

2012-16  
Short Range  
Transit  
Development Plan



for  
Mendocino  
Transit  
Authority



FINAL REPORT

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# Table of Contents

<b>Executive Summary</b>	ES-1 to ES-22
Chapter 1: Introduction	1-1 to 1-8
<b>I. Public Input and Policy Direction</b>	
Chapter 2: Market Research and Demographics	2-1 to 2-29
Chapter 3: Policy Element	3-1 to 3-7
<b>II. Review and Analysis of Fixed Route and Dial-a-Ride Services</b>	
Chapter 4: Inland Valley	4-1 to 4-63
Chapter 5: Coast	5-1 to 5-45
<b>III. Mobility Management Programs</b>	
Chapter 6: Senior Center Transportation Programs	6-1 to 6-10
Chapter 7: Mobility Management	7-1 to 7-5
<b>IV. Marketing Plan</b>	
Chapter 8: Marketing Plan	8-1 to 8-27
<b>V. Financial Plan</b>	
Chapter 9: Financial Plan	9-1 to 9-28
<b>Appendices</b>	
Appendix A: Boarding and Alightings by Route	
Appendix B: Schedule Adherence by Route	



# Executive Summary of Recommendations

Mendocino Transit Authority (MTA) last developed a Short Range Transit Development Plan (SRTDP) in July 2005. The primary purpose of the SRTDP is to guide the development of mobility services for Mendocino County residents and visitors over the next five years. Specifically, the SRTDP process:

- Provides opportunities for public input into the future of both traditional public transportation services and mobility management strategies throughout Mendocino County.
- Establishes a policy element including goals, objectives and performance standards.
- Conducts market research to determine who is currently riding MTA buses, how satisfied they are with the services provided, and priorities for improvements.
- Evaluates the recent performance of existing services.
- Provides service plan and fare recommendations.
- Develops a comprehensive marketing plan for communicating MTA services.
- Establishes a detailed operating and capital financial plan based on three financial scenarios.

Community input was solicited in several ways during the development of the SRTDP:

- A formal passenger survey was conducted on all local fixed routes with customized questionnaires for Coast and Inland Routes.
- A mail-back passenger survey was conducted on Dial-A-Ride and long distance routes.
- Passenger counts were conducted on local fixed routes.
- Public meetings were held in Ukiah, Willits, Ft. Bragg, Pt. Arena and Boonville.
- In-depth interviews were conducted with a wide variety of stakeholders in communities throughout Mendocino County.
- Interviews were conducted with MTA bus operators and other operations staff.
- Informal passenger interviews were conducted by the consultants on-board both coast and in-land fixed routes.

This is a summary of recommendations presented in Chapters 3 through 8 of the Short Range Transit Development Plan. They are a result of the extensive market research and public outreach process described above. The final section includes a summary of operating and capital financial plan.

## Policy Element Recommendations

The Policy Element is updated in Chapter 3. The emphasis was to add text and policies that address marketing and mobility management. The first goal was amended to include language regarding being user-



friendly and to state that MTA was providing mobility options instead of just transit options. The following are substantive additions to the previous SRTDP objectives and policies. Note that no substantive changes are proposed for Objective B, F, G, I and J.

### Objective A: Maximize service availability, reliability and convenience.

*The following additional policies are recommended:*

1. In Mendocino County communities where fixed route, flex route and Dial-A-Ride services cannot maintain minimum productivity and farebox recovery standards, mobility management strategies such as e-ride (volunteer driver program), vanpools, carpools, and taxi ride subsidies will be considered to provide needed mobility options for both priority target market segments and riders desiring an alternative to driving as a means of saving money or reducing their carbon footprint.
2. In Mendocino County communities where fixed route or demand responses services are meeting productivity and farebox recovery standards, mobility management strategies may be implemented if they complement existing transit services, are not in competition with MTA routes or services and do not deteriorate the productivity and farebox recovery of existing services.
3. Increase visibility and awareness of available transit services through effective branding and signage on vehicles and at bus stops.
4. Enhance ease of use for new and existing riders by insuring that information about services and how to use them is provided in easy-to-understand, easily accessible formats – in printed materials, on the internet and at bus stops. Passenger information will be available in Spanish as well as English.
5. Actively market fixed route services to Mendocino County populations with high levels of potential for transit ridership, including college and secondary students, the Latino Community, low-income families and workers, seniors and persons with disabilities.
6. Ensure adequate ADA complementary paratransit wheelchair and ambulatory capacity to meet all confirmed ADA eligible trips within the adopted ADA service area, wait time, maximum travel, and on-time performance standards and with a zero trip denial rate. ADA Dial-A-Ride trips have priority over non-ADA Dial-A-Ride trips. Reservation policies should be clear that individuals who are not ADA Paratransit individuals can be bumped by a registered ADA Paratransit individual.
7. MTA can exceed ADA Paratransit service criteria for service area, wait time, hours of operation, and reservation policies if financial resources allow. MTA can also reduce the service area, wait time, hours of operation and reservation policies to merely meet ADA requirements.

### Objective C: Operate a productive service that remains affordable to the priority transit markets.

*Three policies were substantially modified:*

1. Maintain affordable fares for youth, seniors and persons with disabilities on fixed route services. MTA shall provide discounted fare media for procurement by social service agencies.



2. Fare discount percentages should increase the longer time commitment a passenger makes in procuring a fare media (e.g. a month pass should have a higher discount percentage than a 16-ride punch pass).
3. For individuals who can utilize fixed route or flex route services, discourage the utilization of Dial-A-Ride through fare incentives and reservation policies.

**Objective D: Promote the coordination of service with other intercounty and intercity transportation services.**

*The following policy was added:*

1. Provide riders with user-friendly information about connecting transit services in printed materials, at transfer points and on the internet.

**Objective E: Promote public/private partnerships to increase transit revenues and ridership thereby reducing the carbon footprint of Mendocino County transit users who choose to utilize MTA for their mobility needs.**

*All policies were substantially revised:*

1. Continue to foster partnerships with Mendocino County's Senior Centers to provide door-through-door transportation where cost-effective to do so. Coordinate with Senior Centers on the provision of Dial-A-Ride services to ensure overall mobility service delivery meets the needs of seniors and the disabled in the most cost-effective manner possible.
2. Provide technical assistance to Senior Center Transportation Programs, as needed, to assist in meeting farebox recovery, passengers per hour, cost per passenger and cost per hour performance standards.
3. Leverage available demand response financial resources such that efforts are made to provide needed demand responses services, including ADA Paratransit services, in the most effective manner.
4. Explore joint promotions and partnerships with retailers and service providers for the production of MTA information brochures, and weekend and evening service hour sponsorship.
5. Assist major employers, tribal councils or community organizations to seek and/or establish mobility services for needs that MTA cannot effectively serve within the approved minimum service productivity standards.
6. Provide capital procurement support to partners if feasible.
7. Partner with gatekeeper organizations including colleges, schools, social service agencies, employment agencies and other community organizations to educate and promote transit usage among specific target constituencies.

**Objective H: Adhere to prudent budgeting and financial practices.**

*Two policies had recommended substantive revisions:*

1. Use realistic and fiscally conservative estimates of costs and revenues in preparing the five-year financial service plan. Utilize a range of financial scenario assumptions to account for the uncertainty of financial outcomes.



2. When feasible, MTA shall accumulate a minimum of a 3 month cash reserve. This will facilitate a planned and strategic response to sudden drops in revenue and minimize a “reactive” response.

## **Inland Valley Recommendations**

### **Route 1 Willits Rider**

MTA has put significant effort into making the Willits Rider successful. Anecdotal evidence from stakeholders and the public workshops suggests that there isn’t a good understanding of the current service. Stakeholders have suggested that route modifications and new stops could help to generate additional ridership. The recommendation is to implement an expanded community service route with a fixed route and fixed schedule. The expanded route structure and stops would emulate the type of service that is currently very successful in Ukiah and provides good community fixed route service in Ft. Bragg. The recommendation would discontinue the “flex” feature of the current Willits Rider. Efforts would be made to negotiate a contract with the Willits Senior Center to provide demand response service to all ADA eligible individuals only. A recommended process for holding discussions with the Willits Senior Center regarding this issue is included in Chapter 6. It is recommended that the new community service route, with an aggressive program of community outreach and marketing, be implemented for a two-year period to determine if it can exceed minimum performance standards.

Reasonable performance standards for the upgraded community fixed route would be:

- Seven passengers per vehicle service hour
- Ten percent farebox recovery
- Cost per passenger trip of \$13.00 or less

If after two years of additional effort, two of the three above standards were not met, then the local community service route would be discontinued. In its place, MTA would add one additional Route 20 round trip between Willits and Mendocino College in the morning and one additional round trip in the afternoon on a pilot basis. This would allow Route 21 to be used for more local trips within Willits. The additional runs could also provide flexibility for making Route 21 a true Route 20 Express between Willits and Ukiah. Under this alternative there would be no Willits Rider and no demand response service provided other than what is provided by the Willits Senior Center.

### **Route 7 Jitney**

Route 7 is a limited service that has three morning trips and three afternoon trips. Service is provided to Public Heath, St. Mary’s School, Safeway, Ukiah Library, Redwood Academy, Grocery Outlet, and on most trips to Mendocino College. Service is provided on weekdays only. Route ridership has dropped by 28.6% over the past three years, from 6,817 in FY 2008/09 to 4,867 in FY 2010/11. The number of service hours is relatively low at 360 per year, and this has remained flat. However, the subsidy per trip has more than doubled from a cost-efficient \$2.62 per trip to \$5.32 per trip. The route 7 schedule also includes two Route



21 runs that are not included in the Route 7 statistics, and therefore looking at Route 7 performance alone is misleading. However, there is a need to improve performance on Route 7 and two alternatives are presented for further consideration. Further MTA Board input is needed before a recommendation is made.

The first alternative is primarily a marketing and scheduling alternative. Under this option, the two highly productive Route 7 schedule runs (one is currently a 21) would become Route 20 Express trips and would be part of the Route 20 schedule. In this alternative the remaining Route 7 trips would be discontinued.

In the second alternative, Route 7/21 resources would be converted into a school tripper service. Currently MTA has done a good job in coordinating with bell schedules of St. Mary's School, Ukiah Junior Academy, and the Redwood Academy. With cutbacks in school bus service, this alternative would utilize available Route 7 resources to open up Route 7 to additional public schools on its route. A collaborative partnership with Ukiah Unified School District is recommended, modeled after successful efforts in Menlo Park, CA.

### Route 9 Ukiah

Route 9 is the primary local route that serves key destinations in Ukiah and Mendocino College. Service is provided every 25-30 minutes on weekdays from 6:35 am to 6:00 pm and every 60 minutes from approximately 6:00 pm to almost 11:00 pm. Service is provided from 10:00 am to 5:00 pm on Saturdays.

Route 9 is a very productive route that is working well overall. However, there are several alternatives and recommendations based on public input and market research that should be considered to improve Route 9.

#### **Direct Routing to Ukiah Valley Medical Center**

Providing direct service to the medical center was discussed several times in stakeholder meetings, and has been a regular topic at the annual unmet needs hearings. If reasonable alternative bus stop locations can be found that are within .2 miles of the existing stops, the benefits of serving the Ukiah Valley Medical Center would appear to outweigh the inconvenience caused by the relocation of existing bus stops. The recommended alternative routing is shown in Chapter 4 and would be implemented on a one-year pilot basis.

#### **Improve Ridership on Route 9 Evening Service**

In order to improve evening ridership, the first recommended priority should be to provide target marketing of the Route 9 evening service to Mendocino College students and service workers working at retail outlets and restaurants. The objective would be to increase the overall productivity to 12 passengers per hour. If these efforts are not successful, or if continued grant funding does not become available, then the backup recommendation would be reduce service to 8 pm.

#### **Service to Plowshares for Lunch**

Input from stakeholder interviews suggested that there is no transit service available for attendance at the Plowshares lunch program. The recommendation is to serve Plowshares with 1 southbound trip and 1 northbound trip on a Route 9 run during the midday, similar to the existing 5:22 pm run, and monitor



ridership for a year. If the runs are not attracting an average of least 3 passengers per trip, the special service would be discontinued.

### **Add Sunday Service**

Adding Sunday service was the top ranked service improvement by surveyed passengers residing in Ukiah. If the Saturday schedule were also to operate on Sundays, it would require approximately 604 annual vehicle service hours at a marginal cost of approximately \$27,435 annually.

Adding Sunday service is desirable but could only be implemented if additional revenues become available over the next five years.

### **Routes 20/21**

Intercommunity service is provided on Routes 20 and 21 between Ukiah and Willits. Most trips on route 20 northbound originate in Ukiah as a route 9 run to Mendocino College, with Route 20 providing the connection between Mendocino College and Willits. All southbound trips originate in Willits with some trips turning around and continuing back to Willits as a Route 20 after a timed transfer to Route 9 at Mendocino College, and some trips continuing all the way to Ukiah as a Route 20 bus. For a long inter-community route, productivity of 12.2 passengers per hour is considered excellent, particularly in a rural environment.

Based on the public input and market research, the following alternatives and recommendations are made.

### **Provide Saturday Service between Ukiah and Willits**

There was significant input received during the stakeholder interviews and public workshop about providing some level of service to Mendocino College on Saturdays. In the onboard survey, 46% percent of Willits residents and 37% of Ukiah residents rated Saturday service between Ukiah and Willits as 7 out of 7 in importance. In the onboard survey, this was second highest priority improvement for existing passengers from Willits.

Assuming Route 20 runs between Mendocino College and Willits four times daily in each direction, this would be 6.67 daily vehicle service hours or 347 annual vehicle service hours, assuming 52 days of service. With marginal cost pricing, it would cost \$20,476 annually to provide Saturday service. This improvement is highly desirable, but is only affordable in the Economic recovery scenario. Chapter 9 discusses this financial scenario and provides priorities for service improvements based on financial assumptions.

### **Route 21 Trips Become Route 20 Trips**

To several stakeholders and the consulting team, there is confusion on the existing function of Route 21. The Route 21 configuration with its limited schedule is attracting very little ridership. It is recommended that Route 21 trips be renumbered as Route 20 trips.

### **Provide Contract Service to Consolidated Tribal Health Clinic**

Consolidated Tribal Health Clinic is a major clinic with 22,000 patient visits per year and 75 employees. The Consolidated Tribal Health Clinic is outside of the Dial-A-Ride service area. Therefore clients from Ukiah



cannot utilize the Dial-A-Ride service to reach the clinic. Subscription Dial-A-Ride service two days a week would likely meet the transit needs of the Clinic. Clinic management has indicated they would be interested in subsidizing the fares for such a service. The recommendation is to enter discussions with the Consolidated Tribal Health Clinic to provide special Dial-A-Ride service two days a week on a subscription basis. The service should be structured similar to the Regional Center contract. Pricing of the service should be at the fully allocated cost.

### Ukiah Dial-A-Ride

The subsidy per passenger trip for Route 9 in Ukiah was \$3.25 in FY 2010/11 and the corresponding subsidy per passenger for Ukiah Dial-A-Ride was \$19.88. It is a policy choice of the MTA Board in going beyond what is required by ADA Paratransit regulations in providing Dial-A-Ride service. The consulting team evaluated the potential for having Dial-A-Ride only serve ADA eligible individuals. The conclusion was that the current arrangement of allowing non-ADA passengers to ride the service improves mobility options in Ukiah, increases productivity and improves farebox recovery. However, two recommendations are made to improve the service productivity and service reliability:

- Limit the service area to no more than 3/4 miles from Route 9 in Ukiah as required by ADA. This will help to increase productivity and make the service more reliable and consistent.
- Include in all Dial-A-Ride materials the policy that individuals with ADA Paratransit certification have first choice for trips and must be accommodated within one hour before or one hour after a requested trip. Non-ADA eligible passengers may be bumped from reserved trips if an ADA passenger makes a request for a trip at least one day in advance.

## **Coast Recommendations**

### Route 5 BraggAbout

Route 5 BraggAbout provides local service within Ft. Bragg five days a week, Monday through Friday. Service is operated from 7:18 am to 6:30 pm. Service frequency is hourly with 11 trips in both the northbound and southbound directions. Overall ridership on Route 5 has decreased by 26.9% over the past three fiscal years. Despite the two fare increases, the farebox recovery ratio has declined from 10.5% in FY 2008/09 to 8.4% in FY 2010/11. Part of the ridership drop is due to Saturday service being eliminated. Clearly, additional ridership is needed on Route 5. Chapter 8 includes recommendations for improved marketing to attract additional riders and these recommendations are summarized at the end of the Executive Summary. The alternatives analyzed for Route 5 service improvements are summarized below with recommendations provided.

### **Provide Service to Ft. Bragg High School**

The MTA supervisor felt that the High School market in Ft. Bragg has not been adequately tapped. The route currently is routed on Sanderson between Oak St. and Chestnut. Dana St., where Ft. Bragg High School is



located, is just one block east of Sanderson. The recommendation is operate to Dana St. between Oak St. and Chestnut on all Route 5 trips.

### **Provide Evening Service**

Service is currently provided in Ft. Bragg Monday through Friday until 6:30 pm. This was the highest ranked improvement among Route 5 onboard survey respondents. The late evening service in Ukiah is generally popular, but not well utilized after 8 pm. It is funded with a FTA 5316 grant. Additional research is needed on the existing ridership levels on the runs operating after 5 pm. If these runs average more than 8 passengers per hour, consider funding service for an additional hour per day. Chapter 9 will include additional funding in a future FTA 5316 grant for this purpose, but the application should only be submitted if the ridership is above the 8 passengers per hour threshold on a consistent basis.

### **Restore Saturday Service**

The need for restoring Saturday services was heard from riders on the bus and at the public meeting. Saturday service was the second highest ranked improvement for Route 5 survey respondents. MTA management only cut Saturday services on Route 5 and 60 because of funding shortfalls. Chapters 6 and 9 provide potential avenues for restoring Route 5 Saturday service over the next five years.

### **Route 60 Coaster**

Route 60 is commonly called the Coaster and provides service between the Boatyard in Ft. Bragg and Mendocino on four trips daily in each direction and to the Navarro River on two trips in each direction. The service is part of the Route 5 schedule. The base fare is \$1.25 between Fort Bragg and Mendocino, and it is \$2.00 to the Navarro River. However, the average fare is low at just \$.73 per trip due to the fact that 38% of all trips are free transfers to or from Route 5 and the low \$1.25 fare between Ft. Bragg and Mendocino. The resulting farebox recovery was 9.7% in FY 2010/11.

It is recommended that trips between Ft. Bragg and Mendocino be a two zone trip, with a full fare of \$2.00 per trip. Persons transferring from Route 5 would need to pay an additional \$.75. This fare is comparable to the \$2.00 fare between Ukiah and the Redwood Valley.

Restoring Saturday service on Route 60 (along with Route 5) should be the highest priority improvement in the Ft. Bragg area over the next five years.

### **Route 65**

Service is provided seven days a week between Fort Bragg, Willits, Redwood Valley, Ukiah, Hopland, Windsor and Santa Rosa. This route provides a needed lifeline service, and ridership increased to 11,211 after declining in FY 2009/10. This is despite the average fare increase of 40.5% from \$7.26 in FY 2008/09 to \$10.20 in FY 2010/11. This has helped to increase the farebox recovery to 36% in FY 2010/11. Two primary alternatives were discussed regarding Route 65.



### **More Frequent service between Ft. Bragg and Ukiah**

Improved frequency between Ukiah and Ft. Bragg was the highest-ranking improvement among Route 65 onboard survey respondents. The alternative for increased service between the Coast and Ukiah is discussed as part of Route 75 below.

### **Santa Rosa Bus Circulation**

The ability to use the bus for circulation within Santa Rosa is not well understood and has not been widely communicated due to the limited time available. A representative of Adult Services in Ukiah felt the Santa Rosa circulation was too “nebulous.” She thought it needed to be more specific and that you should be able to call ahead to reserve your drop off/pick up within Santa Rosa. The current language and policy is “Within Santa Rosa, drop-offs and pick-ups are available within a 3 mile radius of the 2<sup>nd</sup> St. Mall on a first come, time permitting basis.”

The recommended policy is the following: “Within Santa Rosa, drop-offs and pick-ups are available within a 3 mile radius of the 2<sup>nd</sup> St. Mall. Passengers can make reservations up to 7 days in advance and no later than 24 hours in advance. MTA will only take a limited number of reservations daily, so please make reservations early.”

### **Route 75**

Route 75 provides service from Gualala, Point Arena, Navarro, Philo, and Boonville to Ukiah six days a week. One morning trip starts from Gualala at 7:45 am and arrives in Ukiah at 10:35 am. The return afternoon trip from Ukiah starts at 3:05 pm and arrives in Gualala at 5:55 pm. Increased fares, declining ridership and constant service levels resulted in a drop in passenger productivity with passengers per vehicle service hour declining from 3.47 passengers per hour in FY 2008/09 to 3.15 in FY 2010/11. Operating costs per hour increased by just 5.1%, but the subsidy per trip increased by 15% to \$21.87 over the past three fiscal years.

### **Increased Frequency between the Coast and Ukiah**

Increased frequency between Ukiah and the South Coast was the highest ranked improvement in the passenger survey among Route 75 users. As discussed previously under Route 65, it is also an important improvement for North Coast riders. The following are potential alternatives to increase frequencies between the Coast and Ukiah.

The implementation of increased frequency between Ukiah and the Coast is recommended as a two-step process. If financial resources do not increase, consider Alternatives A and B in FY 2012/13.

*A. On Route 65 during the summer months, provide service to Santa Rosa five days a week, and two days a week provide two trips a day between Ft. Bragg and Ukiah. Eliminate service between Ukiah and Santa Rosa two days a week.*

In this alternative, two round trips between Ft. Bragg and Ukiah would be provided on one weekday and one weekend day during the summer months only. If ridership during the summer months during a pilot trial is



sufficient, then MTA could consider operating two round trips per day, either one or two days a week, during the rest of the year.

*B. On Route 75, during the summer months, provide existing service from Tuesday to Friday with one round trip per day, provide two round trips between Gualala and Ukiah on Saturdays. Eliminate service on Monday.*

In the summer months school ridership declines. If regular service (one round trip with existing schedule) were operated Tuesday through Friday, then two round trips could be provided on Saturdays between Ukiah and Gualala. This would allow travel between Ukiah and the South Coast in both directions on Saturdays but with little if any time on the south end.

When financial resources become available, operate Alternative F during the summer months only and monitor performance. If successful and financial resources continue to be available, operate the service year round.

*C. Restructure services such that three routes from Gualala, Ft. Bragg, and Ukiah all meet at the same time in Navarro River Junction at the same time in the morning and the same time in the late afternoon, allowing travel between the three location and intermediate points all on the same day.*

In this alternative, three buses from Gualala, Ft. Bragg, and Ukiah would all meet at Navarro River Junction at approximately 8:50 am. The bus departing Ukiah would utilize the Route 75 routing through the Anderson Valley. The Route 75 bus and the 60 Coaster bus would continue the route and schedules they currently operate in the morning. Passengers could transfer buses at the Navarro River Junction. The same three buses would then return to Gualala, Ft. Bragg, and Ukiah after the transfer takes place at approximately 8:55 am. A person from Ukiah or Gualala would arrive in Ft. Bragg by 10:30 am. A person from Gualala, could go to Ukiah, as, they can now and arrive Ukiah at about 10:30 am also. But a person could also go from Ukiah to Gualala or Fort Bragg (with a transfer at the Navarro River Junction) in the morning and then return in the late afternoon.

The alternative meets of the objective of increased frequency between Ukiah and Coast. It allows a person from Ukiah or the Anderson Valley to make a trip to the coast, either along Gualala corridor or the Ft. Bragg corridor and then return the same day. This is currently not possible.

Three buses would leave from Ukiah, Gualala, and Ft. Bragg in afternoon and meet at the Navarro River junction at about 4:45 pm. Passengers could then transfer to the bus going to their final destination. The bus arrives back in Ft. Bragg, Gualala, and Ukiah between 5:45 pm and 5:55 pm

This alternative would require a third bus and additional vehicle service hours to operate. The additional bus service might start during the summer months to determine the actual demand for additional service between Ukiah and the Coast. If successful, it would continue in additional months or year round depending on budget availability.



## Route 95

On Monday through Saturday, service is available starting from Point Arena at 8:00 am, south to Gualala, Bodega Bay, Sebastopol, arriving at the Santa Rosa Transit Mall at 11:00 am, with service to Coddingtontown and the Sonoma County Airport Express by request. The same service is available on Sundays starting at 10:00 am and arriving at the Santa Rosa Transit Mall at 1:00 pm. For the return trip 7 days a week, service begins at the Sonoma County Airport Express at 3:45 pm and arrives back at Pt. Arena at 7:05 pm.

The Santa Rosa circulation recommendation discussed under Route 65 also applies to Route 95. There are no other issues to be addressed for Route 95 other than overall farebox recovery, which needs to be addressed at a systemwide level. Southcoast residents are very satisfied with Route 95, and no improvements had a rating of greater than 3.8 on of scale of 1 to 7, meaning that improvements in the service are not a high priority.

## **Senior Center Demand Response Services Recommendations**

The primary policy goal of providing TDA funding to the Senior Centers was originally to provide door-through-door transportation with assistance. Overall, this original goal has been expanded over time. The Senior Centers now serve a broad array of transportation needs among all seniors and disabled individuals in the communities they serve.

Overall, the Senior Center demand response services are quite cost-effective. The operating cost per hour for all Senior Centers was \$42.77 in FY 2010/11, well under the MCOG standard of \$49.93. The cost per passenger for all five Senior Centers in FY 2010 was \$11.58 per passengers, well under the MCOG standard of \$16.64 per passenger.

In Willits and Ft. Bragg, the Senior Center demand response services are trying to attract the same passengers as the Willits Rider and the Ft. Bragg Dial-A-Ride. Fares are significantly lower on the Senior Center demand response service, and naturally many eligible passengers use the Senior Center demand response service when they can. This is just one of the factors that contributes to relatively poor performance of the Willits Rider and Ukiah Dial-A-Ride.

What is the future role of MTA in providing Dial-A-Ride services compared to the Senior Center demand response programs? Four alternatives are fully evaluated in Chapter 6. The two recommended alternatives are:

### Provide Technical Assistance to Senior Centers

Under this alternative, the existing arrangements would be retained with the Senior Centers, but MTA would provide technical assistance and provide an action plan for achieving the MCOG performance standards.

Overall, the Senior Centers are in the business of providing an array of programs for seniors and have priorities other than how to operate and manage a transportation program. Most programs have obtained experience and currently provide services with reasonable effectiveness and efficiencies. The performance of



the Senior Centers has historically ebbed and flowed as management staff of the Senior Centers has changed over time. The Seniors Centers are not in the mobility business, but MTA is.

MTA has significant expertise in-house in all facets of transportation operations, maintenance, planning, marketing, administration and finance. When an individual Senior Center does not meet two of the four MCOG performance standards, a collaborative effort among MCOG, MTA and the Senior Center would occur to get performance to the point where it achieves all four MCOG standards. The recommended process would entail a few meetings between the partners with the goal of producing a collaborative action plan that the Senior Center and MTA would implement over a two-year period. This could include a review of operations, maintenance, marketing, estimates of potential demand and financial accounting.

It is recommended that this effort start with the Anderson Valley Senior Center transportation program which is currently not achieving any of the MCOG standards.

It is also recommended that MCOG consider different performance standards for the Anderson Valley Senior Center and South Coast Senior Center due to the very rural nature of their service areas.

### Integrate MTA Dial-A-Ride into Senior Center Transportation Programs Where Feasible

Under this alternative, MTA and the individual Senior Centers would collaborate to leverage resources such that the Senior Centers would take on the operation of as much of the demand response service as they are willing and able to do. MTA's role would be to fill in the mobility cracks in a particular subarea.

In this alternative, additional TDA dollars would be available to Senior Centers who are willing to take on additional demand response responsibilities. The additional TDA monies would come from MTA and would not be part of the MCOG allocation. Therefore, it would be viewed by all parties as discretionary based on service delivery and performance and not part of a funding formula.

The primary philosophy of this alternative is to find opportunities that are beneficial to (1) the Senior Center transportation programs, (2) MTA management and Board of Directors, and (3) public transportation users themselves. The circumstances are different in different subareas of the county.

Ft. Bragg and Willits are two subareas with distinct potential for this type of integration. For example, the Senior Centers in these communities might be contracted to operate the required ADA paratransit service for the community. Detailed recommended processes for determining the feasibility of expanding the role of these Senior Centers in providing demand response services in these areas are provided in Chapter 6.

### **Mobility Management Recommendations**

Mobility management is a set of strategies which have been employed by both public and private agencies to expand transportation choices by providing a wider array of cost-effective mobility options for their constituents. Mobility management has several key principles:

- Matches transportation services to market needs without a bias to a particular mode.



- Provides flexibility to meet mobility needs. Combines traditional public transportation with non-traditional service delivery, and other modes such as expanded usage of Dial-A-Ride services, subsidized use of taxis, vanpools, facilitating increased usage of bicycles, and increased walking opportunities.
- Focuses on customer service and community orientation.
- Maintains a cost-effective cost per passenger.
- Uses collaborative partnerships to leverage resources and engender local ownership.
- Fills mobility gaps not served by traditional public transportation.
- Utilizes entrepreneurial management with leadership of key person(s).

The central rationale for mobility management is to improve mobility options for residents and employees in a region. The Mendocino Transit Authority has been an effective leader in mobility management for many years. Although they only recently began to use the term Mobility Management, MTA has followed these key principles to provide cost-effective mobility options beyond traditional public transportation services.

The recommendations in Chapter 6 for the Senior Center demand response services are continued efforts to use collaborative partnerships to leverage resources and provide cost effective services. Other mobility management recommendations include the following:

### e-ride Structure and Incentive

As shown by CRC on the South Coast, a volunteer driver program can be successful, and fill important mobility gaps. MTA has implemented e-ride, a volunteer driver program in Laytonville and Covelo. At present, the Laytonville and Covelo e-ride program only has one rider. MTA recently received official notification regarding the award of a two-year extension of the grant through September 14 2013, with \$205,318 in additional funding. This extension and additional funding will allow e-ride to be expanded to Potter Valley, Hopland, Talmage, Brook Trails, Anderson Valley, and Redwood Valley. Going forward, the key is to create a structure that will attract sufficient volunteer drivers and passengers to have a viable program.

The incentive currently provided the e-ride program might be insufficient to attract and retain volunteer drivers. Because many of the potential volunteer drivers may be nearly as low-income as the people they are transporting in the Round Valley area, a \$10 voucher may not be sufficient to allow interested volunteers to participate. At under \$.12 per mile for the 84 mile round trip, this is likely less than the cost of gas. Other volunteer driver programs pay mileage reimbursement rates of \$.20 to \$55.5 per mile. For example, a highly successful program in San Bernardino County pays \$.48 per mile with a monthly limit of 350 miles per individual rider. The reimbursement is paid to the qualified rider who then reimburses their driver.

The recommendation is to Increase the mileage reimbursement rate to approximately \$.25 -\$.30 per mile.

### Implement Travel Training

Many social service agency representatives who regularly work with transit dependent populations are not familiar with the public transit services that MTA offers and have trouble planning trips for their constituents.



It is recommended that MTA initiate a regular travel training program. MTA should develop marketing tools which gatekeepers can use to travel train their own constituents. Details on the types of marketing tools that should be developed are described in detail in Chapter 8.

### Explore Potential Partnership with Ukiah Unified School District

Funding for school district pupil transportation continues to be threatened at the state level. As described in Chapter 4, MTA has worked with the Redwood Academy, Ukiah Junior Academy and St. Mary's School to coordinate Route 7 schedules with school bell times. Over the next five years, there may be increasing demands for MTA to operate "school tripper" service. If the Ukiah Unified School District approaches MTA regarding provision of an additional school tripper service, MTA should participate in its mobility management role. If an acceptable sustainable funding partnership can be established, and the services meet State and Federal law, then MTA should consider additional school trippers within available financial resources.

### Transition the Vanpool Program to CalVAN

MTA is currently considering joining CalVAN. CalVAN is a statewide commuter and farmworker vanpool agency officially launched in January 2012 between the councils of governments in Kings, Madera, Fresno, Tulare, Monterey, San Benito, Santa Cruz, Sacramento, Yolo, Yuba, and Sutter counties. If MTA were to join CalVAN, that organization would take responsibility for ownership and administration of the vanpool program. CalVAN would take ownership of the existing MTA vanpool fleet, including the current Agricultural Worker vanpools. MTA's function would be one of marketing and helping to organize the vanpool groups.

It is recommended that MTA join CalVAN in order to continue the agricultural worker vanpool program. If other commuter vanpools that do not compete with existing MTA services can be formed through the CalVAN program, then such vanpools would provide expanded mobility options for Mendocino County residents. However, the SRTDP has a number of higher priority recommendations for implementation in FY 2012/13 and FY 2013/14. Significant MTA staff time should not be spent on expanding the commute vanpool market during these fiscal years.

## **Marketing Recommendations**

Chapter 8 of the SRTDP provides a set of detailed marketing strategies recommended for implementation in conjunction with the service plan. The strategies address five marketing objectives:

- Enhance Ease of Use for Novice Riders
- Increase Visibility and Awareness of Transit Services
- Enhance the Image of Who Uses the Transit System
- Educate Gatekeepers to Help them Sell Transit
- Promote Ridership Among Specific Market Segments for New and Existing Services



### Passenger Information

Passenger information tools – in print, online and at the bus stop – are often the first step in a new passenger’s experience when they make the decision to try transit. Transit requires significantly more “thinking” than driving or getting a ride, and difficulty in understanding transit routes and schedules is a common barrier to transit use. While MTA provides comprehensive information in print, online and at many bus stops, research found that these tools are not particularly clear or easy-to-use for the novice riders.

#### **Passenger Guides**

It is recommended that MTA reorganize and redesign its printed passenger information for fixed route services into a set of two similarly formatted guides.

- Inland Routes – 1, 7, 9 20, 21, 65
- Coastal Routes – 5, 60, 65, 75, 95

Each guide would include a color systemwide map graphic, color route maps for the target routes, color-coded schedules, fare-chart and how-to-ride information in English and Spanish.

The marketing plan includes a set of design recommendations for making the guides easier to understand and more inviting, particularly for new riders.

#### **Website – 4MTA.org**

It is recommended that MTA develop a new website and combine this effort with the creation of the new printed passenger guides. Current and potential passengers should be the primary focus of MTA’s website and they should be able to quickly and easily understand where MTA goes and how to plan a transit trip to their destination. The home page should include two key elements:

- Automated Trip Planner (Google Transit)
- Interactive System Map with links to schedules and detailed route maps

Chapter 8 includes a detailed outline for the website content and specific design principles to maximize the website’s usefulness as a passenger information tool. It also addresses the use of social media to build customer relationships via the Internet.

#### **At the Stop**

Bus Stops are an opportunity way to build visibility and convey passenger information. Specific recommendations for enhancing MTA’s at-the-stop communications include:

- Sign all designated stops. While most MTA bus stops in the urbanized areas are signed, many of the rural stops are not. It is recommended that MTA review its signage systemwide, adding or replacing signs where they don’t exist, or are damaged, faded or in locations that are not visible.
- Enhance pole sign design. At many stops, particularly on the Inland routes, MTA has placed pole signs to provide schedule information. This is an excellent passenger information tool. However, it is important to



provide a level of information that is readable and understandable under the circumstances. Chapter 8 provides recommendations and examples of how the signs might be more effective.

### Gatekeeper Outreach and Travel Training

Many organizations serve as gatekeepers for potential transit riders. These include social service agencies, schools and colleges, youth programs, support organizations for the disabled and medical services. These organizations, and particularly their front line employees, are often charged with identifying transportation options for getting their clients to programs, appointments, training, classes, interviews and jobs. As a result, they have the potential to serve as “salespeople” for public transit.

It is recommended that MTA make gatekeeper outreach and travel training a function of its Mobility Management program. Three specific strategies are recommended.

- Establish and maintain gatekeeper network for regular communication by e-mail.
- Conduct travel training with gatekeeper staff to educate them about the complete spectrum of transportation services available and how to plan trips for their clients.
- Provide tools for use by gatekeepers in travel training constituents such as customizable PowerPoint presentation, transit displays for social service lobbies and customized handouts, posters, articles or trip plans for specific constituencies.

### Targeted Willits Marketing Program

While service design improvements can increase the viability of the local Willits service, these must be accompanied by enhancements in passenger information and marketing. The weak ridership of the Willits Rider is at least partially due to lack of awareness, poor understanding of how the flex route works and the additional barrier imposed by having to request a flex. Chapter 8 includes several recommended strategies for increasing ridership of the Willits Rider.

- Increase visibility of the route through bus stop signage at a larger number of designated stops.
- Make passenger information for the Willits Rider easier to understand. Specific recommendations are included.
- Conduct aggressive gatekeeper outreach with destinations and organizations along the route, such as Little Lake Clinic, Howard Hospital, Nuestra Alianza, Mendocino College Willits Center, Integrated Service Center, Oak Glen Apartments, Willits Senior Center and Willits High School.
- Implement a Willits specific ad campaign using the Willits News and local radio to promote trial ridership of the revised route.



## Targeted Mendocino College Program

MTA already attracts a large share of its ridership from the Mendocino College student population. However, with an enrollment of 4000 or more at the Ukiah and Willits campuses, there is clearly potential to expand this ridership segment through targeted marketing efforts. Two strategies are recommended.

### ■ Establish a Prepaid Fare

The ideal marketing strategy for a college population is a prepaid fare program under which each student pays a small transit charge as part of their student fees, and all students are able to ride fare-free using their student ID. If a universal prepaid program cannot be implemented with Mendocino College in the short term, an alternative is the establishment of a Semester Pass which is valid for the full semester and offers students a discount for pre-payment. This pass could be sold through the Campus bookstore or cashier at the start of the term, allowing students to pre-pay their semester's transportation when they receive their financial aid.

### ■ Implement Targeted Communications Efforts On-Campus and Online

It is recommended that MTA undertake targeted marketing efforts to encourage ridership among more Mendocino College students. Chapter 8 outlines specific messages and communications channels which are relevant to this population.

## Promotion of Ukiah Evening Service

It is recommended that MTA more actively promote the evening service on Route 9 in order to increase productivity of this important resource. Specific strategies which are recommended include:

- Promote evening service at Mendocino College as part of the targeted program described above.
- Make the evening service a key topic of MTA advertising in Ukiah. Communicate hours of service on Route 9 along with the destinations this gives riders easy access to (movies, night classes, evening jobs, dinner and drinks out, etc.).
- Highlight the evening service on the website and in new passenger guides.
- Work with evening destinations, such as the Ukiah Theater or restaurants, to conduct joint promotions.

## **Financial Plan**

The financial plan provides details on operating revenues, operating expenditures, affordable service level improvements, capital expenditures, and capital revenues. A summary of the key findings are provided below.

## Operating Revenues

There is a great deal of uncertainty facing public transportation financing. In order to provide a bracket of possible financial outcomes, three financial scenarios have been developed to provide a reasonable financial planning framework. The following is a summary of the proposed financial scenario framework that is utilized for operating revenues in the financial plan:



1. Worst Case Scenario: In this scenario, the current economic downturn persists and transit revenue sources continue to remain unstable. The worst-case scenario would assume no future STA funds are received over the next five years. If funds are received, they are utilized for capital purposes. Pessimistic projections for federal funding would assume a 30% drop in federal funding for transit. This is based on continued uncertainty regarding federal funding and some of the Congressional proposals that have been considered over the past year.
2. Best Estimate Scenario: This scenario would pivot off the assumptions utilized in the adopted FY 2011/12 budget. The best estimate scenario would maximize the use of transit funding sources to achieve the highest potential transit service levels in Mendocino County. The best estimate implies the utilization of assumptions based on currently available information or historical precedent.
3. Economic Recovery Scenario: This is essentially a best-case scenario, but is defined if economic recovery returns sales tax revenues to growth rates of Local Transportation Funds between FY 2000/01 and FY 2007/08.

One of the key assumptions for operating revenues is for the Transportation Development Act's (TDA) Local Transportation Fund (LTF), generated from ¼ cents of the sales tax. LTF funding provided 52.4% of the operating budget in FY 2010/11. In March 2012, MTA received news from MCOG that a 9.3% increase in LTF funding is planned for FY 2012/13. This includes use of an unrestricted balance from FY 2010 and a 6.3% increase based on the Mendocino County Auditor's estimate. With a 15.65% allocation to the Senior Centers, an increase in LTF funding to \$2,165,106 is utilized for FY 2012/13 for all scenarios.

- Worst-case scenario: LTF funds decline by 5% in FY 2013/14, and then hold steady to FY 2015/16.
- Best-case scenario: LTF funds increase by 3% per year starting in FY 2013/14. This is below the 4.2% average increase in total LTF funding received by MCOG between FY 2000/01 and FY 2007/08.
- Economic recovery scenario: LTF funds grow by 4.2%, which is the rate of increase of total LTF funding available between FY 2000/01 and FY 2007/08.

A second key assumption relates to the use of State Transit Assistance funding. Over the past several years, there have been significant variations in how much STA funds are available.

- Worst-case scenario: No STA funds are available for operating over the next five years.
- Best estimate scenario: The best estimate scenario includes \$350,000 per year over the next five years with no increase. A total of \$526,000 per year is received and the balance is utilized for capital, mostly for matching federal funds.
- Economic Recovery Scenario: \$350,000 would be utilized for operations in the first year and this would increase at the rate of 3% per year.

The final key assumptions are for federal funding. MTA received both formula funding for rural areas as well as competitive federal grants that are administered by the State of California. The following are the key assumptions.



- Worst-case scenario: Federal funding is reduced by 30% based on the July 2011 House Reauthorization Bill. The scenario assumes no Congressional compromise is reached. No further federal operating grants are received. The Worst Case Scenario assumes MTA receives no further discretionary grants to FY 2015/16.
- Best Estimate Scenario: Federal funding remains flat at the \$355,000 per year level. This scenario assumes one additional cycle of federal grants is received.
- Economic Recovery Scenario: Federal funding has a 10% increase in FY 2012/13 when federal reauthorization is approved, and appropriations increase 3% per year thereafter. This scenario assumes federal grants based on historical precedence.

The following is a summary of the total operating revenues available under each scenario in FY 2012/13 and FY 2015/16.

Scenario	FY 2012/13	FY 2015/16	Pct. Change
Best Estimate	\$3,755,227	\$3,894,251	4%
Economic Recovery	\$3,823,854	\$4,245,085	11%
Worst Case	\$3,260,870	\$2,944,401	-10%

### Operating Expenses

Of the \$3,612,271 total operating costs in FY 2010/11, wages, benefits and payroll taxes are collectively \$2,743,521 or approximately 76% of the entire budget. With recently approved labor agreements, labor costs are expected to increase to \$3.07 million in FY 2015/16, assuming the same vehicle service hours and vehicle service miles as FY 2010/11. Actual labor costs will likely be higher, depending on the service improvements implemented.

Fuel is the second largest expenditures. Fuel costs are expected to increase at 4% per year, above the average rate of inflation. Overall fuel costs are expected to increase from \$444,077 in FY 2012/13 to \$499,526 in FY 2016/17.

Assuming the base level of vehicle service hours and miles as actual FY 2010/11 service levels, overall baseline cost are expected to increase from \$3.7 million in FY 2012/13 to \$4.0 million in FY 2015/16

### Affordable Service Level Improvements

In the Best Estimate Scenario, the following cost neutral or capital funded services could be implemented in FY 2012/13. No further service improvements would be possible in the Best Estimate Scenario. In the Best Estimate Scenario, there is a slight deficit of \$127,000 expected by FY 2015/16 as expenses rise just slightly higher than anticipated revenues.

- Re-route Route 5 to Ft. Bragg High School.



## **Mendocino Transit Authority 2012-2016 Short Range Transit Development Plan**

- Implement service between Ukiah and Willits on Route 65 in both directions, two days a week during summer months only. Eliminate service to Santa Rosa two days a week on Route 65 during summer months. Evaluate and monitor performance.
- Initiate collaboration with Ukiah Unified School to determine feasibility of expanding Route 7 to other schools.
- Guaranteed Santa Rosa drop-off and pick-ups on Routes 65 and 95.
- Join CalVans.
- Re-design website and timetables.

With the more optimistic Economic Recovery Scenario, MTA would be able to afford a fuller range of service improvements. In the Economic Recovery Scenario, the following service improvements would be feasible by SRTDP plan year:

### **FY 2012/13**

- Re-route Route 5 to Ft. Bragg High School.
- Guaranteed Santa Rosa drop-off and pick-ups on Routes 65 and 95.
- Join CalVans.
- Implement lunchtime Plowshare runs: 1 morning and 1 afternoon.
- Re-design website and timetables.
- Initiate collaboration with Ukiah Unified School to determine feasibility of expanding Route 7 to other schools.

### **FY 2013/14**

- Route 20 service on Saturday between Willits and Ukiah.
- Restore Midday service to Willits Rider (assumes deal with Willits Senior Center reached). May need to be deferred to FY 2014/15 if revenues not sufficient.

### **FY 2014/15**

- Restore Saturday service to Route 5
- Restore Saturday service to Route 60

### **FY 2015/16**

- In summer months, add third bus for two-way service daily among Gualala, Ft. Bragg, and Ukiah (Routes 75 and 60).
- Add Sunday service to Route 9.



## **Capital Expenditures**

Overall, MTA has \$28.6 million in planned expenditures over the next five-year period. The Facility Solarization and Modernization project accounts for \$18.6 million of the total. Vehicle acquisitions account for \$9.4 million.

### **Facility Solarization and Modernization**

The MTA Board approved a feasibility study of the Facility Solarization and Modernization project in May 2009. The project moves MTA towards being a truly carbon-neutral provider of public transit service. The first phase of the project is the construction of the maintenance facility which is currently underway. The design element cost \$760,000. The construction costs for the maintenance facility are \$6,250,000.

The second part of the overall Solarization and Modernization project has been funded – design and construction of Solar Canopies. The solar canopies are designed to eliminate MTA’s electric bill now, and to nearly eliminate fuel costs in the long run. With a large reduction in these energy costs, MTA will be able to provide more carbon-neutral transit service. The total costs for the solar canopies are expected to be \$522,000.

The current operations and administration facility is just 2,200 square feet and houses 8 administration staff and all transit operations, including a driver break room. The recommended two -story facility is almost 12,000 square feet and will allow for gradual expansion of administrative staff to 11. The operations and administration building is currently not funded. Design is expected to take place in FY 2013/14 and is estimated to cost \$880,000. The construction costs are estimated at \$10,800,000.

### **Vehicle Replacements**

MTA has developed a vehicle replacement schedule for buses and transit utility vehicles. That schedule has been utilized as the foundation of the vehicle replacement schedule in the SRTDP. This schedule was most recently reviewed and adopted in June 2011. A total of 59 vehicles are planned for purchase through FY 2015/16, with 41 of them being hybrid vehicles. Seven heavy-duty hybrid buses are planned for purchase in FY 2012/13 and FY 2013/14 at a cost of \$3.9 million.

MTA is planning to purchase 10 vans and 1 sedan for Senior Center operations over the 5-year SRTDP. In addition, a wheelchair accessible type II van utilized in senior center operations is scheduled for purchase for utilization by CRC on the South Coast. It is also possible that MTA and RCMS could share the cost of a used wheelchair accessible van.

### **Other Capital Expenditures**

A total of \$202,000 in bus shelters, benches, signage, and bus stop amenities are planned over the next five years.

Approximately \$610,000 in equipment purchases are anticipated over a five-year period.



## Capital Revenues

### **Local and State Funds**

MTA currently has \$2.3 million in State Transit Assistance (STA) funds programmed for capital expenditures over the five year planning horizon of the SRTDP. As discussed previously, STA funds can also be utilized for operating purposes.

MTA plans on utilizing \$5.5 million of Public Transportation Modernization, Improvement and Service Enhancement Account (PTMISEA) funds over the five-year period. These funds are administered by Caltrans.

The Transit System Safety, Security, and Disaster Response Account of Proposition 1B provides funding for safety and security equipment such as security cameras at facilities, on the buses, and lighting at key locations. MTA has \$244,000 of these funds programmed over the next five years. All PTMISEA funding must be allocated by June 30, 2016.

### **Federal Funds**

Through MCOG and the Regional Transportation Improvement Program, MTA has \$1.8 million in STIP monies programmed for capital purposes over the five-year SRTDP period.

In July 2010, MTA submitted an application for a grant from the Federal Transit Administration (part of DOT) from the State of Good Repair program. Out of 442 applications worth over \$4 billion, 152 were selected worth \$776 million, and MTA's was one of those. The \$5 million construction grant award was announced in October 2010.

Initiated within the American Recovery & Reinvestment Act (ARRA) of 2009, the Transit Investments for Greenhouse Gas and Energy Reduction (TIGGER) was appropriated for grants to public transit agencies for capital investments that will reduce the energy consumption or greenhouse gas emissions of their public transportation systems. The TIGGER 2 program attracted 274 proposals nationwide worth \$1.4 billion. In January 2011, only 27 were approved worth \$75 million, including MTA's \$470,000 grant for the Solar Canopies.

MTA has \$469,000 in FTA 5310 funds programmed over the next five years. These funds are primarily utilized for the Senior Center demand response programs.



# 1. Introduction

## Purpose of Short Range Transit Development Plan

Mendocino Transit Authority (MTA) last developed a Short Range Transit Development Plan (SRTDP) in July 2005. The primary purpose of the SRTDP is to guide the development of mobility services for Mendocino County residents and visitors over the next five years. More specifically, the SRTDP process:

- Provides opportunities for public input into the future of both traditional public transportation services and mobility management strategies throughout Mendocino County.
- Establishes goals, objectives and performance standards.
- Conducts market research to determine who is currently riding MTA buses, how satisfied they are with the services provided, and priorities for improvements.
- Evaluates the recent performance of existing services.
- Provides service plan and fare recommendations.
- Develops a comprehensive marketing plan for communicating MTA services.
- Establishes a detailed operating and capital financial plan based on three financial scenarios.

## Overview of MTA Services

MTA provides an array of fixed-route, dial-a-ride and mobility management services in both the Inland Valley and along the coast. Local fixed route and general public dial-a-ride are provided in Ukiah and Ft. Bragg. Inter-community routes connect Willits and Ukiah and Ft. Bragg and Mendocino. Long-distance routes connect coastal communities to the Inland Valley and regional services in Santa Rosa. Exhibit 1-1 is a map showing an overview of the MTA route network. Under contract to MTA, five Senior Center also provide demand response services. The following is an overview of the services provided both by MTA and Senior Centers.

### I. MTA Operated Public Services

#### **Local Fixed Route**

*Route 1 Willits Rider:* Local circulator route within Willits with both scheduled and flex stops, Monday through Friday.

*Route 5 BraggAbout:* Local circulator within Ft. Bragg, Monday through Friday.

*Route 7 Jitney:* Peak period service for local trips within Ukiah, Monday through Friday.

*Route 9 Local:* Primary local circulator route in Ukiah with service weekdays until 11 pm and Saturdays.



Exhibit 1-1 Route Network





*Routes 20/21:* Service between Ukiah and Willits, Monday through Friday.

*Route 60:* Service between the Boatyard and Mendocino on four trips daily and to the Navarro River on two trips daily, Monday through Friday.

## **Long Distance Routes**

*Route 65 CC Rider:* Service between Mendocino, Ft. Bragg, Willits, Ukiah, and Santa Rosa, seven days a week.

*Route 75 Gualala-Ukiah:* Service between Gualala, Ft. Bragg, Anderson Valley and Ukiah, Monday through Saturday.

*Route 95:* Service between Point Arena, Gualala, Sea Ranch, Bodega Bay, and Santa Rosa, seven days a week.

## **MTA Operated Dial-A-Ride**

*Ukiah Dial-A-Ride:* Available to the general public in the Ukiah area, Monday through Saturday.

*Ft. Bragg Dial-A-Ride:* Available the general public in the Ft. Bragg area, Monday through Saturday.

## **II. Mobility Management Services**

### **Senior Center Operated Demand Response Services, Monday through Friday**

*Anderson Valley Senior Center:* Local demand response service in the Anderson Valley, and to Ukiah weekly.

*Willits Senior Center:* Local demand response service in the Willits area.

*Ukiah Senior Center:* Local demand response service in the Ukiah area.

*Redwood Coast Senior Center:* Local demand response service along the north coast, from Ten Mile to the north and Albion to the south.

*South Coast Senior Center:* Local demand response service in the South Coast area, and other destinations periodically.

### **Regional Center Contract**

MTA Operates Route 97 VIP exclusively for developmentally disabled individuals under contract with Redwood Coast Regional Center

### **Mendocino Farmworkers Vanpool Program**

Through a state grant, MTA has been able to procure five vans for the Mendocino Farmworkers Vanpool Program. Agricultural workers can travel to work in brand new 15-passenger vans for a low and reasonable daily fare based on the distance travelled. Vans are assigned to a volunteer driver who in exchange for driving and managing the vanpool, rides to work for free. MTA covers vehicle insurance and fuel, and provides routine vehicle maintenance and repairs.



## **E-Ride Volunteer**

e-Ride was launched as a pilot project in Covelo and Laytonville, in April and June 2011, respectively. It matches persons needing a ride with volunteer drivers who receive a \$10 voucher for driving expenses. MTA has been awarded a two-year extension of the grant through December 31, 2013, with planned expansion to Potter Valley, Hopland, Talmage, Brook Trails, Anderson Valley, and Redwood Valley.

## **Recent Trends**

A number of economic driving forces have affected transit performance over the past three years. As shown in more detail in Chapter 4, 26% of MTA riders in the Inland Valley are unemployed and another 13% are disabled and unemployed. The onboard survey shows 94.4% of the Inland Valley riders do not have an automobile or a driver's license for the trip they were making on MTA. MTA is providing a very important lifeline service. A significant number of riders are utilizing MTA to improve their lives and receive training. One third (34%) of the Inland Valley transit ridership is attending Mendocino College.

The Great Recession has reduced the revenues available to operate transit services. The operating subsidy which all transit systems must fund, is the total cost of service minus passenger fares, contract services, charter operations (when applicable) and other revenue sources (operating revenues). The operating subsidy is covered through state and federal funding. Transportation Development Act (TDA) dollars are a primary source of funding for MTA. These funds are derived from ¼ cent of the sales tax.

In FY 2007/08, MTA generated \$754,410 in operating revenues with total operating costs of \$3,666,906. This required an operating subsidy of \$2,912,496. Of this amount, \$2,316,646 (81%) was funded with FY 2007/08 TDA monies. In FY 2010/11, the amount of TDA funding available declined to \$1,946,008. In FY 2010/11, there was also an 8.8% decline in Federal FTA 5311 funding from budgeted amounts.

The reductions in funding amounts available required MTA to take mitigating actions to balance the budget. Actions taken to address budget shortfalls included raising fares, reducing service hours and spending reserves. The base fare for a single zone local trip was increased from \$.75 to \$1.00 in June 2009, and then again from \$1.00 to \$1.25 in June 2010. Punch passes and monthly passes provided passengers with significant savings. For example, the 16-ride punch can be used for local, general public trips in Ukiah or Ft. Bragg. At a price of \$15, it is equivalent to \$.94 per trip. This is a very popular option as 42% of those surveyed were utilizing the punch pass in the Inland Valley, and another 14% were utilizing a monthly pass. In the North Coast area, 29% were utilizing a punch pass and only 2% were utilizing a monthly pass.

Systemwide, the two fare increases resulted in an overall 15% increase in fare revenues. The average fare increased from \$1.15 to \$1.46 between FY 2008/09, (before the first fare increase), and 2010/11, (after the second fare increase).<sup>1</sup> The average fare increased by 27.7%. It is important to note that the average fare is calculated as the number of passengers divided by fares. The number of passengers includes both fare paying

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<sup>1</sup> Fares were increased in June 2009 and June 2010, so 11 of 12 months in FY 2008/09 and 2009/10 were before the fare increases were implemented.



passengers, free rides for children and transfer passengers. Seniors and disabled individuals only pay 50% of the base fare for that trip. Therefore, as will be further explored below, the typical average fare on a route-by-route basis is well below the base fare paid. An example of this is Route 9, where the base fare is \$1.25, but the average fare was just \$.67 in FY 2010/11. The reason for this is the prevalent use of discounted punch cards and monthly passes, with an assumed high number of free rides and transfers.

Rural systems typically have a 10% minimum farebox recovery requirement. However, under current law MTA must achieve a 14.7 percent minimum farebox recovery ratio, based on the ratio achieved in the TDA mandated “base year” of FY 1978-79. Systemwide, the farebox recovery ratio increased from 14.5% in FY 2008/09 to 16.1% in FY 2010/11. Unfortunately, after two fare increases, this does not leave a substantial “cushion” in fare revenues in order to stay above 15% over the five year planning horizon of the Short Range Transit Development Plan (SRTDP).

In conjunction with the fare increase, MTA made strategic cuts in services. This resulted in a reduction in vehicle service hours from 46,632 to 42,228. The service reductions focused on reducing or eliminating low productivity services. Therefore, over the past three fiscal years, Routes 15 and 30 were eliminated. In FY 2007/08, Route 15 generated 5.2 passengers per hour and had an 8.7% farebox recovery, well below the 15% standard established by the Mendocino Council of Governments (MCOG). Route 30 generated 15.3 passengers per hour and 12% farebox recovery. Route 52 between Talmage and Ukiah, Route 54 between Hopland and Ukiah, and Route 70 on Saturdays in the North Coast have also been eliminated since the 2005 SRTDP was completed.

Strategic reductions in on-going services were also made. For example, Saturday service was cut on Route 1 in Willits in June 2009. Saturday service on Route 5 Bragg About, and Route 60 were also eliminated.

### Recent Systemwide Performance

Exhibit 1-2 provides an overview of MTA performance systemwide over the past three years. The data is limited to public services provided. Contract and charter services are not included.



**Exhibit 1-2****Mendocino Transit Authority Systemwide Performance (Public Service)  
FY 2008/09 to FY 2010/11 (1)**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
<b>Base Statistics</b>				
Ridership	422,081	409,676	380,273	-9.9%
Service Hours	46,632	46,275	42,288	-9.3%
Service Miles	762,901	766,796	687,076	-9.9%
Fare Revenue	\$483,288	\$519,199	\$555,865	15.0%
Operating Costs	\$3,332,668	\$3,451,751	\$3,454,189	3.6%
<b>Performance</b>				
Passengers/Hour	9.1	8.9	9.0	-0.7%
Passenger/Mile	0.55	0.53	0.55	0.0%
Average Fare	\$1.15	\$1.27	\$1.46	27.7%
Farebox Recovery	14.5%	15.0%	16.1%	11.0%
Cost/Hour	\$71.47	\$74.59	\$81.68	14.3%
Cost/Trip	\$7.90	\$8.43	\$9.08	15.0%
Subsidy/Trip	\$6.75	\$7.16	\$7.62	12.9%

(1) For public services provided. Excludes contract and charter services.

**Focus Areas of Short Range Transit Development Plan**

The following were the key focus areas of the SRTDP. The order in which they are listed is not intended to convey relative importance.

**Willits Local Service**

There have been significant efforts to plan, operate, and market local transit service in Willits over a 4-year period. In June 2007, a flex route replaced the Dial-A-Ride service that was previously provided. The Willits Rider has been provided with both scheduled stops and flex stops, but performance has been disappointing. In particular, farebox recovery has been about 4.1% for the past three years. Service levels have been reduced in response to low ridership levels. Chapter 4 provides details on recent performance and provides four distinct alternatives and a recommendation for operating service in the future.

**Senior Center Transportation Programs**

MTA has provided funding for Senior Center Transportation since late 1970s. The primary purpose of the funding has been to work directly with Senior Programs to offer more hands on assistance than is typically provided by dial-a-ride service. In many cases, this involves provisions of door through door assistance.

Historically, the amount of funding was negotiated independently with each Center. In 1996, a process was created that guaranteed each Center would receive the same percentage increase or decrease in TDA



funding as MTA received. As a result, TDA funding dedicated to the Centers combined amounted to 16% of the total every year.

In July 2007, the MTA Board formed a Board Committee along with the General Manager to re-evaluate the funding distribution process. The work was prompted by the fact that some Senior Centers had lost passengers and were struggling to find riders. Other Senior Centers were experiencing increasing ridership and were anxious to expand service. Alternative funding formulae were explored, but required additional TDA funding. In early 2008, the signs were already in place that additional LTF revenues would not be available and therefore no recommendations were brought to the full Board of Directors.

Chapter 6 continues the work to analyze the Senior Center Transportation Programs and how they can work effectively and efficiently with MTA provided services. Alternative actions are discussed and recommendations are provided for consideration by the MTA Board of Directors.

### Mobility Management Strategies

The recent grant based mobility management Agricultural Worker Vanpool Program and e-Ride have had difficulty in attracting sufficient utilization. An emphasis of the SRTDP was to provide input on the future of mobility management strategies in Mendocino County. The SRTDP recognizes the historical efforts at mobility management that MTA has undertaken, including the Senior Center transportation program and the Regional Center Contract described earlier. Historical partnerships with the Boys and Girls Club and the Community Resources Connection (CRC) in the South Coast area are examples of MTA's continuing efforts at mobility management.

Mobility management policies, objectives, and performance standards are incorporated into MTA's overall goals and objectives in Chapter 3. Chapter 6 is dedicated to Mobility Management and includes several alternative actions and recommendations for implementation over the next five years.

### Marketing and Communication

How MTA services are communicated and promoted was also an emphasis of the SRTDP. This addresses several key issues including strategies for enhancing ease of use for novice riders, increasing visibility and awareness of transit services, enhancing the image of who uses the transit system, educating gatekeepers to help them sell transit, and promoting ridership among specific market segments for new and existing services. Chapter 8 is the Marketing Plan.



## **Overview of Short Range Transit Development**

An Executive Summary is included at the beginning of the SRTDP that includes the key findings and recommendations from all chapters of the report.

### **I. Public Input and Policy Direction**

Chapter 2 provides a summary of the key themes of the market research, passenger survey findings, summaries of recent input from unmet needs hearing and US Census and demographic trends

Chapter 3 is the policy element and updates the goals, objectives and performance standards. It provides the recommended policy direction over the next five years.

### **II. Review and Analysis of Fixed Route and Dial-a-Ride Services**

Chapter 4 is focused on the Inland Valley. It provides survey results for the Inland Valley, a route-by-route analysis, analysis of alternatives for key issues, and recommendations for service delivery over the next five years.

Chapter 5 is focused on the Mendocino County coastal area. It provides survey results for the coast, a route-by-route analysis, analysis of alternatives for key issues, and recommendations for service delivery over the next five years.

### **III. Mobility Management Programs**

Chapter 6 is an analysis of the Senior Center transportation program. Alternatives and recommendations are provided for increasing the effectiveness and efficiency of the programs in relationship to MTA provided dial-a-ride services.

Chapter 7 is devoted to an analysis of other MTA sponsored mobility management initiatives. It provides alternatives and recommendations for mobility management partnerships, supportive action and direct programs over the next five years.

### **IV. Marketing Plan**

Chapter 8 includes the Marketing Plan. It addresses marketing objectives, target markets, detailed marketing strategies in the areas of branding, passenger information, outreach and promotion and includes budget allocation recommendations.

### **V. Financial Plan**

Chapter 9 is a detailed operating and capital financial plan. It provides financial forecast for three financial scenarios, with a best estimate of possible outcomes.

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## 2. Market Research and Demographics

To inform MTA's 2012-16 Short Range Transit Development Plan, community input was solicited in several ways:

- A formal passenger survey was conducted on all local fixed routes with customized questionnaires for Coast and Inland Routes.
- A mail-back passenger survey was conducted on Dial-a-ride and long distance routes.
- Passenger counts were conducted on local fixed routes.
- Public meetings were held in Ukiah, Willits, Ft. Bragg, Pt. Arena and Boonville.
- In-depth interviews were conducted with a wide variety of stakeholders in communities throughout Mendocino County.
- Interviews were conducted with MTA bus operators and other operations staff.
- Informal passenger interviews were conducted by the consultants on-board both coast and inland fixed routes

This chapter has the following sections:

A. Key Themes of Market Research: This section provides a synthesis of the key themes of the public outreach effort, service review, and market research efforts.

B. Key findings of the passenger survey: this section provides an overview of the key findings of the passenger survey. Details of Inland Valley survey results are presented in Chapter 4, and of the coastal communities in Chapter 5, for both fixed route and dial-a-ride services.

C. Recent input from unmet needs hearings: This section summarizes the input received during the past two unmet needs hearing process. These inputs are considered further in subsequent chapters.

D. Census and demographic trends: This chapter provides a profile of demographics from the 2010 census countywide as well as California Department of Finance forecasts for population and employment.

### A. Key Themes of Market Research

Following are key themes which surfaced during the public outreach, market research and service review efforts. Many of the issues raised during the public outreach are addressed in subsequent chapters.

#### MTA Ridership

- *MTA serves a diverse mix of riders with large segments of work commuters and students.*

On Coast routes, 23% of riders surveyed were making work trips and 16% were making school trips (primarily secondary school) when surveyed. On Inland routes 26% of riders were making work trips and



31% were traveling to or from school/college (primarily Mendocino College). Even among DAR users, 26% say they use Dial-a-Ride to commute to work.

All MTA routes and DAR serve a broad mix of age groups. Inland routes have the most young riders (42% are under 25) while Dial-a-Ride has the most elderly riders (17% are 75+).

- *Most MTA riders are dependent on public transportation.*

Most riders lack a driver's license, a vehicle or both. Only 17% of Coast riders and 6% of Inland riders said that they have a driver's license and had a car available for the trip on which they were surveyed. While most riders on all services would get a ride with someone else, many say they would not make the trip if MTA were not available - DAR (30%), Coast (21%) and Inland (9%).

- *Ridership includes a mix of new and long term users. Long distance routes serve many infrequent and one-way riders.*

Just over 20% of MTA riders are new to the system in the past year, while most riders have been riding for two years or longer. The local routes tend to have large segments of regular riders, while the long distance routes (especially 95 and 65) have many infrequent, even one-time, riders.

- *MTA riders are highly satisfied, especially with the quality of customer service.*

MTA riders rate all aspects of service quite highly, particularly driver courtesy. Coast riders give the system an overall rating of 6.10, while Inland riders give it a 5.99 (on a 7 point scale). DAR users rate that service extremely highly (6.6). While there are aspects of service that can be improved and some pockets of dissatisfaction, riders are generally quite happy.

## General Performance Issues

- *The Great Recession has created additional demand for the important mobility services that MTA provides, but has reduced the resources available.*

At the same time that the down economy has increased transit needs, reductions in Transportation Development Act funds, generated from sales taxes, declined from \$2,316,646 in FY 2007/08 to \$1,946,008 in FY 2009/10. Coupled with an 8.8% decline in Federal FTA 5311 funding from budgeted amounts during this same time period, this created a revenue shortfall. With rising operating costs such as increased fuel costs, MTA needed to raise fares and strategically reduce services to balance the budget. Two fare increases in June 2009 and June 2010, increased the base fare from \$0.75 to \$1.25 for a single zone fare. To mitigate the impact on regular riders, deep discounts on punch passes and monthly passes were made available. Vehicle service hours were reduced from 46,632 in FY 2008/09 to 42,288 vehicle service hours in FY 2010/11. This was accomplished by eliminating unproductive routes and selectively eliminating Saturday service on some routes which were also less productive. This provides important context to a 9.9% drop in MTA ridership over the past three fiscal years.

- *The economic driving forces described have made it increasingly difficult for MTA to achieve required performance standards.*



The State and Mendocino Council of Government (MCOG) have established performance standards for farebox recovery, passengers per vehicle service hour, cost per passenger and cost per hour that have been challenging to meet under current economic conditions. Even Routes 20/21 that is serving a vital intercommunity function and often has full buses did not meet any of the four MCOG performance standards. Most California rural transit systems are only required to achieve a 10% farebox recovery ratio. However, under TDA regulations, MTA must achieve a 14.7 percent minimum farebox recovery ratio, based on the ratio achieved in the TDA mandated “base year” of FY 1978-79. Systemwide, the farebox recovery ratio increased from 14.5% in FY 2008/09 to 16.1% in FY 2010/11. Unfortunately, after two fare increases, this does not leave a substantial “cushion” in fare revenues in order to stay above 15% over the five year planning horizon of the Short Range Transit Development Plan (SRTDP). Alternative fare policy strategies to stay above the 15% farebox recovery ratio will be addressed in the alternatives working paper.

- *MTA provides general public dial-a-ride (DAR) in the Ukiah and Ft. Bragg areas at annual cost of \$893,793 in FY 2010/11.*

According to the onboard survey about half of DAR users also ride fixed route buses at least once a week. Only 38% of DAR passengers surveyed reported a disability that prevents them from getting to a bus stop, though 55% said they were certified as ADA Paratransit eligible. The subsidy per passenger trip for Route 9 in Ukiah was \$3.25 in FY 2010/11 and the corresponding subsidy per passenger for DAR in Ukiah was \$19.88. It is policy choice of the MTA Board in going beyond what is required by ADA Paratransit regulations in providing DAR service. Chapter 5 explores the potential benefits of better coordination between MTA-provided and senior center provided demand response services. Chapter 4 provides potential policy alternatives and estimated benefits and down-sides of only providing ADA Paratransit service to certified ADA Paratransit eligible individuals in the Inland Valley.

### Inland Routes

Despite two fare increases and service reductions, overall ridership in the Inland Valley has only declined by 2.9% since FY 2007/08. Route 9 provides about 44% of the vehicle service hours in the Inland Valley, but almost 70% of the total ridership. Route 9 provided 202,032 trips in FY 2010/11 and ridership increased by 3.4% over the past three fiscal years. Route 20/21 is a long inter-community route with a freeway segment and still generates 12.2 passengers per vehicle service hour. This is excellent productivity for such a route in a rural environment.

- *Routes 9 and 20/21 and working very well.*

These routes, which service local trips within Ukiah and trips between Willits and Ukiah, are used by a diverse ridership. About half of riders are making commute trips – to work (26%), to college (23%) or to school (8%) – while the rest are shopping, running errands, going to medical appointments – making all of the types of trips that a good local transit service should facilitate.



The transfer connection at Mendocino College appears to be well timed and convenient for passengers, especially the large number of Mendocino College students using MTA.

Suggestions were made for minor route changes which will be considered as part of the alternatives analysis. For example: a closer stop to the hospital in Ukiah and changes to Route 20/21 within Willits which would reduce the impact of the cutback in Willits Rider service (e.g. serving the Little Lake Clinic).

- *One third of Ukiah/Willits Riders are Mendocino College Students.*

MTA provides excellent service to the Mendocino College campus north of Ukiah, including service to evening classes. This has resulted in a high level of utilization by students. There may be the opportunity to expand ridership further through increased availability of transit information on campus and the implementation of a pre-paid fare program or a semester pass program. These opportunities will be discussed further in Chapter 9, the Financial Plan.

- *Opportunity to make Willits Rider more attractive and functional by expanding stops and eliminating or reducing the need for flex routes.*

Current productivity for the Willits Rider is below that of Dial-a-Ride. This has resulted in the recent reduction of service hours making the system even less attractive to riders.

Meetings with Willits stakeholders and bus riders identified a variety of possibilities for increasing the attractiveness and productivity of the service. These included adding key “flex” stops to the route in order to minimize the need to call for or pay for a flex, coordinating service with the high school bell times (since school bus service is no longer provided within Willits) and more aggressively promoting the service by working with gatekeeper organizations such as Little Lake Clinic, Nuestra Alianza and apartment complexes.

Chapter 4 includes a complete analysis of options and recommendations for the Willits service.

- *Weekend service is the most desired service improvement among Inland Valley riders.*

Based on input received in stakeholder interviews and informal passenger discussions, the survey asked riders to rate various potential service improvements. Inland riders clearly prioritized weekend service. Riders who are residents of Ukiah are most interested in local Sunday service within Ukiah, while Willits residents are most interested in Saturday service between Willits and Ukiah.

## North Coast Routes

In FY 2010/11, MTA provided 73,151 passenger trips in the North Coast with 12,041 annual vehicle service hours. The overall cost of providing the North Coast service, including Routes 5, 60, 65 and Dial-A-Ride service, was just under \$1 million in FY 2010/11. For all services, the two fare increases and service reductions resulted in a 52.6% increase in the average fare and a 10.1% reduction in vehicle service hours over the past three fiscal years. The overall ridership decline in the North Coast was by far the most of any subarea with a 19.9% decline over the past three years. However, the overall farebox recovery ratio in the



North Coast for all services combined was 21.2%, significantly higher than the required 15% MCOG performance standard. The farebox recovery is bolstered by a 36% farebox recovery on Route 65.

- *Opportunity to reallocate some dial-a-ride resources to enhance local fixed route in Ft. Bragg.*

The DAR service in Ft. Bragg is used primarily in the morning and afternoon to transport individuals with developmental disabilities. Midday utilization is very light. There may be an opportunity to shift some resources to the BraggAbout. Interviews with stakeholder suggested the advantage of increasing mid-day frequency from every 60 to every 30 minutes. However, the results of the passenger survey and ridership counts suggest that reintroducing Saturday service might be a more effective strategy as financial resources become available. The issue will be addressed further in Chapter 5.

- *Weekend service is highest priority among North Coast riders.*

During outreach efforts, the desire for Saturday service on Routes 5 and 60 came up repeatedly among transit users (due to the much higher cost of using DAR). It was rated as the most desired service improvement in the on-board survey with 44% of North Coast riders saying it would be very important (rating of 7 on a 7 point scale) to have Saturday service on BraggAbout and 40% giving a rating of 7 to Saturday service on Rt. 60. Further analysis and a recommendation is made in Chapter 5

## **South Coast Routes**

Service is provided in the South Coast on Routes 75 and 95, with an annual total of 6,268 annual service hours. MTA spent \$481,679 on South Coast services in 2010/11. Over the past three years, there have been no service reductions to South Coast routes, but the two fare increases and economic factors did lead to an overall 7.2% decrease in ridership over the past three years. The overall farebox recovery ratio is 13.0%, below the required MCOG standard of 15%.

- *Senior Center – only demand response service in South Coast area – growing usage, limited funding.*

The South Coast Senior Center demand response program provides the only demand response transit service in the area, operating two days a week. Their ridership is growing and is now approximately 500 trips per month. The manager fears they are outgrowing their funding, saying that they are “\$15,000 in the red and teetering on survival.” The sustainability of Senior Center Transportation programs are addressed in Chapter 6.

- *Non emergency medical trips are the primary unmet need in South Coast area.*

A 2006 CTAA study identified medical and dental trips by residents in remote areas as the primary unmet transportation need in the South Coast area. This is clearly a need that must be met by a mobility management strategy, rather than a transit strategy.

