeline Grant	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STA Northern County Population Based Funding	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FTA Section 5311	\$60,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
STAF	\$4,036	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL	\$583,224	\$365,097	\$346,842	\$346,842	\$350,311	\$353,814	\$364,428	\$375,361	\$386,622	\$398,220	\$410,167

*TDA guidance for FY 2008/09 - FY 2010/11 from Jeff Matheson; Guidance for FY 2011/12 and beyond based on conversation with Bob Bates at MTC in February 2009

Fare Revenue

Farebox revenues are a small yet important component for all transit services. The Transportation Development Act (TDA) requires Readi-Ride classified as a rural operator to maintain a minimum 10% farebox recovery ratio. Fare revenues are based on the projected average fare and ridership for each alternative. Fare revenues are presented in the financial plan.

Financial Plan

Operating cost and revenue projections are presented for all three alternatives. MTC revenue projections are assumed for each alternative and costs are projected based on the FY 2007/08 operating cost per revenue hour.

All alternatives assume the following:

- Lifeline, FTA Section 5311, one-time STAF funding terminates after FY 2008/09
- TDA funding will decline in FY 2009/10 and FY 2010/11, will remain flat in FY 2011/12, and increase gradually in outer years
- Hourly operating costs will increase at three percent annually
- Saturday service will be discontinued after FY 2008/09 (due to funding constraints)
- Ridership will experience declines due to service hour reductions and fare increases and will then gradually increase over time.

Alternative 1: Current Dial-A-Ride Operation

Using MTC revenue projections, Dixon Readi-Ride will be unable to maintain the current level of service. In FY 2007/08, Readi-Ride operated approximately 8,500 revenue hours. Based on the constrained revenue projections, Readi-Ride can only operate approximately 5,500 hours of service starting in FY 2010/11. As a result, fewer vehicles will be available for operations and service response times will increase.

The service is projected to cost approximately \$447,000 in FY 2009/10 and collect approximately \$94,000 in fare revenues. The major assumptions for Alternative 1 are summarized below:

- Readi-Ride will operate 5,800 revenue hours in FY 2009/10 and 5,500 revenue hours in FY 2010/11 through FY 2016/17. After FY 2016/17, the service will operate 5,000 service hours.
- Fares will remain at the February 2009 level through the life of the span and the student subscription service quantity discount will be discontinued.
- Due to longer wait times, less service hours, and the fare increase, ridership will decline in FY 2008/09 but will level off and slowly increase after FY 2009/10 until FY 2016/17 when another service cut is scheduled.
- The alternative proposes using three drivers and one dispatcher during the peak period.

Alternative 2: Fixed-Route Service

For the fixed-route alternative, Readi-Ride will operate approximately 5,500 annual revenue hours including both fixed-route and the ADA complementary service. This alternative is projected to cost approximately \$424,000 in FY 2009/10 and collect \$85,000 in passenger fares. The following summarizes the assumptions for this alternative:

- One fixed-route vehicle and one dial-a-ride vehicle will operate all day. One tripper bus will be used at peak school times.
- ADA paratransit service will operate 2,500 annual service hours.
- Because of the change in service model, fare increase, and the decline in service hours, ridership is expected to drop initially and rebound in future years.
- The alternative will require four staff persons during the peak period: two for fixed-route vehicles, one for the ADA paratransit service, and one dispatcher.
- A new fare structure is recommended for this alternative. Refer to discussion on fares later in this chapter.

Alternative 3: Deviated Fixed-Route Service

Alternative 3 has the greatest ridership potential and offers a higher level of service than previous alternatives. Unlike Alternative 2, this alternative does not require an ADA complementary service and can therefore afford higher service levels, operating two vehicles on two routes for the entire service day. The alternative will require 5,500 service hours.

This service alternative is projected to cost about \$424,000 in FY 2009/10 and collect \$101,000 in fare revenues.

The following summarizes Alternative 3's assumptions:

- Three fixed-route vehicles will operate during the AM and PM school peak period and two fixed-routes will operate during the off-peak times.
- ADA complementary service is not required since the vehicle will deviate off route and offer door-to-door service upon request.
- Four staff persons are required during the peak period: three drivers and one dispatcher.
- Because of the change in service delivery, fare increase, and the decline in service hours, ridership is expected to initially drop and then rebound after a transition period.
- A new fare structure is recommended for this alternative. Refer to discussion on fares later in this chapter.

Summary of Alternatives

The top portion of Figure 9-2 presents estimated service hours, operating cost and revenue projections for each alternative. The bottom portion of the figure shows cumulative year end balances. It should be noted that the City will need to closely monitor costs and revenues given the volatility of the economy and uncertainty in future TDA revenues. A review of each alternative follows:

- Alternative 1 – The figure shows that with 5,500 annual service hours, service is sustainable through FY 2016/17. After FY 2016/17, annual service hours decline to 5,000. Carry over funds in early years must be placed in reserves to protect against future shortfalls.
- Alternative 2 – To sustain service past FY 2017/18, further service reductions will be required. Carryover funds in beginning years must be placed in reserves to protect against future shortfalls.
- Alternative 3 – Service is sustainable for the ten year period. Excess funding in beginning years must be placed in reserves to protect against future shortfalls.

The projected performance for each alternative is presented in Figure 9-3. It demonstrates that Alternative 3 is projected to carry more passengers than the other alternatives. Productivity, as defined by passengers per hour, is projected to be higher for Alternatives 2 and 3 at over ten hourly passengers initially compared to about nine passengers per hour under the dial-a-ride operation (Alternative 1). The farebox recovery ratio is expected to exceed the required 10% for all three alternatives, with Alternative 2 projecting a lower farebox return than Alternatives 1 and 3 because it carries less overall passengers than the other two alternatives.

Alternative 3 is projected to carry more passengers than the other alternatives but carry less passengers per hour than the fixed-route alternative. Alternative 3 has a lower operating cost per passenger than the other alternatives.

Figure 9-2 Operating Plan

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Estimated Revenue Service Hours											
Alternative 1: Maintain Dial-A-Ride	7,975	5,800	5,500	5,500	5,500	5,500	5,500	5,500	5,000	5,000	5,000
Alternative 2: Fixed-Route											
Fixed Route Service Hours	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	2,750
ADA Service Hours	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,100
Total Service Hours	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	4,850
Alternative 3: Deviated Fixed-Route	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500
Estimated Service Costs											
Alternative 1: Maintain Dial-A-Ride	\$596,572	\$446,887	\$436,485	\$449,580	\$463,067	\$476,959	\$491,268	\$506,006	\$473,806	\$488,020	\$502,660
Alternative 2: Fixed-Route	\$411,429	\$423,772	\$436,485	\$449,580	\$463,067	\$476,959	\$491,268	\$506,006	\$521,186	\$536,822	\$487,581
Alternative 3: Deviated Fixed-Route	\$411,429	\$423,772	\$436,485	\$449,580	\$463,067	\$476,959	\$491,268	\$506,006	\$521,186	\$536,822	\$552,926
Estimated Revenues											
Non-Fare Revenues	\$583,224	\$365,097	\$346,842	\$346,842	\$350,311	\$353,814	\$364,428	\$375,361	\$386,622	\$398,220	\$410,167
Fare Revenues											
Alternative 1: Maintain Dial-A-Ride	\$104,792	\$94,384	\$94,431	\$94,903	\$95,853	\$96,811	\$110,002	\$111,102	\$100,598	\$102,609	\$104,662
Alternative 2: Fixed-Route	\$63,558	\$66,188	\$66,850	\$67,519	\$68,194	\$68,876	\$69,565	\$70,260	\$71,665	\$73,815	\$76,030
Alternative 2: ADA Complementary	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750	\$18,750
Alternative 3: Deviated Fixed-Route	\$96,433	\$101,255	\$102,268	\$103,290	\$104,323	\$105,366	\$106,420	\$107,484	\$109,634	\$112,923	\$116,311
Surplus/(Deficit)											
Alternative 1: Maintain Dial-A-Ride (Cumulative)		\$104,037	\$108,826	\$100,991	\$84,087	\$57,753	\$40,914	\$21,371	\$34,785	\$47,595	\$59,763
Alternative 2: Fixed-Route (Cumulative)		\$280,366	\$276,324	\$259,855	\$234,042	\$198,522	\$159,997	\$118,362	\$74,213	\$28,177	\$45,543
Alternative 3: Deviated Fixed-Route (Cumulative)		\$310,808	\$323,433	\$323,985	\$315,552	\$297,772	\$277,353	\$254,192	\$229,261	\$203,583	\$177,134

Non-Fare Revenues include FTA 5311, TDA, STA, Proposition 42 and Lifeline Grants. Non-Fare revenues are the same for all three alternatives. TDA estimates are based on MTC projections

