CITY OF ELK GROVE
CITY COUNCIL STAFF REPORT

AGENDA TITLE:	**Short Range Transit Plan (SRTP) Update and Release of Draft Plan for 30-day Public Comment Period**
MEETING DATE:	**August 28, 2013**
PREPARED BY:	**Jean Foletta, Transit System Manager**
DEPARTMENT HEAD:	**Richard Shepard, Director of Public Works / City Engineer**

RECOMMENDED ACTION:

Staff recommends the City Council release the draft Short Range Transit Plan for a 30-day public comment period.

BACKGROUND INFORMATION:

State law, through the Transportation Development Act (TDA), requires that a Short Range Transit Plan (SRTP) be prepared for each public transit operator. The last SRTP for the City of Elk Grove's Transit Services was adopted in 2005 and amended in 2011. The SRTP is the method by which transit projects and services are generally planned and implemented. Through the update process, the entire transit system, fleet needs, capital and operating costs and revenues, and new transit services or projects are assessed, alternatives identified, and recommendations made.

The Sacramento Area Council of Governments (SACOG) obtained a Caltrans Transportation Planning Grant to undertake the updating of the City's SRTP. The SRTP process began in Fall 2012. One of the first tasks associated with scoping this project included public outreach and an Open House for citizens to provide input on the City's Transit System as well as a

system-wide rider survey. Working with City staff, SACOG has drafted a SRTP that covers fiscal years 2014-2020.

The SRTP includes general recommendations for improvements to the City's transit system as follows:

- Consider cost-saving revisions to fixed route and demand response services identified in the SRTP.

- Consider changes to existing fare policies.

- Consider how student needs could be addressed with regular local bus routes that serve school areas instead of through summertime and/or academic year school trippers.

- Review and implement needed clarifications or adjustments to e-van eligibility, reservation, dispatch, no-show / late cancellation, service, and complaint policies.

- Evaluate future alternative options to reduce costs for providing complementary ADA paratransit service and service beyond ADA requirements.

- Continue to refine the system performance standards, policies, and contract to optimize the efficient use of transit dollars.

- Continue to work with the transit operations contractor to ensure proper staffing levels to mitigate any staff turnover and reduce impacts to riders.

- Assess City Transit Division staffing levels for sufficiency as changes occur in transit services and workload demands.

- Review current outreach methods and materials, such as maps, rider guides, and rider alerts, to improve community education and involvement processes.

- Implement changes to improve website navigation ease, language translation, system map, and other associated improvements.

- Work with Sacramento Regional Transit District (RT) to adjust service agreement for use of Cosumnes River College transfer point and Sacramento Regional Transit District-owned bus stops.

- Continue to maintain and enhance bus stops for rider comfort and current service information.

If the City Council releases the draft SRTP for public comment at this meeting, SACOG and City staff will accept public comments commencing on August 29 through September 30, 2013, at 5:00 p.m. Comments may be received by phone, fax, or email from interested persons. In addition, two public workshops are scheduled to engage the public in this process as follows:

Tuesday, September 17, 10:00 a.m. - Noon
City of Elk Grove Council Chambers
8400 Laguna Palms Way, Elk Grove, CA

Tuesday, September 17, 6:00 – 8:00 p.m.
Elk Grove Library, Community Room
8900 Elk Grove Boulevard, Elk Grove, CA

Transit staff will return in October for formal Council adoption of the SRTP after comments have been received and evaluated from the public outreach process.

FISCAL IMPACT:

There are no fiscal impacts at this time.

ATTACHMENT:

1. Draft Short Range Transit Plan

CITY OF ELK GROVE
SHORT RANGE TRANSIT PLAN

FISCAL YEARS 2014-2020

SACOG

Prepared by:
Sacramento Area
Council of Governments

Prepared For:
City of Elk Grove

ELK GROVE
SHORT RANGE TRANSIT PLAN
FISCAL YEARS 2014-2020

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THIS SRTP WAS COMPLETED AS PROJECT #14-003-17 OF THE SACOG OVERALL WORK PROGRAM (OWP) WITH GENEROUS FUNDING PROVIDED BY CALTRANS THROUGH THE STATEWIDE OR URBAN TRANSIT PLANNING STUDIES GRANT PROGRAM.

ELK GROVE
SHORT RANGE TRANSIT PLAN
FISCAL YEARS 2014-2020

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City of Elk Grove Short-Range Transit Plan Update

This transit planning document has been prepared for the City of Elk Grove to meet state and federal planning requirements, and to provide a management tool and recommendations for operating the City's transit system.

Typically, short-range transit plans (SRTPs) are updated every five to seven years. The last short-range plan for the City of Elk Grove was prepared in August 2005 for fiscal years (FYs) 2005 to 2009. It was last amended in 2011 to add capital projects through FY 2012-2013. This plan has been prepared to cover FYs 2014-2020.

The planning process for this SRTP update began in 2012 with an initial meeting of Sacramento Area Council of Governments (SACOG) and City of Elk Grove transit staff. Background research was conducted that included identifying the study area in terms of geography, community and demographic characteristics, and new planned development (Chapter 2). Existing Elk Grove commuter and local fixed route and demand response transit services were observed and analyzed (Chapters 3 and 4). An analysis of transit demand based on the mobility needs of target population segments was performed (Chapter 5). City transit-related goals, policies, staffing and audit recommendations were documented (Chapters 6 and 7), and marketing efforts assessed (Chapter 8). Lastly, operating and capital expenditures and revenues were projected for the SRTP period (Chapter 9), and recommendations for service revisions and improvements to undertake summarized (Chapter 10).

During the development of the SRTP, a Transportation Development Act (TDA) Triennial Performance Audit was also completed which helped provide performance data and recommendations for the SRTP. Additionally, SACOG and City staff worked together to develop an application for a follow-up study to look specifically at restructuring local fixed route service in light of the 2014 implementation of the Connect Card, a universal fare medium facilitating transfers between seven transit systems in the SACOG region, and extension of light rail service to Cosumnes River College in 2015.

Recommendations

The following are general recommendations of the SRTP:

- Consider cost-saving revisions to fixed route and demand response services identified in the SRTP.
- Consider changes to existing fare policies.

- Consider how student needs could be addressed with regular local bus routes that serve school areas instead of through summertime and/or academic year school trippers.
- Review and implement needed clarifications or adjustments to e-van eligibility, reservation, dispatch, no-show/late cancellation, service, and complaint policies.
- Evaluate future alternative options to reduce costs for providing complementary ADA paratransit service and service beyond ADA requirements.
- Continue to refine the system performance standards, policies, and contract to optimize the efficient use of transit dollars.
- Continue to work with the transit operations contractor to ensure proper staffing levels to mitigate any staff turnover and reduce impacts to riders.
- Assess Transit Division staffing levels for sufficiency as changes occur in transit services and workload demands.
- Review current outreach methods and materials, such as maps, rider guides, and rider alerts, to improve community education and involvement processes.
- Implement changes to improve website navigation ease, language translation, system map, and other associated improvements.
- Work with Sacramento Regional Transit District (RT) to adjust service agreement for use of CRC transfer point and RT-owned bus stops.
- Continue to maintain and enhance bus stops for rider comfort and current service information.

CHAPTER 1—INTRODUCTION

What is a Short Range Transit Plan?

A short range transit plan (SRTP) is a five- to seven-year planning document that provides policy and financial direction to guide future transit planning, service operation, capital investment, and policy decisions. SRTPs may also provide broad direction for a period of up to ten years. SRTPs should be updated every three to five years to reflect progress towards implementation of recommendations from previous SRTPs and to adapt the financial plan to more accurately reflect fiscal realities.

SRTP Objectives and Focus Areas

The primary objective of this effort is to provide a current SRTP for the City of Elk Grove. Elk Grove first adopted an SRTP in 2005, which covered Fiscal Years (FY) 2005-2009. That SRTP was amended in July 2009, and again in February 2011 to update the capital program through FY 2012-13.

This SRTP update will cover Fiscal Years 2014-2020 and will provide the political and financial direction necessary for implementing service, operational, administrative, and capital recommendations that will help meet established standards, goals, and objectives, both at the local and regional levels.

Specifically, this SRTP will pay particular attention to opportunities for cost-savings through strategic rerouting, leveraging existing routes, and eliminating redundant or under-utilized service.

At the regional level, this SRTP helps implement the Metropolitan Transportation Plan (MTP), a regional long-range planning document that provides a framework for transportation investments in El Dorado, Placer, Sacramento, Sutter, Yolo, and Yuba counties over a twenty- to thirty-year period. The Metropolitan Transportation Plan/Sustainable Communities Strategy 2035, adopted April 19, 2012, calls for a significant increase in transit service and ridership to meet the growing transportation demand in the Sacramento region, and the SRTP represents an important step in transit planning to realize the MTP vision.

Plan Organization

This SRTP is broken down into ten chapters, which are described below.

CHAPTER 2—PLANNING CONTEXT: provides a detailed overview of the study area, including the geographic location, community characteristics, demographic characteristics, and transportation access.

CHAPTER 3—OVERVIEW OF EXISTING FIXED ROUTE SERVICE: provides information about current fixed route transit services in the Elk Grove service area, including types of services offered,

hours and days of operation, ridership and service characteristics, historical performance and standards, and options for efficiencies/improvements.

CHAPTER 4—OVERVIEW OF EXISTING E-VAN SERVICE: provides information about current demand response transit services in the Elk Grove service area, including e-van service offered, hours and days of operation, ridership and service characteristics, historical performance and standards, and options for efficiencies/improvements.

CHAPTER 5—TRANSIT DEMAND ANALYSIS: analyzes transit demand using demographic and employment projections, development plans, passenger surveys, system performance and productivity statistics, and unmet transit needs hearing findings.

CHAPTER 6—GOALS, OBJECTIVES, POLICIES, AND PRIOR RECOMMENDATIONS: explains the specific goals, objectives, and policies used to evaluate Elk Grove's transit service and measures progress towards implementing recommendations from prior SRTPs.

CHAPTER 7—STAFFING AND ADMINISTRATION: provides an overview of the current organizational structure and staffing for Elk Grove, with recommendations for future improvements.

CHAPTER 8—MARKETING: provides an overview of current marketing efforts and recommendations for improving e-tran and e-van marketing.

CHAPTER 9— FLEET AND FACILITIES PLAN & FINANCIAL ANALYSIS: inventories the current fleet and facilities, identifies future facilities improvements, provides a fleet replacement schedule, explains the myriad sources of transit funding, provides historical revenues and expenses, and explains assumptions and makes projections for future revenues and expenses.

CHAPTER 10—SERVICE ALTERNATIVES: takes the service recommendations outlined in the previous chapters and applies the funding levels identified in Chapter 9 to create a fiscally-constrained implementation timeline for service revisions/improvements.

CHAPTER 2—PLANNING CONTEXT

This chapter provides an overview of the study area, including geographic location, community characteristics, demographic characteristics, and transportation access. Also included in this chapter is a summary of major planned or proposed developments. A solid understanding of how the study area is changing is an important factor when considering options for improving transit service.

Geographic Location

Elk Grove, approximately 15 miles south of Sacramento, was an unincorporated part of Sacramento County until 2000, when it incorporated and became the second largest city in Sacramento County. While the western and central parts of Elk Grove have experienced significant growth and urbanization in recent years, the eastern portion of the City retains the rural character that once typified the entire community.

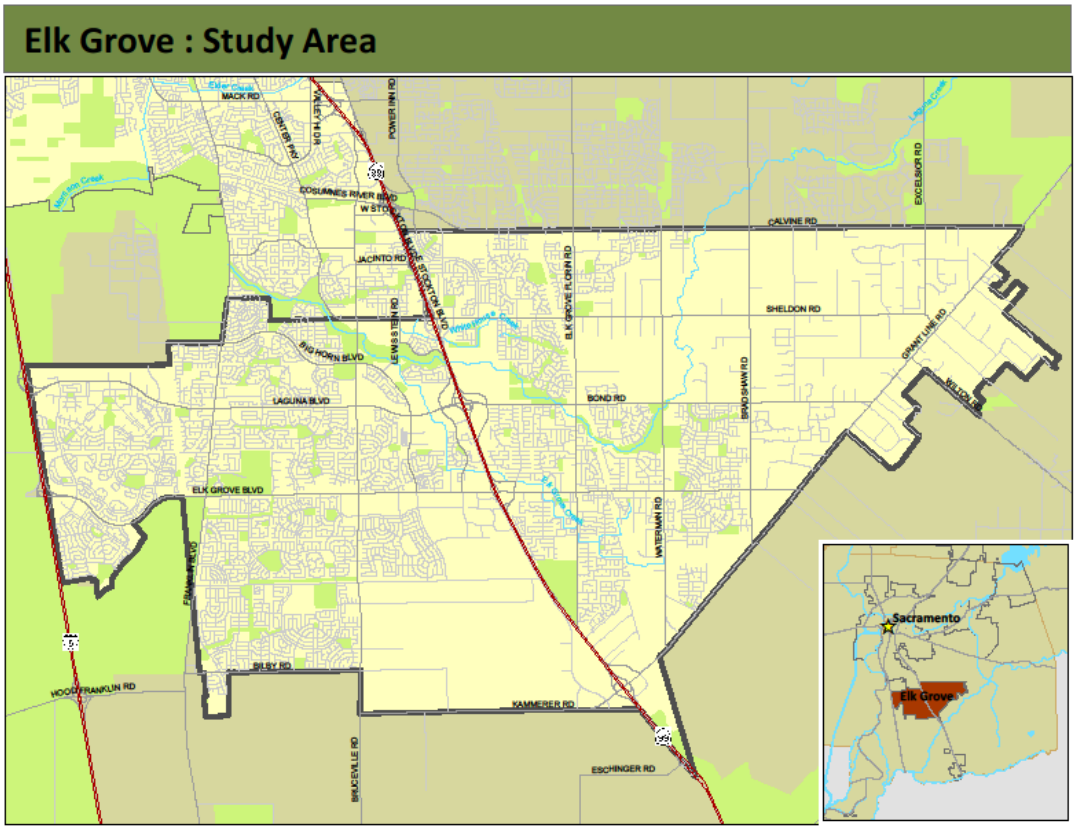
Elk Grove is bordered on the west by Interstate 5 (I-5) and is bisected by State Route 99 (SR 99). Major transportation corridors in the City include Laguna Boulevard/Bond Road and Elk Grove Boulevard (east-west streets), and Bruceville Road, Elk Grove-Florin Road and Waterman Road (north-south streets).

Community Profile

Elk Grove incorporated on July 1, 2000. Previously, the community had been part of unincorporated Sacramento County. Elk Grove had its start in agriculture, which is still a significant part of the area's economy, especially vineyards, dairy cattle, and row crops. However, today the City is primarily a residential suburb of Sacramento with technology, professional service, commercial, and retail enterprises.

"Old Town" Elk Grove is located about a mile east of SR 99. Most newer housing developments in Elk Grove are primarily on the west side of the City and include the East Franklin and Laguna Ridge Specific Plan Areas. Seventy-five percent of the housing in Elk Grove has been built since 1990. Figure 2.1 shows the primary study area, the City of Elk Grove within the gray boundary, and north to Cosumnes River College.

Figure 2.1



Major Employment Centers and Points of Interest

Although the majority of workers in Elk Grove travel to Sacramento for employment, Elk Grove is home to a number of large employers that provide employment both for residents and for workers from Sacramento County and beyond. The largest employer in the City is Apple, Inc. The Elk Grove location handles warehousing, distribution, and a support call center, employing over 1,800 workers.[1] The next largest is the new state Department of Corrections and Rehabilitation campus, with approximately 1,500 employees. Employers with more than 150 employees are listed in Table 2.1.

[1] Sacramento Business Journal, Headcount Rising at Apple's Elk Grove Campus, Sept. 7 2012.

Table 2.1
Employers in Elk Grove with 150+ Employees

Employer	Address
Apple Inc.	2911 Laguna Blvd
Bel Air Markets	5100 Laguna Blvd
Bel Air Markets	8425 Elk Grove Florin Rd
Bimbo Bakeries USA	10115 Iron Rock Way #1
BJ's Restaurant & Brewery	9237 Laguna Springs Dr
City of Elk Grove	8401 Laguna Palms Way
Consumnes Fire Dept	10481 E Stockton Blvd
Decore-ative Specialties Inc.	8401 Laguna Palms Way
Department of Corrections	Laguna Springs Corporate Center
Elk Grove Ford	9645 Auto Center Dr
F Radich Motors Inc.	8550 Laguna Grove Dr
Franklin High School	6400 Whitelock Pkwy
Frontier Communications	9260 E Stockton Blvd
Home Depot	9150 W Stockton Blvd
Laguna Creek Racquet Club	9570 Racquet Ct
Lasher Audi/Isuzu/Suzuki Scv	8575 Laguna Grove Dr
Maita Chevrolet	9650 Auto Center Dr
Mimi's Café	9195 W Stockton Blvd
Monterey Trails High School	8661 Power Inn Rd
Nissan of Elk Grove	8590 Laguna Grove Dr
Sacramento County Wastewater	8521 Laguna Station Rd
Safeway	5021 Laguna Blvd
Target	7505 Laguna Blvd
Wal-Mart	8465 Elk Grove Blvd
Winco Foods	8142 Sheldon Rd
Wingstop	7440 Laguna Blvd

SOURCE: SACOG EMPLOYMENT INVENTORY, 2012

Demographics

POPULATION

The Elk Grove area experienced rapid growth between 2000 and 2010. In 2000, when it was still an unincorporated part of Sacramento County, the area that would later become Elk Grove had a population of 72,685 residents. As of 2010, the City was home to 153,015 residents, effectively doubling the population in just ten years. Elk Grove is expected to continue seeing population growth, although at a slower rate than when first incorporated. Recent Department of Finance figures estimated Elk Grove's population at 155,763 on January 1, 2012 and 159,074 on January 1, 2013, for a growth of 2.1 percent.[2] Table 2.2 below indicates that by 2020 Elk Grove is projected to have an additional 22,662 residents, for a total population of 175,677 in 55,085 households.

[2] http://www.dof.ca.gov/research/demographic/reports/estimates/e-1/documents/E-1_2013_Press_Release.pdf

Table 2.2
Study Area Population and Household Projections, 2010 to 2020

Year	Population	Households
2010‡	153,015	47,927
2015‡‡	164,346	51,506
2020‡‡	175,677	55,085

SOURCE: ‡2010 CENSUS; ‡‡SACOG, 2012

HOUSEHOLD, ECONOMIC, AND SOCIAL CHARACTERISTICS

Elk Grove is made up mostly of families with young children, with one-third of the population being 19 years old or younger. Roughly 57.3% of those enrolled in school are in preschool, kindergarten, or grades 1-8, compared with 48.8% in the region as a whole. The number of school-aged children has increased so dramatically in recent years that the Elk Grove Unified School District (EGUSD) is now the largest school district in Northern California and the fifth largest in the state, serving almost 62,000 students. This student population already exceeds original EGUSD projections for 2025 enrollment by over 20,000 students.

Conversely, Elk Grove has a smaller percentage of its population in the 55+ age category at 18.1%, compared with 23.5% for the region as a whole. This is significant for transit planning because young and older riders often make up a substantial portion of transit ridership, and the number of people in each age category can significantly influence the short- and long-term planning for a transit agency.

Race and ethnic background is another demographic predictor of transit ridership. Minorities have traditionally made up the base of e-tran's ridership, reflecting the diversity seen in Elk Grove. Only 38.1% of Elk Grove residents identify themselves as white/Caucasian, compared with 55.6% in the region as a whole. The largest minority group in Elk Grove is Asian, making up 25.8% of the population, followed by Hispanics at 18.0%. In total, 61.9% of Elk Grove residents identify with a non-white race/ethnicity – 17.5 percentage points higher than the region as a whole.

Correspondingly, the most common languages spoken in the home other than English are Asian languages (16.2%), reflecting the large Asian population in Elk Grove. Spanish is spoken in 9.2% of households, and Indo-European languages are spoken in 6.2% of households. Nearly 11% of Elk Grove residents speak English less than very well. These language characteristics are important for transit planning in terms of marketing (rider guides, signage, newsletters, etc.) and public outreach (translators for community meetings, multi-language surveys, etc.).

Table 2.3 below provides a more detailed community demographic profile, including "Potential Transit Market" measures in the final section. In addition to the youth, senior, and non-white populations discussed above, this section looks at vehicle availability, poverty, and disability status. In Elk Grove, 2.7% of households have no vehicle available and 22.9% have one vehicle available. As Elk Grove's average household size is 3.179, households with fewer than

two vehicles are a potential transit market. Poverty status is related to vehicle availability in that often those below the poverty line cannot afford the costs of owning one or more vehicles, and as a result, are more likely to ride transit. Eight percent of individuals and 6.3% of households are below the federal poverty line in Elk Grove. Disability status is another predictor of transit ridership, as persons with disabilities often rely on transit service. Over 10% of Elk Grove residents have a disability of some kind, although it is not known how much this impedes individuals' mobility or ability to drive.

Figures 2.2, 2.3, 2.4, 2.5, 2.6, and 2.7 illustrate the concentration of population in Elk Grove by age (total, under 18, and over 65), poverty status, vehicle availability, and minority status. These groups are typically more likely to take transit and are thus target populations for e-tran. This idea is discussed further in Chapter 4 under the "Transit Propensity Index" heading.

Table 2.3
Community Profile

Characteristic	Number	%	Six-County SACOG Region
General Characteristics[1]			
Total Population	153,015	100%	2,316,019
Female	78,920	51.6%	50.9%
Male	74,095	48.4%	49.1%
19 years and younger	50,622	33.1%	28.2%
20 to 54 years	74,635	48.8%	48.3%
55 years and older	27,758	18.1%	23.5%
Median Age	34.3		
Total Households	47,927	100%	843,411
Average Household Size	3.179		
Race/Ethnicity[1]			
White/Caucasian	58,305	38.1%	55.6%
Asian	39,479	25.8%	11.6%
Hispanic/Latino	27,581	18.0%	20.7%
Black/African American	16,462	10.8%	6.7%
Two or more races	8,600	5.6%	3.9%
Some other race	2,588	1.7%	1.5%
Household Characteristics[2]			
Place of birth: Native	109,269	77.4%	82.7%
Place of birth: Foreign Born	31,931	22.6%	17.3%
Language spoken at home: English	87,814	67.3%	73.3%
Language spoken at home: Spanish	12,053	9.2%	12.7%
Language spoken at home: Asian	21,148	16.2%	7.5%
Language spoken at home: Indo-European	8,056	6.2%	5.8%
Language spoken at home: Other	1,486	1.1%	0.6%
Speaks English less than very well	14,150	10.8%	12.0%

Characteristic	Number	%	Six-County SACOG Region
Income[2]			
Median household income	$79,457		
Per capita income	$29,164		
Means of Transportation to Work (workers ages 16+)[2]			
Drove alone (car, truck, or van)	49,630	76.2%	75.2%
Carpooled	8,891	13.7%	12.3%
Worked at home	3,264	5.0%	5.2%
Walked	599	0.9%	2.1%
Public transportation	1,926	3.0%	2.6%
Other means	796	1.2%	2.7%
School Enrollment (population ages 3+ enrolled in school)[2]			
Enrolled in preschool, kindergarten, or grades 1-8	25,889	57.3%	48.8%
Enrolled in high school	10,203	21.2%	21.7%
Enrolled in college	12,132	25.2%	29.5%
Educational Attainment (population ages 25 +)[2]			
Less than 9th grade	4,870	5.7%	6.3%
Less than high school (no diploma)	4,305	5.0%	7.3%
High school graduate	14,917	17.4%	22.3%
Some college (no diploma)	32,980	38.5%	35.0%
Associates degree or higher	28,509	33.3%	29.0%
Potential Transit Market[2]			
One vehicle available per household	10,167	22.9%	31.8%
Zero vehicles available per household	1,215	2.7%	6.3%
Non-white population	94,710	61.9%	44.4%
Individuals below the poverty line		8.0%	12.8%
Families below the poverty line		6.3%	
Youth 19 and under	50,622	33.1%	28.2%
Seniors 65 and older	12,744	8.3%	12.0%
Persons with a disability	14,993	10.2%	12.6%

SOURCE: [1]2010 CENSUS; [2]2006-2010 ACS

From Figure 2.2, it can be seen that the greatest concentration of population in Elk Grove lies in the northern half of the City with another large concentration in the southwest portion. The concentration of population age 18 and under (figure 2.3) closely follows the distribution of total population, reflecting the large number of youth in the City. The largest concentrations of people age 65 and older (figure 2.4) occur in the farthest southwest and southeast portions of the City, with smaller concentrations around Laguna Boulevard between Franklin Boulevard and Bruceville Road and in the northern part of the City surrounding SR 99.

Figure 2.5 shows the concentration of households living below the poverty line. The highest concentration of households living in poverty can be found south of Sheldon Rd and north of Laguna Blvd between Bruceville Rd and SR 99. Slightly less concentrated pockets of

households living in poverty can be found south of Elk Grove Blvd and also north of Laguna Blvd, west of Franklin Blvd.

Another group more likely to take transit are those with limited access to an automobile. Figure 2.6 shows concentrations of households with one or zero vehicles available. Although households with one or zero vehicles can be found throughout the City, the highest concentrations can be found in the western and central portions of the City. The area south of Calvine Rd and north of Elk Grove Blvd from I-5 to SR 99 has the heaviest concentration.

Finally, Figure 2.7 shows the concentration of the non-white population in Elk Grove. The distribution is similar to overall population, reflecting the diverse nature of the City.

Figure 2.2

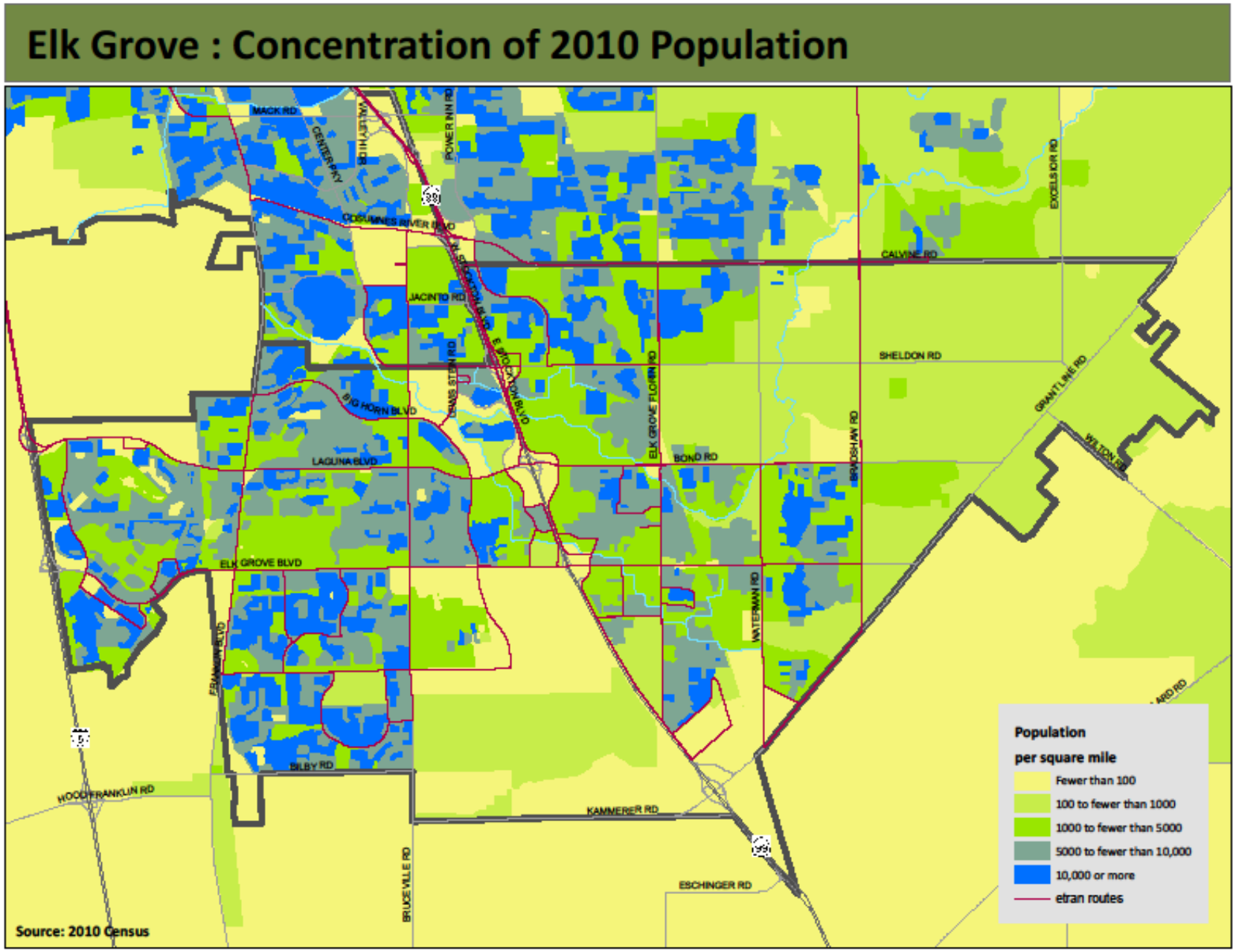

Elk Grove : Concentration of 2010 Population
MACK RD
POWER INN RD
COSUMNES RIVER BLVD
CALVINE RD
EXCELSIOR RD
JACINTO RD
SHELDON RD
GRANTLINE RD
BIG HORN BLVD
LAGUNA BLVD
ELK GROVE FLORIN RD
BOND RD
BRADSHAW RD
ELK GROVE BLVD
WATERMAN RD
FRANKLIN BLVD
BILBY RD
HOOD FRANKLIN RD
KAMMERER RD
BRUCEVILLE RD
ESCHINGER RD
Population
per square mile
Fewer than 100
100 to fewer than 1000
1000 to fewer than 5000
5000 to fewer than 10,000
10,000 or more
etran routes
Source: 2010 Census

Figure 2.3

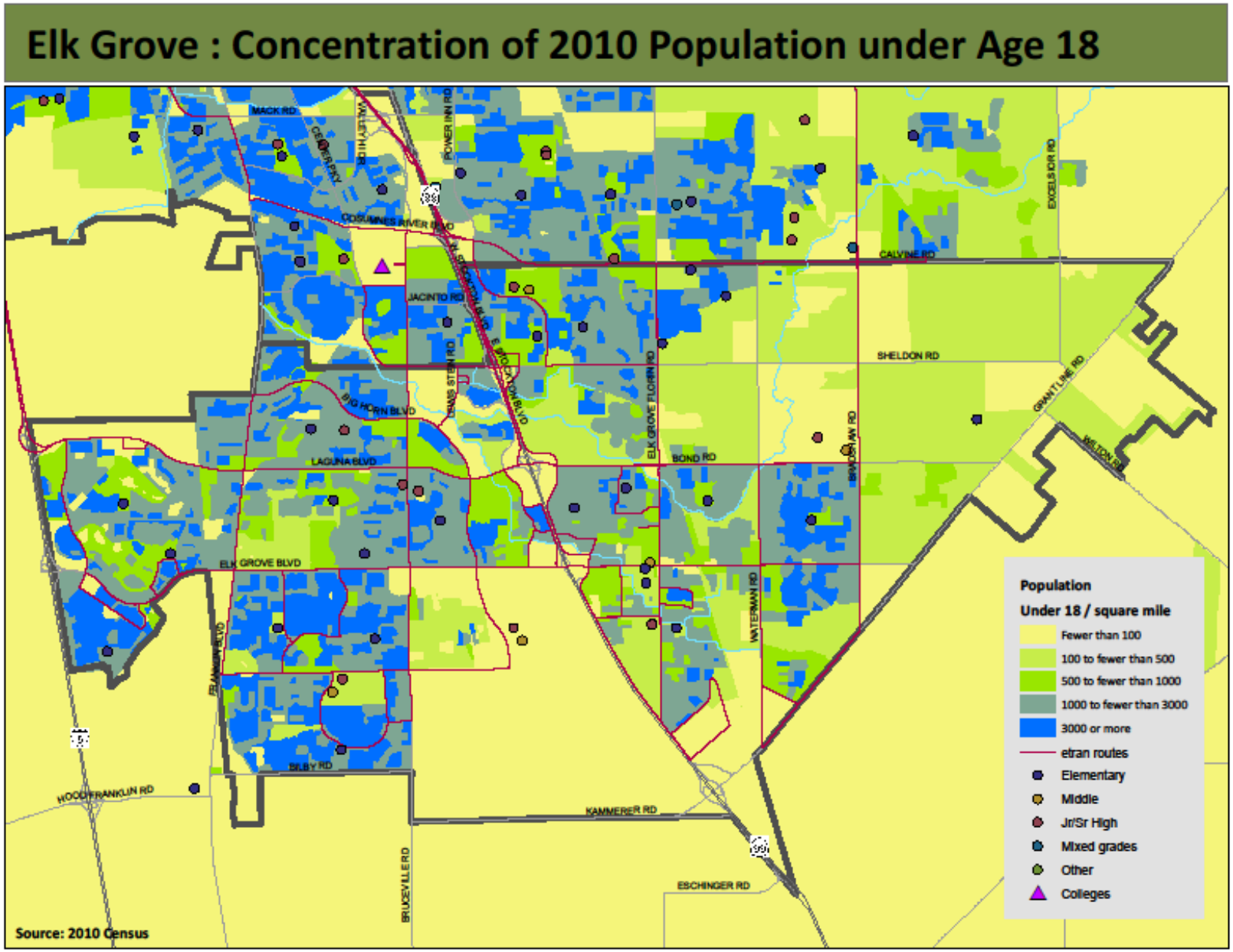

Elk Grove : Concentration of 2010 Population under Age 18
MACK RD
POWER INN RD
CALVINE RD
EXCELSIOR RD
SHELDON RD
GRANTLINE RD
JACINTO RD
BIG HORN BLVD
LAGUNA BLVD
ELK GROVE BLVD
BOND RD
ELK GROVE FLORIN RD
WATERMAN RD
BILBY RD
HOOD FRANKLIN RD
KAMMERER RD
BRUCEVILLE RD
ESCHINGER RD
Population
Under 18 / square mile
Fewer than 100
100 to fewer than 500
500 to fewer than 1000
1000 to fewer than 3000
3000 or more
etran routes
Elementary
Middle
Jr/Sr High
Mixed grades
Other
Colleges
Source: 2010 Census

Figure 2.4

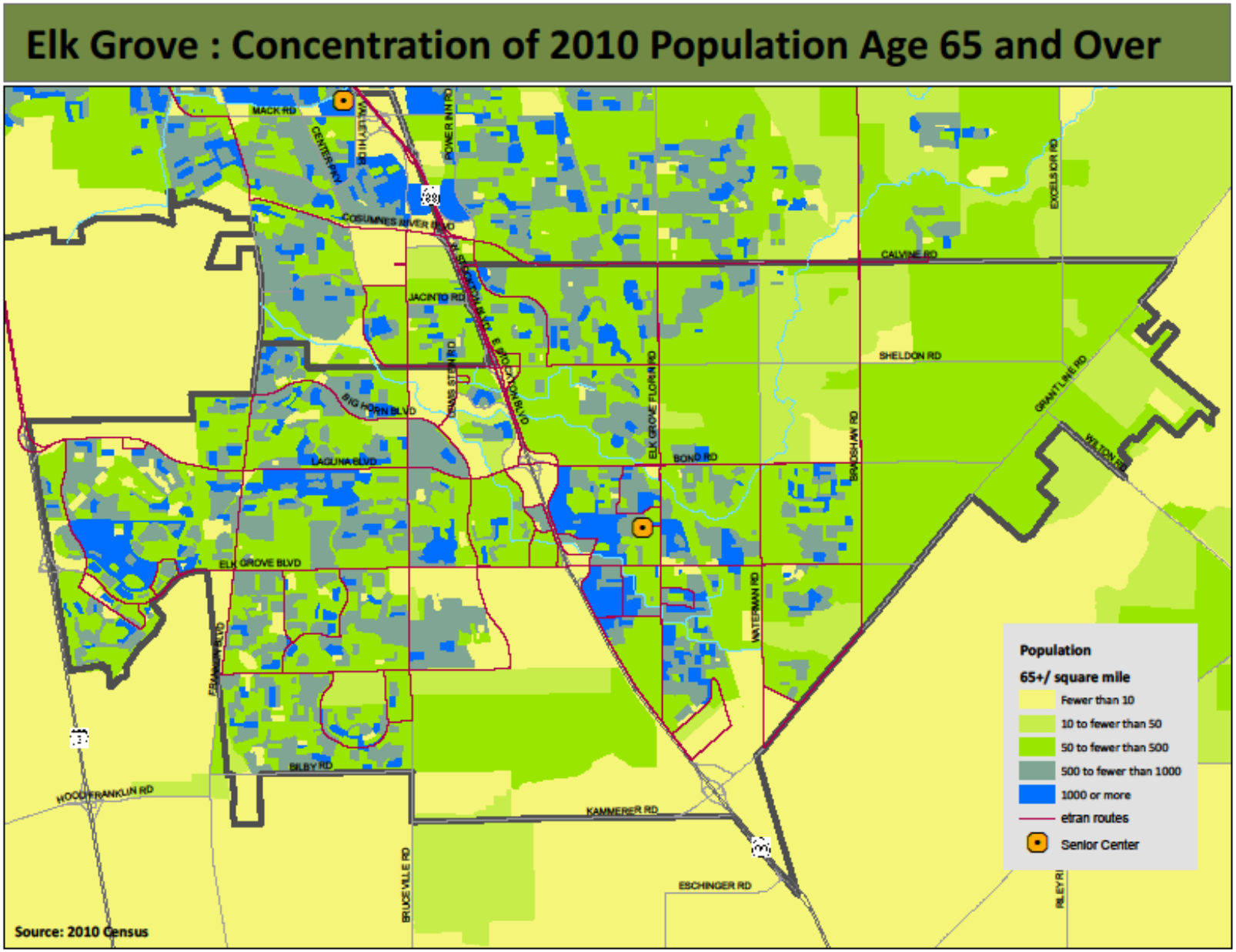

Elk Grove : Concentration of 2010 Population Age 65 and Over
MACK RD
CENTER PKWY
POWER INN RD
COSUMNES RIVER BLVD
CALVINE RD
EXCELSIOR RD
JACINTO RD
SHELDON RD
GRANTLINE RD
WILTON RD
BIG HORN BLVD
LAGUNA BLVD
ELK GROVE FLORIN RD
BOND RD
BRADSHAW RD
ELK GROVE BLVD
WATERMAN RD
FRANKLIN BLVD
BILBY RD
HOOD FRANKLIN RD
KAMMERER RD
BRUCEVILLE RD
ESCHINGER RD
Population
65+/ square mile
Fewer than 10
10 to fewer than 50
50 to fewer than 500
500 to fewer than 1000
1000 or more
etran routes
Senior Center
Source: 2010 Census

