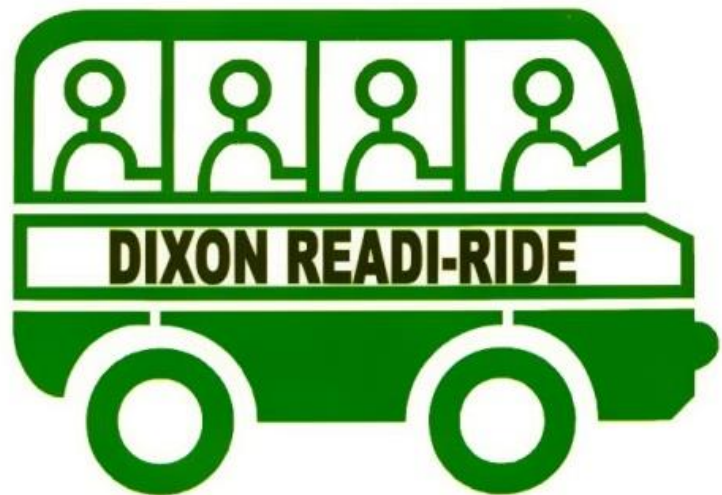


Solano Transportation Authority
Short Range Transit Plan
City of Dixon

May 11, 2016



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City of Dixon
Short Range Transit Plan
FINAL REPORT

May, 2016

Prepared for

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Dixon Readi-Ride Short Range Transit Plan

FY 2015-16 to FY 2024-25

Date Approved by Governing Board: May 10, 2016

Date Approved by STA Board:

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

The Board adopted resolution follows this page.

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Executive Summary

Purpose and Organization

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

This report presents the SRTP for Dixon Read-Ride. It documents actual transit system performance for FY 2011-12 – FY 2014-15 and plans and projections for ten years beginning FY 2015-16 and ending FY 2024-25. To prepare the SRTP, the consultant collaborated with STA and transit staff to update Goals, Objectives, Performance Measures and Standards; evaluate existing Read-Ride service, analyze existing conditions and trends, and develop a recommended service, capital improvement and financial plan that serves Dixon residents' transit needs within the financial capacity of Read-Ride and the City of Dixon. The overarching purpose of this SRTP is to:

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

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

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

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

Overview of Transit System

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

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

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

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

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

Goals, Objectives, Measures, and Standards

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

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

Service and System Performance Evaluation

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

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

Operations Plan and Budget

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

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

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

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

Capital Improvement Program

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

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

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

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

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

Summary of Operating and Capital Plan

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

1 Overview of Dixon Transit System

1.1 Brief History

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

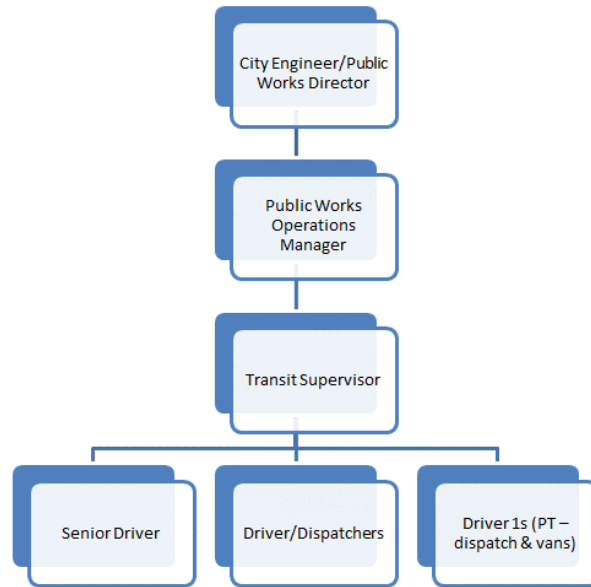
1.2 Governance

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

1.3 Organizational Structure

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

Figure 1: Dixon Read-Ride Organizational Chart



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

1.4 Service Area Characteristics and Travel Demand

1.4.1 Dixon Demographic Overview

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

Table 1: Dixon Demographic Overview

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

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

1.5 Transit Services Provided and Areas Served

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

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

1.5.1 Demand Response

Demand response services include the following:

General Public Demand Response Service

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

ADA Eligibility Process

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

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

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

Intercity Taxi Scrip Program

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

Subscription Service

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

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

Table 2: Readi-Ride Transit Service Hours

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

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

1.5.2 Connecting Services Provided by Others

Connecting services provide by others include:

Fairfield and Suisun Transit Route 30

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

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

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

Amtrak Capitol Corridor

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

1.6 Fare Structure

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

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

Table 3: Read-Ride Fare Structure

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

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

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

Clipper

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

1.7 Revenue Fleet

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

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

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

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

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

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

1.8 Existing Facilities

Existing facilities include the following:

Administrative/Maintenance

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

Dixon Transportation Center

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

Market Lane Park and Ride Lot

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

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

2.1 Introduction

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

2.2 Definition of Terms

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

2.3 SRTP Goals, Objectives, Measures and Standards

2.3.1 Goals

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

Table 5: Redit-Ride SRTP Goals

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

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

2.3.2 Objectives

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

Table 6: Read-Ride SRTP Objectives

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

2.3.3 Performance Measures and Standards

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

Table 7: Readi-Ride SRTP Performance Measures and Standards

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

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

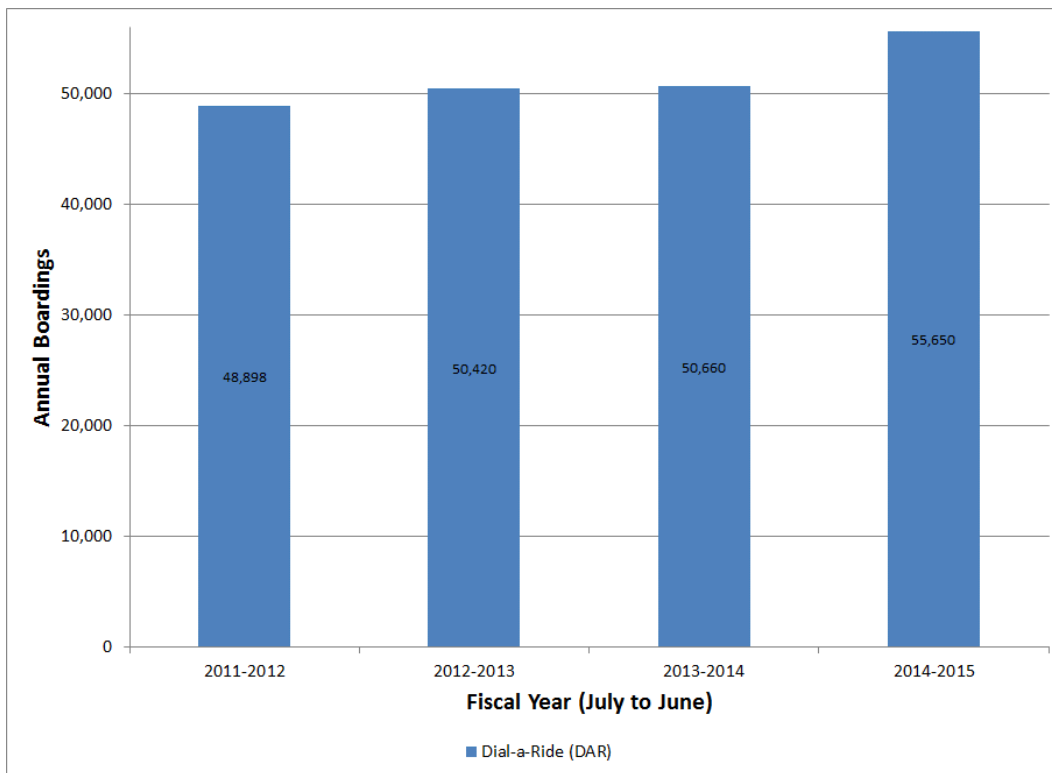
3 Service and System Performance Evaluation