Figure 9-3 Performance Indicators

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19
Ridership											
Alternative 1: Maintain Dial-A-Ride	59,813	53,831	53,858	54,127	54,669	55,215	55,768	56,325	51,000	52,020	53,060
Alternative 2: Fixed-Route Service	36,250	37,750	38,128	38,509	38,894	39,283	39,676	40,072	40,874	42,100	43,363
Alternative 3: Deviated Fixed-Route Service	55,000	57,750	58,328	58,911	59,500	60,095	60,696	61,303	62,529	64,405	66,337
Farebox Revenues											
Alternative 1: Maintain Dial-A-Ride	\$104,792	\$94,384	\$94,431	\$94,903	\$95,853	\$96,811	\$110,002	\$111,102	\$100,598	\$102,609	\$104,662
Alternative 2: Fixed-Route Service	\$63,558	\$66,188	\$66,850	\$67,519	\$68,194	\$68,876	\$69,565	\$70,260	\$71,665	\$73,815	\$76,030
Alternative 3: Deviated Fixed-Route Service	\$96,433	\$101,255	\$102,268	\$103,290	\$104,323	\$105,366	\$106,420	\$107,484	\$109,634	\$112,923	\$116,311
Passengers/Revenue Hour											
Alternative 1: Maintain Dial-A-Ride	7.5	9.3	9.8	9.8	9.9	10.0	10.1	10.2	10.2	10.4	10.6
Alternative 2: Fixed-Route Service	12.1	12.6	12.7	12.8	13.0	13.1	13.2	13.4	13.6	14.0	14.5
Alternative 3: Deviated Fixed-Route Service	10.0	10.5	10.6	10.7	10.8	10.9	11.0	11.1	11.4	11.7	12.1
Operating Cost/Passenger											
Alternative 1: Maintain Dial-A-Ride	\$9.97	\$8.30	\$8.10	\$8.31	\$8.47	\$8.64	\$8.81	\$8.98	\$9.29	\$9.38	\$9.47
Alternative 2: Fixed-Route Service	\$11.35	\$11.23	\$11.45	\$11.67	\$11.91	\$12.14	\$12.38	\$12.63	\$12.75	\$12.75	\$11.24
Alternative 3: Deviated Fixed-Route Service	\$7.48	\$7.34	\$7.48	\$7.63	\$7.78	\$7.94	\$8.09	\$8.25	\$8.34	\$8.34	\$8.34
Subsidy/Passenger											
Alternative 1: Maintain Dial-A-Ride	\$8.22	\$6.55	\$6.35	\$6.55	\$6.72	\$6.88	\$6.84	\$7.01	\$7.32	\$7.41	\$7.50
Alternative 2: Fixed-Route Service	\$11.35	\$11.23	\$11.45	\$11.67	\$11.91	\$12.14	\$12.38	\$12.63	\$12.75	\$12.75	\$11.24
Alternative 3: Deviated Fixed-Route Service	\$7.48	\$7.34	\$7.48	\$7.63	\$7.78	\$7.94	\$8.09	\$8.25	\$8.34	\$8.34	\$8.34
Farebox Recovery Ratio											
Alternative 1: Maintain Dial-A-Ride	17.6%	21.1%	21.6%	21.1%	20.7%	20.3%	22.4%	22.0%	21.2%	21.0%	20.8%
Alternative 2: Fixed-Route Service	15.4%	15.6%	15.3%	15.0%	14.7%	14.4%	14.2%	13.9%	13.8%	13.8%	15.6%
Alternative 3: Deviated Fixed-Route Service	23.4%	23.9%	23.4%	23.0%	22.5%	22.1%	21.7%	21.2%	21.0%	21.0%	21.0%

Fare Structure

The figure below presents the proposed fares for each alternative.

Figure 9-4 Existing and Proposed Fare Structure

	Current Fare	Alternative 1: Maintain Dial-A- Ride	Alternative 2: Fixed-Route	Alternative 3: Deviated Fixed- Route
General Public	\$2.00	\$2.00	\$2.00	\$2.00
<i>Percent Change</i>		0%	0%	0%
Senior/Disabled	\$1.50	\$1.50	\$1.00	\$1.00
<i>Percent Change</i>		0%	-33%	-33%
Student	\$1.75	\$1.75	\$1.50	\$1.50
<i>Percent Change</i>		0%	20%	20%
ADA Paratransit	N/A	N/A	\$3.00	N/A
Deviated Service				
Senior/Disabled	N/A	N/A	N/A	\$3.00
General Public	N/A	N/A	N/A	\$4.00

N/A - Not Applicable

Alternative 1: Maintain Dial-A-Ride Service

The passenger fare was increased in February 2009 to \$2.00 for adults and \$1.50 for seniors and passengers with disabilities from \$1.50 and \$1.00 respectively. This represents an increase of 33% for the adult fare and a 50% increase in the senior/disabled fare. In the last ten years, the California consumer price index (CPI) has increased 34%. The large increase in February 2009 may present a significant burden to transit dependent and low income riders.

As a point of comparison the fares for other general public dial-a-ride (DAR) services is presented below. General public dial-a-ride fares range from a low of \$1.75 in Wasco to \$5.00 in Lodi. The Wasco service closely resembles Readi-Ride offering on-demand service, with ride requests being fulfilled within 30-45 minutes. ROTA in Riverbank and Oakdale offer rides for \$2.00 with at least two hours notice required for a trip and nearby Davis Community Transit offers rides for \$3.50 to the general public on a space available basis only. The more expensive general public dial-a-rides are designed to discourage general public ridership and allow the services to focus on the senior and disabled markets.

Fare increases are never popular with riders and need to be handled delicately. Readi-Ride staff is encouraged to host public outreach meetings to inform riders about the proposed increase and reasoning. While the operating plan does not factor additional fare increases, periodic small scale fare increases are more desirable than waiting several years and implementing a larger increase. This approach to fare increases keeps pace with inflation and minimizes the impact on passengers.

Figure 9-5 General Public Dial-A-Ride Fares

Service	City	General Public	Senior/Disabled
Dixon Read-Ride	Dixon	\$2.00	\$1.50
Wasco Dial-A-Ride	Wasco, Kern County	\$1.75	\$1.00
Hollister Dial-A-Ride (San Benito Transit)	Hollister	\$1.75	\$0.75
ROTA Dial-A-Ride	Riverbank/Oakdale	\$2.00	\$1.50
Davis Community Transit	Davis	\$3.50	\$1.75
SCT/LINK (Galt local)	Galt	\$3.50	\$2.00
WestCAT Dial-A-Ride	Western Contra Costa County	\$4.00	\$1.25
Yuba-Sutter Dial-A-Ride	Yuba/Sutter Counties	\$4.00	\$2.00
GrapeLine Dial-A-Ride	Lodi	\$5.00	\$1.50

Alternative 2: Fixed-Route Fares

The recommended fixed-route adult fare is \$2.00, equivalent to the February 2009 adult dial-a-ride fare. Fares on fixed-route service are typically less than general public DAR services. Figure 9-6 below lists the adult and discounted fares for nine other fixed-route services in California. All other Solano County operators and neighboring Yolobus charge \$1.50 for adult riders. Fares are \$1.00 for Unitrans, the largely student service in Davis. Other Central Valley operators charge \$1.00 and WestCAT in the Bay Area charges \$1.75. The proposed fare is higher than surrounding agencies and also higher than larger systems such as San Francisco Muni and Oakland’s AC Transit.

Figure 9-6 Fixed-Route Fare Comparison

Service	City	Adult	Senior/Disabled
Readi-Ride (proposed)	Dixon	\$2.00	\$1.00
WestCAT	Western Contra Costa County	\$1.75	\$0.75
Fairfield and Suisun Transit	Fairfield/Suisun	\$1.50	\$0.75
City Coach	Vacaville	\$1.50	\$0.75
Delta Breeze	Rio Vista	\$1.50	\$0.75
Yolobus	Yolo County	\$1.50	\$0.60
Unitrans	Davis	\$1.00	\$0.50
Lodi Grapeline	Lodi	\$1.00	\$0.50
Tracy Tracer	Tracy	\$1.00	\$0.50
Yuba-Sutter Transit	Yuba/Sutter Counties	\$1.00	\$0.50

The ADA specifies that paratransit fares can be twice the adult fixed-route fare. This means that if fixed-route fares are \$2.00, then the ADA service could charge \$4.00. With the fixed-route fare set at \$1.00 for seniors and people with disabilities, it is recommended that an initial ADA fare be set at \$3.00. The recommended fare is higher than most peers and is equal to WestCAT and DART.

Figure 9-7 ADA Paratransit Fare Comparison

Service	City	Dial-A-Ride Fare	Fixed-Route Fares
Dixon Readi-Ride (proposed)	Dixon	\$3.00	\$2.00
Wasco Dial-A-Ride	Wasco, Kern County	\$1.00	--
Tracy Tracer	Tracy	\$1.25	\$1.00
WestCAT Dial-A-Ride	Western Contra Costa County	\$3.00	\$1.75
ROTA Dial-A-Ride	Riverbank/Oakdale	\$1.50	\$1.00
Grapeline Dial-A-Ride	Lodi	\$1.50	\$1.00
Davis Community Transit	Davis	\$1.75	\$1.00
Yuba-Sutter Dial-A-Ride	Yuba/Sutter Counties	\$2.00	\$1.00
SCT/LINK (Galt local)	Galt	\$2.00	\$1.00
Yolobus Special	Yolo County	\$2.00	\$1.50
DART	Fairfield/Suisun	\$3.00	\$1.50
Solano Paratransit	Vacaville	\$4.00	\$2.50
	Fairfield/Suisun	\$6.00	\$3.50

Alternative 3 Fares

Because the deviated fixed service alternative is similar to the fixed-route alternative, the recommended fare is the same; \$2.00 for adults and \$1.00 for discounted passengers. Passengers requesting a route deviation will be charged a premium fare for the higher service level. Seniors and passengers with disabilities will add \$2.00 to their fare for deviated service (\$3.00 fare). Although service deviations for the general public is not recommended, if Readi-Ride chooses to do so Readi-Ride should charge twice the fixed-route fare (\$4.00) to discourage use.