Figure 2.5

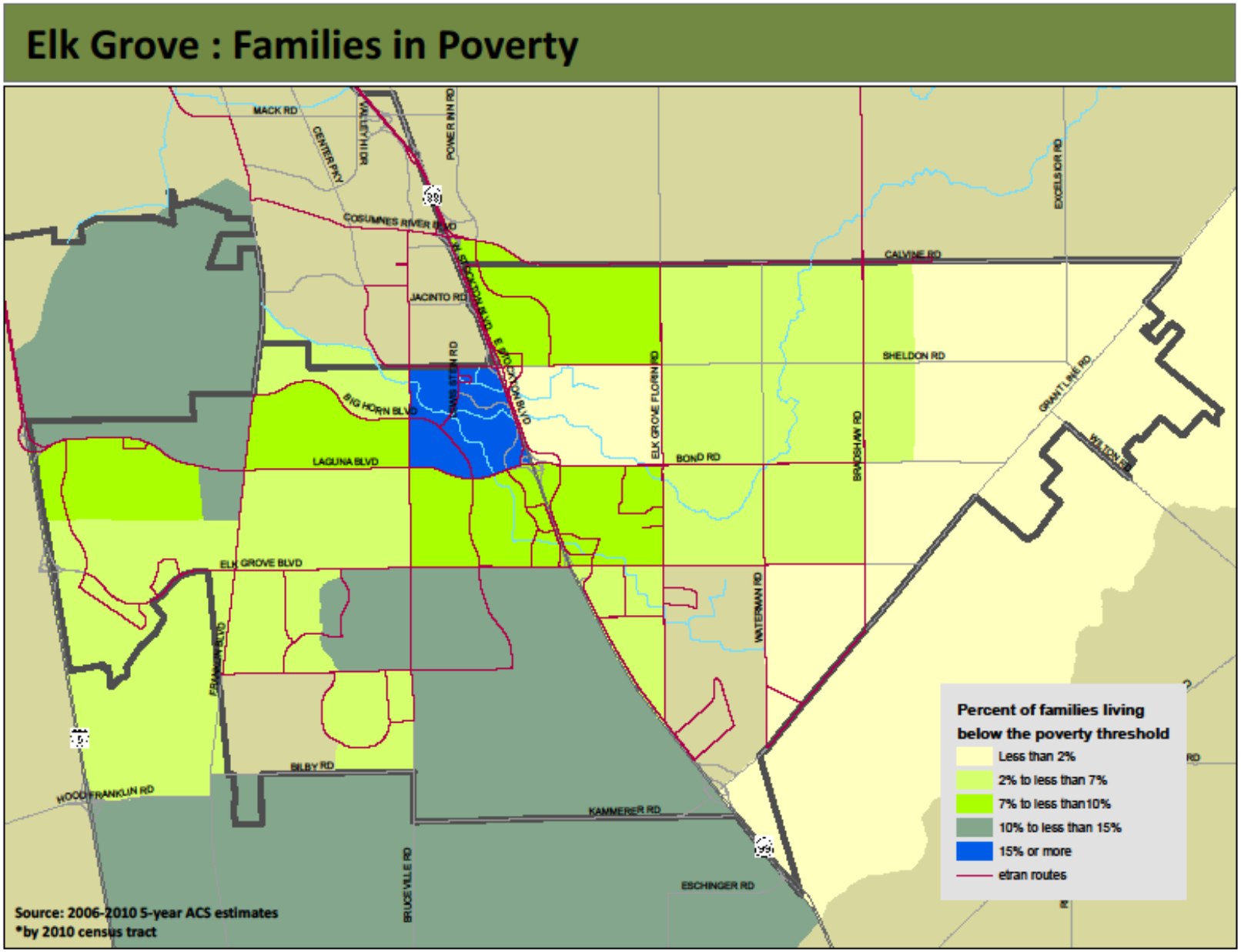

Elk Grove : Families in Poverty
MACK RD
CENTER PKY
VALLEY HI DR
POWER INN RD
COSUMNES RIVER BLVD
JACINTO RD
S WATT AVE
E STOCKTON BLVD
DAWS STEIN RD
BIG HORN BLVD
LAGUNA BLVD
ELK GROVE FLORIN RD
SHELDON RD
CALVINE RD
EXCELSIOR RD
BOND RD
BRADSHAW RD
GRANTLINE RD
WILTON RD
ELK GROVE BLVD
FRANKLIN BLVD
WATERMAN RD
BILBY RD
WOODFRANKLIN RD
KAMMERER RD
BRUCEVILLE RD
ESCHINGER RD
Percent of families living below the poverty threshold
Less than 2%
2% to less than 7%
7% to less than10%
10% to less than 15%
15% or more
etran routes
Source: 2006-2010 5-year ACS estimates
*by 2010 census tract

Figure 2.6

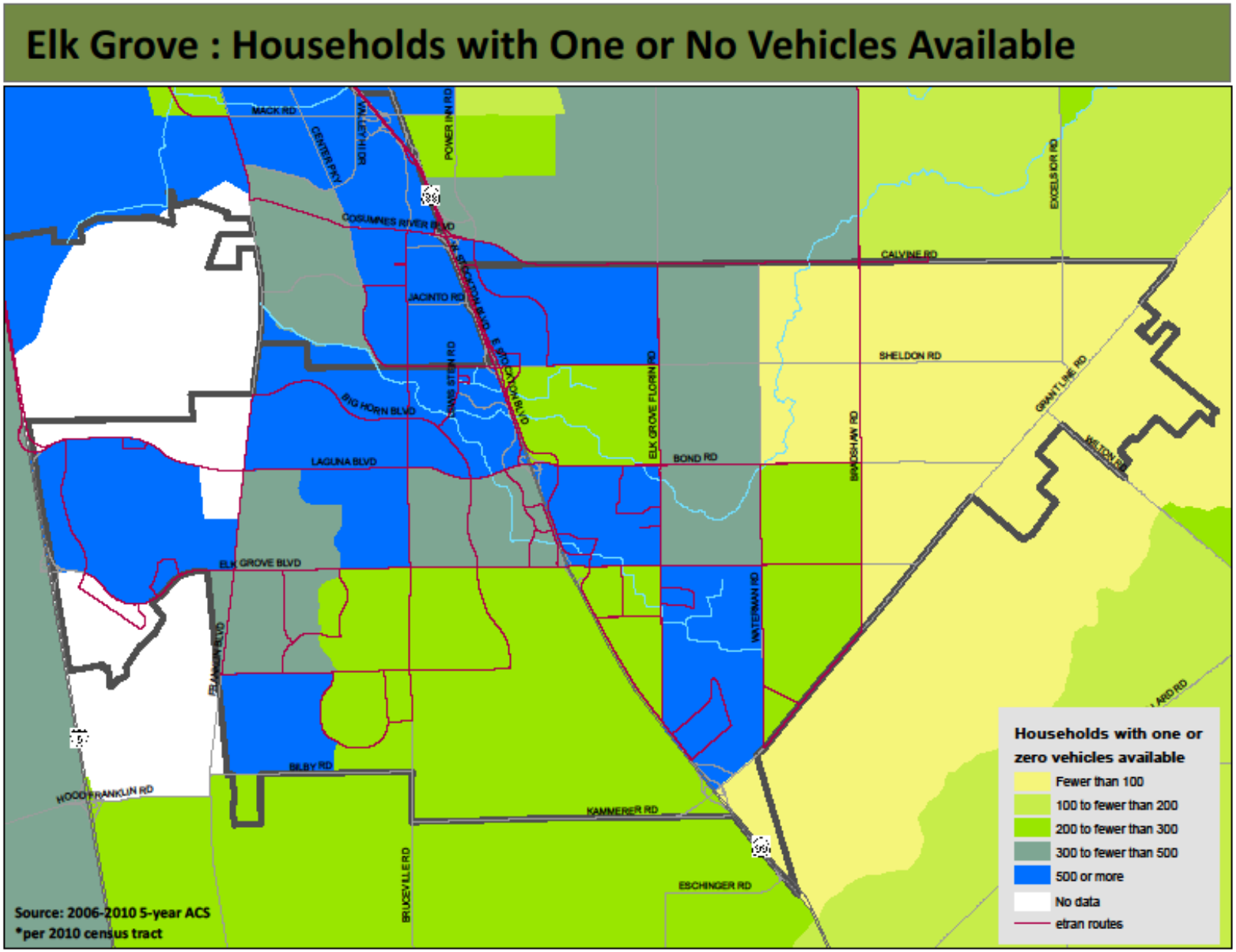
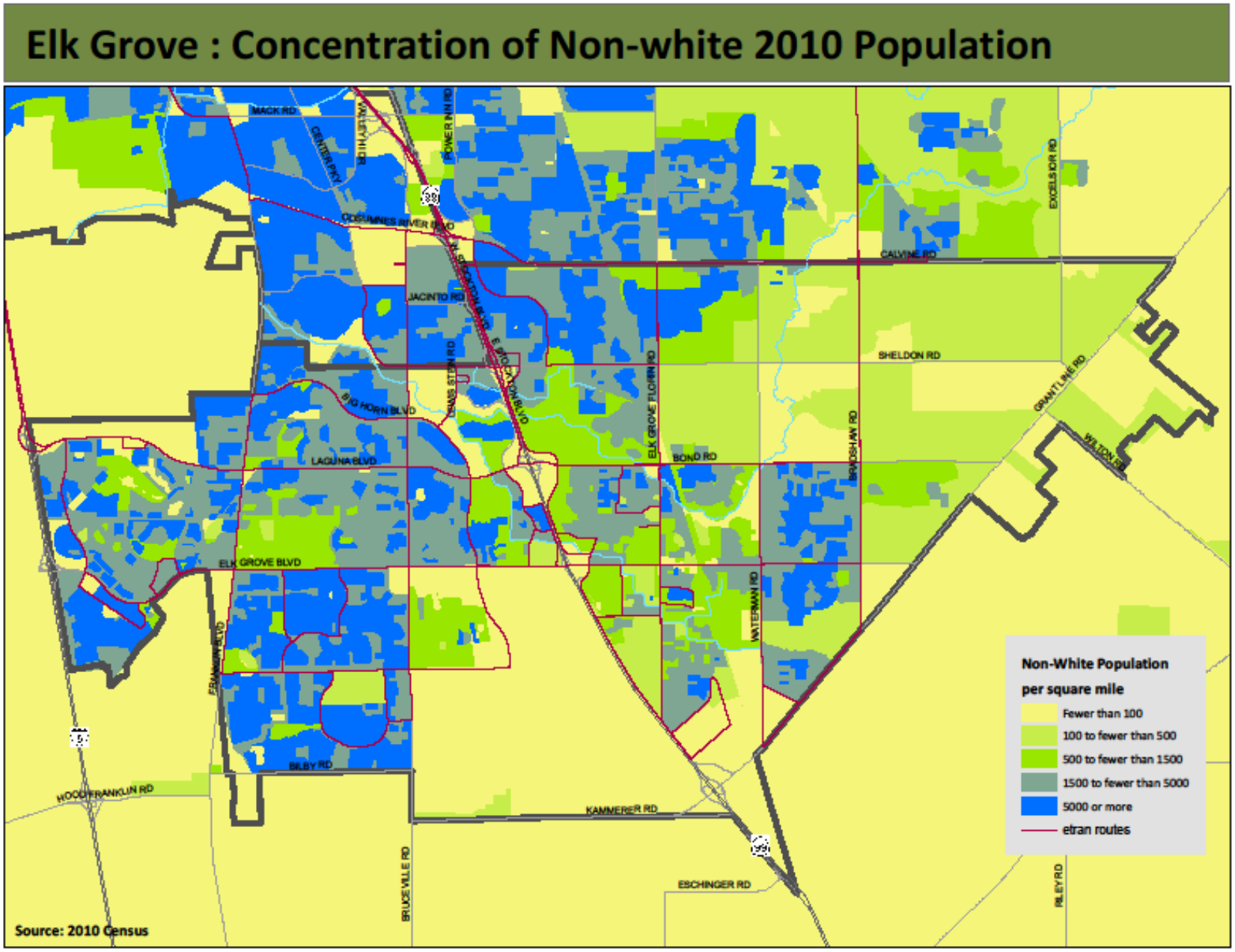

Elk Grove : Households with One or No Vehicles Available
MACK RD
CENTER PKY
POWER INN RD
COSUMNES RIVER BLVD
CALVINE RD
EXCELSIOR RD
JACINTO RD
E STOCKTON BLVD
SHELDON RD
GRANTLINE RD
BIG HORN BLVD
LAWS STEIN RD
ELK GROVE FLORIN RD
BOND RD
BRADSHAW RD
LAGUNA BLVD
ELK GROVE BLVD
WATERMAN RD
FRANKLIN BLVD
BILBY RD
HOOD FRANKLIN RD
KAMMERER RD
BRUCEVILLE RD
ESCHINGER RD
Households with one or zero vehicles available
Fewer than 100
100 to fewer than 200
200 to fewer than 300
300 to fewer than 500
500 or more
No data
etran routes
Source: 2006-2010 5-year ACS
*per 2010 census tract

Figure 2.7


Elk Grove : Concentration of Non-white 2010 Population
MACK RD
CENTER PKY
WALERGA RD
POWER INN RD
COSUMNES RIVER BLVD
E STOCKTON BLVD
JACINTO RD
CALVINE RD
EXCELSIOR RD
SHELDON RD
GRANTLINE RD
WILTON RD
DAVIS STERN RD
ELK GROVE FLORIN RD
BROOKS MW RD
BIG HORN BLVD
LAGUNA BLVD
BOND RD
ELK GROVE BLVD
FRANKLIN BLVD
WATERMAN RD
BELBY RD
HOOD FRANKLIN RD
KAMMERER RD
BRUCEVILLE RD
ESCHINGER RD
RILEY RD
Non-White Population
per square mile
Fewer than 100
100 to fewer than 500
500 to fewer than 1500
1500 to fewer than 5000
5000 or more
etran routes
Source: 2010 Census

Journey to Work

Journey to work statistics are important for transit planning because commuters are one of the biggest segments of "choice riders." Choice riders are riders who have alternative transportation options but choose to take transit instead. These riders have different needs and expectations than transit-dependent riders.

Analyzing worker flows is one way to quantify the potential commuter market. Table 2.4 below shows worker flows in Elk Grove. Overall, Elk Grove experiences a net worker outflow with far more workers leaving the area for employment than coming into it. Fewer than 5,800 Elk Grove residents work in the city. Approximately 47,000 workers leave the city for employment, and 19,000 workers flow into the city for employment, for a net worker outflow of over 28,000 workers. Figure 2.8 below shows the concentration of employment within the City of Elk Grove.

Table 2.4
Elk Grove Worker Flows (2010)

Employed in area	24,581
Employed in area and live in area	5,782
Worker inflow	*18,799*
Live in area	52,797
Live in area and employed in area	5,782
Worker outflow	*47,015*
Net Worker Flow	***(28,216)***

Source: LED On-the-Map data – Inflow/Outflow of workers – all jobs 2010
http://onthemap.ces.census.gov

Growth and Development

The City of Elk Grove has a number of developments in the planning stages, currently under construction, or constructed that may have an impact on the transit system or increase transit demand. The largest anticipated growth area is in the southern portion of the City, between Whitelock Parkway and Kammerer Road, from Bruceville Road to SR-99. However, a good number of smaller developments with high trip generation (such as medical facilities and shopping destinations) are also being planned throughout the City. Table 2.5 below lists recently completed and planned developments in the City of Elk Grove, along with routes currently serving the identified area.

In July 2012, the City Council also directed staff to initiate a community plan for the Southeast Policy Area (SPA), the last large-scale development area within urbanized Elk Grove. SPA lies directly south of the Laguna Ridge Specific Plan area and west of Lent Ranch/Elk Grove Promenade and the approved Sterling Meadows development. It is approximately 1,200 acre in size. A planned comprehensive local operational analysis will likely consider this area and longer term transit service needs.

Figure 2.8

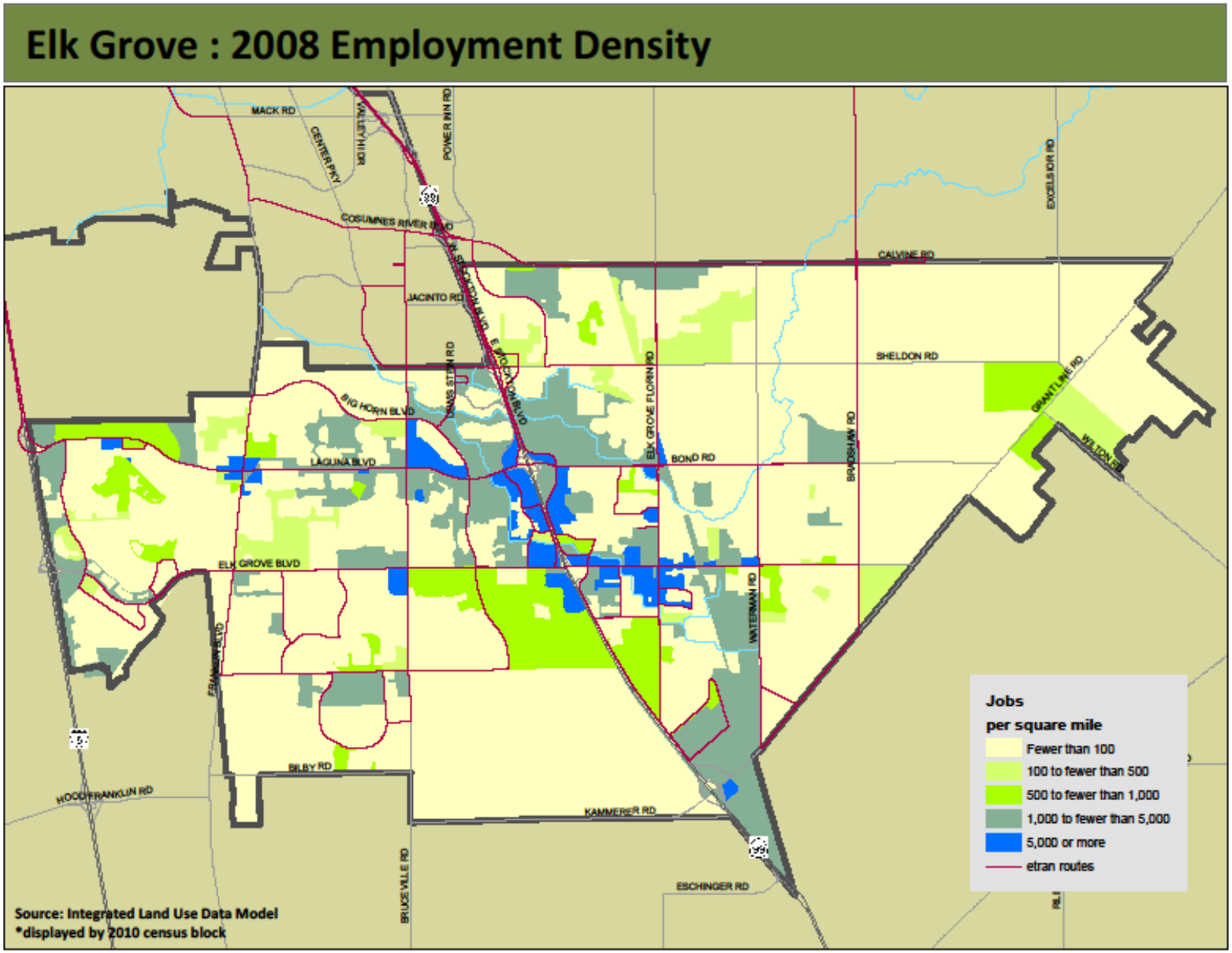

Elk Grove : 2008 Employment Density
MACK RD
CENTER PKY
WALNUT HILL DR
POWER INN RD
COSUMNES RIVER BLVD
CALVINE RD
EXCELSIOR RD
JACINTO RD
SHELDON RD
GRANTLINE RD
WILTON RD
BIG HORN BLVD
LAGUNA BLVD
ELK GROVE FLORIN RD
BOND RD
BRADSHAW RD
ELK GROVE BLVD
WATERMAN RD
FRANKLIN BLVD
BILBY RD
WOODFRANKLIN RD
KAMMERER RD
BRUCEVILLE RD
ESCHINGER RD
Jobs
per square mile
Fewer than 100
100 to fewer than 500
500 to fewer than 1,000
1,000 to fewer than 5,000
5,000 or more
etran routes
Source: Integrated Land Use Data Model
*displayed by 2010 census block

Table 2.5
Recent and Planned Developments, Job Centers, and Points of Interest

Project Name	Location	Project Description	Status	Routes Currently Serving
Dignity Health	**8220 Wymark Drive** (near the intersection of Wymark Drive and Civic Center Drive)	On a 27.8-acre site, construction of up to a six-story, 456,719-square-foot, 330-bed hospital; a three-story, 65,000-square-foot medical office building; and a five-level, 169,520-square-foot parking structure with 500 stalls. The project would be constructed in a total of four or more phases, with the first three phases associated with the hospital building and the last phase associated with the medical office building and parking structure. The first phase of the hospital building could start construction in three to five years, with the remaining hospital, medical office building, and parking structure phases to be completed at an undetermined time.	Project Entitlements approved by City Council	156, 157, & Weekend Shuttle
Bank of America, Calvine Point	**8842 Calvine Road** (near the intersection of Elk Grove Florin Road and Calvine Road)	The project consists of a Minor Design Review for a new 3,720 square foot Bank of America Building in the existing Calvine Point Shopping Center. The drive-through was approved as part of the Calvine Point Project (EG-01-156). The Planning Director is the approving authority for the project.	Approved by Planning Department	154 & 162
The Falls Of Elk Grove Event Center	**8280 Elk Grove Boulevard** (near the intersection of Big Horn Boulevard and Elk Grove Boulevard)	A Design Review to construct two 13,387 square foot buildings for use as a conference/meeting center. In addition to the buildings, the applicant proposes parking and landscaping improvements to the site, as well as lighting and infrastructure improvements. The project includes a drive aisle in the parking area along the western property line that will connect Elk Grove Blvd and Civic Center Drive. Two access points are provided from the parking lot along Civic Center Drive – one at the east and one at the west end of the parking lot. Pedestrian access is provided within the site. The applicant is also proposing enhanced landscaping and a bicycle/pedestrian pathway along Elk Grove Blvd.	Approved by City Council, under construction	Commuter: 52, 66, 70 Local: 157, 162 & Weekend Shuttle

Project Name	Location	Project Description	Status	Routes Currently Serving
Silverado Village	**Northwest corner of Bond Road and Waterman Road**	The project consists of 660 single-family residential lots on 115.4 acres, a senior independent and assisted living lodge, and Village Center on 4.6 acres; 81.3 acres of open space, trails, and nature preservation area; 6.1 acres of parks; 2.2 acres of landscape entry/corridors; a detention area of 14.7 acres; and 4.5 acres of major roads. The project is divided into three villages: Village 1 has 135 single-family homes and is located along the western boundary of the site abutting Quail Ranch Estates to the west and Waterman Road to the south. Village 2 has 258 single-family homes and is located northeast of the detention area and abuts the southern edge of the nature conservation area and Waterman Road to the east. Village 3 will include 267 single-family homes, a Village Center, and the senior lodge. It is situated on the south-eastern corner of the site abutting Waterman Road to the East and Bond Road to the south.	In Planning Review	160 & Weekend Shuttle
Moore Sheldon Center	**8365 Sheldon Road** (near the intersection of E. Stockton Boulevard and Sheldon Road)	Construction of an 1,800 square foot office building located along Sheldon Road; eight fuel dispensers under a canopy adjacent to Sheldon Road; a 13,342 square foot building composed of a McDonalds, a convenience store, a donut shop, a wine shop, and a yogurt shop; a car wash; a restaurant; and a building with a drive-through lane located on the northern border of the project site.	In Planning Review	154 & 160
Arbor Ranch	Laguna Ridge Phase 3 development area is bound by **Whitelock Parkway** to the north, **Bilby Road** to the south, **Big Horn Boulevard** to the east, and **Bruceville Road** to the west.	Tentative Subdivision Map to subdivide two parcels totaling 162.1 acres into 810 single-family residential lots, one school lot, two park lots, two parkway lots, and 10 landscape lots.	Approved by City Council	157
McGeary Ranch		Tentative Subdivision Map to establish 227 single-family residential lots, two park lots, one parkway lot, and two landscape lots.	Approved by City Council	
Zgraggen Ranch		Tentative Subdivision Map to subdivide three parcels totaling 52.9 acres into 231 residential lots, one park lot, five landscape lots and one drainage lot.	Approved by City Council	
Tuscan Ridge		Tentative Subdivision Map to subdivide one parcel totaling 38.5 acres into 133 single-family residential lots, one park lot, and two parkway lots.	Approved by City Council	

Project Name	Location	Project Description	Status	Routes Currently Serving
Carlton Plaza	**6915 Elk Grove Boulevard** (near the intersection of Bruceville Road and Elk Grove Boulevard)	The project consists of a two-story, 110,000 square foot senior assisted living residential care facility. The facility will include 100 assisted living units, a 37-bed, 15-unit, memory care ward, two kitchens, and an assortment of activity rooms, support facilities, and administrative space. Two outdoor courtyard areas, internal to the building, are provided to accommodate recreational space for the facility's residents.	Constructed	Commuter: 53, 66, 70, Local: 156, 157 & Weekend Shuttle
Vintage II at Laguna	**9204 Big Horn Blvd** (near the intersection of Big Horn Boulevard and Laguna Boulevard)	A 69-unit senior apartment community on a 2.635 acre site. The project site is located at the northwest corner of Laguna Blvd and Big Horn Blvd. Access to the site is from Big Horn Blvd. The applicant is providing 75 parking spaces around the perimeter of the property.	Constructed	Commuter: 52, 90, 91, Local: 157, 162, & Weekend Shuttle
Diamonte	**West of Bradshaw on Stone Springs Drive**	Tentative Subdivision Map for single-family lots.	Under construction	160
Franklin Crossing Village 3 **Franklin Crossing Village 4**	The project site is bounded by **Bilby Road** on the north, **Western Pacific Railroad** on the west, **APN 132-0132-022** on the south (located in Sacramento County), **and APNs 132-0132-006 and 132-0132-007** (also in Sacramento County) on the east.	314 single-family residential lots 4.9-acre park parcel 14 landscape lots 11.3+ acres of major roadways 4.3+ acre "remainder" portion of land Large lot tentative subdivision map creating 4 large residential parcels, and one park parcel for phasing purposes	Under construction	None

Project Name	Location	Project Description	Status	Routes Currently Serving
Madeira South Village 1,2 & 3	**8109 Poppy Ridge Road** (south of Whitelock Parkway and west of Big Horn Boulevard)	The project consists of a Tentative Subdivision Map and Design Review for subdivision layout to subdivide the 121.7 acre site to create 460 single family residential lots, one Community Park, one local park, five landscape corridor lots, and one Residential-10 units per acre (RD-10) lot in compliance with the adopted Laguna Ridge Specific Plan. A Tentative Subdivision Map to divide the 46.4-acre project site to create 199 single family residential lots, two park sites, and one paseo in compliance with the adopted Laguna Ridge Specific Plan.	Improvement Plans – Public Works	None
Laguna Springs Medical Office Park	**9283 and 9275 Laguna Springs Drive** (near the intersection of Laguna Springs Boulevard and Laguna Boulevard)	The proposed project consists of a Design Review for six medical office buildings totaling 30,200 square feet with associated parking, landscaping, and other site improvements. The project also includes a Tentative Parcel Map to subdivide the property and provide for future condominiumization of the tenant spaces.	Under construction	162 & Weekend Shuttle
Future Energy Onsite	**8980 Grant Line Road**	The project consists of a Minor Design Review for a 4,250 square foot office building and associate site improvements. The project also includes an 1,800 square foot metal storage building.	Improvement Plans – Public Works	None
Southeast Policy Area	South of **Poppy Ridge Road** and west of **Promenade Parkway**	In 2003 as part of the adoption of the General Plan, the City Council declared this area a special Policy Area. In 2007, a group of land owners and developer interest initiated the process for master planning, submitting an application for the Southeast Area Specific Plan. In 2012, after reviewing a market study that described future land use needs for the City over the next 15 years, the City Council provided direction to staff to begin the process of master planning the Southeast Policy Area.	In process	None
Triangle Point/ Waterman Park 75	**10240 Grant Line Road** (near the intersection of Waterman Road and Grant Line Road)	25.7 acres of light industrial, 19.1 acres of general commercial, 3.3 acres of shopping center commercial, and 10.7 acres of open space.	Approved, not constructed	160

Project Name	Location	Project Description	Status	Routes Currently Serving
Promenade Square – Kaiser	**10305 Promenade Parkway** (near the intersection of Promenade Parkway and Kammerer Road)	Five-story tower opened with 48 private patient rooms and 30 intensive care rooms	Constructed	None
Civic Center	East of **Big Horn Boulevard** and south of **Elk Grove Boulevard**	More than 76 acres of land on the south side of Elk Grove Boulevard will be the home of a new Civic Center and Community Park for the City of Elk Grove. Activities at the Civic Center could include: Main Library, Community Center/Veteran's Hall, Children's Discovery Center, Outdoor Areas, Commercial Development Complex, Other Commercial, Sports Facilities.	Planning stages	Commuter: 52, 66, 70, Local: 156, 157, 162, Weekend Shuttle

SOURCE: CITY OF ELK GROVE PLANNING DEPARTMENT, 2012

CHAPTER 3—OVERVIEW OF EXISTING FIXED ROUTE SERVICE

History

Prior to 2005, public transit in Elk Grove was provided by the Sacramento Regional Transit District (RT). These services were provided under a contract that was set to expire in June 2004. In 2003, the city decided to create its own transit system to replace the services being provided by RT. Elk Grove's new "e-tran" system started operating on January 2, 2005, and replaced Sacramento RT routes 52, 53, 57, 59, 60, and 66. Initial routes were essentially unchanged when e-tran took over providing service. Since separating from RT, e-tran has added several commuter and local routes, and made significant service changes.

Existing Fixed Route Service

e-tran currently provides nine local routes, nine commuter routes, two reverse commuter routes, and a local weekend shuttle. Two of the local routes, known as ez-tran Neighborhood Routes, offer route deviations up to ¾ of a mile for ADA-certified passengers with an advance request.

Local service operates Monday to Friday from 5:30 AM to 10:30 PM. Commuter service operates Monday to Friday from 5:00 AM to 6:55 PM. The weekend shuttle operates from 10:00 AM to 5:00 PM on Saturday and Sunday. The City of Elk Grove does not offer transit services on the following holidays: New Year's Day, Martin Luther King, Jr. Day, President's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, or Christmas Day.

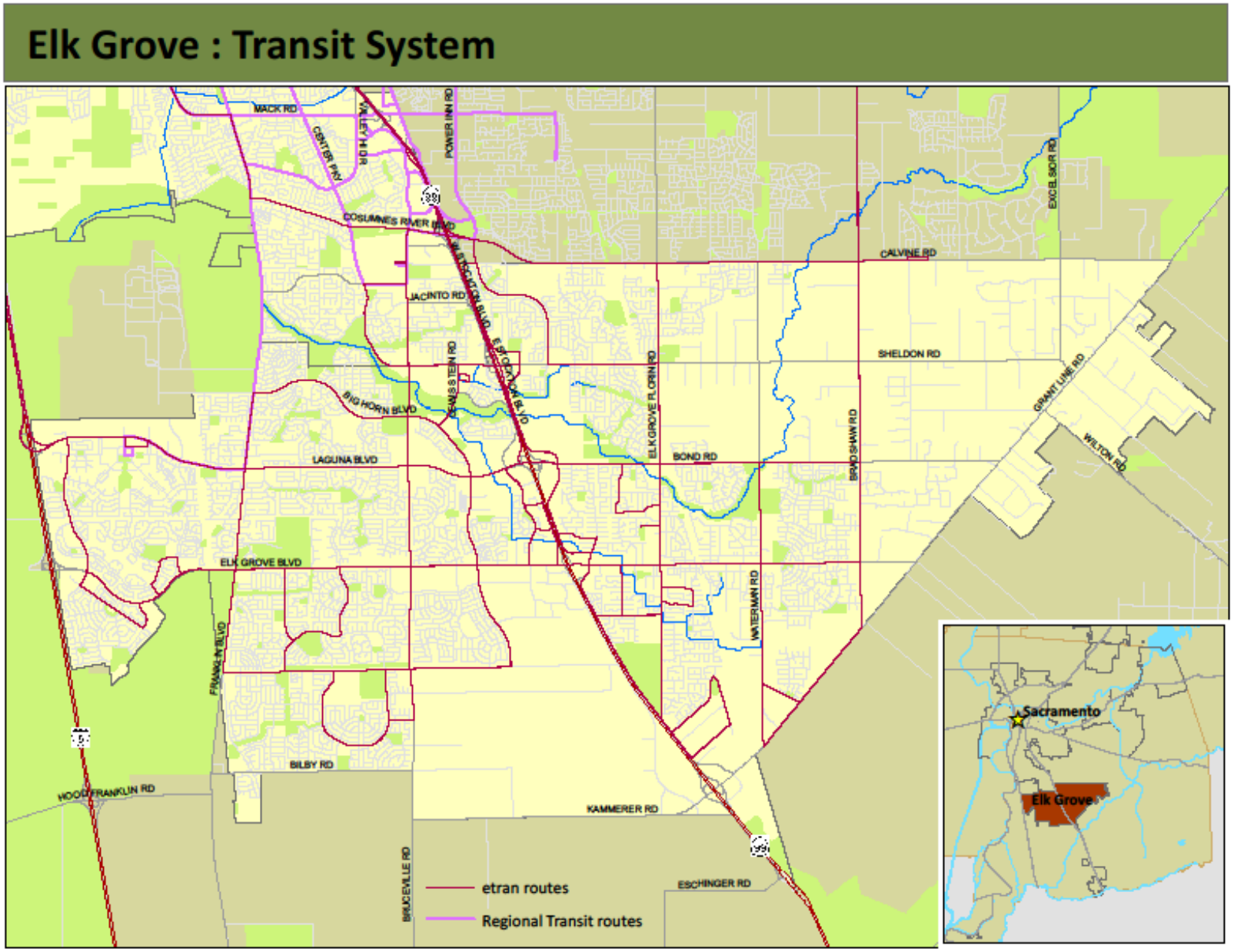
Commuter routes offer between two and eight trips during peak hours, depending on the route. Local routes operate at varying frequencies, with routes that run as often as every half hour to routes that run once every two hours. Routes 151, 152, and 153 run frequently during the morning and afternoon school hours but do not offer midday or evening service. Figure 3.1 below shows e-tran's system map. Later sections in this chapter provide more detailed descriptions of the various commuter and local routes.

TRANSFERS

e-tran issues transfers only when boarding buses. Transfers cost $0.50 and are valid for 120 minutes. They may only be used once and must be surrendered to the bus operator upon boarding another e-tran vehicle or at the end of the time limit. There is no stated policy on whether or not transfers may be used to complete a round trip.

e-tran accepts transfers for base fare from SCT/LINK, Fairfield/Suisun Transit System, Capitol Corridor and Amtrak California. Fairfield/Suisun Transit System and SCT/LINK accept e-tran transfers at shared stops. e-tran transfers are not valid on Regional Transit, Yolobus, Yuba/Sutter Transit, El Dorado Transit, Amador Regional Transit System, or Roseville Transit.

Figure 3.1


Elk Grove : Transit System
MACK RD
CENTER PKY
VALLEY HI DR
POWER INN RD
COSUMNES RIVER BLVD
JACINTO RD
DENVILLE STEIN RD
BIG HORN BLVD
LAGUNA BLVD
ELK GROVE BLVD
FRANKLIN BLVD
BILBY RD
HOOD FRANKLIN RD
KAMMERER RD
BRUCEVILLE RD
ESCHINGER RD
CALVINE RD
SHELDON RD
BOND RD
ELK GROVE FLORIN RD
BRADSHAW RD
WATERMAN RD
EXCELSIOR RD
GRANT LINE RD
WILTON RD
etran routes
Regional Transit routes
Sacramento
Elk Grove

e-tran passengers can transfer to SCT/LINK at the Shell Station on Elk Grove Blvd east of SR 99 with a 24-hour advance reservation, or at Cosumnes River College (CRC). e-tran passengers can transfer to Regional Transit services at CRC, Meadowview Light Rail Station, or Butterfield Light Rail Station. At Harbor Point Drive and Renwick Avenue, e-tran passengers can transfer to an Amtrak bus to reach Amtrak train service.

GOOGLE TRIP PLANNER

e-tran patrons can plan their transit trip using the Trip Planner on e-tran's web page. By entering their starting location, destination, and day and time of travel, patrons receive a customized itinerary, with step-by-step instructions on how to travel to their destination using e-tran, including which routes to take (including stop numbers), time and location of transfers (if any), and next bus information so patrons know what options they have for making their trip at alternate times.

E-TRAN RIDER'S ALERTS

e-tran alerts riders to changes to bus schedules, routes, or detours via its e-tran Rider's Alerts. Alerts are posted to the e-tran website, but patrons can also sign up to receive alerts via email or text message.

EMERGENCY RIDE HOME PROGRAM

The City of Elk Grove offers an emergency ride home program. The program is for employees who use alternative transportation to travel to work (i.e., transit, biking, walking or ridesharing) and require a safety net to get home in an emergency. This program allows employees whose employer is registered with the Transportation Management Agency to receive up to six taxi-cab or rental car emergency rides in a 12-month period.

Fare Structure

All passengers (ages 5-61 years old) pay basic fare unless eligible for a discount fare. Discount fares are offered for seniors, students/youth, and persons with disabilities. Attendants of persons with disabilities may also ride for discount fare. Up to two children (under 5 years) may ride free when accompanied by an adult paying passenger. Student fares apply for additional children. Table 3.1 displays current fare types offered by e-tran and the cost for basic, senior/disabled, and student/youth fares.

e-tran does not require fare payment from those using a variety of group passes, including the Los Rios Community College District student access card, CSU Sacramento One Card, South Natomas TMA Group Pass, County of Sacramento employee pass, Sacramento Bee employee pass, and Department of Human Assistance pass. City of Elk Grove and Regional Transit employees or dependents with a current ID card may also ride free. e-tran does receive some reimbursement for Los Rios students riders, but not for any of the other group pass users.

In addition to e-tran's fare media, passengers can also use Regional Transit (RT) fare media to board e-tran buses. e-tran accepts all RT tickets and passes. e-tran and RT fare media can be

purchased at participating Raley's and Bel Air retail outlets in Elk Grove and Sacramento, as well as at Elk Grove City Hall, RT's customer service outlet, or through the mail.

Table 3.1
e-tran Current Fare Types and Prices

Type of Fare Media	Basic	Senior (62+)/Disabled/Medicare	Student/Youth (ages 5-18)
Single Ride	$2.25	$1.10	$1.10
Transfer	$0.50	$0.25	$0.25
Daily Pass	$6.00	$3.00	$3.00
10-Ride Pass	$22.50	$11.00	$11.00
Unrestricted (commuter) 31-day pass	$100.00	$50.00	$50.00
Local (only) 31-day pass – good on reverse commute service	$80.00	$40.00	$40.00
Route Deviation Request (*only available on routes 160 and 162 for seniors, persons with disabilities, and e-van Eligibility Card holders; ¾ mile limit)*	-	$0.50	-

SOURCE: E-TRAN, 2012

e-tran is the only transit system in the region that charges the same price for a local, single-ride ticket as for a commuter, single-ride ticket. When compared to other transit operators that offer commuter service, e-tran's fares are much less expensive. Table 3.2 provides a comparison of commuter fares in the region. Currently, e-tran charges $2.25 for a basic single-ride ticket that can be used on either the local system or commuter routes. The next cheapest commuter ticket in the region is Yolobus, which charges $3.00 for its express commuter routes. The most expensive one-way ticket is Placer County Transit's commuter service from Colfax at $5.75 one-way. Roseville Transit (which operates a commuter service traveling approximately the same geographical distance as e-tran) charges residents $3.25 and non-residents $4.50 for a one-way ticket.

e-tran is also the only operator in the region whose monthly pass price is more expensive than buying single-ride tickets every working day in the month. In a typical month, an employee will work 20 days. Using that assumption, a $100 monthly pass works out to $2.50 per one-way trip, meaning that e-tran patrons are paying a $0.25 per-ride premium for the convenience of using a monthly pass in lieu of paying cash. As shown in Table 3.2, other transit operators in the region have between a $0.25 and $1.29 per ride discount for patrons who purchase a monthly commuter pass and use it at least 20 times per month.

Table 3.2
Peer Agency Commuter Fare Prices

Agency	Basic Single Ride	Monthly Pass	Monthly Pass Discount
e-tran	**$2.25**	**$100.00**	**+$0.25 per ride**
Yolobus Express	$3.00*	$110.00	-$0.25 per ride
Roseville Transit	$3.25 - $4.50 (resident discount)	$110.00 - $155.00	-$0.50 – $0.63 per ride
Yuba-Sutter Transit	$4.00	$128.00	-$.80 per ride
South County Transit	$4.00	$120.00	-$1.00 per ride
Placer Commuter Express	$4.25 - $5.75 (zone-based)	$131.25 - $178.50	-$0.97 - $1.29 per ride
El Dorado Transit	$5.00	$180.00	-$0.50 - per ride

SOURCE: E-TRAN, 2012

*Note: Yolobus offers some "commuter" routes for the basic $2.00 fare, but the express commuter routes have a $1.00 premium.

Tables 3.3 and 3.4 show use of fare media differs between commuter and local e-tran routes. Both types of routes feature a high usage of RT Monthly passes, suggesting many patrons frequent both transit systems. However, Group Passes and Student Cash fare media account for over 43 percent of the fare media use on local routes, reinforcing that much of e-tran's local ridership is student-driven.