3.1 System Trends

3.1.1 Ridership

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

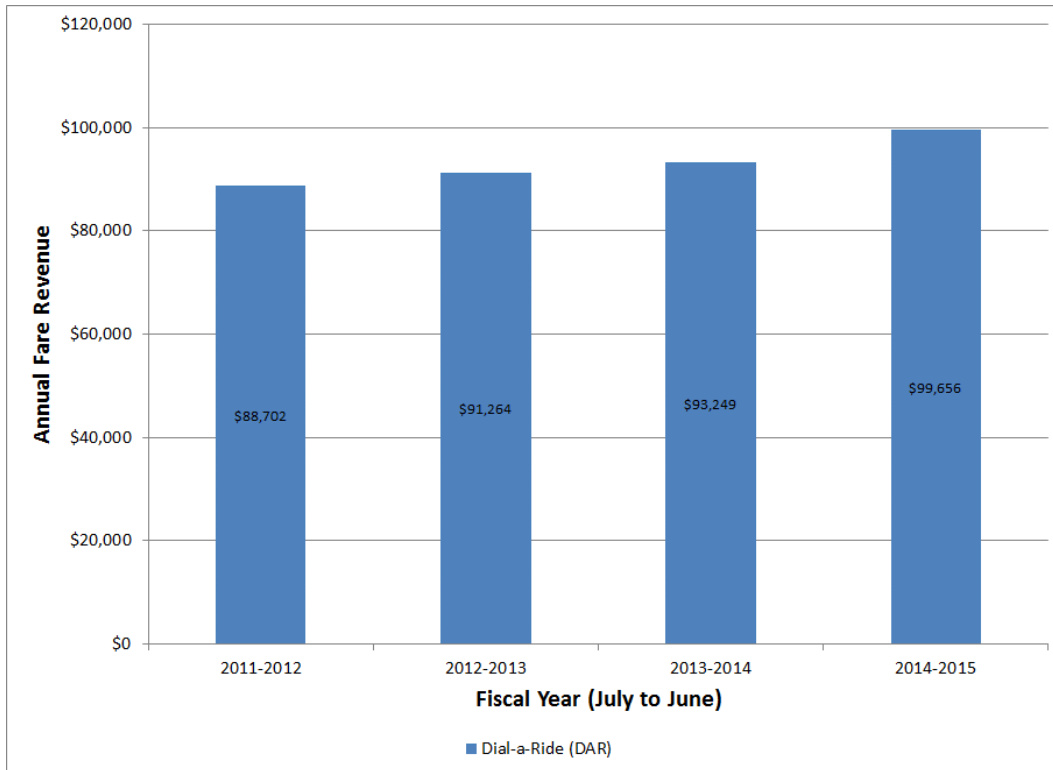
Figure 2: Dixon Read-Ride Ridership (FY2011-15)