Other Fare Policies

The consulting team recommends implementing a schedule for reevaluating fares every two years. This will allow fares to keep pace with the CPI and accustom passengers to a regular schedule for fare increases. Fares should be evaluated based on inflation (or CPI), peer review, and increases in operating cost. It should be noted that fare increases adversely affect ridership, at least in the short term, however riders typically return to the system after a period of 12–18 months. Readi-Ride ridership has increased by over ten percent in three of the last five fiscal years. A ridership decline is expected in years with a fare increase or lower passenger growth in the years immediately following a fare increase.

Capital Plan

The primary capital needs facing Readi-Ride over the next ten-years are vehicle replacements with all vehicles in the fleet requiring replacement. Other capital projects include bus stops and shelters if Alternatives 2 or 3 are implemented, a new central radio for dispatch, fareboxes, and an updated telephone system. Approximately \$1.1 million is required to fully fund the projects including over \$200,000 in local funding. The capital projects and their costs are presented in Figure 9-8.

Due to the economic downturn, TDA funding will not be available for the required matching funds for Readi-Ride capital projects. All TDA funding is needed for vehicle operations. As a result, capital projects may need to be postponed until alternative funding sources are identified or TDA funding improves. Alternate funding sources may include Proposition 1B or the recently passed American Recovery and Reinvestment Act of 2009.

Figure 9-8 Capital Plan

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	10-Year Total
CAPITAL EXPENSES											
Vehicle Replacement		\$169,438	\$175,368	\$90,753	\$93,929	\$97,217			\$215,572	\$223,117	\$1,065,394
<i>Vehicle Replacement Type</i>		<i>2 standard cutaways</i>	<i>2 standard cutaway</i>	<i>1 standard cutaway</i>	<i>1 standard cutaway</i>	<i>1 standard cutaway</i>			<i>2 standard cutaways</i>	<i>2 standard cutaway</i>	<i>11 vehicles</i>
Bus Stops & Shelters <i>Alternatives 2 and 3 only</i>			\$40,000								\$40,000
Central Dispatch Radio			\$15,000								\$15,000
Telephone System			\$5,000								\$5,000
Farebox Installation			\$6,000								\$6,000
Total Capital Expenses	\$0	\$169,438	\$241,368	\$90,753	\$93,929	\$97,217	\$0	\$0	\$215,572	\$223,117	\$1,131,394
CAPITAL REVENUES											
FTA Section 5311		\$135,550	\$193,094	\$72,602	\$75,143	\$77,773			\$172,458	\$178,494	\$905,116
Local Source TBD		\$33,888	\$48,274	\$18,151	\$18,786	\$19,443			\$43,114	\$44,623	\$226,279
Total Capital Revenues	\$0	\$169,438	\$241,368	\$90,753	\$93,929	\$97,217	\$0	\$0	\$215,572	\$223,117	\$1,131,394

*Local source has not been determined due to the current economic situation facing Dixon

Vehicle Replacement

Over the plan’s ten-year span, all Readi-Ride vehicles will need to be replaced. The capital plan shows that eleven vehicles will be purchased by FY 2017/18. If Dixon decides to transition to a deviated fixed-route service, Readi-Ride may want to consider purchasing medium duty coaches in the future. These vehicles resemble the current cutaway fleet but on a larger scale. Medium duty coaches have an estimated seven-year lifespan and carry between 25 and 30 passengers depending on the vehicle layout. Due to limited funding, standard cutaways are budgeted as replacement vehicles. All vehicle prices presented in the capital plan are based on MTC vehicle cost projections.

The figure below presents Readi-Ride’s current fleet and the scheduled replacement year for each vehicle. Funding constraints may not allow all vehicle replacements to occur in their scheduled replacement year. As a result, Readi-Ride will be operating vehicles that have exceeded their recommended life cycle and may result in increased maintenance costs.

Figure 9-9 Fleet Replacement Schedule

Make	Model	ID	Purchase Year	Replacement Year
Ford	El Dorado Aerotech	300	2006	2013
Ford	Starcraft	301	2007	2014
Ford	El Dorado Aerotech	305	1999	2006
Ford	Phoenix	306	2001	2008
Ford	El Dorado Aerotech	307	2002	2009
Ford	El Dorado Aerotech	308	2002	2009
Ford	El Dorado Aerotech	309	2003	2010

Fareboxes

Readi-Ride drivers currently place all cash fares into an envelope kept near the side of the driver. Passengers hand drivers their fare and the driver places the money into the envelope and also makes change if necessary. Although accounting issues and theft are not an issue at Readi-Ride, using an envelope to carry passenger fares could provide an easy target as well as a possible concern for triennial audit reports. It is recommended that Readi-Ride transition to locked fareboxes in the near future. Fareboxes will securely hold passenger fares and prevent fare theft.

Farebox installation is recommended for all current vehicles. Fareboxes are included in the price for replacement vehicles.

Communications Systems

During staff interviews, many staff members expressed the need for a new central radio unit. Readi-Ride has been using the current dispatch radio since 1983 and before then, the radio was used by Fairfield/Suisun Transit. Drivers expressed on-going difficulty with the radio including not being able to contact dispatch and not being able to hear communications clearly.

In addition to the central radio, staff, stakeholders, and passenger surveys noted the need for a better telephone system. Readi-Ride uses one telephone line to receive calls. With only one line, passengers requesting service encounter busy signals and may have to call back multiple times. Readi-Ride should transition to a more advanced telephone system which will automatically

answer calls and place callers into a queue. These systems also have the advantage of recording call wait times and other statistics Readi-Ride can use to evaluate and monitor the service.

It is recommended that Readi-Ride replace the over 25 year old unit and update the telephone service as soon as funding becomes available.

Bus Stops and Shelters

If the City decides to move towards a fixed-route or deviated fixed-route service, bus stops will need to be established. At the bare minimum, bus stop signs will need to be created and installed and poles will need to be placed to attach the signs if light poles or other poles are not available. The City will also want to consider installing shelters at highly utilized stops like the Wal-Mart Supercenter, Safeway, and Hometown Market. The capital budget estimates the purchase of six bus shelters at a unit price of \$5,000 each for a standard three sided bus shelter. All other stops will have no passenger amenities and will be marked by a bus stop sign. Bus stops will need to be placed before fixed-route or deviated fixed-route service is implemented.

Capital Funding Strategy

Readi-Ride uses FTA Section 5311 grants to fund capital projects, covering 80% of capital costs. The remaining 20% must come from a local source. Typically Readi-Ride uses TDA funding to provide the local match but with current financial projections, TDA will not be available for capital match. Without a local match, Readi-Ride will not be able to leverage federal funds. The City of Dixon should work with the Solano Transportation Authority to identify other funding sources.

Capital and Operating Reserves

Once financially feasible to do so, Readi-Ride should implement an operating and capital reserve fund. Approximately 5% of Readi-Ride's annual funding is recommended for this set-aside or reserve fund in order to back fill operations should there be unanticipated increases in operations (such as a surge in gasoline prices, labor unrest, "acts of god", etc) or fund capital programs such as vehicle and equipment replacement and upgrades.

Establishing a reserve fund is sound fiscal policy and will allow Readi-Ride to sustain operations and to provide a local match to fund capital programs even in the face increasing operating costs and declining revenues.

Summary and Conclusions

This chapter presents the costs and funding projections for three service alternatives. While they are all financially sustainable in the next ten years, Alternative 2 offers the lowest service level over the planning horizon and is not recommended. Alternative 3 requires a change in service delivery and has capital requirements such as bus stop signs and shelters and larger vehicles are desirable. Ridership in the first year of the plan under a fixed-route and deviated fixed-route service would not be expected to reach full potential as it would take at least 12-18 months for riders to accept this transition. However, in the longer run, a deviated fixed-route service will be more convenient, more productive and carry more riders than the current dial-a-ride operation.

For these reasons, the consultant team recommends continuing a dial-a-ride operation for the next 3+ years. City staff should monitor ridership trends closely because of the fare increase and service reductions. Once ridership has leveled off and capital funding becomes available, it is recommended that staff begin planning a transition to a deviated fixed-route service.

APPENDIX A

SURVEYS

18. Please share any comments or suggestions you have about this transit service.

Horizontal lines for writing comments.

Thank you!

Dixon Read-Ride Passenger Survey
c/o Nelson\Nygaard
785 Market Street, Suite 1300
San Francisco, CA 94103

Please complete survey on bus.
If you cannot complete it on the bus, please mail it by July 5.

Dixon Read-Ride
TRANSIT RIDER SURVEY

Dixon Read-Ride is performing an On-board passenger survey to assess passengers' needs and evaluate the transit service.

Your response is very important for planning transit services and accessing existing services.

Please complete this survey while you are on the bus and return the form in the COMPLETED SURVEYS envelope. Your answers are completely confidential.

You only need to complete this survey one time. If you are offered this survey on another trip, you do not need to fill it out.

Español
El conductor tiene copias de esta encuesta en su idioma.
Por favor pídala una.

