

Western Contra Costa Transit Authority



Short Range Transit Plan

(FY 2008-2017)

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

The preparation of this SRTP has been funded in part by a grant from the United States Department of Transportation (USDOT), through section 5303 of the Federal Transit Act. The contents of this SRTP reflect the views of Western Contra Costa Transit Authority, and are not necessarily those of USDOT, the Federal Transit Administration, or MTC. Western Contra Costa Transit Authority is solely responsible for the accuracy of the information presented in this SRTP.

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EXECUTIVE SUMMARY

This report updates Western Contra Costa Transit Authority's (WCCTA) Short Range Transit Plan (SRTP) for fiscal years 2007/08 through 2017/18. The SRTP is a planning tool to help the Authority in the development and provision of transit services in the cities of Hercules and Pinole and the unincorporated areas of Rodeo, Crockett, Port Costa, Tara Hills, Montalvin Manor, and Bayview in western Contra Costa County.

A SRTP focuses on the most important components in the provision of transit service. Issues revolve around the fact that operating revenues are relatively limited and that available funds are fluctuating while demand grows. A system of performance measures evaluates the quality of service provided, which is an important tool to sustain the quality of transit services for the community. In this sense, a SRTP is a diagnostic tool that reveals the present and future financial and operating health of a transit property.

The SRTP is divided into five chapters whose major findings are summarized below. Additional information and details are provided in the body of the report.

Chapter 1 presents WCCTA's organizational structure and a general description of the service area.

Census 2000 results showed a continuation of demographic trends evident in service area profiles from previous SRTP's. That is, older residents continue to concentrate in the northern communities of Crockett and Port Costa, while younger, more affluent families reside in Hercules and Pinole. Nevertheless, all the communities in the WCCTA service area have experienced an increase in the number of senior citizens. The census also documented that the population of Western Contra Costa County, while increasing in absolute terms, is declining as a percentage of the total county's population. This negatively affects the amount of revenue that WCCTA receives from the state.

This chapter also describes plans and development in the service area that could influence WCCTA's transit service.

Planned development in WCCTA's service area is focused in Hercules, where the population could increase from 24,000 to 30,000 residents within ten years. This development includes the construction of a world-class transit-oriented development at the Waterfront District with a Capitol Corridor station and a ferry terminal, and the relocation of the Transit Center that WCCTA operates a large proportion of its local and express service from. WCCTA should focus its efforts to improve transit service to those developments with medium to high densities where expected ridership will be higher.

At this point in time, very few service changes by other transit operators are expected to influence WCCTA's operations. Express buses only require modest capital improvements when compared to the needs of increasing highway capacity, constructing light rail systems, extending BART, or expanding the ferry network. The express services operated by WCCTA continue to perform well, despite of increasing congestion

Since the last SRTP, there have been few changes to the primary trip generators in WCCTA's service area. Existing generators include: San Francisco Transbay Terminal, El Cerrito del Norte BART station, Hilltop Mall, North Shore Business Park, county offices and hospitals in Martinez, Pinole Vista Shopping Center, Pinole Valley middle high school, Hercules High and Contra Costa College in Richmond.

Chapter 2 discusses WCCTA's goals, objectives and a set of performance standards for the Authority to achieve. These standards are set on the basis of past performance and external conditions, such as an increase in gas prices, insurance costs, or a renegotiated contract.

An examination of WCCTA's performance over the past two years shows that WCCTA:

- Is experiencing an increase in ridership,
- Exceeds its safety standards,
- Has very reliable service that exceeds its performance standards,
- Has a low cost per operating hour compared to its peers
- Has met its standards for coordinating activities with appropriate transportation and planning entities in the region.

Because fuel cost and insurance costs have increased in the last four years, WCCTA is changing its cost effectiveness and some of its cost efficiency standards to reflect the effects of these cost increases in the transit system.

Chapter 3 discusses more specific details about WCCTA's transit service, including financial and operating characteristics.

WCCTA uses a variety of funding sources that have, until now, been sufficient to sustain its capital assets and operations. In the coming ten years, WCCTA will face several financial challenges, not only in sustaining existing service levels, but also in funding vehicles and operating costs for service expansions that might be warranted by new development and/or by growing demand for transit service. Historically, WCCTA has relied on a variety of sources for its operating funds. These sources include: state Transportation Development Act (TDA), farebox revenues, Measure C (Contra Costa County transportation sales tax), Low Income Flexible Transportation Funds (LIFT) that currently is in its last year of supporting the Contra Costa College service, and Regional Measure 2 funds (which now support the JPX/30Z service, and the Transbay Service). The following are expected to be the most influential on future WCCTA operating revenues:

- Census 2000 had a negative impact on the proportion of population-based funds received by WCCTA,
- Regional Measure 2 represents a new source of funding for both, capital and operations, but revenue is already committed to a limited number of projects

- The voter-approved reauthorization of the sales tax measure (Measure C) in Contra Costa County, known as Measure J, presents a new opportunity to fund unmet transit needs in the WCCTA service area.
- Infrastructure Bond 1B was also passed by the voters in 2006, this source of money will be available for both operating and capital needs

WCCTA's traditional funding sources for capital projects and purchases have primarily been Federal Transit Administration (FTA) Section 5307 funds and money allocated to transit from the bridge tolls collected on Bay Area bridges.

Overall, WCCTA routes are very productive, experiencing high ridership relative to the number of service hours that are operated. Combining all of its local, express, and dial-a-ride services, WCCTA portrays a system wide productivity in FY 2007 of 13.1 passengers per service hour. Of all its routes, the express routes are the most productive – due to the large number of commuters who rely on the service for their trips to and from work. The least productive type of service is the dial-a-ride, which is consistent with most transit agencies' experience. Of its ten local routes, the least productive is Route 17 (6.02 passengers per service hour) and the most productive is Route 13 (16.38 passengers per service hour) in FY 06/07. This increase is due primarily to the Express routes picking up ridership as the state economy slowly recovers from the recession and more employment is generated. Of particular interest is the steady increase in ridership experienced by the JPX and LYNX, which means that residents are becoming aware of the service and that the new route serves their destination trips.

In spite of limited bus transit funding at the state and federal levels, WCCTA has been striving to provide the best quality, customer-oriented transit service to meet its community's demands. In providing this service, the Authority faces several challenges that range from competitive processes for funding to transportation policy decisions coming from higher levels of administration that are outside WCCTA's control. Consequently, service expansion will be difficult to achieve in the near term, and possibly even the long term. However, WCCTA will continue to pursue new avenues for funding in order to meet future needs. These efforts should emphasize obtaining adequate funding levels for small transit operators that serve geographic areas with a substantial number of transit-dependent individuals, such as the case of WCCTA. It is recommended that the WCCTA Board participate in political advocacy efforts to increase the system's regional profile and to explore additional funding opportunities.

Chapter 4 presents an overview of WCCTA's service plan for the next ten years. This chapter reflects how planned development and political changes in the service area and fiscal challenges will influence WCCTA. The plan has a 10-year horizon and reflects short, mid, and long-term service changes. The service recommendations stem from the analysis of system and route-level data, discussions between WCCTA staff and area stakeholders, and current and projected WCCTA financial situation. The operations plan presents a program of services that can be provided within the anticipated funding from the known sources WCCTA now receives. In addition, the operations plan identifies the

most critical service expansions that are recommended to address service area growth, and travel demand not met by the existing system.

Short-term recommendations are those that can be reasonably implemented within the next two years (by FY 2009/10). The following are some of the short-term recommendations:

- Purchase of new vehicles to operate the LYNX Transbay Route.
- Purchase new vehicles to operate service to the new Intermodal facility at Hercules Waterfront and expand the C3 service.
- Local and Express routing changes required by planned relocation of the Hercules Transit Center
- Introduce a new Monthly pass and re-structure discounted ticket pricing in order to encourage ridership

Mid-term recommendations are those that can be reasonably implemented within the next three to five years (by FY 2012/13). Due to the high degree of uncertainty associated with various revenue sources, mid-term recommendations must be revisited prior to enacting them to confirm their continued relevance and financial viability. The following are recommended for implementation in the mid-term:

- Local service Expansion
- LYNX midday operation as stand in for Ferry service.

Long-range recommendations include changes proposed for FY 2014 and beyond. As mentioned above, these recommendations are also likely to be adjusted as necessary to respond to actual financial conditions, demand levels, and development changes in the next six to ten years. All service expansions listed below are entirely contingent upon WCCTA obtaining additional funding. Long-term recommendations include the following:

- Implement a fare increase
- Implement elements identified and further analyzed from the unrestrained vision

Chapter 5 discusses the Authority's capital, operating, and financial plans for the next ten years.

WCCTA's capital plan includes outlays for new vehicles, facility upgrades, and leasing land and vehicles. WCCTA currently maintains a fleet of 14 paratransit vehicles (standard conversion vans), 43 wheelchair-accessible, 35' - 40' buses, and 6 administration/supervisor vehicles. Over the life of this SRTP, 73 vehicles will be replaced or refurbished – 32 paratransit vehicles, 33 full-size coaches, and 8 administrative vehicles. Major vehicle replacements will take place in FY 2008, FY 2012 and FY 2013 and 20014 when ten, eleven, ten and nine new vehicles will be purchased, respectively. Using bus prices established by the MTC Regional Financial Committee,

the cost to replace and/or refurbish these vehicles is projected to be roughly \$20.2 million.

According to anticipated capital expenses and presumed revenue sources, the capital plan on the following page outlines how the \$26.1 million budget will evolve over the 10-year planning horizon. Of the plan, 64% (\$16.8 million) of the funds are being spent on fixed-route vehicle replacement and refurbishing. Another 10% goes to pay its bonded debts, 12% is being spent on the replacement of paratransit vehicles and the remaining money is spent on service vehicles and facility and equipment upgrades.

On the revenue side, 69% of the capital expenses are funded by FTA's capital assistance grants, 12% from BART, and 16% from bridge tolls, with approximately 4% of the expenses funded from TDA and Measure C reserves. If any one of these funding sources is reduced dramatically in the future, the WCCTA board will need to be active in its membership on regional boards and committees to advocate for additional funding. In addition, WCCTA staff should continue participating on regional committees and applying for grant funding to help finance capital purchases.

The SRTP's operating plan outlines non-capital expenses associated with providing transit service and identifies anticipated revenues to fund service operations. The operating plan outlines how the \$106.8 million operating budget will evolve over the ten-year planning horizon. In the plan, 78% (\$83.5 million) of the funds are being spent on purchased transportation (all WCCTA transit service is contracted to an outside service provider). Another 10% pay for administration, and 11% for general and vehicle maintenance.

On the revenue side, 30% of the operating expenses are funded by TDA Article 4.0, 30% from BART, 18.4% from passenger fares, and 7.6% by Measure C. Each of the remaining funding sources account for less than 4% of the system's operating revenues.

The expense calculations included in the base Operating Plan assume that WCCTA will maintain existing levels of service throughout the ten year planning period. These assumptions are nevertheless relatively conservative, and tend to overstate growth in expenses, and understate revenues. The net result in the financial plan is a series of annual deficits, which increase in scale in the later years of the planning period. In the financial plan, this has the effect of depleting all available reserves by 2011, and generating significant cumulative deficits by the end of the planning period. In practice, WCCTA cannot operate in a deficit condition.

Although WCCTA has been successful throughout its history in securing supplemental revenue to sustain its base program of services, two major factors have made this more difficult in recent years. First, the economic recession significantly reduced the total amount of Transportation Development Act (TDA) available to fund transit operations within the County. Second, the distribution formula that determines each transit operator's proportion of Contra Costa TDA and Measure C funding was recalculated using Census 2000 population data. While WCCTA's population increased in real terms,

other areas of the county grew at a much faster rate, resulting in an ongoing reduction of 11% in WCCTA's sales tax based funding.

The operating plan presented in this plan highlights a inevitable consequence of the structural problem facing transit operators, where available sources of transit funding are failing to keep pace with real cost increases, not to mention increases in transit demand caused by population and commercial growth. It also illustrates that, to sustain its existing service levels, WCCTA requires a larger financial commitment from existing sources (e.g. Measure "C"/Measure "J") and success in securing new ongoing sources of support. This perspective provides important context for upcoming discussions regarding priorities for allocating Measure J funding, Proposition 1B and for regional discussions concerning the State Transit Assistance and Proposition 42 programs. WCCTA Board members may be required to take a more active advocacy role at both the Contra Costa Transportation Authority, and the Metropolitan Transportation Commission levels.

Finally, the financial plan summarizes the capital and operating cost and revenue projections, allowing for an analysis of the system's financial capacity. Two scenarios were developed for the SRTP. The first scenario, called the base scenario, assumes that no new funding sources become available during the plan's life to finance service expansion. The second scenario, called the expansion scenario, assumes that new funding in the form of Measure J, Proposition 1B and RM2 fund the expansion needs that the Authority will face in the future

Under the base scenario the system is operating under a deficit starting in FY 2009. Due to the amount of funds it retains in reserve, operations can continue at the projected level through FY 2010. However, in FY 2011 the reserve fund dips below its established standard. One third of this deficit is explained by changes in STA revenues after FY 08. These include reduced forecasts from MTC starting in that year in both, the Revenue and Population-based categories. In addition, ongoing discussions at MTC regarding the future of State Proposition 42 revenues may change the way this stream of funds is distributed for the transit operations in the region, as MTC may change its priorities to reallocate funding for MTC discretionary projects, such as TransLink® and Lifeline Lower TDA revenue forecasts account for another 20% of the shortfall, while the natural effect of inflation along with the fact that the two new WCCTA services are under funded, is responsible for the remaining half of the deficit. The results of a survey taken by the Lynx passengers in January 2006 showed that there was a need to expand the service to meet the transportation demands of the passengers. The Lynx service expansion is reflected in the cost of operations in the Financial Plan and it is presented as a separate item in the operating plan for clarification. Using the available TDA carry over for WCCTA, the Authority is able to cover its expenses until FY 2011.

The expansion scenario is based on the assumption that new revenue sources will become available during the life of this plan, allowing for service expansion. This is basically, the influx of Measure J and Proposition 1B revenues to fund the plans defined in Chapter 4. It is worth noting here that if the financial outlook is not changed and higher levels of funding not become available to cover a higher proportion of the operating cost of the

Lynx and the C3, Measure J and Proposition 1B revenue will be used to cover these expenses as it has been assumed that the Authority will keep the same levels of funding that it currently has for every source of revenue.

In this scenario, the projects described in Chapter 4 are implemented starting in 2009 with the C3 30-minute headway, the Waterfront Route, the relocation of the Hercules Transit Center and additional funding to close the gap of the enhanced Lynx program. An increase in fare revenue was assumed based on a ratio of 15% for local fixed routes.

These differences in farebox recovery are based on current performance for local routes and on existing funding requirements for express routes. The last enhancement is implemented in 2012 when the Lynx is interlined with the ferry service in Hercules, providing for a cheaper alternative on the ferry trips that do not have high demand, such as those taking place in the middle of the day or late at night.

INTRODUCTION

This document updates Western Contra Costa Transit Authority's (WCCTA) Short Range Transit Plan (SRTP) for fiscal years 2007/08 through 2016/17. The SRTP is a planning tool to help the Authority in the development and provision of transit services within the cities of Hercules and Pinole and the unincorporated areas of Rodeo, Crockett, Port Costa, Tara Hills, Montalvin Manor, and Bayview in Western Contra Costa County. As well as providing local service within the communities, express service is operated between Hercules and Martinez, El Cerrito del Norte BART and to the Transbay Terminal in downtown San Francisco. The Metropolitan Transportation Commission (MTC) requires under current policy that every transit operator update its SRTP every two years. However with the enactment of the new Federal Transportation Bill (SAFETEA-LU), MTC is required to update its long range plan every four years and therefore, transit providers will need to prepare SRTP's in a less frequent fashion. MTC recommends that full plans be prepared every four years with a mini-SRTP due in the September of the years, which no full SRTP is produced.

When WCCTA started its operations, both capital and operating needs were funded primarily by local funds and state Transportation Development Act funds (TDA). As the service grew, it was clear that the Authority could no longer serve the communities transit demands using only state and local funding. Therefore, in September 1994, WCCTA's Board of Directors decided that the only viable alternative was to apply for Federal Transit Administration urbanized area funds (FTA) for its capital needs. Since then, WCCTA has become a federal claimant and is subject to the applicable requirements to receive federal monies for capital replacements,

WCCTA has traditionally taken a conservative approach to planning, using more conservative revenue projections than those provided by MTC. In this fashion, the Authority has developed contingency actions to protect its basic service for future years. The 2000 census dramatically affected revenues for the Authority due to disproportionate population growth in Central and Eastern Contra Costa County while Western Contra Costa's population has remained almost constant. Most TDA funds are allocated according to population-based formula and the changing population patterns are expected to continue to reduce the proportion of funding allocated to WCCTA. This fact will be reflected in the Authority's financially constrained finance plan.

This SRTP will focus on the most important components in the provision of transit service. In addition to providing a financially constrained plan of the Authority's service, a 'Vision' element will be introduced showing what changes staff are working towards should the appropriate funding become available within the lifetime of this plan. This Vision is intended to steer, in a broad sense, thinking and decision making within the agency over the course of the plan. This forward thinking approach will allow WCCTA to anticipate change early in the process and start working with the relevant agencies early in proceedings to ensure a coherent regional transit system

Issues to be addressed in the SRTP revolve around increasingly scarce operating funds, the fluctuation of these revenues, and the increasing demand on these sources of revenue. Therefore, a system of performance measures that evaluates the quality of service provided is an important tool to sustain the quality of transit services for the community. Such measures give an overall idea of a transit agency's productivity, in terms of efficiency, effectiveness and quality of service. Based on WCCTA's past and present performance, and other important factors, the Authority has adopted a comprehensive list of performance standards which will serve as a diagnostic tool for the system, while providing attainable targets for maintaining and improving on cost effectiveness and service quality.

The SRTP is divided into six Chapters that are summarized below:

CHAPTER ONE presents WCCTA's organizational structure and service area description. This section includes the service area's demographic forecasts for the next 10 years. In addition, this chapter describes future plans and development in the service that could affect WCCTA's transit service.

CHAPTER TWO discusses WCCTA's goals, objectives and a set of performance standards for the Authority to achieve. These standards are set on the basis of past performance and external influences, such as an increase in gas price, insurance costs, or a renegotiated contract. The degree to which these standards are attained reflects the overall quality of the transit property's service.

CHAPTER THREE discusses WCCTA's transit service. This chapter's first section introduces WCCTA's financial setting and its traditional funding sources. The second part contains a description of WCCTA's routes, including productivity for both fixed route and dial-a-ride services.

CHAPTER FOUR presents an overview of WCCTA's operating plan for the next ten years. This chapter reflects how planned development and political changes in the service area and fiscal challenges will impact WCCTA in the future. The operations plan has a 10-year planning horizon and reflects short, mid and long-term service plan recommendations for the Authority. The short term service levels reflect the anticipated changes in funding levels and how they affect provision of service – typically service restructure and service expansion. Alternatively, the service levels in the mid and long-range portion of the plan assume the continued provision of the baseline transit service, and looks at the availability of potential new funding to meet the growing demands of the community. The Vision element at end of this chapter takes this analysis one step further into projects that would require substantially higher levels of funding than have previously been available and therefore cannot realistically be included even in the long-term recommendations at this point. It is important to note that the ability to achieve a large proportion of these goals would require the Authority to be successful in securing new or additional sources of funding.

CHAPTER FIVE discusses the Authority's capital, operating and financial plans for the next ten years. On the capital side, this chapter presents WCCTA's fleet replacement schedule. The operating plan outlines projected operating expenses and revenue sources. The financial plan combines the investments represented in the capital and operating plans. An enhanced financial plan is presented that assumes the availability of new sources of funding and outlines the plan using the projects outlined in the short, mid and long-term portion of Chapter four. It is worth noting that WCCTA has been rather conservative in preparing for the financial plan and it has assumed the same levels of funding will be maintained throughout the life of the plan. The intention is to have an idea of the financial impact that the existing levels of funding will exert upon the Authority's baseline operations. Therefore, it is essential that WCCTA's board and staff continue working on identifying and securing new funding sources to finance WCCTA's operating and capital needs.

CHAPTER ONE

WCCTA ORGANIZATION AND SERVICE AREA DESCRIPTION

This chapter presents background information on the history and organizational structure of Western Contra Costa County Transit Authority in addition to providing descriptive characteristics of the transit service, service area, and any planning or development changes that may impact the provision of transit both within the service area and outside of it. The information in this chapter will help to formulate the future growth and structure of WCCTA's service, as well as helping to define the key elements in the recommendations contained within the Operations Plan.

1.1 Organizational Structure

Western Contra Costa Transit Authority (WCCTA) was established in August 1977 as a Joint Exercise of Powers Agreement between Contra Costa County and the cities of Hercules and Pinole. The agency was created with the purpose of owning, operating and administering a public transportation system serving the area between the Richmond/El Sobrante border to the west and the Carquinez Bridge to the east.

WCCTA is governed by a seven-member board of directors and is supported by professional staff. The two cities of Pinole and Hercules are each represented on the board by two members, while the unincorporated communities of Crockett, Rodeo, each have one representative and Montalvin Manor, Tara Hills and Bayview have one joint representative, these three former positions are appointed by the Contra Costa County Board of Supervisors.

Within the board, there are two standing committee's and one ad hoc working group. The Finance and Administrative Committee (F&A) oversees major issues involving contracts, operational changes, capital acquisitions and other topics related to the staffing and operation of the Authority. The Legislative Committee monitor proposed or pending state and federal legislation that may affect the Authority, then formulates recommendations for the full boards consideration. The ad hoc committee is involved in Marketing, which was created to direct the Authority's public and media relations.

WCCTA's professional staff consists of six full time employees: a General Manager, an assistant general manager, a transit planner, a marketing coordinator, an administration assistant/DBE (Disadvantaged Business Liaison Officer) and a bookkeeper. The duties of the administrative assistant were recently revised and a new position with additional responsibility was created. WCCTA currently contracts with MV Transportation, Inc. for the operation of all of their transit services. The initial term of the contract is due to expire in June 2009.

The organizational charts for the authority, including administration and operations, are presented in figures 1-1 and 1-2.

Figure 1-1 Organizational Chart – Administration

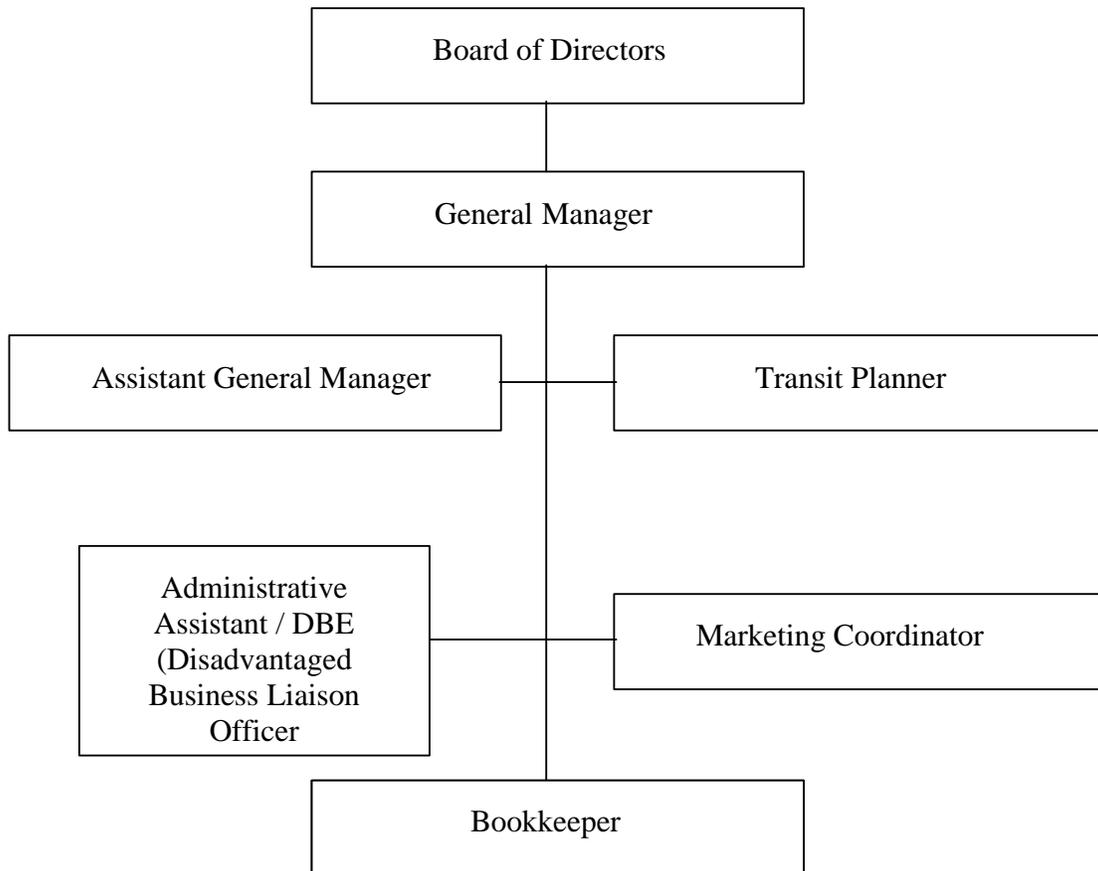
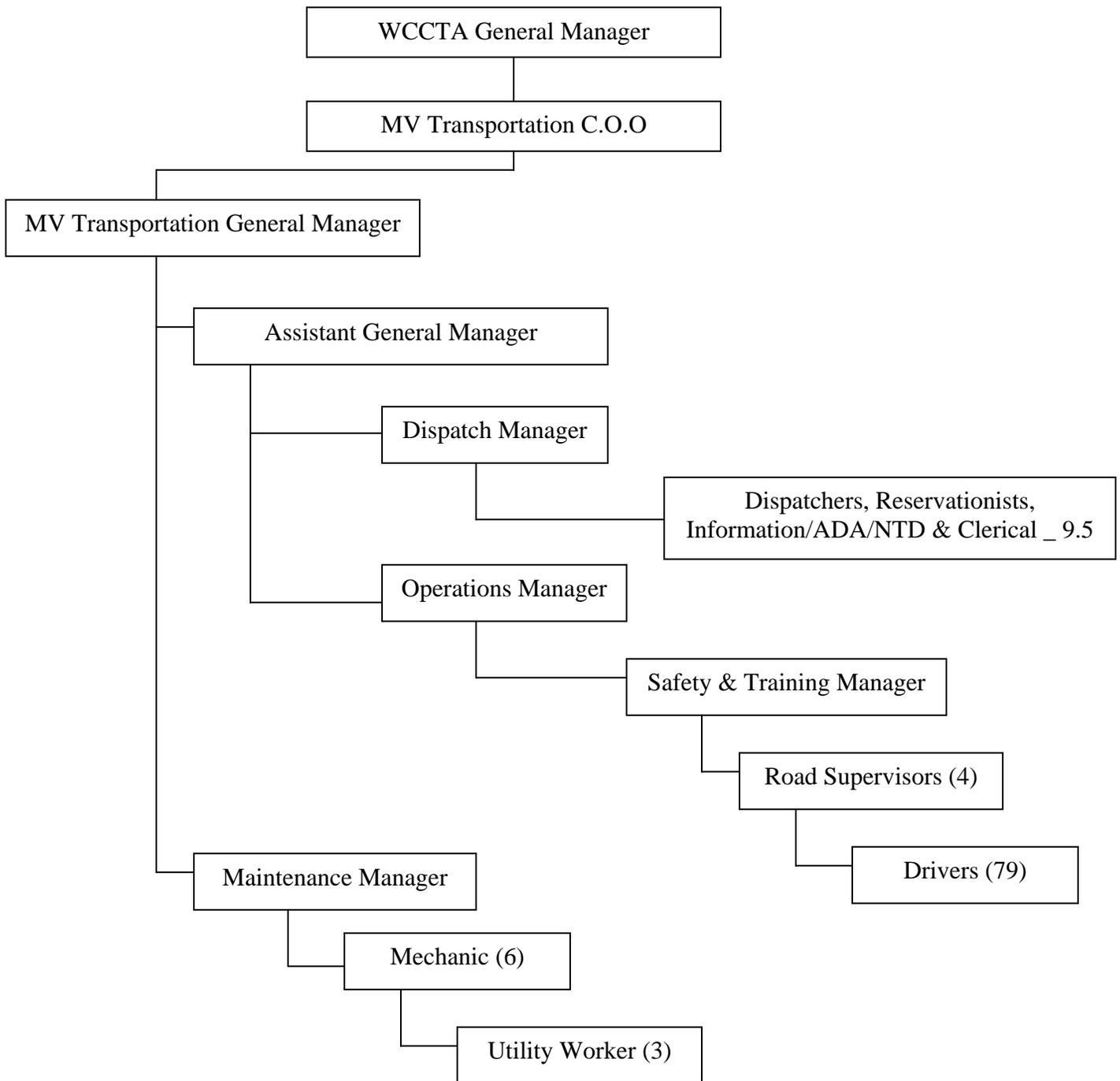


Figure 1-2 Organizational Chart – Operations



1.2 Administration/Service Planning and Operations

WCCTA general administration and service planning is handled strictly by the administration division, which is headed by the General Manager. The General Manager oversees a professional staff, which provides day-to-day administration, planning, marketing, budgeting, contract monitoring, community outreach, and support of the Authority's seven-member board of directors. Over recent years, it became apparent that the administrative division needed additional staff; therefore, the position of Administrative Assistant/DBE was created. Operations including dispatch, maintenance and road supervision are handled by a private contractor (currently MV Transportation) and supervised by WCCTA's General Manager, who oversees overall contractor performance. The initial contract with MV Transportation is for 3 years and may be extended at WCCTA's sole option for up to two additional two-year periods.

1.2.1 Background

Since its inception, the Authority has experienced dramatic changes in the provision of its services. At the beginning of its operations, the board of directors contracted with a private company to provide service on three fixed routes. Most of the ridership attracted to these routes was students, creating major problems for the contractor. After failed negotiations between the contractor and the Board, the contract was terminated in September 1979.

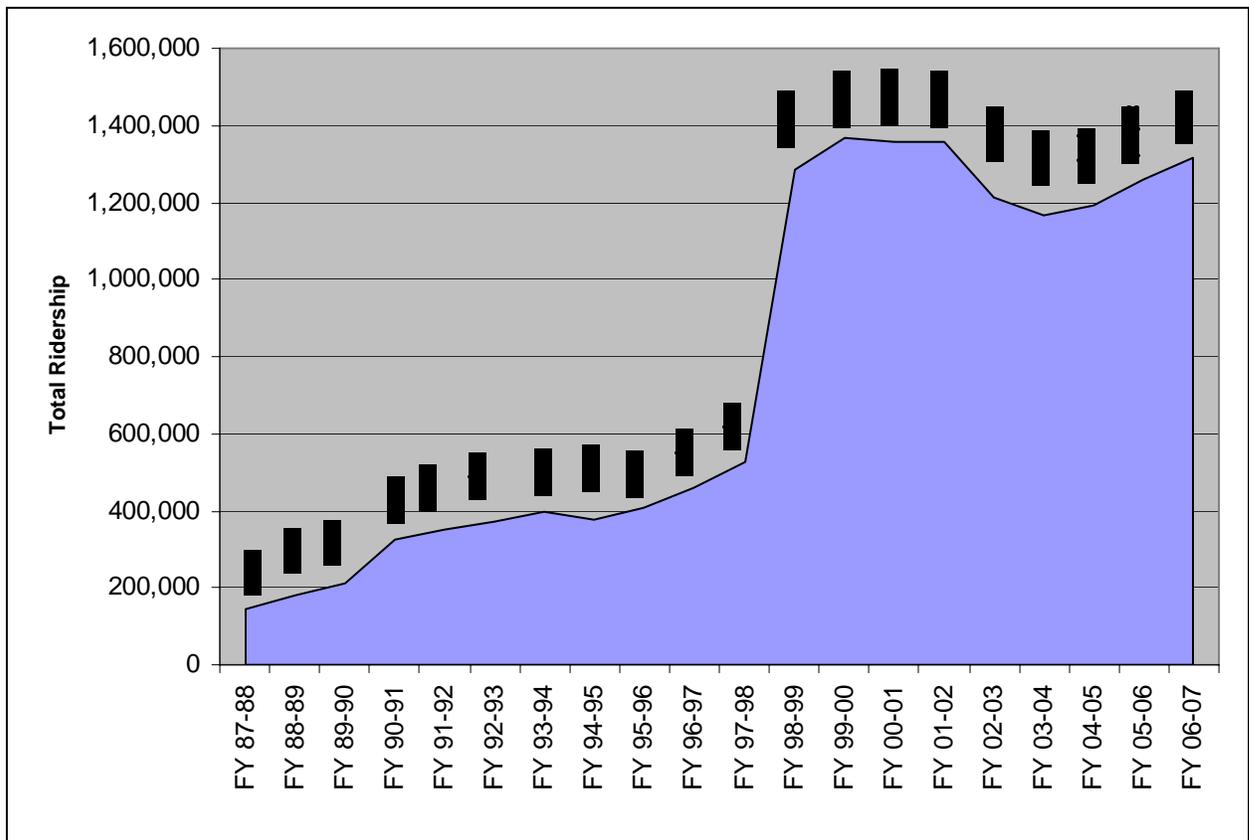
The Board concluded that local needs would be better addressed with a demand-responsive system. Such a service would cover most of the population in the service area, provide immediate access to neighborhoods experiencing growth, and allow for more control over service demand. In September 1979, WCCTA started its Dial A Ride (DAR) service, which was designed to serve a broad range of local transportation needs. DAR attracted a larger share of commute, shopping, and social trips than the previous fixed-route service. In addition, the percentage of school trips fell to approximately 50% of the total boarding's. While the new service focused on local transportation needs, it also offered connections to the regional BART Express and AC Transit bus lines for transportation to destinations outside of the WCCTA service boundaries.

Although the DAR service adapted well to the changing population and commercial development patterns, it had increasing difficulty keeping pace with demand as the population grew. After conducting a feasibility study for converting to fixed route service, the Board took formal action to implement fixed route service throughout the southern portion of the WCCTA service area. The demand-responsive service was retained to serve seniors and disabled passengers in areas north of Highway 4 and for the general public in these areas without convenient access to public transportation. WCCTA's fixed-route service was re-introduced in July 1987. Because this change was coordinated with other transit agencies serving the area, the fixed route system provided enhanced connections to BART Express buses and AC Transit buses serving regional destinations.

The new fixed route system had an immediate positive impact on the Authority’s productivity and overall system performance. In its first year of implementation (FY 87/88), ridership increased by 17% over the previous year and the system’s farebox recovery ratio and other productivity measures experienced similar improvement. System performance continued to improve almost every year. More recently, weak regional and national economies led to modest decreases in ridership in the early years of this decade. However, ridership has again registering positive growth in ensuing years and the Authority expects this trend to continue into the future.