Source: Dixon Read-Ride. October 2015

3.1.2 Fare Revenue

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

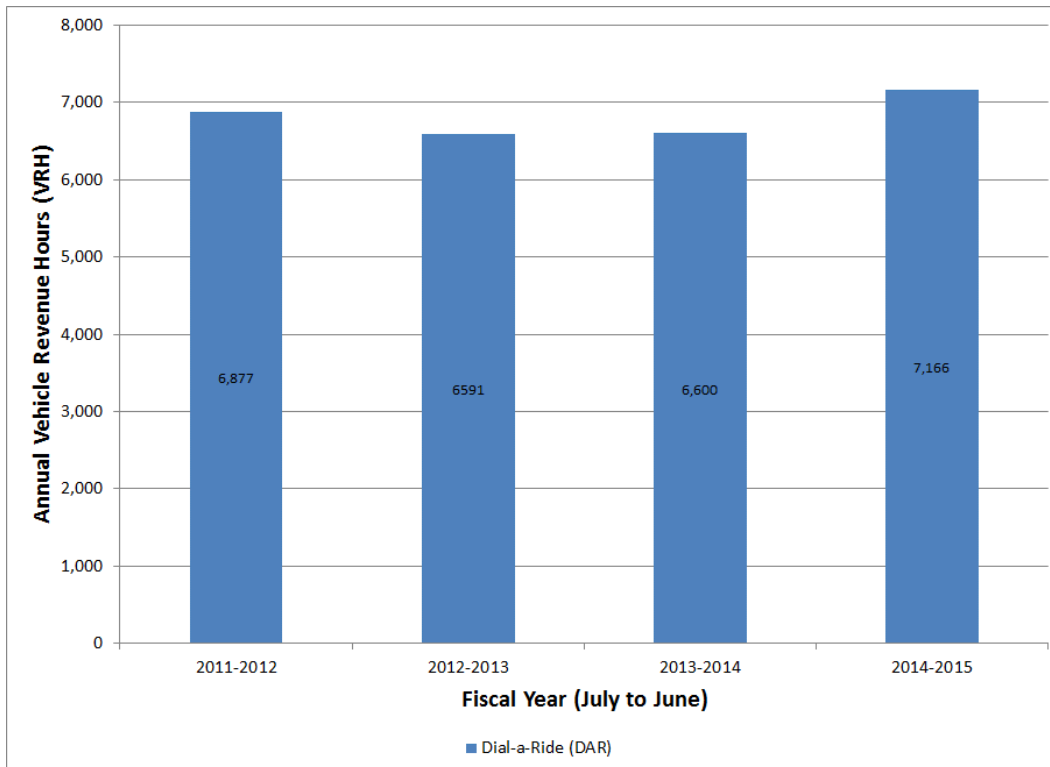
Figure 3: Dixon Read-Ride Fare Revenue (FY2011-15)

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

3.1.3 Vehicle Revenue Hours

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

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

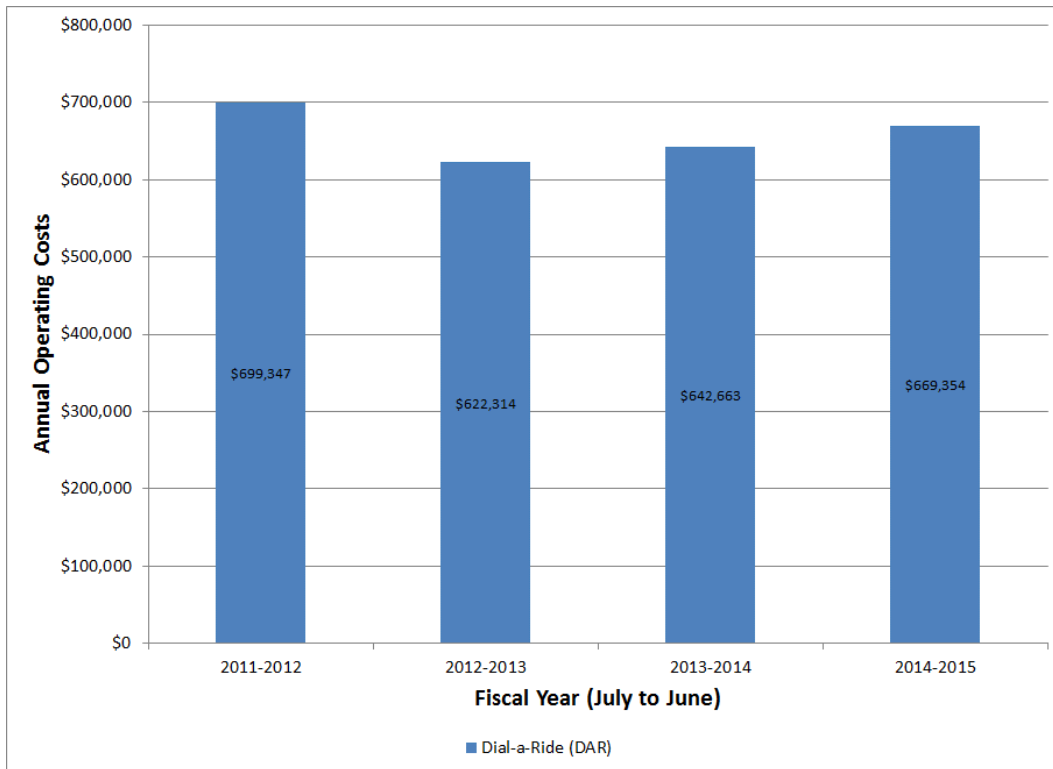
Figure 4: Dixon Read-Ride Vehicle Revenue Hours (FY2011-15)