Postage Required

Continue

1. Where are you coming FROM?

- ₁ Home
- ₂ Work
- ₃ Recreation or social (Specify _____)
- ₄ School/College (Name of School _____)
- ₅ Other (Specify _____)
- ₆ Shopping
- ₇ Medical/Dental

2. Where is this PLACE?

List nearest intersection (For example: *Pitt School Road & Dixon Avenue*) **or** Name of unique location or landmark (For example: *Walmart or the Senior Center*)

_____ (Location/Landmark)

OR

_____ (Street) & _____ (Cross Street)

3. Where are you going TO?

- ₁ Home
- ₂ Work
- ₃ Recreation or social (Specify _____)
- ₄ School/College (Name of School _____)
- ₅ Other (Specify _____)
- ₆ Shopping
- ₇ Medical/Dental

4. Where is this PLACE?

List nearest intersection (For example: *Pitt School Road & Dixon Avenue*) **or** Name of unique location or landmark (For example: *Walmart or the Senior Center*)

_____ (Location/Landmark)

OR

_____ (Street) & _____ (Cross Street)

5. Are you making a round trip today?

- ₁ Yes
- ₂ No

6. How did pay for this bus trip?

- ₁ Cash
- ₂ Pass
- ₃ Pre-paid per month/year (students only)
- ₄ Other (Specify _____)

7. If this service were not available, how would you make this trip?

- ₁ Drive alone
- ₂ Carpool or vanpool
- ₃ Someone would drive me
- ₄ Taxi
- ₅ Walk
- ₆ Bike
- ₇ Other (Specify _____)
- ₈ I would not be able to make this trip.

8. Please rank the top 3 improvements you would like to request from Readi-Ride (1 = Most desired improvement 2 = 2nd most desired, 3 = 3rd most desired)

- ____ Regular bus routes (buses on a set schedule and route)
- ____ Earlier morning service (how early? _____)
- ____ Later evening service (how late? _____)
- ____ More Saturday service
- ____ Sunday service
- ____ Better dial-a-ride availability
- ____ Shorter travel times/more direct service
- ____ Better bus transfer connections
- ____ Service to _____
- ____ Other _____

9. Have you been denied Readi-Ride service in the last month?

- ₁ Yes
- ₂ No

10. If you have been denied service, what were the circumstances?

11. How often do you ride this bus service?

- ₁ 5 or more trips per week
- ₂ 2 to 4 trips per week
- ₃ 1 trip per week
- ₄ <1 trip per week
- ₅ First time

12. How long have you been riding this service?

- ₁ Less than 1 year
- ₂ 1 to 2 years
- ₃ More than 2 years
- ₄ First time

13. Overall, how would you rate this bus service?

- ₁ Excellent
- ₂ Good
- ₃ Fair
- ₄ Poor

14. What is your age?

- ₁ Under 16
- ₂ 16-18
- ₃ 19-24
- ₄ 25-34
- ₅ 35-54
- ₆ 55-64
- ₇ 65 and over

15. Are you?

- ₁ Female
- ₂ Male

16. What is your annual household income range?

- ₁ Under \$10,000
- ₂ \$10,001 - \$20,000
- ₃ \$20,001 - \$30,000
- ₄ \$30,001 - \$50,000
- ₅ \$50,001 - \$75,000
- ₆ \$75,000 - \$100,000
- ₇ More than \$100,000

17. Are you? (check more than one if necessary)

- ₁ Employed full-time
- ₂ Employed part-time
- ₃ Not currently employed
- ₄ Student
- ₅ Retired
- ₆ Visitor to the area

18. Por favor comparta con nosotros cualquier comentario o sugerencia que tenga acerca de este servicio de transporte.

Horizontal lines for handwritten comments.

Gracias.

**Dixon Read-Ride Passenger Survey
c/o Nelson\Nygard
785 Market Street, Suite 1300
San Francisco, CA 94103**

se
requiere
el sello

Dixon Read-Ride

ENCUESTA DE PASAJEROS

Dixon Read-Ride está conduciendo este breve cuestionario sobre los servicios de transporte. Sus respuestas son muy importantes para planificar y determinar los servicios del autobús.

Por favor cuéntenos sobre el viaje que está haciendo en este momento. Ponga este cuestionario completado en el sobre que dice <<COMPLETED SURVEYS>>. Sus respuestas son confidenciales.

Ud. necesita completar solo un cuestionario. Si ya ha completado un cuestionario en otro paseo, por favor no complete este otro.

English
The driver has copies of this survey in your language. Please ask for one.

→ **Página siguiente**

Por favor llene este cuestionario y entégueselo al conductor cuando esté saliendo. Si usted no puede completarlo en el autobús, envíelo por favor.

1. ¿De dónde viene hoy?

- ₁ Casa
- ₂ Trabajo
- ₃ Actividad social o recreación (especifique: _____)
- ₄ Escuela (nombre de la escuela: _____)
- ₅ Otro (especifique: _____)
- ₆ Compras
- ₇ Médico/dentista

2. ¿Dónde está ese lugar?

Escriba la intersección más cercana (Por ejemplo: *Pitt School Rd & Dixon Ave*) o nombre algún lugar específico o conocido (Por ejemplo: *Walmart; Senior Center*)

_____ (lugar/señal)

_____ (calle) y _____ (calle que cruza)

3. ¿Adónde se dirige en este momento?

- ₁ Casa
- ₂ Trabajo
- ₃ Actividad social o recreación (especifique: _____)
- ₄ Escuela (nombre de la escuela: _____)
- ₅ Otro (especifique: _____)
- ₆ Compras
- ₇ Médico/dentista

4. ¿Dónde está ese lugar?

Escriba la intersección más cercana (Por ejemplo: *Pitt School Rd & Dixon Ave*) o nombre algún lugar específico o conocido (Por ejemplo: *Walmart; Senior Center*)

_____ (lugar/señal)

_____ (calle) y _____ (calle que cruza)

5. ¿Está haciendo un viaje de IDA y de VUELTA hoy día? (¿Usando el autobús para las dos etapas del viaje?)

- ₁ Sí
- ₂ No

1 **—————>** Página siguiente

6. En este viaje, ¿Cómo Ud. pagó la tarifa?

- ₁ En efectivo
- ₂ Pase
- ₃ Pase pagado por adelantado para el mes o el año (estudiantes solamente)
- ₄ Otro (Especifique: _____)

7. Si este autobús no estuviese disponible, cómo hubiera hecho usted este viaje?

- ₁ Hubiera conducido por mi cuenta.
- ₂ Carpool o vanpool
- ₃ Alguien me hubiera llevado
- ₄ Hubiera tomado un taxi
- ₅ Hubiera caminado
- ₆ En bicicleta
- ₇ Otro (Especifique: _____)
- ₈ No hubiera hecho este viaje

8. Por favor, díganos las 3 mejoras que le gustaría pedir a Read-Ride, en orden de importancia para usted (1 = Mejora más deseada, 2 = 2da mejora más deseada, 3 = 3ra mejora más deseada)

- _____ Servicio de autobuses regular (con un horario y ruta fija)
- _____ Servicio más temprano en la mañana (empezando desde: _____)
- _____ Servicio más tarde (hasta las _____)
- _____ Más servicio los Sábados
- _____ Servicio los Domingos
- _____ Disponibilidad mejor para dial-a-ride
- _____ Tiempos de recorrido más cortos/servicios más directos
- _____ Mejor transbordo entre los buses
- _____ Servicio a _____
- _____ Otro: _____

9. ¿Le han denegado el servicio en el último mes?

- ₁ Sí
- ₂ No

10. ¿Si le han denegado servicio, cuáles eran las circunstancias?

2 **—————>** Página siguiente

11. ¿Con qué frecuencia usa Ud. este autobús?

- ₁ 5 o más viajes por semana
- ₂ 2 a 4 viajes por semana
- ₃ 1 viaje por semana
- ₄ < 1 viaje por semana
- ₅ Es la primera vez

12. ¿Hace cuánto que viaja en este bus?

- ₁ Menos de 1 año
- ₂ Más de 2 años
- ₃ De 1 a 2 años
- ₄ Es la primera vez

13. ¿Cómo calificaría Ud. el servicio del autobús?

- ₁ Excelente
- ₂ Bueno
- ₃ Regular
- ₄ Malo

14. ¿Cuál es su edad?

- ₁ Menos de 16
- ₂ 16 a 18 años
- ₃ 19 a 24 años
- ₄ 25 a 34 años
- ₅ 35 a 54 años
- ₆ 55 a 64 años
- ₇ 65 años o más

15. Es usted...

- ₁ Mujer
- ₂ Hombre

16. ¿Cuál fue el TOTAL de INGRESOS FAMILIARES (antes de impuestos) para todas las personas en su hogar?

- ₁ Debajo de \$10,000
- ₂ \$10,001 - \$20,000
- ₃ \$20,001 - \$30,000
- ₄ \$30,001 - \$50,000
- ₅ \$50,001 - \$75,000
- ₆ \$75,000 - \$100,000
- ₇ Más de \$100,000

17. ¿Esta usted? (marque más de uno si fuese necesario)

- ₁ Trabajando tiempo completo
- ₂ Trabajando medio tiempo
- ₃ No esta trabajando en este momento
- ₄ Estudiante
- ₅ Retirado
- ₆ Turista o visitante en el área

3 **—————>** Página siguiente

18. Please share any comments or suggestions you have about this transit service.

Horizontal lines for writing comments.