Overall steady ridership growth, combined with WCCTA’s sustained efforts to aggressively control costs, have substantially reduced the net operating cost per passenger, as illustrated in Figures 1-3 and 1-4.¹ This trend has been even more dramatic since FY 98/99 when WCCTA took over the BART Express service and posted a ridership increase of 144%. The economic downturn of the early years of this decade resulted in a slight increase in system costs due to declining ridership, but WCCTA’s cost per passenger is considerably lower than most suburban operator’s in the Bay Area. As the state continues to emerge from the economic recession, more jobs are being generated and ridership is once more beginning to increase. This pattern is clear to see in Figure 1-3, which shows the annual ridership over the past 20 years of WCCTA’s lifespan.

Figure 1-3 Annual Ridership FY87/88-FY06/07



¹ The productivity measure “Cost per Passenger” has been adjusted to 1988 dollars in order to correct for inflation throughout the years examined.

Figure 1-4 Productivity as Cost per Passenger and Net Cost per Passenger

(In constant 1988 dollars)

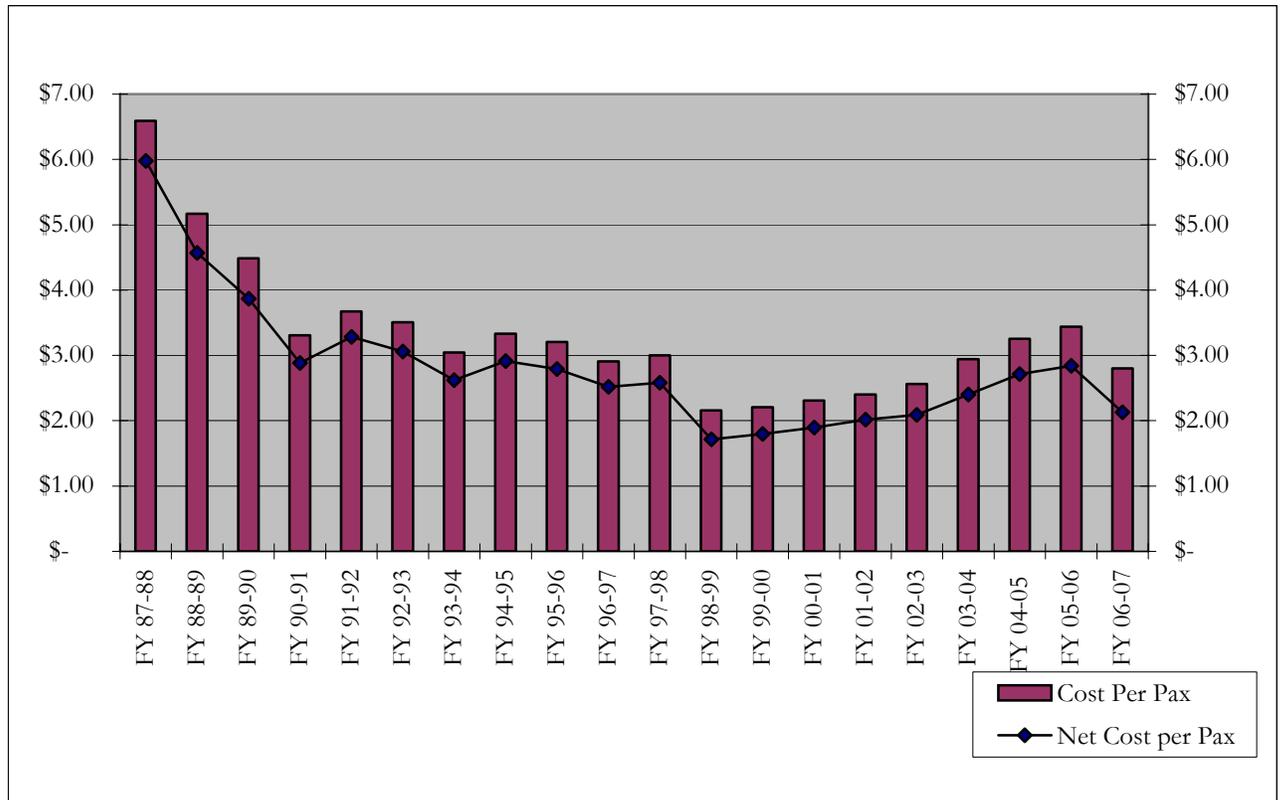
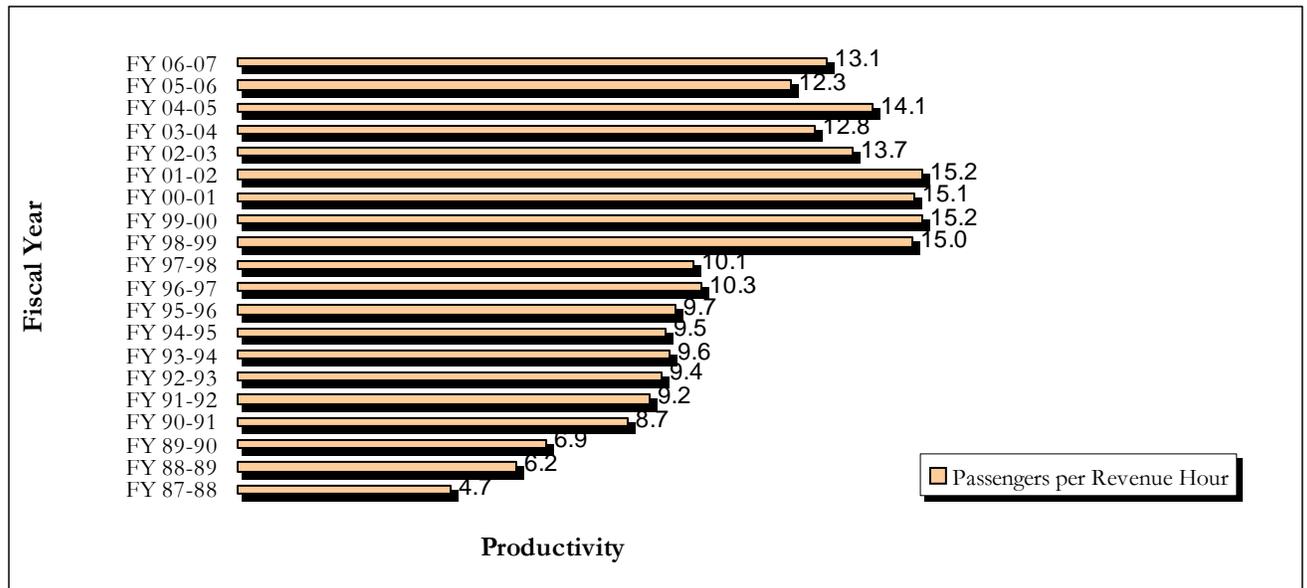


Figure 1-4 shows WCCTA's productivity in cost per passenger and net cost per passenger. When accounting for inflation, the pattern is consistent across time with decreasing cost per unit of output until FY 99-00. As previously mentioned, declining ridership due to the downturn of the economy, accompanied with the detail that WCCTA's operations contractor entered into new labor agreements, affected WCCTA's cost of operations, and therefore, the cost per passenger increased slightly starting FY 00-01. It would appear that cost per passenger reached a peak in FY 05-06; however, more time must pass until this can be fully known. Historically, WCCTA has achieved decreasing costs per passenger and operating costs through two primary means. One method has been to respond to the growing demands of the community, and the second is to ensure that service is provided to areas with the greatest potential demand. By implementing these policies, WCCTA has continued to attract new riders to the system, translating directly into increasing 'service productivity', which means more passengers are carried for each hour of service operated (see Figure 1-5). At the same time, WCCTA has aggressively pursued ways to control expenditures, which has kept overall operating costs low. This in combination with the growing ridership base has helped to produce and maintain reductions in the net cost per passenger. Since the introduction of the fixed route service in 1987, WCCTA's ridership has grown by over 920%, while the cost per

passenger has decreased by around 55%. Recent rises in fuel costs and other cost increases have seen a slight increase in costs in recent years.

Figure 1-5 Service Productivity, FY 87/88 – FY 06/07



WCCTA has always been constrained by limited funding. However, because the Authority has always met or exceeded the service standards established by its board of directors, it has still been able to offer a high level of service to the community. For example, WCCTA is one of the very few transit operators in the Bay Area that provides public DAR services to all area residents over the age of 65, regardless of their status under the Americans with Disabilities Act (ADA). WCCTA also operates a seamless network of local and regional express fixed route services, which provides excellent coverage to established neighborhoods and commercial areas throughout the service area and to major transit hubs in the region.

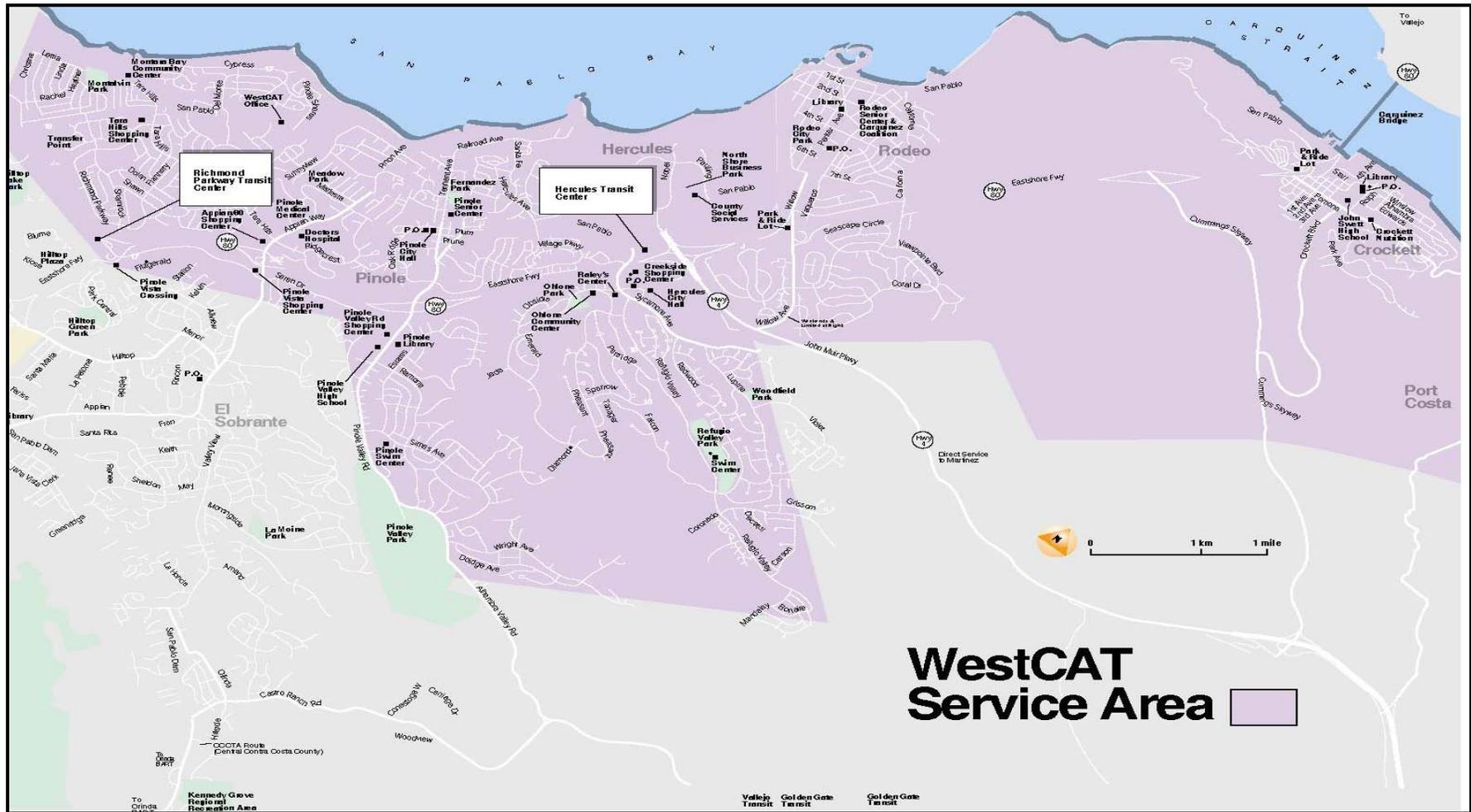
WCCTA continues to take pride in operating a transit service that is constantly improving in terms of cost and service efficiency within a service area that is undergoing growth and development. WCCTA staff is fully committed to serving the public and will vigorously pursue any new funding sources available in order to maintain the high level of transit accessibility it currently provides to the community.

1.2.2 Service Area

The WCCTA service area comprises just over 20 square miles of Western Contra Costa County, including the cities of Pinole and Hercules and the unincorporated areas of Montalvin Manor, Bayview, Tara Hills, Rodeo, Crockett and Port Costa. The service area is bounded to the north by the Carquinez Straight, the city limits of Pinole and Hercules to the east, the Richmond city border to the south and by San Pablo Bay to the west. In addition, WCCTA operates a regional express bus service between Martinez (regional

capital) and El Cerrito del Norte BART station, in addition to a number of Express routes between Hercules and Del Norte BART station, and an express Transbay service between Hercules and The Transbay Terminal in San Francisco. Figure 1-6 shows a map of the current WCCTA service area.

Figure 1-6 WCCTA Service Area



The boundaries of the service area have remained almost unchanged since WCCTA's inception. However, WCCTA's service has expanded as individual communities grew, and as WCCTA has taken on the operation of the BART Express routes J, JX, JR and JPX, also the introduction of the Transbay LYNX service in September 2005 has seen service extended to San Francisco's Transbay Terminal.

In general, development in the service area has been predominately residential and suburban in character; however some commercial development has also occurred. The central and southern portions of the WCCTA service area consist primarily of low-density subdivisions. This area also includes local commercial services and some regional retail in Pinole and Hercules.

The northern communities of Crockett and the section of Rodeo to the west of Highway 80 are older developments that have the typical street grid pattern of established communities. Narrow streets and steep terrain limit access by larger buses to many of these communities in Rodeo and Crockett. Several large industrial installations, such as oil and sugar refining and storage facilities are located in this portion of this service area. Large tracts of undeveloped land are retained as buffers around chemical plants and oil refineries to separate developed portions of the northern communities, and limit residential and commercial growth.

1.2.3 Transportation Network in Western Contra Costa County

There are four major traffic arteries in the system's service area. Interstate 80 and San Pablo Avenue are the main north-south traffic corridors. Highway 4 is an important east-west route carrying traffic from Central and Eastern Contra Costa County to the Western part of the county and into the WCCTA service area. Another important east-west route is the Richmond Parkway, which connects traffic coming to and from Marin County with Interstate 580 and Western Contra Costa County.

Interstate 80 carries heavy volumes of freeway traffic during the a.m. and p.m. peak periods, and is currently the most congested freeway within the San Francisco Bay Area – from Highway 4 to the metering lights of the Bay Bridges in the a.m. It carries commuters from fast growing areas in Solano county and developed areas of Western Contra Costa County to employment centers in Oakland and San Francisco. High Occupancy Vehicle Lanes (HOV) on I-80 provides significant benefits to buses in terms of system reliability. An ITS project (I-80 Integrated Corridor Mobility Project) that is currently underway aims to increase mobility and improve traffic flow in future years and therefore keep the advantage for buses that currently exists, this project is being overseen by the Alameda Congestion Management Agency, and is supported by multiple agencies along the I-80 corridor. This project will work to address the problems within the whole I-80 corridor, encompassing the freeway and the arterials. The WCCTA express bus services and other local routes traveling on the I-80 HOV lanes offer a convenient choice for commuters due to the high levels of congestion along the corridor.

San Pablo Avenue is a north-south route that runs parallel to I-80 connecting all of the communities in the service area. During periods of severe congestion on I-80, motorists

often use San Pablo Avenue as an alternative route. Since San Pablo Avenue is subject to delays due to traffic lights, additional traffic worsens this condition and occasionally, buses traveling on San Pablo avenue experience longer travel times.

Since congestion on I-80 and San Pablo Avenue is anticipated to continue to worsen in upcoming years it is vital that the current I-80 corridor management project is fully utilized by all the respective agencies participating to limit the effects of increasing traffic congestion on the WCCTA service. Proposed residential growth in Solano County is anticipated to increase the number of vehicles throughout the I-80 corridor. Staff will be working with the other agencies involved in this project to ensure that the transit elements are fully utilized. It is intended that this corridor management project will be of benefit on both I-80 and the surrounding arterials such as San Pablo Avenue and other local streets.

Highway 4 is a four-lane road linking the WCCTA service area to the county capital of Martinez. Highway 4 carries significant traffic volumes, especially during commute hours since it is the only direct route to Martinez and to employment centers in Central and Eastern Contra Costa County. Route 30Z travels from the WCCTA service area to Martinez on Highway 4 and the completion of the widening project in 2002 has significantly improved route 30Z's schedule adherence. The completion of a Highway 4 over crossing at Willow Avenue, connecting Eastern Hercules with the Viewpointe and Foxboro areas, also offering improved options for fixed-route transit and paratransit.

Richmond Parkway is a four-lane road that connects Marin County via the San Rafael-Richmond Bridge to I-580 and to I-80 in Western Contra Costa County. This parkway facilitates commute and freight movement Marin and Contra Costa Counties, providing a great potential for express buses traveling on this corridor.

1.2.4 Park and Ride Lots

There are three primary park and ride lots in the WCCTA service area. In addition, there are some smaller lots with fewer than 50 spaces and some de facto lots at local shopping areas used as spillover parking for established lots. Growing demand for Transbay and regional connections from the WestCAT, service area and its surroundings have imposed a tremendous burden on the existing park and ride lots in the service area. Two of the most heavily utilized lots are the Hercules Transit Center (HTC), located at Sycamore & San Pablo avenue at I-80; In addition, the Richmond Parkway Transit Center (RPTC), located at Richmond Parkway at I-80.

HTC has approximately 250 spaces, which are usually filled by 6.30 a.m. HTC is owned and operated by BART and they are currently working out details to charge commuters for parking at this location, this charge may be linked to the cost of a WestCAT ticket and may go some way to discourage casual carpoolers from using the lot. Spillover parking is presently occurring along the extension of Highway 4 (John Muir Parkway) in Hercules, however recent studies into parking in the city of Hercules has looked into the introduction of paid parking to this area. Another 30 – 40 spaces at a nearby shopping center are also used daily by commuters as well as spaces at the North Shore Business Park. The land on which HTC sits is prime, developable land, as designated under the

Hercules Hospitality Corridor Specific Plan, as hotel, office, and mixed-use development. The City of Hercules is currently in negotiations with BART for the land swap agreement that will result in the relocation of the transit center to a location on Willow Avenue. Changing the location of HTC will result in changes to current bus operations because the proposed location will add travel time to all routes that utilize the location. Staff is looking at operational changes to a number of routes to minimize the effects on current service levels. Options under consideration include altering the routing of some routes, working with the City of Hercules on transit enhancements to existing interchanges and signals throughout the city and re-working the WestCAT schedule to anticipate the change. The new lot will have increased parking available which is desirable in terms of attracting new riders to the system; however, it may affect the number of pedestrians accessing the transit center from nearby residences due to its location.

The Richmond Parkway Transit Center has approximately 180 spaces that fill completely by early morning. Approximately 50 to 70 spaces in the adjoining shopping center are used informally for overflow parking, although the merchants recently started issuing citations to commuters who park there. The shortage of parking has limited transit's ability to attract additional riders at the Richmond location and a proposal to add structured parking at this facility was recently approved. This structure will add an estimated 600-800 spaces and improve transit access and amenities. Currently AC Transit is leading the design and construction efforts for this project. Upon completion, the structure will be under AC transit's management.

Smaller, informal park and ride lots typically do not exceed 50% capacity. One very small lot exists in Crockett along San Pablo Ave, near to the Westbound I-80 onramp. Another modest lot, with approximately 60 spaces, is located along Willow Avenue, at I-80 in Rodeo. This lot is physically split, with one part situated along Eastbound Willow and West of I-80, the other along Westbound Willow to the East of I-80. There is a concern over safety at this lot as access to the WestCAT stop is achieved by crossing the busy Willow Avenue; WCCTA is currently working with Caltrans and the RMAC to improve access at this location.

1.2.5 Transit Network

The WCCTA area is served primarily by WCCTA's local fixed route, express and dial-a-ride (DAR) services, connections to BART are made at El Cerrito del Norte BART station where there is a hub for regional connections. Route JX provides residents with fast, direct service to the BART station from the HTC during commute hours. The JPX route, which connects the Pinole Valley community with BART, is another alternative to access the regional connections. Another transportation option is Route J, which runs along San Pablo Avenue, stopping at the RPTC or at Hilltop Mall on route to El Cerrito del Norte BART. The Transbay LYNX service links Hercules with the Transbay Terminal in San Francisco during commute hours. By offering these routes, WCCTA increases its catchment area and gives its riders more destination options. Route 30Z, which interlines with Route JPX is yet another alternative to reach BART and in the opposite direction the county seat in Martinez. The 30Z is timed to connect with Amtrak

and County Connection service in Martinez and further open up the travel options both within and outside of the WCCTA service area.

Connections to AC transit routes take place at Pinole Vista Shopping Center, RPTC, Hilltop Mall, County Costa College and El Cerrito del Norte BART. WCCTA's C3 route connects with the AC Transit 72 Rapid at the Contra Costa Community College and opens up connections along San Pablo Avenue between San Pablo and Oakland to WCCTA's ridership. AC Transit operates regional and Transbay routes from the RPTC, while other fixed routes connecting to Oakland, Berkeley and Richmond operate from Hilltop Mall, Pinole Vista Shopping Center, and El Cerrito del Norte BART station. A more detailed discussion is presented later in this document about anticipated service changes at neighboring transit agencies and their potential impact on riders in the WCCTA service area.

1.3 Service Area Demographics

1.3.1 Population

According to population figures from Census 2000, the WCCTA service area has roughly 61,200 residents. Most of the growth between 1990 and 2000 occurred in the Bayview-Montalvin Manor-Tara Hills area and in the city of Hercules. Bayview-Montalvin Manor/Tara Hills increased its population by 27% while Hercules grew by 15%. During that same decade, Pinole grew by 11%; Rodeo 5% and Port Costa's population remained the same. Growth between 1990 and 2000 was somewhat slower than in the previous decade. Probably, in part, due to the scarcity of land available for expansion, most vacant parcels in the area are not suitable for development, such as those held in buffer zones surrounding oil refineries and chemical plants, or the vast portions of land considered contaminated by the former operations of waste yielding industries.

Table 1-1 Historic Population, WCCTA Service Area

City or CDP	Historic Population		Percent Change ³
	1990	2000	1990-2000
Hercules	16,800	19,300	15%
Pinole	17,500	19,400	11%
Rodeo	8,300	8,700	5%
Bayview-Montalvin-Tara Hills	8,100	10,300	27%
Crockett, Port Costa	3,500	3,500	0%
WCCTA Service Area	54,200	61,200	12%

"CDP" = Census Defined Place

Source: Census 2000

The Association of Bay Area Governments (ABAG) released its annual projections for population and economic characteristics, titled "Projections 2005." Note that due to different area definitions, Census 2000 and ABAG populations are not always comparable. According to ABAG the most dramatic population, increases, in percentage

and absolute terms, will again take place in Hercules and its sphere of influence (see Table 1-2). ABAG projects growth of 22% in Hercules between 2000 and 2010 and an even more impressive 30% growth between 2000 and 2015. Port Costa is estimated to grow by over 24% in the coming decade, but this finding is somewhat misleading due to the community’s small size. This percent increase corresponds to an absolute increase of only 60 new residents. Pinole will be well built out by 2010, with an estimated population of 31,600 residents in its sphere of influence. Contributing to this population increase is the expectation that future development in Pinole will be multi-family, infill projects on parcels along San Pablo Avenue. Although Rodeo and Crockett are not expected to experience large-scale development, parcels along San Pablo Avenue offer potential for redevelopment and transit oriented villages. Political support would be needed to change zoning designations at the county level. Based on these estimates, WCCTA’s service area will increase by 14% by 2015.

Table 1-2 Population Projections, WCCTA Service Area

City or Subregional Study Area	Actual 2000	Projected Population			Change	
		2005	2010	2015	2000-2010	2000-2015
Hercules*	19,497	22,400	23,800	25,400	22%	30%
Pinole* ¹	30,806	31,300	31,600	32,600	3%	6%
Rodeo-Crockett**	11,911	12,400	12,600	13,100	4%	10
Port Costa ^{2,3}	242	270	300	300	24%	24%
WCCTA Service Area ⁴	62,500	66,370	68,300	71,400	9%	14%

¹ Pinole's sphere of influence includes Tara Hills.

² Estimates based on a population trend is assumed to mimic that of all unincorporated areas outside city spheres and other specific subregional areas.

³ 2000 value from Census 2000.

⁴ Rounded to nearest 10.

* City Sphere of Influence

** Subregional Study Area

Source: ABAG "Projections 2005"

1.3.2 Demographic Profile

Census 2000 results show a continuation of demographic trends evident in profiles from previous SRTP’s. That is, older residents continue to concentrate in the Northern communities of Crockett and Port Costa, while younger, more affluent families reside within the cities of Hercules and Pinole. Nevertheless, all the communities in the WCCTA service area have experienced an increase in the number of seniors. Percentage wise, the areas of Crockett and Port Costa have had the highest proportion of residents over 65, followed by Pinole, Bayview-Montalvin Manor and Tara Hills.

For WCCTA, this situation translates into a growing pool of potential DAR users. Currently, senior and disabled individuals throughout the service area boundaries may use DAR for curb-to-curb transportation within the service area boundaries. DAR service to the general public is limited to residents of Crockett, Rodeo, and Port Costa during weekdays and it is open to residents throughout the WCCTA service area on Saturdays

only, due to the coverage of available Fixed Route service. Nevertheless, senior citizens and disabled individuals are the majority of passengers on the DAR service.

DAR service demand for non-disabled individuals in the Northern portion of the WCCTA service area has increased considerably. If at some point in the future there is increased demand from ADA-eligible passengers, WCCTA may need to consider eliminating DAR service to the general public in the Crockett and Rodeo areas.

Table 1-3 summarizes some demographic of the WCCTA service area. Mean household income is the highest in Hercules, where the percentage of residents 65 and over was the least in 2000. As mentioned above, Hercules is the area that is expected to experience substantial development in the near future. ABAG estimates that users will intensify in the area and the market share for express and local bus service will likely in the near future. Pinole and Rodeo-Crockett will follow these same trends but on a smaller scale.

Table 1-3 Demographic Profile, WCCTA Service Area

City or Subregional Study Area	2000 Mean Household Income ^a	Employed Residents in 2000	Estimated Percent Change in Employed Residents ('00-'10)	Estimated Percent Change in Jobs ('00-'10)
Hercules*	\$ 89,200	10,939	21%	28%
Pinole*	\$ 71,800	15,736	10%	8%
Rodeo-Crockett**	\$ 67,500	5,649	12%	19%
WCCTA Service Area		32,324	14%	16%

^a Estimated in constant 2000 dollars.
 * City and its sphere of influence.
 ** Subregional study area.

1.3.3 Commute Patterns

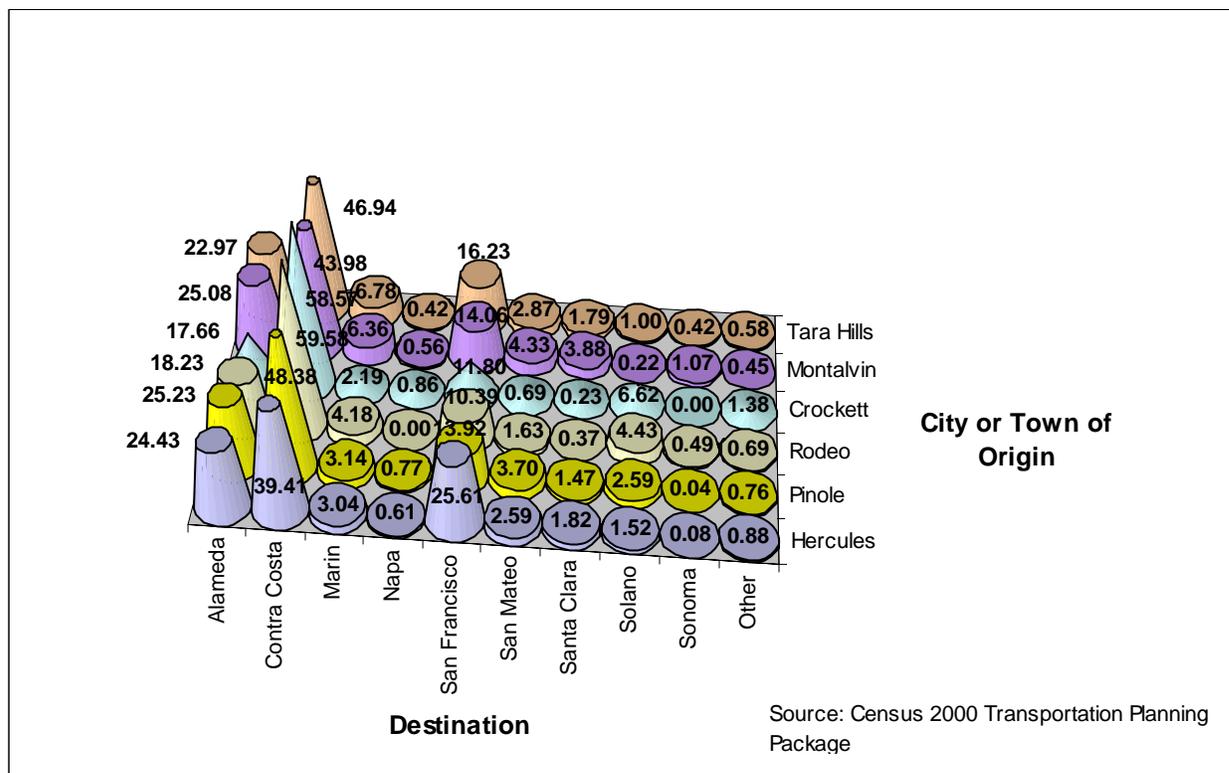
The Transportation Planning package of the Census 2000 released in 2004 provides information on commute patterns that can be of use when considering transit investments. Of particular interest is where residents work in relation to where they live and how they commute to work. For WCCTA’s service, area there is a distinct pattern in where people live and work. For those residents living closer to the heart of the Bay Area and further South, particularly in Tara Hills, Bayview-Montalvin Manor and Hercules, there is a higher likelihood of working outside of Contra Costa County than in it (56% vs. 44%). In contrast, residents of Port Costa, Rodeo, and Crockett are more likely than not to live and work in Contra Costa County (59% vs. 41%). Of these communities, residents of Port Costa are most likely to work in Contra Costa County (77%) and Hercules residents are least likely (39%).

Figure 1-7 shows commute patterns in the WCCTA service area as a percentage of total workers by city. The chart clearly depicts that the largest proportion of workers in every city or town in the area work within Contra Costa County indicating that the intra-county commute is one that should be considered when addressing transportation needs. In December 2004, the University of California Transportation Center concluded a study to evaluate and analyze the state of the Bay Area Regional Express Bus network. Their findings confirmed the fact that approximately two thirds of the workers from the WCCTA service area commute to destinations in Southern contra Costa, Oakland and

West Berkeley in Alameda County. The results of this study will help to continue to direct the investments in transit in the future.

In the WCCTA service area, the third largest work destination is San Francisco County, representing 17%, of the total workforce. Since most of the commuters to San Francisco drive alone on one of the congested facilities in the region, WCCTA introduced the LYNX Transbay service on I=80 between Hercules and San Francisco in September 2005. The Metropolitan Transportation Commission (MTC) approved an initial one-year demonstration project for this service. The service started with a strong ridership and ridership numbers have continued to grow, the initial year showed the service operating well within its service perimeters and service was expanded and continued. A more in-depth discussion of the service will be made later in this report. Figure 1-8 shows work destinations as a percentage of the total workforce in the service area, which replicates almost exactly the percentages by city or town.

Figure 1-7 Commute Patterns in the WestCAT Service Area-Percentage of Total Workers by City



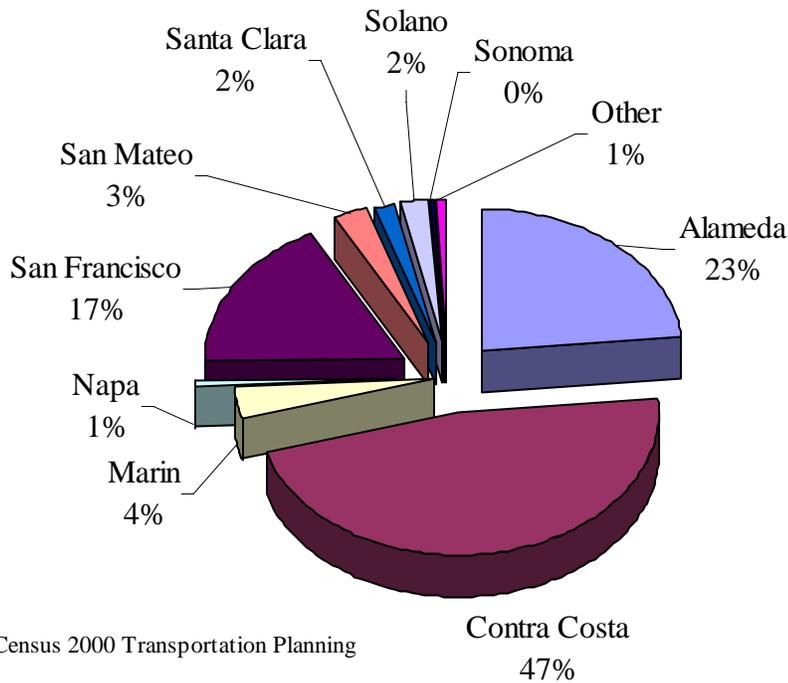
For residents in WCCTA's service area, knowing resident's work location by Primary Metropolitan Statistical Area (PMSA) only confirms whether residents are commuting outside of the Oakland PMSA, which includes Contra Costa and Alameda Counties. Of all the communities within the WCCTA, service area, 70% work within the Oakland PMSA. Of that 70%, 22% work in a central city. Central cities in the Oakland PMSA

include Berkeley, Alameda and Oakland. For the 30% of the employed residents who work outside the Oakland PMSA, 71% are going to a central city. This is logical given that employment opportunities are concentrated in central cities. These findings are illustrated in Figures 1-8 and 1-9, below.

The following lists central cities in neighboring PMSA’s that receive the most work trips from Contra Costa County:

- San Francisco PMSA – San Francisco;
- San Jose PMSA – San Jose, Sunnyvale, Palo Alto, Santa Clara;
- Vallejo-Fairfield-Napa PMSA – Vallejo, Fairfield, Napa.