Source: Dixon Read-Ride. October 2015

3.1.4 Operating Cost

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

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

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

Source: Dixon Read-Ride. April 2016.

3.2 Service Performance

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

Service

- Productivity:** Dixon Read-Ride has enhanced its productivity, exceeding its standard of 6.0 passengers per vehicle revenue hour for FY2011-12 to FY2014-15, with a steady increase from 7.1 to 7.8 passengers per VRH.
- % of No Shows of Total Passengers:** After failing to meet its standard in FY 2011-12, Dixon Read-Ride achieved its standard of having no more than 2.5% no shows for FY2012-13 through FY2014-15.
- Vehicle Reliability:** During all the years evaluated, Dixon Read-Ride has met its reliability standard of less than one mechanical failure preventing a vehicle from continuing in revenue service every 10,000 miles. In all four of these years, no road calls occurred.

- **Preventable Accidents:** Dixon Redit-Ride met its safety standard of 50,000 miles between preventable accidents for FY2011-12, FY2012-13, and FY 2014-15. In FY2013-14, Dixon Redit-Ride was below its standard at 41,682 miles between preventable accidents. In the three years that Dixon Redit-Ride met its standard, no preventable accidents occurred.

Ridership

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

Customer Focus

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

Financial/Cost Effectiveness

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

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

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

3.3 System Performance

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

Service

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

Customer Focus

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

Intercity Coordination

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

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

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

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

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

3.4 Other Relevant Programmatic Evaluations

3.4.1 Community Based Transportation Plans

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

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

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

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

3.4.2 Title VI

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

3.4.3 Results of Most Recent FTA Triennial Review and TDA Audit

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

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

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

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

3.5 Summary of Performance

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

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

4 Operating, Financial and Capital Plans

4.1 Operating Plan

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

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

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

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

4.2 Operating Budget and Financial Projection

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

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

Dixon Read-Ride

OPERATING PLAN & BUDGET

Summary

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

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

FOOTNOTES

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

Note: Table continues on next page

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

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

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

4.2.1 Operating Expenses

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

4.2.2 Program Expenses

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

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

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

4.2.3 Operating Revenues

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

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

4.2.4 Subsidy Revenues