Thank you!

Dixon Read-Ride

TRANSIT RIDER SURVEY

Dixon Read-Ride is performing a passenger survey to assess passengers' needs and evaluate the transit service. Please fill out this survey noting your child's typical school trip he or she takes on Read-Ride.

Once completed, please mail the survey to the address provided to the left. You may also fax the completed survey to 415-284-1554 or call 415-284-1544 to complete the survey via telephone.

Your response is very important for planning transit services and accessing existing services.

Your answers are completely confidential.

Please mail by July 25.

**Dixon Read-Ride Passenger Survey
c/o Nelson\Nygaard
785 Market Street, Suite 1300
San Francisco, CA 94103**

Postage
Required

→ **Continue**

1. Where does your child's trip to school in the morning originate from?

- ₁ Home
- ₂ Work
- ₃ Recreation or social (Specify _____)
- ₄ School/College (Name of School _____)
- ₅ Other (Specify _____)
- ₆ Shopping
- ₇ Medical/Dental

2. Where is this PLACE?

List nearest intersection (For example: Pitt School Road & Dixon Avenue) **or** Name of unique location or school name (example: Anderson Elementary or Walmart)

_____ (Location/School name)

OR

_____ (Street) & _____ (Cross Street)

3. Where is your child going to?

- ₁ Home
- ₂ Work
- ₃ Recreation or social (Specify _____)
- ₄ School/College (Name of School _____)
- ₅ Other (Specify _____)
- ₆ Shopping
- ₇ Medical/Dental

4. Where is this PLACE?

List nearest intersection (For example: Pitt School Road & Dixon Avenue) **or** Name of unique location or school name (example: Anderson Elementary or Walmart)

_____ (Location/School name)

OR

_____ (Street) & _____ (Cross Street)

5. Does your child typically make a roundtrip on Readi-Ride on school days?

- ₁ Yes
- ₂ No

6. How does your child pay for school trips?

- ₁ Cash
- ₂ Pass
- ₃ Pre-paid per month/year (students only)
- ₄ Other (Specify _____)

7. If this service were not available, how would your child get to school?

- ₂ Carpool or vanpool
- ₃ Someone would drive my child
- ₄ Taxi
- ₅ Walk
- ₆ Bike
- ₇ Other (Specify _____)
- ₈ My child would not be able to make this trip.

8. Please rank the top 3 improvements you would like to request from Readi-Ride (1 = Most desired improvement 2 = 2nd most desired, 3 = 3rd most desired)

- _____ Regular bus routes (buses on a set schedule and route)
- _____ Earlier morning service (how early? _____)
- _____ Later evening service (how late? _____)
- _____ More Saturday service
- _____ Sunday service
- _____ Better dial-a-ride availability
- _____ Shorter travel times/more direct service
- _____ Better bus transfer connections
- _____ Service to _____
- _____ Other _____

9. Has your child been denied Readi-Ride service in the last month?

- ₁ Yes
- ₂ No

10. If service was denied, what were the circumstances?

11. How often does your child ride this bus service?

- ₁ 5 or more trips per week
- ₂ 2 to 4 trips per week
- ₃ 1 trip per week
- ₄ <1 trip per week
- ₅ First time

12. How long has your child been riding this service?

- ₁ Less than 1 year
- ₂ 1 to 2 years
- ₃ More than 2 years
- ₄ First time

13. Overall, how would you rate the bus service offered to your child?

- ₁ Excellent
- ₂ Good
- ₃ Fair
- ₄ Poor

14. What is your age?

- ₁ Under 16
- ₂ 16-18
- ₃ 19-24
- ₄ 25-34
- ₅ 35-54
- ₆ 55-64
- ₇ 65 and over

15. Are you?

- ₁ Female
- ₂ Male

16. What is your annual household income range?

- ₁ Under \$10,000
- ₂ \$10,001 - \$20,000
- ₃ \$20,001 - \$30,000
- ₄ \$30,001 - \$50,000
- ₅ \$50,001 - \$75,000
- ₆ \$75,000 - \$100,000
- ₇ More than \$100,000

17. Are you? (check more than one if necessary)

- ₁ Employed full-time
- ₂ Employed part-time
- ₃ Not currently employed
- ₄ Student
- ₅ Retired
- ₆ Visitor to the area

18. Por favor comparta con nosotros cualquier comentario o sugerencia que tenga acerca de este servicio de transporte.

Series of horizontal lines for writing a comment or suggestion.

Gracias.

**Dixon Read-Ride Passenger Survey
c/o Nelson\Nygaard
785 Market Street, Suite 1300
San Francisco, CA 94103**

Favor de enviar por correo antes del 25 de Julio

Dixon Read-Ride

ENCUESTA DE PASAJEROS

Dixon Read-Ride está llevando a cabo una encuesta de pasajeros para evaluar las necesidades de los pasajeros y los servicios de transporte. Por favor rellene esta encuesta teniendo en cuenta la ruta típica que realiza su hijo si usa el servicio de Read-Ride.

Una vez haya completado la encuesta, por favor envíela por correo a la dirección que aparece a la izquierda. También puede enviarla por fax al 415-284-1554 para realizar la encuesta por teléfono.

Sus respuestas son esenciales para la planificación de los servicios de transporte y la mejora de los servicios existentes.

Sus respuestas son estrictamente confidenciales.

se
requiere
el sello

→ Continúa

1. ¿De dónde se origina el viaje de su hijo a la escuela en la mañana?

- ₁ Casa ₆ Compras
₂ Trabajo ₇ Médico/dentista
₃ Recreación o social (especificar: _____)
₄ Escuela (nombre de la escuela: _____)
₅ Otro (especificar: _____)

2. ¿Dónde está este lugar?

Anote el cruce (por ejemplo: Pitt School Rd. & Dixon Ave.)

o nombre de una localidad única o nombre de escuela

(Por ejemplo: Anderson Elementary o Walmart)

_____ (localidad/nombre de escuela)

_____ (calle) y _____ (cruce)

3. ¿A dónde se dirige su hijo?

- ₁ Casa ₆ Compras
₂ Trabajo ₇ Médico/dentista
₃ Recreación o social (especificar: _____)
₄ Escuela (nombre de la escuela: _____)
₅ Otro (especificar: _____)

4. ¿Dónde está este lugar?

Anote el cruce (por ejemplo: Pitt School Rd. & Dixon Ave.)

o nombre de una localidad única o nombre de escuela

(Por ejemplo: Anderson Elementary o Walmart)

_____ (localidad/nombre de escuela)

_____ (calle) y _____ (cruce)

5. ¿Normalmente, su hijo realiza un viaje de ida y vuelta usando Readi-Ride los días escolares?

- ₁ Sí ₂ No

1 → Continúa

6. ¿Cómo paga su hijo por los transportes escolares?

- ₁ En efectivo
₂ Pase
₃ Pre-pagado por mes/año (estudiantes solamente)
₄ Otro (Especificar: _____)

7. Si este autobús no estuviera disponible, cómo llegaría a la escuela su hijo?

- ₂ Viaje compartido en auto
₃ Alguien llevaría a mi hijo en auto
₄ Taxi
₅ Caminando
₆ Bicicleta
₇ Otro (Especificar: _____)
₈ Mi hijo no podría hacer este viaje

8. Por favor, díganos las 3 mejoras que le gustaría pedir a Readi-Ride, en orden de importancia para usted (1 = Mejora más deseada, 2 = 2da mejora más deseada, 3 = 3ra mejora más deseada)

- ____ Rutas regulares de autobús (autobuses en un horario y ruta fijo)
____ Servicio más temprano en la mañana (desde qué hora: _____)
____ Servicio más tarde (hasta qué hora: _____)
____ Más servicio los sábados
____ Servicio los domingos
____ Mejor disponibilidad de dial-a-ride
____ Tiempo de viaje más corto/servicio más directo
____ Mejores conexiones de trasbordo de autobuses
____ Servicio a _____
____ Otro: _____

9. ¿Se le ha denegado el servicio Readi-Ride a su hijo en el último mes?

- ₁ Sí ₂ No

10. Si se le denegó el servicio, ¿cuáles fueron las circunstancias?

2 → Continúa

11. ¿Con cuánta frecuencia utiliza su hijo este servicio de autobús?

- ₁ 5 o más viajes por semana ₄ < 1 viaje por semana
₂ 2 a 4 viajes por semana ₅ Es la primera vez
₃ 1 viaje por semana

12. ¿Desde hace cuánto tiempo que su hijo utiliza este servicio?

- ₁ Menos de 1 año ₃ De 1 a 2 años
₂ Más de 2 años ₄ Es la primera vez

13. En general, ¿cómo calificaría usted el servicio ofrecido a su hijo?

- ₁ Excelente
₂ Bueno
₃ Regular
₄ Malo

14. ¿Qué edad tiene usted?

- ₁ Menos de 16 ₅ 35 a 54 años
₂ 16 a 18 años ₆ 55 a 64 años
₃ 19 a 24 años ₇ 65 años o más
₄ 25 a 34 años

15. Es usted...

- ₁ Mujer
₂ Hombre

16. ¿Cuáles son los ingresos anuales de su familia?