Figure 1-8 County of Work as Percentage of Total Workers in the WestCAT Service Area



Source: Census 2000 Transportation Planning Package

Figure 1-9 Employed Residents’ Work Location, WCCTA Service Area

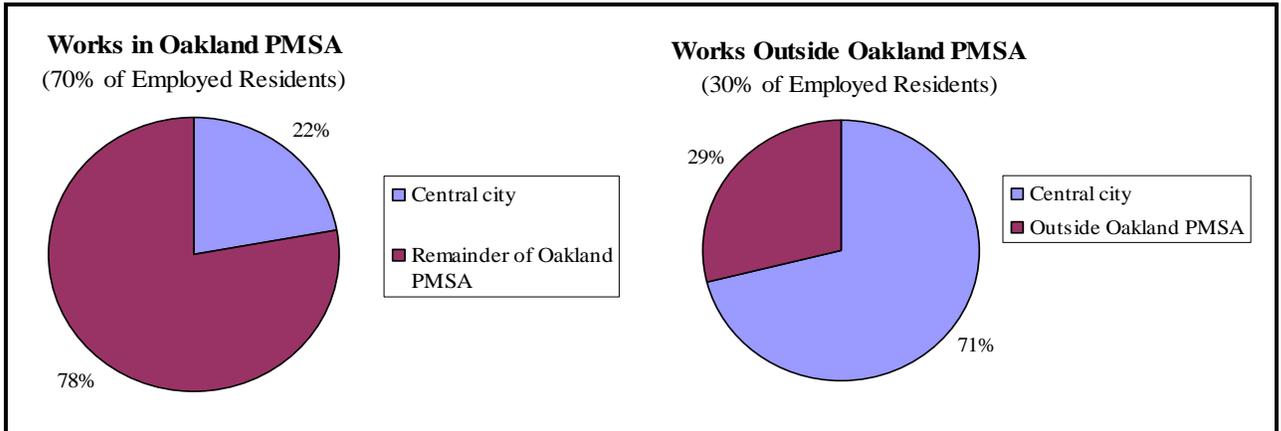
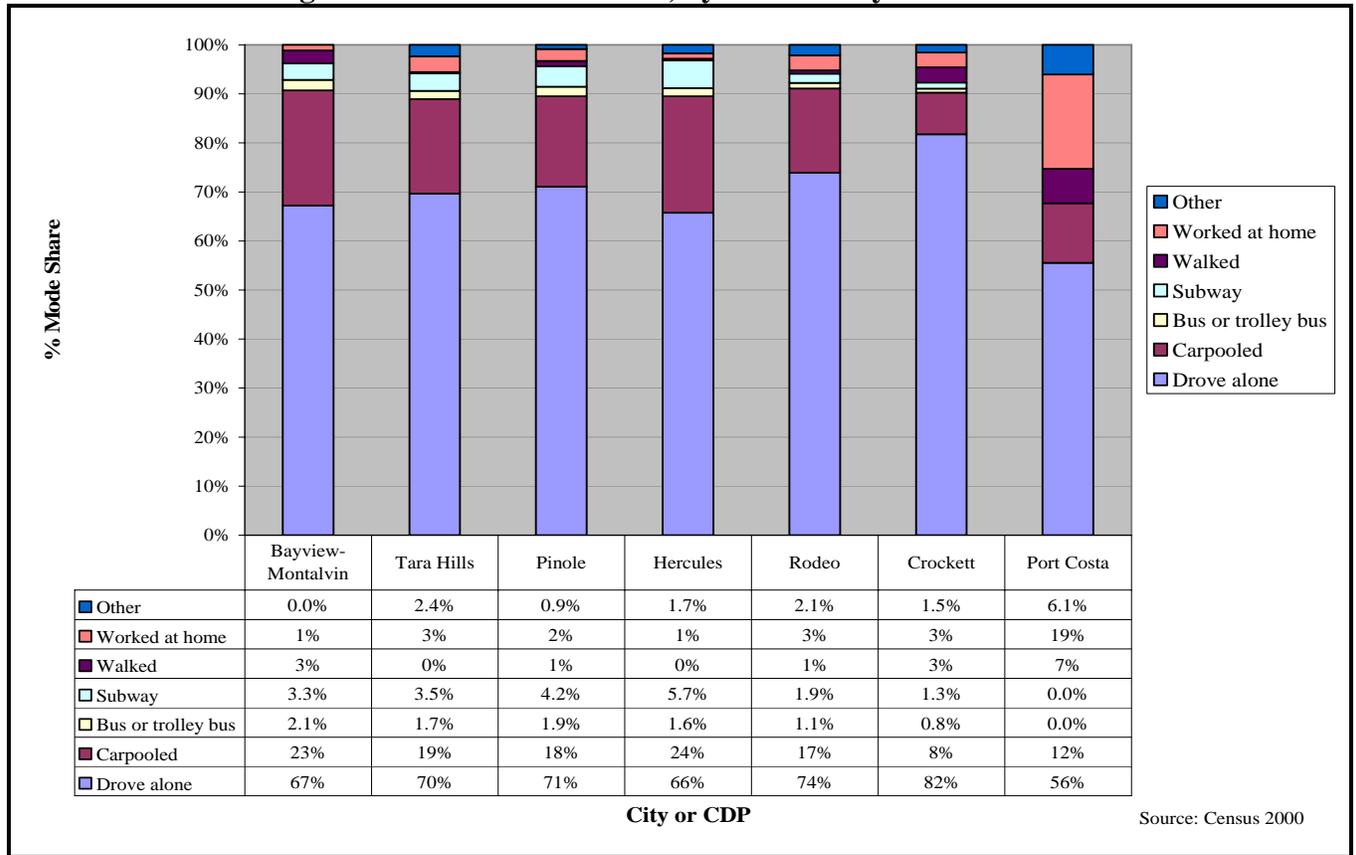


Figure 1-10 illustrates how the commute modes vary by community. As would be expected for an area that is primarily residential and somewhat separated from major job centers, 90% of residents commute by car, 70% by driving alone and 20% in carpools. Transit is also an important commute mode, with a respectable mode split of 6%. From the planning standpoint, it is important to keep in mind that these communities surround the heavily utilized I-80 and that every additional car using the facility causes a tremendous cost in terms of congestion. The current I-80 Integrated Corridor Mobility Project that is ongoing is a vital component in the greater need of the area to address congestion. While this project can play a role in helping with congestion, it is imperative that discussions take place at the regional level to prioritize efficient alternatives to shift the high proportion of private automobile drivers on I-80 to more cost effective and cost-efficient modes. One advantage is that the most expensive investment, the High Occupancy Vehicle (HOV) lane is already in place along the corridor, and the potential for Express bus or bus –only right of way may be feasible with little effort.

Figure 1-10 Commute Modes, by Community



Of these commutes, 60% take an average of 45 minutes or more. As commute times increase, the proportion of trips made by transit also increases. This implies that transit is perceived to be the most effective alternative for long commutes that are more regional in nature. In contra Costa County, these trips are most likely to take place through congested corridors. Of all the 42% of commuters with a travel time of an hour or more – 9% are completed on public transportation and 33% are made by other means. In contrast, of the 17.5% of commutes taking less than 30 minutes only 0.2% are made on transit and 17.3% are made by another means.

1.4 Planned Development

This section presents a discussion of the planned development in individual communities. Hercules leads the list of proposed and planned development projects because it has more developable and vacant land that can be annexed to the city.

1.4.1 Hercules

The City of Hercules is undergoing a phase of significant growth and development. The current population is 24,100 and, according to the city’s Community Development Department, the population could increase to around 30,000 within five years. The East side of Hercules is nearly built out and most of the current development is occurring on the west side of Hercules between Interstate 80 and San Pablo Bay.

The North Shore Business Park, located west of San Pablo Avenue along Alfred Nobel Drive and Linus Pauling Drive, is the center for professional offices, warehouse and research and development within Hercules. More than 200,000 square feet of office and warehouse space has been built in recent years. The area is zoned as office, research and development. There are also plans for 1,000,000 square feet of new office / research and development; ground has been broken on some of this development. WCCTA provides service to the North Shore Business Park with Route 15 and the Lynx service, which provides a reverse commute option for employees of the Business Park.

In the Victoria-by-the-Bay development of the New Pacific District (Northwest Hercules), nearly 1,000 homes have been constructed, which include over 100 apartments for low-income households. A vacant commercial parcel is located within the Victoria-by-the-Bay adjacent to San Pablo Avenue. The neighborhood includes a park and 3.6 acres of open space. An enhanced parkway loops inside the development allows buses to serve the development without actually entering the neighborhood.

At the present time, 1,934 units are constructed and occupied in the Waterfront district; assuming 2.8 persons per household (pph) the homes generate a population of 3,290. A number of other developments are in the entitlement or construction process. The number of additional units that will be generated by these projects is 1,600. Live/work units have been constructed adjacent to Railroad Avenue in the nearby Historic Town Center neighborhood. Live-work units are also planned to be located on both sides of Bayfront Avenue at San Pablo Bay. Ultimately the Waterfront District, including Victoria-by-the-Bay will house in excess of 3,100 units and a population of approximately 8,700, plus the North Shore Business Park.

The City of Hercules is working with a number of agencies in the development of a multi-modal transit center located at the terminus of John Muir Parkway and Bayfront. Union Pacific has given approval to a rail station and the Water Emergency Transit Authority has identified a site for a ferry terminal near the rail station. Bus stops locations are planned to allow easy transfers to between all modes of transit offered from the location. Parking structures are also planned in the vicinity of the transit development. Service provisions will be more fully defined as the development occurs. Sycamore Avenue runs through the waterfront area and a 'downtown' is being planned consisting of retail and residential properties. The cities vision for this development is that it will provide the main commercial activity for all the current and proposed developments.

A further project of major significance within the city of Hercules is the re-location of the Hercules Transit Center from San Pablo and Sycamore Avenue to a parcel of land located to the east of I-80 along Willow Avenue, north of Sycamore Avenue. WCCTA is working closely with the city on this project to ensure that the new Transit Center meets the needs of the agency in providing an efficient and reliable transit service to the community. This new location will allow for increased parking spaces allowing more vehicles to park and their occupants use WCCTA's bus service. The current site will be redeveloped and conceptual drawings envision a Town Center type environment.

During the planning stages for the many development projects within Hercules, WCCTA's staff has actively participated in the design workshops, TAC meetings and charettes to ensure coordination between the City and the Authority and to provide input on the provision of transit service. Pertinent issues range from providing developers with physical requirements for bus turnouts to the discussion and evaluation of innovative funding strategies to support transit service within the city.

1.4.2 Pinole

Pinole is expected to grow only strategically over the next few years, as there are few remaining developable areas. Approximately 100,000 square feet of office/commercial/mixed-use development at Henry and Pinole Valley Road, 60,000 of it being a new Kaiser facility, is planned for the near future. Additionally, the 136,000 square foot Pinole shores Business Park is being constructed at 850-870 San Pablo Avenue at the site of a former auto wrecking facility.

Some residential units are currently being built, or were recently approved by the city. One of the more significant contemplated residential projects is an approximately 356 unit, detached, single family subdivision on Duncan Road on the east side of I-80, which is presently inactive but remains in the planning process. The new development in Duncan Canyon is not currently served by any WCCTA transit routes, but it is expected to generate significant demand for transit service. Mixed-use projects of office and retail are planned for the current vacant lot at the corner of Tennent and San Pablo Avenue and housing, office and retail are planned for the corner of Tennent and Pear Street.

A recently completed project is the youth center and cable television offices on Tennent Avenue at Park. It is expected that this project will generate additional demand for bus service, particularly in the mid to late afternoon to serve after-school programs at this facility. Most of the other developments in Pinole consist of small, mixed-use projects that are concentrated along San Pablo Avenue, which is well served by WCCTA services.

1.4.3 Rodeo, Crockett, and Port Costa

The town of Rodeo, an unincorporated community north of the Hercules city limits, is a two-character town. An older section commonly referred to as 'Old Rodeo' located West of I-80 is a community of approximately 5,000 residents. The newer part of Rodeo, known as Viewpointe, lies east of I-80 and was developed in the 1970's. Approximately 3,600 residents live in this built-out area.

Old Rodeo contains a variety of retail and service businesses and a local shopping center, which is an important destination for many DAR passengers. Two projects were recently completed in Old Rodeo, near the intersection of Willow and San Pablo Avenue. One is a 65-unit housing development and the other is a 45-unit senior housing project. These along with smaller infill projects along San Pablo Avenue in old Rodeo contribute to ridership on WCCTA's route 11.

Currently there are some small-scale, infill, residential development projects planned for Old Rodeo, consisting of less than a dozen houses. Another noteworthy project is a 12-

unit, live work loft planned for downtown Rodeo along San Pablo Avenue. A 14-unit apartment building has been approved on the 500 block of Parker Avenue, which will likely be completed in two separate phases. As part of phase, one, three blocks will likely be built within the next few years and the other eleven units will be completed later. There is also a 6-unit mixed use project planned for the 300 block of Parker, although it has not yet been approved and will likely not be built within the next few years.

A mixed-use catalyst anchored by a town-square is in the preliminary planning process. The County's Redevelopment Department's preliminary economic study estimates about 35 units with 1, 2000 sq- ft. of retail space. There are also four mixed-use projects that are in the preliminary planning stages. All of these projects are waiting for adoption of the new Rodeo P-1 Zoning codes to submit applications. There is also a new school administration building proposed at the corner of 4th and Parker that will be going to public hearing soon. In addition, the Rodeo Waterfront is currently under the predevelopment assessment, but this project is not expected to be completed for at least 5 more years.

Parker Avenue is near completion of a significant undergrounding and reconstruction project aimed at improving the pedestrian environment. This project converted Parker Avenue from a 4-lane road to a 2-lane road with a median at certain stretches and a turning lane in others. Since pedestrian accessibility is an important factor related to transit usage, it is expected that this streetscape project will improve WCCTA's ridership on Route 11, which serves this corridor.

Crockett is another older residential community at the northern edge of the WCCTA service area. It is home to a major sugar refinery and number of unique retail businesses in the downtown area. A large proportion of the transit trips from this area are to the Hercules Transit Center to transfer to other destinations, including the Social Services facilities in Hercules. School trips are also a significant proportion of transit activity within this area. Only smaller projects are anticipated within Crockett, of which one recent project was a 30-50 unit senior housing development. This project will likely increase the demand for DAR service in the area.

The combined areas of Crockett and Port Costa have grown by an estimated 500 residents since the 1990 census. Concerning job growth, ABAG estimates that the combined areas of Rodeo and Crockett are expected to add about 740 new jobs between 2000 and 2010. Additional jobs in these areas are expected to increase ridership on local transit.

Due to the hilly topography, DAR serves the general public in areas of Crockett and Rodeo that are inaccessible to fixed route vehicles.

1.4.4 Neighboring Communities

Bordering communities to the WCCTA service area include the city of Richmond to the south, the unincorporated communities of El Sobrante, water district land, and underdeveloped portions of Contra Costa County to the east. Most of the bordering areas are not experiencing substantial growth, with the exception of the Hilltop Mall and

Carriage Hills areas. Recent and planned development at these locations is substantial enough to affect transit demand. Significant demand from Hilltop residents for transportation to schools and other destinations inside the WCCTA service area will continue to be monitored to assess the suitability of any modifications to current service levels provided. Retail development south of Richmond Parkway and plans for the continued construction of single-family subdivisions along Richmond Parkway near the golf course should intensify demand for transit services in this area.

Carriage Hills is a residential area of roughly 750 homes in northeast Richmond, located off Castro Ranch Road. Primary access to Carriage Hills is through El Sobrante via San Pablo Dam Road. While the Carriage Hills development is accessible from the WCCTA service area by the way of Pinole Valley Road, existing homes are roughly two miles beyond the WCCTA service area. Because this area is beyond the system's service area and transit demand is not high, no service extensions are planned at this time.

There have been many requests from residents of El Sobrante to have WCCTA service extend into their community. However, El Sobrante is located in an AC Transit district and serving the area would require the state legislature to act, which is unlikely to happen in the near future. Nevertheless, WCCTA, CCTA and AC transit staff members will continue to evaluate alternatives for coordinating services in El Sobrante, and connecting it with the WCCTA service area and the central part of Contra Costa County.

One recent development that is expected to have significant impacts on the WestCAT service area and its neighboring communities is the voter-approved legislation that will allow the operation of off-reservation tribal casinos in California. There are three proposals for casino operations in west Contra Costa County – the Lytton Casino in San Pablo (with the addition of 1,000 class II machines and 2,500 class III machines); the Scott's Valley casino in North Richmond; and the Guildville Pointe Molate Casino in Richmond. The Western Contra Costa Transportation Advisory committee (WCCTAC) is currently in the process of releasing a request for proposals for the evaluation of the regional transportation impacts from the implementation of the proposed casinos in West County.

There are also upcoming changes to the location of the Transbay Terminal in San Francisco. WCCTA has been involved in the discussion for the development of both the temporary terminal and the permanent terminal and staff will continue to participate in the discussion and development of the projects. While WCCTA operates a relatively small number of trips to and from the Terminal staff have fought to be at the table to ensure representation of the LYNX service. The initial plans for the temporary terminal are underway and construction could start as early as late 2008. WCCTA will continue to participate in the discussion and ensure that Lynx service is not adversely affected by the re-location.

1.5 Other Transit Providers – Future Plans

1.5.1 AC Transit

AC Transit has improved its level of service to the Richmond Parkway Transit Center in recent years. AC Transit routes serving the center include: Route 70, which serves the el Sobrante area; Route 71, which serves Richmond and the El Cerrito del Norte BART station; Route 376, the nighttime North Richmond shuttle; and Transbay Route LA. The Transbay Route operates 57-seat “over-the-road” coaches with high back, padded seats, reading lights, and air conditioning in addition to increased frequencies (from 30 minutes to 15-10 minutes).

AC Transit also started the San Pablo Rapid (72R) service in summer 2003. The Rapid uses 40', low floor buses with three doors, limited stops, and signal preemption to increase the route's operation speeds between Contra Costa College and Jack London Square. Relatively high frequency (12 minute headways) offers convenient connections to WCCTA's C3 route at Contra Costa College. Ultimately AC Transit would like to extend the Rapid to Richmond Parkway; this connection would provide an even greater connectivity between this route and The WCCTA system.

1.5.2 BART

BART has expanded reach of the regional rail system by offering service to the San Francisco International Airport. BART is also the operating agency for the Capitol Corridor commuter rail services. Future plans call for an increase in the Oakland-Sacramento trains from 24 to 36 in 2010. Currently, WCCTA 30Z offers connections to the Capitol Corridor trains at the Martinez Amtrak station, but future plans call for a station in Hercules at the Waterfront District. WCCTA is working with the city of Hercules, Water Transit Authority, and Capitol Corridor staff to develop a congestion relief proposal in the form of a transit oriented development (TOD) that meets the future transit needs of the residents of the area.

Continued demand for BART and/or access across the bay warrants examination of transit alternatives that are more economical than a BART extension. As a response to growing congestion on I-80, WCCTA implemented increased bus feeder service to the El Cerrito del Norte BART station in 2004 and since then ridership has increased by over 50 percent. Another effort to curb congestion is the recent implementation of direct Transbay service from Hercules into San Francisco that started in the fall of 2005.

BART has recently announced that they will be increasing frequency of their service on weekends and evenings; these changes will result in an overhaul of the WestCAT schedule to ensure that the connections and transfers that occur between the two services can be maintained when the new schedule is in effect

1.5.3 Vallejo Transit

Vallejo Transit has three routes between its service area in Vallejo and various BART stations. Route 80 provides nonstop service between the Curtola Park and Ride and the del Norte BART station while Route 80/85 serves more stops on route to del Norte

BART. Finally, Route 90 serves the Vacaville and Fairfield transit centers and the del Norte and Berkeley BART stations.

Route 80 used to stop at the Hercules Transit Center, but the limited number of transfers between the WCCTA system and Vallejo Transit did not warrant this level of service. Staff is currently working to assess if demand has changed and if the two agencies can work together to provide a link between the two service areas.

1.6 Major Trip Generators

The WCCTA service area includes several trip generators; comprised of retail centers, commute transfer points, government agencies, schools, and health care facilities. Trip generators for DAR service mostly include health care facilities and shopping centers, as well as recreational centers for seniors or disabled individuals.

While local industrial facilities have significantly influenced the organization of land use in the WCCTA area, their influence on transit demand has not been significant. However, it is expected that planned development will trigger additional demand for local transit. Commercial and institutional destinations, which attract the largest share of transit trips, have generally remained concentrated in the southwestern portions of the WCCTA area. Residential development, which generates most of the transit activity, is intensifying along the central spine of the service area with particular densification in western Hercules. The following is a description of the major categories of trip generators in the WCCTA area and how they influence demand for fixed route and DAR service.

1.6.1 Retail Centers

WCCTA currently provides regional service in addition to its local service. Within the WCCTA service area, the Pinole Vista Shopping Center (Fitzgerald Drive west of Appian Way) in Pinole is the largest local retail center and the primary destination for local shopping trips. This center is served by three fixed routes, the 16, 17, and 19. Moreover, it serves as a connection point between WCCTA routes and AC Transit Route 70 (El Cerrito-Del Norte BART).

Smaller retail centers in the service area that generate considerable demand for transit service include:

- **MonTaraBay area** - Tara Hills Center and Del Monte Center,
- **Pinole** - Appian 80 Shopping Center, Pinole Valley Road Shopping Center, and the “old town” area near San Pablo and Tennent Avenues,
- **Hercules** – Lucky’s Center, Creekside Shopping Center
- **Rodeo** - the Safeway shopping area, and
- **Crockett** - the downtown shopping area.

Located one mile south of the WCCTA service area in the city of Richmond, the Hilltop Shopping Center is a major destination for shopping and employment trips from the WCCTA area. Currently, WCCTA provides service to the Hilltop Mall on Routes 18, 19,

J_L, and 30Z. Another shopping center in the surrounding area is the new commercial development located adjacent to the Richmond Parkway Transit Center. WCCTA provides service to this area through Routes J_R, 16, 17, 18, 30Z, and 19.

1.6.2 Schools

The WCCTA area includes the West Contra Costa Unified School District and the John Swett Unified School District.

As a result of the passage of Proposition 13 in 1978, the West Contra Costa Unified School District eliminated most of its school bus program. This move indirectly passed the responsibility for student transportation onto public transit operators. When the WCCTA operated its first fixed-route system from 1978 to 1979, over 90 percent of the passengers were students. Despite the percentage decrease in student ridership when the service was converted to DAR, school trips still accounted for over half of the WCCTA's passengers. Current estimates show that WCCTA carries an average of 900 students daily on the local routes and 400 on the express bus lines.¹

The John Swett Unified School District, serving the northern communities of Rodeo and Crockett, provided school busing until recently. However, budgetary constraints have forced the district to phase out its service. Route 11 currently provides a limited amount of service to John Swett students.

Pinole Middle School and Pinole Valley High School are the primary destinations for students using local transit. Demand for service is the highest at school entry and release times. At these times the number of passengers regularly exceeds available seating. WCCTA operates supplementary service when schools start and end to avoid overcrowding and on-time issues on regularly scheduled routes.

Hercules Middle/High School students represent a considerable proportion of WestCAT local routes' riders in Hercules. WCCTA anticipated this demand by designing two school trippers along the alignment of Routes 10 and 14 and another along Routes 12 and 13.

1.6.3 Medical Centers

Doctor's Hospital, located in Pinole, has recently closed; it had generated high demand for transit in the past. WCCTA Routes 16 and 17 still serve the former location as limited services are still provided, although connections for people coming from Richmond and El Cerrito del Norte BART station are somewhat complicated. Fortunately, the new WCCTA route C3, offers good connections to AC Transit's 72 Rapid for passengers traveling the Doctor's Medical Center in San Pablo.

¹ Estimates taken from WCCTA Monthly Report by comparing average ridership on a regular week against that of Spring Break.

WCCTA also offers some direct Dial-a-Ride (DAR) trips on “4.5 Service.”² If capacity exists on the DAR service, WCCTA also provides some regional trips for non-ADA passengers.

A new Kaiser facility is in the planning stages in Pinole and when fully operational will be a trip generator that WCCTA will modify service in order to provide an efficient service.

The Contra Costa Regional Medical Center in Martinez is another trip generator served by WCCTA Route 30Z. The route also serves the Veterans Hospital and the County Seat in Martinez. Before February 2004, Route 30Z served the Richmond Clinic and the Kaiser Permanente Medical Center in Martinez, but declining ridership along with the elimination of funding provided by the Health Department warranted discontinuation of service to Richmond Clinic and the Kaiser Permanente loop.

1.6.4 El Cerrito del Norte BART Station

The El Cerrito del Norte BART station is an important hub for regional transit service. Demand has grown for service to the station since July 1998 when WCCTA assumed operation of the BART Express service. Commuters residing in Hercules, Rodeo and Crockett use Route J services to access the station. Route J serves the del Norte station every day, including Saturdays, Sundays and holidays. Express service on Route JX is available weekdays during commute hours from the Hercules Transit Center. WCCTA also operates the Martinez Link (Route 30Z) which runs between Martinez and the del Norte BART station on weekdays. In 2004 Route 30Z was interlined with the new Route JPX, a line connecting the residential neighborhood of Pinole Valley Road with the El Cerrito del Norte BART station. By interlining these routes, bus frequencies at the station were enhanced on the line 30Z from every hour to every 30 minutes.

Around 700 buses utilize this hub on an average day and the city of El Cerrito is undertaking a San Pablo Avenue Specific Plan that in part will look into the circulation issues of this large number of buses. Currently WCCTA operations are affected by the circulation flow and staff are looking to participate in the process to help the city of El Cerrito better understand concerns in regards the current layout of the bus access to the hub.

1.6.5 Job Centers

The Hilltop Mall in Richmond is a major employment center that is located $\frac{3}{4}$ of a mile south of the WCCTA service area. In Hercules, the North Shore Business Park is an increasingly important trip generator. Recent expansion of the Bio-Rad facilities, within this site, along with the implementation of the Transbay service has created a reverse commute demand into the business park. Additional demand for service to the North Shore Business Park is generated by the County’s Social Services Department. Route 15 provides the most comprehensive service to the business park while Routes 11 and J pass by on San Pablo Avenue. WCCTA staff is seeking input from the different companies

² 4.5 Dial-a-Ride service means trips outside the transit property’s service area.

comprising the North Shore Business Park in relation to their worker's place of residence. This is of particular importance now that Demand for transit in Hercules is expected to increase as the planned development occurs over the coming years.

Another job center is the County offices in Martinez. There is considerable demand for transit from County employees and from people assigned to jury duty who reside in the west county areas. WCCTA provides transit service to Martinez on Route 30Z.

CHAPTER TWO

GOALS, OBJECTIVES AND PERFORMANCE MONITORING SYSTEM

This chapter outlines WCCTA's goals and the performance measures used to monitor the Authority's progress toward meeting them. Some of these performance measures are required as conditions for receiving federal or state grants, while others have been put in place because of their usefulness to WCCTA in conducting internal monitoring.

WCCTA regularly undergoes performance audits conducted by the Metropolitan Transportation Commission (MTC) and the federal government. The Triennial Performance Audit, done under contract to MTC, checks compliance with Transportation Development Act (TDA) regulations and has a goal of improving transit productivity. The federal government on the other hand, conducts the Triennial Review to verify that the agency complies with applicable federal regulations and policies that are prerequisites for the receipt of capital funds. Now that the Agency is receiving Regional Measure 2 funds (RM2) for capital and operating projects, it will be subject to audit processes specifically designed for the RM2 program. These are oriented to keep service at certain farebox-recovery levels to ensure cost-effectiveness of investments using local funds.

WCCTA goals are intended to guide the long-range policy of the agency. Objectives are a set of policy statements aimed at achieving the established goals. In order to measure the degree of attainment under each objective, WCCTA established a series of performance measures that provide the mechanics of the performance monitoring system. Given the changing environment in which WCCTA functions, some of the standards for the performance measures evolve over time. The standards should be reviewed on a yearly basis and compared to previous fiscal years to ensure that they are still suitable in the context of actual performance.

▲ **Goal I: Provide cost-efficient transit services that meet the demands of WCCTA area residents**

▲ **Goal II: Provide effective transit services in the WCCTA service area that offer an attractive alternative to the use of a private automobile.**

▲ **Goal III: Increase then proportion of DAR, trips furnished to senior and disabled individuals as a percentage of total trips.**

▲ **Goal IV: Maximize coordination with neighboring transit operators, as well as other local government agencies.**

2.1 Summary of Performance Measurement System

Objective	Performance Measure	Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Goal 1: Provide cost-efficient transit services that meet the demands of WCCTA area residents					
Minimize the cost of providing transit service in order to maintain or improve current service levels.	Percent Change in Operating Cost per Revenue Vehicle Hour	Not to exceed five percentage points above percent change in the Bay Area's CPI. *	System 3.4% (\$64.28)	System 3.7% (\$66.67)	System 5%(\$70.21)
			FR 3.92% (\$64.44)	FR 6.1% (\$68.36)	FR 2.8%(\$70.29)
			DAR -3.8% (\$63.54)	DAR 4.4% (\$66.35)	DAR -3.8% (\$63.87)
	Percent Change in Gross Operating Cost per Passenger	Not to exceed five percentage points above percent change in the Bay Area's CPI. *	FR 10.2% (\$4.65/pass)	FR 1.5% (\$4.72/pass)	FR 8% (5.10/pass)
			DAR 2.11% (21.73/pass)	DAR 8% (\$23.47/pass)	DAR 7% (\$25.12)
	Maintain and Improve on Farebox Recovery Ratio	Not to exceed one point lower than the previous year levels.	System 17.61	System 19.4	System 19.3
			FR 20.0	FR 20.9	FR 21.7
			DAR 5.5	DAR 5.1	DAR 5.1
	Percent Change in Net Subsidy per Passenger	Not to exceed five percent points above the Bay Area CPI percent change. *	System 6% (\$4.22)	System 4.7%(\$4.42)	System 5.4%(\$4.66)
FR 5.98% (\$3.54)			FR 5.4% (\$3.73)	FR 7.2% (\$4.00)	

Objective	Performance Measure	Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
			DAR 4.25% (\$20.83)	DAR 6.9% (\$22.28)	DAR 9.3% (\$23.85)
	Administrative Costs as Percentage of Total Operating Expenses	Not to exceed 13 percent of total operating expenses	11.0%	9.6%	11.9%
	Percent Change in Cost per Revenue Mile	Not to exceed two percent points above the Bay Area CPI percent Change*.	System 3.75% (\$4.15)	System 0%(\$4.15)	System 4%(\$4.33)
FR 4.4% (\$4.06)			FR -0.1% (\$4.02)	FR 5%(\$4.23)	
DAR -1% (\$4.63)			DAR 7% (4.97)	DAR -0.3%(4.96)	
Maintain a comprehensive maintenance and vehicle replacement policy to minimize vehicle operating and capital costs.	Percent change in maintenance cost per vehicle mile	Not to exceed two percent points above the Bay Area CPI. *	0% (0.39)	12.8% (0.44)	-11.4%(0.39)
Maintain efficient resource allocation to support system productivity.	Maintenance Employees per 100,000 Vehicle Miles	Range 0.4 – 0.6.	0.39 FTE/100,000 miles	0.52 FTE/100,000 miles	0.49 FTE/100,000 miles

Objective	Performance Measure	Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Goal II: Provide effective transit services in the WCCTA service area that offer an attractive alternative to the use of a private automobile					
Monitor market penetration in the WCCTA service area.	Passengers per Revenue Vehicle Hour	Not to exceed one point lower than the previous years levels	System 12.6	System 12.3	System 12.2
			FR 14.33	FR 14.07	FR 13.8
			DAR 2.88	DAR 2.91	DAR 2.78
	Passenger Boarding's Per Revenue Vehicle Mile	Maintain prior fiscal year's levels	System 0.81	System 0.77	System 0.77
			FR 0.92	FR 0.85	FR 0.86
			DAR 0.21	DAR 0.21	DAR 0.21
	Percent Change in Revenue Passengers	Maintain a positive percent change	+3.96%	+5%	+3.9%
	Number of Passenger Trips per Capita in WCCTA Service Area	Maintain or increase prior year's levels.	19	21	21.5

Objective	Performance Measure	Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
	Average Weekday Ridership	Maintain or increase prior year's level.	FR 4,336	FR 4,529	FR 4,893
			DAR 172	DAR 172	DAR 169
Update travel patterns and passenger preferences in order to redefine routes and schedules	Conduct on-board ridership survey	One onboard survey every five years or less	Met	Met	Met
Provide transit services that meet the highest safety standards	Total vehicle miles between preventable accidents	FR: Greater than 80,000 miles	136,824	278,569	560,792
		EXP: Greater than 100,000 miles	428,913	836,524	831,045
		DAR: Greater than 80,000 miles	91,650	145,464	261,976
	Passenger injuries per 100,000 miles	Less than one per 100,000	0.0	0.0	0.0
Improve and maintain service reliability	Percent of fixed-route trips operating on time (between 0 minutes early and five minutes late)	Greater than 95%	98.8%	98.02%	97.34%

Objective	Performance Measure	Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
	Percentage of Dial-a-Ride trips operating on time (within a 30 minute window)	85%	95.8%	97.34%	96.92%
	Total miles between road calls as defined by the FTA	Greater than 50,000 miles	80,219 miles	1,833,601 miles	2,019,701 miles
	Percentage of fixed route missed trips	Not to exceed 0.5% of scheduled fixed route trips	0.001%	0.003%	0.001%
	Vehicle Service Hours (VSH) per Employee	System Wide: Not to exceed 1,750 VSH per FTE employee	1,396.71 (69 FTE)	1,442.72 (71 FTE)	1502.04 (72 FTE)
		FR: Not to exceed 2000 VSH/FTE employee	1,567.45 (51)	1,627.58 (53)	1742.92 (53)
		DAR: Not to exceed 1000VSH/FTE employee	912.93 (18)	898.39 (18)	830.12 (19)
	PMI performed On Time	FR: > 90% DAR: > 90%	96.1% 98.1%	96.4% 100%	99% 100%

Objective	Performance Measure	Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Goal III: Increase the proportion of DAR trips furnished to senior and disabled individuals as a percentage of total trips					
Provide transit accessibility for the elderly and disabled	Participate in a regional paratransit service program that increases opportunities for paratransit users to connect with regional system	Continue participation in The Regional Paratransit Program	Met	Met	Met
To the extent possible, shift general public DAR passengers to fixed routes	Percentage of DAR passengers who are not senior or disabled	No greater than 25%	12.2%	14.67%	11.11%
Promote active public participation in the WCCTA decision-making process	Ensure public outreach before schedule changes	Engage the public when major schedule and route changes take place.	Met	Met	Met

Objective	Performance Measure	Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Goal IV: Maximize coordination with neighboring transit operators, as well as with other local governmental agencies					
Coordinate services with local and regional planning efforts and development plans to ensure the provision of transit services where needed.	Ongoing staff review of development proposals and participation in inter-agency planning activities	Staff review development proposals and participate in regional planning activities	Met	Met	Met
Provide convenient connections with other transit operators	Percentage of local fixed-route trips timed to connect with BART trains or AC Transit schedules	100%	100%	100%	100%
<p>*The Standard was changed for the current planning period. Previous standard was not to exceed two percent points above the Bay Area’s CPI percent change. CPI increase was, 1.10% in 2005 and 3.2 in 2006, and 3.37% in 2007(through July).</p>					

During this planning period, service productivity and some of the service effectiveness standards were modified due to the previous standards corresponding to different set of economic conditions. During recent years, the majority of transit properties experienced a decline in revenues and a dramatic increase in costs. The decrease in revenues came about with the decrease in sales tax generators, the core of transit funding plummeted to precarious levels, fuel and lubricant costs combined to negatively effect financial status. Recent years have seen an up-turn passenger’s numbers; however costs have continued to escalate. The fact that costs are continuing to rise means that WCCTA must continue to look at this set of performance measures on a regular basis to ensure that the standards adopted stay current and truly represent the authorities ability to perform in an ever changing financial situation

2.2 Cost Effective Service

Goal I: Provide cost-efficient transit services that meet the demands of WCCTA area residents.