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

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

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

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

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

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

4.3 Capital Improvement Plan

4.3.1 Planned and Proposed Capital Projects

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

Revenue Vehicle Replacement

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

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

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

Radio Replacement

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

Bus Stop Amenities

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

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

Park and Ride Lot Pavement Rehabilitation

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

Transit Building Roof Repairs

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

IT / Software

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

Table 11: Fleet Replacement Schedule

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

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

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

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

4.3.2 Ten-Year Capital Plan

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

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

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

4.4 Summary of Operating and Capital Plan

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

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

Table 12: Dixon Read-Ride Capital Plan Budget

Dixon Read-Ride

Baseline Scenario

CAPITAL PLAN BUDGET

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

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

FOOTNOTES

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

Appendix A

Operating Budgets and Financial Projections

A1 Dixon Redit-Ride Operating Budget

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

Dixon Read-Ride		Baseline Scenario												
OPERATING BUDGET														
Demand Response: Dial-A-Ride														
Date prepared: 06-Apr-2016 (DRAFT FINAL)														
		Historical	Budget	Forecast										
		FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
FINANCIAL CAPACITY														
TDA Carryover														
Funds held by MTC	[14]				\$ 1,043,730									
Annual Cash Flow (Current Expenses Only)														
Beginning Balance					\$ 1,043,730	\$ 1,143,877	\$ 1,269,362	\$ 1,311,822	\$ 1,373,779	\$ 1,424,203	\$ 1,434,923	\$ 1,463,631	\$ 1,478,098	\$ 427,089
Add: Net annual TDA-LTF apportionment	[14,15]	\$ 744,038	\$ 758,500	\$ 773,200	\$ 788,200	\$ 803,500	\$ 819,100	\$ 835,000	\$ 851,200	\$ 867,700	\$ 883,800	\$ 899,900	\$ 916,000	\$ 932,100
Less: Annual Operating Uses		\$ (508,449)	\$ (494,333)	\$ (667,200)	\$ (689,500)	\$ (711,758)	\$ (734,752)	\$ (758,379)	\$ (782,739)	\$ (807,928)	\$ (832,628)	\$ (857,428)	\$ (882,228)	\$ (907,028)
Less: Annual Capital Uses, if any		\$ (135,442)	\$ (138,682)	\$ (63,540)	\$ (36,743)	\$ (41,318)	\$ (73,628)	\$ (47,913)	\$ (53,994)	\$ (67,051)	\$ (67,051)	\$ (67,051)	\$ (67,051)	\$ (67,051)
Equals: Year-End Balance		\$ 1,143,877	\$ 1,269,362	\$ 1,311,822	\$ 1,373,779	\$ 1,424,203	\$ 1,434,923	\$ 1,463,631	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098
Unmet Capital Needs?														
Annual Capital Surplus (Need), if any		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equals: Year-End Balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve Funding?														
Year-End Balance, after current expenses		\$ 1,143,877	\$ 1,269,362	\$ 1,311,822	\$ 1,373,779	\$ 1,424,203	\$ 1,434,923	\$ 1,463,631	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098	\$ 1,478,098
Less: Target Operating Reserve	Goal: 25% of Total Annual Expenses	\$ (204,404)	\$ (210,250)	\$ (216,275)	\$ (222,475)	\$ (228,850)	\$ (235,425)	\$ (242,175)	\$ (249,125)	\$ (256,300)	\$ (263,475)	\$ (270,650)	\$ (277,925)	\$ (285,200)
Equals: Effective TDA Balance		\$ 939,473	\$ 1,059,112	\$ 1,095,547	\$ 1,151,304	\$ 1,195,353	\$ 1,199,498	\$ 1,221,456	\$ 1,228,973	\$ 1,221,798	\$ 1,207,423	\$ 1,207,423	\$ 1,207,423	\$ 1,207,423
METRICS														