MTA has been a partner with Community Resources Connection (CRC) in the South Coast Area. MTA provided a simple low cost lease agreement for a surplus 1998 Dodge Caravan van to CRC as part of their volunteer driver program. The program utilizes volunteer drivers to transport residents of the South Coast from Manchester, Pt. Arena, Gualala, and Sea Ranch (in Sonoma County) to essential appointments



(mostly medical appointments) in Santa Rosa and Sebastopol. Service is provided during the midday from 11 am to 3pm. Service is provided by CRC, which is a 501 C (3) spinoff from the Redwood Coast Medical Services (RCMS), and costs are reimbursed by RCMS. The Thursday runs don't operate unless there is someone scheduled and there are often 3 passengers on a Thursday when it operates. Plans for a replacement van are included in Chapter 8, the financial plan.

CRC also sponsors a volunteer program to supplement the Thursday van runs. The volunteer drivers provide both local and long distance trips. Long distance trips to Santa Rosa have only averaged two riders per month for the past three months, but in previous years during the same three months, it has provided up to 13 long distance trips per month. This past month there were 17 local trips provided. The CRC office matches riders to passengers who need local or long distance service. CRC offers drivers a \$25 "present" for each 150 miles driven, but not all drivers accept the "present."

■ *More frequent service between Coast and Ukiah is most desired improvement.*

Given the remote location and the sparse population, the South Coast area has a relatively high level of transit service. Residents are able to travel north to Ft. Bragg, south to Santa Rosa or inland to Ukiah to access services. Asked about various service improvements, South Coast riders said they would most like more frequent service between the Coast and Ukiah. However, only one third of riders rated this as "very important" – (7 on a 7 point scale). Priorities for service improvements as services become available are included in Chapter 5.

## **Inter-community Routes**

■ *How to increase frequency between Coast and Ukiah?*

We heard from a number of sources (stakeholders, bus operators and riders) about a desire for increased service frequency between the Coast and Ukiah that would accomplish objectives such as allowing Coast residents to perform jury duty in Ukiah and Ukiah residents to go to the Coast and back in a day. One suggestion was to break the Route 65 in Ukiah (and have it make two or three round trips per day) and have a second route to provide service to Santa Rosa. This, of course, has significant cost ramifications and is considered in both Chapter 5 for Coast service development and Chapter 9, the financial plan.

■ *How to improve Santa Rosa circulation?*

Currently, routes 65 and 95 make stops at the Transit Mall and a few other locations in Santa Rosa and then have about four hours before the return trip. During this time riders can pay an extra dollar fare to be dropped or off picked up within a 3 mile radius of the Transit Mall on a "first-come, time-permitting" basis. This policy is not broadly known nor understood. And while it would seem to make it possible for individuals to use the service for medical or other appointments in Santa Rosa, the "iffy" nature of the "first-come, time permitting" qualifier prevents that from being a viable option. One stakeholder said that if seniors could call in advance to reserve a pick up and drop off during the Santa Rosa window, the bus might provide a means of serving some out of area travel requirements.



## Senior Center Demand Response Services

- *Senior Center programs provide valuable door-through-door transportation service.*

MTA has contracts with five Senior Centers to provide demand response services in the Anderson Valley, Ft. Bragg area (Redwood Coast Senior Center), South Coast, Willits and Ukiah. The demand response programs serve an important mobility needs among frail seniors and disabled, that MTA would not be able to meet using traditional dial-a-ride or paratransit services. Collectively, these programs are providing very cost-effective service at a cost of \$11.28 per passenger in FY 2010/11.

- *Senior Centers sometimes attract the same markets MTA Dial-a-Ride services.*

In FY 2010/11, the five senior centers received \$304,725 in Transportation Development Act (TDA) funds to help subsidize the demand response operations. The Senior Centers also collected \$84,000 in fares and utilized approximately \$78,500 in senior center and other revenue to support the demand response program. However, the need to maintain ridership levels and justify funding have put the senior center transportation programs and MTA's DAR services into the need to attract the same passengers. The senior centers often charge lower fares than MTA (e.g. Redwood Coast Senior Center charges \$1.00 for a trip within Ft. Bragg (with punch pass) that would cost \$2.50 on DAR), or simply ask for donations. However, they offer limited hours of service (seldom matching fixed route hours) and often give priority to trips to senior center nutrition or day programs. The issue is dealt with in depth in Chapter 6 on the Senior Centers.

## Mobility Management Strategies and Opportunities

- *MTA has strategically implemented mobility management programs, in partnership with collaborating agencies, that cost effectively match mobility needs with mobility solutions.*

The Senior Centers are a mobility management strategy that MTA has been using for years without viewing it as such and there may be opportunity to expand on this strategy. Because the senior centers are in regular communication with this population, they are uniquely positioned to meet the needs of seniors and persons with disabilities.

The contract with the Regional Center is also an excellent example of how MTA has matched service options to market segment needs. Similarly, MTA has partnered with the Boys and Girls Club to transport youth after school in a cost-effective manner, and with the Adalante program to transport the children of migrant families to Mendocino College. The latest grant based efforts at agricultural worker vanpools and now general vanpools, as well as the e-ride program in Laytonville are really extensions of MTA's mobility management ethos.



- *The incentive currently provided by the e-ride program may be insufficient to attract and retain volunteer drivers.*

Because many of the potential volunteer drivers may be nearly as low-income as the people they are transporting in the Round Valley area, a \$10 voucher may not be sufficient to allow interested volunteers to participate. At under \$.12 per mile for the 84 mile round trip, this is likely less than the cost of gas. Other volunteer driver programs pay mileage reimbursement rates of \$.20 to \$55.5 per mile. For example, a highly successful program in San Bernardino County pays \$.48 per mile with a monthly limit of 350 miles per individual rider. The reimbursement is paid to the qualified rider who then reimburses their driver. An analysis and recommendation for e-ride reimbursement is provided in Chapter 7 on mobility management strategies.

- *There is the opportunity to use the mobility management function to provide transit travel training to gatekeepers and key potential rider segments.*

A common function of mobility managers is travel training – educating potential users about how to use transit services that are available to meet their mobility needs. Sometimes this involves presentations to potential users such as groups of students, seniors, job seekers, social service clients and such. Other times it involves educating “gatekeepers,” such as social service managers and case workers, who can in turn educate their own constituents.

Interviews with social service providers who work with seniors, low income families and Latinos made it clear that these individuals do not have a good understanding of MTA’s services or how they work. However, they are open to and eager for more information about the system that they can use to benefit their own clients. A recommendation on providing transit travel training is provided in Chapter 7.

## Communications

There were several communication issues that were brought up. These issues are fully addressed in Chapter 8, the Marketing Plan.

- *MTA can improve the visibility of rural routes through improved signage.*

While MTA has done an excellent job of signing and branding routes within Ukiah and Ft. Bragg, the signage on rural routes, particularly along the South Coast, needs to be improved. Few of these stops have route and schedule information or any amenities, and many have no signage or designation at all.

In rural areas, such as the South Coast, bus stop signage can be MTA’s most effective marketing tool for increasing visibility of the bus service and can be an important channel for making information available to potential users. The market research has shown that riders on routes 65, 75, 95 are more likely to be infrequent, even one-time, riders, and hence less familiar with the service. This makes signage and information at the stop more critical.



- *MTA should increase ease of use of the system for new and transient riders thru enhanced printed and on-line information tools.*

MTA's long time riders are familiar with the printed schedules and use them as their primary information source. However, new riders to the system and non-riders trying to understand the service find the schedules cryptic and difficult to interpret. Bus operators are often challenged to explain the schedules to these individuals.

Likewise, some stakeholders said they found the MTA website difficult to navigate and wished for an easier way to get information. They were not aware of the Google Transit trip planner which is now available on the website. The passenger survey identified small but distinct pockets of dissatisfaction with various information channels.

Easy-to-use passenger information tools – printed, on the internet and at the bus stop – serve a promotional as well as educational purpose. They are often the first aspect of a passenger's experience with MTA. The Marketing Plan provides specific strategies for making MTA easier for new and existing riders to understand and use.

- *Automated phone system still used by many riders.*

There has been consideration of eliminating MTA's automated schedule information phone system. Riders were asked to what extent they use this system. The phone system is used at least once a month by 19% of Inland riders and 17% of Coast riders. By comparison, the website is used at least once a month by 12% of both Inland and Coast riders and one third of riders say that they do not have internet access.

The broad usage of the automated phone system and the lack of internet access among a large segment of the ridership likely indicate that an on-going effort to shift riders to website usage will be needed before the automated phone system can be eliminated.

## B. Key Passenger Survey Findings

This section provides an overview of the passenger survey findings. More specific information related to the Inland Valley and the Coast are presented in more detail in Chapters 4 and 5.

### Survey Methodology

A passenger survey of MTA riders was conducted using three customized questionnaires:

- Fixed Route Questionnaire for Coastal Routes (5, 60, 65, 75 and 95)
- Fixed Route Questionnaire for Inland Routes



(1, 7, 9, 20 and 21)

■ Dial-a-Ride Questionnaires (All Dial-a-Ride services)

While the three questionnaires included many of the same questions, they were customized to capture specific information relevant to the particular service type and area. All questionnaires were bilingual (English on one side, Spanish on the other).

The survey resulted in a total sample of 572 responses distributed as follows:

■ Coastal - 188

■ Inland - 334

■ Dial-a-Ride – 50

Sixty-seven respondents (12% of the total sample) completed the Spanish version of the questionnaire.

In 2005, an on-board survey collected information from 282 passengers, with 15% completed in Spanish.

## Key Survey Findings

This section will briefly summarize survey findings, comparing data from the Coast, Inland and Dial-a-Ride surveys. Where possible, data will be compared to findings of the 2005 *passenger survey*. However, it should be noted that data from the 2005 survey is not broken down by route or service area, but is rather for the entire passenger base. This section is meant to be an overview. Specific findings and data is provided in in Chapter 4 for the Inland Valley, Chapter 5 for the Coast.

### Trip Characteristics

#### **Trip Purpose**

MTA fixed route riders use the bus for a variety of trip purposes including commuting to work and school. On Coast routes, 23% of riders were making work trips and 16% were making school trips (primarily secondary school) when surveyed. On Inland Valley routes 26% of riders were making work trips and 31% were traveling to or from school/college (primarily Mendocino College). *The 2005 survey reported 22% work trips and 26% school trips for the system overall.*

Dial-a-Ride users were similarly likely to be making work trips – 26% gave this as their trip purpose, however, only 4% were making school/college trips. DAR passengers were more likely to be making medical/dental trips (19%) than fixed route riders either on the Coast (9%) or Inland (6%). *The 2005 DAR survey reported 27% work trips and 23% medical/dental trips.*

#### **Fare Payment**

On the Coast routes, most riders pay their fare in cash (69%), while 29% use a punch pass and only 2% use a monthly pass. This is consistent with the high number of occasional riders.

On Inland routes, 44% pay cash while 42% use a punch pass and 14% use a monthly pass.



*The 2005 survey found that overall 46% of riders surveyed paid cash, 40% used a punch pass and 15% used a monthly pass.*

## **Round Trip/One Way**

Because of the long-distance nature of the Coast routes, riders were asked if they were making a round trip or one-way trip on the day surveyed. More than half of Coast riders were making one-way trips. This was particularly common on Rts. 95 and 65 which are dominated by one-way riders.

## **Usage Characteristics**

### **Frequency of Use**

Frequency of use on the fixed routes varies significantly by route. On the routes which provide primarily local service there are large segments of regular users. For example, on routes 9/7, 50% of riders ride very frequently, five or more days a week. However the longer distance routes (65, 75 and 95) have much larger numbers of occasional riders. For example, on Rt. 95, 62% of riders ride one day a week or less and many are making one-way trips. Route 75, tends to serve a more balanced clientele, with both regular and occasional user groups – 32% ride three or more days per week, while 54% ride one day or less.

*The 2005 survey found that 45% of riders ride five or more days per week. This number is clearly weighted by the heavier ridership on the local routes – particularly Rt. 9.*

About 8% of fixed route riders also use Dial-a-Ride, though most use it only occasionally. *The 2005 survey found that 6% of fixed route riders used Dial-a-Ride regularly and only 75% said they never used it.*

DAR users tend to use the demand response service regularly with half riding four days a week or more. About half of DAR users also use fixed route buses one day a week or more. *The 2005 survey found that 34% of DAR users used fixed route buses at least occasionally.*

### **Duration of Use**

About one in five MTA riders has started using the system during 2011 (20% on Coast routes and 22% on Inland routes), while most riders have been riding for two years or more.

*The 2005 survey found that 35% of riders had been riding for less than one year.*

### **Transit Dependence**

If MTA did not exist, most riders would need to rely on getting rides from other people or walking/biking. On Coast routes 11% of riders say they would drive alone, on Inland routes 4% give this answer and on DAR 6%. Some riders say they would simply not make the trip – DAR (30%), Coast (21%) and Inland (9%).

*The 2005 fixed route survey findings were similar with 10% saying they would drive alone and 19% saying they would not make the trip. In the 2005 DAR survey, 32% said they would not make the trip.*



Most riders lack either a driver's license, a vehicle or both. Only 17% of Coast riders and 6% of Inland riders said that they have a driver's license and had a car available for the trip on which they were surveyed.

*The 2005 study stated that most riders are "choice riders" noting that 71% had a driver's license and 82% had a car available. Given the prior finding that only 10% said they would drive alone if MTA did not exist, this finding does not ring true and is clearly not true today.*

### Information Sources

The printed schedules continue to be the most used information source by both Coast (52%) and Inland (67%) riders. Among Coast riders, bus drivers are the second most cited information source (12%), while Inland riders rely on bus pole signs (11%).

Small segments of the ridership make regular use of the Automated Phone System and MTA website. The phone system is used at least once a month by 19% of Inland riders and 17% of Coast riders. The website is used at least once a month by 12% of both Inland and Coast riders.

While most MTA riders have internet access, about a third do not (38% Coast, 34% Inland). Another third of riders have high speed access (30% Coast, 38% Inland) and about one-fifth have internet access on their cell phones (18% Coast, 22% inland).

### Passenger Demographics

#### **Age**

The age distribution of riders varies between the Coast and Inland. Coast riders are evenly distributed throughout the age spectrum, with 29% under 25, 58% between 25 and 64 and 14% 65 or older. Inland riders are younger, with 42% under 25 years of age and only 5% 65 or older.

*The 2005 survey found that 55% of riders were 23-61. In this sample, that age range includes 58% of Coast riders and 56% of Inland riders.*

DAR users also cover the age spectrum. Most (58%) are 24-54, 23% are 55-64 and 19% are 65+. Among the 65+ group, the majority (17%) are 75 or older.

*In the 2005 DAR survey, 62% of respondents were 23-61 and 18% were 71 or older.*

#### **Employment and Student Status**

Among Coast riders, 44% are employed full-time (17%) or part-time (27%). Among Inland riders, 48% are employed full-time (21%) or part-time (27%). Among Dial-a-Ride users 37% are employed full-time (19%) or part-time (18%).

Each fixed route ridership group includes a significant segment which describes itself as disabled and not employed (Coast 23%, Inland 13%) and a smaller number of retirees (Coast 11%, Inland 5%). Among DAR users, these groups form the majority – Disabled and not employed (41%) and retired (12%).

*The 2005 survey found 34% of the sample to be employed full or part-time.*



All ridership groups include segments of students. On the Coast routes, students made up 28% of the sample with most saying they were grade, middle or high school students (5% were college students). On the Inland routes, students make up nearly half of the sample (47%) with most of those being Mendocino College students (34%). On DAR, 13% of riders are students – 9% at Mendocino College and 2% at College of the Redwoods.

*The 2005 fixed route survey sample included 35% students.*

### **Ethnicity and Gender**

The majority of riders in all three surveys describe themselves as white (Coast 63%, Inland 53%, DAR 72%). More than a quarter of riders on fixed route are Hispanic (Coast 26%, Inland 27%), while there are also significant pockets of Native Americans (Coast 6%, Inland 12%). On DAR, 10% of riders are Hispanic and 10% Native American.

Coast riders are more likely to be male (57%), while Inland riders include more females (58%). Two thirds of DAR riders are female (64%).

*The 2005 survey included 60% females for both fixed route and DAR surveys.*

### **Satisfaction**

Riders were asked to rate MTA on a variety of aspects of service on a scale of 1-7. All ratings were quite high in both service areas, with no aspect of service receiving an average rating lower than 5.

Coast riders give the system an overall rating of 6.10, while Inland riders give it a 5.99 (on a 7 point scale). DAR users rate that service extremely highly (6.6).

The highest rated aspect of service on all three surveys was driver courtesy. Detailed results of satisfaction rating are included in Chapters 4 and 5.

### **Desired Improvements**

Fixed route riders were asked to rate the importance of a variety of service improvements relevant to their particular service area.

Coast riders gave the highest ratings to Saturday service on BraggAbout and the Coaster. Inland riders also prioritized weekend service giving highest ratings to Sunday service within Ukiah and Saturday service between Ukiah and Willits.



## C. Unmet Needs Hearing

During the public hearing held by the Mendocino Council of Governments on December 5, 2011, the following needs were identified.<sup>1</sup>

### Needs Identified by SSTAC:

1. Assisted transportation service on Sundays in Ukiah
2. Senior bus assisted transportation service on Wednesdays
3. Brooktrails service to and from Willits
4. Interrelated recommendations identified in 2006 Redwood Coast Community Transit Plan, including specific South Coast routes, Dial-a-Ride, route deviations, mobility manager, and activities van

### Needs Identified by Mendocino Transit Authority from public outreach:

1. Service from Anderson Valley to the Coast and back in one day
2. Reinstate service to Fort Bragg from #75 via Route #60 on Saturdays
3. Reinstate Route #5, the Bragg About, within Fort Bragg on Saturdays, and Route 60 the Coaster on Saturdays
4. Earlier PM Route #75 service between Point Arena and Gualala to serve the Pacific Community Charter School
5. Service to the Garcia River Casino and service to the Rancheria (opposite sides of the River)
6. Earlier bus service to the County of Mendocino complex on Low Gap in Ukiah
7. Additional service between Ukiah and Hopland
8. Specialized service to the Wound Center in Ukiah
9. Weekday service to Raley's in Ukiah
10. Service to Plowshares in Ukiah for lunch
11. Stop closer to the Ukiah Valley Medical Center
12. Service to the Pinoleville Rancheria
13. Service to the Consolidated Tribal Health Center in Calpella
14. Service to the Community Transition Program on Observatory Road in Ukiah
15. Saturday service to Mendocino College in Ukiah
16. Restore mid-day Willits Rider service to the Little Lake Clinic in Willits
17. Willits Rider service to Willits High School
18. Add fixed bus stops for the Willits Rider at the Willits Senior Center, Mariposa Market, the Sherwood Casino, Holly Heights Apartments, Redwood Meadows Apartments, Bechtel Creek Apartments, and Creekside Apartments
19. Service to Fort Bragg High School

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<sup>1</sup> This list is taken verbatim from a letter from Janet Orth with MCOG to Bruce Richard, MTA General Manager on December 15, 2011.



20. 30 minutes headways on Route #5 the BraggAbout
21. Service to and from the Ridge (Old Stage Road) to Point Arena and Gualala
22. Sunday local service in Ukiah
23. More frequent service between Willits and Ukiah
24. Saturday service between Willits and Ukiah
25. More frequent service between the South Coast and Ukiah
26. Service between Ukiah and Fort Bragg and back in the same day

### **Additional Needs Identified by SSTAC in public hearing**

1. Longer hours for bus service in Ukiah on Saturdays and Sundays, starting earlier in a.m. and ending later in p.m.
2. Later hours every night to and from Wal-Mart (Airport Blvd., Ukiah) to 11:00 p.m. or 12:00 a.m. (serving workers' late shift).

### **Additional Recommendations:**

1. Stipend and/or mileage reimbursement (consistent with federal rates) for volunteer drivers whenever there is a volunteer driver program
2. Disaster planning for transportation of seniors and people with disabilities to safe locations

Much of the public input parallels issues that the SRTDP public outreach revealed. Many of these issues are addressed in subsequent chapter of the SRTDP.

## **D. Census and and Demographic Trends**

### **General Countywide Trends**

Mendocino County experienced low population growth from 2000 to 2010, with an increase of 1.83% as shown in Exhibit 2-1. Ukiah saw the greatest numerical increase in population, followed by Fort Bragg, while Willits, Laytonville, and Talmage saw decreases in population between 2000 and 2010.

### **Population Forecast to 2020**

The population of Mendocino County is expected to continue to grow at a slow rate between 2010 and 2020. According to the *Mendocino County 2010-2011 Economic Demographic Profile* prepared by Center for Economic Development at the California State University at Chico, Mendocino County's projected growth rate will be about 8.8% between 2010 and 2030, with an estimated County population of 92,528 in 2020.<sup>2</sup>

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<sup>2</sup>. Center for Economic Development, *Mendocino County 2010-11: Economic and Demographic Profile* (Chico, CA: Center for Economic Development, California State University Chico, 2011), 2, <http://www.edfc.org/> (accessed February 7, 2012).



This is less than the projected statewide growth rate of 14.6% over the same period.<sup>3</sup> However, if the population growth rate for Mendocino County continues at a similar rate to the 1.8% growth between 2000 and 2010, then the 2020 County population will be closer to 90,000.

**Exhibit 2-1**

**Mendocino County Population Trends  
2000 to 2010**

	<b>2000</b>	<b>2010</b>		
	<b>Population</b>	<b>Population</b>	<b>Change</b>	<b>% Change</b>
Total Mendocino County	86,265	87,841	1,576	1.83%
Covelo	1,175	1,255	80	6.81%
Fort Bragg	7,026	7,273	247	3.52%
Laytonville	1,301	1,227	-74	-5.69%
Mendocino	824	894	70	8.50%
Talmage	1,141	1,130	-11	-0.96%
Ukiah	15,497	16,075	578	3.73%
Willits	5,073	4,888	-185	-3.65%

Source: U.S. Census Bureau, 2000 and 2010 Decennial Census

## Employment

Employment is concentrated in Mendocino County's three largest cities: Ukiah, Fort Bragg, and Willits. Ukiah has the largest share of employment in the County, accounting for 45% of all non-governmental employment in 2009 as shown in Exhibit 2-2.

**Exhibit 2-2**

**Employment Distribution in Mendocino County in 2009**

	<b>Jobs</b>
Total Mendocino County	22,130
Ukiah	9,866
Willits	2,562
Ft. Bragg	3,981
Mendocino	1,089
Other	4,632

Note: Does not include government employment

Source: U.S. Census Bureau, County Business  
Patterns 2009

<sup>3</sup>. Ibid.



The dominant non-governmental employment sectors in Mendocino County are retail, health care and personal services, accommodation and food services, and manufacturing. Two of these sectors (retail and accommodation and food services) tend to have lower wages and are often part-time, and may contribute to the large share of part-time workers using MTA's services (27% of total ridership per the on-board passenger survey). Three of the dominant employment sectors in Mendocino County (retail, health care, and accommodation and food services) have irregular shifts outside of traditional office hours.

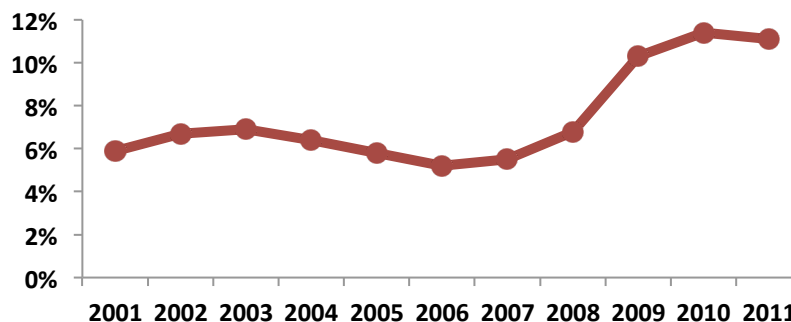
**Exhibit 2-3**  
**Major Employment Sectors in Mendocino County**

Sector	2009 Employment	Share of 2009 employment	Change in employment 2000-2009
Retail	4,490	20.3%	-3.27%
Health Care	4,165	18.8%	11.1%
Accommodation & Food Services	3,321	15%	-4.82%
Manufacturing	2,628	11.9%	-39.14%

Source: U.S. Census Bureau, County Business Patterns 2000 and 2009

Mendocino County did not escape the effects of the most recent recession as shown in Exhibit 2-4. In fact, the unemployment rate doubled between 2006 and 2011 (5.2% to 11.1%) and almost all employment sectors except health care saw declines in employment. Manufacturing was particularly hard hit with a 39% decrease in jobs from 2000 to 2009. Per the on-board passenger survey, unemployed people constitute about 26% percent of MTA's ridership on Inland Valley routes and 21% of ridership on Coast routes.

**Exhibit 2-4**  
**Mendocino County Unemployment Rate**  
**2001-2011**



Source: Bureau of Labor Statistics, Local Area Unemployment Statistics 2001-2011



## Inland Valley

### Young Adults & Seniors

In the Inland Valley, young adults (people between 15 and 24 years of age) constitute a significant portion of MTA ridership. In fact, the passenger survey found that 47% of the riders in Ukiah were under 25, and 42% of riders were under 25 countywide. Exhibit 2-5 is map of the concentration of young adults in the Inland Valley. The map shows several areas in Ukiah and in unincorporated areas surrounding Ukiah that have 17%-23% of the population between 15 and 24 years old. MTA has done a very good job of providing service to this market segment.

Seniors (people 65 years old and over) comprise between 10% and 15% of the population of most Inland Valley communities. However, ridership survey results show that seniors only comprise 5% of MTA's ridership on Inland Valley routes despite representing a significant portion of the population. 19% of the Dial-A-Ride ridership was seniors 65 or older, but only 2% were between 65-74. Exhibit 2-6 is a map of the concentration of the elderly population in the Inland Valley. Exhibit 2-7 provides a breakdown of the young adult and elderly age cohorts by Mendocino community. In Ukiah, there are more seniors 65 or older (2,337) than young adults (2,239). Young seniors is a market segment with additional ridership potential.

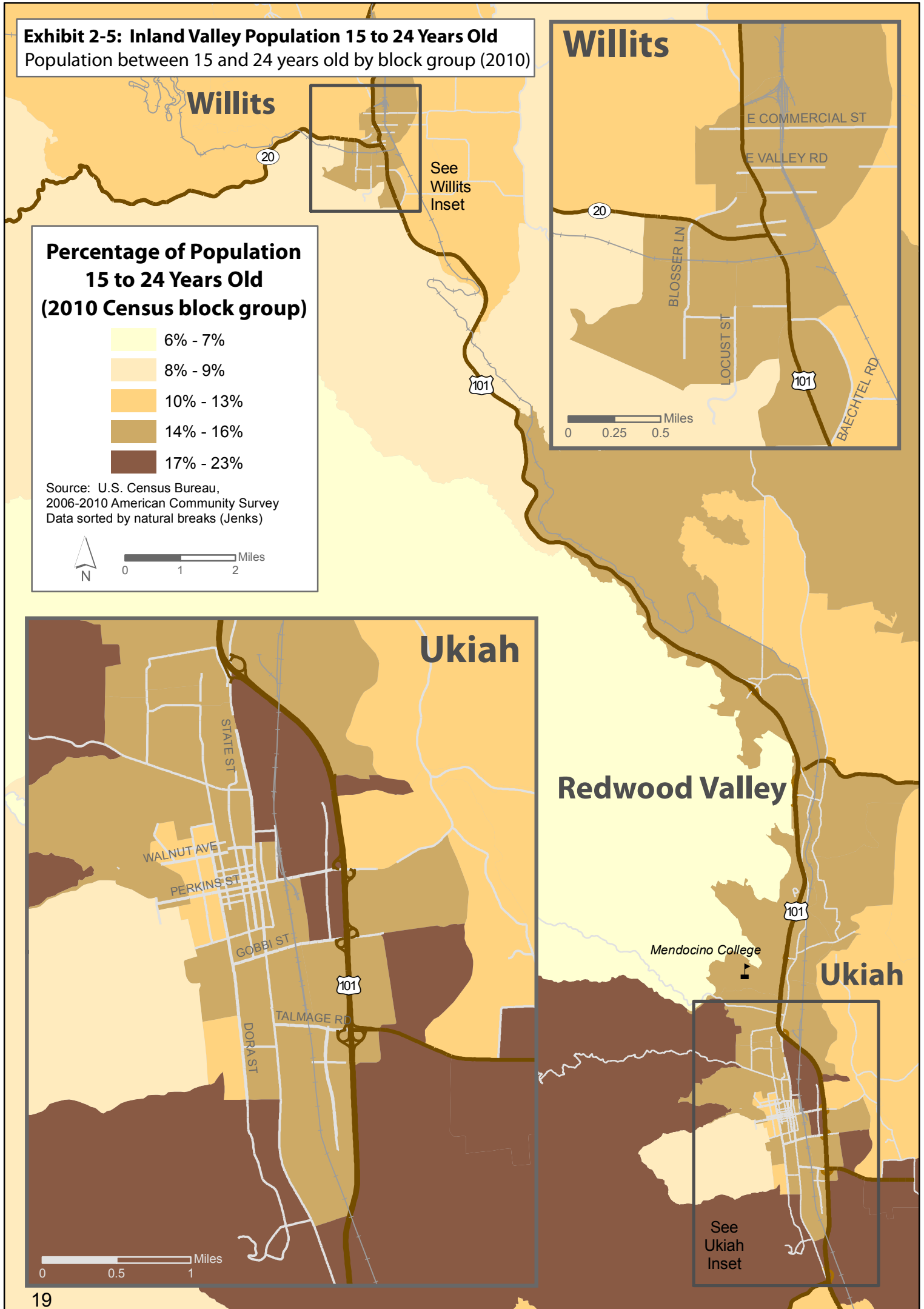
**Exhibit 2-7**  
**Inland Valley Young Adults and Seniors**

	Total Population	Population 15-24 yrs	% 15-24 yrs	Population 65+ yrs	% 65+ yrs	Median Age (yrs)
Calpella	679	102	15.0%	69	10.2%	36.2
Covelo	1,255	171	13.6%	192	15.3%	35.8
Boonville	1,035	153	14.8%	132	12.8%	36.8
Brooktrails	3,235	371	11.5%	389	12.0%	38.4
Hopland	756	110	14.6%	57	7.5%	34.6
Redwood Valley	1,729	220	12.7%	222	12.8%	41.2
Talmage	1,130	205	18.1%	114	10.1%	37
Ukiah	16,075	2,239	13.9%	2,337	14.5%	35.9
Willits	4,888	630	12.9%	742	15.2%	37.8

Source: U.S. Census Bureau, 2010 Decennial Census

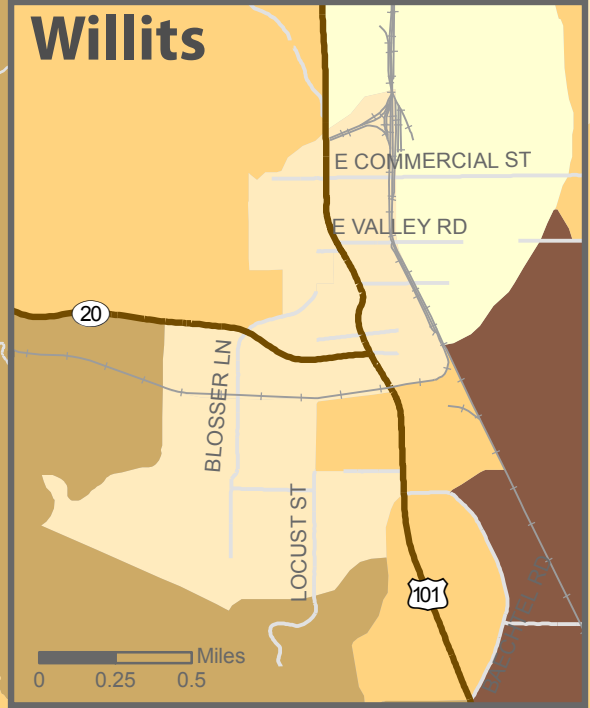


**Exhibit 2-5: Inland Valley Population 15 to 24 Years Old**  
Population between 15 and 24 years old by block group (2010)





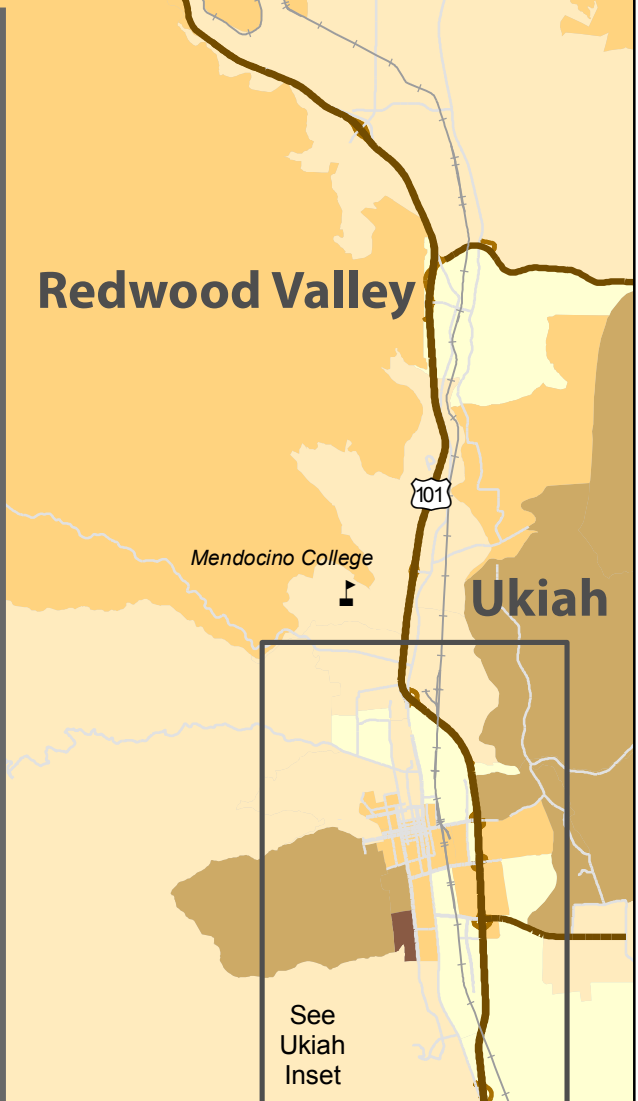
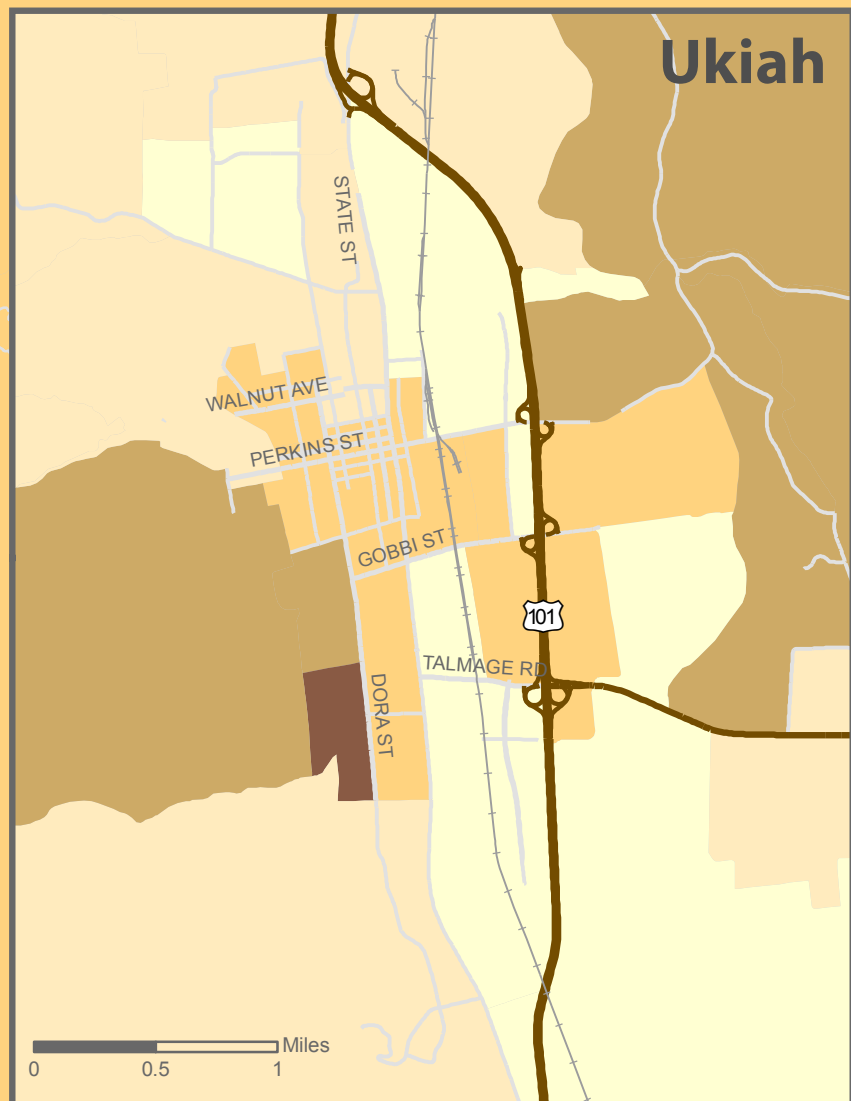
**Exhibit 2-6: Seniors in the Inland Valley**  
Population 65 years old and over by block group (2010)



**Percentage of Population  
65 Years Old and Over  
(2010 Census block group)**

- 4.5% - 9.3%
- 9.4% - 13.9%
- 14% - 17.8%
- 17.9% - 23.2%
- 23.3% - 31.1%

Source: U.S. Census Bureau,  
2006-2010 American Community Survey  
Data sorted by natural breaks (Jenks)





## Poverty

Poverty rates, expressed as the percentage of people below the poverty line, vary throughout the Inland Valley. Central Ukiah has the lowest share of people living below the poverty line in Mendocino County (4.5%), while census tracts surrounding central Ukiah have greater shares of the population below the poverty line (from 17.5% to 20.4%).<sup>4</sup> Exhibit 2-8 is a map of the poverty levels in Mendocino County.

In Willits, the distribution of poverty is the opposite of Ukiah with the central area comprising a greater share of the population in poverty than surrounding areas. About one-fifth of central Willits residents have incomes below the poverty line (21.8%), while only 13% of residents in the area surrounding Willits have incomes below the poverty line.<sup>5</sup>

## Population Density

The population density of the Inland Valley is highest in neighborhoods surrounding downtown Ukiah and Willits, with about 8 to 14 people per acre. In Ukiah, the higher density areas are where Route 9 exists and is a contributing factor to its success. Outside of these two main population centers, the population density is very low, less than one person per acre. Exhibit 2-9 is a map of the population density in the Inland Valley

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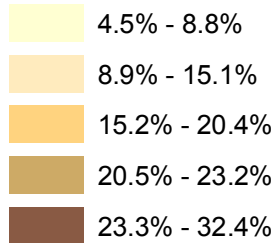
<sup>4</sup>. U.S. Census Bureau, 2006-2010 American Community Survey 5-Year Estimates, Table S1701: Poverty Status in the Past 12 Months, <http://factfinder2.census.gov/> (accessed on February 8, 2012).

<sup>5</sup>. Ibid.



**Exhibit 2-\*: Population Below Poverty Line - Inland Valley**  
Share of census tract population below poverty line

**Share of Population Below Poverty Line by Census Tract (2006-2010)**



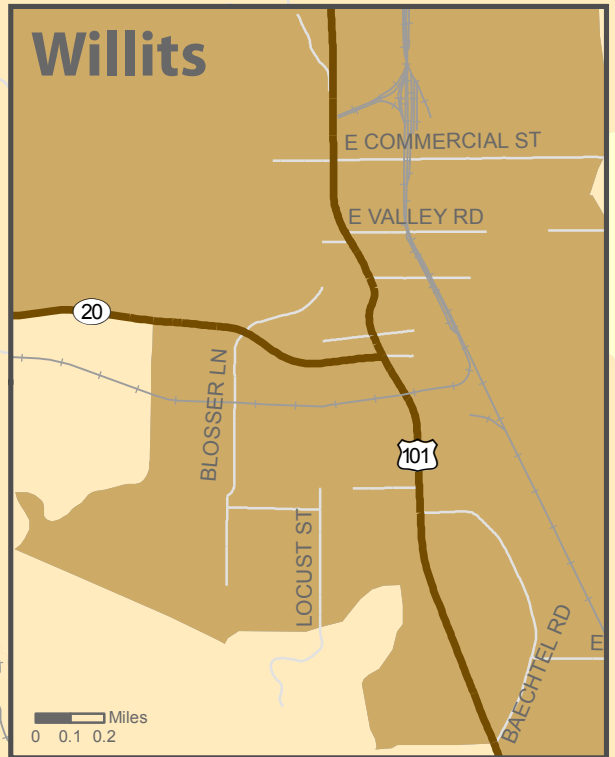
Source: U.S. Census Bureau  
2006-2010 American Community Survey  
Data sorted by natural breaks (Jenks)



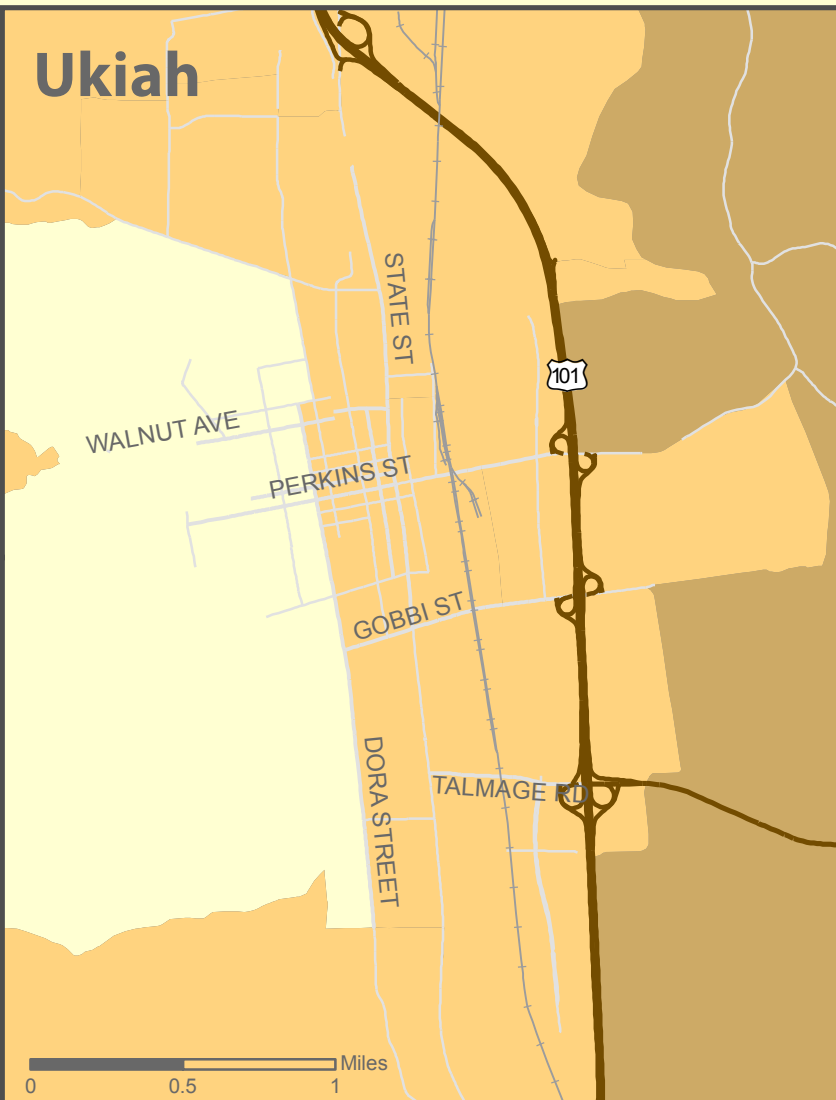
0 1 2 Miles

See Willits Inset

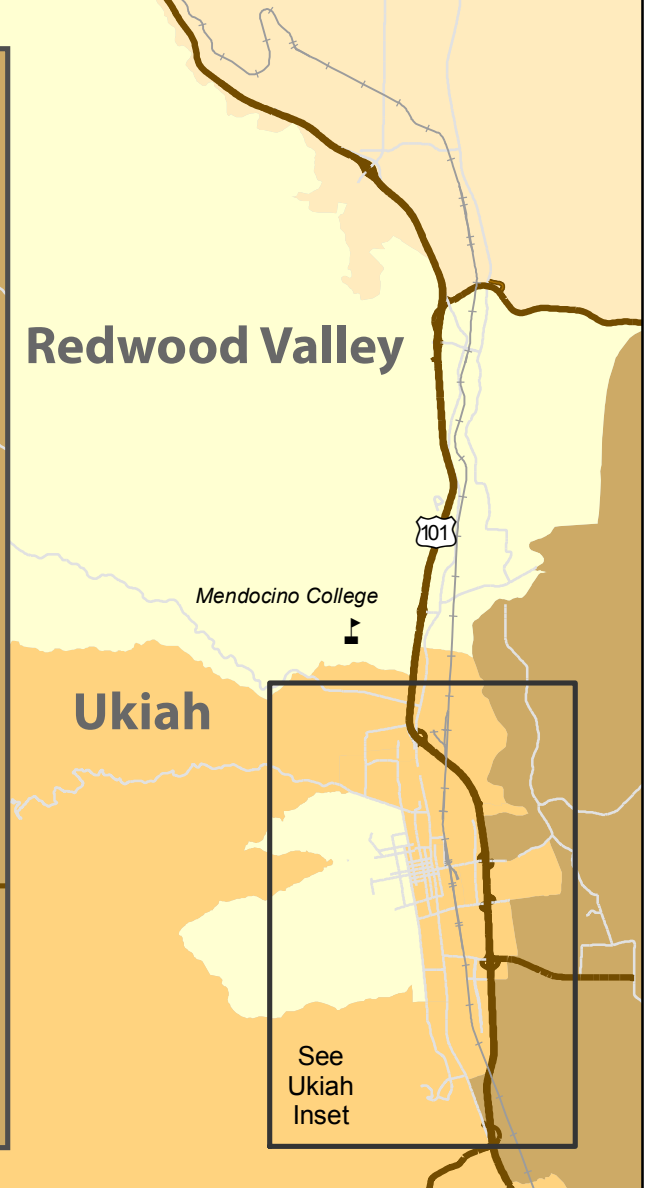
**Willits**



**Ukiah**



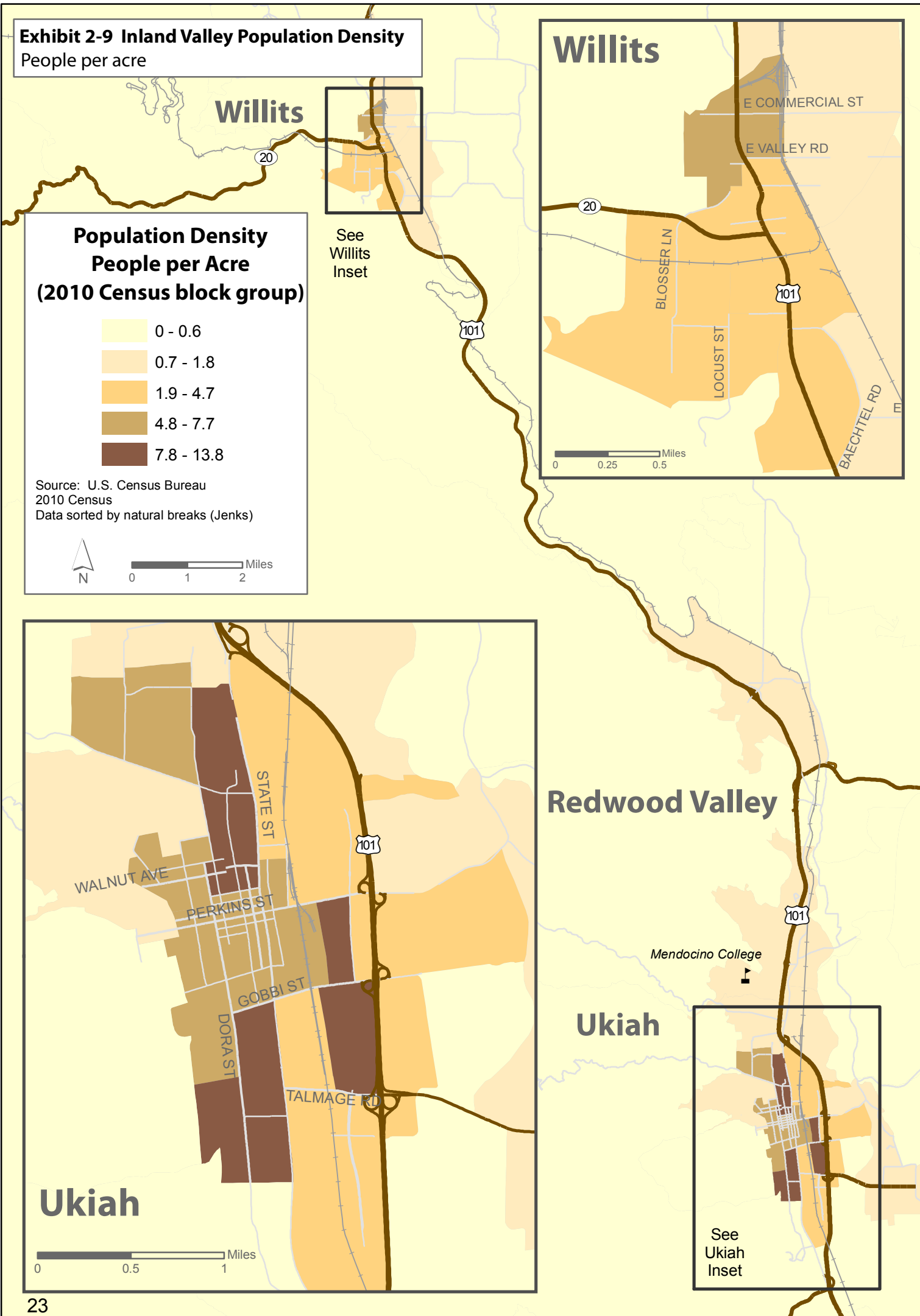
**Redwood Valley**



See Ukiah Inset



**Exhibit 2-9 Inland Valley Population Density**  
People per acre





## Coast

### Young Adults & Seniors

The coastal communities tend to have older populations, with median ages significantly higher than the Inland Valley communities and a larger share of the population over 65 years old. Not surprisingly, seniors comprise a larger share of MTA ridership on coastal routes, at 14% of total coastal ridership per the on-board passenger survey. Exhibit 2-10 is a map of distribution of seniors along the Coast. The only coastal community with a significant number of young adults is Ft. Bragg. Exhibit 2-11 is a map showing the distribution of young adults along the coast.

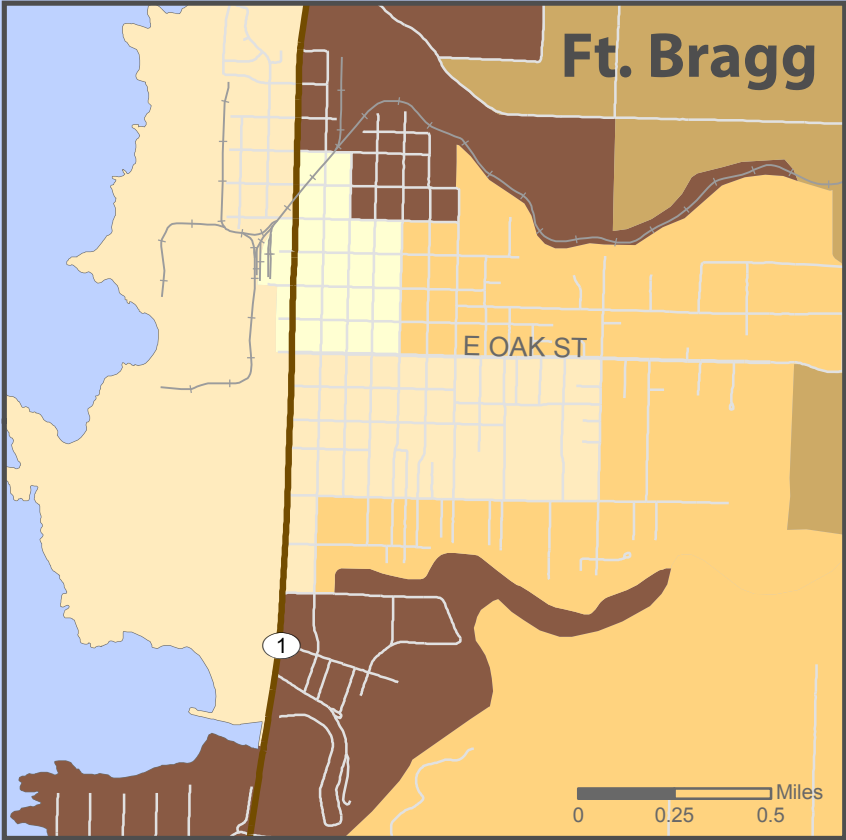
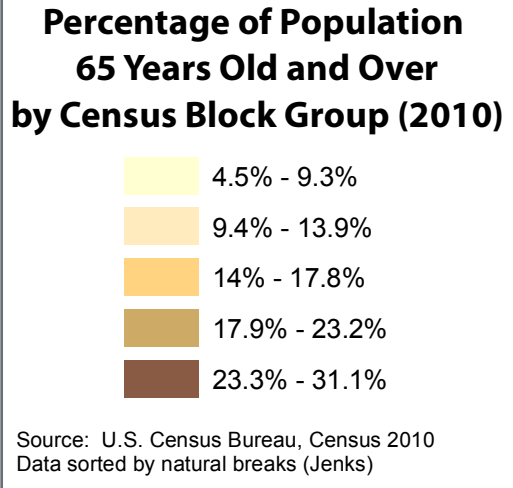
**Exhibit 2-12**  
**Mendocino Coast Young Adults and Seniors**

	Total Population	Population 15-24 yrs	% 15-24 yrs	Population 65+	% 65+ yrs	Median Age (yrs)
Albion	168	13	7.7%	34	20.2%	50.3
Anchor Bay	340	16	4.7%	85	25.0%	55.7
Ft. Bragg	7,273	915	12.6%	993	13.7%	37.4
Caspar	509	25	4.9%	148	29.1%	57.1
Cleone	618	67	10.8%	131	21.2%	49.6
Little River	117	5	4.3%	29	24.8%	54.7
Manchester	195	18	9.2%	31	15.9%	41.8
Mendocino	894	76	8.5%	244	27.3%	56.1
Point Arena	449	59	13.1%	58	12.9%	40

Source: U.S. Census Bureau, 2010 Decennial Census

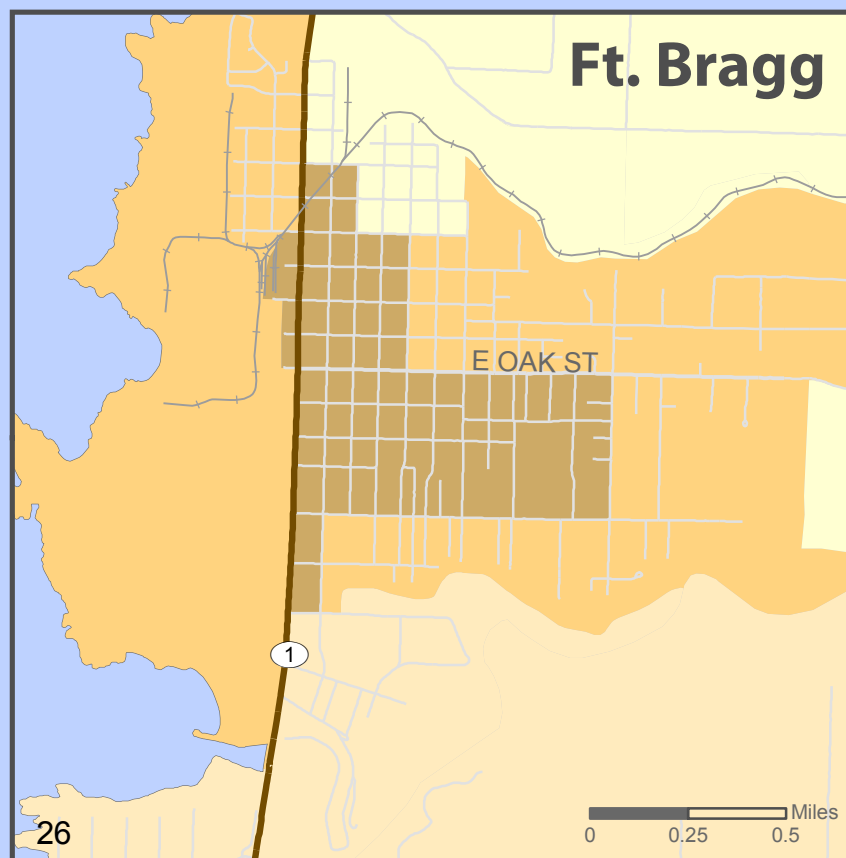
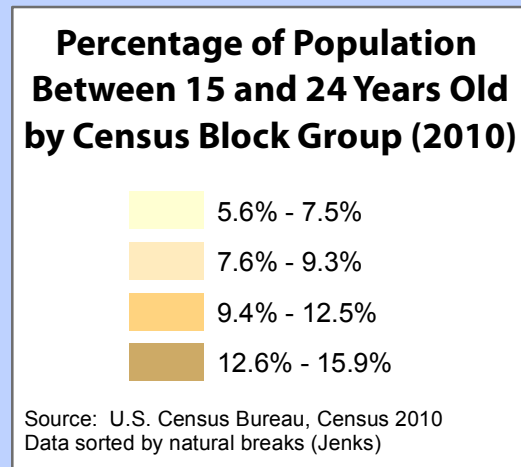


**Exhibit 2-10: Seniors on the North Coast**  
Percentage of population 65 years old and over  
by census block group (2010)





**Exhibit 2-11: North Coast Young Adults**  
Percentage of population between 15 and 24 years old  
by census block group (2010)





## Poverty

On the Mendocino Coast, Ft. Bragg has the greatest proportion of population with incomes below the poverty line. The census tract encompassing southern Ft. Bragg (generally the area south of Oak Street) has the greatest share of the population with incomes below the poverty line than any other census tract in Mendocino County (32.4%). Outside of Ft. Bragg, the rest of the Mendocino Coast has relatively low shares of people with incomes below the poverty line (7%-15%).<sup>6</sup> Exhibit 2-13 is map of the Census tracts with poverty level shown for the American Community Survey along the Coast.

## Population Density

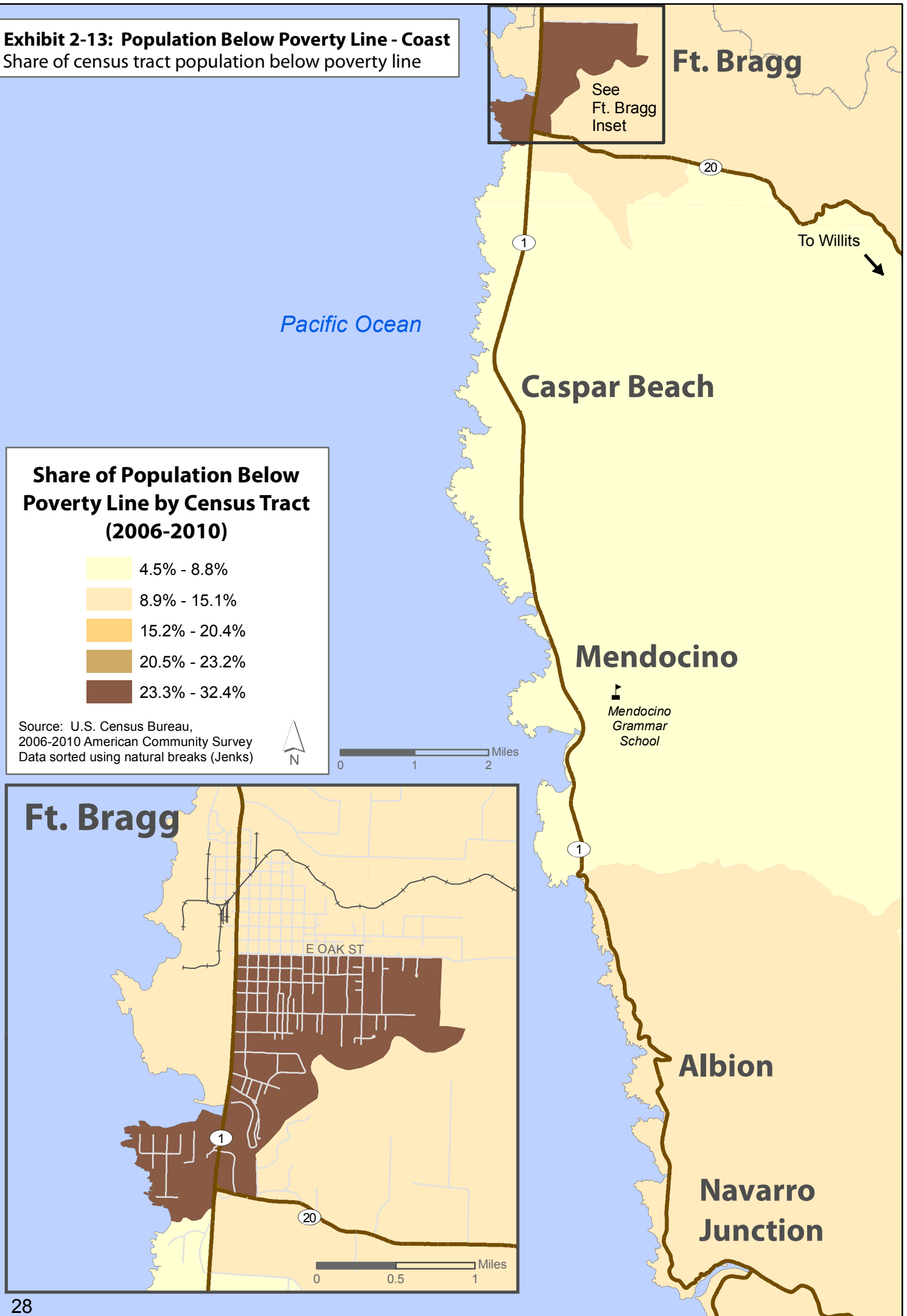
The highest population density in the coastal communities is central Ft. Bragg, with between 8 and 14 people per acre. Outside of Ft. Bragg most of the Coast region has population densities of less than one person per acre, with the exception of Mendocino town. Exhibit 2-14 is a map of population density along the Coast.

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<sup>6</sup>. U.S. Census Bureau, 2006-2010 American Community Survey 5-Year Estimates, Table S1701: Poverty Status in the Past 12 Months, <http://factfinder2.census.gov/> (accessed on February 8, 2012).

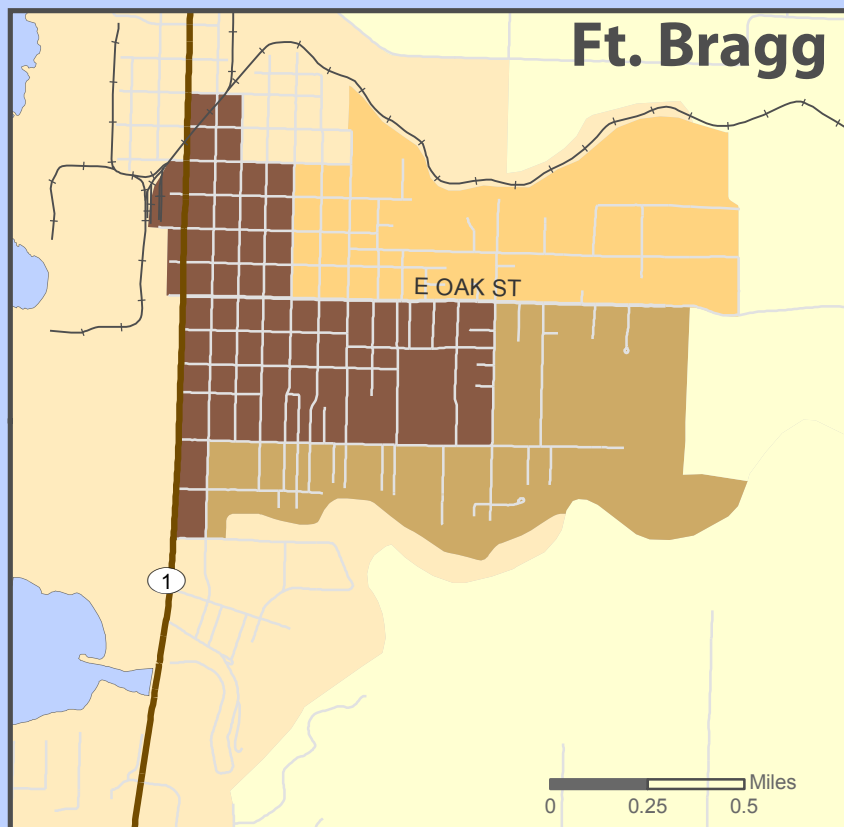
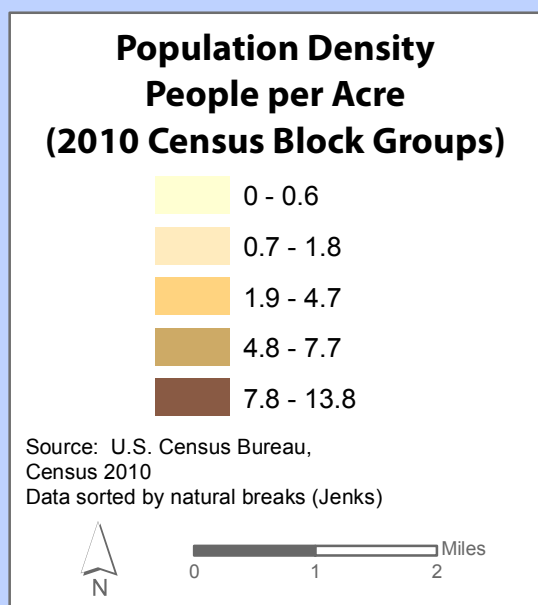


**Exhibit 2-13: Population Below Poverty Line - Coast**  
 Share of census tract population below poverty line





**Exhibit 2-14: North Coast Population Density**  
People per Acre



*Pacific Ocean*

**Caspar Beach**

**Mendocino**

 **Mendocino  
Grammar  
School**

**Albion**

**Navarro  
Junction**

**Ft. Bragg**

See  
Ft. Bragg  
Inset

To Willits



## 3. Policy Element

The MTA Board adopted a Policy Element in the Short Range Transit Development Plan in May 2005. The policy element included a revised mission statement, goals, objectives, policies and performance standards. The policies were modified as part of the Alternative Fuel Infrastructure Study completed in June 2009, with modifications to add an environmental policy.

Since 2005, MTA has added significant mobility management initiatives. This revised policy element includes new policies relating to mobility management and marketing and communications.

### Mission Statement

To provide, safe, courteous, reliable, affordable and carbon-neutral transportation service.

### MTA Goals

A goal is a generalized statement of what is to be achieved. MTA transit service goals should reflect the mobility service desires of MTA, the partner cities and the County.

MTA has five adopted goals:

1. Provide affordable, reliable, efficient and user-friendly transit service that effectively meets the local mobility needs of those residents of, or visitors to, the MTA service area who have limited mobility options. Where practical, also serve the needs of those who choose **mobility** for some or all of their local travel needs for environmental or lifestyle reasons.
2. Provide a regional link to local destinations and to intercity transportation alternatives and destinations outside Mendocino County.
3. Operate as efficiently, economically and environmentally friendly as possible, so as to maximize the amount of service provided in a carbon neutral manner. Ensure the financial stability of MTA.
4. Adopt procurement, management and building practices that minimize environmental impacts and achieve a carbon neutral operation with a long-term fleet goal of zero emissions.
5. Strongly support:
  - County and local land use planning that encourages compact growth and transit access,
  - local economic development that provides good paying jobs without long commutes,
  - travel demand management that minimizes the carbon footprint of Mendocino County's mobility system,
  - congestion mitigation that reduces idling;
  - and environmental goals that support sustainable living.

### Objectives and Policies

An objective is a more clearly defined target, or direction to achieve a goal. Policies define an organization's approved course of action to achieve specific objectives.



***Objective A: Maximize service availability, reliability and convenience.***

***Policies:***

1. Priority should be given to serving the general mobility needs of low-income households, youth, seniors, students and persons with disabilities. These are the primary transit markets that currently and will in the future use public transit in Mendocino County.
2. In Mendocino County communities where fixed route, flex route and Dial-a-Ride services cannot maintain minimum productivity and farebox recovery standards, mobility management strategies such as e-Ride (volunteer driver program), vanpools, carpools, taxi ride subsidies will be considered to provide needed mobility options for both priority target market segments and riders desiring an alternative to driving as a means of saving money or reducing their carbon footprint.
3. In Mendocino County communities where fixed route or demand responses services are meeting productivity and farebox recovery standards, mobility management strategies may be implemented if they complement existing mobility services, are not in competition with MTA routes or services and do not deteriorate the productivity and farebox recovery standards of existing services.
4. Increase visibility and awareness of available transit services through effective branding and signage on vehicles and at bus stops.
5. Enhance ease of use for new and existing riders by insuring that information about services and how to use them is provided in easy-to-understand, easily accessible formats – in printed materials, on the internet and at bus stops. Passenger information will be available in Spanish, as well as English.
6. Actively market fixed route services to Mendocino County populations with high levels of potential for transit ridership, including college and secondary students, the Latino Community, low-income families and workers, seniors and persons with disabilities.
7. Ensure sufficient capacity to maximize service availability to all priority transit markets throughout the service day. Although service capacity is ultimately determined by funding, ensure that a reasonable level of service is available.
8. Adopt a zero tolerance for the cancellation of scheduled service due to lack of in-service vehicles or driver availability.
9. Provide an adequate number of vehicles in each overnight vehicle storage location to meet all bus pullout requirements.
10. Ensure availability of sufficient bus capacity to avoid passenger pass-ups on each fixed route. This can be accomplished by increasing bus size or service frequencies.
11. Ensure adequate bus capacity to accommodate passenger loads within the adopted maximum load standards established for MTA services.
12. Ensure sufficient round trip travel time for all fixed route service to facilitate on-time performance within an adopted on-time performance standard.
13. Ensure on-time performance by scheduling adequate recovery time into all fixed route and flex route schedules.
14. Establish timed transfers between local South Coast, North Coast, and Inland service and MTA regional services.



15. Establish schedules around critical arrival or departure times for the customers served by MTA local fixed route and regional routes, where possible.
16. Operate clock face schedules on local fixed route and intercity services, where practical.
17. Scheduled fixed route buses will not depart a time point before the published departure time in the schedule.
18. Ensure adequate ADA complementary paratransit wheelchair and ambulatory capacity to meet all confirmed ADA eligible trips within the adopted ADA service area, wait time, maximum travel, and on-time performance standards and with a zero trip denial rate (previously policy 15 under Section A). ADA Paratransit Dial-A-Ride trips have priority over non-ADA Paratransit Dial-A-Ride trips. Reservation policies should be clear that individuals who are not ADA Paratransit individuals can be bumped by a registered ADA Paratransit individual.
19. MTA can exceed ADA Paratransit service criteria for service area, wait time, hours of operation, and reservation policies if financial resources allow. MTA can also reduce the service area, wait time, hours of operation and reservation policies if financial conditions require such reductions.

***Objective B: Maximize operating efficiency without negatively impacting service quality.***

***Policies:***

1. Establish minimum productivity performance policies for fixed route transit, flex route, and Dial-a-Ride services. A minimum fixed route productivity standard as measured by the number of passengers carried/revenue hour should be based on achieving a MTA system wide 15.0 % farebox recovery ratio. Minimum productivity policies are established by MCOG as part of the Transit Productivity Committee process in Mendocino and shall be incorporated in MTA service performance and design standards, and be subject to annual review as operating costs change. Services that fall below minimum productivity standards should be considered for cancellation, reduction or adjustment when funding is insufficient to meet full program requirements.
2. Evaluate and consider requests for the extension of service hours, the expansion of service area coverage, and the introduction of additional service based on the potential of the new services to achieve minimum productivity performance policies. MTA shall introduce or implement new services on a pilot project basis for a trial period not exceed 24 months. During this period the new service will be evaluated and adjusted to improve performance. Productivity expectations shall be established for the evaluation of new services during the pilot project period.
3. Bus specifications will be developed with input from both operating and maintenance staff. The Management/Supervisory Committee provides a good forum for the review and development of bus specifications, based on driver and mechanic feedback.
4. Maximize ride sharing, linked trip and productive Dial-a-Ride vehicle utilization by using schedule trip assignment parameters and procedures that ensure the achievement of the minimum productivity policy for Dial-A-Ride service.



***Objective C: Operate a productive service that remains affordable to the priority transit markets.***

*Policies:*

1. Maintain adopted farebox recovery ratio standards by operating productive and efficient services to minimize fare increases.
2. Maintain affordable fares for youth, seniors and persons with disabilities on fixed route services. While MTA shall provide discounted fare media for procurement by social service agencies.
3. Fare discount percentages for fare media should increase the longer time commitment a passenger makes in procuring a fare media (e.g. a month pass should have a higher discount percentage than a 16-ride punch pass).
4. Offer lower fixed route fares than Dial-A-Ride fares to encourage a shift in ridership to fixed route service. Maintain a base Dial-a-Ride fare for ADA eligible registrants that are double the base adult cash fare for local fixed route service to be in compliance with ADA regulations. This fare policy should also apply to seniors and disabled persons who, while not ADA certified, are eligible for MTA senior and disabled Dial-A-Ride. The general public Dial-A-Ride fare shall be at least four times the base adult cash fare for local fixed service.
5. For individuals who can utilize fixed route or flex route services, discourage the utilization of Dial-A-Ride through fare incentives and reservation policies."

***Objective D: Promote the coordination of service with other intercounty and intercity transportation services.***

*Policies:*

1. Maintain good connections with Lake County Transit in Ukiah (currently Pear Tree Mall and Mendocino College), where feasible.
2. Maintain good connections with Greyhound in Willits, Ukiah and at the Santa Rosa Greyhound depot, where feasible.
3. Maintain good connections with the SFO/Airporter at the Sonoma County Airport, where feasible.
4. Maintain good connections with the AMTRAK Thruway Bus at the Santa Rosa Courtyard by Marriott, where feasible.
5. Provide riders with user-friendly information about connecting transit services in printed materials, at transfer points and on the internet.

***Objective E: Promote public/private partnerships to increase transit revenues and ridership thereby reducing the carbon footprint of Mendocino County transit users who choose to utilize MTA for their mobility needs.***

*Policies:*

1. Continue to foster partnerships with Mendocino County's Senior Centers to provide door through door transportation where cost-effective to do so. Coordinate with Senior Centers on the provision of Dial-A-



Ride services to ensure overall mobility service delivery meets the needs of seniors and the disabled in the most cost-effective manner as possible.