Objective: Minimize the cost of providing transit service in order to maintain or improve current service levels.

Performance Measure: Percent change in operating cost per revenue vehicle hour

New Standard*	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Not to exceed five (5) percent points above the Bay Area’s CPI percent change**	System	2.58% (\$64.28)	3.7% (\$66.67)	5% (\$70.21)
	Fixed	3.92%(\$64.44)	6.1% (\$66.36)	2.8% (\$70.29)
	DAR	-3.8% (\$63.54)	4.4% (\$66.35)	-3.8% (\$63.87)

**CPI increase was 1.10% in 2005, 3.2% in 2006 and 3.37% in 2007

As a cost-efficiency indicator, operating cost per vehicle revenue hour measures the cost per unit of transit service provided (hour of revenue service). Because WCCTA’s contract with the operator sets uniform rates across modes it is in the unique position of having roughly equivalent costs across transit modes, which can be observed in the cost breakdown by modes in the table above.

It should be kept in mind that because WCCTA is a relatively small transit system it is susceptible to large fluctuations in operating costs. Historically, WCCTA has based its cost measurement on the Bay Area consumer price index (CPI), and its previous goal had been to limit annual cost increases to no more than 2% above the annual CPI growth. As a practical matter, however, the CPI is heavily weighted toward tracking changes in housing, food, clothing, and durable goods, which have little or no influence on

WCCTA’s costs. Two major factors that have driven WCCTA’s operating costs, fuel prices and insurance, are highly volatile and outside WCCTA’s control, and are not well measured by the CPI.

Additionally, a considerable proportion of the WCCTA fleet is aging, which means that the operations budget in future years will be affected by a higher allocation for vehicle repairs. Because it is expected that fuel and lubricants cost will continue to increase in the near future and that the insurance market will remain volatile, a revised standard is warranted for the operating cost measures. In order to account for these changes the Agency is establishing, as the new standard that the percent change in operating cost should not exceed 5 points above the annual change in Bay Area CPI.

Overall, the Authority was able to improve its performance since FY 04/05 when the cost per hour was \$64.28. Subsequent years have seen rises in this cost; however they have fallen within the parameters for this measure. As stated above, the cost of fuel, lubricants and the increasing trend of rising insurance premiums, affected costs dramatically. The standard will be monitored and measured in future years to see if it still fits the economic reality. In spite of the recent rises in costs, WCCTA’s cost per revenue hour is considerably lower than many of its Bay Area peers.

Performance Measure: Percent change in operating cost per passenger

New Standard*	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Not to exceed five percent points above the Bay Area’s CPI percent change. **	FR	(\$4.65) 10.19%	(\$4.72) 1.5%	(\$5.10) 8%
	DAR	(\$21.73) 2.11%	(\$23.47) 8%	(\$25.12) 7%

** CPI increase was, 1.10% in 2005 and 3.2 in 2006, and 3.37% in 2007(through July).

This indicator is a measure of the gross cost per passenger carried on the dial-a-ride and fixed route services. As was the case with the operating cost per hour standard, the cost per passenger reflects the external changes of the market that are beyond WCCTA’s control.

As with the previous service productivity measure, the standard was changed to not allow the annual percent change in operating cost per passenger exceed the annual change in the Bay Area CPI plus 5 points. In FY 04/05, the fixed route services did not meet the standard, as the percent change for fixed route was 10.19%, while the DAR did meet the standard (2.11%). FY 05/06 both the fixed route and DAR met the measure, the fixed route saw only a 1.5% increase on the previous year, while the DAR only just stayed within the performance measure (8%). FY 06-07 again saw both the fixed route and DAR both met the standard, but only be a narrow margin. However there are recent signs that the economy is recovering at a slow pace, this performance measure should continue to be reassessed as the economic outlook stabilizes.

It is expected that the cost of DAR service be considerably higher than the cost of fixed route service given that the DAR system carries far fewer passengers per hour than the fixed route system. Nevertheless, the fact that DAR includes seniors and a proportion of the general public in addition to ADA registered passengers helps keep the operating cost per passenger of this service within a reasonable range. Again, given the recovery state of the economy, a reassessment of this performance measure might be warranted in the next planning cycle.

Performance Measure: Maintain and improve on farebox recovery ratio

Current Standard	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Not to exceed one point lower than the previous year levels.	System	17.61	19.4	19.3
	FR	20.0	20.9	21.7
	DAR	5.5	5.1	5.1

Farebox recovery ratio is a function of farebox revenues and operating costs. It measures the proportion of operating expenses covered by total fares collected. This measure is affected by changes in ridership and operating costs. In FY 05/06 this standard was met across the board, however the dial-a-ride did see a drop in its farebox recovery. FY 06/07 saw a slight drop overall in farebox recovery and no change in dial-a-ride farebox. The Fixed Route saw an increase in this standard. The DAR service met the standard on the last two fiscal years analyzed, although the trend shows that fares are not keeping pace with the increases in operating costs.

The implementation of two new services in FY 05-06, allowed for an improvement in this measure. The Hercules-San Francisco Transbay service and the Contra Costa College Route are two new projects that have both drawn ridership to the system, particularly due to the fact that past transit service to those destinations served was not direct and involved several transfers. Nevertheless, operating cost is expected to increase in the near future due to the fact that the current contract with the Contractor is up for renewal, this will affect this performance measure. The Authority is going to make an extra effort to maintain low operating costs and to improve ridership figures. However, it will maintain a close look at the changing financial outlook and it may choose to change the service standard for future years to reflect the changes that may shape the farebox recovery ratio.

Performance Measure: Percent change in net subsidy per passenger

New Standard*	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Not to exceed five percent points above the Bay Area CPI** percent change.	System	5.76% (\$4.22)	4.7% (\$4.42)	5.4% (\$4.66)
	FR	5.98% (\$3.54)	5.4% (\$3.73)	7.2% (\$4.00)
	DAR	4.25% (\$20.83)	6.9% (\$22.28)	9.3% (\$23.85)

** CPI increase was, 1.10% in 2005 and 3.2 in 2006, and 3.37% in 2007(through July).

This measure tracks the net cost of providing each passenger trip. The net cost per passenger is a function of total ridership, fare revenue, and operating expenses. Net cost per passenger is calculated by subtracting the fare revenue from the operating expenses and then dividing by the total number of passengers served. This yields the amount of subsidy required to cover all operating expenses.

WCCTA is striving to reduce the subsidy per passenger despite increasing ridership and fare revenues. WCCTA is aiming to maintain subsidies close to those in the previous year, but inflation and rising costs have made this difficult to achieve.

As the economic outlook stabilizes, passenger ridership is gradually increasing, reducing the subsidy necessary to maintain the operations of the different transit modes operated by WCCTA. It can be observed that in the current fiscal year, the percent change in subsidy per passenger in the fixed route and system-wide, falls within the limits set by the new standard, while the dial-a-ride is just below the standard this is mainly due to the increased number of Regional trips being provided. Current performance shows that the amount of subsidy per passenger in the WCCTA system as a whole, \$4.66, and in its fixed route service, \$4.00, these are considered low for suburban transit operators. WCCTA should expect the subsidy per passenger to increase in the coming years due to the increased cost of providing service.

Performance Measure: Administrative Costs as Percentage of Total Operating Expenses

Current Standard	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Not to exceed 13 percent	System	11 %	9.6%	11.9%

The Authority’s agreed that administrative costs should not exceed 13 percent of total operating expenses, based on WCCTA’s historical budget patterns. However, the Authority may revise the standard since several factors influencing the cost of

administration, such as insurance and general inflation adjustments, may not keep pace with other budget expenses.

WCCTA currently meets this performance standard and this percentage (11%) represents an extremely low proportion compared to industry standards.

Performance Measure: Percent Change in Cost per Vehicle Revenue-Mile

Standard	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Not to exceed two percent points above the Bay Area CPI** percent change.	System	3.75% (\$4.15)	0% (\$4.15)	4% (\$4.33)
	FR	4.4% (\$4.06)	-1% (\$3.49)	5% (\$4.23)
	DAR	-0.01% (\$4.63)	7% (\$4.97)	-0.3% (\$4.96)

** CPI increase was, 1.10% in 2005 and 3.2 in 2006, and 3.37% in 2007(through July).

The percent change in cost per vehicle revenue-mile is a cost-effectiveness measure that tracks the relationship between the output (revenue-miles) and the cost of providing the service. This measure was introduced during the last SRTP and it is still being evaluated to determine its usefulness in measuring the performance of the system. In FY 04/05, the standard was met in the DAR mode and system wide. The addition of new service in FY 05/06 was towards the end of the year and so did not seem to adversely affect the fixed route measure, while the standard was not met by DAR. However FY 06/07 indicates that the introduction of additional mileage of the new routes to the system had an impact on the cost per revenue mile. While WCCTA managed to stay within the boundaries of the measure close, observation is warranted to perhaps re-asses this measure in the near future.

Objective: Maintain a comprehensive maintenance and vehicle replacement policy designed to minimize vehicle operating and capital costs.

Performance Measure: Percent change in maintenance cost per vehicle mile

Standard	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Not to exceed two percent points above the Bay Area CPI percent change. **	System	0% (0.39)	12.8% (0.44)	-11.4% (0.39)

** CPI increase was, 1.10% in 2005 and 3.2 in 2006, and 3.37% in 2007(through July).

In setting up a standard for this measure, the Authority has considered the regional inflation factor as a guide to compare performance. In the years prior to this SRTP, the increases in maintenance costs were quite high – reflecting wage increases to maintain parity with local labor conditions and increased staffing. As a result, performance on this measure in FY 05/06 shows a percent change of 12.8% over the previous year, however the actual change is relatively small (\$0.05). More recently, however, maintenance costs have stabilized and WCCTA easily met the performance standard, as it is the case of FY 06/07 showing a return to FY 04/05-maintenance cost per vehicle mile levels.

Objective: Maintain efficient resource allocation to support system productivity

Performance Measure: Maintenance Employees per 100,000 Vehicle Miles

Standard	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Stay within the range 0.4 – 0.6	System	0.39 FTE/100,000 miles	0.52 FTE/100,000 miles	0.49 FTE/100,000 miles

Maintenance employees per 100,000 vehicle miles is a measure of efficiency that reflects the availability rate of mechanics and service labor for a given amount of transit service. The objective of this measure is to find an appropriate balance between the total miles operated in the system and the number of maintenance employees to service the fleet.

The rate has shown a slight decrease in FY 06-07; however this is due to additional service miles being added to the system and the number of maintenance employee’s remaining constant. It is important to ensure that the rate does not drop below 0.4, as happened in FY 04/05.

2.3 Effective Transit Service

Goal II: PROVIDE effective transit services in the WCCTA service area that offer an attractive alternative to the use of a private automobile.

Objective: Monitor market penetration in the WCCTA service area.

Performance Measure: Passengers per revenue vehicle hour

Current Standard	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Not to exceed one point lower than the previous years levels	System	12.6 passengers	12.3 passengers	12.2 passengers
	FR	14.33 passengers	14.07 passengers	13.8 passengers
	DAR	2.88 passengers	2.91 passengers	2.7 passengers

As a measure of service effectiveness, passengers per revenue vehicle hour evaluates how much benefit (passengers) is being derived from a given investment (revenue hours). Both fixed route and dial-a-ride services experienced small decreases in performance for the years analyzed. These decreases are representative of what other operators in the area are experiencing. In spite of slightly reduced productivity, WCCTA’s performance is still considered quite healthy for a suburban operator. However re-assessing this measure may be needed in upcoming years, as the increase in service provided by WCCTA has not been entirely offset by the increase in ridership.

Performance Measure: Passenger Boarding’s per Revenue Vehicle Mile

Current Standard	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Maintain prior fiscal year’s levels	System	0.81	0.77	0.77
	FR	0.92	0.85	0.86
	DAR	0.21	0.21	0.21

This performance indicator is another measure of service effectiveness. Data for the years analyzed indicate that although ridership is increasing so is the revenue miles traveled, therefore this measure is remaining fairly consistent. Nevertheless, it is always a positive sign to gain ridership and the Agency expects that with new service implementation around the developments within Hercules the increases in passengers will offset the increase in revenue miles in future years.

Performance Measure: Percent Change in Revenue Passengers

Mode	Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
System	Maintain a positive percent change	+3.96%	+5%	+3.9%

The Authority is always trying to structure its transit service around community demands and needs, keeping transit accessibility and regional connections as priorities. As WCCTA tries to maintain high accessibility and connectivity, it hopes to experience positive changes in revenue passengers each year.

WCCTA experienced decreases in revenue passengers in the early years of this decade. A positive percent change was recorded at the end of FY 04-05, FY 05/06 and FY 06/07, as the economy began to recover and more employment was generated in the urban areas. This is a positive sign of a healthier state economy. WCCTA expects this trend to continue into the near future as new development and growth in the region results in new areas of opportunity for service.

Performance Measure: Number of Passenger Trips per Capita in WCCTA Service Area

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
System	Maintain or increase prior year's level.	19 annual passenger trips	21	21.5

This measure indicates the degree of market penetration of the transit network in the service area. "Passenger trips per capita" is a function of annual boarding's and population in the service area. The current standard is to maintain the previous year's performance. It is WCCTA's mission to provide transit accessibility to all the residents of its service area. However, with scarce operating and capital funds available, the Authority does not have the resources to provide additional transit service in the newly developed areas in Hercules. This problem is further exacerbated by the future planned development in the city of Hercules, which calls for a Transit Oriented Development and Intermodal terminal along the Waterfront District. So far, WCCTA has taken advantage of every new funding opportunity available, and it has been awarded operating grants through the Regional Measure 2 (RM2) Program and the Low Income Flexible Transportation Fund (LIFT) to operate two new services that close the existing transit gap. The RM2 program allowed WCCTA to operate new Transbay service from Hercules to San Francisco providing some level of local service to the newly developed Victoria by the Bay neighborhood in Hercules. The other service is an hourly shuttle to the Contra Costa College, named C3, which has dramatically reduced travel time for many West Contra Costa residents attending the college.

In the early years of this decade WCCTA struggled to maintain this measure, however there appears to have been a turn around and recent years have seen WCCTA able to maintain an increase. This measure could be negatively affected by WCCTA’s inability to fund service expansion to new populations within newly developing residential neighborhoods in our service area that would likely see an increase in ridership as more of the service area is opened up.

Performance Measure: Average Weekday Ridership (total passengers)

Current Standard	Mode	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
Maintain or increase prior year levels	FR	4,336 passengers	4,529	4,893
	DAR	172 passengers	172	169

This measure compares the yearly average ridership per service category on the WCCTA transit system. As it can be observed in the table above, from FY 04/05 to FY 05/06 Average Weekday Ridership increased roughly 4.5% in the fixed route category, while the DAR, service maintained its numbers. From FY 05/06 to FY 06/07, fixed route ridership has again shown an increase, while DAR has experienced a slight decrease. However when taken system wide it can be seen that average weekday passengers has risen overall by around 7%

Objective: Use travel patterns and passenger preferences in order to redefine routes and schedules.

Performance Measure: Conduct on-board ridership surveys

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
System	One onboard survey every five years or less	Met	Met	Met

In order to update an understanding of local and regional travel patterns, WCCTA started conducting system-wide onboard ridership surveys in FY 00/01. This survey provided useful information on passenger preferences and will substantially help in redefining routes and schedules in the future. The Authority conducted a system wide survey in 2006. However, partial surveys have been taken for specific service categories in the interim years. One particularly interesting survey was conducted by the University of California Transportation Center (UCTC) as part of the Bay Area Regional Express Bus

Study commissioned by Caltrans in 2004. The study did not only include an On-Board survey, but also a focus group formed by transit riders and carpoolers. The results of these efforts indicated the existence of a strong demand for a direct service between Hercules and San Francisco, a service that WCCTA implemented in September 2005.

Objective: Provide transit services that meet the highest safety standards

Performance Measure: Total vehicle miles between preventable accidents

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
FR	Greater than 80,000	136,824	508,161	560,792
Express	Greater than 100,000	428,913	764,108	831,045
DAR	Greater than 80,000	91,650	134,452	261,976

‘Total vehicle miles between preventable accidents’ tracks the safety of each service by providing an indicator of how often preventable accidents occur. In general, WCCTA has had an exemplary safety record as its services tended to be well above the safety standards in the three years analyzed. All parts of the system have performed well throughout the three years, indeed each measure has seen total miles between accidents increase by significant amounts.

Performance Measure: Passenger injuries per 100,000 vehicle miles

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
System	Less than one per 100,000 miles	0	0	0

“Passenger injuries per 100,000 vehicles miles” is another measure of system safety. WCCTA identifies as injuries, any injury for which WCCTA was at fault and in which a claim was filed. During FY 04/05, FY 05/06 and FY 06/07 no passenger injuries were reported. Therefore, the standard for passenger injuries was met in the past three years.

Objective: **Improve and maintain service reliability**

Performance Measure: **Percentage of fixed-route trips operating on time (between 0 minutes early and five minutes late)**

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
FR (Including express)	Greater than 95%	98.8 %	98.02%	97.34%

Schedule adherence is an important measure of system reliability and therefore, an excellent way to attract and maintain ridership. There are external factors that affect on-time performance, such as road and freeway construction, congestion, accidents and vehicle breakdowns. In the past WCCTA has adjusted its standard in anticipation of construction delays. No such projects or recurring delays occurred in the past three years, so the standard was left at greater than 95%. Performance has slightly decreased over the period, which is due to the increasing levels of congestion on the roads; WCCTA has managed to keep within its goals. As congestion increases staff will be looking closely at this measure and ways to mitigate future increases in congestion within the service area.

Performance Measure: **Percentage of dial-a-ride trips operating on time (between 15-minutes before and 15-minutes after scheduled arrival)**

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
DAR	85 % of DAR trips operating within a 30-minute window	95.8 %	97.34%	96.92%

WCCTA considers DAR trips on time if they arrive within a 30-minute window, that is, fifteen minutes ahead of or fifteen minutes behind the scheduled pick-up time. Service reliability on DAR trips is heavily impacted by regional ADA connections. Since schedule adherence is important in maintaining transit patronage, WCCTA is trying to maintain the standard of no less than 85 percent of the DAR trips within the 30-minute window.

Overall, WCCTA has performed superbly on this standard. In FY 04/05, 95.8% dial-a-ride trips were on time and the following two fiscal years 97.34% and 96.92% were on time respectively. These results exceed the system standard of 85% on-time arrivals.

Performance Measure: Total miles between road calls

Mode	New Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
System	Greater than 50,000	80,219 miles	1,833,601 miles	2,019,701 miles

Road calls are mechanical failures that require a mechanic to leave the shop to repair a vehicle, either on a DAR or fixed route. A road call causes an interruption in revenue service, either by delaying service or by causing, missed trips. Former standards set by the Authority have been in the range of the 4,500 miles. However, with a strengthened maintenance staff, the Authority has been able to serve its revenue vehicles more efficiently and mechanical failures have indeed decreased. The performance for FY 02/03 was set at or greater than 6,000 miles.

In FY 04/05, total miles between calls were in the 80,000 miles range far exceeding the standard, and the new standard of 'greater than 50,000' was introduced. Results over the previous two years indicate that the maintenance staff continues to excel in this field. These results are due to the maintenance staff having replacement vehicles ready to go put into service when called upon.

Performance Measure: Fixed route missed trips as a percentage of total trips

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
FR	Not to exceed 0.5% of scheduled fixed route trips	0.001%	0.003%	0.001%

Missed trips significantly influence the reliability and utility of transit services, causing a great inconvenience to passengers. The main cause for a missed trip in the WCCTA system is that a driver does not report to work. In the past three years analyzed in this planning period, WCCTA is exceeding its standard in this measure due to efficient procedures established by WCCTA's contractor in responding to driver absences from work and to an efficient maintenance schedule for the Authority's fleet.

Performance Measure: Vehicle Service Hours per Employee (Full Time Equivalent, FTE)

Mode	Established Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
System wide	Not to exceed 1,750 VSH/FTE	1,396.71(69 FTE)	1,442.72 (71 FTE)	1502.04 (72 FTE)
Fixed Route	Not to exceed 2000 VSH/FTE	1567.45 (51 FTE)	1,627.58 (53 FTE)	1742.92 (53 FTE)
DAR	Not to exceed 1000 VSH/FTE	912.93 (18 FTE)	898.39 (18 FTE)	830.12 (19 FTE)

This measure tracks labor efficiency and adequacy of staffing to maintain operations of the transit service. This measure is a function of revenue hours of service and number of employees, so route extensions and expansions, as well as new hires or lay-offs carry a significant weight in the performance of the measure. It is the second time that WCCTA is including this measure in the SRTP, thus the standard was set up with the knowledge it may need to be altered to more accurately reflect the current performance. It is common practice among transit properties to set a standard that guarantees efficient service provision. The previous standard for the entire system was 1,500 VSH/FTE, recent years have seen results rise close to this standard it was necessary to adjust it accordingly. In FY 06/07, system wide performance stood at 1502.04 hours per full-time employee equivalent.

Performance Measure: Preventive Maintenance Inspections (PMI) Performed on-time

Mode	Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
FR	>90%	96.1%	96.4%	99%
DAR	>90%	98.1%	100%	100%

Transportation Development Act (TDA) regulations require that transit properties perform Preventive Maintenance Inspections at regular intervals on all vehicles of the fleet to comply with manufacturers’ warranties and maintain a cost-efficient and cost-effective transit service. WCCTA established as its standard that at least 90% of PMI’s be done every 45 days or every 3,000 miles, whichever comes first, with a window of plus or minus 5 days or 300 miles. WCCTA has continued to far exceed the standard in the past three years thanks to an excellent maintenance program implemented at the end of FY 02 by the new maintenance manager.

2.4 Increase Dial-a-Ride Service to Seniors and the Disabled

Goal III: Increase the proportion of DAR trips furnished to senior and disabled individuals as a percentage of total trips

Objective: Provide transit accessibility for the elderly and disabled

Performance Measure: Participate in a regional paratransit service program that increases opportunities or paratransit users to connect with the regional system.

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
DAR	Met	Met	Met	Met

WCCTA participates in the Paratransit Service Program, which manages the Regional Eligibility Database (RED). Through this program, WCCTA coordinates connections with other paratransit services in the Bay Area, making it possible for passengers in WCCTA’s service area to travel throughout the region.

Objective: To the extent possible, shift general public DAR passengers to fixed routes

Performance Measure: Percentage of DAR passengers who are not senior or disabled

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
DAR	No greater than 20 %	12.2%	14.67%	11.11%

When possible, shifting general public passengers to fixed routes leaves more capacity in the dial-a-ride service for seniors and disabled individuals. It is also advantageous for WCCTA to shift general public passengers from dial-a-ride to fixed route service because it is cheaper to operate fixed route service on an hourly basis.

Currently, about 11% of dial-a-ride passengers are considered general public, which is slightly less than the percentage observed in the previous fiscal year. In the last three fiscal years, WCCTA successfully maintained the percentage of general public passengers on the dial-a-ride service at less than 20%.

Objective: Promote active public participation in the WCCTA decision-making process

Performance Measure: Ensure public outreach before schedule changes

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
System	Engage in public outreach before all schedule changes	Met	Met	Met

WCCTA has maintained an excellent record of informing the public about upcoming route or schedule changes. In the summer of FY 04/05, WCCTA developed new schedules, which included two new services, the Contra Costa College (C3) Connection and the San Francisco Transbay Lynx. Both expansions were widely advertised locally, in the newspaper and in the local public television network. Flyers were sent to pertinent offices and institutions announcing the Authority’s new services. The Authority’s website proved an excellent tool to disseminate news and information related to the new services. WCCTA has improved its customer service outreach by enabling computer internet users to send comments on-line and by issuing a quarterly newsletter that is available in both hard copy and electronic format.

Goal IV: Maximize coordination with neighboring transit operators, as well as with other local governmental agencies

Objective: Coordinate services with local and regional planning efforts and development plans to ensure the provision of transit services where needed.

Performance Measure: Ongoing staff reviews of development proposals and participation in inter-agency planning activities.

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 PERFORMANCE
System	Staff review development proposals and participate in regional planning activities	Met	Met	Met

Maintaining close contact and working relationships with nearby transit service providers and cities helps WCCTA match the transit service with evolving transportation needs. WCCTA staff is constantly involved in planning activities within the neighboring cities. By agreement with neighboring cities, WCCTA staff has the opportunity to comment on proposed major development or redevelopment in these communities. WCCTA is also a member of several organizations and committees that oversee development and planning activities in the surrounding areas. One of these is the Western Contra Costa

Transportation Advisory Committee (WCCTAC), a group that meets twice a month and coordinates land use and transportation issues within western Contra Costa County. Through this organization, WCCTA ensured that the voter approved extension of Measure C (Measure J) package, contained increased funding for bus transit and paratransit. The Bus Transit Coordinating Council (BTCC) is another group established by the Contra Costa Transportation Authority and consists of the four transit agencies serving Contra Costa County. Its purpose is to oversee joint efforts to improve bus service. Authority staff also participates in regional planning committees coordinated by MTC, in which transportation planning funding is widely discussed, analyzed, and allocated. As scarce funding opportunities become available, WCCTA staff gets involved in the regional process to make sure WCCTA's service area needs are fully addressed and eventually met.

A tangible result of this participation is the implementation of the WestCAT Lynx and the C3 services in the fall 2005. The projects will be detailed further in this planning document, along with other instances of collaboration.

Objective: Provide convenient connections with other transit operators

Performance Measure: Percentage of local fixed-route trips timed to connect with BART trains or other transit operators.

Mode	Current Standard	FY 04/05 Performance	FY 05/06 Performance	FY 06/07 Performance
System	100%	100%	100%	100%

The WCCTA feeder service is designed to meet the BART trains at the El Cerrito del Norte Station. Currently, 100% of the feeder routes are timed to connect with Fremont and San Francisco BART trains within a five-minute window before and after departure and arrival, respectively. Additional regional connections take place at the RPTC, where WCCTA buses connect with AC Transit, and at the Martinez Amtrak station where connections with County Connection, Benicia Breeze, Amtrak and Capitol Corridor trains provide further regional accessibility to WCCTA's passengers. The implementation the Contra Costa College service provides additional accessibility to regional transit, such as the AC Transit's San Pablo Rapid service at the college and the Lynx service connects to Muni, Golden Gate and Samtrans routes at the San Francisco Transbay Terminal. All WCCTA local routes are timed to meet the express routes and the Transbay Lynx at the Hercules Transit Center.

CHAPTER THREE

FINANCIAL SETTING AND WCCTA SERVICE ANALYSIS

This Short Range Transit Plan (SRTP) is the blueprint for the Authority to obtain funding for its transit services over the next 10 years. The Authority strives to meet current and future community needs and demands, as they are supported by the plans and programs presented in this document. These plans are based on an analysis of forecasted population growth, planned development changes in constituent communities, and a fiscally constrained budget.

3.1 WCCTA Capital and Operating Subsidies

WCCTA uses a variety of funding sources that have thus far been sufficient to sustain its capital assets and operations at existing level of service. In drafting a plan for the following ten years, WCCTA will face several financial challenges not only in sustaining its existing service levels, but also in funding vehicles and operating costs for service expansions warranted by new development and by growing demand from current and future area residents.

Several factors will combine in the short term to place financial stress on the Authority's transit programs. The following are expected to be the most influential on future WCCTA operating revenues:

- Increases in fuel prices will affect costs of operating service, posing a financial challenge in the future years of the Agency. At the same time, higher fuel costs are likely to increase demand for transit services as automobile drivers make the shift to alternative transportation options.
- Results of the 2000 Census had a negative impact on the proportion of population-based funds received by WCCTA. As the eastern and central areas of Contra Costa County experienced dramatic population growth during the last decade, Western Contra Costa County's population growth was stagnant. This will translate in a lower proportion of funding for the agency, threatening the Authority's ability to sustain its existing service levels, and constrain plans for service expansion in the near and long term.
- The City of Hercules and BART are actively pursuing a land swap option that will result in the re-location of the Hercules Transit Center. The current site is located between San Pablo Avenue and I-80 at the corner of Sycamore Avenue. The relocation will see operations moved to a site off Willow Avenue between Highway 4 and I-80. This land swap has been worked out so that the City of Hercules can develop the current site as retail/housing and BART can develop the new site for a new BART station in the future. This relocation will result in some rescheduling and rerouting to help to maintain current service levels. WCCTA staff is currently in negotiation with staff from the City of Hercules to minimize any negative impact the relocation may pose to WCCTA operations.

- The proposed Ferry, Capitol Corridor and transit village projects, along the Waterfront District in Hercules call for the provision of additional bus transit services in the newly developed areas within the City of Hercules.

These factors represent a challenge to the Authority since few opportunities exist to secure additional operating funding, however as both Measure J and Proposition 1B allocations are finalized WCCTA may be able to take advantage of both funding opportunities. One option WCCTA has tried to pursue without any success at the local level is the allocation of developer impact fees to help finance transit expansion to the planned development. Another proposal that the Authority is moving forward into formal planning discussions is the inclusion of the feeder bus operating expenses in the overall operating program for the ferry and Capitol Corridor Train station in Hercules

In anticipation of these financial changes, WCCTA has aggressively controlled costs and been conservative in its financial planning in order to establish operating reserves to cushion its financial health against these impacts. Because these changes are expected to be permanent, WCCTA will need to be increasingly conservative in its provision of service and any expansion plans will require that new revenue sources be secured in advance of implementation.

In the past, WCCTA has been able to support its capital (vehicle replacement only) and operating expenses through traditional funding sources. When these were no longer sufficient, the Authority became a federal claimant in order to receive Federal Transit Administration section 5307 funds. With the acquisition of express service from BART, WCCTA was able to get a commitment from BART to fully fund vehicles and operating costs for this service, along with annual cost adjustments.

Future fleet and facility expansion will be necessary to accommodate increased demands from population growth and planned development. Traditionally, obtaining funding for capital expansion has been extremely difficult. However, WCCTA has been successful at securing money from competitive sources to finance expansion of its fleet. These competitive sources include federal Congestion Management Air Quality (CMAQ), State Transportation Program (STP), and Transportation Fund for Clean Air (TFCA) funds. Inadequate funding for all transportation needs has made it much more difficult for smaller transit properties, like WCCTA, to successfully compete against higher profile highway projects. Proposition 1B passed in November 2006 and along with Measure J (Contra Costa County Sales Tax Measure) it is hoped that the injection of capital and operating funds will help to ensure that service levels are expanded in the future and not reduced.

3.1.1 Capital Funds

Every year WCCTA participates in the MTC Regional Transit Capital Priorities process to compete for federal funding of regional capital projects. Through this process, WCCTA receives “Section 5307” funds from the Federal Transit Administration (FTA) to be used almost exclusively for the replacement of rolling stock. State Transportation Improvement Program (STIP) funds are another source for transit capital improvements

or expansion. WCCTA has received these funds in the past, but the process is very competitive and STIP funding has been severely reduced in recent budget cycles, which makes it very unlikely that the Authority will have access to these funds for future needs. The Authority also receives Bridge Toll Funds that are generally used for the 20% local match for federal funding. In recent years, the regional Bridge Toll Funds have been inadequate to cover the entire local match requirement for all federally funded projects within the region. This situation may require WCCTA to dip into its Transportation Development Act reserves to fully fund the local match requirement if another source of match funding cannot be identified.

Proposition 1B and Measure J also have programs for which transit capital money will be available for WCCTA, the exact details of both programs are still being finalized and so the exact amounts involved are not available for this plan's capital programming.

3.1.2 Operating Funds

One of the primary sources of operating support for WestCAT services is the state Transportation Development Act (TDA), which is funded by a ¼ cent sales tax. WCCTA's allocation of TDA funds is based upon the amount of retail sales in Contra Costa County and the service area's share of the county population. As WCCTA has secured new sources of revenue over the past few years, the proportion of revenues derived from TDA funds has declined from approximately 67% in FY 97/98 to 40% in FY 06/07. BART funds to support WCCTA's express service now constitute about 23% of the total revenue available to the Authority.

TDA funds not used during the allocated fiscal year are deposited into the Local Transportation Fund (LTF), a reserved account administered by MTC. Historically, the money has been set aside for the capital and operating needs of each transit agency. This is beneficial to small transit agencies, particularly because they lack taxing authority or transit-specific revenue sources available only to larger agencies.

Passenger fares represent another source of operating revenue for WCCTA. Farebox revenues have become increasingly important, and they have come to comprise a larger proportion of total revenues over time. For instance, fare revenue constituted 13.6% of total system operating revenues in FY 97/98 and increased to 19.2% in FY 06/07. Without doubt, the impact of assuming the BART Express Service in 1998 has been very positive for WCCTA by increasing its farebox revenues. It is hoped that the rebound of the economy brings more riders to the WCCTA system and therefore, increase its farebox revenue. WCCTA has increased fares once in the past seven years to close funding gaps; however, fare increases should be done carefully as they may result in offsetting ridership losses. WCCTA is in the process of developing a monthly pass for the fixed route services. Once in place WCCTA would expect to see an increase in ridership and with an effective pricing strategy anticipates a neutral or positive affect on the farebox. The cost of the monthly pass will be determined by analyzing current cost of a single ride, the cost of the discounted tickets and the anticipated usage of the passes from current and new riders. Staff is confident that the introduction of a monthly pass will be an added convenience to many passengers. WCCTA is also working with other local Contra Costa operators to develop one single pass that can be used on all local transit systems that

partake in the scheme. Further discussions amongst the agencies are needed to before moving forward.

Measure C is the last of the major sources for operating funds. The measure levies an additional ½ cent sales tax in Contra Costa County and then distributes the funds to be used for transportation. Under the current structure of the Measure C program, which will continue through 2008, 4.9% of the total sales tax generation is allocated to bus transit. These funds are then used to fund a program of services that is recommended by the Bus Transit Coordinating Council.³ The bus transit funds are therefore distributed on the merits of individual services, not according to a funding formula. The Measure C bus transit program currently provides approximately \$374,000 annually for the support of WCCTA's regional "Martinez Link 30Z" and other fixed route services.

In November 2004, voters approved Measure J, which extended the ½ cent transportation sales tax for an additional 25 years will funds being to flow in 2009. While Measure J will set aside more funding for bus transit, particularly in Western Contra Costa communities, there are no assurances in the implementing language that WCCTA will receive any additional revenue from this source. The challenge now is for WCCTA staff and Board to continue to participate in the prioritization process to secure funding for future transit needs in the service area.

WCCTA has also been the recipient of operating funding through MTC's Regional Express Bus program, which supported service on Routes 30Z and JPX for their initial three years of operation, using Congestion Management Air Quality (CMAQ) funds. However, with the voters' approval of Regional Measure 2 (RM2) in March 2004, MTC proposed to shift CMAQ funds to other programs in the region that experienced shortfalls during the economic recession, and transfer all of the Regional Express Bus programs to the new RM2 funding under the Express Bus category. WCCTA was successful in its application for additional RM2 funds to operate its Transbay service, the WestCAT Lynx.

