

Revised Agenda

AGENDA SPECIAL MEETING LOCAL TRANSPORTATION AUTHORITY

DATE: Thursday, December 17, 2015

1:00 P.M.

LOCATION: Hollister Community Center
300 West Street, Hollister, CA 95023

DIRECTORS: Chair Jerry Muenzer, Vice Chair Tony Boch,
Anthony Botelho, Victor Gomez, and Ignacio Velazquez
Alternates: San Benito County: Jaime De La Cruz;
City of Hollister: Mickie Luna; San Juan Bautista: Jim West

Persons who wish to address the Board of Directors must complete a Speaker Card and give it to the Clerk prior to addressing the Board. Those who wish to address the Board on an agenda item will be heard when the Chairperson calls for comments from the audience. Following recognition, persons desiring to speak are requested to advance to the podium and state their name and address. After hearing audience comments, the Public Comment portion of the agenda item will be closed.

1:00 P.M. CALL TO ORDER:

A. ACKNOWLEDGE Certificate of Posting

REGULAR AGENDA:

(These matters shall be considered as a whole and without discussion unless a particular item is removed from the Consent Agenda. Members of the public who wish to speak on a Consent Agenda item must submit a Speaker Card to the Clerk and wait for recognition from the Chairperson. Approval of a consent item means approval as recommended on the Staff Report.)

1. RECEIVE Presentation on the Draft San Benito County Short and Long Range Transit Plan – Lezama

Adjourn to LTA Meeting on Thursday, December 17, 2015. Agenda deadline is December 8, 2015 at 12:00 p.m.

In compliance with the Americans with Disabilities Act (ADA), if requested, the Agenda can be made available in appropriate alternative formats to persons with a disability. If an individual wishes to request an alternative agenda format, please contact the Clerk of the Council four (4) days prior to the meeting at (831) 637-7665. The Local Transportation Authority Board of Directors meeting facility is accessible to persons with disabilities. If you need special assistance to participate in this meeting, please contact the Clerk of the Board's office at (831) 637-7665 at least 48 hours before the meeting to enable the Council of Governments to make reasonable arrangements to ensure accessibility.

Staff Report

To: Local Transportation Authority
From: Veronica Lezama, Transportation Planner Telephone: (831) 637-7665
Date: December 17, 2015
Subject: San Benito County Transit Plan

Recommendation:

RECEIVE Presentation on the Draft San Benito County Short and Long Range Transit Plan.

Summary:

The Transit Plan will include short and long range recommendations to improve County Express and Specialized Transportation Services (Jovenes de Antaño) transit services.

Financial Considerations:

The Local Transportation Authority was awarded a Rural or Small Urban Transit Planning Studies grant in the amount of \$111,470 to prepare a Transit Plan for San Benito County. A local match of \$11,470 was provided in in-kind LTA staff time. The in-kind local match is provided by existing salaries. The grant will fund LTA staff project management and consultant contract fees.

Background:

The LTA Board of Directors previously approved a contract with Majic Consulting to prepare the San Benito County Short and Long Range Transit Plan. As part of the scope of work, the consultant assessed the existing transit services for County Express and Specialized Transportation Services. Each services was evaluated for effectiveness and efficiency and a profile of each of the services was prepared.

Staff Analysis:

The San Benito County Short and Long Range Transit Plan (Attachment 1) has been released for public review and includes some of the following transit recommendations:

- Expand the Intercounty service.
- Replace the Hollister Fixed Route service with FlexiBus.
- Flexibus will include service area modifications and a \$1 deviation surcharge.
- Reconfigure Caltrain bus to better serve San Juan Bautista.

A more in-depth presentation on the Draft Transit Plan recommendations will be presented to the LTA Board of Directors.

A presentation was also be provided to the Social Services Transportation Advisory Council (SSTAC) at their December 16, 2015 special meeting to obtain input on the service recommendations. The SSTAC membership advises the Council of Governments and the Local Transportation Authority on matters related to transportation accessibility for the elderly, the disabled, and persons of limited means.

Two Open Houses were also held on December 16 from 1:00 p.m. to 2:30 p.m. in San Juan Bautista and from 5:30 p.m. to 7:00 p.m. in the City of Hollister (Attachment 2). The public comment period opened on November 16, 2015 and closes on January 6, 2016.

Executive Director Review: _____

Counsel Review: No

Supporting Attachment:

1. Short and Long Range Transit Plan (CD copy of the Plan is included in the agenda packet)
2. Open House Flyers



FUTURE HORIZONS FOR SAN BENITO COUNTY SHORT- AND LONG-RANGE TRANSIT PLAN DRAFT

October 29, 2015



ACKNOWLEDGEMENTS

SAN BENITO COUNTY LOCAL TRANSPORTATION AUTHORITY BOARD OF DIRECTORS

Jerry Muenzer, Chair, San Benito County

Tony Boch, Vice-Chair, City of San Juan Bautista

Anthony Botelho, San Benito County

Victor Gomez, City of Hollister

Ignacio Velazquez, City of Hollister

SAN BENITO COUNTY LOCAL TRANSPORTATION AUTHORITY STAFF

Mary Gilbert, Executive Director

Veronica Lezama, Project Manager/Transportation Planner

Sean Reilly Vienna, Transportation Planner

The San Benito County Short and Long Range Transit Plan was made possible by a Transportation Planning grant from the California Department of Transportation.

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EXECUTIVE SUMMARY

The Executive Summary provides an overview of the *SAN BENITO COUNTY SHORT AND LONG RANGE PLAN*.

1.0 Introduction

This section introduces the project, its purpose and scope, and summarizes the content of this Plan.

San Benito Local Transportation Authority (LTA), with the assistance of Majic Consulting Group, has prepared a *Short and Long Range Transit Plan* to improve and enhance regional public transportation in its service area.

The Plan involved a thorough assessment of system performance and agency financial data. Development of the Plan also provided a number of different forums for community input and involvement to gain insight on each community's various needs.

2.0 Situation Analysis

This section established existing conditions regarding the current public transportation services and infrastructure in San Benito County. LTA's current network of transit services was analyzed and transit needs were assessed. The Situation Analysis also served as a tool for decision making for future service changes.

2.1 SERVICE AREA CHARACTERISTICS

San Benito County is near the coast of California. The total land area is 1,396 square miles (893,440 acres). The county includes the southern end of the Santa Clara Valley, the eastern slopes of the Gabilan Range, and the western slopes of the Diablo Range.

Population is concentrated in the northern part of the county in the Hollister and San Juan Valleys, which include the county's only two (2) incorporated cities, Hollister and San Juan Bautista.

The California Department of Finance 2013 population estimate for the county was 56,669. Sixty-four percent (64%) of the population (36,108) resides in Hollister. San Juan Bautista has a population of 1,881, or 3.3% of the population.

Growth has been moderate, averaging 0.5% for the county and 0.4% for the City of Hollister; however, the last few years have demonstrated stronger growth. The population

for the county grew 1.5% between 2012 and 2013, while the City of Hollister had a growth rate of 1.6% in the same time frame.

Over half (56.4%) of San Benito's residents are classified as Hispanic or Latino. Within the City of Hollister, almost two-thirds (66.4%) are classified as Hispanic. Spanish is the primary language other than English spoken at home; 36.3% speak Spanish. Of those who speak Spanish at home, over half (52.4%) speak English less than "very well." In Hollister, the percentage of Spanish-speaking homes is higher at 42.3% with 54.6% speaking English less than "very well."

Within San Benito County, 3.5% of the households have no vehicle available, and 25.0% have only one vehicle. Within the City of Hollister, these percentages are higher: 4.4% of households have no vehicle, and 25.0% have only one.

The county has two (2) high schools. Eleven (11) schools are kindergarten through eighth grade; however, the majority of schools are in remote areas of the county with limited enrollment.

2.2 PLANNING CONTEXT

The Short and Long Range Plan was built upon a number of other planning studies which were reviewed and the recommendations incorporated, as appropriate, into this Plan.

2.3 PUBLIC TRANSPORTATION SYSTEM & NEEDS.

LTA offers two (2) basic types of transportation services and contracts to two (2) different contractors to provide transit services:

1. **Fixed Route Services:** LTA operates general local fixed route and Intercounty fixed route services under a contract with a private contractor, MV Transportation Inc.
2. **Demand Response Public Transportation:** LTA also has a contract with Jovenes de Antaño, a nonprofit organization, for specialized transportation services. In addition, Dial-A-Ride is provided under LTA's contract with MV. The Dial-A-Ride provides both Americans with Disabilities (ADA) complementary paratransit service and general demand response service.

LOCAL FIXED ROUTE NEEDS ASSESSMENT

LTA's fixed route network suffered extensive service reductions during the recent economic depression of 2007-2010, which have yet to be restored. The most difficult of these cuts is the elimination of all mid-day weekday services. Local (Hollister) fixed route does not completely or efficiently meet a number of transit needs.

REGIONAL (INTERCOUNTY NEEDS ASSESSMENT)

LTA provides a strong regional transit connection to its historic commute destination, Santa Clara County, via the existing Gavilan, Caltrain/Greyhound Routes. Recent demographic shifts, and job growth in areas south and west of San Benito County may be creating viable transit markets to such areas as Salinas/Monterey, and perhaps Santa Cruz County.

DEMAND RESPONSE NEEDS ASSESSMENT

Although service policies vary from service to service, the operations of Americans with Disabilities (ADA) Paratransit, General Public Dial-A-Ride and the Southside & Sunnyslope Area Discount Reservation Services are fully integrated for economies of scale, using the same in-service fleet and centralized dispatch center. While some meet the needs of special populations, other services would be duplicative with all day fixed route service.

3.0 Service Evaluation & Alternatives

This sections analyzes the key issues impacting public transportation. Various alternatives for service modification and expansion are then analyzed individually. When financial limitations were considered, three (3) alternatives were developed for a short term solution..

1. **Status Quo Scenario.** The “do nothing/no project” scenario would keep the current three (3)-bus, three (3)-route, non-interlined system with the temporal gap in midday service. General Public Dial-A-Ride, Southside & Sunnyslope Area Discount Reservation Services and demand response services between San Juan Bautista, Tres Pinos, and Hollister would continue to be provided at current levels. ADA paratransit would also continue to be provided by separate vehicles/service hours within Hollister during fixed route service hours. Jovenes de Antaño would continue to operate its current mix of transportation services at current levels.
2. **Financially Constrained Scenario: FlexiBus.** The financially constrained scenario implements more efficient operations by reducing overlapping, competing services, and streamlining LTA's service delivery model through a deviated fixed route system, Flexibus. Additional resources are used to augment LTA's popular Intercounty services. The need for midday general public Dial-A-Ride service in Hollister is eliminated, since FlexiBus service is available all day and provides Americans with Disability (ADA) service. A separate ADA paratransit service is not required.

3. **Financially Elastic Scenario: Pulsed Fixed Route.** In the financially elastic scenario, the current financial restrictions are not considered. An all-day fixed route is achieved by augmenting the current “status quo” three (3)-bus fixed route network. This scenario includes filling the midday service gap, creating a new timed transfer point downtown to reduce crosstown travel times, interlining of routes, and retiming of schedules to better mesh with school travel needs. In this scenario ADA paratransit will still need to be provided by separate vehicles inside Hollister, reducing hours that can be reallocated from the Dial-A-Ride side, making this option more costly. Jovenes de Antaño continues to operate its current mix of transportation services at current levels; however, these may grow slightly in the future. Intercounty services would be reconfigured to serve San Juan Bautista and additional service added to meet current demand.

3.1 LOCAL FIXED ROUTE

County Express local Hollister fixed route is struggling, a victim of service cuts and competing service modes. In addition, while the route alignments themselves seem to cover the most transit-likely origin and destination areas, holes and inefficiencies exist.

Clearly, some areas exist where local (Hollister) fixed route transit needs are not being completely, or most efficiently, met. In evaluating LTA local fixed route services, the following needs were noted:

- Limited service hours on LTA during both weekdays and weekends, which both disenfranchises riders and may push them to use services more costly to LTA;
- Variable scheduling on existing runs, specifically the differing run times of each loop, resulting in stop times that are difficult to remember;
- Connectivity issues, both in scheduling and stop locations, which cause issues such as difficulty in transferring, long wait times and walks necessary between stops;
- Ineffective scheduling serving local schools;
- Unserved or underserved areas;
- Signage issues;
- Lack of higher capacity, traditional “low-floor” transit buses that self-identify as public; and
- Need for increased marketing of fixed route to “fixed-route-friendly” market segments.

3.2 REGIONAL (INTERCOUNTY) TRANSIT SERVICE

To improve regional service – both Intercounty and intra-county transportation – modifications and additions can be made to accommodate commuting needs based on available funding. In some cases, alternative methods may be explored to contain expenses:

- Improve service for San Juan Bautista;
- Standardize schedules;
- Improve frequencies;
- Service to Salinas; and
- Service to Watsonville.

3.3 DEMAND RESPONSE TRANSIT

LTA's ADA paratransit is fully compliant with ADA regulations. The overall demand response program exceeds basic ADA requirements by providing general public Dial-A-Ride service and coverage outside the Hollister local fixed route service area.

LTA's mix of specialized public transportation services has evolved to serve a range of local Hollister, county-wide and out-of-county mobility needs. A high quality and productive service is provided through this mix of demand response services. Several specialized public transportation service strategies were developed:

- Address existing or potential service overlaps;
- Avoid unfair subsidized public transportation competition with the private sector taxi industry;
- Control costs as need for demand response services increases;
- Manage the growth in demand for demand response services;
- Complement existing and future local fixed route public transit services;
- Maintain the integrity of the type of service provided by Jovenes de Antaño; and
- Sustain the high level of productivity of the ADA paratransit and general public Dial-A-Ride services.

4.0 Performance Measurement System

This section establishes Performance Measurement System for developing and monitoring the network of transit services in San Benito County. Carefully selecting and implementing quantifiable, measurable and attainable goals and objectives will define the direction taken by San Benito Local Transportation Authority (LTA) over the next five (5) years and provide a foundation for the strategic plan.

The new goals for the current Performance Monitoring System more directly reflect the evolving system and address LTA's new mission, vision and values.

- I. **Operate a high quality public transportation system (safe, reliable, accessible, efficient and affordable).**
- II. **Meet the growing demand for new services and implement innovative and cost effective solutions in meeting the increasing public transportation needs of the community.**
- III. **Provide leadership in public transportation to enhance the quality of life and economic vitality in San Benito County and its cities and communities.**
- IV. **Educate the public about transit services in the area and the benefits of public transportation to the community and individuals.**
- V. **Maintain a fiscally-responsible, efficient transit system.**
- VI. **Encourage transit-friendly design in local jurisdictional development projects, making them able to be well served by transit.**

Objectives, which provide quantifiable measures of the goals, provide descriptions for each goal. Standards and Measures which set quantifiable targets for achieving adopted goals, were developed for the objectives.

5.0 Strategic Plan

This Section describes strategies which LTA can use to address issues in an uncertain future though the use of five (5) possible future scenarios.

Complexity and volatility are creating unprecedented challenges for today's transit operators. **Scenario planning**, properly executed, provides the tools for making strategic decisions and taking speedy corrective action.

5.1 SCENARIO PLANNING

The **STRATEGIC PLAN** provides five (5) *potential future scenarios* to allow LTA to evaluate options presented in the **OPERATIONS AND IMPLEMENTATION PLAN**. The resulting potential future scenarios represent very different, but plausible, futures that are relevant to LTA's focal issues:

1. **Rolling Along Scenario:** RTP Base Case assumptions;
2. **Bumpy Road Scenario:** Assumptions based on a more pessimistic view.
3. **Accelerated Drive Scenario:** SAN BENITO COUNTY GENERAL PLAN assumptions and generally favorable events.
4. **New Momentum Scenario:** Assumptions provide an optimistic view of the future.
5. **Wild Ride Scenario:** Assumptions demonstrated volatility.

5.2 OPERATIONAL PLANNING WITH SCENARIOS

The goal of developing these multiple scenarios is not to improve the odds of correctly predicting the future, but rather to allow LTA to fully understand the driving forces affecting the future. By understanding and recognizing these driving forces, the ability of LTA to plan for alternative operating environments and to react to change is enhanced.

LTA may evaluate their current strategy against the scenarios and assess the "robustness" of their strategy. If a strategy would be sound or successful across several alternative futures, LTA can view it as robust. If the strategy is successful in only one alternative future, it puts LTA at greater risk. LTA may also develop "contingency" plans for how they would operate in each future.

6.0 Operations & Implementation Plan

The Operations and Implementation Plan integrates the various options for service improvements developed during the Alternatives Analysis with the fiscal realities that San Benito Local Transportation Authority faces in the future, to layout an "evolution" that first improves service using the limited funding currently available.

6.1 SHORT TERM OPERATIONS PLAN

HOLLISTER LOCAL SERVICE SHORT TERM RECOMMENDATIONS

1. **Implement FlexiBus two (2)-Bus flex route, all day service.** FlexiBus configuration, creating fixed route times at the highest ridership bus stops in the current route

network, and “covering” areas outside these main attractors with deviations that are called in to dispatch, or requested directly from bus drivers (who relay them to dispatch). FlexiBus will require County Express dispatch staff to assign Americans with Disabilities (ADA) paratransit and general public phone requests to the appropriate (based on scheduled times and direction) FlexiBus trip. Though more structured, this is not vastly different from LTA’s current practice of “on-demand” trip assignments to Dial-A-Ride (DAR) and ADA paratransit.

2. **Develop supplemental fixed routes based on capacity demands.** Two (2) supplemental fixed routes (tripper service) in the morning and two (2) in the afternoons would be timed to meet demand from middle and secondary students.

INTERCOUNTY SERVICE SHORT TERM RECOMMENDATIONS

1. **Reconfigure Caltrain Route to serve San Juan Bautista.** LTA can improve commuting options from San Juan Bautista by standardizing the alignment that its current “Caltrain Service” follows to serve San Juan Bautista rather than the Hwy 25 alignment in place today.
2. **Increase capacity to serve TJ Owens Early College Academy at Gavilan College.** Investing in additional trips to add capacity at TJ Owens bell times, which are consistently at 7:55-8:00 a.m. in the mornings, and at 3:20 p.m. each day except Friday (when students are released at 2:45 p.m.), will provide a number of growth opportunities.
3. **Improve access by adding bus stop in San Juan Bautista.** San Juan and the LTA would mutually benefit from both upgrading the Abbe Park bus stop(s) and establishing two (2) more pairs of bus stops, on either end of the community, to shorten walking distance for those not travelling near Abbe Park.
4. **Operate consistent weekday schedules regardless of Gavilan classes.** The recent practice of reducing service on days that Gavilan is out of session is confusing to riders and only saves a modest amount of operating funds (especially if deadhead time and mileage are considered).
5. **Revise weekend Gilroy Express schedules.** The current schedule should be adjusted to match the scheduled inter-regional departure times.
6. **Enhance existing Gilroy Express service to better connect with existing express buses in Gilroy.** Improving connections from Hollister and San Juan Bautista into existing VTA Express Buses that serve Gilroy is a reasonable and financially manageable way to improve transit options to job centers in the Silicon Valley.

7. **Merged branding & marketing strategy – one service “Gilroy Express.”** With combined schedules, there exists an opportunity to market the service as one, an all-day intercity service between Hollister, San Juan Bautista, and Gilroy, connecting to the greater bay area and greyhound at the Gilroy Caltrain/Greyhound station.

DIAL-A-RIDE & AMERICANS WITH DISABILITIES (ADA) SHORT TERM RECOMMENDATIONS

The plan provides for one (1) demand response vehicle available during the 12 hours per day that the flex route is in operation and another demand response vehicle available during peak periods for four (4) hours per day. The demand response vehicles will--

- Provide relief for the FlexiBus when the volume of off-route pick-ups the ability of the FlexiBus to maintain schedule;
- Provide transportation for riders outside the FlexiBus range;
- Provide life-line trips to San Juan Bautista and Tres Pinos; and
- Supplement Jovenes de Antaño specialized services.

SPECIALIZE SERVICES SHORT TERM RECOMMENDATIONS

Since the FlexiBus will not be able to provide door-through-door assisted service, there may be more pressure on the Jovenes de Antaño services to provide door-through-door service to those who need this level of assistance. The plan allows Jovenes to increase its vehicle revenue hours by over 10 percent or 857 additional hours.

LTA and Jovenes should take immediate steps to increase *service efficiency* (passengers per vehicle revenue hour), including--

- Improve scheduling practices to effectively group similar passenger trips;
- Enhance dispatch control to effectively manage service operations and respond to changes on a real-time basis;
- Ensure scheduled revenue hours are aligned with ridership demand;
- Implement and enforce policies to reduce no-shows and late cancels; and
- Encourage “group” ridership (several riders going together).

SHORT TERM IMPLEMENTATION

Implementing the FlexiBus System

1. Conduct internal stakeholder education and outreach.
2. Conduct Public outreach
3. Field-simulate and finalize FlexiBus route schedule.
4. Identify and reach consensus on location of downtown transfer hub.
5. Check local school bell times for changes, then field simulate and finalize school tripper schedules.
6. Select service change dates.
7. Launch and monitor performance of flex route and trippers.

Implementing Intercounty Corridor Standardization and Schedule Enhancement

1. Conduct internal stakeholder education and outreach.
2. Conduct public outreach and marketing.
3. Field simulate and finalize new "Gilroy Express" schedule.
4. Select service change date.
5. Launch and monitor performance of Gilroy Express.

INSTITUTIONAL RECOMMENDATIONS

1. With the assistance of a veteran transit management professional, establish an effective contract management program for LTA's operations contracts.
2. Enhance the financial management of San Benito County Local Transportation Authority (LTA).

6.2 FUTURE OPERATIONS PLAN

The future operations plan is provided to offer alternatives that may be implemented under more favorable scenarios developed in the Long Range Plan, within a three (3)- to 25-year time frame.

HOLLISTER LOCAL SERVICE LONG TERM RECOMMENDATIONS

1. Provide all-day fixed route service for three (3) Hollister local routes (implement financially elastic scenario: pulsed fixed route).
2. Discontinue the non-school-day deletion of blue route service.
3. Initiate Saturday service on blue & green fixed routes.
4. Initiate Sunday service on green & blue Hollister local routes.
5. Increase frequencies on blue & green routes.
6. Add school-bell capacity on existing routes or trippers (blue/green), or add new, school-commute-oriented bell-time routes as needed.
7. Introduce limited Saturday red route service.

INTERCOUNTY LONG TERM SERVICE RECOMMENDATIONS

1. Enhance weekend Gilroy express schedules.
2. Expanded weekday midday intercounty schedule – improve frequencies.
3. Initiate weekday Intercounty peak-hour service to Salinas.
4. Initiate weekday Intercounty mid-day service to Salinas.
5. Initiate weekday Intercounty service to Watsonville.

DIAL-A-RIDE & AMERICANS WITH DISABILITIES (ADA) LONG TERM RECOMMENDATIONS

With the future establishment of a fixed route service and the elimination of FlexiBus service, American with Disabilities (ADA) Dial-A-Ride will be required. It is envisioned that this service will be restricted to registered ADA riders and seniors over the age of 65. LTA may also elect to continue demand response service to areas outside of the fixed route service area.

SPECIALIZED SERVICES LONG TERM RECOMMENDATIONS

A Mobility Management plan would help to better coordinate public transportation services in the county of San Benito. The Mobility Management Center could act as a one-stop call center for persons with special transportation needs and work as a centralized trip broker.

7.0 Financial & Capital Plan

The financial analysis for the development of the short range transit plan constructed three financial (3) scenarios for transit service supported by the operational plan alternatives:

- **Status Quo Scenario:** This is the “no project” scenario that would maintain the existing level of service and the existing system design.
- **Financially Constrained Scenario: FlexiBus.** This is the recommended alternative which would redesign the system by modifying the existing fixed route system in Hollister to a route deviation fixed route design.
- **Financially Elastic Scenario: Pulsed Fixed Route.** This alternative would provide an expanded, all day, three bus fixed system design.

The analysis highlighted the need to maintain the financially constrained scenario (FlexiBus) for the near term, three (3) to five (5) years.

The Financial Plan included seven (7) financial recommendations:

1. The SBCOG should strongly consider adding transit to any sales tax measure that is moved forward.
2. The SBCOG should continue to evaluate its annual expenditures for COG administrative and, if possible, reduce the level of LTF funds that the COG uses for administrative and planning expenses.
3. The SBCOG should strongly consider using any remaining street and road and bicycle and pedestrian reserves for support of the transit capital program.
4. The SBCOG should consider the use of State Transportation Implementation Program (STIP) funds and other federal flex funds for transit as well as streets, roads and highway projects to support the transit capital replacement program.
5. SBCOG and LTA should continue to actively pursue any and all state discretionary funds for capital replacement and/or service expansion.
6. LTA should consider a fare increase at some time during the SRTP planning period. Assuming the FlexiBus scenario is implemented, LTA should impose a \$1.00 surcharge for each deviation.

7. SBCOG and LTA should do a thorough scrubbing of their state and federal grants to determine if there are any unexpended funds that could be used to support their capital and operating program.

8.0 Marketing Plan

The new FlexiBus service plan and expanded Intercounty service presents LTA an excellent opportunity to develop its marketing program and recreate its branding

For the FlexiBus, three (3) keys to success were identified:

1. Frequency of service;
2. Simplicity; and
3. Convenience.

For the Intercounty service, the keys to success are—

1. Reliability;
2. Convenience; and
3. Flexibility.

The look and feel of the branding and positioning strategies is achieved by assigning qualities to the features, which translate into benefits by the target market.

The tactical decision for each program complement the marketing strategies for both of the proposed services: FlexiBus and Intercounty Service.

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1.0 INTRODUCTION

Transportation considerations play a key role in the quality of life in the San Benito County, both around the local communities and to and from locations outside the county. Although agriculture remains the top contributor to the local economy, only 7.3% of the workforce is employed in agriculture. The remainder are employed in an array of different industries. While the San Benito County area is home to a number of different industries, the county has one of the highest rates among California counties of workers who reside in the county but commute outside the county for work. According to the 2010 census, almost half (48.5%) of the population in labor force commutes outside of the county for work.

As roadway congestion worsens and fuel prices continue to fluctuate, the availability of alternative modes of transportation to the automobile will play a significant role in the future transportation network for the county. Access to social and medical services, employment education, and basic necessities have a strong impact on the economy, ease of movement, and quality of life.

1.1 Plan Purpose and Scope

The San Benito County Local Transportation Authority (LTA), with the assistance of Majic Consulting Group, has prepared a Short and Long Range Transit Plan (SLRTP) to improve and enhance regional public transportation to its service area. The Plan involved a thorough assessment of system performance and financial data from the agency, and provided a number of different forums for community input and involvement to gain insight on the various needs of the community.

The SLRTP is a plan to be used by the LTA in determining the most efficient and effective use of the current and future resources to meet the transit needs for the residents of San Benito County. The plan addresses the issues and challenges facing public transportation in the County, now and in the future, and presents roadmap for the development of San Benito County's public transportation system. The Plan combines San Benito County's first Long-Range Transit Plan with concrete, short-term steps that can be taken now to achieve a new vision of transit serving the needs of the County's residents within the current fiscal constraints.

The plan was developed to address seven (7) objectives:

1. Alternatives to accommodate current, future, and potential riders under various funding scenarios;
2. Flexibility to provide efficient and effective levels of service in changing environments and financial constraints;
3. Improved connectivity both locally and regionally;
4. Efficient operational and management of public transit systems that effectively leverage available resources;
5. Improved accessibility and mobility options for current and future transit riders under various funding scenarios;
6. Increased role of transit in current and future regional economic development; and
7. Reduction of personal vehicle use by commuters and ultimately promotion of environmental welfare and improvement in the quality of life for San Benito County residents.

PLAN CONTENTS

Table 1-1: Overview of the San Benito County Short and Long Range Plan provides a synopsis of the Plan's contents.

Table 1-1: Overview of the San Benito County Short and Long Range Plan

SECTION NAME	SECTION CONTENTS
<i>EXECUTIVE SUMMARY</i>	Brief summary of the key findings and recommendations.
<i>1.0 INTRODUCTION (THIS SECTION)</i>	Overview of the Short and Long Range Transit Plan process and contents.
<i>2.0 SITUATION ANALYSIS</i>	Context in which the Plan was developed, including-- <ul style="list-style-type: none"> ▪ Study Area Characteristics (geographic and demographic information for San Benito County and the Cities of Hollister and San Juan Bautista); ▪ Planning Context Summary (review of previous planning studies and recommendations); and ▪ Public Transportation System & Needs with a description LTA's transit system and an assessment transit needs.
<i>3.0 SERVICE EVALUATION & ALTERNATIVES</i>	Analysis of current service levels for local fixed route service, intercounty service, demand response services (American with Disabilities complementary paratransit , general public, and specialized services by Jovenes de Antaño): <ul style="list-style-type: none"> ▪ Evaluation of the efficiency and effectiveness for each transit service; ▪ Overview of Status Quo, Financially Constrained and Financially Elastic operational scenarios; and ▪ Analysis of alternatives for each service.

Table 1-1: Overview of the San Benito County Short and Long Range Plan (Continued)

SECTION NAME	SECTION CONTENTS
4.0 PERFORMANCE MEASUREMENT SYSTEM	Mission, Vision, Values, Goals, Objectives, Measures and Standards for transit in San Benito County.
5.0 STRATEGIC PLAN	Long Range (20 years) strategies for providing public transportation to San Benito County, including-- <ul style="list-style-type: none"> ▪ An overview of scenario planning and strategy development for transit; ▪ Systematic exploration of five (5) potential scenarios based on changing external factors; ▪ Strategies for LTA to implement in an uncertain future; and ▪ Operational planning with scenarios.
6.0 OPERATIONS & IMPLEMENTATION PLAN	Realistic operations plan based on the fiscal realities facing LTA, including <ul style="list-style-type: none"> ▪ Development of the Short Term Transit Plan ▪ Short term operations plan with detailed implementation steps; and ▪ Future operational alternative to be based on need and ability to implement
8.0 FINANCIAL & CAPITAL PLAN	Details on the operating and capital costs and revenues for Short Range Plan from Fiscal Year (FY) 2014/15 through 2022/23 based on the operational recommendations, including <ul style="list-style-type: none"> ▪ Revenue sources; ▪ Financial Analysis of Status Quo, Financially Constrained and Financially Elastic operational scenarios; ▪ Analysis of fleet needs and other future capital improvements with funding options; and ▪ Financial recommendations.
9.0 MARKETING PLAN	Marketing strategies and tactics to support the operating plan.

2.0 SITUATION ANALYSIS

The Situation Analysis establishes existing conditions regarding the current public transportation services and infrastructure in San Benito County. It also serves as a tool for decision making for future service changes. The efficiency and effectiveness of the current services is also analyzed. The Short Range Transit Plan (S RTP) and Long Range Transit Plan (LRTP) will use the Situation Analysis as the base for determining--

- Transit needs of populations within the county and of specific targeted user groups; and
- Ability of the current public transportation options to meet the transit needs.

In developing the Plans, public transportation services will be created to accommodate the transit needs within available funding.

In this Situation Analysis, specialized user needs and transit demand by market segments¹ will be identified and compared to existing transit services. Descriptions and analyses of the individual routes and services identify specific route, schedule, and service modifications that would improve the overall effectiveness of the public transportation delivery system. All modifications will be aimed to improve convenience, usefulness, and overall effectiveness of the system.

This report includes discussion of the following major areas:

1. **Service Area Characteristics;**
2. **Planning Context;** and
3. **Public Transportation System & Needs.**

¹ **Market segments** are identifiable groups of individuals, families, businesses, or organizations, sharing one or more characteristics or needs in an otherwise homogeneous area of interest.

2.1 Service Area Characteristics

San Benito County Local Transportation Authority (LTA) was formed in 1990 to “own, operate and administer a countywide public transportation system” through a **Joint Powers Agreement** among the cities of Hollister and San Juan Bautista, and the County of San Benito.²

Like most public transit agencies, LTA faces growing demands for service while funds have become less available and funding awards more competitive. With a limited ability to raise funding to support ever-increasing needs, LTA must improve the efficiency and effectiveness of the public transportation system serving San Benito County and its cities while maintaining and improving the quality of its operations for its quickly growing service population. This chapter dissects and analyzes San Benito’s current public transit situation considering key components such as local geography, demographics, economic and political climate, and growth and community development, in an effort to better guide future decisions made on behalf of the transit agency.

2.1.1 GEOGRAPHIC OVERVIEW

San Benito County is near the coast of California. The total land area is 1,396 square miles (893,440 acres). The county includes the southern end of the Santa Clara Valley, the eastern slopes of the Gabilan Range, and the western slopes of the Diablo Range. The county lies about 85 miles southeast of San Francisco and 25 miles inland from Monterey Bay.

The county is in the California Coast Range section of the Pacific Border physiographic province. It has a Mediterranean climate. The average annual rainfall ranges from 20 inches or more in the northern part of the county to 12 inches or less along the southwestern border.

Adjacent to Santa Clara County, San Benito County is sometimes considered a part of the San Francisco Bay Area. Frequently, the county is associated with the Monterey Bay Area through governmental organizations such as the Association of Monterey Bay Area Governments. The Pajaro River flows from northern San Benito County into the Monterey Bay. However, the United States Census Bureau includes the county in the San Jose-Sunnyvale-Santa Clara MSA and the San Jose-San Francisco-Oakland CSA, which the Census uses as a statistical definition of the San Francisco Bay Area.

² *Joint Powers Agreement to Create the San Benito County Local Transportation Authority*, 1990.

Figure 2-1: San Benito County is located east of Monterey County and south of Santa Clara County



The county is also the location of the Mount Harlan and San Benito American Viticultural Areas (AVAs³). The latter contains the Cienega Valley, Lime Kiln Valley and Paicines AVAs.

Relief is characterized by mountains and valleys. The elevation ranges from 120 to more than 5,000 feet above sea level. The highest point in the county, 5,248 feet, is San Benito Mountain.

Most of the non-urban land within the Hollister and San Juan Valleys in the northern part of the county is used for

productive agriculture. Agriculture is the major industry in the county and plays a critical role in the regional economy. Farming is the main source of income in San Benito County. The principal crops are fruits and nuts, vegetables and other row crops, and small grains. Almost all of the land in the central, eastern, and southern parts of the county is designated as rangeland. The raising of livestock, mainly beef cattle and sheep, is also important to the county's economy. Lack of water is the main factor limiting production in the county. Where water is available, irrigated fields are intensively farmed. Ponds and reservoirs are used for watering livestock on range and in pasture.

Most of the cropland in the county consists of well-drained to poorly drained loamy and clayey soils that are on flood plains, fans and terraces and in basins. Much of the pasture

³ *American Viticultural Area* is a designated wine grape-growing region in the United States distinguishable by geographic features, with boundaries defined by the Alcohol and Tobacco Tax and Trade Bureau (TTB), United States Department of the Treasury.

and rangeland also consists of loamy and clayey soils, but these soils are on uplands and strongly sloping or steep. Most of the county is sparsely populated range and park land.

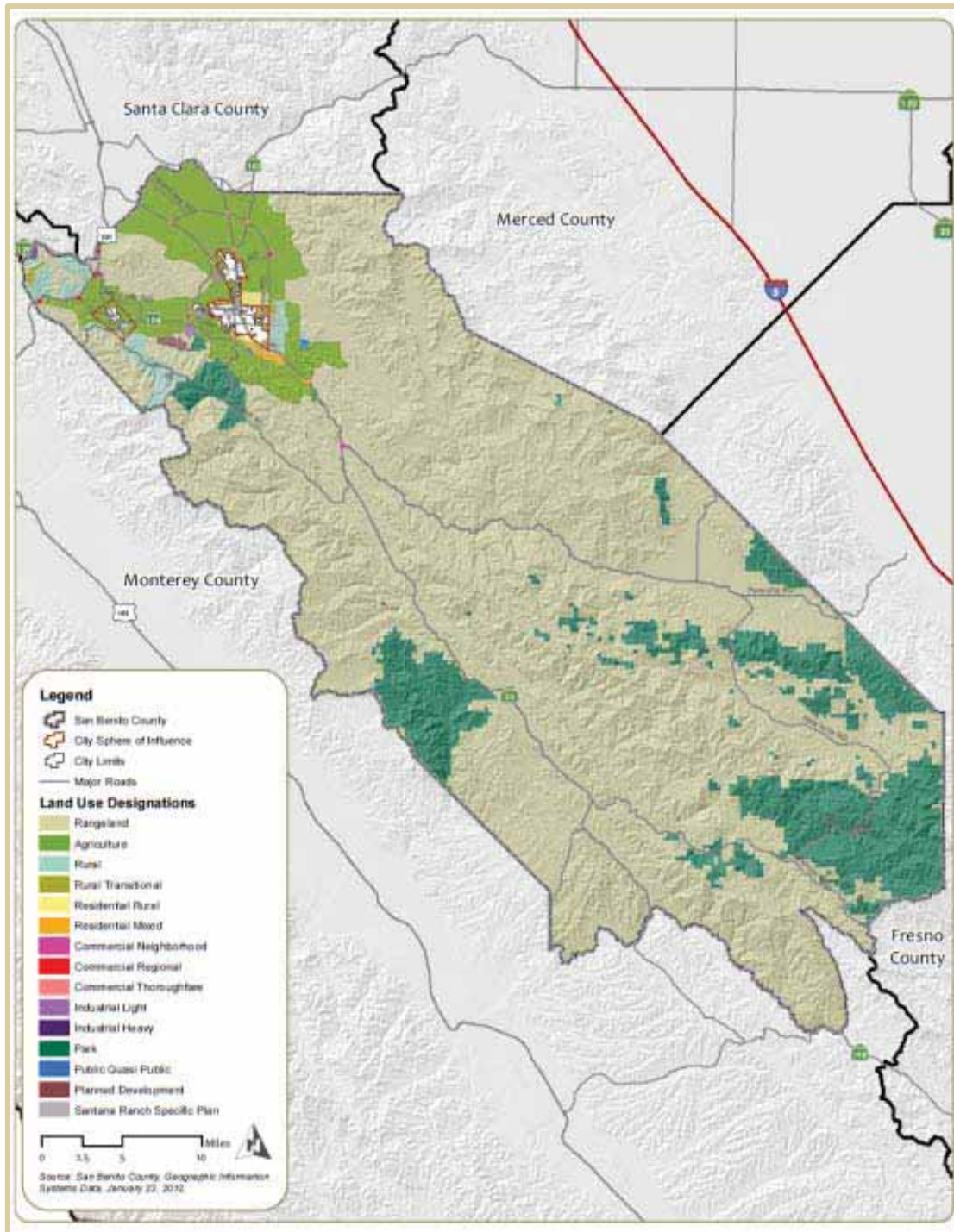
San Benito County contains two incorporated cities, Hollister and San Juan Bautista. Hollister, in the north central part of the county, is the largest town and the county seat. The county also contains three (3) unincorporated towns:

- Aromas;
- Paicines;
- Tres Pinos.

Figure 2-2: Two Incorporated cities lie within San Benito County.



Figure 2-3: Land Use Designation for San Benito County Per the *San Benito County General Plan 2035*.



One of San Benito County's distinguishing characteristics is its rural, small-town character. Surrounded by large open spaces composed of agrarian landscapes and natural areas, the county's traditional communities and residential settlements are relatively compact and self-contained. Unincorporated communities such as Aromas, Tres Pinos and Paicines have historical land-use patterns and structures.

2.1.2 DEMOGRAPHICS

This section considers the following demographic characteristics⁴:

1. Population;
2. Age;
3. Ethnicity;
4. Language;
5. Social Characteristics;
6. Persons with Disabilities;
7. Transportation Needs;
8. Education.

POPULATION

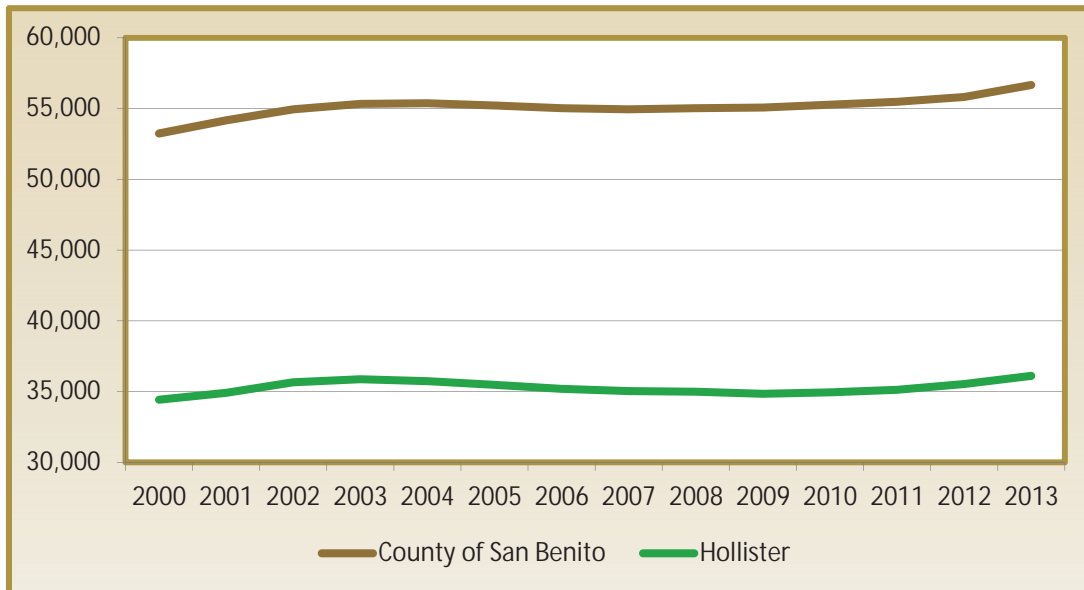
Population is concentrated in the northern part of the county in the Hollister and San Juan Valleys, which include the county's only two incorporated cities.

The California Department of Finance 2013 population estimate for the county was 56,669. 64% percent of the population (36,108) resides in Hollister. San Juan Bautista has a population of 1,881, or 3.3% of the population.

Growth has been moderate, averaging 0.5% for the county and 0.4% for the City of Hollister; however, the last few years have demonstrated stronger growth. The population for the county grew 1.5% between 2012 and 2013, while the City of Hollister had a growth rate of 1.6% in the same time frame.

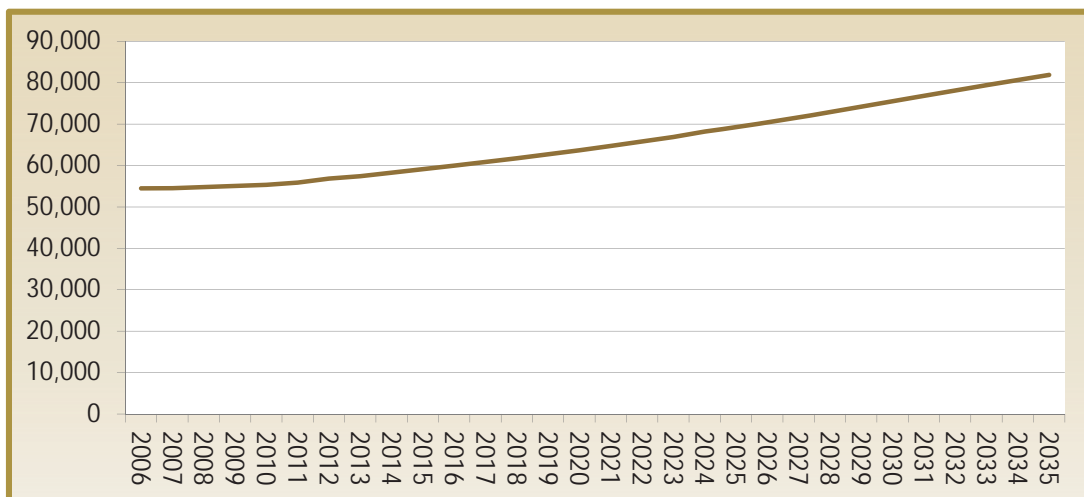
⁴ *American Community Survey (ACS) 2008-2012 5-Year Estimates* were used for all demographic information unless otherwise indicated.

Figure 2-4: Population Growth in the County of San Benito and the City of Hollister⁵



San Benito County's population is projected to continue growing at the fastest rate, increasing by 32,000 to nearly 95,000 by 2035, an average annual growth rate of 1.7%.

Figure 2-5: Population Projections for San Benito County

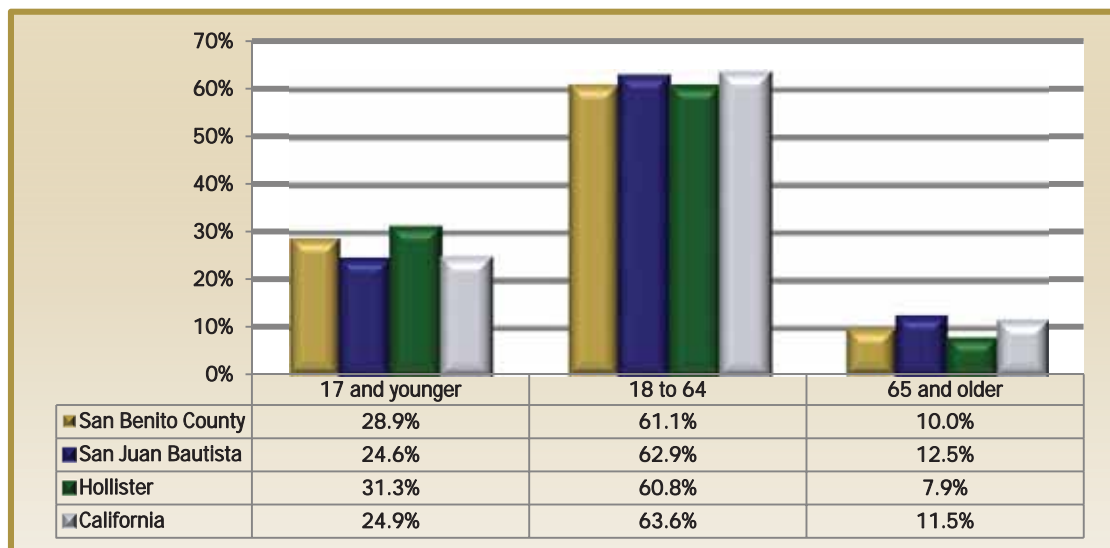


⁵ Source California Department of Finance Estimates

AGE

The median age in the county is 34.1 years, slightly younger than the median age for the state (35.2 years). The county has both fewer residents 65 years of age and older, and more residents under the age of 19, than California as a whole. The City of Hollister is skewed younger yet, with a median age of 31.7, while San Juan Bautista is skewed considerably older, with a median age of 40.8 years.

Figure 2-6: Comparison of Age Distribution among San Benito County, City of San Juan Bautista, City of Hollister and California

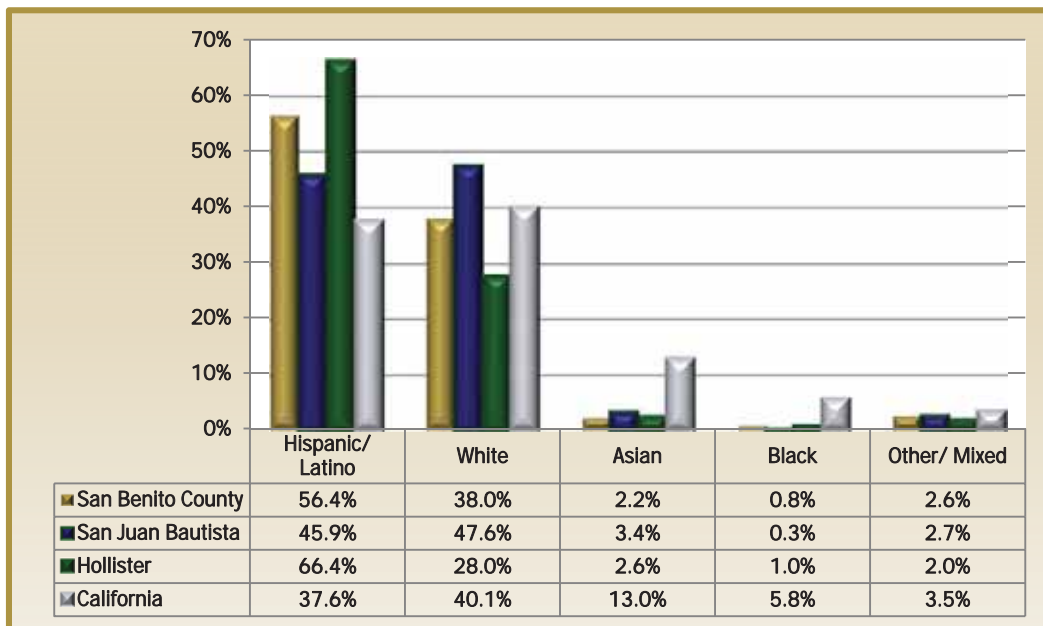


ETHNICITY

Over half (56.4%) of San Benito's residents are classified as Hispanic or Latino. Within the City of Hollister, almost two-thirds (66.4%) are classified as Hispanic. The City of San Juan Bautista had the lowest percentage of Hispanics with 45.9%. Of the remaining population, 38.0% were classified as white. Of the population in Hollister, 28.0% were classified as white and 47.6% of San Juan Bautista's population were classified white. The county also has a small Asian population, 2.6%.

The population trends more Hispanic than California overall, but with few other ethnicities. The Asian and black populations are much less prevalent in the county than in the state.

Figure 2-7: Comparison of Ethnicity for San Benito County, City of San Juan Bautista, City of Hollister and State of California



LANGUAGE

More than one-fifth (20.5%) of the county's population was born outside the United States; the vast majority (86.0%) of those were born in Latin America. The percentages are slightly higher in Hollister with 23.0% of the residents born outside the United States; 87.4% of which were born in Latin America. In San Juan Bautista, only 15.4% of residents were foreign born, of which 69.8% were born in Latin America

More than 60 percent of the population more than five (5) years of age speaks English at home. Spanish is the primary language other than English spoken at home; 36.3% speaks Spanish. Of those who speak Spanish at home, over half (52.4%) speak English less than "very well." In Hollister, the percentage of Spanish-speaking homes are higher at 42.3% with 54.6% speaking English less than "very well." In San Juan Bautista, however, 73.3% of the population over five (5) years of age speaks English only. Of the 23.3% who speak Spanish in the home, 41.8% speaks English less than "very well."

SOCIAL CHARACTERISTICS

Within San Benito County are 16,840 households; 78.7% are classified family households, with 40.4% having children under the age of 18. Within the City of Hollister, 80.6% of the 10,357 households are classified as family households, with 45.6% having children under the age of 18. Of San Juan Bautista's 586 households, only 60.6% are classified as families and only 28.4% of the family households have children under the age of 18.

Consistent with the younger demographics of the county, the average household size is 3.26, and the average family size is 3.70. Almost half the total number of households (46.0%) have one or more persons less than 18 years of age. Within Hollister, over half the households (50.9%) have one or more persons under the age of 18. The average size of the household is also larger, 3.38, and the average family size is 3.78. In San Juan Bautista, average household size is smaller, 2.78, although the average family size of 3.68 is more consistent with the county average. Only 40.6% of households in San Juan Bautista have children under the age of 18.

PERSONS WITH DISABILITIES

According to the 2010 census, 7.4% of San Benito's population has a disability. For the population 65 years and older, 40.2% was classified with a disability.

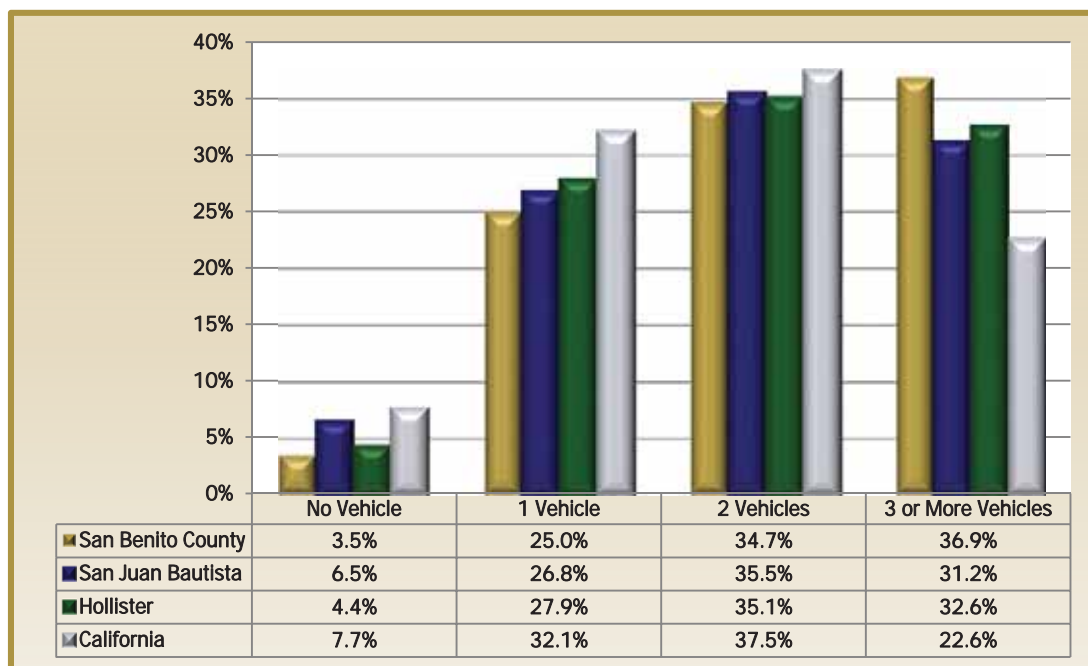
TRANSPORTATION

Within San Benito County, 3.5% of the households have no vehicle available, and 25.0% have only one vehicle.

Within the City of Hollister, these percentages are higher: 4.4% of households have no vehicle, and 25.0% have only one. With the average household size also higher within Hollister (3.38 in Hollister compared to 3.26 in the county), the percentage of transit-dependent and semi-transit-dependent residents is also higher.

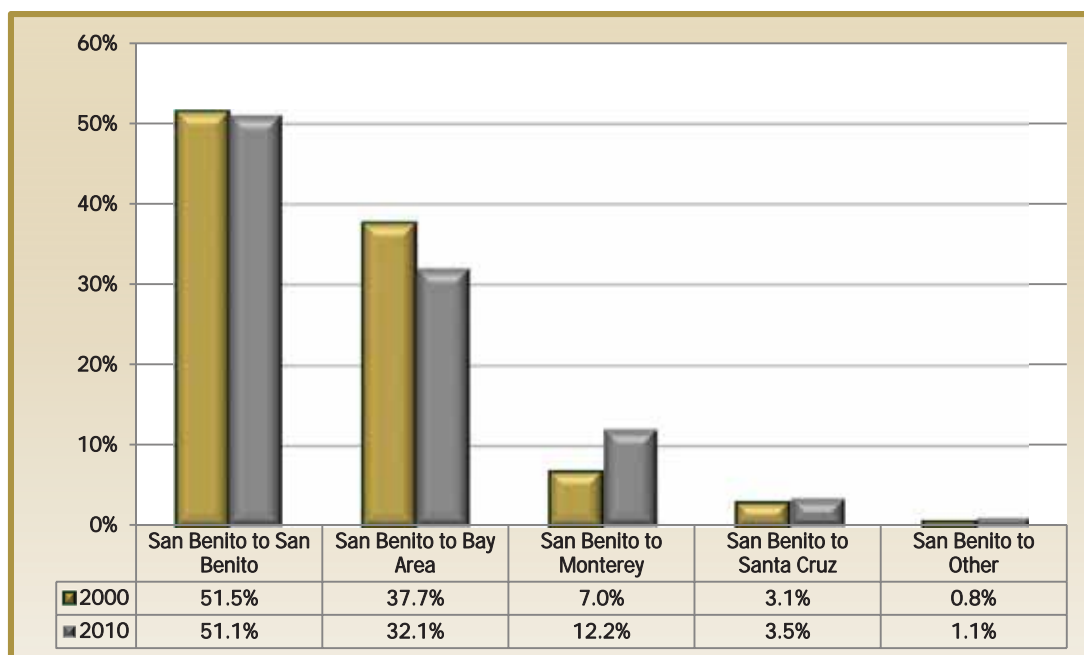
In San Juan Bautista, percentages of households with no or one vehicle are higher still: 6.5% of households have no vehicle and 26.8% have only one, although the lower household size (2.78) mitigates the percentage of transit-dependent and semi-transit dependent residents somewhat.