2. Provide technical assistance to Senior Center Transportation Program as needed to assist in meeting farebox recovery, passengers per hour, cost per passenger and cost per hour performance standards.
3. Leverage available demand response financial resources such that efforts are made to provide needed demand responses services, including ADA Paratransit services, in the most effective manner.
4. Explore joint promotions and partnerships with retailers and service for the production of MTA information brochures, and weekend and evening service hour sponsorship.
5. Assist major employers, tribal councils or community organizations to seek and/or establish mobility services for needs that MTA cannot effectively serve within the approved minimum service productivity standards.
6. Provide capital procurement support to partners if feasible.
7. Partner with gatekeeper organizations including colleges, schools, social service agencies, employment agencies and other community organizations to educate and promote transit usage among specific target constituencies.

***Objective F: Ensure ongoing service monitoring, evaluation and planning.***

1. MTA will actively monitor service performance through the monthly and quarterly review of operating and cost performance reports, and regular field spot checks.
2. MTA will continue to coordinate a management, maintenance, and operations staff forum for: the ongoing review and resolution of operations and service quality issues; monitoring achievement of carbon neutral operations; the development and amendment of vehicle specifications that reduce emissions below the 2008 baseline with the trend line towards the long term goal of zero fleet emissions.
3. MTA management and supervisor staff will regularly ride service in their respective service areas to develop a firsthand understanding of who uses the service, operating issues, and key destinations.
4. MTA will work with Mendocino County to join ICLEI and adopt their measurement tool to annually measure the impacts of MTA operations on carbon emissions, measuring the impacts of fleet, office, and facility practices as well as the net benefit of new riders that were previously utilizing an automobile for the trips that are now taken on MTA.

***Objective G: Establish a formal role in the local and county development process.***

1. MTA should actively participate in the development review process to ensure that transit operations are considered as part of new developments at the initial planning stages.
2. Actively participate and attend working sessions and provide comments on city and County general plan updates and specific plans and development proposals in order to achieve the carbon neutral MTA goal.



***Objective H: Adhere to prudent budgeting and financial practices.***

**Policies:**

1. Develop and maintain a five-year financial plan covering operating and capital financial needs and revenue sources preceding the annual budget process.
2. Use realistic and fiscally conservative estimates of costs and revenues in preparing the five-year financial service plan. Utilize a range of financial scenario assumptions to account for the uncertainty of financial outcomes.
3. When feasible, MTA shall accumulate a minimum of a 3 month cash reserve and a target of a 6 month cash reserve. This will facilitate a planned and strategic response to sudden drops in revenue and minimize a “reactive” response.
4. Develop balanced annual budgets. Report financial performance and anticipated service adjustments to the MTA Board of Directors on a monthly basis.
5. Deficit spending should be avoided. Unforeseen overruns should be offset by reserve funds.

***Objective I: Adopt fleet procurement practices that contribute to a carbon neutral goal and meets CARB Fleet Rule for Transit Agencies.***

**Policies:**

1. Conduct a life cycle benefit/life cycle cost assessment of future fleet procurements to determine the cost per unit of emissions reduced compared to a 2009 fleet baseline. Purchase vehicles that are cost-effective and move MTA towards a zero emissions fleet, and at a minimum meet CARB fleet rules for emissions.
2. The MTA vehicle retirement program shall recognize the effective life cycle of the various MTA vehicle types according to Federal Transit Administration standards. Adopt a five-year or 150,000 mile life cycle for light duty buses, a seven-year or 200,000 miles for medium duty and a 12-year or 500,000 mile life cycle for heavy-duty buses.
3. Consider bus refurbishment before bus replacement as part of environmental and financial sustainability policies:
4. Procure fuels that minimize carbon dioxide, particulate matter, nitrogen oxide and sulfur emissions.

***Objective J: Adopt site development practices that contribute to a carbon neutral goal***

**Policy:**

1. Future site and facility development should achieve LEED sustainable building practices and LEED certification should be considered in the early stages of development. MTA can go through the LEED certification process or decide to design facilities to LEED sustainable building standards, practices and principles without going through the formal certification process.



## Efficiency and Effectiveness Performance Standards

MTA's performance standards are established by MCOG through the Transit Productivity Committee (TPC). The TPC meets annually to review and amend performance standards. MTA prepares and submits **monthly**, quarterly, and annual performance reports to MTA and MCOG staff, the MTA Board and the MCOG Board.

MCOG has adopted four specific efficiency performance standards to measure efficiency of the transit system. These four standards are also required under the Transportation Development Act:

1. Operating Cost Per Passenger
2. Operating Cost Per Revenue Hour
3. Passengers Per Revenue Hour
4. Farebox Recovery Ratio

In order to establish carbon neutral transportation operations, the standard should be:

- Reduction in gallons of diesel fuel and gasoline consumed compared to FY 2007/08 baseline.
- Reduction in fossil fuels consumed for electricity and heating generation for facility operation compared to FY 2007/08 baseline.



## 4. Inland Valley

This chapter is organized in three parts:

- A. An overview of public transportation services provided in the Inland Valley, including both fixed route and demand response services.
- B. Fixed route services. Provides a summary of findings from market research data and a route-by-route analysis for Inland Valley routes. For each route, as applicable, improvements identified during the public outreach effort are analyzed and recommendations provided.
- C. Demand response service. Provides a summary of findings from market research and performance data for each service. Alternatives suggested during the public outreach are analyzed and recommendations provided. Further analysis and recommendations on the Senior Center Transportation Programs are provided in Chapter 6.

### A. Overview of Inland Service

#### Overview of Inland Valley Services

The following transit services are available within the Inland Valley. All services are operated by MTA except for the Ukiah and Willits Senior Center demand response services.

##### Local Fixed Route

*Route 1 Willits Rider:* Local flex route within Willits with both scheduled and flex stops, Monday through Friday. Flex stops are route deviations and advanced reservations can be made.

*Route 7 Jitney:* Peak period service Monday through Friday, for local trips within Ukiah.

*Route 9 Local:* Primary local circulator route in Ukiah with service Monday through Saturday.

##### Intercommunity Routes

*Routes 20/21:* Service between Ukiah and Willits, Monday through Friday.

##### Dial-A-Ride

*Willits Senior Center Demand Response:* Local demand response service operated by the Ukiah Senior Center.

*Ukiah Dial-A-Ride:* Available to the general public in the Ukiah area, operated by MTA.

*Ukiah Senior Center:* Local demand response service operated by the Ukiah Senior Center.



## Inland Valley Recent Performance

As shown in Exhibit 4-1, there were a total of 23,953 vehicle service hours provided in the Inland Valley in FY 2010/11 at a cost of almost \$2 million. The exhibit numbers include Routes 1, 7, 9, 20, 21 and Ukiah Dial-A-Ride. Two fare increases over the past three fiscal years have resulted in a 15.7% increase in the average fare, from \$0.85 in FY 2008/09 to \$0.98 in FY 2009/10. Due to a 3% drop in ridership and a 6.6% increase in operating costs, the resulting increase in farebox recovery was more modest, with an increase from 13.6% to 14.3% over the past three fiscal years.

Overall productivity is 12.1 passengers per hour in the Inland Valley including the Dial-A-Ride service. Productivity has increased by almost 5% due to the trimming of less productive services described earlier.

As will be shown in more detail below, Routes 9 and 20/21 are very productive and have performed quite well over the past three years. Unfortunately, the effort to implement the Willits Flex Route has not been successful and will warrant the exploration of service alternatives later in this chapter. Route 7 ridership has dropped by almost 30% over the past 3 years and also warrants further evaluation. Finally, the function of Route 21 in relationship to Route 20 will be evaluated.

**Exhibit 4-1**  
**Inland Valley Summary (MTA Operated)**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	298,241	299,928	289,594	-2.9%
Service Hours	25,837	25,553	23,953	-7.3%
Service Miles	336,461	337,145	316,550	-5.9%
Fare Revenue	\$252,350	\$262,970	\$283,605	12.4%
Operating Costs	\$1,857,184	\$1,909,792	\$1,980,331	6.6%
Performance				
Passengers/Hour	11.54	11.74	12.09	4.7%
Passenger/Mile	0.89	0.89	0.91	3.2%
Average Fare	\$0.85	\$0.88	\$0.98	15.7%
Farebox Recovery	13.6%	13.8%	14.3%	5.4%
Cost/Hour	\$71.88	\$74.74	\$82.68	15.0%
Cost/Trip	\$6.23	\$6.37	\$6.84	9.8%
Subsidy/Trip	\$5.38	\$5.49	\$5.86	8.9%



## B. Inland Valley Fixed Route Services

This section first provides a profile of Inland Valley fixed route riders on routes 7, 9, 20 and 21 as well as the Willits Rider flex route 1. The profile is based on the onboard survey conducted in September 2011. Following the survey results is a route-by-route analysis for each of the above routes.

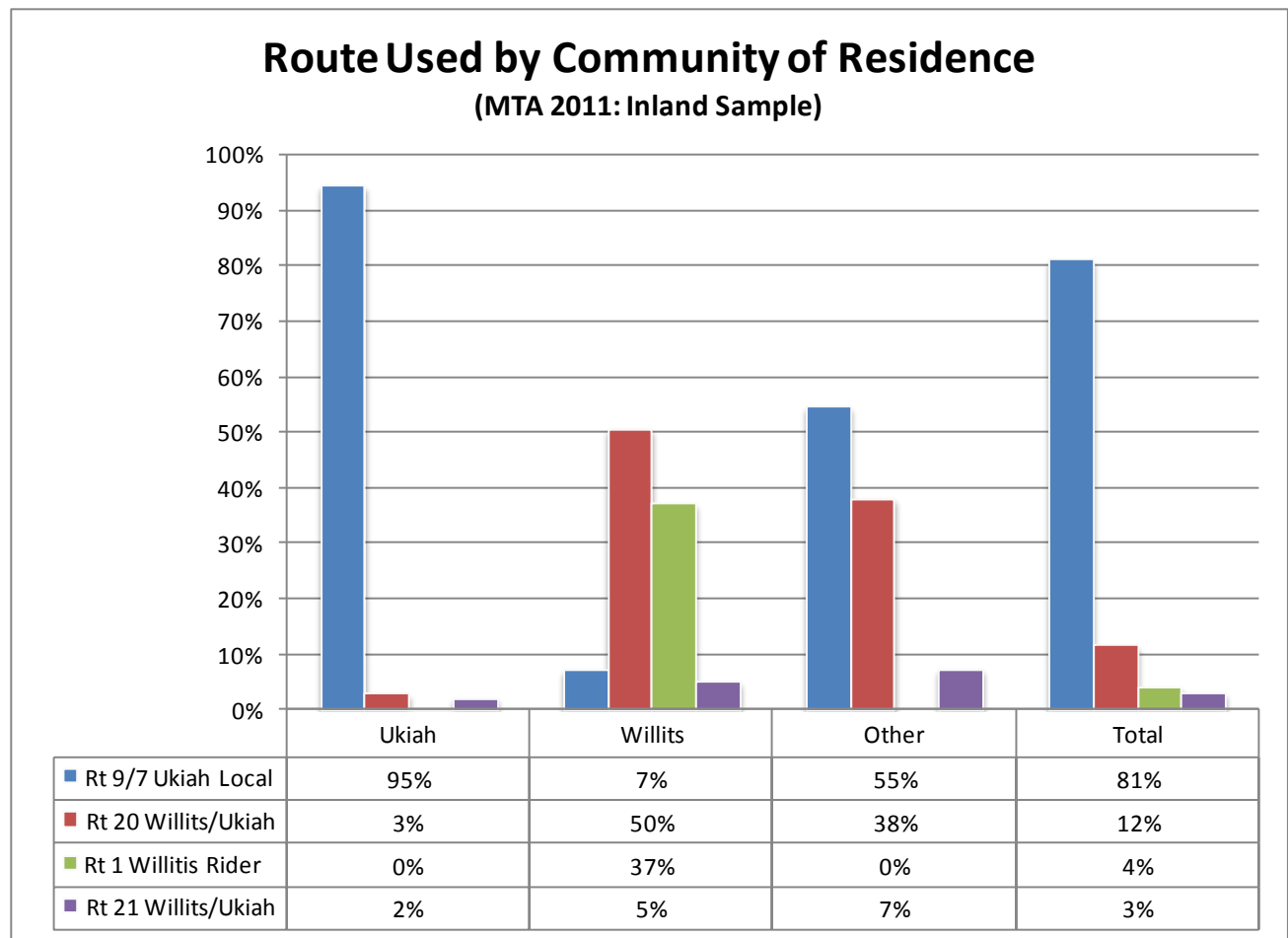
### Profile of Inland Valley Fixed Route Riders

The Inland Valley survey was conducted on Routes 1, 7, 9, 20 and 21. Exhibit 4-2 below shows the number of questionnaires completed on each route. For analysis, the sample was weighted to reflect the actual ridership of each route.

**Exhibit 4-2  
Inland Valley  
Respondents by Route**

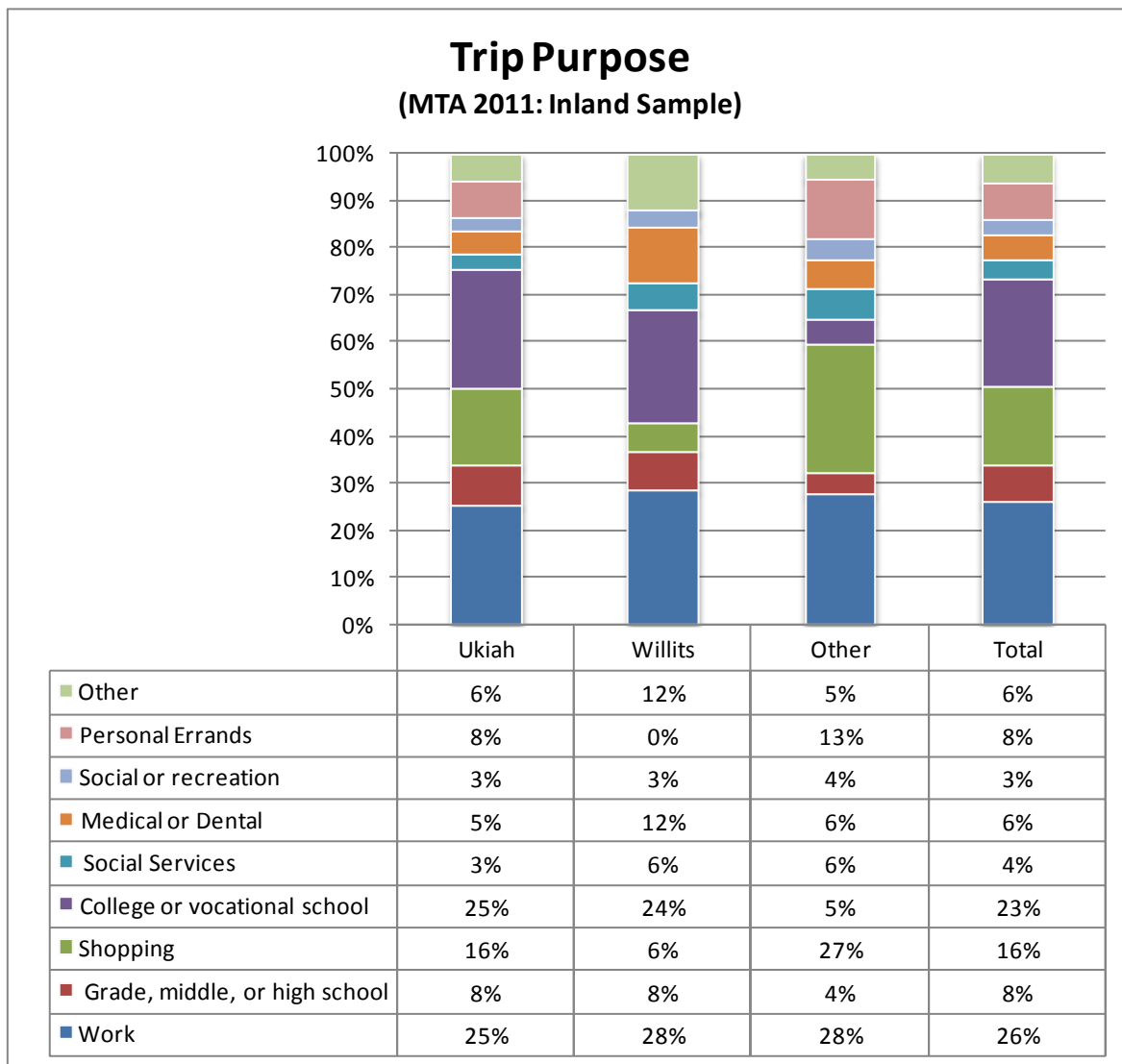
<b>Route</b>	<b>N</b>
Rt. 1 Willits Rider	12
Rt. 7 Ukiah Jitney	11
Rt. 9 Ukiah Local	231
Rt. 20 Ukiah-Willits	60
Rt. 21 Ukiah-Willits	20



**Exhibit 4-3 Route & Community of Residence – Inland****Route Used by Community of Residence**

Respondents were asked to identify the community in which they lived. Exhibit 4-3 shows for each major community, which route the respondent was riding when surveyed. Most respondents (244) lived in Ukiah, while 43 lived in Willits. The remaining 47 respondents lived in various inland communities including Redwood Valley (15) and Calpella (7). In a series of charts to follow, community of residence will be used as the primary segmenting factor for the Inland sample. Charts will show specific findings for Ukiah residents, Willits residents and the total sample.

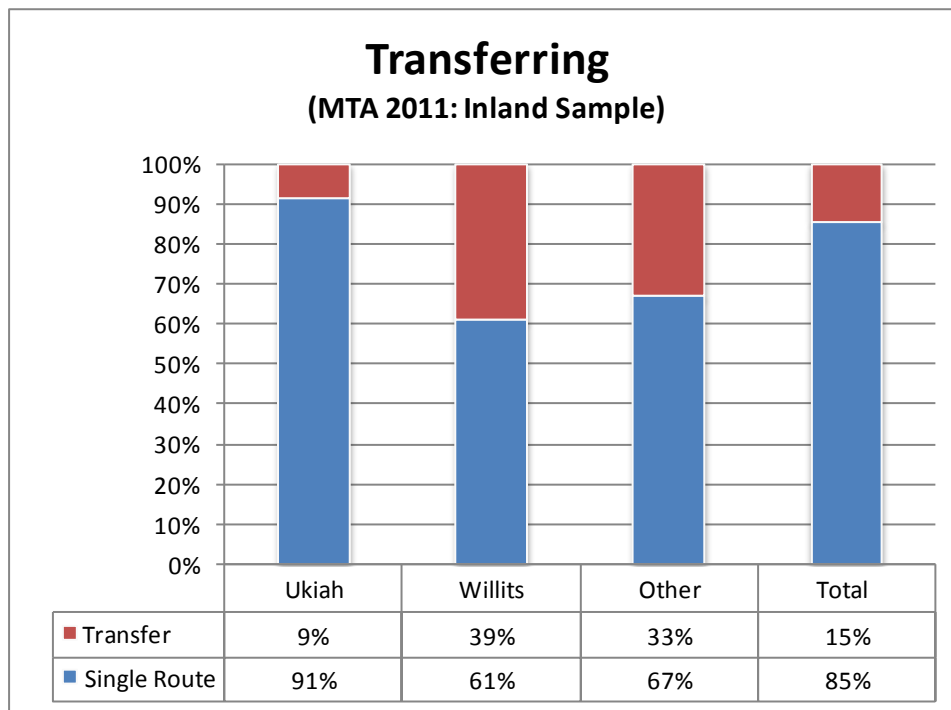


**Exhibit 4-4 Trip Purpose – Inland****What is the purpose of this trip today?**

About one quarter (26%) of riders were traveling to or from work when surveyed. As shown in Exhibit 4-4, a similar number (23%) were making trips for college or vocational school and 8% for grade, middle or high school. Hence, more than half of all Inland riders (57%) were making commute trips when surveyed. The distribution of commute trips is virtually identical between Ukiah and Willits residents. Residents outside these areas were less likely to give school or college as a trip purpose.

Shopping was the next most common trip purpose, particularly among residents outside Ukiah and Willits (27%). Within Ukiah, 16% of respondents gave shopping as their trip purpose. Within Willits, only 6% said shopping but 12% said medical or dental appointments were their trip purpose.

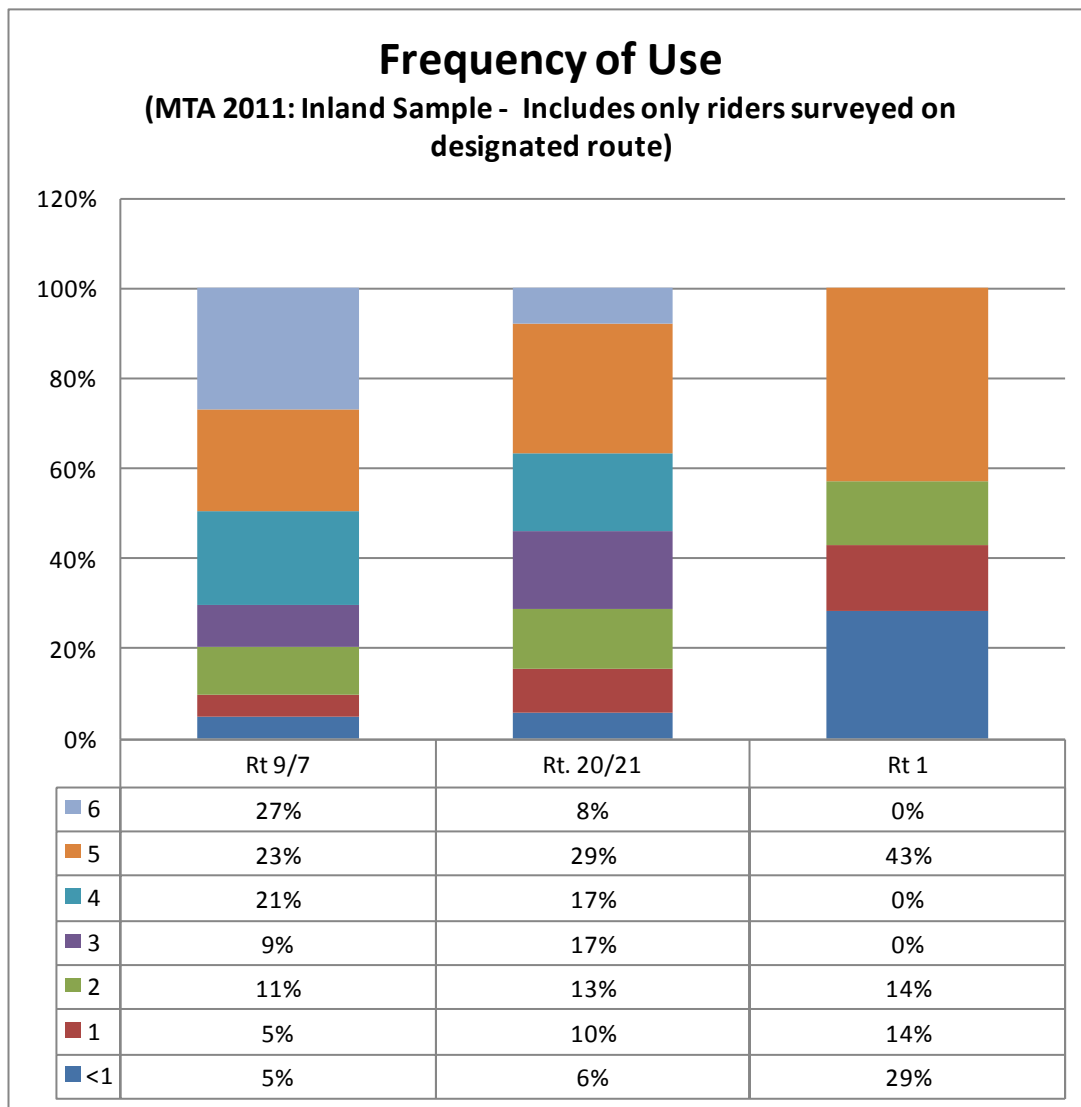


**Exhibit 4-5 Transferring – Inland**

### Will you or have you transferred to complete this trip?

The vast majority of Ukiah residents (91%) can get where they are going on a single route. As shown in Exhibit 4-5, among Willits residents 39% say that they transfer, while among other riders 33% transfer. Eighty-three percent of all riders both live in Ukiah and are traveling within Ukiah or to Mendocino College, resulting in the low transfer rate among that group. By comparison, 5% of riders live and are traveling within Willits, while 7.7% of respondents live in Willits but are traveling to Ukiah (3.5%), Mendocino College (2.3%) or other destinations.



**Exhibit 4-6 Frequency of Use by Route****How many days per week do you usually ride these routes?**

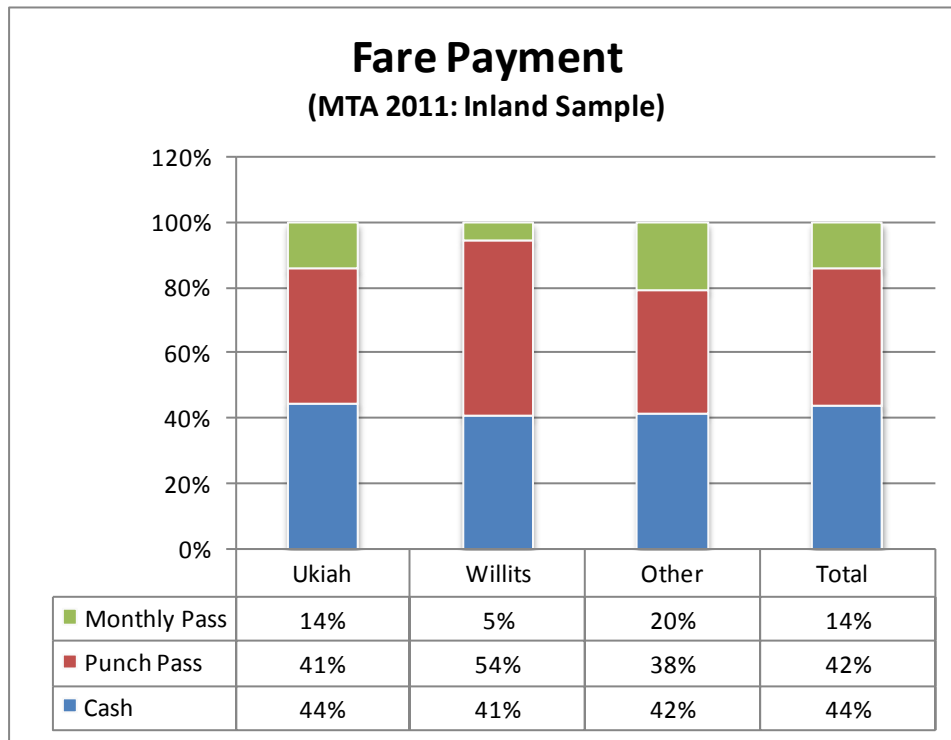
Riders were asked to give the number of days per week that they usually ride each of the MTA routes in their service area. Many riders only answered this question for one or two of the routes listed. Exhibit 4-6 shows only the responses for the riders surveyed on the designated route(s).

The local Ukiah routes (9 and 7) serve highly regular riders. Eight of ten riders (80%) say they ride three or more days a week. The routes between Ukiah and Willits serve many regular riders (71%), but also a significant number of occasional riders (16% ride one day a week or less.)

The number of Rt. 1 Willits Rider passengers who responded to this question was very small. However, it appears that the route serves a mix of regular and occasional users.

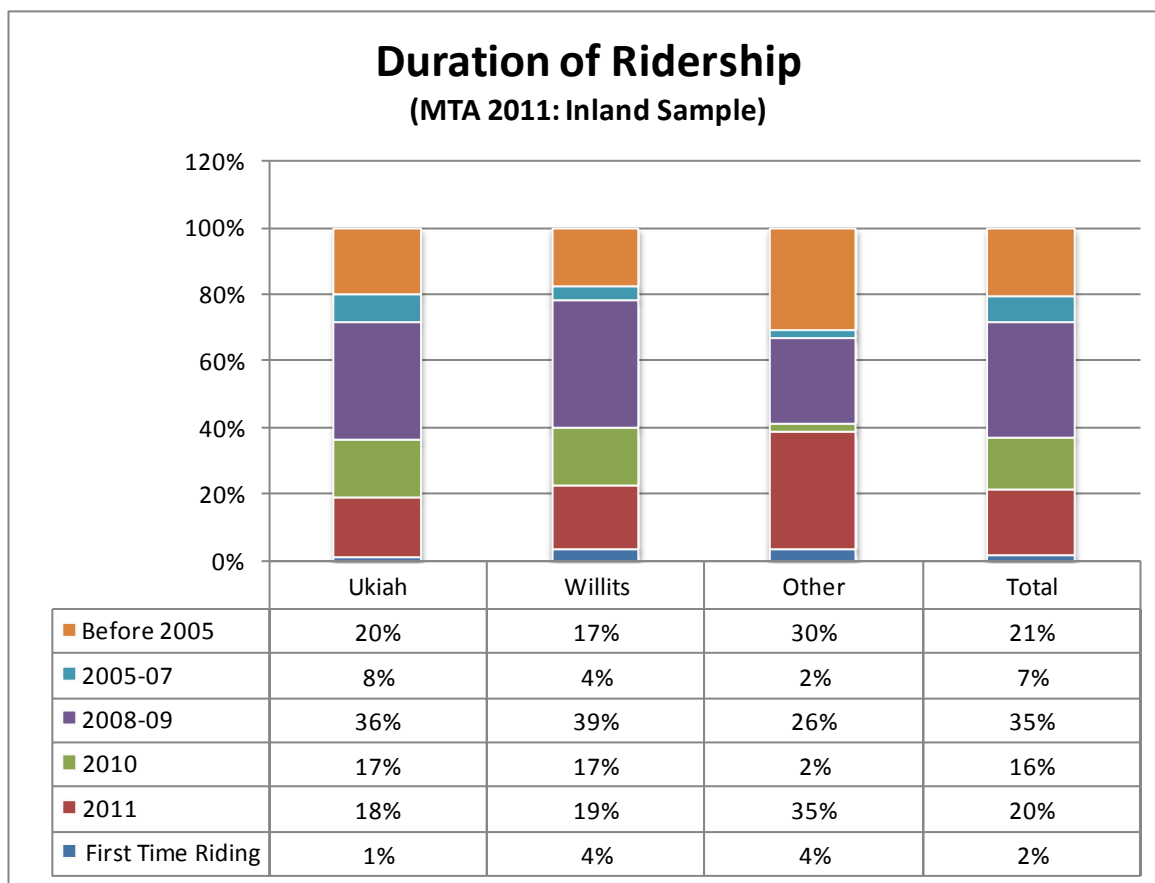
About 9% of Inland riders said that they also use Dial-A-Ride. Half of these use it one day a week or less.



**Exhibit 4-7 Fare Payment – Inland****How did you pay your fare today?**

There is a much higher level of pass usage on Inland routes than on Coast routes (which will be examined later). Exhibit 4-7 shows that 56% of riders use a monthly (14%) or punch pass (42%), while 44% pay cash. Monthly passes are more popular in Ukiah where there is more frequent service. Punch passes are most popular in Willits.

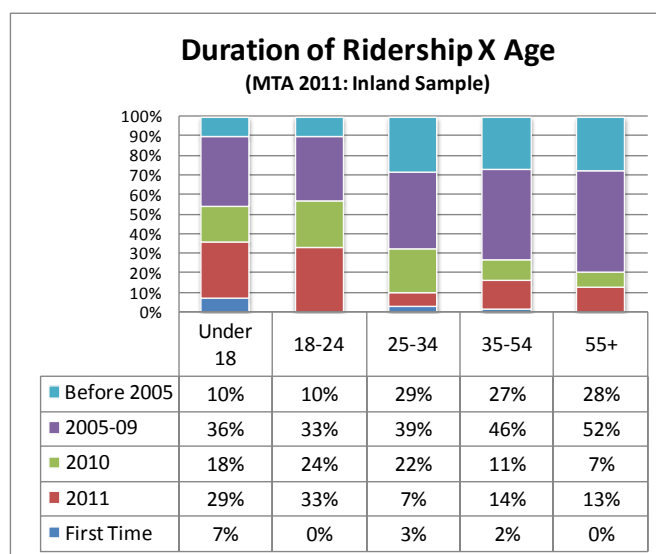


**Exhibit 4-8 Duration of Ridership – Inland****What year did you start riding MTA regularly?**

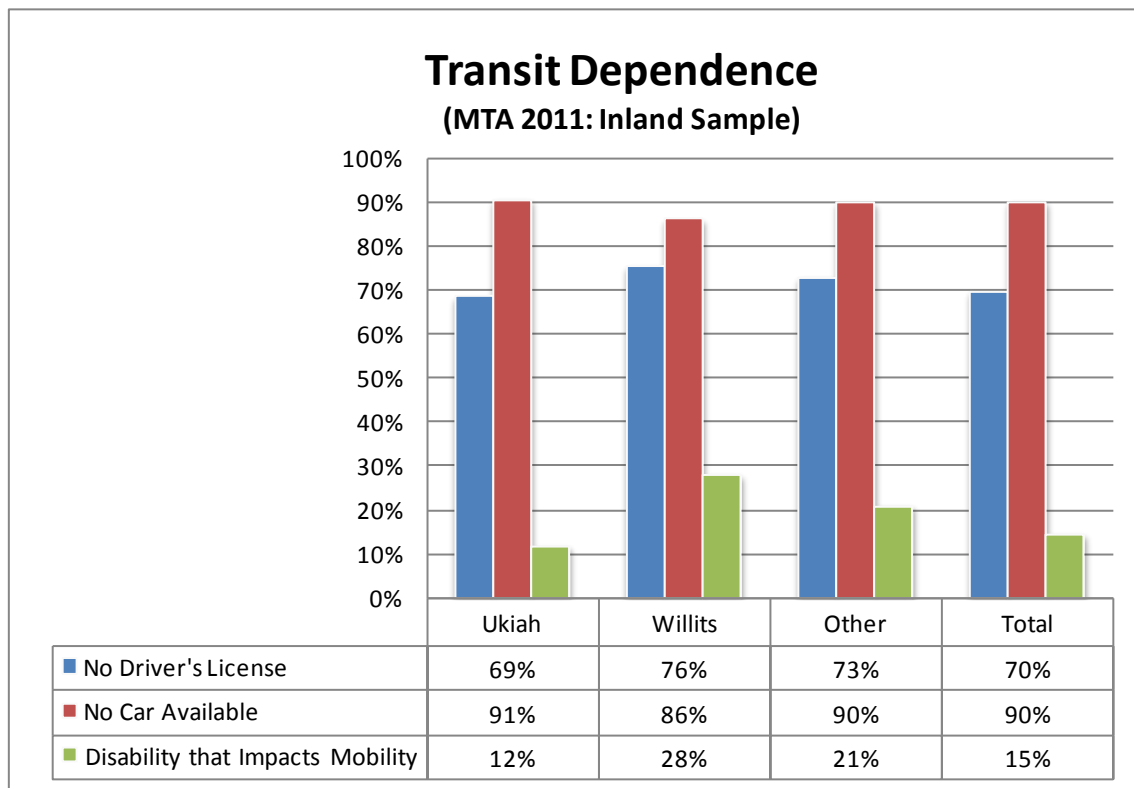
Over 20% of the riders surveyed on the Inland routes had started riding MTA during 2011 and another 16% in 2010 as shown in Exhibit 4-8. High turnover is typical among transit users, particularly where there are large segments of young riders as there are on the Inland routes. This increases the importance of effective passenger information and on-going marketing efforts.

Note, however, that MTA's turnover is relatively low compared to many similar systems. Almost two thirds of riders (63%) have been riding since 2009 or before – indicating a highly stable ridership.

The groups mostly likely to be new to the system are young riders, particularly the 18-25 age group, indicating that many people start riding when they go to College.



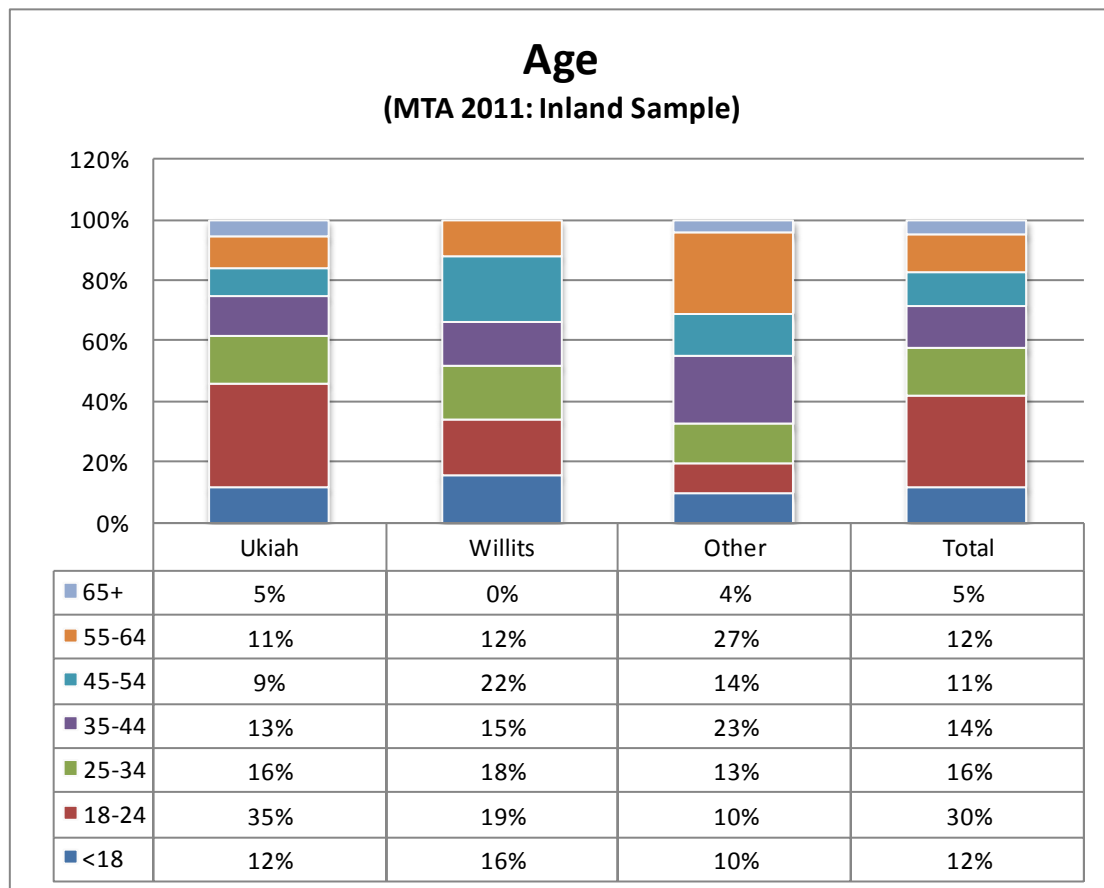


**Exhibit 4-9 Transit Dependence – Inland****Transit Dependence Factors**

Most Inland riders lack either a driver's license, a vehicle or both. As shown in Exhibit 4-9, 70% of the Inland Valley riders do not have drivers' license and 90% said they had no car available for the trip they were making. The Inland riders are very transit dependent. Only 5.6% of the respondents say they have a driver's license and had a vehicle available for the trip which they were surveyed.

Fifteen percent of Inland riders say they have a disability that limits their mobility. This percentage is significantly higher among residents outside of Ukiah – Willits (28%), other communities (21%).



**Exhibit 4-10 Age – Inland****Rider Demographics – Age**

Inland riders are a young group – 42% are under the age of 25. In Ukiah, 47% are under 25 reflecting a large number of secondary and college students among the ridership. As shown in Exhibit 4-10, riders in Willits are somewhat older (only 35% are under 25) and riders in other communities are a good bit older (only 20% under 25) than those in Ukiah.

The remainder of riders are largely working aged adults – 53% are 25-64. Only a small portion of the ridership (5%) gave their age as 65 or older. During the survey, there were no seniors surveyed from Willits.



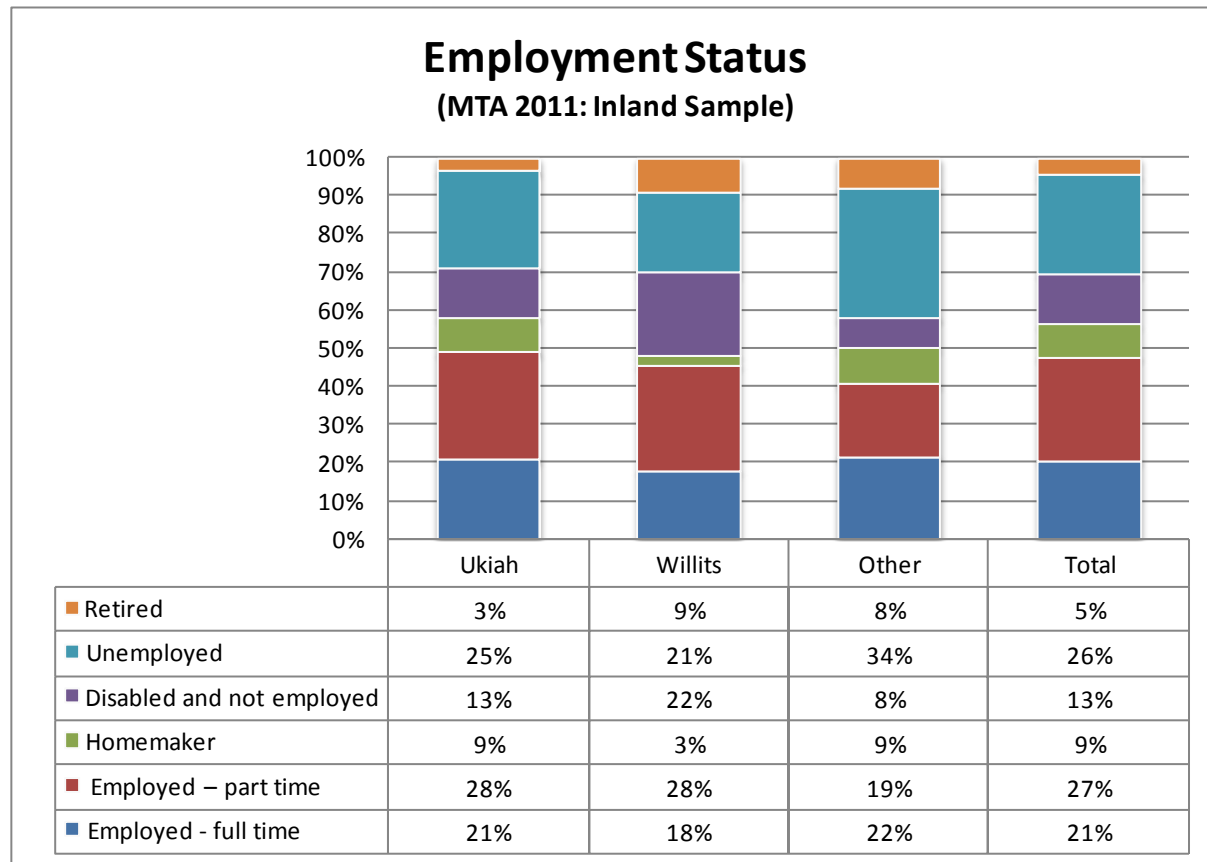
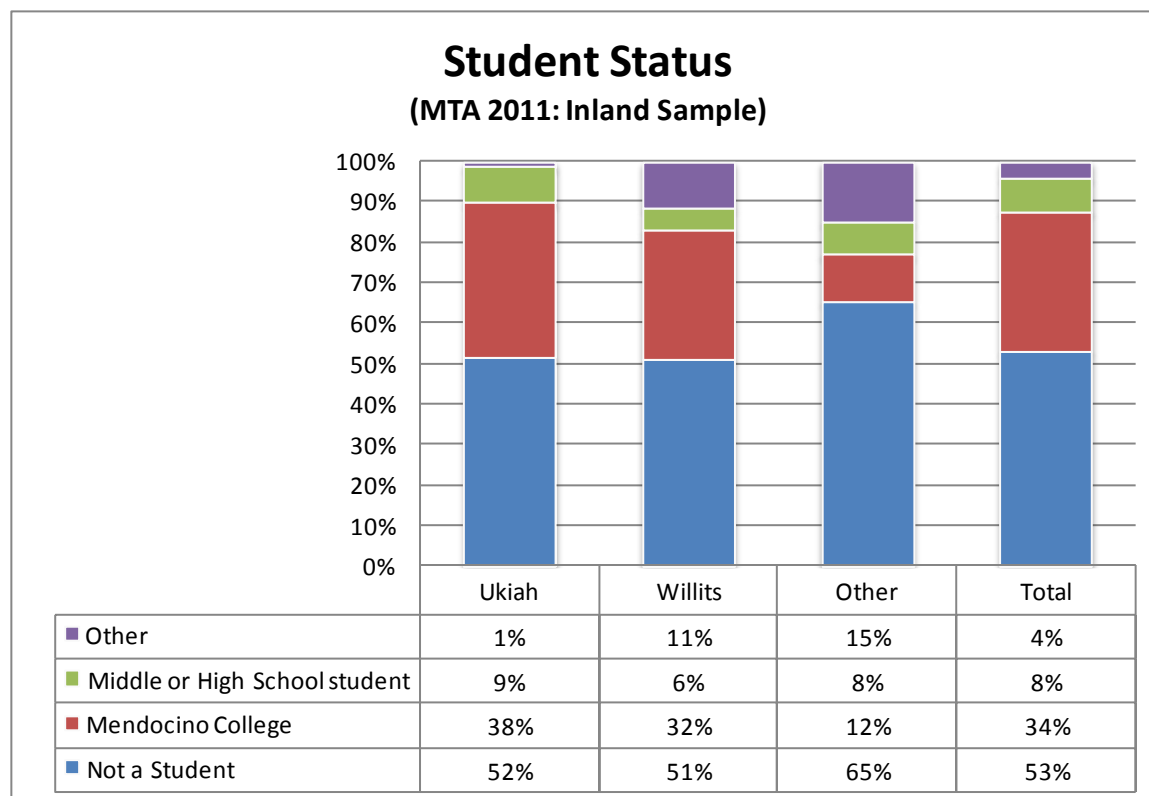
**Exhibit 4-11 Employment Status – Inland****How would you describe your current employment status?**

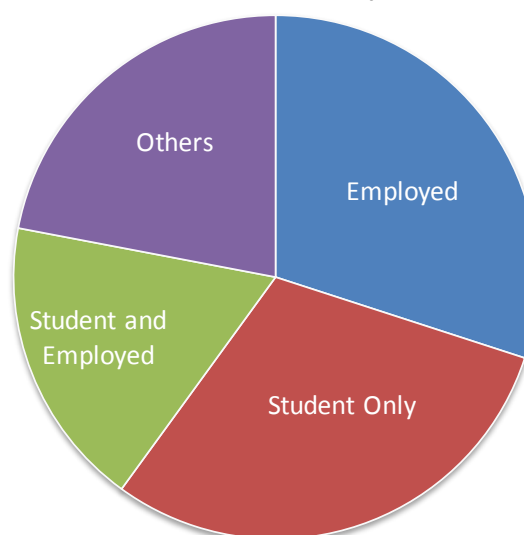
Exhibit 4-11 is the employment status of Inland Valley riders. About half of Inland riders are employed either full (21%) or part time (27%). Another quarter are unemployed (26%). Smaller segments describe themselves as disabled and not employed (13%), homemakers (9%) and retired (5%).



**Exhibit 4-12 Student Status – Inland****Are you a student?**

Students make up nearly half of MTA's Inland ridership, with Mendocino College students representing a full third (34%) of the riders included in the survey. According to Exhibit 4-12 secondary, vocational and other students make up another 12% of the ridership.

Note that 18% of all participants in the survey were both students and employed. Hence the ridership can be roughly segmented as shown in the pie chart at the right.

**Ridership Segments**  
(MTA 2011: Inland Sample)

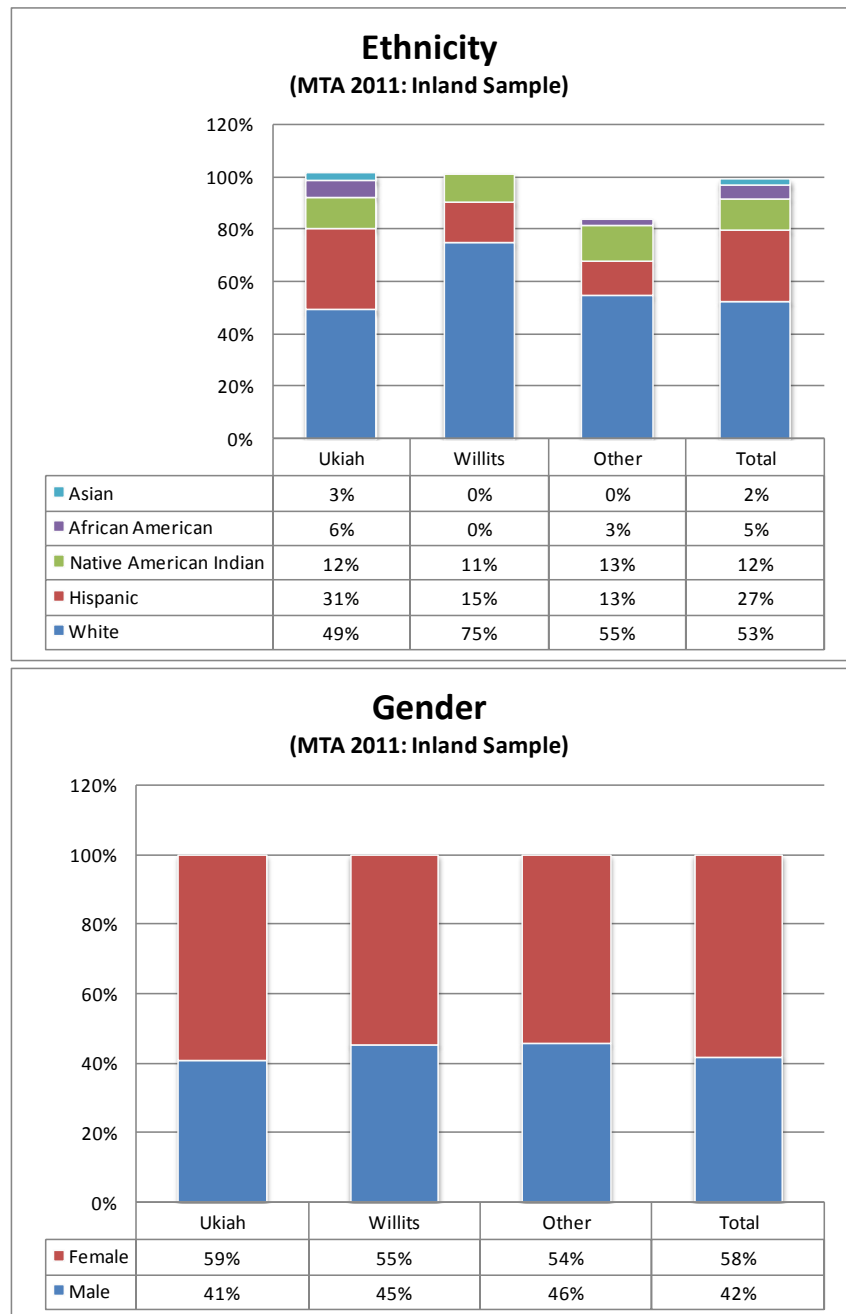


## Ethnicity and Gender of Ridership

Exhibit 4-13 shows the ethnicity and gender of Inland Valley ridership. MTA's Inland ridership, like the Coast ridership, is made up primarily of a mix of Caucasian (53%) and Hispanic riders (27%), with the greatest concentration of Hispanic riders in Ukiah (31%). Native Americans make up 12% of the Inland ridership.

The ridership is somewhat more female (58%) than male (42%), just the opposite of what will be seen in Chapter 5 for the Coast routes.

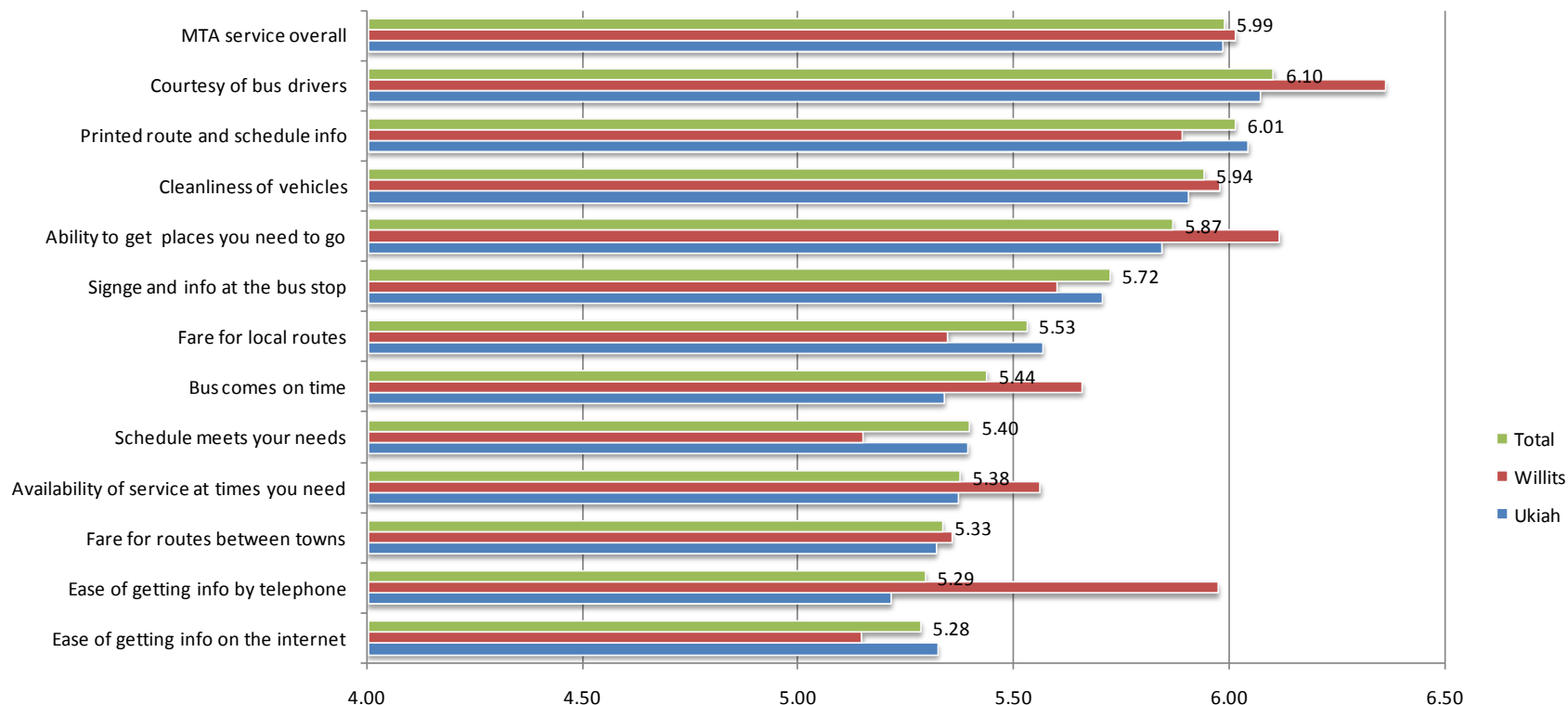
**Exhibit 4-13 Ethnicity & Gender - Inland**





# Exhibit 4-14 Satisfaction Ratings – Full Distribution of Responses - Inland

## Satisfaction Mean on Scale of 1 to 7 (MTA 2011: Inland Sample)



	Ease of getting info on the internet	Ease of getting info by telephone	Fare for routes between towns	Availability of service at times you need	Schedule meets your needs	Bus comes on time	Fare for local routes	Signge and info at the bus stop	Ability to get places you need to go	Cleanliness of vehicles	Printed route and schedule info	Courtesy of bus drivers	MTA service overall
Total	5.28	5.29	5.33	5.38	5.40	5.44	5.53	5.72	5.87	5.94	6.01	6.10	5.99
Willits	5.15	5.97	5.36	5.56	5.15	5.66	5.35	5.60	6.12	5.98	5.89	6.36	6.01
Ukiah	5.32	5.21	5.32	5.37	5.39	5.34	5.57	5.70	5.84	5.90	6.04	6.07	5.98



## **Satisfaction Ratings**

Exhibit 4-14 on the previous page illustrates the responses to a battery of satisfaction ratings. Riders were asked to rate various aspects of MTA service on a scale of 1 to 7 where 1=very dissatisfied and 7=very satisfied. From these responses, mean ratings were calculated. All mean ratings are 5 or above indicating a high level of satisfaction with the service. However, it is important to note that regular users of a service seldom rate it negatively. The distinctions tend to come in the top half of the rating scale – 4 to 7.

The highest ratings overall, above 6, are for:

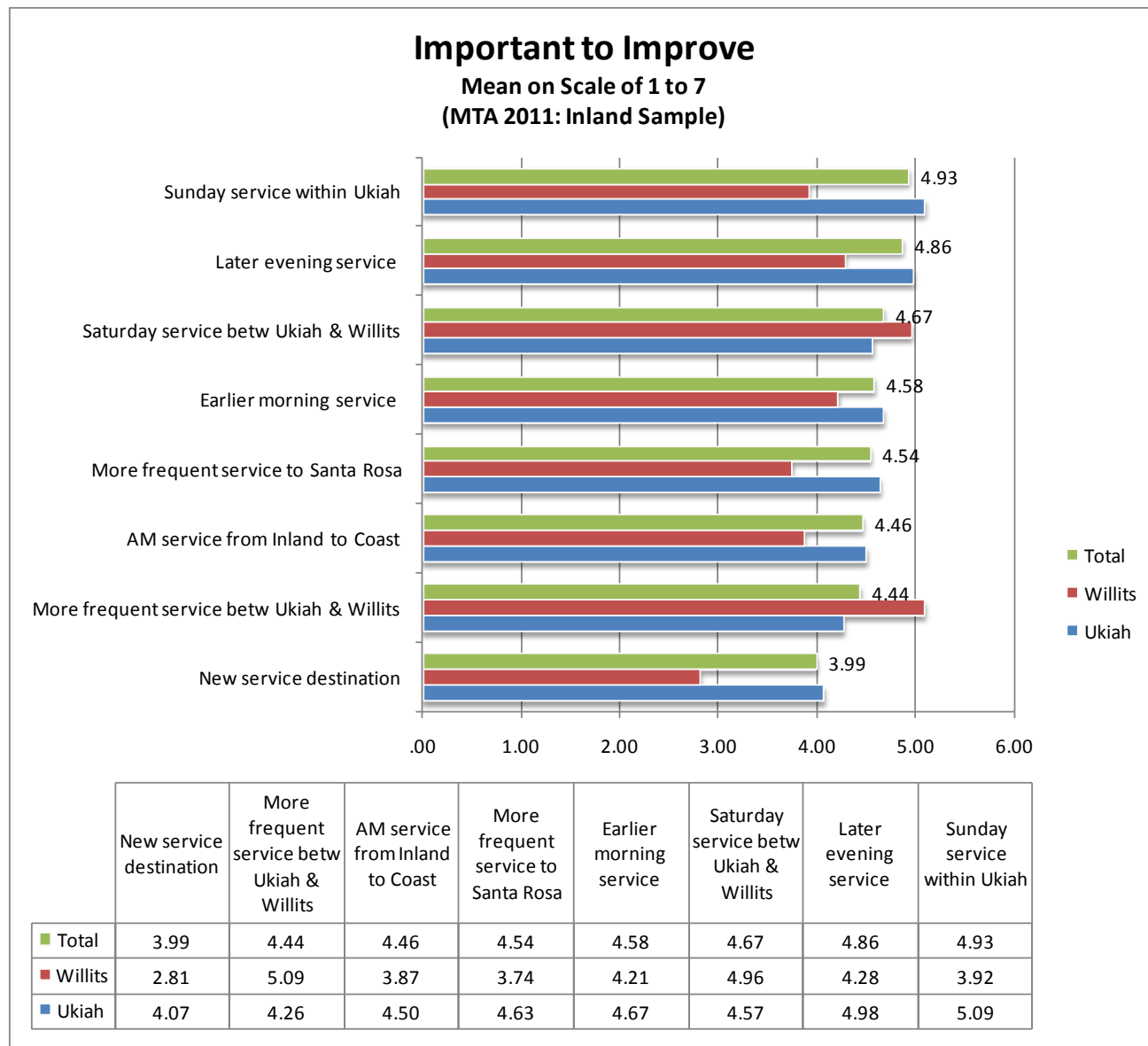
- Courtesy of bus operators (6.10)
- Printed route and schedule info (6.01)

The lowest ratings, under 5.5, are for:

- Ease of getting information on the internet (5.28)
- Ease of getting information by telephone (5.29)
- Fare for routes between towns (5.33)
- Availability of service at times you need (5.38)
- Schedule meets your needs (5.40)
- Bus comes on time (5.44)

Inland riders give MTA service overall a very positive rating of 5.99. Forty-two percent of riders give the system a top score of 7.



**Exhibit 4-15 Important to Improve – Mean Ratings – Inland**


## How important this service improvement would be to you?

Riders were asked to rate the importance of various service improvements on a scale of 1 to 7 with 1=not important and 7=very important. Exhibit 4-15 shows the mean ratings given by Ukiah residents, Willits residents and the total Inland sample.

The improvements perceived as most important by Ukiah residents are:

- Sunday service within Ukiah (5.09)
- Later evening service (4.98)



Willits residents are most interested in:

- More frequent service between Ukiah and Willits (5.09)
- Saturday service between Ukiah and Willits (4.96)

## **Route-by-Route Analysis**

The following is a route-by-route analysis of services in the Inland Valley.

### **Route 1: Willits Rider**

#### Service Description

Route 1, Willits Rider, is a flex route with eight designated scheduled stops at:

- Integrated Service Center
- City Park
- JD Redhouse
- Safeway
- Little Lake Clinic/Hospital
- Oak Glen Apartments
- Evergreen Shopping Center
- Browns Corner

#### Recent History of Willits Rider

There have been significant efforts to plan, operate, and market local transit service in Willits over a 4-year period. The flex route replaced the Dial-A-Ride service that was previously provided before June 2007.

In June 2010, Saturday service was eliminated. Up until June 2011, the Willits Rider operated hourly scheduled service between 7:24 am and 5:22 pm on weekdays only with ten trips in each direction. In order to allow for flex stops, there are 5 minutes in the southbound direction and 12 minutes in the northbound direction of recovery time built into the schedule. In June 2011, the Willits Rider was reduced to five trips in each direction with one round trip starting at 7:24 am and ending at 8:12 am. Service is then not resumed until 12:24 pm.



## Recent Performance

As shown in Exhibit 4-17, the overall performance of the Willits Rider has been disappointing. In particular, farebox recovery has been about 4.1% for the past three years. Since the Willits Rider was implemented in June 2007, TDA law allows a full two years to reach its potential. It was exempt from the farebox recovery requirement in FY 2007/08 and FY 2008/09. However, in FY 2010/11, the Willits Rider is still far below the required farebox recovery requirement, remaining at 4.1%. The Willits Rider now needs to be included in farebox recovery calculations.

Ridership has dropped by about 2,000 riders over the past three years to 9,830 in FY 2010/11. This equates to an average of just 38 passengers served per day. A bright spot with performance is that productivity did improve from 3.95 passengers per hour in FY 2008/09 to 4.4 passengers per hour in FY 2010/11, in part due to the reduction of Saturday service. This productivity for a community the size of Willits is very similar to what one would expect from the general public Dial-A-Ride service that the Willits Rider replaced.

**Exhibit 4-17 Route 1 Willits Riders**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change
Base Statistics			Preliminary	08/09-10/11
Ridership	11,817	11,650	9,830	-16.8%
Service Hours	2,993	2,966	2,252	-24.8%
Service Miles	23,404	23,216	18,022	-23.0%
Fare Revenue	\$8,866	\$9,646	\$8,298	-6.4%
Operating Costs	\$221,900	\$233,535	\$204,715	-7.7%
Performance				
Passengers/Hour	3.95	3.93	4.37	10.6%
Passenger/Mile	0.50	0.50	0.55	8.0%
Average Fare	\$0.75	\$0.83	\$0.84	12.5%
Farebox Recovery	4.0%	4.1%	4.1%	1.5%
Cost/Hour	\$74.14	\$78.74	\$90.90	22.6%
Cost/Passenger	\$18.78	\$20.05	\$20.83	10.9%
Subsidy/Trip	\$18.03	\$19.22	\$19.98	10.8%

## FY 2010/11 Compliance with MCOG Performance Measures

The Willits Rider does not comply with any of the MCOG performance measures, for both flex short distance routes as well as for Dial-A-Ride services as shown in Exhibit 4-18.



**Exhibit 4-18****Route 1 Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure, Flex Route</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	8.2	4.37	No
Farebox Recovery Ratio	15%	4.1%	No
Cost/Hour	\$69.00	\$90.90	No
Cost/Passenger	\$8.41	\$19.98	No
<i>MCOG Performance Measure, DAR</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	4.5	4.37	No
Farebox Recovery Ratio	15%	4.1%	No
Cost/Hour	\$70.47	\$90.90	No
Cost/Passenger	\$15.66	\$19.98	No

**Ridership Patterns**

Exhibit 4-19 is a map that shows the Willits Rider primary route and boarding locations. On the day of the survey, Thursday, September 15, 2011, there were 22 passenger boardings recorded by the surveyor.

Of these boardings, six were at flex stops and 16 were at scheduled stops. Of the 22 alightings, 12 were at flex stops and 10 were at scheduled stops.

Of the scheduled stops, the vast majority of boardings were at Willits City Park (five boardings southbound) and at the Evergreen Center (four boardings northbound). There were two boardings at the Integrated Service Center and two at JD Redhouse.

For the flex stops, there were two boardings and two alightings at the Casino, and two at Main St. and Quail Meadows.

**Schedule Adherence**

The Willits Rider was 100% on time on the day of the survey. This was also true on the days the consulting team rode the Willits rider. There is significant recovery time built into the schedule to accommodate flex stops. If anything, there is too much slack time in the schedule.



# Exhibit 4-19: Willits Rider

Weekday boardings by stop for Route 1, scheduled and flag stops





## Alternatives Analysis

### Background

Unfortunately, the relatively low ridership on the Willits Rider makes the data analysis of ridership patterns somewhat problematic since the number of passenger boardings per day is so low. However, when reviewing performance data over a three-year period, it does provide evidence that the flex route in terms of productivity and ridership is more like a Dial-A-Ride service than a flex route.

In October 2011, there were an average of 21.6 passenger trips per day taken on the Willits Rider. Of these, 12.7 trips or almost 59% were between scheduled stops. There were an average of 4.2 trips or 19.4% with a scheduled stop and a flex stop. There were 3.1 trips daily or 14.3% of trips between flex stops. Therefore a total of 33.7% of all trips involved a flex stop. The final 7.6% were free or a transfer.

Input received during the public workshop and stakeholder interviews felt that the flex route information is confusing, especially to seniors and makes the trip “quite expensive.” For two flex stops the fare is \$3.75 for a general fare and \$1.85 for seniors 62 or older and persons with disabilities. For a trip involving one flex stop and one scheduled stop, the fare is \$2.50 or \$1.25 for seniors and the disabled. For trips between scheduled stops, the fare is \$1.25 for the general public and \$.60 for seniors and the disabled.

It is a distance of only 1.7 miles between the ends of the key locations of Willits City Park and Evergreen Shopping Center. Most able-bodied individuals can and do walk this distance in 30 minutes, according to interviews with stakeholders and the driver in Willits. Most people are within a 10-15 minute walk of Main St. where service currently exists on Route 20 and 21.

### Key Analysis Questions

- Is the current allocation of vehicle service hours provided in Willits appropriate given the amount of service provided for Routes 20/21 and the Willits Rider?
- Can the Willits community generate sufficient ridership to support a fixed route or flex route service to achieve minimum farebox recovery and productivity standards? What changes would need to be made to make this work?
- Is there sufficient Dial-A-Ride ridership in Willits to support both the Senior Center program and the Willits flex route? How can both be better coordinated to work as an efficient public transportation system?
- What is the relationship of Route 20/21 to both a local circulator service within Willits and Dial-A-Ride service? What is working now and what should change to achieve better coordination?
- How can the available public transportation resources be best communicated to the residents of Willits?



## Overview of Alternatives

The following are the alternatives that have been evaluated as part of the SRTDP process:

- Alternative 1: Keep the Flex Route service with modifications.
- Alternative 2: Replace the Flex Route with a Community Service Fixed Route with a fixed schedule.
- Alternative 3: Go back to Dial-A-Ride (DAR) but with a revised fare policy and timed transfer to Route 20/21.
- Alternative 4: Eliminate the local route and upgrade Route 20/21 with additional midday service.

### Alternative 1: Keep the Flex Route Service with Modifications

*Alternative 1A: Modify flex-route and keep flex stops open to the general public.*

This alternative would keep the flex route service but would make the following modifications:

1. Add additional stops to the schedule, retaining clock headways. The additional stops suggested by workshop participants included:
  - Senior Center
  - Mariposa Market
  - Holly Heights 1 and 2 (apartments)
  - Redwood Meadows (senior apartments next to senior center)
  - Bechtel Creek Village (behind Rays)
  - Creekside Apartments (by Willits Integrated Center)

In June 2012, MTA changed the route to include the Casino.

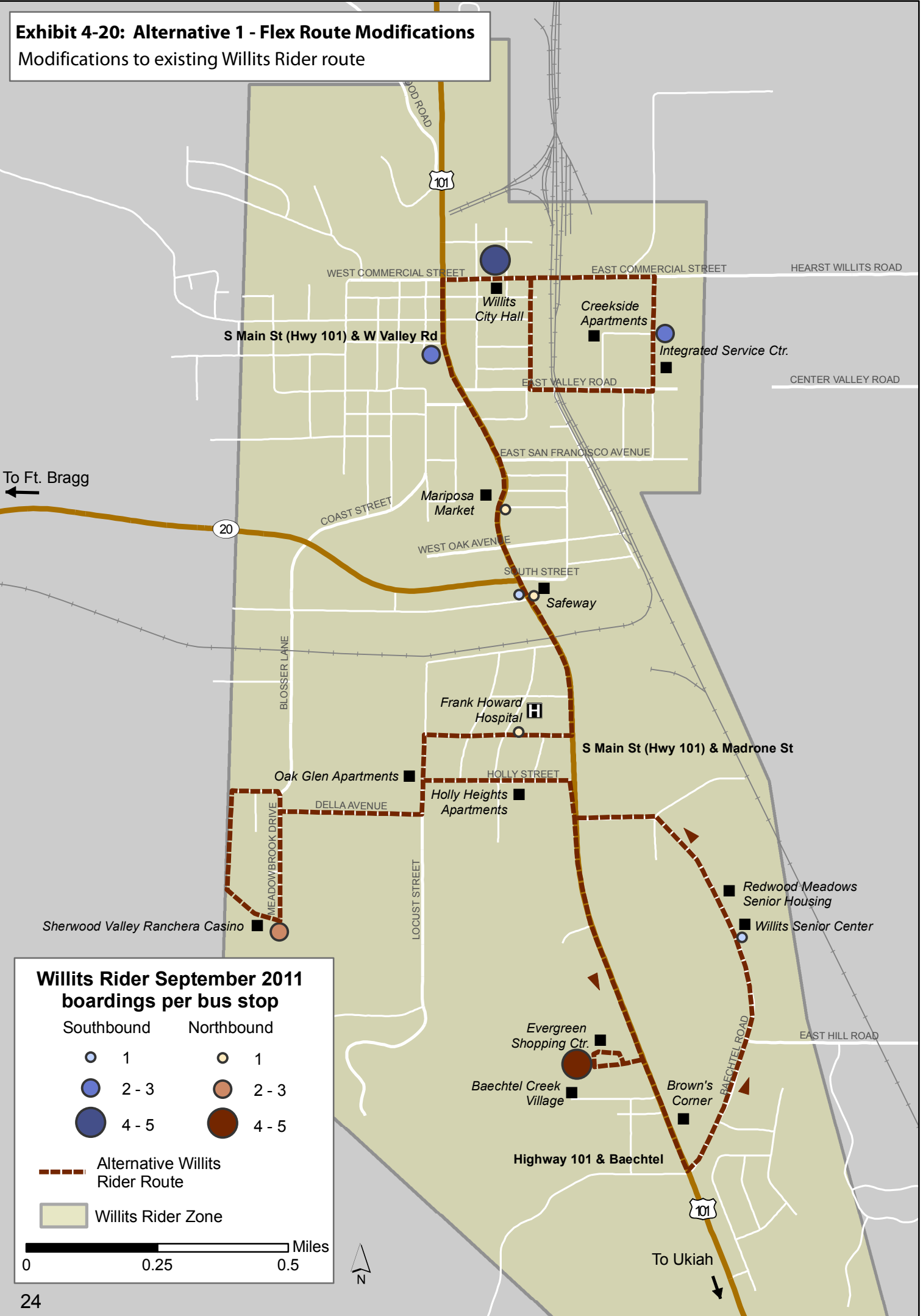
The alternative route is included as Exhibit 4-20. The new route would serve the Senior Center and Redwood Meadows Senior apartments, as one-way loop, as part of the regular route.

2. Revert back to the prior schedule with continuous service between 7:24 am and 5:22 pm, eliminating the morning gap in service. Start the runs and schedule at Browns Corners in order to allow Willits High School Students to utilize the service as their bell time is 8:00 am. Consider adjusting the schedule even earlier and running the first run to Willits High School.
3. Allow no more than two flex stops on any given run (with ADA registered passengers given priority).
4. Implement marketing strategies to better promote the service. The concept of a flex stop and scheduled stop is too difficult for most to understand.

Additional public information and marketing would be a component of any alternative. A marketing element specific to the Willits service is included in Chapter 8 Marketing Plan.



**Exhibit 4-20: Alternative 1 - Flex Route Modifications**  
 Modifications to existing Willits Rider route





Advantages:

- Has the potential of being better understood by Willits residents and therefore
- Would provide a more direct service without a flex trip for most trips.
- Has the potential of reducing the number of flex trips.

Disadvantages:

- Not significantly different than what has been operating unsuccessfully for several years, with the exception of including the casino as a scheduled stop.
- Although the flex route would serve the Senior Center, their existing demand response service will provide most trips there.
- Requires additional miles to operate the flex route service.
- Based on current statistics, there is less fare revenue
- Adding stops and route length leaves less time for schedule recovery when a flex stop occurs.

The alternative above would continue to make the flex service available to the general public. A second alternative is to limit the flex stop to ADA eligible individuals only

*Alternative 1B: Restrict flex route to certified ADA Paratransit individuals with strict adherence to ADA criteria.*

Adding the stops described in Alternative 1A, having the flex fare for ADA individuals at double the base fare of \$1.25 with a fare of \$2.50, and restricting flexes to ADA service criteria guidelines would minimize the number of flex passengers.

Advantages:

- Strict ADA eligibility certification would limit the demand for flex stops.
- Other seniors and the disabled currently have access to the Willits Senior Center demand response service.