Table 3.3
Fare Media Use: Commuter Routes (May-December 2012)

Fare Media	Frequency of Media Use
RT Monthly Pass	**45.26%**
10-Ride Pass	**17.42%**
RT Single Ride	**14.26%**
Group Passes	9.14%
Commuter 31 Day Pass	4.01%
RT Daily Pass	3.24%
General Public Cash	2.44%
Local 31 Day	1.41%
Student Cash	0.74%
Other Transfers	0.57%
Short Fares	0.15%
Senior/Disabled/Medicare Cash	0.14%
e-tran Transfers	0.12%
Free	1.11%

SOURCE: SOLUTIONS FOR TRANSIT E-TRAN DATABASE, 2012

Table 3.4
Fare Media Use: Local Routes (May-December 2012)

Fare Media	Frequency of Media Use
Group Passes	**27.70%**
RT Monthly Pass	**17.45%**
Student Cash	**15.93%**
RT Daily Pass	13.89%
RT Single Ride	6.21%
Local 31 Day Pass	4.68%
General Public Cash	3.80%
Free	3.08%
10-Ride Pass	2.25%
Short Fares	1.98%
e-tran Transfers	1.22%
Senior/Disabled/Medicare Cash	1.19%
Other Transfers	0.39%
Commuter 31 Day Pass	0.23%

SOURCE: SOLUTIONS FOR TRANSIT E-TRAN DATABASE, 2012

OPTIONS FOR FARES

The following is a summary of options for the City of Elk Grove to consider regarding passenger fares:

- Consider whether to adopt a policy that transfers may not be used to complete a round trip.
- Consider whether to increase commuter fares to reflect longer distances traveled.
- Consider whether to continue to accept all of the current free-fare pass types.

System Performance

Table 3.5 provides basic operating statistics for e-tran's commuter and fixed route services. Fixed route passenger trips have gone down by 11.4 percent since FY 09/10. However, commuter passenger trips have gone up 3.4 percent since FY 09/10. Vehicle service hours and vehicle service miles have gone up for both services, as e-tran has started restoring service after significant cuts in FY 09/10. Total operating cost has gone up by 15.9 percent since FY 09/10, largely due to increases in fixed route operating cost. Despite decreasing passenger trips, fare revenue has increased 38 percent since FY 09/10, thereby increasing the farebox recovery ratio from 20.1% in FY 09/10 to 25.7 percent in FY 11/12.

Table 3.5
Fixed Route and Commuter Base Operating Statistics

	FY 09/10	FY 10/11	FY 11/12	Change FY 10-FY 12
Total Passengers	**963,291**	**944,067**	**918,858**	**-4.6%**
Fixed Route	521,537	466,993	461,902	-11.4%
Commuter	441,754	477,074	456,956	3.4%
Total Vehicle Service Hours (VSH)	**50,559**	**52,959**	**54,298**	**7.4%**
Fixed Route	32,709	35,052	35,833	9.6%
Commuter	17,850	17,907	18,465	3.4%
Total Vehicle Service Miles (VSM)	**815,228**	**882,962**	**891,928**	**9.4%**
Fixed Route	485,503	534,683	536,063	10.4%
Commuter	329,725	348,279	355,865	7.9%
Total Operating Cost	**$5,154,689**	**$5,936,123**	**$5,976,137**	**15.9%**
Fixed Route	$2,976,528	$3,545,837	$3,624,905	21.8%
Commuter	$2,178,161	$2,390,286	$2,351,232	7.9%
Total Full Time Equivalents (FTEs) (systemwide)	**127**	**127**	**110**	**-13.4%**
Fixed Route and Commuter	117	117	105	-10.3%
Fare Revenue (systemwide – inc. DAR)	**$1,384,883**	**$2,174,224**	**$1,910,713**	**38.0%**
Total Population – City of Elk Grove	**152,925**	**154,594**	**155,763**	**1.9%**
Operating Subsidy per Trip (systemwide inc. DAR)	**$5.62**	**$5.58**	**$5.90**	**5.0%**
Farebox Recovery Ratio (systemwide inc. DAR)	**20.1%**	**28.9%**	**25.7%**	**27.8%**

SOURCE: TRIENNIAL TDA AUDIT, 2013; POPULATION NUMBERS FROM DEPT. OF FINANCE

NOTE: FARE REVENUE IS COLLECTED ON A SYSTEMWIDE BASIS FOR THE YEARS COVERED. STATISTICS USING FARE REVENUE ARE BASED ON THE SYSTEMWIDE REVENUE AND ARE NOT BROKEN DOWN BY MODE.

As shown in Table 3.6, e-tran's service productivity has decreased since FY 09/10 for fixed route and commuter services. Passengers per hour and per mile have decreased 12.6 percent and 8.6 percent, respectively, though the decrease was more heavily driven by decreases in local fixed route productivity. Overall, although e-tran has begun restoring service that was cut in FY 2009-10, ridership has not rebounded as quickly, leading to depressed productivity measures.

Table 3.6
Local Fixed Route and Commuter Productivity Indicators

	FY 09/10	FY 10/11	FY 11/12	Change FY 10-FY 12
Passengers per VSH	**15.6**	**14.8**	**13.7**	**-12.6%**
Fixed Route	15.9	13.3	12.9	-19.2%
Commuter	24.7	26.6	24.7	0.0%
Passengers per VSM	**1.00**	**0.95**	**0.91**	**-8.6%**
Fixed Route	1.07	0.87	0.86	-19.8%
Commuter	1.34	1.37	1.28	-4.2%
VSM per VSH	**15.68**	**15.57**	**15.00**	**-4.4%**
Fixed Route	14.84	15.25	14.96	0.8%
Commuter	18.47	19.45	19.27	4.3%
Trips per Capita	**6.40**	**6.22**	**6.01**	**-6.2%**
Fixed Route	3.41	3.02	2.97	-13.0%
Commuter	2.89	3.09	2.93	1.6%

SOURCE: TRIENNIAL TDA AUDIT, 2013; POPULATION NUMBERS USED IN PER CAPITA MEASURES FROM DEPT. OF FINANCE

Table 3.7 shows cost-efficiency indicators for fixed route and commuter services. Both services have seen increases in operating cost per hour, per mile, and per passenger since FY 2009-10. Commuter service has a higher per hour and per mile cost than local fixed route service, due in part to the increased maintenance costs of highway driving, but on a per passenger basis, commuter service is more cost-effective than local fixed route service. Per passenger, local service costs $7.85 and commuter service costs $5.15.

Table 3.7
Fixed Route and Commuter Cost-Efficiency Indicators

	FY 09/10	FY 10/11	FY 11/12	Change FY 10-FY 12
Operating Cost per VSH	**$101.95**	**$112.09**	**$110.06**	**8.0%**
Fixed Route	$91.00	$101.16	$101.16	11.2%
Commuter	$122.03	$133.48	$127.33	4.4%
Operating Cost per VSM	**$6.32**	**$6.72**	**$6.70**	**6.0%**
Fixed Route	$6.13	$6.63	$6.76	10.3%
Commuter	$6.61	$6.86	$6.61	0.0%
Operating Cost per Pass	**$5.35**	**$6.29**	**$6.50**	**21.5%**
Fixed Route	$5.71	$7.59	$7.85	37.5%
Commuter	$4.93	$5.01	$5.15	4.4%
Operating Subsidy per Trip (systemwide inc. DAR)	**$5.62**	**$5.58**	**$5.90**	**5.0%**

SOURCE: TRIENNIAL TDA AUDIT, 2013

Table 3.8 shows employee-based performance indicators, in which e-tran has seen increased productivity. Vehicle hours and vehicle miles per full-time equivalent (FTE) both increased about 20 percent, while passengers per FTE increased 6.3 percent over FY 2009-10 numbers.

Table 3.8
Local Fixed Route and Commuter Administrative Performance Indicators

	FY 09/10	FY 10/11	FY 11/12	Change FY 10-FY 12
VSH per FTE	432	453	517	19.7%
VSM per FTE	6,968	7,547	8,495	21.9%
Passengers per FTE	8,233	8,069	8,751	6.3%

SOURCE: TRIENNIAL TDA AUDIT, 2013

On-time performance is a key indicator of transit service. As shown in Table 3.9, Elk Grove fixed route service has experienced varying success under this measurement. On-time performance dropped from 98 percent in January 2012 and 95 percent in February 2012 into the 70 percent range, with a low of 70 percent in September 2012. Starting in November 2012, on-time performance has improved significantly to 89-90 percent. This is in large part due to a change in the way on-time performance is measured. Prior to November, on-time performance was measured on all timepoints, but the methodology has been updated to measure on-time performance only for key timepoints (start time, end time, and transfer points).

Table 3.9
e-tran Fixed Route On-Time Performance

	On-Time Performance %
January 2012	98%
February 2012	95%
March 2012	74 %
April 2012	73%
May 2012	73%
June 2012	N/A
July 2012	78%
August 2012	71%
September 2012	70%
October 2012	76%
November 2012	89%
December 2012	90%
January 2013	90%
February 2013	89%
March 2013	89%

SOURCE: SOLUTIONS FOR TRANSIT DATABASE, 2012

The following sections provide more detail on commuter and local fixed route services, and potential options for service improvements.

COMMUTER SERVICE

As noted in Chapter 2, many Elk Grove residents leave the city for employment. To provide a variety of options, e-tran offers nearly a dozen different commuter bus routes.

e-tran provides seven commuter routes for Elk Grove residents to reach downtown Sacramento, and one reverse commute route from Sacramento for people working in Elk Grove. Table 3.10 provides a description of each of these routes.

Table 3.10
e-tran Commuter Routes to/from Downtown Sacramento

Route #	Route Name	Route Description	Route Frequency/Hours
Commuter Routes to Downtown Sacramento			
52	Big Horn Express	Route 52 begins on E. Stockton Blvd at Elk Grove Blvd where it connects with SCT/LINK. The route passes City Hall before turning onto Big Horn Blvd, where is serves destinations such as Kaiser, UC Davis Medical, Sutter Medical, and Laguna Creek High School. The route continues on Laguna Blvd, serving the Apple facility, before getting on I-5 and heading to downtown Sacramento.	The first Route 52 bus begins at 5:20 a.m. Subsequent buses run every 15-30 minutes until 7:30 a.m. The first Route 52 bus from Sacramento departs at 3:35 p.m. Subsequent buses run every 15-30 minutes until 5:50 p.m. Route 52 makes eight trips in each direction.
53	Whitelock Pkwy/Franklin Express	Route 53 begins on Whitelock Pkwy at Franklin High Rd. It serves Franklin HS, Toby Johnson Middle School, and Apple, before getting on I-5 and heading to downtown Sacramento.	Route 53 has three a.m. runs (5:25, 5:45, and 6:00) and three p.m. runs (3:30, 4:00, and 4:35).
57	Elk Grove Florin Express	Route 57 travels down Elk Grove Florin Rd from E. Stockton Blvd to Calvine Rd before getting on SR-99 and heading to downtown Sacramento. Route 57 serves Elk Grove High School, Kerr Middle School, Cosumnes CSD offices, Elk Grove Unified Education Center, and numerous shopping destinations.	Route 57 has three a.m. runs (5:15, 6:15, and 6:35) and three p.m. runs (4:05, 4:35, and 5:05).
58	East Elk Grove Express	Route 58 begins at Mosher Rd and Berens Park. It serves Kathleen Albiani Middle School, Edward Harris Middle School, Pleasant Grove and Monterey Trail High Schools before getting on SR-99 and heading to downtown Sacramento.	Route 58 has three a.m. runs (5:30, 6:25, 6:45) and three p.m. runs (3:35, 4:30, 5:15).

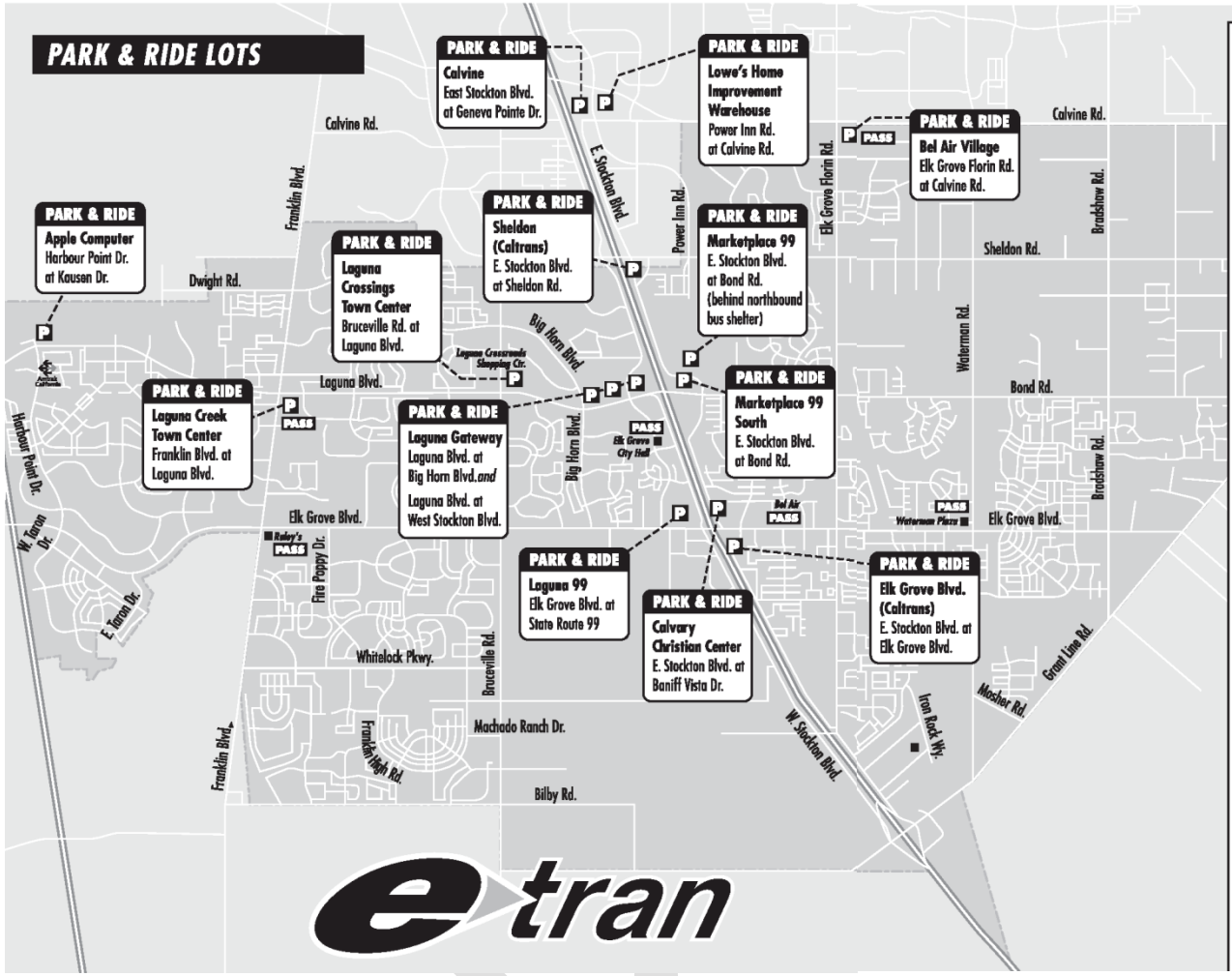
Route #	Route Name	Route Description	Route Frequency/Hours
59	Old Town Elk Grove Express	Route 59 begins at E. Stockton Blvd and Elk Grove Florin Rd. It serves Elk Grove HS, Kerr Middle School, Cosumnes CSD offices, Elk Grove Unified Education Center, and Marketplace 99 shopping center, before getting on SR-99 and heading to downtown Sacramento.	Route 59 has three a.m. runs (5:30, 6:20, 6:45) and three p.m. runs (4:05, 4:50, 5:05).
60	Elk Grove Park and Ride Express	Route 60 begins at E. Stockton Blvd and Elkmont Way. It travels down E. Stockton Blvd past several shopping destinations, including Marketplace 99, before getting on SR-99 and heading to downtown Sacramento.	The first Route 60 bus begins at 5:54 a.m. Subsequent buses run every 15-20 minutes until 7:39 a.m. The first Route 60 bus from Sacramento departs at 3:10 p.m. Subsequent buses run every 15-30 minutes until 4:55 p.m. Route 60 makes seven trips in the morning and five trips in the evening.
66	Elk Grove Blvd Express	Route 66 begins at Elk Grove Blvd and Auto Center Dr. It travels down Elk Grove Blvd, serving numerous shopping destinations, before getting on I-5 at Harbour Point Dr/Laguna Blvd and heading to downtown Sacramento.	Route 66 has two a.m. runs (6:25, 6:50) and two p.m. runs (4:45, 5:20).
Reverse Commuter Route			
90	Downtown Sacramento to Elk Grove Express	Route 90 begins in downtown Sacramento before getting on SR-99 and heading into Elk Grove. It exits at Laguna Blvd and continues on Laguna Springs Dr.	Route 90 has two a.m. runs (6:40 and 7:50) and two p.m. runs (4:30 and 5:00).

SOUCE: E-TRAN, 2012

Park-and-Ride Lots

e-tran has 14 Park-and-Ride lots. Some Park-and-Ride lots have bicycle facilities and electric vehicle charging stations. Figure 3.2 shows a map of all Park-and-Ride lots and Table 3.11 identifies each lot's location and routes that serve it.

Figure 3.2
e-tran Park and Ride Lots



ROUTES*	AREA	LOCATION
52,53, 66, 70, 71, 152, 153, 157	Apply Computer	Harbour Point Dr. at Kausen Dr.
57, 71, 154, 162	Bel Air Village	Elk Grove Florin Rd. at Calvine Rd.
59 PM, 60	Calvine	East Stockton Blvd. at Geneva Pointe Dr.
60, 70	Calvary Christian Center	E. Stockton Blvd. at Baniff Vista Dr.
52, 60, 156, 162, SCT/LINK	Elk Grove Blvd. (Caltrans)	E. Stockton Blvd. at Elk Grove Blvd.
52, 66, 70, 156, 162	Laguna 99	Elk Grove Blvd. at State Route 99
52, 53, 71, 152, 153, 157, 159, RT 65	Laguna Creek Town Center	Franklin Blvd. at Laguna Blvd.
52, 71, 157, 162	Laguna Gateway	Laguna Blvd. at Big Horn Blvd.
52, 71, 162	Laguna Gateway	Laguna Blvd. at West Stockton Blvd.
57, 58, 59 PM, 60, 154, 162	Lowe's Home Improvement Warehouse	Power Inn Rd. at Calvine Rd.
59, 60, 160	Marketplace 99 South	E. Stockton Blvd. at Bond Rd.
59, 60, 71, 160	Marketplace 99	E. Stockton Blvd. at Bond Rd. (behind northbound bus shelter)
71, 156, 157	Laguna Crossings Town Center	Bruceville Rd. at Laguna Blvd.
59, 60, 160	Sheldon (Caltrans)	E. Stockton Blvd. at Sheldon Rd.

*Schedules for local routes can be found in the ***e-tran*** Local Guide or at *www.e-tran.org.*

Table 3.11
e-tran Park-and-Ride Lots

Routes	Name	Location
52, 53, 66, 70, 71, 152, 153, 157	Apple Computer	Harbour Point Dr at Kausen Rd
57, 71, 154, 162	Bel Air Village	Elk Grove Florin Rd at Calvine Rd
59 p.m., 60	Calvine	E. Stockton Blvd at Geneva Point Dr
60, 70	Calvary Christian Center	E. Stockton Blvd at Baniff Vista Dr
52, 60, 156, 162, SCT/LINK	Elk Grove Blvd (Caltrans)	E. Stockton Blvd at Elk Grove Blvd
52, 66, 70, 156, 162	Laguna 99	Elk Grove Blvd at SR 99
52, 53, 71, 152, 153, 157, 159, RT 65	Laguna Creek Town Center	Franklin Blvd at Laguna Blvd
52, 71, 157, 162	Laguna Gateway	Laguna Blvd at Big Horn Blvd
52, 71, 162	Laguna Gateway	Laguna Blvd at W. Stockton Blvd
57, 58, 59 p.m., 60, 154, 162	Lowe's Home Improvement Warehouse	Power Inn Rd at Calvine Rd
59, 60, 160	Marketplace 99	E. Stockton Blvd at Bond Rd
59, 60, 71, 160	Marketplace 99	E. Stockton Blvd at Bond Rd (behind northbound bus shelter)
71, 156, 157	Laguna Crossings Town Center	Bruceville Rd at Laguna Blvd
59, 60, 160	Sheldon (Caltrans)	E. Stockton Blvd at Sheldon Rd

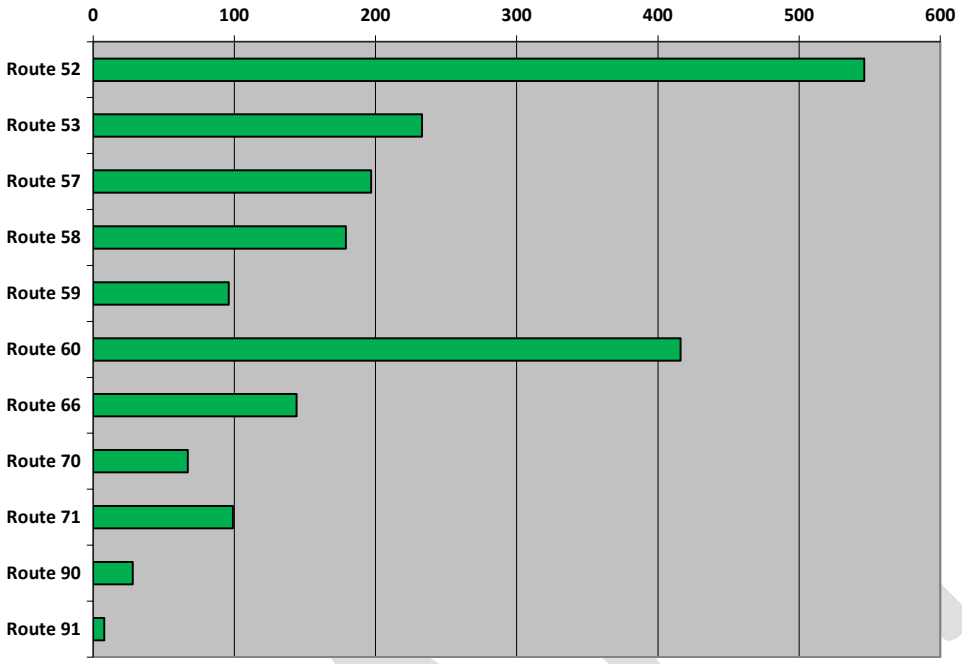
SOURCE: E-TRAN, 2012

The commuter routes to Sacramento generally have the best productivity of the entire e-tran system. The SRTP study team has prepared tables showing ridership by route and by run, developed from farebox data and reports from Solutions for Transit, the city's data contractor. Figure 3.3 summarizes average weekday ridership by route. Table 3.12 provides performance data for each route. See Appendix A-1 for more detailed ridership information by commuter route.

Daily ridership varies significantly across commuter routes. Routes 52 and 60 experience the most ridership: this is to be expected as these routes provide the most runs each day. New reverse commute routes 90 and 91 experienced the lowest ridership of the commuter routes, followed by routes 70 and 71.

Using information provided by riders during on-board surveying, the most used bus stops system-wide were identified. This information has been separated between local and commuter routes, and between Elk Grove and Sacramento stops for commuter routes, to provide a more detailed understanding of ridership patterns. Table 3.13 shows the most common bus stops for commuter service.

Figure 3.3
Average Daily Ridership by Commuter Route



SOURCE: SOLUTIONS FOR TRANSIT, 2012

Table 3.12
Weekday Commuter Route Performance

Local Routes	Vehicle Revenue Hrs	Average Passenger Trips	Passenger Trips per Veh Rev Hr
52 – Big Horn Express	17.3	546	31.6
53 – Whitelock Pkwy / Franklin Exp	6.8	233	34.3
57 – Elk Grove Florin Express	6.4	197	30.8
58 – East Elk Grove Express	7.0	179	25.6
59 – Old Town Elk Grove Express	6.6	96	14.5
60 – Elk Grove Park and Ride Exp	12.0	416	34.7
66 – Elk Grove Blvd Express	4.1	144	35.1
70 – Bradshaw Express	3.7	67	18.1
71 – Laguna Express	4.5	99	22.0
90 – Downtown Sacramento Express	2.9	28	9.7
91 – Butterfield Light Rail Station Exp	1.5	8	5.3

SOURCE: SOLUTIONS FOR TRANSIT FOR PERIOD 8/16/12-10/12/12

Table 3.13
Most Used Bus Stops: Commuter Routes

Bus Stops in Elk Grove	Bus Stops in Sacramento
Franklin at Laguna	8th at O
Butterfield at Folsom	8th at I
East Stockton at Bond	8th at N
Power Inn at Calvine	8th at Capitol
Elk Grove Florin at Calvine	5th at Q
Laguna Main at Renwick	8th at Q
Harbour Point at Laguna	8th at K
East Stockton at Geneva Point	7th at Capitol
East Stockton at Sheldon	5th at P
Franklin at Elk Grove Boulevard	7th at I
Big Horn at Laguna	16th at Capitol
Bruceville at Elk Grove Boulevard	7th at O
East Stockton at Elk Grove Boulevard	7th at K
Franklin at Big Horn	8th at H
Laguna Main at Vaux	15th at N
Fire Poppy at Elk Grove Boulevard	7th at J
Laguna Main at Laguna	

SOURCE: E-TRAN RIDER SURVEY, 2012

Commuter Routes Serving Downtown Sacramento

Highway 99 commuter routes serve the east part of Elk Grove, and commuter routes using I-5 generally serve the central and south part of Elk Grove. Currently, commuter buses leave between 5:30 and 7:30 AM, but many buses to Sacramento are on the road at the same time, reducing the options for when riders can travel. While some riders use neighborhood stops along the different routes, most commuters use the park-and-ride lots. If transit staff were to build schedules based on the times buses leave the park-and-ride lots, buses could leave for Sacramento every 15 to 20 minutes over a longer morning peak period, thus offering service to riders who prefer later work schedules.

Another advantage of having a longer span of service for the commuter routes is that a single bus can provide more than one run from /to Elk Grove. This has the potential to reduce the number of buses needed for peak service and the number of buses needed in the fleet. However, more than one bus could still be scheduled at the same time on a route with particularly high demand, such as the #52.

Commuters would also be better served by standardizing the commuter routes once they arrive in downtown Sacramento. Currently e-tran buses serve north/south and/or east/west corridors within a block or two of each other, which means that a bus essentially serves the same area twice on each run. Corridor routes could be changed to a few different loop routes in Sacramento, with each bus serving a loop to provide access to multiple employers.

The Downtown Sacramento Transit Circulation Plan identified key corridors for transit service in downtown Sacramento. These can be combined for e-tran's commuter routes to offer more loop coverage. It is anticipated that e-tran staff will continue to coordinate with Regional Transit and other agencies to agree on circulation and stops in the downtown area. To provide options for residents from different parts of Elk Grove, commuter routes using SR 99 or I-5 should provide similar access in Sacramento, following similar loops and using the same bus stops.

Commuter bus schedules also need to be more flexible, with time points more like suggestions for certain portions of the routes. When preparing schedules and time points within Sacramento, the scheduler must consider two key axioms. First, even buses get stuck in traffic; not everyone gets to work on time every day, even those who drive. Second, commuters, especially commuters going home, do not like to wait once they get on the bus. Time points need to be set based on a good travel day—when travel is normal. They should not be based on an average, because the average includes all the days with accidents, bad weather, and heavier-than-usual traffic.

That does not mean that morning buses can run ahead of schedule starting in Elk Grove – unless there is another bus following soon. However, a bus should be allowed to arrive in Sacramento a little early or late at times without too much concern. On the afternoon return, timepoints after the first pick-up should also be considered flexible, so that commuter buses need not sit at bus stops in Sacramento for fear of getting slightly ahead of schedule when on-board riders are anxious to get home.

In Elk Grove, afternoon stops should be served in reverse order of the route's morning stops. The last park-and-ride lot served will be the first park-and-ride lot on the return trip. The afternoon stops in Elk Grove should be served whenever the bus arrives from Sacramento so timepoints also need to be flexible, and passengers should be made aware of that flexibility.

In many communities, commuter buses lay over at the end of the morning span of service, while the driver hitches a ride back to the origin on another bus. A number of commuter bus providers in the Sacramento region have agreements with Sacramento Regional Transit District identifying areas where they can park their buses for these layovers. This reduces wear and tear and operating expenses for these buses. The bus drivers then bus pool back to Sacramento to pick up their buses for the afternoon span of service.

However, this is not the case with e-tran. All of the Sacramento commuter buses dead-head back to Elk Grove, except for the 90 and 91 reverse commute buses. While some service should be open for reverse commuting, even though the number of riders is low, it could reduce bus replacement needs if more commuter buses could stay in Sacramento between the morning and afternoon service if they are not needed for local service. However, this could increase overall fleet needs.

It should be noted that there are no potential operating costs savings identified for commuter service between Elk Grove and Sacramento described above. If anything, the number of vehicle service hours for commuter service could be expanded. Currently this service draws

less than three percent of the market of all commuter trips in the segment between Elk Grove and central Sacramento. e-tran has the potential to provide many more trips.

In developing the SRTP, a question was raised about continuing to serve the Broadway corridor. However, there are a number of major employers along Broadway (including the state Department of Motor Vehicles) and some riders need to reach this area. Thought was also given to extending commuter service to the Alhambra corridor. Currently, the Purple Route, a deviated fixed route, discussed in more detail in Chapter 4, provides weekday peak service between Elk Grove and this corridor. Only two state employees with disabilities use the Purple Route to reach Caltrans and the State Controller's Office. As noted in Chapter 4, this service is highly inefficient, warranting a review to determine if other options might more cost-effectively serve residents of Elk Grove working in the Alhambra corridor.

Commuter Routes Serving Butterfield Light Rail Station

Commuter Routes 70 and 71 and Reverse Commute Route 91, described in Table 3.14, provide connections between Elk Grove and the Butterfield Light Rail Station in Rancho Cordova.

Table 3.14
Commuter Routes to/from Butterfield Station

Butterfield LRT Commuter Routes			
Route #	**Route Name**	**Route Description**	**Route Frequency/Hours**
70	Bradshaw Express	Route 70 begins and Laguna Blvd and Franklin Blvd. It travels down Elk Grove Blvd to Bradshaw Rd. Its terminus is at Franchise Tax Board/Butterfield Light Rail Station.	Route 70 has two a.m. runs (5:20, 5:55) and two p.m. runs (4:10, 4:40).
71	Laguna Express	Route 71 begins at Harbour Point Dr and Laguna Blvd. It travels down Laguna Blvd serving Apple, UC Davis Medical, and numerous shopping destinations. The route then cuts over to Bradshaw at Calvine Rd before terminating at Franchise Tax Board/Butterfield Light Rail Station.	Route 70 has two a.m. runs (5:00, 6:45) and three p.m. runs (2:40, 3:40, 5:40).
Reverse Commuter Route			
91	Butterfield Light Rail Station to Elk Grove Express	Route 91 begins at the Butterfield Light Rail Station and travels down Bradshaw Rd to Bond Rd/Laguna Blvd and terminates on Laguna Springs Dr.	Route 91 has one a.m. run (6:55) and one p.m. run (4:55).

SOURCE: E-TRAN, 2012

The Butterfield station is adjacent to the Franchise Tax Board (FTB), which is a major regional employer. Many of these jobs are entry level or even job training positions. The schedules appear to be designed for workers starting shifts at FTB at 6:00, 6:30, 7:00 and 8:00 am. Some of the riders on Routes 70 and 71 make connections with the Gold Line Light Rail Transit service, which leaves every 15 minutes in each direction from the Butterfield station. Table 3.15 shows how the Routes 70 and 71 connect to and from light rail.

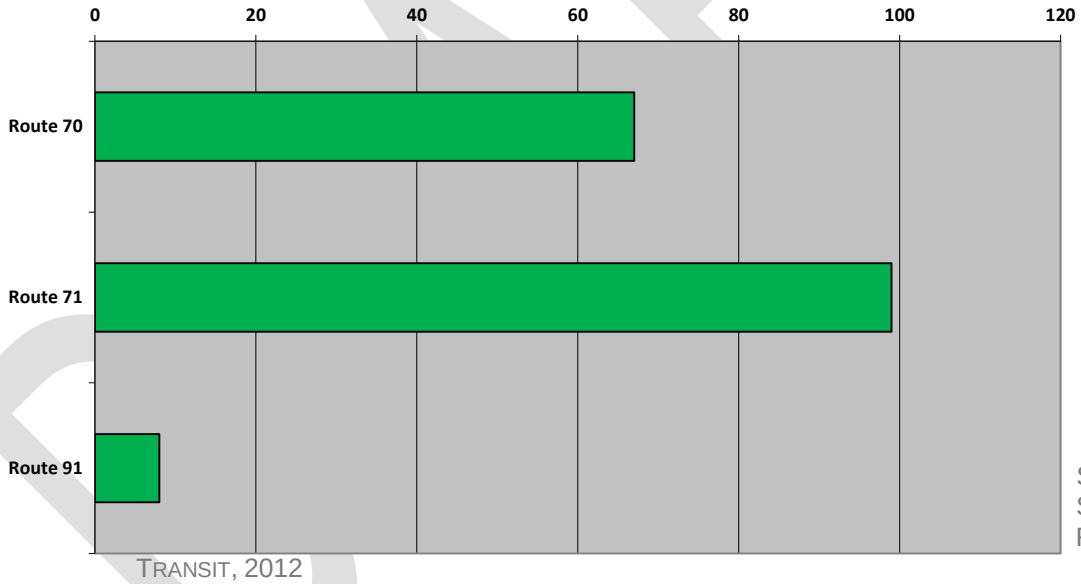
Table 3.15
Butterfield LRT Station Connections

AM	Butterfield LRT	Gold Line			Gold Line		PM	Butterfield LRT
Route	Arrival Time	Depart to West*	Depart to East*		Arrive from West*	Arrive from East*	Route	Departure Time
71	5:46 AM	5:52 AM	6:00 AM		2:30 PM	2:37 PM	71	2:40 PM
70	6:15 AM	6:22 AM	6:15 AM		3:30 PM	3:37 PM	71	3:40 PM
70	6:50 AM	6:52 AM	7:00 AM		4:00 PM	4:07 PM	70	4:10 PM
71	7:46 AM	7:52 AM	8:00 AM		4:30 PM	4:37 PM	70	4:40 PM
					5:30 PM	5:37 PM	71	5:40 PM

SOURCE: RT, 2012

Figure 3.4 summarizes average weekday ridership by route. Table 3.16 provides performance data for each route.

Figure 3.4.
Average Weekday Ridership on Commuter Routes to/from Butterfield LRT Station



SOURCE: SOLUTIONS FOR TRANSIT, 2012

SOURCE: SOLUTIONS FOR TRANSIT, 2012

Based on observations in the field, ridership data from the fare boxes overstates the number of riders on the early morning routes. While some of the runs have good ridership, the buses can accommodate many more riders. For example, Route 70 has very low ridership (less than five riders) on its earliest run and can easily provide sufficient service with one bus making a single run in the morning and the afternoon. Also, its end point should be at Turon Drive and Elk Grove Blvd.

The early run for Route 71 has more than ten riders, but is not even close to the average of 27 riders as shown in the fare box data. This route needs to continue making two runs in the

morning. However, it only needs two runs instead of three in the afternoon because the third and last run of the day has less than five riders. The SACOG team looked at January 2013 through March 2013 ridership numbers for the third run to account for a possible increase in riders to and from FTB during the tax season. The review shows the average ridership on the third run continued to be low at 3.5 riders based on the Solutions for Transit reports. The reported numbers need to be verified based on observed counts.

Table 3.16
Weekday Commuter Route Performance

Local Routes	Vehicle Revenue Hrs	Average Passenger Trips	Passenger Trips per Veh Rev Hr
70 – Bradshaw Express	3.7	67	18.1
71 – Laguna Express	4.5	99	22.0
91 – Butterfield Light Rail Station to Elk Grove Express	1.5	6	4.0

SOURCE: SOLUTIONS FOR TRANSIT FOR PERIOD 8/16/12-10/12/12

These changes will reduce the number of vehicles needed to three buses in the morning and four buses in the afternoon, which will reduce the required fleet size by one bus. In addition, the vehicle revenue hours will decrease by 504, providing an annual operating cost savings of $60,000, based on the average cost for contracted services, fuel, and maintenance, and projected vehicle revenue hours in the FY 2013-14 budget provided by city staff.

There are currently no Regional Transit bus connections at the Butterfield Light Rail Station. An option is to extend routes 70 and 71 to serve the Mather Field/Mills light rail station in addition to the Butterfield Light Rail Station. The Mather/Mills station is approximately 2.2 miles east or about 5 minutes travel time along Folsom Boulevard. The Mather/Mills station offers connections to four Regional Transit bus routes, including routes 21, 72, 74, and 75. These provide connections to employment centers in Mather, Rancho Cordova, Fair Oaks, and Citrus Heights, as well as the Sunrise Mall Transit Center in Citrus Heights and Louis and Orlando Transit Center in Roseville.

Table 3.17 summarizes the current potential connections between e-tran and RT bus routes at the Mather/Mills station, assuming a 10-minute travel time between the Butterfield and Mather/Mills stations. If e-tran arrival times could be slightly earlier, some additional connections from e-tran Route 71 to Regional Transit #72 might be possible, since #72 leaves at :52 after the hour from Mather/Mills.

Table 3.17
Current e-tran and RT Schedules at Mather/Mills LRT Station

AM	Mather/Mills LRT	RT Connection @ Mather/Mills LRT	
e-tran route	Arrival Time*	RT Route	Departure
71	5:56 AM	74	6:07 AM
		72	6:22 AM
		75	6:24 AM
		21	6:25 AM
70	6:25 AM	21	6:25 AM
		72	6:52 AM
		75	6:52 AM
70	7:00 AM	74	7:07 AM
		72	7:18 AM
		75	7:24 AM
		21	7:25 AM
71	7:56 AM	74	8:07 AM
		72	8:22 AM
		75	8:24 AM
		21	8:25 AM

*ASSUMES 10-MINUTE TRAVEL TIME FROM BUTTERFIELD STATION TO MATHER/MILLS STATION.

OPTIONS FOR COMMUTE SERVICE

The following is a summary of potential efficiency/improvement options for the City of Elk Grove to consider regarding commuter service:

- Lengthen the span of service and schedule buses for Sacramento based on departures from Elk Grove park-and-ride lots every 15 to 20 minutes.
- Institute loops for commuter routes within downtown Sacramento.
- Standardize Sacramento loops for routes using I-5 and SR 99 to allow similar coverage for residents of different parts of Elk Grove
- Create commuter schedules based on good travel days.
- Make timepoints flexible for arrivals at stops in Sacramento.
- Except the first timepoint, make timepoints flexible for afternoon departures from the Sacramento stops so riders do not have to sit on the bus and wait to leave for home.
- Make timepoints flexible for commuter bus arrivals in Elk Grove.
- Do not keep commuter buses open for local passengers in Elk Grove.
- Consider eliminating the 5:20 AM run of the Route 70 due to very low ridership. Work with current riders on the option of forming a vanpool.
- Make the end point of the Route 70 at Turon Drive and Elk Grove Blvd.
- Consider eliminating the 5:40 PM run of the Route 71 due to very low ridership.
- Consider extending the 70 and 71 routes to serve the Mather/Mills LRT station for RT bus connections.