Figure 2-8: Vehicles per Household for San Benito County, City of San Juan Bautista, City of Hollister and State of California



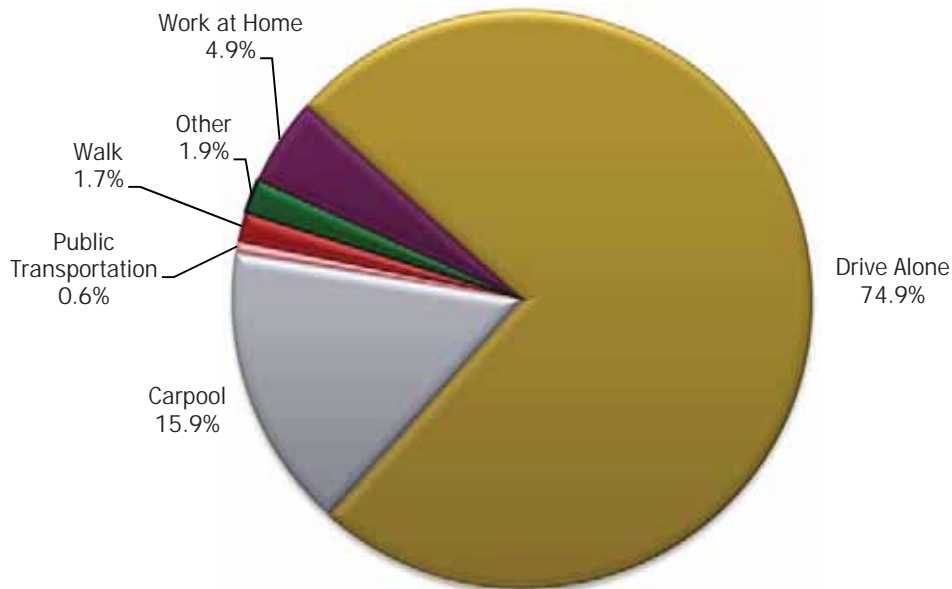
San Benito County has one of the highest rates among California counties of workers who reside in the county but commute outside the county for work. According to the 2010 census, almost half (48.5%) of the population in labor force commutes outside of the county for work. This has decreased slightly since the 2000 census, when 48.9% commuted out of the county. The majority (65.6%) of those commuting outside of the county travel to the Bay Area. The percentage commuting to the Bay Area has fallen appreciatively since 2000, with a greater percentage now commuting to Monterey.

Figure 2-9: Work Location for San Benito Workers



The mean travel time to work for San Benito residents is 29.3 minutes, slightly higher than the California average of 27.1 minutes. In 2011, the time increased to 32.0 minutes, according to the *San Benito County Economic Forecast* published by the Economic Development Corporation of San Benito County (EDC). Almost three-quarters of commuters (74.9%) drove alone, which is similar to the state average (73.0%). While only a fraction of a percentage of workers (0.6%) used public transportation (compared to 5.1% in the state), the percentage that carpool is appreciatively higher than state averages (15.9% for San Benito compared to 11.5% in the state), indicating a predisposition for shared rides.

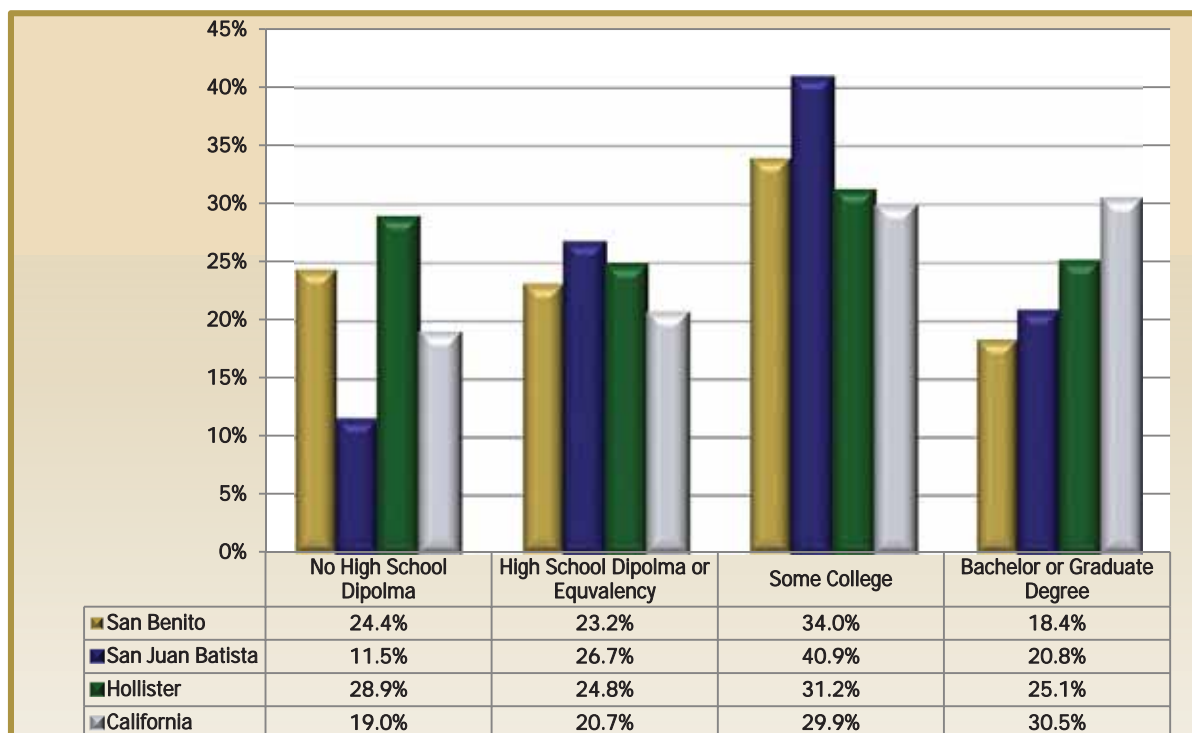
Figure 2-10: San Benito Methods of Commuting to Work



EDUCATION

Overall, educational attainment is slightly lower than California averages, with a greater percentage of residents having less than a high school diploma and lower percentage having more than post-high-school degrees.

Figure 2-11: Comparison of Educational Attainment for the County of San Benito, City of Hollister and State of California

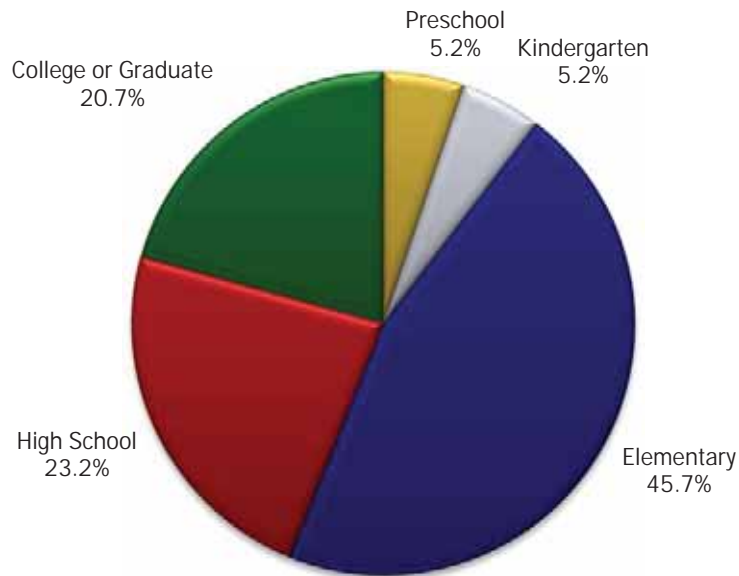


School enrollment is estimated at 16,223 for the county. While pre-school and elementary students comprise over half of school enrollment, high school students make up almost a quarter of the enrollment and college and graduate-level students account for more than one-fifth.

The county has two high schools. Eleven (11) schools are kindergarten through eighth grade; however, the majority of schools are in remote areas of the county with limited enrollment. Calaveras School in northeast Hollister and San Juan School in San Juan Bautista are the only two (2) within the County Express service area. Hollister has two middle schools and six kindergarten-through-sixth-grade schools, which are within the

County Express Service Area. Within the city are also four (4) continuing or special education schools with high school-level enrollments.

Figure 2-12: School Enrollment for the San Benito County by Level



Data on the location, availability of public transportation, enrollment and demographics of school districts and schools in San Benito County are profiles in Tables 2-1 through 2-4:

- **Table 2-1:** Profiles of Hollister Elementary Schools;
- **Table 2-2:** Profiles of Hollister Middle Schools;
- **Table 2-3:** Profiles of Hollister High Schools and Alternative Schools; and
- **Table 2-4:** Profiles of Other San Benito County Schools.

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Table 2-1: Profiles of Hollister Elementary Schools

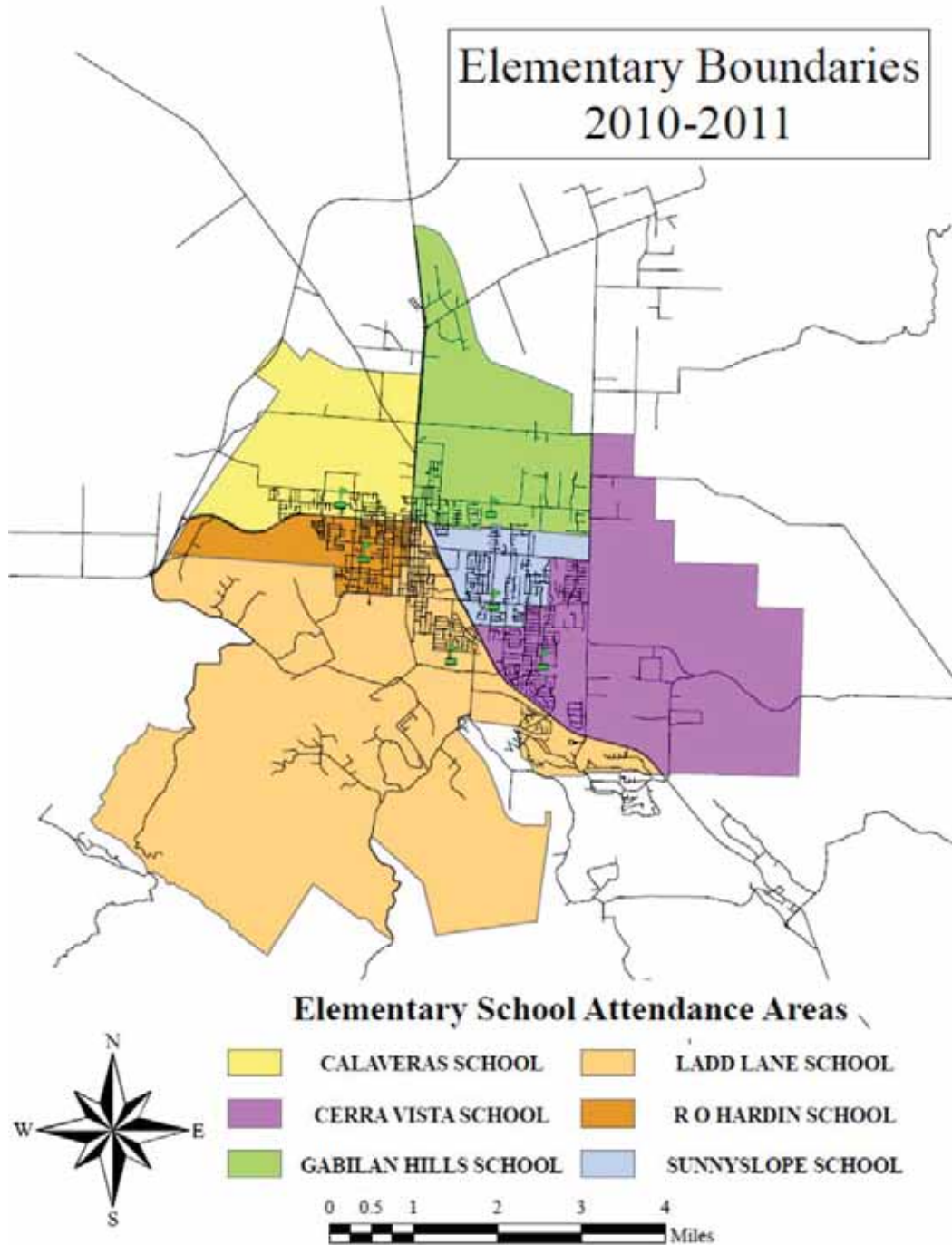
District	School	Location	Public Transportation	Students	Socio-economically Disadvantaged	Hispanic or Latino	English Learners	Students With Disabilities
Hollister Elementary	Accelerated Achievement Academy School (4-8)	1151 Buena Vista Road	0.4 Miles from County Express Green Line/Blue Line (Miller and Central)	93 Students	59.1%	61.3%	19.4%	N/A
Hollister Elementary	Calaveras School (K-8)	1151 Buena Vista Road	0.4 Miles from County Express Green Line/Blue Line (Miller and Central)	616 Students	89.1%	91.9%	59.1%	11.1%
Hollister Elementary	Cerra Vista Elementary School (K-6)	2151 Cerra Vista Drive	0.8 Miles from County Express Red Line (Valley View & Westward)	751 Students	47.5%	48.1%	18.1%	8.5%
Hollister Elementary	Gabilan Hills School (K-6)	100 Santa Ana Road	0.1 Miles from County Express Red	453 Students	80.8%	88.5%	48.6%	6.4%
Hollister Elementary	Hollister Dual Language Academy (K-6)	873 Santa Ana Road	0.8 Miles from County Express Blue, Green or Red Lines (Miller and Central)	360 Students	60.9%	85.0%	54.5%	3.0%
Hollister Elementary	Ladd Lane School (K-6)	161 Ladd Lane	0.5 Miles from County Express Green, Blue or Red Lines (Target) --One Blue Line deviates to pick up students	773 Students	53.6%	60.2%	25.1%	7.1%
Hollister Elementary	R.O. Hardin School (K-6)	881 Line Street	Served by County Express Green and Blue Lines	766 Students	100.5%	93.0%	67.8%	8.6%
Hollister Elementary	Sunnyslope School (K-6)	1475 Memorial Drive	Served by County Express Blue and Green Line	749 Students	78.6%	77.2%	37.1%	9.7%

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Figure 2-13: Profiles of Hollister Elementary Schools



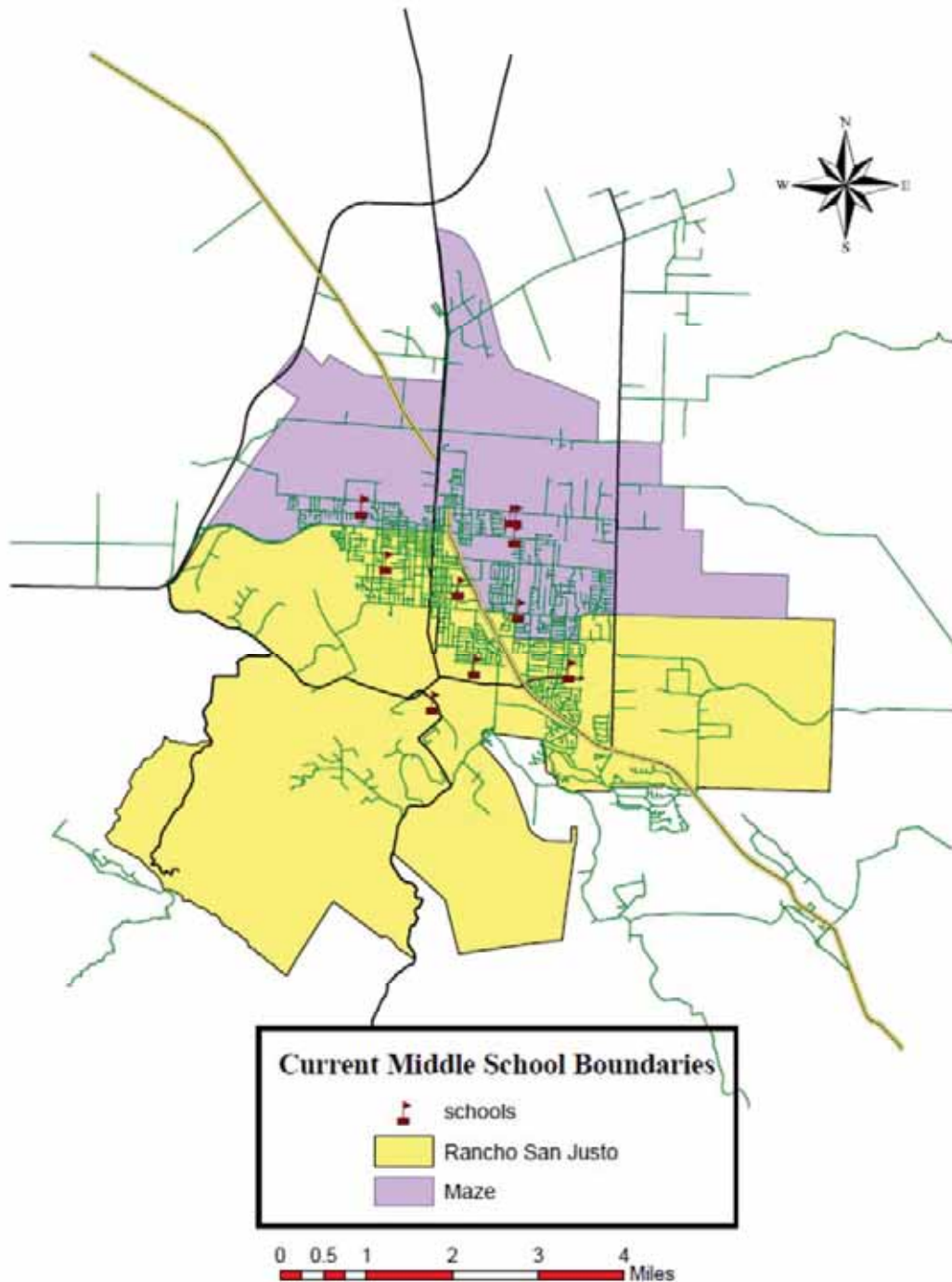
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Table 2-2: Profiles of Hollister Middle Schools

District	School	Location	Miles from Route	Students	Socio-economically Disadvantaged	Hispanic or Latino	English Learners	Students With Disabilities
Hollister Elementary	Marguerite Maze Middle School (7-8)	900 Meridian St	0.1 Miles from County Express Blue and Green Line (Meridian and Memorial)	541 Students	72.3%	76.7%	36.0%	12.0%
Hollister Elementary	Rancho San Justo Middle School (7-8)	1201 Rancho Drive	Served by County Express Green and Blue Lines	599 Students	59.6%	68.8%	29.4%	12.7%

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Figure 2-14: Hollister Elementary Unified Middle School Boundaries



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Table 2-3: Profiles of Hollister High Schools and Alternative Schools

District	School	Location	Miles from Route	Students	Socio- economically Disadvantaged	Hispanic or Latino	English Learners	Students With Disabilities
San Benito High School District	San Benito High School (9-12)	1220 Monterey Street	Served by County Express Red and Blue lines	2073 Students	44.5%	64.5%	26.1%	None
Southside School District	Southside School	4991 Southside Road	Served by Southside Dial-A-Ride	255 Students	13.7%	24.7%	8.6%	N/A
	Pinnacles Community School (5-12), San Benito Juvenile Court School (5-12)	3230 Southside Road	1.5 miles from County Express Green or Blue (Hazel Hawkins Hospital) or 1.4 miles from County Express Red Line (Mable Northside) Also served by Dial-A-Ride	48 Students	21.7%	80.4%	19.6%	N/A
	San Benito County Opportunity/Santa Ana Opportunity School (7-12)	191 Alvarado Street	0.1 miles from County Express Blue and Green Lines Line (Meridian and Reich)	50 Students	30.0%	83.3%	45.0%	8.3%
	San Andres Continuation High School (9-12)	191 Alvarado Street	0.1 miles from County Express Blue and Green Lines Line (Meridian and Reich)	164 Students	53.8%	77.2%	26.1%	6.0%

Table 2-4: Profiles of Other San Benito County Schools

District	School	Location	Miles from Route	Students	Socio-economically Disadvantaged	Hispanic or Latino	English Learners	Students With Disabilities
Aromas-San Juan Unified School District	Aromas School (K-8)	365 Vegas Street	Not Served	434 Students	56.5%	48.4%	46.3%	9.4%
Aromas-San Juan Unified School District	San Juan School (K-8)	100 Nyland	0.6 Miles from County Express Intercounty Route	381 Students	70.3%	64.9%	51.7%	6.3%
Aromas-San Juan Unified School District	Anzar High School (9-12)	2000 San Juan Highway	0.2 Miles from County Express Intercounty Route	401 Students	42.0%	54.1%	32.9%	11.1%
Bitterwater-Tully Joint Union Elementary	Bitterwater-Tully School (K-8)	Lonoak Route	Not Served	31 Students	None	19.4%	12.9%	3.2%
Cienega Union Elementary	Cienega Elementary (K-8)	11936 Cienega Road	Not Served	24 Students	None	38.0%	17.0%	13.0%
Jefferson Elementary School	Jefferson Elementary School (K-8)	Paicines near Pinnacles Park	Not Served	18 Students	N/A	50.0%	44.0%	11.0%
North County Joint Union Elementary	Spring Grove Elementary School (K-8)	500 Spring Grove Road	Not Served	758 Students	43.0%	52.6%	19.7%	8.5%
Panoche Elementary School	Panoche Elementary School (K-8)	In Paicines in southeastern county	Not Served	10 Students	None	70.0%	50.0%	None
Tres Pinos Union Elementary	Tres Pinos Elementary School (K-8)	5635 Airline Highway	Not Served	132 Students	None	28.9%	N/A	15.0%
Willow Grove Union	Willow Grove Elementary School (K-8)	11655 Airline Highway	Not Served	11 Students	None	54.0%	None	None

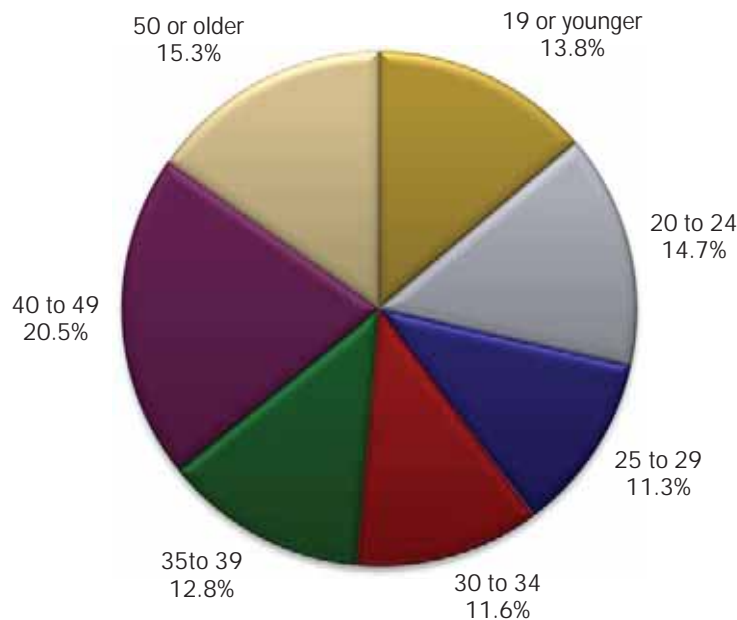
Gavilan Community College is the closest post-high school educational facility. The main campus is located south of Gilroy at 5055 Santa Teresa Boulevard, against the hills that form the western boundary of the Santa Clara Valley. The main campus is served by the Intercounty Route. Gavilan College also has sites in Hollister at the Briggs Building, and in Morgan Hill as a wing of the Morgan Hill Community and Cultural Center.

Gavilan College is accredited by the Accrediting Commission for Community and Junior Colleges and the Western Association of Schools and Colleges. The college program is approved for veterans training. Gavilan College offers a wide range of services, including programs of community education, study in the liberal arts and sciences, and study in the pre-professional, business, vocational and technical fields.

Students who attend Gavilan College can receive full-credit recognition in major colleges and universities throughout the United States.

More than 7,600 students are enrolled at Gavilan College. Approximately 58 percent of the student enrollment is male and 41 percent female (1.5% undeclared). The student body skews older, with almost three quarters (71.5%) above traditional college age (above the age of 24), and almost half are 35 or older. Approximately 60 percent receive financial aid.

Figure 2-15: Age of Gavilan Community College Student Body (FY 2009-10)



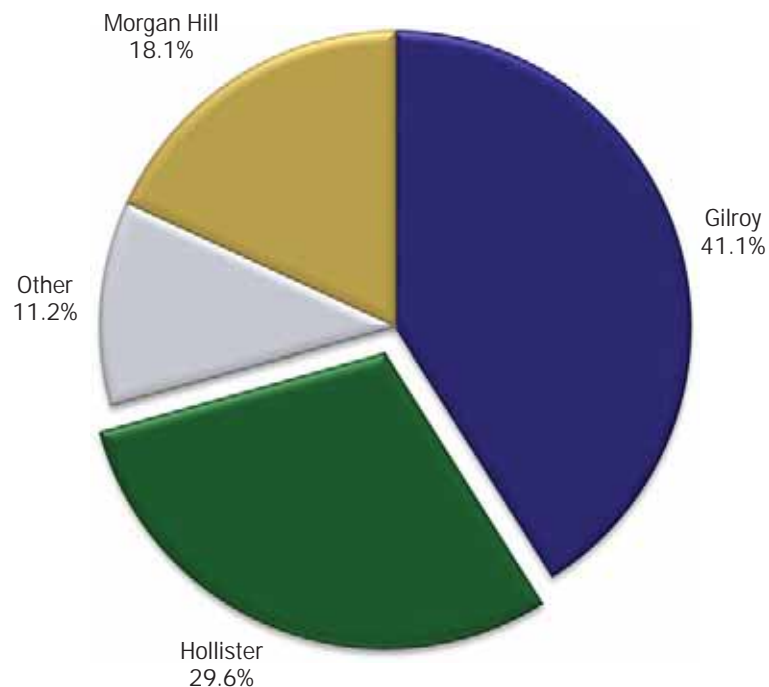
The college operates on a semester system: summer, fall, and spring.

Table 2-5: Gavilan College 2013-2014 Academic Year

Session	First Day	Last Day
Summer 2013	June 10	July 19
Fall 2013	August 13	December 21
Spring 2014	January 27	May 23

Based on 2012 Fall Semester, almost a third (29.6%) of the students attending the Gavilan Gilroy Campus were from Hollister.

Figure 2-16: Gavilan College Students by Residence Location



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2.1.3 ECONOMIC FACTORS

The economy is statistically included in metropolitan San Jose, though the dominant activity is agriculture. San Benito County has agricultural commodities of more than \$268 million annually and ranks at No. 28 in production value for the State of California. Agriculture is the largest industry in San Benito County. Roughly 32,000 acres are currently being farmed and 510,000 acres are being used for cattle grazing.

The following industry clusters were developed based on analysis of San Benito's economy and the identification of the industries and employment opportunities that are available within the county⁶:

1. **Agriculture** has been a foundational employer in San Benito through most of its history. This cluster includes agriculture, forestry, fishing and hunting, although in San Benito almost all employment is directly connected to agriculture.
2. **Manufacturing** is the industry cluster with the next highest concentration of employment in San Benito; however, unlike agriculture, it is expected to see considerable increases in employment over the next five (5) years. This cluster includes all manufacturing from food manufacturing to computer and electronics product manufacturing.
3. **Health Care, Education and Government Assistance** is one of the larger industry clusters in the county and, unlike other industry clusters, is almost completely local population-serving. Employment in this industry is largely driven by demographics and the budget priorities of local, state and national legislative bodies. This cluster includes private and public education, health care, social assistance and government.
4. **Business and Personal Support Services** is a particularly important cluster for San Benito given the large number of small and medium-sized businesses that are found in the county. The Business and Personal Support Services cluster in San Benito County is comprised of administrative, support, and waste management services as well as other related private sector services.
5. **Construction and Real Estate** includes all construction activities from construction of buildings to specialty trade contractors as well as all real estate services, which include rentals and leasing services.
6. **Arts, Entertainment, Tourism, and Retail** consists of all employers in retail trade plus those involved in food services, accommodations, arts, entertainment and

⁶ *San Benito County Workforce Investment Board Draft Five Year Strategic Plan*, San Benito Workforce Investment Board; May 2013.

recreation. From a workforce perspective, this is a sizable employer cluster with a large portion of jobs in entry-level customer service and sales.

The two (2) clusters that have the highest concentration in San Benito, manufacturing and agriculture, are going in opposite directions in terms of expected employment. Manufacturing is expected to see considerable growth in San Benito over the next five (5) years, while agriculture is expected to see considerable declines in total employment.

EMPLOYMENT

Occupations may be classified into three (3) tiers:⁷

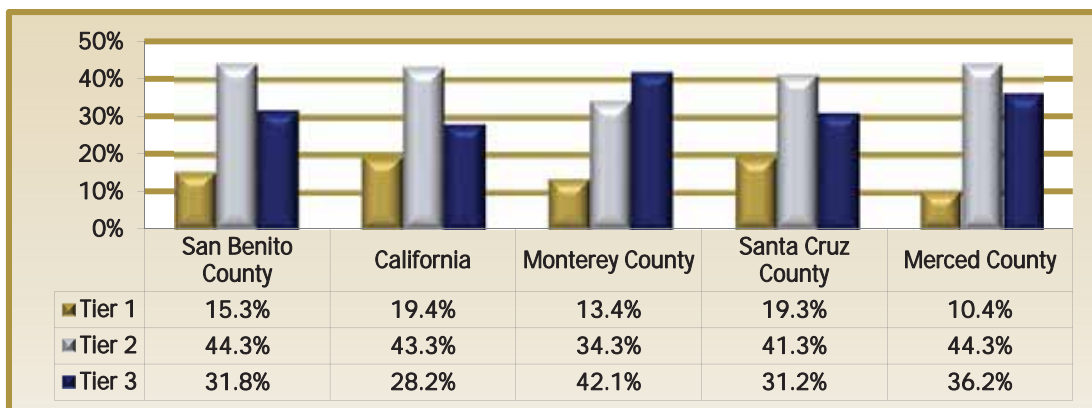
- Tier 1:** Occupations including managers, professional positions and highly skilled technical occupations. These are higher-skilled, higher-paid positions.
- Tier 2:** Occupations including sales positions, teachers, librarians, office and administrative positions, and manufacturing operations and production positions. These positions are mid-skill, mid-paid.
- Tier 3:** Occupations including protective services, food service and retail positions, janitors and personal care positions. These are lower skilled, low-pay positions.

Transit riders are typically Tier 3 employees, although commuter services often attract Tier 2 and even occasionally Tier 1 employees. However, Tier 1 and 2 employees often place higher demands on comfort and other amenities.

Approximately 45 percent of San Benito County's jobs can found among Tier 2 occupations, with just below a third in Tier 3 and about 15 percent in Tier 1. San Benito County has more Tier 3 occupations proportionally than California as a whole but fewer Tier 3 occupations proportionally than either adjacent Monterey or Merced counties.

⁷ *The Polarization of Job Opportunities in the US Labor Market; Implications for Employment and Earnings*, April 2010.

Figure 2-17: Employment by Occupational Tiers⁸



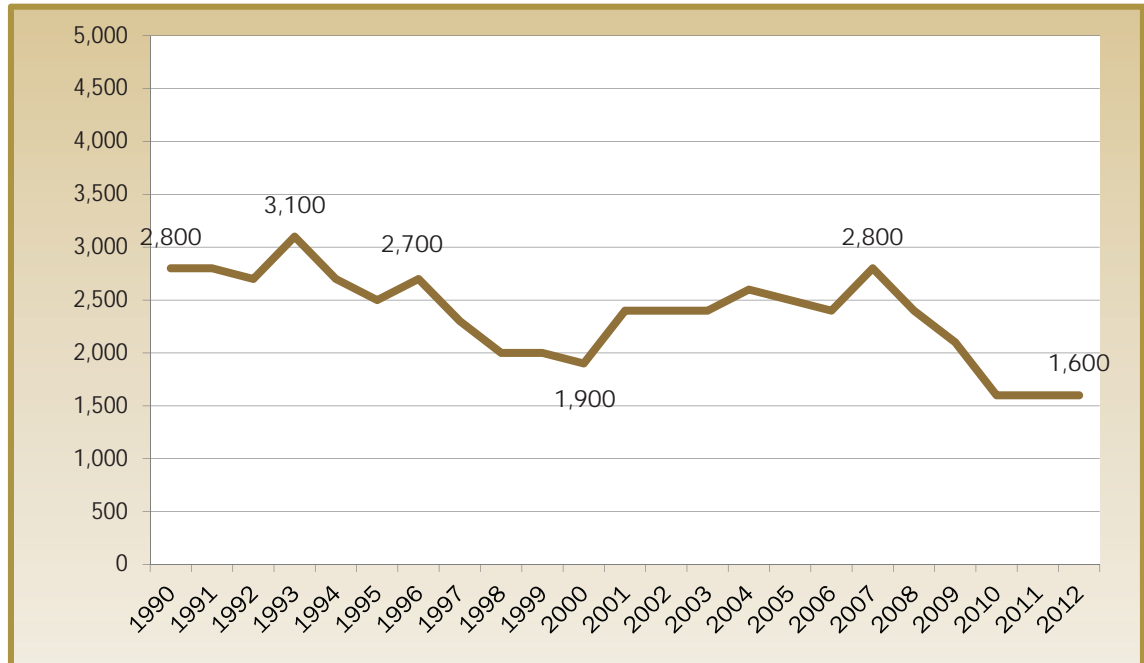
An analysis of San Benito's occupations by tiers and industry reveals an interesting profile of where jobs are located within the region. The highest percentage of Tier 1 jobs are in *Health Care, Education and Government Assistance*. The highest percentage of Tier 2 jobs are in *Construction and Real Estate* followed by *Manufacturing, Arts, Entertainment, Tourism and Retail*, followed closely by *Business and Personal Support Services* and *Agriculture* dominate the percentage of Tier 3 jobs.

Most San Benito County residents currently commute outside of the county daily for work (previously discussed). This outward migration of workers hurts the county by limiting economic growth and increasing energy consumption. The county is working to promote new employment opportunities within the county for residents. The county encourages the development of visually attractive, carefully planned employment centers and industrial uses in areas with suitable topography and adequate public infrastructure, including water, sewer and transportation access.

Although agriculture remains a major economic force in San Benito County, the number of farm-related jobs have decline over the past two (2) decades.

⁸ *San Benito County Workforce Investment Board Draft Five Year Strategic Plan*, San Benito Workforce Investment Board; May 2013.

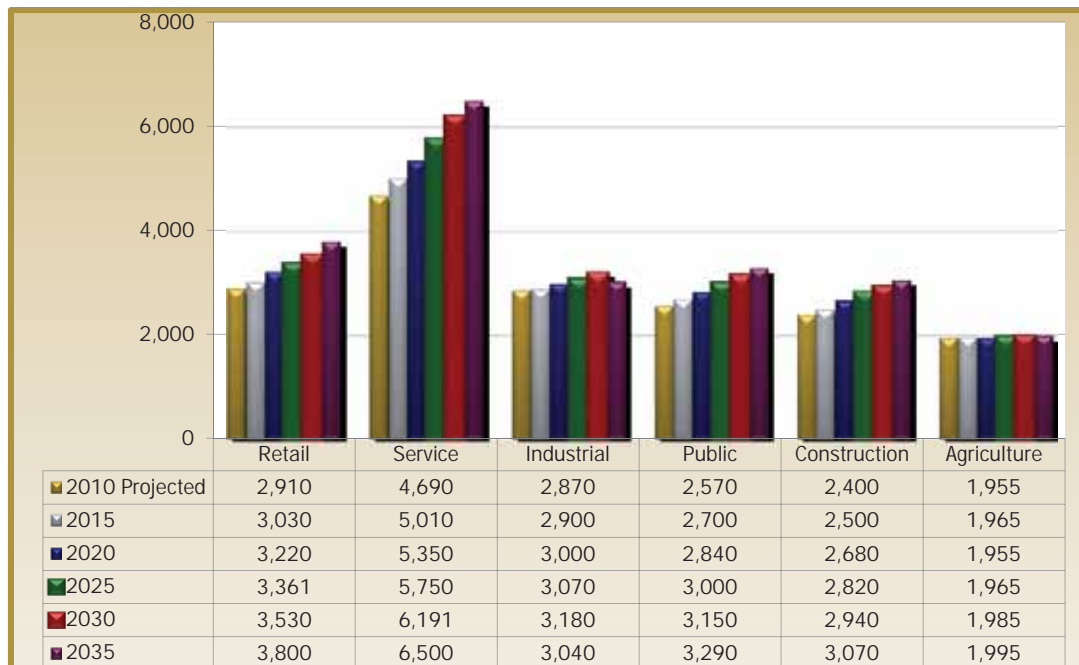
Figure 2-18: Farm-Related Jobs in San Benito County⁹



Employment is expected to rise in other segments of the economy; however, a large percentage of the increase in employment will be out of county. Both as a percentage and in total number of jobs, service-related jobs are expected to be the major area of growth. In 2010, service-related employment accounted for 27 percent of jobs; by 2035, the percentage of service-related jobs is expected to grow to 30 percent. Agriculture-related and industrial-related jobs are anticipated to decline over the next 20 years; however, in addition to service-related jobs, modest increases are expected in retail, public sector and construction.

⁹ Source: California Employment Development Department.

Figure 2-19: Job Growth in San Benito County¹⁰



ECONOMIC DEVELOPMENT

The Federal Highway Administration illustrates the connection between rural transportation, economic development, and quality of life in its vision statement:

"The quality of life and economy in rural America depends on an efficient, effective, comprehensive, and coordinated multimodal transportation system that provides choices for the movement of people and goods and allows quick transfers between modes when and where they are needed. The need to maintain transportation linkages between rural and urban area is very important to the economy, public health and safety, and the social structure of rural America." (FHWA, 2001)

Rural transportation is a critical factor for improving safety, travel, the environment, economic opportunity and responses to demographic change. Transportation is an essential component of rural economic development and quality-of-life considerations for

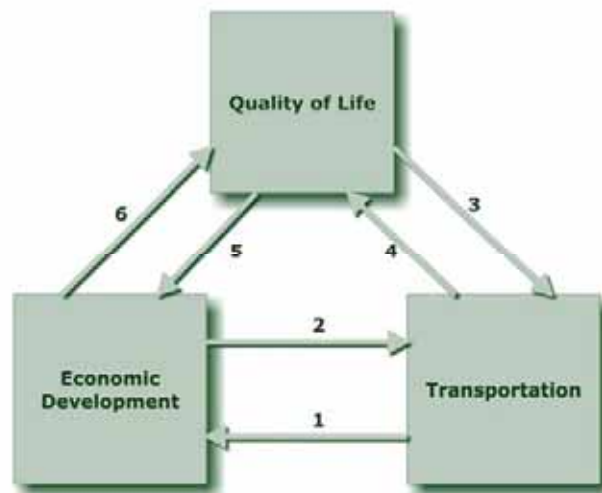
¹⁰ Source: **Regional Economic and Population Forecast** (2008), Association of Monterey Bay Area Governments. Actual 2010 employment data from the California Employment Development Department (EED) is higher than 2010 projections, although the number of agricultural jobs is lower than projected.

San Benito County. The low density and geography of the county, in conjunction with the variety of transportation needs and expectations, call for a flexible and integrated response.

Economic and demographic shifts, deregulation and underinvestment, have all had detrimental impacts on the economic opportunities in rural America and the quality of life of rural residents. San Benito County has not been immune to the negative impacts from these factors. In addition, limited resources and technical capacities, when compared other California regions, have constrained the development of a robust transportation network in the county. Local and regional public transportation needs have not always adequately met. Inadequate investment has resulted in economic development, cost of living, accessibility, safety, health, and overall quality of life outcomes not fully achieving their potential.

An important element of the SRTP and LRTP is developing policies and strategic initiatives to improve the economic development and quality of life for communities in the county.

Figure 2-20: Interrelationships between Transportation, Economic Development and Quality of Life¹¹



¹¹ A RUPRI Rural Policy Brief – Rethinking Federal Investments in Rural Transportation: Rural Considerations Regarding Reauthorization of the Surface Transportation Act, Dabson, B.; Johnson, T; Fluharty, C. Rural Policy Research Institute, University of Missouri, Columbia MO, April 2011.

In the Rural Policy Brief prepared by the University of Missouri's Rural Policy Research Institute,¹² empirical evidence is presented regarding the impact of transportation investment on economic development and quality of life issues in rural settings. In considering the relationships between transportation, economic development and quality of life, the Brief presents six (6) dimensions of the interrelationship and summarizes key empirical findings in relation to each (*Figure 2-20: Interrelationships between Transportation, Economic Development and Quality of Life*).

The six (6) sets of relationships presented in the Brief:

1. Role of transportation in economic development;
2. Effect of economic development on the demand for transportation infrastructure;
3. Effect of changing quality of life on transportation;
4. Role of transportation in improving quality of life;
5. Role of quality of life in economic development; and
6. Role of economic development in improving quality of life.

The relevance of each of the above six (6) sets of relationships to San Benito County and the Short and Long Range Plan are discussed below.

Role of Transportation in Economic Development

In general terms, as outlined in the brief, a well-functioning transportation system can be expected to:

- Increase the productivity of private capital;
- Reduce the costs of production;
- Increase the size of labor markets;
- Increase property values; and
- Increase the overall competitiveness of the county.

While transportation investment is a **necessary condition** for economic development, it alone is not sufficient to stimulate an economy. Many other factors are important such as the levels of education and skill, and the availability of water and sewers.

Providing needed transportation to labor markets improves economic resources. However, in San Benito, two (2) barriers must be addressed:

1. Non-standard work hours of employment due to non-standard (8-to-5) shifts; and
2. Out-of-county commutes.

¹² *A RUPRI Rural Policy Brief - Rethinking Federal Investments in Rural Transportation: Rural Considerations Regarding Reauthorization of the Surface Transportation Act*, April 2011 pp. 1-20.

The unemployment rate in San Benito County has improved considerably from several years ago (14.1%, September 2010). The current unemployment rate of 5.8% September 2015 per the California Employment Development Department is slightly more favorable than the California state unemployment rate of 5.9%.

Another source of economic stimulus is employment in transportation delivery itself. Analysis by the American Public Transportation Association (APTA) stipulates that 41 jobs are supported each year for each million dollars invested in the operation of public transit. Corresponding to the transportation-related jobs is approximately \$4.1 million of added business output (sales volume) is realized for a 4-to-1 return on investment.

Economic Development on the Demand for Transportation Infrastructure

Growing economies place demands on infrastructure; however, they also provide the rationale and the financial means to invest in additional transportation capacity. As the economy grows, in San Benito County, the disposable income of residents increases. As a result, additional revenue flows occur and the tax base used for the development of infrastructure also grows. Nationwide, the APTA study concluded additional economic activity from investments in public transportation generates nearly \$500 million in federal, state and local tax revenues.

Role of Transportation in Improving Quality of Life

A well-functioning transportation system will increase safety and convenience, reduce environmental impacts, and improve access to public and private services (education, health, entertainment, retail, government). It can also contribute to healthy lifestyles by encouraging walking, biking and other outdoor activities. Research points to findings in a number of facets of quality of life in San Benito County:

- **Accessibility** is a function of transportation infrastructure, land use, individual needs and preferences, and time. Public transit is particularly important to San Benito's youth, elderly, low income and disabled, who have few mobility alternatives. Transportation options also increase the area's attractiveness to new residents.
- **Safety** improvements in the transportation system and the creation of travel options can have a big impact on quality of life in the county.
- **Health and Medical Care** within San Benito County is limited. Residents must often travel considerable distances to access care. The availability of public transportation options to health and medical care facilities is critical, especially for the elderly, people with disabilities and those on low income. These

specialized population groups often have transportation challenges and limited health care options.

- **Cost of Living** impacts from transportation on San Benito residents is high due to long distances they must travel to work and other activities. A lack of options results in higher fuel costs, which adversely affect family budgets due to a higher portion of income spent on transportation than spent in other less rural areas. San Benito's lower income populations are disproportionately impacted.

Effect of Changing Quality of Life on Transportation

Sustainable transportation, such as public transportation, can improve options and "reduce the negative impact on the environment, economy and society." Measures making transportation more efficient, less costly and easier to use provide overall benefits to quality of life in San Benito.

Role of Economic Development in Improving Quality of Life

Economic development would benefit San Benito through higher incomes, better jobs, and improved services and facilities. In San Benito, a large proportion of the younger workers leave the area for jobs or commute outside of the county to their jobs. Research demonstrates that improvements in regional economic performance and environmental conditions raise the quality of life and provide additional reasons for rural residents to stay in the area.

Role of Quality of Life in Economic Development

Jobs follow People. San Benito County will be better able to attract and sustain both business investment and skilled workers by enhancing the quality of life in the region through a combination of natural and built amenities, quality public services and adequate infrastructure.

The capacity and performance of San Benito's transportation network:

- Shape the physical environment;
- Influence the economic competitiveness of the region;
- Determine the sustainability of its communities; and
- Impact the quality of life for its residents.

Thus the transportation system's capacity and performance impact:

1. Attractiveness of the county to businesses and residents;
2. Quality of life; and
3. Rates of growth in income, population and other indicators of sustainability.

2.1.4 GROWTH & COMMUNITY DEVELOPMENT

An important consideration in the Short and Long Range Transit plans is growth and future development. The county population is projected to grow to 94,731 by 2035.

San Benito County is committed to promoting development that is sustainable and energy-efficient. Development located in proximity to other major developments, major transportation corridors, or areas with public transportation accessibility can reduce travel demand, increase efficiency and improve safety.¹³

RESIDENTIAL DEVELOPMENT

Since infill development alone is not likely to be able to accommodate projected future population growth, new communities may be appropriate to accommodate anticipated population growth in the county. In addition, to minimize the number of per capita vehicle miles traveled, the county has identified areas where new communities should be located.

Land within the county's *New Community Study Area*¹⁴ has been identified as potentially appropriate for more intense development for a variety of reasons:

1. Proximity to existing job centers;
2. Good access to existing transportation corridors;
3. Opportunities to provide public transit;
4. Opportunities for reducing vehicle miles traveled and traffic congestion;
5. Fewer impacts to high value agricultural land;
6. Opportunities for permanent preservation of open space; and
7. Fewer impacts to environmental resources.¹⁵

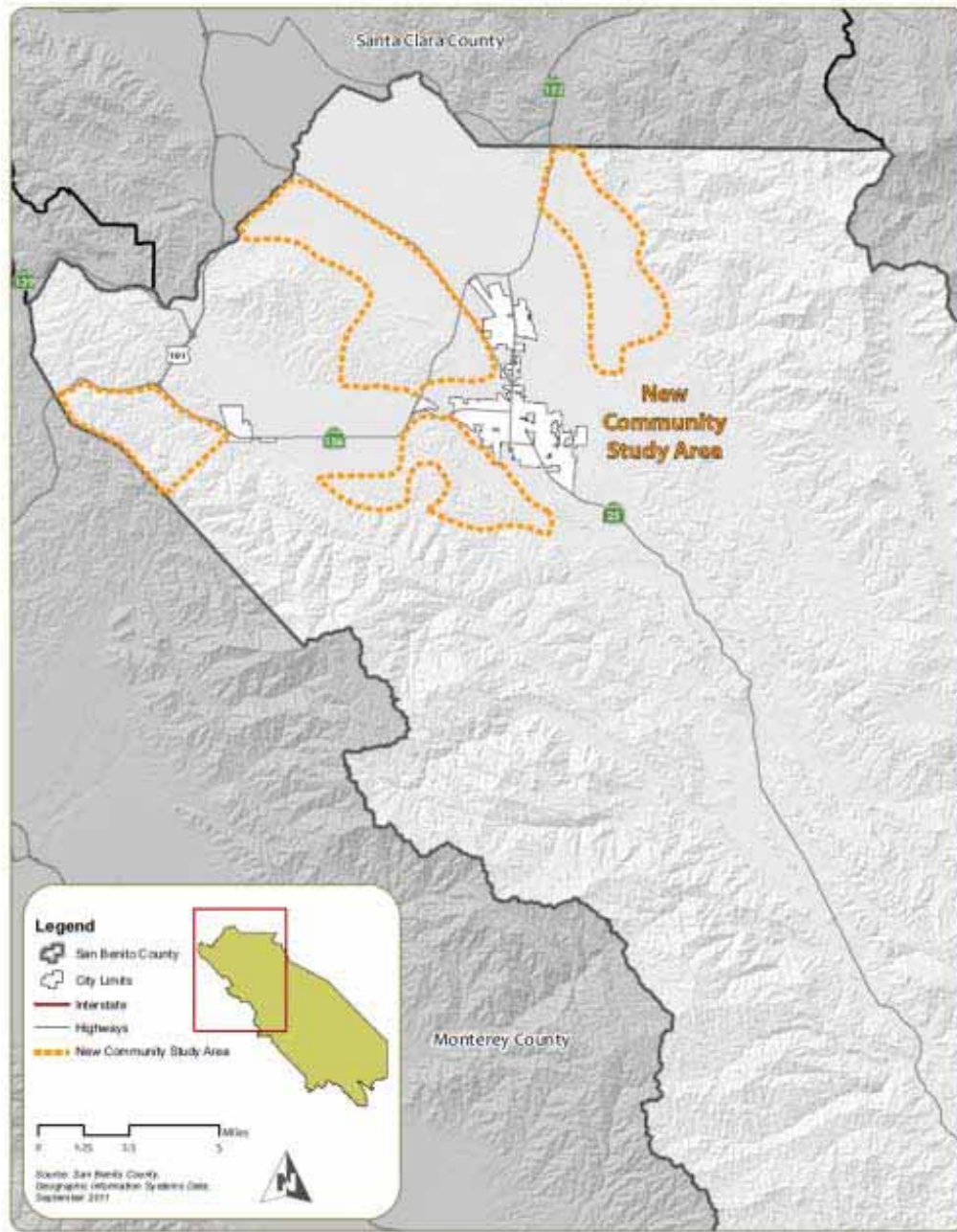
For the SRTP and LRTP, the opportunities to provide public transit options need to be considered, although new communities will be approved on a case-by-case basis, new communities are not limited to these areas, and the county would consider proposals for new communities in other parts of the county

¹³ *2035 San Benito County General Plan*. Land Use Element.

¹⁴ *2035 San Benito County General Plan*. Land Use Element.

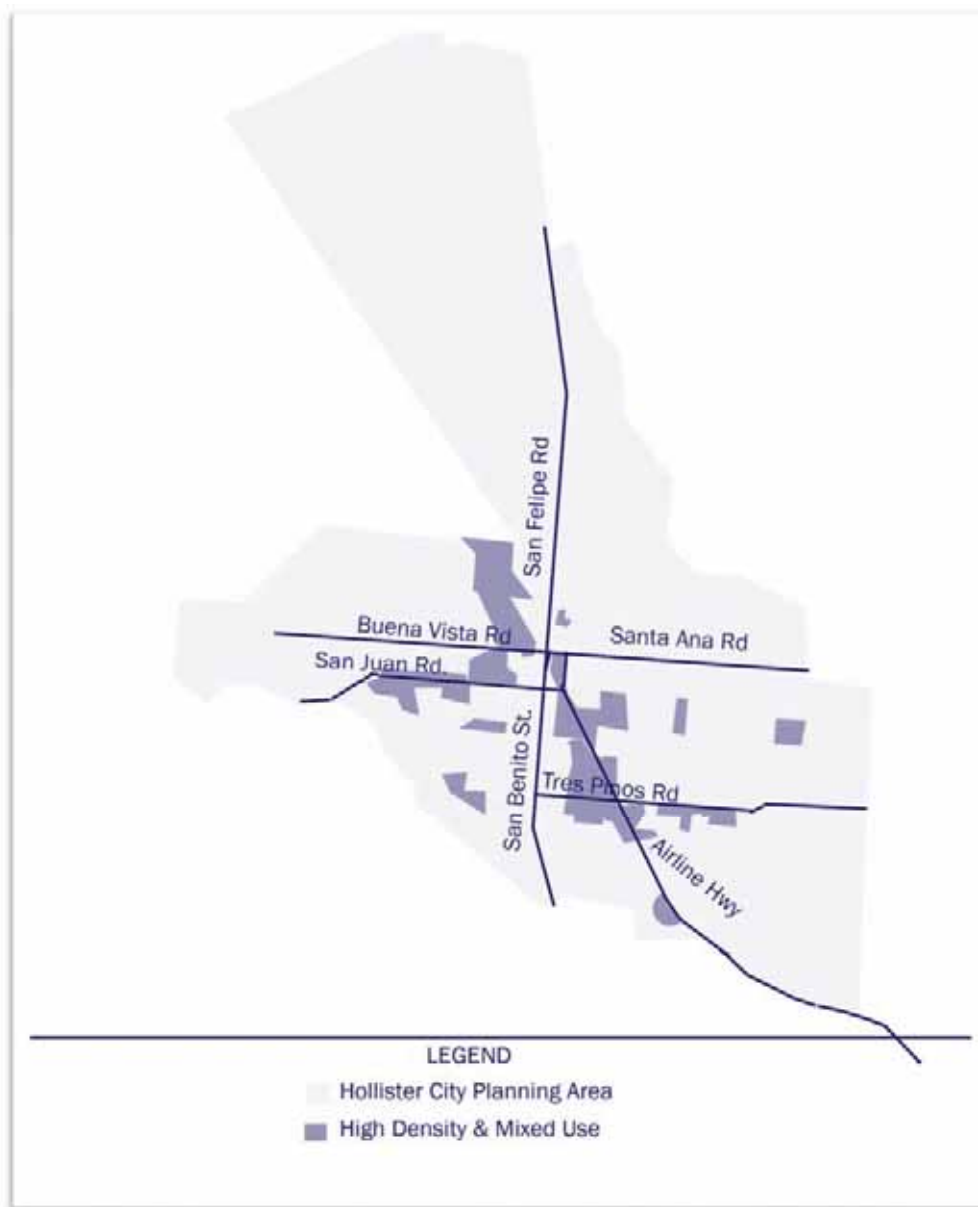
¹⁵ *2035 San Benito County General Plan*. Land Use Element.

Figure 2-21: New Community Study Areas from the *San Benito County 2035 General Plan*



Transit is most effective where serving high-density development. In Hollister, high-density development is not centralized. However, a substantial percentage of the high-density development is along the McCray Street corridor.

Figure 2-22: High Density and Mixed-Use Development in Hollister based on the *City of Hollister General Plan, 2005*

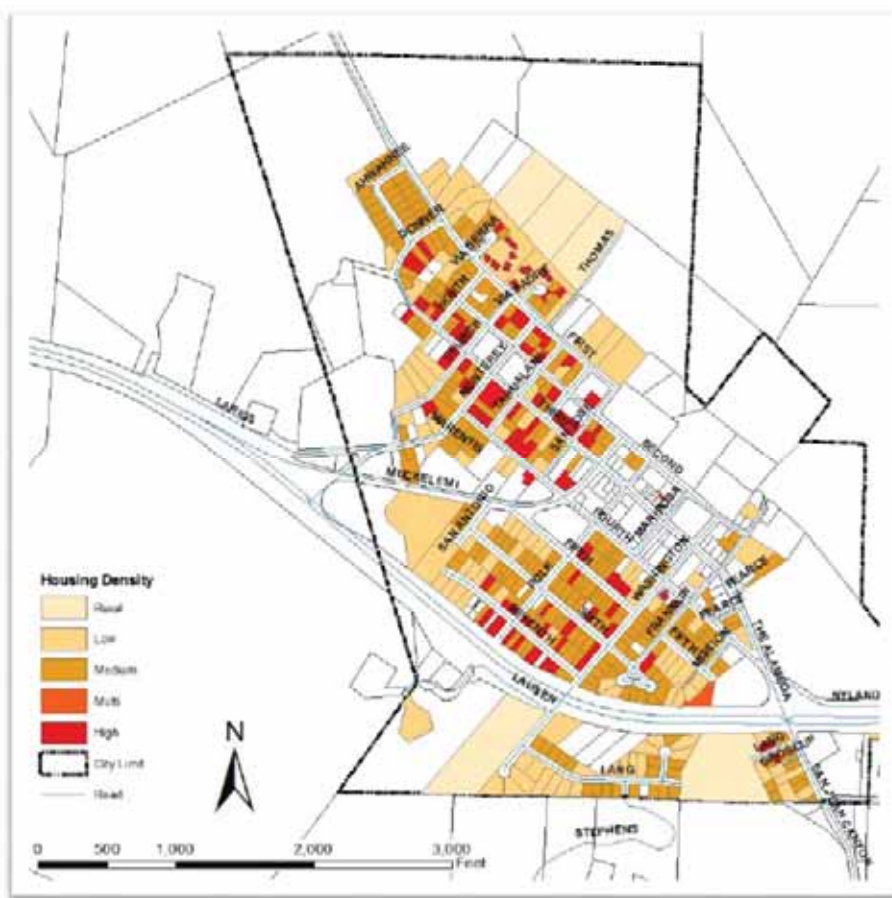


Prepared for

San Benito County Local Transportation Authority

In San Juan Bautista, high-density residential and multi-family designates areas suitable for attached housing types or mobile home development at densities of 11 to 21 units per gross acre. According to the 1998 General Plan, high density areas are meant to be located adjacent to or close to services and commercial uses. There are 11 multi-family parcels in San Juan Bautista totaling 10.25 acres, comprising 8.5% of total acreage. High-density residential, excluding multi-family units, exist on 107 parcels covering an area of 2.45 acres or about 2.0% of San Juan Bautista's total housing acreage. High Density Residential parcels are dispersed mostly along 4th and Monterey Streets.¹⁶

Figure 2-23: San Juan Bautista Residential Densities¹⁷



¹⁶ *City of San Juan Bautista Background Report*. The Background Report is a compilation of the research and community input that will inform the final General Plan Update currently in progress.