WCCTA was awarded a grant to operate hourly service to Contra Costa College through a Low Income Flexible Transportation (LIFT) program. This federally funded program aims to provide access to jobs and training centers to low-income individuals. WCCTA was granted a total of \$250,000 for a three-year cycle to operate this service; this source is no coming to an end within this financial year (FY 07/08) and a new source of funding for this route must be found.

A regional funding package approved by the Metropolitan Transportation Commission as part of its deliberations on the distribution of State Proposition 1B capital funding, provides for some additional State Transit Assistance (STA) funds to be made available to the regions small operators, including WestCAT. The package assumed that "spillover" revenue would be available through the State budget process, and committed funding to other projects that have first call on the STA funds before they are made available for transit operations. Because the "Spillover" revenues were transferred away

³ The Bus Transit Coordinating Council is made up of representatives of the four bus operators in the County

from public transit to General Fund purposes in the 2008 State budget, and are likely to be taken again in the 2009 budget, it is unclear when the small operators will have access to the augmented STA revenue stream.

3.1.3 Paratransit Funding

Paratransit service is partially funded by Measure C. Measure C currently allocates 2.97% of the total sales tax receipts to support paratransit services. The Measure C paratransit funds are distributed on a formula basis to eligible operators in the county. WCCTA now receives 6.41% of the gross Measure C paratransit funding annually, down from 6.59% prior to Census 2000. The new Measure J (extension of Measure C) guarantees that WCCTA will not experience any reduction in paratransit funding, but also does not provide for predictable growth in this funding source. As mentioned earlier, the next step is to document the needs in the WCCTA service area and to work with WCCTAC to ensure that these are considered when Measure J funding priorities are developed.

3.1.4 Other Sources

Whenever appropriate, WCCTA has aggressively pursued other sources of support to sustain and expand its services. WCCTA has been successful in the past in securing funding through the Bay Area Air Quality Management District, State STIP Augmentation program, Regional Measure 2, Federal Congestion Management Air Quality funds, and other specialized programs. In practice, these outside funding sources have often been the only means of addressing expansion needs within the community.

The Authority submits annual applications for transit operating and capital funding to state and federal agencies. Since the reviews for capital funding are more complex than those for operating expenses and given the limited amount of federal funding, MTC has developed a Transit Capital Priorities (TCP) process to fund fleet replacements in the region through 5307 funds. Currently, this source of funds is oversubscribed given all the transit replacement needs in the region and the additional air quality requirements promulgated by the California Air Resources Board. The TCP process currently prioritizes bus replacements over any expansion needs. The inability of the region to fund fleet expansions constrains the ability of local operators to respond to growth in their communities, or to increase the mode share of transit.

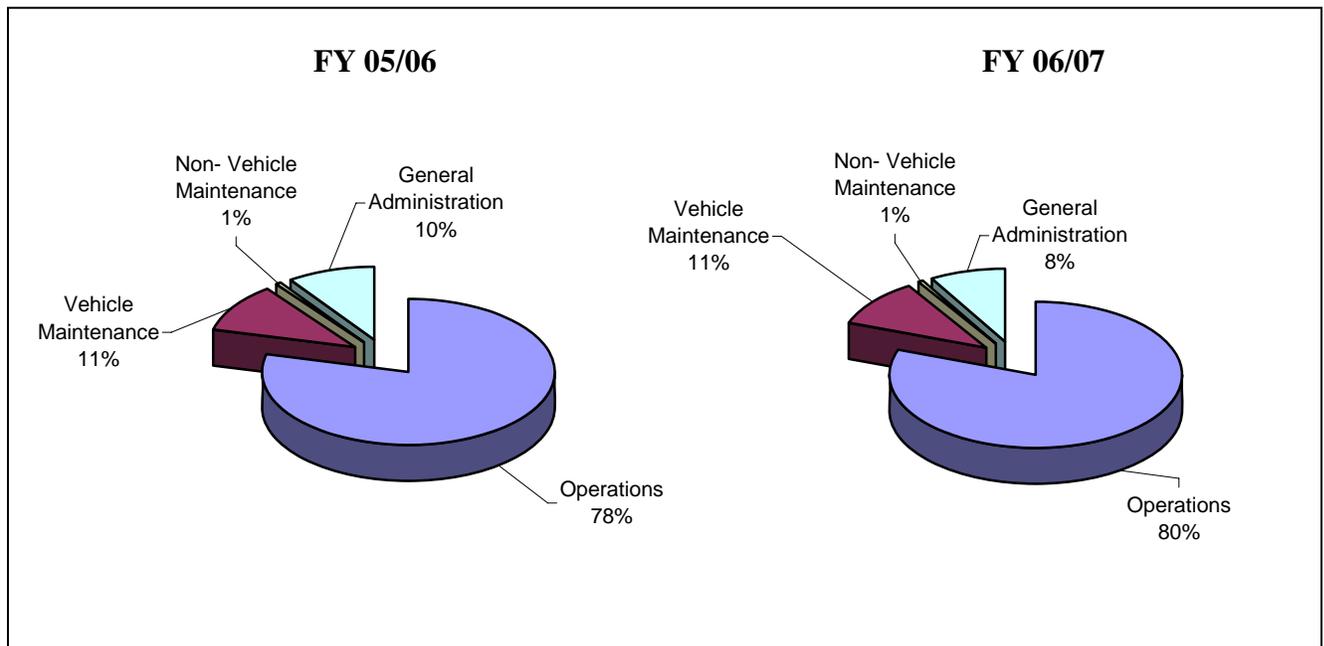
It would be beneficial for WCCTA to develop funding strategies in coordination with other agencies or through private-public partnerships to cover expenses for transit capital expansion. Various techniques aim to increase the economic resources of transit agencies are in place in other parts of the Bay Area. One of them is the Eco-Pass in Santa Clara County, a pass sold to employers for a nominal cost and distributed among their employees as an incentive to use transit. AC Transit has a similar program with the University of California at Berkeley. The Bear Pass provides unlimited AC Transit local and Transbay rides for a pre-tax cost of \$20.00. In addition, through coordination with AC Transit, the university adopted a policy to increase the Student Registration Fee to include a \$37.20 transit fee, in exchange for which students are entitled to an unlimited number of rides on AC Transit local and Transbay buses during the semester.

Another venue to obtain additional capital funding is through negotiations with jurisdictions within the service area to assess impact fees on new development, especially if the planned construction is large scale and is expected to impact transit. Given the fact that the WCCTA service area is so small and that there would be no economies of scale in implementing employer or institution-based transit passes, the latter option is perhaps the more viable alternative for WCCTA, especially since large-scale development is occurring in Hercules.

3.2 WCCTA Revenues and Expenses

Figure 3-1 illustrates WCCTA’s expenses for FY 05/06 and FY 06/07. Operating costs are divided into four main categories: operations, maintenance, non-vehicle maintenance, and administration. Major expenses include purchased transportation and vehicle maintenance and fuel, which are all included in the operations line item. As Figure 3-1 depicts, the shares for each category have remained constant between FY 05/06 and FY 06/07. WCCTA has been able to control expenses in a climate of high inflation and extraordinary increased fuel costs.

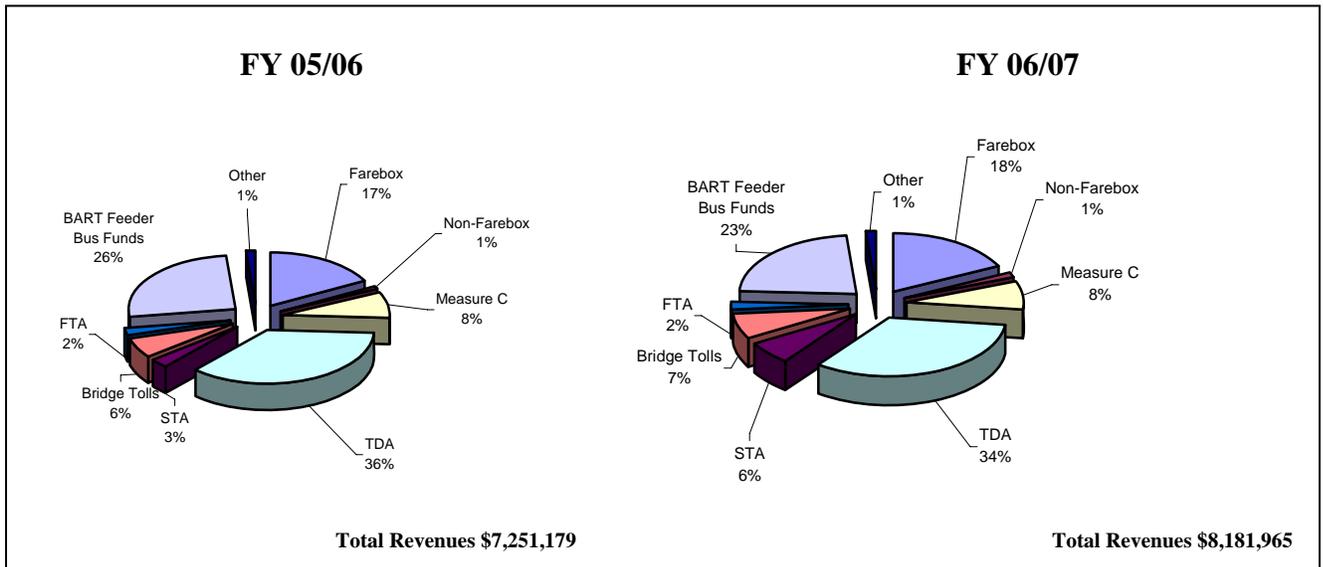
Figure 3-1 WCCTA Expenses, FY 05/06 and 06/07



As mentioned in the previous section, the main source of WCCTA’s operating revenue has traditionally been TDA funds. Since WCCTA assumed the operation of the BART’s

express bus service in July 1998, funds transferred from BART to operate this service have constituted a considerable source of revenue for WCCTA. Lately, Figure 3-2 shows the different operating revenue sources available to WCCTA for FY 05/06 and FY 06/07, respectively. There have been some changes when revenues for the two fiscal years are compared. As it was the case with most of the transit operators, BART experienced a dramatic deficit during the economic recession, and struggled to make the feeder bus payments to the transit properties operating feeder service. One financial mechanism to fill the budget gap was to loan BART money from the Agencies' TDA reserves.

Figure 3-2 WCCTA Revenues, FY 03/04 and FY 04/05



3.3 Service Description

This section describes the five transit services provided by WCCTA: express, Transbay, local fixed route, Martinez Link, and dial-a-ride. Figure 3-3 is a map of the current WCCTA route system and Table 3-1 provides a summary of weekday service characteristics for the fixed route services currently provided to the community. The three express routes (J, JX and JPX) run between the Hercules transit center and the El Cerrito del Norte BART station. The WestCAT Lynx is a commuter Transbay service that operates between Rodeo/Hercules and the San Francisco Transbay terminal. The Martinez Link operates between El Cerrito del Norte BART station and the Amtrak station in Martinez.

Table 3-1 WCCTA Weekday Service Characteristics

Route	Service Span	Peak Headway	Off-peak Headway
Local Fixed Routes			
10	6:04 AM – 7:49 PM	30 minutes	60 minutes
11	5:48 AM – 9:22 PM	30 minutes	30 minutes
12	5:30 AM – 7:52 PM	30 minutes	30 minutes
13	6:00 AM – 7:53 PM	30 minutes	60 minutes
14	5:30 AM – 7:52 PM	30 minutes	30 minutes
15	5:30 AM – 9:26 PM	30 minutes	30 minutes
16	5:09 AM – 8:54 PM	30 minutes	30 minutes
17	6:30 AM – 7:18 PM	60 minutes	60 minutes
18	6:05 AM – 7:48 PM	60 minutes	60 minutes
19	6:23 AM – 7:43 PM	30 minutes	60 minutes
C3	7:25 AM – 10:55 PM	60 minutes	60 minutes
Express Routes			
J	4:47 AM – 12:30 AM	15 minutes	20 – 40 minutes
JX	5:25 AM – 7:57 PM	15 minutes	No service
JPX	5:39 AM – 8:14 PM	15 minutes	60 minutes*
Regional			
30Z Martinez Link	6:03 AM – 8:13 PM	30 minutes	60 minutes
Transbay			
WestCAT Lynx	5:15 AM – 9:55 AM 3:30 PM – 8:31 PM	15 minutes	No service

*JPX is interlined with Route 30Z, and during the non-commute only the 30Z portion operates to realize frequencies of 60 minutes.

Figure 3-3 WCCTA Route Map

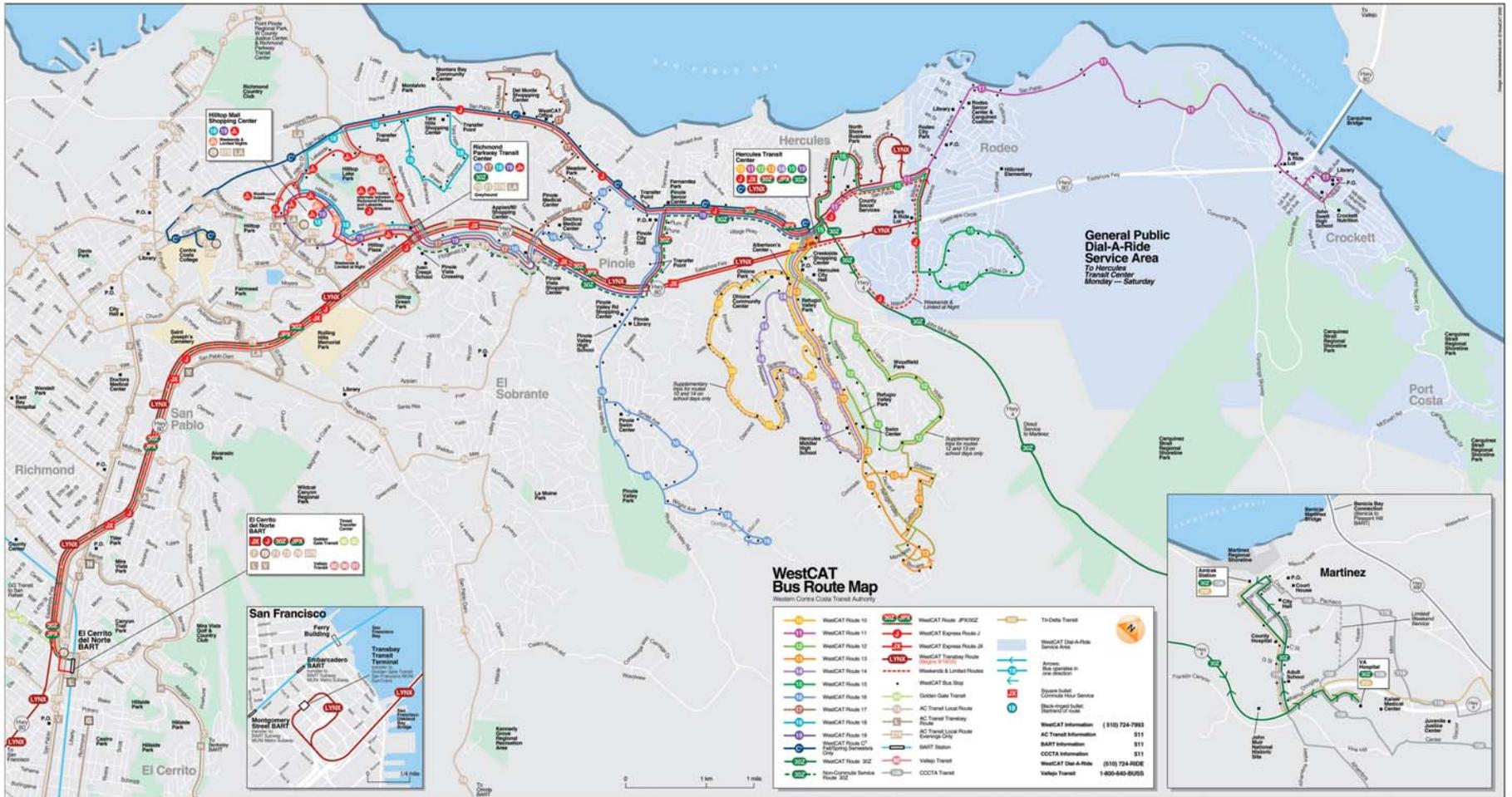


Table 3-2 shows the system’s weekend service characteristics. Two local routes operate on Saturdays between 8:37 AM and 8:17 PM. Express Route J operates on Saturdays between 6:03 AM and 11:49 AM and on Sundays between 7:39 AM and 8:14 PM.

Table 3-2 WCCTA Weekend Service Characteristics

Route	Saturday			Sunday		
	Service Span	Headway	Peak Vehicles	Service Span	Headway	Peak Vehicles
Local Fixed Routes						
11	9:28 AM – 8:17 PM	40 minutes	1	No Service		
19	8:37 AM – 7:46 PM	40 minutes	1	No Service		
Express Routes						
J	6:03 AM – 11:49 PM	40 minutes	1	7:39 AM – 8:14 PM	40 minutes	1

In September 2007 minor timing changes were made to the schedule to allow for better connectivity between routes, route modifications and new service implementation took place most recently in September 2005. Recent changes included timing modifications of Route 30Z, 16, 11/19 and JR/JL. For example, the layover at Martinez Amtrak was slightly adjusted to both allow better connections with Amtrak and County Connection and result in better connections at both BART and the Hercules Transit Center. Route 16 was streamlined to better connect with Route JPX at Henry Avenue and Pinole Valley Road. Route J’s timing was altered during the day to space out trips between HTC and Del Norte BART station. Saturday service was restructured and re-timed to produce additional transfers between the J and route’s 11 & 19.

A restructuring of the BART schedule to increase evening and weekend frequencies is due to take effect in January 2008. This re-structuring from BART will result in a complete overhaul of the current schedule to ensure that the WCCTA service continues to connect with BART at El Cerrito del Norte station. Upcoming considerations in terms of service operations include the relocation of the Hercules Transit Center and the development of the TOD at the Hercules Waterfront.

Table 3-3 lists some basic performance statistics for the different service types operated by WCCTA. Each type of service performs a unique role within the transit network and this is reflected by the wide variations in performance. The local routes are charged with providing a high degree of accessibility to residents throughout the service area by extending service coverage. In contrast, express service offers much lower accessibility but provides a high degree of mobility with frequent, direct service. Because the express routes have high speeds and carry large numbers of passengers, productivity tends to be very high. The regional service, Route 30Z, is unique in that it provides service to Martinez which is outside of the typical service areas. Due to the relatively long route length and travel times, productivity tends to be lower on this route than on other local routes. Dial-a-Ride by its very nature provides the highest degree of accessibility through

curb-to-curb service and through the Americans with Disabilities Act. However, providing this level of accessibility requires higher level of service hours per trip, which means an inherently lower productivity for this service. In planning future route and service changes, WCCTA will have to continue balancing these somewhat conflicting demands of coverage and productivity.

Table 3-3 WCCTA Performance Statistics, FY 06/07

Performance	Local	Express	Regional	Lynx	DAR	System
Total Passengers	504,731	622,538	47,642	97,225	43,785	1,315,921
Weekday Average	1989	2209	191	386	191	4897
Saturday Average	221	774	N/A	N/A	N/A	1134
Sunday Average	N/A	429	N/A	N/A	N/A	429
Annual Vehicle Revenue Hours	43,922	27,983	10,080	10,391	15,772	108,148
Annual Vehicle Revenue Miles	553,750	538,203	190,283	251,098	221,775	1,755,109
Productivity (pax/rev-hour)	11	22	5	9	3	12

3.3.1 WCCTA's History of Contracting

Since WCCTA's founding in 1978, the Authority has contracted with private firms for all labor and supervision required to operate the WCCTA fixed-route and dial-a-ride systems. In February 2006, WCCTA solicited bids for a new contract for the operation of its transit services. After assessing the proposals the Board of Directors awarded the contract to MV Transportation Services for the period of July 1, 2006 to June 30, 2009, with may be extended at the Authority's discretion for up to two additional two-year periods. The contract with MV includes a single rate for dial-a-ride (DAR), local fixed route and express services, which allows for maximum flexibility in terms of driver assignments and for a reduction of the high DAR driver turnover rates observed in other systems.

WCCTA provides the contractor with all necessary vehicles and facilities to operate fixed route and DAR service, but retains responsibility for service planning, scheduling, marketing, and administrative activities. The contractor maintains the Authority's vehicles and major capital assets, directly employing bus drivers, mechanics, dispatchers, trainers, and supervisory personnel.

3.3.2 System Performance

The total system productivity of 12 passengers per revenue hour indicates that WCCTA's productivity has declined in recent years, but given current economic conditions it can still be considered a well-used service given its suburban nature. Of the three types of service provided, the express routes (Routes J, JX, and JPX) are the most productive. Route J is also the most productive route on Saturdays and holidays. Nevertheless, the combined productivity of the local routes is considered high for a suburban operator.

3.3.3 Express Service

In July 1998, WCCTA assumed operation of the “BART Express” routes formerly provided by the BART system as an extension of their rail service. WCCTA has modified the routes as necessary and continually restructured service to enhance performance. The JX service makes use of the high occupancy vehicle (HOV) lanes on I-80 between the Hercules Transit Center and the del Norte BART station, providing the community with fast and reliable service and convenient connections to the BART trains. Route J provides similar service between the Hercules Transit Center and BART, but travels along San Pablo Avenue and through the Hilltop area, and then utilizes the HOV lane on I-80 for a direct trip to the El Cerrito del Norte BART station. Route JPX was added in 2004 in response to community demand for more convenient express service between Pinole and del Norte BART. Typical of any new service, productivity of the JPX began at a relatively low level, but nearly doubled in its second year of operation, and continues to show improvement.

Route J service was modified to provide service to the Richmond Parkway Transit Center (JR) and to the Hilltop shopping center (JL). Route J buses alternate between the Richmond Parkway and Lakeside Drive alignments to serve both commercial centers in the Hilltop area, and to provide connections to local WestCAT routes, and AC Transit’s lines at the transit center.

Overall, productivity for the express service is currently 22.25 passengers per revenue hour as compared to 22.38 passengers per revenue hour last year.

3.3.4 The WestCAT Lynx

WCCTA implemented the WestCAT Lynx in September 2005. The Lynx is a Transbay service from the Rodeo/Hercules area to the Financial District in San Francisco operating weekdays only on roughly 15 to 30 minute headways during the commute time. The implementation of the service is the result of several studies substantiating the fact that an express bus service from Hercules to San Francisco would be one of the most cost-effective alternatives to the private automobile in the I-80 Corridor. A very important research project that led to the successful implementation of the WCCTA Lynx was the Bay Area Regional Express Bus Study, commissioned by Caltrans and conducted by the University of California Transportation Center (UCTC). The UCTC study shed light onto the different commute markets in the WCCTA service area and identified other productive destinations to take into consideration for future service expansion. Congestion on I-80, the oversubscribed Hercules Transit Center, the intense carpool activity, and the results from the UCTC study were the determining factors for the Agency’s aggressively pursuit of funding for the service through Regional Measure 2 (RM2).

3.3.5 Fixed-Route Service

WCCTA operates eleven local fixed routes that are timed to provide convenient connections with the system’s express buses serving the El Cerrito del Norte BART station, the Richmond Parkway Transit Center and the Hilltop Mall. Routes 10 through 15 serve Hercules and points north and Routes 16 through 19 serve Pinole and points

south. The local routes operate on weekdays only with the exception of Routes 11 and 19, which also provide Saturday service.

3.3.6 Regional Service

Route 30Z connects Western Contra Costa County (starting at the del Norte BART station) with the county seat in Martinez and the Amtrak station in Martinez.

3.3.7 C3

The Contra Costa College Connection, (C3) is a Hercules to Contra Costa College route that was introduced in September 2005 thanks to a Low Income Flexible Transportation Fund (LIFT) federal grant. The purpose of LIFT is to help low-income families get the adequate training to be able to find and maintain jobs to make them less dependent on public services. The incentive to have a college shuttle originated from the lack of direct transit service between the WCCTA service area and Contra Costa College. In the past, for some residents of the service area, it could take anywhere between one hour thirty minutes to two hours to get to the college. The new C3 Route has reduced travel time to less than 30 minutes from Hercules to the college, offering significantly improved access to learning centers, and employment opportunities. Moreover, the C3 provides enhanced regional accessibility through connections to AC Transit's 72R bus rapid transit service at Contra Costa College, which closes a gap between WestCAT's service area and activity centers in Berkeley, Emeryville, and Oakland, and Health Centers in San Pablo and Richmond.

Currently, the grant obtained through the Metropolitan Transportation Commission (MTC) is for a little over two years of service, which ends at the end of the current financial year (FY 07/08). Service was originally designed to operate during the regular school year, excluding summers, however demand lead staff to expand service to operate year round – the decision was taken to find the additional operating costs from other operating funds within the WCCTA budget. WCCTA staff now believes C3 ridership has grown sufficiently to warrant increased frequency on this route to improve connections with the AC Transit 72R service. WCCTA will seek both capital and operating funding through the next LIFT funding cycle, as well as new "Lifeline" capital and operating funding, both now administered by the Contra Costa Transportation Authority.

3.4 System Trends

Systemwide WCCTA ridership has increased by over 4% between the prior and the current fiscal year. In general, productivity and ridership on the fixed-route service have followed fairly consistent seasonal patterns. There is an increase in passengers per revenue hour during the school year and a decrease during the summer months and the holiday season in December.

Figure 3-4 System Productivity, FY 04/05 – 05/06 – 06/07.

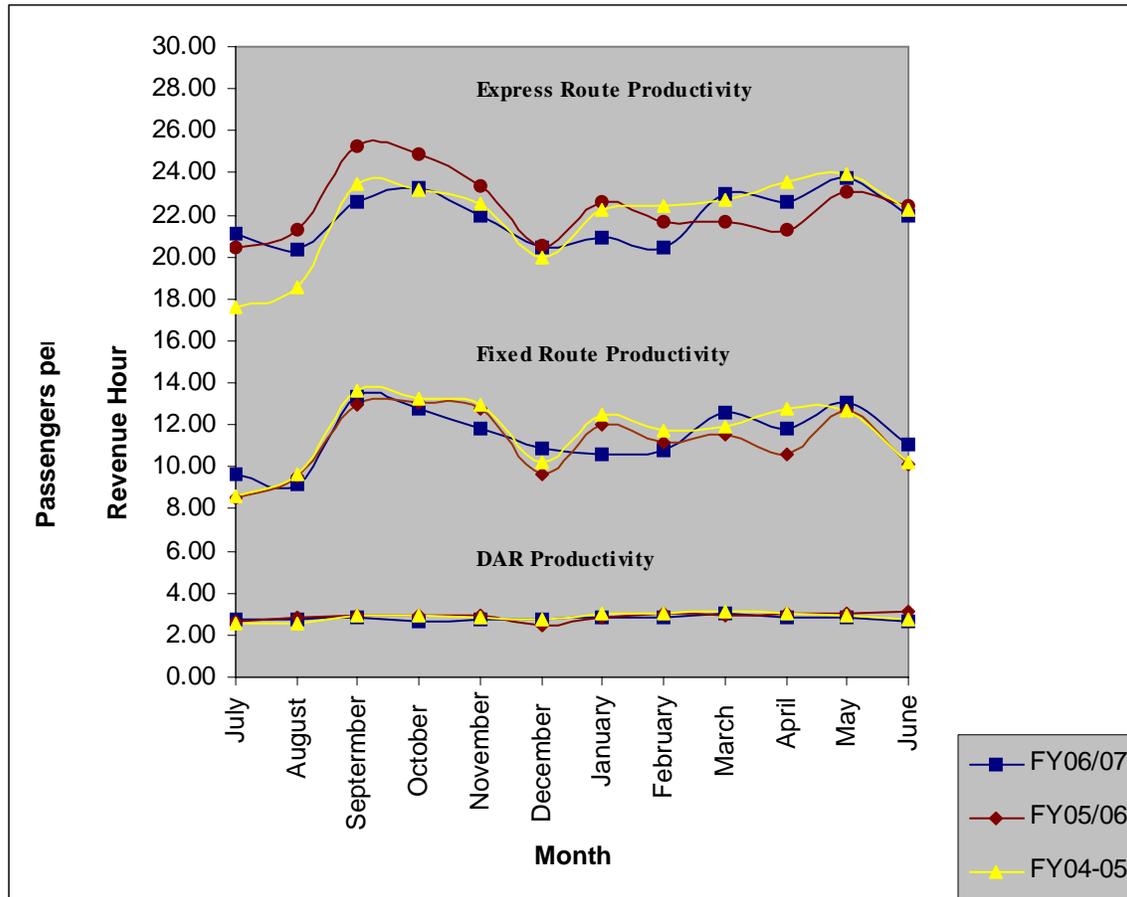


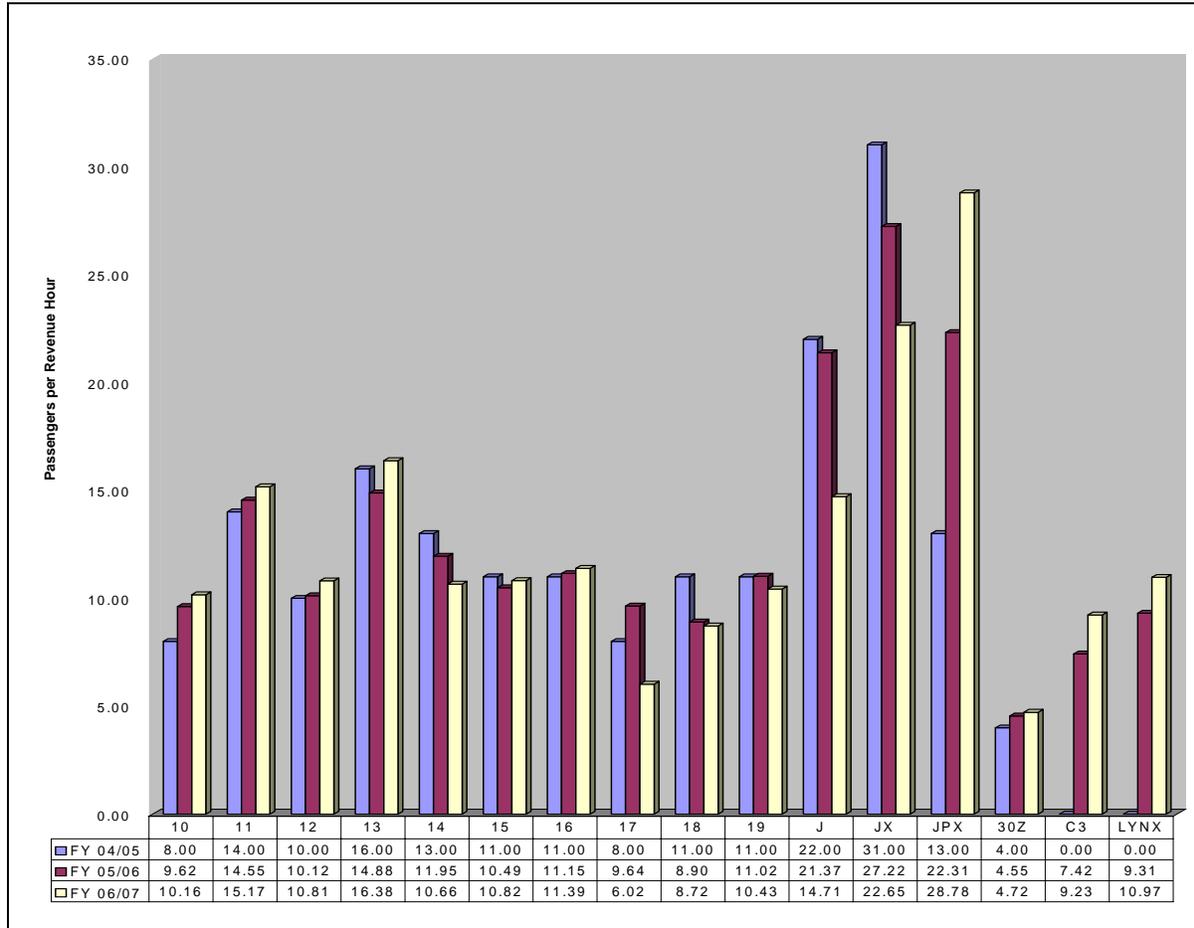
Figure 3-4 illustrates productivity for the last three fiscal years for the three modes operated by WCCTA. It can be observed that from September through November productivity increases in both fixed and express routes, and after a dip in December, productivity pick up again for the rest of the fiscal year declining again in the summer months. This pattern reflects that students represent a large proportion of WCCTA ridership. DAR on the other hand, has maintained a relatively constant pattern of demand throughout the years.

Figure 3-5 illustrates the variation in productivity by route. Most of the local routes have remained consistent year to year, while some have experienced a slight decline due to the changing economic conditions. Route JPX has dramatically increased its ridership since its inception.

The system averages 12.5 passengers per revenue hour; the only routes performing above average are Routes 11, 13, 14, J, JPX, and JX. Routes 15, 16, 18, and 19 perform within 20% of the system average while Routes 10, 12, 17 & 30Z perform below average.

Because Route 30Z, the Martinez Link, is a fundamentally different route, it should not be held to the same standard as the other fixed routes. Route 30Z has been operated by WCCTA on behalf of the region since the mid 80's to provide basic mobility between West and Central Contra Costa County. Because the 30Z has longer travel distances and different operating conditions, it is not directly comparable to other fixed routes.

Figure 3-5 Productivity by Route, FY 04/05 – FY 06/07



3.5 Routes-by-Route Analysis

3.5.1 Regional and Express Routes

Route JX

The WCCTA JX express service is operated on 15-minute headways on weekdays between the Hercules Transit Center and El Cerrito del Norte BART station. This route caters to commuters with a previous survey showing that over 85% of trips on the route are work trips. Route JX is very appealing to the general public given its fast and convenient service to and from the BART station.

Currently, the service is operated during peak hours only from 5:25 AM to 8:41 AM and from 3:41 PM to 7:57 PM. This route makes only two stops, one at each terminal. The route uses the HOV lane on I-80, which makes the service a fast and convenient feeder BART.

Productivity on this route has shown a slight drop in the last two years, this can be attributed to the increase of ridership on the JPX. While ridership volumes have shifted between individual express routes, overall express system productivity has increased slightly.

Route J

Route J serves the Hercules Transit Center and del Norte BART station via San Pablo Avenue, Richmond Parkway (J_R) or Lakeside Drive (J_L), and I-80. Route J operates on weekdays from 4:47 AM to 12:30 AM, on Saturdays from 6:03 AM to 11:49 PM, and on Sundays from 7:39 AM to 8:14 PM. During weekdays, Route J operates on 15-minute headways during the peak period and 30-minute headways during the off-peak. On weekends and holidays, service is provided approximately every 40 minutes.

During the school year Route J provides tripper service to the Pinole Valley High School from the del Norte BART station in the morning and from the school to the station in the afternoon.

Route J has maintained a high productivity mark within the WCCTA system for the last two fiscal years. In FY 05/06 Route J averaged at 21 passengers per revenue hour and in FY 06/07 the average was 15 passengers per revenue hour, a drop that can be attributed to the JPX drawing riders from this service.