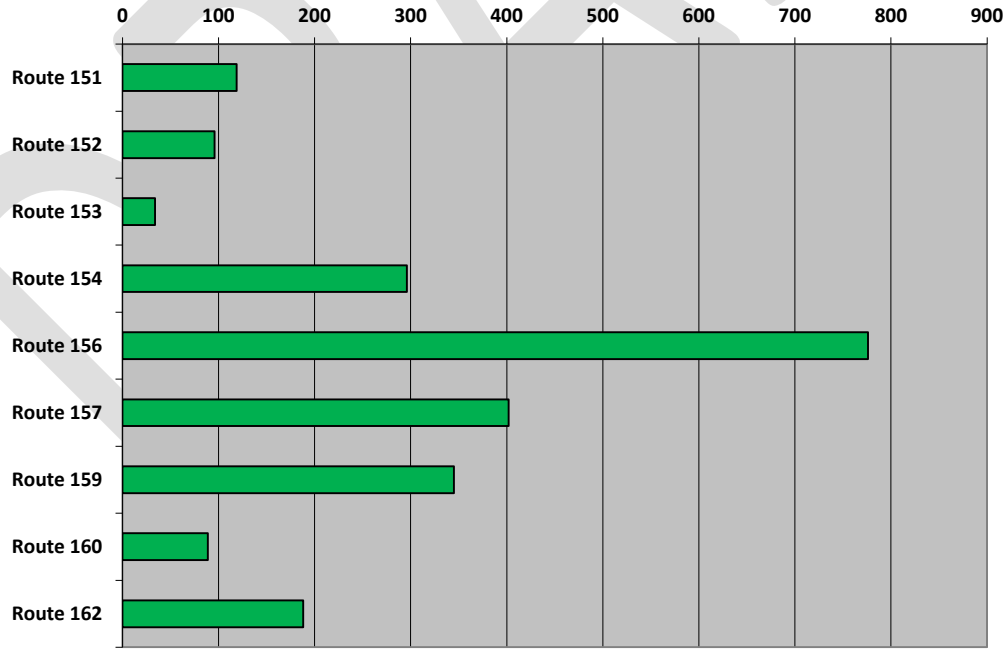
- Assess the potential for any buses to lay over in Sacramento between AM and PM runs to reduce fleet wear and tear.
- As discussed in more detail in Chapter 6, adopt performance standards for ridership. Evaluate commuter routes using adopted standards.

LOCAL FIXED-ROUTE SERVICE

e-tran's fixed route system was planned by the City before 2005 to replace Regional Transit's bus service in Elk Grove. The initial fixed route system has been modified several times, as Elk Grove has continued to be one of the fastest growing cities in California. Early on, the fixed route system was modified to better serve the schools and students. In 2009-10, vehicle service hours were reduced due to budget constraints.

The SRTP study team has prepared tables showing ridership by route and by run, derived from farebox data and reports developed by Solutions for Transit. The SRTP study team also rode all of the fixed routes and undertook boarding and alighting counts by bus stop, as well as time point tracking. The boarding and alighting information for all local routes is in Appendix A-2. Figure 3.5 and Table 3.18 provide ridership and performance information for each local route. Appendices A-1 and A-3 also contain more detailed ridership information by route.

Figure 3.5
Average Weekday Ridership by Local Route



SOURCE: SOLUTION FOR TRANSIT, 2012

Table 3.18
Weekday Local Route Performance

Local Routes	Vehicle Revenue Hrs	Average Passenger Trips	Passenger Trips per Veh Rev Hr
151 -- Stonelake	2.5	119	47.6
152 – Stonelake / Whitelock Pkwy	2.9	96	33.1
153 – Laguna West / Whitelock Pkwy	1.5	34	22.7
154 – Calvine	9.7	296	30.5
156 – Bruceville / Elk Grove Blvd	40.4	776	19.2
157 – Laguna	28.5	402	14.1
159 – Whitelock Pkwy / Franklin	14.5	345	23.8
160 – Bond	9.5	89	9.4
162 – Elk Grove Florin	14.7	188	12.8

SOURCE: SOLUTIONS FOR TRANSIT, 2012

The on-board and on-line rider surveys discussed in more detail in Chapter 5 generated a large amount of information about current riders and how they use the e-tran system. The matrix in Table 3.19 identifying passenger transfer patterns between local routes was developed from survey responses.

Table 3.19
Typical Local Route Transfers, by Percentage

		Destination Route								
		151	152	153	154	156	157	159	160	162
Originating Route	151									
	152									
	153									
	154					4%	1%	1%	1%	3%
	156		1%	1%	5%		14%	10%	8%	8%
	157				1%	6%		4%	1%	2%
	159				1%	3%	4%			
	160				2%	5%	3%			4%
	162				1%	2%	1%		1%	

SOURCE: E-TRAN RIDER SURVEY, 2012

Routes 156 and 157 account for 84 percent of the transfers on local routes. Routes 151, 152, and 153 have very few transfers, which is not surprising given that they are school trippers as described below. Survey data also helped identify the most commonly used bus stops as shown in Table 3.20.

Table 3.20
Most Used Bus Stops in Elk Grove: Local Routes

Bruceville at Calvine
Detroit at Meadowview
Bruceville at Laguna
Bruceville at Elk Grove Boulevard
Waterman at Elk Grove Boulevard
Bruceville at Big Horn
Elk Grove Florin at Calvine
Franklin at Laguna
Grant Line at Mosher
Elk Grove Florin at Elk Grove Boulevard
Elk Grove Florin at Bond
Emerald Vista at Elk Grove Boulevard
Waterman at Bond

SOURCE: E-TRAN RIDER SURVEY, 2012

The following sections discuss individual local fixed routes and options for some near-term revisions/improvements.

Route 154

The Route 154, described below, is one of the most productive of the fixed routes, with 30 riders per vehicle revenue hour.

Local Route			
154	Calvine	Route 154 runs along Calvine Way from Turquoise Rd to Bruceville Rd/CRC. It diverts from Calvine Way at Elk Grove Florin Rd and continues down Sheldon Rd and Power Inn Rd, back to Calvine Way. Route 154 serves Bradshaw Christian School, T.R. Smedberg Middle School, Sheldon High School, Edward Harris Middle School, Monterey Trail and Calvine High Schools, and CRC.	Route 154 begins at 6:55 a.m. Subsequent buses run every 60 to 120 minutes until 6:55 p.m.

The scheduled travel time for Route 154 is 60 minutes. The recovery time built into the travel time is 12 minutes. Route 154 needs a timepoint adjustment to match actual travel time, shown in Table 3.21 below.

Table 3.21
Suggested Timepoint Adjustments for Route 154

On Street	At Street	Direction	Adjustment
Calvine Rd	Kingbridge Dr	WB	+ 5 mins.

The 6:55 am, 7:15 am, 2:55 pm, and 3:32 pm runs of Route 154 function as school trippers, with double the amount of riders as compared to other runs.

Route 156

Described in more detail below, Route 156 serves Elk Grove Blvd., Bruceville Road, and CRC, with periodic extensions to the Meadowview Light Rail station.

Local Route			
156	Bruceville/Elk Grove Blvd	Route 156 runs along Elk Grove Blvd from Clarke Farms Dr to Bruceville Rd and along Bruceville Rd to Cosumnes River Rd. Limited service also continues to the Meadowview Light Rail Station. Route 156 serves Kerr Middle School, Elk Grove Unified Education Center, Harriett Eddy Middle School, CRC, and numerous shopping destinations.	Route 156 begins at 5:30 a.m. Subsequent buses run every 20-30 minutes until 10:30 p.m. Meadowview Light Rail Station is served from 6:55 a.m. until 10:20 a.m. and from 3:05 p.m. to 9:50 p.m.

As shown in Table 3.18 and Figure 3.5 above, Route 156 has the most riders of any of the local routes, and good productivity at 19 riders per vehicle revenue hour.

The scheduled travel time for Route 156 is 60 minutes, without the extension to the Meadowview Light Rail Station. With the extension, the scheduled travel time for Route 156 is 120 minutes. The recovery time built into the travel time is 10 minutes.

Route 156 could use adjustments to timepoints, which currently do not match actual travel time. Suggested adjustments are shown in Table 3.22 below. These adjustment times are in minutes, and are not cumulative.

Table 3.22
Suggested Timepoint Adjustments for Route 156

On Street	At Street	Direction	Adjustment
Bruceville Rd	Elk Grove Blvd	WB	+ 2 mins.
Bruceville Rd	Laguna Blvd	WB	+ 2 mins.
Elk Grove Blvd	Bruceville Rd	EB	+ 3 mins.
Elk Grove Blvd	E. Stockton Blvd	EB	+ 4 mins.

Route 156 extends service to the Meadowview Light Rail Station during certain periods in the morning and afternoon/evening, but not all day. A primary reason to extend Route 156 to Meadowview is to provide connections from CRC directly to light rail. Although Regional Transit Routes #54, 55 and 56 provide connections between CRC and the Meadowview station, RT's bus routes include a number of loops that add considerable time for riders just wanting to reach light rail.

The Meadowview extension adds 10 vehicle revenue hours per weekday to Route 156's hours, and adds $224,000 to the annual operating cost of the fixed route system. The Meadowview extension also adds an additional bus to peak fleet requirements.

RT's Blue Line Phase 2 will extend light rail service to CRC. Construction on this project is underway and the station is scheduled to open in Fall 2015. Light rail service at CRC will eliminate any need for e-tran to extend service to Meadowview. In the meantime, the City of Elk Grove could weigh the option to reduce or eliminate e-tran's Route 156 extensions to Meadowview Light Rail, saving operating costs but meaning riders would in the interim have to rely on RT bus connections from CRC to the Meadowview Light Rail station.

Route 157

Route 157 is actually two fixed routes joined together. The two parts include a north/south segment and a west segment. They are joined together to facilitate northwest /southeast travel patterns, as described below.

Local Routes			
157	Laguna	Route 157 covers northwest Elk Grove, traveling from CRC down Bruceville Rd to Big Horn Blvd and Whitelock Pkwy, before heading back down Bruceville Rd to Laguna Blvd. Route 157 then travels down Harbour Point Dr and loops through the Lakeside area. Route 157 serves Consumes Oaks High School, Elizabeth Pinkerton Middle School, Harriett Eddy Middle School, CRC, Sutter Medical, UC Davis Medical, Kaiser, and Apple.	Route 157 begins at 6:50 a.m. Subsequent buses run every 25-50 minutes until 6:55 p.m.

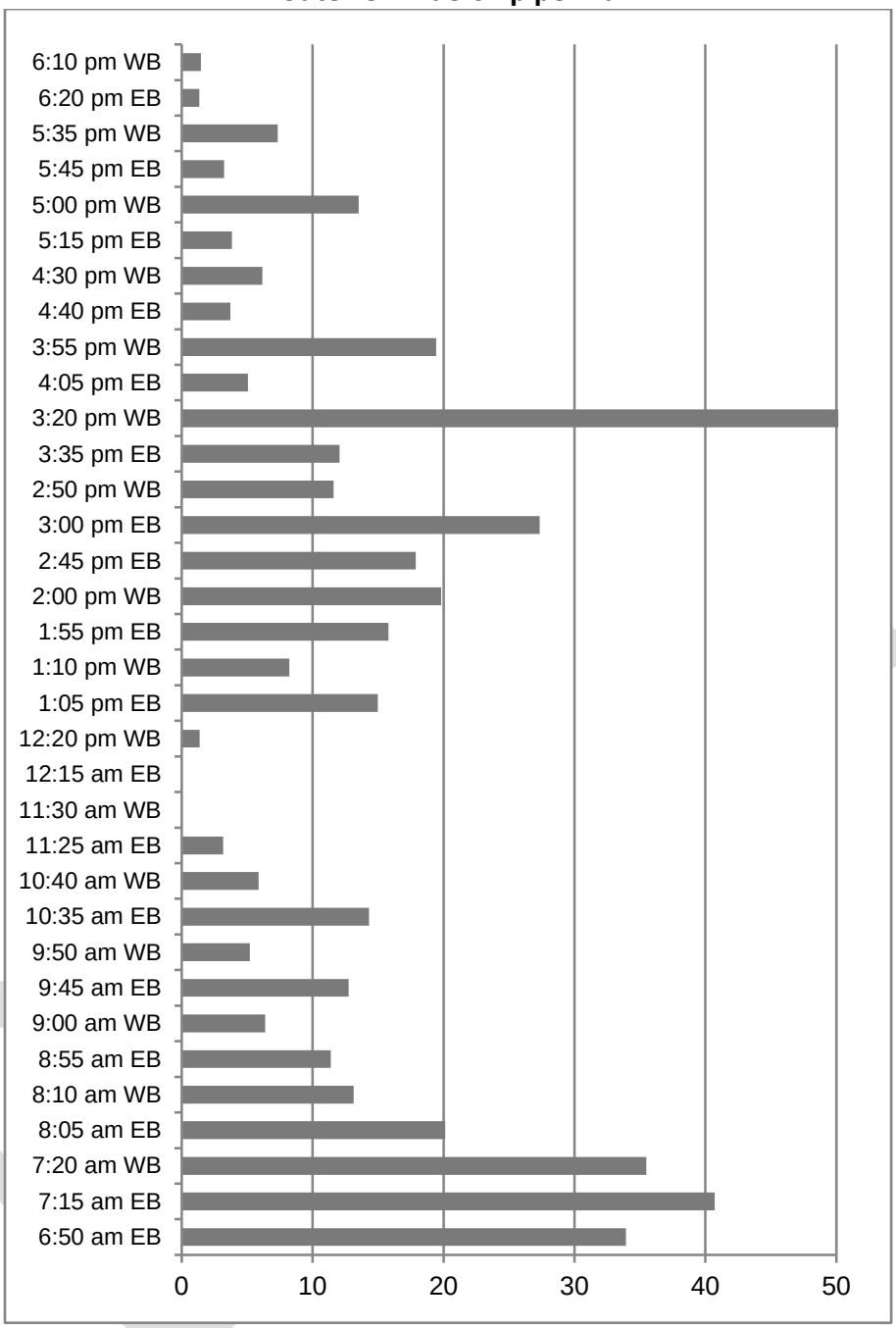
The average productivity on Route 157 is 14 riders per vehicle revenue hour. However, most of the ridership is based on students and morning and afternoon school schedules. Ridership at midday and in the evenings is less than five riders on each run, as shown in Figure 3.6.

The scheduled travel time for Route 157 is 100 minutes. The recovery time built into the travel time is 16 minutes. Route 157 is the logical route to extend beyond Whitelock Parkway to the new CRC Satellite Campus that will open September 2013. This will reduce the recovery time and change timepoints.

Without this extension, Route 157 could use a timepoint adjustment to match actual travel time, as shown in Table 3.23 below.

Part of Route 157's 16-minute recovery time should also be used to adjust the schedule to better serve middle and high school bell times. The route requires a trailer bus at Pinkerton Middle School at the end of classes because there is not enough capacity on a single bus.

Figure 3.6
Route 157 Ridership per Run



SOLUTIONS FOR TRANSIT, 2012

Table 3.23
Suggested Timepoint Adjustments for Route 157

On Street	At Street	Direction	Adjustment
Vaux	Laguna Main	EB	- 3

Table 3.24
Middle School and High School Bell Times

	Calendar	Morning Bell	Afternoon Bell	Minimum Day
Cosumnes Oaks HS	Block	8:05	3:11	12:30
Elizabeth Pinkerton MS	Block	8:20	3:10	12:35

Ridership at midday and in the evenings would be better if Route 157 were on clock headways instead of 50-minute headways. However, this would require that Route 157 be interlined with another route. Otherwise the recovery time is excessive.

Given ridership of less than 10 passengers per run after 5:30 pm, the Route 157 schedule does not need to extend into the evening as late as it currently does. Both the last west-bound run from CRC and the last east-bound run from Four Winds Drive could be at 5:30 p.m. Reducing the 157's span of service in the evening would reduce vehicle revenue hours by 1.5 hours each weekday, with annual operating cost savings at $34,000.

Route 159

The Route 159 is another productive route, with an average of 24 riders per revenue hour.

Local Routes			
159	Whitelock Pkwy/Franklin	Route 159 runs down Bruceville Rd from CRC to Big Horn Blvd and over to Franklin Blvd. It then runs down Franklin to Whitelock Pkwy and then circles Franklin High School. Rout 159 serves Laguna Creek High School, Franklin High School, Toby Johnson Middle School, and CRC.	Route 159 begins at 6:29 a.m. Subsequent buses run every 30-60 minutes until 6:55 p.m.

Route 159 has a frequency of 30 minutes from CRC between 7:15 AM and 8:15 AM, and Franklin High School between 6:29 and 6:59 AM. Otherwise, the route generally has 60-minute headways. Ridership is very good throughout the span of service.

The scheduled travel time for Route 159 is 60 minutes. The recovery time built into the travel time is 10 minutes, which is not excessive given the boarding time needed for groups of students.

Route 159 needs some adjustments to timepoints that do not currently match actual travel time. These are shown in Table 3.25 below. The adjustment times are not cumulative.

Table 3.25
Suggested Timepoint Adjustments for Route 159

On Street	At Street	Direction	Adjustment
Fire Poppy Dr	Vineland	SB	+ 2 mins.
Whitelock Pkwy	Franklin High Rd	EB	+ 2 mins.

The bus stop NB on Franklin High Rd near the Franklin Community Library needs a pull-out to take the bus out of traffic and the line of cars picking up students. Note that any pull-out will require signal assistance for the bus to get back into the flow of traffic. The scheduled run should be expected to run late during the school ending bell time because of the number of students boarding and the congestion related to traffic at the schools, and it may take into the following scheduled run for the bus to get back on schedule.

Options for Fixed Route Service

The following is a summary of potential efficiency/improvement options for the City of Elk Grove to consider regarding fixed route service:

- Adjust Route 154 timepoints to better match actual travel time.
- Adjust Route 156 timepoints to better match actual travel time.
- Consider a cost-saving option to reduce or eliminate e-tran's Route 156 extensions to Meadowview Light Rail.
- Extend Route 157 beyond Whitelock Parkway to the new CRC Satellite Campus when it opens in September 2013.
- Without this extension to the CRC Satellite Campus, adjust Route 157 timepoints to match actual travel time.
- Use part of Route 157's 16-minute recovery time to adjust the schedule to better serve middle and high school bell times.
- Continue to provide a trailer bus to Route 157 at Pinkerton Middle School at the end of classes because there is not enough capacity on a single bus.
- Shift Route 157 to clock headways instead of 50-minute headways at midday and in the evenings to improve ridership. However, this would require that Route 157 be interlined with another route. Otherwise the recovery time is excessive.
- Make the last west-bound run from CRC and the last east-bound run from Four Winds Drive on the 157 at 5:30 p.m.
- Adjust Route 159 timepoints to match actual travel time.
- Explore the potential for a pull-out at the bus stop NB on Franklin High Rd near the Franklin Community Library to take the bus out of traffic and the line of cars picking up students. Note that any pull-out will require signal assistance for the bus to get back into the flow of traffic.

Neighborhood Routes

Local routes 160 and 162, described below, are neighborhood routes. These are routes where a ¾-mile route deviation can be requested by ADA-eligible passengers. Table 3.12 shows performance on the two routes, which have the lowest productivity among e-tran's local fixed routes.

Local Routes			
160	Bond – Neighborhood Route	Route 160 runs from CRC to Berens Park. It serves CRC, Pleasant Grove High School, Kathleen Albiani Middle School, and Marketplace 99.	Route 160 beings at 6:39 a.m. Subsequent buses run every 60-120 minutes until 6:50 p.m.
162	Elk Grove Florin – Neighborhood Route	Route 162 runs from the e-tran office at Elkmont Way to CRC. It serves Kerr Middle School, Elk Grove Unified Education Center, Calvine High School, Monterey Trail High School, CRC, Elk Grove City Hall, Kaiser, UC Davis Medical, Sutter Medical, and numerous shopping destinations.	Route 162 begins at 6:25 a.m. Subsequent buses run every 60-70 minutes until 10:11 p.m.

Table 3.26
Weekday Performance on Neighborhood Routes

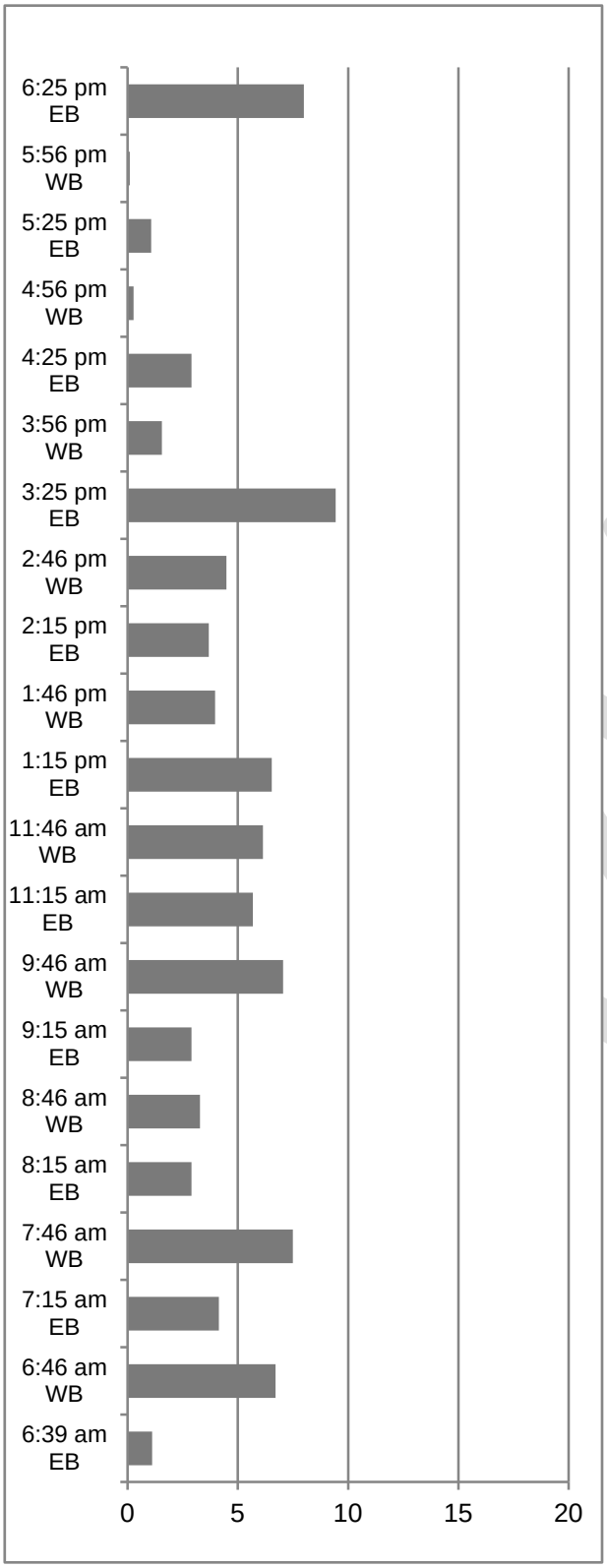
Weekday Local Routes Statistics			
Local Routes	**Vehicle Revenue Hrs**	**Average Passenger Trips**	**Passenger Trips per Veh Rev Hr**
160 – Bond	9.5	89	9.4
162 – Elk Grove Florin	14.7	188	12.8

As shown in Figure 3.7, Route 160 has low ridership throughout the day. It is interesting to note that several riders use this route as a connection between CRC and Calvine Road because Route 154 only has two-hour headways during the middle part of the day.

Route 162 connects Cosumnes River College with the east part of Elk Grove. As shown in Figure 3.8, Route 162 has moderate productivity during the main part of the day but evening service is not well used, with less than five riders per trip.

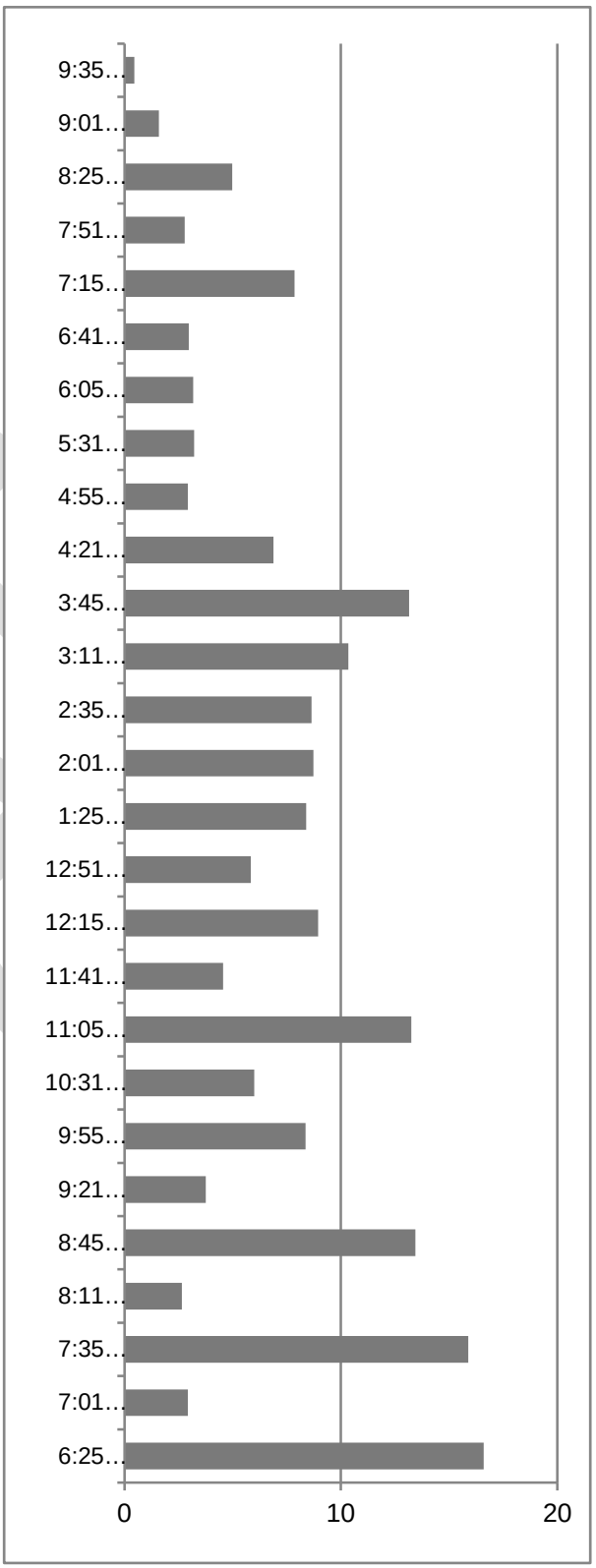
Given the low ridership on Routes 160 and 162, combining these routes into a single revised route and reducing the span of service in the evening will save 16 vehicle revenue hours per day, for a total cost savings of $359,000 per year. It would also reduce the fleet size by two vehicles.

Figure 3.7
Average Ridership on Route 160



SOURCE: TRANSIT SOLUTIONS FOR THE PERIOD 8/16/12-10/12/12

Figure 3.8
Average Ridership on Route 162



SOURCE: TRANSIT SOLUTIONS FOR THE PERIOD 8/16/12-10/12/12

Options for Neighborhood Routes

- Combine Routes 160, 162, and 162B into a single route with service every 60 minutes.
- End the combined route's span of service between 5:00 and 6:00 PM.
- Make routing adjustments. The key areas requiring service include Cosumnes River College, Bond Road, Berens Park, Hampton Oak Drive, and Elk Grove Florin Road. There is insufficient ridership for the combined route to extend service to the Iron Rock Way and Elkmont Way area near the City of Elk Grove Corp Yard, or to serve Laguna Palms Way or West Stockton Blvd. Instead, the revised route should travel on Laguna Springs Drive between Laguna Springs and Elk Grove Blvd., extending no further south than the residential areas on Hampton Oak Drive. With these changes and the existing recovery time of 12 minutes, an additional 10 minutes could be used to serve key areas currently served by Route 160.

Limited Service Routes

Elk Grove Unified School District provides parent-paid school bus transportation on the east side of Elk Grove. Currently, e-tran routes 151, 152 and 153 serve the west side of Elk Grove with what are generally referred to as "school trippers." These are buses that operate on a fixed route and are open to the general public; however, their schedules are built around middle and high school bell times, and they only run at limited times in the morning and afternoon.

Below are more detailed descriptions of the three routes.

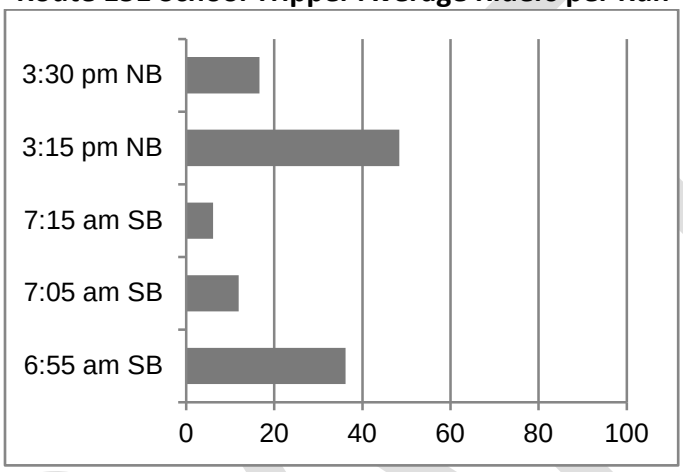
151	Stonelake	Route 151 runs along Whitelock Pkwy, Franklin Blvd, Elk Grove Blvd, and Riparian Dr. It serves Franklin High School and Toby Johnson Middle School.	Route 151 has three a.m. runs (6:55, 7:05, 7:15) and two p.m. runs (3:15, 3:30)
152	Stonelake/ Whitelock Pkwy	Route 152 runs along Harbour Point Dr, Laguna Blvd, Franklin Blvd, and Whitelock Pkwy. It serves Franklin High School and Toby Johnson Middle School.	Route 152 has three a.m. runs (6:55, 7:05, 7:15) and two p.m. runs (3:15, 3:30)
153	Laguna West/Whitelock Pkwy	Route 153 essentially follows the same route as 152 but extends farther down Whitelock Pkwy and loops around Franklin High Rd. It serves Franklin HS, Toby Johnson Middle School, Cosumnes Oaks HS, and Elizabeth Pinkerton Middle School.	Route 153 has one a.m. run (7:10) and one p.m. run (3:25)

While attendance boundaries have changed, some of these routes seem to reflect historical attendance patterns. The Elk Grove Unified School District does allow open enrollment at certain middle schools and high schools. However, open enrollment is only on request by a parent and an EGUSD representative reported that it is not common. Schools located in Elk Grove that allow open enrollment are:

- Harriet Eddy Middle School & Laguna Creek High School
- Edward Harris Middle School & Monterey Trail High School
- Joseph Kerr Middle School & Elk Grove High School
- T.R. Smedberg Middle School & Sheldon High School (not technically in Elk Grove but just north of the City boundary)

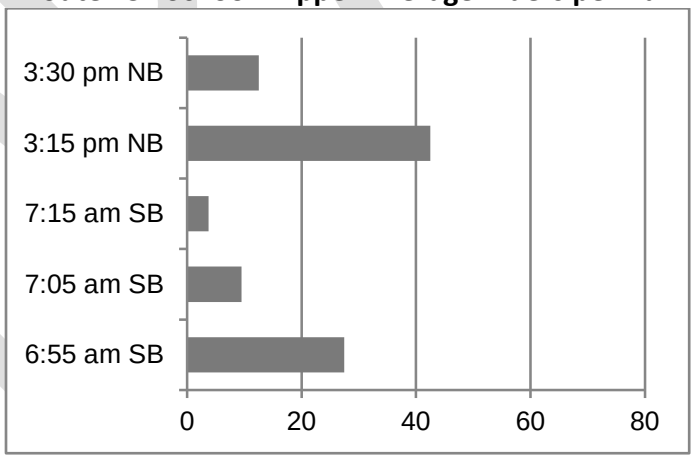
Figures 3.9, 3.10, and 3.11 show average ridership on the three different school tripper routes.

Figure 3.9
Route 151 School Tripper Average Riders per Run



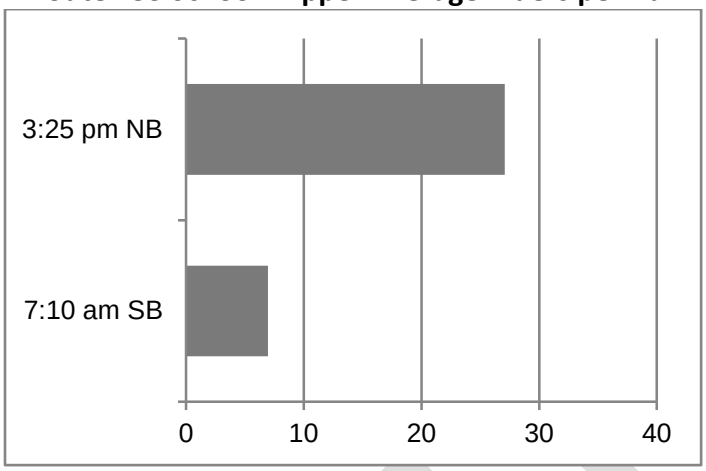
SOURCE: SOLUTIONS FOR TRANSIT FOR PERIOD 8/1612-10/12/12

Figure 3.10
Route 152 School Tripper Average Riders per Run



SOURCE: SOLUTIONS FOR TRANSIT FOR PERIOD 8/1612-10/12/12

Figure 3.11
Route 153 School Tripper Average Riders per Run



SOURCE: SOLUTIONS FOR TRANSIT FOR PERIOD 8/1612-10/12/12

As shown, the 6:55 AM runs of routes 151 and 152 have 25 or more riders; however, the other morning trips on the 151, 152 and 153 have low ridership, at less than 10 riders per run. The Route 153 between Franklin and Laguna Boulevards and Franklin High School also duplicates the Route 159 in the morning, arriving one minute apart, and Route 159 has sufficient capacity. Classes let out at Franklin High School at 3:00 PM. Afternoon ridership is higher with over 40 passengers on the 3:15 PM run of both Routes 151 and 152. The 3:30 PM runs carry fewer riders. It is unknown whether they provide a back-up option in case students are late leaving their final class or buses are full on the earlier runs.

Elizabeth Pinkerton Middle School and Cosumnes Oak High School let out at 3:10 and 3:11 PM, respectively. Route 153 starts its afternoon run near those schools at 3:25 PM and then picks up at Franklin High School at 3:35 PM. Route 153 averages over 25 passengers on the 3:25 PM run. The 159, which duplicates the Route 153, picks up by Franklin High School at 3:15 PM.

Operating the three school trippers is costly, at approximately $151,000 per year to e-tran. Because student fares are discounted, fare revenues yield a lower fare recovery rate.

A review of several other transit operators in the region shows service geared to middle and high school students is provided in various ways. Unitrans provides two dedicated school trippers, the S & T lines. The S line serves the junior high and the T serves the high school. They have alternate schedules during finals/minimum days, and do not run during the midday, evening, weekends, holiday breaks or summer.

Yolobus has regular bus lines that serve all of the middle and high schools in their service area, but do not have any specially timed school tripper runs, so their services run on regular or holiday schedules all year long.

RT has numerous dedicated school trippers (their 200 series routes) as well as some specially timed runs on routes like the 23, 54, 72 and 81 in the morning, afternoon or both. All school trippers/runs are clearly marked as not running from mid-June through the beginning of September and only operate Monday - Friday.

Options for School Trippers:

The following are various potential options for the City of Elk Grove to consider regarding the current school tripper service:

- Revise routes to reflect current enrollment boundaries.
- As discussed in more detail in Chapter 5, adopt performance standards for ridership. Evaluate school trippers using adopted standards.
- Routes 152 and 153 have significant overlap. Review student stop usage on the two routes between Elk Grove Blvd. and Whitelock Parkway to determine any potential for combining routes, especially in the morning.
- Combine the low ridership 7:05 and 7:15 AM runs on route 151 into one run beginning in the 2013-14 school year and evaluate performance.
- Combine the low ridership 7:05 and 7:15 AM runs on route 152 into a single run beginning in the 2013-14 school year and evaluate performance.
- Except the 6:55AM runs, review the AM runs of the 151, 152 and 153 for potential elimination.
- Schedule school trippers only during periods when schools are in session.
- Consider how student needs could be addressed with regular local routes that serve school areas, such as Routes 157 and 159.
- Conduct a more comprehensive cost/benefit analysis of the school tripper service.
- Work with the Elk Grove Unified School District on transitioning from school tripper service to parent-paid school transportation service on the west side of Elk Grove, similar to service already provided on the east side.

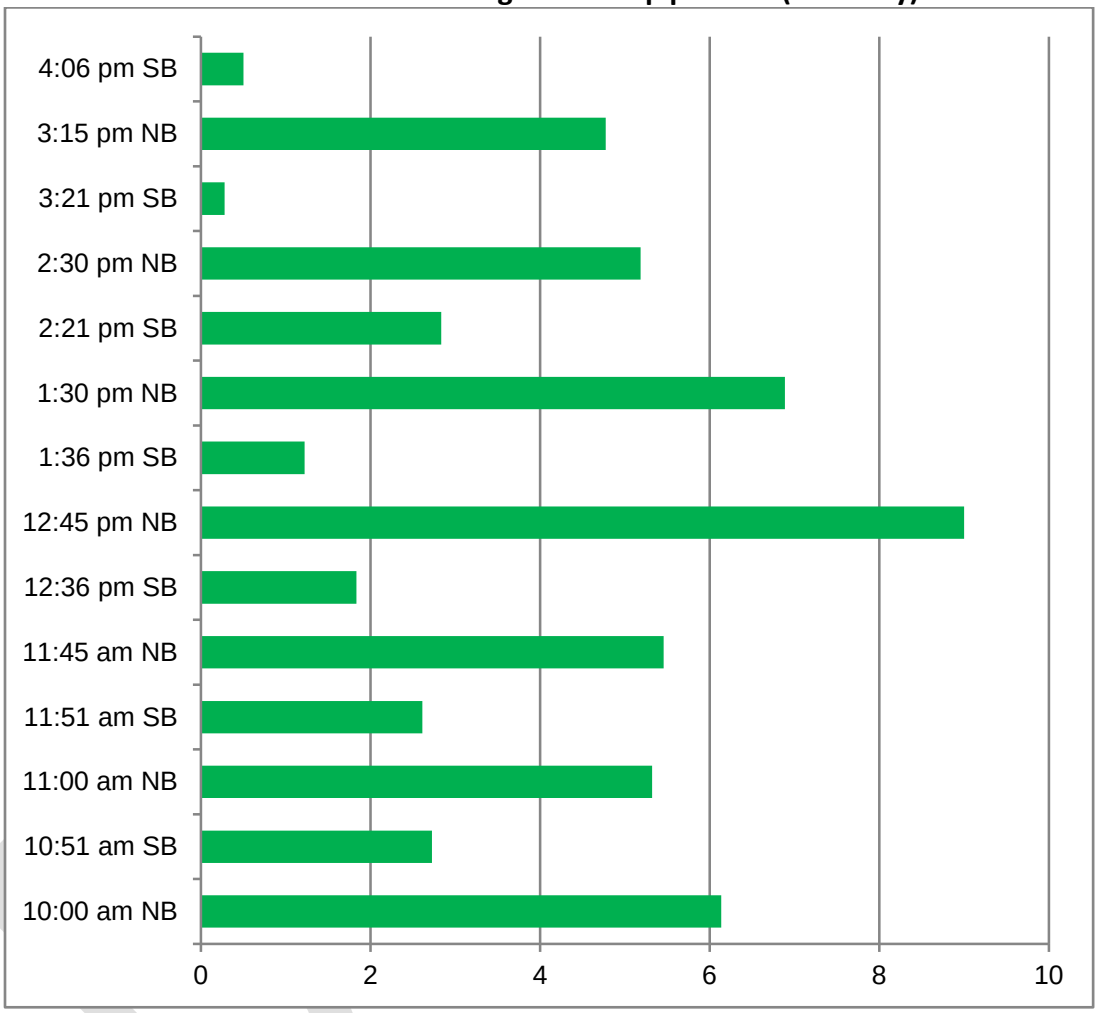
Weekend Shuttle

As described below, e-tran's Weekend Shuttle (Route 163) provides service in the central area of Elk Grove and to CRC.

Local Routes			
163	Weekend Shuttle	The weekend shuttle serves the neighborhoods of Laguna West, East Franklin Ridge, and Laguna Ridge. It travels along Laguna Blvd to Harbour Point Dr and Elk Grove Blvd to Waterman Rd, serving numerous shopping destinations as well as Consumes River College.	The weekend shuttle runs every 45-60 minutes, starting at 10:00 a.m. and ending at 5:00 p.m. on Saturdays and Sundays.