Operating Expense Per Vehicle HOUR		\$ 110.90	\$ 106.12	\$ 93.41	\$ 93.79	\$ 95.64	\$ 98.51	\$ 101.47	\$ 104.51	\$ 107.64	\$ 110.87	\$ 114.19	\$ 117.61	\$ 121.15
Operating Expense Per Vehicle MILE		\$ 9.20	\$ 8.35	\$ 7.14	\$ 7.21	\$ 7.28	\$ 7.43	\$ 7.57	\$ 7.72	\$ 7.88	\$ 8.03	\$ 8.20	\$ 8.36	\$ 8.53
Operating Expense Per Passenger		\$ 14.50	\$ 13.83	\$ 12.03	\$ 12.12	\$ 12.24	\$ 12.48	\$ 12.73	\$ 12.98	\$ 13.23	\$ 13.50	\$ 13.77	\$ 14.05	\$ 14.33
Average Fare Per Passenger		\$ 1.81	\$ 1.84	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79	\$ 1.79
Passengers Per Vehicle HOUR		7.6	7.7	7.8	7.7	7.8	7.9	8.0	8.1	8.1	8.2	8.3	8.4	8.5
Farebox Recovery (Fares as % of Oper. Exp.)		12.49%	13.31%	14.89%	14.77%	14.62%	14.33%	14.05%	13.78%	13.51%	13.25%	13.00%	12.74%	12.49%
Local Recovery (Fares+Local as % of Oper. Exp.)		12.61%	14.36%	15.02%	14.77%	14.62%	14.33%	14.05%	13.78%	13.51%	13.25%	13.00%	12.74%	12.49%
Share of TDA-LTF apportionment consumed by operations						68.34%	65.17%	86.29%	87.48%	88.58%	89.70%	90.82%	91.96%	93.11%
Ratio of TDA YE balance to O&M expenses						136.01%	146.73%	147.41%	150.07%	151.24%	148.13%	146.88%	144.18%	143.47%
FOOTNOTES														
[1] Ridership assumed to generally increase at same rate as Solano County population, i.e. 1% per year. Because service is demand-response, vehicle miles will increase in roughly the same proportion.														
[2] Vehicle hours are based on span of service. Projection includes addition of second bus operating for six hours on Saturdays, beginning in FY2016/17, with corresponding addition in passengers and revenue miles.														
[3] FY2015/16 based on approved budget. Unit costs assumed to increase to 3% per year, consistent current labor agreements. Cost estimate based on marginal cost line items (active personnel + fuel + maintenance only)														
[4] Salary survey being conducted during FY2015/16 could show need to increase salaries to remain competitive with other transit providers. Resulting wage increases (and impact to overall costs) still TBD.														
[5] FY2015/16 amount from TDA matrix (12-Aug-2015).														
[6] Contribution for county-wide taxi program could be reduced in future years based on additional negotiations with STA; showing \$5,000 annual contribution as conservative amount.														
[7] Values from FY2016/17 onward are total estimated subsidy owed by Dixon using FY2015/16 Intercity Cost Sharing calculation and assumed general inflation rate.														
[8] FY2015/16 scaled from FY2014/15 values assuming same average revenue per passenger. Baseline fares grow in line with ridership, tracked to population growth in Solano County. Assumes same fare structure for entire SRTTP period.														
[9] Historical amounts show actual funds used in operating budget. FY2015/16 and beyond calculated within this spreadsheet, in order to balance operating budget based on available TDA apportionment + TDA carryover, if any.														
[10] Dixon was awarded approximately \$20,644 in LCTOP funds for FY2015/16 (revenue-based + population-based), which Dixon will swap with SolTrans for future TDA funds. No growth is assumed for this funding source, due to volatility in early GHG auction proceeds. Allocation priorities and potential swap agreements for future years are still being developed.														
[11] Fuel-related sales taxes have declined in recent years, reducing STAF allocations to very low levels. Amounts are zeroed out in this projection as a conservative assumption.														
[12] As part of a funding swap related to the Intercity Express Bus fleet replacements, STA has approved additional 5311 operating funding for Dixon for FY2015/16 on a one-time basis.														
[13] Additional 5311 funding above baseline has also been approved in FY2016/17 and FY2017/18; amounts are shown above, but formal agreements for these funds are not yet executed.														
[14] FY2016/17 value from MTC Fund Estimate (Reso. 4220, 02/24/2016).														
[15] Annual apportionment is net of 3% deduction for STA planning/admin. FY2016/17 value includes TDA repayment from SolTrans for one-time swap of FY2015/16 LCTOP. Amounts in later years assumed to grow at 1.94% per year, per MTC forecast for Plan Bay Area 2040 and Solano Sales Tax Authority estimates.														