¹⁷ *City of San Juan Bautista Background Report*, Land Use Section.

Two (2) planned development areas have been identified where future development is anticipated to occur. A Specific Plan has been or will be prepared and the land use designations will be applied to the area through an Amendment to the San Benito County General Plan.¹⁸

- **Santana Ranch:** The plan area encompasses approximately 292 acres located east of intersections of Fairview Road with Hillcrest Road and Sunnyslope Road. The plan includes a total 1,092 dwelling units of various housing types and densities, including 774 single-family residential units at densities of 1.0 to 5.0 units per acre, and 318 multiple residential units at 5.1 to 12 units per acre. It also includes 9.7 acres of commercial retail and 2.0 acres of office development.
- **Fairview Corners:** The proposed 57-acre single-family residential project is located east of the City of Hollister. The project proposes to build 220 housing units and open space.
- **Roberts Ranch:** The planning application indicates that Robert Ranch, located north of Airline Highway between Enterprise Road and Fairview Road, proposes 206 detached single-family homes. The developed, as proposed, has limited access with only four (4) entry points and a number of cul-de-sacs.

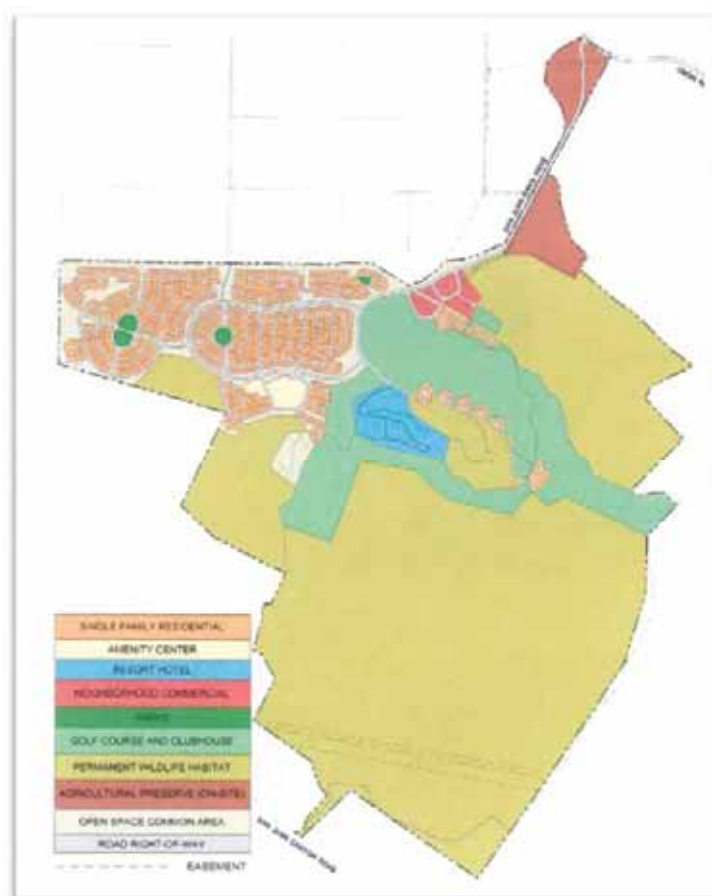
Figure 2-24: Roberts Ranch (as Proposed)



¹⁸ 2035 San Benito County General Plan. Land Use Element.

- **San Juan Oaks:** The area, adjacent to the existing San Juan Oaks Golf Course, was originally approved in 2004 but was not constructed. A formal proposal has been submitted to the County for a redesign of the previous plans, including additional development. Approval expires in July 2015, but by including it into the specific plan, it appears that it may be extended. According to the Specific Plan, the fully developed San Juan Oaks will have:
 - ◆ 1,084 single family residential units (1,017 active adult and 67 conventional);
 - ◆ 25,000 sq. ft. amenity center;
 - ◆ Resort hotel of up to 200 rooms;
 - ◆ 65,000 sq. ft. neighborhood commercial; and
 - ◆ 4 acre assisted living/skilled nursing/memory care facility up to 100 beds.

Figure 2-25: San Juan Oaks Specific Plan



COMMERCIAL DEVELOPMENT

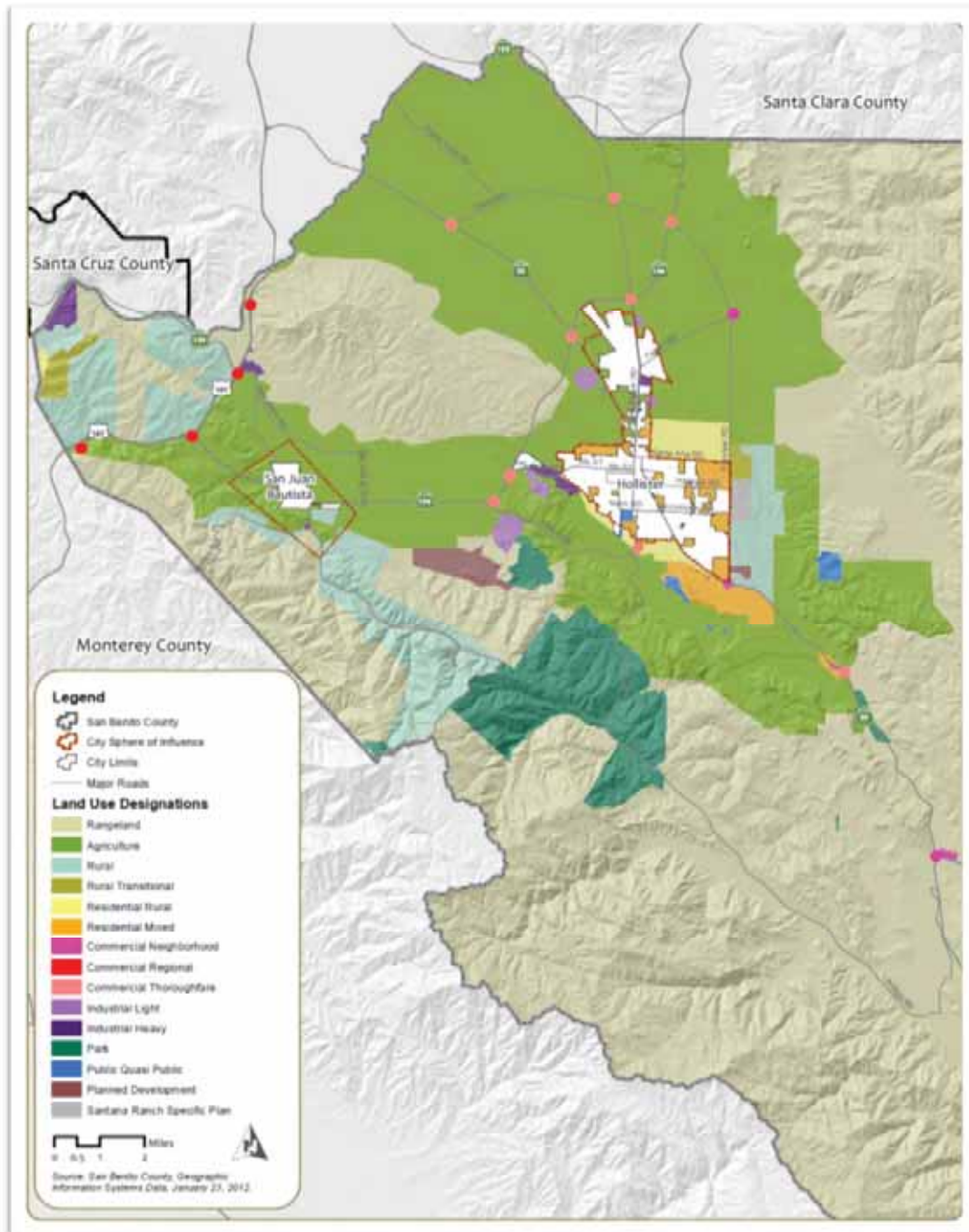
Public transit will need to serve the region's retail and employment centers. Historically residential growth in San Benito County has outpaced commercial and mixed-use growth. The majority of commercial and industrial growth has been in the City of Hollister planning. However, in the General Plan, the County promotes commercial uses on strategic unincorporated parcels in order to accommodate commercial demand, promote economic development, and increase revenue. For the transit plan, the concentration is on northern part of the County, primarily the Hollister and San Juan Bautista Valleys, as illustrated in Figure 2-26. Of particular interest to the transit planning process are:

- **Commercial Regional**, which provides areas that function as destinations for commercial activity serving the regional populations. This designation intends to accommodate the location of such commercial uses at key intersections along Interstate 101 and other major State Routes. This use could include shopping centers, truck and automobile stations, as well as tourist-serving commercial uses. As these Regional Commercial Centers develop, it will be important to ensure that public transportation is available to the areas.
- **Industrial Areas (Light and Heavy)** are prime employment centers. Light industrial development, which is primarily north and east of Hollister, is intended to be near exiting transportation systems, and public transportation needs to be considered part of the transportation network. Heavy industrial is for activities that are not suitable for urban areas and are located in the northeast corner of the county, near and north of Interstate 101. While this could include large-scale manufacturing with major employment, service to areas remote from the urbanized part of the county will need to be considered only if sufficient demand develops.

While other development may have some transportation requirements, it is not expected that they will have a major impact on the Short or Long Range Transit Plans.¹⁹

¹⁹ For more information on the other designations, please consult the *2035 San Benito County General Plan*. Land Use Element.

Figure 2-26: Land Use Designations in the Northern Part of San Benito County²⁰



²⁰ 2035 San Benito County General Plan. Land Use Element.

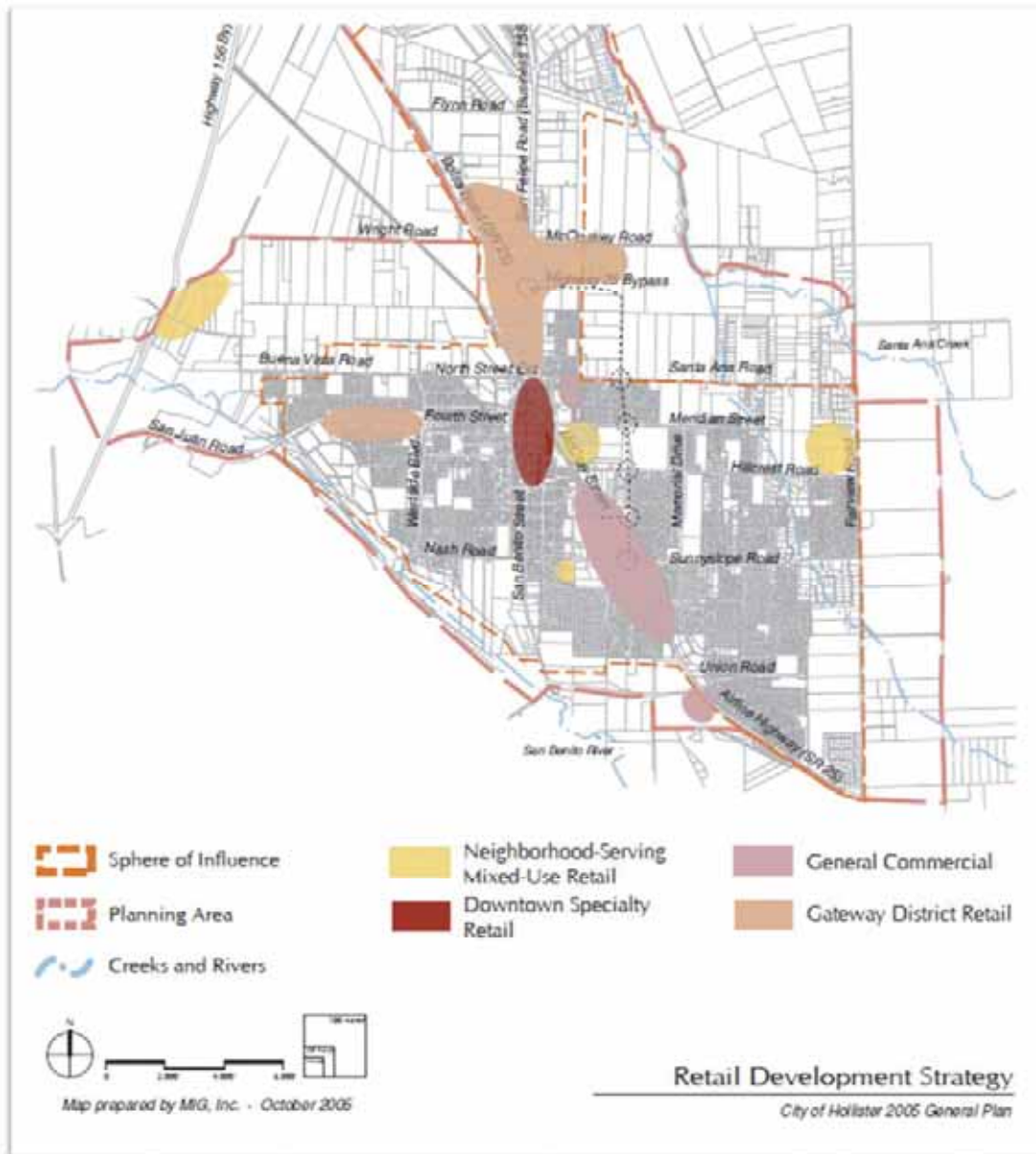
Four centers that may impact the development of transit in San Benito are outlined in the *City of Hollister 2005 General Plan*:

- **Downtown Commercial:** The Downtown Commercial category applies to commercial activity including neighborhood convenience stores, restaurants, regionally-oriented specialty stores, medical and dental offices, and residential units in Downtown Hollister.
- **Gateway Mixed-Use:**
 - ◆ **West Gateway Mixed-Use:** The West Gateway Mixed-Use designation is intended to foster an attractive entry to the City of Hollister by featuring community shopping, retail and offices with residential uses. The design guidelines stipulate additional criteria that development within the West Gateway must meet.
 - ◆ **North Gateway Commercial:** The North Gateway Commercial designation is intended to foster an attractive entry to the City of Hollister by featuring commercial and service-oriented businesses along with high-employment uses such as office parks. The design guidelines stipulate additional criteria that development within the North Gateway must meet.
- **General Commercial:** The General Commercial designation allows for a variety of commercial uses and service-oriented businesses at scales ranging from large retail stores serving the community and region to smaller businesses oriented toward neighborhood activity. Uses are encouraged to develop in clusters, serving areas with access to major arterials. Independent small businesses such as hair salons, small offices and restaurants are also permitted. Other examples of uses are department stores, supermarkets, hardware stores and convenience stores.
- **Neighborhood Mixed Use:** The Mixed-Use Commercial and Residential designation is intended to promote a vertical or horizontal combination of residential and commercial uses within a single building or site. The designation is intended to encourage retail sales, service, office, and public uses on the ground floor with upper floors of office and residential uses. The Mixed-Use Commercial and Residential category applies to commercial activity that includes government and professional offices, neighborhood-oriented retail, community shopping centers, specialty stores, arts and crafts, woodworking and assembly processes.

In addition to commercial development, the General Plan indicates industrial development, which may be home to key employment centers, is designated in the north

part of Hollister, north of Wright Road/McCloskey Road continuing in the area adjacent to the airport.

Figure 2-27: Hollister Commercial Development for the *City of Hollister 2005 General Plan*



In San Juan Bautista, retail and service activities are concentrated in the Historic Downtown area. In total, 28.4 acres are designated for commercial land use.

1. **Office**, 3.3 acres (11.7% of the city's commercial land area);
2. **Retail**, 17.5 acres (61.4% of the city's commercial land area); and
3. **Service**, 7.7 acres (26.9% of the city's commercial land area).

Figure 2-28: San Juan Bautista Commercial Areas



Industrial uses account for 12 acres of the land in San Juan Bautista (approximately 2.6% of the total acreage in the City). The area is south of Highway 156 and east of Mission Vineyard Road.

Figure 2-29: San Juan Bautista Industrial Area



TRANSIT-ORIENTED DEVELOPMENT

The *Hollister Downtown Strategic Plan*, September 2008, encourages additional transit ridership and suggests a Downtown loop trolley and/or bus depot.

The Plan also proposes passenger rail service to the Downtown train station and existing railroad tracks. If the train station and existing railroad tracks function with passenger rail service, the Plan proposes that nearby development should be designed as a transit-oriented development (TOD). Transit-oriented development, or TOD, is a type of community development that includes a mixture of housing, office, retail and/or other amenities integrated into a walkable neighborhood and located within a half-mile of quality public transportation. TODs often have strong connections to nearby transit service, and are generally located within a five (5)-to-10-minute walk (approximately a quarter- to half-mile) from transit stops. Much of Downtown is within a quarter-mile of the train station, and the entire Downtown is within a half-mile. Residential, restaurant and other transit-serving uses would be strongly encouraged near the train station and throughout transit-oriented developments.

A study in 2000 evaluated the potential of commuter rail service into Hollister. While the report indicated general support for the expansion of rail service to Hollister, the extension appeared to be unfeasible at the time of the study due to lack of funding for capital and operational expense, as well as minimal projected ridership. While commuter train service may be a consideration over the longer term of the LRTP, it does not appear viable within the five (5)-year SRTP time frame.

A central location for a transfer point has been identified as a need; the train station does not appear to be in a convenient location and other options will be explored.

HIGH- QUALITY TRANSIT CORRIDORS

The same location has been designated as a transit hub in the *City of Hollister General Plan 2005*. Even without passenger service, opportunities for transit-oriented development (TOD) around the location would be possible.

Current High- quality Corridors

The area in and around Hollister, like many rural and communities in California and the United States, was not built with public transit usage goals in mind. Some corridors within Hollister have a nice mix of transit-attractor businesses and activity centers and some higher density residential nearby.

The Downtown Hollister area is very walkable and has a mix of service industry businesses, shopping and educational/public facilities to support transit. San Benito Street runs north-south for the length of the city, and could be developed into a transit

corridor over time, with San Benito High School on the south end, and numerous social service agencies and light industrial employment clusters in the airport area on the north end. However, while the north end has the transit-attracting destinations, it lacks key roadway infrastructure (sidewalks, protected crosswalks, proximity of destinations). LTA has wisely avoided establishing bus stops on this busy highway due to this lack of sidewalks combined with high-speed traffic, etc.

Transit ridership in rural and small urban areas tends to be more driven by individual (demographic, income, cultural and medical) conditions, rather than density of residential land uses. Households with limited access to automobiles, due to income, disability or both, are much more likely to use a functional local transit network for their mobility needs. With this in mind, a route planner is often tasked with linking disparate clusters of transit need/demand together into some kind of coherent routes.

The Meridian and West Fourth Corridors are currently served in a generally bi-directional manner by the Green and Blue lines and feature some transit-friendly land uses and user-friendly bus stops, such as the stop at Fourth and San Benito (WB on Fourth) and at Mission Oaks Mobile Home Park (EB on Fourth). Nash Street (Tres Pinos west of San Benito) has three pair of bus stops and a walkable street profile in the area of the high school, and Tres Pinos Boulevard itself has a great cluster of transit attracting commercial shopping centers around Ladd Lane and Sunset (Airline Hwy area), but in some areas crosswalks and bus stop amenities are lacking.



Future High- uality Corridors

LTA drivers have identified service needs in the Cerra Vista Drive area of southeast Hollister. While fixed route service in this neighborhood will be appropriate in the near future, this mostly residential, Euclidean-zoned housing tract²¹ is not a candidate for designation as a “high-quality transit corridor.” Transit corridors by nature include a mix of land uses and a healthy dose of commercial and educational/institutional land uses.

South San Benito Street, from the High School to and through Downtown to as far north as Maple Street or Hwy 25 could be designated as a high-quality transit corridor and receive investment from a Complete Streets effort, including provision of robust bus stop locations and amenities, in conjunction with the sustained effort to develop ridership on the Red Line or a future route.

While meeting the definition of a high-quality corridor, consolidating the intercounty services to all follow a trunk alignment²² between Hollister and San Juan Bautista can develop transit ridership in San Juan Bautista by increasing frequencies and developing a main, high profile bus stop at Abbe Park that will serve all intercity routes in both directions.

²¹ **Euclidean zoning**, also known as **Single-Use zoning**, is a practice of urban planning where everyday uses are separated from each other and where land uses of the same type are grouped together as opposed to **Mixed-Use zoning**. In this situation, land use is confined to single family residential.

²² A **Trunk Alignment** is a corridor with limited stops that forms the backbone between major stops.

2.2 Planning Context

During its history, LTA has been supported by a number of different planning projects. In addition to its own *Short Range Transit Plan (SRTP)*, which was completed in 2008, LTA's services have been evaluated as part of several other studies.

The following documents were reviewed to provide a planning context for the current Short and Long Range Transit Plan effort.

2.2.1 SAN BENITO COUNTY LOCAL TRANSPORTATION AUTHORITY SHORT RANGE TRANSIT PLAN

The *Short Range Transit Plan* was completed in March 2008. The purpose of the project was to update the 1995 Short Range Transit Plan for County Express, the largest public transit provider in San Benito County. The Plan included an evaluation of the County Express's services, and Jovenes de Antaño, a nonprofit organization that Local Transportation Authority contracts with for specialized transportation services. The Plan included the following:

1. Review and update of goals, objectives and performance standards;
2. Individual service and system evaluations;
3. Service and system recommendations;
4. Strategic marketing plan; and
5. Capital and financial plans.

In response the findings in the service evaluation, five (5) realignment options were proposed for County Express:

1. Keep the current system;
2. Reverting back to 2004 system;
3. Reducing Fixed Route service;
4. Expanding Fixed Route service;
5. Eliminating Fixed Route service and have only Dial-A-Ride.

The *Short Range Transit Plan* recommended that County Express return back to the 2004 system with some minor modifications, including an additional stop at the San Benito County Jail.

In addition to the Fixed Route service recommendations, the Plan also provided suggestions for improving the entire County Express operation. One recommendation is to change to the previous Fixed Route naming system of colors. At the time, routes were named "Counterclockwise" and "Clockwise." These names created an issue with translation from English to Spanish texts for customers who spoke and/or read only

Spanish. Implementing a simple naming system was determined to be easier for staff to translate and for customers to remember.

A capital and financial plan was developed that included a fleet replacement and marketing plan to ensure fleet sustainability and attract and retain new ridership. Bus stop amenities were also discussed in the capital portion of the plan. It also recommended a change from tickets to tokens to save the printing expense. Tokens may be reused for the life of the token, while tickets are only used once. The switch from tickets to tokens was advised to be done in conjunction with fare increase hearings. The Plan recommended that a fare increase be implemented.

Many of the recommendations were implemented, including renaming the routes, fare increase and a change to tokens. However, staff indicated overall dissatisfaction with the previous SRTP and the process used.

2.2.2 MONTEREY BAY AREA COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION PLAN

The *Coordinated Plan (CPTP)* was completed in October 2013. The Plan was prepared by Association of Monterey Bay Area Governments. In addition to San Benito County, the *CPTP* covered Santa Cruz and Monterey County. The *CPTP* included the following required elements for both the region and the individual counties:

1. Identification of current services and providers;
2. Assessment of transportation needs for individuals with disabilities, older adults and persons with limited incomes;
3. Identification of coordination actions to eliminate or reduce duplication in services and strategies for more efficient use of resources;
4. Strategies to address identified gaps in services; and
5. Prioritization of implemented strategies.

For San Benito County, the following gaps were identified:

- **Service Levels:** The lack of mid-day local fixed route service, no fixed route and limited intercounty weekend service, lack of service to rural area surrounding Hollister, and limited out-of-county non-emergency medical service present serious needs.
- **Fleet Type, Capacity, Amenities and Maintenance:** Due to budget constraints, LTA equipment has limited amenities and the types of vehicles are limited. Seating capacity is limited; air conditioning has not been upgraded, and the vehicles do not have security cameras.

- **Before and After School Hour Service:** During recent unmet transit needs, concerns were raised for the lack of public transportation service for before- and after-school hour programs. In 2013, limited school bus transportation immediately before and after school was still available; however, local public school districts have experienced a lack of funding for expanded transportation.
- **Accessibility and Mobility:** The rural nature of San Benito County can be an obstacle to mobility for the elderly, individuals with disabilities, and persons of limited means because the agricultural terrain and sparsely populated areas are not pedestrian friendly. Even within urbanized areas, sidewalk gaps make walking difficult for those with limited abilities to navigate the physical terrain. A need was also expressed for qualified and dedicated mobility trainers.

The CPTP concluded no one easy solution exists to close the gaps in services in San Benito County. A series of ongoing efforts made by transportation agencies, social services agencies, and nonprofit organizations would be required. The CPTP enumerated a number of strategies to fill the gaps in San Benito County:

1. Regularly updated fleet replacement plan;
2. Qualified and dedicated mobility trainers;
3. Intelligent Transportation Systems (ITS) and technology;
4. Restoration of County Express service levels;
5. Improved agency coordination to leverage resources;
6. Coordination among different agencies, organizations, and public transportation;
7. Service in the Monterey Bay area; and
8. Coordination with nonprofit organizations.

2.2.3 FY 2010-2012 TRIENNIAL PERFORMANCE AUDIT OF SAN BENITO LOCAL TRANSPORTATION AUTHORITY

California's Transportation Development Act (TDA) requires that a triennial performance audit (TPA) be conducted of public transit entities that receive TDA funding. The last LTA TPA was completed in June 2013. The audit had three (3) recommendations:

1. Ensure both the LTA Transportation Planner and Administrative Service Specialist review the final State Controller's report prior to submittal to the State for data accuracy.
2. Conduct an update of the SRTP that includes productivity goals and performance benchmarks.

3. Maximize the use of new dispatching software and research its potential for integrating various functions such as tracking maintenance, customer service, vehicle location and on-time performance.

Other findings were—

- Farebox Recovery Ratio dipped slightly below 10% in FY 2010 and averaged 10.3% for the three year audit period.
- Jovenes de Antaño received two unsatisfactory CHP inspections, which have since been corrected.
- Although ridership and service decreased over the audit period, operating costs increased marginally.
- A fare increase was implemented in 2009, with a more streamlined fare structure for demand response services.

2.2.4 SAN BENITO COUNTY LOCAL TRANSPORTATION AUTHORITY TRANSIT DESIGN GUIDELINES

The *Transit Design Guidelines* was completed in September 2010. The goal of the San Benito County Transit Design Guidelines was to provide information about the benefits of incorporating transit-friendly design in private development projects, making them able to be well served by transit, and encouraging transit use. The *Guidelines* detail designing for access and includes--

- Transit-friendly land use strategies;
- Transit-friendly site design; and
- Transit-friendly streets.

In addition the *Guidelines* delineate vehicle characteristics and transit facility design standards, which include bus stop placement, layout and amenities.

2.2.5 OTHER DOCUMENTS & REPORTS

As part of the SRTP/LRTP, a number of other documents and reports were reviewed in whole or in part. Information from these reports is addressed in relevant sections of this report. Other documents, which have been employed include—

- *City of Hollister General Plan 2005;*
- *County of San Benito 2035 General Plan;*
- *Hollister Downtown Plan 2008;*

- *Association of Monterey Area Governments Regional Economic and Population Forecast 2008;*
- *Association of Monterey Area Governments Draft 2012 Regional Growth Forecast;*
- *San Benito County Workforce Investment Board Draft Five Year Strategic Plan 2013;*
- *Soil Survey San Benito County 1969;*
- *San Benito High Quality Transit Corridors.*

2.3 Public Transportation System & Needs

Public transportation is managed by the San Benito Local Transportation Authority (LTA).

The LTA was formed in 1990 to own, operate and administer a countywide public transportation system through a Joint Powers Agreement (JPA) among the City of Hollister, the City of San Juan Bautista, and the County of San Benito.

The LTA board of directors consists of--

- Two (2) members from the San Benito County board of supervisors;
- Two (2) members from the Hollister City Council;
- One (1) member from the San Juan Bautista City Council.

The Council of San Benito County Governments (COG) shares administrative and management staff for the LTA. LTA staff also provides maintenance for the fleet and facilities. The Executive Director for LTA is also the Executive Director for the COG. The Executive Director is responsible for overseeing all administrative and technical functions of both LTA and COG.

The planning staff is primarily responsible for the management of LTA operations and contract management. The LTA has a designated Transportation Planner who handles the day-to-day management of the LTA.

LTA offers two (2) basic types of transportation services and contracts to two (2) different contractors to provide the services:

1. **Fixed Route Services:** County Express operates general local fixed route and intercounty fixed route services under a contract with a private contractor, MV Transportation Inc.
2. **Demand Response Public Transportation:** LTA also has a contract with Jovenes de Antaño, a nonprofit organization, for specialized transportation services. In addition, County Express Dial-A-Ride is provided under LTA's contract with MV. The Dial-A-Ride provides both Americans with Disabilities (ADA) complementary paratransit service and general demand response service.

2.3.1 CURRENT FIXED ROUTE SERVICES

Under the name of *County Express*, LTA has categorized its local, Hollister scheduled service as "fixed-route," and has categorized its family of intercity routes "intercounty" including individual routes to Gavilan College and Caltrain in Gilroy, with a weekend-only version connecting to the Greyhound/Caltrain Station in Gilroy.

LOCAL FIXED ROUTE SERVICES

San Benito Local Transportation Authority (LTA) offers three (3) routes that provide service during weekday peak hours within the city limits of Hollister. Renamed in recent years after colors to simplify identification by passengers, LTA offers limited span service on the following routes:

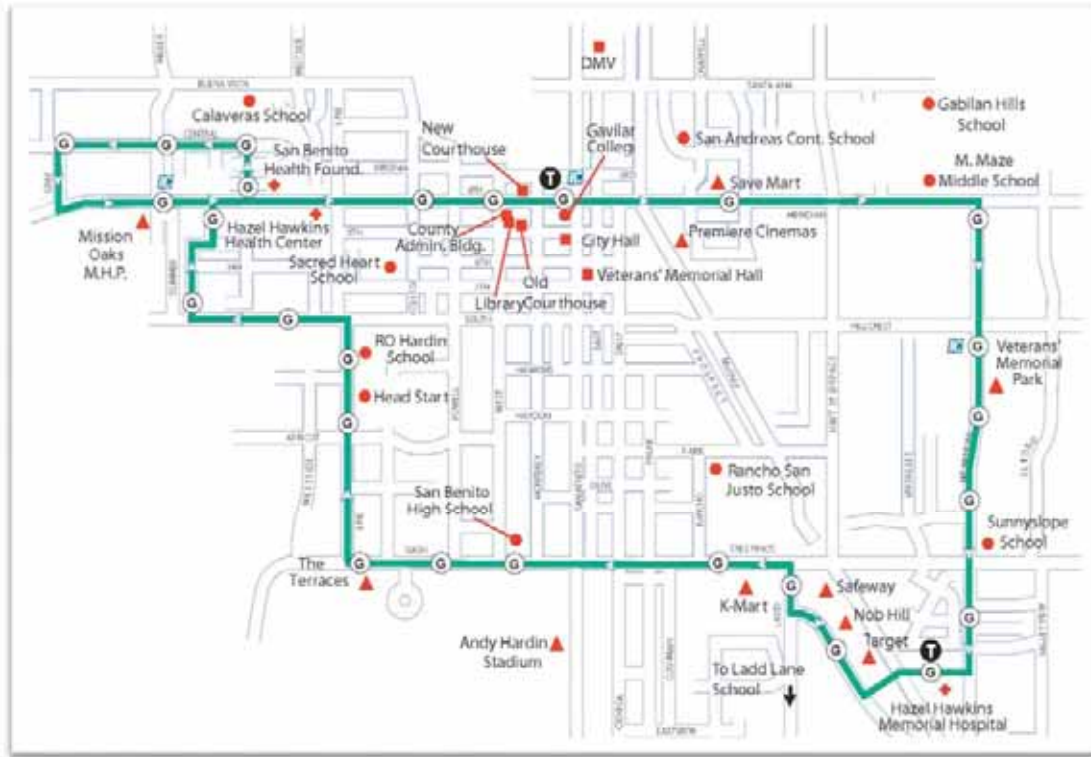
- Green Route (clockwise);
- Blue Route (counterclockwise); and
- Red Route (aka “business route”).

The fixed route network consists of three (3) routes. Two (2) of routes, Green and Blue, are identical alignments operating in opposite directions. All routes operate Monday through Friday from 6:15 a.m. to as late as 5:51 p.m. with gaps in service in the midday (most severe on Blue, which shuts down from 9:06 a.m. to 2:13 p.m. The mid-day gap was implemented in FY 2010 to address budget shortfalls. This service reduction resulted in dramatic ridership loss (to fixed route) of nearly 50%, from which LTA’s fixed route system has yet to recover.

Green Line

Currently the most productive of the three (3) routes, Green, operates a long clockwise loop that is mimicked by the Blue Line, but with shorter operating hours. The Green Route takes 35 minutes to complete its circumferential path around Hollister, connecting the downtown transit intersection of Fourth & San Benito with many of the service area’s transit trip generators, including the downtown area, Maze Middle School, Hazel Hawkins Hospital, and the shopping cluster near Hwy 25 and Tres Pinos/Sunnyslope Roads. The Green Route operates Monday through Friday from 6:26 a.m. to 5:46 p.m. with a gap in service in the midday from 11 a.m. to 2:11 p.m.

Figure 2-31: County Express Green Route Map



Blue Line

The second most productive of the three (3) routes, Blue, operates the identical long loop of the Green Route, but in a clockwise direction. Blue is clearly subordinate in some ways to Green, and is the route that is deleted when County Express lowers service levels on non-school days. The Blue Line takes 37-40 minutes to complete its circumferential path around Hollister, connecting the downtown transit intersection of Fourth & San Benito with many of the service areas transit trip generators, including the downtown area, Maze Middle School, Hazel Hawkins Hospital, and the shopping cluster near Hwy 25 and Tres Pinos/Sunnyslope Roads. Like the Green Line, the Blue Line now operates "deviations" upon request to Ladd Lane Elementary school (a few blocks south of the Hwy 25/Tres Pinos commercial area). Blue Line operates Monday through Friday from 6:40 a.m. to 5:49 p.m. with a large gap in service in the midday from 9:06 a.m. to 2:13pm.

Figure 2-32: County Express Blue Route Map



Red Line

The newest and least productive route in the small fixed route network is the Red Line, a linear route that traverses much of Hollister in a generally north/south alignment. Starting in the southeast Hollister area serving Hazel Hawkins Memorial Hospital, the Red Line provides service to the Hwy 25/Tres Pinos commercial area, Rancho San Justo Middle School, Downtown via San Benito Road (with stop at Fourth & San Benito) then Rustic and Maple (DMV and Post Office), before returning to North San Benito Road to serve the northern reaches of Hollister, including the County Social Services Center, Child Support, the Airport area and the County Jail. The Red Line takes 52-69 minutes to complete its bi-directional (mostly) path through Hollister, depending on time of day. The Red operates Monday through Friday from 6:13 a.m. to 5:51 p.m. with a gap in service in the midday from 11:15 a.m. to 2:10 p.m.

Figure 2-33: County Express Red Route Map

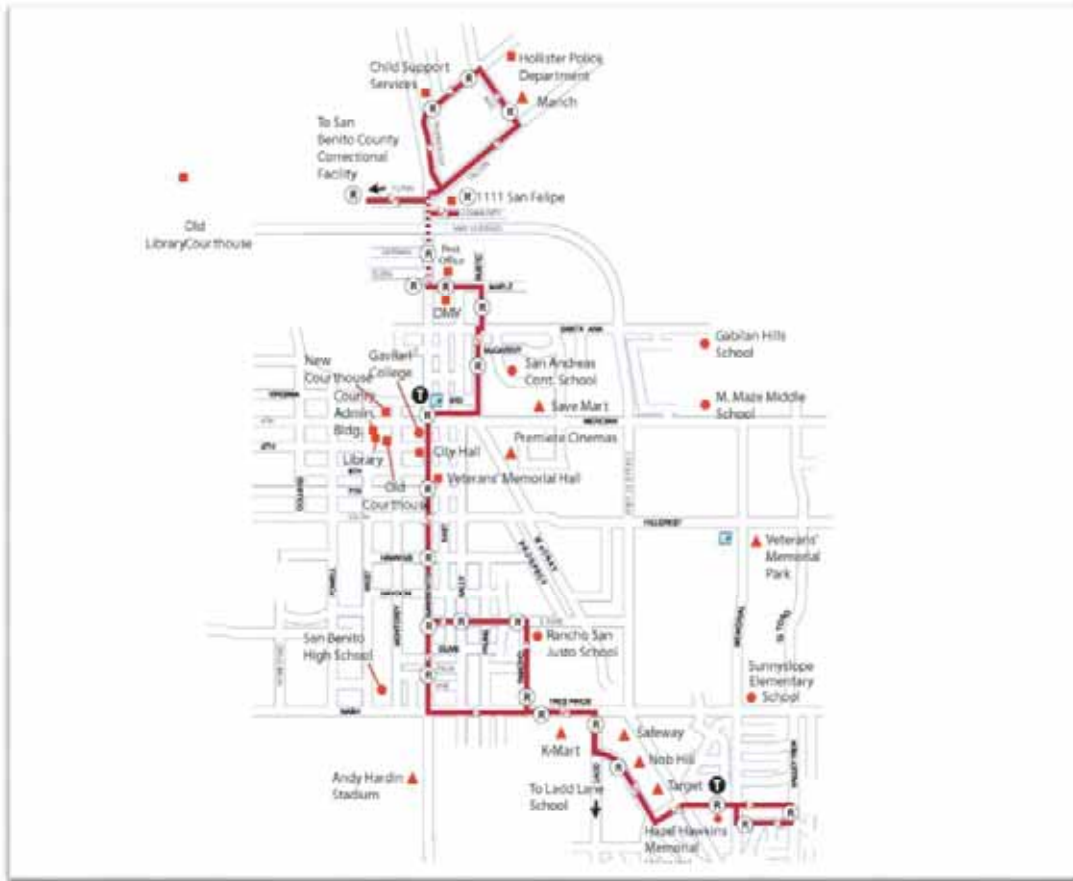


Table 2-8 clearly show both the importance of school-based ridership on the LTA Fixed Route network, and a growing ridership base in recent months. Aggressively pursuing the student market and adapting routes and schedules to better serve the growing youth market would be an effective strategy for growing ridership and improving system productivity.

Table 2-6: Fixed Route Passengers per Month by Route (December 2012 - May 2012)

Route / Passengers Month	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Avg/Total
Green Route	551	1029	1,000	1,338	1,014	1437	6,369
<i>Green Route - Non School Day</i>	<i>57</i>	<i>58</i>	<i>93</i>	<i>30</i>	<i>120</i>	<i>0</i>	<i>358</i>
Blue Route	434	689	668	865	970	1128	4,754
<i>Blue Route Non School Day</i>	<i>140</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>140</i>
Red Route	184	321	250	360	271	375	1,761
<i>Red Route Non School Day</i>	<i>127</i>	<i>35</i>	<i>71</i>	<i>13</i>	<i>92</i>	<i>0</i>	<i>338</i>
System Total	1,493	2,132	2,082	2,606	2,467	2,940	13,720

Table 2-7: Fixed Route Revenue Hours per Month by Route (December 2012 - May 2013)

Route / Passengers Month	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Avg/Total
Green Route	81.50	146.70	122.25	163.00	138.55	179.30	831.30
<i>Green Route - Non School Day</i>	<i>24.45</i>	<i>24.45</i>	<i>40.75</i>	<i>8.15</i>	<i>40.75</i>	<i>0.00</i>	<i>138.55</i>
Blue Route	68.30	122.94	102.45	136.60	116.11	150.26	696.66
<i>Blue Route Non School Day</i>	<i>40.75</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>40.75</i>
Red Route	77.20	138.96	115.80	154.40	131.24	169.84	787.44
<i>Red Route Non School Day</i>	<i>61.76</i>	<i>23.16</i>	<i>38.60</i>	<i>7.72</i>	<i>38.60</i>	<i>0.00</i>	<i>169.84</i>
System Total	353.96	456.21	419.85	469.87	465.25	499.40	2,664.54

Table 2-8: Fixed Route Passengers per Revenue Hour by Route (December 2012 - May 2013)

Route / Passengers Month	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Avg/Total
Green Route	6.76	7.01	8.18	8.21	7.32	8.01	7.66
<i>Green Route - Non School Day</i>	<i>2.33</i>	<i>2.37</i>	<i>2.28</i>	<i>3.68</i>	<i>2.94</i>	<i>0.00</i>	<i>2.58</i>
Blue Route	6.35	5.60	6.52	6.33	8.35	7.51	6.82
<i>Blue Route Non School Day</i>	<i>3.44</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>0.00</i>	<i>3.44</i>
Red Route	2.38	2.31	2.16	2.33	2.06	2.21	2.24
<i>Red Route Non School Day</i>	<i>2.06</i>	<i>1.51</i>	<i>1.84</i>	<i>1.68</i>	<i>2.38</i>	<i>0.00</i>	<i>1.99</i>
System Total	4.22	4.67	4.96	5.55	5.30	5.89	5.15

Table 2-6 through Table 2-8 include only published fixed route only (Green, Blue, Red) and do not include Sunnyslope or Southside demand response service. Non-school days

defined as weekday when the Middle schools in Hollister and San Benito High School have no classes.

Table 2-9: Non School Days per Month

	Dec 12	Jan 13	Feb 13	Mar 13	April 13	May 13
Non School Days Per Month	3	3	5	1	5	0

Table 2-10 shows the five (5) largest secondary schools in the LTA service area, with enrollments and bell times, and the most *bell-time friendly* bus arrivals and departures of the nearest County Express routes. Elementary schools were not considered in the analysis of the fixed route.

Table 2-10: Local Secondary School Times and County Express Service

School	Enrolled	Bus Route(s)	AM Bell	Current Bus Arrives	PM Bell	Current Bus Arrives
San Benito High School	2864	Blue Green Red	7:35a 8:50a (main)	8:40(B) 8:45(G) 7:50(R)	3:00p	3:25(B) 3:42(G) 2:59(R)
Rancho San Justo Middle School	599	Red	7:35a	7:09a	2:29p	3:28(R)
Marguerite Maze Middle School	541	Green Blue Green Blue	7:34a	7:30a (B) 7:38a (G)	2:28p	2:40(G) 3:00(B)
Anzar High School	401	Gavilan	n/a	7:20a 7:40a 8:00a	n/a	3:40p
San Juan School	381	Gavilan	8:15a	7:53a WB	2:45p	2:45p WB 3:52p EB

As Table 2-10 depicts, County Express provides some service to each of the five (5) largest potential student markets in the county. While exclusive, school “yellow” bus service exists at each school to some extent, large numbers of students were observed walking to/from school, especially true at San Benito High School.

In general, LTA service to schools in the morning is better aligned with bell times than afternoon pickups. This is counter to transit industry experience in suburban

communities, where significantly more students tend to use well-timed public transit routes more AFTER school than in the morning. Parents or older siblings are generally more available to drive the students to school in the 7 to 8 a.m. hour, when compared to the more challenging task of picking up the students around 2 to 3 p.m. By improving the alignment of the afternoon fixed route and intercounty schedules, County Express would be more attractive to local high school and middle school students. While each school features once per week “early outs,” the eventual reinstatement of mid-day services and a modified schedule design with bell times can capture and grow a robust student rider market.

COUNTY EXPRESS INTERCOUNTY SERVICE

San Benito Local Transportation Authority (LTA) offers two (2) basic variations on its fixed route service into Gilroy (just across the border in Santa Clara County), Gavilan College and Caltrain/Greyhound Service. All three services are, or could be, integrated using the same elements of the County Express fleet. Generally, the Caltrain service runs in the very early mornings, with Gavilan filling in the daytime, and Caltrain delivering end of day service for the evening returning commuters back from Caltrain and the Bay Area.

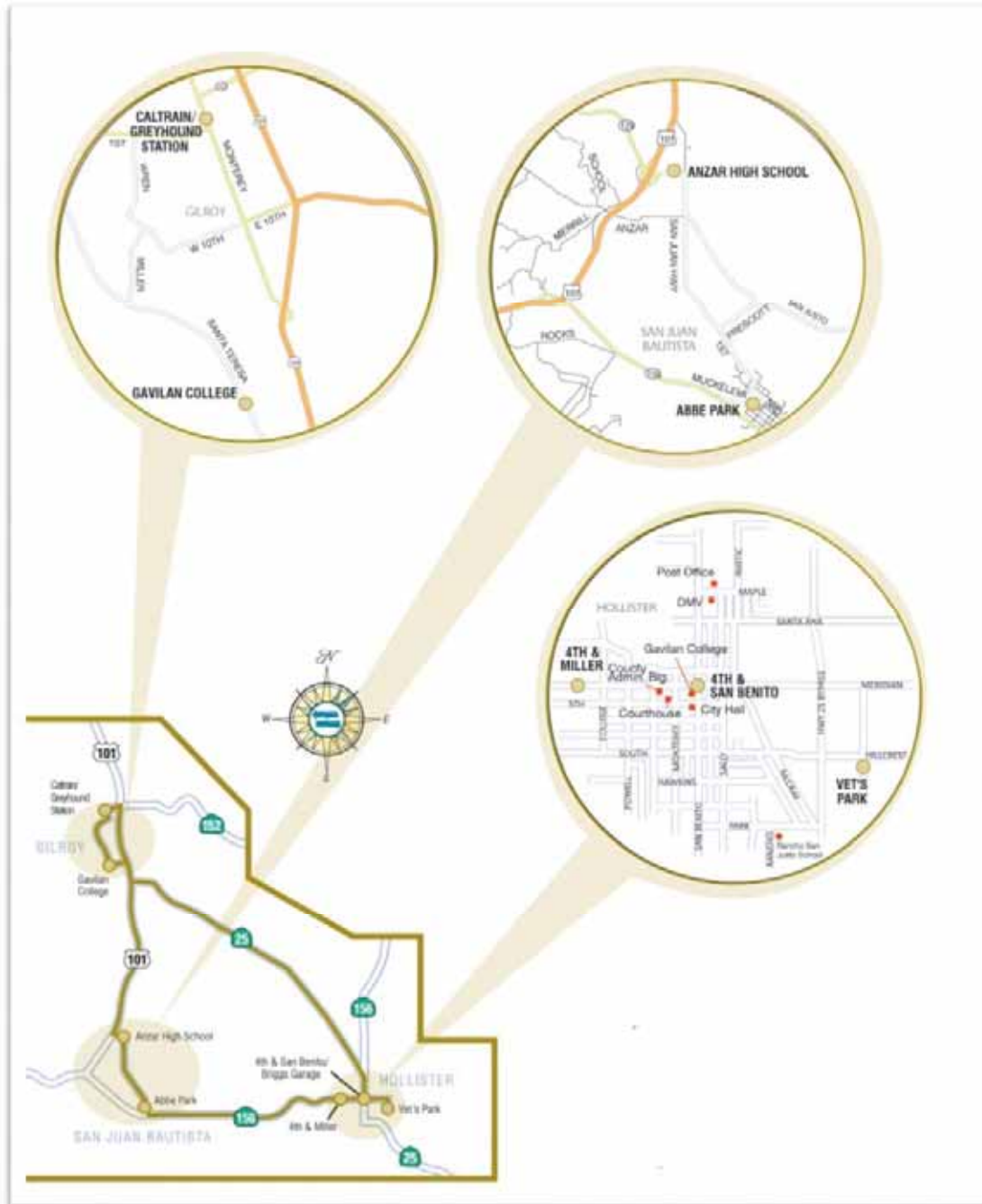
County Express’s intercounty service includes three (3) branches:

1. **Gavilan College Service;**
2. **Caltrain Service** (Gilroy Caltrain/Greyhound Station); and
3. **Greyhound Service** (Weekend Service to Caltrain/Greyhound Station).

The Intercounty services require a peak pullout of three (3) vehicles deployed by 6:15 a.m. each weekday, tapering to a single mid-day bus that suffices until a second bus is added near the end of the evening to meet the last Caltrain arrivals in Gilroy.

Currently, with only one notable exception in the late afternoon, the Caltrain and Gavilan services are marketed separately, and the alignments are different. Specifically, Caltrain service does NOT serve San Juan Bautista, offering no commute service to and from San Juan Bautista into Gilroy and the regional public transit network (from Gilroy Caltrain and, to a much lesser extent, Gavilan College, regional connections are available) before 7:15 a.m. or after 4:30 p.m.

Figure 2-34: County Express Intercounty Express Service



County Express Intercounty Gavilan Service

Both the Gavilan and Caltrain services originate at Hollister's Veterans' Park at Memorial Drive and Hillcrest Street in eastern Hollister. This facility has a small parking lot that can be used to park and ride, as well as additional on-street parking to support riders being dropped off. Fixed route service is generally available to Veterans' Park; however, the service spans of the Blue and Green routes are shorter, offering no connectivity in the early morning and late evening.

From Veterans' Park, the Gavilan service proceeds to and through Downtown Hollister via Hillcrest/South with its next stop at Fourth & San Benito (LTA's primary transit hub), then proceeds westward with a stop at Fourth & Miller before leaving Hollister for the short trip on Hwy 156 into San Juan Bautista, where stops at Abbe Park and Anzar High School provide limited service to San Juan Bautista. After the Anzar High School stop, the Gavilan bus enters the US 101 Freeway for the eight (8) mile trip into Gilroy. Gavilan College itself is not easily accessed from the south due to constraints with the roadway network, so Gavilan buses enter Gilroy and then "double-back" toward the college, which sits just southwest of the City of Gilroy.

The campus bus stop is shared by LTA's County Express and Santa Clara VTA's Route 18. Route 18 provides a high level of service to the campus, using smaller, community transit buses (cutaways) between Gavilan and Gilroy Caltrain, the regional transit hub. Route 18 operates every 30 to 40 minutes from 7 a.m. to 5 p.m.

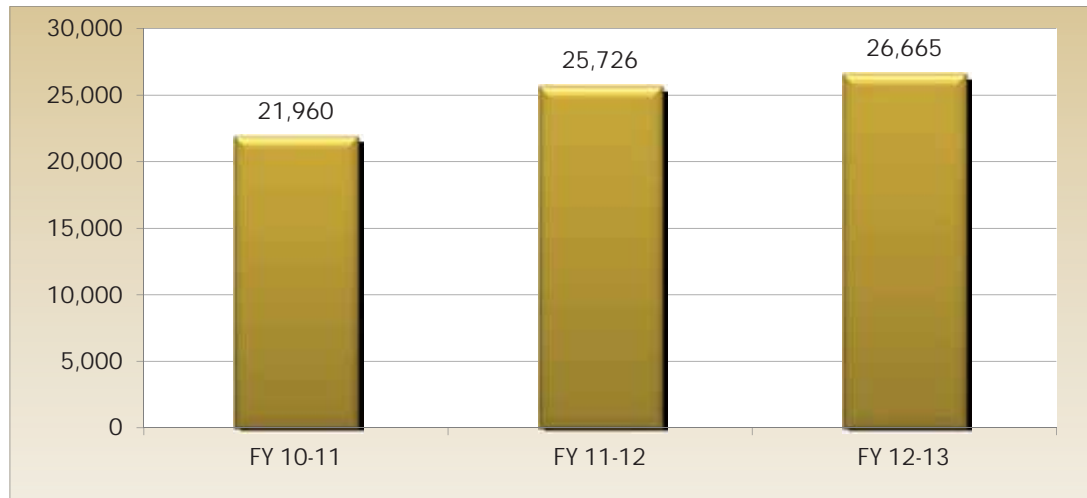
Table 2-11: County Express Intercounty – Gavilan Performance

Quarter	Fiscal Year	Passengers	Incidental Passengers	Total Passengers	Service Hours	Vehicle Miles	Passengers per Hr.
July to September	FY 10-11	4,630	82	4,712	554.69	13,932	8.49
	FY 11-12	5,370	64	5,434	525.55	12,095	10.34
	FY 12-13	5,324	55	5,379	521.84	13,240	10.31
	% Change	15.0%	-32.9%	14.2%	-5.9%	-5.0%	21.3%
October to December	FY 10-11	6,166	98	6,264	718.87	17,463	8.71
	FY 11-12	7,841	84	7,925	710.86	17,595	11.15
	FY 12-13	8,154	66	8,220	700.70	17,885	11.73
	% Change	32.2%	-32.7%	31.2%	-2.5%	2.4%	34.6%
January to March	FY 10-11	5,748	55	5,803	620.51	14,593	9.35
	FY 11-12	6,992	52	7,044	643.18	16,026	10.95
	FY 12-13	7,412	66	7,478	642.89	15,684	11.63
	% Change	29.0%	20.0%	28.9%	3.6%	7.5%	24.4%
April to June	FY 10-11	5,126	54	5,180	601.69	14,840	8.61
	FY 11-12	5,323	41	5,364	589.44	14,670	9.10
	FY 12-13	5,578	60	5,638	631.81	15,217	8.92
	% Change	8.8%	11.1%	8.8%	5.0%	2.5%	3.7%
TOTALS:	FY 10-11	21,670	235	21,905	1,894.07	45,988	11.57
	FY 11-12	25,526	200	25,726	1,879.59	45,716	13.69
	FY 12-13	26,468	187	26,655	1,865.43	46,809	14.29
	% Change	22.1%	-20.4%	21.7%	-1.5%	1.8%	23.6%

As Table 2-11 shows, LTA's Gavilan College service grew in popularity every year during the study period. The need for transit services to and from Gavilan continues to grow as San Benito residents continue to access the degree programs offered at the SW Gilroy campus. Parking is limited and priced on campus. A natural transit market exists.

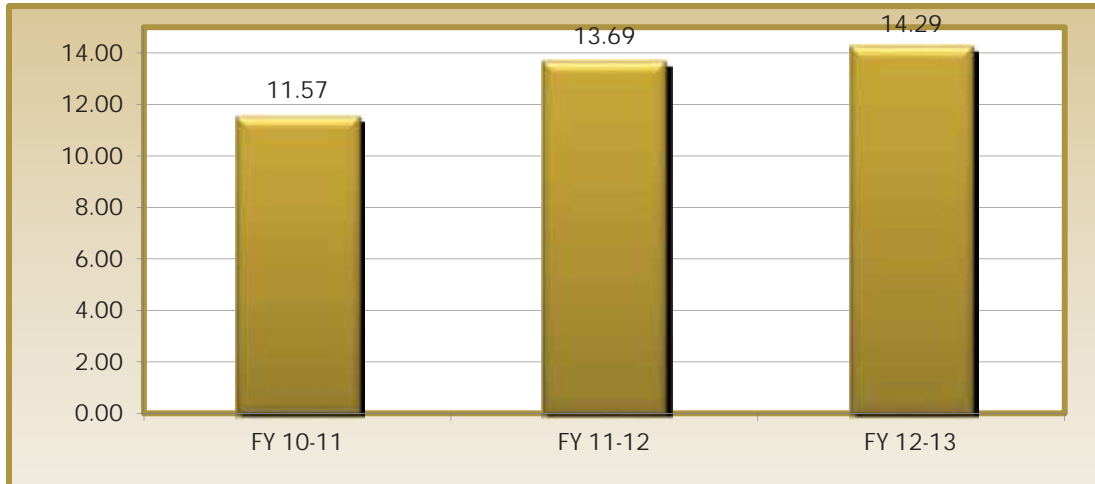
Ridership on the Gavilan service has increased a robust 21.6% over the last three (3) fiscal years, with service levels remaining stable, actually declining slightly. Accordingly, productivity has increased 23.6% as more and more demand emerges from San Benito County.