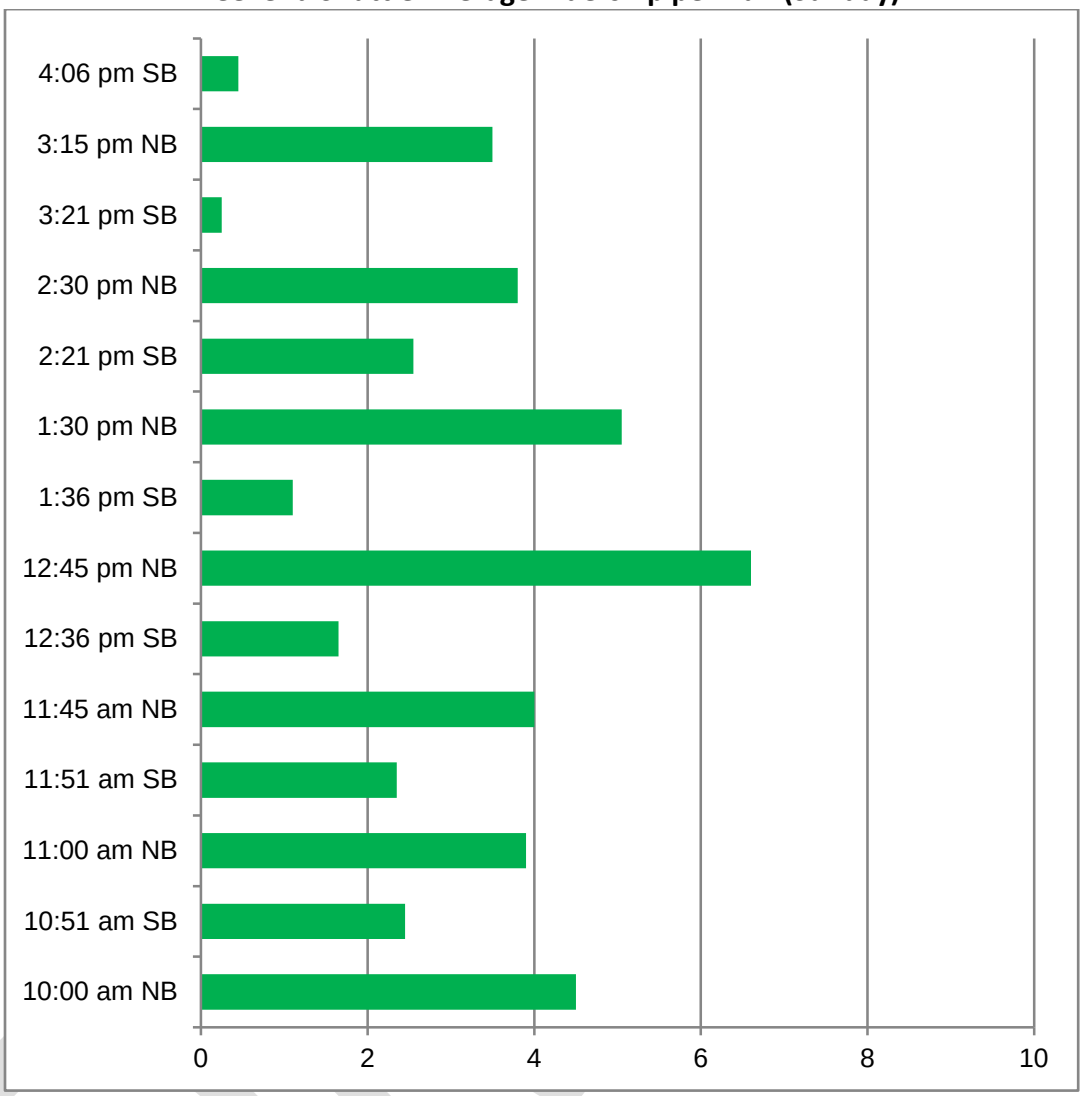
The Weekend Shuttle averages less than five riders per vehicle revenue hour on Saturday and less than three riders per vehicle revenue hour on Sunday. Yet based on SACOG staff observations while riding the route, it is needed by those dependent on transit services. Figures 3.12 and 3.13 shows the pattern of boardings by time of day.

Figure 3.12
Weekend Shuttle Average Ridership per Run (Saturday)



SOURCE: TRANSIT SOLUTIONS FOR THE PERIOD 8/16/12-10/12/12

Figure 3.13
Weekend Shuttle Average Ridership per Run (Sunday)



SOURCE: TRANSIT SOLUTIONS FOR THE PERIOD 8/16/12-10/12/12

Surprisingly, the most boardings and alightings occur at Cosumnes River College, with Waterman Road as the second most used bus stop.

The two main concerns with the operation of this route relate to travel time. From Waterman Plaza to Franklin Blvd at Elk Grove Blvd is an hour trip. This is because the route is scheduled to run slowly (headways are 105 minutes with seventy minutes of run time), and also because buses only travel in a counter-clockwise loop.

This route would offer better service and greater productivity if it were re-designed with clock headways of 60 minutes and 52-54 minutes of run time. To reduce the running time to clock headways, the route would have to be shortened at either the west or east end. However, this route really needs to extend to Waterman Road to the east.

The route also needs service in a clockwise direction. Currently to travel from Elk Grove Marketplace to the library takes nearly an hour and a half. Implementing a shorter route with buses traveling in both directions around the loop would reduce the travel time for that trip to 20 minutes.

The major advantage and reason for using clock headways is to assist regular riders in planning trips. With infrequent transit service, riders like the bus schedule to be consistent, e.g. the bus will be at the bus stop near my home or destination at 15 minutes after the hour. The suggested redesign of the Weekend Shuttle would allow the bus to be consistent and predictable for riders. It would also allow for consistent transfers with Regional Transit routes at Cosumnes River College, where RT offers weekend service every 30 minutes on the #56 and hourly service on #55.

It should be noted that there are no potential operating costs savings identified with a shorter route and bi-directional service, although it would use vehicle service hours more productively. The annual amount of vehicle service hours for this route is approximately 650 for Saturdays and the same on Sundays. The cost savings of providing Saturday service but not Sunday service is $57,000 per year.

As part of preparing this Short Range Transit Plan, the study team also looked at using demand responsive service to replace the Weekend Shuttle. The operating costs at the current level of ridership are similar. However, the suggested redesign of the Weekend Route is more likely to improve ridership and productivity.

OPTIONS FOR WEEKEND SHUTTLE

- Reduce headways on the Weekend Shuttle to 60 minutes
- Institute bi-directional service.
- Evaluate where to truncate service to allow a 52-54 minute run time in each direction.
- Develop the revised schedule to make connections at CRC with RT Routes 56 and 55.
- Determine a timeframe for evaluating ridership on the revised route on Saturday and on Sunday compared with adopted performance standards.
- Consider eliminating Sunday service if not meeting performance standards.

BUS RAPID TRANSIT

The City of Elk Grove has proposed a Bus Rapid Transit Project (BRT) to the Federal Transit Administration (FTA). This BRT Project would be considered a Small Start Funding Project by FTA. As part of the BRT discussion with FTA, the City of Elk Grove prepared a *Case for the Project*. The BRT description, cost and operational analysis below is based on that *Case for the Project* document.

The proposed Bus Rapid Transit (BRT) project would include north/south and east/west corridors covering a total of 15 miles with 28 boarding locations. The BRT would provide service through two transit corridors: a north/south corridor and an east/west corridor. BRT would intersect at the City's future Civic Center in the heart of Elk Grove. The

future Civic Center includes a 20-acre regional park and proposed elements such as a performing arts center, children's museum, and competitive sports fields and aquatics center. Elements of the Civic Center site and features are currently underway with a number of components to be operational by 2014.

The Civic Center would serve as the main transfer center for the proposed north/south and east/west lines. The implementation of the BRT system would divide the current transit service area into four service quadrants, from which route lines could connect.

BRT service would operate weekdays from 5:00 AM until 10:30 PM and on weekends from 10:00 AM until 5:00 PM with 15-minute frequency. During weekday peak hours of 6:00-8:00 AM and 5:00-7:00 PM, BRT is anticipated to run on a 10-minute frequency.

North/South Corridor

The proposed 8.4-mile north/south corridor would begin at CRC, and head south connecting the main CRC campus with a major aquatic and recreational center, a large Kaiser medical center, the future Civic Center building and related amenities, a southern CRC satellite campus, and terminating at a future regional mall and an existing medical center.

East/West Corridor

The 7-mile east/west corridor would travel along Elk Grove Boulevard beginning at Interstate 5, connecting various shopping centers, the future Civic Center building and related amenities, continue past Highway 99 through Old Town Elk Grove, and terminate at a shopping center.

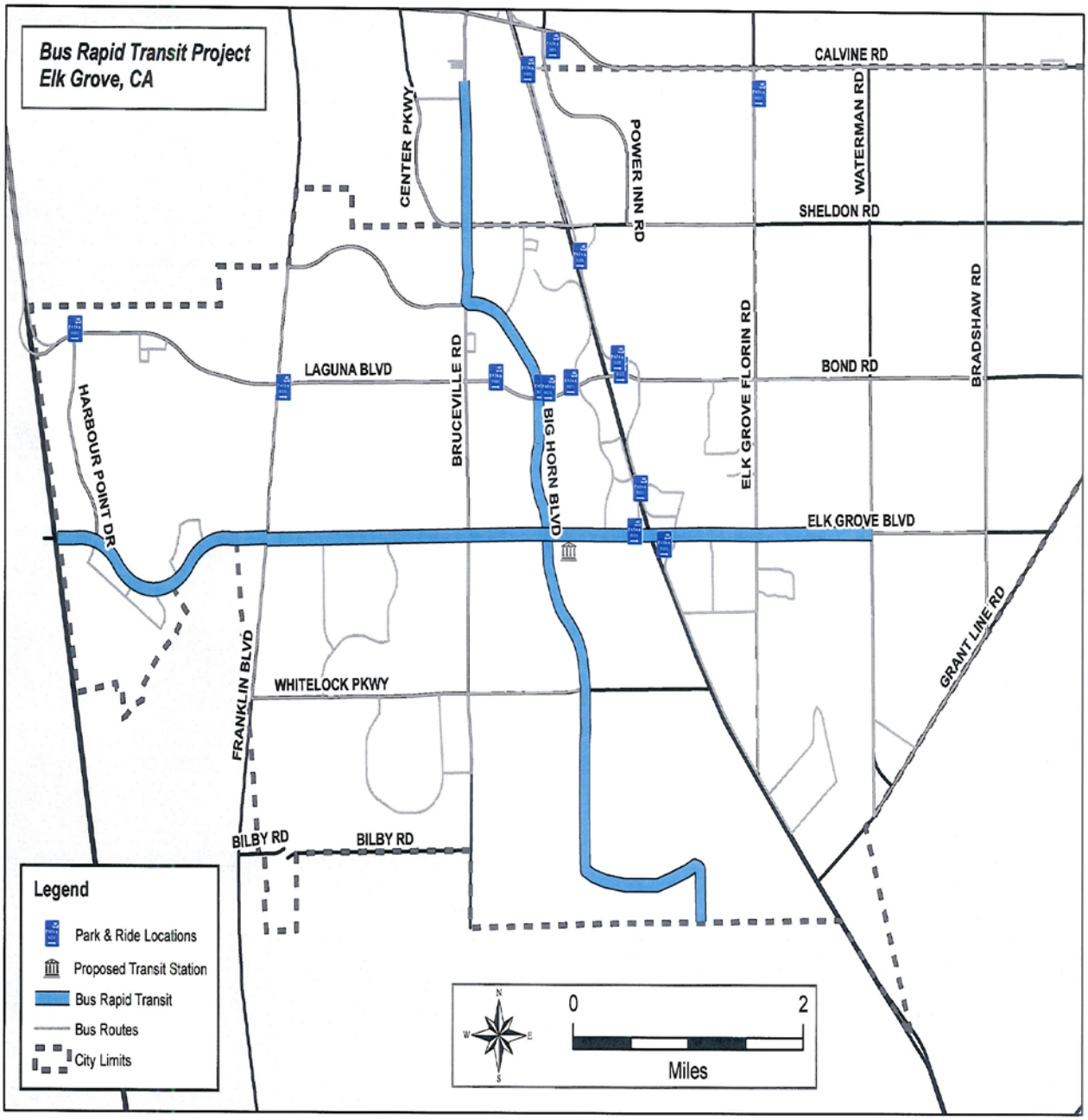
Figure 3.14 shows a map of the proposed BRT System.

Capital and Operational Cost Analysis

This SRTP cost analysis considered the capital cost of implementing the BRT Project. The analysis increased the number of boarding locations from 16 to 28 because the average distance between boarding locations in the proposed plan is nearly a mile, and with the exception of CRC and the Civic Center, each location would need a boarding area on each side of the road. Otherwise, one would need to assume that BRT would use street medians for boarding.

The key to determining the number of buses needed for the BRT Project as described is the length of the route, the highest frequency of service (every ten minutes during peak periods), and average speed of the buses. This analysis uses 25 miles per hour as the average bus speed, which is double the average fixed route speed. With more boarding locations, the average speed would decrease and the number of buses required would increase. It is expected that the intersection of the two transit corridors would be a major transfer point and require signal and pedestrian crossing improvements at the City's future Civic Center.

Figure 3.14
Map of Proposed Bus Rapid Transit Project



The cost for 10 buses, 28 boarding locations, a transfer center, and signage and markings is projected to be $11.0 million. See Table 3.27 for a more detailed capital cost estimate. Any upgrade from the most basic design would increase this cost.

Table 3.27
Capital Cost Estimate for Proposed BRT System

Item	Detail	Assumption	Cost estimate
Equipment	Buses (incl 20% spare ratio)	10 low floor CNG buses	$6.0 million
Boarding Locations	N/S Corridor: 16 boarding locations with stops on each side of the street E/W Corridor: 12 boarding locations with stops on each side of the street	28 locations Including Passenger Shelters and Kiosks	$3.5 million
Central Transfer point	Civic Center transfer station	1 location	$1.0 million
Signage and Markings	Plan for signage and markings for both corridors	30 curb miles	$0.5 million
		Total	**$11.0 million**

The net cost to the City of Elk Grove for operating BRT is projected at an additional $231,937 per year beyond e-tran's current budget (including proposed reductions in commuter routes). Annual BRT operating costs are based on the number of vehicle revenue hours calculated using the span of service in the Project Identification section above. Based on 22,568 vehicle revenue hours, the annual operating cost is expected to be about $2 million. The operating cost is offset by fare revenue. The expected fare revenue would be $552,000. See Table 3.28 for more detail related to the operating costs and fare revenues. Any changes to the current plan will likely require more buses and more vehicle revenue hours and increase this cost.

The BRT Project is expected to reduce the current local fixed routes in Elk Grove by an estimated 15,071 vehicle revenue hours. This would result in an estimated annual operating cost savings of $1,341,319. Based on the current average ridership for the routes and the overall average fare, the reduction in fixed routes is also projected to reduce fare revenue by $414,000.

With the BRT Project, the city could also choose to reduce commuter routes between Elk Grove and downtown Sacramento. Reducing commuter service by 50 percent would result in a reduction of an estimated 7,650 vehicle revenue hours, and an estimated annual operating cost savings of $673,000. Based on the current average ridership for the routes and the average fare, the reduction in fixed routes would also reduce fare revenue by $375,000.

Table 3.28 summarizes the assumptions for the BRT Project. The cost and revenue estimates are based on a per vehicle revenue hour cost of $89.00 and an average fare of $1.63. An additional assumption is that with BRT services to CRC, half of the commuters will use the Sacramento Regional Transit District Blue Light Rail Line to travel to downtown Sacramento. These assumptions would be reviewed as part of the required feasibility study.

Table 3.28
Operations, Cost, and Revenue Data for BRT Project

Span of Service	Assumptions		
Weekday	5:00- 6:00 AM 6:00- 8:00 AM 8:00 AM-5:00 PM 5:00-7:00 PM 7:00-10:30 PM	15-minute frequency 10-minute frequency 15-minute frequency 10-minute frequency 15-minute frequency	
Weekend	10:00 AM-5:00 PM	15-minute frequency	
N/S Corridor	Length is 8.4 miles (one way) Average Speed is 25 mph Run Time is 40 minutes	# of Buses @ 15 min frequency: 2.7 # of Buses @ 10 min frequency: 4.0	
E/W Corridor	Length is 7miles (one way) Average Speed is 25 mph Run Time is 35 minutes	# of Buses @ 15 min frequency: 2.3 # of Buses @ 10 min frequency: 3.5	
Annual Operating Cost	Weekdays (minus 8 holidays) Weekends	19,656 VRH/year 2,912 VRH/year	$1,749,384 $259,168
		BRT Costs	**+$2,008,552**
Reduced Local Fixed Route Service	Weekend Shuttle Route 156 ½ of Route 157	1,274 VRH/year 10,206 VRH/year 3,591 VRH/year	-$113,386 -$908,334 -$319,599
Reduced Commuter Route Service	50% reduction in commuter service between Elk Grove and Sacramento	7,650 VRH/year	-$672,840
		Net Op Costs	**-$5,607**
Fare Revenue	Bus Rapid Transit	22,568 VRH/year Avg 15 riders/ VRH Avg fare: $1.63	+$551,788
	Fare Reduction from Reduced Local Fixed Route Service	15,071 VRH/year Average riders per VHR: Weekend Shuttle 6.0 Route 156 19.2 ½ of Route 157 14.1 Average fare $1.63	-$414,000
Reduced Commuter Route Service	50% reduction in commuter service between Elk Grove and Sacramento	7,650 VRH/year Avg riders per VHR 30.1 Average fare $1.63	-$375,332
		Net Fare	**-$237,544**
		Net Cost for BRT	**$231,937**

These estimates should only be used to evaluate the tradeoffs involved in pursuing a BRT Project. They are not to be considered an engineering estimate or a feasibility study for the project, nor is the Small Starts Cost Model available at this time. There are transportation forecasting models and major investment studies that will provide more accurate estimates of demand and whether the project will score well to compete for Small Starts Funding.

Proposed Small Starts Policy Guidance

The *Proposed New Starts and Small Starts Policy Guidance* was published on January 9, 2013. Table 3.29 includes the key factors for obtaining a high score for a BRT Project. Based on the new criteria for federal funding of small starts projects, it appears that Elk Grove might have difficulty achieving more than a low overall rating, given the city's size, number of estimated BRT trips, transit resources, and other category measures. The City may want to review cost estimates and federal funding criteria to determine whether/how to proceed with the BRT Project Proposal.

Table 3.29
FTA Proposed New Starts and Small Starts Policy Guidance

<table>
<tr><td colspan="3">As described in the Final Rule governing how the Federal Transit Administration (FTA) evaluates and rates major new transit investments seeking funding under the discretionary "New Starts" and "Small Starts" programs authorized by Section 5309 of Title 49, U.S. Code, FTA is making available this proposed policy guidance for public comment.</td></tr>
<tr><td>Mobility Improvements</td><td>Measure:
FTA will evaluate mobility improvements for both New and Small Starts projects as the total number of linked trips using the proposed project, with extra weight given to trips that would be made on the project by transit dependent persons.

Calculation:
The mobility improvements measure would be computed by adding together the estimated number of linked transit trips on the project taken by non-transit dependent persons and the number of linked transit trips taken by transit dependent persons multiplied by a factor of two, thereby giving extra weight to these trips.</td><td>Breakpoints
Below are the proposed breakpoints for the Mobility Improvements criterion for New and Small Starts projects.

Rating — Mobility Improvements Estimated Annual Trips (Trips by Non-Transit Dependent Persons plus Trips by Transit Dependent Persons multiplied by 2)
High — > 25.0 Million
Medium-High — 15 Million – 24.9 Million
Medium — 9 Million – 14.9 Million
Medium-Low — 4.5 Million – 8.9 Million
Low — 0 - 4.49 Million</td></tr>
<tr><td>Economic Development Effects</td><td>Measures:
The measure of economic development effects is the extent to which a proposed project is likely to enhance additional, transit-supportive development in the future based on a qualitative examination of the existing local plans and policies to support economic development proximate to the project.</td><td>Breakpoints
Breakpoints for Transit Supportive Plans and Policies and Performance of Plans and Policies.

Below are the "Medium" requirements for a Full Funding Grant Agreement (FFGA).</td></tr>
</table>

		Transit-Supportive Corridor Policies Conceptual plans for the corridor and station areas have been developed. Local jurisdictions have initiated the process of revising comprehensive and/or small area plans. Land use patterns proposed in conceptual plans and local and institutional plan revisions are at least moderately supportive of a major transit investment. ***Tools to Implement Land Use Policies*** Transit agencies and/or regional agencies have conducted some outreach to promote transit-supportive land use planning and station area development. Regulatory and financial incentives to promote transit-oriented development are being developed, or have been adopted but are only moderately effective. Capital improvements are being identified that support station area land use plans and leverage the Federal investment in the proposed major transit corridor. ***Performance of Land Use Policies*** Some development proposals are being received for transit-supportive housing and employment in station areas. Moderate amounts of transit-supportive development have occurred in other existing transit corridors and station areas in the region. ***Potential Impact of Transit Project on Regional Land Use*** A moderate amount of land in station areas is available for new development or redevelopment at transit-supportive densities. Local plans, policies, and development programs, as well as real estate market conditions, moderately support such development. ***Plans and Policies to Maintain or Increase Affordable Housing in Corridor*** Some affordable housing plans and policies are in place on a regional and/or local level, and some financial incentives are available along the proposed corridor to support affordable housing development. Land use policies and zoning codes support affordable housing development in and near transit corridors to a moderate extent.

<table>
<tr><td>Environmental Benefits</td><td>Measures:
FTA will evaluate and rate the environmental benefits criterion for New Starts projects based upon the dollar value of the anticipated direct and indirect benefits to human health, safety, energy, and the air quality environment scaled by the cost of the project. These benefits will be computed based on the change in vehicle miles travelled (VMT) resulting from implementation of the proposed project.

For Small Starts projects, MAP-21 requires that the benefits be compared to the Federal share of the project rather than the total cost. Thus, FTA will evaluate and rate the environmental benefits criterion for Small Starts projects based on the same benefits calculation as described above for New Starts, but will compare the benefits to the annualized federal share of the proposed project as directed in law. Federal share will include not only the Small Starts funds being sought, but also other sources of Federal funding.</td><td>Breakpoints
The environmental benefits measure for Small Starts projects is the sum of the monetized value of the benefits resulting from the changes in air quality and GHG emissions, energy use, and safety divided by the federal share of the project as used in the cost effectiveness measure. FTA will multiply the resulting ratio by 100 and express the environmental benefit measure as a percentage.

Below are the proposed environmental benefits breakpoints for both New and Small Starts projects

Rating — Range
High — > 10%
Medium-High — 5 to 10%
Medium — 0 to 5%
Low-Medium — -5 to -10%
Low — < -10%</td></tr>
<tr><td>Cost Effectiveness</td><td>Measures:
The cost effectiveness measure for Small Starts projects is the annualized federal share of the project per trip on the project. The number of trips on the project is not an incremental measure but simply total estimated trips on the project.

For Small Starts projects the cost-effectiveness measure will be computed as the annualized federal share of the project divided by the annual number of trips using the project.

Trips on the project would be the number of linked trips using the project. Trips may be calculated using either the FTA developed simplified national model or the local travel model at the project sponsor’s option.</td><td>Breakpoints
FTA examined data from projects currently in the New and Small Starts process and developed the proposed breakpoints below based on that information. FTA further compared the proposed New Starts breakpoints below to data contained on average annual capital and operating cost per trip of various modes in the National Transit Database and determined them to be reasonable and in line with expectations.

Small Starts Cost Effectiveness Breakpoints
Annualized Share per Trip

Rating — Range
High — < $1.00
Medium-High — Between $1.01 and $1.99
Medium — Between $2.00 and $3.99
Medium-Low — Between $4.00 and $5.00
Low — > $5.00</td></tr>
<tr><td>Land Use</td><td>Measures:
The land use measure for both New and</td><td>Breakpoints
Two of the individual measures under the</td></tr>
</table>

	Small Starts projects will include an examination of existing corridor and station area development; existing corridor and station area development character; existing station area pedestrian facilities, including access for persons with disabilities; existing corridor and station area parking supply; and existing "legally binding affordability restricted" housing in the corridor and station areas.	land use criterion, station area population and employment densities, are proposed to have the same breakpoints as currently defined. These breakpoints apply to both New and Small Starts projects. The breakpoints for the share of "legally binding affordability restricted" housing in the corridor compared to the region's share of "legally binding affordability restricted" housing apply to both New and Small Starts projects.
Local Financial Commitment	**Measures:** Section 5309 (d) and (h) of Title 49 USC requires that proposed New and Small Starts projects be supported by an acceptable degree of local financial commitment, including evidence of stable and dependable financing sources to construct, maintain and operate the transit system or extension, and maintain and operate the entire public transportation system without requiring a reduction in existing services.	Small Starts projects are proposed to qualify for a highly simplified financial evaluation if the project sponsor can demonstrate the following: • A reasonable plan to secure funding for the local share of capital costs or sufficient available funds for the local share; • The additional operating and maintenance cost to the agency of the proposed Small Starts project is less than five percent of the project sponsor's existing operating budget; and • The project sponsor is in reasonably good financial condition, as demonstrated by the past three years' audited financial statements indicating a positive cash flow over the period, a reasonable current ratio, and no material findings. Small Starts projects that meet these measures and request greater than 50 percent Small Starts funding will receive a local financial commitment rating of *Medium*.

SOURCE: PROPOSED NEW STARTS AND SMALL STARTS POLICY GUIDANCE

LONGER TERM LOCAL ROUTE RESTRUCTURING

While this SRTP includes options and recommendations for short-term changes to individual fixed routes, during the SRTP development process, SACOG suggested to city staff that a Comprehensive Operational Analysis is needed to look more holistically at the local fixed route system, including the proposal for Bus Rapid Transit, in light of major future developments.

Elk Grove expects to implement the Connect Card regional transit fare card in March 2014 and Regional Transit plans to open a Light Rail Station at CRC in September 2015. Both of these developments will offer greater incentives for regional travel by Elk Grove residents, including nights and weekends, if e-tran can provide sufficient local connectivity.

As shown in Chapter 9, the city's transit budget is running a deficit. Since comprehensive route restructuring was not part of the scope or resource capacity for developing this SRTP, SACOG and Elk Grove staff determined that a critical follow-up step to the SRTP was a more comprehensive local service analysis, to recommend route revisions that can provide more efficient local service and needed connectivity to the new CRC light rail station while fitting within the city's budget.

In April 2012, Elk Grove staff submitted through SACOG an application for a Caltrans transit planning grant for a more comprehensive review of e-tran's local fixed route services. Grant support would enable a consultant or consulting team to take a fresh look at e-tran's local routes. The scope of work calls for the analysis to build on SRTP and Connect Card rider surveys, utilize new Connect Card-generated information, and consult extensively with stakeholders. The analysis would culminate in recommendations and an implementation plan for revisions to local routing within the City and to connect to the new CRC light rail station within projected city revenues.

If grant funding is received, SACOG and city staff agreed the comprehensive local analysis timing would be ideal. During FY 2014-15, Elk Grove will be gaining experience with the Connect Card fare medium, and Regional Transit will be developing the details of its station opening and schedule for the South Line extension to CRC and any related revisions to bus services that currently serve the CRC transfer point. The grant-funded project would have sufficient time for a thorough analysis of Elk Grove's current routing and more effective alternatives, and for the City to consider recommendations to meet residents' needs and interests for local transit service balanced with light rail connectivity.

CHAPTER 4—OVERVIEW OF EXISTING DEMAND RESPONSE SERVICE

History

Prior to 2007, when Regional Transit provided fixed route service in Elk Grove, complementary ADA paratransit service was provided by Paratransit, Inc. Besides transitioning fixed route service from RT to e-tran, the City of Elk Grove decided to create its own demand-response transit system. Elk Grove's new "e-van" service started operating in 2007.

Since 2007, e-van has made a number of service changes. Initially, e-van offered service not only to Elk Grove residents for trips within city limits and to the urbanized Sacramento County area, but also offered service to residents of urbanized Sacramento County wishing to travel to and from Elk Grove. However, in FY 2009-10, budget cuts led the city to limit trips only within Elk Grove with the exception of regional medical trips, and to eliminate weekend e-van service. ADA service was offered through taxi vouchers for a number of months until weekend e-van service was restored in 2010.

e-van Service

e-van is the City of Elk Grove's demand response public transit service designed to meet the transportation needs of the elderly and disabled residents of Elk Grove. e-van is the American with Disabilities Act (ADA) complementary service to e-tran. This service is unlike a taxi because passengers share their ride with other passengers being picked up in their area and traveling in the same general direction. For this reason, passengers may not be provided with a direct ride to their destination. Passengers are transported on wheelchair-accessible buses and vans.

To qualify for this service, passengers must be either age 75 or older, or have a physical, developmental, or mental disability. All potential passengers must fill out an application to be certified by the City of Elk Grove. Once successfully registered to ride e-van, riders must reapply for eligibility once every three years. Qualified e-van users may schedule e-van rides for any trip purpose, including medical and dental appointments, shopping, commuting to work, errands, meetings, parties, sporting events, recreation, nutrition programs, and visiting family or friends. As of January 2013, there were 593 eligible riders in the e-van database: 252 or 42 percent who require use of the wheelchair lift, 238 persons with disabilities, and 103 who are age 75+ without ADA certification.

e-van service hours are Monday through Friday, 5:30 AM to 10:30 PM, and weekends from 7:00 AM to 6:00 PM. Rides are provided within the city limits of Elk Grove. e-van also provides weekday regional service to ADA-certified passengers only for medical-related trips in the urbanized Sacramento area. Such regional medical trips may be made to communities and

cities including Sacramento, Carmichael, Fair Oaks, Rancho Cordova, Citrus Heights, Rio Linda, Elverta, Arden/Arcade, Orangevale, Antelope, North Highlands, and portions of Folsom.

Reservations can be made by calling 916-683-8726 Monday through Friday, 8:00 AM to 5:00 PM, or on weekends from 10:00 AM to 5:00 PM. Reservations must be made by 5:00 PM the day prior to when service is needed but can be made up to two days in advance. Service is currently door-to-door. Drivers will wait for a rider for five minutes before leaving.

During FY 2011-12, 16,918 rides were taken using e-van.

Supplemental Services

Senior Service

The Senior Center of Elk Grove provides supplemental demand-response transportation services for seniors within city limits, and as far north as the Kaiser facility south of Mack Road. The Center has three vehicles and one spare. Eligibility is anyone over 50 who is permanently unable to drive. Service operates weekdays starting at 8:00 AM with the first appointment no earlier than 9:30 AM. The latest trip each day is at 1:00 PM. Volunteer drivers provide door-to-door service.

Senior Center members can call for a ride from 48 hours up to a month in advance for a ride to center activities, medical, dental, and beauty shop appointments, and grocery shopping. Requests are encouraged at least one to two weeks in advance if people know they have a doctor's appointment. The Center also has a limited number of subscription riders for regular appointments, like dialysis or the beauty shop.

Riders must generally be able to take care of themselves, with the exception that they can bring a caregiver with them to a doctor's appointment. If the trip list is full, requesters will be put on a will-call list and offered a ride if there is a cancellation. Occasionally a rider will need to reschedule an appointment for a different day due to capacity, but staff reports this does not happen very often.

Service for Persons with Developmental Disabilities

In 1981, SACOG designated Paratransit, Inc. as the Consolidated Transportation Services Agency (CTSA) for urbanized Sacramento County commensurate with the Regional Transit Service Area. Prior to the City of Elk Grove's incorporation and start of its own e-van service, Paratransit, Inc. served as Regional Transit's complementary ADA service provider and as the CTSA in Elk Grove. As the CTSA, Paratransit, Inc. worked with the Elk Grove Adult and Community Training Program (EGACT) to become a CTSA Partner Agency, and thereby provide direct transportation services to their clients with developmental disabilities at lower cost than public demand-response service. In FY 2011/12, EGACT provided 71,193 trips with support from Paratransit, Inc. for vehicles and maintenance, despite the fact that Paratransit, Inc. no longer receives funding from Elk Grove towards CTSA services.

Fare Structure

e-van accepts five different categories of fares for its demand-response services: monthly passes, regional 10-ride passes, local 10-ride passes, cash for regional rides, and cash for local rides. Table 4.1 shows current fare costs for each fare type.

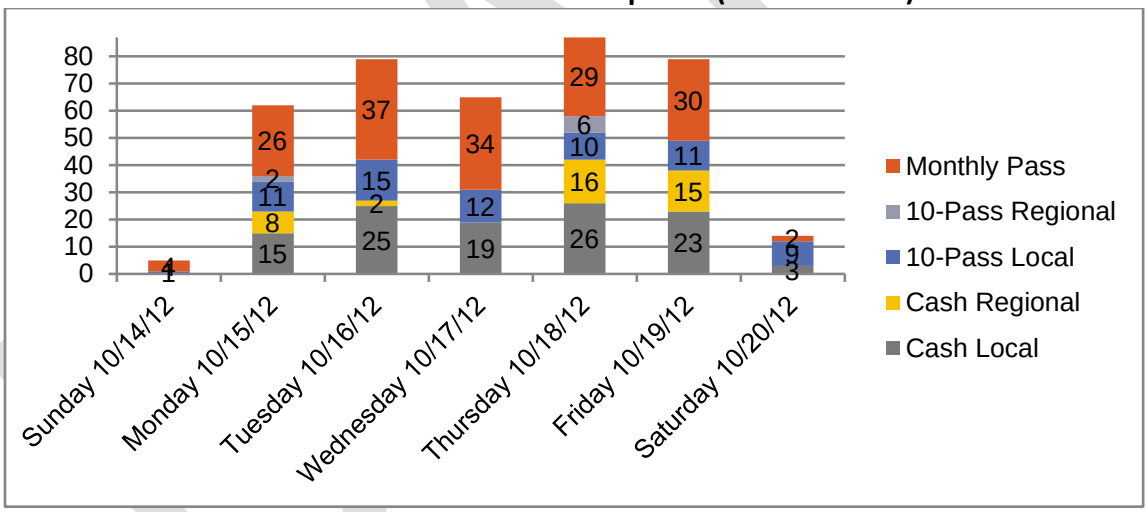
Table 4.1
e-van Current Fare Types and Prices

Type of Fare Media	Local	Regional
Monthly Pass (*valid for local and regional e-van service; capped at 44 trips per month)*	-	$150.00
10-Ride Pass	$35.00	$75.00
Single Ride	$3.50	$7.50

SOURCE: CITY OF ELK GROVE, 2012

As shown in Table 4.1, monthly passes are used most frequently, followed by cash for local e-van rides. There is no discount for purchasing 10-ride passes, but a monthly pass can offer patrons significant savings depending on the frequency of e-van usage and the number of regional trips taken.

Figure 4.1
Fare Media Use: Demand Response (October 2012)



SOURCE: SOLUTIONS FOR TRANSIT E-TRAN DATABASE, 2012

ADA Compliance

Table 4.2 compares e-van operations with ADA requirements for whether e-van meets or exceeds what is legally required.

Table 4.2
e-van Operations and ADA Requirements

ADA Requirement	e-van Operations	Meets Requirement?
Service Area		
ADA paratransit service must be offered in all areas defined as being within ¾ mile of a fixed route.	e-van service is provided within ¾ mile of all local e-tran fixed routes. Either e-van service or Paratransit, Inc. service is provided within ¾ mile of all commuter e-tran fixed routes. E-van also provides limited regional service for medical trips.	e-van exceeds this requirement by providing limited regional service for medical trips.
Coverage		
Service must be offered during the days and times when fixed-route service is offered.	e-van operates during all scheduled e-tran local fixed route service hours on weekdays. e-van operates from 7:00AM to 6:00PM on weekends. e-tran's Weekend Shuttle operates from 10:00AM to 5:00PM on weekends.	e-van meets this ADA requirement during the week. During the weekend, e-van exceeds this ADA requirement by providing service before and after e-tran hours.
Fares		
Fares for ADA paratransit may be up to twice the cash fare for equivalent fixed route service.	e-tran fixed route regular cash fare is $2.25. e-van's one-way passenger fare is $3.50.	e-van could charge up to $4.50 per one-way passenger trip for ADA local services. e-van's local fare is below the ADA allowable maximum fare.

ADA Requirement	e-van Operations	Meets Requirement?
Eligibility		
Individuals who are unable to use fixed-route transit due to a disability or mobility impairment must be eligible for paratransit.	e-van service is provided to persons who cannot use fixed route service because of a disability and to persons age 75 and older.	e-van exceeds this ADA requirement.
Reservations		
Must be able to make a "next" day reservation. Longer reservations and standing reservations may be offered.	e-van accommodates booking requests one to two days before service is required.	e-van exceeds this ADA requirement by allowing reservations up to two days in advance.
Trip Purpose and Trip Limit Restrictions		
There may be no prioritization or limitation placed on trip purposes, and there may be no limits on the number of trips an individual may take on paratransit.	There are no trip purpose restrictions or limits on the number of trips an individual can book within city limits.	e-van meets this ADA requirement.
Subscription Trips or Standing Orders		
Subscription trips or standing orders may not exceed 50% of capacity during any time period when capacity is limited.	e-van's subscriptions equal 50 percent of capacity.	e-van meets this ADA requirement.
Passenger Assistance		
Curb-to-curb service is required, with passengers traveling from their residence or destination locations to and from the vehicle.	e-van provides door-to-door service.	e-van exceeds this ADA requirement by providing door-to-door, rather than curb-to-curb, service.
Capacity Limitations		
No trip request booked at least one day in advance can be denied. Agencies can offer travel time alternatives within one hour before or after the originally requested drop-off or pick-up time.	e-van does not deny trips for capacity.	e-van meets this ADA requirement.

ADA Requirement	e-van Operations	Meets Requirement?
Guests and Attendants		
Guests who may or may not have mobility limitations may ride the paratransit service provided they have reserved in advance, pay the full fare for their ride, and are subject to capacity constraints. Attendants who are required to assist a rider with mobility may ride at no charge, provided they are registered as a Personal Care Attendant (PCA) in advance.	e-van transports and does not charge a fare for PCAs traveling with ADA registrants. Each passenger can travel with one companion. Additional companions may be accommodated on the day of service on a space-available basis.	e-van meets this ADA requirement.
Vehicle Design		
Vehicles must be designed to accommodate both ambulatory passengers and persons using an electric wheelchair, scooter, or non-powered wheelchair.	All e-van buses and vans are wheelchair accessible.	e-van meets this ADA requirement.

Policies and Procedures

In the course of developing the SRTP, a number of policies were found to be inconsistently defined or applied. These are discussed below along with recommended actions to clarify current policies and procedures.

Eligibility Renewals

Currently, responsibility for e-van eligibility renewals is shared by transit staff and contractor, but there are no written procedures. Recommendations:

- Formalize a procedure for e-van eligibility renewals, and determine how the city, contractor or both will be responsible for notifying passengers of the need to renew.
- Develop a simple postcard with information on how to renew eligibility.
- Discuss whether to accept RT eligibility determinations for anyone using both RT/Paratransit, Inc. and e-van systems.
- Consider whether to continue serving those 75+ who have not established ADA eligibility.
- To minimize disruptions in case of a change in contractor, consider taking in-house the transit dispatch and database system while providing contractor access.

Reservations

Staff seemed to differ on when and how far in advance reservations would be accepted.

Recommendations:

- Decide whether or not to accept any same day reservations on a space-available and/or premium fare basis.
- Formalize the windows for accepting advance reservation calls (one or two days in advance, weekdays and/or weekends) and publicize decisions to riders.
- Undertake an education effort with current riders on the need for flexibility/negotiations concerning trip times to better group trips and keep costs down.

DOOR-TO-DOOR SERVICE

MV staff reported that some drivers have experienced injuries or are not physically able to assist passengers, especially those with heavy wheelchairs. Transit staff should work with the contractor to review the desirability/feasibility of continuing to offer door-to-door service, or to provide curb-to-curb assistance required under the ADA.

System Performance

Table 4.3 provides the Base Operating Statistics for e-van from FY 2006-07 to FY 2011-12. e-van experienced growth in FY 2007-08 and 2008-09 but has seen ridership drop significantly since FY 2007-08. This is likely due to temporary elimination of weekend service in FY 2010-11 and implementing the limitation on regional service for medical trips only. Revenue service miles and revenue service hours experienced similar trends during the time period.