Disadvantage

- The general public who are not seniors or disabled, and who do not live within walking distance of the Willits Rider or Routes 20/21, would not have a public transportation mobility option.



## Alternative 2: Replace the Flex Route with a Community Service Route

A second option is to replace the flex route with what is commonly referred to as a community service route. This route would be characterized by additional stops, hourly frequencies, timed transfers to Route 20/21 when feasible and clockface headways. The route would include as many stops as possible listed above in order to allow hourly frequencies with sufficient recovery time in case of a wheelchair boarding. In this alternative, the community service route would utilize the current schedule slack to serve each of these activity centers for a one-seat ride.

The difference between Alternative 1 and 2 is that Alternative 2 would not have a flex feature. The community service route would provide service to the Casino on select runs. The route map without the Willits Rider flex zone is included as Exhibit 4-21. Because the community service route is a local fixed route, it is subject to ADA Paratransit requirements. Under Alternative 2, ADA Paratransit trips could be handled in one of three ways.

*Alternative 2A: Provide ADA Paratransit service through a contract with the Willits Senior Center.*

In this scenario, the scope of work would be expanded to include ADA Paratransit Service as part of the Willits Senior Center contract. The Willits Senior Center would need to be prepared to meet the ADA service criteria and would not be expected to exceed the criteria. They would need to be able to provide next day service and guarantee no more than one trip denial a month. As discussed above, the volume of trips would not be expected to be significant.

Potential issues from the Willits Senior Center would be the ability to transport ADA Paratransit individuals when they are transporting clients to and from their lunch nutrition program. Because the Willits Senior Center has two vehicles and two drivers, this may be feasible.

Currently the Willits Senior Center only provides service until 3:30 pm. To meet ADA requirements, the service would need to be continued until the Willits Rider stops operations, currently at 5:00 pm.

### Advantages:

- Since the Willits Senior Center is already operating its own demand response service under contract to MTA, the marginal costs of adding this additional service would likely be lower than the other two ADA Paratransit alternatives.

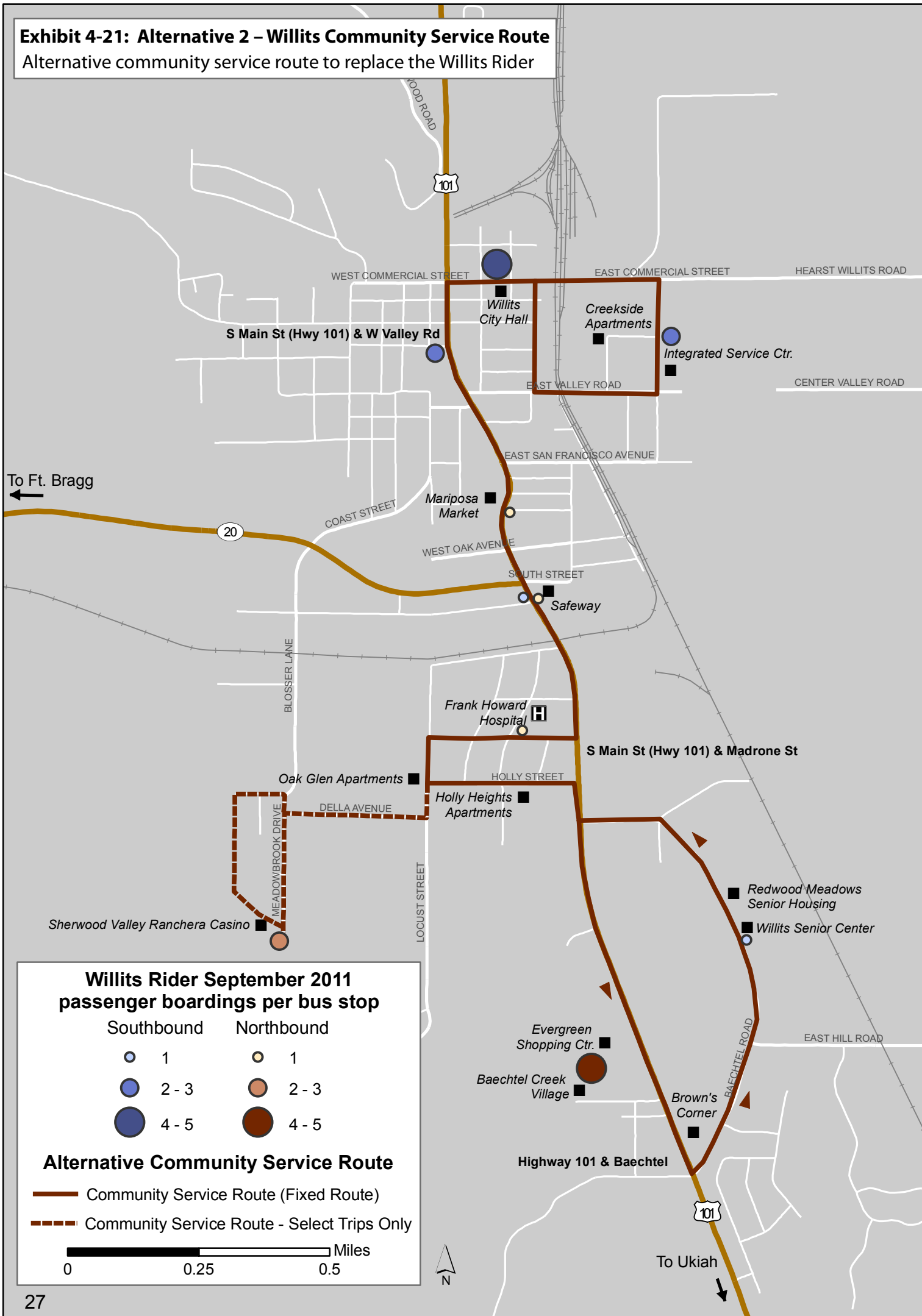
### Disadvantages:

- Providing ADA Paratransit is not part of the mission of a Senior Center.
- Changes in Senior Center management could drastically affect the quality of service provided.



# Exhibit 4-21: Alternative 2 – Willits Community Service Route

Alternative community service route to replace the Willits Rider





*Alternative 2B: MTA operates the ADA Paratransit service.*

Under this sub-alternative, the MTA-operated DAR service would be restricted to ADA eligible individuals.

Advantages:

- MTA has been operating Dial-A-Ride services for many years in an effective manner.
- The dispatching infrastructure is in place.

Disadvantages:

- This would require an MTA employee and paratransit vehicle to be available at all times when the community service route is operating.

Since demand would be low, the cost per passenger trip would be very high and productivity would be very low.

*Alternative 2C: MTA competitively bids ADA Paratransit service.*

In order to have a responsive bidder, it is likely that ADA Paratransit services would need to be competitively bid in Ukiah, Willits and Ft. Bragg. There are several nationwide firms that provide both fixed route and ADA paratransit service. Other competitive bidders might be the Willits Senior Center and possibly a charter or taxi provider.

Advantages:

- Outside contractors have extensive experience from other areas of the country that would be made available to Mendocino County.

Disadvantages:

- Uncertainty about cost and quality of service. Although competitive bidding can lead to lower costs, there are often hidden or unexpected costs that can easily erase any cost benefits.
- Assuming the Senior Center transportation contracts are retained, it would add additional administrative expense for monitoring the ADA Paratransit contract.
- Would replace existing MTA workers with contract employees that would negatively impact MTA management relationships with the Union.
- Experience with third party contracting is mixed. Some transit agencies are pleased with third party contractors and many are not.

To be Determined:

- Replacing MTA employees with contract employee is a potential issue with Department of Labor Section 5333(b) of Title 49 U.S. Code (formerly Section 13(c) of the Federal Transit Act, commonly referred to as 13(c)). 13 (c) protects transit employees by providing for “the preservation of rights and benefits of employees under existing collective bargaining agreements, continuation of collective



collective bargaining rights, protection of individual employees against a worsening of their positions in relation to their employment...” Since all existing hours utilized by the Willits Rider would be utilized by the Community Service Route, ADA Paratransit hours would be additional and may not be a 13 (c) issue. It would require a legal opinion before proceeding.

### **Alternative 3: Return to Dial-A-Ride (DAR) service but with a revised fare policy and timed transfer to Route 20/21**

Under this alternative, the Willits Rider would be replaced with General Public Dial-a-Ride service operated by MTA. That service would be coordinated with Route 20/21 to minimize DAR demand.

This alternative recognizes the significant transit service that already exists along S. Main St., the main spine through Willits. Route 20/21 operates between Willits City Park and Evergreen Shopping Center, with six northbound and six southbound trips through Willits on a daily weekday basis. The MTA stop list has seven designated stops southbound and six designated stops northbound. Willits generates significant ridership on Route 20/21.

During the September 2011 ridecheck, there were a total of 42 boardings southbound and 52 alightings northbound on Route 20/21. However, there were no internal trips made within Willits (e.g. both boarding and alighting occurring within Willits community). In checking with MTA staff and drivers and reviewing other ridechecks conducted by MTA, the drivers point to internal trips being taken “very rarely” and the data shows only a handful of internal trips taken per month.

This alternative could include an incentive for local trips on Route 20/21 by offering a discounted fare of \$.50 and \$.25 for seniors and disabled for trips within Willits (on Route 20/21). The intent of the lower fares would be to reduce the demand for Dial-A-Ride connections.

Transfers from DAR to Route 20/21 would be provided for a supplemental fare. DAR pick-ups and drop-offs would be coordinated with the Route 20/21 schedule to facilitate timed transfers at either Willits City Park or Evergreen Shopping Center when feasible. This would mean that when a route 20/21 bus is arriving in Willits, the DAR bus would be scheduled to meet the bus to drop off passengers who want to board route 20/21 and pick up passengers getting off of Routes 20/21 for a Dial-A-Ride trip to their final destination. At other times of the day, DAR service would be provided within Willits.

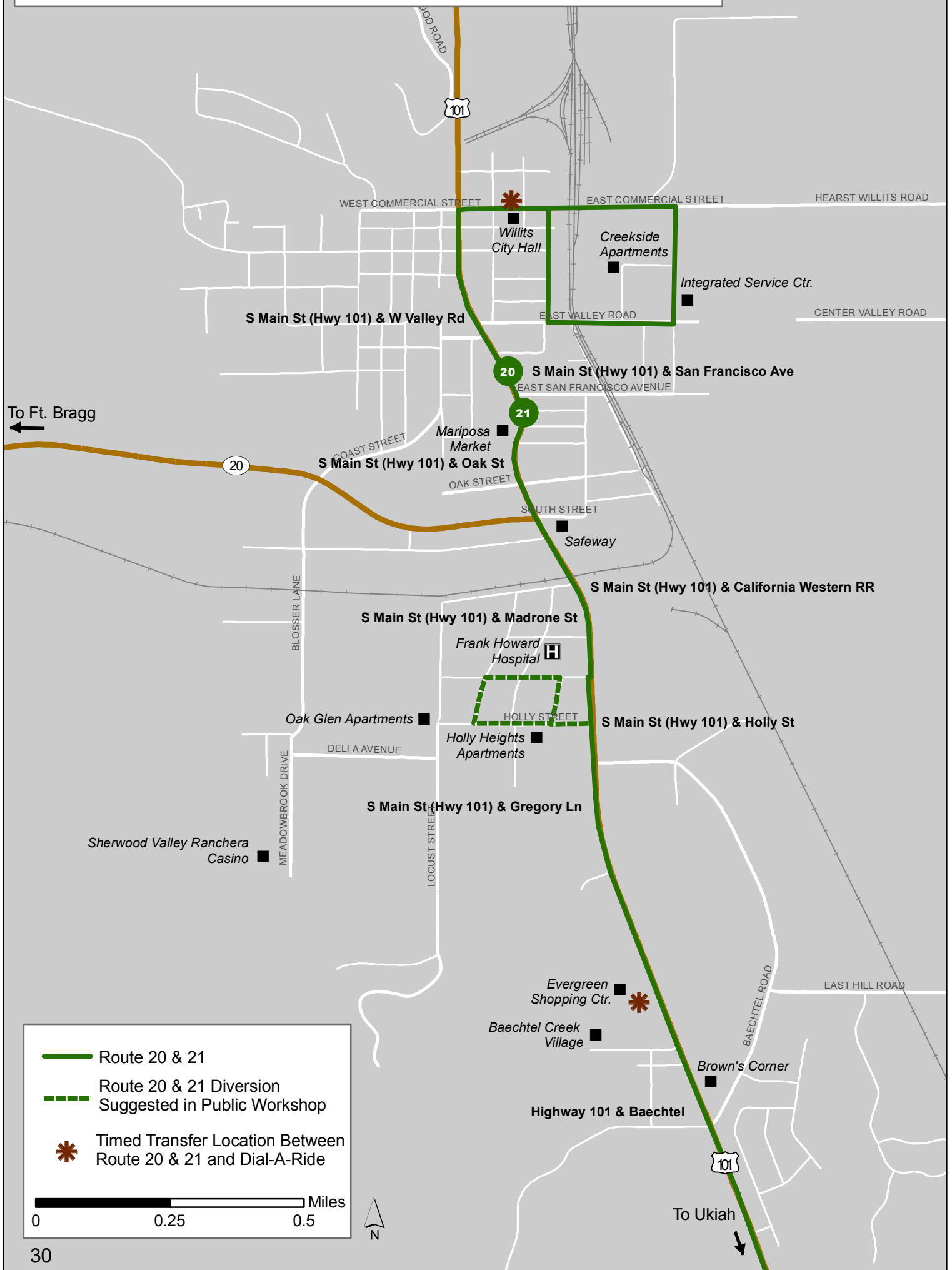
This alternative will also consider deviating Route 20 to directly serve key activity centers such as the Little Lake Clinic. Exhibit 4-22 shows the Alternative 3 routing with two timed transfer locations.

Two sub-alternatives for providing Dial-A-Ride service are described below.



## Exhibit 4-22: Alternative 3 – Route 20 & 21 with Connections to Dial-A-Ride

Timed transfers between Routes 20 & 21 and Dial-A-Ride (DAR) service





*Alternative 3A: Contract with Senior Center to provide DAR service.*

The advantages and disadvantages were discussed above.

*Alternative 3B: Consolidate DAR with MTA operating.*

MTA operated Dial-A-Ride service in Willits for many years prior to the implementation of the Willits Rider. As reported in the last SRTDP, ridership had dropped from 16,428 in FY 1998/99 to 13,289 in FY 2003/04. However, the farebox recovery ratio was 14.89% in FY 2003/04, compared to 4.1% today. Actual productivity in FY 2003/04 was 4.4 passengers per hour, compared to 4.37 per hour in FY 2010/11.

Whichever option is chosen for the provision of DAR services, Alternative 3 offers the following advantages and disadvantages.

Advantages of Alternative 3:

- It promotes the utilization of the existing resources already available along the spine in Willits. Many residents would have an inexpensive means of being transported from one end of Willits to the other.
- The Dial-A-Ride service would complement fixed route services.
- If the Willits Senior Center operates DAR, there is potential for overall cost reductions for public transportation services in the Willits area.

Disadvantages of Alternative 3:

- There is a significant gap in service on Route 20/21 between northbound and southbound buses, particularly in the morning. A person could take a bus southbound at from Willits City Park at 9:27 am and arrive at Brown's Corner at 9:33 am. This person would currently need to wait until 12:02 pm for a return trip from Browns Corner to Willits City Hall. Overall, the schedule of Route 20/21 is not useful for local travel. It was designed for trips and from Ukiah.
- In general, passengers prefer the convenience of fixed route service to having to call for Dial-A-Ride service.

## **Alternative 4: Eliminate Local Fixed Route in Willits and upgrade Routes 20/21 during the midday**

This alternative would add one additional Route 20 round trip between Willits and Mendocino College in the morning and one additional round trip in the afternoon on a pilot basis. The additional runs could provide flexibility for making Route 21 a true Route 20 Express between Willits and Ukiah. The runs would continue only if they generated sufficient ridership after two years in service. Under this alternative there would be no Willits Rider and no demand response service provided other than what is provided by the Willits Senior Center. ADA Paratransit regulations do not require ADA Paratransit service for commuter routes. The regulations also specify that "Commuter bus service may also include other service, characterized by a limited route structure, limited stops and a coordinated relationship to another mode of transportation."



In this alternative the Route 20/21 service within Willits would be heavily promoted for local trips. At the same time, a joint marketing effort would be undertaken with the Willits Senior Center to ensure full awareness of the Senior Center demand response service available for seniors and the disabled.

Advantages:

- Utilizes Willits Rider vehicle service hours to upgrade Route 20/21 service.
- Provides more convenient service along the main spine of Willits.

Disadvantages:

- Limits the coverage of service in Willits.
- Eliminates ability of some residents in Willits to utilize public transportation.

## **Marketing Strategies for Willits**

While service design improvements can increase the viability of the local Willits service, these must be accompanied by enhancements in passenger information and marketing. The weak ridership of the Willits Rider is at least partially due to lack of awareness, poor understanding of how the flex route works and the additional barrier imposed by having to request a flex.

If MTA implements a modified flex route or a community circulator route, several specific marketing strategies are recommended for implementation in conjunction with the selected service alternative. These are detailed in Chapter 8 Marketing Plan.

## **Recommendation**

MTA has put significant effort into making the Willits Rider successful. Anecdotal evidence from stakeholders and the public workshops suggests that there isn't a good understanding of the current service. Stakeholders have suggested that route modifications and new stops could help to generate additional ridership. The recommendation is to implement an expanded community service route with a fixed route and fixed schedule, Alternative 2A. The expanded route structure and stops would emulate the type of service that is currently very successful in Ukiah and provides good community fixed route service in Ft. Bragg. The recommendation would discontinue the "flex" feature of the current Willits Rider. Efforts would be made to negotiate a contract with the Willits Senior Center to provide demand response service to all ADA eligible individuals only. A recommended process for holding discussions with the Willits Senior Center regarding this issue is included in Chapter 6. It is recommended that the new community service route, with an aggressive program of community outreach and marketing, be implemented for a two-year period to determine if it can exceed minimum performance standards.

Reasonable performance standards for the upgraded community fixed route would be:

- Seven passengers per vehicle service hour
- Ten percent farebox recovery



- Cost per passenger trip of \$13.00 or less

If after two years of additional effort, two of the three above standards were not met, then the local community service route would be discontinued. In its place, MTA would add one additional Route 20 round trip between Willits and Mendocino College in the morning and one additional round trip in the afternoon on a pilot basis. This would allow Route 21 to be used for more local trips within Willits. The additional runs could also provide flexibility for making Route 21 a true Route 20 Express between Willits and Ukiah. Under this alternative there would be no Willits Rider and no demand response service provided other than what is provided by the Willits Senior Center.

## **Route 7: Jitney**

### **Service Description**

Route 7 is a limited service that has three morning trips and three afternoon trips. Service is provided to Public Heath, St. Mary's School, Safeway, Ukiah Library, Redwood Academy, Grocery Outlet, and on most trips to Mendocino College. Service is provided on weekdays only. In contrast to Route 9, performance on Route 7 has been steadily declining over the past three years.

### **Recent Performance**

As shown in Exhibit 4-22, ridership has dropped by 28.6% over the past three years, from 6,817 in FY 2008/09 to 4,867 in FY 2010/11. The number of service hours is relatively low at 360 per year, and this has remained flat. However, the subsidy per trip has more than doubled from a cost-efficient \$2.62 per trip to \$5.32 per trip.

As will be discussed in more detail below, the Route 7 schedule also includes two Route 21 runs that are not included in the statistics. The 2:59 northbound run which operates as Route 21 on the northbound Route 7 schedule is the most productive run, but is credited to Route 21 statistics. The scheduling makes a great deal of sense from an efficiency standpoint, but does result in misleading statistics on Route 7.



**Exhibit 4-22**  
**Route 7 Jitney**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	6,817	5,902	4,867	-28.6%
Service Hours	343	344	360	5.0%
Service Miles	4,224	4,235	4,981	17.9%
Fare Revenue	\$4,383	\$4,508	\$3,042	-30.6%
Operating Costs	\$22,170	\$24,071	\$28,911	30.4%
Performance				
Passengers/Hour	19.87	17.16	13.52	-32.0%
Passenger/Mile	1.61	1.39	0.98	-39.5%
Average Fare	\$0.64	\$0.76	\$0.63	-2.8%
Farebox Recovery	19.8%	18.7%	10.5%	-46.8%
Cost/Hour	\$64.64	\$69.97	\$80.31	24.2%
Cost/Passenger	\$3.25	\$4.08	\$5.94	82.7%
Subsidy/Passenger	\$2.61	\$3.31	\$5.32	103.7%

**FY 2010/11 Compliance with MCOG Performance Measures**

Three years ago, Route 7 would have exceeded all of the MCOG performance standards. However, currently, as shown in Exhibit 4-23, Route 7 is not meeting any of the MCOG performance standards.

**Exhibit 4-23**  
**Route 7**

**Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	14.0	13.52	No
Farebox Recovery Ratio	15%	10.5%	No
Cost/Hour	\$72.81	\$80.31	No
Cost/Passenger	\$5.20	\$5.94	No



## Ridership Patterns

Exhibit 4-24 shows a map of boarding activity for both Route 7 and Route 9. Appendix A provides a listing of boarding and alighting activity with stops that had 3 or more boardings and alightings. The top stops with boarding activity for Route 7 included:

- Redwood Academy: 9 boardings and 4 alightings
- Mendocino College: 8 boardings and 5 alightings
- Greyhound: 8 boardings
- State and South Meadowbrook: 4 boardings and 3 alightings

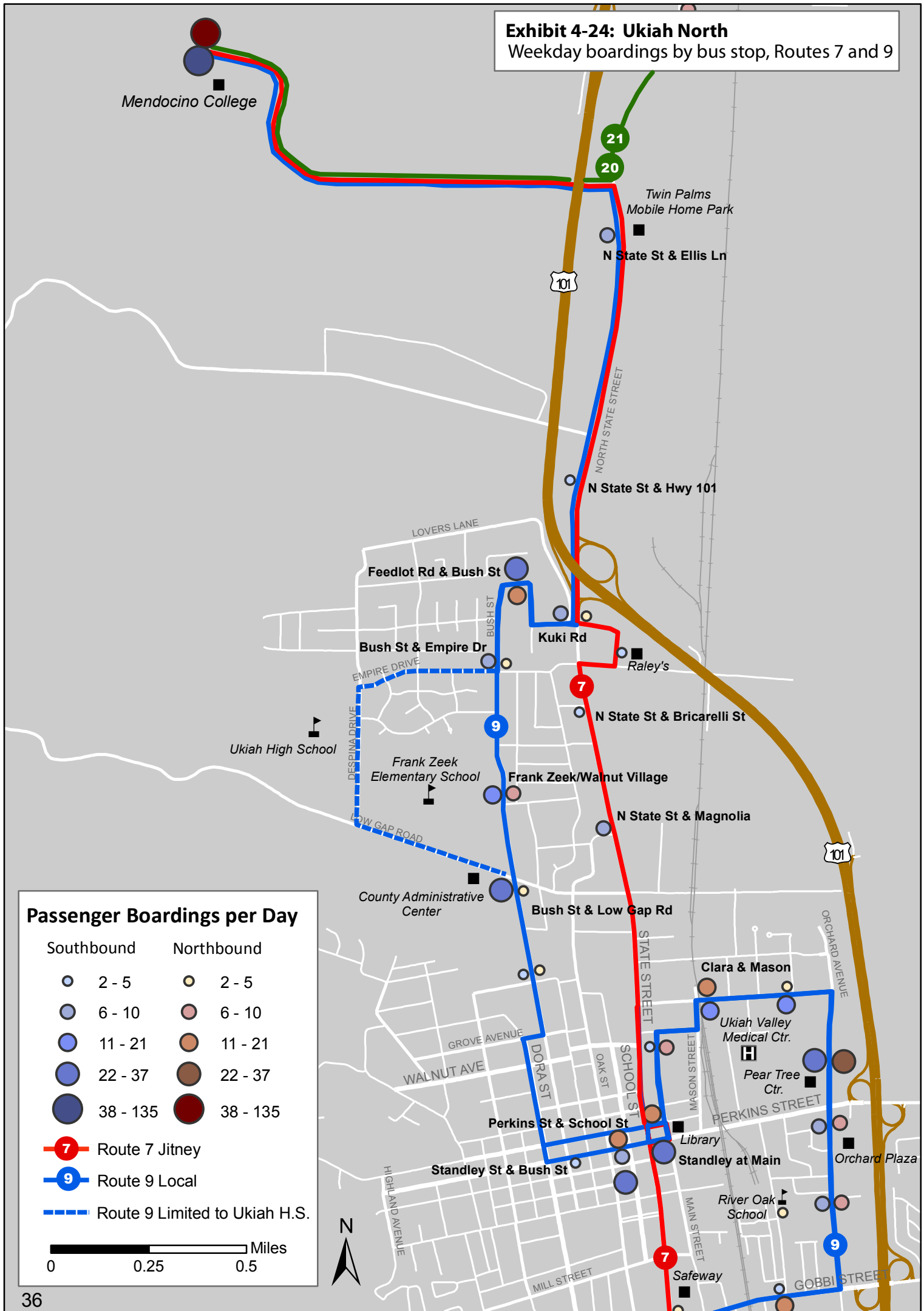
In the morning, Route 7 connects with Route 20 from Willits at 7:40 am. Route 7 provides service directly along State St. to the Library at Standley & Main at 7:52 am, then serves St. Mary's School at 7:55 am with school starting 8:15 am. Route 7 continues to Plowshares at 8:00 am and terminates at the MTA yard at 8:04 am. On the day of the ridecheck in September 2010, there were no passengers getting off the bus at the library and only 2 got off at St. Mary's school.

In the northbound direction in the morning, Route 7 picked up 8 passengers at Plowshares and only two passengers after that. In the northbound direction in the afternoon, Route 7 (operating as Route 21) provides service at 3:10 pm to St. Mary's school which gets out at 3:00 pm. The schedule provides for service to the Ukiah Junior Academy at 3:05 pm on Monday to Thursday. This was a highly productive trip with 1 person getting on at the Ukiah Academy, 8 at St. Mary's school and another 11 at Mendocino College. When leaving Mendocino College, there were 25 passengers onboard the bus. However, these trips in the MTA statistics get credited to Route 21 and not Route 7.

The Route 7 trip starting at 5:19 northbound only had 2 total boardings. The Route 7 southbound at 3:50 pm picked up 2 passengers at Mendocino College and 8 additional passengers at the Redwood Academy.

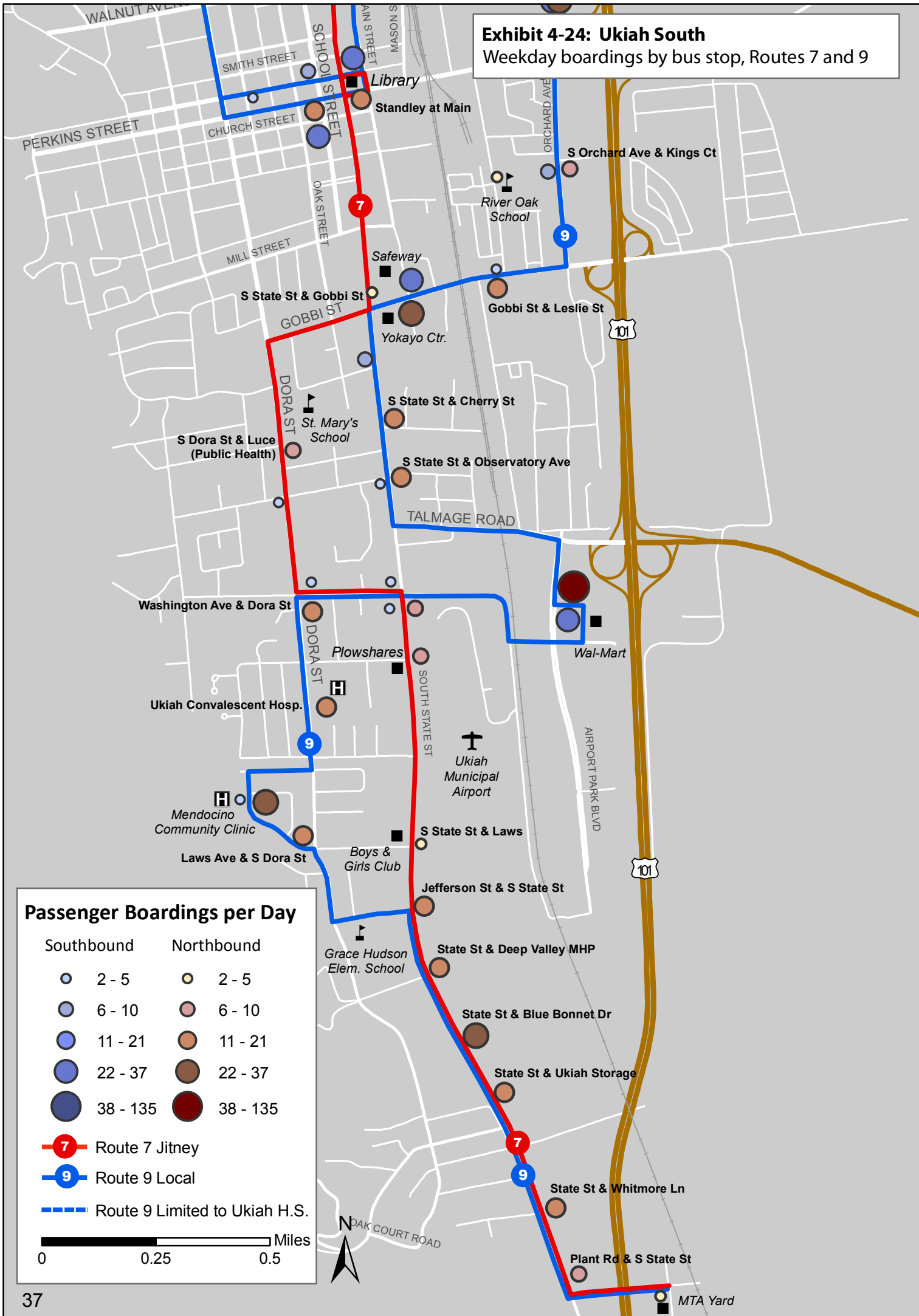


**Exhibit 4-24: Ukiah North**  
Weekday boardings by bus stop, Routes 7 and 9





**Exhibit 4-24: Ukiah South**  
 Weekday boardings by bus stop, Routes 7 and 9





## Alternatives Analysis

The purpose of the alternatives analysis is to more clearly define Route 7's function, with the goal of returning the route to its historically high performance levels. According to MTA staff, its original function was to provide a school tripper service and more direct express bus service to downtown Ukiah. Based on the ridecheck data, Route 7 is providing essentially three functions: (1) a school tripper for Ukiah Academy, Redwood Academy and St. Mary's School, both locally and with continuing service to the Redwood Valley and Willits; (2) transportation to and from Plowshares; and (3) alternative routing to and from Mendocino College.

Route 7 also provides school bell service to Ukiah Junior Academy, St. Mary's School and Mendocino College. As described above, the Redwood Academy and Mendocino College are the two highest trip generators on this route.

We will explore two alternatives for Route 7.

1. Convert Route 7 trips into Route 20 Express runs.
2. Convert Route 7 into a school tripper service.

### 1. Rename Route 7 runs as 20 Express runs

This alternative is primarily a marketing and scheduling alternative. Under this option, the two highly productive Route 7 schedule runs (one is currently a 21) would become Route 20 Express trips and would be part of the Route 20 schedule.

The Route 7 southbound run at 7:40 am from Mendocino College currently meets Route 20 from Willits at 7:40 am and then operates as an "Express" down State St., serving the multiple functions described above. The companion afternoon run is the Route 21 run northbound starting at 2:59 pm at the MTA yard and continuing as a Route 21 at Mendocino College at 3:35 pm.

In this alternative, these productive runs would be incorporated into the Route 20 schedule and the other Route 7 runs would be discontinued. The 5:19 pm Route 7 northbound run attracts little ridership based on the ridecheck results. The 7:10 am Route 7 run that currently serves Plowshares could potentially be incorporated into another schedule.

An option would be to operate a true "Express" from Willits and the Redwood Valley to Ukiah. However, the ridecheck results show significant activity at Mendocino College; therefore, a true "Express" that skips Mendocino College would diminish ridership and is not recommended.

### 2. Convert Route 7 into a School Tripper Service

With cutbacks in school bus service, this alternative would utilize available Route 7 resources to open up Route 7 to additional public schools on its route or revised routing. Currently MTA has done a good job in coordinating with bell schedules of St. Mary's School, Ukiah Junior Academy, and the Redwood Academy.



The planning of the route and schedules should be done in conjunction with the existing three schools and other schools who want to participate. The routes on specific morning and afternoon runs would be open to the general public, and published as a separate Route 7 timetable. The schools would publish the relevant routes and schedules on their websites to inform students of their public transit commute option.

Example of School Tripper Approach: Such a collaborative process has taken place between SamTrans and local school districts in San Mateo County. The following is a website that shows the routes and stops that were developed in a collaborative process with Hillview Middle School in Menlo Park, CA:

[http://transportation.mpcsd.schoolfusion.us/modules/groups/group\\_pages.phtml?&gid=1573800&nid=132912&sessionid=683985ccbb3152529fa3e809e87f02e5](http://transportation.mpcsd.schoolfusion.us/modules/groups/group_pages.phtml?&gid=1573800&nid=132912&sessionid=683985ccbb3152529fa3e809e87f02e5)

The tripper buses are full on each of the runs (37.2 passengers per run). SamTrans benefits from the revenues received and the students and parents have viable public transportation to and from the school. This is just one of many examples of where transit agencies have collaborated with schools to meet mobility needs cost effectively.

## **Route 9: Local Ukiah**

### Service Description

Route 9 is the primary local route that serves key destinations in Ukiah and Mendocino College. Service is provided every 30 minutes on weekdays from 6:35 am to 6:00 pm and every 60 minutes from approximately 6:00 pm to almost 11:00 pm. Service is provided from 10:00 am to 5:00 pm on Saturdays every 45 minutes. No service is provided on Sundays.

Service is provided on all trips on weekdays to:

- Mendocino College
- Walnut Village Senior Housing
- Library
- Pear Tree Center
- Safeway
- Walmart/Food Maxx
- Community Clinic at Shelter

Service is provided on select weekdays trips to:

- Raley's
- Plowshares
- Ukiah High
- River Oak Charter School



A different route is provided on Saturdays for Route 9. The route and boarding patterns were shown previously in the last section in Exhibit 4-24.

### Recent Performance

Route 9 provides about 44% of the vehicle service hours in the Inland Valley, but almost 70% of the total ridership. Exhibit 4-25 summarizes the performance of Route 9 over the past three years.

Route 9 provided 202,032 trips in FY 2010/11. With the City of Ukiah having a population of about 15,000, this is 13.5 annual MTA transit trips per capita for Route 9 alone. This is excellent transit ridership for a rural community. Adding in trips generated on Routes 20/21 within the City of Ukiah easily brings the annual trips per capita to well above 15.

Ridership has increased slightly (3.4%) over the past 3 years, despite the local cash fare being increased from \$.75 to \$1.25 in two steps in June 2009 and June 2010. As a result, fare revenues on Route 9 have increased by 20% over the past three years from \$113,123 to \$135,714. The average fare per passenger has increased at a slightly slower rate from \$0.58 to \$.67, a 16.7% increase. A typical transit industry response (commonly called fare elasticities) to a 16% average fare increase would be a decrease in ridership of approximately 5%. MTA strategically mitigated the typical ridership loss by providing a deep discount on the 16-ride punch (\$15) card and the monthly pass (\$31). More than half (56%) of Inland Valley passengers utilize a discounted fare media.

**Exhibit 4-25 Route 9 Local Ukiah (Includes Saturday and Evening Service)**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	195,393	205,383	202,032	3.4%
Service Hours	11,256	11,193	10,488	-6.8%
Service Miles	138,783	138,174	128,777	-7.2%
Fare Revenue	\$113,123	\$123,085	\$135,714	20.0%
Operating Costs	\$740,514	\$766,555	\$792,847	7.1%
Performance				
Passengers/Hour	17.36	18.35	19.26	11.0%
Passenger/Mile	1.41	1.49	1.57	11.4%
Average Fare	\$0.58	\$0.60	\$0.67	16.0%
Farebox Recovery	15.3%	16.1%	17.1%	12.1%
Cost/Hour	\$65.79	\$68.49	\$75.60	14.9%
Cost/Passenger	\$3.79	\$3.73	\$3.92	3.5%
Subsidy/Trip	\$3.21	\$3.13	\$3.25	1.3%



## FY 2010/11 Performance Compared to MCOG Standards

Route 9 is performing quite well and complies with all MCOG standards except for cost per hour.

### **Exhibit 4-26**

#### **Route 9 Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	14.0	19.26	Yes
Farebox Recovery Ratio	15%	17.1%	Yes
Cost/Hour	\$72.81	\$75.60	No
Cost/Passenger	\$5.20	\$3.92	Yes

## Ridership Patterns

### **Sample Weekday: Thursday, September 15, 2011**

Exhibit 4-24, shown previously, includes two maps showing Route 9 and boarding activity at Mendocino College, North Ukiah and South Ukiah on Thursday, September 15, 2011. Appendix A shows a sorted list of boarding and alighting activity by stop in both the northbound and southbound directions for Routes 7, 9, and 20/21 in both directions.

The top stops with the most boarding and alighting activity on Thursday, September 15<sup>th</sup> for Route 9 are:

- Mendocino College: 119 boardings and 132 alightings
- Walmart/FoodMaxx: 76 boardings and 71 alightings
- Yokayo Center (Safeway): 56 boardings and 35 alightings
- Crest Motel area (Fircrest and State St.): 26 boardings and 69 alightings
- Pear Tree Center: 46 boardings and 32 alightings
- Library (Main and Standley): 40 boardings and 27 alightings

Other noteworthy route segments with good passenger activity on the sample weekday included:

- Dora St, south of Washington Ave. and Laws Ave. to the Mendocino Community Health Clinic.
- On Bush Street from the County Administration Building to Feedlot and Bush.

## Boardings By Hour

Exhibit 4-27 shows the boardings & alightings on Route 9 by hour<sup>1</sup> on Thursday, September 15, 2011. The peak boarding and alighting between 2:00 and 3:00 pm corresponds to school bell times. During this period, in both directions, there were a total of 149 boardings. Ridership is very strong with both boardings and

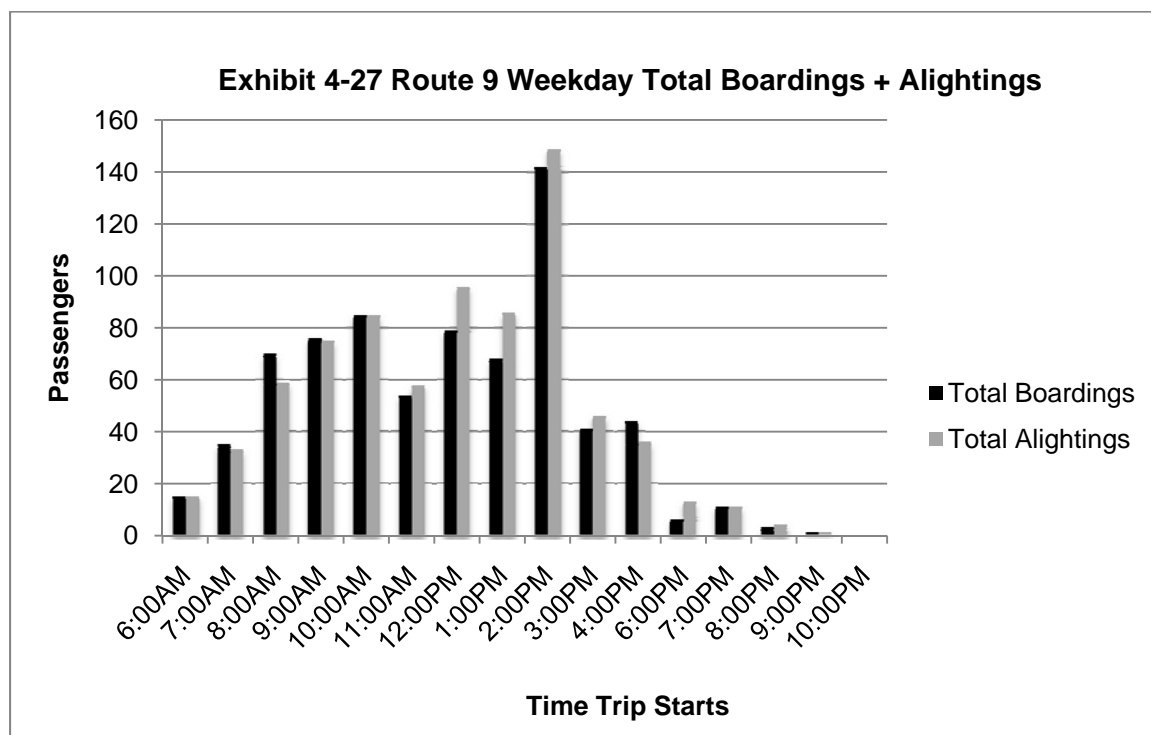
<sup>1</sup> The time for all boardings is the time that the trip started.



alightings exceeding 50 per hour between 8:00 am and 3:00 pm. Ridership fell off precipitously after 3:00 pm.<sup>2</sup> On the day of the ridecheck, there were just 4 boardings and 5 alightings for the last three trips in each direction.

### Schedule Adherence

On Thursday, September 15, 52% of Route 9 arrivals were within 3 minutes of the scheduled time. However, 8% of recorded departures were early, with the majority of early departures occurring between 11:00 am and 4:00 pm. MTA should adjust some of the time points to avoid running ahead of schedule. Five percent of the schedule block time points were more than 10 minutes late, and these late departure times were spread evenly throughout the day. The standard is no later than 5 minutes of the scheduled time.<sup>3</sup> Appendix B has detailed tables on the schedule adherence by observation.



<sup>2</sup> Route 20 is run as Route 9 in Ukiah on several trips. To be consistent, the boardings by hour are shown based on how the schedule blocks designate a trip. As a result, Route 9 boardings are underrepresented in the afternoon.

<sup>3</sup> A one minute grace period is provided in case there was surveyor timekeeping error. The 7 or more minute category provides a higher degree of confidence that 15% of the trips recorded were beyond the 5 minute standard.



## Sample Saturday: September 17, 2011

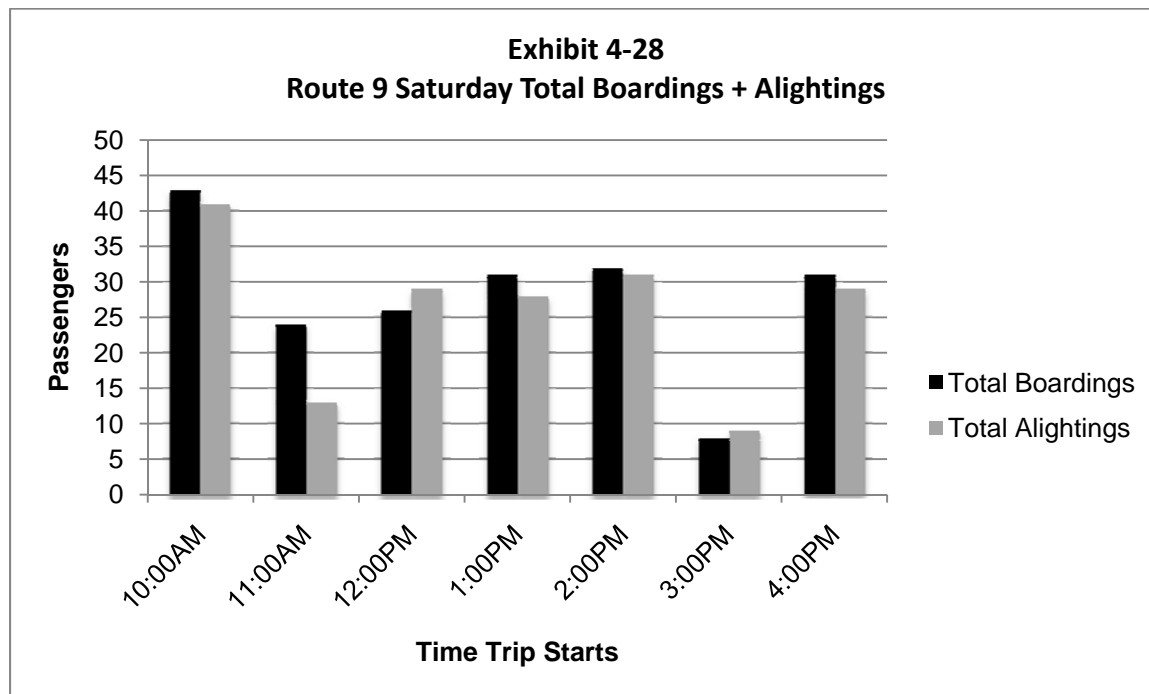
Exhibit 4-29 shows the Route 9 routing on Saturdays, as well as the ridecheck boardings by stop in both the northbound and southbound directions. Appendix A provides a detailed list of boarding and alighting data by route and stop.

On the sample Saturday, the following stops had the most boarding and alighting activity:

- Pear Tree Center: 28 boardings and 33 alightings
- Walmart/FoodMaxx: 27 boardings and 27 alightings
- Yokayo Center Safeway: 17 boarding and 16 alightings
- Raley's: 9 boardings and 11 alightings

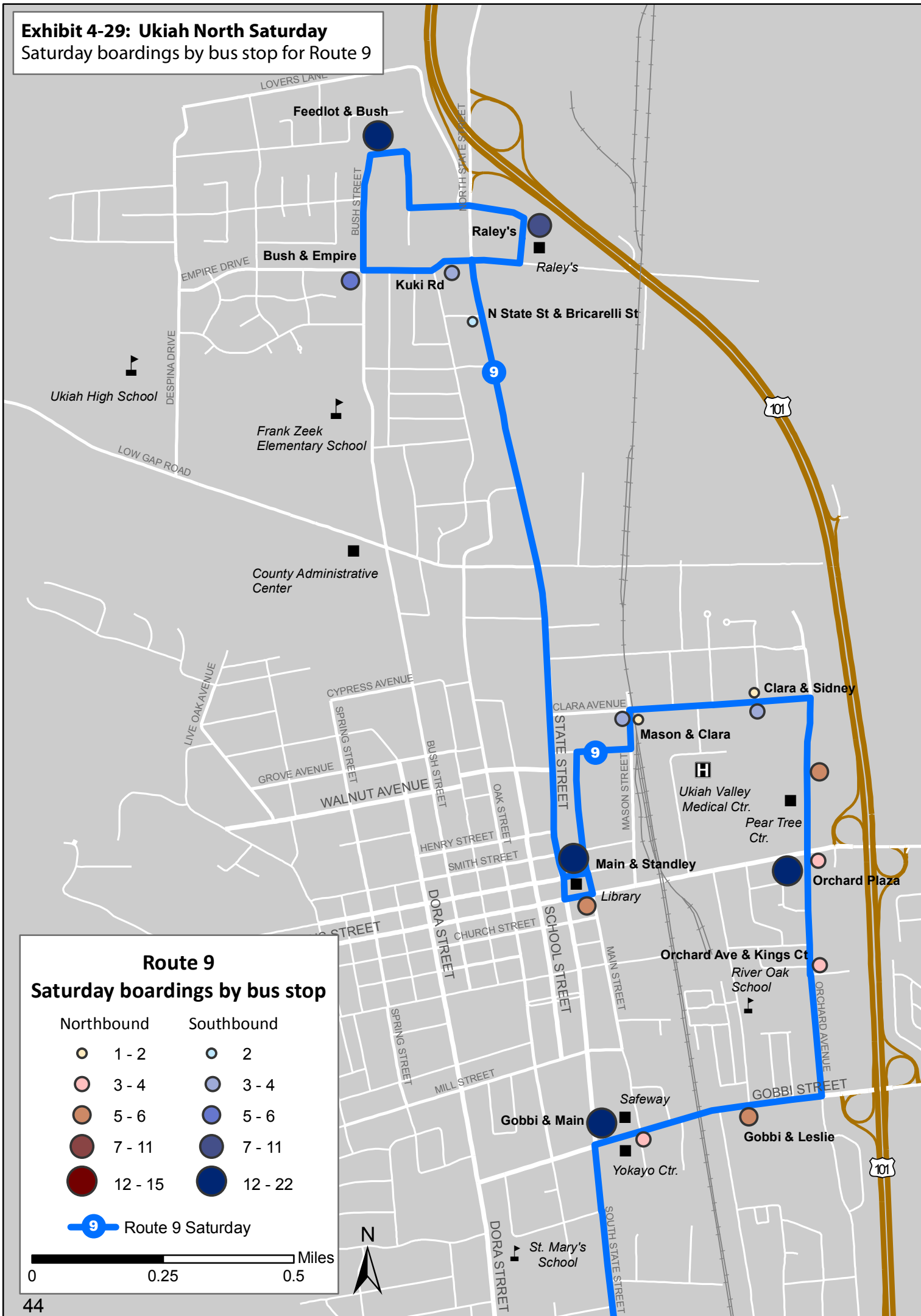
## Boardings By Hour

Exhibit 4-28 shows boardings on Saturday, September 17<sup>th</sup>, 2011. The first run had the most boardings. In both directions there were 43 boardings the first hour. Ridership demand was above 20 passenger boardings per hour throughout the day except for the 3:00 pm hour.



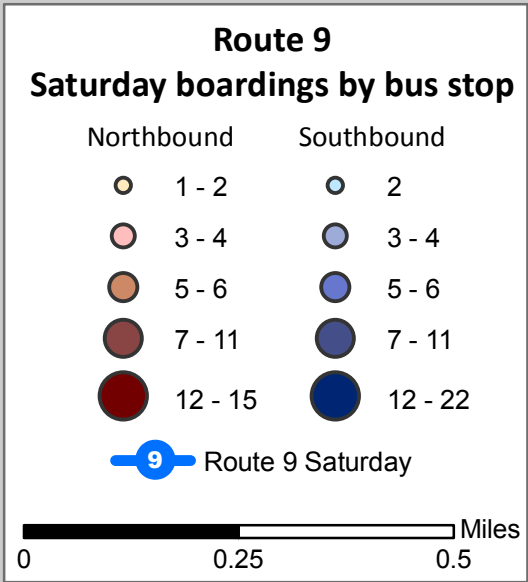


**Exhibit 4-29: Ukiah North Saturday**  
 Saturday boardings by bus stop for Route 9





**Exhibit 4-29: Ukiah South Saturday**  
 Saturday boardings by bus stop, Route 9





## Schedule Adherence

On Saturday, September 17, 2011, 80% of the time point departures were within 6 minutes of the scheduled time and achieved the standard of no later than five minutes of the schedule time. 15% of arrivals were 7 or more minutes late.

## **Alternatives Analysis**

Route 9 is a very productive route that is working well overall. However, there are several alternatives and recommendations based on public input and market research that should be considered to improve Route 9.

### 1. Consider a routing change that would allow Route 9 to serve Ukiah Valley Medical Center

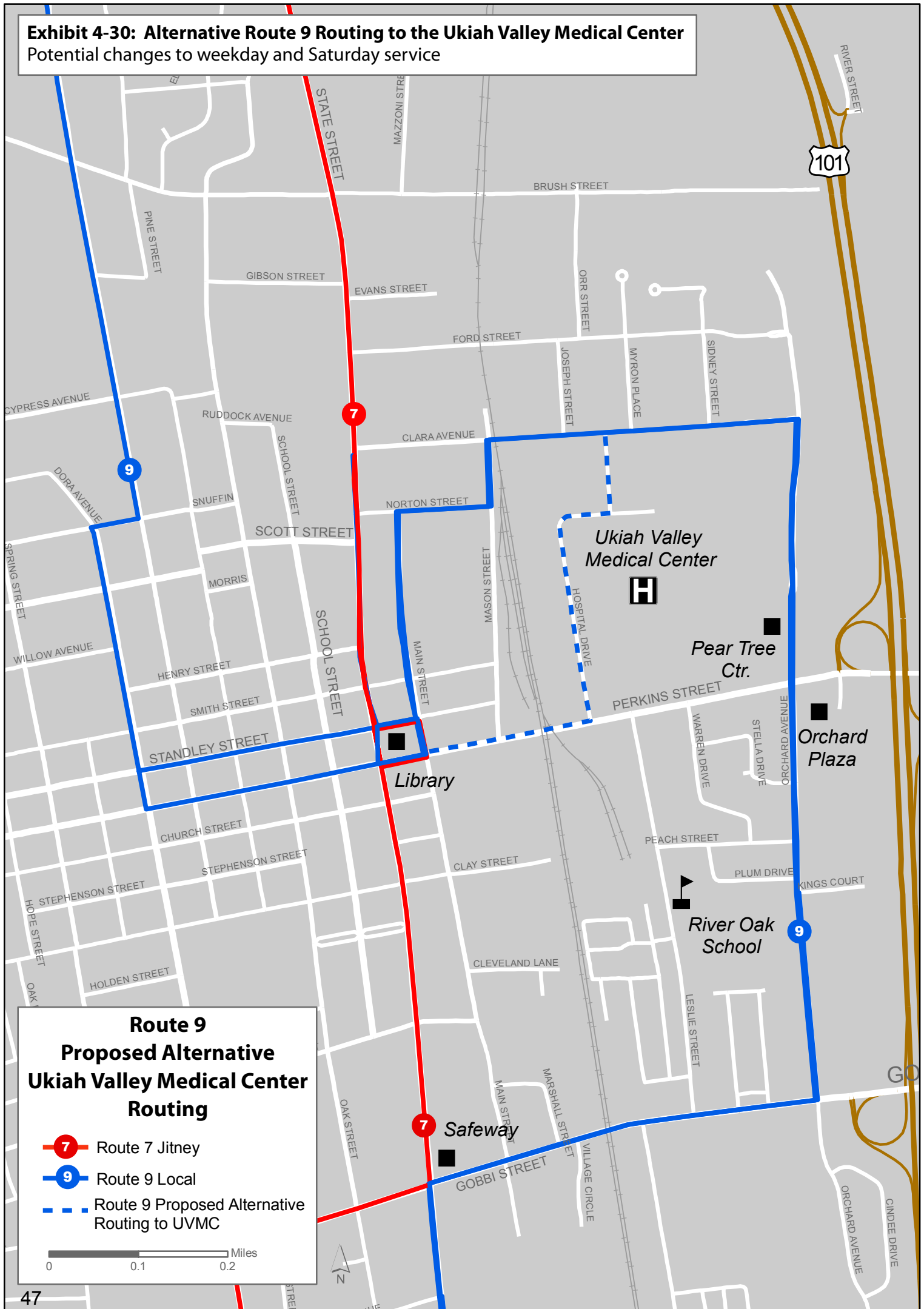
Providing direct service to the medical center was discussed several times in stakeholder meetings, and has been a regular topic at the annual unmet needs hearings. Exhibit 4-30 shows the existing routing and a potential alternative routing for Route 9 that would serve Ukiah Valley Medical Center directly.

The alternative routing would require new bus stops near Hamilton and Clara Ave. to replace the stop at Clara and Mason St. During the ridecheck, there were 20 boardings and 21 alightings at the existing stop northbound and 12 boardings and 6 alightings southbound, so the existing stop at Clara and Mason is a very heavily utilized bus stop. There would also need to be a new stop near Perkins and Main St. to replace the stop at Standley and Main, which is the library stop. During the sample ridecheck day, there were 24 boardings and 7 alightings, so this was also a very heavily utilized stop. Both stop replacements would cause passengers at existing stops to walk .1 mile or less from the intersection, but this could vary depending on the new stop location. New stops would need to be developed in cooperation with Ukiah Valley Medical Center.

*Recommendation:* If reasonable alternative bus stop locations can be found that are within .2 miles of the existing stops, the benefits of serving the Ukiah Valley Medical Center would appear to outweigh the inconvenience caused by the relocation of existing bus stops. The alternative routing shown on Exhibit 4-30 is recommended on a trial basis for a one-year period. The new routing and new bus stops should be heavily promoted. Overall ridership should be monitored carefully over the year's pilot project implementation to determine if there is a net gain in overall ridership with the new stops.



**Exhibit 4-30: Alternative Route 9 Routing to the Ukiah Valley Medical Center**  
Potential changes to weekday and Saturday service





## 2. Evaluate options for improving ridership and productivity on Route 9 evening service

On the date of the survey and ridecheck, there were only a total of 9 boardings and alightings between 8:00 and 10:30 pm. However, according to FY 2010/11 MTA statistics, Route 9 evening service had 8.6 passengers per hour for the entire fiscal year, so the survey sample could be abnormally low for trips after 8:00 pm.. The 8.6 passengers per hour is less than half the 19.2 average passengers per hour for the entire day.

The evening service is funded with federal Job Access Reverse Commute funds. Alternatives include:

- Alternative 2A: Target marketing of the service to Mendocino College students and service workers.
- Alternative 2B: Reducing the evening service hours to either 8:00 or 9:00 pm.
- Alternative 2C: Modification of evening routes to better serve evening origins and destinations.

*Alternative 2A: Target marketing of the service to Mendocino College students and service workers.*

MTA has been successful in obtaining funding from the Jobs Access Reverse Commute funds to provide evening service for workers and those in work training programs. This service is a real benefit to the residents of Ukiah, and every effort should be made to increase utilization, especially after 8 pm. A targeted marketing strategy is provided in Chapter 8, but key elements are repeated here for reader convenience.

- Promote evening service to students at Mendocino College.
- Promote the availability of evening service as a key message in Ukiah focused advertising on radio, in newspaper and on the bus. Ads should communicate the hours of the service, along with the destinations this gives riders easy access to, such as Ukiah Theater, night classes at Mendocino College, dinner or drinks at many of Ukiah's restaurants and bars, and evening jobs.
- The evening service might also be highlighted on the new website and in passenger guides. For example, on the Ukiah schedule there might be a bold "button" that says "Bus Service until 10:30 PM." On the website homepage there might be an ad or article highlighting the evening service.

A year after the target market campaign has been implemented, a special survey over a one week period should be undertaken to find out who is riding the evening service, the duration and frequency of ridership, what their travel patterns are (origins and destinations), and how services might be improved. In conjunction with these passenger surveys, collection of additional data on boardings and alightings by stop should be undertaken.

*Alternative 2B: Reduce the evening service hours to either 8:00 pm or 9:00 pm.*

This alternative would only be considered after alternative A is fully implemented and in the event that there is not sufficient ridership response or JARC funding for the evening service is lost. Ongoing monitoring of ridership by hour of the evening is recommended. The information collected from the passenger survey and boarding and alighting counts by hour can be utilized by MTA to make an informed decision.

*Alternative 2C: Modification of evening route to better serve evening origins and destinations.*



The information collected on the special passenger survey of evening Route 9 riders would be utilized to determine if the existing route is meeting the needs of passengers or if a slightly different route would better serve passenger needs. There was not sufficient data from the evening service in the September 2011 ridecheck to conduct such an analysis, due to relatively low ridership levels.

*Recommendation:* The first priority should be to provide target marketing of the Route 9 evening service to Mendocino College students and service workers at retail outlets and restaurants. The objective would be to increase the overall productivity to 12 passengers per hour. If these efforts are not successful, or if continued grant funding does not become available, then the backup recommendation would be reduce service to 8 pm.

### 3. Explore scheduling and routing options so that better service is provided to Plowshares for the lunch program

Input from stakeholder interviews suggested that there is no transit service available for attendance at the Plowshares lunch program. This has also been regularly brought up during the unmet needs process. Plowshare is currently served by Route 7 at 8:00 am and 4:11 pm in the northbound direction and 7:14 am, 3:08 pm and 5:23 pm in the southbound direction. It is served by Route 20 at 6:38 am, and Route 9 at 5:32 pm and 6:22 pm in the northbound direction and 5:22 pm in the southbound direction. It adds 7 minutes to the Route 9 schedule to serve Plowshares.

Plowshares lunch is served between 11:30 am and Noon. It would be feasible to serve Plowshares at approximately 11:23 am, delaying the arrival at the MTA yard to 11:38 am when the driver goes on lunch. It would reduce the driver lunch time from 59 to 52 minutes and if the bus is late it still allows for the 30 minute required lunch time. A northbound trip is possible to serve Plowshares again in the northbound direction at about 1:07 pm if the 1:01 pm departure left 7 minutes earlier from the MTA yard at 12:54 pm. This would also reduce the driver break from lunch break from 59 to 52 minutes.

*Recommendation:* The recommendation is to serve Plowshares with 1 southbound trip and 1 northbound trip on a Route 9 run during the midday, similar to the existing 5:22 pm run, and monitor ridership for a year. If the runs are not attracting an average of least 3 passengers per trip, the special service would be discontinued.

### 4. Add Sunday Service on Route 9

Adding Sunday service was the top ranked service improvement by surveyed passengers residing in Ukiah. If the Saturday schedule were also to operate on Sundays, it would require approximately 604 annual vehicle service hours at a marginal cost of approximately \$27,435 annually.

Adding Sunday service would be a desirable improvement but is currently not affordable. It would be potentially affordable in the Economic Recovery Financial Scenario discussed in Chapter 9, the Financial Plan.



## Routes 20 and 21

### Description of Existing Services

Intercommunity service is provided on Routes 20 and 21 between Ukiah and Willits. Most trips on route 20 northbound originate in Ukiah as a route 9 run to Mendocino College, with Route 20 providing the connection between Mendocino College and Willits. All southbound trips originate in Willits with some trips turning around and continuing back to Willits as a Route 20 after a timed transfer to Route 9 at Mendocino College, and some trips continuing all the way to Ukiah as a Route 20 bus. Two southbound trips originate at the Skunk Train Depot, while the others originate at the Integrated Service Center or Willits City Hall stop. Route 20 in the northbound direction can originate from Plant Road and South State, the Library or from Mendocino College, depending on the trip. In the Calpella area, all Route 20 trips serve the Redwood Valley Center with routing on Moore St, East Calpella Road and School Street before getting on Highway 101 to travel to Willits.

Route 21 does not operate during the summer. During other times of the year, there are two northbound 21 and two southbound 21 trips. Route 21 serves North State Street all the way to Highway 101 at School Road in the Calpella area, also serving the Waldorf School.

### Recent Performance

Exhibit 4-31 provides a summary of Route 20 and 21 performances over the past three fiscal years. Service levels have been very consistent with all three years being in the 3,900 range of vehicle service hours. Ridership, however, has dropped by 9% with a corresponding drop in productivity as measured by passengers per vehicle service hour. However, for a long inter-community route, 12.2 passengers per hour is considered excellent, particularly in a rural environment.

The cost per trip and subsidy per trip both increased by 25-27% over the last three years, respectively. This is a result of an increase in operating costs of 13.2% and drops in ridership.

Despite the fare increase, due to the drop in ridership, total fare revenues have remained flat. However, the average fare has increased by 10.8% over the past three fiscal years to \$1.14.



**Exhibit 4-31**  
**Route 20 & 21 Willits to Ukiah**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	53,569	49,911	48,648	-9.2%
Service Hours	3,905	3,961	3,982	2.0%
Service Miles	92,917	94,490	92,546	-0.4%
Fare Revenue	\$55,317	\$55,982	\$55,671	0.6%
Operating Costs	\$345,935	\$359,296	\$391,651	13.2%
Performance				
Passengers/Hour	13.7	12.6	12.2	-10.9%
Passenger/Mile	0.58	0.53	0.53	-8.8%
Average Fare	\$1.03	\$1.12	\$1.14	10.8%
Farebox Recovery	16.0%	15.6%	14.2%	-11.1%
Cost/Hour	\$88.59	\$90.71	\$98.36	11.0%
Cost/Passenger	\$6.46	\$7.20	\$8.05	24.7%
Subsidy/Trip	\$5.43	\$6.08	\$6.91	27.3%

### FY 2010/11 Compliance with MCOG Performance Standards

Compared to other all day inter-community routes operating in rural California counties, Route 20/21 performance of 12.2 passengers per vehicle service hour , operating cost per passenger of \$6.91, and 14% farebox recovery, would be considered exemplary. However, none of the MCOG performance standards were met in FY 2010/11 as shown in Exhibit 4-32.

**Exhibit 4-32**  
**Route 20 and 21**

**Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	14.0	12.22	No
Farebox Recovery Ratio	15%	14.2%	No
Cost/Hour	\$72.81	\$98.36	No
Cost/Passenger	\$5.20	\$6.91	No

### Ridership Patterns

On Thursday, September 15, surveyors recorded a total of 114 northbound boardings and 116 southbound boardings on Routes 20/21. Boarding activity on Routes 20/21 is heavily dominated by Mendocino College with a total of 65 boardings and 65 alightings at Mendocino College. This represented 29% of all boarding



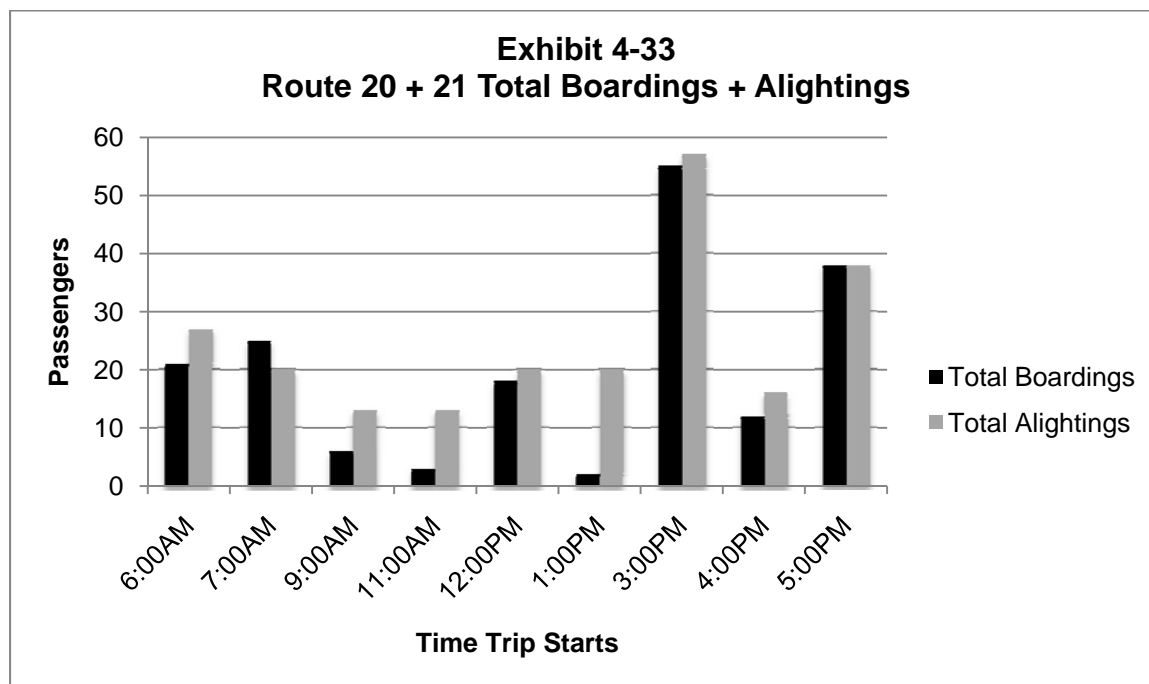
and alighting activity on Route 20 and 21 on the sample day. Other key boarding and alighting activity included:

- Willits City Park/City hall: 21 boardings and 21 alightings
- Country Mall area in Willits: 13 boardings and 8 alighting
- School Way and East/West Rd.: 11 boardings and 12 alighting
- Browns Corner: 4 boardings and 15 alightings
- West Road and Highway 101: 13 boardings

A map of the boarding locations and routes 20/21 is shown in Exhibit 4-34.

### **Boardings By Hour**

On Thursday, September 15, 2011, boardings peaked between 3:00 and 4:00 pm at 57 boardings and 57 alightings. The last trip of the day generated 38 boardings and alightings in both directions. It should be noted that the last run operates along the Route 9 alignment while in Ukiah, which accounts for many of these boardings.



### **Schedule Adherence**

Only 39% of Route 20 and 21 stop departures are within 3 minutes of the scheduled times, while 28% depart 7-10 minutes late. Trips starting between 3:00 and 4:00 pm appear to have the most difficulty adhering to the schedule, as the majority of these time point departures are 7-10 minutes late. Trips starting between 6:00 and 9:00 am are more punctual. During the 9:00 am hours, surveyors noted six times that the bus left early from the schedule block time point.



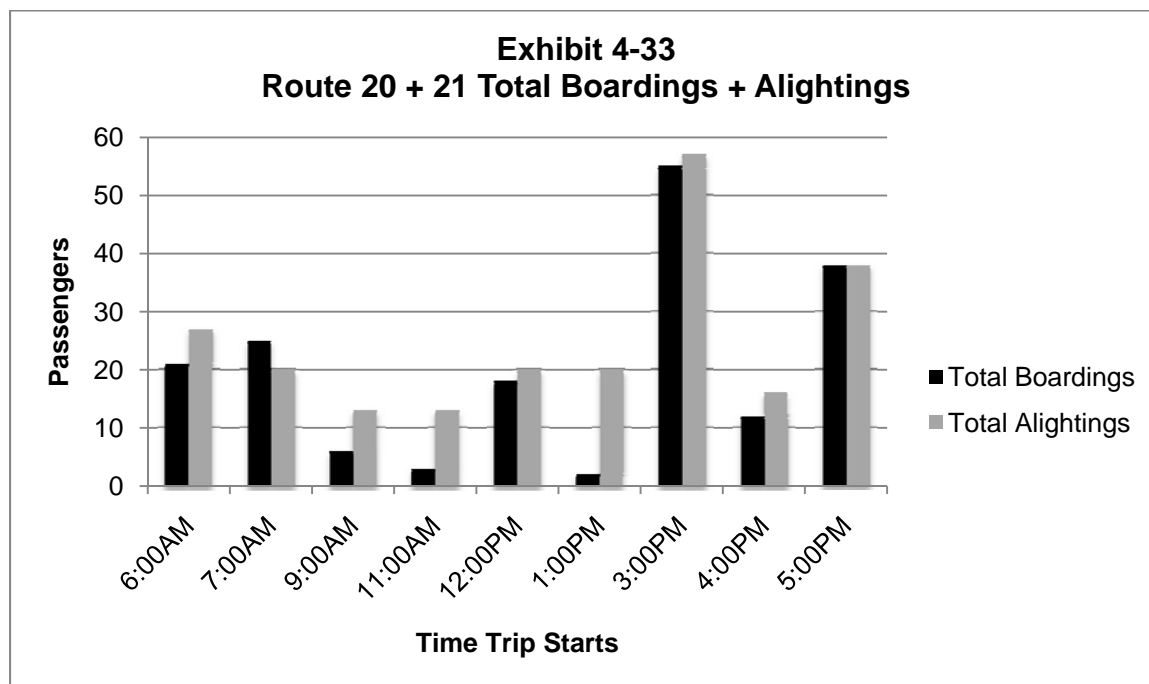
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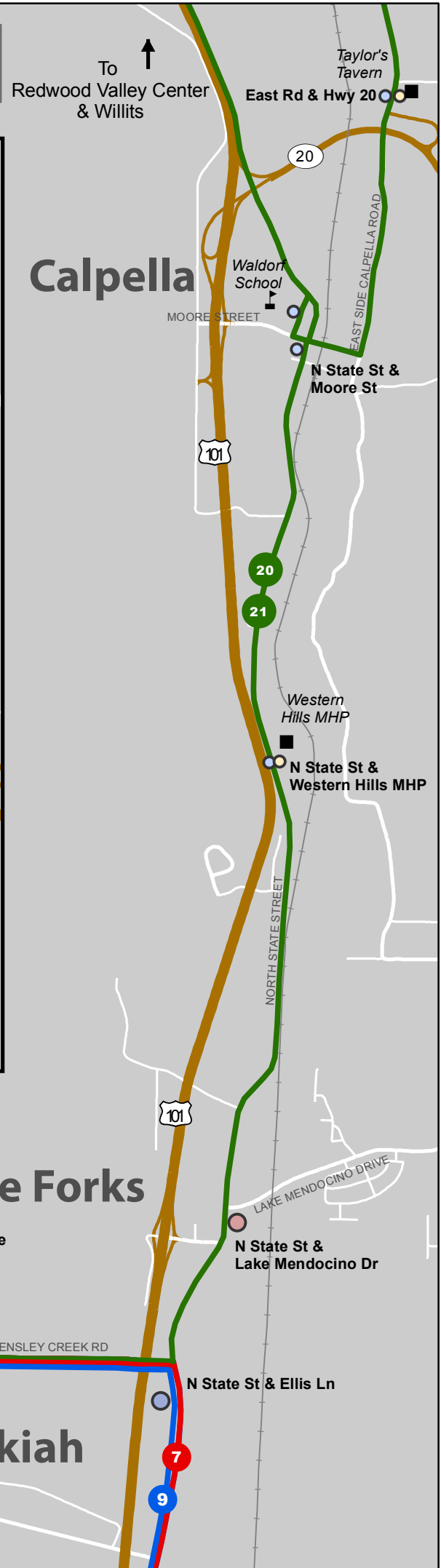
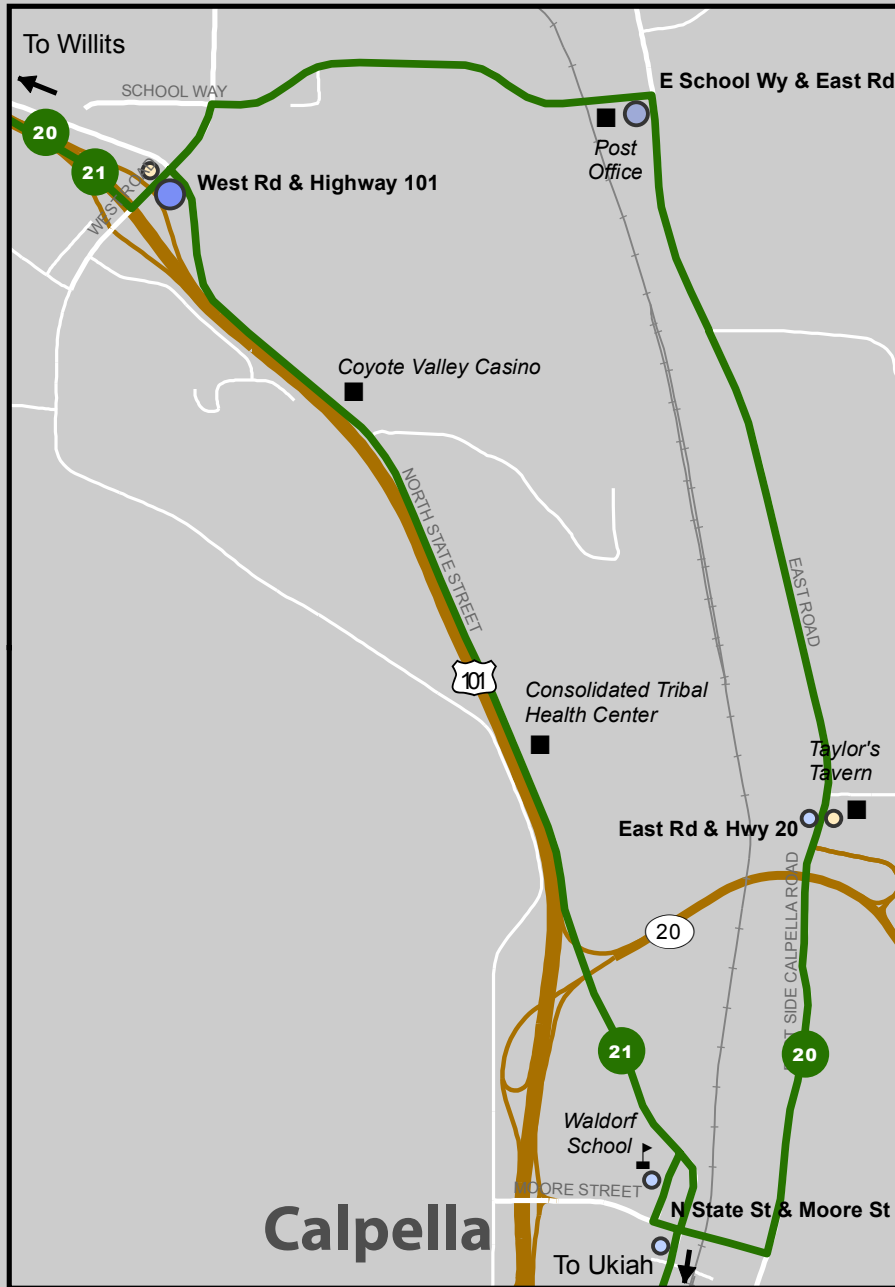
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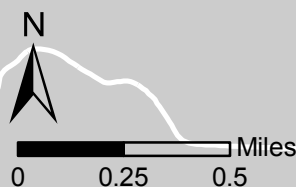
# Exhibit 4-34: Route 20 and 21 - Redwood Valley

Weekday boardings by bus stop, Routes 20 and 21



## Boardings by Bus Stop

Southbound	Northbound
2 - 5	2 - 5
6 - 10	6 - 10
11 - 21	11 - 21
22 - 37	22 - 37
38 - 135	38 - 135
Route 7 - Jitney	
Route 9 - Ukiah Local	
Routes 20 and 21	





**Exhibit 4-34: Route 20 and 21 - Willits**  
 Weekday boardings by bus stop, Routes 20 and 21





## Alternatives Analysis

### 1. Provide Saturday service on Route 20

There was significant input received during the stakeholder interviews and public workshop about providing some level of service to Mendocino College on Saturdays. In the onboard survey, 46% percent of Willits residents and 37% of Ukiah residents rated Saturday service between Ukiah and Willits as 7 out of 7 in importance. In the onboard survey, this was second highest priority improvement for existing passengers from Willits.