Figure 2-35: County Express Intercounty – Gavilan: Annual Passengers



In addition to Gavilan's primary junior college role, the college, in conjunction with Gilroy Unified School District, has developed a magnet school for students with college ambitions, the TJ Owens Early Education Academy. Students at the magnet school gain college credits while obtaining their high school diplomas. The bell schedule at TJ Owens is a consistent 8 a.m. to 3:45 p.m. schedule, with early outs on Fridays, making this a growing market, which LTA is serving well. The service can be expanded as needed relatively easily. Today, TJ Owens students fill the first northbound morning bus from Hollister to Gavilan, with few or zero remaining seats available on most days. The same type of ridership numbers appear in the afternoon, even though the Gavilan service schedule does not mesh as well with the afternoon bell on campus, which will be discussed further.

Figure 2-36: County Express – Gavilan Productivity (Passengers per Vehicle Revenue Hour)



Gavilan College has opened a satellite campus in Downtown Hollister, which offers several classrooms and computer labs. The Hollister campus enables San Benito County students to take some classes closer to home. The campus is less than a block from the Fourth and San Benito downtown transit stop in Hollister.

County Express Intercounty Caltrain Service

County Express offers service to the three (3) morning northbound Caltrain departures, and meets the corresponding three (3) evening Caltrain arrivals. Designed to feed into the morning trains, and receive passengers from the evening trains, the Caltrain Service is impacted by the overall service health of Caltrain's Gilroy Extension, which includes five (5) stations south of San Jose, with Gilroy serving as the southern terminus.

Caltrain tracks its overall Gilroy Extension ridership over a 10 year period, and has posted individual station level boarding statistics over the last five (5) years. The negative impacts of the widening of the US 101 Freeway, between Gilroy and San Jose can be easily pointed to when analyzing the sustained ridership loss Caltrain has suffered since 2004. The widened freeway (in 2005) eliminated a huge bottleneck, and made driving from origins in San Benito and Monterey County into destinations in Santa Clara County much easier. Caltrain's "traffic congestion" market dwindled, and the overall dispersed nature of the Silicon Valley re-took center stage, making transit travel unattractive to automobile owners.

County Express's Caltrain service originates at Hollister's Veterans' Park at Memorial Drive and Hillcrest Street in eastern Hollister. Fixed route service is available to Veterans' Park, however the service spans of the Blue and Green routes are shorter, offering no

connectivity for the Caltrain service, due to its nature of early morning and late evening trips.

From Veterans' Park, the Caltrain service proceeds to and through Downtown Hollister via Hillcrest/South with its next stop at Fourth & San Benito (LTA's primary transit hub), then proceeds northward along San Benito Avenue without stopping in the northern areas of the City of Hollister. Caltrain service then proceeds northwest on Hwy 25, traversing the 11 mile stretch of Hwy 25 then entering the US 101 Freeway for the last three (3) miles into Gilroy. The service operates on varying 60 to 95 minute cycles with marketing materials showing inconsistent service to Veterans' Park, but in reality all trips to originate and terminate at Veterans' Park. The first afternoon trip deviates over to serve Gavilan College merging markets and providing additional service to the school.

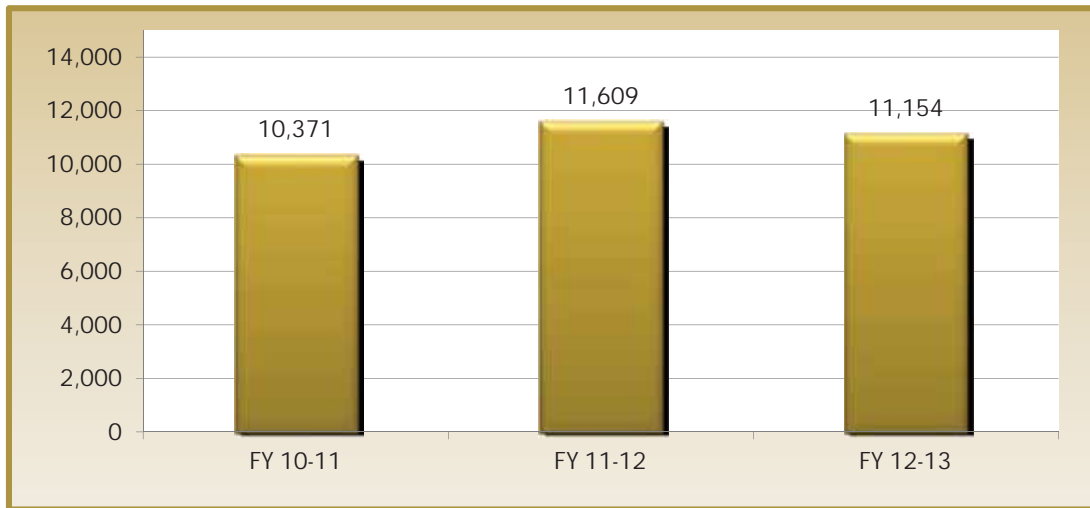
Table 2-12: County Express Intercounty – Caltrain Performance

Quarter	Fiscal Year	Passengers	Incidental Passengers	Total Passengers	Service Hours	Vehicle Miles	Passengers per Hr.
July to September	FY 10-11	2,709	0	2,709	458.44	13,447	5.91
	FY 11-12	2,798	0	2,798	469.31	13,066	5.96
	FY 12-13	2,900	0	2,900	456.58	13,010	6.35
	% Change	7.05%	0.0%	3.7%	-2.7%	-0.4%	6.5%
October to December	FY 10-11	2,286	0	2,286	454.12	13,015	5.03
	FY 11-12	2,707	0	2,707	460.14	13,157	5.88
	FY 12-13	2,892	0	2,892	467.57	12,947	6.19
	% Change	26.51%	0.0%	6.8%	1.6%	-1.6%	5.1%
January to March	FY 10-11	2,586	0	2,586	458.85	13,511	5.64
	FY 11-12	2,909	0	2,909	461.03	13,108	6.31
	FY 12-13	2,676	0	2,676	451.29	12,931	5.93
	% Change	3.48%	0.0%	-8.0%	-2.1%	-1.4%	-6.0%
April to June	FY 10-11	2,790	0	2,790	472.34	13,341	5.91
	FY 11-12	3,195	0	3,195	454.40	13,016	7.03
	FY 12-13	2,686	0	2,686	461.47	13,140	5.82
	% Change	-3.73%	0.0%	-15.9%	1.6%	1.0%	-17.2%
TOTALS:	FY 10-11	10,371	0	10,371	1,843.75	53,314	5.62
	FY 11-12	11,609	0	11,609	1,844.88	52,347	6.29
	FY 12-13	11,154	0	11,154	1,836.91	52,028	6.07
	% Change	7.55%	0.0%	7.6%	-0.4%	-2.4%	8.0%

Table 2-12 shows the modest productivity of the LTA Caltrain Service. Mirroring the depression in the overall Gilroy-Station ridership in recent years, LTA's service also suffers from a shrinking Caltrain market.

However, the Caltrain Gilroy Station also acts as a regional bus transit hub, as well as the local Greyhound Station, so even though Caltrain peak-oriented, Silicon Valley and Peninsula demand may have shrunk in recent years, a need for all day service likely exists to connect with all-day regional buses such as Monterey-Salinas Transit's (MST) Line 55 and Valley Transportation Authority's (VTA) Lines 68/168, and the array of local Gilroy VTA bus lines based at the Caltrain Intermodal Station.

Figure 2-37: County Express Intercounty-Caltrain Ridership



As Table 2-12 depicts, while relatively stable, County Express ridership on the Caltrain service has enjoyed a 7.6% growth over the last three years, with service levels steady, and productivity increasing slightly (7.9%).

Figure 2-38: County Express Intercounty-Caltrain Productivity (Passengers per Vehicle Revenue Hour)



County Express Intercounty Gilroy Greyhound Weekend Service

County Express offers a weekend version of its Caltrain service that features four (4) round trips each weekend day, providing service to feed into Greyhound arrivals and departures at the combination Caltrain Depot and Greyhound Station. Robust intercity transit service is also available on weekends at Gilroy Greyhound/Caltrain via VTA Line 68 (which leaves approximately every 30 minutes making easy connections) and MST's Line 55.

Greyhound offers passenger and package services at its Gilroy Station, shared with Caltrain and manned Monday through Saturday. As Table 2-13 highlights, the County Express schedule meshes well with morning Greyhound trips, but loses some interface in the afternoon, when long temporal gaps between the LTA bus and Greyhound scheduled arrives/departs exists.

Table 2-13: County Express-Greyhound Weekend Service Schedule vs Greyhound Gilroy Station Schedule

LTA		Greyhound		MST	
Gilroy Greyhound Weekend Trip	LTA Scheduled Arrival Time at Gilroy	Scheduled Arrival / Departure Time	Wait Time Gap (in minutes)		Wait Time Gap (in minutes)
Trip 1	8:20 a.m.	9:00 a.m. (SB to LA)	40	6:13 a.m. (to San Jose)	n/a
Trip 2	9:55 a.m.	10:20 a.m. (NB to SF)	25	10:07 a.m. (to Monterey) 11:15 a.m. (to San Jose)	12 80
Trip 3	1:00 p.m.	2:50 p.m. SB 3:45 p.m. NB	110 165		
Trip 4	5:10 p.m.	8:05 p.m. SB 8:40 p.m. NB	175 210	5:28 p.m. (to San Jose) 6:55 a.m. (to Monterey)	23 105

County Express's Greyhound service mimics that of its Gavilan in alignments and stops, originating at Hollister's Veterans' Park at Memorial Drive and Hillcrest Street in eastern Hollister. At this time, no weekend fixed route service is operating to Veterans' Park, so boardings are limited to walkups from the nearby neighborhoods, or park-and-ride/kiss-and-ride riders.

From Veterans' Park, the weekend Greyhound service proceeds to and through Downtown Hollister via Hillcrest/South, with its next stop at Fourth & San Benito (LTA's primary transit hub), then proceeds westward with a stop at Fourth & Miller, before leaving Hollister for the short trip on Hwy 156 into San Juan Bautista, where it stops at Abbe Park in San Juan Bautista. From San Juan Bautista, the Greyhound Route skips Anzar High School, entering the US 101 Freeway for the eight (8) mile trip into Gilroy. The service operates on 90 minute cycles with all trips to originating and terminating at Veterans' Park in Hollister.

Table 2-14 shows the modest productivity of the LTA Weekend Greyhound/Caltrain Service. Passengers have remained fairly steady over the last three years, at 4.36 riders per revenue hour in FY 2012-13, while productivity has increased, due to a reduction in

annual revenue hours on the schedules. Data on levels of transfer activity between County Express buses and VTA is not available, but some of the ridership is most probably accessing the region via VTA in addition to those traveling to connect with Greyhound. VTA offers robust all-day regional service out of Gilroy Station on Route 68, as well as several local lines that provide roughly hourly service on weekends:

- 14 Gilroy Transit Center to St Louise Hospital;
- 18 Gilroy Transit Center to Gavilan College; and
- 19 Gilroy Transit Center to 1st & Kern.

Table 2-14: County Express Intercounty – Gilroy Greyhound Weekend Service Performance

Quarter	Fiscal Year	Passengers	Incidental Passengers	Total Passengers	Service Hours	Vehicle Miles	Passengers per Hr.
July to September	FY 10-11	596	0	596	157.97	4,689	3.77
	FY 11-12	885	9	894	171.91	5,114	5.20
	FY 12-13	770	5	775	180.02	5,315	4.31
	% Change	29.2%		30.0%	14.0%	13.4%	14.1%
October to December	FY 10-11	753	0	753	164.53	4,870	4.58
	FY 11-12	790	2	792	170.12	5,157	4.66
	FY 12-13	703	0	703	166.21	3,355	4.23
	% Change	-6.6%		-6.6%	1.0%	-31.1%	-7.6%
January to March	FY 10-11	735	1	736	163.18	4,882	4.51
	FY 11-12	738	4	742	163.69	4,982	4.53
	FY 12-13	772	5	777	170.71	5,096	4.55
	% Change	5.0%		5.6%	4.6%	4.4%	0.9%
April to June	FY 10-11	833	0	833	169.55	4,256	4.91
	FY 11-12	791	11	802	171.23	5,159	4.62
	FY 12-13	778	8	786	168.53	3,358	4.62
	% Change	-6.6%		-5.6%	-0.6%	-21.1%	-6.0%
TOTALS:	FY 10-11	2,234	1	2,235	635.68	14,591	3.52
	FY 11-12	2,413	15	2,428	505.72	15,253	4.80
	FY 12-13	2,245	10	2,255	516.94	13,766	4.36
	% Change	0.5%		0.9%	-18.7%	-5.7%	24.1%

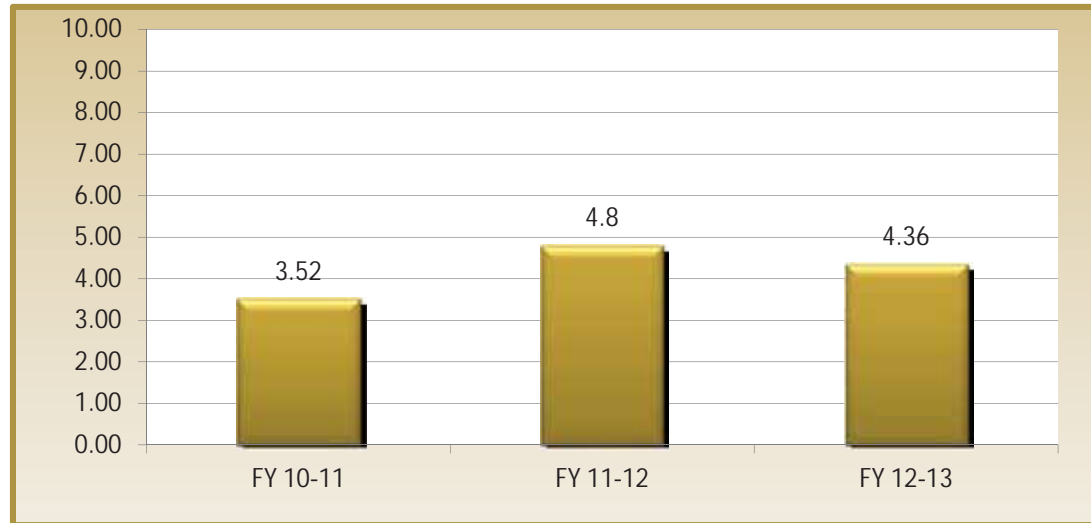
As Table 2-14 depicts, the Intercounty weekend route into Gilroy has maintained a steady ridership level over the last three years, as LTA selectively trimmed some revenue hours from the schedule to yield a 24 percent productivity increase.

Figure 2-39: County Express Intercounty – Gilroy Greyhound Weekend Ridership



As Figure 2-40 depicts, County Express Greyhound Service productivity peaked in FY 11-12 and has risen 24% in the last three years.

Figure 2-40: County Express Intercounty-Gilroy Greyhound Weekend Productivity (Passengers per Vehicle Revenue Hour)



2.3.2 COUNTY EXPRESS FIXED ROUTE PRELIMINARY NEEDS ASSESSMENT

REGIONAL TRANSIT NEEDS

County Express provides a strong regional transit connection to its historic commute destination, Santa Clara County, via the existing Gavilan, Caltrain/Greyhound Routes. Recent demographic shifts, and job growth in areas south and west of San Benito County may be creating viable transit markets to such areas as Salinas/Monterey, and perhaps Santa Cruz County. While some transit demand may exist in the small rural communities of Southeastern San Benito County, it is best that they continue to be addressed via demand response transportation entities such as Jovenes de Antaño.

Transit Needs to Santa Clara County

An optimization may need to occur to make regional all-day connections to Santa Clara Valley Transportation Authority (VTA) stronger. VTA has a regional transit hub at the Caltrain Station in Gilroy, from which all Gilroy based routes are based, and regional service, mostly into San Jose (although Monterey-Salinas Transit stops at Gilroy Station on its way to/from Monterey to San Jose Diridon Caltrain during peak commute hours) are hubbed. The following potential adjustments to the schedules of the Gavilan and Caltrain services should be considered:

- Moving (adding?) minutes to the cycle to add Caltrain to all Gavilan runs;
- Modifying the Greyhound (weekend) schedule to better mesh with Greyhound;
- Including San Juan Bautista on Caltrain service, to open this potential market.

Transit Needs to Monterey County

Interest in service from San Benito County into the Monterey County area has surfaced in recent years. Destinations include California State University at Monterey Bay (CSUMB) in Monterey, Monterey itself, Salinas, and other points within the area served extensively by Monterey-Salinas Transit (MST).

Options to explore include

- Possible deviation of MST Line 55 into San Juan Bautista;
- Possible Park and Ride in Pruneville; and
- MST Intercounty Line into Monterey County.

The closest and most logical destination for County Express to serve directly might be the Salinas Transit Center in Downtown Salinas. MST service is robust from this transit hub, and service into Monterey itself is available via MST Route 20 with trips every 30 minutes all day. MST also runs an express service (Route 25) from Salinas Transit Center to CSUMB hourly all day long. The most logical alignment may be to mimic the Gavilan alignment from Hollister to San Juan Bautista's Abbe Park, improving transit frequencies between these two key San Benito communities, then diverting southwest via Hwy 156 and US 101 South for the 20 mile journey from San Juan Bautista to the Salinas Transit Center. The following potential destinations and service design criteria should be further evaluated as part of this plan:

- **Evaluate the County Express fleet:** At least one (1), but preferably two (2) more fixed route capable buses will be needed to sustain this service, which will add onto, but not replace Santa Clara County bound services already active.
- **Determine run times and headways:** A 120 minute route trip cycle may be the best fit, providing service with one bus every two (2) hours; however, eventually, two (2) buses with one (1) hour headways could be used, if demand warrants.
- **Negotiate availability of bus bay at Salinas Transit Center:** LTA will need to work MST and determine availability at this busy and compact downtown facility for a County Express bus
- **Establish a hierarchy of destinations:** The service will need to be designed to succeed with the highest demand markets, and minimizes passenger transfer delays.

Transit Needs to Santa Cruz County

LTA has received requests for service into and from Santa Cruz County. The final destinations are less clear but may include jobs and activities in the cities of Watsonville

and Santa Cruz, UC Santa Cruz, and various recreation areas along the famous coastlines.

It may make the most sense to reach the closest transit hub for Santa Cruz Metropolitan Transit District (Santa Cruz Metro), located at the Watsonville Transit Center in Watsonville. From Watsonville, Santa Cruz Metro provides robust, half-hour or better frequency service into Santa Cruz via Route 71. Some of the following need to be further identified:

- **Final destinations** of persons seeking transit service into Santa Cruz County;
- **Days and times** when this demand is most acute;
- **Availability of bus bay** at Watsonville Transit Center – check with Metro and see if there will be room at this facility for a County Express bus; and
- **Sufficient County Express fleet** for at least one (1) additional bus to operate the service, which will add onto, but not replace services to Santa Clara and Monterey counties.

LOCAL FIXED ROUTE (HOLLISTER & SAN JUAN BAUTISTA) NEEDS

County Express offers three (3) routes that provide service during weekday peak hours within the city limits of Hollister. No midday or weekend service is available at this time.

San Benito Local Transportation Authority (LTA) provides a broad array of different transit services in addition to its three (3)-route fixed route network. These include a General Public Dial-A-Ride that is offered to most of the service area at fares comparable to fixed route, plus area-specific Dial-A-Ride services in Sunnyslope (southeast Hollister) and Southside areas. LTA also provides ADA-mandated complementary paratransit service as required within three-quarter ($\frac{3}{4}$) mile of active fixed routes, at no more than double the adult fixed route fare.

LTA's fixed route network suffered extensive service reductions during the recent economic depression of 2007-2010, which have yet to be restored. The most difficult of these cuts is the elimination of all mid-day weekday services. These acutely impact the traditional transit riders, the transit dependent who use public transit to access services and shopping during the day while spouses and children are away at work and school. In peer communities, robust mid-day ridership exists as the transit dependent travel within the community running errands and accessing shopping and social service centers.

LTA should restore mid-day service as quickly as possible under any route restructuring scenario.

It is unclear to what extent the aforementioned, additional, premium services (the area and General Public Dial-A-Rides) may or may not be acting to suppress fixed route

patronage. Without question, the inability to return from a morning trip in the same manner as one traveled to get there is a challenge. Persons in the “traditional” transit-dependent suburban community transit profile do not wish to have to arrange travel via the telephone. A quick demographic analysis of the Hollister area leads one to believe a well-marketed and designed fixed route service would be popular and well ridden. Clear areas where local (Hollister) fixed route transit needs are not being completely, or most efficiently met, include:

- Lack of mid-day service on all routes;
- Lack of weekend service on all routes;
- Lack of connectivity between routes, some transferring can and does occur, but not without a waiting period, or a walk from one bus stop to another;
- Lack of a central transit transfer point (hub) where buses can meet to easily transfer passengers between buses without a delay;
- Schedules need to be optimized to better serve the local secondary schools, setup to arrive students 10-20 minutes before class, and pick up outside the schools 10-15 minutes after school;
- Long, duplicative loop routes with hourly service frequency, albeit the Green/Blue Routes combine to provide a usable net-30 minute combined headway;
- Areas of town with realistic ridership demand levels not currently served, such as Sunnyslope and the Cerra Vista school areas in SE Hollister; and
- The fleet does not include buses that can carry high passenger levels, e.g., 30+ seats plus standees, which while only a minor problem now, could become more of an issue once markets are developed under a new route structure and marketing thrust. This can be particularly problematic when developing the student market.

2.3.3 CURRENT DEMAND RESPONSE PUBLIC TRANSPORTATION

In addition to the County Express mix of local and regional fixed route transit services, LTA operates and funds a number of specialized or paratransit transportation services meeting the local and regional needs of the general public, the elderly and persons with disabilities:

- **County Express Dial-A-Ride:**
 - ◆ **ADA (Americans with Disabilities Act) Paratransit** complementary demand response service):

- ◆ **General Dial-A-Ride** (general public demand response mid-day and weekend service);
- ◆ **Southside & Sunnyslope Area Discount Reservation Services** (general public demand service for residents of the Southside and Sunnyslope communities traveling between these communities and Hollister);
- **Jovenes de Antaño** (driver-assisted services for seniors and persons with disabilities).

LTA demand response transportation services are provided to serve persons who have difficulty using fixed route transit because of a mobility impairment or for travel by the general public in areas or at times when fixed route transit is not provided in the Hollister local service area.

Although service policies vary from service to service, the operations of ADA Paratransit, General Public Dial-A-Ride and the Southside & Sunnyslope Area Discount Reservation Services are fully integrated for economies of scale, using the same in-service fleet and centralized dispatch center. Trips for all three (3) services can be assigned to the same in-service vehicle.

ADA PARATRANSIT

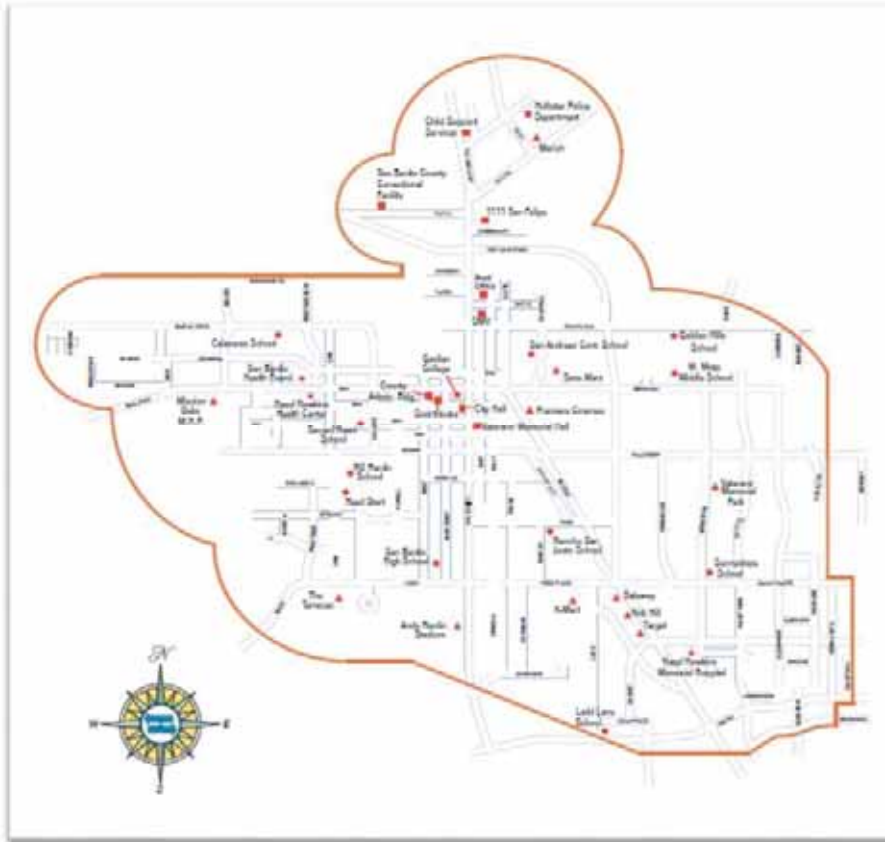
General Background

ADA Paratransit is an ADA complementary curb-to-curb demand response service provided by LTA in conjunction with local fixed route service in Hollister, in compliance with Federal ADA regulations.

ADA Paratransit service is provided Monday through Friday from 6 a.m. to 6 p.m., and on Saturday and Sunday from 9 a.m. to 3 p.m. with general public Dial-A-Ride. ADA Paratransit service is also provided with general public Dial-A-Ride on weekdays between 11 a.m. and 2 p.m. when local fixed route service is not operating. Figure 2-41 provides an ADA Paratransit service area map.

In compliance with ADA regulations, ADA Paratransit is provided for trips originating and ending within three-quarters ($\frac{3}{4}$) mile of scheduled County Express local Hollister fixed route.

Figure 2-41: Local Transportation Authority ADA Paratransit Service Area



ADA Paratransit Eligibility Policy

County Express's ADA Paratransit services are for individuals who cannot independently use the fixed route service, where the closest bus stop is not yet accessible, or a physical barrier prevents the eligible individual from getting to or from the bus stop. All passengers must register and be certified to use the service. Eligibility is determined through certification by a medical professional familiar with the applicant's disability or health related condition.

In advance of the introduction of the computerized RouteMatch scheduling and dispatch system, LTA is currently requesting all ADA Paratransit users, along with general public Dial-A-Ride and Southside & Sunnyslope Area Discount Reservation Service users to complete a registration form. The registration form gathers trip making and travel

requirement data to be incorporated into the RouteMatch client and scheduling database.

ADA Paratransit Fare Structure

Table 2-15 provides an overview of the ADA Paratransit fare structure. All personal care attendants (PCAs) must be preregistered and approved by LTA.

Table 2-15: ADA Paratransit Fare Structure

Fare Type	Cash	Tokens (10)
Regular Fare	\$1.25	\$11.00
Companion	\$1.25	\$11.00
Personal Care Attendant	Free	Free

ADA Paratransit Trip Booking Scheduling & Dispatch

Trip requests are processed through the MV Transportation Inc. Dispatch Center. The Dispatch Center also processes general public Dial-A-Ride and Southside & Sunnyslope Area Discount Reservation Services requests.

ADA Paratransit trip requests can be made up to two (2) weeks in advance. Same day trip requests are accommodated on a space available basis. Subscription trips that recur on the same day at the same time are processed and recorded for later assignment.

Currently all trip requests are recorded manually on small trip "tickets" for organization on a dispatch board for assignment on the day service is required. Pick up and drop off addresses, mobility aid, and desired drop off or pick up times (return trips) are recorded. Generally a pick up window of 30 to 45 minutes prior to the desired drop off is confirmed with the passenger when making a request. Alternative pick up/drop off times may be negotiated if sufficient vehicle capacity is not available for the time requested by the passenger.

Dispatchers do not pre-schedule of trip requests onto a driver manifest. All trips are scheduled or assigned to a bus run in real time. This approach is similar to an older style, manual taxi dispatch system. Driver's record pick up and drop off times and fare collection information on a driver's manifest while on route. This data are later summarized manually for management and performance reports. Dispatchers also record trip cancellations and record no-shows reported by drivers.

Based on the volume of trip requests, up to a five (5) buses are needed at pullout on weekdays to cover ADA Paratransit, general public Dial-A-Ride and Southside & Sunnyslope Area Discount Reservation Services.

ADA Paratransit Performance Trends

Table 2-16 summarizes ADA Paratransit ridership, revenue hours, service miles and productivity (passengers carried per revenue hour for FYs 2010-11, 2011-12 and 2012-13). For each fiscal year, the data are broken out by quarter to provide a comparison of ridership variations and service volumes by season.

Between FY 2010-11 and FY 2012-13 revenue hours and service miles decreased by approximately 13 and nine (9) percent respectively. This affected an 11 percent decrease in ridership. It is important to note that productivity (passengers carried per revenue hour remained high ranging from 4.49 in FY 2010-11 to 4.89 in FY 2012-13. During this three (3) year period, productivity actually increased by approximately two percent.

Table 2-16: ADA Paratransit Performance Measures²³

Quarter	Fiscal Year	Passengers	Incidental Passengers	Total Passengers	Service Hours	Vehicle Miles	Passengers per Service Hour
July to September	FY 10-11	9,433	295	9,728	2,040	32,537	4.77
	FY 11-12	8,695	314	9,009	2,019	30,434	4.46
	FY 12-13	8,794	213	9,007	1,841	30,000	4.89
	% Change	-6.8%	-27.8%	-7.4%	-9.7%	-7.8%	2.6%
October to December	FY 10-11	9,441	390	9,831	2,003	30,142	4.91
	FY 11-12	8,439	298	8,737	2,048	29,899	4.27
	FY 12-13	8,270	108	8,378	1,710	27,025	4.90
	% Change	-12.4%	-72.3%	-14.8%	-14.7%	-10.32%	-0.2%
January to March	FY 10-11	9,672	214	9,886	2,034	30,359	4.86
	FY 11-12	8,597	186	8,783	2,042	31,666	4.30
	FY 12-13	8,328	126	8,454	1,738	27,656	4.87
	% Change	-13.9%	-41.1%	-14.5%	-14.6%	-8.9%	0.1%
April to June	FY 10-11	9,388	188	9,576	2,064	32,340	4.64
	FY 11-12	10,000	195	10,195	2,114	32,827	4.82
	FY 12-13	8,663	162	8,825	1,805	29,306	4.89
	% Change	-7.7%	-13.8%	-7.8%	-12.6%	-9.4%	5.4%
TOTALS	FY 10-11	37,934	1,087	39,021	8,141	125,378	4.79
	FY 11-12	35,731	993	36,724	8,223	124,826	4.47
	FY 12-13	34,055	609	34,664	7,093	113,987	4.89
	% Change	-10.2%	-44.0%	-11.2%	-12.9%	-9.1%	2.0%

GENERAL PUBLIC DIAL-A-RIDE

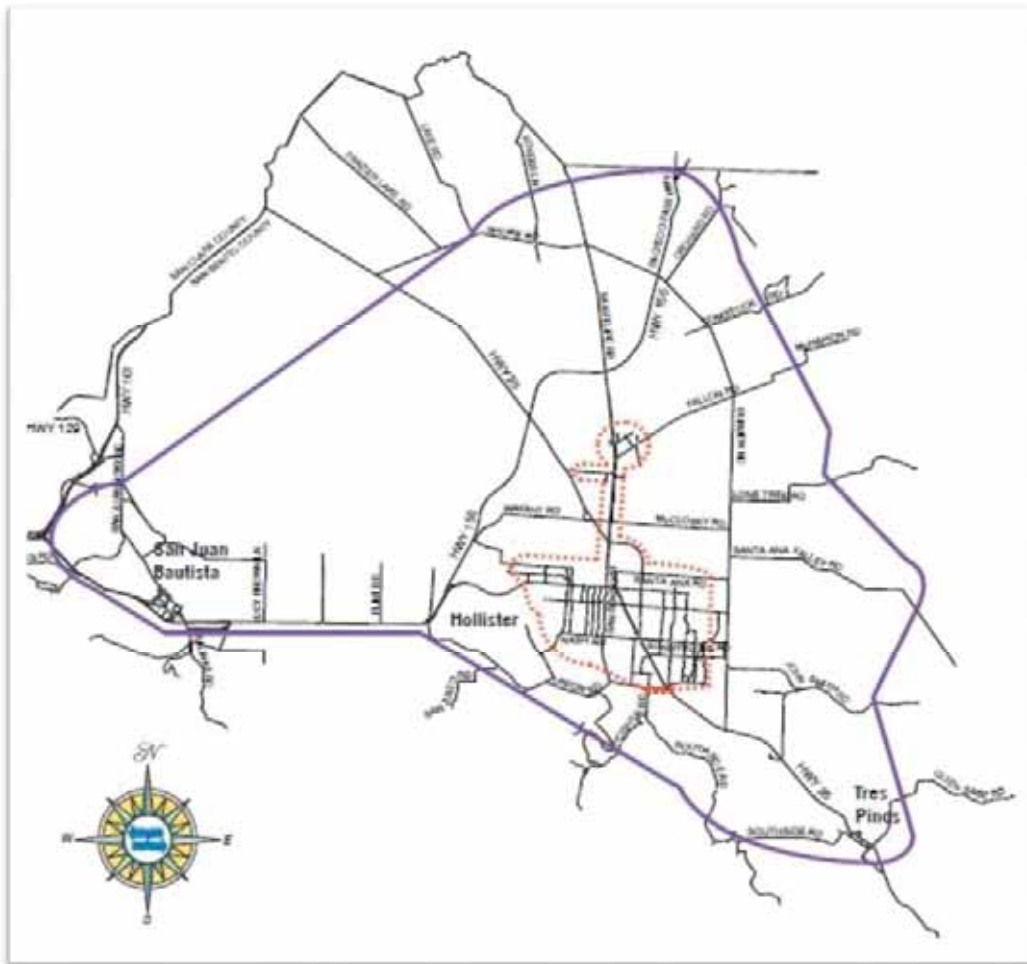
General Background

Dial-A-Ride is a curb-to-curb service provided to the general public (included persons with disabilities) within Hollister City limits, San Juan Bautista, and as far as Tres Pinos. Service is provided Monday through Friday from 6 a.m. to 6 p.m. and on Saturday and Sundays from 9 a.m. to 3 p.m. Within Hollister city limits, weekday service is provided

²³ Source: LTA Systems Operations Reports (2010-11, 2011-12 and 2012-13)

outside of regular fixed route service hours (between 11 a.m. and 2 p.m.). Three (3) trips are operated daily to and from San Juan Bautista.

Figure 2-42: County Express General Dial-A-Ride Service Area



Dial-A-Ride Fare Structure

Table 2-17 summarizes Dial-A-ride fare structure for County Express General Public Dial-A-Ride. . An additional \$1.00 per one way passenger trip is charged for same day service.

Table 2-17: General Public Dial-A-Ride Fare Structure

Fare Type	Cash	Tokens (10)
Regular Fare	\$2.00	\$18:00
Discount Fare - youth (5-17), seniors (65+)	\$1.25	\$11:00
Same Day Service Premium (per one way trip)	\$1.00 in additional to regular fare	

Dial-A-Ride Trip Booking Scheduling & Dispatch

Table 2-18 summarizes Dial-A-Ride and Southside/Sunnyslope service ridership, revenue hours, service miles and productivity (passengers carried per revenue hour for FYs 2010-11, 2011-12 and 2012-13). For each fiscal year the data are broken out by quarter to provide a comparison of ridership variations and service volumes by season.

As with ADA Paratransit, Dial-A-Ride revenue hours and service miles were reduced in response to budget reductions. Between FY 2010-11 and FY 2012-13 revenue hours and service miles were reduced by approximately 16% and 13%, respectively. The reduction in service coverage resulted in a reduction in ridership of approximately 13%. Similar to ADA Paratransit, productivity remained high ranging from 3.73 passengers per revenue hour in FY 2010-11 to 3.84 in FY 2012-13.

Table 2-18: Performance Measures County Express Dial-A-Ride and Southside & Sunnyslope Area²⁴

Quarter	Fiscal Year	Passengers	Incidental Passengers	Total Passengers	Service Hours	Vehicle Miles	Passengers per Service Hour
July to September	FY 10-11	4,251	316	4,567	1,281	17,108	3.56
	FY 11-12	3,572	248	3,820	1,169	15,464	3.27
	FY 12-13	3,771	230	4,001	996	13,971	4.02
	% Change	-11.3%	-27.2%	-12.4%	-22.3%	-18.3%	12.7%
October to December	FY 10-11	4,128	387	4,515	1,224	16,594	3.69
	FY 11-12	3,935	214	4,149	1,040	14,587	3.99
	FY 12-13	3,767	182	3,949	977	13,994	4.04
	% Change	-8.8%	-53.0%	-12.5%	-20.2%	-15.7%	9.5%
January to March	FY 10-11	3,767	263	4,030	1,125	15,719	3.58
	FY 11-12	3,857	183	4,040	1,093	15,476	3.70
	FY 12-13	3,369	142	3,511	1,017	14,703	3.45
	% Change	-10.6%	-46.0%	-12.9%	-9.6%	-6.5%	-3.7%
April to June	FY 10-11	4,311	236	4,547	1,099	15,624	4.14
	FY 11-12	3,982	245	4,227	1,145	15,569	3.69
	FY 12-13	3,690	144	3,834	995	13,950	3.85
	% Change	-14.4%	-39.0%	-15.7%	-9.5%	-10.7%	-6.9%
TOTALS	FY 10-11	16,457	1,202	17,659	4,729	65,045	3.73
	FY 11-12	15,346	890	16,236	4,447	61,096	3.65
	FY 12-13	14,597	698	15,295	3,986	56,618	3.84
	% Change	-11.3%	-41.9%	-13.4%	-15.74%	-13.0%	2.8%

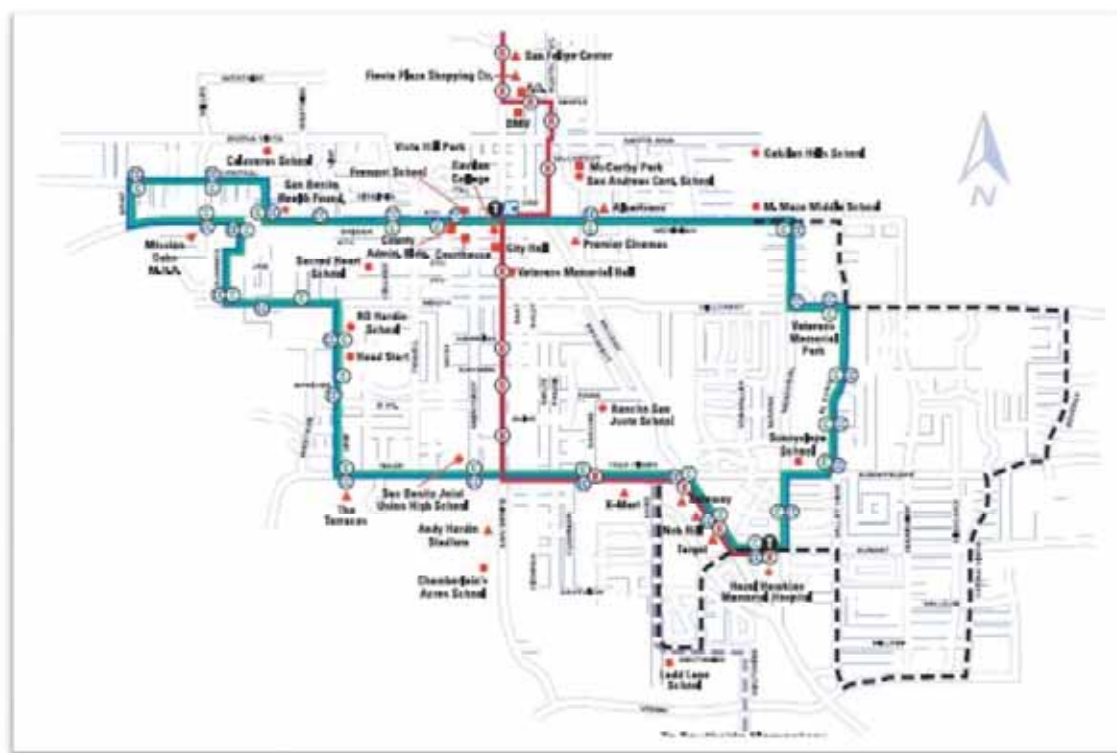
SOUTHSIDE & SUNNYSLOPE AREA DISCOUNT RESERVATION SERVICES

Southside and Sunny Slope Area Discount Reservation Service is a general public demand response service provided to persons in the communities of Southside and Sunnyslope traveling to and from destinations in Hollister. Neither community is served by local fixed route transit. The service operates during Dial-A-Ride hours (Monday through Friday from 6 a.m. to 6 p.m. and on Saturday and Sundays from 9 a.m. to 3 p.m.). The Southside/Sunnyslope service operates from designated stops within the communities of Southside and Sunnyslope with service directly to and from the

²⁴ For purposes of reporting, LTA combines Dial-A-Ride and Southside/Sunnyslope service ridership and service volume data together.

requested destinations within Hollister. Figure 2-43 provides a service area map for Southside/Sunnyslope service (areas within the broken black lines).

Figure 2-43: Southside/Sunnyslope DAR Service Area (Areas within Broken Black Lines)



Southside and Sunnyslope Dial-A-Ride Fare Structure

The Southside/Sunnyslope service fares combine County Express local and intercounty fixed route fares. Table 2-19 summarizes the Southside/Sunnyslope service fare structure.

Table 2-19: Southside/Sunnyslope DAR Service Fare Structure

Fare Type	Cash	Tokens (10)	Monthly Pass
Regular Fare	\$2.00	\$18.00	\$60.00
Discount	\$1.00	\$11.00	\$27.00

Southside Sunnyslope Trip Booking Scheduling & Dispatch

Southside/Sunnyslope trips requests are worked onto ADA Paratransit and Dial-A-Ride runs on a space available basis. Trips must be booked by at least 5 p.m. the day before service is desired. Dispatchers will negotiate a pick up time based on service availability and tell the person requesting the trip, what designated bus stop in Southside or Sunnyslope they will be picked up at.

SSARS Performance Trends

Southside/Sunnyslope ridership, revenue hours and service miles are combined with Dial-A-Ride data for FY's 2010-11, 2011-12 and 2012-13 (Table 2-18).

A specific summary of Southside/Sunnyslope stand-alone performance is not available at this time.

JOVENES DE ANTAÑO DEMAND RESPONSE TRANSPORTATION SERVICES

General Background

Jovenes de Antaño del Condado de San Benito, Inc., is a nonprofit organization incorporated in May 1975, established to encourage, develop and administer programs to improve the general welfare of the elderly in San Benito County. Jovenes de Antaño provides a range of services including transportation to the elderly and persons with disabilities aged 18 years and older.

Jovenes de Antaño provides "door through door" transportation service for both local and out of county transportation needs for the elderly and persons with disabilities who need a higher level of driver assistance. Jovenes de Antaño operates a small fleet of wheelchair accessible cutaways and minivans. Local transportation services within the county include:

- Transportation to and from the Golden Age Nutrition Program providing senior lunches on weekdays;
- Transportation to and from medical appointments and shopping – doctors' appointments, grocery shopping, and trips to the pharmacy and bank;
- Out-of-county non-emergency medical transportation service is provided for medical appointments and treatment such as dialysis located outside the county.

Service is provided Monday through Friday for the Golden Age Nutrition Program, assisted shopping and medical appointments. Service is provided Monday through Saturday for dialysis appointments. The closest dialysis clinic is in Gilroy.

Service is available to elderly and persons with disabilities who have no other means of transportation and reside in San Benito County. Service outside the county is limited to medical services that cannot be obtained in Hollister.

Jovenes de Antaño Fare Structure

Jovenes de Antaño fares are based on a zonal fare structure. Table 2-20 provides a summary of Jovenes de Antaño fares based on a sample of regular destinations.

Table 2-20: Jovenes de Antaño Transportation Fare Structure

Destination	Round Trip Fare
Local within San Benito County	\$2.50
Gilroy	\$4.00
Salinas, Watsonville, San Martin and Morgan Hill	\$6.00
Marina, Monterey, Santa Cruz, San Jose, Los Gatos, Campbell, Santa Clara and Mountainville	\$8.00
Stanford University and Palo Alto	\$10.00

Jovenes de Antaño Trip Booking and Scheduling

Service is provided on a first come, first served basis. Medical appointment trips for the Out-of-County transportation service are booked one week in advance of the appointment. Local Medical-Shopping Assistance and Senior Lunch transportation services can be booked on a space available basis, up to the day that service is needed. The Jovenes de Antaño dispatcher manually records trip requests and assigns to a vehicle. Driver manifests are completed by drivers for management reporting. The Jovenes de Antaño dispatch refers local trips that Jovenes cannot accommodate to County Express Dial-A-Ride.

Jovenes de Antaño Transportation Performance Trends

Jovenes de Antaño annual ridership, revenue hours and service miles are summarized in the following series of tables. Table 2-21 provides systemwide combining all three (3) transportation service programs. Table 2-22 summarizes data for the Out-of-County Medical Appointment service, while Table 2-23 and Table 2-24 summarize data for the

Senior Lunch transportation service and the local Medical-Shopping Assistance transportation service.

Table 2-21: Jovenes de Antaño Systemwide Performance Measures²⁵

Quarter	Fiscal Year	Total Passengers	Service Hours	Vehicle Miles	Passengers per Service Hour
July to September	FY 11-12	4,562	1,827.80	25,344	2.50
	FY 12-13	4,190	1,690.52	23,109	2.48
	% Change	-8.2%	-7.5%	-8.8%	-0.7%
October to December	FY 11-12	4,094	1,526.00	23,269	2.68
	FY 12-13	4,230	1,703.75	22,755	2.48
	% Change	3.3%	11.7%	-2.2%	-7.5%
January to March	FY 11-12	4,012	1,677.67	23,148	2.39
	FY 12-13	4,129	1,692.50	21,178	2.44
	% Change	2.9%	0.9%	-8.5%	2.0%
April to June	FY 11-12	4,347	1,911.40	29,102	2.27
	FY 12-13	4,161	1,695.40	22,154	2.45
	% Change	-4.3%	-11.3%	-23.9%	7.9%
TOTALS	FY 11-12	17,015	6,942.87	100,863	2.45
	FY 12-13	16,710	6,782.17	89,196	2.46
	% Change	-1.8%	-2.3%	-11.6%	0.5%

²⁵ Source: LTA Systems Operations Report (2012-13)

Table 2-22: Jovenes de Antaño Out-of-County Transportation Performance Measures ²⁶

Quarter	Fiscal Year	Total Passengers	Service Hours	Vehicle Miles	Passengers per Service Hour
July to September	FY 11-12	1,597	1,091	16,775	1.46
	FY 12-13	1,592	1,132	16,800	1.41
	% Change	-0.3%	3.8%	0.2%	-3.9%
October to December	FY 11-12	1,470	933	15,908	1.58
	FY 12-13	1,695	1,042	16,055	1.63
	% Change	15.3%	11.7%	0.9%	3.2%
January to March	FY 11-12	1,572	1,108	16,328	1.42
	FY 12-13	1,644	990	14,152	1.66
	% Change	4.6%	-10.7%	-13.3%	17.1%
April to June	FY 11-12	1,848	1,334	22,274	1.39
	FY 12-13	1,862	1,034	15,564	1.80
	% Change	0.8%	-22.5%	-30.1%	30.1%
TOTALS	FY 11-12	6,487	4,466	71,285	1.45
	FY 12-13	6,793	4,197	62,571	1.62
	% Change	4.7%	-6.0%	-12.2%	11.4%

²⁶ Source: *LTA Systems Operations Report* (2012-13)

Table 2-23: Jovenes de Antaño Senior Lunch Transportation Service Performance Measures²⁷

Quarter	Fiscal Year	Total Passengers	Service Hours	Vehicle Miles	Passengers per Service Hour
July to September	FY 11-12	2,660	383	4,497	6.95
	FY 12-13	2,341	245	2,827	9.55
	% Change	-12.0%	-35.9%	-37.1%	37.4%
October to December	FY 11-12	2,400	335	4,484	7.16
	FY 12-13	2,214	344	4,125	6.44
	% Change	-7.8%	2.6%	-8.0%	-10.1%
January to March	FY 11-12	2,255	341	4,374	6.62
	FY 12-13	2,130	343	4,271	6.22
	% Change	-5.5%	0.5%	-2.4%	-6.1%
April to June	FY 11-12	2,314	358	4,474	6.46
	FY 12-13	2,082	355	4,570	5.86
	% Change	-10.0%	-0.8%	2.2%	-9.3%
TOTALS	FY 11-12	9,629	1,417	17,829	6.80
	FY 12-13	8,767	1,287	15,793	6.81
	% Change	-9.0%	-9.2%	-11.4%	0.2%

²⁷ Source: *LTA Systems Operations Report* (2012-13)

Table 2-24: Jovenes de Antaño Medical-Shopping Assistance Performance Measures²⁸

Quarter	Fiscal Year	Total Passengers	Service Hours	Vehicle Miles	Passengers per Service Hour
July to September	FY 11-12	305	355	4072	0.86
	FY 12-13	257	314	3482	0.82
	% Change	-15.7%	-11.5%	-14.5%	-4.8%
October to December	FY 11-12	224	258	2877	0.87
	FY 12-13	321	318	2575	1.01
	% Change	43.3%	23.2%	-10.5%	16.3%
January to March	FY 11-12	185	229	2,446	0.81
	FY 12-13	355	361	2,755	0.98
	% Change	91.9%	57.4%	12.6%	21.9%
April to June	FY 11-12	185	219	2,354	0.85
	FY 12-13	217	306	2,020	0.71
	% Change	17.3%	40.0%	-14.2%	-16.2%
TOTALS	FY 11-12	899	1,060	11,749	0.85
	FY 12-13	1,150	1,298	10,832	0.89
	% Change	27.9%	22.5%	-7.8%	4.5%

Between FY 2011-12 and 2012-13, demand for Out-of-County increased by five (5) percent and local Medical-Shopping Assistance transportation services increased 30 percent,. To accommodate this increase in demand for these services, Jovenes de Antaño has had to shift revenue hours from the highly productive Senior Lunch transportation service. An. Revenue hours for the weekday Senior Lunch service decreased by more than 11 percent. With reduced capacity this has resulted in a decrease in Senior Lunch ridership between FY 2011-12 and 2012-13.

Overall System-wide ridership for Jovenes de Antaño transportation services has increased by approximately 12 percent between 2009 and 2013²⁹.

²⁸ Source: *LTA Systems Operations Report* (2012-13)

²⁹ *LTA Systems Operations Report* (2013) and *State Controllers Report* (2012).

2.3.4 DEMAND RESPONSE TRANSPORTATION PRELIMINARY NEEDS ASSESSMENT

Based on an initial assessment of existing conditions there are a number of factors that will or could affect needs and the efficient delivery of service in the near future:

1. **Introduction of RouteMatch Paratransit Scheduling Software** – The new software will support current service policies and procedures. It will reduce the time required to prepare management reports. Paratransit and Dial-A-Ride productivity is currently quite high. Assuming the funding availability to increase vehicle revenue hours, RouteMatch could increase the volume of trips that can be booked and scheduled.
2. **Dial-A-Ride Productivity and Demand** -- ADA Paratransit and Dial-A-Ride services operate at a relatively high level of productivity (passengers carried per revenue hour). The continued operation at these levels of productivity will facilitate the efficient accommodation of increases in demand.
3. **Increases in Demand for Jovenes de Antaño Out-of-County and Medial-Shopping Assistance transportation services** – Demand for these services will increase as the County's population ages and requires increased health services and assistance to move about within the community. Jovenes de Antaño may find it necessary to reallocate more revenue hours to the Out-of-County transportation services and have to refer more local trip requests to LTA's ADA Paratransit and/or Dial-a-Ride. This trend will place increased demand on ADA Paratransit and Dial-A-Ride services to accommodate local medical trip requests from elderly and disabled persons. An increase in more local medical trip requests could be further impacted if a dialysis clinic opens in Hollister
4. **Potential Implementation of a Taxi Voucher Program** – If implemented when fixed route and Dial-A-Ride services are operated it could reduce current service productivity and reduce existing service efficiencies. A taxi voucher could complement LTA's and Jovenes de Antaño's local services if limited to times of the day or days of the week when fixed route and public demand response services are not operated.
5. **Mobility Management** – San Benito has a complex array of services to meet the specialized transportation needs of its residents. As demand for specialized services increases with time, a mobility management center would help coordinate the efficient and effective assignment of trip requests to the appropriate service provider. Under a mobility management center, the range of mobility options could be expanded to efficiently meet a widening range of regional and local travel needs. The possible implementation of a Trip

Reimbursement Program could be managed under the Mobility Manager to serve more remote areas of the county and/or to accommodate individual transportation needs that cannot be readily serviced by the public and specialized transportation network.

3.0 SERVICE EVALUATION & ALTERNATIVES

This section analyzes the current levels of service and determines whether transit services are being provided in an efficient and effective manner. It also provides recommendations to improve productivity and user-friendliness. **The analysis and alternatives did not consider short term fiscal constraints.**

Various alternatives for service modification and expansion are then analyzed individually. **The analysis and alternatives did not consider short term fiscal constraints.** When financial limitations were considered a new short term solution, three (3) alternatives were developed.

1. **Status Quo;**
2. **Financially Constrained; and**
3. **Financially Elastic.**

This alternatives evaluation analyzes various service change and expansion options that LTA has developed and received as suggestions during various outreach events, such as the San Benito County Fair and the annual Transportation Development Act (TDA) Unmet Transit Needs Process. Opportunities to deliver services more efficiently and effectively are explored. Various alternatives for service modification and expansion are then analyzed individually, leading to a recommendation for a new service plan.

San Benito Local Transportation Authority (LTA) provides a broad array of different transit services:

1. **County Express Local Fixed Route Service;**
2. **County Express Intercounty Service;**
3. **County Express Dial-A-Ride:**
 - **American with Disabilities (ADA) complimentary paratransit service** within three-quarters ($\frac{3}{4}$) of a mile of active fixed routes, at no more than double the adult fixed route fare,
 - **General public Dial-A-Ride,** and
 - **Area-specific Dial-A-Ride services** in Sunnyslope (southeast Hollister) and Southside areas.
4. **Specialized Transportation Services** provided by Jovenes de Antaño del Condado de San Benito, Inc.:
 - Transportation to and from the Golden Age Nutrition Program providing senior lunches on weekdays,

- Door-through-door transportation to and from medical appointments and shopping – doctors’ appointments, grocery shopping, and trips to the pharmacy and bank, and
- Out-of-county non-emergency medical transportation service provided for medical appointments and treatment such as dialysis located outside the county.

In order to effectively match the public transit population’s needs with service, **Section 2: Situation Analysis** evaluated the specific needs of targeted user groups in San Benito County. Predictably, a wide range of potential needs were identified among the various transit-likely groups in the county:

- Transportation to local schools (elementary through high school and Gavilan College) at bell times, and daily local transit needs to shopping, medical, employment and recreation destinations in and around Hollister and San Juan Bautista.
- Intercounty travel to schools and employment outside San Benito County, primarily in nearby Gilroy and Santa Clara County but with emerging needs to areas including Monterey and Santa Cruz Counties.
- Increasing demand for ADA, Dial-A-Ride, and specialized transportation;
- Mobility Management to manage the complex array of specialized services, including possible Trip Reimbursement Program and Taxi Voucher Program.

3.1 County Express Local Fixed Route Service

San Benito Local Transportation Authority (LTA) offers County Express local fixed route services during weekday peak hours within the city limits of Hollister.

3.1.1 CURRENT SERVICE PROFILE, LOCAL FIXED ROUTE

LTA offers County Express local fixed route service, on a limited-span basis, on the following routes, renamed in recent years after colors to simplify identification by passengers:

- **Green Route** (clockwise);
- **Blue Route** (counterclockwise);
- **Red Route** (aka “business route”).

Figure 3-1: Fixed Route System Map (with GP DAR areas)



Two (2) of these three (3) routes, Green and Blue, are identical alignments operating in opposite directions. All routes operate Monday through Friday from 6:15 a.m. to as late

as 5:51 p.m., with gaps in service in the midday (most severe on Blue, which shuts down from 9:06 a.m. to 2:13 p.m.) that were implemented in Fiscal Year FY 2010 to address budget shortfalls. This service reduction resulted in dramatic ridership loss (to fixed route) of nearly 50 percent, from which LTA's fixed route system has yet to recover.

The three (3) routes are detailed and analyzed in the following section.