Table 4.3
e-van Base Transit Operating Statistics

	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
Total Passengers	22,988	26,998	25,000	15,722	16,919	16,918
Vehicles	8	8	11	9	9	11
Revenue Service Miles	121,551	210,291	200,261	167,590	131,195	136,279
Revenue Service Hours	18,404	15,987	17,409	12,107	12,156	10,334

SOURCE: TRIENNIAL PERFORMANCE AUDITS, 2010 AND 2013

Table 4.4 provides performance indicators for e-van service. e-van has experienced significant fluctuations in operating cost/revenue service hour, from $90.30 in FY 2007-08 to a high of $133.30 in FY 2009-10, and declining to $94.70 in FY 2011-12. Operating cost per rider has risen substantially from $59.19 in FY 2007-08 to $79.75 in FY 2011-12. However, it is down from a high of $102.65 in FY 2009-10.

Table 4.4
e-van Performance Indicators

	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	FY 11/12
Operating Cost per Passenger	unknown	$59.19	$76.19	$102.65	$88.13	$79.75
Passengers per Revenue Service Hour	1.2	1.7	1.4	1.3	1.4	1.2
Passengers per Revenue Service Mile	.19	.13	.12	0.09	0.13	0.12
Operating Cost per Revenue Service Hour	unknown	$90.30	$88.31	$133.30	$122.65	$94.70
Operating Cost per Revenue Service Mile	$5.11	$7.60	$9.51	$9.63	$11.36	$9.90

SOURCE: TRIENNIAL PERFORMANCE AUDITS, 2010 AND 2013

Performance Standards

Chapter 6 reviews Elk Grove's various transit policies and standards in detail. Key e-van standards include ridership per vehicle service hour, farebox recovery, on-time performance, and customer service measures such as complaints, call hold times, and dropped/abandoned calls. These are included in the operator contract and discussed in more detail below.

ON-TIME PERFORMANCE

On-time performance is a key indicator of transit service. As shown in Table 4.5, e-van has maintained solid on-time performance rates between 96 and 98 percent since 2012.

Table 4.5
e-van Demand Response On-Time Performance

	On-Time Performance %
January 2012	96%
February 2012	96%
March 2012	97%
April 2012	98%
May 2012	98%
June 2012	96%
July 2012	98%
August 2012	92%
September 2012	95%
October 2012	94%
November 2012	97%
December 2012	98%
January 2013	97%
February 2013	97%
March 2013	97%

SOURCE: SOLUTIONS FOR TRANSIT REPORTS

However, operator staff and drivers appeared to have different understandings of the window used to measure on-time performance. Some reported it was 15 minutes before the scheduled pick-up time to 15 minutes after the scheduled time. Others thought the window extended to 30 minutes after the scheduled pick-up time. It is important to use a consistent definition to be able to assess on-time performance accurately. Additionally, the triennial audit noted that some riders need a scheduled "delivery window" instead of a pick-up window so they do not miss appointments.

It is recommended that city staff:

- Work with MV staff to establish and publicize a consistent definition of the scheduling window and, because over 40 percent of riders require use of the wheelchair lift, encourage dispatchers to build in a 5-minute dwell time plus loading time when scheduling trips for riders shown as needing the lift.
- Explore options for establishing some windows based on drop-off rather than pick-up time to avoid riders missing critical appointments.
- Undertake an education effort with current riders on the need for flexibility/negotiations concerning trip times to better group trips and keep costs down.

Additionally, the audit noted that eight individuals represented almost 50 one-way trips in a week to and from dialysis, where it is common not to be able to leave at the scheduled pick-up time. City staff may wish to:

- Assess the feasibility of following a practice similar to that used by Davis Community Transit, where riders do not schedule a return pick-up in advance but instead call for pick-up when they are ready or close to ready to leave dialysis.
- Participate in a SACOG Connectivity Study to seek alternatives/efficiencies for frequent and increasing types of medical trips such as dialysis.

LONG RIDES/REGIONAL TRIPS

In an analysis of one week's worth of rides, the Triennial Performance Audit found over a third of trip destinations were in Sacramento, as well as 30 percent of trip origins. The audit also found that some trips originated and ended in Sacramento, despite the requirement that all trips either start or end in Elk Grove.

While Sacramento trips can be productive – e.g., two daily vans carrying larger passenger loads serve Easter Seals in Sacramento on weekdays – the miles and time spent on dead-heading to/from Elk Grove are significant. Transit staff should conduct further analysis of regional trips to assess the process being used for determining and enforcing "medical trips," the reasons for Sacramento-to-Sacramento trips, and the costs and benefits of offering regional service and its impacts on overall e-van productivity.

The Triennial Audit also found it was not uncommon for riders to be on board more than 60 minutes. City staff may wish to include a measurement of ride times to assess the proportion of

riders spending more than 30, 60 and 90 minutes on board e-van, and whether ride times are related to local or regional trips.

Based on this analysis, staff may want to consider various options, such as:

- Eliminate regional medical trips, and coordinate with Paratransit, Inc. to provide transfer trips for travel outside of Elk Grove.
- Limit regional medical trips based on established criteria (geography, trip distance, cost, physical ability to transfer, etc.
- Limit regional service to specified days of the week.
- Increase the regional trip fare generally or based on trip distances.
- Consider limiting monthly pass use to local trips and require premium fares for all regional trips, or institute a monthly pass surcharge for regional trips.
- More strongly enforce the limitation on medical destinations only.
- Explore with Paratransit, Inc. ways to coordinate transfers without riders having to call both agencies separately.
- Consider how to work with Paratransit, Inc. on trips they are supporting that are provided by EGACT, and on options for carrying passengers between Sacramento and Elk Grove to better utilize dead-heading vehicles.
- Since subscriptions are full, assess current subscriptions to see if any could be grouped with a social service transportation provider at lower net cost, for example, the two vehicles of clients traveling daily to the Sacramento Easter Seals facility.
- Discuss a potential partnership with the Senior Center on options for expanding their supplemental service for seniors at less cost than current e-van service.

DIAL-A-RIDE PRODUCTIVITY

The contract called for dial-a-ride productivity of not less than 1.25 riders/VSH in the first year or 2.15 riders/service hour in the following years. Preferred productivity levels were 1.5 riders/service hour in the first two years with a goal of 1.75, and 2.5 riders/service hour after that, with a goal of 2.75.

The contract is now in its fourth year. Productivity levels in the first three years exceeded the 1.25 rider/service hour first-year standard, but do not appear to have reached the other standards. During the process of developing this SRTP, SACOG staff heard that a new dispatcher had joined MV's staff and was increasing productivity levels. The triennial performance audit assessed e-van service records for weekdays in the first full week of February 2013. During that period, the auditor saw a productivity level of 1.83 riders/VSH, exceeding the standard for the first two years. This analysis did not include any weekend days, which could impact these measurements.

Recommendations for transit staff:

- Continue to monitor productivity trends for e-van service and assess whether the 2.15 rider/VSH standard and 2.75 riders/VSH goal are reasonable and achievable.
- Consider marketing/service options to increase demand during off-peak periods to increase productivity.

Weekend Service

e-van provides weekend service from 7:00 AM to 6:00 PM. However, ridership is significantly less on weekends than weekdays. Table 4.6 summarizes total ridership on Saturdays and Sundays for the months of February to May of 2012 and February to March of 2013.

Table 4.6
e-van Weekend Ridership by Day and Route

	Route				
	101	**102**	**102A**	**103**	**Total**
Saturday					
Feb 2012	30	24	6		60
Mar 2012	42	30		7	79
Apr 2012	30	14		1	45
May 2012	30	21		1	52
Feb 2013	39	26		8	73
Mar 2013	51	37		9	97
Sunday					
Feb 2012	24	27		5	56
Mar 2012	21	13			34
Apr 2012	21	14		3	38
May 2012	27	16		1	44
Feb 2013	23	3			26
Mar 2013	41	9			50

While trip demand has increased somewhat between 2012 and 2013, with low weekend ridership, particularly on Routes 102 and 103, the City of Elk Grove may wish to consider whether there are other alternatives, such as taxi vouchers, for providing service more cost-effectively.

Farebox Recovery

The TDA requires a minimum 10 percent farebox recovery ratio for paratransit services. Prior to the contract with Solutions for Transit, data was found to be inconsistent for assessing e-van's ratio. Nevertheless, it appears that e-van's farebox recovery rate was closer to six percent, below the TDA requirement. In general the smaller operators in Sacramento County

have had difficulty meeting TDA farebox requirements. As a result, SACOG and operators worked with Assemblymember Roger Dickinson to pass Assembly Bill 432, which allows use of a composite farebox recovery ratio for Sacramento County operators to meet TDA standards. Even though the legislation will likely address e-van's low farebox return, transit staff should still assess options to provide more productive service.

Customer Service

The operator contract provides assessments if the contractor receives more than 10 valid complaints per month, average call hold times exceed 10 minutes measured daily, or dropped or abandoned calls are more than two percent of calls weekly. Because of reports that riders are experiencing extremely long hold times or not getting through to dispatchers, City staff noted they have been reluctant to enforce late cancellation and no-show policies. Currently complaints are directed to the contractor, which poses a conflict of interest since the contractor faces penalties if there are too many valid complaints.

To avoid this contradiction, City staff should develop methods for directing all complaints to the City, while directing all operational calls to MV. If complaints, long hold times, and/or dropped/abandoned calls remain a concern, transit staff should:

- Work with the contractor on ways to insure adequate dispatch staff, particularly around shift change time; improve the voicemail system; and/or provide roll-overs to city transit staff if calls are not picked up within a certain timeframe to improve customer service/responsiveness.
- Educate e-van riders on the advantages of calling earlier in the day rather than waiting until the deadline to call for rides.
- Assess the cost/benefit of investing in an add-on Interactive Voice Response (IVR) system for Trapeze to provide automatic reminder calls to schedule riders.
- As complaints about phone service are reduced, implement the late cancellation/no-show policy. In the meantime, assign staff to contact by phone those identified as repeat offenders for no-shows or late cancellations to encourage voluntary compliance with city policies.

Purple Route

Presently, e-van offers a deviated fixed route commuter service to Sacramento called the Purple Route. Table 4.7 shows the current schedule and stops.

Table 4.7
Purple Route Stops and Schedule

Elk Grove Blvd. and Elk Grove Florin Rd.	Elk Grove Blvd. @ E. Stockton Blvd.	Franklin Blvd. @ Elk Grove Blvd.	Meadowview Light Rail Station	Sam C. Pannell Meadowview Community Center	14th Street and R Street	C Street @ Controller's Office
6:30 AM	6:40 AM	6:51 AM	7:07 AM	7:11 AM	7:26 AM	7:46 AM
5:46 PM	5:36 PM	5:25 PM	5:09 PM	5:05 PM	4:50 PM	4:30 PM

Currently only two ADA-eligible passengers utilize the service to reach Caltrans and the State Controller's Office. These two regular riders use the allowed deviations (two in each direction) to receive curb-to-curb service, and cover the fare through monthly passes. Although there are no other passengers, the route continues to pass all listed stops in Elk Grove and Meadowview. The service requires one cut-away and is estimated to cost $56,000 annually.

Because of the route's low productivity, it is recommended that City staff consider developing alternatives to the Purple Route such as:

- Instituting a premium fare for use of the existing route.
- Exploring vanpool or carpool alternatives for current riders.
- Revising or expanding existing commuter route(s) to serve current riders' neighborhoods and workplaces instead of continuing the Purple Route.
- Numbering and publicizing the deviated route as one of the options for Elk Grove residents to commute to Sacramento.
- Revising the route to remove unused Meadowview stops.

Peer Agency Review

As part of the City of Elk Grove's Triennial Performance Audit, covering fiscal years 09/10-11/12, a peer review was conducted to assess e-tran and e-van services, compared to some of their peer transit agencies.

Each peer service operates a comparable transit service in a comparable environment to Elk Grove, both geographically and demographically. The following agencies were selected for the peer review: City Coach (Vacaville), El Dorado County Transit Authority, Fairfield and Suisun Transit, Redding Area Bus Authority, Roseville Transit, Santa Clarita Transit, and Yuba-Sutter Transit.

Peer agencies were selected based on population of service area, demographics, geography, transportation issues, and growth trends. Table 4.8 displays these characteristics for Elk Grove and its peers. Elk Grove is above the peer average in population, median household income, number of local and commuter routes, operating cost, and employees. Elk Grove is below the

peer average in city area, percent of Hispanic population, unemployment rate, senior population (65+), total passengers, vehicle miles and hours, and fare revenue.

Table 4.9 displays operating measures for e-van and peer agency demand response services. e-van is below the peer average for all operating measures, providing about one third the number of passenger trips as the peer average. However, e-van's operating cost is almost as high as the peer average.

Table 4.10 displays performance indicators for e-van and peer agency demand response services. e-van's cost per revenue hour is above the peer average, but is cheaper than El Dorado Transit, Fairfield/Suisun Transit, and Roseville Transit. e-tran's cost per revenue mile is higher than all the peer agencies. e-van's productivity measures – passengers per revenue hour and per revenue mile – are well below the peer average: e-van served 1.19 passengers per revenue hour, compared to the peer average of 2.75 and 0.12 passengers per revenue mile, compared to the peer average of 0.19.

These lower productivity measures result in a higher cost per passenger on e-van. e-van's cost per passenger ($79.75) is about two and a half times higher than the peer average ($32.14) and is $13 per hour higher than the second most costly agency (Fairfield/Suisun Transit, $66.24).

Given this comparison, transit staff may want to evaluate future alternative options for providing complementary ADA and service outside ADA requirements to reduce costs.

Table 4.8
Peer Agency Demographics and Systemwide Operating Measures (FY 11/12)

Operating Measures	e-tran	Peer Averages	City Coach - Vacaville	El Dorado County Transit Authority	Fairfield Suisun Transit*	Redding Area Bus Authority*	Roseville Transit	Santa Clarita Transit	Yuba-Sutter Transit
City Area (sq miles)	42.2	55.0	28.6	120.0	37.4	61.1	36.2	56.0	20.0
City Population	153,015	123,792	92,428	150,000	104,815	89,861	127,323	176,320	94,737
Median Household Income	$79,457	$63,756	$57,667	$68,815	$69,001	$43,157	$75,245	$83,579	$48,830
Percentage Hispanic Population (a)	18.0%	20.5%	22.9%	12.3%	27.3%	8.7%	14.6%	29.5%	28.4%
Unemployment Rate	8.0%	9.8%	6.7%	9.3%	12.2%	10.2%	8.8%	6.0%	15.1%
Over Age 65	8.3%	12.6%	10.5%	15.4%	9.7%	16.4%	13.4%	9.6%	13.0%
# Local Routes	10	8	6	4	8	10	11	8	6
Commuter Service	Yes	---	No	Yes	Yes	No	Yes	Yes	Yes
# Commuter Routes	12	5	0	4	4	0	8	7	1
Total Passengers (annual)	935,776	1,099,659	459,816	423,521	949,760	665,246	367,998	3,626,745	1,204,530
Vehicle Revenue Miles	1,028,207	1,362,740	587,521	1,027,860	1,792,876	618,136	841,475	3,493,182	1,178,129
Vehicle Revenue Hours	68,546	79,114	42,034	44,411	96,038	41,857	43,303	207,018	79,137
Fare Revenue (annual)	$1,493,247	$1,573,693	$426,044	$1,497,064	$2,112,479	$589,613	$940,028	$4,075,658	$1,374,962
Operating Cost (annual)	$7,434,281	$6,981,519	$2,245,742	$5,415,360	$10,343,327	$3,309,233	$4,582,314	$17,138,206	$5,836,452
Contract Employees	Yes	---	Yes	No	Yes	Yes	Yes	Yes	Yes
Full-Time Equivalent Employees	110.00	82.64	31.00	59.00	71.00	75.00	61.50	204.00	77.00
Non-Contract Employees	4.3	16.40	2.00	59.00	NA	NA	9.00	9.00	3.00

SOURCE: ELK GROVE TRIENNIAL PERFORMANCE AUDIT, 2013

Table 4.9
Peer Agency Demand Response Operating Statistics (FY 11/12)

Operating Measures	e-van	Peer Averages	City Coach - Vacaville	El Dorado County Transit Authority	Fairfield Suisun Transit*	Redding Area Bus Authority*	Roseville Transit	Santa Clarita Transit	Yuba-Sutter Transit
Total Passengers (annual)	16,918	55,281	24,775	64,172	20,122	61,848	28,834	118,437	68,776
Vehicle Revenue Miles	136,279	310,237	116,412	401,972	171,215	352,087	123,953	705,810	300,211
Vehicle Revenue Hours	14,248	19,926	9,274	16,873	11,274	23,505	10,772	45,070	22,712
Fare Revenue (annual)	n/a	$173,703	$86,357	$544,647	$84,476	$197,260	$90,698	$74,987	$137,496
Operating Cost (annual)	$1,349,232	$1,499,864	$553,566	$2,056,344	$1,332,833	$1,749,909	$1,029,790	$2,389,896	$1,386,713

SOURCE: ELK GROVE TRIENNIAL PERFORMANCE AUDIT, 2013

Table 4.10
Peer Agency Demand Response Performance Indicators (FY 11/12)

Performance Indicators	e-van	Peer Averages	City Coach - Vacaville	El Dorado County Transit Authority	Fairfield Suisun Transit*	Redding Area Bus Authority*	Roseville Transit	Santa Clarita Transit	Yuba-Sutter Transit
Cost per VRH	$94.70	$83.42	$59.69	$121.87	$118.22	$74.45	$95.60	$53.03	$61.06
Cost per VRM	$9.90	$5.56	$4.76	$5.12	$7.78	$4.97	$8.31	$3.39	$4.62
Passengers per VRH	1.19	2.75	2.67	3.80	1.78	2.63	2.68	2.63	3.03
Passengers per VRM	0.12	0.19	0.21	0.16	0.12	0.18	0.23	0.17	0.23
Farebox Recovery Ratio	n/a	11.7%	15.6%	26.5%	6.3%	11.3%	8.8%	3.1%	9.9%
Cost per Passenger	$79.75	$32.14	$22.34	$32.04	$66.24	$28.29	$35.71	$20.18	$20.16
Fare per Passenger	$16.85	$3.59	$3.49	$8.49	$4.20	$3.19	$3.15	$0.63	$2.00
VRM per sq. mile	3,229.36	6,886.23	4,070.35	2,753.23	4,579.17	5,762.47	3,424.12	12,603.75	15,010.55
VRH per population	0.09	0.16	0.10	0.09	0.11	0.26	0.08	0.26	0.24

SOURCE: ELK GROVE TRIENNIAL PERFORMANCE AUDIT, 2013

On-Board Survey Results

An on-board and online survey was conducted from November 2nd to November 8th. The survey included a number of questions about patron use of the e-tran system, including routes used, trip purpose, origin/destination, frequency of use, and rider tenure. The survey also included attitudinal questions about e-tran service, covering such topics as system efficiency, safety, and coverage. The survey asked respondents to indicate improvements they would like to see in the system and included space for open-ended comments. A copy of the on-board survey is included in Appendix B.

The online survey had 237 responses, and the paper-based, on-board survey had 791 responses, including Spanish language survey responses.

DEMOGRAPHIC DATA

Based on the most popular responses to the demographic questions, the "typical" e-tran rider on a commuter route is a 45- to 64-year-old white woman living in a two-person household, making more than $75,000 per year, and who typically has a car available. On local routes, the "typical" rider is a 19 to 24-year-old black woman living in a household with four or more people, making less than $15,000, and who typically does not have a car available.

Zip Code

The 95758 zip code, which covers the western portion of Elk Grove from SR-99 to I-5 and from Calvine Rd to Elk Grove Blvd, is the most common zip code for e-tran riders, representing 32% of riders. Other popular zip codes include 95624 (29%), covering the western half of Elk Grove, and 95757 (19%), covering the southeastern portion of Elk Grove.

Figure 5.1
On-Board Survey: Zip Code

Systemwide		
Home Zip Code	**Respondents**	**Percent**
95624	269	28%
95757	179	19%
95758	301	32%
95823	47	5%
95828	35	4%
95829	47	5%
Other	69	7%
Total	947	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Gender

Of 937 total respondents, 57% of riders were female and 43% were male. Gender did not vary significantly between commuter and local routes.

Figure 5.2
On-Board Survey: Gender

Systemwide		
Gender	**Respondents**	**Percent**
Female	533	57%
Male	404	43%
Total	937	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Age

e-tran riders on local routes are distributed across multiple age groups. As shown in Figure 5.3, the 19-24 year old group is the largest, representing about 31% of riders. Another quarter of riders were 18 and under, meaning a majority of riders on the local service are youth and young adults. About 20% of riders identify with the 25 to 44, and 45 to 64-year-old age groups.

On commuter routes, ridership is generally derived from the 24-44 and 45-64 year old groups which make up 34% and 60% of ridership respectively. This makes sense since those groups represent the prime ages for employment.

Figure 5.3
On-Board Survey: Age (Local)

If Riding a Local Route		
Age	**Respondents**	**Percent**
15 and under	13	5%
16-18	48	20%
19-24	75	31%
25-44	49	20%
45-64	50	21%
65 and over	8	3%
Total	243	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY SURVEY

Figure 5.4
On-Board Survey: Age (Commuter)

If Riding a Commuter Route		
Age	**Respondents**	**Percent**
15 and under	0	0%
16-18	4	1%
19-24	20	3%
25-44	211	34%
45-64	375	60%
65 and over	18	3%
Total	628	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Household Size

As indicated in Figure 5.5, no single household size dominates e-tran ridership. Systemwide, households with two, three, four, and five+ people each range from 21% to 25% of ridership. One-person households are the smallest group at just 9% of local ridership. There is some variation when isolating local and commuter routes. On commuter routes, 2-person households are most common, and on local routes, 4- and 5-person households are most common.

Figure 5.5
On-Board Survey: Household Size

Systemwide		
Household	**Respondents**	**Percent**
1	78	9%
2	230	25%
3	193	21%
4	210	23%
5 or more	193	21%
Total	904	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Income

Riders on local routes are more likely to have lower household incomes than riders on commuter routes. On commuter routes, 79% of riders have a household income of $50,000 or greater, with nearly half having a household income of $75,000 or greater. On local routes, only 28% of households have an income greater than $50,000, while a third of riders have a household income of $15,000 or less.

Figure 5.6
On-Board Survey: Income (Local)

If Riding a Local Route		
Income	**Respondents**	**Percent**
< $15,000	61	33%
$15,000 - $24,000	31	17%
$25,000 - $34,999	24	13%
$35,000 - $49,999	20	11%
$50,000 - $74,999	29	16%
$75,000 or more	22	12%
Total	187	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Figure 5.7
On-Board Survey: Income (Commuter)

If Riding a Commuter Route		
Income	**Respondents**	**Percent**
< $15,000	12	2%
$15,000 - $24,000	8	1%
$25,000 - $34,999	36	7%
$35,000 - $49,999	56	10%
$50,000 - $74,999	174	32%
$75,000 or more	266	48%
Total	552	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Ethnicity

e-tran serves a diverse ridership. On local routes, black/African American riders make up 35% of ridership and white/Caucasian riders make up 30% of ridership. On commuter routes, white/Caucasian and Asian/Pacific Islander riders are more common representing 37% and 33% of riders, respectively.

Figure 5.8
On-Board Survey: Ethnicity (Local)

If Riding a Local Route		
Race/Ethnicity	**Respondents**	**Percent**
American Indian/Alaska Native	4	2%
Asian/Pacific Islander	35	15%
Black/African American	82	35%
Latino/Hispanic	20	9%
Other	22	9%
White/Caucasian	70	30%
Total	233	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Figure 5.9
On-Board Survey: Ethnicity (Commuter)

If Riding a Commuter Route		
Race/Ethnicity	**Respondents**	**Percent**
American Indian/Alaska Native	8	1%
Asian/Pacific Islander	198	33%
Black/African American	81	13%
Latino/Hispanic	69	11%
Other	24	4%
White/Caucasian	225	37%
Total	605	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Source of Transit Information

Most e-tran riders learned about e-tran service by seeing the bus stop. Over half of respondents on the local system indicated learning about e-tran this way, along with 37% of commuters. On the local routes, patrons also heard about e-tran from family members or friends (39%) and the e-tran website (26%). Few riders had heard about e-tran through the city newsletter, and advertisement, or their employer. Riders on commuter routes also heard about e-tran from family and friends (25%) and via the e-tran website (35%). However, they were far more likely also to have heard about e-tran through their employer (34%). Many riders on both the local and commuter routes indicated that they rode the bus back when RT ran bus service in Elk Grove, and have continued riding e-tran since the transition.

Figure 5.10
On-Board Survey: Information Source (Local)

If Riding a Local Route		
Source of Info	**Responses**	**Percent**
Advertisement	2	1%
City Newsletter	3	1%
Elk Grove/e-tran website	63	26%
Employer	13	5%
Family or Friend	95	39%
Other	18	7%
Saw the bus stop	126	51%
Total Respondents	245	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Figure 5.11
On-Board Survey: Information Source (Commuter)

If Riding a Commuter Route		
Source of Info	**Responses**	**Percent**
Advertisement	13	2%
City Newsletter	20	3%
Elk Grove/e-tran website	225	35%
Employer	217	34%
Family or Friend	159	25%
Other	44	7%
Saw the bus stop	235	37%
Total Respondents	643	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Routes Used

The on-board survey asked riders to indicate which route they were riding while filling out the survey and also which other routes they ever take. Figure 5.12 below shows rider crossover by route. The survey results indicate that, for the most part, commuters will sometimes take different commuter routes, but very few commuters ride the local system or e-van.

Route crossover on commuter routes tends to cluster. For example, routes 52, 53, and 66 experience crossover in ridership, but very few riders from those routes ride other commuter routes. Similarly, routes 57, 58, 59, and 60 experience ridership crossover, but very few of those riders also take the 52, 53, or 66. Ridership crossover is also seen on the 70 and 71 routes.

On the local system, ridership crossover is more diverse, lacking the clustering seen on commuter routes.

Figure 5.12
On-Board Survey: Route Crossover

If you are on this route…	…Do you also take these routes?																					
	52	53	57	58	59	60	66	70	71	90	91	151	152	153	154	156	157	159	160	162	163	e-van
52		80	1	1	2	3	38	1	2		1					10	15	11	2	4	6	1
53	35					3	17									2	3	6				
57	4			17	11	24	2	2	3						5	3			1	7	2	
58	3	1	13		7	20										4		1	3	1	3	
59	3		16	5		35	1		1							3	1		2	2		1
60	8	1	34	33	63		3								1	1				1		
66	29	33		1		1		3	1							9	3	3		1	3	
70	1	1							15							3	2					
71	2	1		1	1	1		18			1		1			1	1		1			
90																						
91																						
151																						
152																						
153																						
154	1		1					1	2		1		1			9	3	2	3	8		
156	11	2	2	1	4	2	1	1	4	1	1		2	2	12		34	24	19	20	14	1
157	3	1					1					1		1	3	16		9	2	4	5	
159	5	2			1		1						1	1	3	8	11		1	1	1	
160			2	1	1	1									5	13	7			9	1	
162		1	1	2		1	1						1		3	5	3		2		1	
163	1						2		1	1						12	8	4	5	1		1
e-van																						

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

NOTE: ROUTES 90, 91, 151, 152, 153, AND E-VAN DID NOT HAVE ENOUGH SURVEY RESPONDENTS TO BE REPRESENTATIVE AND WERE THEREFORE NOT INCLUDED IN THIS FIGURE.

Trip Purpose

As would be expected, patrons riding commuter routes are almost exclusively using the bus to get to and from work (89%). On the local system, trip purpose is more diverse. College (27%) and work (23%) were the two most common destinations reported. Shopping, K-12 school, medical/dental appointments, and recreation/social activities each made up 9%-12% of trips.

Riders indicated they take the bus more often for work and school trips than for other trips. A majority of riders indicated that if they take the bus for work, college, or school trips they are most likely to ride the bus three to seven times per week. Those riding the bus for medical/dental appointments and religious/civic events were more likely to ride only a few times a year for those purposes. Those making shopping/grocery trips or social/recreation trips were fairly evenly spread, with some patrons making these trips several times a week and others making trips only a few times per year.

Figure 5.13
On-Board Survey: Trip Purpose (Local)

If Riding a Local Route		
Trip Purpose	**Responses**	**Percent**
Work	86	23%
College/University	100	27%
School (k-12)	44	12%
Medical/Dental	32	9%
Shopping/Groceries	41	11%
Religious/Civic	11	3%
Social/Recreation/Restaurants	40	11%
Other	20	5%
Total	374	100%

Figure 5.14
On-Board Survey: Trip Purpose (Commuter)

If Riding a Commuter Route		
Trip Purpose	**Responses**	**Percent**
Work	660	89%
College/University	15	2%
School (k-12)	9	1%
Medical/Dental	7	1%
Shopping/Groceries	33	4%
Religious/Civic	4	1%
Social/Recreation/Restaurants	8	1%
Other	5	1%
Total	741	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD SURVEY RIDER SURVEY

Figure 5.15
On-Board Survey: Frequency of Trips by Purpose

How often do you use e-tran to travel to…?	3 to 7 times per week	1 to 2 times per week	1 to 2 times per month	A few times a year	Never/No Response
Work	781	31	12	13	191
School (k-12)	71	7	4	4	942
College/University	128	28	10	15	847
Medical/Dental	22	8	40	82	876
Shopping/Groceries	45	48	38	39	858
Social/Recreation/Restaurants	38	49	37	51	853
Religious/Civic	19	12	14	32	951

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Because e-tran connects with several other transit operators in the region, survey participants were asked if they regularly use other transit systems. Though most survey respondents indicated that they do not routinely transfer to other systems, a number of patrons, both on the local system and commuter routes, do use Regional Transit on a regular basis. Other transit providers used include Amtrak, South County Transit/LINK, e-van, Yolobus, El Dorado Transit, Rancho CordoVan, and Bay Area Rapid Transit.

Figure 5.16
On-Board Survey: Other Transit System Use

Q: Which other transit systems do you use regularly?	Systemwide	Commuter	Local
RT	431	240	168
Other	12	10	2
Amtrak	27	10	16
e-van	21	6	10
SCT/LINK	13	9	4
None	493	407	71

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

TENURE AND FREQUENCY OF USE

Most survey respondents indicated that they have been riding e-tran for more than two years. This is especially true of commuters, where 67% of riders have been riding for more than two years. On the local system, 45% have been riding for more than 2 years and 27% have been riding for at least one year.

Figure 5.17
On-Board Survey: Rider Longevity (Local)

Local Rider Longevity	Respondents	Percent
More than 2 years	117	45%
1 to 2 years	70	27%
6 months to 1 year	25	10%
Less than 6 months	44	17%
I have never ridden e-tran	2	1%
I have ridden e-tran in the past, but have stopped riding	1	0%
Grand Total	259	100%

Figure 5.18
On-Board Survey: Rider Longevity (Commuter)

Commuter Rider Longevity	Respondents	Percent
More than 2 years	462	67%
1 to 2 years	110	16%
6 months to 1 year	50	7%
Less than 6 months	57	8%
I have never ridden e-tran	3	0%
I have ridden e-tran in the past, but have stopped riding	8	1%
Grand Total	690	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

In terms of frequency, most riders on the local system use e-tran several times per week. Eighty-eight percent of survey respondents on the local system indicated that they ride three or more times per week. As would be expected on the commuter routes, most riders ride five times per week (72%), with another 17% riding three to four times per week.

Figure 5.19
On-Board Survey: Rider Frequency (Local)

Local Rider Frequency	Respondents	Percent
6 to 7 times per week	69	26%
5 times per week	99	38%
3 to 4 times per week	63	24%
1 to 2 times per week	25	9%
Less than one time per week	5	2%
I have never ridden e-tran	2	1%
I have ridden e-tran in the past, but have stopped riding	1	0%
Total	264	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Figure 5.20
On-Board Survey: Rider Frequency (Commuter)

Commuter Rider Frequency	Respondents	Percent
6 to 7 times per week	39	6%
5 times per week	510	72%
3 to 4 times per week	118	17%
1 to 2 times per week	18	3%
Less than one time per week	7	1%
I have never ridden e-tran	3	0%
I have ridden e-tran in the past, but have stopped riding	9	1%
Total	704	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

ACCESS TO TRANSPORTATION

Access to transportation alternatives is one of the key predictors of transit dependency. Figures 5.21 and 5.22 below show vehicle availability for local riders and commuters. Local system riders are more likely not to have access to a vehicle (63%) compared with commuters (7%). Of riders who do not have access to a vehicle, about 77% have a household income of less than $50,000 per year.

When asked how the patron would have made his/her trip if e-tran were not available, patrons offered very different responses depending on if they were riding a local or a commuter route. On local routes, patrons were most likely to have gotten a ride (27%), not made the trip (25%), walked/skated (17%), or biked (13%). On commuter routes, riders were most likely to have driven alone (54%), carpooled, gotten a ride, or made other arrangements (most riders who selected other indicated they would have driven to RT light rail, taken a different e-tran commuter route, or taken a different transit system).

Figure 5.21
On-Board Survey: Vehicle Availability (Local)

If Riding a Local Route		
Car Available?	Respondents	Percent
Yes (my car)	19	14%
Yes (someone else's car)	30	23%
No	84	63%
Total	133	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Figure 5.22
On-Board Survey: Vehicle Availability (Commuter)

If Riding a Commuter Route		
Car Available?	Respondents	Percent
Yes (my car)	514	90%
Yes (someone else's car)	20	3%
No	39	7%
Total	573	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Figure 5.23
On-Board Survey: e-tran Alternative (Local)

If Riding a Local Route		
If this bus were not available, how would you have gotten to your destination?	**Responses**	**Percent**
Driven alone	20	5%
Carpooled	17	5%
Gotten a Ride	101	27%
Walk/Skate	64	17%
Bike	49	13%
Wheelchair/Scooter	1	0.3%
e-van	3	0.8%
Not made trip	94	25%
Other	20	5%
Total	369	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Figure 5.24
On-Board Survey: e-tran Alternative (Commuter)

If Riding a Commuter Route		
If this bus were not available, how would you have gotten to your destination?	**Responses**	**Percent**
Driven alone	487	54%
Carpooled	109	12%
Gotten a Ride	98	11%
Walk/Skate	9	1.0%
Bike	19	2%
Wheelchair/Scooter	1	0.1%
e-van	1	0.1%
Not made trip	35	4%
Other	146	16%
Total	905	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

PATRON IMPRESSIONS

The on-board survey asked e-tran riders to indicate to what degree they agreed or disagreed with a series of statement about e-tran service.

- ***Bus cleanliness and condition:*** About 72% of riders systemwide somewhat or strongly agreed that e-tran buses are clean and in good condition. Local riders (81%) were more likely than commuters (68%) to agree. A similar breakdown was seen between new or infrequent e-tran riders (81% agreed) and long-term, frequent e-tran riders (69% agreed).
- ***Driver safety and courteousness:*** About 85% of riders systemwide agreed that e-tran drivers are safe and courteous. That opinion did not vary significantly between local system riders and commuters.
- ***Bus stop safety:*** About 83% of riders systemwide indicated that they feel that e-tran bus stops are safe. This opinion did not vary significantly by route or gender.
- ***Bus stop accessibility:*** About 84% of riders systemwide agreed that e-tran bus stops are easily accessed on foot, by bike, or by wheelchair/scooter. This opinion did not vary significantly by route.
- ***e-tran coverage:*** About 62% of riders systemwide agreed that e-tran takes them to all of the places they need to go, with riders of the local system slightly more likely to agree (66%, compared to 61% of commuters).
- ***e-tran route efficiency:*** About 64% of riders systemwide agreed that e-tran routes are quick and efficient, with commuters slightly more likely to agree (67% compared to 60% of local system riders).
- ***e-tran meets needs:*** About 74% of riders systemwide agreed that e-tran meets their needs, with commuters more likely to agree (77% compared to 66% of local system riders).

Figure 5.25
On-Board Survey: Attitudes toward e-tran (Systemwide)

Systemwide						
Please indicate how much you agree/disagree with the following statements:	**Strongly Agree**	**Somewhat Agree**	**Neutral**	**Somewhat Disagree**	**Strongly Disagree**	**Total**
e-tran buses are clean and in good condition	295	424	132	110	42	1003
e-tran drivers are safe and courteous	484	360	82	55	17	998
e-tran bus stops are safe	449	367	117	34	18	985
e-tran bus stops are easily accessed on foot, by wheelchair or scooter, or by bike	511	331	104	33	22	1001
e-tran buses take me to all of the places I need to travel to	354	265	168	113	97	997
e-tran routes are quick and efficient	283	356	169	117	67	992
e-tran service meets my needs	342	394	123	89	51	999

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

PATRON COMMENTS

Survey respondents were provided with a list of 11 possible improvements for e-tran service and asked to rank their top three choices. Overall, the most requested improvement was more frequent service. This improvement was the top choice for nearly every subgroup of respondents, including riders on the local system, commuters, riders without a valid driver's license, riders who do not have access to a vehicle, and riders who would not have made their trip without e-tran.

Later evening service was the second most requested improvement systemwide and in each of the subgroups mentioned above.

Developing a smart phone app was the third most requested improvement systemwide, both by commuters and riders on the local system. However, riders without a driver's license opted for more information at bus stops as their third preference, and riders without access to a vehicle and those who would not have made their trip without e-tran opted for more shelters at e-tran bus stops.

Figure 5.26 provides the full breakdown of most-requested transit improvements.

Survey respondents were also asked to provide open-ended comments on e-tran service. Figure 5.27 summarizes patron comments by category. Comments requesting more frequent service and more hours of service were by far the most frequent type of comment. Riders also requested more or improved weekend service. A smattering of comments were received

requesting more information about e-tran service, better stops/shelters, midday service, and more convenient transfers.

Many patrons also made comments about the reliability of e-tran service, citing instances where buses arrived late or had mechanical issues that caused delays en route. Patrons noted that bus comfort and overcrowding were sometimes problematic, especially the cleanliness of buses, heating/air conditioning failures, and standing room only on some commuter routes. Patrons made both positive and negative comments regarding e-tran drivers. Many complimented the drivers, saying they were courteous and helpful. Others thought their drivers were rude, unhelpful, or unsafe.

Figure 5.26
On-Board Survey: Patron-Requested Improvement to e-tran

Improvement	Systemwide	Commuter	Local	No License	No Vehicle	No Transp. Alts
Later evening service	17%	17%	18%	16%	20%	21%
Earlier morning service	6%	6%	6%	6%	6%	6%
Improved/more Park and Ride lots	4%	5%	1%	1%	2%	1%
Improved access to bus stops	2%	1%	3%	3%	3%	1%
More shelters at bus stops	10%	10%	11%	12%	12%	11%
More benches at bus stops	3%	3%	5%	6%	4%	5%
More lighting at bus stops	8%	9%	7%	8%	7%	7%
More information at bus stops	7%	6%	12%	13%	9%	9%
More frequent service	25%	26%	20%	19%	23%	23%
Express service	5%	4%	4%	5%	6%	6%
Smart phone app	13%	13%	14%	12%	9%	10%
Total	100%	100%	100%	100%	100%	100%

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Figure 5.27
On-Board Survey: Summary of Respondent Comments

Comment Category	# Comments	Description
Frequency	141	route frequency and hours of service; wait times
Reliability	101	on-time performance; bus failures; miss stops
Bus Comfort	72	seat comfort; heating/air conditioning; space on bus
Other	63	comments not covered by other categories
Driver Compliment	61	compliment about driver (courteous, safe, etc.)
Overcrowding	59	buses are overcrowded; standing room only
Compliment	58	compliment about e-tran service (non-driver related)
Weekend Service	41	need weekend service - later, more routes, etc.
Driver Complaint	37	complaint about driver - rude, unhelpful, etc. (non-safety related)
Driver Safety	30	issue with driver safety - riding the brake, accelerating too fast, etc.
Information	19	text alerts; smart phone app, schedules on buses/at stops
Safety	19	safety at bus stops - lighting, physical safety, etc.
Stops/Shelters	19	issues at stops/shelters - need more, benches, signage, graffiti, etc.
Midday Service	18	need service to/from Sac throughout the day
Transfers	10	issue when tranferring from/to another transit agency

SOURCE: SACOG 2012, E-TRAN ON-BOARD RIDER SURVEY

Unmet Transit Needs Findings

The Unmet Transit Needs process is a yearly review of transit needs of people who live in the SACOG four-county Regional Transportation Planning Agency (RTPA) area made up of Sacramento, Sutter, Yolo, and Yuba counties and the cities within. The process is required by the California State Transportation Development Act (TDA). SACOG staff conducts public workshops (hearings) throughout the four-county area to receive comments from the public that will help determine if there are unmet transit needs. The SACOG Board makes final findings regarding which jurisdictions have “unmet transit needs that are reasonable to meet.”