It would be ideal if Route 20 could coordinate with Route 9 on Saturdays, similar to the 9/20 service at 10:30 am and 12:30 pm northbound, and the 20/9 southbound service from Willits at 9:24 am and 12:24 pm on weekdays. This alternative would assume that Saturday service on Route 9 local is also extended to Mendocino College. There should be a minimum of three runs in each direction on Saturdays, with four runs (every two hours) in each direction ideal.

Assuming Route 20 runs between Mendocino College and Willits four times daily in each direction, this would be 6.67 daily vehicle service hours or 347 annual vehicle service hours assuming 52 days of service. With marginal cost pricing, it would cost \$20,476 annually to provide Saturday service. This improvement is highly desirable, but is only affordable in the Economic recovery scenario. Chapter 9 discusses this financial scenario and provides priorities for service improvements based on improvements in financial assumptions.

### 2. Transition Route 21 to 20 Express service

To several stakeholders and the consulting team, there is confusion on the existing function of Route 21. The Route 21 configuration with its limited schedule is attracting very little ridership.

*Recommendation:* Renummer Route 21 trips into Route 20 schedule.

### 3. Providing Service to Consolidated Tribal Health Clinic

The Consolidated Tribal Health Clinic is a major clinic with 22,000 patient visits per year and 75 employees. Both the Consolidated Tribal Health Clinic and Coyote Valley Casino are on the route, the bus doesn't stop because there is no shoulder and no riders. The service is limited to one morning trip and one evening trip in each direction from Monday through Friday.

The Consolidated Tribal Health Clinic is outside of the Dial-A-Ride service area. Therefore clients from Ukiah cannot utilize the Dial-A-Ride service to reach the clinic. Route 21 is the only option and it does not provide effective service for clinic needs.

Subscription Dial-A-Ride service two days a week would likely meet the transit needs of the Clinic. Clinic management has indicated they would be interested in subsidizing the fares for such a service.

*Recommendation:* Enter discussion with the Consolidated Tribal Health Clinic to provide special Dial-A-Ride service two days a week on a subscription basis. The service should be structured similar to the Regional



Center contract. Pricing of the contract service should be at the fully allocated cost including administrative costs.

## C. Demand Response Services

### Overview

MTA operates a general public Dial-A-Ride (DAR) service for residents of the Ukiah Valley. However, several stakeholders were not aware of the DAR service availability and information on the MTA website is quite limited.

The second type of demand response service is operated by the Willits and Ukiah Senior Centers. The Senior Centers operate and manage the service, but they are under contract with the Mendocino Transit Authority and receive Transportation Development Act monies to help subsidize the service, up to 88%.

### Key Findings of Market Research

A passenger survey was conducted with Dial-A-Ride (DAR) passengers in September 2011. There were a total of 50 responses, including 29 from Ukiah and 21 from Ft. Bragg. The following are key findings from the entire Dial-A-Ride sample:

- A surprisingly high percentage (30%) said they use the service to go to work (26%) or school/college (4%). 19% of the trip purposes were for medical/dental trips.
- A large segment of Dial-A-Ride users describe themselves as disabled and not employed (41%), another 12% are retired. However, 37% of the users are employed either full or part time.
- DAR passengers utilize the service on a frequent basis. Seventy percent (70%) ride three or more days per week.
- About half of Dial-A-Ride users also ride fixed route buses at least once a week. A third (34%) ride the bus regularly (three or more days a week), while a quarter of DAR users (23%) never ride fixed route service and 26% ride infrequently (less than once a week).
- Like MTA's fixed route riders, Dial-A-Ride users are quite dependent on the service. Most do not have a driver's license or a vehicle available. Only 10% of the respondents said they have both a valid driver's license and a vehicle available for the trip on which they were surveyed.
- While only 38% percent said they have a disability that prevents them from getting to the bus stop, 55% say they are certified as disabled under ADA guidelines.
- About half of the respondents say that they do have a bus stop within a half mile of their home and do not have a disability that prevents them from getting to the bus stop. Hence the implication is that they are using Dial-A-Ride because they prefer it or find it more convenient.



- As with the fixed route surveys, DAR users were asked to rate various aspects of the service on a 7 point scale. The specific attributes were customized to reflect the demand response service experience. As with the fixed routes, courtesy of drivers was the top rated aspect of service (6.77), followed by the courtesy of the dispatcher. Clearly MTA employees provide a high level of service to their customers. The only aspect of service rated lower than 6 is “the ability to make reservations for trips that you need” (5.74).

## **Ukiah Dial-A-Ride**

Ukiah Dial-A-Ride is a general public Dial-A-Ride available to all residents of greater Ukiah and part of the Redwood Valley. Passengers may call up to two weeks in advance for a reservation, but onsite observation of dispatch operations by the consultant revealed that most trips are provided on the same day of the request. Fares for trips within Ukiah’s central zone are \$5.00 for the general public and \$2.50 for seniors/disabled. There are five zones, with a \$20 one-way fare for the general public and \$18.00 for seniors/disabled for trips to Western Hills Mobile Park in the 5<sup>th</sup> zone.

In Ukiah, 13 of 29 respondents used fixed route services at least 3 or more times a week. MTA has about 100 ADA Paratransit certified residents in its database. From the onboard survey, 19 of 29 Ukiah resident DAR respondents were ADA certified.

## **Recent Performance**

Dial-A-Ride ridership has declined by 21% over the past three years, and vehicle service hours have dropped by 6.4% during the same time period. However, overall costs have increased from \$526,665 in FY 2008/09 to \$562,207 in FY 2010/11, an increase of 6.7%. This has resulted in a 14% increase in the cost per hour, and a 35.1% increase in the cost per trip over the past three years. With the two fare increases, the average fare has increased from \$2.31 to \$3.34, but the farebox recovery ratio has only increased from 13.4% to 14.4% as a result. The recent performance of the Ukiah Dial-A-Ride is shown in Exhibit 4-35.



**Exhibit 4-35**  
**Ukiah Dial-A-Ride**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	30,645	27,082	24,217	-21.0%
Service Hours	7,340	7,089	6,871	-6.4%
Service Miles	77,133	77,030	72,224	-6.4%
Fare Revenue	\$70,661	\$69,749	\$80,880	14.5%
Operating Costs	\$526,665	\$526,335	\$562,207	6.7%
Performance				
Passengers/Hour	4.18	3.82	3.52	-15.6%
Passenger/Mile	0.40	0.35	0.34	-15.6%
Average Fare	\$2.31	\$2.58	\$3.34	44.8%
Farebox Recovery	13.4%	13.3%	14.4%	7.2%
Cost/Hour	\$71.75	\$74.25	\$81.82	14.0%
Cost/Passenger	\$17.19	\$19.43	\$23.22	35.1%
Subsidy/Trip	\$14.88	\$16.86	\$19.88	33.6%

**FY 2010/11 Compliance with MCOG Performance Standards**

The Ukiah Dial-A-Ride is not achieving any of the MCOG performance standards as shown in Exhibit 4-36. The drop in ridership with a corresponding 6.4% increase in costs has resulted in a significant increase in the cost per trip for Dial-A-Ride to \$23.22.

**Exhibit 4-36**  
**Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	4.5	3.50	No
Farebox Recovery Ratio	15%	14.4%	Close
Cost/Hour	\$70.47	\$81.82	No
Cost/Passenger	\$15.66	\$23.22	No

**Alternatives Analysis**

The subsidy per passenger trip for Route 9 in Ukiah was \$3.25 in FY 2010/11 and the corresponding subsidy per passenger for MTA Dial-A-Ride was \$19.88. It is a policy choice of the MTA Board in going beyond what is required by ADA Paratransit regulations in providing demand response service. At the kick-off meeting for the project there was some internal management discussion on the pros and cons of the current general public Dial-A-Ride policy.



A review of DAR operations was undertaken during a site visit. Sample data for a two-week period was reviewed with the MTA Supervisor responsible for DAR operations. During the two week sample, the number of daily vehicle service hours ranged from 12.3 to 16, with no more than two DAR buses operating in any given hour.

On weekdays, the total number of riders ranged from 60 to 106 per day. Based on a recent sample ADA certified individuals currently represented 16% of the riders. Individuals might be eligible for ADA Paratransit, but have not gone through the certification process.

The reduction in vehicle service hours has resulted in reductions in service hours available for DAR. The number of daily vehicle hours allowed keeps daily drivers' manifests quite full, as validated during the site visit. One of the reasons that the passenger survey revealed that "getting a reservation for trips that you need" was relatively lower than other service satisfaction attributes was that daily trip manifests do fill up quickly.

One of the primary reasons that productivity, as measured in passengers per hour, is lower than what might be expected is the size of the area that MTA currently covers with Dial-A-Ride service. The service area goes approximately 2 or more miles beyond the Route 9 area, providing trips to well beyond the ¾ mile perimeter that is required. MTA provides services to five zones. As just one example, to the east, Zone 5 includes:

- Vichy Springs Resort to Refuge Site (end of service)
- Guideville Rancheria Road (end of service)

MTA charges \$5 per zone for DAR general fares, so these longer trips do generate significant revenue.

The conclusion was that the current arrangement of allowing non-ADA passengers to ride the service improves mobility options in Ukiah, increases productivity and improves farebox recovery.

Two recommendations are offered:

- Limit the service area to no more than 3/4 miles from Route 9 in Ukiah as required by ADA. This will help to increase productivity and make the service more reliable and consistent with maximum of 16 vehicle service hour during any given hour.
- Include in all DAR materials the policy that individuals with ADA Paratransit certification have first choice for trips and must be accommodated within one hour before or one hour after a requested trip. Non-ADA eligible passengers may be bumped from reserved trips if an ADA passenger makes a request for a trip at least one day in advance.



## Ukiah Senior Center

### **Description of Service**

The Ukiah Senior Center serves seniors 55 and over and disabled individuals. The Senior Center operates a fleet of three paratransit vehicles that are procured through the FTA 5310 program. They do not provide any disabled certification. However, 75-80% of passengers are frail elderly who need a walker, wheelchair and/or require some other assistance. They provide door-through-door service which many clients need. They will accept advanced reservations 2 months in advance. Service is provided from the Redwood Valley to just south of the Airport in Ukiah.

The Adult Day Care program, which was previously a key destination for Ukiah Senior Center ridership, has transitioned due to Medicaid cutbacks. On a pilot basis, the Ukiah Senior Center continues to serve about 10-15 seniors in the program, down from 20-30 per day. Hours are 8:00 am-4:30 pm on Monday, Tuesday, Thursday and Friday, with no service provided on Wednesdays as part of budget reductions.

According the Ukiah Senior Center website, the transportation fare is \$1.50 for a one-way local trip and \$4.50 for a one-way trip to Redwood Valley. Multi-ride passes are available for 10 local rides at \$15 and 21 local rides for \$30.

### **Recent Performance**

Exhibit 4-37 provides a summary of performance between FY 2008/09 and FY 2010/11. Ridership has dropped 21% over the past three years, prior to the closing of Adult Day Health Care. What is striking about the Ukiah Senior Center Demand Response service is the 31.5% farebox recovery. This is exemplary for any demand response service. The cost per passenger trip is under \$10 per trip, less than half of the cost for MTA's Ukiah Dial-A-Ride. This is the result of a significant difference in the cost per hour which was \$37.67 for the Senior Center in FY 2010/11.



**Exhibit 4-37 Ukiah Senior Center Demand Response**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	22,664	24,288	17,908	-21.0%
Service Hours	5,140	5,946	4,443	-13.6%
Service Miles	56,656	61,400	50,664	-10.6%
Fare Revenue	\$65,638	\$64,358	\$52,678	-19.7%
Operating Costs	\$199,499	\$215,288	\$167,358	-16.1%
Performance				
Passengers/Hour	4.41	4.08	4.03	-8.6%
Passenger/Mile	0.40	0.40	0.35	-11.6%
Average Fare	\$2.90	\$2.65	\$2.94	1.6%
Farebox Recovery	32.9%	29.9%	31.5%	-4.3%
Cost/Hour	\$38.81	\$36.21	\$37.67	-3.0%
Cost/Passenger	\$8.80	\$8.86	\$9.35	6.2%
Subsidy/Passenger	\$5.91	\$6.21	\$6.40	8.4%

**FY 2010/11 Compliance with MCOG Performance Standards**

The Ukiah Senior Center exceeds all of the MCOG performance standards. As described above, of particular note is the farebox recovery ratio of 31.5%. This is a very efficient and cost-effective Dial-A-Ride service.

**Exhibit 4-38****Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	3.0	4.0	Yes
Farebox Recovery Ratio	12%	31.5%	Yes
Cost/Hour	\$49.93	\$37.67	Yes
Cost/Passenger	\$16.64	\$9.35	Yes

**Willits Senior Center Demand Response****Description of Service**

The Willits Senior Center provides outreach, nutrition and transportation programs. The Willits Senior Center demand response program has two vehicles, including a wheelchair van and an Odyssey minivan, and employs two drivers. They operate Monday through Friday. Service begins at 8:00-8:15 a.m. and operates until 3:30 p.m. (return trips only).



Riders call in the same day for service. The service area includes Pine Mountain, Brook Trails, Willits and the Valley. Most riders need door-to-door assistance, but a few are ambulatory. The Willits Senior Center accepts disabled individuals that are 18 year of age or older. They currently serve one younger disabled woman on a regular basis.

Fares are the following:

- Within Willits: \$1.50
- Brook Trails: \$3.50
- Valley: \$2.00

A 20-Ride Pass is \$25.00.

## Recent Performance

Exhibit 4-39 provides an overview of the Willits Senior Center Demand Response service over the past two years. Ridership and fare revenue have increased by 15.7% and 23.3% respectively over the past three fiscal years. The cost per vehicle service hour has declined by 13.9% over the past three fiscal years, resulting in a 21.1% drop in the cost per trip.<sup>4</sup>

**Exhibit 4-39**  
**Willits Senior Center Demand Response**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	7,784	8,150	9,005	15.7%
Service Hours	2,818	2,766	2,989	6.1%
Service Miles	23,424	20,969	25,213	7.6%
Fare Revenue	\$11,323	\$11,891	\$13,958	23.3%
Operating Costs	\$115,191	\$97,029	\$105,144	-8.7%
Performance				
Passengers/Hour	2.76	2.95	3.01	9.1%
Passenger/Mile	0.33	0.39	0.36	7.5%
Average Fare	\$1.45	\$1.46	\$1.55	6.6%
Farebox Recovery	9.8%	12.3%	13.3%	35.1%
Cost/Hour	\$40.88	\$35.08	\$35.18	-13.9%
Cost/Passenger	\$14.80	\$11.91	\$11.68	-21.1%
Subsidy/Passenger	\$13.34	\$10.45	\$10.13	-24.1%

<sup>4</sup> The decrease of 8.7% in costs while there was a 6.1% increase in vehicle service hours is counter-intuitive and there may be an issue with the numbers.



## FY 2010/11 Compliance with MCOG Performance Standards

Exhibit 4-40 shows that the Willits Senior Center is meeting all four MCOG performance standards.

### Exhibit 4-40

#### Willits Senior Center Demand Response

#### Compliance with MCOG Performance Standards

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	3.0	3.01	Yes
Farebox Recovery Ratio	12%	13.3%	Yes
Cost/Hour	\$49.93	\$35.18	Yes
Cost/Passenger	\$16.64	\$11.68	Yes



## 5. Mendocino Coast

This chapter has three main sections:

- A. An overview of all Coast fixed route and demand response services. Recent performance of all Coast services is highlighted.
- B. Fixed Route Services. Provides a profile of existing users based on market research findings. A route-by-route analysis is then presented with a description of existing services, recent performance, alternatives for addressing key issues identified in the study and recommendations.
- C. Demand Response Services. Provides a profile of existing Dial-A-Ride users, and then provides analysis of the three demand response services in the Coast area. A description of services offered is followed by an evaluation of recent performance and alternatives to address key issues identified in the study.

### A. Overview of Coast Services

#### Coast Services

The following services are provided on the Mendocino Coast:

##### Local Routes

*Route 5 BraggAbout* provides local service within Ft. Bragg, Monday through Friday. Service is operated from 7:18 am to 6:30 pm and is provided hourly on clock headways, with 11 trips in both the northbound and southbound directions.

##### Intercommunity Routes

*Route 60 The Coaster* provides weekday service between the Boatyard in South Ft. Bragg and Mendocino on four trips in each direction, and to the Navarro River on two trips in each direction. Connections at the Navarro River are available to and from Route 75 along the South Coast.

*Route 65 CC Rider* provides service seven days a week between Fort Bragg, Willits, Redwood Valley, Ukiah, Hopland, Windsor and Santa Rosa.

*Route 75* provides service from Gualala, Point Arena, Navarro, Philo, and Boonville to Ukiah, Monday through Saturday.

Route 95 provides service between Point Arena, Gualala, Bodega Bay, and Santa Rosa seven days a week.

##### Demand Response Services

*Fort Bragg Dial-A-Ride* is operated with one vehicle. Service is provided from 7:00 am to 6:00 pm Monday through Friday and Saturday until 5 pm.



*Redwood Coast Senior Center Demand Response service* operates two buses between 8:00 am and 4:00 pm, with the last trip scheduled at 2:30 pm on Monday through Friday. They provide service to seniors 60 and above and persons with disabilities, with no certification required of disabled individuals.

*Redwood Coast Senior Center Demand Response service* operates two days per week from the Pt. Arena area to the Senior Center in Pt. Arena, and one day a week from Gualala to Pt. Arena.

## **Recent Performance of Coast Services**

As shown in Exhibit 5-1, ridership has declined by almost 18% over the past three years for MTA operated coastal services. This is due to a 7% decline in vehicle service hours resulting from reductions in Saturday service for the BraggAbout and Route 60. The average fare has increased from \$2.00 in FY 2008/09 to \$3.00 in FY 2010/11, a 50% increase overall. In FY 2010/11, the farebox recovery for all coastal services was 18.5%, well above the TDA requirement of 15%.

**Exhibit 5-1**  
**Coast Performance Summary (MTA Operated Services)**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09- 10/11
Base Statistics				
Ridership	109,986	98,061	90,478	-17.7%
Service Hours	19,677	19,634	18,309	-7.0%
Service Miles	392,443	396,752	367,194	-6.4%
Fare Revenue	220,458	233,362	271,330	23.1%
Operating Costs	1,367,867	1,429,316	1,463,927	7.0%
Performance				
Passengers/Hour	5.6	5.0	4.9	-11.6%
Passenger/Mile	0.28	0.25	0.25	-12.1%
Average Fare	\$2.00	\$2.38	\$3.00	49.6%
Farebox Recovery	16.1%	16.3%	18.5%	15.0%
Cost/hour	\$69.52	\$72.80	\$79.96	15.0%
Cost/Trip	\$12.44	\$14.58	\$16.18	30.1%
Subsidy/Trip	\$10.43	\$12.20	\$13.18	26.3%

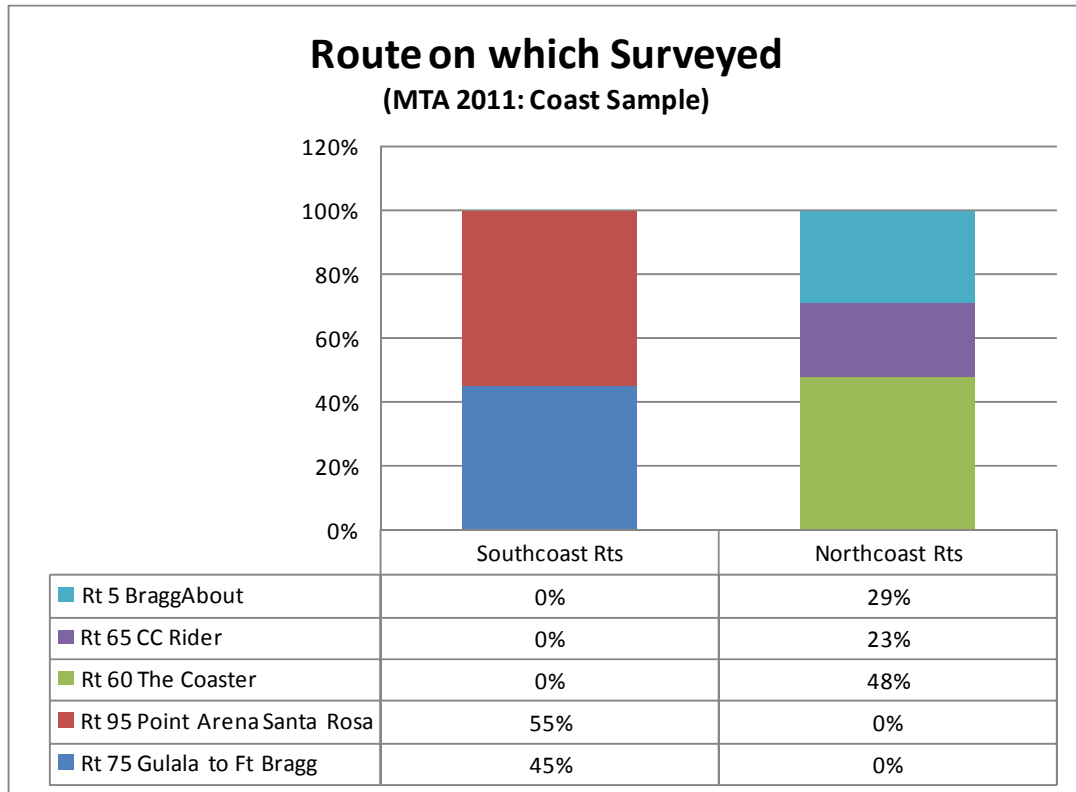


## B. Coast Fixed Route Services

This section first provides a profile of Coast fixed route riders on routes 5, 60, 65, 75 and 95. The profile is based on the onboard survey conducted in September 2011. Following the survey results is a route-by-route analysis of the above routes. As applicable, recommendations are provided to address service issues.

### Profile of Coast Fixed Route Riders

**Exhibit 5-2 Route on which Surveyed – Coast**



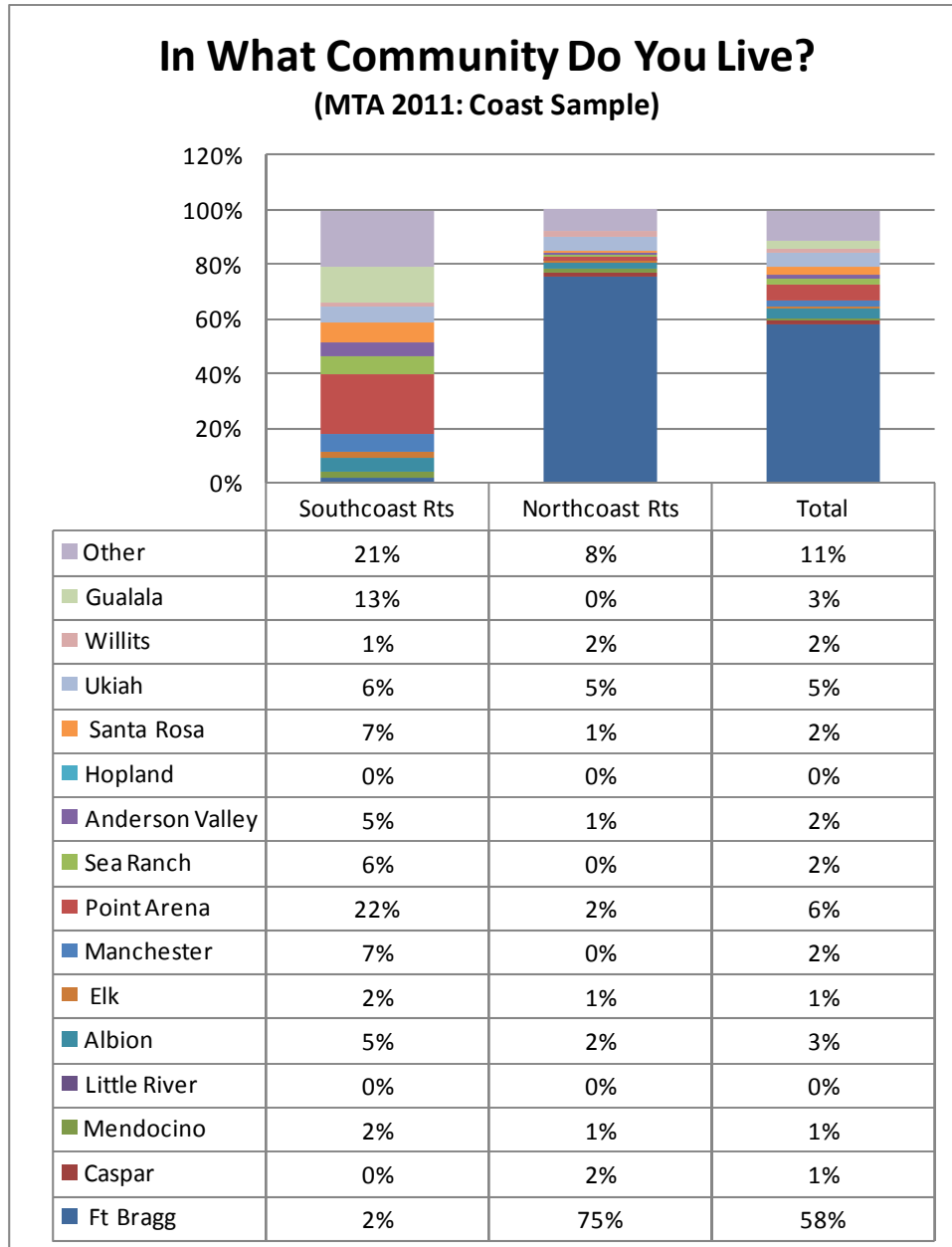
#### Route on which survey was taken

The Coast survey was distributed on Routes 5, 60, 65, 75 and 95. The table at the right shows the number of questionnaires completed on each route. The findings were weighted to reflect the actual ridership contributed by each route. The chart shows the distribution of the sample after weighting.

Throughout this section, we will segment the Coast sample into the two route groups: Southcoast (Routes 75 and 95) and Northcoast riders (Routes 5, 60 and 65).

Route	N
Rt 75 Gulala to Ft Bragg	37
Rt 95 Point Arena Santa Rosa	46
Rt 60 The Coaster	36
Rt 65 CC Rider	57
Rt 5 BraggAbout	28



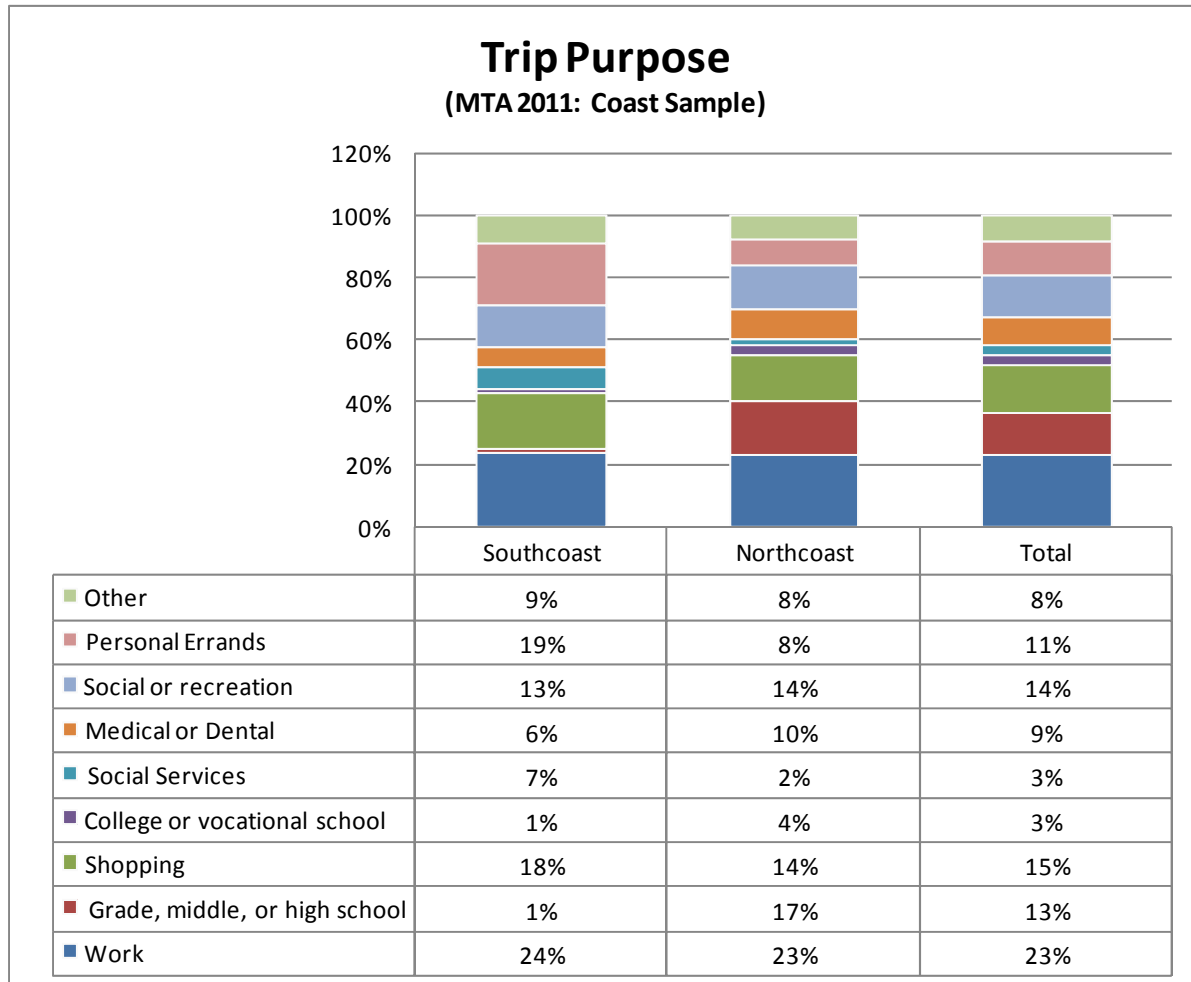
**Exhibit 5-3 Community of Residence – Coast**

## Community of Residence

Exhibit 5-3 shows the community of residence of survey respondents. On the Southcoast routes, riders live in a variety of communities with concentrations in Point Arena and Gualala. On the Northcoast routes, three quarters of riders say they live in Ft. Bragg with the rest broadly dispersed.

Seventeen (17) of the 204 respondents (8%) provided communities of residence that are clearly outside of the service area, clearly identifying them as visitors.

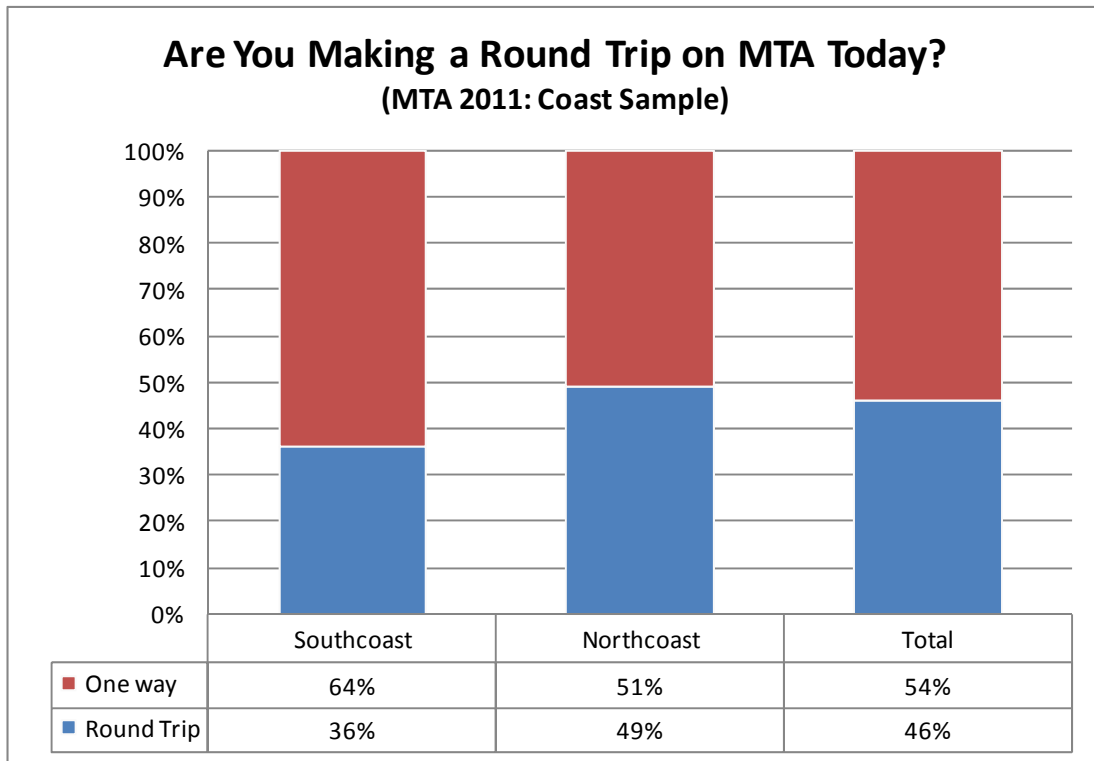


**Exhibit 5-4 Trip Purpose – Coast****What is the purpose of this trip today?**

Coastal riders use MTA for a variety of trip purposes, including commuting. Exhibit 5-4 shows the trip purposes for the Southcoast, Northcoast, and total sample. Just under a quarter of riders on both the Southcoast and Northcoast routes said their trip was a work trip. On the Northcoast, 21% of riders were traveling for school or college, while on the Southcoast only 2% gave this as their trip purpose. Overall, about 39% of riders were making commute trips.

Non-commute trip purposes make up the majority of trips on MTA's Coast routes. Shopping (15%), social/recreation (14%), personal errands (11%) and medical/dental trips (9%) combine to represent about half of all trips.



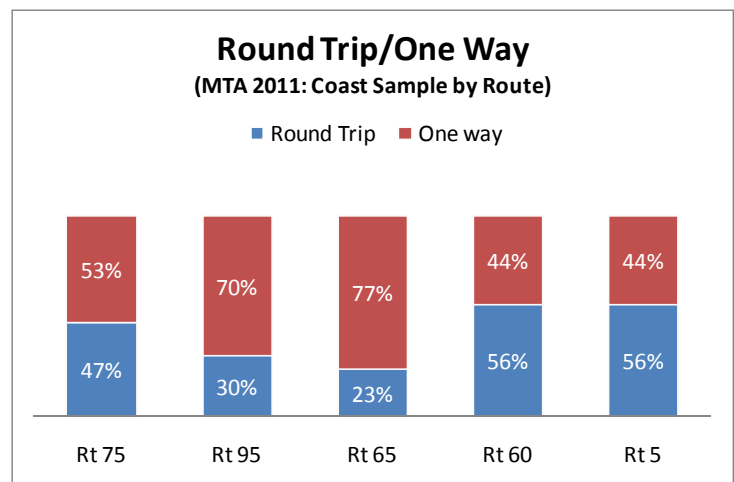
Exhibit 5-5 Round Trip/One Way – Coast**Are you making a round trip on MTA today?**

This question was asked on the Coast routes because of the long distance nature of many of the routes. The majority of riders, particularly on the Southcoast routes, said they were not making a round trip as shown in Exhibit 5-5.

The chart at the right breaks the data down by route, showing that routes 95 and 65 are dominated by one-way travelers.

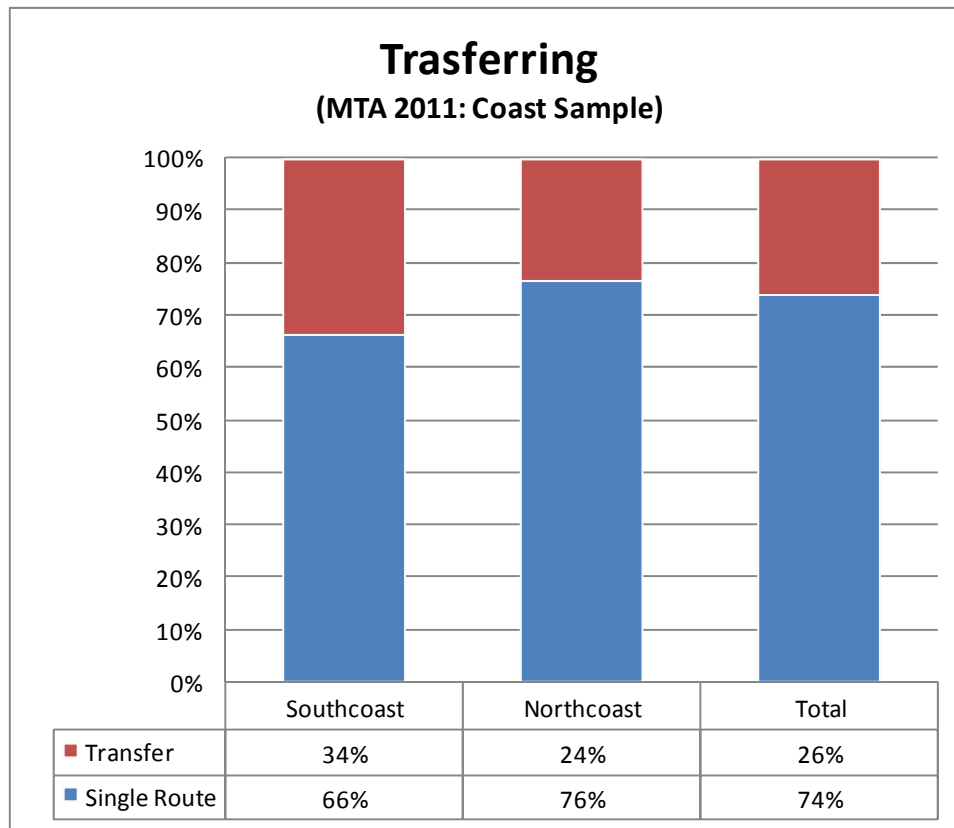
About 12% of all Coast respondents said they were traveling to Santa Rosa, while fourteen percent are traveling between the Coast and Ukiah. Both of these groups likely include many individuals who are staying overnight or traveling on via other modes.

Another component of the one-way travelers is likely individuals who are using local routes to travel in one direction but getting a ride home or biking the other direction.





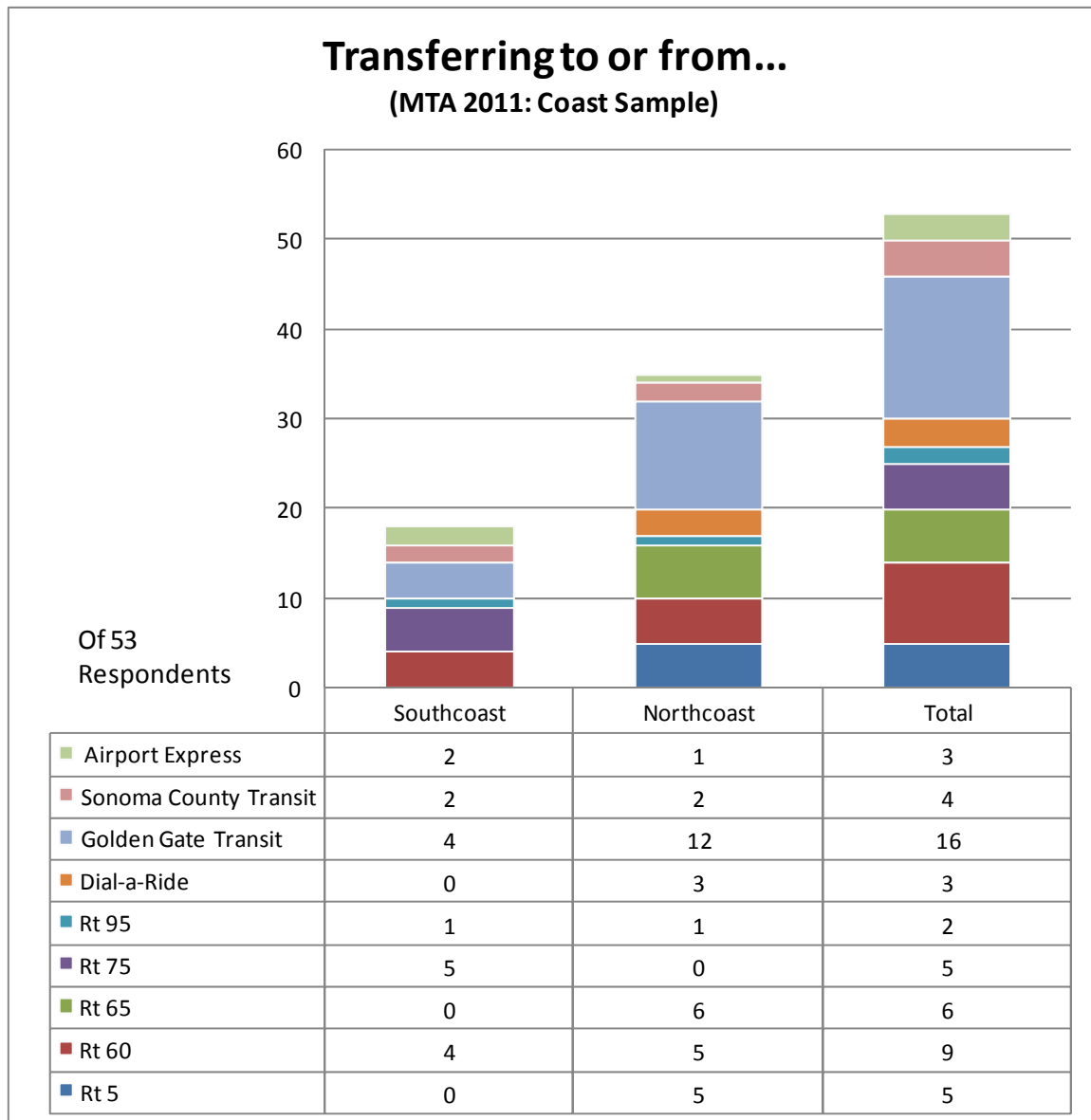
### Exhibit 5-6 Transferring - Coast



### Will you or have you transferred to complete this trip?

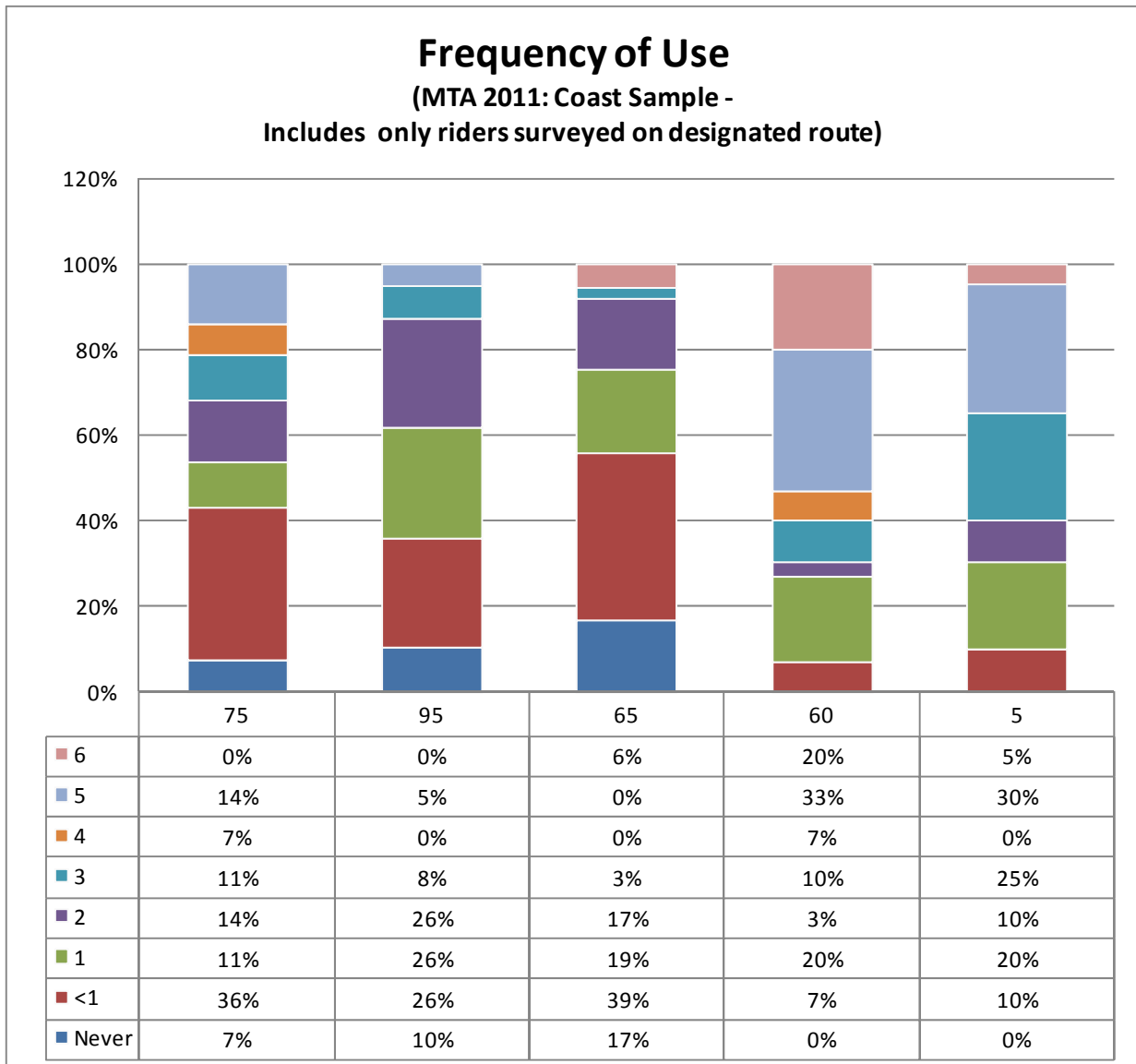
While most riders say they will use only a single route, a third of Southcoast riders and a quarter of Northcoast riders say they will transfer to complete their trip.



**Exhibit 5-7 Transfer Routes - Coast****Routes Riders are transferring to or from**

Of the individuals who said they transfer to complete their trip, 53 provided information about the service they will transfer to. Those responses are shown above in Exhibit 5-7. The largest number (28) said they were transferring to another MTA route or Dial-A-Ride, while 16 were transferring to or from Golden Gate Transit. Smaller numbers were transferring to Sonoma County Transit (4) or the Airport Express (3).



**Exhibit 5-8 Frequency of Ridership by Route – Coast****How many days per week do you usually ride these routes?**

Riders were asked to give the number of days per week that they usually ride each of the MTA routes in their service area. Many riders only answered this question for one or two of the routes listed. Exhibit 5-8 shows the answers for riders surveyed onboard each specific route. For example, the percentages for Rt. 75 are for just that set of riders surveyed on Rt. 75 and hence provides a reasonable representation of how often Rt. 75 riders use that route.



MTA's Coast ridership includes a broad mix of regular and occasional users.

Routes 65 and 95, and to a lesser extent route 75, are used largely on an occasional basis. On Rt. 65, 75% of respondents said they ride the route one day per week or less and on Rt. 95, 62% said this. (Note that on each route there is a small percent of riders who say they "never" ride the route. A review of these questionnaires finds that these are primarily tourists or other one time riders.) On Rt. 75, 54% of riders say they ride once a week or less.

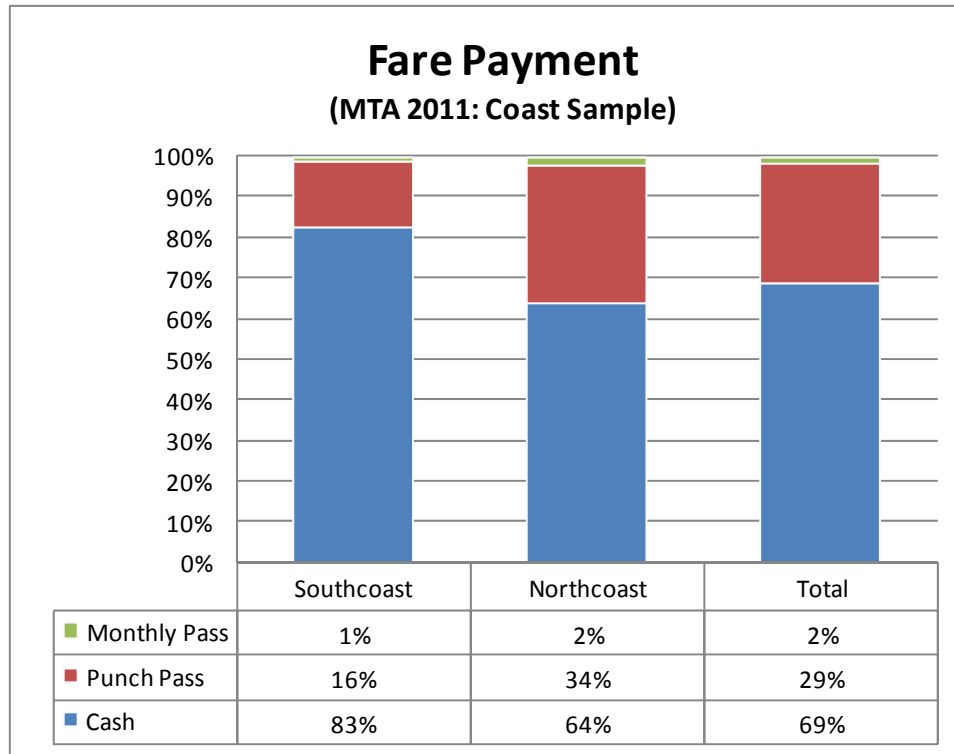
Unlike routes 95 and 65 which are dominated by occasional users, Rt. 75 also has a significant segment of regular riders - one third (32%) of riders use the bus 3 or more days a week. On Rt. 95 only 13% say they ride this frequently and on Rt. 65 only 9%.

Routes 60 and 5 have high percentages of regular users. On Rt. 60, 70% say they ride three days a week or more and on Rt. 5, 60% ride this regularly.

The large numbers of occasional, even one-time, riders on MTA's coast routes increases the importance of signage and passenger information tools that are easy to use and readily available.

NOTE: While it is not included on the Exhibit 5-8 above, a small number of fixed route riders (8%) said that they also use Dial-A-Ride – most indicating they use it once a week or less.

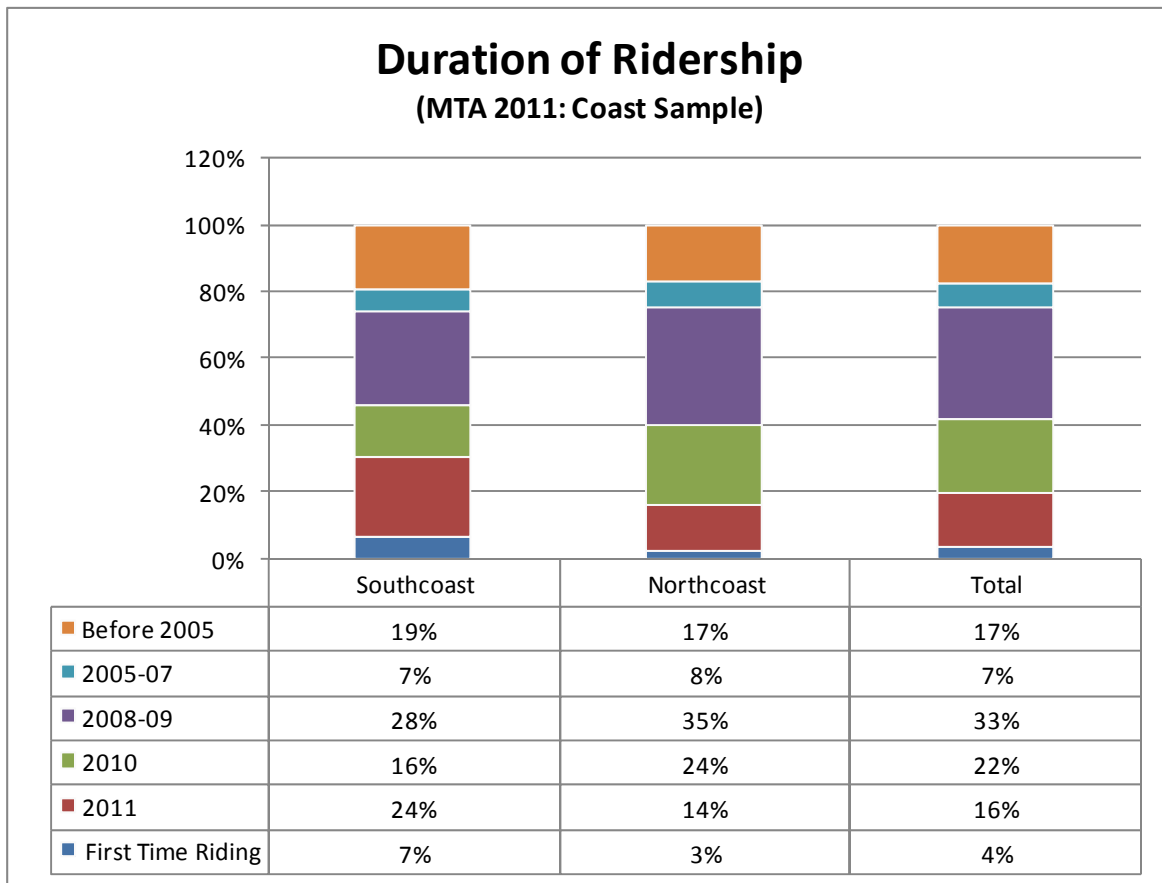


**Exhibit 5-9 Fare Payment – Coast****How did you pay your fare today?**

The majority of riders pay their fare in cash (69%). This is particularly true on the Southcoast routes (83%), which is also where riders are most likely to be making one-way, probably infrequent trips.

Only 2% of riders pay with a monthly pass, while 29% use a punch pass. This is quite a low level of pass usage, but likely reflects the infrequent use of the bus by many riders, particularly on the long distance routes on the Southcoast.



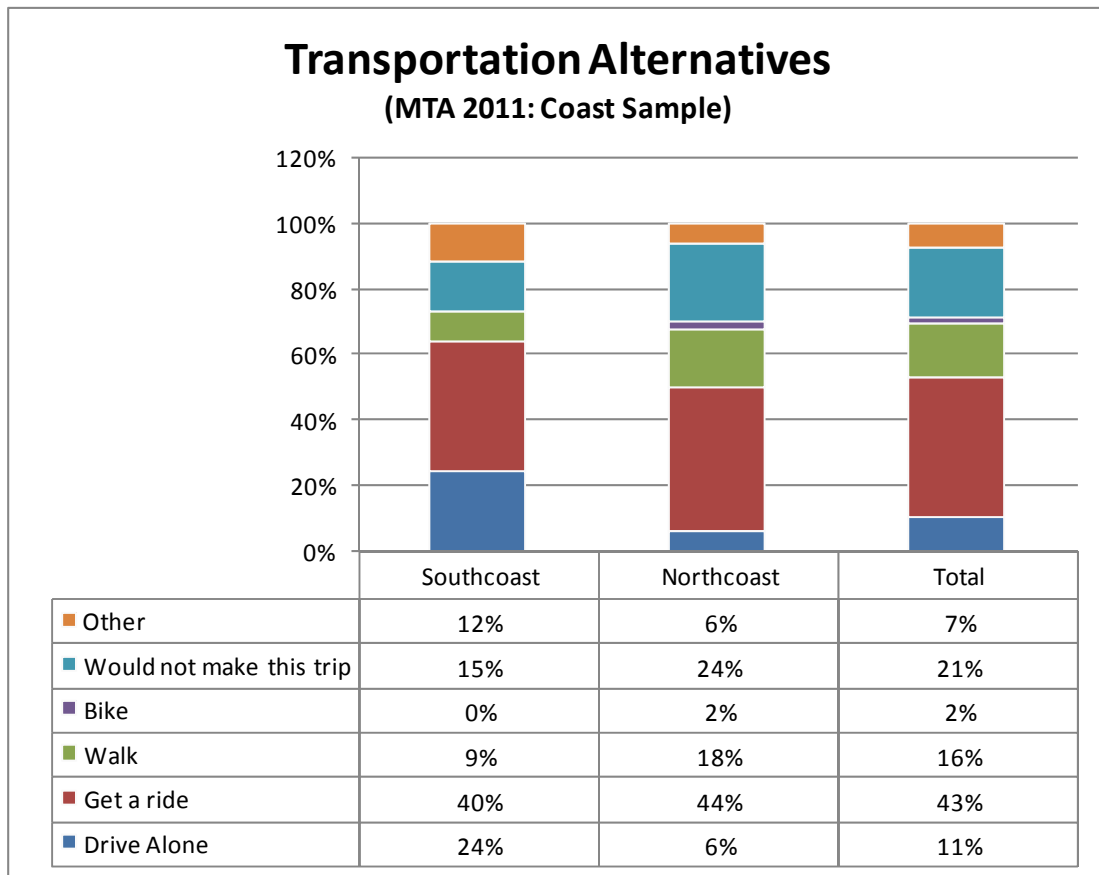
**Exhibit 5-10 Duration of Ridership – Coast****What year did you start riding MTA regularly?**

MTA serves a mix of new and long time riders. About 20% of riders said they had started riding since 2011 as shown in Exhibit 5-10. This group included a significant segment that was making their first trip on the system when surveyed. These first time riders are an important target for marketing and passenger information efforts.

Southcoast riders are more likely to be new to the system (31%) than Northcoast riders (17%).

Overall, about 57% of riders have been riding for two years or more. This is actually quite a stable ridership.

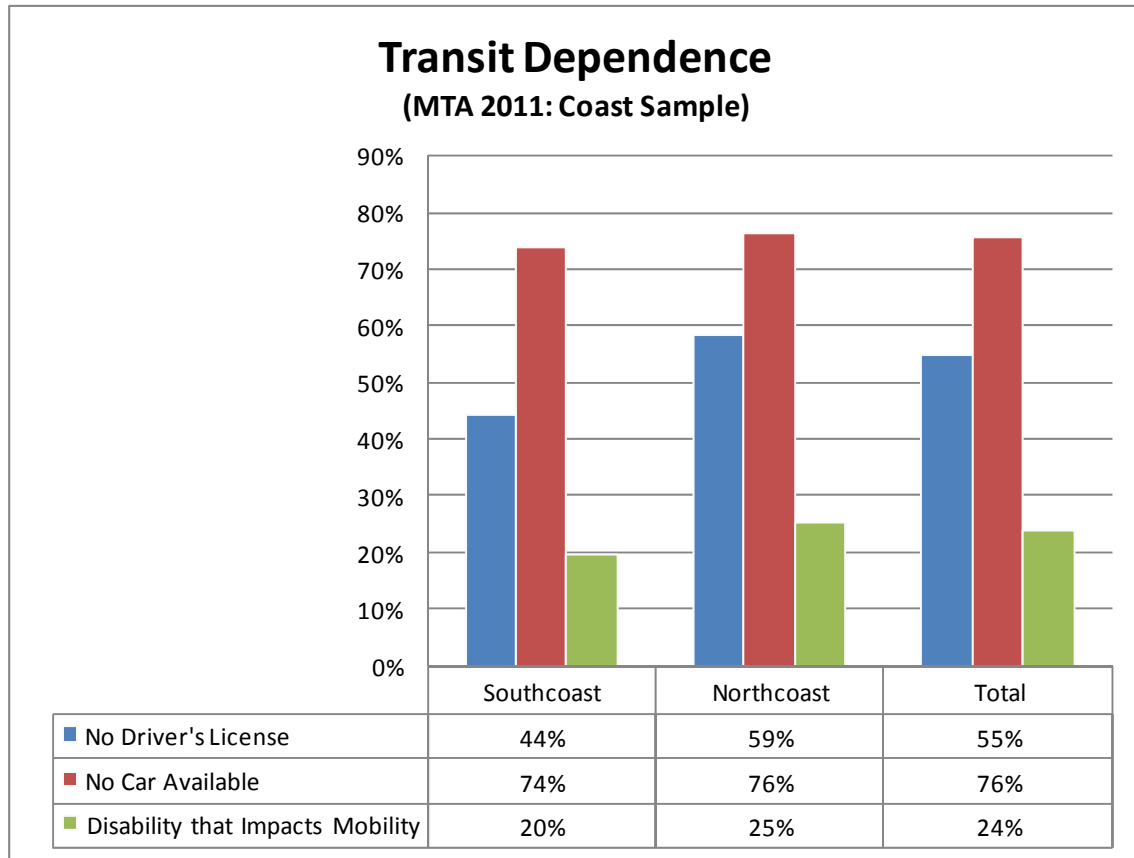


**Exhibit 5-11 Transportation Alternatives – Coast****If MTA did not exist, how would you make this trip?**

If bus service were not available, most Coast riders would need to rely on others for transportation (43%) or would be unable to make their trip (21%).

Southcoast riders (24%) are more likely than Northcoast riders (6%) to say they would drive themselves and less likely to say they would walk, bike or be unable to make the trip.



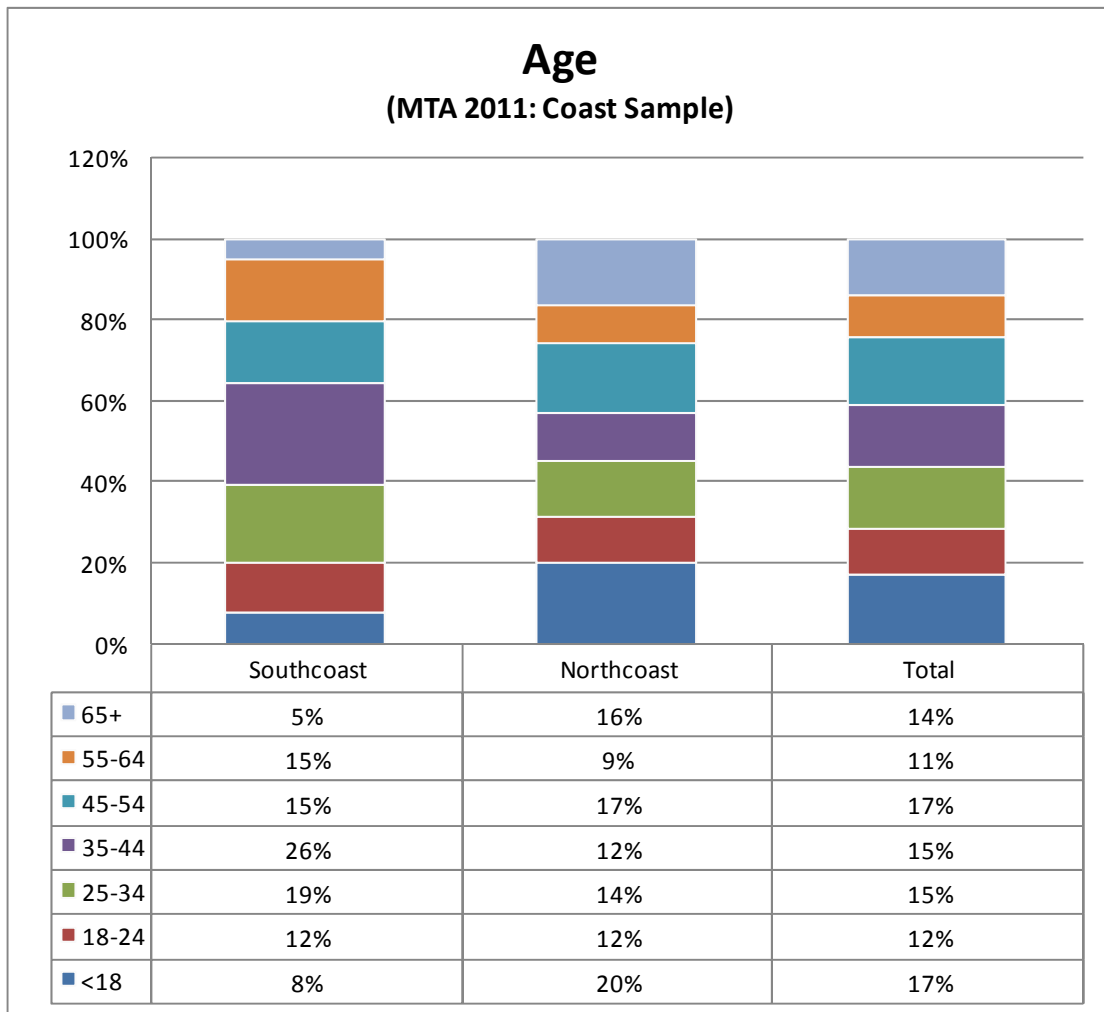
**Figure 5-12 Transit Dependence – Coast**

## Transit Dependence

Most Coast riders rely on MTA for transportation because they lack a driver's license, a vehicle or both as shown in Exhibit 5-12. Only 17% of respondents reported having both a driver's license and car available for the trip on which they were surveyed.

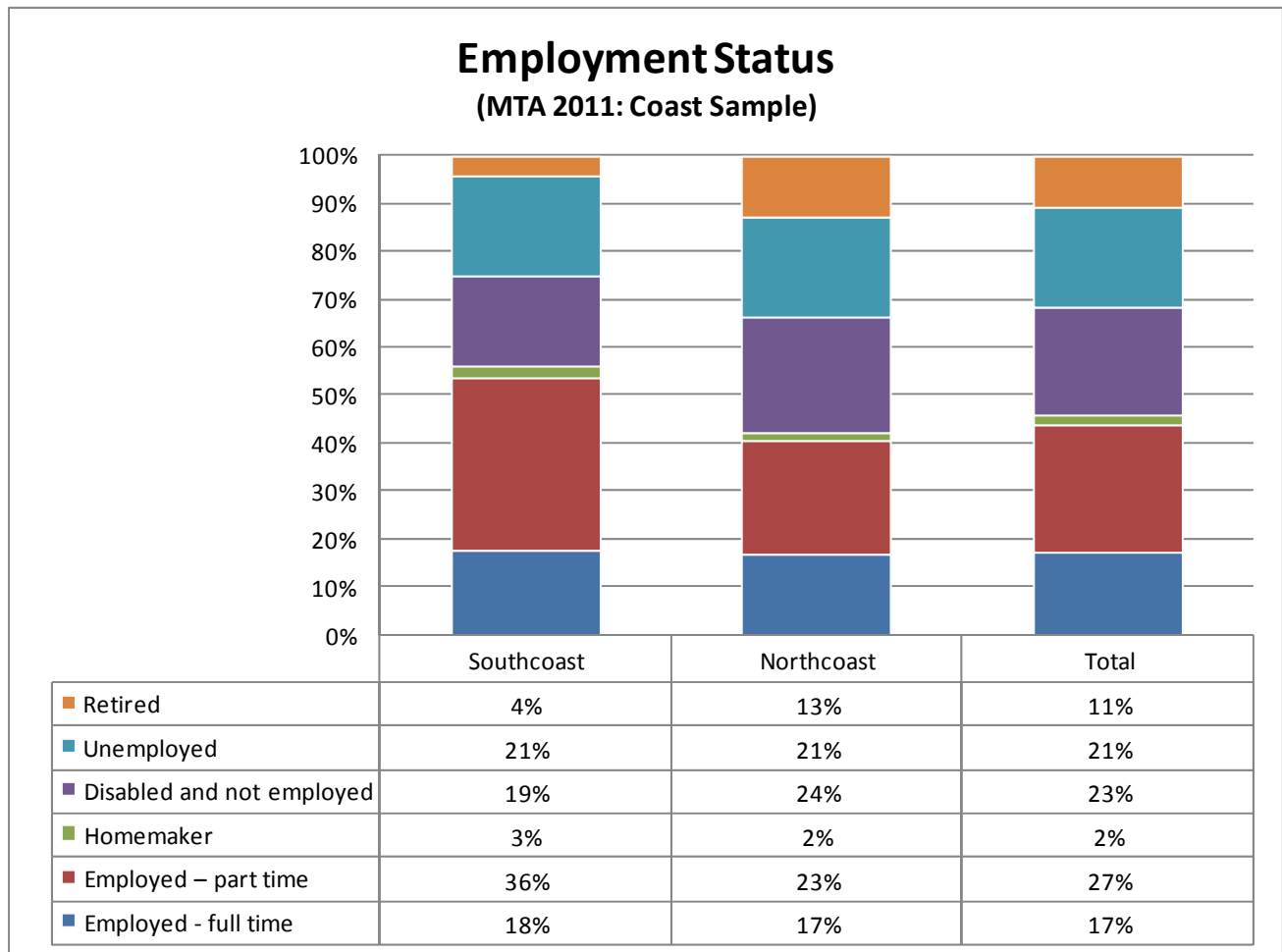
About a quarter (24%) of riders said that they have a disability that impacts their mobility.



Exhibit 5-13 Age – Coast**Rider Demographics – Age**

Coastal riders are evenly distributed throughout the age spectrum as shown in Exhibit 5-13. Northcoast routes tend to carry somewhat more young (<18) and senior (65+) riders than the Southcoast routes.

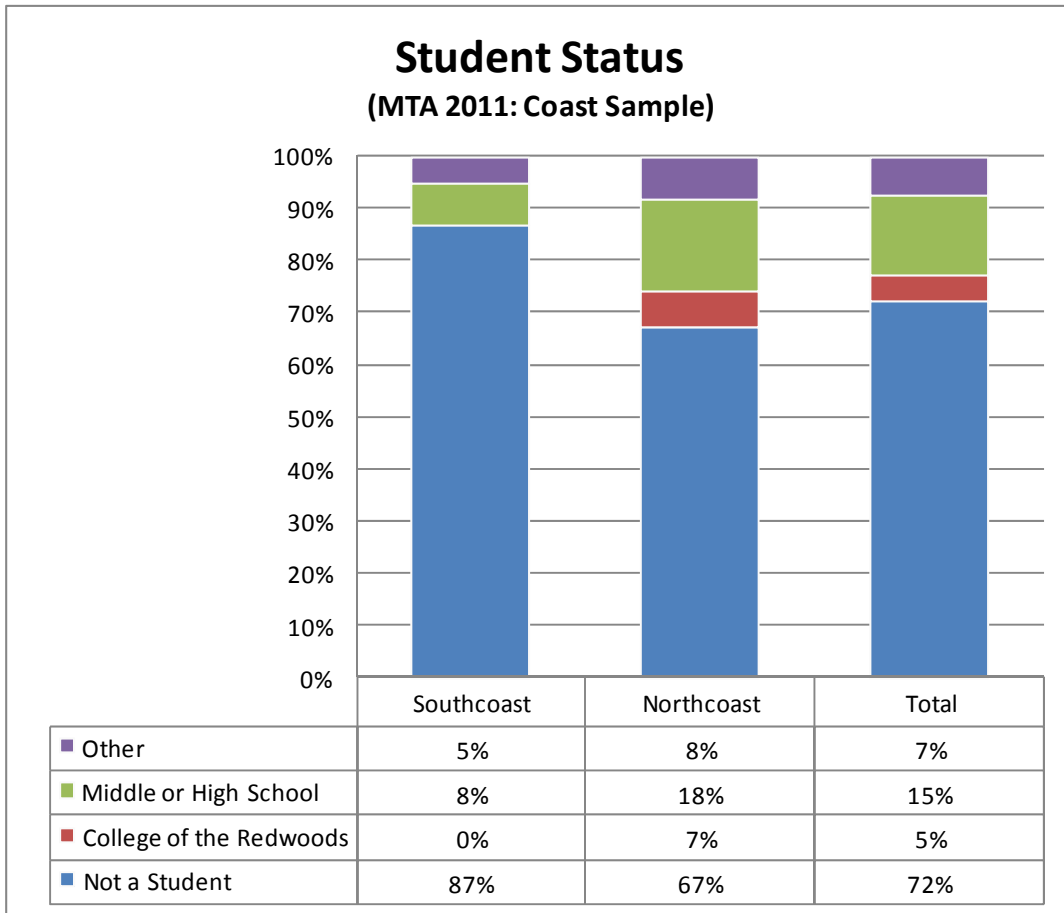


**Exhibit 5-14 Employment Status – Coast****How would you describe your current employment status?**

Forty-four percent (44%) of Coast riders are employed either full time (17%) or part time (27%). Nearly a quarter of riders describe themselves as disabled and not employed, while 21% are unemployed and 11% are retirees. The percentage distribution of employment status for the Southcoast, Northcoast and the total Coast sample is shown in Exhibit 5-14.