3.1.2 EVALUATION & ALTERNATIVES ANALYSIS, LOCAL FIXED ROUTE

The Alternatives Analysis for the local fixed route (Hollister) is divided into two (2) parts:

1. **Evaluation of local fixed route service;** and
2. **Alternatives for local fixed route service.**

3.1.2.1. EVALUATION OF LOCAL FIXED ROUTE SERVICE

This section evaluates the existing LTA local fixed route services, beginning with an overview of key issues, and followed by description and analysis of each specific route.

3.1.2.1.1 Key Issues

The demographic analysis of the Hollister area (see *Section 2: Situation Analysis*) indicates a better-marketed and designed fixed route service would be popular and have a high ridership. However, in actuality, the County Express local Hollister fixed route is struggling, a victim of service cuts and competing service modes. In addition, while the route alignments themselves seem to cover the most transit-likely origin and destination areas, holes and inefficiencies exist.

Clearly, some areas exist where local (Hollister) fixed route transit needs are not being completely, or most efficiently, met. In evaluating LTA local fixed route services, the following areas were notable as deserving improvement:

1. **Limited service hours on LTA during both weekdays and weekends, which both disenfranchises riders and may push them to use services more costly to LTA;**
2. **Variable scheduling on existing runs, specifically the differing run times of each loop, resulting in stop times that are difficult to remember;**
3. **Connectivity issues, both in scheduling and stop locations, which cause issues such as difficulty in transferring, long wait times and walks necessary between stops;**
4. **Ineffective scheduling serving local schools;**
5. **Unserved or underserved areas;**
6. **Signage issues;**

7. Higher capacity, traditional “low-floor” transit buses that self-identify as public; and
8. Increased marketing of fixed route to “fixed-route-friendly” market segments.

1. Limited Service Hours

Generally, local (intracity) transit in suburban and rural California communities serves two (2) main markets: students and school-oriented riders, and the “transit dependent”, an umbrella term for those riders who lack a driver’s license and/or access to an automobile. Transit dependent individuals frequently include seniors and other adults with physical or cognitive disabilities, as well as the economically disadvantaged.

The 2014 Hollister local transit network works fairly well for school-related trips (although it is largely underutilized), but fails to meet the needs of the transit dependent, largely due to not operating during the midday.

The elimination of all midday weekday services acutely impacts all traditional transit riders, including students, but especially impacts the transit dependent, who frequently prefer to – or must – travel during these hours, for reasons that may include non-traditional work hours, limited appointment times at medical, social or other services, the necessity to shop or run other errands while spouses and children are at work and school, and more.

In peer communities, substantial midday ridership can be shown, in large part due to transit dependent riders travelling in this manner, particularly to shopping, medical, and social service centers within each community.

In addition to creating unmet needs for transit riders and potential transit riders, as was stated above, the FY 2010 service reduction resulted in dramatic ridership loss to fixed route transit services in Hollister. Again, LTA’s fixed route system has yet to recover from this 50 percent ridership loss, presumably in large part because midday services have not been restored despite a return to historic funding levels.

Another way in which the lack of midday services may negatively impact fixed route ridership is by potentially shuffling fixed route riders onto more services that are expensive and less cost-efficient to run. Specifically, riders who need transportation during the midday may instead switch to using premium transit services: the area and general public Dial-A-Rides (DARs). Transit-dependent riders who fear finding themselves “stranded” by the inability to return from a morning trip taken on fixed route services, or who must both travel and return during fixed route “off” hours, may instead switch to DAR service, despite being able to – and likely preferring to – use the fixed route service, which is cheaper and easier for them to ride as well as

for LTA to run. The lack of available fixed route may permanently push these passengers to DAR at a high cost to LTA, once the passengers have learned to master the DAR system.

However, some transit-dependent riders will not use the DAR system and will continue to be underserved. If they manage to arrange other means of transportation, such as carpooling, they have been, or will be, lost to LTA. Reasons passengers may not choose to ride DAR services include higher cost and/or a system that may seem confusing or cumbersome, for reasons such as appointments that cannot be anticipated or language barriers that may make arranging travel via the telephone daunting.

In addition to the lack of midday weekday services, currently no weekend service exists on any of the three (3) Hollister local routes, leaving passengers without any fixed route transit options on both Saturdays and Sundays. These will be considered when recommending service expansion opportunities.

2. Variable Scheduling of Existing Runs

LTA networks do not operate in a “clockface” manner, making them harder to market, as customers cannot easily recall what time(s) each hour that the bus comes, and must refer to schedules, which produces greater demands upon LTA for printed schedule quantities and stop signage.

In addition, LTA run times vary and are not optimized through transit industry expertise and best practices. This results in bus drivers who are confronted with schedules that they cannot keep, or, the opposite, schedules with unnecessary time at suboptimal locations where the bus is forced to sit and wait for the schedule to “catch up”, thus frustrating passengers and drivers alike.

The specific variability of run times for Green and Blue Routes, and how this impacts their connectivity with Red Route, will be discussed in the upcoming **Part 3.1.2.1.2 Route-Specific Description & Analysis** of this section.

3. Connectivity Issues

Connectivity between LTA routes is currently less than optimal. Some transferring can and does occur, but not without a waiting period, or a walk from one bus stop to another.

In addition, LTA lacks a central transit transfer point (hub) where buses can meet to easily transfer passengers between buses without a delay.

The Red Route is particularly impacted by connectivity issues, resulting in a burden to riders, as will be discussed in the subsection on Red Route.

Prepared for

4. Ineffective Scheduling Serving Local Schools

Optimization of schedules is needed to better serve the local secondary schools. Such optimization would include routes set up to drop off students 10-20 minutes before class, and pick them up outside each school 10-15 minutes after school.

Better scheduling in relation to schools could also help to avoid some of the issues currently existing with optional school deviations, as will be discussed in the **Part 3.1.2.1.2 Route-Specific Description & Analysis**.

5. Unserved or Underserved Areas

LTA is not currently serving areas of town with realistic ridership demand levels, such as Sunnyslope and the Cerra Vista school areas in SE Hollister.

In addition, as discussed in the subsection on Red Route, certain areas, or specifically, key travel paths between certain residential and commercial areas, are currently underserved due to connectivity and scheduling issues.

6. Signage Issues

LTA routes seem to struggle with bus stop identification, in that bus stop signage is very demure, and in some areas signs are being vandalized and stolen, leaving bus stops unmarked entirely.

Higher profile bus stops with amenities that clearly denote bus service are an important improvement to be undertaken. This plan will submit recommendations on elevating LTA's bus stop positioning later in the report.

7. Vehicle Type

Traditional low-floor transit vehicles provide the following advantages:

- Provides easier and more user-friendly access for all passengers;
- Meets the Americans with Disabilities Act (ADA) accessibility requirements using ramp technology;
- Avoids the past high cost and unreliability of wheelchair lifts;
- Provides mobility and access to services for the growing number of elderly people with fixed route service rather than special transportation; and
- Obtain faster boarding and alighting times to reduce stop dwell times.

8. Marketing

A good marketing strategy can help LTA attract new riders, maintain existing ridership, and build positive public perception and political favor.

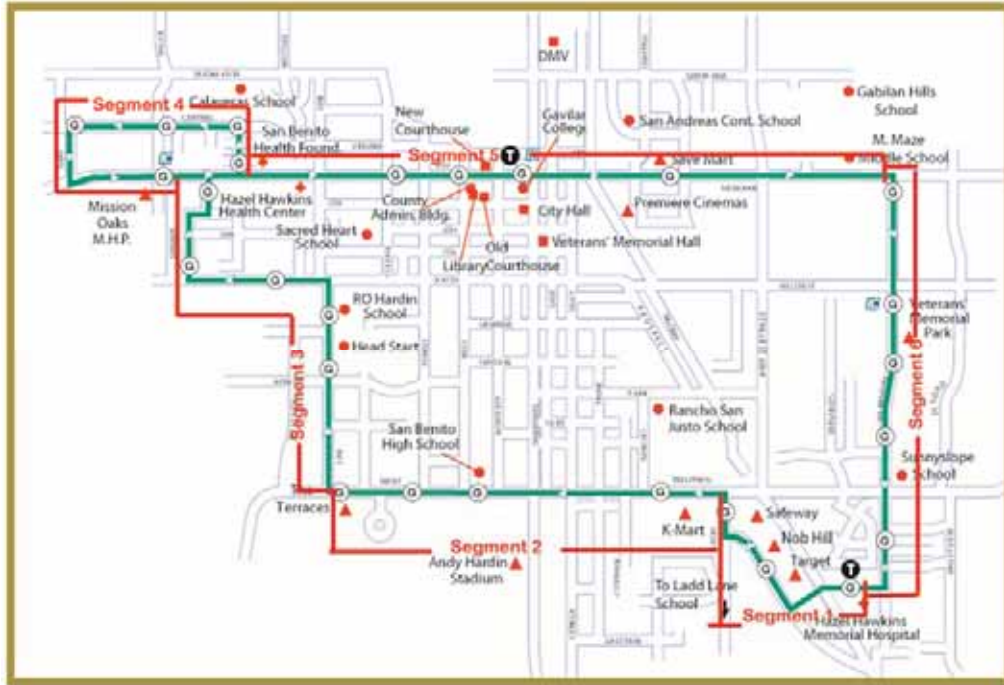
3.1.2.1.2 Route-Specific Description & Analysis

Green Route

Currently the most productive of the three (3) routes, the Green Route operates a long clockwise loop that forms a mirror image to the loop traversed by the Blue Route. However, the Green Route operates during more hours than the Blue Route. The Green Route takes about 35 minutes to finish its circumferential path around Hollister, connecting the downtown transit intersection of Fourth & San Benito with many of the service area's transit trip generators, including the downtown area, Maze Middle School, Hazel Hawkins Hospital, and the shopping cluster near Hwy 25 and Tres Pinos/Sunnyslope Roads. However, its running time cycles are irregular: 35-49 minutes, changing during the day, between the start of one loop and the next, so there is no "clockface" to the schedule. Riders must refer to a print schedule, as the bus comes at different times each hour. With headways running less than hourly, frequencies are actually very good, if difficult to memorize. Actual green/blue frequencies during the hours of operation run approximately every 20-25 minutes when considering these identical routes together.

The Green Route operates Monday through Friday from 6:26 a.m. to 5:46 p.m., with a gap in service in the midday from 11 a.m. to 2:11 p.m.

Figure 3-2: Fixed Route: Green Route Map Segments



The Green Route loop can be divided into six (6) segments:

- **Segment 1:** Green currently begins its alignment at Hazel Hawkins Hospital in Southeast Hollister, proceeding westerly to the bus stops along Hillock and Ladd Lane, which serve the major shopping cluster in Hollister, including Target, two (2) grocery stores, and many smaller shops. This is a productive area of the Green Route, as expected, due to the medical and shopping destinations.

Both the Green and Blue Routes now operate “deviations” upon request to Ladd Lane Elementary School a few blocks south of this area. These deviations are problematic and should be closely scrutinized going forward, mostly due to problems they do/will create with on-time performance and inconveniencing regular core riders by spending extra time off route to serve an isolated elementary school.

- **Segment 2:** Green then serves a linear east-west segment of Tres Pinos/Nash, including San Benito High School. This segment produces only modestly now, with most boardings at stops on either end of the segment, but has promise, with timing and marketing enhancements at the high school, to improve.

- **Segment 3:** Green then turns north at Line and serves a fairly productive stop at RO Hardin Elementary school (Head Start), before turning northwest along South Street, Summer Drive and Rajkovich Way to W. Fourth Street. This area is not very productive.
- **Segment 4:** Green then follows the exact path and direction as Blue as it serves San Benito Health Foundation and Calaveras School via Felice, Central, and Graf, before heading east towards Downtown on W. Fourth Street. This “Central Loop” is one of the most productive areas in Hollister and is an origin-heavy area, in that many riders live in this area, and access the bus system from here to get to various destinations.
- **Segment 5:** The northerly east-west segment of the Green Route, Fourth Street/Meridian Road, from Graf Road in the west to Memorial Drive in the east, is not generally highly productive. After the busy stop at Miller (Mission Oaks Mobile Home Park) boarding activity drops until the Green Route Downtown stop, located just west of San Benito near the entrance to Gavilan College Hollister campus and the Briggs Parking Garage. One more productive bus stop exists as the Green proceeds east, located at the shopping center and theater complex on Meridian (Fourth) at Chapell. The route then proceeds east with few stops until it turns south on Memorial.
- **Segment 6:** The Green Route has a stop around the corner on Memorial that serves the neighborhood and Maze Middle School. Green then serves a linear north-south corridor on Memorial with four stop pairs on Memorial between Meridan and Sunset (Hawkins Hospital) where the route ends. The most productive stop pair along Memorial is at Veterans’ Park, where a small park-and-ride exists (not relative to Green, but used some by Intercounty passengers) and a large park (Veterans’ Park) attracts riders, as well as walk-up ridership from a large catchment residential area on both sides of Memorial. Stops near Sunnyslope School also produce a fair amount of ridership.

Blue Route

The second most productive of the three routes, Blue, operates the identical long loop of the Green Route, but in a counterclockwise direction. Blue is clearly subordinate to Green, and is the route that is deleted when County Express lowers service levels on non-school days. Again, this change (elimination of service on Blue, meaning lack of bi-directional service on non-school days), which was meant to meet budget cut requirements in recent years, is a detriment to the “transit-dependent” adult market and should be reconsidered going forward now that funding has returned to historic levels.

Figure 3-3: Fixed Route: Blue Route Map



The Blue Route takes 37 to 40 minutes to complete its circumferential path around Hollister, mirroring the alignment of the Green Route. Blue connects the downtown transit intersection of Fourth & San Benito with many of the service area's transit trip generators, including the downtown area, Maze Middle School, Hazel Hawkins Hospital, and the shopping cluster near Hwy 25 and Tres Pinos/Sunnyslope Roads. Both Green and Blue Routes now operate "deviations" upon request to Ladd Lane Elementary School (a few blocks south of the Hwy 25/Tres Pinos commercial area). These deviations are problematic, creating on-time performance and inconvenience issues for core riders. Recommendations on how to best serve elementary school travel will be forthcoming later in this report.

Blue Route operates Monday through Friday from 6:40 a.m. to 5:49 p.m., with a large gap in service in the midday from 9:06 a.m. to 2:13 p.m. Productive segments are similar

Red Route

The newest and least productive route in the small fixed-route network is the Red Route, a linear route that traverses much of Hollister in a generally north/south alignment. Starting in the southeast Hollister area at Hazel Hawkins Memorial Hospital, the Red

Route provides service to the Hwy 25/Tres Pinos commercial area, Rancho San Justo Middle School, Downtown via San Benito Road (with stop at Fourth & San Benito), and Rustic and Maple (DMV and Post Office), before returning to North San Benito Road to serve the northern reaches of Hollister, including the County Social Services Center, Child Support, the Airport area, and the County Jail. The Red Route takes 52 to 69 minutes to complete its (mostly) bi-directional path through Hollister, depending on time of day.

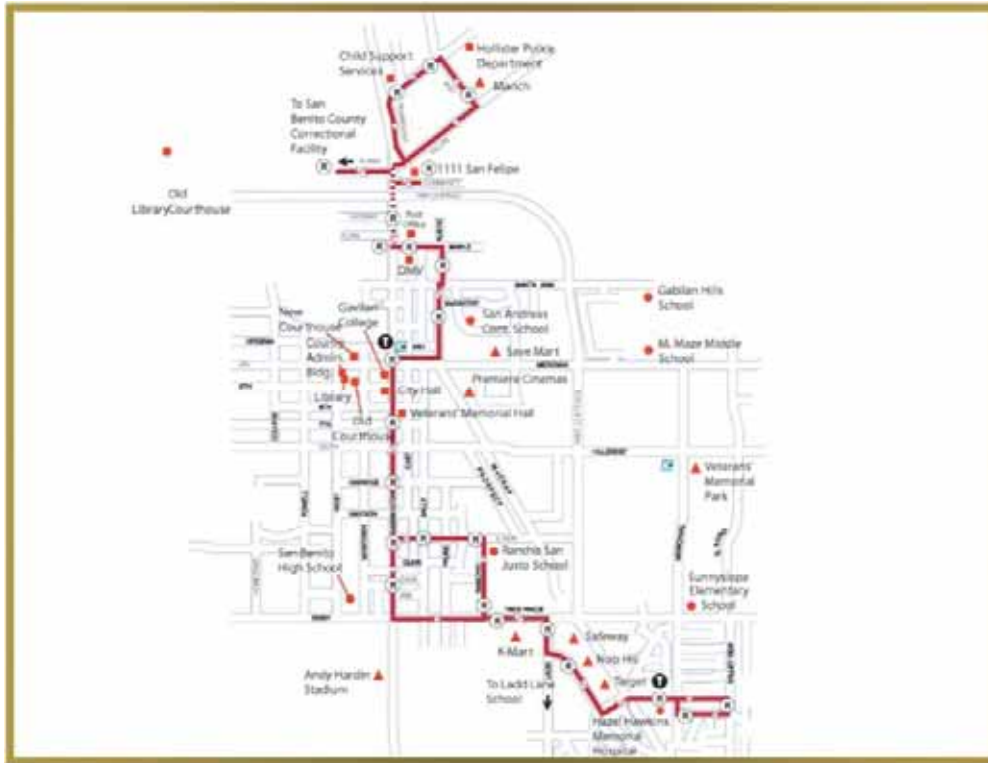
The Red Route suffers from all the same problems of the other routes (no midday service, issues with bus stop identification, bus confusion, etc.), but perhaps no route suffers from the lack of a timed transfer location and schedule more than Red. The Red Route has many social services and shopping destinations along its current path, but fewer residential (origin) areas. Accordingly, for Red to succeed, and thrive by delivering customers to the destination-rich north end of Hollister, it needs to “pulse” with Blue or Green, preferably both, somewhere in the center of town. This would open up access to Red Route to the LTA ridership base, as most riders enter the route network on Green or Blue, which serve key residential neighborhoods. This ridership base would then, through Red Route, gain access to the social services and employment clustered on the north end (Airport Area) of Hollister.

Currently, so few riders transfer between routes that drivers do not routinely carry transfers, and have to hand-write on any available piece of paper when a free transfer is requested. Then the transferring rider usually has to wait of considerable length of time for the second route, and perhaps walk to a different bus stop entirely. Again, these challenges, which are prohibiting Red Route productivity at this time, can be alleviated by creation of a centralized transfer location and creation of a timed pulse meeting where transfers between routes can be made quickly and easily.

The Red Route is the only route currently operating south of Downtown via San Benito, and along a jog to Rancho Justo Middle School and the adjacent senior living apartment complexes on Park. This area has modest productivity now, but should, after filling the midday gap and optimizing schedules to serve the school, become a productive segment of a route. Red Route shares in some of the productivity from the shopping cluster around Ladd Lane, but benefits less than the other two routes because few current riders access the system via Red Route; Red Route is not an origin route, but rather more of a destination route, though with huge transfer penalty challenges. That said, whatever route restructure is recommended, service along at least some portions of San Benito south of Downtown, and to the Rancho Justo school area, is recommended.

The Red Route operates Monday through Friday from 6:13 a.m. to 5:51 p.m., with a gap in service in the midday from 11:15 a.m. to 2:10 p.m.

Figure 4: Fixed Route: Red Route Map



3.1.2.2. ALTERNATIVES FOR LOCAL FIXED ROUTE SERVICE

Prior to consideration of financial restraints, a number of potential route realignments and expanded services to the current route network were developed to make the fixed route as productive as possible to build a robust local transit system.

When financial constraints were factored into the analysis, many of the alternatives for the local fixed route were pushed into the future as a more practical financially constrained scenario was developed. The three (3) financial alternatives are discussed. Local funding is not sufficient to substantially increase overall services hours. Three (3) financial scenarios were evaluated and are summarized below:

1. **Status Quo Scenario.** The “do nothing/no project” scenario would keep the current three (3)-bus, three (3)-route, non-interlined system with the temporal gap in midday service. General Public Dial-A-Ride is available to anyone that needs transportation. Southside & Sunnyslope Area Discount Reservation Services and demand response services between San Juan Bautista, and Tres Pinos, and Hollister would continue to be provided at current levels. ADA paratransit would also continue to be provided by separate vehicles/service

- hours within Hollister during fixed route service hours. Jovenes de Antaño would continue to operate its current mix of transportation services at current levels.
2. **Financially Constrained Scenario: FlexiBus.** The financially constrained scenario implements more efficient operations by reducing overlapping, competing services, and streamlining LTA's service delivery model through a deviated fixed route system, FlexiBus. Additional resources are used to augment LTA's popular Inter-County services. FlexiBus provides deviated fixed route (flex route) service all day in Hollister using two (2) buses and limited formal time point bus stops and limited "flag stops" that get served on every trip, but deviate from a fixed route to provide curb-to-curb service to customers. It operates as a structured Dial-A-Ride. Two (2) supplemental fixed routes or tripper buses are designed to meet capacity needs at school bell times. The need for midday general public Dial-A-Ride service in Hollister is eliminated, since FlexiBus service is available throughout the day and provides Americans with Disability (ADA) service. A separate ADA paratransit service is not required. As a result, a significant number of service hours can be saved. Southside & Sunnyslope Area Dial-A-Ride is also no longer required. As a cost saving measure, Dial-A-Ride services to and from San Juan Bautista and Tres Pinos is eliminated between 11:00 a.m. and 2:00 p.m. Inter-County services will be reconfigured to service San Juan Bautista, providing additional service to the area. Additional Inter-County service is also added to meet current demand. Jovenes de Antaño maintains its current mix of transportation services at moderately higher levels to meet the growing need of special transportation services due to both growth in the population segment requiring these services and a more focused FlexiBus service.
 3. **Financially Elastic: Pulsed Fixed Route.** In the financially elastic scenario, the current financial restrictions are not considered. An all-day fixed route is achieved by augmenting the current "status quo" three (3)-bus fixed route network as described in the Alternatives Analysis. This scenario includes filling the midday service gap, creating a new timed transfer point downtown to reduce crosstown travel times, interlining of routes, and retiming of schedules to better mesh with school travel needs. The need for midday General Public Dial-A-Ride service in Hollister is eliminated. *In this scenario ADA paratransit will still need to be provided by separate vehicles inside Hollister, reducing hours that can be reallocated from the Dial-A-Ride side, making this option more costly.* Southside and Sunnyslope Area is eliminated and demand response services to and from San Juan Bautista and Tres Pinos is also reduced to a life- line service operating one (1) round trip in the morning and one (1) round trip in the afternoon. Jovenes de Antaño continues to operate its current mix of transportation services at current levels; however may grow slightly in the future. Inter-County services

would be reconfigured to serve San Juan Bautista and additional service added to meet current demand.

Developed in response to funding projections, FlexiBus, operating as a structure Dial-A-Ride, **is the most cost-effective scenario**¹. It frees vehicle service hours from the various Dial-A-Ride services (Americans with Disabilities and specific general Dial-A-Rides) for use in:

- Augmenting of the successful Intercounty routes;
- Helping fund fleet replacements and other potential capital projects; and
- Building transit TDA reserve funds to prepare for future cost increases and service improvements.

The FlexiBus concept is discussed further in in ***Section 6: Operations & Implementation Plan***. Although FlexiBus provides a short term solution, this section will first discuss alternatives for general improvements to the local fixed route, and then will explore more specific improvement alternatives, which may be implemented in the future.

3.1.2.2.1 General Improvements, Local Fixed Route

At the point the financially elastic scenario becomes viable, the first step is to implement a package of service improvements creating an easy-to-use, connected three (3)-route network; however, the service will operate all day to accommodate the travel needs of the transit dependent and provide clean, quick, timed-transfers to dramatically reduce overall cross-town transit travel times. Efficient transfers will also dramatically increase ridership. Key elements of the improved service system include to:

1. **Develop a central transit hub;**
2. **Create schedules to pulse at the transit hub and standardize run times;**
3. **Interline routes to ensure connections at the transit hub and driver breaks; and**
4. **Implement a robust marketing program.**

The plan will now discuss each of the above elements of the route reconfiguration briefly in order to clarify how each contributes to restoring the riding public's use of fixed route.

1. Develop a Central Transit Hub

Hollister currently has one downtown *primary* bus stop, *i.e.* served by all routes--including outbound Intercity routes – and has a high level of passenger information and seating amenities. The development of a higher-profile central transit "*hub*", served by both

¹ See the ***Section 7.0: Financial and Capital Plan***.

Hollister local fixed routes, and Intercity routes, will help LTA's effort to raise awareness of transit services operating in the community.

Today, the closest thing to a central transit hub is the bus stop westbound on Fourth Street just east of San Benito, in the center of Downtown Hollister. This location is fairly good, and could be expanded into an official "transit center" with a minor reallocation of parking stalls on Westbound Fourth. However, due to considerable traffic stacking at this busy intersection, buses sometimes have difficulty exiting the curb area and weaving back into traffic, whether seeking to go west on Fourth Street or south on San Benito Street. Due to this and other challenges with the site, this chapter identifies other central locations that could be developed as the needed central transit hub.

How will the new central transit hub function? Routes will be modified as necessary to arrive and spend a few minutes together at the "hub" consistently throughout the service day, enabling passengers to easily switch buses without any significant wait time or walking, thus creating a "pivot point" where transit travelers can switch routes/directions, thereby shortening their overall travel time on longer, crosstown trips that require more than one route. The primary beneficiary route of this facility will be Red Route, which will no longer be isolated and should experience dramatic ridership increases.

While a full scan of all potential transfer center locations is beyond the scope of this short/long range transit plan, LTA staff and the consulting team considered the following potential locations, evaluating them for both short-term and long-term viability:

- Northeast quadrant of Fourth Street and San Benito Street intersection;
- Southwest quadrant of Fourth Street and San Benito Street intersection, in front of Gavilan College;
- Briggs Alley, between Fourth Street and 5th Street, across Village Green from San Benito;
- Historic Hollister Train Depot – East of Sally, between 5th and 6th Streets,

In addition to the four (4) options discussed, a survey of possible locations may include other possibilities, such as the southeast quadrant of Fourth Street and Monterey Street.

Figure 3-5: Fixed Route: Potential Locations, Downtown Central Transit Hub



The following discusses each of these potential locations separately:

- **Northeast Quadrant of Fourth Street & San Benito Street:** Described above, this is currently the primary downtown bus stop, and the adjacent retail store is closed, offering an opportunity perhaps to develop the transit hub prior to a new tenant occupying the space. A major weakness with this site is stacking traffic that can delay buses from exiting the bus stop. Also, this option requires taking one (1) or two (2) parking spots to add capacity to the curb location to enable consistent two-bus pulses.
- **Southwest Quadrant of Fourth Street & San Benito Street:** This is the current eastbound downtown stop just west of San Benito Street in the elongated stretch of red curb, directly in front of the Briggs Garage and Gavilan College Hollister campus. While No current amenities are at this bus stop, the area has plenty of space on the robust sidewalk area for bus shelters, benches, information, etc. The bus stops would be steps from the entrance of Gavilan College, with access to restrooms inside the Gavilan Briggs Garage building. Parking for Intercity service patrons would be available in the garage itself, and the bus stop would open to the downtown Village Green. Some challenges to this site include stacking traffic at this busiest downtown intersection; however, the location is set

back further from the actual Fourth/San Benito intersection, so the stacked traffic is not as problematic as in the northeast quadrant.

- **Briggs Alley between Fourth & 5th, next to San Benito:** This option is situated right in the center of downtown Hollister, in the one-way alley (Briggs Alley) on the opposite side of Briggs Garage from the southwest quadrant location. With enough room for two (2) smaller-sized transit coaches at a time plus space for additional future capacity, this site has good potential. The bus stops would be steps from the entrance of Gavilan College, with access to restrooms inside the Gavilan Briggs Garage building. Parking for intercity service patrons would be available in the garage itself, and the bus stop would open to the downtown Village Green. A disadvantage of this site is the extra running time required for most routes to access the site, as compared to other options.
- **Hollister Train Depot – East of Sally between Fifth & Sixth:** The least conveniently located of the current array of potential locations, the Hollister Train Depot would require extensive accessibility upgrades, and is located three (3) blocks from the central Fourth and San Benito intersection. Proposed reinstatement of regular passenger rail services could increase the attractiveness of this site, and address the accessibility issues; however, at this time, potential passenger service does not appear to be viable. This site seems the least desirable due to distance from transit trip attractors, extra running time required for buses, isolation, etc.

2. Create Schedules to Pulse at Hub & Standardize Running Times

Currently, all three (3) Hollister local routes are plagued by non-standard scheduled running times. Complicating matters more, the routes' running times are not "clockface", but rather vary between 35-50 minutes with no timed pulsing anywhere in the system. If someone wants to access a different route than the route they are on, they have to exit the bus and cross a street or walk a ways and then wait for the other bus to arrive, sometimes many minutes. Luckily, this is fairly easily solved. The current Red Route provides duplicative service to the southeast area of Hollister, AND has too many minutes in the current schedule. The Red Route can be truncated to serve only downtown and the North End of Hollister and reduced to a convenient 30-minute cycle, based at the new downtown transit hub. Conversely, and in conjunction, the Green and Blue Routes can be modified to add some more coverage area (additional minutes, in the southeast part of Hollister), then elongated to run in 60-minute cycles. Blue and Green can be staggered a half hour apart, departing the new downtown hub location. Now, a timed-pulse will be created every 30 minutes when Red, and either Blue or Green, buses will meet to transfer passengers at the new central transit hub.

3. Interline Routes to Ensure Connections at Transit Hub & Driver Breaks

From the general service framework described above, pulsing every 30 minutes at a downtown transfer hub, Red Route should be interlined with Green and Blue, meaning that passengers going to/from Red will stay on the same buses, and passengers heading further along the Blue or Green alignment will make a quick easy transfer at the Hub. This is due to predicted “tightness” in the Red alignment (serving the North End from downtown and back in 30 minutes, Red will have little extra recovery time), whereas Blue and Green will have nearly 10 minutes of spare (recovery) time after their loops. This works well from a driver perspective; each driver will operate a “Red-Blue” or “Red-Green” block, meaning they will drive 30 minutes as Red, then 60 minutes as either Blue or Green, then repeat this pattern throughout their shift. Blue and Green will host most of the main break/recovery times.

4. Implement a Robust Marketing Effort

Once the LTA Hollister fixed route network is finalized, a robust effort to promote the fixed route network should be delivered via multiple angles. The **Marketing Plan** element of this short and long range transit plan will elaborate on detailed strategies to elevate the level of interest and awareness of the revamped route network. Obviously, passengers already using other LTA modes, including Jovenes de Antaño and the various Dial-A-Rides, should be targeted for conversion of at least some of their trips to fixed route. LTA should develop a travel training program as the centerpiece of a concerted effort to undo the years of pushing passengers away from fixed route onto the more expensive demand response modes.

3.1.2.2.2 Specific Alternatives, Local Fixed Route

Like many transit agencies, LTA faces an uncertain funding future. Nationally, the future of rural and small urban transit funding is tentative. This tentative nature magnified in San Benito County and specifically in the Hollister Urbanized Area (UZA) due to the projected eventual reaching of the 50,000-person population threshold. Once the Hollister area reaches 50,000 in population, the following US Census will change the Hollister UZA from “rural” to “small urban.” Per Federal Transit Administration (FTA) funding formulas, this will make Hollister eligible for FTA Section 5307 funding. FTA Section 5307 will bring an infusion of new transit monies to LTA, for use on both capital projects and operations, the latter of which can use up to half of the annual allocation. While the funding level is uncertain, if the overall FTA Section 5307 funding stays similar to today, the Hollister UZA could generate around \$1,000,000 annually in new transit funding.

From a financially constrained FlexiBus scenario, service can be adapted to changing funding levels, preferably added back to make the system more attractive and increase ridership and system loyalty. These can be delivered in varying chronologic order, but the recommended sequence of expansions is listed here, and then analyzed in more detail below:

1. FlexiBus (financially constrained);
2. Maintain or slightly improve "status quo" service level;
3. Implement Pulsed Local Fixed Route and midday local fixed route service (financially elastic);
4. Discontinue the non-school-day deletion of Blue Route service;
5. Initiate Saturday service on Routes Green and Blue;
6. Initiate Sunday service on Routes Green and Blue;
7. Initiate limited Saturday service on Red Route;
8. Add school bell capacity on existing routes (Blue/Green);
9. Add new, school-commute-oriented bell-time routes as needed; and
10. Increase frequencies on Blue and Green Routes to 30 minutes each.

While the eventual transition of the Hollister Census Area from rural to "small urban" will bring a higher level of transit funding compared with today, it is unclear if this threshold will be met in the 2020 Census. Should it not, and should the economy once again falter or fail to adequately recover, LTA may be unable to fund the array of service improvements outlined next, and rather may seek to make the most of a difficult situation by slightly altering its approach to fixed route services.

1. FlexiBus

The FlexiBus alternative provides LTA with a financially constrained alternative that will meet the current transportation needs of its community. It combines both elements of fixed route and demand response services to maximize service area coverage. While it does not follow a fixed route per se, it operates on an easy-to-recall published schedule. Two (2) FlexiBus routes will be anchored on each end by existing productive bus stops with a meeting in the middle of each hour-long trip with the other FlexiBus route at the downtown transit hub. This will enable shorter travel times as well as begin use of this new location as the eventual Hollister transit, with the establishment of a full fixed route service. Each FlexiBus route will operate through a series of published anchors and flag stops. Anchors act as scheduled time points and provide a structured schedule to their operation. The bus will depart from the anchor at the published time. If it arrives early, it

will wait until the published time to depart. The bus may arrive at and depart from a flag stop at any time between its previous and following published anchors. It will not stop unless someone is waiting at the flag stop or request a drop off at the stop. FlexiBus will deviate as required for pick-ups and drop-offs between the proposed anchors and flag stops, acting as a structured Dial-A-Ride.

ADA registrants requiring curb-to-curb or door-to-door service are accommodated by the flex service provided between flag stops and time points. This results in a significant cost savings, providing a substantial amount of available hours to cover the short-term expansion needs of the Inter-County service plus allowing LTA to utilize some TDA funds currently being spent on transit operations to—

- 1) Build transit TDA reserves to meet future needs;
- 2) Provide local match funds for a backlog of capital projects, such as vehicle replacement and bus stop improvements; and
- 3) Augment the ability of LTA to manage its contractors and overall transit system by increasing transit administrative efforts.

2. Maintain or Slightly Improve “Status Quo” Service Level

The “Improved Status Quo” scenario listed below incorporates the general improvement elements described above (downtown transit hub, timed pulse schedules, interlined routes, enhanced marketing) but features a lifeline deviated fixed route service during the non-bell times. **This is not the preferred option.** This option would still suffer from forcing riders to communicate with LTA during the midday (via telephone) and would perpetuate the general lack of dependable, simple, and spontaneous trip-taking that an all-day fixed route system offers.

Table 3-1: Fixed Route Option: Status Quo with Weekday Midday Deviations reflects a schedule platform featuring:

- Green, Blue, & Red Routes operating 6:30 to 9:00 a.m., and 2:30 to 4:30 p.m.;
- New deviated fixed route operating 9:00 a.m. to 2:30 p.m., and 4:30 to 6:00 p.m.

Table 3-1 shows a reasonable, but aggressive, ridership projection that relies heavily upon filling buses at the school bell times, to capture a far larger share of school trips than enjoyed today. This is reasonable, however, assuming a strategic marketing push combined with adjustments to schedules and the new, interlined route network based at a central downtown transit hub. The overall annual savings are actually less than shown (1,152 revenue hours), as we recommend that LTA stop its current procedure of frequently reducing services when schools are not in session, which confuses non-school riders.

Table 3-1: Fixed Route Option: Status Quo with Weekday Midday Deviations

Service Option: Improved Status Quo + Deviated Fixed Route Midday Service	Weekday Revenue Hours	Annual Revenue Hours	Daily Ridership Projection	Annual Ridership Projection
Green Route	-4.12	-1,050.60	70	17,850
Blue Route	-2.08	-530.40	70	17,850
Red Route	-5.27	-1,343.85	60	15,300
Deviated Fixed Route Midday & Late Afternoon	+6.95	+1,772.25	35	8,925
Totals	-4.52	-1,152.60	235	59,925

Still, this “Improved Status Quo” option provides a basic service that may free up a few hundred annual revenue hours that could be reinvested in standardizing the Intercounty Gavilan service to provide robust service to San Juan Bautista, and/or for new tripper runs or routes as capacity is needed on the projected growth at bell times.

3. Implement Pulsed Local Fixed Route and Restore Midday Local Fixed Route Service

Filling in the recession-driven cut of midday weekday service constitutes a significant commitment of operating resources by LTA, but much of the projected 2,861 annual revenue hours can be reallocated from the general public Dial-A-Ride that has been used in lieu of fixed route over the last years. The current average weekday fixed route productivity hovers near six (6) passengers per revenue hour. Once midday service is restored, and built upon a new route structure that shortens travel times and encourages easy transfers, productivity should rise to double digits over time.

Table 3-2: Fixed Route Option: Restore Midday Weekday Service

Service Option: Restore Midday Service	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Green Route	+3.18	+811.74	10	+8,117
Blue Route	+5.12	+1,305.60	10	+13,056
Red Route	+2.92	+744.60	10	+7,446
Totals	+11.22	+2,861.94	10	+28,619

4. Discontinue Deletion of Blue Route on Non-School Days

While it is understood that Blue Route was discontinued on non-school days during the recession to balance declining operations revenues, this caused Green to stand alone as a long, circuitous one-way loop route. One-way loop routes are not user-friendly, and should be avoided when possible; longer (over 30-minute running times) one-way loops

should especially be avoided. Maintaining bi-directional service (which Blue and Green Routes combine to provide) is a key component of the rebuilding of the Hollister local fixed route system. Based on the published *2014-15 San Benito High School Academic Calendar*, this would reinstate Blue Route service on approximately 80 weekdays per calendar year.

Table 3-3: Fixed Route Option: Restore Blue Route on Non-School Days

Service Option: Restore Blue School-Day Service	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Green Route				
Blue Route	+12	+960	10	+9,600
Red Route				
Totals	+12	+960	10	+9,600

5. Initiate Saturday Service on Green & Blue Routes

As the fixed route system begins to blossom, if funding allows, the next step is to offer Saturday service on the two core routes that combine to serve most of the origination neighborhoods in Hollister: the Blue and Green Routes. Productivity will not meet weekday levels, but Saturday travel needs focus on shopping, service employees, and recreation trips. Both traditional markets, students and the transit dependent, will benefit from the addition of Saturday service.

Table 3-4: Fixed Route Option: Saturday Service on Blue & Green Routes

Service Option: Implement Saturday Service	Saturday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Green Route	+7.50	+390.00	8	+3,120
Blue Route	+8.83	+459.16	8	+3,673
Red Route				
Totals	+16.33	+849.16	8	+6,793

6. Initiate Sunday Service on Green & Blue Routes

Eventually, Sunday service can be initiated on the same platform as Saturday service, with just Blue and Green Routes in operation, on a slightly shorter span of service, say from 9:00 a.m. to 5:00 p.m. Productivity will not meet weekday or Saturday levels; however, Sunday travel needs also focus on shopping, service employees, and recreation trips, as well as church services. Seniors and the transit dependent will benefit from the addition of Sunday service. Hollister will have a fully functional public transportation system.

Table 3-5: Fixed Route Option: Sunday Service on Blue & Green Routes

Service Option: Implement Sunday Service	Sunday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Green Route	+7.50	+390.00	6	+2,340
Blue Route	+7.83	+407.16	6	+2,443
Red Route				
Totals	+16.33	+849.16	6	+4,783

7. Introduce Limited Saturday Red Route Service

While most transit attractors along the Red Route alignment are closed on Saturdays, there is an active food pantry that distributes food to needy families on Saturdays. The Community Food Bank of San Benito County is located directly adjacent to the San Benito County Social Services complex at 1133 San Felipe Road. The distribution is held from 9:00 a.m. to 4:00 p.m. on Fridays and Saturdays. A limited, midday Saturday Red Route could suffice to provide access to the Food Bank, should no other employers or other major transit trip generators emerge along Red Route territory between now and when Saturday Red service is initiated. This would add a third bus to the Saturday platform for part of the service day. If other transit demand surfaces in the North Hollister area, the Saturday Red Route could operate all day like Blue and Green Routes.

Table 3-6: Fixed Route Option: Limited Saturday Service on Red Route

Service Option: Initiate Limited Saturday Red Route Service	Saturday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Green Route				
Blue Route				
Red Route	+4	+208	6	+1,248
Totals	+4	+208	6	+1,248

9. Introduce Additional School-Bell Time Service to Expand Capacity

While not a problem now, it is anticipated that LTA will need to add extra revenue hours at the school bell times as its service catches on with students and families as a key component in the local student commute. LTA's current fleet of buses are not high-capacity, nor are they constructed to enable standing loads, so until LTA can transition to heavy-duty transit buses in the future, LTA must be vigilant and agile to stay "ahead" of student market growth at the key local secondary schools, to avoid overcrowding and stunting of market growth.

Nurturing student market growth is usually accomplished by adding extra buses to existing published service, or adding new student-centric routes to the mix of buses at schools to either provide service directly to new areas not currently served or to reduce on-board travel time for students. Either way, this usually amounts to an hour or two (2) per day, added as needed while closely monitoring daily peak passenger loads. Productivity on these school runs could easily exceed 30 passengers per hour, but to be conservative we are projecting 20 passengers per hour.

Table 3-7: Fixed Route Option: Additional Bell Time Capacity (more trips &/or new routes)

Service Option: Add Additional School Bell Service as Needed	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Green Route	+2	+350	20	+7,000
Blue Route				
Red Route				
Totals	+2	+350	20	+7,000

10. Improve Frequencies on Blue & Green Routes

As Hollister continues to grow, and LTA's fixed route enjoys a period of sustained ridership and popularity growth, if funding allows, LTA can increase the service frequency on both Blue and Green Routes to 30 minutes EACH. This would add two (2) more buses to the three (3)-bus platform established in 2014. Buses would still pulse at the downtown transit hub, but now a second bus would be added to both routes, meaning a three (3)-bus pulse would occur every half hour, increased from the base, two (2)-bus pulse initiated with this Short Range Transit Plan.

This may require additional improvements at the downtown central transit hub, to expand bus-dwelling capacity. This will give LTA passengers a choice of which direction they want to travel on Blue and Green Routes each half hour, improving travel experience and further shortening travel times.

For example, in the new basic two (2)-bus system, a passenger seeking to return home to the Mission Mobile Home Park after working in North Hollister would arrive at the downtown hub from Red Route, and take whichever Blue OR Green Route were there at that particular half-hour pulse. If Green were the route at the hub, the passenger would either have to ride around for 40 minutes, or wait 30 minutes downtown and catch the next Blue for the quick, 10-minute ride, taking a total of nearly an hour for their trip. However, if buses were added to pulse every half hour, as suggested in this expansion scenario, then that hypothetical passenger would arrive at the downtown hub from Red, and choose the departing Blue bus for a quick 10-minute ride home, as BOTH Blue and Green would be part of every half-hour-timed pulse, offering "directional choice."

Table 3-8: Fixed Route Option: Improve Weekday Frequencies, Blue & Green Routes

Service Option: Improve Weekday Frequencies on Blue and Green	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Green Route	+11.58	+2,952.9	10	+29,529
Blue Route	+12.06	+3,075.3	10	+30,753
Red Route				
Totals	+23.64	+6,028.2	10	+60,223

Summary of Recommended Modifications, Local Fixed Route

The cost savings from implementing FlexiBus is derived from the elimination of Dial-A-Ride, including complimentary ADA paratransit service. FlexiBus will operate as structured Dial-A-Ride., thereby fulfilling need for a demand response service. The total reduction in hours is illustrated in

Table 3-9: FlexiBus Option Overview

	Vehicle Service Hours (VSH)	Change In VSH	Ridership	Change In Ridership
FlexiBus	5,865	+275	46,920	+15,255
School Trippers	396	+396	7,920	+7,620
Demand Response	4,080	-6,770	24,480	-20,873
Inter-County	6,072	+803	54,648	+12,355
Specialized Services	8,591	+857	25,770	+8,778
TOTAL LTA	25,004	-4,439	159,738	+23,405

Table 3-10: Fixed Route Options: Summary provides a summary of the proposed recommendations for the local fixed route service in a more financially elastic environment.

Table 3-10: Fixed Route Options: Summary

Summary of Recommended Service Modifications	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection (vs 2014)
Increased Bell Time Fixed Route – Deviated FR all others (M-F only)	-4.52	-1,152.6	TDB	TDB
Add Midday Fixed Route	+11.22	+2,862.0	10	+28,619
Operate Blue Route on Non-School Days	+12.00	+960.0	10	+9,600
Add Saturday Service on Green and Blue Routes	+16.33	+849.2	8	+6,793
Add Sunday Service on Green and Blue Routes	+16.33	+849.2	6	+4,783
Add Limited Saturday Red Route	+4.00	+208.0	6	+1,248
Add School Bell Capacity	+2.00	+350.0	20	+7,000
Improve Weekday Frequencies on Green and Blue Routes	+23.64	+6,028.2	10	+60,282
Totals	+81.00	+10,954.0		+118,325

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3.2 County Express Intercounty Service

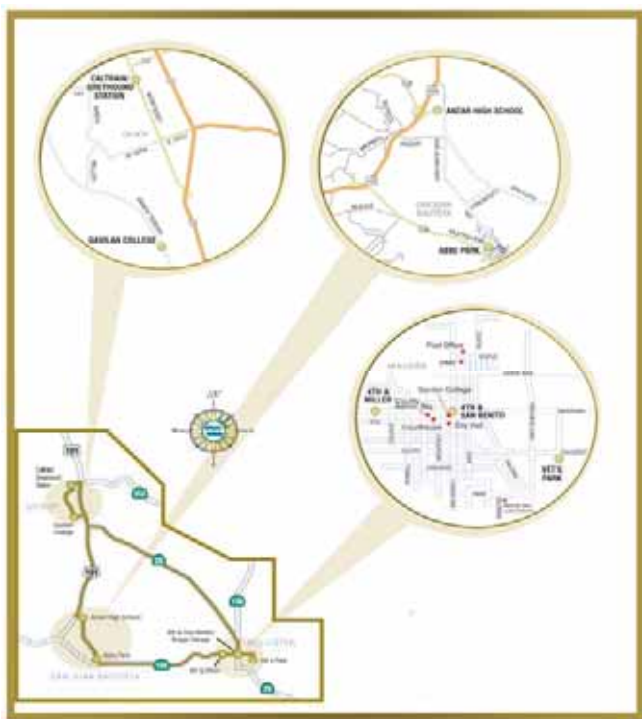
San Benito Local Transportation Authority (LTA) offers two (2) variations on its fixed route service into Gilroy (just across the border in Santa Clara County), as well as Gavilan College and Caltrain/Greyhound Service. All three (3) services are, or could be, integrated using the same elements of the LTA's fleet. Generally, the Caltrain service runs in the very early mornings, with Gavilan filling in the daytime, and the Caltrain service then delivering end-of-day service for the evening commuters returning on Caltrain from the Bay Area.

3.2.1 CURRENT SERVICE PROFILE, INTERCOUNTY

Intercounty service includes three (3) branches:

1. **Gavilan College Service;**
5. **Caltrain Service** (Gilroy Caltrain/Greyhound Station);
6. **Greyhound Service** (Weekend Service to Caltrain/Greyhound Station).

Figure 3-6: Intercounty Service Area



The Intercounty services require a peak pullout of three vehicles deployed by 6:15 a.m. each weekday, tapering to a single midday bus that suffices until a second bus is added near the end of the evening to meet the last Caltrain arrivals in Gilroy.

Currently, with only one notable exception in the late afternoon, the Caltrain and Gavilan services are marketed separately, and the alignments are different. Specifically, Caltrain service does NOT serve San Juan Bautista, offering no commute service that would connect San Juan Bautista to Gilroy and the regional public transit network (from Gilroy Caltrain and, to a much lesser extent, Gavilan College, regional connections are available) before 7:15 a.m. or after 4:30 p.m..

3.2.2 EVALUATION & ALTERNATIVES ANALYSIS, INTERCOUNTY

The current (2014) San Benito County Local Transportation Authority (LTA) Intercounty (IC) route network consists of regular scheduled routes running on two different patterns between Hollister and Gilroy. The IC is marketed separately based upon destination, as either Caltrain or Gavilan routes. In the 5:00 p.m. hour, some routes are combined, with the last trip to Gavilan also serving Caltrain to become the first southbound p.m. Caltrain trip. Morning service (Caltrain) begins at 5:30 a.m. and concludes at 8:20 p.m. with the last Caltrain trips returning from Gilroy.

The Evaluation & Alternatives Analysis for the intercounty (IC) services (aka County Express) is divided into two (2) parts:

1. **Evaluation of Intercounty service;** and
2. **Alternatives for Intercounty service.**

3.2.2.1 EVALUATION OF INTERCOUNTY SERVICE

County Express provides a strong regional transit connection to its historic commute destination, Santa Clara County, via the existing Gavilan and Caltrain/Greyhound routes. Recent demographic shifts, and job growth in areas south and west of San Benito County, may be creating viable transit markets to such areas as Salinas/Monterey, and perhaps Santa Cruz County. While some transit demand may exist in the small rural communities of southeastern San Benito County, it is best that they continue to be addressed via demand response transportation entities, such as Jovenes de Antaño.

3.2.2.2 ALTERNATIVES FOR INTERCOUNTY SERVICE

To improve regional service – both Intercounty and intra-county transportation – modifications and additions can be made to accommodate commuting needs based on available funding. In some cases, alternative methods may be explored to contain expenses.

3.2.2.2.1 Specific Alternatives, Intercounty Service

Discussed below are the following specific alternatives, all recommended for Intercounty service:

1. Improve service for San Juan Bautista;
2. Standardize schedules;
3. Improve frequencies;
4. Service to Salinas; and
5. Service to Watsonville.

1, Improve Service for San Juan Bautista

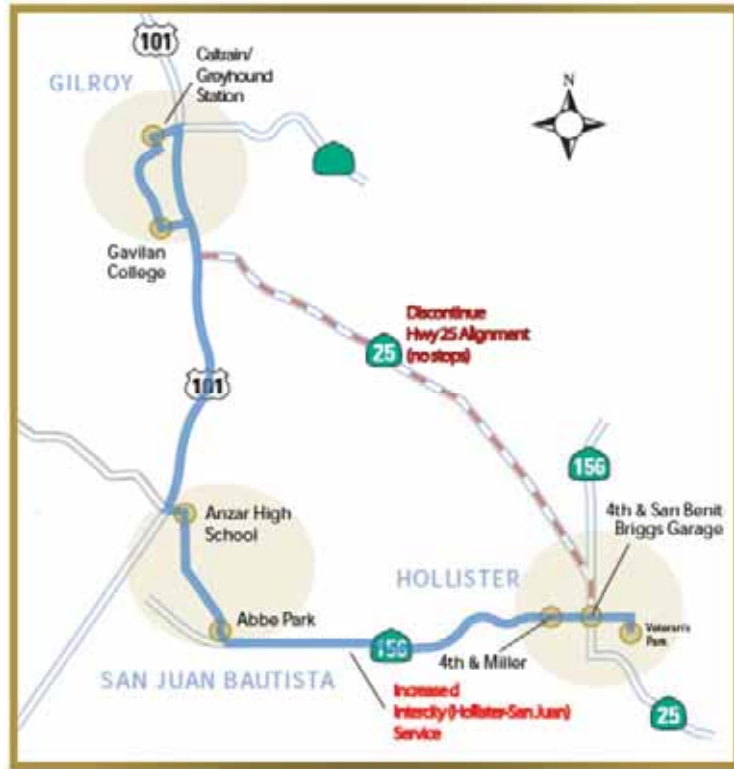
LTA can improve commute options from San Juan Bautista by standardizing alignment so that its current “Caltrain Service” can serve San Juan Bautista rather than follow the Highway 25 alignment in place today. LTA has not established any bus stops along Highway 25, nor anywhere in the northern part of Hollister. No current Caltrain Service bus stops would be impacted by having the route serve downtown Hollister, then reach Gilroy via West Fourth Street, travel through San Juan Bautista to the U.S. 101 Freeway via San Juan Highway, and then enter Gilroy via the 101. This change projects to provide greater service levels in San Juan at little cost to LTA, and should increase ridership on early morning and late evening buses.

Table 3-11: Intercounty Option: Standardize Gilroy Services through San Juan Bautista

Service Option: Standardize Intercounty Alignments through San Juan Bautista – Minimal Infill Service in Schedule	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Existing Intercounty Route	+3.25	+892.5	+3	+2,677
Totals	+3.25	+892.5	+3	+2,677

Another strength of running all Gilroy trips through San Juan Bautista is that LTA would begin to approach consistent (almost) hourly service in San Juan, which should induce more trips as the system becomes easier to use. Although this option increases revenue hours by 3.25 per weekday, it lowers unproductive deadhead by two (2) hours each weekday.

Figure 3-7: Intercounty Option: Standardize Gilroy Services through San Juan Bautista



The only current bus stop location in San Juan Bautista is at Abbe Park. This is a wonderful location for a bus stop and lends itself for further investment in accessibility and other amenities as funding allows. San Juan Bautista and LTA would mutually benefit from both upgrading the Abbe Park bus stop(s) and establishing two more pairs of bus stops, on either end of the community, to shorten walking distance for those not travelling near Abbe Park. Attractive locations may be achievable on Fourth Street near the Alameda on the eastern end of town, and near 1st and North on the northwestern edge of town.

The anticipated capital cost would be \$12,000.

Figure 3-8: Intercounty Option: San Juan Bautista Bus Stop Pairs Option



2. Operate Consistent Schedules Regardless of Gavilan Classes

While undoubtedly the primary trip generator on the Intercounty route, the recent practice of reducing service on days that Gavilan is out of session is confusing to riders and only saves a small amount of operating funds, especially if deadhead time and mileage are considered. These types of service inconsistencies need to be reduced to the fullest extent possible to build ridership, especially to expand the Intercounty service to capture commuters and the intercity travel needs of the transit-dependent and transit-friendly markets. From the current *Gavilan College Academic Calendar*, it appears that 70 days without classes are planned for 2014-15.

Table 3-12: Intercounty Option: Discontinue Service Reductions with Gavilan not in Session

Service Option: Operate the Full Weekday Schedule On Days when Gavilan is closed to provide consistent core service.	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Existing Intercounty Route	70*+6.5	+455	+8	+3,640
Totals	70*+6.5	+455	+8	+3,640

While a significant bump in revenue hours, this also reduces deadhead. This schedule is approximately 30 weekday revenue hours, but only 1.5 hours of deadhead (31.5 total hours). This compares to the 2013 (Gavilan school day) schedule of 20 revenue hours with five (5) hours of deadhead.

3. Infill Weekday Midday Intercounty – Improve Frequencies

The current and near-term proposed standardized (Gilroy-Hollister via San Juan Bautista) Intercounty schedule increases revenue hours marginally (+3.5 hours per weekday) over 2013-14 levels, but still leaves some sizable gaps in the midday schedule, and is laden with a high ratio of deadhead. A fuller, robust investment in the IC route will fill all gaps in weekday midday service, with buses at least every 60 minutes running bi-directional service. This high level of service will continue to grow ridership, particularly in San Juan Bautista.

Table 3-13: Intercounty Option: Infill Midday Weekday Gilroy Service (via San Juan Bautista)

Service Option: Fill-in service to establish all-day weekday service on hourly or better frequencies via San Juan Bautista	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Existing Intercounty Route	+6.5	+1,657.5	+8	+13,260
Totals	+6.5	+1,657.5	+8	+13,260

While a significant bump in revenue hours, this also reduces deadhead. This schedule is approximately 30 weekday revenue hours, but only 1.5 hours of deadhead (31.5 total hours). This compares to the 2013 (Gavilan school day) schedule of 20 revenue hours with five (5) hours of deadhead.