An unmet transit need is an expressed or identified need for transit services that would likely serve those most dependent on transit, and which is not currently being met through the existing system of public transportation services. Unmet transit needs must also comply with the Americans with Disabilities Act and be accessible to all.

To be “reasonable to meet” an unmet transit need must have community acceptance reflecting the need of more than one person; be equitable and open to the general public, including the elderly and those with disabilities; have potential ridership; and have the ability to be cost effective and meet the required farebox recovery ratio.

If the SACOG Board finds any unmet transit needs that are reasonable to meet in a city or county, then Transit Development Act (TDA) funds must first be spent to fulfill those transit needs. However, if the SACOG Board does not find any unmet transit needs that are reasonable to meet or if there are funds remaining after all unmet transit needs have been met, a city or county (with the exception of the jurisdictions within the Sacramento Regional Transit District) can use TDA funds for streets and roads purposes. Table 4.1 summarizes all unmet transit needs comments considered between 2008 and 2012.

Community Outreach

The City of Elk Grove and SACOG held a community outreach open house on October 22, 2012. The open house was held in conjunction with SACOG's annual unmet transit needs hearing. Residents were encouraged to use the open house as an opportunity to provide input on the SRTP process and make comments about unmet needs for transit services.

About 50 people attended the open house. Ideas brought forth at the open house are included in Table 4.2 below.

In addition, City of Elk Grove staff has received several recent requests for weekend service from Elk Grove to downtown Sacramento, or to Meadowview Light Rail to reach downtown.

Table 5.1
Status of Needs Identified through the Unmet Transit Needs Process, 2008 – 2012

Year	Unmet Transit Need That is Reasonable to Meet	e-tran Comments at Time of Unmet Needs Hearing	Current Status
FY 2007/08	An additional run of route 52 in the morning and evening since it is frequently standing room only.	The City of Elk Grove transit system will add more trips on June 17, 2007. Route #52 will have a 10 a.m. and 10 p.m. trip.	Route 52 currently has eight morning and eight evening trips.
FY 2007/08	Express service from Elk Grove to the Old Placerville Road area in Rancho Cordova.	e-tran plans to ask the Elk Grove City Council in summer 2007 for authorization to provide commuter bus service to Rancho Cordova. The request will then be passed on to the Sacramento Regional Transit District who will make the final decision on whether or not to allow e-tran to serve the City of Rancho Cordova.	Route 91 currently operates one AM and one PM run per day, Monday thru Friday.
FY 2007/08	An additional run of route 57 during the rush hour between 7AM and 7:30AM.	The City of Elk Grove transit system plans to add an additional route #57 trip in the morning & evening in August. There is ridership demand for this request.	Route 57 currently operates three morning and three evening trips.
FY 2007/08	Express buses to downtown Sacramento that run late enough in the morning or evening to accommodate a 9AM to 6PM schedule.	There is currently commute service that arrives in downtown Sacramento at approximately 8:30 a.m., but no service that leaves downtown after 6 p.m.	The last Route 52 morning trip arrives in Sacramento at 8:40 and the last Route 52 evening trip leaves Sacramento at 5:50.
FY 2008/09	One more bus run in the morning on commute runs to Sacramento, such as route 57, is needed as current runs are frequently crowded and standing room only.	The City of Elk Grove is aware of the routes that are crowded, and is closely analyzing ridership data. Subject to funding, the City is planning on adding service and more frequent runs to and from downtown during peak times.	e-tran has over 30 trips daily in either direction between Elk Grove and downtown Sacramento.
FY 2008/09	Bus drivers sometimes miss people waiting at stops because the drivers cannot see passengers in the dark.	The City of Elk Grove is planning on installing 38 bus shelters equipped with solar powered lights by the end of this year (2008).	I-STOP solar-powered stop lights are installed at four intersections, serving routes 59, 155, 156, 157, 159, and 161.
FY 2008/09	Weekend/ Holiday service should be increased.	The City of Elk Grove is implementing a revised weekend schedule beginning February 10, 2008. The minimal Sunday service offered will be replaced by a standard weekend schedule that is the same on Saturdays and Sundays.	The Weekend Shuttle operates from 10:00 a.m. to 5:00 p.m. on Saturdays and Sundays.
FY 2013/14	Provide bus service to/near Seasons at Laguna Ridge Senior (55+) Apartment Community. Seasons is located at the intersection of Bilby and Bruceville Roads in Elk Grove, near a new Wal-Mart that will be a community destination.	Service in the area of Bruceville and Bilby roads will be analyzed as part of the upcoming Elk Grove/e-tran Short Range Transit Plan.	Route 159 now serves the Wal-Mart, but does not serve Seasons. Adding service to Seasons is a recommendation in this SRTP.

Table 5.2
Elk Grove SRTP Open House: Recommendations, Questions and Concerns

Recommendations, Questions and Concerns	Comments
e-tran should provide more connecting bus service on weekends, including service from outside Elk Grove back into Elk Grove.	
More attention needs to be paid to the transportation needs of disabled and elderly Elk Grove residents, as well as more marketing done for the specialized transit services that are available.	
The Los Rios Community College campuses need to be better connected by transit, in particular e-tran service to Cosumnes River College should be more frequent and run later.	e-tran staff responded stating that the e-tran route 157 does serve the CRC campus in the evening (until 6 PM) and that RT light rail is expected to start serving the campus in 2015.
Is there a standard formula for how ridership and routing is determined, and who measures service performance and decides how resources are distributed?	e-tran staff responded that they are hoping to use new fare boxes as a tool to help evaluate each route's effectiveness. However, sometimes transit grants are specific, such as Job Access Reverse Commute funding. e-tran tries to balance commute service with local service for transit-dependent riders. The City must also consider federal Title VI civil rights requirements.
Where does e-tran connect with Amtrak bus services in Elk Grove?	The e-tran route 157 (M-F) and the Weekend Shuttle (Sat-Sun) connect with the Amtrak bus at Laguna Blvd. and Harbor Point Drive in Elk Grove.
The e-tran routes 70 & 71 don't allow for a full day of work at the Franchise Tax Board.	These routes do allow for a full 8-hour day of work at the Franchise Tax Board.
Does e-tran plan to provide any weekend service between Bradshaw and Sheldon roads and CRC, or anything along Watt Ave. into Elk Grove?	e-tran service runs nearby on Waterman and Bond roads.
RT and e-tran could provide joint service with a route from Bruceville to Sheldon roads to Power Inn Road to 65th Street that would allow access to the 65th St. light rail station and CRC students access to CSUS.	e-tran riders can currently transfer to RT to access both RT's light rail and CSUS.
Heritage Peak Charter School is moving onto Elk Grove-Florin Road approximately one mile north of Calvine Road. A majority of the students are Elk Grove residents and there is currently no bus service to the new location. Could e-tran provide service to the new location?	The e-tran routes 154 and 162 currently have bus stops approximately 1 mile from the Heritage Park Charter School's new location. The City of Elk Grove can work with the school to assist students with finding safe routes to school.
Will there be a commuter bus available from Folsom to the new Elk Grove Corrections building?	Commuters coming from Folsom to the CDCR building in Elk Grove can ride light rail to the Butterfield station and catch the e-tran route 91 or light rail into downtown Sacramento and catch the e-tran route 90. Both reverse commute routes serve the CDCR buildings in Elk Grove.
Currently, an e-tran monthly pass cannot be used by someone transferring to Yolobus to get to the Sacramento International Airport.	e-tran staff responded that with the coming implementation of the Connect Card universal/regional transit fare card e-tran would like to iron out equitable transfer agreements with all regional transit operators.
An unannounced "secret-rider" program should be standard practice on e-tran, e-van and Paratransit, Inc. to make sure the services are operating as they should.	e-tran staff noted that they have done this in the past with fixed route service to assess performance.

Recommendations, Questions and Concerns	Comments
e-tran should upgrade to bus bike racks that can accommodate three bicycles on each bus.	e-tran is working to have racks that accommodate three bicycles on the new buses that will be ordered. The current e-tran buses cannot accommodate bike racks that can hold 3 bicycles.
Elk Grove needs to work on ways to make bicycling more appealing and safer, which would solve much of the "last mile" issues that prevent many people from riding the bus.	The City of Elk Grove continues to work on improving the bicycling infrastructure in Elk Grove.
Why did e-tran cut the 156 on weekend, since without it people can't get to Sacramento in a reasonable amount of time on the weekends? Is there the possibility of reinstating the route 156?	e-tran staff responded that in comparison to other e-tran routes, the 156 had low performance.
Are there any plans for an additional run on the e-tran route 53 in the morning as almost all of the runs are packed?	e-tran is currently analyzing ridership to find the most impacted run on the route 53 and provide "shadow" or secondary buses at those times.
The drivers on the route 53 6:05 AM run frequently have to turn people away at the last two stops, which is problematic as this is the only service on White Rock Road.	Another e-tran route 53 arrives after the 6:05 AM one within 15 minutes.

CHAPTER 6—GOALS, OBJECTIVES, POLICIES, AND PRIOR RECOMMENDATIONS

This chapter looks at goals, policies, standards, and prior recommendations established in audits, planning documents, city council direction, previous SRTPs, and e-tran's contract with MV. It is intended to establish a framework for developing overall goals and objectives for e-tran, and provide the means for ongoing measurement of achieving these goals and objectives.

Mission Statement

The city's mission statement related to transit is as follows:

"Transit provides fixed route and paratransit services within the City of Elk Grove, as well as within the Sacramento region, featuring a strong commitment to on-time performance, safety, and customer service."

Policies and Standards

This section looks at policies and standards set forth in prior SRTPs, planning documents, City Council directives, and performance audits.

General Plan Policies

The City's General Plan contains a number of specific policies related to transit service in the city, shown in Table 6.1.

Table 6.1
Transit-Related Policies, City of Elk Grove General Plan, 2003

Policy CI-6	The City shall require that transit service is provided in all areas of Elk Grove, including rural areas, so that transit dependent residents of those areas are not cut off from community services, events, and activities.
Policy CI-7	The City shall encourage an approach to public transit service in Elk Grove which will provide the opportunity for workers living in other areas of Sacramento County to use all forms of public transit—including bus rapid transit and light rail—to travel to jobs in Elk Grove, as well as for Elk Grove workers to use public transit to commute to jobs outside the city.
Policy CI-8	The City shall encourage the extension of bus rapid transit and/or light rail service to the planned office and retail areas north of Kammerer Road and west of Hwy 99.
Policy CI-9	Light rail service in Elk Grove should be designed to serve major employment centers and the regional mall at Kammerer Road/Hwy 99. The City of Elk Grove encourages the development of light rail which will bring workers and shoppers to Elk Grove, while also serving as part of a coordinated, regional transportation network.

It should be noted that Policy CI-6 creates a conundrum for transit planning and the transit budget by emphasizing geographic coverage in areas where there may be little ridership and it may not be possible to operate service efficiently.

Policies CI-7 to CI-9 discuss bus rapid transit (BRT) and light rail transit. Chapter 3 provides an assessment of the added cost necessary for the city's proposed BRT system and how well it might compete for federal New Starts funding.

Performance Measures

The City's contract with MV Transportation provides performance measures that the contractor is expected to meet, shown in Table 6.2. The contract also includes a series of assessments and incentives for performance.

Table 6.2
Contractual Performance Standards

Contractual Performance Standards and Policies Standard	**Miles between preventable road calls:** 15,000 in-service miles between preventable road calls which cause delays in excess of 10 minutes (monthly average).
Policy	**Wheelchair lift in-service failure:** Wheelchair lifts shall be cycled once each day prior to in-service use. Lift failures shall be reported to dispatch, the City Transit Planner, and in the Monthly Management Report.
Standard	**Wheelchair Passenger Accommodation:** Lift failures shall not delay a passenger's trip more than one hour.
Standard	**Safety Inspection Reports:** Achieve a satisfactory rating in any category on the annual CHP safety compliance report or spot check.
Standard	**On-time Departures:** 95% of departures within 5 minutes of schedule and not before scheduled departure time/dial-a-ride pick up window.
Standard	**Operating Ahead of Schedule (HOT):** No fixed route bus shall leave any time point prior to its scheduled departure time.
Standard	**Missed Trips:** Complete 100% of all scheduled trips on a monthly basis. (A dial-a-ride missed trip is more than 30 minutes late for a pick-up period.)
Standard	**Dial-a-Ride Pick up Failure:** Contractor shall not fail to pick up any dial-a-ride passenger once a pick up time has been scheduled (unless failure is the fault of the rider).
Standard	**Dial-a-Ride Productivity:** Not below 1.25 passenger trips/VSH for first year or 2.15 passenger trips per service hour in following years (monthly average). Preferred productivity 2.5 trips/hour after first two years, with goal of 2.75.
Policy	**Monthly Summary:** Contractor shall submit all monthly reports and operating statistics within 5 business days of the end of each month.
Policy	**Daily Operational Report:** Contractor shall submit all daily reports and operating statistics within 3 business days of the end of each month.
Policy	**Accident and Incident Reporting:** Contractor shall develop, implement, and maintain procedures for accident and incident reporting and notify the City within 3 days of the occurrence.
Standard	**Preventable Accidents – Systemwide:** > 50,000 total vehicle miles between preventable accidents (quarterly average).
Standard	**Valid Complaints:** <= 10 per month
Standard	**Call Hold Times:** <=10 minutes (daily average) and < 2% dropped calls (weekly average).

Table 6.3 shows performance targets currently utilized by the city for monitoring transit performance and briefing the City Council.

Table 6.3
City Performance Targets

Measure Name	Annual Target	Data Source
Miles between road calls per month	15,000	Contractor
e-van On-time performance per month[3]	95%	Contractor
Fixed Route On-time performance per month	95%	Contractor
Commuter Passengers per month	41,000	Solutions for Transit management report
Local route Passengers per month	41,000	Solutions for Transit management report
e-van Passengers per month	1400	Solutions for Transit management report
Number of valid ADA applications processed within 21-day window per quarter	100%	City staff
e-van Passengers Per Vehicle Service Hour	2.15	Solutions for Transit management report
Local Routes Passengers Per Vehicle Service Hour	16	Solutions for Transit management report
Commuter Passengers Per Vehicle Service Hour	26	Solutions for Transit management report

Prior Recommendations

A TDA Triennial Performance Audit was completed by Majic, Inc. in May 2013. As part of the audit process, Majic assessed City and contractor staffing and organization, and conducted a review of peer agencies concerning staffing levels. Audit findings are included below.

City Improvements

The 2013 Audit found that city transit staff made significant progress on issues identified in previous audits, especially concerning financial and performance reporting. A November 2011 Audit of the Transit Division found serious deficiencies in the administration of the MV Contract. According to the 2013 triennial audit, "The City has made substantial progress in correcting those deficiencies." These include:

- Improving financial reporting for the Transit Division;
- Meeting with the Finance Division monthly to resolve any transit finance issues during the fiscal year, and to develop a transit year-end closing checklist;

[3] On-time performance defined as leaving no more than 5 minutes late from any scheduled stop or dial-a-ride pick-up window time period.

- Instituting new processes for reviewing all contractor invoices for accuracy and performance;
- Contracting with Solutions for Transit to provide monthly reports that include an analysis of MV's invoice for accuracy as well as other summary and detailed reports to help staff monitor and evaluate the contractor's performance; and
- Improving data to support required NTD and SCR reporting.[4]

Audit recommendations are shown in Table 6.4.

Table 6.4
Recommendations from 2013 TDA Triennial Performance Audit

No.	Recommendation	Priority	Timeframe
1	Correctly calculate, file, and document the performance measures reported on State Controller Reports (SCR) and National Transit Database (NTD) reports.	High	FY 12/13
2	Continue improving the Performance Measurement System (PMS) and tracking to include a dashboard of key performance indicators on both a monthly and year-to-date basis.	High	FY 12/13
3	Enhance Customer Service function and complaint tracking.	Medium	FY 13/14
4	Develop a one (1) or two (2) year marketing plan, which includes the development and incorporation of a service area map for the website and ride guides.	Low	FY 14/15
5	Continue cost control and efficiency measures in the delivery of services, specifically for e-van.	High	FY 13/14
6	Assess the fare structure for e-tran and e-van, specifically for out-of-City trips and consider modifying rates on longer distance trips in conjunction with Connect Card, a transfer agreement.	Medium	FY 13/14
7	Work with Finance and the financial and compliance Auditor to ensure expenses and revenues are applied by mode of service (commuter, local fixed, and demand response) to ensure the City can adequately monitor and report financial data.	High	FY 13/14

[4] Triennial Performance Audit, 2013

The 2008 SRTP recommended the adoption of a number of performance standards and policies, shown in Table 6.5.

Table 6.5
Recommended Policies and Standards from 2008 SRTP

Category	Policy or Standard	Status
Standard	On commuter routes, 80% of trips shall arrive within five minutes of scheduled time.	Contract specifies 95% on-time for fixed route service departures
Standard	On local routes, 90% of trips shall arrive within five minutes of scheduled time.	Contract specifies 95% on-time for fixed route service departures
Standard	No missed trips[5] on commuter or local routes	Included in contract
Standard	Commuter routes should have 75% or greater utilization of seated capacity in the peak commute direction (inbound AM, outbound PM).	Not adopted
Standard	Local routes should carry an average of 10 passengers per revenue hour.	Not adopted
Policy	Annual contractor costs (operations and maintenance) shall not increase at a rate greater than the local CPI.	Contract specifies costs, runs through June 2014
Policy	e-van vehicles will be cleaned, at a minimum, weekly. Other vehicles will be cleaned, at a minimum, every other week.	Included in contract
Policy	Critical shelters will be cleaned every week. Non-critical shelters will be cleaned every other week.	Agreement with Elk Grove Department of Public Works
Policy	Additional trips will be added to any route when load factors (passengers/# of seats) consistently exceed 1.0 for a month for commuter service and 1.10 for a month for local service.	Not adopted – may be problematic in mandating trip additions without resource considerations

Goal, Objective, Policy, and Standard Recommendations

A. Adopt a transit-specific mission statement

An agency's mission statement defines its fundamental purpose and guiding values. It can help establish agency priorities and provide direction for decision-making. It provides a basis for judging the success of the organization.

Many transit agencies in the Sacramento region have more specific mission statements than the City of Elk Grove's. Table 6.6 below includes mission statements from other transit operators that e-tran could use as models for developing its own mission statement.

[5] Defined as trips that are cancelled due to lack of driver or mechanical breakdown

Table 6.6
Peer Agency Mission Statements

Agency	Mission Statement
Sacramento Regional Transit District	The purpose of the Sacramento Regional Transit District is to promote and enhance regional mobility and serve the public by providing quality transit services and solutions that improve the overall quality of life in the Sacramento region.
Yolo County Transportation District	Yolo County Transportation District values excellence as we: 1. Coordinate transportation planning and funding 2. Provide transit service 3. Advocate for transportation issues and services
Yuba-Sutter Transit	To provide safe and cost effective public transportation services that increase mobility and improve the quality of life for Yuba and Sutter county residents. **Guiding Principles** Yuba-Sutter Transit shall strive to meet or exceed community expectations by: 1. Operating a safe, reliable and comfortable quality of service; 2. Providing an effective and efficient level of service in response to demonstrated community needs; and, 3. Enhancing quality of life through improved mobility.
City of Roseville Transportation Division	Roseville's Transportation Division contributes to a vibrant, healthy community through exceptional transit, bikeway and alternative commute programs. We help Roseville maintain an amazing quality of life by increasing transportation options, reducing vehicle miles traveled and improving air quality in the region.
El Dorado Transit	To provide safe, reliable, courteous, attractive, effective and comfortable public transit, coordinate transit services, reduce vehicle miles traveled on the Western Slope of El Dorado County and actively support reducing emissions to improve air quality.

B. Refine Policies and Standards

Refine a set of performance measures and standards by which to measure the effectiveness and efficiency of the system operation. This should include, as appropriate, separate standards for the commute service, local service, and the paratransit program.

Options:

- Where appropriate, incorporate measures and standards that are in the current service provider contract.
- Review dial-a-ride productivity thresholds and goals for what is likely achievable.
- Consider adoption of additional performance standards, including for:
  - Key indicators
  - Stop spacing and/or criteria for removal

- Performance thresholds, below which underperforming routes or runs would be considered for intervention, truncation, lifeline status, or elimination.
- Load levels, beyond which routes that have riders standing on a consistent defined basis will be assessed for additional runs/shadow buses.

- Revise general plan policies to emphasize transit planning for efficient, effective service.

C. Reporting

- Continue to make improvements in monthly and annual reporting of financial and performance data.

CHAPTER 7—STAFFING AND ADMINISTRATION

Current Organizational Structure and Staffing

The City of Elk Grove's Transit Division is contained within the City's Department of Public Works. City staff are responsible for general management and administration of the transit program, while MV Transportation, Inc. is contracted to handle the day-to-day operations of e-tran and e-van. The Transit Division is staffed with approximately 4.4 Full-Time Equivalents (FTEs), as follows:

Director of Public Works (.15-.2 FTE), who oversees the Transit Division, in addition to responsibilities for the City's road network, drainage systems, and solid waste program. The Director of Public Works reports to the Assistant City Manager, who reports to the City Manager.

Transit Manager (1 FTE), with responsibilities for contract management; federal/state/local compliance; monitoring/evaluation of service delivery and performance; grant activities; capital projects; transit planning; and fiscal management.

Transit Planner (1 FTE), responsible for long-range planning, TDA claims, budgeting, compliance (TDA, FTA), and state and federal programs.

Transit Planner (1 FTE), responsible for complaints, bus stop improvements, scheduling, route planning, and operations management.

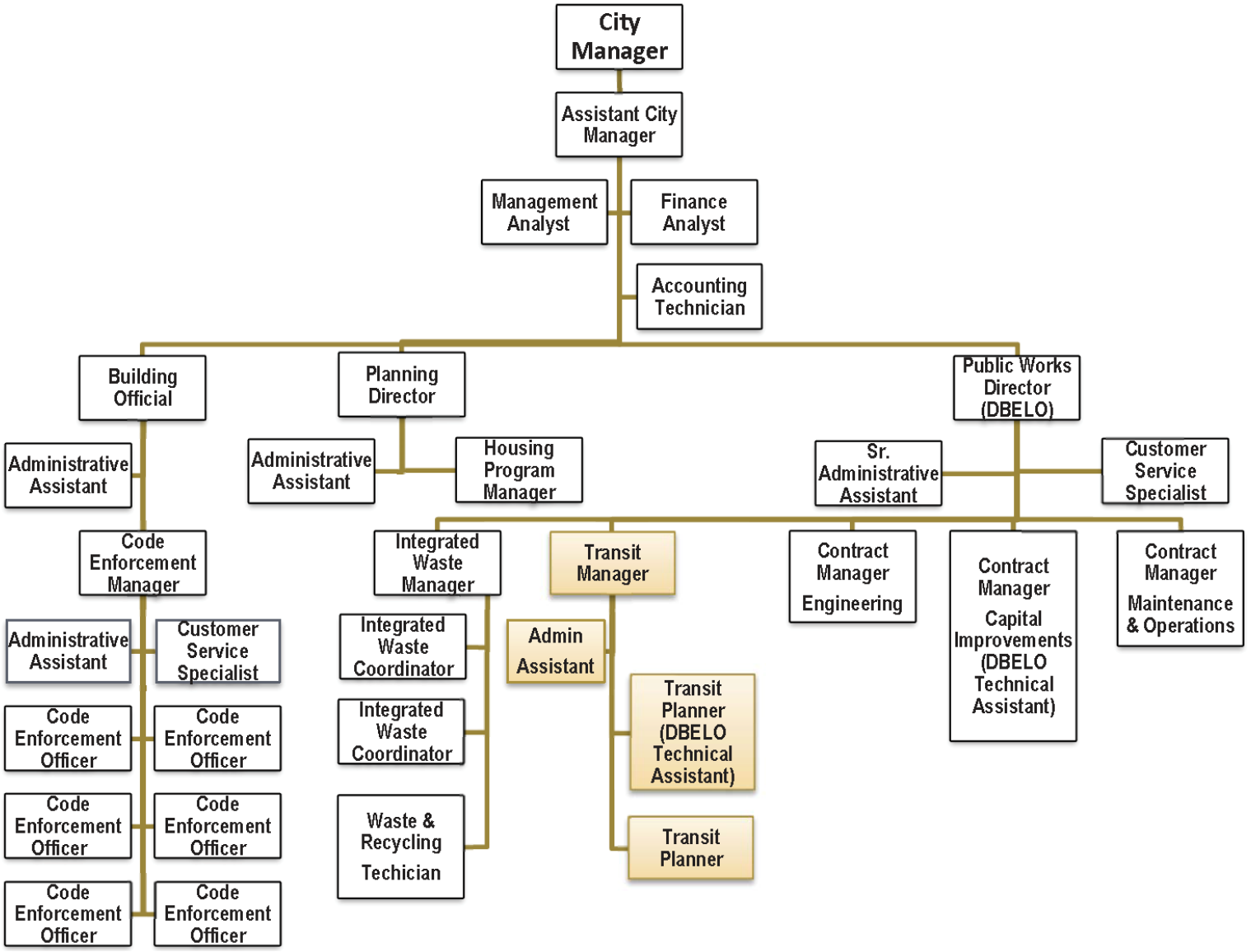
Administrative Assistance (1 FTE), responsible for ADA eligibility certification, out-of-area paratransit trip coordination, fare media, hotline support, invoice processing, fuel usage tracking, and other administrative duties.

Fleet and Facilities staff (.2 FTE), the primary contact for the transit fleet plan, procurement, maintenance, and disposal processes for the transit program. This position also oversees facility, vehicle, and equipment maintenance/repair conducted by MV.

The Transit Division has seen turnover in transit managers since its 2005 inception, with the most recent Transit Manager leaving e-tran in January 2012. The Assistant to the City Manager acted as interim transit manager from January 2012 until May 2013, when a new Transit Manager was hired.

The organization chart in Figure 7.1 below displays the organizational structure for the City of Elk Grove's Department of Public Works and highlights the specific positions that make up the Transit Division.

Figure 7.1
City of Elk Grove Department of Public Works Organization Chart



SOURCE: E-TRAN TRIENNIAL PERFORMANCE AUDIT, 2013

The City of Elk Grove provides the Transit Division with additional administrative services, including procurement, budgeting/finance, grants management, and risk management, summarized below.

Procurement

The City of Elk Grove's Purchasing Division oversees the City's centralized procurement process. While the Transit Division manages the majority of its procurement activities, the Purchasing Division staff assists in procurement efforts, securing materials, vehicles, and other services which meet necessary standards and are in compliance with applicable City procurement policies and State law.

Budgeting and Financial & Grants Management

The City uses fund accounting to ensure and demonstrate finance-related legal compliance. Transit is included in the City's Proprietary Funds, which are segregated for specific activities or objectives. The Transit Funds were established to account for TDA and other funds received for public transportation planning, public transportation services, and community transit purposes.

Risk Management

Risk Management is within the city's Finance Division. The City is part of a JPA Association of County and Cities pool. While the City maintains a general transit operations safety program, MV is responsible for maintaining insurance and administering the safety program.

Contractor Staffing

MV Transportation employs the drivers, dispatchers, and maintenance personnel for e-tran and e-van operations. The contract requires the following positions:

- General Manager (1 FTE)
- Operations Manager (1 FTE)
- Safety and Training Manager (1 FTE)
- Maintenance Manager (1 FTE)
- Accounting Manager (1 FTE)
- Road Supervisor (1 FTE)
- Dispatchers (4.4. FTE)
- Mechanics, A-B-C (7.5 FTE)
- Utility Workers (3 FTE)
- Customer Service Representatives (2 FTE)
- Vehicle Operators (81 as of June 2012)

In addition, MV offers support from its corporate offices as required.

Drivers and dispatchers are members of the Amalgamated Transit Union (ATU), which negotiates a Collective Bargaining Agreement on their behalf. The agreement determines wage and benefits. Bonuses are earned for attendance, safety, and appearance.

Contractor Turnover

The 2013 Audit noted significant turnover in contractor staff, especially management and maintenance staff, which can negatively impact operations. The audit found a 20% overall turnover rate and a 57% turnover rate for management. Table 7.1 shows turnover rates for fiscal years 2009-10 through 2011-12.

Table 7.1
Contractor Turnover Rates FY 09/10 – FY 11/12

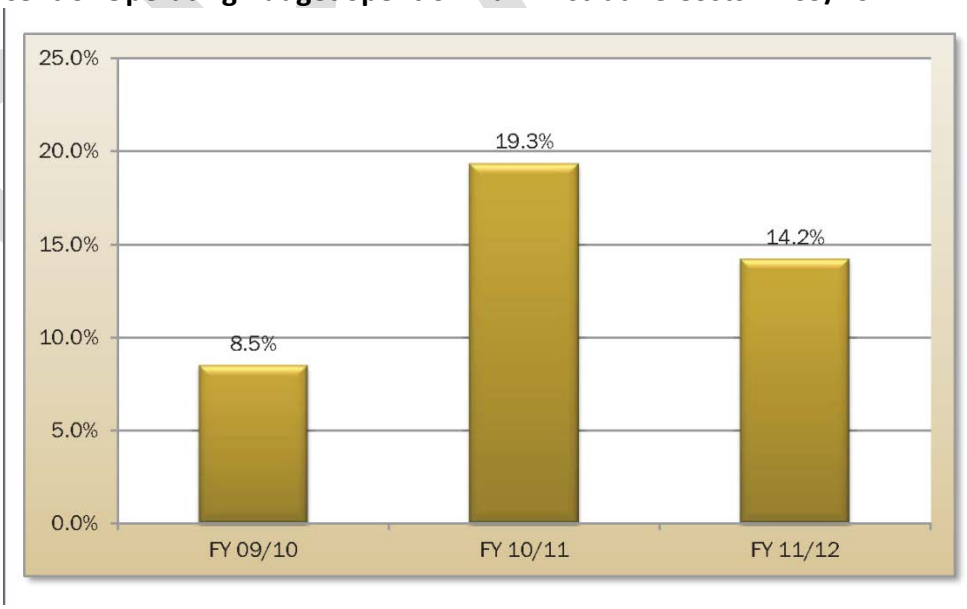
	FY 09/10	FY 10/11	FY 11/12
Admin	6.20%	28.24%	18.90%
Drivers	25.37%	27.05%	15.28%
Management	70.07%	51.06%	56.69%
Maintenance	37.62%	47.37%	33.68%
Total	26.23%	30.23%	19.76%

Source: Triennial Performance Audit, 2013

Administrative Costs

Figure 7.2 shows administrative costs as a percentage of total operating budget.

Figure 7.2
Percent of Operating Budget Spent on Administrative Costs FY 09/10 – FY 11/12



Source: Triennial Performance Audit, 2013

Administrative costs have fluctuated since FY 2009-10, but remained below 20 percent of total operations. The audit noted that this is below typical percentages and may be indicative of inadequate staffing.

A common productivity measure is vehicle service hours (VSH) per full-time equivalent (FTE). The higher the ratio, the more productive the administration is considered to be. Elk Grove was in the middle of its peers as shown in Table 7.2. It is important to note that City of Roseville staff includes positions focused on alternative modes, bikeways and transportation demand management, not solely transit.

Table 7.2
Peer Comparison, Vehicle Service Hours per Full-Time Equivalent (VSH/FTE)

	Elk Grove	City Coach - Vacaville	Roseville Transit	Santa Clarita Transit	Yuba-Sutter Transit
Vehicle Service Hrs (VSH)	68,546	42,034	43,303	207,018	79,137
FTEs	4.3	2	9	9	3
VSH per FTE	15,941	21,017	4,811	23,002	26,379

Options for Staffing and Administration

The following are potential options for the City of Elk Grove to consider regarding staffing and administration:

- Work with the contractor to be accountable for maintaining a qualified and stable operations staff, including methods to reduce driver turnover.
- Work with the contractor to assess the need for additional dispatch staff during peak afternoon/shift-change periods to insure callers are able to make next day reservations and/or cancel trips without excessive hold times or abandoned calls.
- Consider the impact to internal staff workload of directing transit complaints and compliments to city staff first.
- Weigh key factors (service delivery and performance, contractual costs, upcoming changes such as Connect Card implementation and the potential comprehensive local operational analysis and local route restructuring) to assess whether or not to extend the current contract and/or renegotiate any contract provisions.
- Assess Transit Division staffing levels as changes occur in transit services and/or workload demands to determine whether additional city staff are needed for administration of the transit program.

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CHAPTER 8—MARKETING

Visual Brand

e-tran's visual brand revolves around a green lower-case "e" with a lighter green triangle/arrow to the right. The arrow points to the right to communicate motion and forward progress, both geographically and environmentally. In the e-tran and e-van logos, the arrow points to the dark blue "tran" and "van," respectively.

SOURCE: HTTP://WWW.E-TRAN.ORG/

The color scheme used for the e/arrow combination is also utilized for e-tran bus shelters and buses.

Besides the e-tran and e-van logos, the green "e" and arrow is used in multiple applications, including testimonial print ads and other marketing materials where words starting with "e" are emphasized, e.g. "everywhere," "enjoy," and "extra." The brand was created as part of a consultant-led marketing plan developed for e-tran's launch in 2005.

Printed Materials

e-tran has printed materials for local routes, Sacramento and Rancho Cordova commuter routes, reverse commute routes from Sacramento and Rancho Cordova, and e-van.

LOCAL GUIDES

The "Local Guide" contains information about fares, transfers, and pass sale outlets; local fixed route schedules; route schedule information for connecting services of SCT/Link's Highway 99 Express and Sacramento Regional Transit's Route 65 between Laguna Town Hall and Florin Light Rail; specific contact information; and a description of e-van service. It consists of seven 8 ½ x 14 inch sheets that are bound in middle lengthwise and folded to create an 8 ½ x 3 ½ inch booklet of 28 pages.

The Local Guide provides a route schedule and days of operation for each weekday route and the weekend shuttle, plus a graphic representation of the route including timepoints, transfer locations, and points of interest. While the guide is intended to help passengers by identifying transfer points and locations between lines, the transfer point information should be re-visited as the guide promotes transfers that are not possible. For example, the guide indicates that a passenger could transfer between Route 157 and 163 at Laguna Gateway, but 157 runs Monday through Friday and 163 only runs on the weekend. Re-visiting the passenger

information in the Local Guide would also allow e-tran the opportunity to check for other instances of outdated or inconsistent information, such as mentions of discontinued routes (e.g. 158) or inconsistent references to routes (e.g. Weekend Shuttle vs. 163).

Commuter Guides

In a similar format to the Local Guide, the "Commuter Guide" contains information about fares, transfers, and pass sale outlets; commuter route schedules to Rancho Cordova and Sacramento; route schedule information for connecting services from SCT/Link's Highway 99 Express; instructions on how to use Sacramento RT to travel midday between Elk Grove and Sacramento; information about bus stops, Park-and-Ride lots, and the Elk Grove Emergency Ride Home program; specific contact information; and lined pages for notes. The guide includes a route schedule and days of operation, plus a graphic representation of each commuter route with timepoints, transfer points, light rail stations (in Rancho Cordova and Sacramento), and points of interest along each route.

The Local and Commuter Guides are printed semi-annually and distributed by e-tran drivers, normally upon request from passengers. Printed guides are also available at City Hall when passengers purchase e-tran passes. Printable versions of the Local and Commuter Guides are also available on the e-tran website. Both guides were last updated on October 27, 2011.

Since the print date of the guides, the connecting services provided by SCT/Link and Sacramento RT have changed alignment and schedules, making the schedule information for connecting services (and transfer points, in the case of SCT/Link) out-of-date. The guides should mention the connecting services, but could avoid confusion by directing the passenger to the transit operator who runs the service in question.

Reverse Commuter Route Brochures

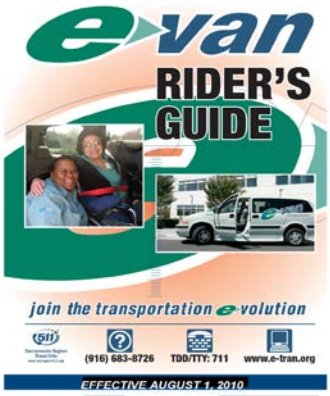
A "Reverse Commuter Route" brochure contains information about fares, transfers, and pass sale outlets; reverse commuter route schedules from Sacramento and Rancho Cordova to Elk Grove (Routes 90 and 91, respectively); information about the Elk Grove Emergency Ride Home program; specific contact information; and a description of e-van service. The guide includes route schedules and days of operation, plus a graphic representation of each route with timepoints, transfer points, light rail stations (in Rancho Cordova and Sacramento), and points of interest. The brochure is one 8 ½ x 11 inch sheet made into a tri-fold that is 8 ½ x 3 ¾ inch.

While the graphics on the two Reverse commute brochures are identical, the two routes are distinguished by different color schemes— Route 90 is in shades of blue and Route 91 is in shades of green. The brochures are available in limited quantities on e-tran buses and at City Hall. Printable versions of the brochures are also available on the e-tran website.

E-VAN RIDER'S GUIDE

The "e-van Rider's Guide" is a comprehensive 30-page document that contains information about ADA eligibility; e-van's service area, hours, and fares; mobility training; customer service contacts and procedures; and how to use e-van service, from making reservations to boarding the vehicle. The "Welcome to e-van" brochure in English or Spanish provides a condensed introduction to e-van service, determining eligibility, reserving rides, and fare information. The e-van Rider's Guide and brochure are available at City Hall, on e-tran's website, and by request.

Figure 8.1
e-van Rider Guide



PRINTED MATERIALS OPTIONS

As part of the SRTP analysis, SACOG staff analyzed e-tran's printed materials and developed recommendations to improve the ease of use for guides and brochures:

- When referencing connecting transit services provided by other transit operators (e.g. Sacramento RT, SCT/Link), provide contact information and a basic description of the service provided, but omit detailed schedule information.
- As part of the next update of the commuter guide, incorporate the newly implemented reverse commute routes.
- Consider simplifying the guides by prioritizing critical pieces of information (e.g. fares, bike boarding, pass sales outlets) and omitting lower priority information (such as locations of park-and-ride lots and Emergency Ride Home information in the Local Guide).
- Consider a new format for the local and commuter guides, such as having one map showing all local routes to eliminate the need for individual route maps with each schedule. An example of this can be found in Appendix C.

Website

The website for a transit agency is an important source of information for passengers seeking travel by transit, and may be the first interaction potential riders have with a transit system. In the survey, 26 percent of local riders and 35 percent of commuters indicated they had learned about e-tran from the website.

The e-tran website, http://www.e-tran.org/, is hosted on the City of Elk Grove website. The design, coloring, and format are the same as the other city department websites, and prominently features the City of Elk Grove logo and color scheme of light and medium brown with an oversized oak leaf in the background. The e-tran website does not utilize the e-tran marketing design, colors, or other identifying elements except for the logo and catchphrase "Join the transportation evolution."

The front page of the website is updated somewhat frequently to publicize revised or seasonal services, such as route changes or holiday services. Customer service contact information and quick links to route information are prominently displayed for easy use.

The e-tran website contains PDF versions of the route information included in the local and commuter guides, such as bus schedules and maps of individual routes. There is also the option to view the entire local guide, commuter guide, or any other print materials. The website provides a list of bus stops by route. In addition to route information described above, the e-tran website contains information on passes, fares, and customer service contacts.

E-TRAN SYSTEM MAP

The e-tran website previously contained a dynamic map showing the comprehensive system with all e-tran local and/or commuter routes. The online map became inaccurate following the 2009 service cuts and was not updated or replaced with a different system map. City staff has been working with SACOG staff to update the earlier version of the comprehensive system map, which should be very useful to those seeking information.