There are more senior and disabled riders on Northcoast routes, more employed riders on Southcoast routes.

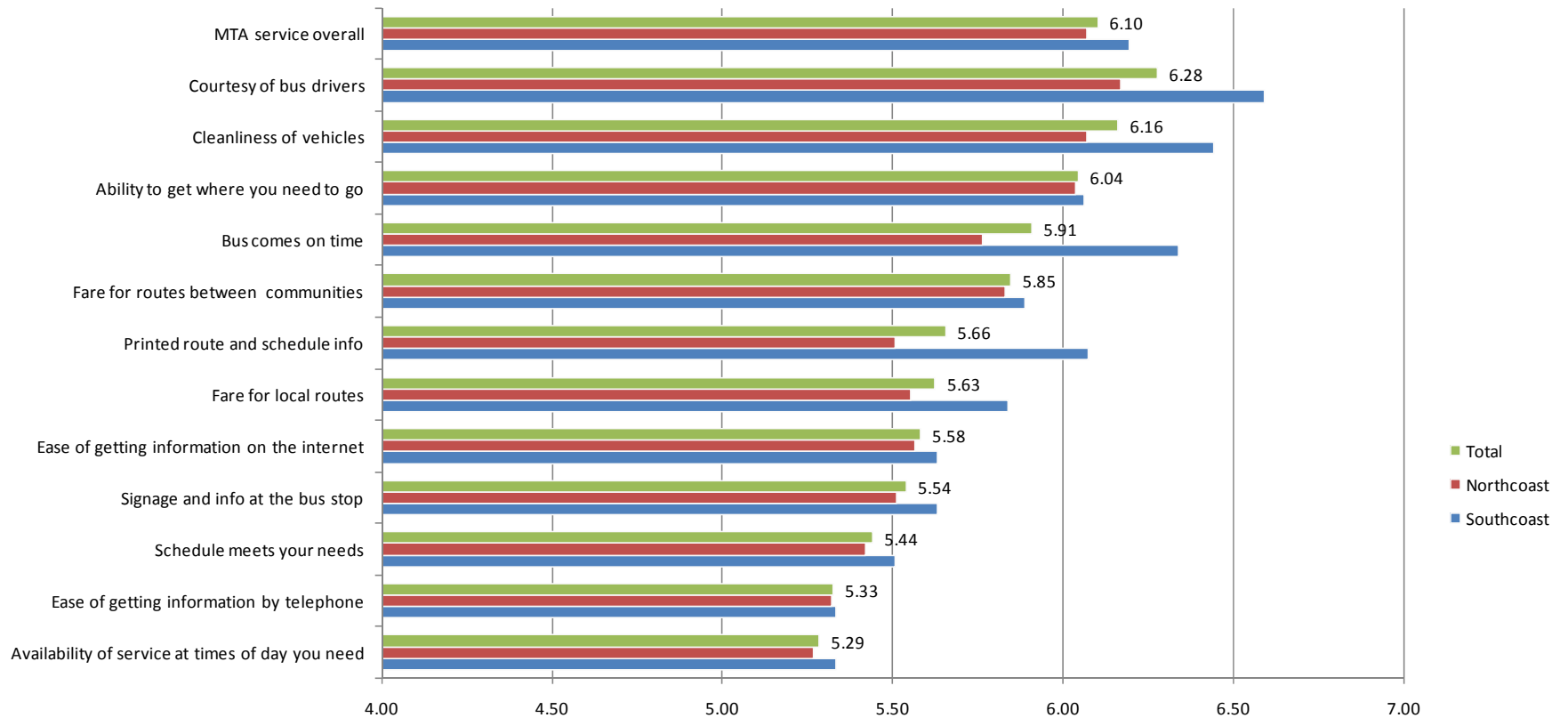


**Exhibit 5-15 Student Status – Coast****Are you a student?**

One third of riders on the Northcoast routes are students at middle and high schools (18%), College of the Redwoods (7%) or other schools (8%) as shown in Exhibit 5-15. The Southcoast routes have a smaller number of students among the ridership (13% total).



**Satisfaction**  
Mean on Scale of 1 to 7  
(MTA 2011 :Coast Sample)



	Availability of service at times of day you need	Ease of getting information by telephone	Schedule meets your needs	Signage and info at the bus stop	Ease of getting information on the internet	Fare for local routes	Printed route and schedule info	Fare for routes between communities	Bus comes on time	Ability to get where you need to go	Cleanliness of vehicles	Courtesy of bus drivers	MTA service overall
Total	5.29	5.33	5.44	5.54	5.58	5.63	5.66	5.85	5.91	6.04	6.16	6.28	6.10
Northcoast	5.27	5.32	5.42	5.51	5.57	5.55	5.51	5.83	5.77	6.04	6.07	6.17	6.07
Southcoast	5.34	5.33	5.51	5.63	5.63	5.84	6.08	5.89	6.34	6.06	6.44	6.59	6.19

**Exhibit 5-16 Satisfaction Ratings – Full Distribution or Responses – Coast**



## **Satisfaction Ratings**

Exhibit 5-16 above illustrates the responses to a battery of satisfaction ratings. Riders were asked to rate various aspects of MTA service on a scale of 1 to 7 where 1=very dissatisfied and 7=very satisfied. The exhibit shows the average ratings given by each sub-segment and by the Coast riders overall. All mean ratings are 5 or above indicating a high level of satisfaction with the service. However, it is important to note that regular users of a service seldom rate it negatively. The distinctions tend to come in the top half of the rating scale – 4 to 7.

The highest ratings overall, above 6, are for three core elements of service:

- Courtesy of bus operators (6.28)
- Cleanliness of vehicles (6.16)
- Ability to get to the places you need to go (6.04)

The lowest ratings, under 5.5, are for:

- Availability of service at times of day you need (5.29)
- Ease of getting information by telephone (5.33)
- Schedule meets your needs (5.44)

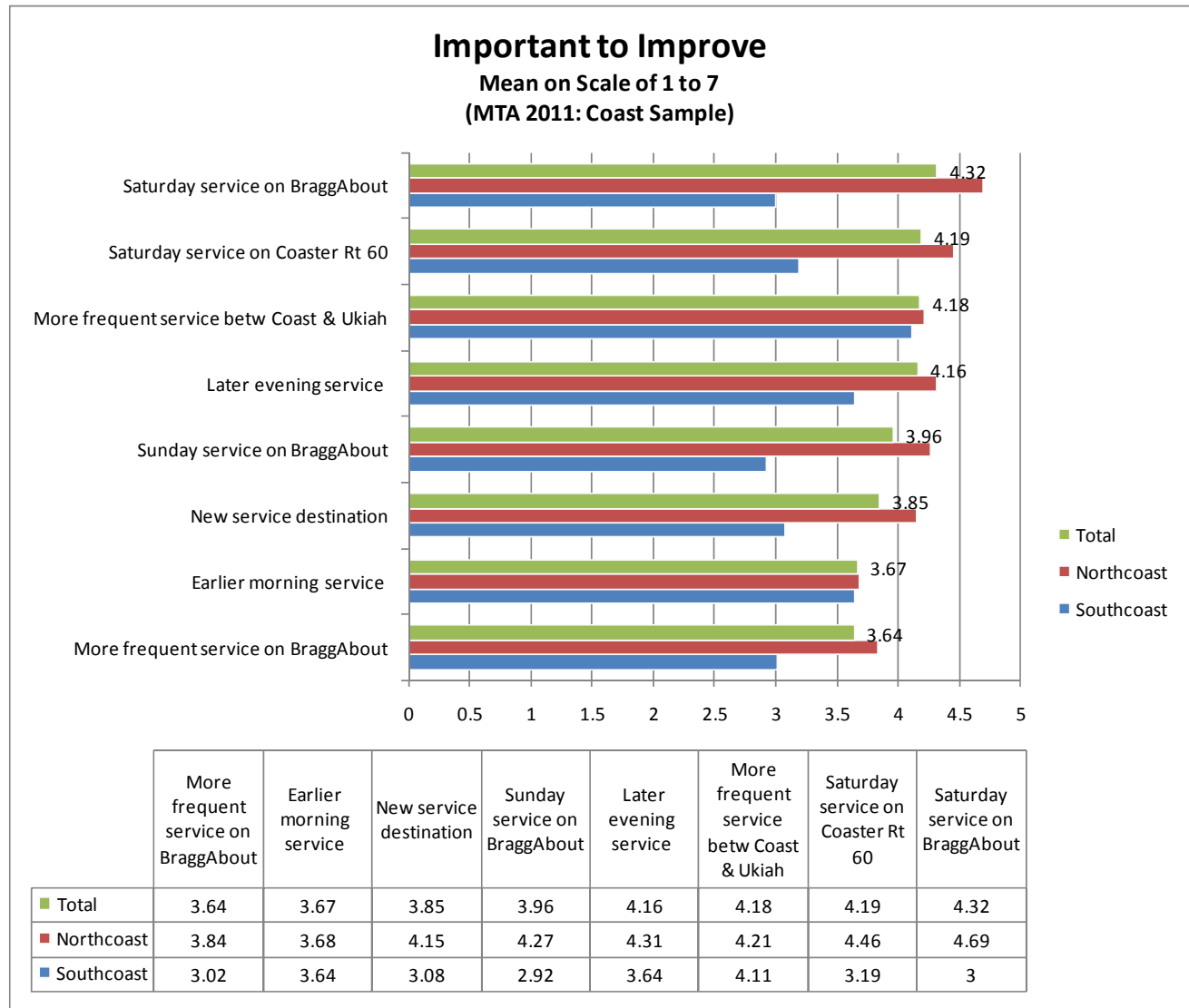
Overall, Southcoast ratings were slightly higher than Northcoast ratings, despite the lower level of service in this area. This may represent an appreciation among this very rural population for the fact that they have public transit service.

In looking at the full range of responses, there are several areas that had small but significant pockets of dissatisfaction (ratings of 3 or lower). These include:

- Availability of service at times of day you need (16%)
- Ease of getting information by phone (15%)
- Schedule meets your needs (15%)
- Printed route and schedule info (11%)
- Signage and schedule information at the bus stop (10%)



**Figure 5-17 Important to Improve – Mean Ratings – Coast**



## How important this service improvement would be to you

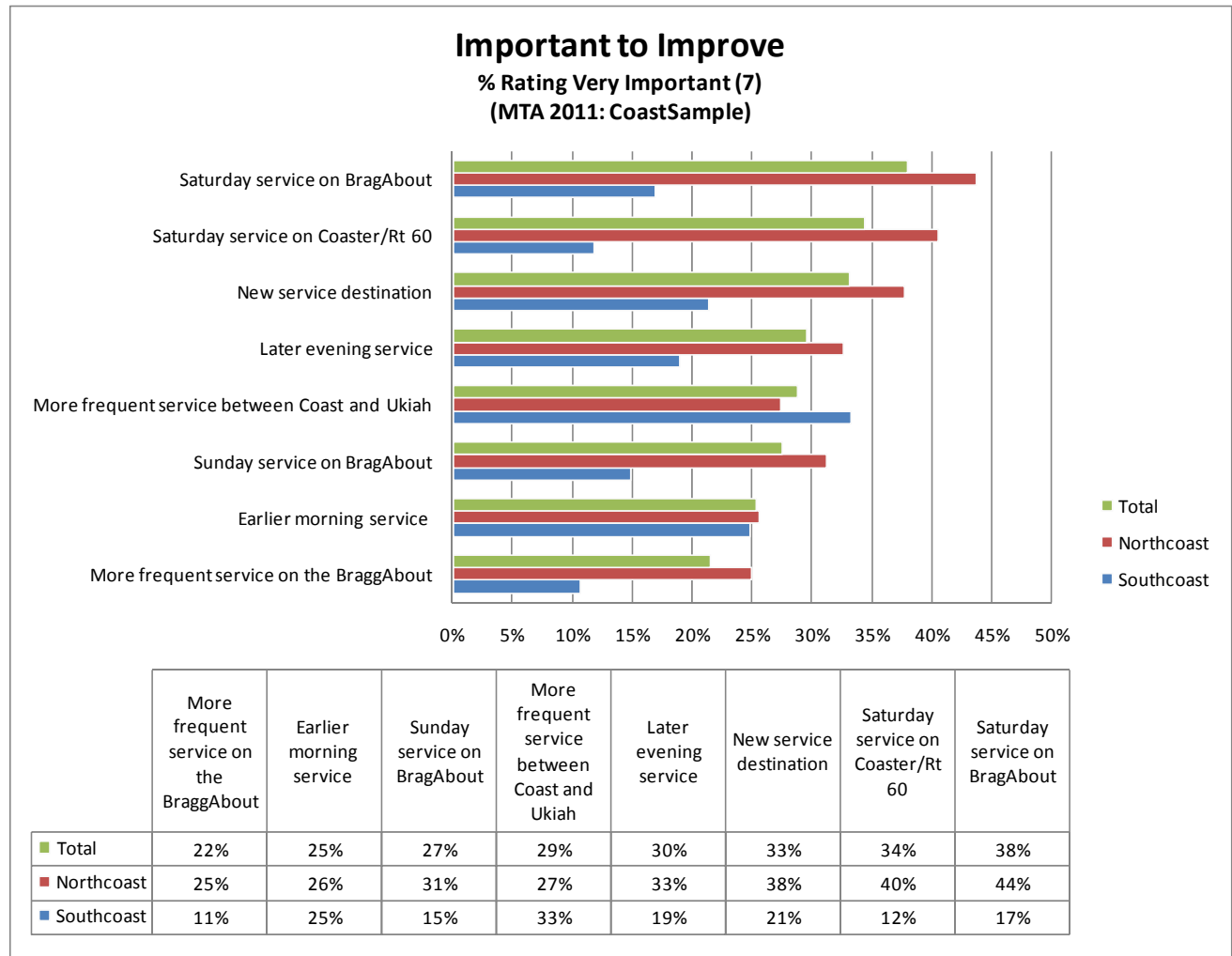
Riders were asked to rate the importance of various service improvements on a scale of 1 to 7 with 1=not important and 7=very important. The chart above shows the mean ratings given by Southcoast riders, Northcoast riders and the total Coast sample.

The improvements perceived as most important by Northcoast riders relate to weekend service.

- Saturday service on BraggAbout (4.69)
- Saturday service on Route 60 Coaster (4.46)

Southcoast riders are most interested in more frequent service between the Coast and Ukiah (4.11).



**Exhibit 5-18 Important to Improve – Coast****Very important to improve**

The chart above looks at the same data set in a different way. It includes only those individuals who said a particular service improvement was very important to them (rating of 7).

On Northcoast routes, Saturday service continues to dominate:

- Saturday service on BraggAbout (44% rate as 7)
- Saturday service on Route 60 Coaster (40% rate as 7)
- On the Southcoast routes, 33% say that more frequent service between the Coast and Ukiah is very important to them.



# Route-By-Route Analysis

## Route 5 BraggAbout

### Service Description

Route 5 BraggAbout provides local service within Ft. Bragg five days a week Monday through Friday. Service is operated from 7:18 am to 6:30 pm. Service is provided hourly on clockface headways with 11 trips in both the northbound and southbound directions.

Route 60 is a companion route and provides service between the Boatyard in South Ft. Bragg and Mendocino, with four trips in each direction and to the Navarro River, with two trips in each direction. Connections at the Navarro River are available to and from Route 75 along the South Coast.

### Recent Performance

Exhibit 5-19 provides the recent performance statistics for the BraggAbout route over the past three years. While the general fare is \$1.25, the average fare was just \$.74, up 13.4% over the past three years. Part of the reason that the average fare is low relative to the base fare is that Route 5 has significant transfer activity with Route 60. While the average fares increased, the total fares collected actually dropped by 17.1% due in part to the drop in ridership after Saturday service was eliminated after FY 2009/10. Overall ridership has decreased by 26.9% over the past three fiscal years. Despite the two fare increases, the farebox recovery ratio has declined from 10.5% in FY 2008/09 to 8.4% in FY 2010/11.

**Exhibit 5-19**  
**Route 5 Bragg**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	37,013	31,033	27,059	-26.9%
Service Hours	3,255	3,225	2,699	-17.1%
Service Miles	44,110	40,519	36,744	-16.7%
Fare Revenue	\$19,388	\$19,125	\$16,069	-17.1%
Operating Costs	\$183,970	\$193,123	\$192,387	4.6%
Performance				
Passengers/Hour	11.4	9.6	10.0	-11.8%
Passenger/Mile	0.84	0.77	0.74	-12.2%
Average Fare	\$0.52	\$0.62	\$0.59	13.4%
Farebox Recovery	10.5%	9.9%	8.4%	-20.7%
Cost/Hour	\$56.52	\$59.88	\$71.28	26.1%
Cost/Trip	\$4.97	\$6.22	\$7.11	43.0%
Subsidy/Trip	\$4.45	\$5.61	\$6.52	46.5%



## FY 2010/11 Compliance with MCOG Performance Standards

Route 5 is a short distance route under the MCOG standards. Route 5 BraggAbout surpassed the performance standard for cost/hour, but performance on the other three standards did not meet the MCOG standards. Farebox recovery has fallen below 10% despite the 2009 and 2010 fare increases. Exhibit 5-20 shows MCOG performance standard compliance in FY 2010/11.

### **Exhibit 5-20**

#### **Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	14.0	10.0	No
Farebox Recovery Ratio	15%	8.4%	No
Cost/Hour	\$72.81	\$71.28	Yes
Cost/Passenger	\$5.20	\$7.11	No

## Ridership Patterns

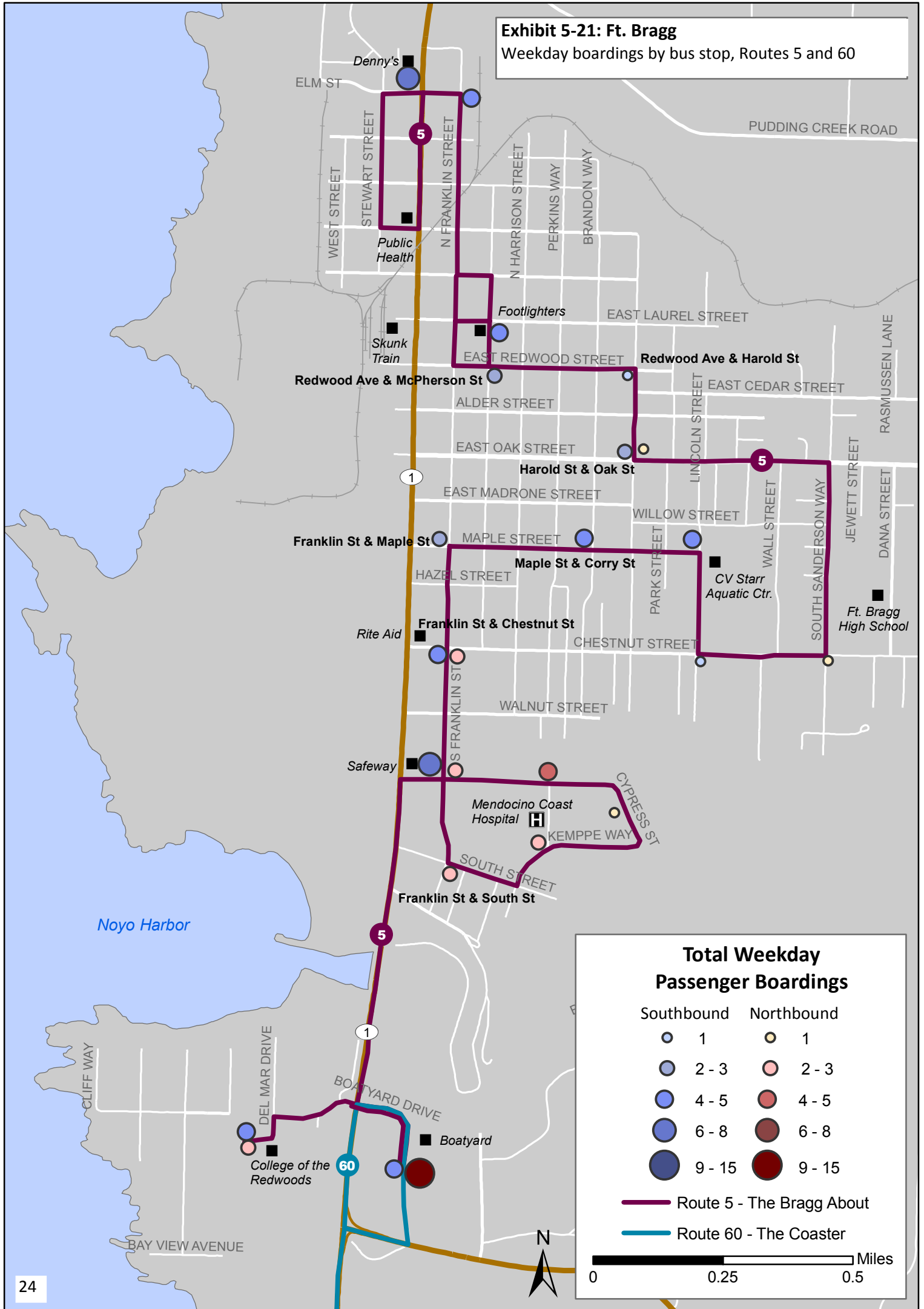
Exhibit 5-21 shows a map of Route 5 and the boarding patterns for the sample survey data of Friday, September 16, 2011. A rank ordered listing of boarding and alighting stops is included in Appendix A for Routes 5 and 60.

Within Ft. Bragg, the top boarding and alighting location was at the Boatyard with 17 boardings and 18 alightings. This is the transfer location between Route 5 and 60 on some runs, and the boardings at the Boatyard are inflated due to the transfer activity between Route 5 and Route 60. Other high activity stops were:

- Safeway: 11 boardings and 6 alightings
- Cypress Ridge Apartments: 9 boardings and 1 alighting
- Rite Aid: 7 boardings and 4 alightings
- Denny's: 7 boardings
- Footlighters: 4 boardings and 3 alightings
- CV Starr Aquatics: 4 boardings and 4 alightings



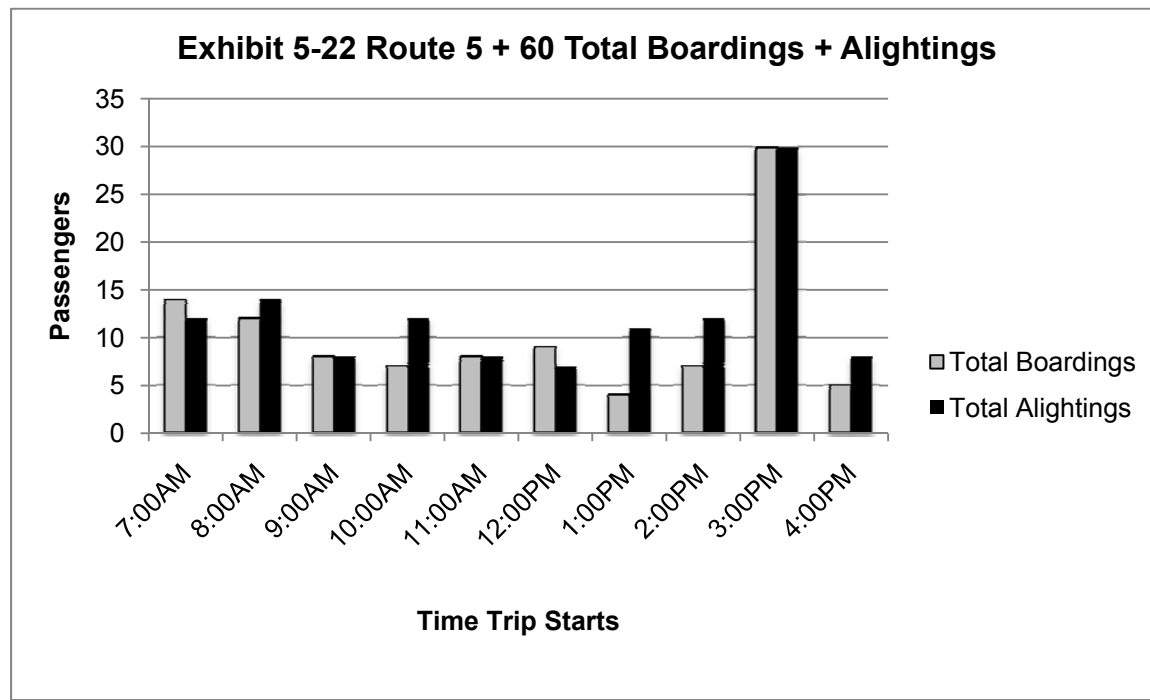
**Exhibit 5-21: Ft. Bragg**  
 Weekday boardings by bus stop, Routes 5 and 60





## Boardings By Hour

On the day of the ridecheck, Friday September 16, 2011, boarding and alighting activity on Routes 5/60 was fairly steady. There were 7 to 14 boardings per hour most of the day, until school let out in Mendocino. At that time Route 60 ridership increased to 30 boardings and alightings. Boardings and alightings by hour are shown in Exhibit 5-22. According to MTA, there is normally more ridership on the morning Route 60 run to Mendocino.



## Schedule Adherence

Routes 5 and 60 operate in a timely manner. According to single day of ridecheck data, 63% of Route 5 departures were within 3 minutes of the scheduled time points and 31% of departures were within 4-6 minutes of the schedule. Overall, 94% of Route 5 arrivals were no more than 6 minutes late. Early departures were not an issue with Routes 5 and 60.

## **Alternatives Analysis**

The following are issues identified during the public outreach and market research, alternatives to address the issues and recommended actions.

### 1. Re-route Route 5 to the High School when it's in session

The MTA supervisor felt that the High School market in Ft. Bragg has not been adequately tapped. The route currently is routed on Sanderson between Oak St. and Chestnut. Dana St., where Ft. Bragg High School is located, is just one block east of Sanderson.



MTA has the option of routing Route 5 on Dana St. for all trips, or just a few trips that coincide with bell times, similar to how MTA is currently serving Ukiah High School in the Inland Valley. During the ridecheck, there were no boardings on Sanderson between Chestnut and Oak and one boarding at the corner of Sanderson and Chestnut St.

*Recommendation:* While both options would work, it is recommended that all Route 5 runs be routed on Dana St. to avoid passenger confusion. The new routing should be promoted at the beginning of each school semester, with information posted at the bus stop. In scheduling, efforts should be made to coordinate with school bell times.

## 2. Provide 30-minute service on Route 5 during the Midday

In the public outreach and discussions with the MTA Supervisor in Ft. Bragg, the potential for 30 minute service on BraggAbout was discussed. Local service on Route 9 in the Inland Valley has been very popular and makes transit much more convenient, and stakeholders pondered if higher frequency service could be emulated in Ft. Bragg.

An alternative suggestion would be to implement a quasi-express bus serving major destinations during the mid-day.

In the onboard survey, however, more frequent service was the third lowest ranked improvement, which indicates that from a rider perspective 30 minutes service is likely not a high priority.

Route 5 currently has an average of 10 passengers per hour (PPH) compared to 19.3 for Route 9 in Ukiah, and the Rt. 9 PPH includes the less productive evening and Saturday service. As a rule of thumb, 30 minute service in rural areas should only be considered if there are a minimum of 15 or more passengers per hour during the core service hours. In addition, Ft. Bragg is a much smaller community than Ukiah, and would be expected to have overall lower demand.

*Recommendation:* Consider 30 minute service between 10 am and 4 pm when passengers per hour exceeds 15 or more.

## 3. Provide longer hours in the evening

Service is currently provided in Ft. Bragg Monday through Friday until 6:30 pm. This was the highest ranked improvement of Route 5 onboard survey respondents. The late evening service in Ukiah is generally popular, but not well utilized after 8 pm. It is funded with a FTA 5316 grant.

Based on the data collection and riding of the Ft. Bragg buses by the consulting team, ridership did drop dramatically after 4 pm and not one passenger boarded that 5:05 pm run from the Boatyard to Denny's. Ridership demand on the last few runs needs to be better demonstrated before longer hours are considered.

*Recommendation:* Monitor ridership levels on the runs operating after 5 pm. If these runs average more than 8 passengers per hour, consider funding service for an additional hour per day. Chapter 9 will include additional funding in a future FTA 5316 grant for this purpose, but the application should only be submitted if the ridership is above the 8 passengers per hour threshold on a consistent basis.



#### 4. Restore Saturday service on Route 5 BraggAbout

This was heard from riders on the bus and at the public meeting. Saturday service was the second highest ranked improvement for Route 5 survey respondents. MTA management only cut Saturday services on Route 5 and 60 because of funding shortfalls. Both Chapters 6 and 9 provide potential mechanisms for providing funding for Saturday service on Route 5.

Recommendation: Restoring Saturday service on Route 5 (along with Route 60) should be the highest priority improvement in the Ft. Bragg area over the next five years.

#### 5. Stop Recommendations:

- Add a new stop at Harold and Redwood: Recommended as there is currently only a stop in one direction.
- Re-route Bragg About to better serve the Post Office (driver): The Post office is just one block from the current routing and complicates routing to Footlighters, a key activity center. Revised routing is not recommended.

### **Route 60 Coaster**

#### Service Description

Route 60 is commonly called the Coaster and provides service between the Boatyard in Ft. Bragg and Mendocino on four trips daily in each direction and to the Navarro River on two trips in each direction.

#### Recent Performance

Exhibit 5-23 provides a summary of Route 60 Coaster performance between FY 2008/09 and FY 2010/11. The ridership drop is almost in direct proportion to the reduction of service on the Coaster with the elimination of Saturday service. Even though passengers declined by 24% over the past three years, fare revenues only declined by 7% due to the fare increase. The base fare is \$1.25 between Fort Bragg and Mendocino, it is \$2.00 to the Navarro River.

The average fare is low at just \$.73 per trip due to transfers and the \$1.25 fare between Ft. Bragg and Mendocino.



**Exhibit 5-23**  
**Route 60 Coaster**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	24,693	21,225	18,733	-24.1%
Service Hours	2,207	2,164	1,580	-28.4%
Service Miles	62,844	64,680	42,786	-31.9%
Fare Revenue	\$14,702	\$13,792	\$13,626	-7.3%
Operating Costs	\$184,560	\$189,746	\$140,697	-23.8%
Performance				
Passengers/Hour	11.19	9.81	11.86	6.0%
Passenger/Mile	0.39	0.33	0.44	11.4%
Average Fare	\$0.60	\$0.65	\$0.73	22.2%
Farebox Recovery	8.0%	7.3%	9.7%	21.6%
Cost/Hour	\$83.62	\$87.68	\$89.05	6.5%
Cost/trip	\$7.47	\$8.94	\$7.51	0.5%
Subsidy/ trip	\$6.88	\$8.29	\$6.78	-1.4%

### FY 2010/11 Compliance with MCOG Performance Standards

Route 60 met half of the MCOG FY 2010/11 performance standards in FY 2010/11 as shown in Exhibit 5-24.

**Exhibit 5-24**  
**Route 60 Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	3.2	11.9	Yes
Farebox Recovery Ratio	15%	9.7%	No
Cost/Hour	\$78.61	\$89.05	No
Cost/Passenger	\$24.57	\$7.51	Yes



## **Ridership Patterns**

Exhibit 5-25 is a map of Route 60 and the boarding activity on Friday, September 16<sup>th</sup>. As Exhibit 5-26 shows for the Coast and Exhibit 5-21 (p. 5-24) in Ft. Bragg, most of the boarding activity is either at the Boatyard in Ft. Bragg or in the Town of Mendocino. There were a few boardings in Caspar. Most of the ridership from Mendocino is from student riders.

## **Schedule Adherence**

Route 60 is a very timely service. The ridecheck found that 40% of Route 60 departures were 4-6 minutes late and 32% of departures were within 3 minutes of scheduled time.

## **Alternatives Analysis and Recommendations**

The following are the issues raised during the SRTDP process and alternatives to address. Recommendations are provided.

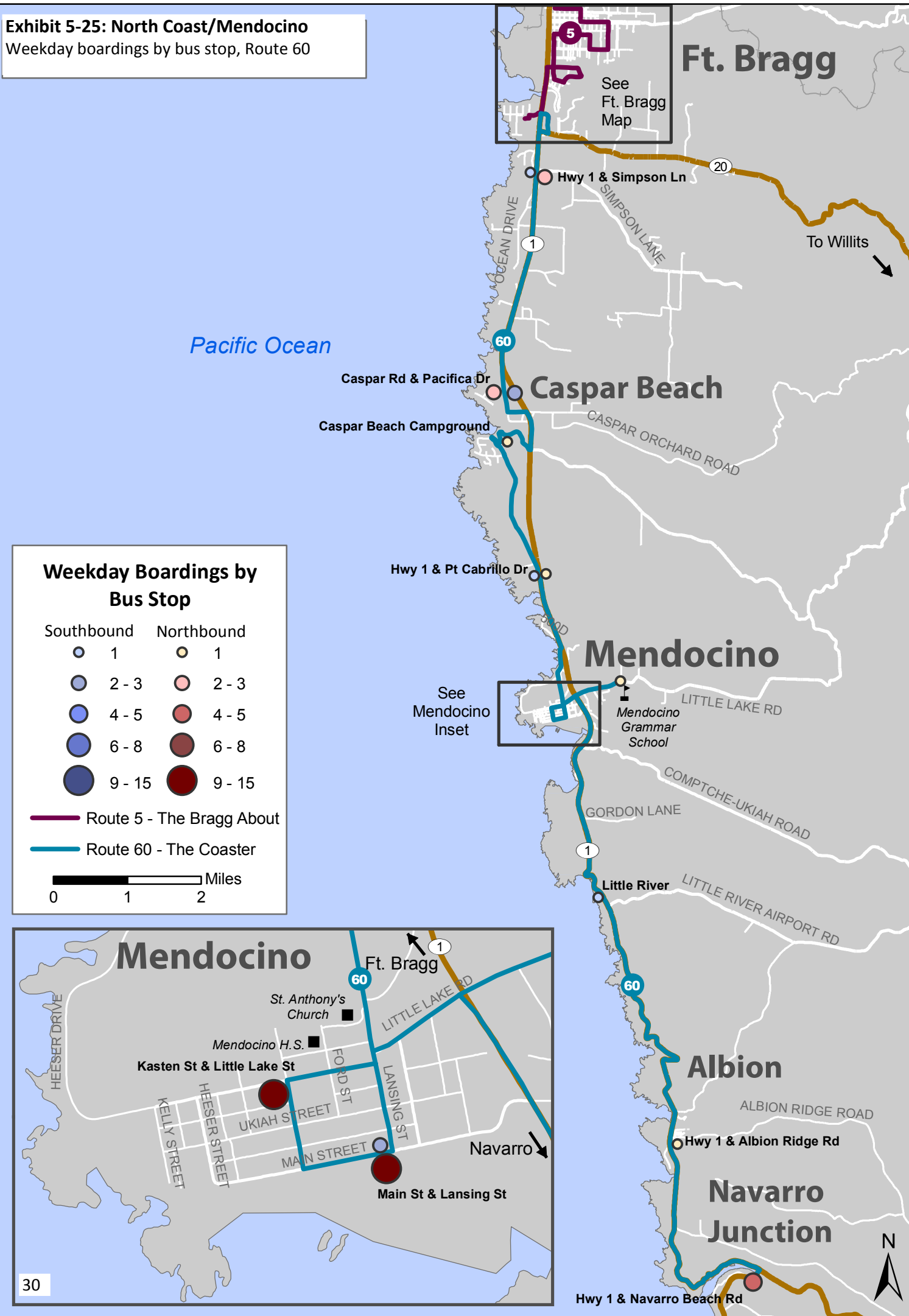
### **1. The farebox recovery ratio on Route 60 is consistently below 10%**

The farebox recovery ratio for Rt. 60 is below 10%, even after fare increases in June 2009 and June 2010. The average fare is just \$0.73, primarily due to the high volume of transfers. In a sample month of February 2010, 604 of 1,602 passenger boardings on Route 60 were transfers, which is 38%. The fare between Ukiah and Redwood Valley is \$2.00. The distance between Central Ukiah and Redwood Valley Center is 9.1 miles. The distance between Redwood and Franklin in central Ft. Bragg and the town of Mendocino is 9.9 miles and the fare is \$1.25. An alternative zone arrangement similar to the Ukiah Valley zone system could be considered for Ft Bragg/Mendocino in order to get the farebox recovery above 10%.

**Recommendation:** Establish Zone 2 at Gibney Lane, just north of the Jug Handle State Preserve. Chapter 9 addresses overall fare policy and discount fare levels for regular MTA users who might be affected by the zone boundary change, especially students.



**Exhibit 5-25: North Coast/Mendocino**  
 Weekday boardings by bus stop, Route 60





## 2. Restore Saturday service on Route 60 Coaster

This issue is the same for Route 60 Coaster as discussed above for Ft. BraggAbout. An additional point regarding the lack of Saturday service on the 60 Coaster is that connections cannot be made from Route 75 from Gualala and Point Arena to Ft. Bragg on Saturdays. This diminishes the effectiveness and ridership on Route 75.

Recommendation: Restoring Saturday service on Route 60 (along with Route 5) should be the highest priority improvement in the Ft. Bragg area over the next five years.

## **Route 65**

### Route Description

Service is provided seven days a week between Fort Bragg, Willits, Redwood Valley, Ukiah, Hopland, Windsor and Santa Rosa. The morning trip leaves Denny's at 7:03 am and arrives at the Transit Mall in Santa Rosa at 10:30 am, with drop offs at the Courtyard at 10:40 am and Greyhound at 10:45 am if needed. The bus then has a layover and begins the return trip at 2:25 pm at Greyhound, arriving back at Denny's in Ft. Bragg at 6:30 pm.

### Recent Performance

This route provides a needed lifeline service, and ridership increased to 11,211 after declining in FY 2009/10. This is despite the average fare increasing by 40.5% from \$7.26 in FY 2008/09 to \$10.20 in FY 2010/11 as shown in Exhibit 5-26. This has helped to increase the farebox recovery to 36% in FY 2010/11. For a trip between Ft. Bragg and Santa Rosa, the subsidy per trip of \$18.11 is quite reasonable for a long distance route, even though it has increased from \$14.72 since in FY 2008/09.



**Exhibit 5-26**  
**Route 65 CC Rider**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	11,823	10,378	11,211	-5.2%
Service Hours	3,614	3,620	3,595	-0.5%
Service Miles	97,246	103,993	109,362	12.5%
Fare Revenue	\$85,869	\$90,446	\$114,382	33.2%
Operating Costs	\$259,882	\$282,425	\$317,398	22.1%
Performance				
Passengers/Hour	3.27	2.87	3.12	-4.7%
Passenger/Mile	0.12	0.10	0.10	-15.7%
Average Fare	\$7.26	\$8.72	\$10.20	40.5%
Farebox Recovery	33.0%	32.0%	36.0%	9.1%
Cost/Hour	\$71.91	\$78.02	\$88.29	22.8%
Cost/trip	\$21.98	\$27.21	\$28.31	28.8%
Subsidy/ trip	\$14.72	\$18.50	\$18.11	23.0%

**FY 2010/11 Compliance with MCOG Performance Standards**

Route 65 is in compliance with MCOG's performance standard for farebox recovery; in fact, it far exceeds the standard with a 36% farebox recovery. Route 65 is very close to achieving the productivity standard of 3.2 passengers per hour, with a FY 2010/11 performance of 3.1 passengers per hour. It does not comply with the cost per hour or cost per passenger standards. Compliance with all four MCOG standards is shown in Exhibit 5-27 below.

**Exhibit 5-27**

**Route 65 Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	3.2	3.10	Close
Farebox Recovery Ratio	15%	36.0%	Yes
Cost/Hour	\$78.61	\$88.29	No
Cost/Passenger	\$24.57	\$28.31	No



## Alternatives Analysis and Recommendations

### 1. Provide Transfer Opportunities Between Routes 65 and 75.

Route 75 currently arrives at the Ukiah library at 10:35 am. This is well after Route 65 departs from Ukiah at the Pear/Tree Ross at 9:20 am. Passengers from Route 75 do not have access to trips to Route 65 for trips to Santa Rosa. A recommended alternative under Route 75 would provide an opportunity for transfers in both directions if schedules can be coordinated.

### 2. Provide additional service between Ukiah and Ft. Bragg

The current route provides service from Fort Bragg to Willits, Ukiah and Santa Rosa in the morning and a return trip from Santa Rosa at 2:25 pm to Ukiah, Willits and Ft. Bragg, arriving at Denny's at 7:30 pm. During the stakeholder interviews and workshops, there were several suggestions for improving the CC Rider. The following are some alternatives for achieving the goals of increased service.

*A. On Route 65 during the summer months, provide service to Santa Rosa five days a week, and two days a week provide two trips a day between Ft. Bragg and Ukiah. Eliminate service between Ukiah and Santa Rosa two days a week.*

In this alternative, two round trips between Ft. Bragg and Ukiah would be provided on one weekday and one weekend day during the summer months only. If ridership during the summer months during a pilot trial is sufficient, then MTA could consider operating two round trips per day, either one or two days a week, during the rest of the year. This alternative would be a reallocation of existing vehicle service hours and would not require additional service.

***Recommendation:*** This is a no cost alternative and is recommended for implementation on a pilot basis. If successful, it could be considered for implementation year round

*B. Operate Route 65 between Ft. Bragg and Ukiah with two round trips daily. Add an additional route between Ukiah, Hopland and Santa Rosa.*

In this alternative, Route 65 would terminate at Ukiah and would be operated with two round trips daily. This would enable round trip travel in both directions on a daily basis. The schedules could be written such that Ft. Bragg residents could participate in jury duty by bus. This would require additional funding, and might be operated on three weekdays and one weekend day to start.

A new route between Ukiah, Hopland and Santa Rosa would be operated with one round trip daily. This would require an additional bus.

### 3. Provide guaranteed pick-ups and drop offs in Santa Rosa

The ability to use the bus for circulation within Santa Rosa is not well understood and has not been widely communicated due to the limited time available. A representative of Adult Services in Ukiah felt the Santa Rosa circulation was too "nebulous." She thought it needed to be more specific and that you should be able to call ahead to reserve your drop off/pick up within Santa Rosa. The current language and policy is "Within



Santa Rosa, drop-offs and pick-ups are available within a 3 mile radius of the 2<sup>nd</sup> St. Mall on a first come, time permitting basis.”

Other suggestions for the Santa Rosa routing included the addition of a stop at the hospital and the potential elimination of some other stops (e.g. Airport stop which can be reached via the Airporter Express from Days Inn).

*Recommended Policy and Language:* “Within Santa Rosa, drop-offs and pick-ups are available within a 3 mile radius of the 2<sup>nd</sup> St. Mall. Passengers can make reservations up to 7 days in advance and no later than 24 hours in advance. MTA will only take a limited number of reservations daily, so please make reservations early.”

## **Route 75**

### Description of Service

Route 75 provides service from Gualala, Point Arena, Navarro, Philo, and Boonville to Ukiah six days a week, with one morning trip starting from Gualala at 7:45 am and arriving in Ukiah at 10:35 am. One return afternoon trip from Ukiah starts at 3:05 pm and arrives in Gualala at 5:55 pm. Service is available to Sea Ranch Apartments upon request. On Monday through Friday, service to Ft Bragg from the South Coast communities is available with a transfer to Route 60 Coaster at Navarro River Junction.

Route 75 is an extremely important lifeline service for the South Coast to Ukiah. Stakeholders were quite appreciative of the service.

### Recent Performance

Exhibit 5-28 provides a summary of Route 75 performance over the past three fiscal years. There has been a 9.6% decrease in ridership on Route 75, which is a normal response to the fare increase that MTA implemented in June 2010. The average fare increased from \$1.84 in FY 2008/09 to \$2.39 in FY 2010/11, a 30.1% increase. Increased fares, declining ridership and constant service levels resulted in a drop in passenger productivity with passengers per vehicle service hour declining from 3.47 passengers per hour in FY 2008/09 to 3.15 in FY 2010/11. Operating costs per hour increased by just 5.1%, but the subsidy per trip increased by 15% to \$21.87 over the past three fiscal years.

### FY 2010/11 Compliance with MCOG Performance Standards

Exhibit 5-29 shows that Route 75 exceeded the performance standards for cost per hour and cost per passenger. The route was close to meeting the 3.2 passengers per hour for rural long distance routes with 3.15 passengers per hour. It was well below the farebox recovery standard of 15% with a farebox recovery of 9.9%.



**Exhibit 5-28**  
**Route 75 Gualala-Ft. Bragg-Ukiah**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change
Base Statistics				08/09-10/11
Ridership	9,825	9,777	8,883	-9.6%
Service Hours	2,828	2,828	2,824	-0.1%
Service Miles	65,742	63,458	60,000	-8.7%
Fare Revenue	\$18,045	\$18,771	\$21,233	17.7%
Operating Costs	\$204,976	\$208,466	\$215,517	5.1%
Performance				
Passengers/Hour	3.47	3.46	3.15	-9.5%
Passenger/Mile	0.15	0.15	0.15	-0.9%
Average Fare	\$1.84	\$1.92	\$2.39	30.1%
Farebox Recovery	8.8%	9.0%	9.9%	11.9%
Cost/hour	\$72.48	\$73.71	\$76.32	5.3%
Cost/Trip	\$20.86	\$21.32	\$24.26	16.3%
Subsidy/Trip	\$19.03	\$19.40	\$21.87	15.0%

**Exhibit 5-29**  
**Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passengers/Hour	3.2	3.15	Close
Farebox Recovery Ratio	15%	9.9%	No
Cost/Hour	\$78.61	\$76.32	Yes
Cost/Passenger	\$24.57	\$24.26	Yes

## Alternatives Analysis

### 1. Alternatives for Increased Frequency between the Coast and Ukiah

Increased frequency between Ukiah and the South Coast was the highest ranked improvement in the passenger survey among Route 75 users. The following are potential alternatives to increase frequencies between the Coast and Ukiah.

*A. On Route 75, during the summer months, provide existing service from Tuesday to Friday with one round trip per day, provide two round trips between Gualala and Ukiah on Saturdays. Eliminate service on Monday.*

In the summer months school ridership declines. If regular service (one round trip with existing schedule) were operated Tuesday through Friday, then two round trips could be provided on Saturdays between Ukiah



and Gualala. This would allow travel between Ukiah and the South Coast in both directions on Saturdays but with little if any time on the south end.

*B. On Route 75, provide the existing one round trip daily between Gualala, the Anderson Valley and Ukiah Monday to Saturday. During the midday, provide an additional trip between Navarro Junction (with connections to Ft. Bragg), the Anderson Valley, and Ukiah Monday to Saturday.*

The benefit of this alternative is that it provides better round trip service in the Anderson Valley. If the schedules could be written to have Route 60 meet the Navarro bus, it would increase the frequency between the North Coast and Ukiah as well as between the Navarro River Junction and Ukiah.

The disadvantage of this alternative is that the midday trip would not give passengers much time in Ft. Bragg before having to return to Ukiah

This alternative could likely be achieved with the existing bus by filling in the midday gap currently between 10:28 am and 3:12 pm. The alternative does not increase service between the South Coast and Ukiah.

*C. On Route 75, provide a second run three times a week between Gualala, Anderson Valley and Ukiah.*

This would require additional resources, but achieve the objective of increased frequency between the South Coast and Ukiah.

*D. Restructure services such that three routes from Gualala, Ft. Bragg, and Ukiah all meet at the same time in Navarro River Junction at the same time in the morning and the same time in the late afternoon allowing travel between the three location and intermediate points all on the same day.*

In this alternative, three buses from Gualala, Ft. Bragg, and Ukiah would all meet at Navarro River Junction at approximately 8:50 am. The bus departing Ukiah would utilize the Route 75 routing through the Anderson Valley. The Route 75 bus and the 60 Coaster bus would continue the route and schedules they currently operate in the morning. Passenger could transfer buses at the Navarro River Junction. The same three buses would then return to Gualala, Ft. Bragg, and Ukiah after the transfer takes place at approximately 8:55 am. A person from Ukiah or Gualala would arrive in Ft. Bragg by 10:30 am. A person from Gualala, could go to Ukiah, as, they can now and arrive Ukiah at about 10:30 am also. But a person could also go from Ukiah to Gualala or Fort Bragg (with a transfer at the Navarro River Junction) in the morning and then return in the late afternoon.

The alternative meets of the objective of increase frequency between Ukiah and Coast. It allows a person from Ukiah or the Anderson Valley to make a trip to the coast, either along Gualala corridor or the Ft. Bragg corridor and then return the same day. This is currently not possible.

Three buses would leave from Ukiah, Gualala, and Ft. Bragg in afternoon and meet at the Navarro River junction at about 4:45 pm. Passengers could then transfer to the bus going to their final destination. The bus arrive back in Ft. Bragg, Gualala, and Ukiah between 5:45 pm and 5:55 pm .

This alternative would require a third bus and additional vehicle service hours to operate. The additional bus service might start during the summer months to determine the actual demand for additional service



between Ukiah and the Coast. If successful, it would continue in additional months or year round depending on budget availability.

In this alternative, schedule should be written such that there is an opportunity for transfers between Routes 65 and 75 to allow greater access to Santa Rosa.

*Recommendation:*

When financial resources become available, operate Alternative D during the summer months only and monitor performance. If successful, and financial resources continue to be available, operate the service year round. Exhibit 30 shows the recommended 3 bus alternative for increased service between Ukiah and the Coast.

## **2. Better coordinate with school bell times in the Point Arena area**

The one proposal to come from the public workshops was a proposal to have the afternoon run leave Ukiah 90 minutes instead of 4.5 hours after it arrives in order to better meet school bell times in the afternoon, especially for trips from Point Area southbound to Gualala. This proposal would only leave 90 minutes for South Coast residents to do business in Ukiah before having to depart for the long trip home. This would significantly diminish the ability to make one-day trips to Ukiah and back on the same day and would significantly reduce ridership. No further analysis is proposed.

## **Route 95**

### **Description of Service**

On Monday through Saturday, service is available starting from Point Arena at 8:00 am, south to Gualala, Bodega Bay, Sebastopol, arriving at the Santa Rosa Transit Mall at 11:00 am, with service to Coddingtontown and the Sonoma County Airport by request. The same service is available on Sundays starting at 10:00 am and arriving at the Santa Rosa Transit Mall at 1:00 pm. For the return trip 7 days a week, service begins at the Sonoma County Airport at 3:45 pm and arrives back at Pt. Arena at 7:05 pm.

### **Recent Performance**

Despite a 37% increase in the average fare since the June 2010 fare increase, ridership has dropped just 4.6% to 8,444 in FY 2010/11 as shown in Exhibit 5-31. The farebox recovery level has increased from 13% to 15.6% over the past three fiscal years.



### Exhibit 5-30: Three Bus Coast Alternative D

Alternative three bus routing between the North Coast, South Coast, and the Inland Valley with a connection point at Navarro Junction

Bus 1 departs Ft. Bragg for Navarro Junction in the morning and afternoon, arriving at Navarro Junction at 8:50 am and 4:45 pm to connect with Buses 2 and 3 before returning to Ft. Bragg.

#### Navarro Junction Transfer Point

Buses 1, 2, and 3 arrive at Navarro Junction at 8:50 am and 4:45 pm and wait for 5 minutes to allow connections between Ft. Bragg, Gualala, Ukiah, and points between. All 3 buses then return to their origin.

Bus 3 departs Ukiah for Navarro Junction in the morning and afternoon, arriving at Navarro Junction at 8:50 am and 4:45 pm to connect with Buses 1 and 2 before returning to Ukiah.

Bus 2 departs Gualala for Navarro Junction in the morning and afternoon, arriving at Navarro Junction at 8:50 am and 4:45 pm to connect with Buses 1 and 3 before returning to Gualala.

#### Alternative Three Bus Service Between the North Coast, South Coast, and Ukiah

- Bus 1: Ft. Bragg - Navarro Junction - Ft. Bragg
- Bus 2: Gualala - Navarro Junction - Gualala
- Bus 3: Ukiah - Navarro Junction - Ukiah



**Exhibit 5-31**  
**95 Pt. Arena-Santa Rosa**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09- 10/11
Base Statistics				
Ridership	8,849	8,463	8,444	-4.6%
Service Hours	3,454	3,454	3,444	-0.3%
Service Miles	76,347	73,423	70,642	-7.5%
Fare Revenue	\$31,840	\$36,311	\$41,615	30.7%
Operating Costs	\$244,624	\$250,564	\$266,162	8.8%
Performance				
Passengers/Hour	2.56	2.45	2.45	-4.3%
Passenger/Mile	0.1	0.1	0.1	3.1%
Average Fare	\$3.60	\$4.29	\$4.93	37.0%
Farebox Recovery	13.0%	14.5%	15.6%	20.1%
Cost/hour	\$70.82	\$72.54	\$77.28	9.1%
Cost/Trip	\$27.64	\$29.61	\$31.52	14.0%
Subsidy/Trip	\$24.05	\$25.32	\$26.59	10.6%

### FY 2010/11 Compliance with MCOG Performance Standards

Achievement of the MCOG performance standards by Route 95 was mixed. The farebox ratio of 15.6% was above the standard of 15% and cost per hour was below the standard of \$78.61. As shown in Exhibit 5-32, Route 95 was not in compliance with the standards for passengers per hour and cost per passenger.

**Exhibit 5-32**  
**Route 95 Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	3.2	2.45	No
Farebox Recovery Ratio	15%	15.6%	Yes
Cost/Hour	\$78.61	\$77.28	Yes
Cost/Passenger	\$24.57	\$31.52	No

For such a long lifeline route in a rural, Route 95 farebox recovery and performance is very good.

### **Alternatives Analysis and Recommendations:**

The same recommended policy for Route 65 in Santa Rosa is recommended for Route 95.

*Recommended Policy and Language:* "Within Santa Rosa, drop-offs and pick-ups are available within a 3 mile radius of the 2<sup>nd</sup> St. Mall. Passengers can make reservations up to 7 days in advance and no later than 24



hours in advance. MTA will only take a limited number of reservations daily, so please make reservations early.”

There are no other issues to be addressed for Route 95 which needs to be addressed. Southcoast residents are very satisfied with Route 95, and no improvements had a rating of greater than 3.8 on of scale of 1 to 7, meaning that improvements in the service are not a high priority.

## **C. Demand Response Services**

### **Fort Bragg Dial-A-Ride (operated by MTA)**

#### Description of Service

The Fort Bragg Dial-A-Ride (DAR) is operated with one vehicle and service is provided from 7:00 am to 6:00 pm Monday through Friday and Saturday until 5 pm. Reservations can be taken up to two weeks in advance, but most trips are provided for developmentally disabled workers on a subscription basis on a same day basis. Most of the subscription trips are to the Paul Bunyan Thrift shop and next door to Parents and Friends. According to MTA staff, the DAR vehicle is busy with the Paul Bunyan subscription trips from 8:00 to 10:00 am and from 3:00 to 4:30 pm and accepts other trip reservations during the midday.

Fares are on a zonal basis, with the Ft. Bragg city limit zone being \$5.00 for the general public and \$2.50 for seniors and disabled individuals. Zone 4 is as far south as Jug Handle State Park and is \$20.00 for the general public and \$18.00 for seniors and the disabled.

#### Recent Performance

Overall ridership has dropped on the Ft. Bragg Dial-A-Ride by 9.2% over the past three years. Two fare increases have increased fare revenues by 27.2% and farebox recovery has increased to 19.4%, with an average fare of \$3.99. Exhibit 5-33 shows the performance between FY 2008/09 and FY 2010/11.



**Exhibit 5-33**  
**Ft Bragg Dial-A-Ride**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	17,783	17,185	16,148	-9.2%
Service Hours	4,319	4,343	4,167	-3.5%
Service Miles	46,154	50,679	47,660	3.3%
Fare Revenue	\$50,614	\$54,917	\$64,405	27.2%
Operating Costs	\$289,855	\$304,992	\$331,766	14.5%
Performance				
Passengers/Hour	4.12	3.96	3.88	-5.9%
Passenger/Mile	0.39	0.34	0.34	-12.1%
Average Fare	\$2.85	\$3.20	\$3.99	40.1%
Farebox Recovery	17.5%	18.0%	19.4%	11.2%
Cost/Hour	\$67.11	\$70.23	\$79.62	18.6%
Cost/Trip	\$16.30	\$17.75	\$20.55	26.0%
Subsidy/Trip	\$13.45	\$14.55	\$16.56	23.1%

Productivity has dropped by 5.9% over three years from 4.1 passengers per hour to 3.9 passengers per hour. While the DAR service is quite productive during the subscription service time, MTA management reports that the vehicle is often idle during the midday.

### FY 2010/11 Compliance with MCOG Performance Standards

The Ft. Bragg DAR exceeds the 15% farebox recovery standard, but does not achieve the other three performance standards as shown in Exhibit 5-34.

**Exhibit 5-34**

#### **Ft. Bragg DAR Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	4.5	3.88	No
Farebox Recovery Ratio	15%	19.4%	Yes
Cost/Hour	\$70.47	\$79.62	No
Cost/Passenger	\$15.66	\$20.55	No



## Redwood Coast Senior Center

### Description of Service

The Redwood Coast operates two buses between 8:00 am and 4:00 pm, with the last trip scheduled at 2:30 pm. They provide service to seniors 60 and above and to persons with disabilities, with no certification required of disabled individuals. They serve very few non-elderly disabled individuals.

They have branded one of their buses the “purple bus” and they are increasingly known for that branding. They distinguish themselves from MTA as the “elder taxi” service, providing personalized service with door through door assistance. They provide same day service, with a response time generally within 30 minutes, and 60 minutes when they are busy. About half of the trips provided are to the Senior Center for programs or lunch. They serve many medical and hair appointments.

Fares are \$2.00 for trips within Ft. Bragg, but Senior Center patrons can purchase a punch pass for a 50% discount in \$20.00 or \$40.00 denominations such that the Dial-A-Ride service is just \$1 for a trip within Ft. Bragg. They have 5 zones with a \$7.00 fare (\$3.50 for punch pass) for a trip to Albion.

### Recent Performance

The recent performance of the Redwood Coast Senior Center Demand Response service is shown in Exhibit 5-35. Due to the change in discounted fares and management, ridership has almost doubled between FY 2008/09 and FY 2010/11. Service hours have increased by 50%, but operating costs have actually declined over the past three years.<sup>1</sup> Fare revenues have increased by 20%, and farebox recovery has increased marginally to 7.7%. Due to substantially increased ridership, the cost per trip has been cut in half from \$33.53 per trip in FY 2008/09 to \$16.43 in FY 2010/11.

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<sup>1</sup> Not sure how this is possible. There may be something wrong with the report numbers.



**Exhibit 5-35****Redwood Coast Senior Center Demand Response**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	5,152	6,143	10,127	96.6%
Service Hours	2,040	2,355	3,070	50.5%
Service Miles	22,929	29,212	37,371	63.0%
Fare Revenue	\$10,651	\$11,994	\$12,786	20.0%
Operating Costs	\$172,754	\$167,682	\$166,433	-3.7%
Performance				
Passengers/Hour	2.5	2.6	3.3	30.6%
Passenger/Mile	0.22	0.21	0.27	20.6%
Average Fare	\$2.07	\$1.95	\$1.26	-38.9%
Farebox Recovery	6.2%	7.2%	7.7%	24.6%
Cost/Hour	\$84.68	\$71.20	\$54.21	-36.0%
Cost/Trip	\$33.53	\$27.30	\$16.43	-51.0%
Subsidy/Trip	\$31.46	\$25.34	\$15.17	-51.8%

**FY 2010/11 Compliance with MCOG Performance Standards**

As shown in Exhibit 5-36, the Redwood Coast Senior Center is exceeding the MCOG performance standards for passengers per hour and cost per passenger, but is below the standard for farebox recovery ratio and cost per hour.

**Exhibit 5-36****RCSC Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passengers/Hour	3.0	3.3	Yes
Farebox Recovery Ratio	12%	7.7%	No
Cost/Hour	\$49.93	\$54.21	No
Cost/Passenger	\$16.64	\$16.43	Yes



## **Alternatives Discussion**

The Redwood Coast Senior Center Demand Response fare structure is significantly lower than Ft. Bragg DAR and it has had an impact on the Ft. Bragg DAR performance. This is especially true when the DAR is available for general public trips.

The onboard survey found that only 8 of 21 Ft. Bragg residents were ADA certified. 3 of 21 DAR passengers also use the fixed route services at least 4 times a week.

Chapter 6 on the Senior Center Demand Response Program explores several alternatives and provides recommendations for better coordinating the Redwood Coast Senior Center Transportation Program and Ft. Bragg DAR.

## **South Coast Senior Center**

### **Description of Service**

The South Coast Senior Center provides demand response service two days per week from the Pt. Arena area to the Senior Center in Pt. Arena, and one day a week from Gualala to Pt. Arena. The Senior Center provides service for seniors 60 and older and disabled individuals. Most trips are to and from the Senior Center, with trips to and from the grocery store the second highest volume. They employ a part-time driver, who is a current MTA driver. MTA provides training and assures proper licensing. The Senior Center services an area from Irish Beach to Stuart's Point.

The South Coast Senior Center also operates a Meals on Wheels program, and will be receiving a minivan soon to supplement their program.

### **Recent Performance**

The South Coast Senior Center Demand Response Service ridership has declined slightly by 5.5% over the past three years and was 6,216 passengers served in FY 2010/11. The number of hours of services dropped 235 annual hours. Overall productivity is excellent with 7.6 passengers per hour and is due to the group trips to the Senior Center. Recent performance is shown in Exhibit 5-37. All Senior Center are required to provide 12% cost recovery which includes farebox revenues and other revenues from the Senior Centers, including fundraising.



**Exhibit 5-37****South Coast Senior Center Demand Response Service**

	FY 2008/09	FY 2009/10	FY 2010/11	% Change 08/09-10/11
Base Statistics				
Ridership	6,575	6,736	6,216	-5.5%
Service Hours	1,049	982	814	-22.4%
Service Miles	18,721	17,529	15,119	-19.2%
Fare Revenue	\$4,766	\$4,409	\$3,869	-18.8%
Operating Costs	\$40,091	\$40,239	\$39,755	-0.8%
Performance				
Passengers/Hour	6.3	6.9	7.6	21.8%
Passenger/Mile	0.35	0.38	0.41	17.1%
Average Fare	\$0.72	\$0.65	\$0.62	-14.1%
Farebox Recovery	11.9%	11.0%	9.7%	-18.1%
Cost/hour	\$38.22	\$40.98	\$48.84	27.8%
Cost/Trip	\$6.10	\$5.97	\$6.40	4.9%
Subsidy/Trip	\$5.37	\$5.32	\$5.77	7.5%

**FY 2010/11 Compliance with MCOG Performance Standards**

The South Coast Senior Center is performing quite well, and the only MCOG standard that it is not meeting is farebox recovery with 9.7% compared to the standard of 12% as shown in Exhibit 5-38.

**Exhibit 5-38****Compliance with MCOG Performance Standards**

<i>MCOG Performance Measure</i>	<i>MCOG Standard</i>	<i>FY 2010/11 Actual</i>	<i>FY 2010/11 Compliance</i>
Passenger/Hour	3.0	7.6	Yes
Farebox Recovery Ratio	12%	9.7%	No
Cost/Hour	\$49.93	\$48.84	Yes
Cost/Passenger	\$16.64	\$6.40	Yes



## 6. Senior Center Transportation Analysis and Recommendations

### Background<sup>1</sup>

MTA has provided funding for Senior Center Transportation since the late 1970s. The primary purpose of the funding has been to allow Senior Programs to offer more hands on transportation assistance than is typically provided by Dial-A-Ride service. In many cases, these programs provide door though door assistance.

Since 1996, the amount of funding for the Seniors Centers has amounted to about 16% of the Transportation Development Act (TDA) Funds available for transit operations, after MCOG subtracted monies for TDA Administration, bicycles, and a capital reserve fund for MTA and Senior Center vehicle replacement.

Prior to 1996, each of six Senior Centers negotiated directly and individually with MTA staff each year for funding. That process was difficult, time-consuming and often contentious. In 1996, the MTA Board reached agreement on a distribution formula based on historical subsidies. The agreed upon formula for future changes in allocations:

*The percentage change (+ or -) in TDA funding for Transit Operations (after deducting funds used by MCOG and for capital expenses) will be applied equally to the TDA subsidy of MTA and each Center in the Budget Year.*

Between 1996 and 2007, the above formula was utilized and the results were “simple, clean, clear and non-contentious.” MTA allowed the Senior Centers complete autonomy in budgeting and in determining how much and what services to provide. The farebox recovery including passenger fares and senior center contribution had to equal 12%. When TDA dollars increased, they were free to increase employee compensation, increase service levels, or maintain a reserve fund. Overall, MTA exercised no control over the amount of service, fares, or budget as long as farebox recovery met the 12% requirement. In July 2007, the MTA Board formed a Board Committee along with the General Manager to re-evaluate the funding distribution process. The work was prompted by the fact that some Senior Centers had lost passengers and were struggling to find riders, while other Senior Centers were experiencing growing ridership and were anxious to expand service. The formula established in 1996 is not flexible and does not consider the number of passengers transported or the performance. A series of meetings and research led to a number of concepts that were explored and reviewed. These included the potential creation of a growth fund as well as performance based funding distribution.

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<sup>1</sup> Much of this section is taken directly from an MTA document, *MTA Senior Center, History of Funding Distribution*, June 29, 2007.



With the Growth Fund, the idea was to make a fund available to Senior Centers wanting to increase service on a competitive basis in the same year. The Growth would be based on TDA growth. Alternatively, the TDA fund growth could be banked, collect interest, and offered on a competitive basis in a subsequent year or years.

With the Performance Based Funding Distribution, the 2007 Committee discussed rewarding Senior Centers for good or improved performance. Overall, the strategy was designed to award good performance without penalizing any Senior Center. Based on such criteria as passengers per hour, subsidy per passenger, and farebox recovery, each Senior Center would receive the same amount as in the previous year, plus a new “going forward” subsidy based on the actual passengers carried, service hours operated, and/or fares collected.

Both of the alternatives reviewed by the Board Committee would require additional TDA Local Transportation Funds (LTF) funding. In early 2008, the signs were already in place that additional LTF revenues would not be available and therefore no recommendations were brought to the full Board of Directors.

In 2010, the MTA performance audit recommended: "The auditor herein suggests that the MTA staff work with its board and the MCOG Productivity Committee to develop and implement appropriate standards for determining allocation of TDA resources for the Senior Center services prior to the subsequent audit period. This could be accomplished as part of the SRTDP study."

In dropping the Indian Senior Center from funding in FY 2011/12, Senior Centers now receive 15.65% of the TDA revenues available for operations.

### Review of Recent Performance

The following is a synthesis of key performance findings:

- All Senior Centers are required to provide 12% of the funding through fares and other contributions from the Senior Centers. But as a percentage, actual farebox recovery ranges from 2.8% to 31.5%. Collectively, the five Senior Centers provided 16.7% of revenue in FY 2010/11 through the farebox. Including \$78,605 in other Senior Center revenues, the revenue recovery ratio (farebox plus other senior revenues) was 32.3%.
- The operating cost per hour for all Senior Centers was \$42.77 in FY 2010/11, well under the MCOG standard of \$49.93. However, the Redwood Coast and Anderson Valley had operating costs in the mid \$50 range that exceeds the MCOG standard.
- Productivity as measured by passengers per vehicle hour of service averaged 3.7 passengers per hour, well above the 3.0 passengers per hour standard set by MCOG. Only Anderson Valley did not achieve the standard.



- The cost per passenger for all five Senior Centers in FY 2010 was \$11.58 per passengers, well under the MCOG standard of \$16.64 per passenger. Again, only Anderson Valley exceeds the standard at \$24.92 per passenger.

**Exhibit 6-1**  
**Senior Center Demand Response Services**  
**FY 2010/11 Performance**

	<b>Anderson Valley</b>	<b>Redwood Coast</b>	<b>South Coast</b>	<b>Ukiah</b>	<b>Willits</b>	<b>Total</b>
Base Statistics						
Ridership	993	9,238	6,216	17,908	9,005	43,360
Service Hours	442	3,048	814	4,443	2,989	11,736
Service Miles	7,225	36,696	15,119	50,664	25,213	134,917
Fare Revenue	\$ 692	\$ 9,372	\$ 3,869	\$ 52,678	\$ 13,958	\$ 80,569
Operating Costs	\$ 24,741	\$ 164,967	\$ 39,755	\$ 167,358	\$ 105,144	\$ 501,965
Performance						
Passengers/Hour	2.2	3.0	7.6	4.0	3.0	3.7
Passenger/Mile	0.14	0.25	0.41	0.35	0.36	0.32
Average Fare	\$ 0.70	\$ 1.01	\$ 0.62	\$ 2.94	\$ 1.55	\$ 1.86
Farebox Recovery	2.8%	5.7%	9.7%	31.5%	13.3%	16.1%
Cost/hour	\$ 55.98	\$ 54.12	\$ 48.84	\$ 37.67	\$ 35.18	\$ 42.77
Cost/Trip	\$ 24.92	\$ 17.86	\$ 6.40	\$ 9.35	\$ 11.68	\$ 11.58
Subsidy/Trip	\$ 24.22	\$ 16.84	\$ 5.77	\$ 6.40	\$ 10.13	\$ 9.72

Overall performance of the Senior Center transportation program is exemplary. Anderson Valley Senior Center is the only program that does not meet any of the MCOG standards.

## General Observations

The primary policy goal of providing TDA funding to the Senior Centers was originally to provide door through door transportation with assistance. Overall, this original goal has been expanded over time. The Senior Centers now serve a broad array of transportation needs among all seniors and disabled individuals in the communities they serve. The Ukiah Senior Center has historically limited service to people who need door through door assistance. However, they are trying to attract new riders, baby boomers who may not need door through door assistance. In the case of the Willits Senior Center and Redwood Coast Senior Center, they are serving a broad array of individuals who need door through door assistance, but many riders also include able-bodied seniors who could use fixed route, and seniors and/or disabled who need Dial-A-Ride (DAR) but could utilize curb-to-curb service. Essentially, the Senior Center transportation programs have evolved to serve a diverse mix of senior and disabled transportation needs including transportation to nutrition programs, medical appointments, recreational outings and trips to the hairdresser. In fact, the Redwood



Coast Senior Center markets its program as the “elder taxi.” In Willits, some of the seniors could use the Willits Rider, but choose to utilize the Senior Center demand response service because it’s easier, convenient, and in many cases less expensive. The Senior Centers have tried to attract the “general public seniors” for the same reason that MTA has allowed the general public to ride MTA DAR services: better serve the county, also to fill seats, improve productivity, and increase fare revenues.

The Senior Center demand response programs have expanded beyond door through door transportation because it helps them to attract riders, achieve the mission of the Senior Centers, and meet the MCOG Standards. Based on interviews with all five Senior Centers, it is very clear that the transportation programs they offer are an integral part of the mission of the Senior Center operations. To achieve the broader Senior Center mission, the program directors have expanded their market base to include all seniors and disabled, and not just those needing door through door assistance. If the Senior Centers limited the market segment to those who just needed door through door assistance, both Willits and the Redwood Coast would not have the ridership and performance they currently have. It’s reasonable to conclude that an important reason why four of the five Senior Centers exceed the MCOG performance standards is because they have been able to expand their market base.

There is some evidence that competition between Senior Center demand response services and MTA provided Dial-A-Ride service has had an impact on overall performance of demand response services in a particular subarea of Mendocino County. In Ukiah, Willits, and Ft. Bragg, there are both the Senior Center programs and MTA provided Dial-A-Ride or flex services. Fares are set independently and the Senior Center fares are often much cheaper than trips provided by MTA. In Willits and Ft. Bragg and to a lesser degree in Ukiah, the Senior Center Transportation Programs and MTA Dial-A-Ride services are both trying to attract the same riders to utilize their respective services, and some individuals do ride both services (as reported earlier).

In Fort Bragg, the Dial-A-Ride service has been losing ridership, and the cost per passenger trip is \$20.55 compared to \$11.38 for the Redwood Coast Senior Demand Response service. With the Redwood Coast Senior Demand Response Program, the fares are so low that MTA Dial-A-Ride is only able to attract ridership when the Redwood Coast Senior Transportation Service is not available. For example, for trips within Ft. Bragg, the MTA fare is \$2.50 and the Redwood Coast fare is \$1.00 if they purchase a multi-ride pass in \$20 or \$40 denominations. The fare on MTA to Cleone is \$10.00 for seniors/disabled, but it just \$1.50 for the Redwood Coast Senior customer paying with a punch pass (\$3.00 without a punch pass). The further south that MTA Dial-A-Ride goes is Jug Handle Park and it costs \$18 for a senior/disabled individual. The fare for the Redwood Coast Senior demand response program is \$2.00 to Mendocino with a punch pass and \$4.00 without a punch pass.

The result in the fare differentials has been that the performance of the Ft. Bragg DAR has declined to the point where it is almost twice as expensive on a per passenger basis as the Redwood Coast Senior Transportation Program. If the fare discrepancies remain in place, the Ft. Bragg DAR performance will very likely continue to deteriorate.



In Willits, one factor for the low performance of the Willits Rider has been the existence of the Willits Senior Center Transportation Program. Seniors can receive direct service to the Senior Center, and most do not utilize the Willits Rider for transportation to and from the Senior Center. There is limited market for senior transportation in Willits and for obvious reasons seniors choose to utilize the less expensive option whenever they can. This has resulted in the loss of potential market demand for the Willits Rider. As was discussed in much more detail in Chapter 4, this is just one reason for the poor performance of the Willits Rider.

In Mendocino County, 40.7%<sup>2</sup> of the combined MTA and Senior Center Transportation budget is being allocated to demand response services. Of all TDA money available, 15.65% is being spent on Senior Transportation programs that provide demand response services. This represented \$503,431 in operating costs in FY 2010/11. This does not include the \$20,226 in Senior Center Administration costs that go to MTA. In FY 2010/11, MTA also spent \$893,973 in DAR costs for Ukiah and Ft. Bragg and another \$204,715 on Willits Rider which is essentially a demand response service. As a Mobility Manager, the strategic question is how to best meet the needs of the senior and disabled populations in its service area with high quality service in the most cost effective manner. If the MTA DAR service and Senior Center Transportation Programs could be integrated, it would free up additional resources for needed fixed route services to meet the unmet transit needs identified in Chapter 2.

Since the Senior Center Transportation Programs have proven to be more cost-effective than MTA, what is the future role of MTA in providing demand response services compared to the Senior Center transportation programs? This is the central policy question that is being addressed in this chapter. The following are alternatives that address this policy issue both directly and indirectly.

## **Overview of Alternatives**

1. Retain existing arrangements and provide technical assistance when performance does not meet two or more MCOG performance standards.
2. Revert back to having the Senior Centers provide door through door transportation only.
3. Leverage the relationship with Senior Centers such that they take on as much of the demand response service as they are willing and able to do. MTA's role would be to fill in the mobility cracks in a particular area.
4. Establish consistent fare policies.

### **1. Provide Technical Assistance to Senior Centers**

Under this alternative, the existing arrangements would be retained with the Senior Centers, but MTA would provide technical assistance and provide an action plan for achieving the MCOG performance standards.