4. Initiate Weekday Intercounty Peak-Hour Service to Salinas

LTA has received an increasing amount of requests for transit service into the Monterey Peninsula area, including Salinas. The ultimate destinations of the service requests vary from Downtown Monterey and the University of California Monterey Bay campus, to employment in and around Salinas. The optimal and simplest way to meet these varied needs would be to establish a pilot IC route to the Salinas Transit Center, from Hollister, via San Juan Bautista, operating at peak hours, at least initially. It is possible that the schedule could be designed so that this expansion of service could pre-empt the need to provide the “infill” midday service on the base Hollister to Gilroy IC route. The alternative analysis table below shows the Salinas Route being provided at a peak-oriented-only variant (stand-alone). However, a peak-oriented-plus-lifeline-midday (stand-alone) variant

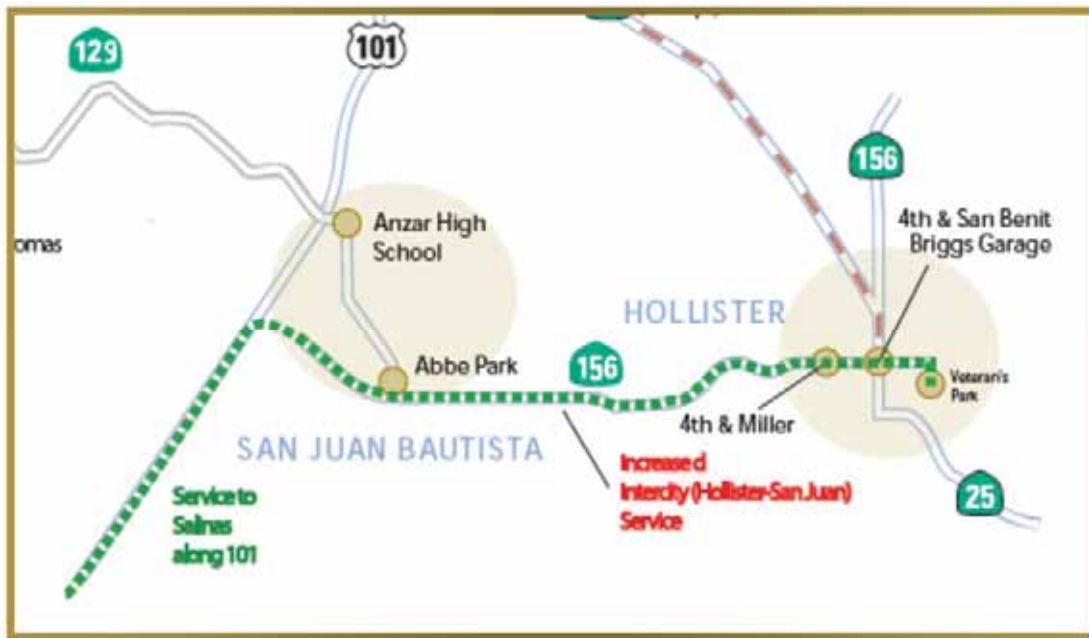
could infill service in San Juan and allow a deferral of the “infill weekday Gilroy service” project above.

Table 3-14: Intercounty Option: Peak-Hour Service to Salinas

Service Option: Initiate Peak-Hour Service to Salinas via San Juan Bautista	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Peak-Hour Only Salinas IC Route	+6.66	+1,702.4	+8	+13,619
Totals	+6.66	+1,702.4	+8	+13,619

If time allows, more in-depth market research should be conducted to focus the service plan for the Salinas service, to augment its chances for success and sustainability.

Figure 3-9: Intercounty Option: Peak-Hour Service to Salinas



5. Initiate Weekday Intercounty Midday Service to Salinas

Should the peak-hour pilot service prove successful and market forces push for midday infill trips, LTA could extend lifeline service to/from Salinas through the weekday midday. In addition to the advantages of peak-hour Salinas service discussed above, an advantage of midday Salinas service would be that the schedule could be designed so that this expansion of service could pre-empt the need to provide the “infill” midday service on the base Hollister to Gilroy IC route. The table below shows the costs of extending service to Salinas in the midday, via San Juan Bautista, which would provide infill service in San Juan and allow a deferral of the “infill weekday Gilroy service” project above.

Table 3-15: Intercounty Option: Midday Service to Salinas

Service Option: Initiate Midday Lifeline Service to Salinas via San Juan Bautista	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Midday Service – Salinas IC Route	+5.17	+1,318.35	+6	+7,910
Totals	+5.17	+1,318.35	+6	+7,910

If time allows, more in-depth market research should be conducted to focus the service plan for Salinas service, to augment its chances for success and sustainability.

6. Initiate Weekday Intercounty Service to Watsonville

LTA has received recent requests for transit service into the Santa Cruz area, specifically Watsonville. The ultimate destinations of the service requests vary from downtown Watsonville, to Santa Cruz and the University of California Santa Cruz. The optimal and simplest way to meet these varied needs would be to establish a pilot IC route to the Watsonville Transit Center, from Hollister, via San Juan Bautista, operating at peak hours initially, and connecting with Santa Cruz Metropolitan Transit District at the Watsonville Transit Center.

An option exists to duck into Aromas along the path, assuming Highway 129 (Riverside Road) is the chosen alignment between San Juan and Watsonville. This would help address additional, persistent requests for some transit service to this small agricultural community isolated on the west side of the 101 Freeway, a few miles northwest of San Juan Bautista.

Table 3-16: Intercounty Option: Peak-Hour Service to Watsonville

Service Option: Initiate Peak-Hour Service to Watsonville via San Juan Bautista	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection
Peak Hour ONLY Service – Watsonville IC Route	+6.66	+1,702.4	+8	+13,619
Totals	+6.66	+1,702.4	+8	+13,619

Figure 3-10: Intercounty Option: Implement Peak-Hour Service to Watsonville

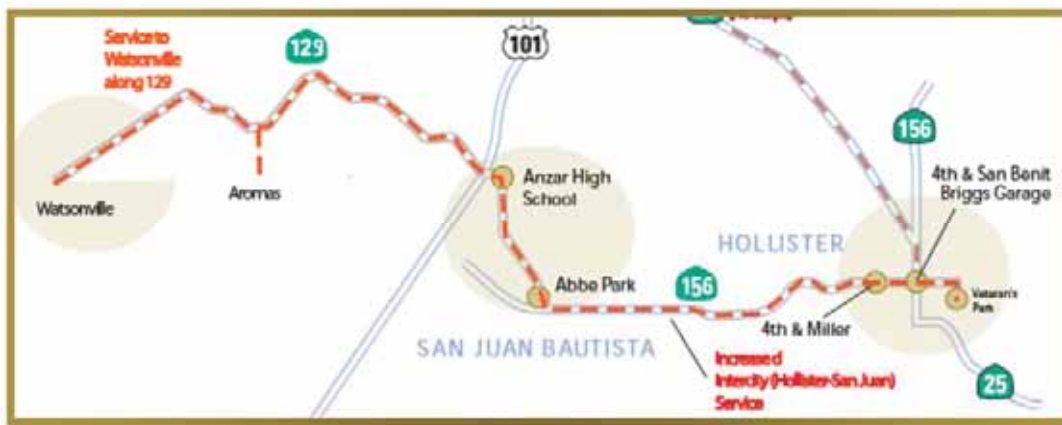


Table 3-17: Intercounty Options: Summary

Summary of Recommended Service Modifications – Intercity	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection (vs 2014)
Realign all IC trips through San Juan Bautista	+3.25	+892.50	+3	+2,677
Add service during all Weekdays when Gavilan is out of Session	+6.50	+455.00	8	+3,640
Infill Weekday Midday IC Service	+6.50	+1,657.50	8	+13,260
Add Peak-Hour Service to Salinas	+6.66	+1,702.40	8	+13,619
Add Midday Weekday Service to Salinas	+5.17	+1,318.35	6	+7,910
Add Peak-Hour Service to Watsonville	+6.66	+1,702.40	8	+13,619
Totals	+34.74	+7,728.15		+54,725

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3.3 Demand Response Services

LTA's specialized transportation services are designed to meet the local and regional mobility needs of the general public, the elderly, and persons with disabilities.

This "family" of demand-response transportation serves persons who have difficulty using fixed route transit due to mobility impairments, and also offers travel to the general public in the Hollister local and regional service area, in places or at times when fixed route transit is not provided.

3.3.1 CURRENT SERVICE PROFILE, DEMAND RESPONSE

LTA's specialized demand response transportation services include:

- **County Express Dial-A-Ride Services:**
 - **ADA (Americans with Disabilities Act) complementary paratransit** demand response service,
 - **General Public Dial-A-Ride**, a general public demand response service operating in Hollister and other key county-wide areas, and which includes the following subservice:
 - **Southside & Sunnyslope Area Discount Reservation Services** (general public demand service for residents of the Southside and Sunnyslope communities traveling between these communities and Hollister);
- **Jovenes de Antaño Transportation Services**
 - **Senior Lunch Program Transportation;**
 - **Driver Assisted Shopping and Medical Transportation;** and
 - **Out-of-County Medical Transportation.**

Although service policies vary from service to service, the operations of ADA paratransit and the general public Dial-A-Ride (DAR), including Southside & Sunnyslope Area Discount Reservation Services, are fully integrated for economies of scale, utilizing the same in-service fleet and centralized dispatch center. Trips for all three (3) services can be assigned to the same in-service vehicle.

Full descriptions of LTA's specialized transportation services are provided in the document, ***Section 2: Situation Analysis***. The following sections provide an overview and assessment of LTA specialized transportation services by service category.

3.3.2 EVALUATION & ALTERNATIVES ANALYSIS, DEMAND RESPONSE

The Evaluation & Alternatives Analysis for the demand response (Dial-A-Ride, or DAR) services is divided into two (2) parts:

1. Evaluation of Demand Response Services; and
2. Alternatives for Demand Response Services.

3.3.2.1 EVALUATION OF DEMAND RESPONSE SERVICES

The following subsections will first detail operations of the three County Express Dial-A-Ride services, and then discuss the service provided by Jovenes de Antaño.

3.3.2.1.1 County Express Dial-A-Ride Services

Although the types of County Express Dial-A-Ride (DAR) service – ADA complementary paratransit and general public demand response (including both local Hollister service and Southslope & Sunnyside Area Discount Reservation Services) – are integrated in action, they will be discussed individually below.

3.3.2.1.1.1 ADA Complementary Paratransit Service

The Americans with Disabilities Act (ADA) complementary paratransit service is a curb-to-curb demand response service provided by LTA in conjunction with local fixed route service in Hollister, in compliance with federal ADA regulations.

ADA paratransit service is provided Monday through Friday from 6:00 a.m. to 7:00 p.m., and on Saturday and Sunday from 9:00 a.m. to 3:00 p.m., with general public Dial-A-Ride. ADA paratransit service is also provided with general public Dial-A-Ride on weekdays between 11:00 a.m. and 2:00 p.m. when local fixed route service is not operating.

Figure 3-11: Demand Response: ADA Paratransit Service Area

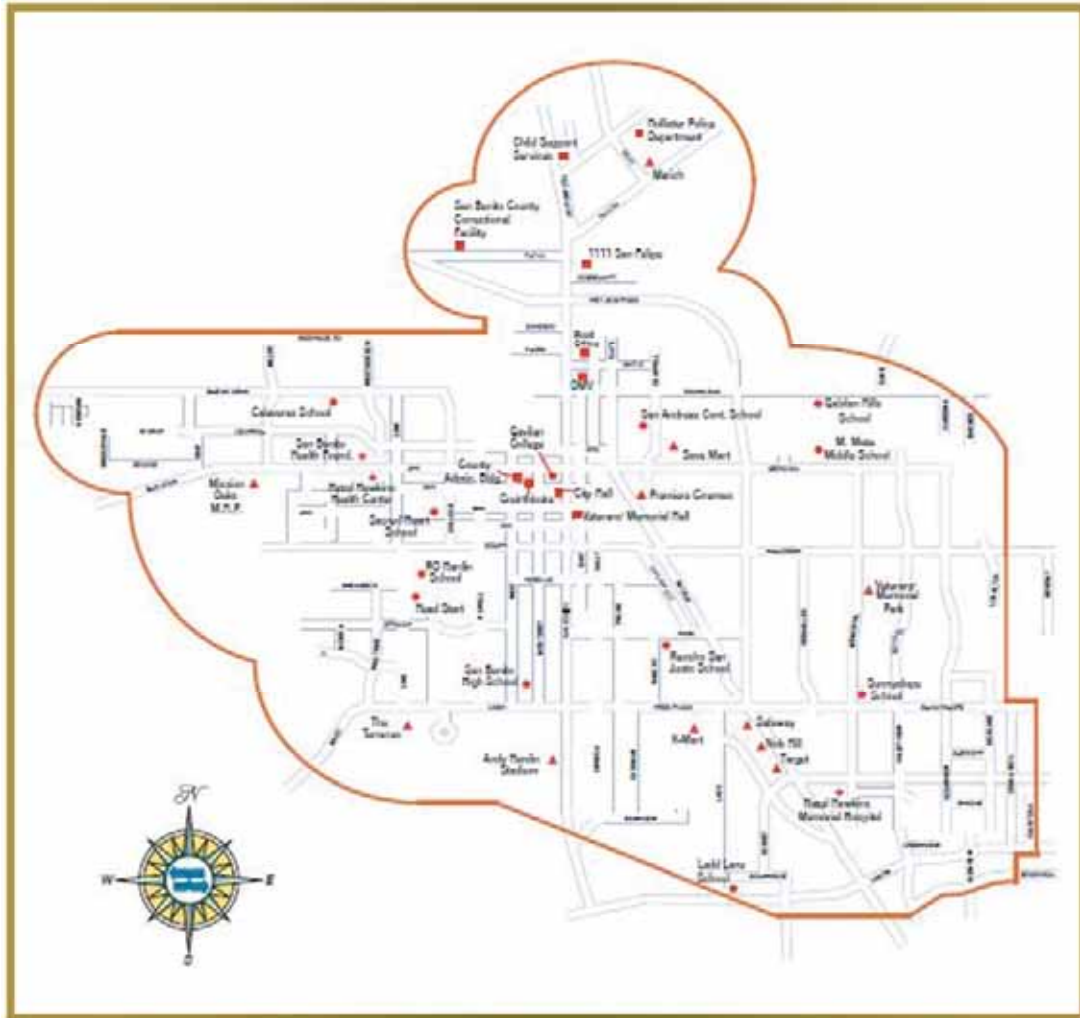


Table 3-18: Demand Response: ADA Paratransit Performance, FY10/11-FY 12/13 summarizes ADA paratransit ridership, revenue hours, service miles and productivity (passengers per revenue hour for FYs 10/11, 11/12 and 12/13).

Based on Table 3-18 data:

- Service productivity (one-way passenger trips/service hour) is high. While service volume and ridership has dropped over the three-year timeframe (FYs 10/11, 11/12 and 12/13) productivity has remained high and increased by approximately three percent (3%). **High productivity is the result of a compact**

service area with short trip lengths and a productive scheduling and dispatch process that accommodates spontaneous same-day trip requests based on space availability. The accommodation of same-day bookings greatly reduces service cancellation rates.

- In response to funding shortfalls, service hours were reduced by approximately 13 percent over this period.
- Ridership dropped by approximately 11 percent as a result of the reduction in service hours.
- Although service hours were reduced, the cost per one-way passenger trip increased by approximately 3.5% in response to rising hourly operating costs. Increases in hourly productivity kept the increase in the cost per one-way passenger trip lower than the increase in the operating cost per service hour.
- Operating cost per service hour increased by approximately 5.5%.
- Although the farebox recovery ratio decreased, it remained above the 10 percent required under TDA regulations.

Overall, ADA paratransit is operated efficiently and effectively, as reflected in the accommodation of same-day trips requests and real-time trip assignments.

Table 3-18: Demand Response: ADA Paratransit Performance, FY10/11-FY 12/13

ADA Paratransit Performance	FY 10/11	FY 11/12	FY 12/13	% Change
Passengers	39,027	36,724	33,664	-11.2%
Service Hours	8,141	8,223	7,094	-12.9%
Service Miles	125,378	124,286	113,987	-9.1%
Passengers/Service Hour	4.79	4.47	4.89	2.0%
Passengers /Service Mile	0.31	0.29	0.30	-2.3%
Operating Cost/Service Hour	\$56.04	\$58.02	\$59.13	5.5%
Cost/One-Way Passenger Trip	\$11.69	\$12.99	\$12.10	3.5%
Farebox Recovery Ratio	12.5%	11.6%	11.2%	-10.5%

o pliance ith ADA Re lations

Since the passage of this landmark civil rights legislation in 1990, complementary paratransit services to people with disabilities must be measured on their compliance with the requirements of the Americans with Disabilities Act (ADA). The ADA requires that agencies offering fixed route transit must ensure that “equivalent” or complementary

paratransit service be offered to riders who cannot utilize fixed route services due to a disability.

ADA regulations define the minimum level of service required that applies to the ADA complementary paratransit service when it is delivered to ADA-eligible riders. In cases where agencies, such as LTA, provide ADA complementary paratransit service in conjunction with general public Dial-A-Ride services, the specific service to non-ADA-eligible riders does not have to meet ADA requirements.

In response to local community transit goals, objectives and priorities, paratransit services sometimes exceed the majority of the basic ADA requirements. However, it is important to fully assess compliance on all ADA regulatory requirements to ensure that LTA is above any risk of non-compliance. Agencies that are not fully compliant often find this out when an ADA-eligible passenger challenges them on an operating practice or service policy issue.

The provisions of the American with Disabilities Act are complex and govern all aspects of service provision, as well as regulating many aspects of American life, including employment, building and facility architecture, bus design, etc. *Table 3-19: Demand Response: ADA Paratransit Compliance with ADA Regulations* outlines the important provisions of the ADA paratransit regulations, identifies LTA's ADA paratransit performance, and determines whether the service meets or exceeds the requirements of the Act.

LTA's ADA paratransit is fully compliant with ADA regulations. The overall demand response program exceeds basic ADA requirements by providing general public Dial-A-Ride service and coverage outside the Hollister local fixed route service area.

Table 3-19: Demand Response: ADA Paratransit Compliance with ADA Regulations

ADA Requirement	ADA Paratransit Performance	Meets Requirements?
Eligibility		
Individuals who are unable to use fixed-route transit due to a disability or mobility impairment are eligible for ADA complementary paratransit.	<p>County Express ADA paratransit is limited to persons who are unable to independently use regular public transit due to a disability or health related condition. All registrants must be certified as eligible.</p> <p>Eligibility is determined through certification by a medical professional familiar with the applicant's disability or health related condition.</p>	County Express ADA paratransit meets this ADA requirement.
Reservations		
Passengers must be able to make a "next"-day reservation. Longer reservations and standing reservations may be offered.	<p>Passengers can reserve trips from one (1) to 14 days ahead of the actual date service is needed.</p> <p>Subscription reservations are accommodated.</p> <p>Same-day trips are accommodated on a space-available basis.</p>	County Express ADA paratransit exceeds this ADA requirement by accommodating same-day requests on a space-available basis.
Trip Purpose & Trip Limitations		
There may be no prioritization or limitation placed on trip purposes, and there may be no limits on the number of trips an individual may take on paratransit.	There are no trip purpose restrictions or limits on the number of trips an individual can book.	County Express ADA paratransit meets this ADA requirement.
Subscription Trips		
Subscription trips or standing orders may not exceed 50% of capacity during any time period when capacity is limited.	County Express ADA paratransit does not deny trip requests by ADA registrants made at least one day in advance.	County Express ADA paratransit meets this ADA requirement.

Table 3-19 (continued): Demand Response: ADA Paratransit Compliance with ADA Regulations

ADA Requirement	ADA Paratransit Performance	Meets Requirements?
Service Area		
ADA paratransit service must be offered in all areas defined as being within three-quarters (¾) mile of a scheduled fixed route.	County Express ADA paratransit is provided for trips originating and ending within three-quarters (¾) mile of scheduled County Express local Hollister fixed route.	County Express ADA paratransit meets this requirement. When integrated with general public Dial-A-Ride service, service is available beyond the ADA-regulation service area.
Coverage		
Service must be offered during the days and times when fixed route service is offered.	Service is available Monday through Friday from 6:00 a.m. to 7:00 p.m., and Saturday from 9:00 a.m. to 3:00 p.m. in conjunction with general public Dial-A-Ride.	County Express ADA paratransit exceeds this ADA requirement. Midday weekday service (11:00 a.m. to 2:00 p.m.) and Saturday service coverage are outside local fixed route service coverage hours.
Capacity Limitations		
Under current ADA legal interpretation, no trip request booked at least one day in advance can be denied. However, agencies can offer travel time alternatives within one hour before or after the originally requested drop-off or pick-up time.	County Express ADA paratransit does not deny trip requests by ADA registrants made at least one day in advance.	County Express ADA paratransit meets this ADA requirement.

Table 3-19 (continued): Demand Response: ADA Paratransit Compliance with ADA Regulations

ADA Requirement	ADA Paratransit Performance	Meets Requirements?
Fares		
Fares for ADA paratransit may be up to twice the adult cash fare for fixed route service.	County Express ADA paratransit fare for a one-way passenger trip is \$1.25.	County Express ADA paratransit's fare is less than the fare allowable under ADA regulations. ADA paratransit cash fare could be \$2.00 (twice the regular adult cash fare for County Express local fixed route service).
Driver Assistance		
Origin-to-destination service is required by ADA and may include door-to-door to those who have difficulty getting to and from the vehicle.	County Express ADA paratransit policy defines the service as curb-to-curb. Generally bus operators will provide door-to-door assistance if needed.	<p>County Express ADA paratransit meets the minimum ADA requirement.</p> <p>Bus operators need to be aware that door-to-door assistance must be provided under law, if requested. However this should not be interpreted as being a requirement for door-through-door service.</p>

Table 3-19 (continued): Demand Response: ADA Paratransit Compliance with ADA Regulations

ADA Requirement	ADA Paratransit Performance	Meets Requirements?
Guests & Attendants		
Guests are accommodated if booked with registered passenger.	County Express ADA paratransit transports PCA's at no charge and their pick-up and drop-off have to be the same as the ADA eligible passengers'.	County Express ADA paratransit meets this ADA requirement.
Guests ride the paratransit service provided they have reserved in advance, pay the full fare for their ride and are subject to capacity constraints.	Guests are accommodated if booked with registered passenger on a space available basis.	
Attendants who are required to assist a rider may ride at no charge, provided they are registered as a Personal Care Attendant (PCA) and have reserved in advance.		
Vehicles		
Vehicles must be designed to accommodate both ambulatory passengers and persons using an electric wheelchair, scooter or non-powered wheelchair.	All County Express ADA paratransit service vehicles are wheelchair accessible.	County Express ADA paratransit meets this ADA requirement.

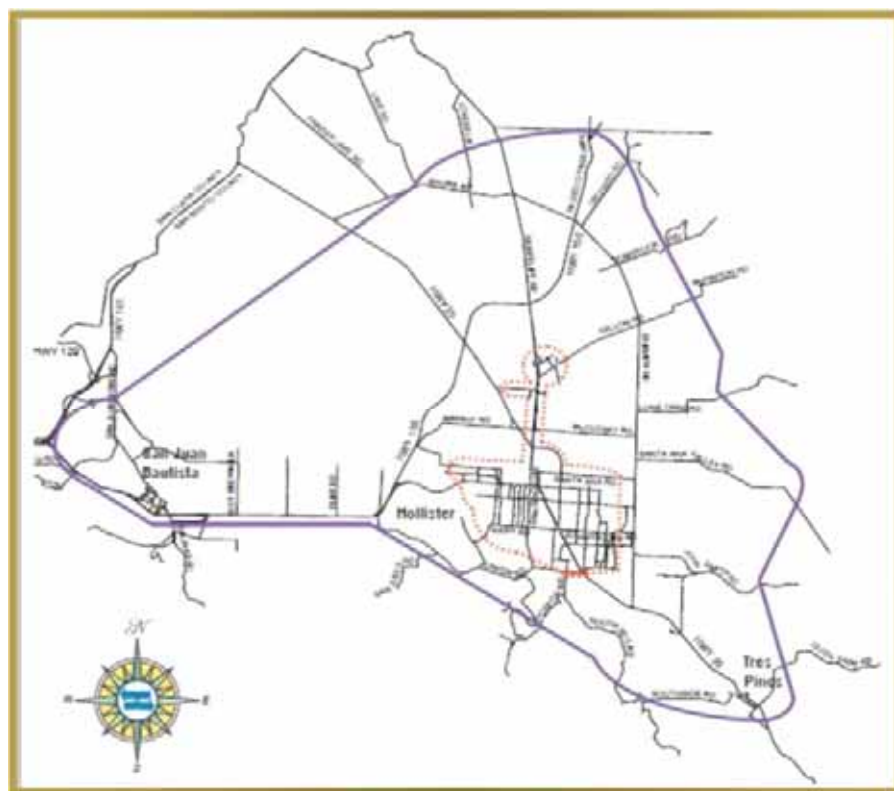
3.3.2.1.1.2 General Public Dial-A-Ride

General public Dial-A-Ride (DAR) is a curb-to-curb service provided to the general public (including persons with disabilities) within Hollister city limits, San Juan Bautista, and as far as Tres Pinos. General public DAR also offers Southside & Sunnyslope Area Discount Reservation Services, which will be discussed in its own subsection immediately following this one.

General public DAR service within Hollister city limits, and San Juan Bautista and Tres Pinos, is provided Monday through Friday from 6:00 a.m. to 6:00 p.m., and on Saturday and Sundays from 9:00 a.m. to 3:00 p.m. Within Hollister city limits, weekday service is provided outside of regular fixed route service hours (between 11:00 a.m. and 2:00 p.m.). Three (3) trips are operated daily to and from San Juan Bautista with local service within San Juan Bautista.

Figure 3-12: Demand Response: General Public Dial-A-Ride Service Area provides a map of this general public DAR service area.

Figure 3-12: Demand Response: General Public Dial-A-Ride Service Area



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Trip requests from San Juan Bautista and Tres Pinos are grouped and assigned to specific runs to minimize deadheading.

Table 3-20 summarizes general public DAR ridership, revenue hours, service miles and productivity (passengers per revenue hour for FYs 10/11, 11/12 and 12/13.

Table 3-20: Demand Response: General Public DAR Performance, FY 10/11-FY 12/13

General Public DAR Performance	FY 10/11	FY 11/12	FY 12/13	% Change
Passengers	17,659	16,236	15,295	-13.4%
Service Hours	4,729	4,447	3,986	-15.7%
Service Miles	65,045	61,096	56,618	-13.0%
Passengers/Service Hour	3.73	3.65	3.84	2.8%
Passengers /Service Mile	0.27	0.27	0.27	-0.5%
Operating Cost/Service Hour	\$56.04	\$58.02	\$59.13	5.5%
Cost/One-Way Passenger Trip	\$15.01	\$15.89	\$15.41	2.7%
Farebox Recovery Ratio	12.5%	11.6%	11.2%	-10.5%

Based on Table 3-20 data:

- Dial-A-Ride service productivity (one-way passenger trips per service hour), while somewhat lower than ADA paratransit, is also high. **The longer trips to/from San Juan Bautista and Tres Pinos result in a slightly lower hourly productivity measure.** Productivity has increased slightly by approximately three percent (3%). Productivity has remained relatively high because of the efficient and effective scheduling and dispatch process, as well as the operation of p.m. elementary school runs, taking children home after school.
- In response to funding shortfalls, service hours were reduced by approximately 16 percent over this period.
- Ridership dropped by approximately 13 percent as a result of the reduction in service hours.
- Although service hours were reduced, the cost per one-way passenger trip increased by less than three percent (3%) in response to rising hourly operating costs. Increases in hourly productivity kept the increase in operating cost per one-way passenger trip lower than the increase in operating cost per service hour.
- Operating costs/service hour increased by 5.5%.
- Although the farebox recovery ratio decreased, it remained above the 10 percent required under TDA regulations.

Overall, Dial-A-Ride is operated efficiently and effectively, as reflected in the accommodation of same-day trip requests and real-time trip assignments. It currently provides coverage to areas not served by County Express fixed route services and within Hollister at times when local fixed route services are not provided.

3.3.2.1.1.3 Southside & Sunnyslope Area Discount Reservation Services Evaluation

Southside & Sunnyslope Area Discount Reservation Services is a subservice of the general public DAR. It is a general public demand response service provided to persons in the communities of Southside and Sunnyslope traveling to and from destinations in Hollister. Neither community is served by local fixed route transit. The service operates during Dial-A-Ride hours (Monday through Friday from 6:00 a.m. to 6:00 p.m., and on Saturday and Sundays from 9:00 a.m. to 3:00 p.m.). The service operates from designated stops within the communities of Southside and Sunnyslope, with service directly to and from requested destinations within Hollister.

The service is designed to complement County Express local fixed route service in Hollister by serving built-up areas on the southwest side of Hollister not currently served by fixed route transit. Operations are fully integrated with the general public DAR. Performance trends, such as ridership and service hours, are rolled in with the general public DAR data presented in *Table 3-20: Demand Response: General Public DAR Performance, FY 10/11-FY 12/13*. *Figure 3-13* provides a service area map for Southside and Sunnyslope service area.

Figure 3-13: Demand Response: SSARS Service Area



3.3.2.1.2 Jovenes de Antaño Specialized Transportation

Jovenes de Antaño provides “door-through-door” transportation service for both local and out-of-county transportation needs for the elderly and persons with disabilities who need a higher level of driver assistance. Service is available to the elderly and persons with disabilities residing in San Benito County who have no other means of transportation.

Jovenes de Antaño operates a small fleet of wheelchair accessible cutaways and minivans. Local transportation services within the county include--

- Transportation to and from the Golden Age Nutrition Program, which provides senior lunches on weekdays.
- Transportation to and from medical appointments and shopping – doctors’ appointments, grocery shopping, and trips to the pharmacy and bank.
- Out-of-county non-emergency medical transportation service for medical appointments and treatment, such as dialysis located outside the county.

Out-of-county non-emergency medical transportation is provided Monday through Saturday for dialysis appointments. The closest dialysis clinic is in Gilroy. Service is limited to medical services that cannot be obtained in Hollister.

3.3.2.1.2.1 Jovenes de Antaño Transportation Performance Trends

Jovenes de Antaño annual ridership, revenue hours and service miles are summarized in the following series of tables. *Table 3-21* provides system-wide ridership, cost, overall performance and farebox recovery. *Table 3-22* summarizes this data for the senior lunch transportation service; *Table 3-23* summarizes the data for local medical/shopping assistance transportation service; and *Table 3-24* summarizes the data for the out-of-county medical appointment transportation service.

Table 3-21: Jovenes de Antaño System-Wide Performance, FYs 11/12-12/13²

Jovenes de Antaño System-Wide Performance	FY 10/11	FY 11/12	% Change
Passengers	17,015	16,710	-1.8%
Service Hours	6,943	6,782	-2.4%
Service Miles	100,863	89,196	-13.1%
Passengers/Service Hour	2.45	2.46	0.5%
Passenger/ Service Mile	0.17	0.19	10.0%
Operating Cost/Service Hour	\$41.84	\$44.68	6.4%
Cost/One-Way Passenger Trip	\$17.07	\$18.14	5.9%
Farebox Recovery Ratio	2.7%	1.9%	-45.7%

Table 3-22: Jovenes de Antaño Senior Lunch Program Performance, FYs 11/12-12/13³

Jovenes de Antaño Senior Lunch Performance	FY 10/11	FY 11/12	% Change
Passengers	9,629	8,767	-9.8%
Service Hours	1,417	1,287	-10.1%
Service Miles	17,829	15,793	-12.9%
Passengers/Service Hour	6.80	6.81	0.2%
Passenger/ Service Mile	0.54	0.56	2.7%
Operating Cost/Service Hour	\$41.84	\$44.68	6.4%
Cost/One-Way Passenger Trip	\$6.16	\$6.56	6.1%
Farebox Recovery Ratio	Not Available	Not Available	

² Source: *LTA Systems Operations Report (2012-13)*

³ Source: *LTA Systems Operations Report (2012-13)*

Table 3-23: Jovenes de Antaño Medical/Shopping Assistance Performance, FYs 11/12-12/13⁴

Jovenes de Antaño Senior Lunch Performance	FY 10/11	FY 11/12	% Change
Passengers	899	1,150	21.8%
Service Hours	1,060	1,298	18.3%
Service Miles	11,749	10,832	-8.5%
Passengers/Service Hour	0.85	0.89	4.3%
Passenger/ Service Mile	0.08	0.11	27.9%
Operating Cost/Service Hour	\$41.84	\$44.68	6.4%
Cost/One-Way Passenger Trip	\$49.33	\$50.44	2.2%
Farebox Recovery Ratio	Not Available	Not Available	

Table 3-24: Jovenes de Antaño Out-of-County Performance, FYs 11/12-12/13⁵

Jovenes de Antaño Out-of-County Performance	FY 10/11	FY 11/12	% Change
Passengers	6,487	6,793	4.5%
Service Hours	4,466	4,197	-6.4%
Service Miles	71,285	62,571	-13.9%
Passengers/Service Hour	1.45	1.62	10.3%
Passenger/ Service Mile	0.09	0.11	16.2%
Operating Cost/Service Hour	\$41.84	\$44.68	6.4%
Cost/One-Way Passenger Trip	\$28.80	\$27.61	-4.3%
Farebox Recovery Ratio	Not Available	Not Available	

⁴ Source: *LTA Systems Operations Report (2012-13)*

⁵ Source: *LTA Systems Operations Report (2012-13)*

While overall system-wide ridership for Jovenes de Antaño transportation services has increased by approximately 12 percent between 2009 and 2013⁶, increasing operating costs and limited funding resulted in a slight system-wide drop in ridership (-1.8%) and service hours (-2.3%) between FYs 11/12 and 12/13. The most significant drop in ridership (approximately 10 percent) and service hours (also approximately 10 percent) occurred for the senior lunch transportation service. Much of this was due to the necessary reallocation of resources to the out-of-county transportation services, where ridership grew by over four percent (4%), and to the medical/shopping assistance transportation service, where ridership grew by almost 22%.

The two (2) services experiencing growth are characterized by relatively low productivity and higher operating cost per passenger trip:

- **Medical/shopping assistance transportation service**, which grew ridership by almost 22 percent, has low productivity and higher operating cost per passenger trip (0.89 passengers per service hour and an operating cost per service hour of \$50.44 in FY 12/13), in large part due to the influence of the high level of door-through-door driver assistance required to escort passengers to and from medical appointments and to help with shopping.
- **Out-of-county transportation service**, which grew ridership by over four (4%), has low productivity and higher operating cost per passenger trip (1.62 passengers per service hour and an operating cost per service hour of \$27.61 in FY 12/13), in large part due to the influence of the longer travel distances required to go to and from medical facilities located outside the county.

Demand for the higher level of door-through-door services provided by Jovenes de Antaño will continue to grow as the San Benito County population ages in place and as general living costs increase and challenge fixed retirement incomes. The level of transportation services provided by Jovenes de Antaño cannot be efficiently or effectively accommodated by public demand response services such as ADA paratransit or general public Dial-A-Ride. The exception would be the senior lunch transportation service, which could be operated productively by County Express as a shuttle service, as it is now by Jovenes de Antaño.

⁶ Source: *LTA Systems Operations Report (2013)* and *State Controllers Report (2012)*.

3.3.2.2 ALTERNATIVES ANALYSIS FOR DEMAND RESPONSE SERVICES

3.3.2.2.1 Key Considerations in Developing Demand Response Alternatives

LTA's mix of specialized public transportation services has evolved to serve a range of local Hollister, county-wide and out-of-county mobility needs. A high quality and productive service is provided through this mix of demand response services. These services reflect a strong and committed "public service" philosophy. The core of drivers and dispatchers at MV's local operation, as well as the drivers, scheduler and supervisor at Jovenes de Antaño have intuitively crafted a flexible mix of services that meets the diverse local and rural county-wide mobility needs. The service developed in the LTA mix of specialized public transportation services certainly demonstrates the principle that personalities and people influence the quality of service. **This accomplishment should not be overlooked or discouraged in the development of service alternatives.**

The primary markets include the traditional transit dependent markets: the elderly, persons with disabilities, students, and members of low-income families. Each specialized service evolved to accommodate the particular needs of one or more of these groups. The different mobility needs of these distinct transit markets were considered in the development of the following specialized transportation service alternatives. Also the service quality strengths of each of the LTA specialized public transportation services were considered in the development of suggested service strategies defined in each alternative.

The specialized public transportation service strategies to be discussed below have been developed to--

- Address existing or potential service overlaps;
- Avoid unfair subsidized public transportation competition with the private sector taxi industry;
- Control costs as need for demand response services increases;
- Manage the growth in demand for demand response services;
- Complement existing and future local fixed route public transit services;
- Maintain the integrity of the type of service provided by Jovenes de Antaño;
- Sustain the high level of productivity of the ADA paratransit and general public Dial-A-Ride services.

3.3.2.2.2 Specific Alternatives for Demand Response Services

Specific strategies can involve one or all the current mix of specialized public transportation service programs in San Benito County, and are grouped as follows:

1. **A set of local Hollister demand response service alternatives**, which focus primarily on ADA paratransit and general public Dial-A-Ride services and are designed to complement fixed route alternatives being considered in the SRTP/LRTP for Hollister.
2. **A regional service alternative**, which focuses on:
 - Service needs in the rural areas outside of Hollister,
 - Out-of-county transportation services,
 - The coordination of local Hollister services.

3.3.2.2.2.1 Local Hollister Demand Response Alternatives

Demand response services need to complement fixed route services. Demand response has been used in Hollister, as in other small rural areas, to fill in gaps in service from the local fixed route service.

As a result, most of the alternatives for local Hollister demand response service are dependent upon the fixed route strategy.

The following subsections discuss these demand response alternatives by potential fixed-route strategy:

1. **With FlexiBus service (financially constrained);**
2. **With “status quo” fixed route service;**
3. **With restored midday service on all local fixed routes;**
4. **With Saturday service added to local fixed routes; and**
5. **With Sunday service added to local fixed routes.**

An additional subsection discusses demand response strategies that are recommended regardless of which fixed route and/or demand response alternative scenario is implemented

With FlexiBus Service financially constrained

Separate ADA complementary would be unnecessary since FlexiBus will provide this service. Since the service would operate without a mid-day break, general ride Dial-A-Ride would be omitted. Southside & Sunnyslope Area Dial-A-Ride is also no longer required.

Intercounty service will be reconfigured to serve San Juan Bautista and an additional trip will assist in meeting current demand allowing Dial-A-Ride services to and from San Juan Bautista and Tres Pinos is eliminated between 11:00 a.m. and 2:00 p.m.

Because so many hours of traditional ADA paratransit will no longer be needed due to the “flexing” of the two (2) FlexiBus routes, One (1) “overflow” demand response vehicle during the 12 hour operating period plus a second overflow demand response vehicle for four (4) hours per day during peak periods. The two (2) demand response vehicles will handle requests that do not fit well into the FlexiBus route flows or excess demand. The demand response “overflow” vehicles (16 daily vehicle revenues hours) can also assist with the Safe Route Home (elementary school to curb service) program and perhaps the Jovenes Lunch Program (Senior Center) as time permits.

Jovenes de Antaño del Condado de San Benito, Inc. may be provided additional funding to provide supplemental specialized services that may be required.

With Status Quo Fixed Route Service

This alternative, to be used if the fixed route is maintained at “status quo” or slightly improved, is essentially a status quo alternative for local Hollister demand response as well, with a few possible minor changes to the delivery of specialized transportation services:

- **There would be no change in service volumes and service hours over the near-term horizon.**
- **ADA paratransit and general public DAR near-term demand growth would be controlled through--**
 - **More aggressive negotiation of trip pick-up times** (applying the ADA two-hour pick up window when offering pick-up alternatives);
 - **Reduction of Jovenes de Antaño trip referrals** to ADA paratransit and general public Dial-A-Ride where a higher level of driver assistance (door-through-door) is required; and
 - **Formal registration of all ADA and general public Dial-A-Ride users** (this process is currently underway in anticipation of the RouteMatch scheduling and dispatch software implementation.

- **General public DAR would--**
 - **Continue to operate midday weekday** local Hollister service when fixed route service is not operated;
 - **Continue to operate Saturday and Sunday** local Hollister service between 9:00 a. m. and 2:00 p. m.;
 - **Continue to operate afternoon homebound school shuttles** for elementary school students; and
 - **Continue to operate services to/from San Juan Bautista and Tres Pinos, and Southside & Sunnyslope** (As local Hollister demand increases, these services may have to be provided on a more limited, scheduled lifeline service basis).

3. With Restored Midday Service on all Local Fixed Routes

The operation of midday fixed route service in Hollister would eliminate the need for local general public Dial-A-Ride service between 11:00 a. m. and 2:00 p. m. on weekdays. Local general public Dial-A-Ride service would be eliminated during this time frame, resulting in a two-bus reduction in the demand response bus pull-out during this time period. This would free up six (6) service hours per weekday (1,530 annual service hours) that could be reallocated to the operation of the restored fixed route service. Local Hollister general public Dial-A-Ride riders would shift to the available fixed route services during this midday period. The elimination of general public Dial-A-Ride during the midday would reduce the grounds for “unfair competition” complaints from the local taxi industry and actually stimulate a taxi market for trips that fixed route service cannot effectively accommodate.

Under this alternative:

- **ADA paratransit would be continue be provided during this timeframe with demand managed through--**
 - **More aggressive negotiation of trip pick-up times** (applying the ADA two-hour pick up window when offering pick-up alternatives);
 - **Reduction of Jovenes de Antaño trip referrals** to ADA paratransit and general public Dial-A-Ride where a higher level of driver assistance (door-through-door) is required; and
 - **Formal registration of all ADA and general public DAR users** (this process is currently underway in anticipation of the RouteMatch scheduling and dispatch software implementation).
- **General public DAR would--**

- Continue to integrate with ADA paratransit during a.m. and p.m. peaks;
- Eliminate service in Hollister areas where fixed route service is provided, except for certain school-related services, as currently offered, which would continue as required during a.m. and p. m. peaks;
- Operate a single morning and afternoon shuttle from/to the San Juan Bautista and Tres Pinos areas; San Juan Bautista and Tres Pinos services would be eliminated between 11:00 a. m. and 2:00 p. m. on weekdays;
- Operate peak-hour coverage for Southside & Sunnyslope Area Discount Reservation Services; these services would be eliminated between 11:00 a. m. and 2:00 p. m. on weekdays; and
- Continue to provide all Saturday services (and ideally Sunday services) between 9:00 a. m. and 3:00 p. m.; the elimination of Sunday services could be considered if additional hours were needed for weekday or Saturday fixed route coverage.

With Saturday Service Added to Local Fixed Routes

The expansion of fixed route service to Saturdays would eliminate the need for general public Dial-A-Ride service on Saturday. However, under ADA regulations, ADA complementary paratransit service will be required. The elimination of local general public Dial-A-Ride would reduce the bus pullout by one bus, resulting in six (6) hours per Saturday (312 annual service hours) that could be reallocated to fixed route service. As with the midday fixed route service extension on weekdays, current general public Dial-A-Ride riders would shift to fixed route service and those unable to use fixed route service because of an ADA-eligible disability would use the still-available ADA paratransit service. This proposed elimination of Dial-A-Ride service would further reduce the grounds for “unfair competition” complaints from the local taxi industry and further stimulate a taxi market for trips that fixed route service cannot effectively accommodate.

Under this alternative:

- **ADA paratransit would be continue be provided during this timeframe, with demand managed through--**
 - More aggressive negotiation of trip pick-up times (applying the ADA two-hour pick-up window when offering pick-up alternatives); and
 - Formal registration of all ADA users (this process is currently underway in anticipation of the RouteMatch scheduling and dispatch software implementation).

- **General public DAR would--**
 - Continue to integrate with ADA paratransit during a.m. and p.m. peaks;
 - Eliminate service in Hollister areas where fixed route service is provided, except for certain school-related services, as currently offered, which would continue as required during a.m. and p. m. peaks;
 - NOT operate Saturday coverage from/to the San Juan Bautista and Tres Pinos areas;
 - NOT operate Saturday coverage for Southside & Sunnyslope Area Discount Reservation Services; and
 - Continue to provide all Sunday services between 9:00 a. m. and 3:00 p. m.; the elimination of Sunday services could be considered if additional hours were needed for weekday or Saturday fixed route coverage.

With Sunday Service Added to Local Fixed Routes

The expansion of fixed route service to Sundays eliminates the need for Dial-A-Ride service on Sunday. However, under ADA regulations, ADA complementary paratransit service will be required. The elimination of local general public DAR service could reduce the bus pullout by one bus freeing up six (6) hours per Sunday (312 annual service hours) that could be reallocated to fixed route service. Current Sunday general public Dial-A-Ride riders would shift to fixed route service and those unable to use fixed route service because of an ADA-eligible disability would use the available ADA paratransit service. This proposed elimination of Sunday Dial-A-Ride service would further reduce the grounds for “unfair completion” complaints from the local taxi industry and further stimulate a taxi market for trips that fixed route service cannot effectively accommodate.

Under this alternative:

- **ADA paratransit would be continue be provided during this timeframe, with demand managed through--**
 - More aggressive negotiation of trip pick-up times (applying the ADA two-hour pick-up window when offering pick-up alternatives); and
 - Formal registration of all ADA users (this process is currently underway in anticipation of the RouteMatch scheduling and dispatch software implementation).
- **General public DAR would--**
 - Eliminate service in Hollister areas where fixed route service is provided;

- NOT operate Sunday coverage from/to the San Juan Bautista and Tres Pinos areas; and
- NOT operate Sunday coverage for Southside & Sunnyslope Area Discount Reservation Services.

6. Additional Demand Response Recommendations For All Scenarios

A few demand response strategies are recommended regardless of which fixed route and/or demand response alternative scenario is implemented. These are:

- **ADA paratransit and general public DAR**
 - **RouteMatch scheduling and dispatch software would be implemented** to essentially reduce the time required to record trip requests and prepare management reports. At this time, ADA paratransit and general public Dial-A-Ride have high productivity with the current practice of real-time trip assignment. **This practice should not be replaced by a computer-aided trip assignment process.** The current practice works well for a service of this scale.
 - **The practice of matching service volume (bus pullout) with demand trends would continue in order to maintain high productivity.** Currently, dispatchers effectively manage service hours and capacity within budget constraints and actual service demand.
- **Jovenes de Antaño**
 - **Jovenes would continue to operate its current suite of services.** If demand continues to increase for the local medical/shopping and out-of-county services, Jovenes de Antaño may have to reduce local lunch shuttle service and reallocate hours to these other services. In this case, there might be a requirement for Dial-A-Ride to replace local lunch service with a shuttle (passengers would be responsible for fares).

3.3.2.2.3 Regional Specialized Transportation Alternative

County-wide regional demand response services would be continued to be provided through County Express general public DAR services during those times specified in the preceding **Local Hollister Demand Response** section. Jovenes de Antaño would continue to provide its range of weekday and Saturday services.

The following “mobility management” alternative is presented as a longer-term strategy, to be implemented at a point where demand for the door-through door services provided by Jovenes de Antaño exceeds available funding.

For alignment of mobility management center to coordinate local multi-county Specialized Transportation Services

As demand for specialized transportation in San Benito County increases beyond the County’s ability to fund increasing capacity requirements, the consideration of more aggressive coordination of specialized transportation services is suggested. Mobility management centers offer a proven means of centralized transportation service coordination. In its simplest form, a mobility management center hosts a centralized travel option database, acting as a **one-stop call center** that provides information to the public on what public and private travel options are available within the area for both local and regional transportation needs. At a more sophisticated level, a mobility management center would serve as an umbrella **trip broker** for specialized transportation services, actually booking trips for those requiring transportation. A single mobility management center can serve as both a one-stop call center and as a centralized trip broker.

The Mobility Management Center as a One-Stop Call Center

One-stop transportation call centers are a common mobility management tool. Often the call center is one of the first elements of a mobility management program, as they are seen as a method to disseminate information to callers efficiently, and to provide a mechanism to coordinate transportation resources, including public transit and human service transportation services. As with most functions of a mobility management center, a one-stop transportation call center is often focused on seniors, persons with disabilities, and persons with low income. However, it can also serve the general public, as is the case with 211 Centers elsewhere in California

One-stop call centers, as part of an overall mobility management umbrella, are generally personalized to assist callers with questions that are specific to their needs. Callers may need detailed trip information on how to use public transit, how to transfer between transit systems, where to catch the bus, fare information, accessible transit features and amenities, and eligibility information when appropriate. Some callers may have more specialized transportation needs, such as information on volunteer driver programs, senior shuttles, private transportation providers, or other services. Call center staff need to be fluent in all aspects of the transportation matrix and have the resources to refer the caller to the appropriate provider when necessary.

Callers to this type of call center usually prefer to talk with a “live person” and not incur long wait times or phone trees. Additionally, callers do not want to make numerous calls

to various transportation providers – thus the reason for housing all transportation information in a central location.

Finally, one-stop transportation call centers can be a wonderful community resource, but many call centers have fallen by the wayside due to lack of use. It is important to fold a specialized one-stop call center of this nature into another program to ensure efficiency of staffing and work load. It is also crucial to inform the public of this new high level of personal service through a dedicated marketing campaign, such as has been done with 211 and 511 services elsewhere in California.

One-stop call centers maintain databases of current information of available transportation service including schedules, service hours, service areas, fare structures, type of in service vehicles, level of driver assistance provided, and eligibility restrictions. This data must be kept current to be relevant. Information databases can be maintained as hardcopy filing systems or as computerized databases using specialized software. Using a computerized database opens the opportunity for direct public access to information on a mobility management website.

The Mobility Management Center as a Centralized Trip Broker

As a trip broker, a mobility manager can coordinate a wide range of transit agency, social service, not-for-profit, private sector, and volunteer transportation initiatives. Basically, the Center mobility managers coordinate trip requests with the most appropriate and cost-efficient service alternative within their community to meet specific travel needs. They find solutions beyond the local public transit service mix. Mobility managers may implement a number of improvements to the specialized transportation matrix:

- Minimize overlaps, improve efficiencies;
- Ensure that needs are more universally met; and
- Select an alternative that can accommodate the actual travel needs of the individual.

By incorporating broader base of community mobility alternatives, non-transit alternatives can effectively meet unmet needs and to avoid the pressure to provide a more costly public transit service in situations where minimum farebox recovery ratios cannot be achieved. To be especially effective, a mobility manager would adopt a “transit first” approach, where travel requests would be referred to transit where service is available (increasing productivity), before assignment to a demand response alternative or, if introduced, a volunteer driver reimbursement program.

Volunteer Driver Reimbursement Programs

Volunteer driver programs serve as informal volunteer driver networks or as formal volunteer driver reimbursement programs:

- **Informal Volunteer Driver Networks:** Informal volunteerism is a part of most communities. It is mainly based on family members taking care of their own or neighbors taking care of neighbors (an informal network). Arrangements are made on an individual basis between drivers and individuals needing a ride. With informal arrangements, drivers may or may not receive a reimbursement. Payment for service is between the passenger and driver. Reimbursements to cover costs can range from the passenger purchasing gas or paying a cash honorarium to help cover fuel, time, and general car expenses.
- **Formal Volunteer Driver Reimbursement Programs:** Volunteer drivers are recruited and organized into a driver pool. Agencies match the travel requests of their clients with the availability of volunteer drivers. It is common to reimburse the driver through gas vouchers or at a per mile rate. Gas voucher values can be based on the amount of gas used to travel to and from a center such as Hollister, Gilroy, San Jose or San Francisco. Current IRS per mile travel cost rates are generally used for mileage-based reimbursements. In some examples, passengers are required to pay a contribution (fare) for the ride and this is net from the paid driver reimbursement. Mature examples of volunteer driver reimbursement programs have been successfully implemented and operated in Riverside, Trinity, Tehama, and Glenn Counties. Volunteer driver programs are often targeted for the elderly or non-emergency medical trips where door-through-door driver assistance is often needed. Operating funding can come from TDA, passenger fares, local contributions including donations or local fundraising initiatives. Volunteer driver reimbursement programs must be closely managed to control expenditures (stay within budget), ensure passenger safety and security, and driver compliance with program insurance, licensing and vehicle condition requirements. A secondary insurance policy is necessary to provide coverage above that of the driver's insurance coverage.

The formation of a Mobility Management Center may become more critical at the point where demand for services such as the Jovenes de Antaño medical/shopping assistance transportation service and out-of-county transportation service exceeds available funding ceilings, and lower-cost alternatives are needed to continue serving these critical transportation needs. A lower-cost alternative could be a volunteer driver reimbursement program coordinated with current services.

The most likely candidates to host a Mobility Management Center in San Benito County include Jovenes de Antaño and LTA. Jovenes de Antaño could host such a Center within its current transportation center dispatch center. LTA could host the Center within its current transit administration section. In either case, an additional full-time staff position would be required to maintain an up-to-date database of available service alternatives,

to book and assign trips to those specialized services that it coordinates⁷, and if implemented, to manage a volunteer driver reimbursement program.

A Mobility Management Center could be established formally as a Coordinated Transportation Services Agency (CTSA).

Re a p the SA

Consolidated Transportation Services Agencies (CTSAs) are designated by County Transportation Commissions (CTCs), Local Transportation Commissions (LTCs), Regional Transportation Planning Agencies (RTPAs), or Metropolitan Planning Agencies (MPOs) under the auspices of the Social Services Transportation Improvement Act⁸ (AB 120) to achieve the intended transportation coordination goals of that Act. The goal of AB 120 is to *"to improve transportation service required by social service recipients by promoting the consolidation of social service transportation services."*

In California, a CTSA, as designated at the county level, is a formalized organization responsible to implement a transportation plan that promotes cost effectiveness in the delivery of county public and social service agency transportation services through service coordination. Up to five (5) percent of TDA funds (after Administrative, planning and programming, and pedestrian and bicycle allocations) may be made available to the CTSA. The range of options for CTSA designation as defined in law are--

1. *A public agency, including a city, county, operator [transit operator], any state department or agency, public corporation, or public district, or a joint powers entity created pursuant to Title 21, Chapter 3, Article 7, Section 6680 of the California Government Code;*
2. *A common carrier of persons as defined in Section 211 of the Public Utilities Code, engaged in the transportation of persons, as defined in Section 208;*
3. *A private entity operating under a franchise or license; or*
4. *A nonprofit corporation organized pursuant to Division 2 (commencing with Section 9000) of Title 1, Corporations Code.*

In San Benito County, San Benito Council of Governments (COG) is responsible to--

- Develop and update a ***Coordinated Human Transportation Plan***;
- Create a CTSA; and
- Provide oversight to make sure the CTSA is fulfilling the goals of the Social Services Transportation Improvement Act.

⁷ Dispatch could be subcontracted through the LTA transit operations agreement.

⁸ State of California, Assembly Bill No. 120 (1979).

LTA is currently the designated CTSA and has been proactive in improving and coordinating transportation services. However, limited resources and personnel have limited its role.

The COG is able to designate CTSA functions to LTA. It can also designate additional agencies to share the responsibilities. Although the COG may assume a role in coordinating transportation services in San Benito County, it cannot be formally designated as the CTSA for San Benito County.

Potential Benefits of Transportation Service Coordination

The Social Services Transportation Improvement Act identified the following potential efficiency and service quality benefits from the coordination of transportation services:

- Combined purchasing of necessary equipment so that some cost savings through larger number of unit purchases can be realized;
- Adequate training of vehicle drivers to insure the safe operation of vehicles;
- Improved driver training to promote lower insurance costs and encourage use of the service;
- Centralized dispatching of vehicles so that efficient use of vehicles results;
- Centralized maintenance of vehicles so that adequate and routine vehicle maintenance scheduling is possible;
- Centralized administration of various social service transportation programs and services so that elimination of numerous duplicative and costly administrative organizations can occur and to provide more efficient and cost effective transportation services permitting social service agencies to respond to specific social needs.
- Identification and consolidation of all existing sources of funding for social service transportation services to provide more effective and cost efficient use of scarce resource dollars; and
- Consolidation of categorical program funds can foster eventual elimination of unnecessary and unwarranted program constraints.

Additional benefits from coordination include--

- Meeting legislative requirements;
- Operating cost savings by minimizing service overlap and duplication;
- Effective accommodation of unmet transportation needs through a centralized trip broker (the focus of many transportation coordination efforts is on serving the mobility needs of seniors, persons with disabilities and low-income persons);

- Effective demand management through centralized mobility management, including
 - Delivery of transit training programs to shift paratransit riders to fixed route options,
 - Centralized call center for information on available transportation alternatives, and
 - Coordination of supplemental programs such as volunteer driver programs or taxi scrip programs;
- Joint procurement of insurance coverage including umbrella and supplemental coverage to increase liability coverage.

The development of a mobility management strategy appropriate for San Benito County will require a more detailed assessment of costs and benefits, organization structure, and operational feasibility, as well as detailed policy, operational, financial and implementation plans.

4.0 PERFORMANCE MEASUREMENT SYSTEM

This task established communication links and information processes critical to the success of the SRTP. Carefully selecting and implementing quantifiable, measurable and attainable goals and objectives will define the direction taken by San Benito Local Transportation Authority (LTA) over the next five (5) years and provide a foundation for the strategic plan.