- ₁ Debajo de \$10,000 ₅ \$50,001 - \$75,000
₂ \$10,001 - \$20,000 ₆ \$75,000 - \$100,000
₃ \$20,001 - \$30,000 ₇ Más de \$100,000
₄ \$30,001 - \$50,000

17. ¿Esta usted? (marque más de uno si fuese necesario)

- ₁ Trabajando a tiempo completo
₂ Trabajando a tiempo parcial
₃ No está trabajando en estos momentos
₄ Estudiante
₅ Retirado
₆ Visitando esta zona

3 → Continúa

APPENDIX B

INTERVIEW GUIDE AND STAKEHOLDER LIST

Dixon Short Range Transit Plan Stakeholder Interview Guideline

The City of Dixon is conducting a transit plan for Readi-Ride. This is a five-year plan to review and evaluate current services, identify current and future transit needs of Dixon residents and to develop a service delivery plan that addresses the needs and ensures financial solvency.

Nelson\Nygaard Associates has been retained by the City of Dixon to prepare the Short Range Transit Plan. We are interested in gaining input from many transit agencies, local organizations, political leaders and other agency representatives.

The questions on this outline cover a broad range of issues, some of which may not be relevant to you or your organization. The purpose of this outline is to provide general guidance for our discussion. We may have other questions, and you may have answers to questions that are not on this outline.

Individuals can speak to us in confidence. Any quoting of outcomes will be done anonymously. Our main purpose is to allow individuals to speak freely about their concerns so we understand the issues and priorities and develop a responsive transit service plan for Dixon.

1. What role do you think public transit should play in Dixon?

2. Who should transit serve? Rank the following markets in order of priority:
 - i. _____ Commuters
 - ii. _____ Seniors
 - iii. _____ Low income households
 - iv. _____ Students
 - v. _____ Persons with disabilities
 - vi. _____ General population

3. What do you think are the three major strengths and weaknesses of Readi-ride? What are the primary transit-related concerns that you have/hear from your riders, clients or constituents?

4. In your opinion, how can transit be improved? What are the top three priorities in the short-term (within next one-two years) and longer term (year three and beyond)?

5. There are growing needs for intercity and intercounty transit services. What do you see as the major constraints in enhancing local services and providing regional service connections? Do you have suggestions for sharing the cost of these services?

6. What would need to be the necessary elements of this Plan for you to support it?

7. We would like to review preliminary ideas with local residents. Do you have any suggestions for maximizing participation?

8. What haven't we covered that's important to you?

9. Do you have any other comments, questions or concerns?

Stakeholder Interview

Former Mayor Mary Ann Courville
City of Dixon

Current Mayor Jack Batchelor
City of Dixon

Cookie Powell
Executive Director
Dixon Family Services

Roger Halberg
Superintendent
Dixon Unified School District

Minerva Arellano
Site Clinician
Dixon Family Practice

Maria Lujan
Current REDI-Ride User

Maria Tuccori
Children use REDI-Ride school subscription service

APPENDIX C

BUS STOP GUIDANCE

Bus Stop Guidance

Installing bus stops throughout the city will require balancing the needs of the transit system with those of Municipal Departments (Public Works, Engineering, and Public Safety), landowners adjacent to stops and transit passengers. The following presents recommended bus stop best practices taken from the Transportation Cooperative Research Program's (TCRP) Report 19 - Guidelines for the Location and Design of Bus Stops.

In assessing conditions and amenities for a bus stop, it is important to differentiate between “street-side” and “curb-side” factors and functions. Street-side factors and functions are those that primarily impact bus operations, including pavement condition, travel lanes, speed limits, bus bays, curbs, and ramps. Curb-side factors are those things that primarily impact a bus rider's comfort, safety and convenience, including shelters, benches, lighting, schedules and maps.

In general, bus stops need to be located, and designed, in a manner which:

- Provides passengers with protection from adjacent vehicular traffic
- Allows for easy access by people with disabilities
- Minimizes opportunities for passengers to slip and fall when boarding or alighting
- Makes it easy for passengers to get to crosswalks and curb ramps
- Provides proximity to major trip generators
- Enhances safety by incorporating some source of overhead lighting (direct or indirect)

Street-Side Factors

For every bus stop it is important to assess whether the stop's location and physical layout will have an impact on bus operations. To the extent possible, transit agencies need to ensure that every bus stop:

- Provides adequate curb space for the vehicle
- Does not negatively impact adjacent property owners
- Doesn't directly interfere with on-street automobile parking or truck delivery zones
- Can be reached by buses without requiring excessive circulation or deviations
- Does not interfere with adjacent traffic controls
- Is appropriate given the traffic volume on the street
- Is appropriate given vehicular turning movements in the vicinity
- Does not impact pedestrian circulation patterns
- Does not interfere at adjacent driveways

Location

In terms of its relationship to the nearest intersecting street, the placement of a bus stop is typically referred to as “far-side,” “near-side,” or “mid-block.” Far-side bus stops are those that are placed immediately after an intersection, near-side bus stops are those placed just prior to an intersection, and mid-block bus stops are those set anywhere on the block except the corners.

A chart detailing the advantages and disadvantages of bus stop placement is included at the end of this discussion.

Spacing Considerations

The distance between bus stops has a direct impact on a route’s round-trip cycle time.

This in turn directly impacts the number of buses and revenue hours needed to maintain a given headway on a route. The following table from the TCRP Report provides a general guideline for determining the distance between bus stops.

Figure C-1 Bus Stop Spacing Convention

Environment	Spacing Range (ft)	Typical Spacing (ft)
Central Business District	300 - 1,000	600
Urban	500 - 1,200	750
Suburban	600 - 2,500	1,000
Rural	650 - 2,640	1,250

Curb-Side Factors

Improving curb-side amenities is important for transit systems because making stops safer, more comfortable and more appealing can have an immediate, positive impact on ridership. There are several categories of curb-side amenities and issues.

Signs

Every bus stop needs a visible and clearly readable sign marking the stop. A sign should be at least 12” x 18” and should be mounted at least six feet above the ground. The sign should be placed perpendicular to the street so that it is visible from both directions. Each transit operator that serves the stop should be listed on the sign. Space permitting, the sign should also indicate the route number, hours/days of operations and a telephone number to call for more information.

ADA Accessibility

It is important to properly design and integrate bus stops into their surrounding environment so that they are accessible to as many individuals as possible. Making stops ADA accessible allows riders with disabilities, including those who are wheelchair bound, to ride fixed-route transit. This in turn, can help limit dependency on paratransit and deviated services.

Though most wheelchairs require only 3’ of space for comfortable circulation around a bus stop, 4’ has become the accepted standard. A bus stop design should also facilitate easy wheelchair ramp deployment from either the front or rear of a bus.

System Map

In theory, every bus stop should have a system map so that riders can be certain they are boarding the correct bus for their trip. System maps can help riders plan their trip efficiently.

Placing a full size system map at every stop may not be practical, mostly because there often is not space to mount the map and purchasing another piece of equipment to mount the map can be expensive. In addition, installing maps at every site can place a tremendous burden on field staff whenever those maps need to be changed because a new version has been released.

Schedules

The absence of schedules at bus stops can leave riders guessing as to when a bus might arrive to take them towards their destination. This can be a major disincentive to using public transit. To that end it is recommended that every stop have a printed schedule for every route serving the stop. If the stop has a shelter then the schedules can be mounted on the wall. If there's no shelter then the schedules can be placed in a tube that attaches to the sign/pole. As with maps, posting schedules can be expensive and time consuming.

The primary disadvantage to placing printed schedules at each stop is that somebody has to go into the field and change the schedules whenever they are updated, and this can require a good deal of staff effort. At the very least the bus stop sign should list the days, hours and frequency of every route.

Sidewalks

Sidewalks are an important interface between transit riders and transit operations. The sidewalk must properly accommodate riders waiting for and boarding the bus, as well as passing pedestrians. At a minimum, 3' of uninterrupted sidewalk should be maintained to ensure proper circulation and wheelchair accessibility around a bus stop. Although shelters and benches may contribute to a safe, comfortable and accessible bus stop, their presence should not minimize accessible and uninterrupted sidewalk width to less than 3' (preferably 4').

Benches and Shelters

Benches and shelters represent two of the most frequently requested improvements listed by current and potential transit riders. Ideally passengers would like to have them installed at every stop, but this can be prohibitively expensive for most transit systems. For example - the purchase and installation of an "off-the-shelf" bus shelter for a single bus stop can cost a transit system as much as \$7,000. Most small-size transit systems simply don't have that kind of funding available to spend on a shelter program and thus they must develop a policy for prioritizing shelter improvements.

Many transit systems link the "need" for shelters and benches to the level of boarding activity at each stop. This approach ensures that the greatest number of passengers will use the improvements, which in turn maximizes the cost-efficiency of the capital investment.

Every system needs to develop its own boarding activity parameters. The TCRP report recommends the following general boarding guidelines for determining whether a shelter is needed at a bus stop:

- Rural Areas: 10 or more boardings per day
- Suburban Areas: 25 or more boardings per day
- Urban Areas: 50 or more boardings per day

Sometimes benches and shelters are installed at a stop for reasons other than boarding activity. For example, a transit board might instruct staff to install a bench and shelter at a location adjacent to a senior activity center, even though the stop only generates a minimal level of boarding activity. The City Council may decide it wants to do this so that the seniors who do use the stop won't have to stand while they wait for the bus. In another example, staff might be instructed to install a shelter next to a day care center so that parents picking up or dropping off children won't have to stand in the open while they wait for a bus. The important thing to remember is that while the level of boarding activity is a good way to determine where shelters and benches should be installed, it's not the only method.