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<sup>2</sup> \$503,431 in Senior Center Transportation, plus \$893,973 in Ft. Bragg and Ukiah DAR costs, plus \$204,175 in Willits Rider costs, plus \$20,226 in senior program administrative costs, divided by total costs (\$3,454,189 in total MTA public service plus \$503,431 in senior transportation costs).



Overall, the Senior Centers are in the business of providing an array of programs for seniors have priorities other than how to operate and manage a transportation program. Most programs have obtained experience and currently provide services with reasonable effectiveness and efficiencies. The performance of the Senior Centers has historically ebbed and flowed as management staff of the Senior Centers has changed over time. The Seniors Centers are not in the mobility business, but MTA is.

MTA has significant expertise in-house in all facets of transportation operations, maintenance, planning, marketing, administration and finance. When the Senior Centers do not meet two of the four MCOG performance standards, a collaborative effort among MCOG, MTA and the Senior Center would occur over a two-year period to get performance to the point where it achieves all four MCOG standards. The recommended process would entail a few meetings with the goal of producing a collaborative action plan that the Senior Center and MTA would implement over a two-year period. This could include a review of operations, maintenance, marketing, estimates of potential demand and financial accounting.

It is recommended that this effort start with the Anderson Valley Senior Center transportation program which is currently not achieving any of the MCOG standards.

It is also recommended that MCOG consider different performance standards for the Anderson Valley Senior Center and South Coast Senior Center due to the very rural nature of their service areas.

This is not a mutually exclusive alternative. It is recommended that it be implemented in concert with Alternative # 3 below.

## **2. Revert Back to Policy Intent of Providing Door Through Door Transportation Only**

It is the general conclusion that there has been “mission creep” from the original intent of the Senior Center Transportation Program. Under this alternative, Senior Centers would be required to only transport individuals who require this door through door assistance.

### Advantages:

- None that are readily apparent.

### Disadvantages:

- Limiting the market to door-to-door assistance would limit the productivity and farebox potential of the Senior Center transportation programs.

This alternative is not recommended.



### 3. Integrate MTA Dial-A-Ride into Senior Center Transportation Programs Where Feasible

Under this alternative, MTA and the individual Senior Center would collaborate to leverage resources such that the Senior Centers would take on the operation of as much of the demand response service as they are willing and able to do. MTA's role would be to fill in the mobility cracks in a particular subarea.

In this alternative, additional TDA dollars would be available to Senior Centers who are willing to take on additional demand response responsibilities. The additional TDA monies would come from MTA and would not be part of the MCOG allocation. Therefore, it would be viewed by all parties as discretionary based on service delivery and performance and not part of a funding formula.

The primary philosophy of this alternative is to find opportunities that are beneficial to (1) the Senior Center transportation programs, (2) MTA management and Board of Directors, and (3) public transportation users themselves. The circumstances are different in different subareas of the county.

Ft. Bragg and Willits are two sub-areas with distinct potential for this type of integration. Following are recommended processes for determining the feasibility of expanding the role of these Senior Centers in providing demand response services in these areas.

These processes should be undertaken for one senior center in FY 2012/13 and a second one in FY 2013/4.

#### Dial-A-Ride Integration on Redwood Coast

The Ft. Bragg Dial-A-Ride service is experiencing declining ridership, at least in part because of fare completion with the Redwood Coast Senior Center's transportation program. This process will explore the potential for integrating the two services in order to eliminate duplication of effort and increase cost efficiency.

1. Two proposed integration goals would be:
  - a. Integrate Ft. Bragg Dial-A-Ride services into the Redwood Coast Senior Center transportation service to provide more cost-effective demand response services in the Redwood Coast area.
  - b. Utilize economies of scale and efficiencies to restore Saturday services on Route 5 and 60 at a minimum. If feasible, add a second daily trip between Inland Valley and Ft. Bragg during summer months based on the savings from integration. The goal is to shift vehicle service hours provided by MTA drivers from Dial-A-Ride to fixed route service such that there is not a net loss in MTA service hours.
2. Determine initial interest in participating in service integration discussions. Convene a meeting with the Redwood Coast Senior Center, MCOG staff and MTA staff to determine at a preliminary level if there is interest in expanding the scope of services provided by the Senior Center to include services currently provided by Ft. Bragg Dial-A-Ride.
  - a. Explain overall service integration goals.



- b. Explain responsibilities of ADA Complementary Paratransit service and meeting service criteria. This would include operating the hours that Route 5 operates, providing next day reservations, and having sufficient capacity such that there is no consistent patterns of trip denials.
  - c. Explain TDA requirements for achieving farebox recovery requirements.
  - d. Explain potential benefits to both the Senior Center and MTA.
  - e. If there is mutual interest, prepare an action plan for accomplishing the other key steps outlined below.
3. Conduct a review of the current capacity of the Redwood Coast Senior Center program. Determine whether or not there is available capacity during at least some part of the day that could accommodate a portion of the current demand of MTA Ft. Bragg ridership.
4. Determine what additional vehicle service hours would be necessary to integrate Ft. Bragg Dial-A-Ride into the Redwood Coast Senior Center program, based on the capacity analysis.
5. Determine equipment needs, especially vehicle needs during peak times. If the integration is feasible, determine how the MTA Capital Plan in the SRTDP would need to be amended.
6. Determine the marginal cost per hour for the Redwood Coast Senior Center to operate the Ft. Bragg Dial-A-Ride service. Since at least some of the administrative costs are already covered with the current funding agreement, a marginal cost per hour should be negotiated between the parties. This approach takes advantage of the lower cost per vehicle service hour provided by the Redwood Coast Senior Center.
7. If feasible and acceptable terms of an agreement with the Redwood Coast Senior can be reached, the scope of services of the existing agreement would be expanded to incorporate the new responsibilities.

### Willits ADA Paratransit Provision

The recommendation in Chapter 4 for Willits Rider is to transition from a flex route to a community service route without the flex element of the service. This would eliminate satisfaction of ADA Paratransit Service requirements which could potentially be provided by the Willits Senior Center.

1. Establish integration goal: Expand the scope of service currently provided by the Willits Senior Center to include ADA Paratransit service for the Willits area.
2. Determine initial interest in participating in service integration discussions. Convene a meeting with the Willits Senior Center, MCOG staff and MTA staff to determine at a preliminary level if there is interest in expanding the scope of services provided by the Senior Center to include complementary ADA Paratransit service.
  - a. Explain overall service integration goal.
  - b. Explain responsibilities of ADA Complementary Paratransit service and meeting service criteria.



- c. Explain TDA requirements for achieving farebox recovery requirements.
  - d. Explain potential benefits to both the Senior Center and MTA.
  - e. If mutual interest exists, prepare an action plan based on accomplishing the other key steps outlined below.
3. Conduct a special survey of passengers who currently request a flex to determine the potential ADA Paratransit demand. The sample size of the one-day survey on the Willits Rider in September 2011 is too small to make such a determination. Drivers would hand out and collect surveys from passengers requesting a flex over a one month period to determine how many actual riders may be eligible for ADA Paratransit service.
4. Conduct a review of the current capacity of the Willits Senior Center Transportation Program. Determine whether or not there is available capacity during at least some part of the day that could accommodate a portion of the potential demand for Willits ADA Paratransit service.
5. Determine what additional annual vehicle service hours would be necessary to provide ADA Paratransit service during the hours that the Willits Rider is operating. Determine the potential dispatching requirements and coordination. It would be ideal if MTA dispatching were able to provide approval of trips by Willits ADA eligible individuals.
6. Determine equipment needs, especially vehicle needs during peak times. If the integration is feasible, determine how the MTA Capital Plan in the SRTDP would need to be amended.
7. Determine the marginal cost per hour for the additional hours required to meet the ADA Paratransit service criteria. Since at least some of the administrative costs are already covered with the current funding agreement, a marginal cost per hour should be negotiated between the parties.
8. Determine the additional costs for expanding the scope of service. Determine the affordability during the FY 2013/14 budget review or sooner.
9. If feasible and affordable, and acceptable terms of an agreement with the Willits Senior Center can be reached, the scope of services of the existing agreement would be expanded to incorporate the new responsibilities.

If expanding the scope of service for the Willits Senior Center is either not feasible or is not affordable, then Route 1 schedules should be written such that a route deviation is provided for ADA Paratransit individuals only. The schedule would need to incorporate additional recovery time during at least two times during the day. The special survey in #2 above would determine the probability of how many route deviations per day would be required on any given day.

#### **4. Establish Consistent Fare Policies**

In this alternative, the MTA Board would govern all demand response fares for both MTA and Senior Center operated services. As described earlier, the Senior Centers have set fares at lower rates to make it affordable



for their low income and fixed income clientele. In the North Coast, the Ft. Bragg Dial-A-Ride had an average fare of \$3.99 compared to just \$1.01 for the Redwood Coast Senior Center. Overall, the Senior Centers have been quite successful in fund raising and utilizing other scarce resources to generate the required 12% contribution. However, it is clear that their lower fares, in Willits and Ft. Bragg in particular, have had an impact on the performance of MTA operated DAR services. In the future, this situation may spread to Ukiah, as the Ukiah Senior Center adapts to less transportation for adult day health care clients and tries to attract more baby boomer riders. However, at present there isn't significant fare competition in Ukiah. The MTA provided Ukiah DAR has an average fare of \$3.34 for all passengers including seniors and disabled<sup>3</sup> compared to \$2.94 for the Ukiah Senior Center. According to stakeholders, MTA does provide more long trips which accounts for the difference.

The issue is easy to identify, but implementing a solution is far more complex. MTA has had a very long-standing history of letting the Senior Centers establish their own rules and fares for their programs as long as they meet their 12% revenue obligation.

MTA has been forced to increase the base fare twice in the past two years due to the economic turndown. Senior Center fares in the case of the Redwood Coast Senior Center have dropped significantly, with the average fare dropping from \$2.07 in FY 2008/09 to \$1.01 in FY 2010/11. Efforts to govern the Senior Center fares would be very politically sensitive and be viewed as a means to increase fares on seniors and the disabled.

This alternative may not be needed if the process for integrating MTA Dial-A-Ride with the Redwood Coast Senior Center and Willits Senior Center is successful.

The Transportation Development Act in its implementing regulations has the following definition of special fares.

■ 402: Special Transit Fares

Includes guaranteed revenues collected by an organization rather than a rider for rides given along special routes.

At face value, it would appear that the Senior Centers are guaranteeing the 12% and are meeting the intent of the regulations. Although a legal opinion would be required to validate this conclusion, it does not appear that MTA would have the authority to govern the fare policies of the Senior Centers as long as they are guaranteeing the 12%. This alternative is not recommended.

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<sup>3</sup> It is not known what the average fare is for senior and disabled passengers, but on a per ride basis, the senior/disabled fare is 50% of the general public fare.



## 7. Mobility Management

### Background

Mobility management is a set of strategies which have been employed by both public and private agencies to expand transportation choices by providing a wider array of cost-effective mobility options for their constituents. Mobility management has several key principles:

- Matches transportation services to market needs without a bias to a particular mode.
- Provides flexibility to meet mobility needs. Combines traditional public transportation with non-traditional service delivery, and other modes such as expanded usage of Dial-A-Ride services, subsidized use of taxis, vanpools, facilitating increased usage of bicycles, and increased walking opportunities.
- Focuses on customer service and community orientation.
- Maintains a cost-effective cost per passenger.
- Uses collaborative partnerships to leverage resources and engender local ownership.
- Fills mobility gaps not served by traditional public transportation.
- Utilizes entrepreneurial management with leadership of key person(s).

The central rationale for mobility management is to improve mobility options for residents and employees in a region.

The Mendocino Transit Authority has been an effective leader in mobility management for many years. Although they only recently began to use the term Mobility Management, MTA has followed these key principles to provide cost-effective mobility options beyond traditional public transportation services.

As described in Chapter 6, MTA administers contracts with five senior centers to provide demand response services for seniors and persons with disabilities. Overall, the demand response programs are highly cost-effective and fill mobility gaps not served by traditional public transportation. The Senior Center demand response programs are a mobility management strategy that MTA has been using for years without viewing it as such. Because the senior centers are in regular communication with the senior population, they are uniquely positioned to meet the mobility needs of seniors and persons with disabilities. As discussed in Chapter 6, there may be additional opportunities to utilize these collaborative partnerships to further leverage available resources in providing demand response services.

The contract with the Regional Center is also an excellent example of how MTA has matched service options to market segment needs. Similarly, MTA has partnered with the Boys and Girls Club to transport youth after school in a cost-effective manner.

The latest grant based programs for agricultural worker vanpools and now general vanpools, as well as the e-ride program in Covelo and Laytonville, are really extensions of MTA's mobility management ethos. MTA's current mobility management program has been funded by two grants: The State of California's Agricultural Worker Program and the Jobs Access Reverse Commute Grant.



The California Agricultural Worker Program grant was a two-year grant that expired on June 30, 2011. It provided the funding for the Mobility Manager Coordinator Position, as well as the procurement of five 15-passenger Ford vans. The grant's intent was to have four vans in service to provide workers of the agriculture industry with safe, reliable, and affordable transportation to agricultural work sites. At the end of the grant period, MTA had three vans in service. At present there are just two vanpools in operation.

MTA was also successful in obtaining a Federal Transit Administration (FTA) 5316 grant as part of the Job Access Reverse Commute Grant (JARC) program. The initial two-year grant funded the remaining portion of the Mobility Management position, other administrative costs, and 50% of the vouchers to reimburse volunteer drivers for MTA's e-ride program. e-ride was launched as a pilot project in Covelo and Laytonville, in April and May 2011, respectively. The intent of the e-ride program is to provide a transportation option for individuals who live in rural areas not served by MTA's fixed route and Dial-a-Ride service. It provides vouchers for volunteer drivers who provide rides to individuals who need transportation. MTA recently received official notification regarding the award of a two-year extension of the grant through September 14 2013, with \$205,318 in additional funding. This extension and additional funding will allow e-ride to be expanded to Potter Valley, Hopland, Talmage, Brook Trails, Anderson Valley, and Redwood Valley.

MTA has been a partner with Community Resources Connection (CRC) in the South Coast Area. MTA provided a simple low cost lease agreement for a surplus 1998 Dodge Caravan van to CRC as part of their volunteer driver program. The program utilizes volunteer drivers to transport residents of the South Coast from Manchester, Pt. Arena, Gualala, and Sea Ranch (in Sonoma County) to essential appointments (mostly medical appointments) in Santa Rosa and Sebastopol. Service is provided during the midday from 11 am to 3pm. Service is provided by CRC, which is a 501c(3) spinoff from the Redwood Coast Medical Clinic (RCMC), and costs are reimbursed by RCMC. The Thursday runs don't operate unless there is someone scheduled and there are often 3 passengers on a Thursday when it operates.

CRC also sponsors a volunteer driver program to supplement the Thursday van runs. The volunteer drivers provide both local and long distance trips. Long distance trips to Santa Rosa have only averaged two riders per month for the past three months, but in previous years during the same three months, it had provided up to 13 long distance trips per month. This past month there were 17 local trips provided. The CRC office matches riders to passengers who need local or long distance service. CRC offers drivers a \$25 "present" for each 150 miles driven, but not all drivers accept the "present."

## Alternatives Analysis and Recommendations

### 1. e-ride Structure and Incentive

At present, the Laytonville and Covelo e-ride program has four riders and four drivers. As shown locally in the South Coast, a volunteer driver program can be successful, and fill important mobility gaps. Going forward, the key is to create a structure that will attract sufficient volunteer drivers and passengers to have a viable program.



*The incentive currently provided the e-ride program might be insufficient to attract and retain volunteer drivers.*

Because many of the potential volunteer drivers may be nearly as low-income as the people they are transporting in the Round Valley area, a \$10 voucher may not be sufficient to allow interested volunteers to participate. At under \$.12 per mile for the 84 mile round trip, this is likely less than the cost of gas. Other volunteer driver programs pay mileage reimbursement rates of \$.20 to \$55.5 per mile. For example, a highly successful program in San Bernardino County pays \$.48 per mile with a monthly limit of 350 miles per individual rider. The reimbursement is paid to the qualified rider who then reimburses their driver.

Recommendation: Increase the mileage reimbursement rate to approximately \$.25 -\$.30 per mile.

*Several key stakeholders identified medical transportation outside of Mendocino County as the most critical unmet need.*

Should MTA consider broadening the program to include medical trips if an individual cannot use Routes 65 or 95 for medical appointments? CRC and some of the Senior Center demand response programs currently provide out-of-county medical trips. In addition, about 6% of the South Coast ridership currently utilizes 65 and 95 for medical appointments based on the passenger survey results. There needs to be better clarity regarding MTA's policy and process for making drop-offs and pick-ups at medical appointments in Santa Rosa. This would help to increase the number of needed medical trips being provided.

Recommendation: CRC is meeting the critical medical transportation needs in the South Coast. MTA should continue to assist CRC by providing a replacement vehicle. This is addressed in the capital plan in Chapter 9.

Since MTA is operating Routes 65 and 95 seven days a week, better utilization of this resource and expanded opportunities for guaranteed pick-up and drop-offs in Santa Rosa as previously recommended in Chapter 4 would be the first priority.

## 2. Travel Training

Many social service agency representatives who regularly work with transit dependent populations are not familiar with the public transit services that MTA offers and have trouble planning trips for their constituents. They welcome the idea of transit travel training for their staff people. Travel training sessions can be delivered in various ways:

- Organization specific staff meetings
- Social service council meetings
- Meetings hosted by MTA to which various individuals are invited
- As a webinar in which a variety of organizations are invited to participate

However they are delivered, the travel training sessions should address the complete spectrum of transportation services available within Mendocino County.

- Fixed route services
- MTA provided Dial-a-Ride services
- Senior Center provide Door-through-Door services



- Volunteer driver programs (e-ride and the Community Resource Connection)
- Vanpool programs
- Connecting services in Santa Rosa (including MTA's drop off services)

Travel training should particularly highlight how social service providers can use the on-line trip planner and printed guides to plan bus trips for their constituents. The sessions should always include an interactive question and answer period and trip planning demonstration. Names of participants should be added to a Gatekeeper Network list for follow-up communications and refresher training when service changes are made.

*Recommendation:* MTA should initiate a regular travel training program. MTA should develop marketing tools which gatekeepers can use to travel train their own constituents. Details on the types of marketing tools that should be developed are described in detail in Chapter 8.

### 3. Coordination of School Commutes

Funding for school district pupil transportation at the state level continues to be threatened. As described in Chapter 4, MTA has worked with the Redwood Academy, Ukiah Junior Academy and St. Mary's School to coordinate Route 7 schedules with school bell times. Over the next five years, there may be increasing demands for MTA to operate "school tripper" service. Transit agencies across California operate school tripper services, but such peak period service can be quite expensive as the runs are limited. The service needs to be open to the general public and a public timetable published.

There may be an opportunity in the near future for collaboration with the Ukiah Unified School District on an additional school tripper service. However, the partnership and services would both need to meet State and Federal laws as well as provide sustainable funding resources. Similar to the Regional Center contract, monies would need to be made available to MTA to help subsidize the additional school tripper service.

*Recommendation:* If the Ukiah Unified School District approaches MTA on providing additional school tripper service, MTA should participate in its mobility management role. If an acceptable sustainable funding partnership can be established and the services meet State and Federal law, then MTA should consider an additional school tripper within available financial resources.

### 4. Transition the Vanpool Program to CalVAN

Vanpools are organized for longer distance commutes serving a larger group of participants commuting to a common destination. Starting a vanpool program was a recommendation of the 2010 Commute Study. As mentioned above, MTA was able to receive a State Agricultural Worker Transportation Program (AWTP) grant to launch the vanpool program. The current policy question is whether or not to expand the vanpool program from farmworkers to the general commuting public?

MTA is currently considering joining CalVAN. CalVAN is a statewide commuter and farmworker vanpool agency officially launched in January 2012 between the councils of governments in Kings, Madera, Fresno, Tulare, Monterey, San Benito, Santa Cruz, Sacramento, Yolo, Yuba, and Sutter counties. If MTA were to join CalVAN, that organization would take responsibility for ownership and administration of the vanpool



program. CalVAN would take ownership of the existing MTA vanpool fleet. And MTA's function would be one of marketing and helping to organize the vanpool groups.

Many larger transit agencies in the State of Washington, Houston METRO and Pace have incorporated vanpool into their family of services available. Experience elsewhere has shown that the vanpools open up new markets not served by traditional intercity services.

Recommendation: MTA should join CalVAN in order to continue the agricultural worker vanpool program. If other commute vanpools that do not compete with existing MTA services can be formed through the CalVAN program, then such vanpools would provide expanded mobility options for Mendocino County residents. However, the SRTDP has a number of higher priority recommendations for implementation in FY 2012/13 and FY 2013/14. Significant MTA staff time should not be spent on expanding the commute vanpool market during these fiscal years.



## 8. Marketing Plan

### Introduction

This Marketing Plan will serve as a companion to the Service Plan component of the Short Range Transit Development Plan for Mendocino Transit Authority. It has been developed based on the market research and outreach conducted in support of the SRTDP project, and includes a coordinated set of strategies for supporting the success and maximizing the productivity of the revised service plan.



### Marketing Objectives

The strategies included in this plan are designed to pursue objectives consistent with those of the service plan. The primary goal is to increase ridership and productivity of all MTA's transit services. In pursuit of that goal, the Marketing Plan will address a number of specific objectives:

#### Enhance Ease of Use for Novice Riders

The complaint that transit is too hard to understand is a common barrier to ridership. In order to maintain and expand ridership among both regular and transient populations, MTA must constantly educate new riders about how to use the system. Making passenger guides, the website, and other passenger information tools as user friendly as possible will increase ridership attraction and retention.

#### Increase Visibility and Awareness of Transit Services

Effective branding and signage are among a transit system's most powerful tools for creating visibility and awareness, as buses and bus stops are seen by thousands of potential users every day. Maximizing visibility will remind travelers that they have a public transit option when needed.

#### Enhance the Image of Who Uses the Transit System

MTA's services are used by an extremely diverse ridership base including commuters, students, visitors, shoppers and more. It is a common perception among non-transit users that most transit riders are poor or disabled or in some-way unlike themselves. Showing who is using and benefiting from transit services through testimonial ads, news stories and other channels can help potential users see that people like themselves ride the bus.



## Educate Gatekeepers to Help them Sell Transit

Social service agencies, schools, medical facilities and other organizations that work with constituents with transportation needs can serve as a “sales force” for public transit. Educating staff at these organizations about the specifics of how MTA can serve the needs of their clients can allow them to plan transit trips and pass the information on.

## Promote Ridership Among Specific Market Segments for New and Existing Services

While MTA’s ridership base is very diverse, there are some target segments that represent significant ridership potential or have particular needs that marketing can address. These group should be the subject of targeted marketing efforts with customized information and appeals.

## **Target Markets**

### Current Ridership

The previously prepared Summary of Findings provides a detailed profile of transit riders who use Mendocino County’s Coast and Inland services. In total, the ridership base is quite diverse including a mix of demographics and trip purposes and distinct variations between Coast and Inland routes.

### **Inland Riders**

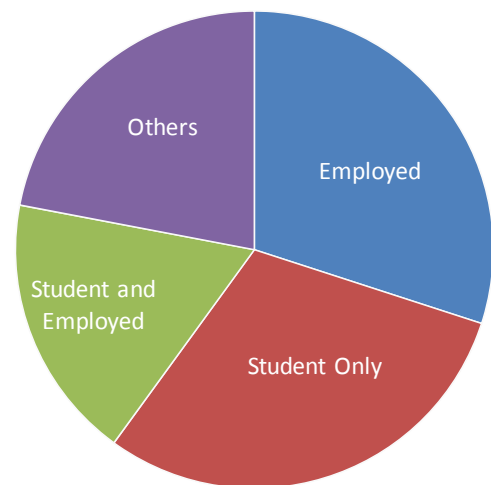
The Inland ridership is dominated by students and young workers. The chart shown here segments the ridership based on employment and student status. Nearly half (48%) of riders are employed full or part time, while 46% are students. Eighteen percent of riders are students who also have jobs.

Most of the student ridership is college students. Mendocino College student make up a full third (34%) of MTA’s Inland ridership. Middle and high schools add 8% and 4% are vocational or other students.

Among all Inland riders, 57% are under 35 years of age. Riders who live in Ukiah are the youngest – among this group nearly half (47%) are under 25.

Among Inland riders, 21% are employed full-time and 27% part-time. Of those who are employed, 45% are under 25 and another 20% are 25-34. Not surprisingly, the part time workers are the group most likely to be under 25.

**Ridership Segments**  
(MTA 2011: Inland Sample)



All Employed Riders 48% of Inland Ridership		
	Full Time	Part Time
<25	11%	34%
25-34	11%	9%
35-64	17%	15%
65+	1%	2%

All Non-Employed Riders (52% of Inland Ridership)	
<18	16%
18-24	23%
25-34	15%
35-64	40%
65+	5%



Among non-employed Inland riders, 16% are under 18. The remainder are distributed throughout the age spectrum.

MTA's Inland ridership is ethnically diverse with 27% Hispanic and 12% Native American riders.

Most Inland riders are dependent on MTA for transportation. Less than 6% had both a driver's license and a vehicle available for the trip on which they were surveyed.

## **Coast Riders**

Coast riders are evenly distributed throughout the age spectrum, with 29% under 25, 58% between 25 and 64 and 14% 65 or older.

Among Coast riders, 44% are employed full-time (17%) or part-time (27%), and 23% were making work trips when surveyed. Employment is higher among South Coast riders (54%) than among North Coast riders (40%). More North Coast riders are students (33%) than on the South Coast routes (13%). Most of the students are middle or high school students. Only 5% of all Coast riders said they are College of the Redwoods students.

As would be expected, the Coast routes attract a significant number of riders who give "recreation" as their trip purpose. The South Coast routes have a higher than typical number of "First Time" riders included in the survey, reflecting the presences of Coastal visitors on the buses. Less than half of Coast riders are making a round trip, particularly on the South Coast routes. About 12% are connecting to other services in Santa Rosa.

The Coast riders are somewhat less transit dependent than the Inland riders – 17% have both a driver's license and a vehicle available for the trip on which they were surveyed. However they still rely heavily on MTA.

About 26% of Coast riders are Hispanic.

## **Potential Riders**

Like its current ridership base, MTA's potential rider pool is very diverse. There is potential to build ridership among populations throughout Mendocino County as well as visitors to the County. However, the highest potential targets are those with regular transportation needs which MTA is able to fulfill effectively. Some of these groups are concentrated in the County's largest communities, Ukiah, Ft. Bragg and Willits, where local circulator services are provided. Others are broadly dispersed among the County's small rural communities.

Following is a brief description of some of the key potential rider segments.

Where available, population data has been included to provide a relative size for each group.

<b>Community</b>	<b>Approx. Population</b>
Countywide	88,000
Ukiah	16,000
Ft. Bragg	7,000
Willits	5,000
Gualala	2,000
Boonville	1,000
Mendocino	900
Pt. Arena	500



## **College Students**

### *Mendocino College*

Mendocino College has about 5,000 enrolled students at three campuses. Two-thirds (about 3,400) are at the main campus just north of Ukiah, 600-700 in Willits and the remainder in Lake County. One third of MTA's Inland riders surveyed (over 100 individuals) identified themselves as Mendocino College students.

MTA's Inland routes connect at Mendocino College, providing highly convenient service to the campus from both Ukiah and Willits. Hence the 3400 students at the Ukiah campus have a transportation option that is both convenient and economical.

### *College of the Redwoods*

College of the Redwoods has a Mendocino campus located just outside Ft. Bragg which is a destination for about 500 students. The campus is served by Route 60 and Route 5, with some trips scheduled and others on a by-request basis. In the on-board survey, 5% of Coast riders identified themselves as students at College of the Redwoods and 4% said they were traveling to or from college/vocational school when interviewed. While the enrollment is small, there may be opportunity to increase ridership among this group.

## **Secondary Students**

Mendocino County's population includes about 6,600 youth between the ages of 12 and 17 – old enough to travel independently but too young to drive themselves or to own a vehicle. A number of middle and high school students – particularly on the Coast – use MTA for their school commute. Others use the bus for recreation on weekends or during the summer (encouraged by the Summer Youth Pass).

## **Low Income Households**

More than 17,000 residents of Mendocino County (20%) live in households with incomes below the poverty level. Clearly, these are a primary target for transit use as it offers them economical mobility.

## **Low Wage Workers**

As previously discussed, young workers make up a large share of the ridership in Ukiah. On the Coast, employed riders are more diverse in age. However, what these riders likely have in common is they work for modest wages and benefit from having an economical commute mode. For many of them, their destinations are the stores, restaurants and offices that are well served by MTA. Workers in service and other low wage jobs are an important target segment for MTA both Inland and on the Coast.

## **Latinos**

According to the 2010 Census, there are 19,505 Latino individuals living in Mendocino County (22.2% of the population). In Ukiah and Ft. Bragg, the percentage of Latinos is higher (27.7% and 31.8% respectively). Hence many of the groups described previously will include Latino segments.

The proportion of MTA riders who identified themselves as Hispanic is quite consistent with these numbers. On Inland routes 27% of riders are Hispanic and on Coast routes 26%.



The American Community Survey finds that about 14,000 individuals in the County speak Spanish at home, and half of these speak English “less than very well.” Hence, while the majority of Latino residents speak English, there is a significant segment (about 7% of the population) that don’t.

### **Long Distance Travelers**

In addition to the groups described above who have the potential to make commute or other regular trips by transit, MTA also serves long distance travelers who may use the system regularly or infrequently for intercity trips within the County or to Santa Rosa and beyond. This group would include persons who need to travel outside their community for medical or other appointments.

### **Senior Citizens**

More than 13,000 Mendocino County residents are 65 or older - 15% of the population. Seniors currently make up only a small portion of MTA’s fixed route ridership Inland and on the South Coast (5%) but a larger share on the North Coast routes (14%) and on Dial-a-Ride (19%).

### **Persons with Disabilities**

A significant minority of MTA riders say that they have a disability that impacts their mobility. On Inland routes 15% say this, while on Coast routes nearly one quarter (24%) do so. This is an important population segment for MTA to serve, but by no means dominates the transit ridership.

### **Visitors**

MTA’s Coast routes are used by quite a few visitors from outside the area. From a marketing point of view, visitors can be segmented as:

- Individuals already within Mendocino County who might need transportation along the coast for hiking, recreation or because several people are sharing a vehicle. This group can be reached with effective signage and information displays at key destinations.
- Individuals outside of Mendocino County who are planning to visit the area and want information about transit service to Mendocino County. This group can best be reached via an effective website.



# Marketing Strategies

While there are a wide variety of strategies which MTA can and does use to address the objectives outlined above, this marketing plan will focus on those areas where the consulting team feels that marketing enhancement can have the greatest impact on the success of the service plan.

## Core Marketing Issues

For any transit agency, there are three aspects of marketing that are fundamental to the system's success – branding, customer service, and passenger information. While other marketing efforts, such as advertising, public relations and outreach, may be seen as discretionary based on available resources, the three fundamentals are central to the system's operation.

Branding is marketing at its most basic, involving all of the ways we identify a product or service. For a transit system, branded buses and bus stops are its most visible marketing messages – seen by thousands of current and potential customers every day. They create visibility and awareness that transit is available in a community and along specific corridors. Overall, MTA has done a very good job of branding its services with vehicle graphics, shelters, benches and signage that are identifiable and consistent.



**MTA Brand**

Customer service is at the core of transit operations. Delivering reliable, quality transit services and doing it with employees that are friendly and helpful insures customer satisfaction and retention. MTA gets extremely high marks for customer service. Riders rate the system highly on a wide variety of criteria, but particularly on courtesy of bus operators.

Passenger information is a factor that comes into play in between awareness and satisfaction. Passenger information tools – in print, on line and at the bus stop – are often the first step in a new passenger's experience when they make the decision to try transit. Transit requires significantly more "thinking" than driving or getting a ride, and difficulty in understanding transit routes and schedules is a common barrier to transit use. While MTA provides comprehensive information in print, on-line and at many bus stops, these tools are not particularly clear or easy-to-use for the novice riders.



## Passenger Information

As noted above, passenger information tools – in print, on line and at the bus stop – are the first step in a new passenger’s experience with a transit service. The image presented by these tools and the ease of using them to plan a trip will color the customers perceptions and expectations. Thus passenger information tools serve an important image function as well as being a source of critical information.

Two thirds of MTA’s Inland riders and half of Coast riders say they depend on the printed passenger guides as their primary source of information about transit services. However, stakeholders and other individuals interviewed as part of the outreach effort find the guides to be difficult to understand. Drivers related the difficulty that new passengers have deciphering the printed maps and schedules. The use of small, tightly packed type and single color printing provides little help in clarifying the information.

New riders to transit are most likely to turn to the internet for travel information – as they do for information about virtually anything. MTA’s website is not a good nor easy-to-use introduction to the system. In fact, among current Inland riders, “availability of information on the internet” was the lowest rated service factor.

The third place riders get information is at the bus stop. The pole signs which MTA posts at its stops are an excellent tool for providing schedule information. However, the design of the signs could be improved. They attempt to provide a lot of information, often resulting in a layout that is confusing and type sizes that are not easily read in low light levels.

This section will address specific recommendations for improving these three passenger information tools, so that new riders who decide to try MTA will have a better first step in their experience.

## Printed Passenger Guides

### General Organization

The goal in designing passenger guides should be to present the information based on how most passengers will use the system. Currently the routes are broken up geographically – South Coast, North Coast, Inland and Ukiah. However, MTA has attempted to provide information within each guide that will allow passengers to make common trips without having to consult a second source. For example the South Coast guide includes the schedule for getting to Ft. Bragg, and the Inland schedule includes route 9 trips. While this is handy for the experienced rider, the manner in which the information is presented is pretty cryptic for anyone not highly familiar with the MTA system.





*With current ridership patterns in mind, it is recommended that MTA reorganize and redesign its printed passenger information for fixed route services into a set of two guides.*

- Inland Routes – 1, 7, 9 20, 21, 65
- Coastal Routes – 5, 60, 65, 75, 95

Each guide should include the following:

- Simple, color coded graphic showing the entire MTA system and indicating the area covered by the specific guide. The graphic overview will allow readers to immediately see where they can go on MTA and to put the service they are reading about in context. It will set the stage for a system of color coding that will make it easier for riders to understand schedules.
- Route map, showing the specific service area, indicating routes using distinct colors, identifying bus stops, destinations, fare zone boundaries and timed transfer points.
- Detailed maps as needed for denser areas.
- Schedules for each of the routes included in the guide. Where routes overlap – meaning that some trips are served by multiple routes – the schedules should continue to be integrated and timed transfers highlighted. For example:
  - Routes 9 and 7 should be shown on a single schedule
  - Routes 1 and 20 might be integrated onto a single schedule since some local trips within Willits can be made using either route.
  - Routes 5 and 60 might continue to be shown on a single schedule.
- Fare Chart – clearly showing the fare for local trips and between communities.
- Holidays, Contacts and other general information – with English and Spanish clearly separated and labeled.



**MTA System Map Graphic**

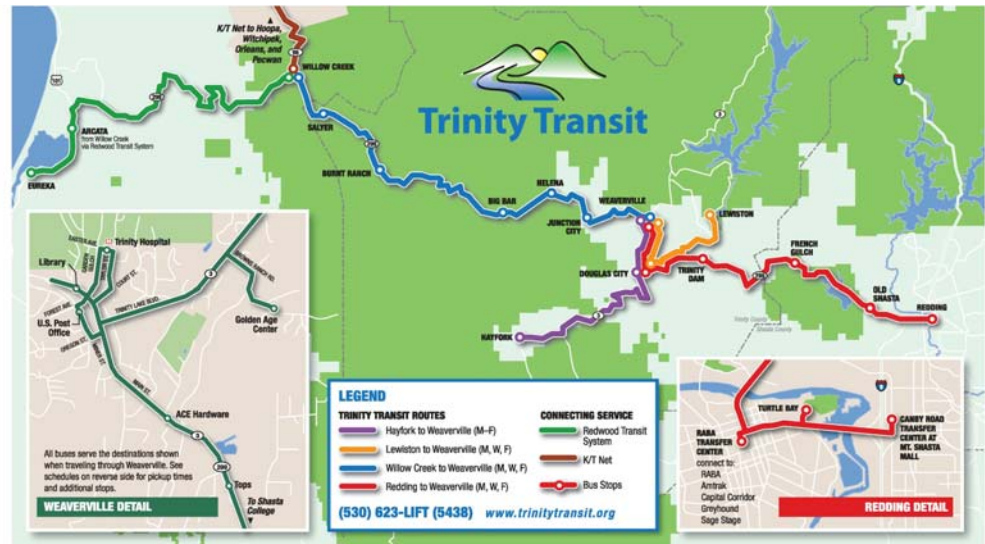
### Recommended Design Factors

Following are a set of design factors recommended for making the guides easier to read. Examples of guides designed using this approach are included. Full sized prints will be provided for illustration.



## Mendocino Transit Authority 2012-2016 Short Range Transit Development Plan

- Use color to enhance the clarity of information. Full color printing (which has become quite inexpensive) will allow you to clearly differentiate routes on maps and create a visual connection between routes and corresponding schedules.



- Eliminate “read up” format of schedules – all schedules should read top to bottom and right to left with an easy to understand header. For example:

- Route 60: Southbound from Ft. Bragg to Mendocino
- Rt. 65: Ft. Bragg to Ukiah to Santa Rosa

Weaverville to Redding (M,W,F)			
<b>WEAVERVILLE</b>	AM	PM	
Top's Mini Mart	7:30	1:00	
<b>Weaverville Library</b>	7:35	1:05	
Mill Street & Hwy. 299	7:38	1:08	
<b>Top's Market</b>	7:40	1:10	
<b>DOUGLAS</b>			
<b>Douglas City Store</b>	7:48	1:18	
<b>HIGHWAY 299</b>			
Trinity Dam (across Hwy.)	8:00	1:30	
French Gulch (across Hwy.)	8:20	1:57	
Old Shasta (Buell Alley)	8:31	2:05	
<b>REDDING</b>			
<b>RABA Transit Center</b>	8:43	2:16	
<b>Canby Rd. Transfer Ctr.</b>	8:54	2:21	
<b>Turtle Bay</b>	8:58	2:26	

Redding to Weaverville (M,W,F)			
<b>REDDING</b>	AM	PM	
<b>Canby Rd. Transfer Ctr.</b>	9:40	3:00	
<b>Turtle Bay</b>	9:44	3:05	
<b>RABA Transit Center</b>	9:55	3:10	
<b>HIGHWAY 299</b>			
Across from Buell Alley	10:06	3:26	
French Gulch	10:14	3:34	
Trinity Dam Blvd.	10:39	3:59	
Lewiston Road	10:44	4:04	
<b>DOUGLAS</b>			
<b>Douglas City Store</b>	10:50	4:10	
<b>WEAVERVILLE</b>			
<b>Top's Market</b>	10:58	4:18	
Main Street Auto	11:00	4:20	
<b>Weaverville Library</b>	11:03	4:23	
<b>Top's Mini Mart</b>	11:08	4:28	

- Rather than footnotes to indicate the specific location of stops, make the listing on the schedule more descriptive (so readers don't have to look in two places). For example:

- Rather than Albion, list Albion Store (Navarro Ridge Rd.)

Since you will have individual stop lists for each direction, you can specify the stop location for that direction.

- Use colors to connect routes on maps and schedules (e.g. for a route shown on the map in red, the schedule would have a red header).
- Consider numbering stops on the map for easy reference on the schedule.



RED LINE Monday through Saturday / De Lun		
Bus Stop	Location	First Bus Weekday
<b>Northbound Red Line</b>		
1	Target/Kohl's (corner of Ash & Long)	6:50
2	North Avenue/Rio Lomas Area	6:55
3	Mohave Community College	7:00
4	Palo Verde Medical Center	7:08
5	Walmart	7:14
6	Chevron at Riverview	7:16
7	Miracle Mile at Marina Blvd.	7:18
8	Riverview Mall - Office Depot	7:20
9	Arrive Kmart	7:25
▼ First bus begins service at Kmart		
9	Depart Kmart	6:30
10	Palma Rd. (near Hastings)	6:34
11	Safeway	6:38
12	Cruiser's	6:42
13	3rd Street/Best Western	6:45
14	7th Street	6:46
15	Home Depot/Sam's Club	6:50
16	Arrive Boat Dock	6:55
<b>Southbound Red Line</b>		
16	Depart Boat Dock	7:00
17	6th Street at Long	7:04
18	Fastrip at Family Dollar - 3rd Street	7:08
19	Earl's Castle	7:09
12	Cruiser's	7:12
20	Wells Fargo Bank - Gateway Plaza	7:16

### Passenger Guide Examples



- Separate English and Spanish text and clearly label each section – having it mixed makes it look like there is far more text than there is and makes it hard to scan for what you are looking for. (On schedule and fare chart headers, bilingual headings are OK).
- Provide information in a manner that is more “scan-able” and less text intensive. Avoid long blocks of text. Use subheads and bullets to make it easy for passengers to find the information they need. Insure that all type sizes – in text, on maps and schedules – is easily readable. Nothing

**CAT**  
COTTONWOOD AREA TRANSIT

**CATCH-A-RIDE  
BUS ROUTE**

**COTTONWOOD – CLARKDALE  
BRIDGEPORT – VERDE VILLAGE**

**Monday thru Friday  
7 a.m. – 1 p.m. and 2 p.m. – 6 p.m.  
EFFECTIVE FEBRUARY 14, 2008**

**Where to Catch-a-Ride**  
CAT bus stops are located all along the route and are shown on the map included in this guide. For your safety, buses can only stop at designated bus stops.

**When to Catch-a-Ride**  
Buses run once an hour in each direction. The bus schedule lists the pickup time (minutes past the hour) for each bus stop. Be sure to look at the schedule for your direction of travel. Buses run from 7 a.m. to 1 p.m. and from 2 p.m. to 6 p.m.

**Requesting a Deviation**  
If you live within 1/4 mile of the bus route, but are unable to get to the bus stop, you can request to be picked up at your curb. Call 634-2287 to request a deviation. Deviations are provided on a time-available basis, so call as far in advance as possible.

**Tips and Rules**

- Be at the bus stop a few minutes early as watches and clocks may vary.
- Please be courteous of other passengers. Rudeness and vulgarity will result in removal from the bus.
- No smoking or eating onboard the bus.
- Service animals are allowed onboard with proper identification.
- Pets are allowed onboard in a pet carrier.
- No drinking or alcohol onboard. (Alcohol may be brought onboard in factory sealed containers only.)
- If you have any questions, just ask your driver for assistance.

**CAT Dial-a-Ride**  
CAT also offers curb-to-curb service to persons who are unable to get to or from the bus stop. Dial-a-Ride reservations must be made at least 24 hours in advance and depend on space availability. The Dial-a-Ride fare is \$1.50 within the Cottonwood City limits and \$2.00 for all other locations. To schedule a trip or find out more about Dial-a-Ride call 634-2287.

**634-2287  
www.ci.cottonwood.az.us**

**Dónde tomar un autobús de Catch-a-Ride**  
Los paraderos de autobuses del Transporte del Área de Cottonwood (CAT) están ubicados a lo largo del recorrido y se muestran en el mapa incluido en esta guía. Cada parada está marcada con la señal verde de parada de autobuses que se muestra en la portada. Para su seguridad, los autobuses sólo pueden detenerse en las paradas de autobuses designadas.

**¿Cuándo tomar un autobús de Catch-a-Ride?**  
Los autobuses pasan una vez por hora en cada dirección. El horario del autobús incluye el horario de recogida (algunos minutos pasado la hora) en cada parada de autobuses. Asegúrese de verificar su dirección de viaje en el horario. Los autobuses circulan de 7 a.m. a 1 p.m. y de 2 p.m. a 6 p.m.

**Solicitud de desvío**  
Si usted vive dentro de 1/4 de milla de distancia del recorrido del autobús y no puede ir a la parada, puede solicitar que se lo recoja en su casa. Llame al 634-2287 para solicitar un desvío. Los desvíos se realizarán según la disponibilidad horaria, por lo tanto, llame con la mayor anticipación posible.

**Consejos y reglas**

- Esté en la parada del autobús unos minutos antes, ya que entre diferentes relojes puede haber una variación de minutos.
- Sea respetuoso con los demás pasajeros. La mala educación y la vulgaridad serán motivo de expulsión del autobús.
- Está prohibido fumar o comer en el autobús.
- Se permiten animales de servicio en el autobús si llevan la identificación correspondiente.
- Se permiten mascotas en el autobús si están dentro de una jaula.
- Está prohibido beber alcohol en el autobús. (Solo puede transportarse alcohol en el autobús si se encuentra en envases sellados de fábrica).
- Si tiene alguna inquietud, pida ayuda al conductor.

**Dial-a-Ride de CAT**  
CAT también ofrece un servicio de puerta a puerta para personas que no pueden llegar a la parada del autobús o retirarse de ésta. Las reservaciones telefónicas de Dial-a-Ride deben realizarse con al menos 24 horas de anticipación y dependen de la disponibilidad de espacio. El boleto de Dial-a-Ride cuesta \$1.50 dentro de los límites de Cottonwood City y \$2.00 para todos los demás lugares. Para programar un viaje u obtener más información acerca de Dial-a-Ride, llame al 634-2287.

## Passenger Guide Cover and Text Examples

should be smaller than 10 pt type and 11 or 12 pt is better. Extra leading (spacing between lines) can greatly increase the readability of text.

- The front of brochures should be viewed as an advertisement. Design for promotional and informational value and move detailed information (e.g. bike and wheelchair notes) to inside the guide.
- All passenger information guides should fold to the same size and format so that they can be visibly distributed using standard brochure holders such as the sample shown here, customized with MTA’s logo, phone number and web address.
- Currently, there is little or no printed information available about MTA’s Dial-a-Ride services. It is recommended that this service, for persons with disabilities, be referenced in each of the fixed route guides. In addition, based on the policies adopted after the SRTDP, MTA should develop a specific guide for Dial-a-Ride eligible individuals that details both MTA and senior center demand response services throughout the region.





### Website – 4mta.org

Most MTA's riders (two-thirds) have internet access, though less than one-third have used the MTA website. However, the vast majority of potential new riders likely have internet access and it is where they would turn first when the need to use transit arises. Therefore the MTA website is a critical portal for introducing new riders to the system.

### **Website Design Principles**

Three factors are of critical concern when designing a transit system website.

1. Current and potential passengers should be the primary focus of MTA's website and they should be able to quickly and easily understand where MTA goes and how to plan a transit trip to their destination. While the website also offers an opportunity to provide information of interest to board members, the media or other stakeholders, these are secondary audiences.
2. The primary rule of web design is that people don't read web pages - they scan them, looking for links to the specific information they need. Therefore long segments of text are counterproductive. In addition, the need to scroll should be minimized. The user should be able to see what the page has to offer at a glance.
3. Getting driving directions is one of the most common uses of the internet. Virtually anyone with a computer knows how to use Google maps. Having a trip planner based on Google maps provides a way to plan transit trips that is familiar to potential users and overcomes the barrier of having to interpret schedules.

### **MTA's Current Website**

MTA's website is not an easy introduction to the system. The home page provides ample information of interest to stakeholders, but information relevant to users is secondary. In addition the page is text heavy and the links that are most critical are hidden on the far right...an area that may require scrolling to see depending on the size and settings of the users monitor.

The screenshot shows the Mendocino Transit Authority (MTA) website. The header includes the MTA logo and the tagline "Serving Mendocino County since 1976". A navigation menu on the right lists links: Home, Schedules & Maps, Fares & Passes, Dial-A-Ride, Connecting Services, Holiday Schedule, Riders Guide, and Contact MTA. The main content area features a large image of a "Special" bus, a map of Mendocino County, and a photo of a bus interior. Below the map is a "Trip Planner" section with input fields for "Starting Location" (e.g., 123 Robinson Creek Ukiah, CA), "Destination", and "Depart at:", along with a "Get Directions" button. A "News & Events" section lists recent updates, including a GM award, a board meeting, and a new maintenance facility. At the bottom, there are links for "Application for Federal Stimulus Funds", "Transportation Investment Generating Economic Recovery", and a "Calculate Your Savings by Riding Public Transportation!" calculator.

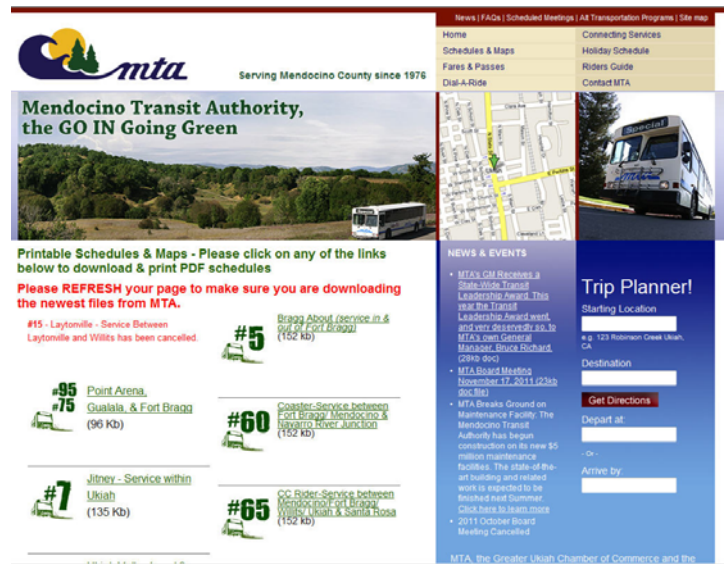


## Mendocino Transit Authority 2012-2016 Short Range Transit Development Plan

The most positive element of the MTA home page is the Trip Planner. This should be the focal point of the page, rather than a side bar (although it is good that it is repeated on every page) and MTA should insure that updated data is submitted to Google when changes are made.

If the potential rider clicks on Schedules and Maps – a logical first step to see where the system goes – they get the page shown here.

There is no overview map to help them orient or select the correct route. They must simply read the route/numbers descriptions and click on each to open a PDF. The PDFs are from the printed guides which means they have all the same limitations. In addition, some pages are upside down on the screen, because they are formatted for a printed piece not for internet display.



Information provided about Dial-a-Ride services is highly confusing and does little to clarify where, when or to whom Dial-a-Ride service is available.

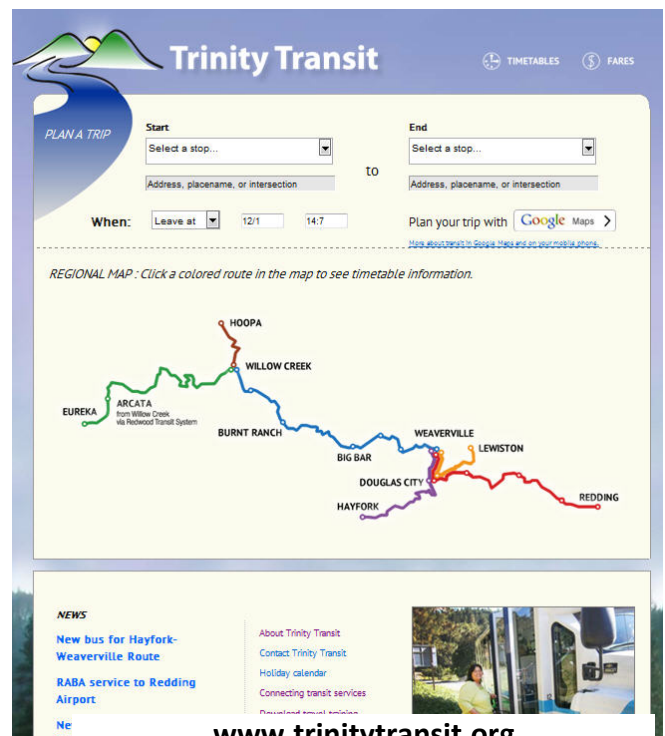
Information about fares, holidays and other general information is presented in html format which is much easier to read on screen. (It was noted, that bits of Spanish appear to be randomly scattered throughout the text. It is unlikely that this serves much purpose and may simply be a vestige of cutting and pasting from the printed guides.)

In summary, the website is not very useful for potential new riders with the exception of the Google Trip Planner.

### Recommended Website Design Factors

*It is recommended that MTA develop a new website and combine this effort with the creation of new printed passenger guides. Combining the two will insure consistency of design and approach and will likely offer significant cost savings (since graphics can be created for use in both formats).*

- The website home page should include two key elements:
  - Trip Planner
  - Interactive System Map with links to schedules and detailed route maps

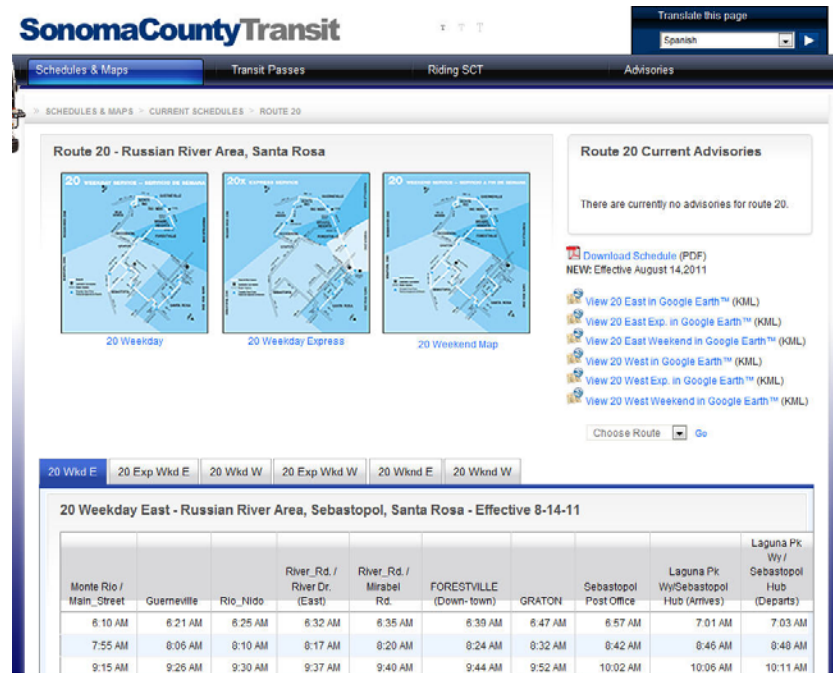


[www.trinitytransit.org](http://www.trinitytransit.org)



The Trinity Transit home page shown above ([www.trinitytransit.org](http://www.trinitytransit.org)) is an example of a transit website which takes this approach. At a glance it shows the potential user where they can go and gives them two easy tools for planning their trip. A variety of other links – to specific information such as news stories, contact information, holiday schedule, connecting services, bike & ride and travel training - are provided lower on the page. However, the core trip planning information can be accessed without scrolling.

- Schedules should be displayed on the screen in html format. This insures that they are easy to read on the screen and that they can be accessed using a screen reader by persons with sight impairments. You may also wish to provide a PDF link for easy printing. The Sonoma County Transit website provides a good example of how maps and schedules can be provided in a variety of useful ways.



The screenshot shows the Sonoma County Transit website. The header includes the logo and navigation tabs: Schedules & Maps, Transit Passes, Riding SCT, and Advisories. A sub-header indicates 'SCHEDULES & MAPS > CURRENT SCHEDULES > ROUTE 20'. The main content area is titled 'Route 20 - Russian River Area, Santa Rosa' and features three map thumbnails: '20 Weekday', '20 Weekday Express', and '20 Weekend Map'. To the right, a box titled 'Route 20 Current Advisories' states 'There are currently no advisories for route 20.' Below the maps, there are links to download the schedule as a PDF (effective August 14, 2011) and several Google Earth links for viewing the route. At the bottom, a table shows the '20 Weekday East - Russian River Area, Sebastopol, Santa Rosa - Effective 8-14-11' schedule.

Monte Rio / Main Street	Guerneville	Rio Nido	River Rd. / River Dr. (East)	River Rd. / Mirabel Rd.	FORESTVILLE (Down-town)	GRATON	Sebastopol Post Office	Laguna Pk. WY/Sebastopol Hub (Arrives)	Laguna Pk. WY / Sebastopol Hub (Departs)
6:10 AM	6:21 AM	6:25 AM	6:32 AM	6:35 AM	6:39 AM	6:47 AM	6:57 AM	7:01 AM	7:03 AM
7:55 AM	8:06 AM	8:10 AM	8:17 AM	8:20 AM	8:24 AM	8:32 AM	8:42 AM	8:46 AM	8:48 AM
9:15 AM	9:26 AM	9:30 AM	9:37 AM	9:40 AM	9:44 AM	9:52 AM	10:02 AM	10:06 AM	10:11 AM

[www.sctransit.com](http://www.sctransit.com)

- Detailed route maps can be annotated with specific bus stop location information. For example if you point at the dot on the route map for Albion a tag might appear to tell you the bus stop is at the Albion Grocery Store at Navarro Ridge Rd. The tag might even include a photo.
- Information about Dial-a-Ride services should make clear where it is available, during what hours, with what advance reservation notice, to whom and at what cost.
- Fare information should be provided in the form of a fare chart or fare calculator. It should be easy for the potential user to see what it will cost to go from point A to point B. You may wish to link fares for specific routes to the schedule for that route.
- Other specific pieces of information should be easily found via links from a home page menu. These would include:
  - Contact link for comments, questions or complaints
  - Holiday calendar
  - Bike information
  - Wheelchair accessibility information
  - Administrative Information – Board Meetings, Employment Notices, etc.



- Links to websites for connecting transit agencies should continue to be provided. You might also make it clear which agencies are part of Google Transit allowing riders to use the Trip Planner to plan inter-system trips.
- An automated translation function such as Google Translator can be used to translate all html text into Spanish. While this will not provide a perfect translation, it will generally get the point across. The Sonoma County Transit website shown above includes a translation function in the upper right corner.

### Building Customer Relationships via the Internet

In addition to being a highly efficient tool for delivering passenger information, the internet also offers MTA the opportunity to build a stronger relationship with its customers via two-way communications and social media. During the website redesign process, it is recommended that MTA consider the following potential add-ons:

- Website registration for ride alerts

Allow passengers to sign up to receive updates about MTA service. Allowing them to register for a particular route or service area will allow you to send them only the relevant information. (Example: [www.mercedthebus.com](http://www.mercedthebus.com))

- Version of schedules for download to smart phones and other mobile devices

Develop a version of the schedules which can be downloaded for easy viewing on a Smart Phone. This app could be downloaded directly from the website or connected to a QR Code posted at the bus stops.



- Twitter

Twitter is another means of providing passengers with timely information about MTA services. Passengers who follow MTA's twitter postings can be informed of service changes or interruptions, holiday schedules or services, new fare media outlets and other relevant pieces of information.

- Facebook

While the three strategies above allow MTA to communicate with passengers, Facebook allows for two way communications. Riders can post comments, ask questions and tell their own transit stories.

#### Examples of transit systems that are using Facebook and Twitter Effectively

- Trimet.org – Portland, OR
  - Bart.gov – Oakland, CA
  - Mountainline.az.gov – Flagstaff, AZ
  - Charlottesville Area Transit–VA
  - Busride.org – Morgantown, WV
- Go to website, then click on Facebook or Twitter logos to see what they are doing.*

- Why I Ride MTA comment page

To better understand and demonstrate how MTA benefits Mendocino County and its population, MTA may wish to consider creating a "Why I Ride MTA" comment page either on its website or on Facebook. Riders would be invited to tell why they ride MTA, to upload photos or videos showing what they like about the service.



■ Travel Training Tools

The website also offers the opportunity to make Travel Training tools available to gatekeepers and potential riders. These might include a “How to ride” PowerPoint or video, a short video on how to use the bike rack, or a demonstration of how to plan a trip using Google Transit. (Examples: [www.trinitytransit.org](http://www.trinitytransit.org) and [www.lextran.com](http://www.lextran.com))



## At the Stop

### Bus Stop Signage

Bus Stop signs are one of a transit system's most effective marketing tools. In addition to letting current passengers know where to wait, they let potential riders know that transit service is available to a specific destination or along a corridor. Within the urbanized areas, MTA has done a good job identifying bus stops with signs, branded benches and shelters. As signage is updated over time, it would be useful to add the website address to the signs.



While MTA has done an excellent job of signing and branding routes within Ukiah and Ft. Bragg, the signage on rural routes, particularly along the South Coast, needs to be improved. Few of these stops have route and schedule information or any amenities, and many have no signage or designation at all.

In rural areas, such as the South Coast, bus stop signage can be MTA's most effective marketing tool for increasing visibility of the bus service and can be an important channel for making information available to potential users. The market research has shown that riders on routes 65, 75, 95 are more likely to be infrequent, even one-time, riders, and hence less familiar with the service. This makes signage and information at the stop more critical.

*It is recommended that MTA review its signage systemwide, adding or replacing signs where they don't exist, or are damaged, faded or in locations that are not visible.*

### Bus Stop Information Displays

At many stops, particularly on the Inland routes, MTA has placed pole signs to provide schedule information. This is an excellent passenger information tool. However, it is important to provide a level of information that is readable and understandable under the circumstances. The sign at the right, from a stop in Ukiah, tries to do too much. The key elements of information that are needed when a passenger is standing at a stop are:

- What routes serve this stop
- What times does the bus leave this stop

Trying to also provide information about destinations and connecting services maybe too much to accomplish in this format.

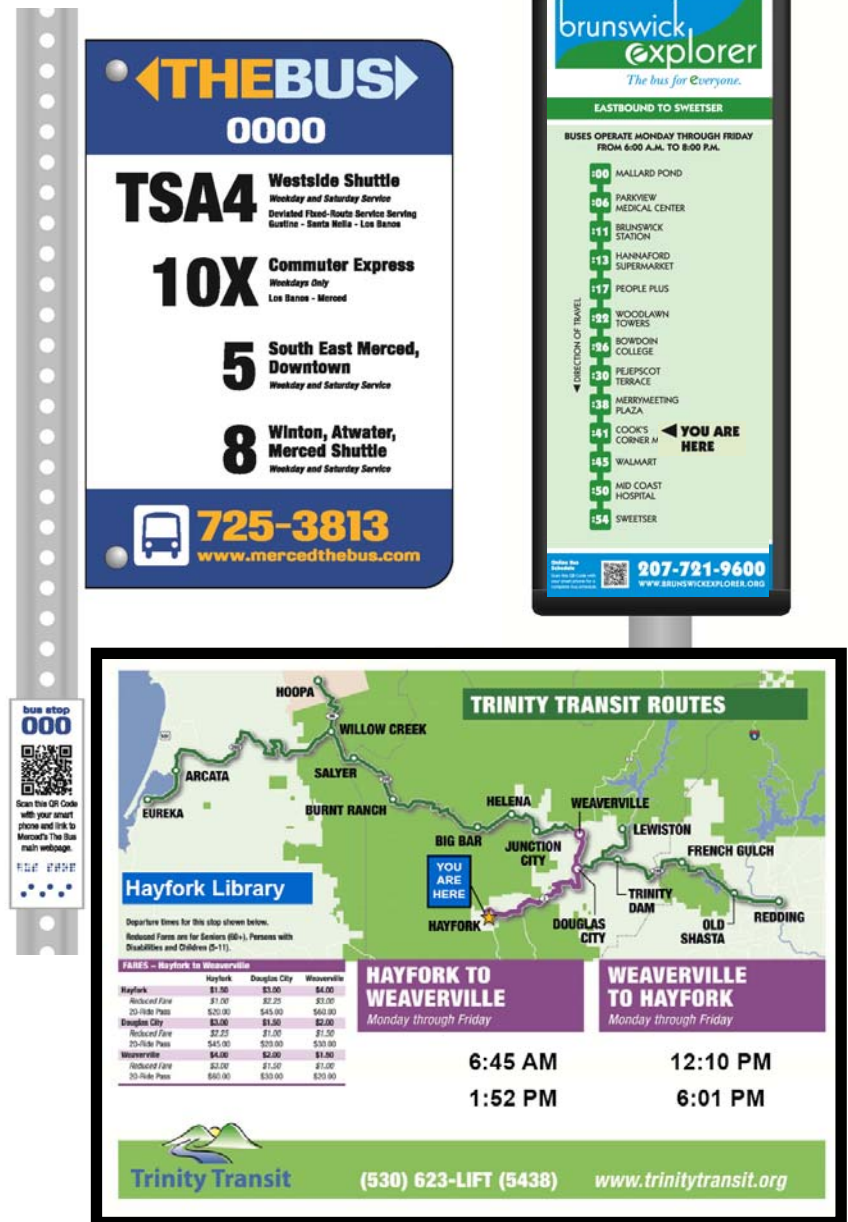




At a shelter, MTA might consider a larger display which would include a route map for the area (e.g. Ukiah, Willits or Ft. Bragg, with a “YOU ARE HERE” designator.)

Shown here are three very different approaches to providing information at the bus stop used by different systems.

- THE BUS stop sign simply shows the routes and destinations which serve the stop. However, it includes a stop number and QR Code which can be used to get real time schedule information using a cell phone or smart phone.
- The Brunswick Explorer panel is used in conjunction with a flag bus stop sign. It shows the timepoints on the route which operates hourly (clockface headways) and then indicates the location of the specific stop and hence the minutes past the hour when the bus will come. This type of design could be modified to work with a non-hourly schedule, by providing a list of specific departure times for the stop.



### At-the-stop Signage Samples

- The Trinity Transit panel is also used in conjunction with a standard flag sign. It provides a map of the service area with the specific route highlighted and an appropriate fare chart. It has a “You Are Here” designation and shows departure times for the specific stop. The signs are standard for each route and are customized (in MS Publisher) for specific stops (changing times, stop name and You Are Here locator).



## Gatekeeper Outreach and Travel Training

Many organizations serve as gatekeepers for potential transit riders. These include social service agencies, schools and colleges, youth programs, support organizations for the disabled and medical services. These organizations, and particularly their front line employees, are often charged with identifying transportation options for getting their clients to programs, appointments, training, classes, interviews and jobs. As a result, they have the potential to serve as “salespeople” for public transit.

Interviews with social service providers who work with seniors, low income families and Latinos made it clear that these individuals do not have a good understanding of MTA’s services or how they work. However, they are open to and eager for more information about the system that they can use to benefit their own clients. To capitalize on this potential, *MTA should consider making gatekeeper outreach and travel training a function of its Mobility Management program.* Three specific strategies are recommended.

### Establish and Maintain Gatekeeper Network

Create a list of gatekeeper contacts that can be reached via e-mail. This list should include:

- Social Service Agencies
- Disability Support Programs
- Colleges and Vocational Schools
- Secondary Schools
- Senior Centers and Senior Complexes
- Youth Programs
- Medical Clinics
- Latino Community Organizations

These individuals should be provided with regular updates about changes in transit services and programs. When appropriate, E-mails can include an 8 ½” X 11” PDF flyer for printing and posting or distributing to co-workers and/or clients.

### Conduct Travel Training with Gatekeeper Staff

Many gatekeepers are not familiar with the public transit services that MTA offers and have trouble planning trips for their constituents. They welcome the idea of transit travel training for their staff people. Travel training sessions can be delivered in various ways:

- Organization specific staff meetings
- Social service council meetings
- Meetings hosted by MTA to which various individuals are invited
- As a webinar in which a variety of organizations are invited to participate

However they are delivered, the travel training sessions should address the complete spectrum of transportation services available within Mendocino County.



- Fixed route services
- MTA provided Dial-a-Ride services
- Senior Center provide Door-through-Door services
- Volunteer driver programs (e-Ride and the Community Resource Connection)
- Vanpool programs
- Connecting services in Santa Rosa (including MTA's drop off services)

Travel training should particularly highlight how social service providers can use the on-line trip planner and printed guides to plan bus trips for their constituents. The sessions should always include an interactive Q and A period and trip planning demonstration. Names of participants should be added to the Gatekeeper Network list.

### Provide Tools for Use in Travel Training Constituents

Beyond simply educating the gatekeepers, this effort should seek to utilize the gatekeepers as an active marketing channel for public transit services. To this end, MTA should develop marketing tools which gatekeepers can use to travel train their own constituents. These might include:

- Customizable PowerPoint presentation about how to use the MTA system and how to plan trips using the on-line trip planner and printed guides.
- Transit displays for lobbies at social service offices, clinics and other high traffic locations – including a system map with a “You Are Here” designation.
- Supplies of passenger guides relevant to the target population.
- Customized handouts, posters or articles for distribution through internal communication channels.
- Detailed trip plans for common destinations – e.g. how to use MTA to go to a medical appointment in Santa Rosa.



### Sample Display and Travel Training Tools



## Targeted Willits Program

While service design improvements can increase the viability of the local Willits service, these must be accompanied by enhancements in passenger information and marketing. The weak ridership of the Willits Rider is at least partially due to lack of awareness, poor understanding of how the flex route works and the additional barrier imposed by having to request a flex.

If MTA implements a modified flex route or a community circulator route, several specific marketing strategies are recommended for implementation in conjunction with the selected service alternative.



### Increase visibility of the route through bus stop signage at a larger number of designated stops.

Having a larger number of clearly signed bus stops for the Willits Rider, particularly at high traffic destinations such as the senior center, shopping centers and apartment complexes, will increase the visibility of the service. Conduct a review of stops to insure that signage and amenities provide maximum visibility.

### Make passenger information for the Willits Rider easier to understand.

The Willits Rider guide, even more so than most of MTA's passenger guides, is difficult to understand. The potential user must read and interpret a great deal of small text to understand the nature of the flex service. Simply looking at the map (which would be impossible for most seniors to read) and the schedule would leave one thinking that the bus only stops at eight locations within Willits. In addition, the schedule does not communicate the potential to use the Rt. 20 for local trips within Willits.

We have already addressed strategies for enhancing MTA's printed passenger information overall. Specific to the Willits Rider, however, the following elements should be included in the passenger guide.

- A map that clearly shows the routing for the Willits Rider and the Route 20 (using different colors). The map should identify all bus stop locations so that potential passengers can easily see which route or routes serve their origin and destination. It should show common landmarks and destinations and should use senior-friendly type sizes. (The current map actually includes much of the necessary information, however the single color production and small size makes it difficult to read).
- An integrated schedule that shows the expanded list of bus stops and that includes Rt. 20 trips which serve these stops as well as Route 1 trips.
- If flex stops continue to be part of the service, a clear concise, easy-to-understand description of how it works – in a type size seniors can read.
- Fare information in a clear simple table which can be read at a glance.



### Conduct aggressive gatekeeper outreach.

The gatekeeper outreach and travel training previously discussed will be particularly critical in Willits. MTA staff should meet with staff at Willits destinations and organizations including:

- Little Lake Clinic
- Howard Hospital
- Nuestra Alianza
- Mendocino College Willits Center
- Integrated Service Center
- Oak Glen Apartments
- Willits Senior Center
- Willits High School

The objective will be to insure that staff people at these organizations understand the service and have passenger information available for their constituents. Work with them to identify direct communications channels such on-site transit displays, rent notice stuffers or personal travel training presentations.

### Implement a Willits specific ad campaign.

Using the *Willits News* and/or local radio, MTA should implement a ridership oriented campaign specific to the Willits services. The campaign might utilize testimonials from existing riders about the independence and economy the service offers. The advantage of testimonials is that they are a highly credible way of communicating the benefits of transit while also saying, “people like you” are already riding the bus.

The testimonials could be combined with specific service information such as a simplified route map showing the destinations served.

At the right is an example of a testimonial ad used by Morongo Basin Transit Authority.

***"I love riding MBTA because I can be independent. And the price is so reasonable."***

"I've been riding MBTA since 1993. I take the bus shopping, to the doctor and to visit friends. I've made lots of friends on the bus. You can really get around on MBTA. It's like having a car but you save a lot of money!"

**Marie Barr**  
Retiree  
Yucca Valley

**Where can MBTA take you?**  
Yucca Valley  
Joshua Tree  
CMC  
20 Palms  
Marine Base  
Landers

**Let MBTA take you where you want to go, around the Morongo Basin and to Palm Springs. To learn how you can enjoy the benefits of riding like Marie does, visit our website or call (760) 366-2395.**

**www.mbtabus.com**

**MBTA**  
MORONGO BASIN TRANSIT AUTHORITY



## Targeted Mendocino College Program

MTA already attracts a large share of its ridership from the Mendocino College student population. In fact, one third of Inland riders say they are students at the college. However, with an enrollment of 4000 or more at the Ukiah and Willits campus, there is clearly potential to expand this ridership segment through targeted marketing efforts. These efforts should be focused in two areas.

### Established a Prepaid Fare

The ideal marketing strategy for a college population is a pre-paid fare program under which each student pays a small transit charge as part of their student fees, and all students are able to ride fare-free using their student ID. Prepaid programs have been highly successful in building transit usage at Colleges and Universities throughout the US. They generally must be initiated with a vote of the students. Establishment of a pre-paid program with Mendocino College should be the ultimate goal of MTA. This would provide guaranteed income to MTA and a strong incentive for students to use MTA. To generate support for a transit fee among students, transit agencies often pair the implementation of such programs with service level enhancements (e.g. implementation of some Saturday service to Mendocino College).

Note: The per-student contribution for a pre-paid program is generally based on the average fare and anticipated utilization.

If a universal pre-paid program cannot be implemented in the short term, an alternative is the establishment of a Semester Pass which is valid for the full semester and offers students a discount for pre-payment. This pass could be sold through the Campus bookstore or cashier at the start of the term, allowing students to pre-pay their semester's transportation at the same time they pay their tuition and buy their books (e.g. when they receive their financial aid). It should be aggressively marketed on campus. At the right is an example of a semester pass which Capital Metro offers at Austin Community College.



### Implement Targeted Communications Efforts On-Campus and On-line

The more specific and targeted a marketing appeal is, the more likely it is to generate behavior change. This is especially true in public transit, where a high level of information is required before a potential customer “tries” the product. If we provide potential riders with information and appeals that are relevant to their specific needs, we are more likely to capture their attention and get them to consider transit as an option.

Mendocino College offers an ideal opportunity for this type of targeted marketing as it attracts a large number of individuals to a location which is extremely well served by public transportation. This makes it easy to fashion messages that are highly targeted in terms of information included, and that appeal to the needs of college students for example:



## Mendocino Transit Authority 2012-2016 Short Range Transit Development Plan

- Reliable, economical transportation
- Savings on gas and car costs
- No need to search for a parking place
- Time to study on the way to class
- Service to both day and evening classes
- Good for the environment

Targeted communication channels for reaching students with these customized messages include:

- On-campus poster campaign
- On campus transit information displays (at high traffic locations such as bookstore or food court)
- Link to MTA on the Mendocino College website
- Distribution of MTA messages through the new Mendocino College “portal”
- Inclusion of an MTA ad in the class schedule

These efforts would, of course, need to be implemented in partnership with Mendocino College administration.

**IT'S SIMPLE ECONOMICS.**

Owning a car costs money – between \$5,000 and \$10,000 a year.\*

Riding MAC costs money, too – but under a dollar a trip. Even if you ride MAC to school twice a day every day for a full year, you'd pay only a fraction of the cost of owning a car.