Route JPX

Route JPX is interlined with the 30Z Martinez service, it operates between El Cerrito del Norte BART and Hercules Transit Center throughout the week. During the peak service operates at 30 minute headways, shifting to 60 minute headways during the off peak hours. Since its inception, ridership has continued to grow, resulting in the service becoming the highest productive route. In two years, ridership has grown by over 200% and now averages over 29 passengers per hour.

Martinez Link (Route 30Z)

Route 30Z is a regional service connecting the WCCTA service area to the Contra Costa County seat in Martinez. This route operates on weekdays from 6:00 AM to 8:13 PM from del Norte BART station to downtown Martinez. Route 30Z went through a significant restructuring in February 2004 when its frequencies were increased to 30 minutes during the peak and service was interlined with Route JPX thanks to a Traffic Congestion Relief Program (TCRP) grant. The grant was awarded through the Governor's Express Bus Program and resulted in two services for WCCTA, the new JPX and the 30Z improvements. Currently, Route 30Z and Route JPX are being funded with Regional Measure 2 (RM2) funds as MTC consolidated all express bus programs into the RM2 program.

After the scheduled revisions of 2005, Route 30Z experienced another change, particularly due to the fact that the County Health Department did not renew the transportation contract that it had with WCCTA and the Authority discontinued its service stop at the Richmond Clinic. Another change was discontinuing the loop alignment in Martinez. Instead, the bus access downtown Martinez via Alhambra Avenue and ends at the Amtrak Train Station. WCCTA has initiated a transfer agreement with the Capitol Corridor Joint Powers Authority (JPA) to increase the regional connectivity between their transit systems.

Another dramatic change on this route was the elimination of the Richmond Parkway Transit Center (RPTC) stop during the commute time. With the implementation of the WestCAT Lynx in September 2005, the Authority now offers direct Transbay service between Hercules and San Francisco eliminating the need for Transbay passengers to transfer at the RPTC. Route 30Z still serves the RPTC during the non-commute as it interlines with Route 19.

Although Route 30Z provides a necessary regional service since it is the only public transit route connecting western and central Contra Costa, its productivity has remained historically low in the WCCTA system. Currently, it stands at 5 passengers per revenue-hour, flat from the previous year. In the upcoming months, the Authority will reassess this route and make the necessary changes to improve its productivity. Any changes would require Board approval and a public hearing to inform the public of the upcoming changes.

3.5.2 Local Routes

This section describes of each of the ten local routes that WCCTA operates. As pointed out earlier, Routes 10 through 15 serves the northern portion of the service area, while Routes 16 through 19 serves Pinole and points south. The following is a more detailed discussion of the different local routes operated by the Authority.

Route 10

Route 10 serves the residential areas in eastern Hercules, traveling along Refugio Valley Road, Sparrow, Tanager, Pheasant and Obsidian in a counterclockwise loop. Ohlone Park is one of the non-residential trip generators along the route. The route originates at the Hercules Transit Center and operates weekdays on 30-minute headways during peak hours and approximately hourly during the non-peak period. After the August 2001 route changes, Route 10 started to provide a tripper service to the newly open Hercules Middle/High School in a combined configuration with Route 14.

Route 10 productivity for FY 06/07 was 10 passengers per revenue hour, an increase of 11% from the previous fiscal year.

Route 11

Route 11 serves the area of Crockett in the northern part of the service area. The route alignment starts at the Hercules transit center and then follows San Pablo to Crockett

where it completes a clockwise loop following 2nd, Starr, Rolph, and Pomona. Important trip generators along this route include John Swett High School, the library, a park and ride lot, and the local post office. The route operates on weekdays on 30-minute headways throughout the day, from 5:48 in the morning to 9:22 in the evening.

In August 2003, Saturday service was initiated on Route 11 in response to customer requests. The new service operates between 9:31 AM and 8:18 PM on 40-minute headways. Route 11 is interlined with Route 19, which is very convenient for passengers wishing to travel to shopping areas and connecting points. Route 11 experienced some changes last summer and this included an adjustment in travel time and discontinuing the 11/15-school tripper due to lack of ridership.

Historically, productivity on this route has been high. For FY 06/07, it carried the second to the highest productivity of the local routes with 15 passengers per revenue hour.

Route 12

Route 12 operates on weekdays from 5:30 AM to 7:52 PM on 30-minute headways from the Hercules Transit Center to the residential areas in east Hercules north of Refugio Valley Road near Woodfield Park. The route leaves the Hercules Transit Center, following Refugio Valley and Sycamore until it starts a counterclockwise loop along Redwood, Violet, and Lupine. Due to the opening of the Hercules Middle/High School, this route provides tripper service to the school in combination with Route 13.

Route 12 productivity has remained fairly level in the last two fiscal years at 11 passengers per revenue-hour.

Route 13

Route 13 serves east Hercules, following an alignment along Refugio Valley Road, Mandalay, Bonaire, Carson, Grissom, and Coronado. The route operates weekdays only on 30-minute headways during peak hours and every hour during the off peak. Service starts at 6:00 AM and continues to 7:52 PM. Along the route, there are stops at the swim center and Refugio Valley Park. Afternoon trippers provide service to the Hercules Middle/High School along a route combined between Routes 12 and 13.

Route 13 productivity is the highest among local fixed routes. For FY 06/07 the route had a productivity of 16 passengers per revenue hour, up 14% on the previous year.

Route 14

Route 14 operates from the Hercules Transit Center to the residential areas in eastern Hercules south of Refugio Valley Road. The route operates in a counterclockwise loop bounded roughly by Pheasant Drive, Sparrow Drive, Falcon Way, and Refugio Valley Road. Route 14 operates on weekdays only from 5:30 AM to 7:52 PM every 30 minutes. Route 14 provides an afternoon tripper service to Hercules Middle/High School in combination with Route 10 during the school year.

Productivity on Route 14 was 11 passengers per revenue-hour for FY 006/07, which is the same as the average for the fixed route system.

Route 15

Route 15 operates on weekdays from 5:30 AM to 9:25 PM every 30 minutes. Route 15 originates at the Hercules Transit Center and serves the North Shore Business Park and the Viewpointe neighborhood in the town of Rodeo, following a clockwise loop along Viewpointe Boulevard and Coral Drive. In addition to the North Shore Business Park, important trip generators along the route include the park and ride lot at Willow and county social services.

Route 15's productivity has remained fairly steady over the past few years. This level of productivity (11 passengers per revenue hour) remains close to the average for the fixed route system.

Route 16

Route 16 provides service between the Richmond Parkway Transit Center (RPTC) and the Pinole Valley area. The route operates along Fitzgerald Drive, Ridgecrest Road, San Pablo Avenue, Pinole Valley Road, Simas Avenue, and Wright Avenue. Route 16 is the longest local route in the WCCTA system, taking approximately 45 minutes to complete a run. This route also has the longest service span of all local WCCTA routes, operating on weekdays from 5:00 AM to 8:59 PM on 30-minute headways. The route serves several major destinations, including three shopping centers, two medical complexes, the Pinole City Hall, Pinole Middle School, and Pinole Valley High School.

Route 16 productivity remained flat at 11 passengers per revenue hour from FY 05/06 to FY 06/07. The Route 16 also carries more total passengers than any other local fixed route.

Route 17

Route 17 serves the RPTC and the Bay View area of Pinole. Originally, this route started and ended at the Pinole Vista Crossings Shopping Center, but after the modifications taken place in August 2000, the route origin and terminus was changed to the RPTC. The route follows Fitzgerald Drive, Appian Way, Marlesta, and Sunnyview to the Bay View area and then makes a clockwise loop via San Pablo Avenue, Del Monte Drive, Cypress Avenue, and Pinole Shores Drive. Along its route, the line serves Pinole Vista Crossings Shopping Center, the shopping centers along Interstate 80 between Richmond Parkway and Appian Way, as well as the Pinole Medical Center, Doctors Hospital, and Pinole Middle School. Route 17 operates on weekdays from 6:30 AM to 7:18 PM on 60-minute headways. This route is interlined with the Route 18 at the RPTC.

Productivity on this route for FY 06/07 averaged 6 passengers per revenue-hour, the lowest for the fixed routes, dropping from an average of 11 in FY 05/06. Low productivity on this route is mainly due to the fact that it is an hourly service to that part of the community. Productivity increases during school bell times.

Route 18

Route 18 interlines with Route 17 and operates from the RPTC to the Tara Hills area of Pinole. The route alignment follows Blume, Hilltop Mall, Hilltop Drive, and San Pablo and completes a clockwise loop along Tara Hills, Flannery, Shawn, and Shamrock. Major trip generators along the route include the Hilltop Mall, Hilltop Plaza, and the Tara Hills Shopping Center. The service spans 6:05 AM to 7:48 PM on weekdays with 60-minute headways. Productivity on this route has dropped slightly over the previous fiscal year levels, to 9 passengers per revenue-hour.

Route 19

Route 19 was introduced in February 1999, linking several key destinations along the I-80 corridor. The route operates between Hilltop Mall and the Hercules Transit Center via Fitzgerald Drive, I-80, and San Pablo Avenue. Route 19 serves Pinole Vista Crossings Shopping Center, Pinole Vista Shopping Center, Pinole City Hall, and the Pinole Senior Center. The route operates on weekdays from 6:23 AM to 7:43 PM and on Saturdays from 8:42 AM to 7:43 PM. On weekdays Route 19 operates on 30-minute headways and interlines with Route 11 throughout the day and with Route 30Z during the non-peak. On Saturdays, service is provided on 40-minute headways interlining with Route 11.

Productivity on Route 19 is slightly below the fixed route system average with 10 passengers per revenue-hour in FY 06/07, a slight increase from 9 in FY 5/06 (an 11% increase).

3.6 Fixed Route Fares and Fare Activity

Table 3-4 presents WCCTA's current fare structure. The fare structure has been in place since July 1, 2003 when a fare increase was necessary to close a budget gap caused by reduced state funding. As previously stated the analysis being carried out in regards the introduction of a monthly pass will see a restructuring of pricing.

Table 3-4 Fixed Route Fare Structure

Fare Category	Cost		
	Local/Express	30Z	Transbay
General Public	\$1.50	\$2.00	\$4.00
Senior or Disabled	\$0.75	\$1.00	\$2.00
Children (under 6), with fare paying adult	Free	Free	Free
Transfer, WCCTA routes (General Public)	Free	Free	\$2.50
Transfer, WCCTA routes (Senior/Disabled)			\$1.25
Transfer, General Public (other bus system)	\$1.00	\$1.00	N/A
Transfer, Senior or Disabled (other bus system)	\$0.50	\$0.50	N/A
Transfer, General Public (BART)	\$1.00	\$1.00	N/A
Transfer, Senior or Disabled (BART)	\$0.50	\$0.50	N/A
Ten Tickets, General Public	\$10.00	\$15.00	\$40.00
Ten Tickets, Senior or Disabled	\$5.00	\$7.50	\$20.00
Lynx Monthly Pass (General Public)			\$120.00
Lynx Monthly Pass (Senior/Disabled)			\$60.00

General fares apply to passengers from 6 to 64 years of age. Seniors 65 and over qualify for a reduced fare of \$0.75, \$1.00 or \$2.00 depending on type of service. WCCTA does not offer a separate student fare, making it difficult to track student transit activity. According to the last system wide rider survey of 2001, 14% of the riders were of student age (17 or under). In order to mitigate the impact of fare increases on regular riders, the price of ten tickets was not increased along with single cash fares. The current cost of ten tickets for local and express routes is \$10.00 and for the Martinez Link it is \$15.00.

3.6.1 Fixed Route Ridership by Fare Category

Figures 3-6 and 3-7 present the breakdown of fixed route ridership by fare category for FY 05/06 and FY 06/07, respectively. Each of the fare categories has experienced little change in the last two fiscal years. WCCTA is in discussion with other local operators about implementing a single monthly pass that would be accepted on each operator's system; however, the exact terms of this arrangement are still to be worked out. WCCTA is also looking into a monthly pass that is used just on the WestCAT system. Again, details are still to be finalized, but a number of our passengers have requested a monthly pass and WCCTA is looking at how to roll this out.

Figure 3-6 Fixed Route Ridership by Fare Category, FY 05/06

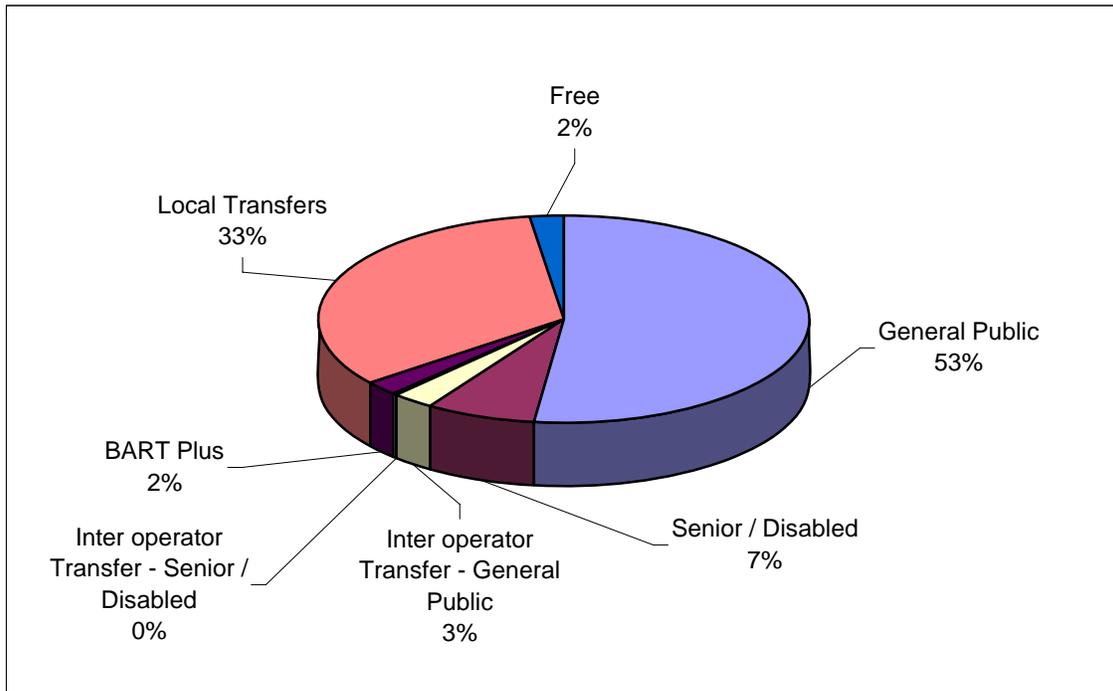
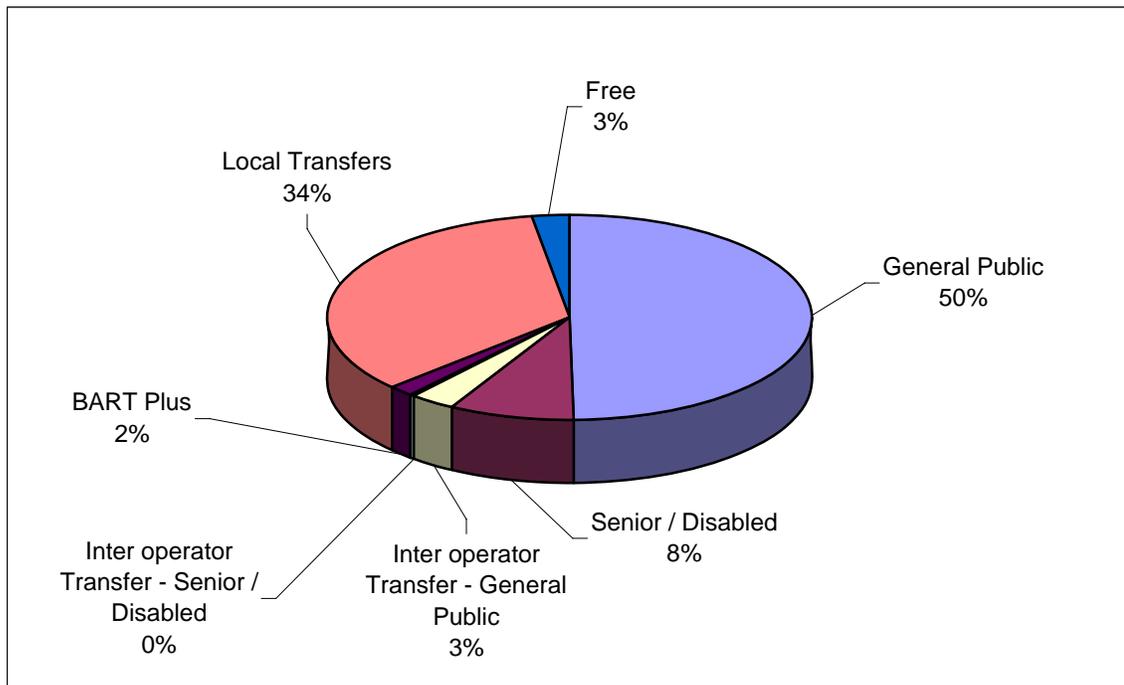


Figure 3-7 Fixed Route Ridership by Fare Category, FY 06/07



3.7 DIAL-A-RIDE (DAR)

WCCTA dial-a-ride (DAR) offers curb-to-curb transit service on weekdays and Saturdays to persons with disabilities and seniors aged 65 and over within the Authority's service area. DAR service is also available to residents of Port Costa, Crockett and Rodeo because the steep topography and street networks in these communities make it difficult to accommodate larger coaches. DAR serves the general public in these communities as far as the Hercules Transit Center where riders can transfer to local routes. On Saturdays, DAR service is available to all passengers within the service area.

By making DAR available to the senior community and the general public, WCCTA provides a higher level of service than most other systems in the Bay Area. Typical DAR systems are only available to individuals with qualifying disabilities under the Americans with Disabilities Act (ADA). DAR service for the general public proved to be both a cost-effective and practical approach to serving the transit needs in areas where providing local fixed route service is not an option, however the proportion of General Public passengers using the DAR system has dropped significantly as the Route 11 service was enhanced in the Crockett and Rodeo areas

WCCTA staff screens ADA applicants using the forms and guidelines developed by MTC. Staff regularly attends regional eligibility meetings to remain abreast of any changes to the certification procedures. Currently, there are 379 individuals who have been registered as ADA-eligible for WCCTA. However, this number may be low because ADA certification is not strictly required for access to the local WestCAT DAR services, and many individuals choose not to go through the certification process.

WCCTA recommends full ADA certification in cases where a disabled individual travels outside the WCCTA service boundaries and where another transit provider requires such a certification. In order to provide transit service to disabled individuals traveling outside the service area, the Authority coordinates regional trips with other paratransit systems in the Bay Area. Disabled individuals may request trips up to 14 days in advance but WCCTA recently moved to require reservations be made 24 hours in advance, which was motivated by the need to improve productivity through improved trip scheduling. WCCTA accommodates same day trip requests, as space is available. Sunday service is available to ADA registrants through the East Bay Paratransit Consortium, but few individuals use this service. Currently, WCCTA has no denials of ADA trip requests and few denials of DAR trip requests.

3.7.1 Dial-A-Ride Productivity and Fare Structure

The WCCTA DAR system productivity falls within the typical range of the other transit operators in the area. DAR productivity during FY 05/06 averaged 2.9 passengers per revenue hour and then dropped slightly to 2.8 in FY 06/07. This switch is in part explained by a policy goal of the Authority to shift general public passengers to the fixed route system, which was supported by the expansion of Route 11 service in the General Public DAR service area.

Overall, DAR productivity has decreased consistently from its levels three years ago. This may be the result of an increase in inter-county trips, which take longer time and decrease vehicle availability to accommodate as many non-ADA trips. WCCTA is taking the necessary steps to increase DAR productivity. One change that has the potential to reduce revenue vehicle miles and hours is the recent enhancement of its Trapeze system, the scheduling software used to generate route assignments for the DAR system. In addition, WCCTA implemented an Automated Vehicle Locator (AVL) system in September 2004. The system tracks vehicles in real-time, which is useful to accommodate last-minute changes. There are still some refinements to make to the Authority's AVL system to improve its functionality. WCCTA staff believes that these two components working in concert will help improve DAR productivity in the near future.

Figure 3-9 illustrates DAR ridership by fare category. About 66% of DAR ridership is the senior and disabled community while 22% is the general public.

Figure 3-8 Dial-a-Ride Productivity FY 04/05 – FY 06/07

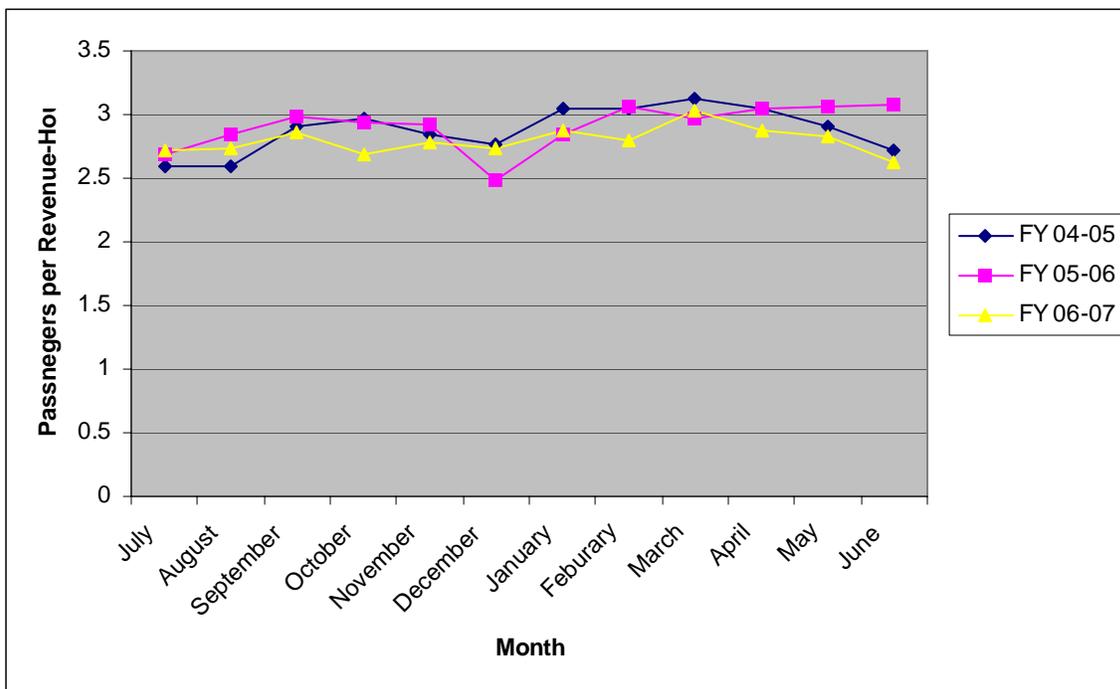
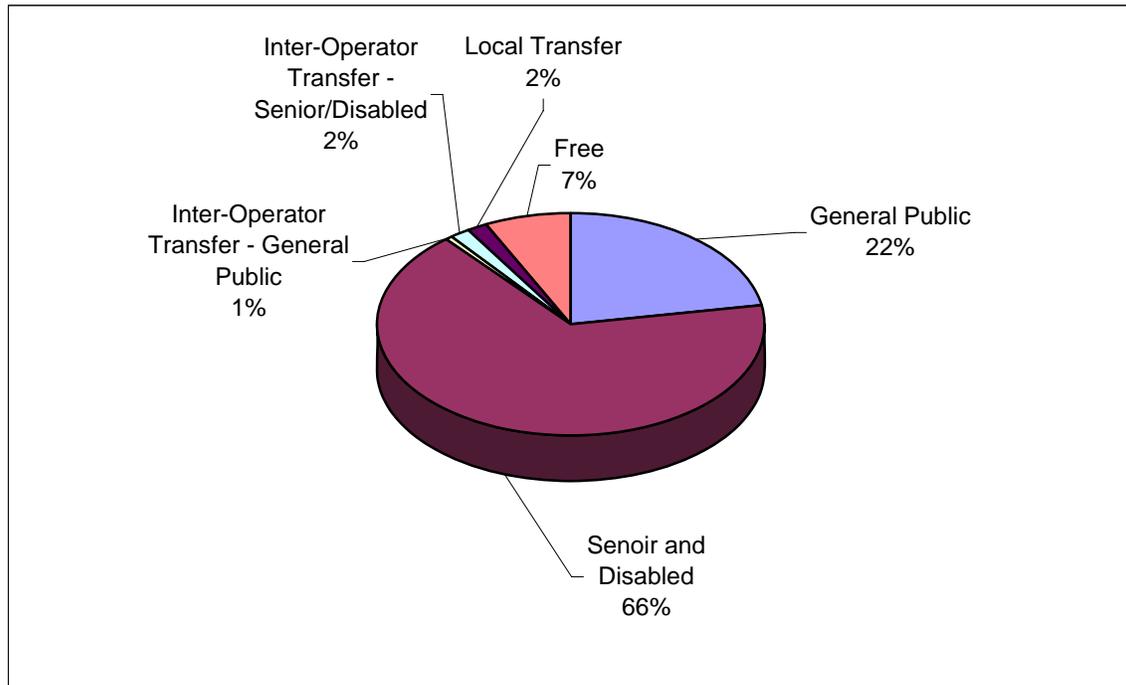


Figure 3-9 DAR Ridership by Fare Category FY 06/07



By law, WCCTA may charge up to twice the general public fixed-route fare for complementary ADA service. The current fare of \$2.00 is well below the allowable \$3.00. After the last fare increase, WCCTA added a ten-ticket option for general public passengers on the DAR. This discounted fare is intended to mitigate the impact of the fare increase on the regular users of the DAR system. As funding gets tight for all services, the Authority may need to consider reducing or eliminating the provision of general public DAR or dramatically increasing the fare. Table 3-5 presents the current fare categories within the WCCTA’s DAR service.

Table 3-5 DAR Fare Structure

Fare Category	Cost
General Public	\$2.00
Senior or Disabled	\$1.25
Transfer, WCCTA routes	Free
Transfer, General Public (other system)	\$1.00
Transfer, Senior or Disabled (other system)	\$0.50
Regional	\$3.00
Ten Tickets, General Public	\$15.00
Ten Tickets, Senior or Disabled	\$10.00
Ten Tickets, Regional	\$25.00

3.8 Bus Maintenance Program

The maintenance department at WCCTA strives to provide clean, reliable and properly maintained vehicles and facilities. This goal is achieved through a comprehensive maintenance program and the teamwork of competent mechanics. Through the program outlined below, WCCTA's maintenance staff ensures that every vehicle is in compliance with applicable regulatory requirements.

The maintenance process includes the following key components:

1. **Daily maintenance procedures include the following:**

- Driver defect card analysis
- Fuel island servicing
- Interior and exterior cleaning

2. **Preventative maintenance**

Preventative maintenance is performed at regularly scheduled intervals to ensure reliable and optimal performance. Preventive maintenance inspections are completed within 500 miles of the scheduled cycle. The following list shows WCCTA's preventive maintenance cycles:

- | | |
|--|----------------------------|
| • Safety inspection | 3,000 miles |
| • Intermediate inspection and LOF ⁴ | 6,000 miles |
| • Air brakes | 40,000 miles or every year |
| • Hydraulic brakes | 15,000 miles or every year |

3. **Ongoing maintenance**

This refers to the established procedure for fixing mechanical problems identified by drivers en route. These are generally minor repairs that do not require removing the vehicle from service.

3.9 Safety Program

WCCTA has the following ongoing safety programs in place:

On-Board Video Surveillance: Video cameras are installed on WCCTA buses to help prevent vandalism and to document any incident taking place inside a vehicle. Most of the WCCTA's rolling stock is equipped with video cameras that provide a record of events occurring while buses are in operation. This feature has been of great help in identifying individuals involved in incidents on vehicles, and in documenting facts to protect the Authority against liability claims.

DriveCam System: is a fleet safety technology that improves driving performance with the use of event-triggered, in-vehicle video technology, coupled with driving performance management software, and driver counseling to reinforce safe driving habits.

Automated Vehicle Locator (AVL): WCCTA implemented an AVL system in FY 04/05 that tracks real-time vehicle location. This project was implemented due to a grant from the Alameda/Contra Costa Counties' Smart Corridors Program. The system has

⁴ "LOF" = Lube, oil, fluid.

been very useful in checking authenticity of claims regarding issues of speed, schedule adherence, and location of buses. Although totally implemented, there are still some refinements to make for the AVL system to operate properly. Particularly, because this system represents the basis on which the second phase of the Agency's intelligent transportation program will be structured. Through the RM2 Program, WCCTA was awarded a grant for the implementation of technology improvements that will deliver real-time stream of data to selected stops along the WCCTA service area and to the MTC data store, the Internet, and the phone via 511.org. The stream of real-time data will be obtained from upgraded AVL systems that will be updated, modified and integrated within this Real Time program; the interconnectability of these systems is crucial for the implementation and success of the real-time system. Real time signs will be located at key stop locations throughout the service area to provide arrival data for services at that location.

3.10 Customer Service

WCCTA has always worked to provide outstanding customer service to its patrons, responding promptly to customer complaints and compliments. In order to maintain communication with its patrons, WCCTA keeps updated schedules online through 511 and its own website, www.westcat.org. 511 is the Bay Area Travel Guide that includes each transit property's service area, route maps, and schedules. It features a trip planner interface, which allows users to plan transit trips throughout the region. In addition, the site allows patrons to write comments about the service or proposed route changes.

WCCTA's marketing coordinator works to develop new forms of public information, outreach and media relations. The coordinator has developed and maintains a web page for the Authority. The website includes information on the members of the Board of Directors, meeting schedules and agendas, ticket ordering, newsletters, system policies and more. The web page can be accessed either through a link from 511.org, or by directly accessing the website (www.westcat.org). Individuals may also send in commendations, comments, or complaints using the customer service form on the website.

The marketing coordinator has also developed a monthly newsletter for communicating important information about WCCTA and has worked with the Authority's Marketing subcommittee on developing strategies to attract new riders. It is hoped that through these efforts, the Authority reaches all segments of the community and increases local participation in the decision-making process.

3.11 Onboard Passenger Survey

WCCTA completed a systemwide survey in 2006, the results of which are now being compiled and analyzed. MTC now requires transit properties to conduct system wide surveys every four years as part the Short Range Transit Planning process.

In 2001, when WCCTA last conducted a comprehensive survey of its riders, the majority (58%) of those surveyed were making work trips. Approximately one quarter of trips

taken were by transit-dependent passengers. Other service aspects evaluated in the survey were related to WCCTA's quality of service including characteristics such as onboard customer service (such as driver courtesy), bus frequency, trip duration, and comfort. The survey also provided an opportunity for the respondents to comment and voice their opinions on WCCTA's service.

The onboard survey yielded interesting information about WCCTA's ridership characteristics, travel patterns and route utilization. One particularly interesting survey finding was that almost half of the WCCTA passengers paid the full cash fare, despite the many discounted fares available. It was also found that over 45% of the riders have been using the service for more than two years, which demonstrates that WCCTA has a fairly stable and loyal customer base. In terms of customer service, an overwhelming 49 % of the respondents ranked drivers' courtesy as outstanding, followed by 32% who said that they were satisfied with drivers' interaction with the public. Only 6 % of the respondents did say that drivers' courtesy needs improvement. Overall, desired improvements included extended service during weekdays and on the weekends, particularly on Sundays, when there is no local service.

3.12 Inter-Agency Coordination

It has been WCCTA's policy to coordinate with outside agencies and the MTC to better address local and regional transit needs. The success of the inter-agency programs involving WCCTA is proof that cooperative efforts pay off. WCCTA has always been very aggressive in advancing bus transit and paratransit projects whenever there is the opportunity to do so. For example, WCCTA staff actively participated in the successful passage of the Measure J ½ cent transportation measure, and the proposal for a one-dollar increase in tolls on the Bay Area's state-owned bridges. Both programs were approved, resulting in new transportation funding through Measure J and Regional Measure 2 (RM2), respectively.

Several projects have been implemented as a result of these processes. One of them was the initial implementation of the AVL system that was the outcome of the Smart Corridors, a multi-agency endeavor to improve mobility through the deployment of an intelligent transportation system on San Pablo Avenue. This effort involves cities and transit agencies along the corridors, and is under the management of the Alameda County Congestion Management Agency. The second stage of this program will be to install real-time signage capabilities in the WCCTA service area, and the Agency has already been awarded a grant for it through the RM2 Real-Time Program.

RM2 is now funding the operations of Route JPX and 30Z, and the new WestCAT Lynx Transbay service. The Lynx, for example, is a direct result of two studies that supported the implementation of express bus service along I-80, the Contra Costa Express Bus Study (CCTA, DKS and Associates, December 2001) and the Regional Express Bus Study (Caltrans, December, 2004).

WCCTA has also make an effort to be partner in the planning processes of the jurisdictions and unincorporated neighborhoods in its service area and as such, staff has participated in several meetings that pertain the future urban development of the area and will shape upcoming transit and transportation demand. The City of Hercules has a number of large projects that will affect, shape and enhance the role of WCCTA within the city. Staff from both agencies meet regularly to work together to identify and implement services consistent with the needs and desires of the community.

The Authority believes that a coordinated approach to planning issues is the best way to deliver public services to a community and therefore, is continually working closely with the Western Contra Costa Transportation Advisory Committee (WCCTAC), MTC, the cities of Hercules and Pinole and other Bay Area cities and agencies.

CHAPTER FOUR

OPERATIONS PLAN

This chapter presents the service recommendations stemming from the analysis of system and route-level data. While the state economy is slowly recovering, the rising costs of operations and capital replacement, plus the underlying effect of the 2000 Census formula redistribution continues to affect WCCTA's financial position. Nevertheless, WCCTA has been able to maintain its base program of service without imposing drastic changes or implementing regular fare increases. Considerable amount of development is occurring within the service area, and this imposes a transit demand that the Authority will be hard pressed to meet given its current sources of funding.

WCCTA's prior SRTP recommended a series of changes to take place in the short, mid, and long-term. While the Authority made some changes and followed up on some of the recommendations, the financial landscape has continued to change, as the State has taken transit revenues to backfill general fund shortfalls. At the same time, voter approval of State Proposition 1B and reauthorization of the countywide ½ cent sales tax measure for transportation purposes (Measure J) have created additional capital and operating funding opportunities. What continues to be an issue is the availability of a stable source of revenue to support ongoing service expansion needs of the Authority.

4.1 Future Revenues

The voter-approved Measure J, which continues the ¼-cent sales tax in Contra Costa County for another 25 years, will start generating revenue in 2009, although the Contra Costa Transportation Authority (CCTA) will consider issuing bonds to provide up-front funding for capital-intensive projects. Measure J includes additional funding for transit and paratransit services in West County, as well as additional Express Bus programs. Contrary to its predecessor Measure C, Measure J has a stronger emphasis on programs than projects, which represents an advantage for transit operators since more operating programs could qualify to obtain funds through this source. CCTA is now beginning the process of prioritizing ongoing services to be funded through the Measure J program

MTC in its Transportation 2030 planning document makes the case for the need to increase revenues for transportation projects in order to meet future needs. There are several proposals suggested in the document such as a 10-cent per gallon Regional Gas Tax Fee for the Bay Area, and the implementation of High Occupancy Toll (HOT) lanes.