Shelters come in variety of shapes, sizes and price ranges. Many firms sell off-the-shelf, utilitarian models that can be installed in just a few hours. In some cases though, jurisdictions along a route may not want a utilitarian shelter design and may opt instead for something more unique that fits in better with the surrounding land uses or street-themes.

In these situations the jurisdiction and transit operator may wish to contact an architectural/design firm that specializes in street treatments to sketch out some ideas for a more unique looking shelter. The downside to using a unique shelter is that it can raise the cost of bus stop improvements by as much as 50%.

Whenever possible it's a good idea to put a distinct name on the shelter. This could be something as simple as listing the adjacent cross streets (e.g. Oak/Masonic). Giving a name to a shelter helps passengers to start thinking of the bus stop as a place, rather than just a "stop." Giving it a name helps to convey a sense of "permanence" that is often critical to attracting long-term riders.

Lighting

Transit operators that run buses during early morning and later evening hours should consider how lighting at a bus stop might affect ridership during those hours. Lighting can enhance both actual and perceived safety by increasing overall visibility. A rider will be most comfortable and likely to use a bus stop when lighting is sufficient to indicate where they are relative to their surroundings. Lighting will also increase a bus driver's visibility, ensuring that riders will not be passed by without being picked up.

Lighting can be either direct (installed at the bus stop) or indirect (from an adjacent overhead street lamp).

Figure C-2 Advantages and Disadvantages to Bus Stop Placement

	Advantages	Disadvantages
Far-Side Stop	<ul style="list-style-type: none"> • Minimizes conflicts between right-turning vehicles and buses • Provides additional right turn capacity by making curb lane available for traffic • Minimizes sight distance problems on approaches to intersection • Encourages pedestrians to cross behind the bus • Creates shorter deceleration distances for buses since the bus can use the intersection to decelerate • Results in bus drivers being able to take advantage of the gaps in traffic flow that are created at signalized intersections 	<ul style="list-style-type: none"> • May result in the intersections being blocked during peak periods by stopping buses • May obscure sight distance for crossing vehicles • May increase sight distance problems for crossing pedestrians • Can cause a bus to stop far side after stopping for a red light, which interferes with both bus operations and all other traffic • May increase number of rear-end accidents since drivers do not expect buses to stop again after stopping at a red light • Could result in traffic queued into intersection when a bus is stopped in travel lane
Near-Side Stop	<ul style="list-style-type: none"> • Minimizes interferences when traffic is heavy on the far side of the intersection • Allows passengers to access buses closest to crosswalk • Results in the width of the intersection being available for the driver to pull away from curb • Eliminates the potential of double stopping • Allows passengers to board and alight while the bus is stopped at a red light • Provides driver with the opportunity to look for oncoming traffic, including other buses with potential passengers 	<ul style="list-style-type: none"> • Increases conflicts with right-turning • May result in stopped buses obscuring curbside traffic control devices and crossing pedestrians • May cause sight distance to be obscured for cross vehicles stopped to the right of the bus • May block the through lane during peak period with queuing buses • Increases sight distance problems for crossing pedestrians
Mid-block Stop	<ul style="list-style-type: none"> • Minimizes sight distance problems for vehicles and pedestrians • May result in passenger waiting areas experiencing less pedestrian congestion 	<ul style="list-style-type: none"> • Requires additional distance for no-parking restrictions • Encourages patrons to cross street at mid-block (jaywalking) • Increases walking distance for patrons crossing at intersections

APPENDIX D

TURN-BY-TURN ROUTE GUIDE

Alternative 2: Fixed-Route

Route 1

Start at Wal-Mart Supercenter
Right on Dorset Drive
Left on First Street
Veer right on Adams Street
Right on H Street
Right on Newgate Way
Left on Stratford Avenue
Right on Pembroke Way
Left on Bell Drive
Right on Austin Drive
Left on Alexander Drive
Right on Russell Lane
Left on Lincoln Street
Right on Stratford Avenue
Left on Pitt School Road
Right on H Street
Left on Pheasant Run Drive
Left on Rehrmann Drive
Right on Pitt School Road
Left on A Street
Left on Lincoln Street
Right on B Street
Right on Adams Street
Left on A Street
Left on Second Street
Right on C Street
Right on Fourth Street
Fourth Street will turn into Hall Park Drive
Right on Chestnut Street
Left on First Street

Right on Valley Glen Drive
Left on Parkway Boulevard
Left on First Street
Right on Chestnut Street
Left on Hall Park Drive
Hall Park Drive will turn into Fourth Street
Left on C Street
Left on Second Street
Right on A Street
Right on Adams Street
Left on B Street
Left on Lincoln Street
Right on A Street
Right on Pitt School Road
Left on Rehrmann Drive
Right on Pheasant Run Drive
Right on H Street
Left on Pitt School Road
Right on Stratford Avenue
Left on Lincoln Street
Right on Russell Lane
Left on Alexander Drive
Right on Austin Drive
Left on Bell Drive
Right on Pembroke Way
Left on Stratford Avenue
Left on First Street
Right on Dorset Drive
Left into Wal-mart Supercenter

Alternative 3: Deviated Fixed-Route

Route 1 (Clockwise)

Start at Wal-Mart Supercenter
Right on Dorset Drive
Left on First Street
Right on Valley Glen Drive
Left on Parkway Boulevard
Left on First Street
Right on Chestnut Street
Left on Hall Park Drive
Hall Park Drive will turn into Fourth Street
Left on C Street
Left on Second Street

Right on A Street
Right on Adams Street
Left on B Street
Left on Lincoln Street
Right on A Street
Right on Pitt School Road
Left on Rehrmann Drive
Right on Pheasant Run Drive
Right on H Street
Left on Pitt School Road
Right on Stratford Avenue
Left on Lincoln Street

Right on Russell Lane
Left on Alexander Drive
Right on Austin Drive
Left on Bell Drive
Right on Pembroke Way

Left on Stratford Avenue
Left on First Street
Right on Dorset Drive
Left into Wal-mart Supercenter

Route 2 (Counter-Clockwise)

Start at Wal-Mart Supercenter
Right on Dorset Drive
Left on First Street
Veer right on Adams Street
Right on H Street
Right on Newgate Way
Left on Stratford Avenue
Right on Pembroke Way
Left on Bell Drive
Right on Austin Drive
Left on Alexander Drive
Right on Russell Lane
Left on Lincoln Street
Right on Stratford Avenue
Left on Pitt School Road
Right on H Street
Left on Pheasant Run Drive
Left on Rehrmann Drive

Right on Pitt School Road
Left on A Street
Left on Lincoln Street
Right on B Street
Right on Adams Street
Left on A Street
Left on Second Street
Right on C Street
Right on Fourth Street
Fourth Street will turn into Hall Park Drive
Right on Chestnut Street
Left on First Street
Right on Valley Glen Drive
Left on Parkway Boulevard
Left on First Street
Right on Dorset Drive
Left into Wal-mart Supercenter

Tripper Route: Alternatives 2 and 3

Northbound Route

Start at Valley Glen Drive and First Street
Right on Valley Glen Drive
Left on Parkway Boulevard
Left on First Street
Right on Chestnut Street
Left on Hall Park Drive
Hall Park Drive will turn into Fourth Street
Left on C Street
Left on Second Street
Right on A Street
Right on Adams Street

Left on B Street
Left on Lincoln Street
Right on A Street
Right on Pitt School Road
Left on Rehrmann Drive
Right on Evans Road
Right on H Street
Left on Newgate Way
Left on Stratford Avenue
Right on Pembroke Way
Left on Regency Parkway
End at Regency Parkway and Lincoln Street