ON-LINE TRIP PLANNER

The front page of the e-tran website now features an on-line trip planner that utilizes Google Transit information. At the time of this plan update, six transit operators in the region are capable of trip planning through Google Transit. The trip planning feature includes transit information for Sacramento RT for people wanting to plan trips from Elk Grove to various parts of Sacramento, but does not yet include information for SCT/Link for people wishing to travel south from Elk Grove to Galt or Lodi.

E-TRAN RIDER ALERTS

The e-tran website calls attention to the free service of "rider alerts," where a passenger can sign up for email or text message updates on any service changes that affect their commonly used routes or e-tran service as a whole. The rider alerts inform passengers of route delays of ten minutes or more due to heavy traffic, mechanical issues, or other causes. The alerts also

inform passengers when routes that are scheduled to run will not be running at all (due to mechanical issues or other unexpected delays), or when the next scheduled route will run. The system provides a useful function by increasing real-time information available to passengers about e-tran routes, as well as reminders about system-wide events, e.g. reduced/no service on holidays, and limited-time service and shuttles.

City staff issues the rider alerts that relate to system-wide events. MV puts out the rider alerts on real-time activities, such as late buses. The rider alerts are generated from manual inputs by e-tran dispatchers when information becomes available about route delays. Consequently, terminology regarding the cause of the delay and estimated length of time for the delay described in the rider alert can vary.

Comments from the on-board survey indicated that the rider alerts are irregularly sent to passengers after they sign up for updates.

Figure 8.2
e-tran Website Homepage

SOURCE: WWW.E-TRAN.ORG

E-VAN INFORMATION

The e-tran home page contains a link to a Paratransit Services page. This page includes links to notices and general information on e-van demand response services. Much of the general

information is current, but many of the notices are outdated, relating to changes from 2009-10. The page also includes two e-van brochures, one in English and one in Spanish. Some of the brochure information is also out of date, while the posted PDFs are somewhat fuzzy to read and did not print accurately using a current PDF reader.

WEBSITE OPTIONS

As part of the SRTP analysis, SACOG staff reviewed the e-tran website and functions available/promoted through it. The following are changes that could optimize the attractiveness and utility of the website to the public:

- Consider redesigning the site to be more consistent with e-tran's branding.
- On the fare page, the senior discount fare is only listed for those ages 62-74 while the printed materials classify a senior as someone 62 and up, and e-van lists seniors as 75+. The information should match between materials.
- For purchasing passes, highlight more prominently that more pass types are available at City Hall than other locations. Currently, this is somewhat buried on the page, with retail outlets more prominent.
- Many e-tran riders are students; however there are no school-related pass outlets. Adding one or more locations specifically geared to student pass purchases may be of value.
- The website currently has no translator. It could be helpful to limited English speakers to include a simple translation function on the site.
- Once updated, the completed system map should be uploaded to the website to aid existing passengers in trip planning and encourage potential passengers to use e-tran.
- To encourage riders to sign up for wireless alerts/email updates, it could be helpful to describe the kind of information riders may receive.
- Consider reviewing the rider alert system with e-tran dispatchers to identify templates for alerts using universal language (e.g. no transit-specific language like "shadow" to describe an extra bus picking up passengers on a route with a heavy passenger load), and identify options, if any, to simplify the process for dispatchers to generate alerts during busy times.
- Update the http://www.e-tran.org/paratransit.asp page to reflect current e-van service information and eliminate outdated references.
- Make the section on mobility training more prominent to encourage use.
- Update and re-post the English and Spanish versions of the e-van brochure.
- Revise the commuter alternatives page for current information and links.

Bus Stops and Stations

Bus stops and stations also represent a marketing opportunity due to their visible nature. Non-transit riders may be unfamiliar with a local transit system but can still see stops and stations

as they are walking, biking, or driving around the city. In rider surveys, 37 percent of commuters and 51 percent of local riders said they first learned about e-tran by seeing a bus stop.

e-tran accesses bus stops in Elk Grove and Sacramento that contribute to the image of the transit agency as a whole. Some bus stops within Elk Grove are owned by the City of Elk Grove. However, Sacramento RT owns a significant number of stops within Elk Grove, as well as stops in Sacramento, and these are all maintained by Sacramento RT. For example, e-tran's transit center at Cosumnes River College is actually a stop owned and maintained by Sacramento RT.

e-tran bus stops have a variety of different amenities available, depending on the stop in question. Stops located in Old Town Elk Grove frequently have more amenities, such as benches and shelters. At a minimum, each bus stop consists of an e-tran sign that indicates which route stops there. The Elk Grove bus stops do not include information about the transit system, such as maps or schedules—however, the e-tran bus signs include the number to reach customer service.

Figure 8.3
Sign at e-tran Bus Stop in Elk Grove

Bus stops owned by Sacramento RT currently have restrictions on signage from other transit operators. Other transit operators are permitted to place a small logo sticker on the back of the bus stop sign to indicate that they use a bus stop. Sacramento RT has expressed interest in reviewing the signage policy at shared bus stops, which may allow for a heightened profile of e-tran routes that access Sacramento RT bus stops.

e-tran's major transfer center at CRC is currently in the midst of a construction site, as it is the future southernmost point of the Sacramento RT Blue Line light rail project. Since construction began in late 2011, the CRC bus station has decreased in quality, with the lone bus shelter sustaining significant damage and facing encroachment by the construction site. The Blue Line extension is expected to start revenue service in September 2015. Station design and engineering drawings can be found in Appendix D.

Figure 8.4
CRC Bus Station Prior to Construction

Bus Stop and Station Options

The following recommendations for bus stops and stations could improve the attractiveness of e-tran transit stops:

- For bus stops that currently have a shelter, e-tran should consider posting a system map and/or other relevant service announcements to increase the flow of information to passengers. Schedules could also be distributed at bus stops with more passenger use.
- When new signs are created for bus stops, consider adding the e-tran website along with the phone number currently provided.
- For stops that e-tran uses which are owned and maintained by Sacramento RT, e-tran should work with RT staff to find ways to improve and maintain stations and stop signage, especially ones that are key to the e-tran system. With completion of the CRC Light Rail station over two years away, city staff may want to discuss with RT how to maintain decent stop conditions at CRC until station construction is complete.

Options for Future Marketing Campaigns

From analysis of the system, e-tran's most promising target markets currently seem to be commuters to Sacramento and Rancho Cordova, and students/young adults.

In the surveys, 34 percent of commuters indicated that they learned about e-tran's commute service through their employer, and another 25 percent from a family member or friend. Any revisions or additions to commuter services provide new opportunities to publicize e-tran commute and reverse commute routes to Elk Grove, Sacramento, and Rancho Cordova commuters. Publicity methods can include circulating information through Transportation Management Associations, Employee Transportation Coordinators, Sacramento Commuter Club and transportation fairs, as well as the city's newsletter, local media, and current riders to promote word-of-mouth to other potential commuters.

School trippers or changes to school service are also an opportunity to publicize transit options for students. Staff may want to coordinate with middle and high schools and CRC on how the different schools conduct orientations for entering students and whether there are opportunities to provide information on transit options to students and parents through websites, orientation packets, printed materials, or campus on-site pass sales.

During the time horizon of this SRTP, two major changes will also take place: implementation of the Connect Card and the start of light rail service at CRC. The marketing consultant to the transit agency partners in the Connect Card effort will be providing guidance on marketing messages and outreach efforts during the implementation process. The website will also eventually want to highlight the implementation of the Connect Card, how it works, and the change in how passes may be purchased, including with a credit card.

Assuming that grant funding for the Local Comprehensive Operational Analysis is awarded, city staff will also likely have a major opportunity to market revisions to e-tran services and improved connections to the new CRC light rail station. The SRTP financial plan includes a small marketing budget for FY 2015/16 in recognition of the increased costs for such an effort.

CHAPTER 9—FLEET AND FACILITIES PLAN AND FINANCIAL ANALYSIS

This Financial Plan provides an overview for Fiscal Years (FYs) 2013-2019 of anticipated costs and revenues available to Elk Grove for operating the transit services described in the SRTP. The goal of the financial plan is to project revenues and expenditures during the planning period, and identify any potential funding shortfalls for planned operations or capital expenditures. The financial implications of the recommendations presented in this SRTP are also discussed in this chapter.

This seven-year financial plan forecast illustrates the increasing challenge the City of Elk Grove is facing in covering the costs of operating its transit system. The causes for the potential funding shortfalls are described in more detail below.

Operating Costs

As described in previous chapters, the City of Elk Grove provides a combination of fixed bus routes and demand response services through an ongoing contract with MV Transportation, Inc. (MV). The MV contract, signed in November 2009, covers the costs of providing service for the five years through June of 2014, with the option of a three-year extension through 2017.

For this analysis, the SRTP utilizes the costs included in the MV contract through 2017, shown in Table 9.1, although the numbers for FYs 2015-2017 could change if the City elects to go out to bid for a new contract in 2014. For FYs 2018 and 2019, the SRTP assumes similar terms and cost escalation rates as in the current contract, although these numbers would likely change during any new contract negotiations. The SRTP calculates the total operating costs for fixed route and demand response services by multiplying the cost per vehicle revenue hour specified in the MV contract by the total number of revenue hours anticipated in each year. Fixed route services are held flat during the planning period, while demand response services increase by one percent annually to account for increasing demand by the city's elderly and disabled populations.

Table 9.1
Projected Purchased Transportation Costs Based on Current MV Contract

	2013	2014	2015	2016	2017	2018	2019
Cost per Vehicle Revenue Hour (VRH)	$53	$55	$57	$59	$61	$63	$66
Fixed Route VRH	*54,000*	*55,000*	*55,000*	*55,000*	*55,000*	*55,000*	*55,000*
Demand Response VRH	*10,300*	*10,400*	*10,500*	*10,600*	*10,700*	*10,800*	*10,900*
				Costs in Thousands			
Operating Cost for FR (in thousands)	$2,883	$3,024	$3,125	$3,245	$3,362	$3,483	$3,609
Operating Cost for DR (in thousands)	$547	$572	$597	$625	$654	$684	$715
Annual Fixed Expense (in thousands)	$1,583	$1,636	$1,694	$1,753	$1,813	$1,875	$1,939
Liability Insurance (in thousands)	$261	$272	$277	$291	$305	$317	$330
Total Purchased Transportation	**$5,258**	**$5,504**	**$5,693**	**$5,914**	**$6,134**	**$6,359**	**$6,593**

Costs associated with the contracted services account for roughly 65 percent of the total operating costs in the financial plan. The remainder includes fuel, maintenance and repair above contract maximums, city administration, annual payments to Sacramento Regional Transit District for services benefiting the City, and costs associated with maintaining the Connect Card system.

The Connect Transit Card ("Connect Card") is a regional, electronic fare medium that is expected to be fully implemented on fixed route transit in the Sacramento region by the end of 2013. The Connect Card is a consortium of seven transit agencies. Besides the City of Elk Grove for e-tran, the other agencies are Sacramento Regional Transit, El Dorado Transit, Folsom Stage Line, Roseville Transit, Yolobus, and Yuba-Sutter Transit. The Connect Card will allow seamless transfers between these transit systems.

The Connect Card is expected to cost roughly $915,000 annually to maintain. The cost of operating the new system is allocated across the participating agencies, based on the share of regional ridership attributed to each agency. The anticipated cost of the system to Elk Grove will be roughly $49,000 per year, beginning in FY 2014/15.

Table 9.2 summarizes the SRTP's estimated annual costs for operating the City of Elk Grove's transit services. The City completed major vehicle rehabilitation on a number of its buses in 2013, which is why maintenance and repair appears higher in that year compared to the remaining years in the SRTP. Costs related to the City's administrative expenses are escalated to keep pace with inflation. Payments to Sacramento Regional Transit are prescribed in a service contract between the City and Regional Transit.

Table 9.2
e-tran Budgeted (2013-14) and Projected (2015-19) Operating Costs (in thousands)

	2013	2014	2015	2016	2017	2018	2019
Purchased Transportation	$5,258	$5,504	$5,693	$5,914	$6,134	$6,359	$6,593
Fuel	$1,054	$1,047	$1,099	$1,154	$1,212	$1,273	$1,337
Maintenance and Repair	$635	$140	$141	$142	$143	$144	$145
Administration	$1,354	$1,414	$1,459	$1,506	$1,554	$1,604	$1,655
Sac. Regional Transit Services	$238	$280	$280	$280	$280	$280	$280
GFI Reporting		$18	$35				
Connect Card			$49	$49	$49	$49	$49
Total Operating Expenses	$8,539	$8,403	$8,756	$9,045	$9,372	$9,709	$10,059

Operating Revenues

Elk Grove relies on a number of funding sources to pay for transit operations in the City. Table 9.3 describes the sources and assumptions for revenues supporting transit operations in this SRTP. Table 9.4 provides a year-by-year accounting of the revenues available for operations. These tables are followed by a more detailed discussion of each revenue source and assumptions concerning revenue growth.

Table 9.3
Operating Revenue Assumptions

Variable	Assumption
Local	
Fare Revenues	Fares are calculated as the product of average fare per passenger and total annual passengers. Fares are projected to increase slightly beginning in FY 2016 based on a one percent annual uptick in average fare resulting from improved fare collection with the Connect Card system and extension of light rail to CRC.
General Fund Contribution	Contributions based on Elk Grove's FY 2013 and 2014 Budgets and Draft 10-Year Capital and Operating Plan.
State	
State Transit Assistance (STA)	**Base Year:** FY 2012/13 and 2013/14 Findings of Apportionment **Base Amount:** $1,074,000 (FY12/13) and $908,000 (FY13/14) **Growth Rate:** 1% annually in FY 2014/15 through 2018/19 **Note:** STA no longer used for operations after FY14/15 following expiration of state exemption
Local Transportation Funds	**Base Year:** FY 2012/13 and 2013/14 Findings of Apportionment **Base Amount:** $4,472,000 (FY12/13) and $5,000,000 (FY13/14) **Growth Rate:** 3.5% annual in FY 2014/15 through 2018/19 **Note:** FY 2012/13 base amount does not include $896,000 in prior year LTF accounted for separately in Table 9.4

Variable	Assumption
Federal	
FTA 5307 Urbanized Area Formula Program (includes JARC-type projects)	Based on Elk Grove's average capture of regionally programmed federal transit agency funds, assumes a two percent annual increase in federal authorization. Funds awarded to Elk Grove in FY 2013 are split between the 5339 Bus and Bus Facilities program for vehicle replacements and 5307 for operating assistance. In FYs 2014 through 2019, the SRTP assumes regional funding will be directed completely to operating assistance.
FTA 5316 Job Access and Revers Commute	This program expired under the federal authorization Moving Ahead for Progress in the 21st Century (MAP-21). Funds included in the SRTP are remaining from a prior allocation.

Table 9.4
Operating Revenues

	2013	2014	2015	2016	2017	2018	2019
Average Fare per Passenger							
Fixed Route	$1.63	$1.63	$1.63	$1.64	$1.66	$1.67	$1.69
Demand Response	$4.81	$4.81	$4.81	$4.81	$4.81	$4.81	$4.81
Total Passengers*							
Fixed Route	923,100	929,300	935,000	935,000	935,000	935,000	935,000
Demand Response	10,300	10,400	10,500	10,600	10,700	10,800	10,900
Fares (in thousands)							
Fixed Route	$1,500	$1,519	$1,519	$1,535	$1,550	$1,566	$1,581
Demand Response	$50	$50	$51	$51	$51	$52	$52
Total Fare Revenue	$1,542	$1,569	$1,570	$1,586	$1,601	$1,618	$1,633
Other Federal, State, and Local Funds (in thousands)							
FTA 5307		$98	$660	$673	$686	$700	$714
FTA 5316		$20	$56	$56	$20		
State Transit Assistance	$1,074	$908	$917				
Local Transportation Funds	$4,614	$5,000	$5,175	$5,356	$5,543	$5,737	$5,938
Prior Year LTF	$896						
General Fund Contribution	$759	$759	$625	$625	$500	$500	$500
Total Operating Revenues	$8,885	$8,354	$8,463	$8,296	$8,350	$8,555	$8,785
Op Revenue Less Op Expenses	$346	-$49	-$293	-$749	-$1,022	-$1,154	-$1,274
Net Fund Balance	$346	$297	$4	-$745	-$1,767	-$2,921	-$4,195

*Total passengers is equal to passenger productivity (# passengers / vehicle revenue hour) multiplied by the total number of vehicle revenue hours. The SRTP assumes 17 passengers per VRH for fixed route service and one passenger per VRH for demand response service.

LOCAL FUNDING SOURCES

Transit Fare Revenue

Elk Grove currently receives about $1.6 million per year in fixed route fare revenues; this number is projected to grow to nearly $1.7 million by 2019 through modest increases in average fare due to more efficient fare collection resulting from implementation of the Connect Card and the extension of light rail to CRC.

STATE FUNDING SOURCES

Transportation Development Act

Transportation Development Act (TDA) funds come from state-collected sales taxes. For many years TDA has been a mainstay of funding for transit programs in California. The TDA provides two major sources of funding for public transportation: the Local Transportation Fund (LTF), which has been in existence since 1972, and the State Transit Assistance (STA) fund, which was instituted in 1980.

LTF revenues are available for operating transit services for operators that maintain at least a 20 percent farebox recovery ratio. Recently, the state legislature passed a modification to the farebox recovery ratio requirement allowing operators in Sacramento County to calculate a combined recovery ratio. This modification will help smaller operators, such as Elk Grove, to continue to use LTF funds for operating assistance even if their farebox recovery rates drop below 20 percent.

Cities and counties do have the option to spend LTF funds for non-transit road purposes. However, the jurisdiction must demonstrate through the Unmet Transit Needs process that no unmet transit needs exist that can reasonably be met within its boundary. Elk Grove currently allocates all of its LTF funding for operating transit services.

STA revenues are available for both operating and capital expenses. Currently, operators are free to use 100 percent of their STA funding to support operations. However, beginning in FY 2015/16, a statewide exemption that allows operators to forego a consumer price index test before using funding for operations will expire. Unless the state elects to continue the exemption, operators will have to demonstrate that increases in annual operating costs are equivalent to or less than increases in the consumer price index (CPI). Operators that fail this test will be limited to using STA funds only for capital expenses. This SRTP assumes that following fiscal year 2014/15, STA funds will no longer be used to support operations but instead utilized to fund important bus replacement needs.

FEDERAL FUNDING SOURCES

Federal FTA Section 5307 Urbanized Area Formula Program

The City of Elk Grove, as one of nine transit operators within the Sacramento Urbanized Area, is a recipient of 5307 Urbanized Area Formula funds. In FY 2012/13, the FTA 5307 apportionment for the Sacramento Urbanized Area was approximately $22.5 million. Elk Grove received $74,000 in 5307 funding for operating assistance in 2012/13. This funding will be used to help support operations in FY 2014. From the 2013 regional funding round, Elk Grove captured funding for bus replacements in the form of 5339 Bus and Bus Facilities Program funds, which resulted in the lower-than-normal 5307 allocation for 2014. Following FY 2014, the SRTP assumes that Elk Grove will resume allocating its full capture of regional dollars to operating assistance through the 5307 program.

Federal FTA Section 5316 Jobs Access and Reverse Commute Program

This funding program no longer exists under the MAP-21 federal transportation authorization. Projects funded under this program are now eligible under the 5307 program. Elk Grove has $152,000 in carryover funds from previous years that will help pay for operations in FYs 2014, 2015, and 2016.

Financial Recommendations for Operations

As shown in Table 9.4, beginning in FY 2016 the SRTP forecasts a shortfall in funding available for operations. The primary cause of this shortfall is the redirection of STA funds that may no longer be available for funding transit operations following FY 2015. The loss of STA funds reduces available operating revenues by around $1 million annually. However, the STA funds, now available for capital purposes, do help to offset the sizeable vehicle replacement needs the city is facing. The following are potential options for the city to address potential operations shortfalls.

RECOMMENDATIONS/OPTIONS:

- Support regional or statewide efforts to extend the CPI exemption for using STA funds for operating costs.
- Contain operating expense growth to CPI or lower levels to allow STA to continue to be used for operating costs.
- Consider a $.25 fare increase for fixed route services. An increase from $2.25 to $2.50 would bring Elk Grove's base fares in line with Sacramento Regional Transit and potentially net between $175,000 and $180,000 in additional fare revenues annually.
- Set a goal of maintaining at least a 20% farebox recovery (excluding general fund support) despite the TDA exemption for operators within Sacramento County.
- Consider maintaining a higher City general fund contribution for transit.

- Avoid expanding transit services (none assumed in SRTP) unless ongoing funding is identified and all current services are fully funded.
- Revisit the payment agreement with Regional Transit, and consider a more formal agreement for e-tran use of the new CRC light rail station area.
- Consider the cost-saving measures identified in Chapters 3 and 4 and Table 9.5 for fixed route and demand response services.

Route-Specific Options

Table 9.5 contains estimates for operating cost and fleet savings from fixed route revision alternatives discussed in Chapters 3 and 4. Any combination of revenue hour reductions and/or additions would need to be measured against contractual minimums to determine whether cost savings would actually be achieved. (Estimated cost savings are used as annual costs found in Table 9.5.)

Table 9.5
Estimated Fiscal and Fleet Impacts of Service Change Alternatives

Route	Option	(-) Reduction / (+) Increase			
		Daily Veh Rev Hrs[1]	Annual Veh Rev Hrs	Vehicle Needs	Annual Cost
156	Eliminate Meadowview light rail extension	-10	(252) -2,520	-1	- $224,000
157	Reduce the 157's span of service in the evening.	-1.5	(252) -378	0	- $34,000
160 & 162	Combine routes into a single revised route and reduce span of service in the evening	-16	(252) -4,032	-2	- $359,000
151, 152 & 153	Eliminate school tripper routes	-6.8	(181+68) -1,693	-7	- $151,000
151, 152 & 153	Eliminate school tripper service when schools are not in session	-6.8	(68) -462	0	- $41,000
151 & 152	Eliminate AM runs except 6:55 AM runs (any expansion of 157 &/or 159) to take up the slack?	-2	(181+68) -498	-4	-$44,000
151	Combine 7:05 and 7:15 AM runs on route 151 into one run.	-1	(181+68) -249	-1	-$22,000

Route	Option	(-) Reduction / (+) Increase			
		Daily Veh Rev Hrs[1]	Annual Veh Rev Hrs	Vehicle Needs	Annual Cost
152	Combine 7:05 and 7:15 AM runs on route 152 into one run.	-1	(181+68) -249	-1	-$22,000
154	Add Service for Midday Gap	+3	(252) + 756	0	+$67,000
154, 157 & 159	Shadow Buses for After School	+2.5	(181) + 453	+5	+$40,000
Weekend Shuttle	Institute bi-directional service	None	None	0	None
Weekend Shuttle	Eliminate Sunday service	-12.25	(52) -637	0	-$57,000
70	Eliminate 5:20 AM run	-1	(252) -252	-1	-$30,000
71	Eliminate 5:40 PM run	-1	(252) -252	-1	-$30,000
70 & 71	Add stop at Mather/Mills LRT	+2.25	(252) +567	+2	+$67,000
BRT	Institute BRT Project on weekdays	+78	(252) + 19,656	+ 10 low-floor buses	+$1,749,000
BRT	Institute BRT Project on weekends	+28	(104) + 2,912	+ 7 low-floor buses[2]	+$259,000
Local Fixed Route Service with BRT	Eliminate Weekend Shuttle Eliminate Route 156 Eliminate ½ of Route 157	-12.25 -40.5 -14.25	(104, 252) -1,274 -10,206 -3,591	0[2] -3 -2	-$113,000 -$908,000 -$320,000
Commuter Route Service with BRT	Reduce weekday commuter service by 50% between Elk Grove & downtown Sacramento	-30.25 -6.75 (H)	(252, 4) -7,623 -27	-13 0[2]	-$907,000 -$3,000
Purple Route	Eliminate Purple Route, revise commuter service to Caltrans/ State Controller			-1	-$56,000

[1]Not span of service

[2]Weekend and holiday buses do not increase or decrease fleet size when weekday service is also provided.

Current Fleet

Elk Grove currently maintains a fixed route fleet of 49 buses ranging in age from two to 12 years old. The City's demand response fleet includes 10 vehicles from one to seven years old. The majority of the City's fixed route fleet, 35 vehicles, are Orion and Bluebird vehicles with useful lives of 15 years. The City owns 14 New Flyers used for commuter service with useful lives of 20 years (none of which will need to be replaced during the SRTP timeframe). The demand response vehicles are a mix of Ford and Chevy vans with useful lives of five to seven years.

Capital Costs

The capital expenses contained in the SRTP comprise vehicle replacements, bus stop improvements, and some minor facilities improvements. Table 9.6 summarizes the capital expenses anticipated during the SRTP planning period.

Table 9.6
e-tran Budgeted and Projected Capital Costs (in thousands)

	2013	2014	2015	2016	2017	2018	2019
Vehicle Replacement							
Fixed Route	$2,600	$2,683	$3,309	$1,715	$1,769		
Demand Response		$152	$152	$152	$152	$152	
Total Vehicle Costs	$2,600	$2,835	$3,461	$1,867	$1,921	$152	$0
Other Facilities/Equipment							
On-Board Cameras		$190	$113				
Passenger Counters			$70	$70			
Corp Yard Parking Project	$500						
Total Capital Cost	$3,100	$3,025	$3,644	$1,937	$1,921	$152	$0

The largest capital need in the SRTP is for replacement of the existing fleet that is at or exceeding its useful life. Between 2013 and 2019, Elk Grove will need to replace 21 fixed route vehicles and 10 demand response vehicles, for a total cost of more than $12 million. Other essential costs totaling roughly $900,000 in the SRTP include the installation of on-board cameras on buses, a secure parking area for employees, and new passenger counters on buses.

Table 9.7 describes the fleet replacement schedule utilized for this SRTP. In holding constant the fixed route service hours and only minimally increasing demand-response ridership, the SRTP does not assume any fleet expansion. The timing of bus purchases may vary depending on the availability of revenues and cash flow. For the purposes of the SRTP, the fleet replacement schedule attempts to replace vehicles as near to the end of their useful lives as possible without needing to purchase more than three buses in any given year. The typical useful life for the buses needing replacement in the SRTP time frame is 15 years, although Elk

Grove also has fourteen 40' New Flyer buses purchased in 2010 and 2011 with 20-year lives. The estimated cost of replacement buses in the SRTP is $520,000 each and escalated at 3.2 percent per year to keep pace with inflation.

Table 9.7
Fleet Replacement Schedule

Manufacture Year	Type	Number to be replaced	Replacement Year	Replacement Cost
Fixed Route Vehicles				
2000	Orion V 40' Bus	3	2013	$1,560,000
2000	Orion V 40' Bus	3	2014	1,610,000
2000	Bluebird 40' Bus	2	2013	$1,040,000
2000	Bluebird 40' Bus	2	2014	$1,073,000
2000	Bluebird 40' Bus	2	2015	$1,108,000
2002	Orion VII 40' Bus	3	2015	$1,661,000
2002	Orion VII 40' Bus	3	2016	$1,715,000
2002	Orion VII 40' Bus	3	2017	$1,769,000
Demand Response Vehicles				
2006	Chevrolet DR vehicle	2	2014	$152,000
2006	Chevrolet DR vehicle	2	2015	$152,000
2012	E-450 DR vehicle	2	2016	$152,000
2012	E-450 DR vehicle	2	2017	$152,000
2012	E-450 DR vehicle	2	2018	$152,000

Facility and Equipment Needs

The SRTP includes a number of additional non-fleet needs including on-board vehicle cameras ($303,000), passenger counters ($140,000), and a secured employee parking lot ($500,000).

Beyond these items, Elk Grove has been interested in adding Bus Rapid Transit (BRT) as described in Chapter 3. While the BRT system would replace certain fixed route services, associated capital needs include BRT-style buses and improved bus stops and shelters. The estimated cost for BRT-associated capital costs is roughly $11 million, but would be subject to change depending on timing and design elements.

BRT is not included in in the financial assumptions for the SRTP. The City would need to find additional sources of funding above and beyond SRTP funding levels to cover the assumed $11 million in capital expenditures and $232,000 in annual net operating costs of BRT.

Capital Revenues

Table 9.8 summarizes the capital revenues assumed in the SRTP. This table is followed by a more detailed discussion of each revenue source and a discussion of the implications of the SRTP capital expenditure and revenue findings.

Table 9.8
Projected Capital Revenues (in thousands)

Capital Revenues	2013	2014	2015	2016	2017	2018	2019
FTA 5310 Enhanced Mobility		$135					$152
FTA 5339 Bus and Bus Facilities	$688		$540				
State Transit Assistance				$926	$935	$944	$953
State Proposition 1B							
PTMISEA Regional	$851	$223	$732	$1,032			
PTMISEA Local	$22	$22	$22	$22	$22		
Safety & Security							
Safety & Security Regional	$487		$113				
Safety & Security Local	$7	$7	$7	$7	$7		
Other Federal, State or Regional Funds	$1,070		$1,000		$1,000		$1,000
Total Capital Revenues	**$3,125**	**$387**	**$2,414**	**$1,987**	**$1,964**	**$944**	**$2,105**
Capital Revenue Less Capital Expenses	$25	-$2,638	-$1,230	$50	$43	$792	$2,105
Net Capital Fund Balance	$25	-$2,613	-$3,843	-$3,793	-$3,750	-$2,958	-$853

STATE FUNDING SOURCES

PTMISEA Funds

The Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) was approved by voters on the November 2006 ballot as part of the Proposition 1B Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act. A total of $3.6 billion is designated for allocation over a 10-year period for public transportation projects. The $3.6 billion in PTMISEA funds is to be distributed by formula based on population or farebox revenue to transit operators for capital projects.

Each year, PTMISEA funds are appropriated in the state budget to the State Controller's Office (SCO) for allocation to eligible agencies, with the California Department of Transportation (Caltrans) Division of Mass Transportation as the administering agency. The SCO identifies and develops the list of eligible regional and local project sponsors and the amount each is eligible to receive, based on calculations outlined in SB 88, Statutes of 2007.

PTMISEA funds can only be used for transit capital projects. These include such projects as the following:

- Rolling stock, to purchase, replace or rehabilitate transit vehicles, such as buses, vans, paratransit vehicles, and rail transit vehicles.
- Purchase of equipment (such as bus engines, computer systems, and signage) or other projects for rehabilitation, operation, modernization, or safety.

- Capital service enhancement or expansion, such as modernization of bus shelters, transit centers, and operation and maintenance facilities, for design and/or construction phases.

Any completed or partially completed project must be usable by the public when the PTMISEA funds allocated to the project are expended.

PTMISEA funds are allocated as local and regional funding. SACOG is the primary project sponsor for SCO regional funding. SACOG issues calls for projects for these SCO regional funds and awards the funds to transit capital projects using established evaluation criteria. One of the evaluation criteria is regional equity for eligible transit agencies in the four-county area (Placer and El Dorado County administer their own funds). The selected transit capital projects are recommended by SACOG to Caltrans' Division of Mass Transportation, and Caltrans staff recommends projects for funding based on bond sales.

Due to the current fiscal crisis faced by the State of California, bond sales have been irregular. Approved projects do not receive bond fund allocations until bonds are sold or capacity is created in the Pooled Money Investment Account. These funds are awarded to projects based on the fiscal year the funds were apportioned.

When a capital project is partially or fully funded, SACOG receives a fund transfer from SCO. SACOG enters into a sub-recipient funding agreement with the project sponsor, who is responsible for implementing the project based on the schedule. The sub-recipient then submits invoices for reimbursement to SACOG. SACOG reviews the documentation and approves the invoices for payment.

Safety and Security Funds

Safety and Security funding was also approved as part of Proposition 1B on the November 2006 ballot. Over a 10-year period. $1.0 billion is designated for allocation for transit-related safety and security projects. The $1.0 billion is to be distributed by formula based on population or farebox revenue to transit operators for transit-related safety and security capital projects.

FEDERAL FUNDING SOURCES

FTA 5310 Enhanced Mobility of Seniors and Individuals with Disabilities

The FTA 5310 program is intended to serve the special needs of transit-dependent populations beyond traditional public transportation services. The program is administered by Caltrans on a competitive basis. However, it is unknown how this program will be handled going forward under MAP-21.

FTA 5339 Bus and Bus Facilities Program

The FTA 5339 program provides capital funding to replace, rehabilitate, and purchase buses and related equipment as well as to purchase bus-related facilities. In FY 2012/13, SACOG

and the transit operators in the Sacramento Urbanized Area pooled FTA 5307 and 5339 funds into a single pot of funds. Operators submitted priority projects which were then assigned funding from one of the two sources based on eligibility. In 2012/13, Elk Grove submitted requests for bus purchases and operating assistance. The city was awarded $688,000 in 5339 funding to rehabilitate six to eight 40' former Regional Transit buses currently in service to extend their useful life another six to ten years.

Other Federal, State, or Regional Funding Sources

SACOG administers a biannual competitive funding program open to public agencies in the four-county region (Sacramento, Sutter, Yolo, Yuba). Funds to support the program come from the federal Regional Surface Transportation Program (RSTP), Congestion, Mitigation, Air Quality Program (CMAQ), and the state Surface Transportation Improvement Program (STIP). Transit operators are eligible to compete in the funding rounds. Currently, Elk Grove has roughly $1 million in CMAQ funding programmed for FY 2012/13. This funding was awarded by the SACOG Board in the 2008/09 funding round. The SRTP assumes that Elk Grove can anticipate roughly the same level of funding in future funding rounds. However, the success of future applications is dependent on local priorities for transit, road, or other projects and the competitiveness of future applications from other jurisdictions.

Financial Recommendations for Capital Expenditures

The SRTP is roughly balanced in terms of capital expenditures and revenues with a cumulative deficit of only $10,000 by FY 2019. The capital budget does experience periodic annual deficits as the availability of funding does not necessarily coincide with capital needs. Nevertheless, the projected influx of STA funds for capital purposes in FY 2016 through FY 2019 is sufficient to cover the majority of Elk Grove's fleet replacement needs.

One potential risk to the capital funding outlook is an extension of the CPI exemption for STA funds or operating costs that grow at a rate less than the CPI. While both of these conditions are positive for the operating side, they would potentially reduce STA funding available for capital if Elk Grove elected to direct its STA allocations back to operating expenses. Without the STA funding, the capital deficit would increase to more than $7.5 million, although the operating shortfall would decrease to around $300,000.

Capital Recommendation

- Plan for and continue to allocate STA funding to capital expenses to the greatest extent possible.

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CHAPTER 10— SERVICE POLICY RECOMMENDATIONS AND PRIORITIES

Table 10.1 provides a summary of the Elk Grove SRTP recommendations and short-term (2014-2015), medium-term (2015-2017), and long-term (2017-2021) priorities. These recommendations and priorities were developed through an iterative process with Elk Grove staff. The table also indicates in which chapter the discussion and detail on recommendations may be found.

Table 10.1
Recommendations Summary

Topic	Chapter	Options	Priority: Short/Medium/ Long Term	Year(s)
Funding	**9**	Consider cost-saving revisions to fixed route and demand response services (see Table 9.6 in Chapter 9) and compare impacts with the minimums included in the operator contractor.	Short to Medium	2014-2017
		Support regional or statewide efforts to extend CPI exemption for using STA funds for operating costs.	Short	2014-2015
		Contain operating expense growth to CPI or lower levels to allow STA to continue to be used for operating.	Short	2014-2015
		Revisit service agreement with Regional Transit.	Short	2014-2015
		Set a goal of maintaining at least 20% farebox recovery rate, equating to roughly $1.7 million in additional fares over the course of the SRTP planning period.	Short to Long	2014-2021
Fares		Consider whether to:		
	9	Adopt changes to existing fare policies.	Medium	2015-2017
	3	Adopt a policy that transfers may not be used to complete a round trip.	Medium	2015-2017
		Increase commuter fares to reflect longer distances traveled.	Medium	2015-2017
		Continue accepting all of the current free-fare pass types.	Medium	2015-2017
	8	Add one or more pass outlets specifically geared to students.	Medium	2015-2017

Topic	Chapter	Options	Priority: Short/Medium/ Long Term	Year(s)
Commuter Service	**3**	Review the span of service and schedule buses bound for Sacramento based on departures from Elk Grove to improve operational efficiency.	Short to Medium	2014-2017
		Explore instituting loops for commuter routes within downtown Sacramento. Standardize Sacramento loops for routes using I-5 and SR 99 to allow similar coverage for residents of different parts of Elk Grove.	Medium to Long	2015-2021
		Evaluate Route 70 to improve service efficiency.	Short to Medium	2014-2017
		Assess the potential for any buses to lay over in Sacramento between AM and PM runs to reduce fleet wear and tear.	Long	2017-2021
Local Fixed Route Service	**3**	On Route 157, evaluate options for improving schedule efficiency and connectivity with local middle schools, high schools, and the new CRC satellite campus.	Short	2014-2015
		Adjust timepoints on Routes 154, 156, and 159 to better match actual travel time.	Short	2014-2015
		Explore the potential for a bus pull-out with signal assistance at the bus stop NB on Franklin High Rd. near the Franklin Community Library.	Short	2014-2015
		Review adding service to Seasons at Laguna Ridge Senior Apartment Community, at the intersection of Bilby and Bruceville Roads to fulfill unmet transit need identified as reasonable to meet.	Short	2014-2015
School Trippers	**3**	Schedule school trippers only during periods when schools are in session.	Short	2014-2015
		Consider how student needs could be addressed with regular local routes that serve school areas.	Short to Medium	2014-2021
		Conduct a more comprehensive cost/benefit analysis of the school tripper service.	Short	2014-2015
Weekend Shuttle	**3**	Analyze the Weekend Shuttle for schedule efficiency.	Short	2014-2015
BRT	**3**	Explore developing two express routes that travel North/South and East/West as part of a feasibility study for a BRT long-term plan	Medium to Long	2015-2021
		Review cost estimates and federal funding criteria to determine whether/how to proceed with the BRT Project Proposal.	Long	2021+

Topic	Chapter	Options	Priority: Short/Medium/ Long Term	Year(s)
e-van:				
Eligibility	**4**	Review and implement needed changes to the e-van eligibility requirement to facilitate system efficiencies.	Short	2014-2015
Reservation Policies	**4**	Streamline and clarify e-van reservation policies.	Short	2014-2015
Regional Trips	**4**	Examine e-van regional service to see what policies can provide for a more efficient and customer-friendly service while reducing the overall cost of the operation to the City.	Short	2014-2015
On-Time Performance	**4**	Monitor e-van on-time performance policies and adjust to maximize trip productivity.	Short	2014-2015
Customer Service/ Dispatch	**4**	Improve e-van customer service and dispatching methods through adjustments to the late/no-show policy, complaint policy, service standards, and interaction with the automated scheduling system.	Short to Medium	2014-2017
	7	Consider the impact to City and contractor workloads of directing transit complaints and compliments to City staff first.	Short to Medium	2014-2017
Commuter Service	**4**	Evaluate "Purple Route" for service efficiencies.	Short	2014-2015
Productivity	**4**	Evaluate future alternative options for providing complementary ADA paratransit service and service beyond ADA requirements to reduce costs.	Short to Medium	2014-2017
General System:				
System Policies and Standards	**6**	Adopt a transit-specific mission statement.	Short	2014-2015
		Continue to refine system performance standards, policies, and contract to optimize the efficient use of transit dollars.	Short to Medium	2014-2017
Staffing and Administration	**7**	Continue to work with service contractor to ensure proper staffing levels to mitigate any potential staff turnover, thus reducing impacts to service customers.	Short to Long	2014-2021
		Assess Transit Division staffing levels as changes occur in transit services and/or workload demands to determine whether additional city staff is needed for administration of the transit program.	Short	2014-2015

Topic	Chapter	Options	Priority: Short/Medium/ Long Term	Year(s)
Marketing Materials and Planning	**8**	Consider reviewing current outreach materials, such as new system map, rider guides, rider alerts, and outreach methods to improve community education and involvement processes.	Short to Medium	2014-2017
Website	**8**	Implement changes to improve website navigation ease, language translation, system map, and other associated improvements.	Short to Medium	2014-2016
Bus Stops and Shelters	**8**	Implement the posting of system maps at major transfer points, work with Sacramento Regional Transit (SacRT) to adjust service agreement for CRC and SacRT-owned bus stops, continue to maintain system stops to reflect services at the location and adjustments as they are made.	Short to Medium	2014-2017