4.1 Introduction

A solid set of goals, objectives and standards constitute a **Performance Measurement System**.

- **Goals** are statements that qualify the desired results while remaining general and timeless, they should be theoretically attainable.
- **Objectives** provide quantifiable measures of the goals and are more descriptive of how those goals will be achieved.
- **Standards or Measures** set quantifiable targets for achieving adopted goals.

This system allows for better efficiency and acts a tool in monitoring how well LTA is or is not meeting its mission and vision as an agency. It also serves as a policy measure to provide direction to the LTA's management when determining budgets, fare structures, service hours and other various aspects. It aids in narrowing down the transit system's operations to the most important or crucial segments, thereby guiding future operations.

4.2 MAP-21 Performance into Action

Moving Ahead for Progress in the 21st Century Act (MAP-21) was passed on July 6, 2012 and became effective on October 1, 2012. MAP -21 has seven (7) major themes:

1. Strengthens America's highway and public transportation systems;
2. Creates jobs and supports economic growth;
3. Supports an aggressive safety agenda;
4. Simplifies and focuses the Federal program;
5. Accelerates project delivery and promotes innovation;
6. Establishes a performance-based Federal program; and
7. Expands emphasis on multimodal investments.

MAP-21 creates a performance-based and multimodal program to strengthen the U.S. transportation system. A key feature of MAP-21 is the establishment of a performance- and outcome-based program. The objective of this performance- and outcome-based program is to invest resources in projects that collectively will make progress toward the achievement of seven (7) national goals:

1. **Safety;**
2. **Infrastructure Conditions;**
3. **Congestion Reduction;**
4. **System Reliability;**
5. **Freight Movement and Economic Vitality ;**
6. **Environmental Sustainability; and**
7. **Reduced Project Delivery Delays.¹**

It authorized the Secretary of Transportation, with input, to establish performance measures and standards for 13 highway performance areas and two (2) transit performance areas:

- 1) Transit state of good repair standards; and
- 2) Transit safety.

¹ 23 U.S. Code § 150 - National goals and performance management measures.

Better informed planning will improve decision-making by focusing on key changes in performance requirements:

- **National goals;**
- **Increasing accountability;** and
- **Improving transparency.**

The U.S. Department of Transportation (USDOT) is implementing MAP-21 performance requirement through a number of rulemakings. MAP-21 performance provisions are not scheduled to be implemented until the early 2014 after the comment period, beginning in late 2014.

The MAP-21 performance provisions for transit performance will be part of 11 interrelated USDOT Rules that cover five (5) key areas:

1. Planning;
2. Highway Safety;
3. Highway Conditions;
4. Congestion/System Performance; and
5. Transit Performance

Four (4) rule categories are included under transit performance:

1. **Transit Asset Management Rule—**
 - a. Define performance of good repair and establish state of good repair performance measures;
 - b. Require transit providers to set targets and report on progress; and
 - c. Transit asset management plans.
2. **National Transit Safety Program Rule—**
 - a. Define transit safety criteria and standards; and
 - b. Include definition of state of good repair.
3. **Transit Agency Safety Plan Rule—**
 - a. Transit safety plan content and reporting requirements; and
 - b. Target setting requirements for transit agencies and States.
4. **Transit Safety Management Systems—**
 - a. Safety Policy, Safety Assurance, and Safety Promotion; and
 - b. Hazard Analysis and Safety Risk Management.

4.3 LTA Strategic Overview

The Board Strategic Workshop was held November 21, 2013. All Board members participated, as did LTA staff. The Board enumerated five (5) goals for the workshop:

1. Form strategies for a more efficient and effective for LTA;
2. Provide foresight of unmet transit needs;
3. Determine any existing problems with the transit services (Fixed Route, DAR, and Jovenes de Antaño);
4. Anticipate future needs; and
5. Generate strategies to encourage the use of transit services.

Staff indicated the additional three goals:

1. Gain a better understanding of how the board envisions public transportation should be provided to constituents;
2. Determine guiding principles on which to focus; and
3. Clarify the Board's expectations for transportation services.

The Board Workshop was followed by Staff Strategic Workshop on November 22, 2013. LTA staff and management participated. The results of the Board Strategic Workshop were reviewed and clarified. The more important or critical issues developed by the Board were identified. LTA staff clarified the mission and vision developed during the Board's Vision exercise and determined the steps required to make the vision a reality.

An outcome of the Workshops was to define the foundation of the Performance Measurement System:

1. Guiding Principles
2. Mission
3. Vision
4. Goals

4.3.1 GUIDING PRINCIPLES

Values provide an important dimension to the development of goals and objectives and help guide LTA in making decisions both in the SRTTP and the future.

The eight (8) guiding principles and values define how LTA will continue to operate now and in the future:

1. **Quality:** LTA delivers quality services for its clients and stakeholders.
2. **Customer Focus:** LTA considers each customer's unique circumstances and needs and provides the appropriate mobility services that best meet the needs of the entire community.
3. **Continuous Improvement:** LTA makes an ongoing effort to improve its services and processes, both incrementally over time, and breakthrough one-time improvements.
4. **Forward Thinking:** LTA looks beyond the "now" and formulates strategies for future success.
5. **Collaborative:** LTA works with its partners, the public and other stakeholders to develop a shared vision, create consensus and ensure all views and concerns are considered.
6. **Supporting a Healthy Community:** LTA supports a healthy community for San Benito County through environmental improvements, safety, and encouraging healthy lifestyles.
7. **Accountability:** LTA is sensitive and accountable in its use of taxpayer funds.
8. **Integrity:** LTA adheres to the highest code of ethics and professionalism in all its business dealings.

4.3.2 MISSION

Ideas from the Workshop were crafted into the following mission statement for LTA:

San Benito County Local Transportation Authority provides reliable, safe, and affordable transportation options to enhance the quality of life, reduce traffic congestion and stimulate economic vitality of the community. Its services keep pace with growth in populations and incorporate new areas, while maintaining efficiency and effectiveness throughout the system.

4.3.3 VISION

During the Workshop, LTA Board and management developed LTA's vision *statement*.

The vision for public transportation in San Benito County is characterized by--

1. *Ridership growth;*
2. *Sustainable, sufficient funding;*
3. *Reliable, efficient, affordable transportation;*

4. *Multi-modal, sustainable Transit Oriented Development (TOD);*
5. *Positive economic impact in the community; and*
6. *Healthy environment with improved air quality and reduced congestion.*

4.3.4 GOALS

The LTA's previous 2008 SRTP goals, objectives and standards have been re-crafted to conform to the revised mission, vision and values. The previous goals were:

- I. Provide safe and reliable service.*
- II. Operate an efficient and effective system that maximizes service and minimizes cost impacts.*
- III. Evaluate, monitor and improve transit services on an on-going basis.*
- IV. Undertake effective marketing, outreach, and public participation.*
- V. Coordinate transit system development with community planning and development efforts and land-use policy.*
- VI. Serve the transportation needs of the community.*

The new goals for the current Performance Monitoring System more directly reflect the evolving system and address LTA's new mission, vision and values.

- Goal 1: Operate a high quality public transportation system (safe, reliable, accessible, efficient and affordable).
- Goal 2: Meet the growing demand for new services and implement innovative and cost effective solutions in meeting the increasing public transportation needs of the community.
- Goal 3: Provide leadership in public transportation to enhance the quality of life and economic vitality in San Benito County and its cities and communities.
- Goal 4: Educate the public about transit services in the area and the benefits of public transportation to the community and individuals.
- Goal 5: Maintain a fiscally-responsible, efficient transit system.
- Goal 6: Encourage transit-friendly design in local jurisdictional development projects, making them able to be well served by transit.

4.4 Performance Measurement System

An essential tool in monitoring service and justifying modifications to transit service in San Benito County is a comprehensive **Performance Measurement System (PMS)**. The system focuses on meeting the LTA's goals and objectives while fulfilling the needs of the community and LTA's mission and vision for the future. The quantity of measurements was determined by a combination of data available and how analysis of that data will affect the service design.

LTA's Performance Measurement System is built upon its mission and vision, as well as goals. Objectives were selected to reflect the evolving role of transit in San Benito County. The value of the SLRTP will not be realized until it is successfully implemented and produces quantifiable results. Measures and standards put the plan into action.

Connecting each standard and measure with specific goals and objectives make the plan useful and answers the following questions:

- How are the goals being implemented?
- Are the objectives concrete and specific?
- How will improvement be measured and tracked?

The suggested Performance Measurement System includes a mix of quantitative and qualitative measures. Quantitative measures are relatively easy to monitor and analyze once the necessary data is collected for the operating year. Qualitative measures are more difficult to collect and evaluate and often take more time and resources. Essentially, quantitative measures provide short-term progress reporting while qualitative measures are best seen over a long-term sequence.

The success of the Performance Measurement System will be largely based on LTA's ability to perform these three (3) tasks:

1. **Collect** the needed data;
2. **Analyze** the data;
3. **Report** the data.

These tasks were taken into consideration during the development process of the performance measures. If data for any of their measures cannot reasonably be collected on a regular basis, then the suggested measurement should be revised or a replaced with a measure that is more realistic.

The performance standard suggested for each performance measure needs to be calibrated to best meet LTA's needs. The suggested performance standards in the following chart are based on FY 2013-2014 and more current actual performance data and on data from similar agencies. Forecasting public transit activity is a difficult task, so LTA must continually monitor its current performance and its performance standards program to ensure that they are meeting the goals of the agency.

The suggested Performance Measurement System will give LTA the opportunity to be proactive in their planning processes and identify service issues or service needs as early as possible.

The PMS is designed around LTA's Mission, Vision and the eight (8) guiding principles (Quality; Customer Focus; Continuous Improvement; Forward Thinking; Collaborative; Supporting a Healthy Community; Accountability; and Integrity).

Table 4-1: Performance Measurement System - Goal I

GOAL I: OPERATE A HIGH QUALITY PUBLIC TRANSPORTATION SYSTEM (SAFE, PRODUCTIVE, RELIABLE, EFFECTIVE, AND AFFORDABLE).					
	OBJECTIVE	MEASURE	SERVICE	PROPOSED STANDARD	FY 13/14 ACTUAL PERFORMANCE
1.1	Safe Transit Service	Miles between preventable accidents	All services	60,000	
		Miles between Passenger Injuries	All services	80,000	
		On the job injuries	All services	Fewer than 1 per year	
		Drug and alcohol testing program	All services	In compliance with FTA	In compliance
1.2	Productive Service	Passengers per vehicle revenue hour (VRH)	Flex Route	9.2	n/a
		Passengers per VRH	Fixed Route (when reinstated)	8.0	5.2
		Passengers per VRH	School Trippers	20.0	n/a
		Passengers per VRH	Inter-County	8.0	8.0
		Passengers per VRH	Demand Response	6.0	4.2
		Passengers per VRH	Specialized – Out of County	3.0	1.5
		Passengers per VRH	Specialized – Senior Lunch	8.0	5.9
		Passengers per VRH	Specialized – Medical/Shop	3.0	0.9
1.3	Reliable Transit Service	On-time Performance (No early departures, no more than 5 minutes late)	Local Fixed Route/Inter-County	95% or greater	
		Missed trips	Local Fixed Route/Inter-County	0%	
		On-time Performance (30 minute window)	Dial-A-Ride/Specialized	90%	
		Missed trips	Dial-A-Ride/Specialized	Less than 2%	
		Road Calls	All services	Less than 1 per 15,000 miles	
		On-time Preventive Maintenance Inspections	All services	100%	
1.4	Effective Service	Cost per Passenger	Local Fixed/Flex Route	\$10.00	\$15.11 fixed/ \$7.91 DAR
		Cost per Passenger	Inter-County	\$8.00	\$11.00
		Cost per Passenger	Specialized – Out of County	\$29.00	\$28.90
		Cost per Passenger	Specialized – Senior Lunch	\$7.50	\$7.42
		Cost per Passenger	Specialized – Medical/Shop		\$47.86
1.5	Affordable Service	Fare increases	All services	Less than CPI	N/A

Table 4-2: Performance Measurement System - Goal II

GOAL II: MEET THE GROWING DEMAND FOR NEW SERVICES AND IMPLEMENT INNOVATIVE AND COST EFFECTIVE SOLUTIONS IN MEETING THE INCREASING PUBLIC TRANSPORTATION NEEDS OF THE COMMUNITY					
	OBJECTIVE	MEASURE	SERVICE	PROPOSED STANDARD	FY 13/14 ACTUAL PERFORMANCE
2.1	Increase Use of Transit	Ridership Growth (Within 2 years restructure)	Fixed/Flex Route	12%	3.6%
			Inter-County	Greater than population growth	14.3%
			Dial-A-Ride (General)	Less than population growth	-4.3%
		Ridership Growth (Within 2 years restructure)	Fixed/Flex Route	Greater than population growth	3.6%
			Inter-County	Greater than population growth	14.3%
			Dial-A-Ride (ADA)	Equal to ADA population growth	-10.8%
			Dial-A-Ride (General)	Less than population growth	-4.3%
			Specialized	Equal to ADA/Seniors pop growth	1.4%
2.2	Accessibility	Frequency of service	Local Fixed/Flex Route	Hourly	No Mid-day
		Frequency of service	Inter-County	To meet connecting services	Not coordinated
		Coverage	Local Fixed/Flex Route	80% of population within ½ mile	Yes
		Service To Key Destinations	Local Fixed Route	100%	Yes
		Connections To Key Destinations	Inter-County	100%	No service to Salinas
		Transfer Wait Time	Local Fixed Route/Inter-County	Less than 15 minutes	varies
		New Service Ridership Projections	Local Fixed Route	7.0	n/a
			Inter-County	8.0	n/a
		Passengers per VRH (after 2 years)	Dial-A-Ride/Specialized	3.0	Na/
		Special services for difficult to service populations		Cost effective alternatives	Pro-active
2.3	High Customer Satisfaction	Rating of key service attributes on annual survey	All services	3.5 Average/ None below 3.0 4.0 scale	n/a
		Complaints	All services	Less than 1 per 10,000 passengers	
2.4	Cost Effective Use of Technology	Cost/Benefit/Urgency Analysis on implementation of new technology, including soft costs and benefits (i.e., rider comfort)	As Required	Benefits greater than costs	As required

Table 4-3: Performance Measurement System - Goal III

GOAL III: <i>Provide leadership in public transportation to enhance the quality of life and economic vitality in San Benito County and its cities and communities</i>					
	OBJECTIVE	MEASURE	SERVICE	PROPOSED STANDARD	FY 13/14 ACTUAL PERFORMANCE
3.1	Accountability and transparency	Performance Reporting	All Services	Quarterly/Annual Summary	n/a
		Financial (month/YTD Actuals vs. Budget)	All Service	Monthly/ Annual Summary	n/a
3.2	Leadership with partners, businesses, employers, and the community	Contacts/meetings per year		24	n/a
		Community Association Membership & Attendance		Quarterly	n/a
		Industry Association Membership & Attendance		Bi-annually	n/a
		Participation in community events		Quarterly	n/a

Table 4-4: Performance Measurement System - Goal IV

GOAL IV: EDUCATE THE PUBLIC ABOUT TRANSIT SERVICES IN THE AREA AND THE BENEFITS OF PUBLIC TRANSPORTATION TO THE COMMUNITY AND INDIVIDUALS.					
	OBJECTIVE	MEASURE	SERVICE	PROPOSED STANDARD	FY 13/14 ACTUAL PERFORMANCE
4.1	Accessibility	Annual Marketing Plan	All Services	Annual plan and evaluation	Part of the SRTP
		Marketing cost per operating costs	All services	3% (ongoing) to 6% (new services)	n/a
		Public Participation Program	All Services	Plan in place and followed	In Place
4.2	Staff and Drivers project positive quality image	Driver turnover rates	Local/Inter-County/Dial-A-Ride	Less than 15% Annually	n/a
		Driver turnover rates	Specialized	Less than 15% Annually	n/a
		Hours of sensitivity and customer service training per employee	All services	Five (5) hours Annually	n/a
4.3	Accurate transit information on a timely basis through multiple channels.	Onboard, signage, and web updates	All services	Four (4) weeks prior to changes	n/a

Table 4-5: Performance Measurement System - Goal V

GOAL V: MAINTAIN A FISCALLY-RESPONSIBLE EFFICIENT TRANSIT SYSTEM					
	OBJECTIVE	MEASURE	SERVICE	PROPOSED STANDARD	FY 13/14 ACTUAL PERFORMANCE
5.1	Cost Efficient Service	Cost per VSH	Local Fixed Route/ FlexiBus/Dial-A-Ride	Increase at or below CPI ²	\$63.48
			Intercounty	Increase at or below CPI	\$63.52
			Specialized	Increase at or below CPI	
		Cost per VSM	Local Fixed Route/ FlexiBus/Dial-A-Ride	Increase at or below CPI	\$5.63
			Intercounty	Increase at or below CPI	\$2.42
			Specialized	Increase at or below CPI	
5.2	Use Public Funding Efficiently	Subsidy per Passenger	Local Fixed Route/ FlexiBus/Dial-A-Ride	Increase at or below CPI	
			Intercounty	Increase at or below CPI	
			Specialized	Increase at or below CPI	
		Farebox Recovery	Local Fixed Route/ FlexiBus/Dial-A-Ride	10%	
			Intercounty	10%	
			Specialized	10%	
5.3	Budget	Annual Budget	LTA	Budget within 10% of prior year w/o service expansion	
		Maintain Budget	LTA	Actuals within 5% of Budget (except fuel)	

² Excludes increases in fuel costs.

Table 4-6 : Performance Measurement System - Goal VI

GOAL VI: <i>Encourage transit-friendly design in local jurisdictional development projects, making them able to be well served by transit.</i>					
	OBJECTIVE	MEASURE	SERVICE	PROPOSED STANDARD	FY 13/14 ACTUAL PERFORMANCE
6.1	Partnerships with cities and counties	As required	As required	As required	n/a n/a

5.0 STRATEGIC PLAN

Complexity and volatility are creating unprecedented challenges for today's transit operators. **Scenario planning**, properly executed, provides the tools for making strategic decisions and taking speedy corrective action.

Scenario planning delivers three (3) major benefits:

1. **A broader field of vision**, gained by introducing alternative views and new processes into a traditional forecast, helping identify risks and opportunities that could be excluded by a traditional planning process;
2. **A better and more impactful understanding of the environment**, both present and future, for guiding service decisions and strategic focus; and
3. **A more robust planning process that provides better strategic options**, enables more thorough contingency planning, and empowers LTA to react quickly to execute these plans.

Most importantly, all three (3) of these benefits combine to provide better decision making, both today and in the future.

Scenario planning generates a continuum of plausible outcomes, including best- and worst-case scenarios, to challenge preconceptions, uncover blind spots, and help align San Benito LTA around a commonly accepted sense of direction and action rather than one set of static assumptions to predict one possible future.

Scenario planning begins by identifying the forces in LTA's external environment. The **contextual environment** is made up of the broader macro forces that shape the external environment. The **transactional environment** consists of the stakeholders outside of LTA with whom it interacts, including riders, suppliers, federal and state agencies, and the community.

5.1 Summary of Strategic Plan

The **Strategic Plan** contains the following analyses:

- **Scenario planning** was used to explore five (5) potential future scenarios for the external environment in which LTA may find itself.
- **Strategy development** was conducted during a Strategic Workshop held with LTA management and Board.

- **Operational changes** from the *Operations and Implementation Plan* were considered, using the potential future scenarios and the strategic focus areas developed in the Workshop.

5.1.1 SCENARIO PLANNING

Traditional strategic planning focuses on identifying and describing one, most probable or likely, future and then developing a strategy which will allow the organization to succeed in that future. The effort usually entails a review of external forces and some detailed modeling of price, cost, and other variables. Unfortunately, in the current rapidly changing environment, many organizations have seen the fundamental underpinnings of their industry collapse while they waited for their most probable future to emerge.

By contrast, the *scenario planning process* systematically explores the uncertainty inherent in looking at the long-term future. The *Strategic Plan* provides five (5) *potential future scenarios* to allow LTA to evaluate options presented in the *Operations and Implementation Plan*.

The resulting potential future scenarios represent very different, but plausible, futures that are relevant to LTA's focal issues:

1. **Rolling Along Scenario:** RTP Base Case assumptions;
2. **Bumpy Road Scenario:** Assumptions based on a more pessimistic view.
3. **Accelerated Drive Scenario:** *San Benito County General Plan* assumptions and generally favorable events.
4. **New Momentum Scenario:** Assumptions provide an optimistic view of the future.
5. **Wild Ride Scenario:** Assumptions demonstrated volatility.

The scenarios were built based upon possible changes to a number of key *external factors*, or forces and trends that will affect the external environment, or context, in which LTA operates:

1. **Government Regulations & Funding;**
2. **Demographic & Societal Dynamics;**
3. **Economy & Employment;**
4. **Energy & Environmental Issues; and**
5. **Technology.**

5.1.2 STRATEGY DEVELOPMENT

A Strategic Workshop was held with the LTA management staff and Board.

LTA has articulated the following mission and vision:

MISSION: *San Benito County Local Transportation Authority provides reliable, safe, and affordable transportation options to enhance the quality of life, reduce traffic congestion and stimulate economic vitality of the community. Its services keep pace with growth in populations and incorporate new areas, while maintaining efficiency and effectiveness throughout the system.*

VISION: *The vision for public transportation in San Benito County is characterized by:*

1. *Ridership growth;*
2. *Sustainable, sufficient funding;*
3. *Reliable, efficient, affordable transportation;*
4. *Multi-modal, sustainable Transit Oriented Development (TOD);*
5. *Positive economic impact in the community; and*
6. *Healthy environment with improved air quality and reduced congestion.*

Also during the Workshop, LTA developed five (5) **Strategic Steps** to achieve the mission and vision, plus a **SPOT (Strengths, Problems, Opportunities, Threats) Analysis**, six (6) **Long-Range Goals**, and five (5) **Strategic Focus Areas** for future growth.

5.1.3 OPERATIONAL CHANGES

Operational strategies were created to achieve the stated mission and vision, in the **strategic focus areas**, under each scenario. The **Operations and Implementation Plan** provides opportunities to craft the operations of LTA in each scenario

5.2 Scenario Planning

Recent history demonstrates why it is necessary to be conservative in assigning probabilities to the future. Consider, for example, the long list of "unknown unknowns" that have materialized over the past few years. Since the last **Short Range Transit Plan**, San Benito County felt the negative impact of the **Great Recession**. Most notably, the county's unemployment rate has been higher than the statewide and national average.

At its peak in February 2010, San Benito had an unemployment rate of 21.3%, compared to California at 12.8% and the U.S. average at 10.4% over the same time period. Between 2000 and 2010, only 802 new jobs were created, compared to an increase in population of 2,035. Although foreclosures were abundant between 2007 and 2012, they have since declined. The housing market appears to be rebounding, as the vacancy rate is down to 5.5%.¹ Since the Great Recession, LTA's transit funding has been negatively impacted. Transportation Development Act funds were significantly under the anticipated levels. Local Transportation Fund (LTF) were reduced due to lower sales tax revenues. The State of California siphoned State Transit Assistance (STA) funds to shore up the lower general fund (although future STA funding was restored through court action).

5.2.1 RTP BASE CASE SCENARIO

To maintain consistency, the scenarios developed for this SRTP are based on the forecast and scenarios developed in the *San Benito Regional Transportation Plan* (RTP).

San Benito County growth is projected by the Association of Monterey Bay Area Governments, the Metropolitan Planning Organization (MPO) for the three-county region of San Benito, Monterey, and Santa Cruz Counties. The *Regional Growth Forecast* estimates population, employment, and growth to the year 2035.

Table 5-1: Population Forecast for San Benito²

	2010	2020	2025	2030	2035	Annual Growth Rate	Change Over Forecast Period
San Benito County	55,269	73,103	75,604	78,418	81,332	1.56%	47.16%
Hollister	34,928	39,975	41,704	43,551	45,397	1.05%	29.97%
San Juan Bautista	1,862	1,993	2,015	2,053	2,092	0.47%	12.35%
Balance Of County	18,479	31,135	31,885	32,814	33,843	2.45%	83.14%

According to the *Regional Growth Forecast*, San Benito County is expected to grow by 47% between 2010 and 2035: to 81,392 people in 2035, or 26,123 new residents.

¹ San Benito Council of Governments, *On the Move: 2035--San Benito Regional Transportation Plan*, June 2014, page 2-2.

² Association of Monterey Bay Area Governments, *2014 Regional Growth Forecast*, Adopted June 11, 2014, Page A-45.

Employment and housing are projected to grow along with the population:

- **Employment** is expected to reach 21,508 jobs by 2035; and
- **Housing** is expected to grow to 24,854 housing units.

Demographic changes during the next 25 years will influence the transportation demands of the community. Between the years 2010 and 2020, the Monterey Bay region is expected to regain the jobs lost during the recession. During this time, jobs in San Benito County are expected to grow by 25.3%. Afterward and during the years 2020 to 2035, job levels will grow more slowly, by an estimated 4.1%, as the baby boomers retire but remain in the population.

The population of those 65 and older, a traditional transit market, is expected to increase by 74.1% between 2010 and 2035. By 2035, those 65 and older will reach 9,333 people and represent 11.5% of the total population.

In order to achieve the RTP goals, the region considered projected future growth impacts on land use and transportation projects, in order to meet the needs of future growth. SB 375 requires each MPO to include a ***"Sustainable Communities Strategy"*** in its regional transportation plan that demonstrates how the region will meet the greenhouse gas emission targets. If the sustainable communities strategy falls short of meeting the targets, the region must prepare an ***"Alternative Planning Strategy"*** that, if implemented, would meet the targets. Partnering with the Association of Monterey Bay Area Governments and the Hollister Downtown Association, the San Benito Council of Governments (SBCOG) reached out to the community to gather public input and comment from residents of San Benito County to develop the strategies and to shape the scenarios for the ***Regional Transportation Plan***.

- **RTP Scenario 1: Regional Transit Corridors.** Growth would be focused along regional transit corridors and rail infrastructure in existing cities. A priority would be placed on investing in public transit to expand and increase availability for Bus Rapid Transit (BRT) to major destinations of employment and recreation.
- **RTP Scenario 2: Expanded Community Centers.** Growth is encouraged within the existing neighborhoods near commercial corridors. Due to attracting new technology and businesses, the number of residents commuting out of San Benito County for employment would be reduced.
- **RTP Scenario 3: Dispersed Growth.** Growth is encouraged in the unincorporated communities outside of the urban center. These developments have been common within San Benito County in the past.

- **RTP Scenario 4: Targeted Growth and Economic Diversity.** Growth would be focused in specific areas with a variety of industries and housing availability for all residents.
- **RTP Scenario 5: System Preservation.** Growth would be allocated per local General Plans and transportation funding would center on the maintenance of existing facilities. No major land use changes or transportation improvements would be made.

The ***RTP Preferred Scenario*** selected was a hybrid, which emphasizes investments for active transportation, complete streets improvements, public transit services and system preservation. Mixed-use and infill developments within urbanized areas and near residential neighborhoods provide additional opportunities for employment and retail shopping. Lessening the impact of development may reduce the immediate need for future expansion of the region's roadway network and decrease the impact on the environment.

5.2.2 POTENTIAL FUTURE SCENARIOS

To determine the strategies and policies for LTA to adopt to meet future challenges, a continuum of ***potential future scenarios*** were developed, taking into account external contextual forces, in order to test strategies and project future outcomes. Five (5) scenarios (***RTP Base Case*** plus four (4) others) address the critical uncertainties.

The resulting potential future scenarios represent very different, but plausible, futures that are relevant to LTA's focal issues:

1. **Rolling Along Scenario:** RTP Base Case assumptions (discussed above);
2. **Bumpy Road Scenario:** Assumptions based on a more pessimistic view.
3. **Accelerated Drive Scenario:** San Benito County General Plan assumptions and generally favorable events.
4. **New Momentum Scenario:** Assumptions provide an optimistic view of the future.
5. **Wild Ride Scenario:** Assumptions demonstrate volatility.

The scenarios were built based upon five (5) key determining forces and trends, which were delineated in ***Long Range Strategic Issues Facing the Transportation Industry: Final Research Plan Framework***, prepared for the National Cooperative Highway Research Program³.

³ National Cooperative Highway Research Program, ***Long Range Strategic Issues Facing the Transportation Industry: Final Research Plan Framework*** (Project 20-80, Task 2), October 17, 2008.

These *external factors* are:

1. Government Regulations & Funding;
2. Demographic & Societal Dynamics;
3. Economy & Employment;
4. Energy & Environmental Issues; and
5. Technology.

Three (3) aspects of the external factors were considered in building the scenarios:

1. **Importance of potential impacts on transit** in San Benito County – While some changes may have minimal impact on public transportation, other changes could have a major influence.
2. **Magnitude, speed and direction of changes** -- While some changes occur rapidly and to greater degree, other changes may occur more gradual giving LTA more time to react.
3. **Uncertainty and likelihood of impacts**—While some trends are highly uncertain (particularly political, technological, and social changes), while others have greater likelihood of taking shape (e.g., population growth, demographic changes, climate change).

5.2.2.1 EXTERNAL FACTOR #1: GOVERNMENTAL REGULATIONS & FUNDING

The forces of globalization, government regulation, and idealistic extremism of nationalist and religious natures (e.g. terrorism) are expected to be key political trends that will shape the future. In the U.S., a growing amount of debt is coinciding with massive government expenditure requirements on entitlement programs for the aging population. In addition, public expectations about the role of government and the ability of government to finance public services may change. Specific to transportation, the gas tax as the traditional transportation finance mechanism is failing to keep up with rising demands, and this is likely to be exacerbated in the future. Society is becoming increasingly more regulated, and the proliferation of safety, security, environmental, work force, and other regulations will likely continue. In 1996, the U.S. Congress passed regulatory reform laws intended to slow the proliferation of government regulations. Nonetheless, by 2001 more than 14,000 new regulations were enacted. A study by the Congressional Office of Management and Budget estimated that the annual cost of major federal regulations enacted from 1992-2002 amounted to between \$38 billion and \$44 billion per year. The political leanings on the local, state and federal levels of government impacts support and funding for public transportation, as well as imposing mandates and regulations that may add costs to the public transportation goals.

In California, the Transportation Development Act (TDA) will continue to provide two (2) major sources of funding for public transportation: the Local Transportation Fund (LTF) and the State Transit Assistance (STA) fund. These funds are for the development and support of public transportation needs that exist in California, and are allocated to areas of each county based on population, taxable sales and transit performance. The principles, policies and structure of future appropriations of the Public Transit Modernization, Improvement, Service Enhancement Account (PTMISEA) funds will remain in place. The fund will continue the determination of operators' and regions' shares of PTMISEA based on the average of State Transit Assistance (STA).

Some federal programs are not currently available to LTA, but may have relevance in the future. These programs and funds include:

- **FTA Section 5303 Metropolitan Planning Program funds**, distributed to regions based on urbanized area population and an FTA administrative formula to address planning needs in urbanized areas.
- **FTA Section 5307 funds**, distributed to regions on urbanized area formula. San Benito County is not in an urbanized area, but will reach urbanized status in some scenarios.
- **FTA Section 5337 program funds**, to maintain public transportation systems in a state of good repair. Funding is limited to fixed guideway systems (including rail, bus rapid transit, and passenger ferries) and *high intensity bus* (high intensity bus refers to buses operating in *high occupancy vehicle* (HOV) lanes). Projects are limited to replacement and rehabilitation, or capital projects required to maintain public transportation systems in a state of good repair.
- **FTA Section 5309 New Starts funds**, earmarked by Congress. FTA Section 5309 New Starts are used for building new rail, bus rapid transit, and ferry systems, or extensions to existing systems. Eligibility for core capacity improvement projects requires projects to expand capacity by at least 10 percent in existing fixed guideway transit corridors that are at or above capacity, or are expected to be at capacity within five (5) years.
- **FTA Section 5310 funds**, distributed to the states by the federal government to provide transit capital grants to non-profit agencies that provide transportation services to the elderly or persons with disabilities.
- **FTA Section 5311 funds**, distributed to the regions on non-urbanized area formula. These funds are used for transit capital and operating purposes in non-urbanized areas. This is a current source of funding for LTA.

- **FTA Section 5311 (f)**, requires each state to spend 15 percent of its annual Section 5311 apportionment to develop and support a program of projects for intercity bus transportation. The goal of the program is to connect isolated rural areas throughout the country to larger communities.
- **FTA Section 5316 Job Access and Reverse Commute (JARC) funds**, directed to services that provide transportation to low-income individuals. LTA prioritizes JARC funds (in addition to State Transit Assistance (STA) population-based funds, Proposition 1B-Transit bond funds, and Surface Transportation Program (STP)/Congestion Management and Air Quality (CMAQ) funds) for its ***Lifeline Transportation Program***, which provides capital and operating funding for transportation services to eligible low-income populations in the San Benito County region. ***MAP-21*** repealed this program; it eliminated the JARC program and combined JARC functions and funding with the Section 5307 and Section 5311 programs.
- **FTA Section 5317 New Freedom Program funds**, directed to elderly and disabled transportation services that go beyond those required by the Americans with Disabilities Act (ADA). MAP-21 repealed this program and combined it with the FTA Section 5310 program.
- **FTA Section 5339 Bus and Bus Facilities Formula program**, a new formula grant program replacing the previous Section 5309 discretionary Bus and Bus Facilities program. This capital program provides funding to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities.
- **Surface Transportation Program (STP) Transit Capital Rehabilitation funds**, which are Federal Highway Administration (FHA) funds that the San Benito County region “flexes” to transit capital projects. LTA sets aside these funds to meet high-scoring transit capital needs.

Changes in the external factor of government regulations and funding are reflected in the five potential future scenarios as follows:

1. Rolling Along Scenario:

- 1.1 **Regulations:** Regulations remain at current levels.
- 1.2 **Funding:** Current funding mechanisms remain in place.

2. Bumpy Road Scenario:

- 2.1 **Regulations:** Added regulations increase costs without additional funding.
- 2.2 **Funding:** Current state and federal funding mechanisms are greatly reduced, requiring more from local sources.

3. Accelerated Drive Scenario:

- 3.1 **Regulations:** Added regulations coupled with additional funding with to meet requirements.
- 3.2 **Funding:** Current funding mechanisms remain in place but legislative action and economic upswing increase revenues. The greater Hollister area will probably be eligible for 5307 funding by 2020.

4. New Momentum Scenario:

- 4.1 **Regulations:** New regulations provide incentives for increasing transit ridership and availability.
- 4.2 **Funding:** Pro-transit and environment legislation provides new funding sources and an increase in funding availability. Although growth is the highest, 5307 funding will possibly be available for the Hollister area in 2020 and definitely in 2030.

5. Wild Ride Scenario:

- 5.1 **Regulations:** Current regulations are outdated and replaced with totally new requirements to minimize environmental impact, decrease congestion, and improve safety, some or positive and increase transit availability and usage, and some increase the difficulty in providing service.
- 5.2 **Funding:** The majority of state and federal funding becomes based competitive with no guarantees, and competition is stiff and political.

5.2.2.2 EXTERNAL FACTOR #2: DEMOGRAPHICS & SOCIETAL DYNAMICS

Over the past 15 years, the population of San Benito County has grown modestly, averaging 0.61% in compounded annual growth, with the unincorporated areas growing slightly more (0.68%) compared to the incorporated areas of Hollister and San Juan Bautista (0.58%). The growth has been uneven, with some years experiencing negative changes and other years demonstrating unusually high growth.

However, the profile of San Benito County is expected to change substantially in future years. According to the *Regional Growth Forecast*, San Benito County is expected to grow by 47 percent between 2010 and 2035. This population will be more ethnically diverse. Nationally, over 80 percent of the projected population increase is attributable to immigrants and their descendants. The population will also be substantially older. The population of those 65 and older is expected to increase by 74.1% between 2010 and 2035.⁴ Increases in population will create the need for more housing, employment, and

⁴ San Benito Council of Governments, *On the Move: 2035--San Benito Regional Transportation Plan*, June 2014, page 2-3.

services, which may lead to substantial impacts on travel patterns and demands. Baby boomers are expected to choose a 'soft retirement' and continue to work part-time beyond retirement age. Young people coming out of full-time education may increasingly choose to enter what they consider temporary, short-term jobs, which they use to finance international travel, volunteering in non-profit or arts-related careers, and/or continued education. These non-traditional workers are sometimes referred to as "Moofers" (Mobile Out-of-Office Workers). Potential changes in family structure, incomes, lifestyles, and social expectations may also occur.

Changes in the external factor of demographics and societal dynamics are reflected in the five potential future scenarios as follows:

1. Rolling Along Scenario:

- 1.1 **Overall Growth:** Population of San Benito County grows at an average of 1.67% annually, with the majority of the growth in the non-incorporated areas of the western San Benito County and between 2015 and 2020.
- 1.2 **Seniors:** The percentage of residents over the age of 65 grows moderately to 11.5% by 2035, and the median retirement income remains approximately 20 percent below the California average.
- 1.3 **Families in Poverty:** Families below the poverty level will remain at approximately 9.2%, slightly below the state average of 12.0%, with a mean income slightly higher than the state average.
- 1.4 **Development Location/Type:** Mixed-use and infill developments within urbanized areas and near residential neighborhoods provide additional opportunities for employment and retail shopping. Lessening the impact of development may reduce the immediate need for future expansion of the region's roadway network and decrease the impact on the environment.

2. Bumpy Road Scenario:

- 2.1 **Overall Growth:** Population of San Benito County grows 0.6% annually to a population of 65,667 in 2035. The population increases are proportional within the incorporated (Hollister and San Juan Bautista) and unincorporated areas.
- 2.2 **Seniors:** The percentage of residents over the age of 65 becomes a larger and a larger portion of the population, increasing from 10.3% to 15.0% by 2035, and the median retirement income becomes approximately 25 percent below the California average.

2.3 **Families in Poverty:** Families below the poverty level grow to the state average of 12.0%, with a mean income slightly lower than the state average.

2.4 **Development Location/Type:** New developments are scattered within the unincorporated areas of the county.

3. **Accelerated Drive Scenario:**

3.1 **Overall Growth:** Using the *San Benito County General Plan* estimates, which were based on the *2008 AMBAG Regional Growth Forecast*, the population of the county achieves an average increase of 1.8% per year, reaching a population of 94,731 by 2035.

3.2 **Seniors:** The percentage of residents over the age of 65 remains around 10.3% by 2035, and the median retirement income becomes closer to the California average.

3.3 **Families in Poverty:** Families below the poverty level drop to 8.5%, with a mean income higher than the state average.

3.4 **Development Location/Type:** Mixed-use and infill developments within urbanized areas and near residential neighborhoods provide additional opportunities for employment and retail shopping. New developments tend to be clustered in or near the incorporated areas of Hollister. The population increases are in Hollister and the unincorporated area within the Hollister SOI rather than the unincorporated areas and San Juan Bautista.

4. **New Momentum Scenario:**

4.1 **Overall Growth:** Population growth increases to 3.37% compounded annually, to a population of 113,116. The population increases are clustered in and near incorporated areas Hollister and San Juan Bautista.

4.2 **Seniors:** The percentage of residents over the age of 65 increases moderately to 10.9% by 2035, and the median retirement income exceeds the California average.

4.3 **Families in Poverty:** Families below the poverty level drop to 7.5%, with a mean income higher than the state average.

4.4 **Development Location/Type:** New mixed-use developments tend to be clustered in or near the incorporated areas of Hollister and San Juan Bautista; however, a larger percentage of the population commutes to other counties, primarily the Silicon Valley area.

5. Wild Ride Scenario:

- 5.1 **Overall Growth:** Population stagnates, then grows rapidly, to stagnate again to 4.2% between 2030 and 2035, reaching a population of 80,108 in 2035. The population increases are clustered in and near the incorporated areas of Hollister and San Juan Bautista.
- 5.2 **Seniors:** The percentage of residents over the age of 65 increases moderately to 10.9% by 2035, and the median retirement income drops well below the California average.
- 5.3 **Families in Poverty:** Families below the poverty level increase to 13 percent, and the median family income drops below the state average.
- 5.4 **Development Location/Type:** The primary cluster of low-income population is in Hollister, with more affluent communities springing up in the unincorporated areas of the county as part of the mega-metropolitan area of Monterey-Silicon Valley.

Figure 5-1: Historic Population Growth for Incorporated and Unincorporated Areas in San Benito County

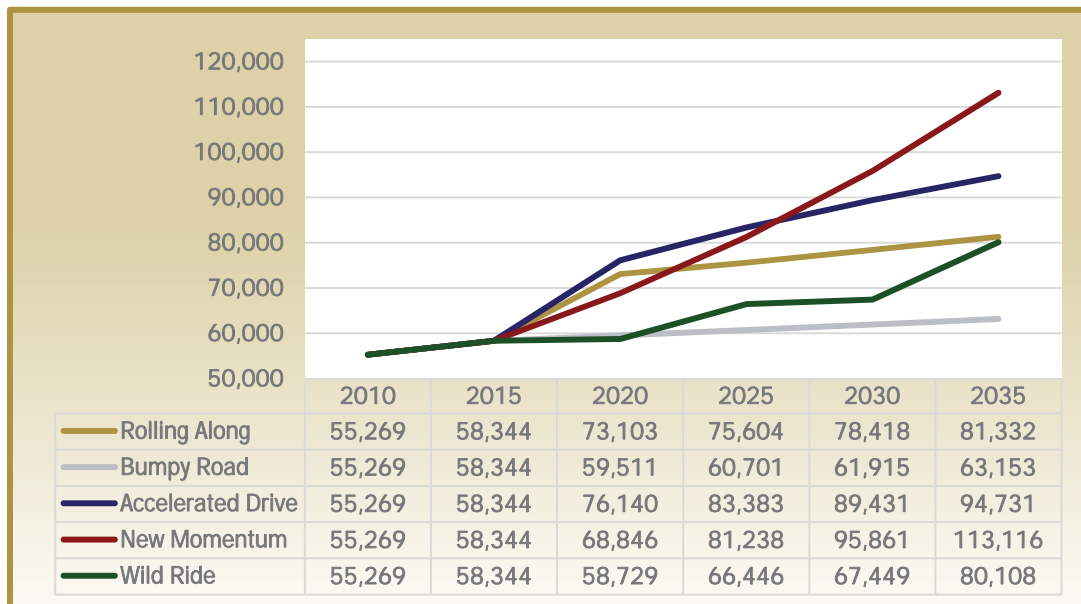
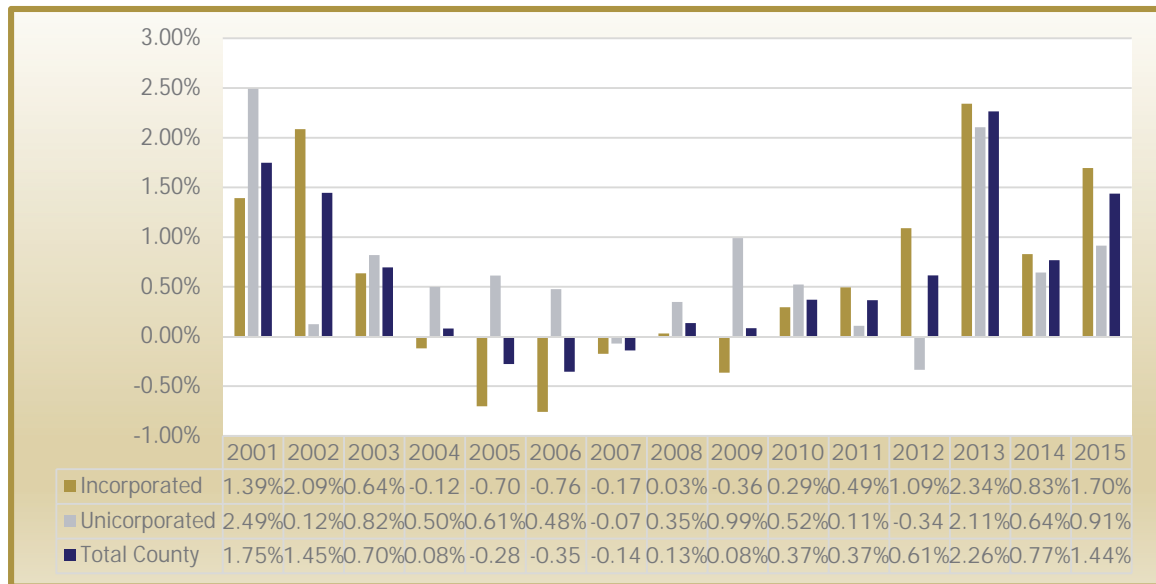


Figure 5-2: San Benito County Population Estimates by Scenario



5.2.2.3 EXTERNAL FACTOR #3: ECONOMY & EMPLOYMENT

Public transportation can favorably stimulate economic development in San Benito County; however, economic development impacts both the need for public transportation to serve employment, medical, social, and shopping centers, as well as provide funding to supplement the cost of public transportation. The relative price of transportation in terms of total production cost will affect the exchange of goods and services; likewise, economic comparative advantages will determine the nature of future transportation needs.

Changes in the external factor of economy and employment, particularly in productivity, cost of living and local employment distribution, are reflected in the five potential future scenarios as follows:

1. Rolling Along Scenario:

- 1.1 **Productivity & Cost of Living:** The Gross National Product (GNP) is growing at approximately 2.0%. California's economy is on track with the rest of the U.S. Cost of living, as measured by the Consumer Price Index (CPI) for the Bay Area, is increasing at a steady 2.2% per year.
- 1.2 **Local Employment Distribution:** The current economy and employment have grown on par with the population, with mixed-use development.

2. Bumpy Road Scenario:

- 2.1 **Productivity & Cost of Living:** After a slow recovery from the Great Recession, a new recession hits the economy between 2020 and 2025, with a very slow recovery during the following 10 years, with the economy growing stagnant. Cost of living (CPI) for the Bay Area is increasing at a steady 2.0% per year.
- 2.2 **Local Employment Distribution:** The economy in San Benito County and the surrounding counties is hit severely with a major drop in employment.

3. Accelerated Drive Scenario:

- 3.1 **Productivity & Cost of Living:** The economy picks up during the next 10 years, with the GNP growing an average of 2.5% per year. Cost of living (CPI) for the Bay area is increasing at a steady 2.5% per year.
- 3.2 **Local Employment Distribution:** The economies in San Benito County and the mega-urban area of Monterey-Silicon Valley expand, with low unemployment.

4. New Momentum Scenario:

- 4.1 **Productivity & Cost of Living:** The economy picks up during the next 10 years, with the GNP growing an average of three (3) percent per year before leveling a 2.5% growth rate. Cost of living (CPI) for the Bay Area is increasing at a steady 3.5% per year.
- 4.2 **Local Employment Distribution:** The economies in San Benito County and the mega-urban Bay Area expand. Both retail and employment grow faster than historic levels and the cost of living rises, particularly in Silicon Valley, forcing many young families and companies to the outskirts, including San Benito County.

5. Wild Ride Scenario:

- 5.1 **Productivity & Cost of Living:** The economy fluctuates between boom and bust. Cost of living (CPI) for the Bay Area is flat.
- 5.2 **Local Employment Distribution:** The local economy is also unstable, with periods of low unemployment followed by prosperous times.

5.2.2.4 EXTERNAL FACTOR #4: ENERGY & ENVIRONMENTAL ISSUES

Energy and environmental issues may play an increasingly important role in society, due to increased competition for natural resources (as economic inputs and environmental goods), the impacts of climate change, and a potential shift from traditional fossil fuels

to alternative sources of power. The increased cost of traditional materials as input for projects could also affect LTA's ability to provide services affordably; these can be related to supply issues, regulatory burdens, or increased demand. Changes in the supply and price of fossil fuels, and emerging policy related to climate change, could dramatically alter various scenarios. Impacts of climate change and other environmental challenges could also have significant impacts on settlement patterns. In particular water scarcity and biodiversity issues are anticipated to grow in importance.

Changes in the external factor of energy and environmental issues, particularly fuel prices and environmental regulations, are reflected in the five potential future scenarios as follows:

1. Rolling Along Scenario:

- 1.1 Fuel Prices:** Fuel prices rise gradually with the CPI, with periodic spikes, offset by declines.
- 1.2 Environmental Regulations:** Emphasis on environmental protection and sustainability, but mostly voluntary.

2. Bumpy Road Scenario:

- 2.1 Fuel Prices:** Fuel prices spike periodically, and overall rise at three (3) times faster than the CPI.
- 2.2 Environmental Regulations:** New environmental regulations restrict growth.

3. Accelerated Drive Scenario:

- 3.1 Fuel Prices:** Fuel prices rise at a rate 1.5 times greater than the CPI.
- 3.2 Environmental Regulations:** Environmental regulations incentivize carpooling and public transportation, and provide inducements to support sustainable/healthy communities.

4. New Momentum Scenario:

- 4.1 Fuel Prices:** Fuel prices rise exponentially during the 20-year period.
- 4.2 Environmental Regulations:** Strict environmental regulations restrict growth to multi-use, sustainable communities with adequate public transportation.

5. Wild Ride Scenario:

- 5.1 Fuel Prices:** Fuel prices fluctuate violently over the period.

- 5.2 **Environmental Regulations:** Environmental restrictions demand more fuel-efficient vehicles, and public transportation is required to serve communities, stretching limited resources.

5.2.2.5 EXTERNAL FACTOR #5: TECHNOLOGY

Technology has rapidly advanced over the past several decades, and the future promises even more and potentially greater changes in technology, which offer the potential to enhance communications, health, safety, and quality of life. Increased capability and access to Information and Communications Technology (ICT) will offer unprecedented amounts and variety of data, and even greater interaction among people independent of geographic location, with implications on public expectations for information. Use of the internet as a primary social and communication tool has become a basic part of life for many people. Sometimes dubbed "Social Networks 2.0," the trend began in the early 2000s when a business-like approach to allowing users to organize recreational and business networks began to dominate the internet. Technology will affect how LTA designs, constructs, and maintains transportation facilities. Materials with data receptors could inform transportation planners of travel demand at all times, combining ICT and nanotechnology seamlessly. Technology may also enable improved environmental performance (e.g., zero emissions vehicles), safety, and accessibility.

Changes in the external factor of technology are reflected in the five potential future scenarios as follows:

1. Rolling Along Scenario:

- 1.1 **Technological Advances:** Technology continues to advance and moderate improvements are incorporated to improve the delivery of transit services.

2. Bumpy Road Scenario:

- 2.1 **Technological Advances:** Advances in technology promises to improve transit delivery but remains expensive and difficult to cost justify.

3. Accelerated Drive Scenario:

- 3.1 **Technological Advances:** The cost of alternative fuel (electric and/or fuel cell) vehicles declines precipitously and performance improves dramatically so new alternative are incorporated into the fleet with substantial savings in fuel costs.

4. New Momentum Scenario:

- 4.1 **Technological Advances:** As with the **Accelerated Drive Scenario**, alternative fuel vehicles replace the combustion engine and new safety

and self-drive technology replace the need for operators, reducing labor costs.

5. Wild Ride Scenario:

- 5.1 Technological Advances:** Some technology becomes available to improve the safety and comfort of vehicles. Alternative fuel vehicles are efficient and cost-effective for local routes.

Table 5-2: Summary of the Impact of External Factors on the Strategic Scenarios

Strategic Scenario	Changes to External Factors			
	Changes to: Government Regulations & Funding	Changes to: Demographics & Societal Dynamics	Changes to: Economy & Employment	Changes to: Energy & Economic Issues
Rolling Along Scenario (Base)	<ul style="list-style-type: none"> No major changes in regulations or funding mechanisms. 	<ul style="list-style-type: none"> Population growth of 1.67% annually with some increase in low-income seniors. Poverty remains below state averages. Mixed-use and infill development. 	<ul style="list-style-type: none"> Moderate growth in economy, employment and incomes. 	<ul style="list-style-type: none"> Gradual increase in fuel prices, with occasional spikes. Emphasis on voluntary implementation of environmental protection measures and sustainability.
Bumpy Road Scenario	<ul style="list-style-type: none"> Additional regulations increase cost to provide service. Available funding mechanisms reduced. 	<ul style="list-style-type: none"> Population growth less than 1.0% per year, and percentage of low-income seniors increases. Poverty increases. New development dispersed. 	<ul style="list-style-type: none"> Slow growth in economy, employment and incomes, punctuated by recession with spikes in unemployment and declining incomes. 	<ul style="list-style-type: none"> Fuel prices increase substantially more (3x) than CPI, with periodic spikes. Environmental regulations restrict growth.
Accelerated Drive Scenario	<ul style="list-style-type: none"> Added regulations increase costs, but new funding mechanisms provide additional revenues. 	<ul style="list-style-type: none"> Population growth average of 2.45% annually with the percentage of low-income seniors and families below the poverty level moderate. Development is clustered. 	<ul style="list-style-type: none"> Stronger growth in the economy, with job growth in the mega-urban Silicon Valley/Bay Area. 	<ul style="list-style-type: none"> Fuel prices rise faster (1.5x) than CPI. Environmental concerns prompt regulations to incentivize public transportation and sustainable communities.
				<ul style="list-style-type: none"> Alternative fuel vehicles become cost-effective with improved performance providing savings in fuel.

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Table 5-2 (Continued): Summary of the Impact of External Factors on the Strategic Scenarios

Strategic Scenario	Changes to External Factors				Changes to: Technology
	Changes to: Government Regulations & Funding	Changes to: Demographics & Societal Dynamics	Changes to: Economy & Employment	Changes to: Energy & Economic Issues	
New Momentum Scenario	<ul style="list-style-type: none"> Regulations provide incentives for transit and transit ridership, and additional sources of funding become available. 	<ul style="list-style-type: none"> Population growth increases substantially over 20 years while the percentages of low-income seniors and families below the poverty level declines. Development clustered with a number of out-of-county commuters. 	<ul style="list-style-type: none"> Very strong economy, with both retail and employment growing faster than historic levels. Increasing prices in the mega-urban Silicon Valley/Bay Area push housing and business into San Benito. 	<ul style="list-style-type: none"> Fuel prices increase exponentially over the 20-year period. Environmental concerns result in strict development requirements for sustainability and public transportation. 	<ul style="list-style-type: none"> Alternative fuel, safety and self-drive technology becomes readily available with substantial savings.
Wild Ride Scenario	<ul style="list-style-type: none"> A large number of new regulations increase burden. Funding is very competitive and requires additional resources to secure. 	<ul style="list-style-type: none"> Population growth cycles between stagnation and rapid growth, and income disparity increases. Low-income population is clustered in Hollister, with new higher income developments in the non-incorporated areas. 	<ul style="list-style-type: none"> Unstable economy fluctuates between recession and boom times. 	<ul style="list-style-type: none"> Fuel prices fluctuate violently. Environmental concerns demand more fuel-efficient vehicles and public transportation availability stretching resources. 	<ul style="list-style-type: none"> Safety and comfort technology improves service, with alternative fuel and other technology effective for some routes.

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5.3 Strategy Development

The main focus of the Long-Range portion of the Transit Plan is to *“establish goals and projects for transit growth which connects land use and transportation strategies. The L RTP shall also meet legal mandates for planning and programming set by SB 375.”*

Selecting, adopting, and implementing measurable, non-ambiguous goals and objectives are crucial elements of the planning process. These goals and objectives define the direction that public transportation San Benito County will take in both the near- and long-term future.

Goals, objectives, and performance standards combine to constitute a ***Performance Measurement System***:

- ***Goals*** are statements that qualify the desired results.
- ***Objectives*** provide quantifiable measures of the goals.
- ***Standards*** set quantifiable targets for achieving the goals.

In updating the Performance Measurement System, the goals, objectives, and performance standards were revised and adapted to San Benito County’s specific situation.

A Strategic Workshop was held with LTA’s management and Board on November 22, 2013. The workshop was structured to:

- Articulate and/or redefine the ***mission*** of public transportation and LTA;
- Picture a strategic ***vision*** of public transportation in San Benito County; and
- Outlay a ***strategic direction***.

LTA also completed a SPOT (Strengths, Problems, Opportunities, Threats) Analysis, and identified strategic focus areas and specific strategies for each potential future scenario.

5.3.1 MISSION

Ideas from the Workshop were crafted into the following mission statement for San Benito County Local Transportation Authority:

San Benito County Local Transportation Authority provides reliable, safe, and affordable transportation options to enhance the quality of life, reduce traffic congestion and stimulate economic vitality of the community. Its services keep pace with growth in populations and incorporate new areas,

while maintaining efficiency and effectiveness throughout the system.

5.3.2 VISION

During the Workshop, LTA Board and management developed LTA's vision *statement*.