Southbound Route

Start at Regency Parkway and Lincoln Street

Right on Pembroke Way

Left on Stratford Avenue

Right on Newgate Way

Right on H Street

Left on Evans Street

Left on Rehrmann Drive

Right on Pitt School Road

Left on A Street

Left on Lincoln Street

Right on B Street

Right on Adams Street

Left on A Street

Left on Second Street

Right on C Street

Right on Fourth Street

Fourth Street will turn into Hall Park Drive

Right on Chestnut Street

Left on First Street

Right on Valley Glen Drive

End at Valley Glen Drive and Parkway Boulevard

APPENDIX E

SAMPLE SCHEDULES

ALTERNATIVE 2: FIXED-ROUTE SAMPLE SCHEDULES

ROUTE 1 - WALMART/SAFEWAY/DOWNTOWN/VALLEY GLEN											
Wal-Mart Supercenter	Hometown	Gretchen Higgins Elementary School	Safeway	Tremont Elementary School	Anderson Elementary School	Valley Glen Dr. & S. 1st St.	Anderson Elementary School	Tremont Elementary School	Safeway	Longs	Wal-Mart Supercenter
	0:05:00	0:04:30	0:04:00	0:02:30	0:06:30	0:06:30	0:08:30	0:06:00	0:04:00	0:04:30	0:05:00
7:15 AM	7:20 AM	7:24 AM	7:28 AM	7:31 AM	7:37 AM	7:44 AM	7:52 AM	7:58 AM	8:02 AM	8:07 AM	8:12 AM
8:15 AM	8:20 AM	8:24 AM	8:28 AM	8:31 AM	8:37 AM	8:44 AM	8:52 AM	8:58 AM	9:02 AM	9:07 AM	9:12 AM
9:15 AM	9:20 AM	9:24 AM	9:28 AM	9:31 AM	9:37 AM	9:44 AM	9:52 AM	9:58 AM	10:02 AM	10:07 AM	10:12 AM
10:15 AM	10:20 AM	10:24 AM	10:28 AM	10:31 AM	10:37 AM	10:44 AM	10:52 AM	10:58 AM	11:02 AM	11:07 AM	11:12 AM
11:15 AM	11:20 AM	11:24 AM	11:28 AM	11:31 AM	11:37 AM	11:44 AM	11:52 AM	11:58 AM	12:02 PM	12:07 PM	12:12 PM
12:15 PM	12:20 PM	12:24 PM	12:28 PM	12:31 PM	12:37 PM	12:44 PM	12:52 PM	12:58 PM	1:02 PM	1:07 PM	1:12 PM
1:15 PM	1:20 PM	1:24 PM	1:28 PM	1:31 PM	1:37 PM	1:44 PM	1:52 PM	1:58 PM	2:02 PM	2:07 PM	2:12 PM
2:15 PM	2:20 PM	2:24 PM	2:28 PM	2:31 PM	2:37 PM	2:44 PM	2:52 PM	2:58 PM	3:02 PM	3:07 PM	3:12 PM
3:15 PM	3:20 PM	3:24 PM	3:28 PM	3:31 PM	3:37 PM	3:44 PM	3:52 PM	3:58 PM	4:02 PM	4:07 PM	4:12 PM
4:15 PM	4:20 PM	4:24 PM	4:28 PM	4:31 PM	4:37 PM	4:44 PM	4:52 PM	4:58 PM	5:02 PM	5:07 PM	5:12 PM
5:15 PM	5:20 PM	5:24 PM	5:28 PM	5:31 PM	5:37 PM	5:44 PM	5:52 PM	5:58 PM	6:02 PM	6:07 PM	6:12 PM

School Tripper (Northbound) - Dixon High/Anderson/CA Jacobs/Tremont/Higgins								
Valley Glen Dr. & S. 1st St.	Dixon High School	Anderson Elementary School	C.A. Jacobs Middle School	Tremont Elementary School	H St. & Almond St.	Newgate Way & Stratford Ave.	Gretchen Higgins Elementary School	Lincoln St. & Regency Pkwy
--	3:20 PM	--	3:25 PM	3:30 PM	3:35 PM	3:38 PM	3:41 PM	3:46 PM

School Tripper (Southbound) - Higgins/Tremont/CA Jacobs/Anderson/Dixon High								
Lincoln St. & Regency Pkwy	Gretchen Higgins Elementary School	Newgate Way & Stratford Ave.	H St. & Almond St.	Tremont Elementary School	C.A. Jacobs Middle School	Anderson Elementary School	Dixon High School	Valley Glen Dr. & Parkway Blvd.
7:40 AM	7:45 AM	7:48 AM	7:50 AM	7:55 AM	8:00 AM	8:05 AM	8:10 AM	--
--	2:40 PM	2:43 PM	2:45 PM	2:50 PM	2:55 PM	3:00 PM	3:05 PM	3:15 PM

ALTERNATIVE 3: DEVIATED FIXED-ROUTE SAMPLE SCHEDULES

ROUTE 1 - FIRST STREET/VALLEY GLEN/A ST. (CLOCKWISE)

Wal-Mart Supercenter	West A St. & North 1st St.	Valley Glen Dr. & S. 1st St.	Hall Park Dr. & Chestnut St. (High School)	Anderson Elementary School	West A St. & North 1st St.	C.A. Jacobs Middle School	Tremont Elementary School	Safeway	Gretchen Higgins Elementary School	Longs	Wal-Mart Supercenter
	0:08:00	0:03:00	0:11:00	0:05:00	0:04:00	0:04:00	0:03:00	0:05:00	0:03:00	0:04:00	0:05:00
7:25 AM	7:33 AM	7:36 AM	7:47 AM	7:52 AM	7:56 AM	8:00 AM	8:03 AM	8:08 AM	8:11 AM	8:15 AM	8:20 AM
8:45 AM	8:53 AM	8:56 AM	9:07 AM	9:12 AM	9:16 AM	9:20 AM	9:23 AM	9:28 AM	9:31 AM	9:35 AM	9:40 AM
9:45 AM	9:53 AM	9:56 AM	10:07 AM	10:12 AM	10:16 AM	10:20 AM	10:23 AM	10:28 AM	10:31 AM	10:35 AM	10:40 AM
10:45 AM	10:53 AM	10:56 AM	11:07 AM	11:12 AM	11:16 AM	11:20 AM	11:23 AM	11:28 AM	11:31 AM	11:35 AM	11:40 AM
11:45 AM	11:53 AM	11:56 AM	12:07 PM	12:12 PM	12:16 PM	12:20 PM	12:23 PM	12:28 PM	12:31 PM	12:35 PM	12:40 PM
12:45 PM	12:53 PM	12:56 PM	1:07 PM	1:12 PM	1:16 PM	1:20 PM	1:23 PM	1:28 PM	1:31 PM	1:35 PM	1:40 PM
1:45 PM	1:53 PM	1:56 PM	2:07 PM	2:12 PM	2:16 PM	2:20 PM	2:23 PM	2:28 PM	2:31 PM	2:35 PM	2:40 PM
2:45 PM	2:53 PM	2:56 PM	3:07 PM	3:12 PM	3:16 PM	3:20 PM	3:23 PM	3:28 PM	3:31 PM	3:35 PM	3:40 PM
3:45 PM	3:53 PM	3:56 PM	4:07 PM	4:12 PM	4:16 PM	4:20 PM	4:23 PM	4:28 PM	4:31 PM	4:35 PM	4:40 PM
4:45 PM	4:53 PM	4:56 PM	5:07 PM	5:12 PM	5:16 PM	5:20 PM	5:23 PM	5:28 PM	5:31 PM	5:35 PM	5:40 PM
5:45 PM	5:53 PM	5:56 PM	6:07 PM	6:12 PM	6:16 PM	6:20 PM	6:23 PM	6:28 PM	6:31 PM	6:35 PM	6:40 PM

ROUTE 2 - HOMETOWN/STRATFORD/PITT SCHOOL (COUNTER CLOCKWISE)

Wal-Mart Supercenter	Hometown	Gretchen Higgins Elementary School	Safeway	Tremont Elementary School	C.A. Jacobs Middle School	West A St. & North 1st St.	Anderson Elementary School	Hall Park Dr. & Chestnut St. (High School)	Valley Glen Dr. & S. 1st St.	West A St. & North 1st St.	Wal-Mart Supercenter
	0:05:00	0:04:00	0:03:00	0:04:00	0:04:00	0:04:00	0:02:00	0:04:00	0:10:00	0:05:00	0:10:00
7:30 AM	7:35 AM	7:39 AM	7:42 AM	7:46 AM	7:50 AM	7:54 AM	7:56 AM	8:00 AM	8:10 AM	8:15 AM	8:25 AM
8:45 AM	8:50 AM	8:54 AM	8:57 AM	9:01 AM	9:05 AM	9:09 AM	9:11 AM	9:15 AM	9:25 AM	9:30 AM	9:40 AM
9:45 AM	9:50 AM	9:54 AM	9:57 AM	10:01 AM	10:05 AM	10:09 AM	10:11 AM	10:15 AM	10:25 AM	10:30 AM	10:40 AM
10:45 AM	10:50 AM	10:54 AM	10:57 AM	11:01 AM	11:05 AM	11:09 AM	11:11 AM	11:15 AM	11:25 AM	11:30 AM	11:40 AM
11:45 AM	11:50 AM	11:54 AM	11:57 AM	12:01 PM	12:05 PM	12:09 PM	12:11 PM	12:15 PM	12:25 PM	12:30 PM	12:40 PM
12:45 PM	12:50 PM	12:54 PM	12:57 PM	1:01 PM	1:05 PM	1:09 PM	1:11 PM	1:15 PM	1:25 PM	1:30 PM	1:40 PM
1:45 PM	1:50 PM	1:54 PM	1:57 PM	2:01 PM	2:05 PM	2:09 PM	2:11 PM	2:15 PM	2:25 PM	2:30 PM	2:40 PM
2:45 PM	2:50 PM	2:54 PM	2:57 PM	3:01 PM	3:05 PM	3:09 PM	3:11 PM	3:15 PM	3:25 PM	3:30 PM	3:40 PM
3:45 PM	3:50 PM	3:54 PM	3:57 PM	4:01 PM	4:05 PM	4:09 PM	4:11 PM	4:15 PM	4:25 PM	4:30 PM	4:40 PM
4:45 PM	4:50 PM	4:54 PM	4:57 PM	5:01 PM	5:05 PM	5:09 PM	5:11 PM	5:15 PM	5:25 PM	5:30 PM	5:40 PM
5:45 PM	5:50 PM	5:54 PM	5:57 PM	6:01 PM	6:05 PM	6:09 PM	6:11 PM	6:15 PM	6:25 PM	6:30 PM	6:40 PM

*School tripper routes follow the same proposed schedule as Alternative 2