RM2 funds, which are derived from the extra dollar on the state-owned bridges, are currently funding several transportation projects in the region. For WCCTA these funds are currently being used to fund operations on Routes 30Z and JPX and the Lynx Transbay service, and for the capital equipment needed for the implementation of a system of real-time signage and technology improvements.

Finally, the Infrastructure Bond was voted into effect in November 2006, included in which are new revenues for transportation capital projects, and transit operations.

WCCTA is following proceedings closely as the trailer bills are put into effect that will determine exactly how and when this money will flow in the coming years.

The Authority has analyzed service priorities within the context of the revenue sources likely to be available to WCCTA throughout the planning period covered by this Short Range Transit Plan, and has developed a series of recommendations for its upcoming cycles of capital and operating programs. The following recommendations are presented as short, mid, long-term recommendations and a ‘wish list’ of potential projects that WCCTA would like to put into place should additional large sums of money become available to implement the projects. This list is added as a separate section as it contains projects that would take a large source of investment to make things happen and are not therefore being recommended as projects that should be analyzed to move forward immediately.

4.2 Short-term Recommendations

Short-term recommendations are those that can be reasonably implemented within the next two years (by FY 09/10). The short-term recommendations focus on the need to maintain a balanced budget while providing adequate transit service to satisfy the growing transportation needs and the emphasis on Transit Oriented Developments in the local community.

4.2.1 LYNX - Transbay

WCCTA Transbay service started on September 19, 2005, and has been well received by the community. Lynx ridership has already exceeded the levels projected for 2010, which is extremely encouraging. The Lynx has already demonstrated its strong capacity to attract new riders, as ridership and ticket sales have shown a steady increase since service inception. WCCTA operates approximately 5,700 hours of Transbay service a year during the commute direction between Hercules and the San Francisco Transbay Terminal. Eleven trips are operated during the morning period, between approximately 5:15 am to 8:20 am at its starting point on Willow Avenue and 13 trips in the afternoon from 3:30 pm to 7:42pm from the San Francisco Terminal. For planning purposes, it was assumed that WCCTA would be able to recover 30% of the operating cost from fares, but this is proving to be a conservative figure since there is a strong demand for direct service to the San Francisco Central Business District (CBD) from the WCCTA service area. There has also been a demand for the reverse commute where riders boarding in San Francisco are commuting to the Hercules area for work. This is a somewhat unexpected bonus, as it was not anticipated that the reverse commute would generate as many riders as it has been able to achieve.

WCCTA needs five additional buses to maintain and expand the Lynx Transbay service. Ideally, these buses would be “over-the-road” coaches that can offer desirable features to attract the commuter market. The Authority has been pursuing various different funding sources in this endeavor, it is vital for the continuation of this service that vehicles are found in the near term – It is anticipated that the funding can be found from one of the new revenue sources (Infrastructure Bond or Measure J). In the meantime, WCCTA was able to negotiate an agreement with the Livermore-Amador Valley Transit Authority

(LAVTA) for the lease of four buses to put the service in place at the beginning of FY 05/06.

4.2.2 Hercules Waterfront

Dramatic changes at the emerging Waterfront District in Hercules, where a large Transit Oriented Development project is planned, will create new demands for feeder bus service to the planned Capitol Corridor and Ferry Terminal.

The Waterfront Development in Hercules is a major development in the service area that will affect the provision of bus transit services. As previously discussed, the City of Hercules is working towards developing a transit hub within the Waterfront District. Contained within this development will be a Ferry Facility, a Capitol Corridor station and local and express bus service. Final plans are still in development for this facility but WCCTA staff, along with staff from the Water Transit Authority, Capitol Corridor, and the City of Hercules is currently working on assessing future transit demand and ridership forecast for this development. WCCTA is working closely with the City of Hercules and the other partners to ensure that WCCTA can provide the level of service that this facility will justify.

WCCTA anticipates that at least one current express route will be modified to serve the area; however, funding for both capital and operations has not been identified. For a route that will feed the Waterfront ferry terminal and Capitol Corridor station at 15-minute frequencies during the peak and at 30 minutes during the non-peak, it is estimated that operating costs will be approximately \$400,000 a year for a weekday route, and \$500,000 for a route that operates weekdays and Saturdays in 2007 dollars. This is assuming a span of service between 5:30 am and 8:00 pm. The Authority will need to acquire at least two buses to operate under this scenario. Of course, this is a rough estimate, as several factors should be taken into consideration when planning a route, such as potential demand for transit service, which is currently being estimated by the WTA and Capitol Corridors Joint Powers Authority. Another factor will be the level of service provided by the other transit agencies as this will help determine both peak and off peak levels of demand. This discussion is intended as a placeholder from which to develop more defined service plans once the other components are in place. Possible funding for this project may be a combination Measure J and Proposition 1B for capital needs, and Measure J for the operating cost of the program.

The complexity of the different variables involved in the design of the new TOD, its connectivity to the Waterfront District and the deficient level of service at the intersection of Sycamore and San Pablo Avenues warrant the development of a comprehensive transportation plan for the City of Hercules. Such a plan is being undertaken by the City of Hercules and its consultants and the results of which will be fully analyzed by WCCTA staff when evaluating and assessing current and future service levels. It is vital to the operations of the WestCAT system that future development and changes in land use are also included alongside future traffic conditions. Without such analysis, any changes in land use have the potential of exacerbating traffic conditions, resulting in operational and financial implications for transit.

4.2.3 C3 – Contra Costa College

As mentioned earlier, Route C3 was designed as an hourly service between the Hercules Transit Center and the Contra Costa College. It was initially funded by the Low Income Flexible Transportation Fund (LIFT), a fund whose purpose is to help low income families get the adequate training to be able to find and maintain jobs to make them less dependent on public services. As a result, every other trip of Route 11 has timed connections with the service. Although the community has welcomed the new service with great enthusiasm, many users have requested an increase in frequency. The route was initially designed to only operate throughout the school term; however, feedback indicated that the route would also serve a purpose during the summer months. Therefore, operation was extended to service the College throughout the year, as the C3 is the only WestCAT route connecting to the AC Transit 72 Rapid in the WestCAT service area. The AC Transit 72 Rapid Route serves the southern portion of Contra Costa County and the heart of Oakland, two of the most attractive areas for entry-level work opportunities and training. While Lifeline funds represent an excellent opportunity to fund service expansion for this route, it cannot be used as an on-going source of funding. Measure J is the best available funding option for the C3 service and operating enhancements beyond its initial grant period. The estimated annual operating cost for this route at an enhanced level is approximately \$ 350,000 in 2007 dollars. Service enhancements include bus frequency increase from every 60 minutes to every 30 minutes. This level of service will also require the purchase of an additional vehicle.

4.2.4 Hercules Transit Center Relocation

The City of Hercules is planning on relocating Hercules Transit Center, the hub that WestCAT operates a number of routes out of, from its current location to a site approximately ¼ mile away along Sycamore Avenue. The current site is owned operated by BART and they are negotiating a land swap with the City, which will see a larger Transit Center built and developed at the new location. WCCTA is currently working with the City of Hercules to analyze the effect on WestCAT's service. A crucial part of this analysis is that a number of WestCAT routes operate on tight headways and so staff is working to adjust travel times, routing and schedules to accommodate the move efficiently and effectively without adversely affecting current service provisions.

Preliminary plans for the long-term redevelopment of the new site location call for a system of on/off ramps along Highway 4 and Interstate I-80. However, these plans indicate that the transit center will be relocated a number of years before the system of new ramps is built.

4.2.5 Facility Expansion

WCCTA's current bus storage facility would not be able to accommodate the service expansions outlined above; it would therefore be necessary to expand the current location to accommodate more storage capacity. The current facility has a limited ability to accommodate new vehicles, and to provide employee parking. Utilizing the available data in terms of anticipated demand and expansion of the WCCTA service, it would be anticipated that WCCTA would outgrow its current facility at some point in the short-mid term. Therefore, a new facility or an expansion to the current facility will be vital to

continue efficient operating of the system. While the near or mid term demand would be for an expansion of the current location, the longer term would see the need for a larger facility to be constructed to accommodate the additional requirements of capacity and maintenance. A need to upgrade the security of the facility has been identified and the work will be fully identified and carried out in the near term.

4.2.6 Introduction of a Monthly Pass

Staff is working towards the introduction of a monthly pass for the local and express bus riders. Early cost analysis show that the pricing structure could be set up to be revenue neutral. Final price analysis of regular fares, discounted tickets and a monthly pass will be done to determine cost. It should be noted that the goal of the introduction of a monthly pass would be to increase overall ridership on the system and give riders the convenience of a pass, and not as a means to dramatically increase revenue in the short term. However, the importance of keeping this change in pricing structure revenue neutral will be forefront in the analysis. WCCTA is also working with other local agencies to implement a joint transit pass that will allow direct transfer between agencies. The pricing structure and dynamics of this project are still in the early stages of negotiations and staff will continue to work with other agencies.

4.3 Mid-term Recommendations

Mid-term recommendations are those that can be reasonably implemented within the next three to five years (by FY 12/13). Due to the high degree of uncertainty associated with various revenue sources, mid-term recommendations must be revisited prior to enacting them to confirm their continued relevance.

4.3.1 Expansion Policy

New development and proposed transportation investments within the WCCTA's service area have the potential to dramatically change how local transit service is provided. In terms of residential development, WCCTA pays particular attention to those developments with medium to high densities, which are the most likely to generate demand for transit service. While keeping track of the development process, WCCTA and its Board should do everything within their power to work with interested parties to ensure that the conceptual plans and design can safely accommodate transit vehicles. Since funding for expansion has been always difficult to obtain, it is crucial that the Authority work with the relevant parties from the cities and county to identify additional funding to support transit service to these developments.

As mentioned earlier, there is considerable development occurring in the City of Hercules, some of which will be served by existing WCCTA service and some of which will not have any service. Regarding the latter, Hercules is currently involved in an extensive development plan for the Waterfront District, while a large portion of these plans have been covered previously within this plan, the development of a retail/commercial center along Sycamore Avenue has yet to be addressed. The City of Hercules sees this project as a major retail development; it is therefore vital that the area is served by transit. One potential routing option would be to provide a link from this

retail area to the North Shore Business Park. A connector service linking these two locations with the Transit Center could potentially generate a healthy ridership.

Potential funding sources might include new (or increased) development fees or contributions from the local government where the development is taking place. WCCTAC is currently in the process of updating its Sub regional Transportation Mitigation Fee Program (STMP) in West County, which was originally established in 1997. This is the first update since its inception, and although WCCTAC could legally establish higher fees at that time, they were considerably lower than those in the rest of Contra Costa County because the general consensus of the WCCTAC Board was that it was appropriate to reduce the financial burden on commercial and residential developments. This fee however, only applies to capital projects as stipulated in the original program of 1997. Staff believes that it is important to maintain a dialogue with public entities – reaffirming the financial impact of new development on the cost of providing transit service. Transit service, becomes an integral part of the mobility and accessibility needs of persons who travel to or from new development when it is built.

4.3.2 Lynx/Ferry Proposal

WCCTA is now working on coordinating an operating plan with the Water Transit Authority (WETA), whereby the Lynx would be a joint project of two agencies and would stand-in for the Hercules-San Francisco ferry until WTA is able to construct the ferry terminal (estimated to be finalized in 2012) and to begin ferry service from the Hercules Waterfront District. Thereafter, as a strategy for providing the most cost-effective service delivery for the San Francisco-Hercules corridor, the Lynx would provide 5 mid-day and perhaps, two late night service and weekend service for the WETA trips. Weekday service for the additional midday trips would cost approximately \$200,000/year in 2007 dollars. If weekend service is also provided, it would add \$100,000 a year for a total of \$300,000 operating cost a year.

4.4 Long-Term Recommendations

Long-range recommendations are those anticipated to be implemented at least six years into the future (FY 2014 and beyond). As mentioned earlier, changes in projected revenues and transportation plans will influence the appropriateness of these recommendations.

4.4.1 Implement A Modest Fare Increase

It is important for a transit agency to maintain a balance between ridership and fares collected. Given the nature of suburban transit operations, WCCTA's farebox is considered high. However, increases in fuel and operating costs, warrant the implementation of a fare increase to allow farebox revenue to track inflation and any other escalations in operating costs. Any fare increase should apply to all cash and discounted fares and include a review of transfer policies and rates. Table 4-3 presents a schedule for the next fare increase.

It would also be beneficial for the Authority to work on a fare structure schedule in order to keep pace with increasing cost and decreased revenues. WCCTA operates premium

commute services that are mostly used by white-collar workers. These services warrant a different category of fare instruments, such as a monthly or a bi-monthly passes or a premium fare. For example, if the cash fare for the express service category is increased by 33% to \$2.00 and the fixed route is increased by 17% to \$1.75, with discount tickets at \$1.75 and \$1.50, respectively, and the Senior/Disabled category increases to half of the new fare structure, the Authority would add approximately \$100,000 in additional fare revenue, based on current ridership and fare distribution. If the Lynx fare were to increase an average of 25%, the Authority would add approximately \$40,000 annually in fare revenue. The schedule should be such that introduces the most dramatic fare increase mentioned above first, with more modest adjustments roughly every three years. Adopting such a policy will protect riders from experiencing unpredictable and significant fare increases.

The Authority issues monthly passes for the new Lynx Transbay service. Having monthly passes for the new commuter service adds convenience to users. It is worth noting that WCCTA introduced a day pass in September 2004, and it was well received by the customers. A new monthly pass for the fixed route is under analysis, and if put into use, this analysis of a future price increase would need to be revised.

Table 4-3 Schedules of Fare Increases

Fare Category	Local	Express	Lynx
General Public	\$1.75	\$2.00	\$5.00
Senior or Disabled	\$0.85	\$1.00	\$3.00
Children (under 6), with fare paying adult	Free	Free	Free
Transfer, WCCTA routes	Free	Free	\$3.00
Transfer, General Public (other bus system)	\$1.00	\$1.00	
Transfer, Senior or Disabled (other bus system)	\$0.75	\$0.75	\$1.5
Ten Tickets, General Public	\$15.00	\$17.5	\$50.00
Ten Tickets, Senior or Disabled	\$7.50	\$8.5	\$30.00
Lynx Monthly Pass General Public			\$160.00
Lynx Monthly Pass Senior/Disabled			\$ 80.00

4.5 WestCAT's Financially Unconstrained Vision for the Future

This section contains ideas and potential projects that WCCTA view as potential long term goals, however due to funding constraints they are separated out from the long term recommendations, outlined above, as they are not seen as immediate priorities in terms of where new funding will be spent if it becomes available. The following projects can be categorized as part of the WCCTA 'Vision'. They form part of the overall vision of the agency in striving to provide an efficient and effective alternative to the automobile. It

just be noted that unless substantial new funding sources are identified and fully utilized these projects will remain as long term goals of the agency

4.5.1 Increased Evening Service throughout the Service area

In looking at ways in which WCCTA can work to close the transportation gap for low income communities it was noted that local service did not operate into the late evening hours. This change would allow passengers who use the Express network to change onto the local routes at the Hercules Transit Center later into the evening. In order to expand service on local routes until around 10 pm (with a one-hour headway) additional operating costs of around \$350,000, in 2007 dollars, would be required.

4.5.2 Service Expansion of the Express routes

In order to enhance the service between the local communities and the BART network, additional loops could be added to the express service in addition to the link between the Hercules Transit Center and El Cerrito Del Norte BART. By looping through the neighborhoods before/after the 'Express' portion of the service, more riders could be offered a one-seat ride to and from El Cerrito del Norte BART. Early work on this proposal shows that it would require a substantial number of additional vehicles and a large injection of operating funds to be viable. Other potential projects are to better link the Eastern Hercules communities to the regional Express bus network; currently the service is accessible but only by utilizing local services as a feeder bus. The downside of this current service constraint is that local routes operate infrequently headways and do not always provide a timed transfer to the larger Regional system. The City of Pinole's connectivity to the larger regional transit network could also be enhanced by providing increased links along San Pablo Avenue to link the residents of Pinole to the WestCAT express routes that connect to this regional network.

4.5.3 Increased Service Expansion throughout the WCCTA network

The local cities and its residents have begun to buy into the idea of alternative forms of transportation and TOD's, it could therefore be argued that they deserve an increased level of transit service within the community to reflect this commitment. If the residents have been sold on the notion of transportation and the idea that cars are not the only form of getting out and about, it is important that alternative modes are provided to justify this decision. People are being asked to move to a transit dependent area and the reality is that transit should be able to provide them access to fulfill this vision. For transit to be able to provide a realistic alternative to the automobile it must be reliable, frequent and offer regional connectivity.

Current headways throughout the WCCTA service area are directly related to the BART schedule. Increasing frequencies is therefore tied to how the BART network develops and changes throughout the lifetime of this plan, however if the funding were available WCCTA would look to increase frequencies on a number of routes to create a more dynamic transit network. Operational costs and capital needs would be large should this project develop past the vision stage.

There are no real connections exist to El Sobrante or to Orinda from the WestCAT service area. Linking up to the AC Transit services that operate in these areas would be an improvement to WestCAT's connectivity throughout the region and would open up our service to a greater number of potential riders. Increasing the appeal of riding the buses by increasing service frequency and the number of places served is a way to generate an increased ridership base and begin to gain ridership.

4.5.4 Increased Weekend Service

Numerous requests have been received from the community to increase local bus service during the weekends. However, the lack of operating funds has prevented the Agency from implementing such service. Two routes that are the best candidates to operate on Sunday are Routes 11 and 19, given their alignment and productivity parameters. Route 11 serves Crockett and downtown Rodeo, which are located in the furthest northeastern portions of the WCCTA service area. Because of this remote location, it is very difficult for residents of these communities to go anywhere if they do not have a personal car available. These two routes currently operate on Saturday and have a very good ridership base. The annual cost of operating this service on Sundays is \$100,000 in 2007 dollars. In terms of increasing the usability and appeal of transit offering a weekend, service to parallel the weekday service would be beneficial. The operational and capital implications aside, this approach allows access to the service to more potential passengers and therefore increases the appeal of the service.

More routes and a variety of destination points all play a part in determining how effective a bus service is. In terms of creating a viable alternative form of transportation to the automobile, buses are able to provide this choice when they are operated efficiently and effectively.

4.5.5 Service to Solano County

Connecting the WestCAT service to Vallejo could be a future project. Having an accessible stop in Crockett close to the freeway would enable a direct link to exist to Solano County. Currently anyone wishing to access the WestCAT system from Solano County currently must travel and transfer at Del Norte BART. Having a stop near the freeway would allow the Crockett route (11) to link up to a vehicle traveling to and from Solano County.

4.5.6 Facility Expansion

WCCTA's current bus storage facility would not be able to accommodate the service expansions outlined above; it would therefore be necessary to construct a new larger facility to provide adequate storage capacity. The current facility has a limited ability to accommodate new vehicles, and to provide employee parking. Utilizing the available data in terms of anticipated demand and expansion of the WCCTA service, it would be anticipated that WCCTA would outgrow its current facility at some point in the short-mid term. Therefore, a new facility or an expansion to the current facility will be vital to continue efficient operating of the system. While the near or mid term demand would be for an expansion of the current location, the longer term would see the need for a larger

facility to be constructed to accommodate the additional requirements of capacity and maintenance.

4.6 Conclusions

There are numerous unfunded transportation needs in the WCCTA service area. New capital and operating revenues are needed to accomplish them. RM2 is currently providing funds to operate the Lynx and the JPX/30Z routes. However, RM2 funds are limited with a low escalation factor that does not fully cover operating costs, therefore additional sources of funding are vital to maintain the service levels that are currently out there. The low escalation factor does not mirror inflation and makes it difficult for the Authority to match the gap with available reserves. Measure J on the other hand, includes additional funding for bus transit and express bus service for West County. Currently, CCTA is starting the project prioritization process for Measure J. The passing of the Infrastructure bond is also a relatively large pot of funds that WCCTA can tap into For WCCTA; the projects described in the first section of this chapter represent good candidates to be funded with either Measure J, or the Infrastructure Bond, which are summarized in Table 4-4. The later section of the chapter, the 'Vision' contains project that would need additional sources of funds to be made available in order to fully implement. The table presents gross cost; fares or matching funds have not been taken into consideration. Therefore, the actual subsidy required might be less than the operating and capital cost presented here.

Table 4-4 Short, Medium and Long Term Projects with Potential Capital and Operating Funding

Project Name	Annual Operating Cost (2007 Dollars)	Capital Cost (2007 Dollars)	Potential Source of Operating Funds	Potential Source of Capital funds
Lynx ¹	\$568,800	\$3M- \$6M	RM2 and Measure J	Measure J / Proposition Bond 1B
Hercules Waterfront Intermodal Station ²	\$500,000	\$800,000 - \$1.6M	WTA / RM2 / Measure J / Prop 1B	Measure J / Prop 1B / STMP
C3 expansion ³	\$350,000	\$400,000 - \$800,000	Measure J	Measure J
Lynx / WTA ⁴	\$300,000		WTA and RM2 funds	
New Bus Storage Facility ⁵		\$5M		Prop 1B

1. The lower Capital end includes purchase of 5 Over-the Road coaches at \$600,000 each. The high end includes a replacement cycle after 16 years of service.
2. The lower Capital end includes purchase of 2 additional motor coaches at \$400,000 each. The high end includes a replacement cycle after 12 years.
3. Includes the purchase of one 35-coach. The high end of the capital cost includes one replacement cycle. The operating cost includes the enhanced version at 30-minute headways.
4. This route is the WTA route that will provide service during midday and weekends to complement ferry service between Hercules and the Embarcadero in San Francisco.
5. If WCCTA purchases additional vehicles, this facility expansion will become a necessity.

CHAPTER FIVE

CAPITAL AND OPERATING FINANCIAL PLANS

This chapter presents the financial plans supporting both WCCTA's capital and operating budgets, and implementing the short-term service recommendations developed in Chapter 4. Each plan covers WCCTA's fixed route and complementary paratransit service for the ten-year period between FY 2008 and FY 2017.

5.1 Capital Improvement Plan

This section presents WCCTA's ten-year capital improvement plan, covering fixed route and paratransit services. Included in this section are vehicle needs, capital improvement projects, cost estimates and funding strategies. The complete capital plan is shown at the end of this section as Table 5-2.

5.1.1 Vehicle Needs

WCCTA currently maintains a fleet of 14 paratransit vehicles (12 standard conversion vans, 2 cars), 43 wheelchair-accessible, 35'- 40' buses, and 6 administration/supervisor vehicles. WCCTA operates four additional vehicles from LAVTA in its Lynx service; which are assumed for the purposes of this capital plan to reach replacement age in 2014. Later in this chapter, the expanded version of the financial plan will include vehicles in anticipation of WCCTA securing the necessary funding to procure four Over-the-Road coaches for this service.

Federal Transit Administration (FTA) guidelines list the lifespan of full-size coaches at 12 years. Over the life of this SRTP, 77 vehicles will be acquired – 32 paratransit vehicles, 37 full-size coaches, and 8 administrative vehicles. Table 5-1 summarizes the vehicle replacement schedule for the next ten years. Major vehicle replacements will take place in FY 2008, FY 2012 and FY 2013 and 20014 when ten, eleven, ten and nine new vehicles will be purchased, respectively.

Table 5-1 Vehicle Replacement Schedule

Vehicle Type	Fiscal Year										Total
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	
Standard Conversion Van	10			2		10				10	32
Heavy Duty Coach, 35'		6							2		8
Heavy Duty Coach, 40'					11		12		6		29
Administration Vehicles		1	2	1			1	2	1	10	8
Total	10	7	2	3	11	10	13	2	9		77

Using bus prices established by the MTC Regional Financial Committee, the cost to replace these vehicles is projected to be close to \$21 million – 83% for fixed-route vehicles, 15% for paratransit vehicles, and 2% for administrative vehicles. This increase reflects MTC’s estimate of the added cost for coaches to meet increasingly stringent air quality standards adopted by the California Air Resources Board (CARB). MTC is in the process of updating the Bus Price Guideline; however, those new numbers are not yet finalized.

WCCTA should begin applying for funds to cover vehicle replacement costs at least one fiscal year before their anticipated replacement date, so that adequate funds will be available as needed.

5.1.2 Upgrade to Automatic Validating Farebox Equipment.

WCCTA has used manual fareboxes on all its fixed route and dial-a-ride services. Manual fareboxes offer the advantages of simplicity and a low purchase price; they lack the features that allow accurate tracking and verification of both fare revenue and passenger counts. This has become an increasing problem as service levels have grown. Manual fareboxes require that each passenger pays the correct fare / presents a valid pass, and drivers are required to tabulate each fare category manually. Many drivers may operate several routes during a daily shift and passenger counts must be manually transcribed at the end of each run. This greatly complicates the effort to reconcile fare revenue to passenger counts, and creates considerable uncertainty about the accuracy of overall ridership data. The money WCCTA receives in fares accounts for over 20% of all

operating revenues, and it is appropriate to take the necessary precautions to safeguard this increasingly important component of the budget.

WCCTA took delivery of 5 vehicles in September 2007 with fully validating fareboxes. The fareboxes include a coin and bill counter/ validator, and a transfer unit that issues and reads electronically time-stamped and encoded transfers (as well as daily and monthly passes). This equipment is compatible with farebox equipment on AC Transit vehicles, which will simplify inter-operator transfers between the two systems. Data can be extracted from the fareboxes daily and made available for the preparation of the monthly reports and for reconciliation of fare revenues. This will improve accuracy of ridership data and strengthen the security surrounding revenues.

In order to purchase equipment to upgrade the remaining vehicles in the fleet WCCTA has identified the need to purchase 36 units costing around \$12,500 each, and a safe unit that allows secured transfer of information and revenue from the fareboxes, costing approximately \$32,000, this would require a capital outlay of around \$525,000.

5.1.3 Facility & Equipment Upgrades

WCCTA has a policy of allocating money annually to help finance the cost of any unexpected or planned upgrades to its facility or equipment. This money could be spent on such items as replacing a building's roof or upgrading a computer. It is assumed in the financial plan that WCCTA will continue this policy by allocating \$30,000 each year for facility and/or equipment upgrades. A need to enhance the security of the facility has also been identified at an estimated cost of \$150,000, the funding for which staff anticipate will be found from the Safety and Security category of Proposition 1B.

As WCCTA adds the expansion vehicles necessary to operate the new services contemplated later in this chapter, the Authority will face the need to acquire land to expand its facility to accommodate the larger fleet. Because of a scarcity of available land near the current facility, and increasing development pressure in the local area, WCCTA projects additional capital needs in the amount of \$3,000,000 for near-term acquisition of additional land for bus storage. This figure is reflected in 2010 as an unfunded capital need.

5.1.4 Lease Payments

WCCTA currently makes annual payments on two bonded debts. One payment is listed in the capital plan as "Municipal Lease" and has constant annual payments of \$37,802 through FY 2009. The second payment, called "Certificate of Participation," pays off WCCTA's share of the cost of vehicles used in feeder service to BART, as well as facility expansion expenses resulting from transfer of the responsibility for this service from BART to WCCTA. Payments vary in accord with an established amortization schedule, with a maximum obligation of \$508,255 in FY 2008, and will continue through FY 2023. These lease payment expenses are fully covered by BART, and associated revenues are presented in the "BART Feeder Bus, Capital Funds." line item in the revenue section of the plan.

5.1.5 Capital Funding Strategies

Every year WCCTA participates in the MTC Regional Transit Capital Priorities process to compete for federal funding of regional capital projects. Through this process, WCCTA receives 5307 funds from the Federal Transit Administration (FTA) to be used almost exclusively for the replacement of rolling stock. The Authority also receives bridge toll funds that are generally used as the local match for federal funding. At the end of FY 04/05, WCCTA was awarded capital RM2 funds to implement a system of Real-Time Signs and Technology Improvements in the service area.

Primary sources of capital funding are as follows:

- Federal sources - FTA Capital Assistance Grant, STP/CMAQ/Other federal sources,
- State sources – TDA Article 4, RM2
- Regional sources – Bridge tolls (BATA), Measure C (CCTA), and BART.

The following capital plan is necessarily built upon a series of assumptions about the future availability of funds. The major assumptions used to generate the plan are as follows:

- **FTA Capital Assistance Grants** are assumed to cover 80% of the replacement cost for paratransit and fixed route buses.
- **STP/CMAQ/Other federal** funds are not expected to be available, and have not been used in the plan to finance capital expenses.
- **TDA Article 4** will be used to pay for capital projects that may not be able to garner enough funding from local and regional sources. Examples are facility and equipment upgrades, bus stop improvements, support vehicles, and part of the fixed-route vehicle replacement costs.
- **Bridge tolls** will be used to pay part of WCCTA's local share of the cost to replace vehicles. Although WCCTA has received bridge toll funding in the past, in the next few years, bridge toll receipts are not expected to fully cover the local match amount for federally funded projects. As a result, the financial plan assumes that WCCTA's TDA reserves will be necessary to augment the available bridge toll revenue to fully fund the capital replacement program.
- **BART** capital funding will be used to pay for WCCTA's payments on its municipal lease and the BART feeder buses. Values are based on the debt repayment schedules that are included as official terms in the certificate of participation
- **RM2** refers to funds generated by a \$1 increase on the toll on Bay Area bridges. The revenues generated by this source are used specifically to fund transportation programs. WCCTA was successful in obtaining a grant to implement real-time technology in its service area. These funds were received as a lump sum in FY 2007 and will pay for the provision of a real-time stream of data to be disseminated at selected stops and through the internet and cell phones via www.511.org and the 511 telephone transit information system. The implementation of this program is expected to begin in 2008.
- **Proposition 1B** funding represents a major new source of capital revenue that resulted from a State voter-approved bond package in November 2006. The net proceeds

to WCCTA from this measure are expected to be approximately \$3 Million over the ten-year allocation period specified by the proposition (which roughly coincides with the years covered by this SRTP). Guidelines for the initial cycle of Proposition 1B funding are currently under development, and WCCTA expects to receive enough capital revenue to purchase one expansion over-the-road coach for the LYNX service in FY08. Additional funding is also anticipated to be available through the Proposition 1B safety and Security category.

5.1.6 Capital Plan

According to anticipated capital expenses and presumed revenue sources, the capital plan on the following page outlines how the \$26.7 million budget will evolve over the 10-year planning horizon. Of the plan, 64% (\$16.8 million) of the funds are being spent on fixed-route vehicle replacement and refurbishing. Another 10% goes to pay its bonded debts, 12% is being spent on the replacement of paratransit vehicles and the remaining money is spent on service vehicles and facility and equipment upgrades.

On the revenue side, 68% of the capital expenses are funded by FTA's capital assistance grants, 12% from BART, and 16% from bridge tolls, with approximately 4% of the expenses funded from TDA and Measure C reserves. If any one of these funding sources is reduced dramatically in the future, the WCCTA board will need to be active in its membership on regional boards and committees to advocate for additional funding. In addition, WCCTA staff should continue participating on regional committees and applying for grant funding to help finance capital purchases.

WCCTA's capital plan is presented in Table 5-2.

Table 5-2 WCCTA Capital Plan, FY 2008 – FY 2017

Capital Costs	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	Totals
Fixed Route Vehicles		2,652,341			5,427,744		4,213,331		4,496,180		16,789,596
Paratransit Vehicles	835,120			185,184		972,161				1,115,572	3,108,037
Other Vehicles		31,790	81,020	69,879			37,757	96,226	82,994		399,666
CARB Filters Mitigation											0
Facility/Equipment Upgrade	30,000	30,000	3,030,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	3,300,000
Certificates of Participation	508,255	500,900	502,900	134,000	135,500	136,750	137,750	138,500	139,750	140,750	2,475,055
Municipal Lease	37,802	37,802									75,604
Validating Farbox Equipment	525,000										
Total Capital Costs	1,936,177	3,252,833	3,613,920	419,063	5,593,244	1,138,911	4,418,838	264,726	4,748,924	1,286,322	26,672,958
Capital Revenues											
Bridge Tolls	82,271	513,558		37,032	1,051,788	178,640	815,888		866,276	204,988	3,750,441
Measure C ^a	84,729										84,729
Federal ADA Set Aside											0
BART Feeder Bus Capital	546,057	538,702	502,900	134,000	135,500	136,750	137,750	138,500	139,750	140,750	2,550,659
FTA Capital Assistance Grant	787,628	2,138,783	0	148,152	4,375,956	793,521	3,397,443		3,629,904	910,584	16,181,971
TDA	435,492	61,790	111,020	99,879	30,000	30,000	67,757	126,226	112,994	30,000	1,105,158
Total Capital Revenues	1,936,177	3,252,833	613,920	419,063	5,593,244	1,138,911	4,418,838	264,726	4,748,924	1,286,322	23,672,957

5.2 Operating Plan

This section presents the operating cost and revenue projections for WCCTA's fixed route and paratransit services for the ten-year period between July 1, 2008 and June 30, 2017. Current (FY 2007/08) year budget figures are the basis for future projections. The major assumptions used to develop the cost and revenue projections are detailed in the sections below.

The expense calculations included in the base Operating Plan assume that WCCTA will maintain existing levels of service throughout the ten year planning period. The assumptions (while they include actual ten year forecasts from MTC and other funding agencies whenever possible) are nevertheless relatively conservative, and tend to overstate growth in expenses, and understate revenues. The net result in the financial plan is a series of annual deficits, which increase in scale in the later years of the planning period. In the financial plan, this has the effect of depleting all available reserves, and generating significant cumulative deficits by the end of the planning period. In practice, WCCTA cannot operate in a deficit condition.

Throughout the last 10 years, prior WCCTA Short Range Transit Plans have consistently projected similar cumulative deficits. Nevertheless, WCCTA has been able to sustain its service without drawing down reserves or incurring annual shortfalls. The Board acts each year to approve the annual operations budget, and, as part of the budget process, formally considers adjustments to service levels and possible revisions to fare policies to correspond to available revenues.

Although WCCTA has been successful throughout its history in securing supplemental revenue to sustain its base program of services, two major factors have made this more difficult in recent years. First, the economic recession significantly reduced the total amount of Transportation Development Act (TDA) available to fund transit operations within the County. While the economic recovery is starting to again generate annualized growth in TDA revenues, the base TDA levels were reduced by such a large amount during the recession that it would take several years of sustained sales tax growth to return to previous funding levels. In addition, the distribution formula that determines each transit operator's proportion of Contra Costa TDA and Measure C funding was recalculated using Census 2000 population data. While WCCTA's population increased in real terms, other areas of the county grew at a much faster rate, resulting in an ongoing reduction of 11% in WCCTA's sales tax based funding.

The operating plan in Table 5.3 represents a worst-case scenario for sustaining WCCTA base services. The table highlights a inevitable consequence of the structural problem facing transit operators, where available sources of transit funding are failing to keep pace with real cost increases, not to mention increases in transit demand caused by population and commercial growth. It also illustrates that, to sustain its existing service levels, WCCTA requires a larger financial commitment from existing sources (e.g. Measure "C"/Measure "J") and success in securing new ongoing sources of support. This perspective provides important context for upcoming discussions regarding priorities for allocating Measure J funding, Proposition 1B funding and for regional discussions concerning the State Transit Assistance and Proposition 42 programs. WCCTA Board members may be required to take a more active advocacy role at

both the Contra Costa Transportation Authority, and the Metropolitan Transportation Commission levels.