MAC Route 9 runs every 30 minutes from downtown Mazon to Central Georgia Technical College (CGTC) and on west to Mason State College. Buses serve CGTC weekdays from early morning until after 9 at night, and must stop right in front of Building 8. Route 9 also connects with other MAC routes to take you anywhere in the city.

Count on MAC for low-cost, reliable transportation to class and back – and you'll never have to change the oil!

For complete route and schedule information, take a Riders Guide, call 746-1387, or visit [www.mta-mac.com](http://www.mta-mac.com)

**NEW BUSES!**

Let MAC take you to class.

**MTA**  
Mendocino Transit Authority

\*New Driving Costs, 2007 Edition; American Automobile Association.

**RIDE MBTA to CMC**

And who knows where you'll go from there!

Where Can MBTA Take You?

**760-366-2395**

[www.mbtabus.com](http://www.mbtabus.com)

**5 Reasons to Ride MBTA to Copper Mountain College**

- Save Money: It's only 25 cents per ride.**  
With your CMC student ID, you can ride MBTA throughout the Morongo Basin for only 25 cents per ride. How far will 25 cents worth of gas get you? Imagine commuting to school for as little as \$2.50 per week!
- Save Time: Study or nap, on the way to class.**  
MBTA lets you put your commute time to good use. Do some test retake studying or catch a few extra ZZZs. However you use the time, its time you won't waste driving.  
Plus, no more cruising the parking lot looking for the closest spot. MBTA drops you practically at the door. The campus bus stop is right in the middle of campus.
- Don't Worry: Enjoy a worry-free ride to school.**  
No worries about a car that won't start, an empty gas tank, or a ride that doesn't show up. You can count on MBTA to get you to school on time, every time.
- Save the Planet: Reduce your carbon footprint.**  
Every mile you ride the bus instead of driving reduces your contribution to global warming by half. Ride MBTA and help save the planet.
- Get Connected: MBTA connects CMC with communities throughout the Morongo Basin.**  
MBTA provides bus service from Yucca Valley, 29 Palms, Joshua Tree, Landers and the MCACCC Marine Base to Copper Mountain College. So wherever you live, MBTA is the your worry-free, money saving way to get to college.

**For complete schedule information,** visit [mbtabus.com](http://mbtabus.com) or pick up your rider's guide at the student center or CMC library. If you'd like personal trip planning assistance, just give us a call at 760-366-2395.

**LANDERS**  
**YUCCA VALLEY**  
**JOSHUA TREE**  
**COPPER MOUNTAIN COLLEGE**  
**MARINE BASE**  
**29 PALMS**

**MBTA**  
MORONGO BASIN TRANSIT AUTHORITY

### Example of Campus Poster and Class Schedule Ad



## Promotion of Ukiah Evening Service

MTA operates evening service on Route 9 to Mendocino College. The final bus leaves the college shortly after 10:00 pm. The ridership analysis found that productivity of the service after 8 p.m. is quite low. The service recommendation is to more actively market the evening service and, if ridership does not improve, consider cutting it back to 9 pm.

Having evening service available to the college and through the core of Ukiah has important benefits to MTA's riders. Workers are able to get home from retail/restaurant jobs, students are able to attend evening classes and people are able to use transit for evening activities such as movies or going to dinner. Therefore, it is well worth the effort to more actively promote the evening service. Several strategies are recommended for promoting evening ridership both to existing customers and potential new riders.

### Promote Evening Service at Mendocino College

The prior section discussed a variety of communications channels for promoting ridership among Mendocino College students. One important message of these communications should be the availability of evening service to and from the campus.

### Make the Evening Service a Key Topic of the Local Advertising Campaign

Advertising for local services within Ukiah should promote the availability of evening service as a key message. Ads can communicate the hours of the service; along with the destinations this gives riders easy access to, such as:

- Movies at Ukiah Theater – you can go to a 7 p.m. movie and catch the bus home
- Night classes at Mendocino College
- Dinner or drinks at many of Ukiah's restaurants and bars
- Working late – you still have a ride home

Advertising media should target both current riders and the general population with newspaper, local radio, interior bus posters and potentially exterior bus panels.

### Highlight the Evening Service on the Website and in New Passenger Guides

The evening service might also be highlighted on the new website and in passenger guides. For example on the Ukiah schedule might be a bold "button" that says "Bus Service til 10:30 PM." On the website homepage might be an ad or article highlighting the evening service.



### Work with Evening Destinations to Conduct Joint Promotions

A final strategy for marketing the evening service is to team up with local evening destinations to promote using the bus to get to those activities or businesses. Natural partners might include the Ukiah Theater, restaurants, even stores that are open in the evenings. Aspects of the program might include:

- Sponsors could be encouraged to provide a discount or bonus to people who show that they came by bus (you'd have to have the drivers give them "proof").
- Posters/flyers at the sponsor locations might promote the evening service to their daytime customers.
- Posters/flyers on-board the buses and a link on your website might co-promote the evening service and the sponsor destinations. This co-promotion would give sponsors an incentive to offer a value to riders.



## Marketing Budget & Timetable

### Budget Reallocation

The existing marketing program budget includes the following elements.

Timetables	Graphics and Printing	\$19,950
Printing	Passes, Business Cards, Annual Report, etc.	\$11,500
Advertising	Newspaper, Radio, Yellow Pages	\$58,575
Miscellaneous	Webpage, Google Transit, Donations, Community Support	\$6,000
Internal Marketing	BBQ, Anniversary Gifts, Holiday Dinner, etc.	\$7,465
Legal Advertising	Public Hearings, Employment Ads	\$3,600
<b>TOTAL</b>		<b>\$107,090</b>

Excluding the human resource and administrative expenses, this represents about \$90,000 for passenger information and promotion – about 2.5% of MTA’s overall operating budget. This amount is supplemented by trades with local radio stations for on-air advertising. This is a very reasonable level of expenditure for marketing activities. However two factors must be considered:

- A redistribution of resources may be needed to increase efficiency of the budget. For example, advertising (particularly yellow pages) can be reduced in order to support enhanced passenger information programs.
- The initial costs for redesigning passenger guides and the website and enhancing signage will require greater resources in the initial year of implementation. The anticipated cost of the website and passenger guide redesign is \$25,000 and will be funded from MTA’s current capital funding.

The marketing effort will be greatly enhanced by the addition of Mobility Management staff resources to expand the agency’s capacity to conduct gatekeeper outreach and travel training. It is assumed that this will be primarily a staffing issue, with minimal impact on the promotional budget.

### Implementation Timeline

The following timeline provides a recommended phasing for the marketing activities during each year of the SRTDP.

#### FY 2011-12

- RFP/Contract for Passenger Information Upgrade
- Determine Potential for Outreach/Travel Training as a Mobility Management Function

#### FY 2012-13

- Implement Upgrade of Passenger Guides & Website



- Willits Rider Program in Conjunction with Service Change
- Promotion of Ukiah Evening Service
- Initiate Gatekeeper Program (on-going effort)

**FY 2013-14**

- Begin Using Social Media to Engage Riders
- Bus Stop Signage Review & Enhancement
- Upgrade of Bus Pole Signs

**FY 2014-15 and FY 2015-16**

- Implement Mendocino College Prepaid or Semester Pass Program



## 9. Financial Plan

The financial plan provides the details on the operating and capital costs and revenues from FY 2011/12 to FY 2015/16 based on the recommendations in the previous chapters. The financial plan is founded both on known facts and projections based on historical precedence. There is a great deal of uncertainty facing public transportation financing. In order to provide a bracket of possible financial outcomes, three financial scenarios have been developed to provide a reasonable financial planning framework to work with.

After an initial definition of the three scenarios, the chapter is divided into six sections:

- Key Operating Revenue Assumptions by Financial Scenario
- Baseline Operating Costs
- Estimated Cost of Service Plan Improvements
- Financial Scenario Outcomes: Service and Fare Adjustments
- Capital Costs
- Capital Revenues

### Financial Scenario Framework and Assumptions

In evaluating the FY 2011/12 budget, MTA utilized a best case and worst-case format. The current budget is essentially the best estimate scenario. The following is a summary of the proposed financial scenario framework:

1. Worst Case Scenario: In this scenario, the current economic downturn persists and transit revenue sources continue to remain unstable. The worst-case scenario would assume no future STA funds are received over the next five years. If funds are received, they are utilized for capital purposes. Pessimistic projections for federal funding would assume a 30% drop in federal funding for transit based on the July Mica House Reauthorization Bill.
2. Best Estimate Scenario: This scenario would pivot off the assumptions utilized in the adopted FY 2011/12 budget. The best estimate scenario would maximize the use of transit funding sources to achieve the highest potential transit service levels in Mendocino County. The best estimate implies the utilization of assumptions based on currently available information or historical precedent.
3. Economic Recovery Scenario: This is essentially a best-case scenario, but is defined if economic recovery returns sales tax revenues back to average increase of Local Transportation Funds between FY 2000/01 and FY 2007/08.



## Key Operating Revenue Assumptions By Financial Scenario

### Farebox Revenues

MTA receives fares from passengers to ride both fixed route and Dial-A-Ride services. These are known as farebox revenues. Social service agencies also purchase passes for clients that are included as farebox revenues.

*Worst Case Scenario:* The fare structure remains the same and ridership levels remain flat or decline. Fare revenues decline in proportion to local, state, and federal reductions.

*Best Estimate Scenario:* Fares are estimated based on ridership projections and adjusted as necessary to meet minimum farebox recovery requirements of 14.7%.

*Economic Recovery Scenario:* Additional ridership from work trips, Mendocino College and marketing efforts minimize the need for base fare adjustments over the five-year period. Adjustments are made to the discount rate for passes to meet the farebox recovery requirement.

### Local Transportation Funds (LTF)

The Local Transportation Fund is part of the funds received from Transportation Development Act (TDA) monies. TDA funds are derived from the state sales tax and are earmarked for transportation purposes. The law (SB 325, enacted in 1971) created a local transportation fund (LTF) in each county that is funded from ¼ cent of the base statewide six-cent retail sales tax that is collected in each county. In FY 2010/11, MTA received \$1,946,008 in LTF revenues for operations. This was 52.4% of the operating budget.

MTA recently received news from MCOG that a 9.3% in LTF funding is planned for FY 2012/13. This includes use of an unrestricted balance from FY 2010 and a 6.3% increase based on the Mendocino County Auditor estimate. With a 15.65% allocation to the Senior Centers, an increase of LTF funding to \$2,165,106 is utilized for FY 2012/13 for all scenarios.

*Worst Case Scenario:* Actual LTF funds utilized by MTA for operations dropped from \$2.36 million in FY 2007/08 to \$1.95 million in FY 2010/11. The worst case would have LTF funds decline by 5% in FY 2013/14, and then hold steady to FY 2015/16.

*Best Estimate Scenario:* LTF funds increase by 3% per year starting in FY 2013/14. This is below the 4.2% average increase in total LTF funding received by MCOG between FY 2000/01 and FY 2007/08.

*Economic Recovery Scenario:* LTF funds grows by 4.2%, which is the rate of increase between FY 2000/01 and FY 2007/08.

### State Transit Assistance Funds

State Transit Assistance (STA) funds are also part of TDA funding and are derived from the State of California Public Transportation Account. STA funds can be utilized for both operating and capital purposes, but have historically been subject to performance criteria for utilization for operating purposes. Recent allocations



have not been subject to the performance criteria. Over the past several years, there have been significant variations in how much STA funds are available.

*Worst-case scenario:* No STA funds are available for operating over the next five years. No STA funds were utilized for operations in FY 2007/08 and FY 2008/09 and this establishes the benchmark for the worst-case scenario. Any available STA monies would be utilized for capital purposes.

*Best estimate scenario:* The State Controller's office announced that Mendocino County would receive \$526,624 in STA funds, and approximately \$345,000<sup>1</sup> is included in the FY 2011/12 budget. \$355,150 was utilized for operations in FY 2010/11. The best estimate scenario includes \$350,000 per year over the next five years with no increase.

*Economic Recovery Scenario:* A base of \$526,000 per year would increase at 3% per year. \$350,000 would be utilized for operations in the first year and this would increase at the rate of 3% per year.

### Federal Operating Funding

The lack of federal reauthorization makes it quite unclear in terms of both what the level of transit funding will be and how federal transit funding programs may change. A 2-year funding program passed out of the Senate Environment and Public Works Committee (EPW) in December 2011, approving *Moving Ahead for Progress in the 21st Century* (MAP-21) in a bipartisan 18-0 fashion. MAP-21 reduces the number of federal programs from 90 to 30, but I haven't seen details on how this might affect transit funding programs. However, there is a long road ahead to get even this 2-year funding bill approved by other Senate Committees, the full Senate and then to reach agreement with the House of Representatives. A House bill was unveiled by Chairman John Mica on July 7, 2011, that would extend the transportation program for six years and had a price tag of \$230 billion or an average of \$38.3 billion/year, about a 30% reduction from current funding levels. Just yesterday, Speaker John Boehner and Transportation & Infrastructure Chairman John L. Mica, released an outline of a new House transportation reauthorization bill that I believe will replace the July version. However, in early February 2012, the House Ways and Means Committee approved the tax title (H.R. 3864) for the House Surface Transportation Authorization bill (H.R. 7). The Ways and Means bill takes motor fuels tax revenues that have been dedicated to public transportation and deposited into the Mass Transit Account of the Highway Trust Fund since 1983. The bill moves those revenues into the Highway Account to support highway investment. It eliminates the current Mass Transit Account and replaces it with a new Alternative Transportation Account that is funded with a one-time appropriation of \$40 billion. The new Alternative Transportation Account would fund the federal transit program in fiscal years 2013 through 2016, as well as the Congestion Mitigation and Air Quality program. When and how transportation reauthorization is resolved remains an open question.

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<sup>1</sup> Based on financial report provided to MTA Board November 17, 2011.



MTA has relied on Federal funding through FTA 5311 and FTA 5316. Both programs are administered by Caltrans for rural areas such as Mendocino County. In FY 2010/11, MTA received \$354,458 in FTA 5311 funding and \$32,202 in FTA 5316 or Job Access Reverse Commute (JARC) for Mobility Management program.

### FTA 5311

*Worst-case scenario:* Federal funding is reduced by 30% based on the July 2011 House Reauthorization Bill. The scenario assumes no Congressional compromise is reached. It is not clear what the implications of the most recent House reauthorization bill would have on FTA 5311 funding.

*Best Estimate Scenario:* Federal funding remains flat at the \$355,000 per year level.

*Economic Recovery Scenario:* Federal funding has a 10% increase in FY 2012/13 when federal reauthorization is approved, and appropriations increase 3% per year thereafter.

### Federal Grants Administered by Caltrans (FTA 5316, FTA 5317)

*Worst Case Scenario:* No additional grants are approved for MTA over the next five years.

*Best Estimate Scenario:* One more cycle of funding is available and MTA is successful in obtaining funding to continue Route 9 evening service. After that, Congress eliminates the FTA 5316 and 5317 programs in deficit reduction agreements. No further grant funding is available for mobility management initiatives.

*Economic Recovery Scenario:* MTA receives grant funding at historic levels.

## **Baseline Operating Costs**

The amount of service supplied between FY 2012/13 and FY 2015/16 will depend upon the financial resources available to fund them. As shown in Exhibit 9-1 for actual costs in FY 2010/11 and the budget in FY 2012, for transit operations, the four most prevalent cost components are:

- Wages, benefits, and payroll taxes
- Fuel
- Insurance
- Marketing



**Exhibit 9-1**  
**FY 2010/11 and FY 2011/12 Costs, Transit Operations**

	FY 2010-11 Actual	FY 2011-12 Budget
Wages (includes vac/sick/hol)	\$1,955,295	\$1,898,424
Benefits	732,708	769,122
Payroll Taxes	55,518	55,429
Outside Labor	103,590	146,357
Fuel Revenue Vehicles	389,183	426,997
Parts, Tires, Lube: Revenue Vehicles	55,207	58,813
Office Supplies	16,714	14,000
Janitorial and Shop supplies	14,470	16,140
Phone and utilities	48,114	54,522
Insurance	80,405	78,433
Marketing	84,356	110,815
Property Rental	21,245	26,055
Other	55,466	51,501
Total Public Services	\$3,612,271	\$3,706,608
Assumed Vehicle Service Hours	43,388	43,388
Assumed Vehicle Service Miles	696,660	696,660



## Wages, Benefits and Payroll Taxes

Of the \$3,612,271 total operating costs in FY 2010/11, wages, benefits and payroll taxes are collectively \$2,743,521 or approximately 76% of the entire budget.

The Transportation Division of MTA included 41 employees (mostly drivers) in the FY 2011/12 budget at a cost of \$1,984,492. The wages, benefits, and payroll taxes are in direct proportion to the amount of service supplied by MTA. Based on recent labor agreements, the Transportation Division wages are increased by 3% in FY 2011/12, and another 2.5% in FY 2012/13. In, FY 2013/14 and beyond, Transportation Division wages are assumed to increase by 2% per year, but this will ultimately be up to the Collective Bargaining Agreement. Transportation Division costs are hourly costs. In FY 2010/11, cost MTA \$29.48 per hour to provide one paid hour of service. The rate is adjusted in subsequent plan years to account for inflation.

The Maintenance Division includes six employees; mostly mechanics and the wages, benefits, and payroll taxes were budgeted at \$311,323 in FY 2011/12. Based on recent labor agreements, the Maintenance Division wages are increased by 3% in FY 2011/12, and another 2.5% in FY 2012/13. In, FY 2013/14 and beyond, the Maintenance Division wages are assumed to increase by 2% per year, but this will ultimately be up to the Collective Bargaining Agreement. Maintenance labor is included in the mileage costs, along with the cost of parts and fuel. In FY 2010/11, it cost MTA \$.922 per mile. Further discussion about mileage cost is provided below under Fuel Costs.

The Mobility Management Division has one employee and wage, benefits and payroll taxes were budgeted at \$71,781 in FY 2012/13. The position is grant funded.

Administrative wages, benefits, and payroll taxes are essentially fixed costs and do not vary by amount of service supplied. In the FY 2011/12 budget, \$367,594 is allocated for administrative wages and benefits for six employees. The budget assumes a 2.5% COLA in FY 2012/13, and an average cost increase of 2% per year for the rest of SRTDP planning horizon.

### Fuel Costs

Fuel costs have increased significantly over the past several years, increasing from 45.4 cents per vehicle service mile in FY 2008/09 to 56.6 cents in FY 2010/11. Fuel was budgeted at approximately 62 cents per vehicle service mile in 2011/12. A summary of recent changes is shown below.

FY 2011/12 Budgeted: \$426,997 or approximately 62 cents per vehicle service mile

FY 2010/11 Actual: \$389,183 with 687,076 miles or 56.6 cents a mile.

FY 2009/10 Actual: \$351, 806 with 776,904 vehicle service miles or 45.3 cents per mile

FY 2008/09 Actual: \$351,649 with 774,419 vehicle service miles or 45.4 cents per mile.

With history as a guide, fuel prices will continue to be volatile, as the cost of fuel is governed by geopolitics. The current geopolitical climate in the Middle East is unsettled and tense, which argues for conservatively costing fuel at a rate higher than estimated inflation. Fuels costs are increased at 4% per over the five-year planning horizon.



## Insurance

MTA is budgeted to expend \$78,433 in liability insurance for transit operations in FY 2011/12 and another \$12,000 for vanpool insurance. These rates were down slightly from FY 2010/11. MTA's excellent safety record is the major contributing factor. Insurance markets have fluctuated widely over the past couple of decades. However, insurance costs are projected to main reasonably steady during the SRTDP planning horizon, increasing at an average of 2% per year.

## Marketing

MTA currently has a FY 2011/12 budget of \$110,815 for marketing transit operations, plus an additional \$11,760 for mobility management marketing. Excluding the human resource and administrative expenses, the MTA budget includes \$90,000 for passenger information and promotion – about 2.5% of MTA's overall operating budget. This is a reasonable level of expenditure for marketing activities. However two factors must be considered:

- A redistribution of resources may be needed to increase efficiency of the budget. For example, advertising (particularly yellow pages) can be reduced in order to support enhanced passenger information programs.
- The initial costs for redesigning passenger guides and the website and enhancing signage will require greater resources in the initial year of implementation. The anticipated cost of the website and passenger guide redesign is \$25,000 and will be funded from MTA's current capital funding.

The SRTDP continues MTA's ongoing commitment to marketing over the five year planning horizon.

Exhibit 9-2 is a summary of the baseline operating costs, assuming no change to vehicle service hours or vehicle service miles. The baseline costs would increase for MTA public transportation services from \$3.73 million in FY 2012/13 to \$4.02 million in FY 2015/16.



**Exhibit 9-2**  
**Base Operating Costs with 2010/11 Vehicle Service Hours and Vehicle Service Miles**

	FY 2010-11 Pre-Audit	FY 2011-12 Budget	FY 2012-13 Projected	FY 2013-14 Projected	FY 2014-15 Projected	FY 2015-16 Projected
Wages (inlcudes vac/sick/hol)	\$ 1,955,295	\$ 1,898,424	\$ 1,945,884	\$ 1,984,802	\$ 2,024,498	\$ 2,064,988
Benefits	732,708	769,122	792,196	815,962	840,440	865,654
Payroll Taxes	55,518	55,429	57,092	58,805	60,569	62,386
Outside Labor	103,590	146,357	80,000	81,600	83,232	84,897
Fuel Revenue Vehicles	389,183	426,997	444,077	461,840	480,314	499,526
Parts, Tires, Lube: Revenue Vehicles	55,207	58,813	59,989	61,189	62,413	63,661
Office Supplies	16,714	14,000	14,280	14,566	14,857	15,154
Janitorial and Shop supplies	14,470	16,140	16,463	16,792	17,128	17,470
Phone and utlities	48,114	54,522	55,612	56,725	57,859	59,016
Insurance	80,405	78,433	80,002	81,602	83,234	84,898
Marketing	84,356	110,815	113,031	115,292	117,598	119,950
Property Rental	21,245	26,055	26,576	27,108	27,650	28,203
Other	55,466	51,501	52,531	53,582	54,653	55,746
<b>Total Public Services</b>	<b>\$ 3,612,271</b>	<b>\$ 3,706,608</b>	<b>\$ 3,737,733</b>	<b>\$ 3,829,863</b>	<b>\$ 3,924,444</b>	<b>\$ 4,021,550</b>



## Potential Costs of Service Improvements

Exhibits 9-3 and 9-4 provide an estimate of the marginal costs of service improvements suggested in Chapter 4 and 5 respectively. The marginal cost is the average of \$29.48 per hour for paid hours to operate a service, increased by 3% to account for inflation. This number is multiplied by the number of paid hour required to operate a service improvement. The average cost per mile to operate a mile of service is \$.922. This figure is multiplied time the total miles to operate the service improvement.

**Exhibit 9-3**  
**Financial Implications of Inland Valley Recommendations**

<b>Recommendation</b>	<b>Description</b>	<b>Cost Per Passenger</b>	<b>MCOG Standard</b>	<b>Ann. Marg. Cost</b>
Willits Rider Community Service Route	Restore service all day long, additional ADA costs with Willits Senior Center not known	\$9.30	\$8.41	\$51,374
Route 7 school tripper	Expand school participation. Use existing hours more efficiently	N/A	N/A	N/A
Improve Route 9 evening service	Additional target marketing. Part of marketing budget.	N/A	N/A	N/A
Service to Plowshares for lunch	Add 1 trip southbound and 1 trip northbound during midday	\$1.18	\$5.20	\$3,542
Sunday Service Route 9	Add same schedule on Sundays as Saturdays	\$7.57	\$5.20	\$27,435
Route 20 to Ukiah Saturdays	Add 4 trips in each direction on Saturdays	\$5.91	\$5.20	\$20,476
Route 21 become Route 20 trips	No significant change	N/A	N/A	N/A
Consolidated Tribal Health Contract	Contracted Dial-A-Ride two days a week: negotiated	N/A	N/A	N/A
Limit Ukiah DAR to ¾ of Route 9	Will reduce fare revenue and farebox recovery	N/A	N/A	N/A



**Exhibit 9-4**  
**Financial Implications of Coast Recommendations**

<b>Recommendation</b>	<b>Description</b>	<b>Cost Per Passenger</b>	<b>MCOG Standard</b>	<b>Ann. Marg. Cost</b>
Reroute 5 to Ft. Bragg High School	One block re-routing of segment to Ft. Bragg High School. No cost impact.	N/A	N/A	N/A
Route 5 evening hours	Extend evening hours by 2 hours to 6:30 pm	\$16.42	\$5.27	\$24,729
Restore Route 5 Saturday service	Restore service to FY 2008/09 levels	\$6.30	\$5.27	\$24,722
Restore Route 60 Saturday service	Restore service to FY 2008/09 levels	\$10.90	\$24.88	\$24,861
Guaranteed Santa Rosa circulation	Advanced reservations for pick-up and drop-offs. Could slightly increase hours.	N/A	N/A	N/A
Route 65 hours reallocation during summer months.	Service to Santa Rosa five days a week, and two days a week provide two trips a day between Ft. Bragg and Ukiah.	N/A	N/A	N/A
In summer months, add third bus for two-way service daily among Gualala, Ft. Bragg, and Ukiah	Morning and afternoon trips from Ukiah, Gualala, and Ft. Bragg would meet at Navarro River for transfers.	\$13.08	\$24.88	\$48,945
All year long, same as above	Same as above, all year long	\$19.63	\$24.88	\$143,927



## Financial Scenario Outcomes

This section compares the revenue scenarios by plan year with the estimated costs. Estimated annual deficits and surpluses when comparing revenues to costs dictate the type of actions that will be necessary to balance the budget for a particular year. Potential actions including service reductions, service improvements and fare adjustments, are provided for the Best Estimate and Economic Recovery Scenario. In Chapter 6, negotiations are recommended between MTA and the Senior Centers in Willits and Ft. Bragg to determine if there are potential opportunities and benefits for integrating MTA provided Dial-A-Ride and Senior Center demand response services. Since the outcomes of these discussions are not known, potential revenue benefits are not included. Further discussion is needed on potential actions needed if the Worst Case Scenario became reality.

### Best Estimate Scenario

Exhibit 9-5 provides a summary of the potential revenues with the “Best Estimate” financial scenario. In FY 2010/11, the actual revenue utilized for public transit operations<sup>(2)</sup> was \$3,537,695. In FY 2015/16, applying the assumptions discussed above for the best estimate scenario results in revenues of \$3,894,251. This represents a 8.3% increase in revenues from FY 2011/12 to FY 2015/16. A primary reason for the slow growth in revenues is keeping federal revenues flat, given the uncertainty of transportation reauthorization. Based on the best estimate scenario assumptions, costs increase faster than revenues starting in FY 2013/14 and result in deficit spending if no changes to costs or revenue were made. In FY 2015/16, the deficit would increase to \$127,299 if no changes to cost or revenues were made.

The following are potential actions to reduce the deficit. In Chapter 4, a community service route was recommended to replace the Willits Rider. To restore all day service on the Willits Rider would require an additional \$51,734. This may not be possible with the Best Estimate Scenario financial assumptions. If the Best Estimate Scenario revenues forecast are correct, it may require MTA to consider going directly to the backup alternative earlier than expected. The back-up alternative would add one additional Route 20 round trip between Willits and Mendocino College in the morning and one additional round trip in the afternoon on a pilot basis. The additional runs could provide flexibility for making Route 21 a true Route 20 Express between Willits and Ukiah. The runs would continue only if they generated sufficient ridership after two years in service. Under this alternative there would be no Willits Rider and no demand response service provided other than what is provided by the Willits Senior Center.

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<sup>2</sup> Does not include mobility management and charter revenues.



**Exhibit 9-5**  
**Best Estimate Revenues, Transit Operations**

	FY 2010-11 Actual	FY 2011-12 Budget	FY 2012-13 Projected	FY 2013-14 Projected	FY 2014-15 Projected	FY 2015-16 Projected
<b>Operating Revenue</b>						
Fare Revenues	\$ 555,871	\$ 531,237	\$549,830	\$569,074	\$588,992	\$609,607
Contract Service	57,415	48,000	48,960	49,939	50,938	51,957
Display Ads	14,075	9,375	10,000	10,500	11,000	11,500
Sonoma County Partiicipation	136,424	140,000	142,800	145,656	148,569	151,541
<b>Local and State</b>						
TDA-Operations	1,946,008	1,980,955	2,165,106	2,168,928	2,233,996	2,301,016
STA-Operations	350,000	345,445	350,000	350,000	350,000	350,000
Welfare to Work grant	27,400					
Senior Center Administration	20,226	20,589	21,207	21,843	22,498	23,173
Maintenance Labor Revenue	42,287	40,000	40,000	40,000	40,000	40,000
Other Revenue	18,156	730	1,000	1,000	1,000	1,000
<b>Federal Revenue</b>						
FTA 5311	354,458	354,458	354,458	354,458	354,458	354,458
FTA 5316 JARC	32,202	71,866	71,866	71,866	71,866	-
Fed Planning Grant 26a	19,485	52,866	-	-	-	-
Total (excludes charter)	\$ 3,537,695	\$ 3,595,521	\$3,755,227	\$3,783,264	\$3,873,317	\$3,894,251



A second potential action is to decrease the discount provided on the monthly passes. The monthly pass price of \$31 for a single zone is currently a 44% discount, assuming a person utilizes the pass 44 times in a month, with average number of days being 22. Since there is Saturday service, this is a very conservative assumption. Assuming a 33% discount for monthly passes, the pass price would increase to \$38.00 per month for a single zone, \$58 for two zone (increased from \$50) and \$80 for three zones (up from \$75).

Finally, in Chapter 5, it is recommended to implement a second zone between Ft. Bragg and Mendocino. However, this action alone will likely only increase fare revenues by \$3,000 to \$4,000 annually.

In the Best Estimate Scenario, the following cost neutral or capital funded services could be implemented in FY 2012/13. No further service improvements would be possible in the Best Estimate Scenario.

- Re-route Route 5 to Ft. Bragg High School.
- Initiate collaboration with Ukiah Unified School to determine feasibility of expanding Route 7 to other schools.
- Guaranteed Santa Rosa drop-off and pick-ups on Routes 65 and 95.
- Join CalVans
- Re-design website and timetables



## Economic Recovery Scenario

Exhibit 9-6 provides a summary of the potential revenues for the “Economic Recovery” scenario. In FY 2012/13, revenues are forecast to be approximately \$86,000 more than expenses. By FY 2015/16, the assumptions result in a surplus of \$223,536 for that fiscal year. This is an 18% increase in revenues over the five-year planning horizon. Beginning in FY 2012/13, the economic recovery scenario would allow MTA to implement some of the improvements identified in previous chapters.

In the Economic Recovery Scenario, the following service improvement would be feasible:

### **FY 2012/13**

- Re-route Route 5 to Ft. Bragg High School.
- Guaranteed Santa Rosa drop-off and pick-ups on Routes 65 and 95.
- Join CalVans
- Implement lunchtime Plowshare runs: 1 morning and 1 afternoon
- Re-design website and timetables
- Initiate collaboration with Ukiah Unified School to determine feasibility of expanding Route 7 to other schools.

### **FY 2013/14**

- Route 20 service on Saturday between Willits and Ukiah
- Restore Midday service to Willits Rider (assumes deal with Willits Senior Center reached). May need to be deferred to FY 2014/15 if revenues not sufficient.

### **FY 2014/15**

- Restore Saturday service to Route 5
- Restore Saturday service to Route 60

### **FY 2015/16**

- In summer months, add third bus for two-way service daily among Gualala, Ft. Bragg, and Ukiah (Routes 75 and 60)
- Add Sunday service to Route 9



**Exhibit 9-6**  
**Economic Recovery Scenario, Transit Operations**

	FY 2010-11 Actual	FY 2011-12 Budget	FY 2012-13 Projected	FY 2013-14 Projected	FY 2014-15 Projected	FY 2015-16 Projected
<b>Operating Revenue</b>						
Fare Revenues	\$ 555,871	\$ 531,237	\$ 557,798.85	\$ 585,688.79	\$ 614,973.23	\$ 645,721.89
Contract Service	57,415	48,000	49,920	51,917	53,993	56,153
Display Ads	14,075	9,375	12,000	14,000	16,000	18,000
Sonoma County Partiicipation	136,424	140,000	145,600	151,424	157,481	163,780
<b>Local and State</b>						
TDA-Operations	\$ 1,946,008	1,980,955	2,165,106	2,194,197	2,286,353	2,382,380
STA-Operations	350,000	345,445	360,500	371,315	382,454	393,928
Welfare to Work Grant	27,400					
Senior Center Administration	20,226	20,589	21,207	21,843	22,498	23,173
Maintenance Labor Revenue	42,287	40,000	42,000	44,100	46,305	48,620
Other Revenue	18,156	730	767	805	845	887
<b>Federal Revenue</b>						
FTA 5311	354,458	354,458	389,904	401,601	413,649	426,058
FTA 5316 JARC	32,202	71,866	79,053	81,424	83,867	86,383
Fed Planning Grant 26a	19,485	52,866	-	-	-	-
Total (excludes charter)	\$ 3,537,695	\$ 3,595,521	\$ 3,823,854	\$ 3,918,314	\$ 4,078,419	\$ 4,245,085



## Worst Case Scenario

Exhibit 9-7 provides a summary of the potential revenues for the “Worst Case” scenario. In FY 2012/13, the worst-case revenues would drop to \$3,260,870 from FY 2010/11 actual revenues of \$3,537,695. Under this scenario, there would be a 476,863 deficit in FY 2012/13. MTA would be particularly hit hard if State Transit Assistance fund and federal funds dropped dramatically based on the worst-case scenario assumptions. Under these assumptions, the deficit would increase to \$1.08 million based on existing service levels. Obviously, in the worst-case scenario, drastic service reductions and hard choices would need to be made in order to keep MTA a viable operation.

No specific recommendations for service reductions or fare increases are made for the worst-case scenario.

## **Summary of Revenues and Expenses by Scenario**

Exhibit 9-8 is a summary of revenues and expenses for the three financial scenarios. The table is based on the existing service levels. As discussed in the Best Estimate Scenario, several revenue enhancing and cost reduction actions are needed to eliminate a projected \$46,598 deficit in FY 2013/14. Recommended actions are provided on page 9-13. The unknown factor is the financial impact of the potential integration of MTA Dial-A-Ride services and Senior Demand Response Services as recommended in Chapter 6.

For the Economic Recovery Scenario, a series of service improvements could be implemented by plan year as suggested on page 9-14. If all of these actions were implemented in the Economic Recovery Scenario, there would be a minimal surplus in FY 2015/16.



**Exhibit 9-7**  
**Worst Case Revenue Scenario, Transit Operations**

	FY 2010-11 Actual	FY 2011-12 Budget	FY 2012-13 Projected	FY 2013-14 Projected	FY 2014-15 Projected	FY 2015-16 Projected
<b>Operating Revenue</b>						
Fare Revenues	\$ 555,871	\$ 531,237	\$ 473,210	\$ 415,182	\$ 410,000	\$ 405,000
Contract Service	57,415	48,000	45,600	43,320	41,154	39,096
Display Ads	14,075	9,375	8,000	8,000	8,000	8,000
Sonoma County Partiicipation	136,424	140,000	140,000	140,000	140,000	140,000
<b>Local and State</b>						
TDA-Operations	1,946,008	1,980,955	2,165,106	2,056,851	2,056,851	2,056,851
STA-Operations	350,000	345,445	-	-	-	-
Welfare to Work Grant	27,400	-	-	-	-	-
Senior Center Administration	20,226	20,589	20,589	20,589	20,589	20,589
Maintenance Labor Revenue	42,287	40,000	36,000	32,400	29,160	26,244
Other Revenue	18,156	730	500	500	500	500
<b>Federal Revenue</b>						
FTA 5311	354,458	354,458	300,000	248,121	248,121	248,121
FTA 5316 JARC	32,202	71,866	71,866	71,866	-	-
Fed Planning Grant 26a	19,485	52,866	-	-	-	-
Total (excludes charter)	\$ 3,537,695	\$ 3,595,521	\$ 3,260,870	\$ 3,036,829	\$ 2,954,375	\$ 2,944,401



**Exhibit 9-8**  
**Summary of Revenues and Expenses By Financial Scenario**

	<b>Best Estimate</b>		
<b>Revenue Source</b>	<b>2012/13</b>	<b>2015/16</b>	<b>Pct. Chage</b>
Operating Revenue	\$ 751,590	\$ 824,604	10%
State and Local	\$ 2,577,313	\$ 2,715,189	5%
Federal	\$ 426,324	\$ 354,458	-17%
Total Revenues	\$ 3,755,227	\$ 3,894,251	4%
Base Operating Costs*	\$ 3,737,733	\$ 4,021,550	8%
Revenue Minus Costs	\$ 17,493	\$ (127,299)	

	<b>Economic Recovery</b>		
<b>Revenue Source</b>	<b>2012/13</b>	<b>2015/16</b>	<b>Pct. Change</b>
Operating Revenue	\$ 765,319	\$ 883,655	15%
State and Local	\$ 2,589,579	\$ 2,848,989	10%
Federal	\$ 468,956	\$ 512,441	9%
Total Revenues	\$ 3,823,854	\$ 4,245,085	11%
Base Operating Costs*	\$ 3,737,733	\$ 4,021,550	8%
Revenue Minus Costs	\$ 86,121	\$ 223,536	

	<b>Worst Case</b>		
<b>Revenue Source</b>	<b>2012/13</b>	<b>2015/16</b>	<b>Pct. Change</b>
Operating Revenue	\$ 666,810	\$ 592,096	-11%
State and Local	\$ 2,222,195	\$ 2,104,184	-5%
Federal	\$ 371,866	\$ 248,121	-33%
Total Revenues	\$ 3,260,870	\$ 2,944,401	-10%
Base Operating Costs*	\$ 3,737,733	\$ 4,021,550	8%
Revenue Minus Costs	\$ (476,863)	\$ (1,077,149)	

\* Based on existing vehicle service hours and miles. Adjustments to vehicle service hours and mile will be based on the adopted actions recommended for the best estimate and economic recovery scenarios.



## **Capital Expenditures**

There are seven primary categories of capital expenditures over the next five-year period:

- Facility Solarization and Modernization
- Vehicle replacement
- Bus stop improvements
- Equipment
- Vehicle tracking and passenger information
- Other bus technology options
- Safety and Security enhancements

### **Facility Solarization and Modernization**

The current facility encompasses 3.25 acres, one acre of which is temporarily leased out. It includes administration, operations, fleet maintenance, fuel and bus washing areas plus bus, visitor and employee parking on site. The maintenance facility also serves buses, which are deployed, to Willits, Fort Bragg and Point Arena, as well as nine vehicles that are owned by outside agencies and maintained and stored by MTA.

In late 2007, MTA staff and Board of Directors agreed that MTA's Ukiah headquarters facilities were overcrowded, ineffective and terribly inefficient from an energy consumption perspective. The MTA Board agreed that all new construction would be sustainably designed. MTA began this new direction in early 2009 by initiating a feasibility study. An important element of the study was a series of policy directives written to move the agency toward being a truly carbon-neutral provider of public transit service. The MTA Board approved the policies in May 2009 along with the complete feasibility study.

The key element of the feasibility study was the direction on alternative fuel strategy. In the short term, MTA will move to gas- and diesel-electric hybrid drive systems. In the long term, MTA will move to all-electric vehicles.

In order to have the project be funded, it was decided to break the project into several phases. The following are current project elements:

1. Feasibility Study: Complete
2. Environmental Documents: Complete
3. Design and Construction of Maintenance Facility: Construction underway
4. Design and Construction of Solar Canopies:
5. Design and Construction of Administration and Operations Building



## **Maintenance Facility**

The Feasibility Study identified significant deficiencies in the maintenance facility. The current space is just 5,085 square feet and houses a staff of 6. The facility program identified a long-term need for 12,800 square feet that could house a staff of 9.

In July 2010, MTA submitted an application for a grant from the Federal Transit Administration (part of DOT) from the State of Good Repair program. Out of 442 applications worth over \$4 billion, 152 were selected worth \$776 million, and MTA's was one of those. The \$5 million construction grant award was announced in October 2010 and MTA was under contract for design in December with the team that had been selected to perform the feasibility study, design and construction contract administration. Design has been funded mainly by the 2006 California Prop 1B, Public Transit Modernization program.

Although the maintenance building will not be certified to LEED (Leadership in Energy and Environmental Design) criteria, it was designed to sustainable, LEED standards. The architect estimated that the building would have been certified as Silver. Among the sustainable design techniques are building orientation and handling of energy. The building runs north-south and the roof has three parts. Each part has a south-facing slope, two of which will host solar arrays, and a vertical element with north-facing windows. Those windows will allow for exceptionally good "day-lighting" which will provide a great amount of light without direct glare and heat gain from the sun. Lighting fixtures will automatically adjust to the needs. Heating will be provided by a radiant system in the concrete floor. The solar arrays will provide most or all of the electricity needed to operate the energy efficient shop.

In late July 2011, MTA went out to bid for the project with an opening date of August 19, 2011. Construction is now underway. The design element cost \$760,000. The construction costs for the maintenance facility are \$6,250,000.

## **Solar Canopies**

The second part of the overall Solarization and Modernization project has been funded – design and construction of Solar Canopies. The grant funding comes from the Federal Transit Administration's Transit Investments for Greenhouse Gas and Energy Reduction "TIGGER" program. The canopies will be built over bus parking stalls to protect the vehicles from sun, facilitating cooling in summer months and from frost, speeding warm-up in winter. These canopies will also host solar panels – enough to generate all or most of the electricity needed to operate the administration/operations building.

The TIGGER 2 program attracted 274 proposals nationwide worth \$1.4 billion. In January 2011, only 27 were approved worth \$75 million, including MTA's \$470,000 grant for the Solar Canopies. The solar canopies are designed to eliminate MTA's electric bill now, and to nearly eliminate fuel costs in the long run. With a large reduction in these energy costs, MTA will be able to provide more carbon-neutral transit service.

The total costs for the solar canopies are expected to be \$522,000.



## **Operations and Administration Building**

The current operations and administration facility is just 2,200 square feet and houses 8 administration staff and all transit operations, including a driver break room. The recommended two -story facility is almost 12,000 square feet and will allow for gradual expansion of administrative staff to 11.

The operations and administration building is currently not funded. Design is expected to take place in FY 2013/14 and is estimated to cost \$880,000. The construction costs are estimated at \$10,800,000.

An overview of the phases, costs and revenue sources are summarized in Exhibit 9-9.

## **Vehicle Replacements**

MTA has developed a vehicle replacement schedule for buses and transit utility vehicles. That schedule has been utilized as the foundation of vehicle replacement schedule in the SRTDP. This schedule was most recently reviewed and adopted in June 2011.

Exhibit 9-8 is the anticipated replacement schedule by type of vehicle. A total of 59 vehicles are planned for purchase, with 41 of them being hybrid vehicles. Seven heavy-duty hybrid buses are planned for purchase in FY 2012/13 and FY 2013/14 at a cost of \$3.9 million. That is the largest dollar value procurement over the SRTDP planning horizon.

MTA is planning to purchase 10 vans and 1 sedan for Senior Center operations over the 5-year SRTDP. In addition, a wheelchair accessible type II van utilized in senior center operations is scheduled for purchase for utilization by CRC on the South Coast. It is also possible that MTA and RCMS could share the cost of a used wheelchair accessible van.

## **Bus Stop Amenities**

In Chapter 8, the need for upgraded signage along the coast is highlighted. A total of \$202,000 in bus shelters, benches, signage, and bus stop amenities are planned over the next five years.



**Exhibit 9-9**  
**Schedule of Vehicle Procurements**

<b>Vehicle Purchases</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>	<b>15/16</b>	<b>5 Year Sub Total</b>
Staff - Hybrid	2	0	0	0	0	2
Staff - Electric	0	1	0	0	1	2
Staff - Mtc Van	0	0	0	0	2	2
Staff - Mtc Truck	0	0	1	0	0	1
Paratransit Vans	0	2	3	0	5	10
Large Vans	1	1	4	2	6	14
Medium Duty Bus	4	0	0	0	1	5
Heavy Duty Bus	0	3	4	0	0	7
Senior Cntr Sedan	0	0	1	0	0	1
Senior Center Van	2	1	4	1	3	11
Vanpool Vans	0	2	0	2	0	4
<b>TOTAL</b>	9	10	17	5	18	59

Hybrid buses



## Equipment

Approximately \$610,000 in equipment purchases is anticipated over a five-year period. The equipment includes:

- Computers and software
- Dispatch Software
- Office Furniture
- Two-way radio upgrade
- Coach Transmission and Engines
- Yard Camera systems
- Yard resurfacing
- Nitrogen Tire Replacement System
- Video Conference Equipment
- Replace Phone System
- Bus Wash vacuum, brush upgrade
- Web Page Redesign and Passenger Information
- Trailer and associated equipment
- Shelters
- Benches
- Signage
- Misc. Equipment

## Summary of Capital Expenditures By Plan Year

Exhibit 9-10 is a summary of capital expenditures by plan year. Overall, MTA has \$28.6 million in planned expenditures over the next five-year period. The Facility Solarization and Modernization project accounts for \$18.6 million of the total. Vehicle acquisition accounts for \$9.4 million.



**Exhibit 9-10**  
**MTA Capital Expenses, FY 2011/12 to FY 2015/16**

<b>Expenses</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>5-Year Total</b>
<b>Vehicle Acquisition:</b>						
Vans - Paratransit	\$ -	\$ 220,600	\$ 344,136	\$ -	\$ 620,362	\$ 1,185,098
Vans - Large	135,000	137,700	561,816	286,526	876,770	1,997,812
Buses - Medium Duty	952,000	0	0	0	231,855	1,183,855
Buses - Heavy Duty	0	1,652,562	2,225,450	0	0	3,878,012
Staff Vehicles	64,939	34,000	39,775	0	139,837	278,552
Senior Center Vans	143,439	73,154	256,323	74,617	232,894	780,426
Vanpool Vans	0	56,182	0	58,451	0	114,633
Subtotal	1,295,378	2,174,197	3,427,500	419,594	2,101,718	9,418,388
<b>Equipment &amp; Minor Facilities</b>						
Transportation	10,800	4,500	5,000	2,000	5,000	27,300
Vehicle	14,900	14,900	14,900	2,900	2,900	50,500
Security	29,000		0	--	0	29,000
Maintenance	16,200	109,000	6,500	5,000	5,000	141,700
Administration	50,000	18,500	25,000	12,500	15,000	121,000
Shelters, Benches, Signage	58,000	46,000	46,000	46,000	6,000	202,000
Subtotal	178,900	192,900	97,400	68,400	33,900	571,500
<b>Major Facilities</b>						
Facility Solarization & Modernization	6,242,000	690,000	528,000	2,512,000	8,640,000	18,612,000
<b>Total Expense</b>	<b>\$ 7,716,278</b>	<b>\$ 3,057,097</b>	<b>\$ 4,052,900</b>	<b>\$ 2,999,994</b>	<b>\$ 10,775,618</b>	<b>\$ 28,601,888</b>



## **Capital Revenues**

MTA bundles a wide variety of state and federal funding sources in order to fund the capital expenditures identified above. The following is a summary of the funding sources utilized by MTA.

State Generated Revenues:

- State Transit Assistance (STA)
- Proposition 1B (PTMISEA)
- Proposition 1B (Safety and Security)
- State Transportation Improvement Program

Federal Funding:

- State of Good Repair
- TIGGER
- FTA 5311 ARRA (Stimulus Money)
- FTA 5310 Demand Response Vehicles

### State Transit Assistance (Transportation Development Act)

MTA receives allocations of State Transit Assistance (STA) funds from the Mendocino County Association of Governments as part of the California Public Transit Account. This fund includes both Transportation Development Act and Proposition 42 revenues. As described earlier under operations funding, these funds can be utilized for both operating and capital purposes

MTA currently has \$2.3 million in STA funds programmed for capital expenditures over the five year planning horizon of the SRTDP.

### Proposition 1B PTMISEA

As approved by the voters in the November 2006 general election, Proposition 1B enacts the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006. Statewide, this is a \$19.925 billion state general obligation bond that is meant to fund high priority projects. There are 16 different programs under Proposition 1B, and two directly benefit Mendocino County transit capital procurements. MTA plans on utilizing \$5.5 million of Public Transportation Modernization, Improvement and Service Enhancement Account (PTMISEA) funds over the five-year period. These funds are administered by Caltrans.

The Transit System Safety, Security, and Disaster Response Account of Proposition 1B provides funding for safety and security equipment such as security cameras at facilities, on the buses, and lighting at key locations. MTA has \$244,000 in these funds programmed over the next five years. All PTMISEA must be allocated by June 30, 2016.



## State Transportation Improvement Program (STIP)

The STIP is a multi-year capital improvement program of transportation projects on and off the State Highway System, funded with revenues from the Transportation Investment Fund and other funding sources. STIP programming generally occurs every two years. The programming cycle begins with the release of a proposed fund estimate in July of odd-numbered years, followed by California Transportation Commission (CTC) adoption of the fund estimate in August (odd years). The fund estimate serves to identify the amount of new funds available for the programming of transportation projects. Once the fund estimate is adopted, Caltrans and the regional planning agencies such as the Mendocino County Association of Governments. MTA and MCOG have been successful in programming these funds for transit capital purposes.

Through MCOG and the Regional Transportation Improvement Program, MTA has \$1.8 million in STIP monies programmed for capital purposes over the five- year SRTDP period.

## State of Good Repair Initiative

Improving and maintaining America's buses and bus facilities in a good physical condition so that they can successfully accomplish their performance objectives is a key strategic goal of DOT and FTA. Subject to the availability of funds, FTA will make available approximately \$650 million to improve of the condition of transit capital assets by providing financial assistance for recapitalization of buses and bus facilities. As part of the program, FTA will prioritize the replacement and rehabilitation of intermodal facilities that support the connection of bus service with multiple modes of transportation, including but not limited to: rail, ferry, intercity bus and private transportation providers. In order to be eligible for funding, intermodal facilities must have adjacent connectivity with bus service. In addition, FTA will prioritize funding for the development and implementation of new, or improvement of existing, transit asset management systems. Public transportation asset management means a strategic and systematic process of operating, maintaining, and improving physical assets with a focus on both engineering and economic analysis to identify a structured sequence of maintenance, repair, rehabilitation, and replacement actions that will achieve and sustain a desired state of good repair over the lifecycle of the assets at minimum possible cost.

In July 2010, MTA submitted an application for a grant from the Federal Transit Administration (part of DOT) from the State of Good Repair program. Out of 442 applications worth over \$4 billion, 152 were selected worth \$776 million, and MTA's was one of those. The \$5 million construction grant award was announced in October 2010 and MTA was under contract for design in December with the team that had been selected to perform the feasibility study, design and construction contract administration.

## Tigger 2

The Federal Transit Administration's Transit Investments for Greenhouse Gas and Energy Reduction (TIGGER) is the source of funding for the solar canopies of the Solarization and Modernization Project. Managed by FTA's Office of Research, Demonstration and Innovation in coordination with the Office of Program Management and FTA Regional Offices, the TIGGER Program works directly with public transportation agencies to implement new strategies for reducing greenhouse gas emissions and/or reduces energy use



within transit operations. These strategies can be implemented through operational or technological enhancements or innovations. To align the TIGGER Program with other strategic initiatives, FTA encourages project implementation that will enhance operational efficiencies, demonstrate innovative electric drive strategies, and create an environment prioritizing public transportation through intelligent transportation systems (ITS) or other related technology approaches to achieve efficiency and sustainability goals.

Initiated within the American Recovery & Reinvestment Act (ARRA) of 2009, the Transit Investments for Greenhouse Gas and Energy Reduction (TIGGER) was continued in fiscal year (FY) 2011 through The Department of Defense and Full-Year Continuing Appropriations Act, 2011 (Pub. L. 112-10). \$49.9 million was appropriated for grants to public transit agencies for capital investments that will reduce the energy consumption or greenhouse gas emissions of their public transportation systems.

The TIGGER 2 program attracted 274 proposals nationwide worth \$1.4 billion. In January 2011, only 27 were approved worth \$75 million, including MTA's \$470,000 grant for the Solar Canopies. Design could start as early as December 2011 with construction concluding in summer or Fall 2012. The solar canopies are designed to eliminate MTA's electric bill now, and to nearly eliminate fuel costs in the long run. With a large reduction in these energy costs, MTA will be able to provide more, better carbon-neutral transit service.

### FTA 5310 Program

FTA Section 5310 provides capital assistance for the purchase of vehicles and associated equipment by non-profit agencies for the provision of transportation to elderly individuals and individuals with disabilities for who mass transportation services are unavailable, insufficient or inappropriate. Under certain circumstances public agencies may receive these funds where it is demonstrated that there are no non-profit organizations readily available to provide the specialized service. The FTA 5310 funds are apportioned to the State of California, which conducts an annual competitive application process through the Department of Transportation. Project awards are granted by the California Transportation Commission.

MTA has \$469,000 in FTA 5310 funds programmed over the next five years. These funds are primarily utilized for the Senior Center demand response programs.

### Summary of Capital Revenues

Exhibit 9-11 is summary of the capital revenues that MTA is currently planning to utilize over the next five years. Overall the FTA State of Good Repair is the largest source of funding at \$11.9 million. \$5.0 million of this is currently being spent on the MTA maintenance facility. \$5.6 million of Proposition 1B funding is currently programmed over the next five years.



**Exhibit 9-11**  
**MTA Capital Revenues, FY 2011/12 to FY 2015/16**

<b>Revenues</b>	<b>2011/12</b>	<b>2012/13</b>	<b>2013/14</b>	<b>2014/15</b>	<b>2015/16</b>	<b>5 Year Total</b>
<b>Federal Transit Admin:</b>						
5311 f Intercity/ARRA	\$ 89,311.00	\$ -	\$ -	\$ -	\$ -	\$ 89,311
5307 State of Good Repair	4,800,000	200,000	0	0	6,912,000	11,912,000
5309 TIGGER2	74,000	396,000	0	0	0	470,000
5310 Senior and Disabled	110,000	57,000	118,000	60,000	124,000	469,000
Subtotal						12,940,311
State Transit Assistance	338,277	573,854	404,324	574,941	496,541	2,387,937
Reg/State Transport Impr Program	633,588	0	905,952	284,502	0	1,824,042
Prop 1B Modernization	1,008,000	1,696,562	1,955,450	0	900,000	5,560,012
Prop 1B Security	119,000	25,000	0	0	100,000	244,000
Other	250,000	74,682	25,000	70,951	743,000	1,163,633
Capital Reserve Fund	324,101	34,000	221,775	0	2,945	582,821
<b>Total Revenue</b>	<b>\$ 7,746,277</b>	<b>\$ 3,057,098</b>	<b>\$ 3,630,501</b>	<b>\$ 990,394</b>	<b>\$ 9,278,486</b>	<b>\$ 24,702,756</b>



## **Appendix A**

**Boardings and Alightings By Stop and Route**

**Ranked Ordered By Route, Highest to Lowest Activity Stop**



**Stops with 5 or More Boardings and Alightings, Ranked Ordered Highest to Lowest**

Boardings	Alightings	Total Activity	Street	Cross street	Landmark
	123	123	<b>Hensley Creek Rd</b>	<b>&amp; Mendocino College</b>	Mendocino College Administration
51	19	70	Commerce Dr	& Airport Park Blvd	Walmart & Food Maxx
20	24	44	N Orchard Ave	& <i>Pear Tree Center</i>	JC Penny (205 N Orchard Ave)
20	21	41	Mason St	& Clara Ave	Ukiah Window Store
16	20	36	N Main St	& E Standley St	Across from Ukiah Library
3	31	34	S State St	& Gobbi St	Wells Fargo (717 S State St)
25	9	34	E Gobbi St	& Main St	Ukiah Natural Foods / Yokayo Center
30	2	32	Laws Ave	& <i>Mendocino Comm. Clinic</i>	Mendocino Community Health Clinic
10	20	30	Feedlot Rd	& N Bush St	Reliable Mill Supply
26		26	S State St	& Blue Bonnet Dr	Across from Crest Motel
14	11	25	W Perkins St	& N School St	Across from Mendocino Book Co
6	18	24	S Orchard Ave	& Kings Ct	Social Security Admin.
5	18	23	N Bush St	& Empire Dr	Bush & Empire
9	12	21	Washington Ave	& S Dora St	Ernie Fine
20	1	21	S State St	& Cherry St	Ukiah Valley Lumber
4	16	20	N Bush St	& Low Gap Rd	Across from Health Department
3	16	19	Clara Ave	& Sidnie St	
18		18	S State St	& <i>Ukiah Storage</i>	Ukiah Storage (2301 S State St)
18		18	Laws Ave	& S Dora St	
17		17	S Dora St	& <i>Ukiah Convalescent Hosp.</i>	
7	10	17	Gobbi St	& Leslie St	Autumn Leaves (425 E Gobbi St)
13		13	S State St	& Whitmore Ln	T-Bird (2655 S State St)
13		13	S State St	& <i>Deep Valley MHP</i>	(2101 S State St)
11	2	13	S State St	& Observatory Ave	Sherwin-Williams (1045 S State St)
7	6	13	S Orchard Ave	& E Perkins St	Orchard Plaza (200 S Orchard Ave)
10	2	12	Washington Ave	& S State St	Ukiah Liquor & Food
6	6	12	N Bush St	& Arlington Dr	Across from Frank Zeek E.S.
11		11	Jefferson St	& S State St	Water Trough - Jefferson
	9	9	<b>Hensley Creek Rd</b>	<b>&amp; Mendocino College</b>	Day Care
8		8	Plant Rd	& S State St	Across from Woodland Apts
7		7	S State St	& Wabash Ave	Plowshares
5	2	7	Leslie St	& <i>River Oak School</i>	River Oak Charter School
6	1	7	N Main St	& Norton St	Back side of Nuestra Casa
	7	7	N Dora St	& Walnut St	
1	5	6	N State St	& Olive Ave	Rinehart/Twin Palms MHP
1	4	5	N Bush St	& Cypress St	Across from Pomolita M.S.
	5	5	Empire Dr	& Despina Ln	Mendocino High School
	5	5	N State St	& <i>Mendo Mill</i>	Across from Mendocino Mill



**Exhibit A2**

**Route 7 and 9- Northbound: Thursday September 15, 2011**

**Stops with 5 or More Boardings and Alightings, Ranked Ordered Highest to Lowest**

Boardings	Alightings	Total Activity	Street		Cross street	Landmark
	123	123	<b>Hensley Creek Rd</b>	<b>&amp;</b>	<b>Mendocino College</b>	Mendocino College Administration
51	19	70	Commerce Dr	&	Airport Park Blvd	Walmart & Food Maxx
20	24	44	N Orchard Ave	&	<i>Pear Tree Center</i>	JC Penny (205 N Orchard Ave)
20	21	41	Mason St	&	Clara Ave	Ukiah Window Store
16	20	36	N Main St	&	E Standley St	Across from Ukiah Library
3	31	34	S State St	&	Gobbi St	Wells Fargo (717 S State St)
25	9	34	E Gobbi St	&	Main St	Yokayo Center
30	2	32	Laws Ave	&	<i>Mendocino Comm. Clinic</i>	Mendocino Commun. Health Clinic
10	20	30	Feedlot Rd	&	N Bush St	Reliable Mill Supply
26		26	S State St	&	Blue Bonnet Dr	Across from Crest Motel
14	11	25	W Perkins St	&	N School St	Across from Mendocino Book Co
6	18	24	S Orchard Ave	&	Kings Ct	Social Security Admin.
5	18	23	N Bush St	&	Empire Dr	Bush & Empire
9	12	21	Washington Ave	&	S Dora St	Ernie Fine
20	1	21	S State St	&	Cherry St	Ukiah Valley Lumber
4	16	20	N Bush St	&	Low Gap Rd	Across from Health Department
3	16	19	Clara Ave	&	Sidnie St	
18		18	S State St	&	<i>Ukiah Storage</i>	Ukiah Storage (2301 S State St)
18		18	Laws Ave	&	S Dora St	
17		17	S Dora St	&	<i>Ukiah Convalescent Hosp.</i>	
7	10	17	Gobbi St	&	Leslie St	Autumn Leaves (425 E Gobbi St)
13		13	S State St	&	Whitmore Ln	T-Bird (2655 S State St)
13		13	S State St	&	<i>Deep Valley MHP</i>	(2101 St State St)
11	2	13	S State St	&	Observatory Ave	Sherwin-Williams (1045 S State St)
7	6	13	S Orchard Ave	&	E Perkins St	Orchard Plaza (200 S Orchard Ave)
10	2	12	Washington Ave	&	S State St	Ukiah Liquor & Food
6	6	12	N Bush St	&	Arlington Dr	Across from Frank Zeek E.S.
11		11	Jefferson St	&	S State St	Water Trough - Jefferson
	9	9	Hensley Creek Rd	&	<i>Mendocino College</i>	Day Care
8		8	Plant Rd	&	S State St	Across from Woodland Apts
7		7	S State St	&	Wabash Ave	Plowshares
5	2	7	Leslie St	&	<i>River Oak School</i>	River Oak Charter School
6	1	7	N Main St	&	Norton St	Back side of Nuestra Casa
	7	7	N Dora St	&	Walnut St	
1	5	6	N State St	&	Olive Ave	Rinehart/Twin Palms MHP
1	4	5	N Bush St	&	Cypress St	Across from Pomolita M.S.
	5	5	Empire Dr	&	Despina Ln	Mendocino High School
	5	5	N State St	&	<i>Mendo Mill</i>	Across from Mendocino Mill



### Exhibit A3

#### Route 9- Southbound: Saturday 9/17/2011

##### Stops with 3 or More Boardings and Alightings, Ranked Ordered Highest to Lowest

Boardings	Alightings	Total Activity	Street		Cross street	Landmark
22	9	31	Perkins St	&	N Orchard Ave	Pear Tree Ctr- Lucky's (504 Perkins St)
11	19	30	Commerce Dr	&	Airport Park Blvd	Walmart / Foodmaxx
22	4	26	Feedlot Rd	&	N Bush St	Across from Reliable Mill Supply
13	7	20	E Gobbi St	&	Main St / S State St	Safeway- Yokayo Center (653 S State St)
13	5	18	E Standley St	&	Main St	Library
6	6	12	N Bush St	&	Empire Dr	Bush & Empire
	12	12	S State St	&	Jefferson Dr	Grace Hudson School
	7	7	S State St	&	Blue Bonnet Dr	Crest Motel (flag stop)
4	2	6	Clara Ave	&	Sidnie St	
	6	6	S Orchard Ave	&	E Perkins St	Across from Orchard Plaza
	5	5	S Orchard Ave	&	Kings Ct	DMV (542 S Orchard Ave)
	5	5	S State St	&	Wabash Ave	Plowshares
4		4	Kuki Rd	&	N State St	Jensen's
	4	4	S State St	&	Frietas Ave	Royal Motel (750 S State St)
3		3	Clara Ave	&	Mason St	(205 Clara Ave)
	3	3	S State St	&	Observatory Ave	Express Mart (998 S State St)

### Exhibit A4

#### Route 9- Northbound: Saturday 9/17/2011

##### Stops with 3 or More Boardings and Alightings, Ranked Ordered Highest to Lowest

Boardings	Alightings	Total Activity	Street		Cross street	Landmark
6	24	30	N Orchard Ave	&	<i>Pear Tree Center</i>	JC Penny (205 N Orchard Ave)
9	11	20	N State St	&	<i>Raley's</i>	Raley's (stop inside shopping ctr)
15		15	S State St	&	Laws Ave	Airport / Greyhound
5	8	13	Commerce Dr	&	Airport Park Blvd	Walmart & Food Maxx
4	9	13	E Gobbi St	&	Main St	Yokayo Center
6	6	12	N Main St	&	E Standley St	Across from Ukiah Library
11		11	S State St	&	<i>Deep Valley MHP</i>	(2101 St State St)
10		10	S State St	&	Whitmore Ln	T-Bird (2655 S State St)
10		10	S State St	&	Blue Bonnet Dr	Across from Crest Motel
8		8	S State St	&	Observatory Ave	Sherwin-Williams (1045 S State St)
5	1	6	Gobbi St	&	Leslie St	Autumn Leaves (425 E Gobbi St)
4	1	5	S Orchard Ave	&	Kings Ct	Social Security Admin.
2	3	5	Clara Ave	&	Sidnie St	
	4	4	S State St	&	Gobbi St	Wells Fargo (717 S State St)
3	1	4	S Orchard Ave	&	E Perkins St	Orchard Plaza (200 S Orchard Ave)
	3	3	N State St	&	Clara Ave	The Pub (585 N State St)



**Exhibit A5**

**Routes 20/21 Southbound: Thursday September 15, 2011**

**Stops with 3 or More Boardings and Alightings, Ranked Ordered Highest to Lowest**

Boardings	Alightings	Total Activity	Street	Cross street	Landmark
14	52	66	Hensley Creek Rd	& <i>Mendocino College</i>	Mendocino College
21		21	E Commercial St	& Humboldt St	Willits City Park
13		13	S Main St (Hwy 101)	& W Valley Rd	KLLK (Across from Post Office)
13		13	West Rd	& Highway 101	Shelter
9	1	10	E School Wy	& East Rd	Redwood Valley Ctr
4	6	10	Perkins St	& N Orchard Ave	Pear Tree Plaza- Lucky's
2	5	7	Commerce Dr	& Airport Park Blvd	Walmart / Foodmaxx
5	1	6	N State St	& Moore St	Opp. Club Calpella
5	1	6	E Gobbi St	& Main St / S State St	Yokayo Center (
1	4	5	E Standley St	& Main St	Library
4		4	Highway 101	& Baechtel	Across from Brown's Corner
2	2	4	3rd St	& Moore St	Waldorf School
2	2	4	Clara Ave	& Sidnie St	
4		4	S Orchard Ave	& E Perkins St	Across from Orchard Plaza
	4	4	E Gobbi St	& Leslie St	Across from Autumn Leaves
	4	4	S Dora St	& Laws Ave	
2	1	3	East Rd	& Hwy 20	Taylor's Tavern
2	1	3	N State St	& <i>Western Hills MHP</i>	Western Hills MHP
1	2	3	Kuki Rd	& N State St	Jensen's
1	2	3	W Standley St	& N School St	Across from Savings Bank
	3	3	S State St	& Frietas Ave	Royal Motel (750 S State St)
	3	3	S State St	& Fircrest Dr	

**Exhibit A6**

**Routes 20/21 Northbound: Thursday September 15, 2011**

**Stops with 3 or More Boardings and Alightings, Ranked Ordered Highest to Lowest**

Boardings	Alightings	Total Activity	Street	Cross street	Landmark
43	6	49	Hensley Creek Rd	& <i>Mendocino College</i>	Mendocino College
	18	18	Commercial St	& Humboldt St	Willits City Park / City Hall
	15	15	Highway 101	& Baechtel Rd	Browns Corner
7	6	13	N State St	& Lake Mendocino Dr	The Forks
2	11	13	School Wy	& West Road/Hwy 101	Highway 101
8		8	S Dora St	& Luce Ave	St. Mary's School
	8	8	S Main St (Hwy 101)	& Gregory Ln	Gribaldo's Café
3	3	6	N State St	& <i>Across from Valero/Truck Stop</i>	
1	5	6	N State St	& Moore St	Club Calpella (6175 N State St)
	6	6	S Main St (Hwy 101)	& West Valley Rd	Post Office (3155 S Main St)
5		5	Gobbi St	& Leslie St	Autumn Leaves (425 E Gobbi St)
1	4	5	N State St	& <i>Sunset View Estates</i>	Sunset View Estates MHP
	5	5	School Wy	& East Road	Redwood Valley Center- P.O.
	5	5	S Main St (Hwy 101)	& <i>California Western RR</i>	South of railroad crossing
4		4	S State St	& Whitmore Ln	T-Bird (2655 S State St)
4		4	E Gobbi St	& Main St	Yokayo Center
4		4	Feedlot Rd	& N Bush St	Reliable Mill Supply
2	1	3	Laws Ave	& <i>Mendocino Clinic</i>	Mendocino Comm. Health Clinic
2	1	3	Commerce Dr	& Airport Park Blvd	Walmart & Food Maxx
2	1	3	S Orchard Ave	& E Perkins St	Orchard Plaza
1	2	3	Clara Ave	& Sidnie St	
2	1	3	W Perkins St	& N School St	Across from Mendocino Book Co
1	2	3	N Bush St	& Low Gap Rd	Across from Health Department
3		3	N State St	& <i>Western Hills MHP</i>	Western Hills MHP (4951 N State St)
3		3	East Rd	& Hwy 20	Taylor's Tavern (south driveway)



### Exhibit A7

#### Routes 5 and 60- Southbound: Friday September 16, 2011

##### Stops with 3 or More Boardings and Alightings, Ranked Ordered Highest to Lowest

Boardings	Alightings	Total Activity	Street		Cross street	Landmark
4	8	12	Boatyard Dr.	&		(End 5 Begin 60)
8	1	9	Franklin	&	Cypress	Fort Bragg Safeway
	9	9	Lansing St	&	<i>St. Anthony's Church</i>	Mendocino (St. Anthony)
7		7	Stewart	&	Elm	Dennys
4	3	7	Laurel St.	&	McPherson	Footlighters
	7	7	Cypress St	&	<i>Cypress Ridge Apts.</i>	Cypress Ridge Apartments
5	1	6	Del Mar Dr.	&	College	College of the Redwoods
	6	6	Little Lake Rd	&	Gurley Ln	
5		5	Franklin	&	Chesnut	Rite Aid
	5	5	River Dr.	&	South St.	
	5	5	N Highway 1	&	Navarro Beach Rd	Navarro River
4		4	Elm	&	Franklin	
4		4	Lincoln St	&	Maple St.	CV Starr Aquatic Center
4		4	Maple St.	&	Corry	Our Lady of Good Council
2	2	4	Main St	&	Lansing	Mendoc. (Main/ Lansing)
3		3	Harold	&	Oak	
3		3	Franklin	&	Maple St.	
	4	3	Kemppe Way	&	Hospital	Hospital
3		3	Caspar Rd	&	<i>Caspar Gallery</i>	Caspar (Gallery)

### Exhibit A8

#### Routes 5 and 60- Southbound: Friday September 16, 2011

##### Stops with 3 or More Boardings and Alightings, Ranked Ordered Highest to Lowest

Boardings	Alightings	Total Activity	Street		Cross street	Landmark
13	10	23	Boatyard Dr.	&		End 60, Begin 5
15		15	Kasten	&	Little Lake	Mendo(Kasten/ Little Lake)
10	2	12	Main St	&	Lansing	Mendo(Main & Lansing)
3	5	8	Franklin	&	Cypress	Fort Bragg Safeway
2	4	6	Caspar Rd	&	<i>Caspar Gallery</i>	Caspar (Gallery)
2	4	6	Franklin	&	Chestnut	Rite Aid
1	5	6	Chestnut	&	Sanderson	Chestnut/Sanderson
	6	6	Redwood	&	McPherson	Curves
5		5	N Highway 1	&	Navarro Beach Rd	Navarro River
5		5	Kemppe Way	&	Hospital	Hospital
	5	5	Franklin	&	Maple St.	
3	1	4	Kemppe Way	&	River	Hospital ER
	4	4	Lincoln St	&	Maple St.	CV Starr Aquatic Center
2	1	3	Del Mar Dr.	&	College	College of the Redwoods
2	1	3	Franklin	&	South St.	Mental Health
1	2	3	Cypress St	&	<i>Cypress Ridge Apts.</i>	Cypress Ridge Apartments



## **Appendix B**

### **Schedule Adherence Observations by Route and Time of Day**



### Exhibit B1: Route 1 Schedule Adherence

Hour Trip Starts	Schedule Adherence Observations					
	Early	0-3	4-6	7-10	11-15	16-20
7:00AM		2		1		
8:00AM		2				
12:00PM		2	1			
1:00PM		7				
2:00PM		5	1			
3:00PM		7	1			
4:00PM		1		2		
Total	0	26	3	3	0	0
% of Total (32)	0%	81%	9%	9%	0%	0%

### Exhibit B2: Route 9 Schedule Adherence (Thursday)

Hour Trip Starts	Schedule Adherence Observations					
	Early	0-3	4-6	7-10	11-15	16-20
6:00AM		5	2			
7:00AM	1	14	5			
8:00AM		13	13	6	2	
9:00AM		11	17	7		
10:00AM		12	10	7	1	
11:00AM	6	24	3	2	1	
12:00PM	3	15	4	12	4	
1:00PM	3	19	10	4	4	
2:00PM	11	21	5	6	5	2
3:00PM		11	5	5	1	
4:00PM	5	14	2	6	1	
6:00PM		11	1			
7:00PM		6	4			
8:00PM		7	3			
9:00PM	1	8	1			
10:00PM	2	19				
Total	32	210	85	55	19	2
% of Total	8%	52%	21%	14%	5%	0%



### Exhibit B3: Route 9 Schedule Adherence (Saturday)

Hour Trip Starts	Schedule Adherence Observations					
	Early	0-3	4-6	7-10	11-15	16-20
10:00AM		18	3	3		
11:00AM		16	1			
12:00PM		24	3			
1:00PM		15	7	3		
2:00PM	2	2	10	4		
3:00PM	5	12		5	5	
4:00PM		12	3	2	1	
Total	7	99	27	17	6	0
% of Total (156)	4%	63%	17%	11%	4%	0%

### Exhibit B4: Route 20+21 Schedule Adherence

Hour Trip Starts	Schedule Adherence Observations					
	Early	0-3	4-6	7-10	11-15	16-20
6:00AM	1	20	6			
8:00AM		17	9	2		
9:00AM	6	4				
11:00AM			3	6		
12:00PM		5	6			
1:00PM		7	1		1	
3:00PM		5	4	17	4	3
4:00PM				13	4	
5:00PM		6	4	8	1	
Total	6	27	18	44	10	3
% of Total (108))	6%	25%	17%	41%	9%	3%



### Exhibit B5: Route 5 Schedule Adherence

Hour Trip Starts	Schedule Adherence Observations					
	Early	0-3	4-6	7-10	11-15	16-20
8:00AM	1	14	2			
9:00AM		16	2			
10:00AM		12	6			
11:00AM		11	10	1		
12:00PM		8	11			
1:00PM		7	6	4	1	
2:00PM	2	10	3			
3:00PM		16	6		1	
Total	3	94	46	5	2	0
% of Total (150)	2%	63%	31%	3%	1%	0%

### Exhibit B6: Route 60 Schedule Adherence

Hour Trip Starts	Schedule Adherence Observations					
	Early	0-3	4-6	7-10	11-15	16-20
7:00AM	6	2	7	1		
9:00AM	1	3	1			
12:00PM		3	1	1		
2:00PM		3	2			
3:00PM		5	7	3		
4:00PM		1	3	1	2	
Total	7	17	21	6	2	0
% of Total (53)	13%	32%	40%	11%	4%	0%