5.2.1 Operating Cost Projections

Operating costs are a combination of purchased transportation, other operating expenses, maintenance and administration. The cost of purchased transportation is fundamentally based on the number of service hours proposed in the service plan. Across the ten-year span of the operating plan approximately \$83.5 million, or 78% of total operating costs, is spent directly on Operations, which includes Purchased Transportation, service-related expenses such as insurance, marketing and advertising, printing, security, and communications, as well as fuel and oil, tires and a portion of the utilities cost. The cost of vehicle maintenance represents approximately 11% of the plan expenses, while administration accounts for roughly 10% of total projected expenses.

The following discussion explains the assumptions used to generate the operating plan:

- **Purchased transportation costs** are based on a fixed component and a variable component. The contract for FY 2007 stipulates a fixed cost of \$177,518 per month and an hourly rate of \$24.81. This contract term includes an escalation rate of 4% for the FY09 contract year for the fixed fee, and escalation of 4.4% for the variable rate. It should be noted that a portion of the fixed cost covers vehicle maintenance and is tracked in the plans as such. Subsequent years after the initial contract period assume an annual cost escalation of 5% for both the fixed and variable components.
- **Other Operation and Maintenance costs** are assumed to escalate by 5% annually.
- **Administration costs** are assumed to increase 5% annually.

Using the assumptions outlined above, WCCTA should expect operating costs of \$8.4 million in FY 2008. This value will increase to \$13.2 million in the last year of the plan, FY 2017. These results are presented in the top portion of Table 5-3. How these operating costs will be funded is the subject of the following section.

5.2.2 Operating Revenue Projections

Most revenue projections in this SRTP are based on the current growth projections provided by MTC. The volatile nature of transportation funding makes these revenue projections vulnerable to change in the near future. In addition, ongoing discussions at MTC regarding the future of State Proposition 42 revenues may change the way this stream of funds is distributed for the transit operations in the region, as MTC may change its priorities to reallocate funding for MTC discretionary projects, such as TransLink® and Lifeline. Thus, proper care should be taken to ensure that the system maintains a healthy reserve balance. It is the adopted policy of the WCCTA Board to maintain a reserve of at least \$2 Million. In general, WCCTA should try to maintain enough money in reserves to finance its operating expenses for at least one quarter.

The following discussion outlines the assumptions used to develop revenue projections for the operation plan:

- **Passenger Fares** are calculated as a function of annual ridership projections and the average fare paid by passengers. Fare changes are assumed to increase the system's average fare by roughly 1%. One small fare increase is programmed for the plan in FY 2012, which is

estimated to increase the fare revenue by \$100,000. No ridership losses are assumed as a result of this fare change.

- **Non-farebox Revenue** is generated primarily by the interest from WCCTA's operating account. This value is assumed to remain constant at \$25,000 for the life of the plan.
- **Advertising Revenue** is generated through the sale of advertising on WCCTA buses. Through its current advertising contract, WCCTA is guaranteed a minimum of \$500 a month – with increases corresponding to the amount of ad space that is sold. This plan conservatively assumes that ad revenues stay constant at \$6,000 per year.
- **BART Feeder Bus** is the money paid by BART to WCCTA to operate bus service to the El Cerrito del Norte BART station. It should be noted, however, that the amount of this payment is indexed to sales tax growth, and may vary from projected levels
- **TDA Article 4.0 and 4.5** funds can be used for capital expenditures and operating funds for fixed route or paratransit service. In the operating plan, the funds are primarily used to finance regular operating costs and occasionally capital costs. Variation in TDA 4.0 funds for operations in a given year are due to a higher proportion of the revenue being spent on capital expenses. The amount of available TDA funds in the plan is slightly more conservative than the 10-year revenue estimates MTC provides to operators for SRTP development. This plan uses actual MTC's projections for the first two years of the plan and then uses a more conservative growth rate of 3.5% per annum. This approach is used because historically, the rate of growth in MTC's TDA estimates has been overly optimistic.
- **STA** funds are derived from certain state taxes on fuel and are allocated as revenue-based and population-based funds. The revenue-based distribution is calculated according to total fare revenue generated by transit operators in the Bay Area. WCCTA's allocation from this source is modest. The population-based funds are distributed to operators based on their service area population. Because the population of the Bay Area is expected to decrease in relation to the rest of the state, this funding source may decrease in the long term. This plan uses MTC's estimates for the length of the plan. The recent passage of Senate Bill 717 shifted additional funding into the STA program, (estimated at an additional \$90 Million for the MTC region over the ten years covered by this SRTP). MTC has formulated several options for distributing this additional revenue among four programs: Small Operators/Northern County operators, Lifeline, Regional Paratransit, and MTC Coordination Projects (including TransLink®) the amount of this additional STA revenue that WCCTA will ultimately be eligible to receive will be determined by the relative percentage given to each of these categories under MTC's final distribution formula. This decision is expected in early 2008, and no additional STA has been assumed in the Capital and Operating portions of this SRTP.
- **Proposition 42** allocates funds derived from the sales tax on gasoline for transportation purposes only. Historically, these funds had been diverted to the general fund, but the passage of Proposition 42 redirected these funds to transportation purposes, unless the State Legislature declared a fiscal emergency. Proposition 42 funds were indeed used for general fund purposes during several recurring State fiscal crises. A variety of legislative protections have been proposed or adopted that attempt to guarantee repayment of funds borrowed in prior years, and to prevent further diversions of funds for non-transportation uses. Nevertheless, the amount available from this source is still somewhat volatile, and difficult to forecast, both at the State level, and within the region. MTC has identified these funds as the means of supporting various policy initiatives, and has committed the Proposition 42 funds under their jurisdiction to regional programs that WCCTA may or may not have access to.

- **FTA Section 5303** is used to finance planning activities. The fund is available to transit operators throughout the Bay Area and is administered by MTC. Until recently, WCCTA received \$30,000 of these funds each year, but as of FY 06/07 MTC is providing an increase of 10 percent to this category as these funds have not experienced any increase since the inception of the program. Planning activities will likely increase in cost in the future. One factor may be the recent MTC requirement for a complete rider demographic survey as part of future Short Range Transit Plans. While MTC contracted with a consulting firm for conducting this survey at regional level for the 2007 cycle of SRTP's, it is likely that subsequent surveys will become the sole responsibility of the individual transit properties.
- **FTA Section 5307** funds are typically used for capital replacement activities. However, due to the fiscal crises experienced by transit operators in recent years, MTC allowed these monies to be spent on preventive maintenance FY 07-08. In order to do this, operators had to postpone any planned vehicle replacements. WCCTA is scheduled to receive over \$370,070 in FY 2008. Seen as a temporary relief measure, it is assumed that no additional preventive maintenance funding will be available during the life of the plan.
- **Federal ADA set-aside** is funding that can be used to replace dial-a-ride vehicles or operate paratransit service. It is assumed that WCCTA will continue to use this source to fund operating expenses during the life of the plan. The ADA set-aside is expected to \$110,072 in FY 2008. From then on, the source is assumed to increase by 3% annually.
- **Measure C** is a voter-approved initiative that authorized Contra Costa County to increase the sales tax by ½ cent to fund various transportation projects. The current Measure C ends in FY 2009 and in 2004 voters approved Measure J, which is the extension of the sales tax for transportation for the next 25 years. The Measure J initiative included specific transit enhancement funding for West Contra Costa County, which translates into an additional \$44.5 million for bus transit, as well as \$13 million for transportation for seniors and persons with disabilities, and \$14.5 million for a Low Income Student Bus Pass program. The Contra Costa Transportation Authority (CCTA) administers the collected funds and distributes them according to the measure guidelines. For this operating plan and the baseline financial plan, the projections assume that WCCTA's revenues will remain essentially flat (increasing by 1.5% each year), and further assumes that WCCTA will receive none of the augmented transit funding provided for in the Measure "J" sales tax extension. Until the details of the Measure J funding arrangements have been finalized it is difficult to predict what additional funding may be available. Additional funding that is made available to WCCTA will be used in maintaining operations, improving system functionality at the Hercules Transit Center and providing service at the Waterfront development in Hercules. Clearly, this is one of the most important potential sources of additional funding for sustaining the WCCTA services. The process for securing this funding will be competitive and will require active participation and advocacy on the part of WCCTA.

The financial plan for the enhanced scenario assumes that some expansion projects are funded by this new source of revenue and the plan reflects it in the cost and revenue section. It is worth noting that funds from this additional source will be distributed between WCCTA and AC Transit in a competitive basis. WCCTAC along with the member agencies have started negotiating the details.

- **Regional Measure 2** WCCTA is currently receiving approximately \$475,000 in FY 08 to fund operations of the JPX/30Z and Lynx service. At the current levels these funds are only partially funding the operations of these services. In addition, RM2 funding increases 1.5% annually, which is less than half of the rate at which operating costs escalate.

- **Bridge Tolls** – are regionally controlled funds that MTC has made available to local transit agencies to cover their 20% local match for capital vehicle purchases. Because bridge tolls are not indexed to inflation, this revenue source is declining over time, and is now inadequate to fully match federally funded capital projects. In FY 08, WCCTA has programmed Measure C to supplement shortfall for the purchase of 10 paratransit vans.

Using the assumptions outlined above, WCCTA should expect to have operating revenues of over \$8.4 million in FY 2008. This value will increase to over \$9.7 million in the last year of the plan, FY 2017. These operating revenues are detailed in the bottom portion of Table 5-3.

5.2.3 Operating Plan

According to anticipated operating expenses and presumed revenue sources, the operating plan on the following page outlines how the \$106.8 million budget will evolve over the ten-year planning horizon. In the plan, 77% (\$83 million) of the expenses comprise purchased transportation. Another 11% of the expenses include vehicle maintenance, while administration accounts for approximately 10% of total expenses.

On the revenue side, 18.4% of the total revenues is assumed to come from fares while over 30% of the revenues come from BART to operate the feeder service to the El Cerrito del Norte BART station. TDA constitutes 30.3% of the operating revenues, while 4.5% comprises all of the STA categories of funding. Federal revenues account for only 2.3% of operating revenues while Measure C / Measure J (Paratransit and Bus Transit) provide 7.6% of the revenues. The remaining sources, RM2 comprises 5.8% of the revenue.

WCCTA's operating plan is presented in Table 5-3.

Table 5-3 WCCTA Operating Plan, FY2008-2017

COST	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTALS
Operations	6,636,200	6,968,010	7,316,411	7,682,231	8,066,343	8,469,660	8,893,143	9,337,800	9,804,690	10,294,924	83,469,410
Vehicle Maintenance	949,200	996,660	1,046,493	1,098,818	1,153,759	1,211,446	1,272,019	1,335,620	1,402,401	1,472,521	11,938,936
Non-vehicle maintenance	56,700	59,535	62,512	65,637	68,919	72,365	75,983	79,783	83,772	87,960	713,167
Administration	849,200	891,660	936,243	983,055	1,032,208	1,083,818	1,138,009	1,194,910	1,254,655	1,317,388	10,681,146
Total Operating Cost	8,491,300	8,915,865	9,361,658	9,829,741	10,321,228	10,837,290	11,379,154	11,948,112	12,545,517	13,172,793	106,802,659
REVENUE											
1 Passenger Fares	1,500,000	1,515,000	1,530,150	1,545,452	1,560,906	1,660,906	1,677,515	1,694,290	1,711,233	1,728,345	16,123,797
2 Non-Farebox Revenue	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
3 BART Feeder Bus	2,069,502	2,405,358	2,477,519	2,551,844	2,628,400	2,707,252	2,788,469	2,872,123	2,958,287	3,047,036	26,505,789
State Funds											
4 TDA 4.0	2,513,436	2,214,062	2,291,554	2,371,759	2,454,770	2,540,687	2,629,611	2,721,648	2,816,905	2,915,497	25,469,929
5 TDA 4.5	110,835	104,804	108,472	112,269	116,198	120,265	124,474	128,831	133,340	138,007	1,197,495
6 STA-Base Revenue Allocation	31,056	79,492	81,426	83,285	85,089	86,991	89,158	91,548	94,209	96,564	818,818
7 STA-Base Population Allocation	263,827	159,548	163,619	167,484	170,999	174,728	178,983	183,684	188,920	194,305	1,846,097
8 STA-Proposition 42	274,987	65,631	72,350	79,720	82,699	86,020	89,935	94,244	99,072	104,147	1,048,805
9 STA Paratransit	29,839	24,854	24,854	24,854	24,854	24,854	24,854	24,854	24,854	24,854	253,521
Federal Funds											
10 Section 5303 Technical Assistance	50,000	33,000	33,000	13,000	50,000	33,000	33,000	33,000	33,000	33,000	344,000
11 Section 5307 Preventive Maintenance	370,070										370,070
12 Federal ADA Set Aside	110,072	113,374	116,775	120,279	123,887	127,604	131,432	135,375	139,436	143,619	1,261,852
13 LIFT (Jarc)	36,677										36,677
Local Funds											
14 Advertising Revenue	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	60,000
15 RM2 - JPX	249,294	253,033	256,829	260,681	264,592	268,560	272,589	276,678	280,828	285,040	2,668,124
16 RM2-LYNX	226,294	229,689	233,134	236,631	240,180	243,783	247,440	251,152	254,919	258,743	2,421,964
17 Measure J Sales Tax-Paratransit	197,675	200,640	203,650	206,704	209,805	212,952	216,146	219,389	222,679	226,020	2,115,661
18 Measure J Sales Tax-Bus Transit	428,736	435,167	441,695	448,320	455,045	461,870	468,798	475,830	482,968	490,212	4,588,642
Total Operating Revenues	8,493,300	7,864,652	8,066,026	8,253,281	8,498,423	8,780,472	9,003,405	9,233,644	9,471,650	9,716,389	87,381,242
NET SURPLUS/DEFICIT	2,000	(1,051,213)	(1,295,632)	(1,576,460)	(1,822,805)	(2,056,818)	(2,375,750)	(2,714,468)	(3,073,868)	(3,456,404)	
Available Carryover	2,678,168	1,626,955	331,323	(1,245,137)	(3,067,942)	(5,124,760)	(7,500,510)	(10,214,977)	(13,288,845)	(16,745,249)	
ENDING FUND BALANCE	2,680,168	575,742	(964,309)	(2,821,598)	(4,890,747)	(7,181,578)	(9,876,259)	(12,929,445)	(16,362,713)	(20,201,654)	

Notes:

- 1 - Estimated based on average fare. A fare increase is assumed in 2014.
- 2 - Interest earned from MTC payments. Based on previous years and assumed to remain constant.
- 3 - Provided by MTC's revenue Projections
- 4 - Provided by MTC's revenue Projections
- 5 - Provided by MTC's revenue Projections
- 6 - Provided by MTC's revenue Projections
- 7 - Provided by MTC's revenue projections
- 8 - Provided by MTC's revenue projections
- 9 - Provided by MTC's revenue projections
- 10 - Provided by MTC.
- 11 - Preventive Maintenance is used to balance operating budget in the first year of operating plan.
- 12 - Provided by MTC's revenue projections
- 13 - Values reflect funding for the new C3-Connection
- 14 - WCCTA is guaranteed at least \$500/month in advertising revenue. This plan assumes that this is maintained through the ten years of the plan.
- 15 - Operating funds for the enhanced JPX/30Z
- 16 - Assumes WCCTA is successful in obtaining funding to continue operations on the Lynx. RM2 funds are escalated 1.5% per annum
- 17 - This plan assumes that Measure J provides the same levels of funding that are currently provided by Measure C, escalated at 1.5% per annum.
- 18 - This plan assumes that Measure J provides the same levels of funding that are currently provided by Measure C, escalated at 1.5% per annum.

5.3 Financial Plan

The financial plan summarizes the capital and operating cost and revenue projections, allowing for an analysis of the system's financial capacity. Two scenarios were developed for presentation here. The first scenario, called the base scenario, is extremely conservative, and assumes that no new funding sources become available during the plan's life to finance any service expansion. The second scenario, called the expansion scenario, assumes that Measure J, the expansion of the Contra Costa Sales Tax, funds the expansion projects described in Chapter 4. The Authority has used an inflation factor of 5% for cost escalation because historically five percent is more closely related to actual cost escalation.

5.3.1 Base Scenario

As seen in Table 5-4, system financing relies heavily on BART feeder bus operating funds, TDA Article 4 funds, and FTA capital assistance. Article 4 is used for both operating and capital expenses of the fixed route and paratransit services. Passenger fares are also a significant funding source for WCCTA. These primary sources account for 74.5% of the plan's revenues. Measure C funds are also an important revenue source – providing over 6% of the system revenues. Proposition 42 is shown here as a small stream of revenue starting in 2009, despite the fact that a larger proportion of the sales tax on gasoline will flow to transit beginning in this year. MTC is currently updating its Regional Transportation Plan (RTP), and is evaluating new transportation priorities to address congestion, environmental issues, and equity considerations. Among the policies receiving serious consideration is implementation of a series of congestion pricing assessments, which could generate an ongoing revenue stream for transit capital and operating expansion. Whatever policies are ultimately adopted in the RTP, the process will have significant implications for transit funding during the ten years of this plan and may in turn dramatically change the amount of revenue available to WCCTA. The Authority staff is closely involved in the development of these discussions.

In preparing the financial plan, the Authority has been rather conservative in using a 5% inflation factor to escalate costs. As such, WCCTA experiences a deficit in its operating funds from FY 10 through the end of the plan. One third of the deficit is explained by changes in STA revenues after FY 08. These include reduced forecasts from MTC starting in that year in both, the Revenue and Population-based categories. In addition, the future of Proposition 42 is uncertain and funding levels if any, may change in the future. Lower TDA revenue forecasts account for another 20% of the shortfall, while the natural effect of inflation along with the fact that the two new WCCTA services are under-funded, is responsible for the remaining half of the deficit. The results of a survey taken by the Lynx passengers in January 2006 showed that there was a need to expand the service to meet the transportation demands of the passengers. The Lynx service expansion is reflected in the cost of operations in the Financial Plan. Using the available TDA carry over for WCCTA, the Authority is able to cover its expenses until FY 2009. Nevertheless, in balancing the financial plan year after year, the reserve fund will dip below agreed-upon levels, and it will be exhausted by 2011.

However, it is important to note that the Authority has identified unmet transportation needs in the area as a result of planned growth in the City of Hercules. These needs were described in Chapter 4 and include funding for the Lynx expansion and the WTA Lynx interline, the Hercules Waterfront District, and the enhanced version of the C3-Connection.

Obviously, if WCCTA is not able to balance its baseline budget in the near future, any additional funding that becomes available will go to partially close this gap and the Agency will be forced to forgo any project expansions. WCCTA's board and staff must continue work to identify and secure new funding sources to finance its capital expenses and to expand its operating revenues.

Table 5-5 WCCTA Financial Plan – Expansion Scenario, FY 2008 - 2017

COST	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTALS
Operations	6,636,200	6,968,010	7,316,411	7,682,231	8,066,343	8,469,660	8,893,143	9,337,800	9,804,690	10,294,924	83,469,410
Vehicle Maintenance	949,200	996,660	1,046,493	1,098,818	1,153,759	1,211,446	1,272,019	1,335,620	1,402,401	1,472,521	11,938,936
Non-vehicle maintenance	56,700	59,535	62,512	65,637	68,919	72,365	75,983	79,783	83,772	87,960	713,167
Administration	849,200	891,660	936,243	983,055	1,032,208	1,083,818	1,138,009	1,194,910	1,254,655	1,317,388	10,681,146
Total Operating Cost	8,491,300	8,915,865	9,361,658	9,829,741	10,321,228	10,837,290	11,379,154	11,948,112	12,545,517	13,172,793	106,802,659
Capital Projects	1,936,177	3,252,833	3,613,920	419,063	5,593,244	1,138,911	4,418,838	264,726	4,748,924	1,286,322	26,672,958
Total System Costs	10,427,477	12,168,698	12,975,578	10,248,804	15,914,472	11,976,200	15,797,992	12,212,838	17,294,441	14,459,115	133,475,617
REVENUE											
1 Passenger Fares	1,500,000	1,515,000	1,530,150	1,545,452	1,560,906	1,660,906	1,677,515	1,694,290	1,711,233	1,728,345	16,123,797
2 Non-farebox Revenue	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
3 Advertisement Revenue	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	60,000
4 BART Feeder Bus-Operating	2,069,502	2,405,358	2,477,519	2,551,844	2,628,400	2,707,252	2,788,469	2,872,123	2,958,287	3,047,036	26,505,790
5 BART Feeder Bus-Capital	546,057	538,702	502,900	134,000	135,500	136,750	137,750	138,500	138,500	138,500	2,547,159
STATE FUNDS											
6 TDA 4.0	2,513,436	2,214,062	2,291,358	2,370,688	2,449,904	2,528,918	2,610,154	2,693,695	2,782,143	2,872,143	25,326,501
7 TDA 4.5	110,835	104,804	108,462	112,217	115,967	119,707	123,553	127,507	127,507	127,507	1,178,066
8 STA--Base Revenue	31,056	79,492	81,426	83,285	85,089	86,991	89,159	91,548	94,209	96,564	818,819
9 STA--Base Population	263,824	159,548	163,619	167,484	170,999	174,728	178,983	183,684	188,920	194,305	1,846,094
10 STA--Proposition 42	274,987	65,631	72,350	79,720	82,699	86,020	89,935	94,244	99,072	104,147	1,048,805
11 STA--Paratransit	29,839	24,854	24,854	24,854	24,854	24,854	24,854	24,854	24,854	24,854	253,521
FEDERAL FUNDS											
12 Section 5303 Tech. Assist.	50,000	33,000	33,000	13,000	50,000	33,000	33,000	33,000	33,000	33,000	344,000
13 Section 5307 Prev. Maintenan	370,070										370,070
14 Section 5307 Capital	787,628	2,138,783	0	148,151	4,455,264	793,517	3,397,443	0	0	0	11,720,786
15 ADA Set-aside	110,072	113,374	116,775	120,279	123,887	127,604	131,432	135,375	135,375	135,375	1,249,548
16 LIFT (Jarc)	36,677										36,677
OTHER FUNDS											
17 RM2-JPX/30Z	249,294	253,033	256,829	260,681	264,592	268,560	272,589	276,678	280,828	285,040	2,668,124
18 RM2-Lynx	226,294	216,501	219,748	223,044	226,390	229,786	233,233	236,731	2,181,420	0	3,993,148
19 Measure J-Paratransit	197,675	200,640	203,650	206,704	209,805	212,952	216,146	219,389	222,679	226,020	2,115,661
20 Measure J-Bus Transit	428,736	435,167	441,695	448,320	455,045	461,870	468,798	475,830	482,968	490,212	4,588,642
21 Measure C-Reserves	114,732										114,732
22 Bridge Tolls	82,271	513,558		37,032	1,070,851	198,348	815,888				2,717,948
Total System Revenues	10,023,985	11,042,507	8,555,334	8,557,756	14,141,151	9,882,764	13,319,901	9,328,448	11,491,995	9,534,048	105,877,888
NET SURPLUS/DEFICIT	(403,492)	(1,126,191)	(4,420,244)	(1,691,049)	(1,773,321)	(2,093,437)	(2,478,091)	(2,884,390)	(5,802,447)	(4,925,067)	
Available Carryover	2,678,168	2,274,676	1,148,485	(3,271,759)	(4,962,808)	(6,736,129)	(8,829,566)	(11,307,657)	(14,192,047)	(19,994,493)	
23 Ending Fund Balance	2,274,676	1,148,485	(3,271,759)	(4,962,808)	(6,736,129)	(8,829,566)	(11,307,657)	(14,192,047)	(19,994,493)	(24,919,560)	

Notes:

- 1 - Estimated based on average fare. A fare increase is assumed in 2013.
- 2 - Interest earned from MTC payments. Based on previous years and assumed to remain constant.
- 3 - WCCTA is guaranteed at least \$500/month in advertising revenue. This plan assumes that this is maintained through the ten years of the plan.
- 4 - Provided by MTC's revenue Projections
- 5 - Sum of payment schedules for the municipal lease schedule and Certificate of Participation debt service schedule.
- 6 - Provided by MTC's revenue projections.
- 7 - Provided by MTC's Revenue Projections
- 8 - Provided by MTC's Revenue Projections
- 9 - Provided by MTC's Revenue Projections
- 10 - Provided by MTC's Revenue Projections
- 11 - Provided by MTC Revenue Projections
- 12 - Provided by MTC.
- 13 - Prevented Maintenance funds are used to balance operations in the first year of this plan.
- 14 - Capital funds for vehicle replacement using MTC's bus pricing plan.
- 15 - Provided by MTC's revenue projections.
- 16 - Values reflect funding for the new C³-Connections
- 17 - Operating funds for the enhanced JPX/30Z
- 18 - Committed funds for Lynx Operations
- 19 - This plan assumes that Measure J provides the same levels of funding that are currently provided by Measure C, escalated at 1.5% annually.
- 20 - This plan assumes that Measure J provides the same levels of funding that are currently provided by Measure C, escalated at 1.5% annually.
- 21 - Measure C reserve funds are used to backfill the local match in FY 2008.
- 22 - Bridge tolls partially cover the local match for bus replacement. If FY 2008, Measure C reserve funds are used to backfill the shortfall in Bridge Tolls.
- 23 - Ending fund balance after including the available carryover.

5.3.2 Expansion Scenario

The expansion scenario is based on the assumption that new revenue sources will become available during the life of this plan, allowing for service expansion. This is basically, the influx of Measure J and Proposition 1B revenues to fund the plans defined in Chapter 4. It is worth noting here that if the financial outlook does not change because most of the new revenue sources are restricted to capital expenses, and the current transit financing structure does not provide for an ongoing source of operating funds to sustain the higher level of service that are needed on the Lynx, 30Z/JPX and C3 services, as well as the expanded services to keep pace with demand from new residential development in Hercules and elsewhere.

In the expansion scenario, the projects described in Chapter 4 are implemented starting in 2008 with the purchase of five large MCI style coaches to operate on the LYNX Transbay route. This added capacity would allow passenger numbers to continue increasing on the route. Also in 2008, a monthly pass will be introduced on the fixed route – for the purposes of this plan it will be assumed that the introduction of this monthly pass will be revenue neutral. In 2009, the new Hercules Transit Center will come online and WestCAT will start to operate out of the new facility, this change will result in some additional operational costs as the new location will result in some schedule changes and modifications to some routes. In 2009 the C3 will start to operate with a 30-minute headway, the Hercules Intermodal Transit Center at the Waterfront will come online, which will call for bus service to be introduced to this location. The Lynx is interlined with the ferry service in Hercules in 2012, providing for a cheaper alternative on the ferry trips that do not have high demand, such as those taking place in the middle of the day or late at night. It is expected that this service will be supported by funding from the Water Transit Authority. An increase in farebox revenue (resulting from a fare increase) is assumed in 2014.

Due to the increased service, that WCCTA is envisioning in the lifetime of this Short Range Transit Plan a new storage facility or an expansion of the current location will be required to continue to efficiently operate the network. The current site is moving towards exceeding its operational capacity and an additional facility to store vehicles would be required to keep the system fully operational. This is programmed to occur around 2010.

As previously stated there are a number of potential projects that were outlined in Chapter Four that are not included in this expansion scenario. The projects outlined above require a substantial increase in funding, and are identified here as unfunded projects addressing known needs which will have first priority for any additional funding that WCCTA is able to secure.

Table 5.5 illustrates the financial plan under the enhanced scenario outlined above.

Table 5-5 WCCTA Financial Plan – Expansion Scenario, FY 2008 - 2017

COST	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTALS
Operations	6,636,200	6,968,010	7,316,411	7,682,231	8,066,343	8,469,660	8,893,143	9,337,800	9,804,690	10,294,924	83,469,410
Vehicle Maintenance	949,200	996,660	1,046,493	1,098,818	1,153,759	1,211,446	1,272,019	1,335,620	1,402,401	1,472,521	11,938,936
Non-vehicle maintenance	56,700	59,535	62,512	65,637	68,919	72,365	75,983	79,783	83,772	87,960	713,167
Administration	849,200	891,660	936,243	983,055	1,032,208	1,083,818	1,138,009	1,194,910	1,254,655	1,317,388	10,681,146
New Operating Programs		950,000	997,500	1,047,375	1,399,744	1,469,731	1,543,217	1,920,378			9,327,946
Total Operating Cost	8,491,300	9,865,865	10,359,158	10,877,116	11,720,972	12,307,021	12,922,372	13,868,490	12,545,517	13,172,793	116,130,604
Capital Projects	1,936,177	3,252,833	3,613,920	419,063	5,593,244	1,138,911	4,418,838	264,726	4,748,924	1,256,322	26,642,958
New Capital Projects	3,000,000	1,200,000			5,000,000						9,200,000
Total System Costs	13,427,477	14,318,698	13,973,078	11,296,179	22,314,216	13,445,931	17,341,210	14,133,216	17,294,441	14,429,115	151,973,562
REVENUE											
1 Passenger Fares	1,500,000	1,615,000	1,804,750	1,822,798	1,841,025	1,956,025	2,075,586	2,096,342	2,117,305	2,138,478	18,967,309
2 Non-farebox Revenue	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
3 Advertisement Revenue	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	60,000
4 BART Feeder Bus-Operating	2,069,502	2,405,358	2,477,519	2,551,844	2,628,400	2,707,252	2,788,469	2,872,123	2,958,287	3,047,036	26,505,790
5 BART Feeder Bus-Capital	546,057	538,702	502,900	134,000	135,500	136,750	137,750	138,500	138,500	138,500	2,547,159
STATE FUNDS											
6 TDA 4.0	2,513,436	2,214,062	2,291,554	2,371,759	2,454,770	2,540,687	2,629,611	2,721,648	2,816,905	2,915,497	25,469,929
7 TDA 4.5	110,835	104,804	108,472	112,269	116,198	120,265	124,474	128,831	133,340	138,007	1,197,495
8 STA--Base Revenue	31,056	79,492	81,426	83,285	85,089	86,991	89,158	91,548	94,209	96,564	818,818
9 STA--Base Population	263,827	159,548	163,619	167,484	170,999	174,728	178,983	183,684	188,920	194,305	1,846,097
10 STA--Proposition 42	274,987	65,631	72,350	79,720	82,699	86,020	89,935	92,244	99,072	104,147	1,046,805
11 STA--Paratransit	29,839	24,854	24,854	24,854	24,854	24,854	24,854	24,854	24,854	24,854	253,521
FEDERAL FUNDS											
12 Section 5303 Tech. Assist.	50,000	33,000	33,000	13,000	50,000	33,000	33,000	33,000	33,000	33,000	344,000
13 Section 5307 Prev. Maintenance	370,070										370,070
14 Section 5307 Capital	787,628	2,138,783	0	148,151	4,455,264	793,517	3,397,443	0	0	0	11,720,786
15 ADA Set-aside	110,072	113,374	116,775	120,279	123,887	127,604	131,432	135,375	135,375	135,375	1,249,548
16 LIFT (Jarc)	36,677										36,677
OTHER FUNDS											
17 RM2-JPX/30Z	249,294	253,033	256,829	260,681	264,592	268,560	272,589	276,678	280,828	285,040	2,668,124
18 RM2-Lynx	226,294	229,689	233,134	236,631	240,180	243,783	247,440	251,152	254,919	258,743	2,421,965
19 RM2 - WTA Interline Service					306,307	310,902	315,565	320,299	325,103	329,980	1,908,155
20 Measure J-Paratransit	197,675	200,640	203,650	206,704	209,805	212,952	216,146	219,389	222,679	226,020	2,115,661
21 Measure J-Bus Transit	428,736	435,167	441,695	448,320	455,045	461,870	468,798	475,830	482,968	490,212	4,588,642
22 Measure C-Reserves	114,732										114,732
23 Measure J - Operations New Programs		950,000	1,264,250	1,283,214	2,716,787	2,757,539	2,798,902	2,840,885	2,883,499	2,926,751	20,421,826
24 Measure J - Capital New Programs	3,000,000	5,000,000			2,071,951			30,000,000			40,071,951
25 Bridge Tolls	82,271	513,558		37,032	1,070,851	198,348	815,888				2,717,948
Total System Revenues	13,023,988	17,105,696	10,107,776	10,133,024	19,535,203	13,272,647	16,867,023	42,933,380	13,220,763	13,513,508	169,713,008
NET SURPLUS/DEFICIT	(403,489)	2,786,998	(3,865,302)	(1,163,155)	(2,779,013)	(173,284)	(474,186)	28,800,164	(4,073,679)	(915,607)	
Available Carryover	2,678,168	2,274,679	5,061,677	1,196,374	33,219	(2,745,794)	(2,919,078)	(3,393,264)	25,406,900	21,333,221	
26 Ending Fund Balance	2,274,679	5,061,677	1,196,374	33,219	(2,745,794)	(2,919,078)	(3,393,264)	25,406,900	21,333,221	20,417,614	

Table 5-5 WCCTA Financial Plan – Expansion Scenario, FY 2008 - 2017 (contd.)

- Notes:
- 1 - Estimated based on average fare. A fare increase is assumed in 2013.
 - 2 - Interest earned from MTC payments. Based on previous years and assumed to remain constant.
 - 3 - WCCTA is guaranteed at least \$500/month in advertising revenue. This plan assumes that this is maintained through the ten years of the plan.
 - 4 - Provided by MTC's revenue Projections
 - 5 - Sum of payment schedules for the municipal lease schedule and Certificate of Participation debt service schedule.
 - 6 - Provided by MTC's revenue projections
 - 7 - Provided by MTC's revenue projections
 - 8 - Provided by MTC's revenue projections
 - 9 - Provided by MTC's revenue projections
 - 10 - Includes Proposition 42 for both, FY06 and 07. Estimates Provided by MTC's revenue projections
 - 11 - Provided by MTC's revenue projections
 - 12 - Provided by MTC's revenue projections
 - 13 - Prevented Maintenance funds are used to balance operations in the first year of this plan.
 - 14 - Capital funds for vehicle replacement using MTC's bus pricing plan.
 - 15 - Provided by MTC's revenue projections.
 - 16 - Values reflect funding for the new C³-Connections
 - 17 - Operating funds for the enhanced JPX/30Z
 - 18 - Committed funds for Lynx Operations
 - 19 - values reflect the cost of operations of the WTA interlined service
 - 20 - This plan assumes that Measure J provides the same levels of funding that are currently provided by Measure C, escalated at 1.5% annually.
 - 21 - This plan assumes that Measure J provides the same levels of funding that are currently provided by Measure C, escalated at 1.5% annually.
 - 22 - Measure C reserve funds are used to backfill the local match in FY 2008.
 - 23 - The new Measure J is assumed to provide funding for continued C3-Connection operations at an enhanced level, for the Waterfront Route in Hercules and for the Emeryville and the Lynx unfunded expansion. Lynx/WTA interlined service starts in 2012 and
 - 24 - Funds for capital expansion to operate new programs
 - 25 - Bridge tolls partially cover the local match for bus replacement. If FY 2008, Measure C reserve funds are used to backfill the shortfall in Bridge Tolls.
 - 26 - Ending fund balance after including the available carryover.