The vision for public transportation in San Benito County is characterized by--

- 1. Ridership growth;*
- 2. Sustainable, sufficient funding;*
- 3. Reliable, efficient, affordable transportation;*
- 4. Multi-modal, sustainable Transit Oriented Development (TOD);*
- 5. Positive economic impact in the community; and*
- 6. Healthy environment with improved air quality and reduced congestion.*

5.3.3 STRATEGIC DIRECTION

During the Board and Management Strategic Workshop, five (5) **strategic steps** for achieving the LTA vision were outlined:

- 1. Consistent update of planning efforts;*
- 2. Develop new partnerships;*
- 3. Continual evaluation of services and changing markets;*
- 4. Marketing and education of services; and*
- 5. Exploit on-going grant opportunities to support planning efforts.*

5.3.4 SPOT ANALYSIS

The SPOT Matrix reviewed LTA's Strengths, Problems, Opportunities, and Threats in order to assess the agency's current position and circumstances, both internal and external, within the larger environment:

- **Strengths** are LTA's capabilities, skills, resources, reputation, and recent successes;
- **Problems** are LTA's weaknesses, difficulties, gaps, shortcomings, issues, or anything that seems to be getting in the way of success;
- **Opportunities** are specific activities and projects that could benefit LTA by building on strengths, solving problems or creating new services in the future;
- **Threats** are possible developments in the future that could impede, undermine or dissolve LTA.

Table 5-3: Strengths, Problems, Opportunities, Threats

	Current	Future
Positives	STRENGTHS <ul style="list-style-type: none"> + Professional and capable staff and drivers; + Adequate equipment; + Good value to riders; + Diverse matrix of transportation services to meet the mobility needs of the community; + Lifeline services for medical, shopping and schools; + Potential to increase services; + Good customer service -- responsive; + Success in obtaining funding/grants; and + Possible advertising opportunities. 	OPPORTUNITIES <ul style="list-style-type: none"> o Services to key employment centers; o New revenue by advertising on buses; o Partnerships: <ul style="list-style-type: none"> ≡ Gavilan and High School, ≡ Local events and wineries (shuttle service), ≡ Local governments, ≡ Educational organizations, ≡ Pinnacle National Park (weekend service), ≡ Medical services (new dialysis center); o Improved use of technology (phone apps for schedules and service interruptions); o Taxi voucher program to increase options; and o Streamlining bus fares with Clipper card to connect to VTA and Caltrain.
Negatives	PROBLEMS <ul style="list-style-type: none"> - Variable and insufficient funding available; - Public does not understand how services are funded; - Unable to meet transit needs; - Rural areas (Tres Pinos and Aromas) are underserved; - Driver and safety training appears to be insufficient; - San Benito is isolated from other counties; - Purchasing tokens and monthly passes is inconvenient (insufficient pass sale outlets); - Low frequency on fixed route services; - Fixed route service is inconvenient; - No mid-day service; - Lack of connectivity and time transfer issue; - Insufficient service to key employment areas; and - New technologies have not been incorporated into the system (Wi-Fi on Gilroy runs and better communication with riders). 	THREATS <ul style="list-style-type: none"> ☔ Possible reductions in state and/or federal funding and grants; ☔ Increased competition for limited grant funding; ☔ Insufficient funding to meet the transit needs of the community; ☔ Changing demographics (increasing numbers of older individuals); ☔ Political changes; ☔ Economic instability; and ☔ Budget and staff constraints limiting ability to implement.

5.3.5 LONG-RANGE GOALS

The main focus of the Long-Range portion of the Transit Plan is to *“establish goals and projects for transit growth which connects land use and transportation strategies.”*

LTA established six (6) goals:

- Goal 1: Operate a high quality public transportation system (safe, reliable, accessible, efficient and affordable).*
- Goal 2: Meet the growing demand for new services and implement innovative and cost-effective solutions in meeting the increasing public transportation needs of the community.*
- Goal 3: Provide leadership in public transportation to enhance the quality of life and economic vitality in San Benito County and its cities and communities.*
- Goal 4: Educate the public about transit services in the area and the benefits of public transportation to the community and individuals.*
- Goal 5: Maintain a fiscally responsible, efficient transit system.*
- Goal 6: Encourage transit-friendly design in local jurisdictional development projects, making them able to be well served by transit.*

5.3.6 STRATEGIC FOCUS AREAS

In constructing the scenario-specific strategies for LTA and San Benito County, five (5) **strategic focus areas** were identified:

- 1. Transit Finance** focuses on ability to pay for transportation facilities and services, centering on availability of federal funding, changes in traditional funding mechanisms for funding, and the public’s willingness to pay for public goods. Some major determinants are--
 - Impact of population growth on revenue funding from federal and state sources;
 - Possible urbanization of the greater Hollister area;
 - Public willingness to pay for transit;
 - Change energy prices and supply;
 - Cost/benefit of incorporating clean technology;
 - Changing availability and type of funding sources;
 - Required capital investment;
 - Changes in minimum wage impacting labor costs;

- Increase capabilities and access to cost saving technologies; and
- Possible private-public partnerships.

Transit Finance impacts LTA's ability to meet demand with sufficient services, provide affordable and quality services, and implement other changes, such as integrating new technologies and more. This focus area reflects LTA's Goal 1, Goal 2, and particularly *Goal 5: Maintain a fiscally responsible, efficient transit system.*

2. **Travel Demand and Behavior** focuses on the fundamental changes that might occur in travel demand, assessing long-range future demands, and changes in travel behaviors and expectations affecting public transportation for the county in the future. For each of the five (5) scenarios, the impact on travel demand and behavior would be different. Some major determinants are--

- Population growth in San Benito County;
- Number and percent of older individuals, particularly individuals with limited means;
- Ethnic, income, and age diversity in the population;
- Lifestyles of seniors and other members of the community;
- Patterns of development;
- Energy prices;
- Travel options available; and
- Incentives and disincentives for transit use.

Travel Demand and Behavior impacts LTA's ability to grow ridership and meet growing demand, particularly for traditionally disadvantaged populations, including seniors, persons with limited income and persons with disabilities. Changes in this area will direct LTA's *Goal 2: Meet the growing demand for new services and implement innovative and cost effective solutions in meeting the increasing public transportation needs of the community.* To achieve LTA's vision of ridership growth, LTA will need to tap into new markets as they develop while still meeting the needs of the disadvantaged populations.

3. **Delivery of Transportation Services** focuses how LTA can capitalize on and leverage alternative approaches to providing transportation services to San Benito county, including multi-jurisdictional approaches and other related internal decision-making options (e.g. agency workforce and operations). Some major determinants are--

- Workforce and educational travel requirements;
- Travel and transit demand;
- Social equality;

- Travel needs of disadvantaged segments of the population;
- Changes in vehicle range, training and mechanical requirements;
- Cost of fuel;
- New origin and destination patterns;
- Pace of technological advances;
- Increased capability and access;
- Changing structure in types and location of economic activity; and
- Increasing level of government regulation regarding safety, environment, etc.

Delivery of Transportation Services reflects LTA's *Goal 1: Operate a high-quality public transportation system (safe, reliable, accessible, efficient and affordable).*

4. **Sustainability/Healthy Communities** focuses on the balance amongst economic, environmental, and social concerns, and developing and providing communities that can be sustained over the long-term. SB 375 (Chapter 728, Statutes of 2008) directs the California Air Resources Board to set regional targets for reducing greenhouse gas emissions. The new law establishes a "bottom up" approach to ensure that cities and counties are involved in the development of regional plans to achieve those targets. SB 375 builds on the existing framework of regional planning to tie together the regional allocation of housing needs and regional transportation planning in an effort to reduce greenhouse gas (GHG) emissions from motor vehicle trips. Some major determinants are--

- Population growth;
- Increasing focus on climate change and its impacts;
- Changing attitudes regarding protecting the environment and sustainability;
- Integration of transit in community development;
- Progress in the construction of Transit Oriented Development (TOD) and sustainable multi-use community development;
- The impact of urbanization and mega-regions;
- Improvements in clean fuel technology;
- Coordination among regional transit providers in servicing the Silicon Valley mega-region;
- Perceived impact of transit on economic activity in San Benito County;
- Incentive encouraging infill and sustainable (TOD or multi-use) development; and
- Regulatory disincentives to relieve congestion and preserve open space.

Sustainable/Healthy Communities reflects multiple LTA goals, including Goal 4, and especially *Goal 3: Provide leadership in public transportation to enhance the quality of life and economic vitality in San Benito County and its cities and*

communities, and Goal 6: Encourage transit-friendly design in local jurisdictional development projects, making them able to be well served by transit.

5. Integration of New Technology focuses on technological, social, and economic changes that may affect transit operations – in terms of mobility, safety, and reliability and on adopting technologies that would optimize transportation system performance. Some major determinants are—

- Improvements in rider information and trip planning;
- Changing views on safety and security;
- Integration of clean fuel technologies;
- Increased capability and access of real-time information on bus operations and mechanical condition;
- New technologies which enhance safety, reliability, etc.;
- Increasing number of technology companies in Hollister area;
- Ability to substitute trips (work, shopping, medical, social service) with technology; and
- Increasing level of government regulation and unfunded mandates for improved air quality, safety, and reduced fuel use.

Integration of New Technology reflects multiple LTA goals, especially *Goal 2: Meet the growing demand for new services and implement innovative and cost-effective solutions in meeting the increasing public transportation needs of the community, and Goal 3: Provide leadership in public transportation to enhance the quality of life and economic vitality in San Benito County and its cities and communities.*

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Table 5-4: Summary of the Impact of External Factors on the Strategic Focus Areas

Strategic Focus Area	Changes to External Factors			
	Changes to: Government Regulation & Funding	Changes to: Demographics & Societal Dynamics	Changes to: Economy & Employment	Changes to: Energy & Economic Issues
Transit Finance	<ul style="list-style-type: none"> Changes in level and types of funding devices. Sustained increase in transportation costs. 	<ul style="list-style-type: none"> Population growth increases revenues. Public willingness to pay. 	<ul style="list-style-type: none"> Emphasis on public/private partnerships. 	<ul style="list-style-type: none"> Changing energy prices and supply. Cost/benefits of incorporating clean technology. Changing availability and type of funding sources. Required capital investment.
Travel Demand & Behaviors	<ul style="list-style-type: none"> Taxation and incentive/disincentives encouraging travel behavior. 	<ul style="list-style-type: none"> Population growth. Aging population. Diversity. New retirement and recreational patterns. 	<ul style="list-style-type: none"> Changing economic activity in the county. Changing income and income disparity. Rising housing costs in San Jose/Monterey/Salinas shifts population to San Benito. 	<ul style="list-style-type: none"> Changes in settlement patterns. Changing energy prices and supply.
Delivery of Transportation Services	<ul style="list-style-type: none"> Increasing level of government regulation regarding safety, environment, etc. 	<ul style="list-style-type: none"> Workforce and educational travel requirements. Travel and transit demand. Social equality. Travel needs of disadvantaged segments of the population. 	<ul style="list-style-type: none"> Changing structure in types and location of economic activity. 	<ul style="list-style-type: none"> Changes in vehicle range, training and mechanical requirements. New origin and destination patterns.
Sustainable/Healthy Communities	<ul style="list-style-type: none"> Incentives encouraging infill and sustainable communities. Disincentives to relieve congestion and preserve open space and farmland 	<ul style="list-style-type: none"> Population growth. Increasing focus on climate change and its impacts. Changing attitudes toward environment and sustainability. 	<ul style="list-style-type: none"> Emphasis on the impact of transit on economic activity. 	<ul style="list-style-type: none"> Improvements in clean fuel technology. Better coordination of regional transit providers to service mega-region of San Jose-Monterey.
Integration of New Technologies	<ul style="list-style-type: none"> Increasing level of government regulation and unfunded mandates for improved air quality and reduce fuel use. 	<ul style="list-style-type: none"> Improvements in rider information and trip planning. Changing views on safety and security. 	<ul style="list-style-type: none"> Increasing number of technology companies in Hollister area. Substitute trips with technology. 	<ul style="list-style-type: none"> Integration of clean fuel technologies. Increased capability and access, including improved real-time information. New technologies to enhance safety, reliability, etc.

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5.3.7 STRATEGIC ANALYSES OF POTENTIAL FUTURE SCENARIOS

Whereas a prior section addressed the five (5) external factors and how changes in each would result in different potential future scenarios, this section flips the equation, and for each of the five (5) potential future scenarios, looks at:

- The changes in external factors that comprise that scenario;
- Opportunities and Problems in the case of that scenario; and
- Specific strategies to be implemented in each scenario.

5.3.7.1 SCENARIO #1: ROLLING ALONG (RTP BASE CASE)

5.3.7.1.1 Changes in External Factors Comprising This Scenario

1. Government Regulations & Funding:

- **Political Environment:** No major changes occur.
- **Regulations:** No new regulations are enacted that will impact demand, development or delivery of service.
- **Funding:** The current state and federal funding mechanisms for transit continue.

2. Demographic & Societal Dynamics:

- **Overall Growth:** The population of San Benito County grows at an average of 1.67% annually, with the majority of the growth in the non-incorporated areas of the western San Benito County and between 2015 and 2020.

Table 5-5: Rolling Along Scenario Population Forecast

	2010	2020	2025	2030	2035	Annual Growth Rate	Change Over Forecast Period
San Benito County	58,344	73,103	75,604	78,418	81,332	1.67%	39.40%
Hollister	37,305	39,975	41,704	43,551	45,397	0.99%	21.69%
San Juan Bautista	1,930	1,993	2,015	2,053	2,092	0.40%	8.39%
Balance Of County	19,109	31,135	31,885	32,814	33,843	2.90%	77.11%

- **Seniors:** The percentage of residents over the age of 65 grows moderately to 11.5% by 2035, and the median retirement income remains approximately 20 percent below the California average.
- **Families Below Poverty:** Families below the poverty level remain at approximately 9.2%, slightly below the state average of 12.0%, with a mean income slightly higher than the state average.
- **Development Location/Type:** Mixed-use and infill developments within urbanized areas and near residential neighborhoods provide additional opportunities for employment and retail shopping. Lessening the impact of development may reduce the immediate need for future expansion of the region's roadway network and decrease the impact on the environment.

3. Economy & Employment:

- **Productivity & Cost of Living:** The Gross National Product (GNP) is growing at approximately 2.0%. California's economy is on track with the rest of the U.S. Cost of Living (CPI) for the Bay Area is increasing at a steady 2.2% per year, slightly faster than for the nation or state.
- **Local Employment Distribution:** The economy expands with the population. Mixed-use developments provide local employment opportunities; however, these are primarily lower-pay service jobs. Some smaller industrial and technical companies establish bases in the county.

4. Energy & Environmental Issues:

- **Fuel Prices:** Fuel prices rise gradually with the CPI with periodic spikes, offset by declines.
- **Environmental Regulations:** Emphasis on environmental protection and sustainability, but compliance is mostly voluntary.

5. Technology:

- **Technological Advances:** Technology continues to advance and moderate improvements are incorporated to improve the delivery of transit services.

5.3.7.1.2 Rolling Along Scenario Opportunities & Problems

Table 5-6: Opportunities & Problems (Challenges) for the Rolling Along Scenario

OPPORTUNITIES	PROBLEMS (CHALLENGES)
<ul style="list-style-type: none"> Mixed-use and infill development is favorable for transit, Intercounty commuter routes continue to provide ridership growth. Students provide core ridership on local routes. Partnerships with regional providers, local governments, events, social and medical services, and educational organizations provide cost benefits and promotional opportunities. 	<ul style="list-style-type: none"> Variable and insufficient funding will continue to limit service. Mobility needs of seniors will increase by 50 percent based on population estimates. New technologies are expensive and do not offer cost benefits. Spikes in fuel costs challenge operating budgets. Population growth in the unincorporated areas may leave more in the rural communities underserved. Increased ridership on Intercounty routes result in overcrowded buses and safety concerns.

5.3.7.1.3 Strategies to Address the Rolling Along Scenario

Specific strategies for LTA to implement in each of the five (5) strategic focus areas outlined before are:

1. Transit Finance:

- Strategy 1.1** Provide strong fiscal management of transit contracts.
- Strategy 1.2** Maximize governmental funding by exceeding all required performance measurements.

2. Travel Demand & Behaviors:

- Strategy 2.1** Partner with adjacent transportation systems in the region to provide Intercounty services.
- Strategy 2.2** Develop more options to meet the changing needs of the growing number of seniors, families on limited incomes and others through partnerships with public and non-profit social service agencies, such as those serving seniors.

3. Delivery of Transit Services:

- Strategy 3.1** Focus services on the more productive Intercounty service, and maintain local FlexiBus service to minimize ADA costs and improve productivity.
- Strategy 3.2** Continue local FlexiBus service to contain costs until a strong core ridership for local fixed route is achieved.

Strategy 3.3 Develop and implement low-cost options to provide transportation for disadvantaged populations through partnerships with both public and non-profit social service agencies.

4. Sustainable/Healthy Communities:

Strategy 4.1 Build public support and align partnerships to accomplish smart transportation initiatives.

5. Integration of New Technologies:

Strategy 5.1 Review costs versus benefits of new technologies to improve service and/or reduce costs.

5.3.7.2 SCENARIO #2: BUMPY ROAD

5.3.7.2.1 Changes in External Factors Comprising This Scenario

1. Government Regulations & Funding:

- **Regulations:** New federal and state mandates increase costs, but no additional funding is provided.
- **Funding:** Due to changes in the political climate and unfavorable economic conditions, current state and federal funding mechanisms are greatly reduced. To maintain LTA's transit system, more revenue must be generated from local sources.

2. Demographic & Societal Dynamics:

- **Overall Growth:** San Benito County's population grows only 0.4% annually and reaches a population of 65,667 in 2035. The population increases are proportional within the incorporated (Hollister and San Juan Bautista) and unincorporated areas.

Table 5-7: Bumpy Road Scenario Population Forecast

	2010	2020	2025	2030	2035	Annual Growth Rate	Change Over Forecast Period
San Benito County	58,344	59,511	60,701	61,915	63,153	0.40%	8.24%
Hollister	37,305	38,051	38,812	39,588	40,380	0.40%	8.24%
San Juan Bautista	1,930	1,969	2,008	2,048	2,089	0.40%	8.24%
Balance Of County	19,109	19,491	19,881	20,279	20,684	0.40%	8.24%

- **Seniors:** The number of seniors 65 and older grows rapidly, increasing from approximately 6,000 in 2015 to over almost 9,500 by 2035, an increase of 58%. While the number of seniors increases, seniors, overall, have income declines and senior income is considerably below state averages, putting a greater strain on the transportation system.
- **Families Below Poverty:** The numbers of families and individuals below the poverty level increase. The median family income declines as unemployment rises. Families below the poverty level rise to the state average of 12.0%, with a mean income falling below the state average.

- **Development Location/Type:** New developments are scattered within the unincorporated areas of the county with no real concentration, making it difficult to serve with a traditional transit system.

3. Economy & Employment:

- **Productivity & Cost of Living:** After a slow recovery from the “Great Recession,” a new recession hits the economy between 2020 and 2025, with a very slow recovery during the following 10 years, with the economy virtually stagnant. However, the cost of living as measured by the Consumer Price Index (CPI) for the Bay Area is increasing at a steady 2.0% per year.
- **Local Employment Distribution:** The economy in San Benito County and the surrounding counties is hit severely with a major drop in employment.

4. Energy & Environmental Issues:

- **Fuel Prices:** Fuel price spike often and rise three times (3X) faster than the overall economy. Low-income families have a larger percentage of their incomes going toward transportation. While more fuel-efficient technology becomes available, it is generally unaffordable.
- **Environmental Regulations:** New environmental regulations stifle development.

5. Technology:

- **Technological Advances:** Advances in technology promise to improve transit delivery, but remain expensive and difficult to cost justify. While more fuel-efficient technology becomes available, it is generally unaffordable for most commuters.

5.3.7.2.2 Bumpy Road Scenario Opportunities & Problems

Table 5-8: Opportunities & Problems (Challenges) for the Bumpy Road Scenario

OPPORTUNITIES	PROBLEMS (CHALLENGES)
<ul style="list-style-type: none"> Alternatives to fixed route and demand response can possibly provide rides more economically and also serve more scattered populations. Partnerships with social service agencies to provide transportation could help serve disadvantaged populations. 	<ul style="list-style-type: none"> The percentage and number of transit dependent and transit semi-dependent grows, increasing the need for transit. Decreased funding limits LTA's capabilities. Economic situation does not bode well for local taxes to increase non-operating revenues. New mandates further stretch the insufficient budget and require additional staff time. Increasing fuel costs take a larger percentage of the operating budget. Poor economic conditions may ameliorate demand for commuter services.

5.3.7.2.3 Strategies to Address the Bumpy Road Scenario

Specific strategies for LTA to implement in each of the five (5) strategic focus areas outlined before are:

1. Transit Finance:

- Strategy 1.1** Evaluate the cost effectiveness of various operations contract options.
- Strategy 1.2** Continually explore and implement cost efficiencies, including operational and administrative efficiencies.

2. Travel Demand & Behaviors:

- Strategy 2.1** Determine most cost-effective alternatives to meet the most urgent and critical mobility needs of disadvantaged populations.
- Strategy 2.2** Through investments and partnerships with regional organizations, local jurisdictions and the private sector, provide alternatives to driving alone that connect people to jobs, education and other destinations essential to San Benito's economic vitality.

3. Delivery of Transit Services:

- Strategy 3.1** Focus on providing local FlexiBus to primary destinations for services and shopping in the local area to serve disadvantaged populations.

Strategy 3.2 Manage the transit system through service guidelines and performance measures to increase efficiency and effectiveness of the system.

Strategy 3.3 Provide products and services that are designed to provide geographic value in all parts of San Benito County.

Strategy 3.4 Develop and implement low-cost options to provide transportation for the general and disadvantaged populations, such as trip reimbursements, ridesharing, vanpools and other alternative or “right-sized” services.

4. Sustainable/Healthy Communities:

Strategy 4.1 Partner with local businesses to make public transportation services more affordable and convenient for employees and customers.

Strategy 4.2 Partner with County and cities and developers to provide a transit infrastructure and support Transit Oriented Developments.

5. Integration of New Technologies:

Strategy 5.1 Prioritize the implementation of new technology to ensure ongoing benefits.

5.3.7.3 SCENARIO #3: ACCELERATED DRIVE

5.3.7.3.1 Changes in External Factors Comprising This Scenario

1. Government Regulations & Funding:

- **Political Environment:** The political climate places more demands on local transit.
- **Regulations:** While the new regulations include additional funding for meeting the mandates, they also require added expertise to implement, as well as additional capital investment and operational changes.
- **Funding:** The current federal and state funding mechanisms remain in place; however, revenues grow due to legislative action and an economic upswing.

2. Demographic & Societal Dynamics:

- **Overall Growth:** The Accelerated Drive Scenario uses the *San Benito County General Plan* estimates, which were based on the *2008 AMBAG Regional Growth Forecast*. The population of the county achieves an average increase of 1.8% per year, reaching a population of 94,731 by 2035. The population increases are in Hollister and the unincorporated areas within the greater Hollister area rather than the unincorporated areas and San Juan Bautista.

Table 5-9: Accelerated Scenario Population Forecast

	2010	2020	2025	2030	2035	Annual Growth Rate	Change Over Forecast Period
San Benito County	58,344	76,140	83,383	89,431	94,731	1.80%	47.16%
Hollister	37,305	49,064	54,143	59,259	62,756	1.88%	29.97%
San Juan Bautista	1,930	2,356	2,570	2,743	2,907	1.44%	12.35%
Balance Of County	19,109	24,720	26,670	27,429	29,068	1.68%	83.14%

- **Seniors:** Although the number of seniors over the age of 65 increases 62 percent from 6,000 in 2015 to over 9,700 in 2035, the percentage of residents over the age of 65 remains around 10.3%, and the median retirement income becomes closer to the California average.
- **Families Below Poverty:** Families below the poverty level drop to 8.5%, with a mean income higher than the state average.

- **Development Location/Type:** Mixed-use and infill developments within urbanized areas and near residential neighborhoods provide additional opportunities for employment and retail shopping. New developments tend to be clustered in or near the incorporated areas of Hollister.

3. Economy & Employment:

- **Productivity & Cost of Living:** The economy picks up during the next 10 years, with the GNP growing an average of 2.5% per year. Cost of living (CPI) for the Bay Area is increasing at a steady 2.5% per year.
- **Local Employment Distribution:** The economies in San Benito County and the mega-urban area of Monterey-Silicon Valley expand, with low unemployment.

4. Energy & Environmental Issues:

- **Fuel Prices:** Fuel prices rise faster than the cost of living and environmental regulations provides incentives to commuters to use carpools, vanpools and public transportation.
- **Environmental Regulations:** However, the cost of alternative fuel vehicles declines as the technology becomes more ubiquitous.

5. Technology:

- **Technological Advances:** The cost of alternative fuel (electric and/or fuel cell) vehicles declines precipitously and performance improves dramatically, so new alternatives are incorporated into the fleet, with substantial savings in fuel costs.

5.3.7.3.2 Accelerated Drive Scenario Opportunities & Problems

Table 5-10: Opportunities & Problems (Challenges) for the Accelerated Drive Scenario

OPPORTUNITIES	PROBLEMS (CHALLENGES)
<ul style="list-style-type: none"> Revenues increase with the improved economy and higher population growth. A growing population expands the base of potential riders, especially “discretionary” riders and “semi-discretionary” riders. Higher fuel costs motivate more commuters to use public transportation alternatives. Federal and state incentives encourage conversion to alternative and fuel-efficient vehicles for public transportation. Implementation of new technologies reduce fuel cost. New developments are concentrated in areas that are effective for public transportation. The economic situation, support for public transportation, and increased road congestion stimulate the opportunity for local taxes to support transportation projects. 	<ul style="list-style-type: none"> New technologies and funding opportunities require different and expanded technical capabilities for the staff. New mandates require additional staff time. Increased employment increases congestion. More “discretionary” riders have more demands for the latest technology and instant communication. The needs of and expanding number of seniors and persons with limited incomes must be addressed.

5.3.7.3.3 Strategies to Address the Accelerated Drive Scenario

Specific strategies for LTA to implement in each of the five (5) strategic focus areas outlined before are:

1. Transit Finance:

- Strategy 1.1** Take advantage of improved economics to secure long-term stable funding.
- Strategy 1.2** Establish fare structures and fare levels that are simple to understand, aligned with other service providers, and meet revenue targets established by LTA’s financial goals.

2. Travel Demand & Behaviors:

- Strategy 2.1** Determine geographic areas for service expansion and service time expansion.
- Strategy 2.2** Identify potential for services targeted to unserved or underserved demographic groups.
- Strategy 2.3** Engage the public in the planning process and improve customer outreach.

Strategy 2.4 Promote public transportation to existing and potential customers.

Strategy 2.5 Coordinate with social service to enhance mobility for the expanding number of seniors.

3. Delivery of Transit Services:

Strategy 3.1 Provide training opportunities that enable employees to reach their full potential, take advantage of transit incentives, and meet the growing demands of the organization.

Strategy 3.2 Structure fixed route to service key destinations with central transit center and timed connections and expand frequency and area of service to meet growing demand.

Strategy 3.3 Emphasize customer service in transit operations and safety training.

Strategy 3.4 Expand Intercounty service to meet growing commuter demand.

4. Sustainable/Healthy Communities:

Strategy 4.1 Incorporate sustainable design, construction, operating and maintenance practices.

Strategy 4.2 Support bicycle and pedestrian access to jobs, services, and the transit system.

Strategy 4.3 Increase the proportion of travel in San Benito County that is provided by public transportation products and services.

Strategy 4.4 Advocate for policy decision that supports investments that are positive for our environment and improve mobility.

5. Integration of New Technologies:

Strategy 5.1 Adopt new technology that has the least impact on the environment and maximizes expanded service.

5.3.7.4 SCENARIO #4: NEW MOMENTUM

5.3.7.4.1 Changes in External Factors Comprising This Scenario

1. Government Regulations & Funding:

- **Regulations:** New regulations provide incentives for increasing transit ridership and availability.
- **Funding:** Pro-transit and environmental legislation provides new funding sources and an increase in funding availability.

2. Demographic & Societal Dynamics:

- **Overall Growth:** In the New Momentum Scenario, San Benito County experiences a population boom. Population growth increases to 3.37% compounded annually to a population of 113,116 by 2035. The population increases are clustered in and near the incorporated areas of Hollister and San Juan Bautista. The greater Hollister area is classified as an urbanized area in the 2020 census.

Table 5-11: New Momentum Scenario Population Forecast

	2010	2020	2025	2030	2035	Annual Growth Rate	Change Over Forecast Period
San Benito County	58,344	68,846	81,238	95,861	113,116	3.37%	93.88%
Hollister	37,305	44,766	53,719	64,463	77,356	3.71%	107.36%
San Juan Bautista	1,930	2,123	2,335	2,569	2,826	1.92%	46.41%
Balance Of County	19,109	21,957	25,184	28,829	32,935	2.76%	72.35%

- **Seniors:** The percentage of residents over the age of 65 increases moderately to 10.9% by 2035; however, the median retirement income increases, exceeding the California average, so a lower percentage of seniors have low incomes.
- **Families Below Poverty:** Families below the poverty level drop to 7.5%. The mean income of families in San Benito County is higher than the state average.
- **Development Location/Type:** Although the new mixed-use developments provide some employment opportunities, and San Benito County attracts new

industry forced out of the high-cost Silicon Valley, a larger percentage of the population commutes to other counties.

3. Economy & Employment:

- **Productivity & Cost of Living:** The economy picks up during the next 10 years, with the GNP growing an average of 3.0% per year before leveling at a 2.5% growth rate. Cost of living (CPI) for the Bay Area is increasing at a steady 3.5% per year.
- **Local Employment Distribution:** The economies in San Benito and the mega-urban Bay Area expand. Both retail and employment grow faster than historic levels and the cost of living rises, particularly in Silicon Valley, forcing many young families and companies to the outskirts, including San Benito County.

4. Energy & Environmental Issues:

- **Fuel Prices:** Fuel prices rise slightly more than the CPI and continue to rise exponentially during the 20-year period.
- **Environmental Regulations:** Strict environmental regulations restrict growth to multi-use, sustainable communities with adequate public transportation.

5. Technology:

- **Technological Advances:** As with the **Accelerated Drive Scenario**, alternative fuel vehicles replace the combustion engine and new safety and self-drive technologies replace the need for operators, reducing labor costs.

5.3.7.4.2 Ne Momentum Scenario Opportunities & Problems

Table 5-12: Opportunities & Problems (Challenges) for the New Momentum Scenario

OPPORTUNITIES	PROBLEMS (CHALLENGES)
<ul style="list-style-type: none"> ■ The accelerated economy provides increasing revenues. ■ Classification of the greater Hollister area as an urbanized area in 2020 provides additional funding through FTA 5307 formula urbanized funds. ■ New grant opportunities are available to possibly support a transit center, alternative fuel vehicles and other improvements. ■ Increased population expands the base of potential riders, especially “discretionary” riders. ■ Federal and state incentives encourage conversion to alternative and fuel-efficient vehicles for public transportation. ■ Transit Oriented Developments are encouraged, providing economic incentives to develop along transit corridors and provide transit amenities. ■ The economic situation, support for public transportation, and increased road congestion stimulate the opportunity for local taxes to support transportation projects. ■ Expanded ridership base and expanded service justifies raising fares. 	<ul style="list-style-type: none"> ■ New technologies and funding opportunities require different and expanded technical capabilities for the staff. ■ Demand, especially for Intercounty service, outpaces LTA’s ability to deliver. ■ Demand may rise more quickly than LTA can expand quality services. ■ More “discretionary” riders have more demands for the latest technology and instant communication. ■ Although the percentage of mobility disadvantaged individuals remains below state averages, the number of individuals requiring specialized transit services increases beyond capability.

5.3.7.4.3 Strategies to Address the Ne Momentum Scenario

Specific strategies for LTA to implement in each of the five (5) strategic focus areas outlined before are:

1. Transit Finance:

Strategy 1.1 Promote sustainable local funding alternatives.

Strategy 1.2 Augment grant writing capabilities.

2. Travel Demand & Behaviors:

Strategy 2.1 Expand ridership base and services to accommodate the region’s growing population and serve new transit markets.

Strategy 2.2 Improve public information and the public’s perception of our image to attract “discretionary” and “semi-discretionary” riders.

3. Delivery of Transit Services:

- Strategy 3.1** Explore alternatives to meet growing demand for persons with disabilities and mobility challenged seniors with limited incomes.
- Strategy 3.2** Design and deliver services that meet regional customer mobility needs and expectations.
- Strategy 3.3** Evaluate passenger facility needs.
- Strategy 3.4** Develop staffing to meet the expanded needs for LTA.
- Strategy 3.5** Structure fixed route to service key destinations with central transit center and timed connections and expand frequency and area of service to meet growing demand.
- Strategy 3.6** Ensure that all facets of our service consistently meet quality standards.
- Strategy 3.7** Expand Intercounty service to meet growing commuter demand.

4. Sustainable/Healthy Communities:

- Strategy 4.1** Incorporate sustainable design, construction, operating and maintenance practices.
- Strategy 4.2** Support bicycle and pedestrian access to jobs, services, and the transit system.
- Strategy 4.3** Coordinate with new Transit Oriented Developments.

5. Integration of New Technologies:

- Strategy 5.1** Improve customer access to information through innovative approaches that expand interactive communication.
- Strategy 5.2** Make substantial efficiency improvements through integrated systems and technology.

5.3.7.5 SCENARIO #5: WILD RIDE

5.3.7.5.1 Changes in External Factors Comprising This Scenario

1. Government Regulations & Funding:

- **Political Environment:** Safety and environmental concerns are elevated.
- **Regulations:** Current regulations become outdated and are replaced with totally new requirements to minimize environmental impact, decrease congestion, and improve safety. While some are positive and increase transit availability and usage, others put new restrictions on LTA. Providing service that meets the new requirements becomes more difficult. Expertise and capital improvements are needed to meet the requirements.
- **Funding:** The allocation of funds based on population or usage is phased out. The majority of state and federal funding becomes based on competitive grants with no guarantees. Competition is difficult as agencies with more extensive resources and expertise compete for many of the same funds as LTA

2. Demographic & Societal Dynamics:

- **Overall Growth:** While the population grows at an average compounded rate of 1.60% annually, just slightly below the **Rolling Along Scenario**, growth is erratic. The population stagnates, and then grows rapidly on to stagnate again. The population reaches 80,108 in 2035. The population increases are clustered in and near the incorporated areas of Hollister and San Juan Bautista.

Table 5-13: Wild Ride Scenario Population Forecast

	2010	2020	2025	2030	2035	Annual Growth Rate	Change Over Forecast Period
San Benito County	58,344	58,729	66,446	67,449	80,108	1.60%	37.30%
Hollister	37,305	37,924	43,287	44,373	53,145	1.79%	42.46%
San Juan Bautista	1,930	1,937	2,185	2,211	2,618	1.54%	35.64%
Balance Of County	19,109	18,868	20,975	20,865	24,345	1.22%	27.40%

- **Seniors:** The percentage of residents over the age of 65 increases moderately to 10.9% by 2035. The 8,731 seniors have a median retirement

income well below the California average. The higher percentage of low-income seniors has more transportation needs, being unable to afford the higher costs.

- **Families Below Poverty:** Families below the poverty level increase to 13%. The family median family income drops below the state average with an influx of low-income families, and frequently high unemployment as the economy fluctuates between boom and bust. Many of the new residents have limited English-speaking skills.
- **Development Location/Type:** The primary cluster of low-income population is in Hollister, with more affluent communities springing up in the unincorporated areas of the county as part of the mega-metropolitan area of Monterey-Silicon Valley. New land development requirements necessitate public transportation in newer communities.

3. Economy & Employment:

- **Productivity & Cost of Living:** The economy fluctuates between boom and bust. Cost of living (CPI) for the Bay Area is flat.
- **Local Employment Distribution:** The local economy is also unstable, with periods of low unemployment followed by prosperous times.

4. Energy & Environmental Issues:

- **Fuel Prices:** Fuel prices are particularly volatile, with sharp increases punctuated by moderate declines.
- **Environmental Regulations:** Environmental restrictions demand more fuel-efficient vehicles, and public transportation is required to serve more outlying communities, stretching limited resources.

5. Technology:

- **Technological Advances:** Some technology becomes available to improve the safety and comfort of vehicles. Alternative fuel vehicles are efficient and cost effective for local routes.

5.3.7.5.2 Wild Ride Scenario Opportunities & Problems

Table 5-14: Opportunities & Problems (Challenges) for the Wild Ride Scenario

OPPORTUNITIES	PROBLEMS (CHALLENGES)
<ul style="list-style-type: none"> ■ Limited occasions exist for grant funding for special projects. ■ Technology provides ability to operate more cost effectively. ■ Volatility in fuel prices attracts new riders, especially commuters. 	<ul style="list-style-type: none"> ■ Swings in funding availability threaten consistent service delivery. ■ Demand fluctuates and requests for services constantly change. ■ The number of “transit dependent” riders increases. ■ Dispersion of population complicates service delivery. ■ Fluctuating fuel costs may cause spikes in operational costs.

5.3.7.5.3 Strategies to Address the Wild Ride Scenario

Specific strategies for LTA to implement in each of the five (5) strategic focus areas outlined before are:

1. Transit Finance:

Strategy 1.1 Take advantage of improved economics to secure long-term stable funding.

2. Travel Demand & Behaviors:

Strategy 2.1 Determine critical needs of disadvantaged populations for core service area.

Strategy 2.2 Identify potential for services targeted to unserved or underserved demographic groups.

Strategy 2.3 Limit expansion to ensure services can be maintained during downturns within funding constraints.

3. Delivery of Transit Services:

Strategy 3.1 Provide stable travel opportunities and supporting amenities for historically disadvantaged populations, such as low-income people, students, youth, seniors, people with limited English, people with disabilities, and others with limited transportation options.

Strategy 3.2 Provide products and services that are designed to add geographic value in all parts of San Benito County.

Strategy 3.3 Seek to provide to the general public an extensive range of transportation alternatives to regular fixed-route transit, such as

ridesharing and other alternatives, which can be “right-sized” to meet changing circumstances.

4. Sustainable/Healthy Communities:

Strategy 4.1 Increase the proportion of travel in San Benito County that is provided by public transportation products and services.

Strategy 4.2 Advocate for policy decisions that support investments that are positive for our environment and improve mobility.

5. Integration of New Technologies:

Strategy 5.1 Emphasize the implementation of new technology with long-term benefits that can be maintained without additional expenditures

5.3.7.6 SUMMARY OF STRATEGIC ANALYSES OF POTENTIAL FUTURE SCENARIOS

Table 5-15: Summary of the Strategies for Each Potential Future Scenario by Strategic Focus Area

Strategic Focus Area	Potential Future Scenario			
	Rolling Along	Bumpy Road	Accelerated Growth	New Momentum
Transit Finance	<ul style="list-style-type: none"> Population growth increases revenues. Public willingness to pay. 	<ul style="list-style-type: none"> Changing energy prices and supply. Cost/benefits of incorporating clean technology. Changing availability and type of funding sources. Required capital investment. 	<ul style="list-style-type: none"> Technological advances allowing new pricing and fare mechanisms. Cost/benefits of new technology. Increased capability and access. 	<ul style="list-style-type: none"> Changes in level and types of funding devices. Sustained increase in transportation costs.
Travel Demand & Behaviors	<ul style="list-style-type: none"> Population growth. Aging population. Diversity. New retirement and recreational patterns. 	<ul style="list-style-type: none"> Changes in settlement patterns. Changing energy prices and supply. 	<ul style="list-style-type: none"> Substitute trips with technology. 	<ul style="list-style-type: none"> Changing economic activity in the county. Changing income and income disparity. Rising housing costs in San Jose/Monterey/Salinas shifts population to San Benito.
Delivery of Transportation Services	<ul style="list-style-type: none"> Workforce and educational travel requirements. Travel and transit demand. Social equality. Travel needs of disadvantaged segments of the population. 	<ul style="list-style-type: none"> Changes in vehicle range, training and mechanical requirements. New origin and destination patterns. 	<ul style="list-style-type: none"> Rapid pace of technological advances. Increased capability and access. 	<ul style="list-style-type: none"> Changing structure in types and location of economic activity.
Sustainable/Healthy Communities	<ul style="list-style-type: none"> Population growth. Increasing focus on climate change and its impacts. Changing attitudes toward environment and sustainability. 	<ul style="list-style-type: none"> Integration of transit in sustainable community development. Development of multi-use and mega-regions. 	<ul style="list-style-type: none"> Improvements in clean fuel technology. Better coordination of regional transit providers to service mega-region of San Jose-Monterey area. 	<ul style="list-style-type: none"> Emphasis on the impact of transit on economic activity.
Integration of New Technologies	<ul style="list-style-type: none"> Improvements in rider information and trip planning. Changing views on safety and security. 	<ul style="list-style-type: none"> Integration of clean fuel technologies. 	<ul style="list-style-type: none"> Increased capability and access, including improved real-time information. New technologies to enhance safety, reliability, etc. 	<ul style="list-style-type: none"> Increasing number of technology companies in Hollister area. Substitute trips with technology.
				<ul style="list-style-type: none"> Emphasis on public/private partnerships.
				<ul style="list-style-type: none"> Taxation and incentive/disincentives encouraging travel behavior.
				<ul style="list-style-type: none"> Increasing level of government regulation regarding safety, environment, etc.
				<ul style="list-style-type: none"> Incentives encouraging infill and sustainable communities. Disincentives to relieve congestion and preserve open space and farmland.
				<ul style="list-style-type: none"> Increasing level of government regulation and unfunded mandates for improved air quality and reduce fuel use.

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Table 5-16: Summary of the Strategies for Each Potential Future Scenario by Strategic Focus Area (continued)

Strategic Focus Area	Potential Future Scenario			
	Rolling Along	Bumpy Road	Accelerated Growth	New Momentum
Transit Finance	<ul style="list-style-type: none"> • Provide strong fiscal management of transit contracts. • Maximize governmental funding by exceeding all required performance measurements. 	<ul style="list-style-type: none"> • Evaluate the cost-effectiveness of various operations contract options. • Continually explore and implement cost efficiencies, including operational and administrative efficiencies. 	<ul style="list-style-type: none"> • Take advantage of improved economics to secure long-term stable funding. • Establish fare structures and levels that are simple to understand, aligned with other service providers, and meet revenue targets established by LTA's financial goals. 	<ul style="list-style-type: none"> • Promote sustainable local funding alternatives. • Augment grant writing capabilities.
Travel Demand & Behaviors	<ul style="list-style-type: none"> • Partner with adjacent transportation systems in the region to provide intercounty services. • Develop more options to meet the changing needs of the growing number of seniors, families on limited incomes and others through partnerships with public and non-profit social service agencies, such as those serving seniors. 	<ul style="list-style-type: none"> • Determine most cost-effective alternatives to meet the most urgent and crucial mobility needs of disadvantaged populations. • Through investments and partnerships with regional organizations, local jurisdictions and the private sector, provide alternatives to driving alone that connect people to jobs, education and other destinations essential to San Benito's economic vitality. 	<ul style="list-style-type: none"> • Determine geographic areas for service expansion and service time expansion. • Identify potential for services targeted to unserved or underserved demographic groups. • Engage the public in the planning process and improve customer outreach. • Promote public transportation to existing and potential customers. • Coordinate with social service to enhance mobility to the expanding number of seniors. 	<ul style="list-style-type: none"> • Expand ridership base and services to accommodate the region's growing population and serve new transit markets. • Improve public information and the public's perception of our image to attract "discretionary" and "semi-discretionary" riders.
				<ul style="list-style-type: none"> • Take advantage of improved economics to secure long-term stable funding.
				<ul style="list-style-type: none"> • Determine critical needs of disadvantaged populations for service area. • Identify potential for services targeted to unserved or underserved demographic groups. • Limit expansion to ensure services can be maintained during downturns within funding constraints.

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Table 5-16 (continued)

Strategic Focus Area	Potential Future Scenario				
	Rolling Along	Bumpy Road	Accelerated Growth	New Momentum	Wild Ride
Delivery of Transportation Services	<ul style="list-style-type: none">Focus services on the more productive Intercounty service, and maintain FlexiBus service to minimize ADA costs and improve productivity.Continue local FlexiBus service to contain costs until a strong core ridership for local fixed route is achieved.Develop and implement low-cost options to provide transportation for disadvantaged populations through partnerships with both public and non-profit social service agencies.	<ul style="list-style-type: none">Focus on providing FlexiBus to primary destinations for services and shopping thin the local area to serve disadvantaged populations.Manage the transit system through service guidelines and performance measures to increase efficiency and effectiveness of the system.Provide products and services that are designed to provide geographic value in all parts of San Benito County.Develop and implement low-cost options to provide transportation for the general and disadvantaged populations, such as trip reimbursements, ridesharing, vanpools and other alternative or "right-sized" services.	<ul style="list-style-type: none">Provide training opportunities that enable employees to reach their full potential, take advantage of transit incentives, and meet the growing demands of the organization.Structure fixed route to service key destinations with central transit center and timed connections and expand frequency and area of service to meet growing demand.Emphasize customer service in transit operations and safety training.Expand intercounty service to meet growing commuter demand.	<ul style="list-style-type: none">Explore alternatives to meet growing demand for persons with disabilities and mobility-challenged seniors with limited incomes.Design and deliver services that meet regional customer mobility needs and expectations.Evaluate passenger facility needs.Develop staffing to meet the expanded needs for LTA.Structure fixed route to service key destinations with central transit center and timed connections and expand frequency and area of service to meet growing demand.Ensure that all facets of our service consistently meet quality standards.Expand intercounty service to meet growing commuter demand.	<ul style="list-style-type: none">Provide stable travel opportunities and supporting amenities for historically disadvantaged populations, such as low-income people, students, youth seniors, people with limited transportation options.Provide products and services that are designed to add geographic value in all parts of San Benito County.Seek to provide to the general public an extensive range of transportation alternatives to regular fixed route transit, such as ridesharing and other alternatives, which can be "right-sized" to meet changing circumstances.

Table 5-16 (continued)

Potential Future Scenario				
Strategic Focus Area	Rolling Along	Bumpy Road	Accelerated Growth	New Momentum
Sustainable/Healthy Communities	<ul style="list-style-type: none">Build public support and align partnerships to accomplish smart transportation initiatives.	<ul style="list-style-type: none">Partner with local businesses to make public transportation services more affordable and convenient for employees and customers.Partner with County and cities and developers to provide a transit infrastructure and support Transit Oriented Developments.	<ul style="list-style-type: none">Incorporate sustainable design, construction, operating and maintenance practices.Support bicycle and pedestrian access to jobs, services, and the transit system.Increase the proportion of travel in San Benito County that is provided by public transportation products and services.Advocate for policy decision that supports investments that are positive for our environment and improve mobility.	<ul style="list-style-type: none">Incorporate sustainable design, construction, operating and maintenance practices.Support bicycle and pedestrian access to jobs, services, and the transit system.Coordinate with new Transit Oriented Developments.
				<ul style="list-style-type: none">Increase the proportion of travel in San Benito County that is provided by public transportation products and services.Advocate for policy decisions that support investments that are positive for our environment and improve mobility.
Integration of New Technologies	<ul style="list-style-type: none">Review costs vs. benefits of new technologies to improve service and/or reduce costs.	<ul style="list-style-type: none">Prioritize the implementation of new technology to ensure ongoing benefits.	<ul style="list-style-type: none">Adopt new technology that has the least impact on the environment and maximizes expanded service.	<ul style="list-style-type: none">Improve customer access to information through innovative approaches that expand interactive communication.Make substantial efficiency improvements through integrated systems and technology.
				<ul style="list-style-type: none">Emphasize the implementation of new technologies with long-term benefits that can be maintained without additional expenditures.

Prepared for

5.4 Operational Planning With Scenarios

The goal of developing these multiple scenarios is not to improve the odds of correctly predicting the future, but rather to allow LTA to fully understand the driving forces affecting the future. By understanding and recognizing these driving forces, the ability of LTA to plan for alternative operating environments and to react to change is enhanced.

LTA may evaluate their current strategy against the scenarios and assess the "robustness" of their strategy. If a strategy would be sound or successful across several alternative futures, LTA can view it as robust. If the strategy is successful in only one alternative future, it puts LTA at greater risk. LTA may also develop "contingency" plans for how they would operate in each future. As events unfold, the organization has a plan that it can enact as needed. The *Operations and Implementation Plan* provides both short term and long term alternatives, which can be selected depending on changing conditions.

5.4.1 GENERAL SERVICES

Based on LTA's mission and vision, the addition of new services, particularly future pulsed fixed route service, is a desirable operational change in order to stimulate ridership growth, encourage economic development, and reduce congestion. However, the extent to which this can be done, and the timeframe in which it can be done, depends upon which future scenario unfolds:

- **Current Situation:** The current situation supports converting with the FlexiBus, which allows LTA to provide reliable efficient and affordable transportation.
- **Scenario #1: Rolling Along:** While FlexiBus allows for LTA to gain better economic footing, in the future, the Rolling Along Scenario may eventually allow for the establishment of the three (3)-bus, three (3)-route fixed route, which is the preferred scenario, if it can be financially sustained.
- **Scenario #2: Bumpy Road:** If conditions deteriorate or remain difficult, as illustrated in the Bumpy Road Scenario, the FlexiBus system can be sustained.
- **Scenarios #3 & #4: Accelerated Drive & New Momentum Scenarios:** The Accelerated Drive Scenario and New Momentum Scenario may provide LTA with the opportunity to establish sustainable and sufficient funding. New opportunities for expanding the local fixed routes and Intercounty routes, as detailed in the *Operations and Implementation Plan*, should be explored and implemented as appropriate. These scenarios also provide new opportunities to support multi-modal and sustainable Transit Oriented Development.

- **Wild Ride Scenario:** With the Wild Ride Scenario, LTA will need to continuously evaluate which services can be incorporated.

5.4.2 SPECIALIZED SERVICES

Regardless of scenario, maintaining specialized transit services will continue to be a priority, as the numbers of these riders, particularly seniors, will remain high in all scenarios. In all scenarios, but particularly those where resources are more constrained, partnering with social service agencies, businesses and employers, and other transit agencies will provide some leverage.

- **Current Situation:** The current situation calls for increasing the level of support for specialized transportation, to address the growing population of seniors with limited mobility options.
- **Scenario #1: Rolling Along:** The Rolling Along Scenario essentially expands the current situation into the future, as the percentage of low-income seniors continues to grow at current rates.
- **Scenario #2: Bumpy Road:** If conditions deteriorate or remain difficult, as illustrated in the Bumpy Road Scenario, specialized transit services will become even more proportionally important as the percentage of low-income seniors increases at a faster rate. However, the constraints on resources will make expanding these services more difficult, heightening the need for partnering with social service agencies and others.
- **Scenarios #3 & #4: Accelerated Drive & New Momentum Scenarios:** The Accelerated Drive Scenario and New Momentum Scenario both may provide LTA with the opportunity to establish sustainable and sufficient funding. These scenarios also provide new opportunities to support multi-modal and sustainable Transit Oriented Development, some of which may include senior residences.

These scenarios differ somewhat, however, in the relative importance of specialized services:

- **Accelerated Drive Scenario:** In the Accelerated Drive Scenario, the population grows at only a moderate rate, and median retirement income for seniors rises, resulting in slightly fewer senior riders than in the current situation or the Rolling Along Scenario;
- **New Momentum Scenario:** In the New Momentum Scenario, the population grows quickly, which means that even though the percentage of seniors grows only moderately and the median retirement income rises substantially,

the actual number of seniors needing services will be higher than current levels.

- **Wild Ride Scenario:** With the Wild Ride Scenario, specialized transit services will be similarly important to the Bumpy Ride Scenario, because though the percentage of seniors will not grow as quickly, incomes will be low.

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6.0 OPERATIONS & IMPLEMENTATION PLAN

The Operations and Implementation Plan integrates the various options for service improvements developed during the Alternatives Analysis with the fiscal realities that San Benito Local Transportation Authority faces. In the future, it layouts an “evolution” to improve service using the limited funding currently available. Once a stronger fixed route transit ridership base is developed and funding is available for operations improvements, a variety of exciting service expansion opportunities can be implemented over time..

The Operations and Implementation Plan functions as a roadmap and a tool for decision making. It includes two (2) sections:

1. **Short Term Operations Plan:** This section describes LTA transit operations for the short term based on current financial assumptions. The Short Term Plan builds a financially constrained system that will allow LTA to build its financial resources for the next two (2) to five (5) years.
2. **Future Operations Plan:** This section describes future operations that would be beneficial to implement if financially and operationally feasible during the next three (3) to 10 years.

For each section, a brief description of the overall transit operations, along with the reasoning and impacts, is provided. The details for each service mode is delineated in the body of the report. This includes--

- Local service recommendation;
- Dial-A-Ride and ADA recommendation;
- Specialized service recommendation; and
- Institutional recommendations.

6.1 Short Term Operations Plan

The Short Term Operations Plan provides an overview of the development of the plan to meet the current financial constraints, provide a viable transit network, and allow LTA to build resources to meet future demand and challenges. It delineates the recommended financially constrained scenario alternative and provides blueprint for implementation.

As described earlier in **SECTION 3: SERVICE EVALUATION & ALTERNATIVES**, LTA's fixed route network suffered extensive service reductions during the economic recession of 2007-2010, cuts of which have yet to be restored. The Intercounty services into Gilroy show the strongest ridership at this time, and should be an immediate high priority for any additional service hours that can be afforded or reallocated from other modes.

Table 6-1: FY 2013/14 Service Overview

	Vehicle Service Hours (VSH)	Ridership	Budget	Number of Buses at Peak
Local Fixed Route	5,590	31,695	\$354,845	3
Demand Response	10,850	45,353	\$685,477	5
Intercounty	5,269	42,293	\$334,725	3
Specialized Services	7,734	16,992	\$337,562	5
TOTAL LTA	29,443	136,333	\$1,712,608	16

Note: Performance data is based on FY 2013/14 internal calculations and may vary slightly from audited reports used in the Financial Plan.

6.1.1 OVERVIEW OF DEVELOPMENT OF SHORT TERM OPERATIONS PLAN

SECTION 7: FINANCIAL PLAN AND CAPITAL PLAN highlighted the limited financial resources has available for the operation of its local fixed route, Dial-A-Ride and Intercounty services. Local funding is not sufficient to substantially increase overall services hours. Three (3) financial scenarios were evaluated and are summarized below:

1. **Status Quo Scenario.** The "do nothing/no project" scenario would keep the current three (3)-bus, three (3)-route, non-interlined system with the temporal gap in midday service. General Public Dial-A-Ride is available to anyone that needs transportation. Southside & Sunnyslope Area Discount Reservation Services and demand response services between San Juan Bautista, and Tres

Pinos, and Hollister would continue to be provided at current levels. ADA paratransit would also continue to be provided by separate vehicles/service hours within Hollister during fixed route service hours. Jovenes de Antaño would continue to operate its current mix of transportation services at current levels.

2. **Financially Constrained Scenario: FlexiBus.** The financially constrained scenario implements more efficient operations by reducing overlapping, competing services, and streamlining LTA's service delivery model through a deviated fixed route system, Flexibus. Additional resources are used to augment LTA's popular Intercounty services. FlexiBus provides deviated fixed route (FlexiBus) service all day in Hollister using two (2) buses and limited formal time point bus stops and limited "flag stops" (stop only if requested or someone is waiting) that get served on every trip, but deviate from a fixed route to provide curb-to-curb service to customers. It operates as a structured Dial-A-Ride. Two (2) supplemental fixed routes or tripper buses are designed to meet capacity needs at school bell times. The need for midday general public Dial-A-Ride service in Hollister is eliminated. FlexiBus service is available throughout the day and provides Americans with Disability (ADA) service. A separate ADA paratransit service is not required. As a result, a significant number of service hours can be saved. Southside & Sunnyslope Area Dial-A-Ride is also no longer required. As a cost saving measure, Dial-A-Ride services to and from San Juan Bautista and Tres Pinos is eliminated between 11:00 a.m. and 2:00 p.m. Intercounty services will be reconfigured to serve San Juan Bautista, providing additional service to the area. Additional Intercounty service is also added to meet current demand. Jovenes de Antaño maintains its current mix of transportation services at moderately higher levels to meet the growing need of special transportation services due to both growth in the population segment requiring these services and a more focused FlexiBus service.
3. **Financially Elastic: Pulsed Fixed Route.** In the financially elastic scenario, the current financial restrictions are not considered. An all-day fixed route is achieved by augmenting the current "status quo" three (3)-bus fixed route network as described in the **SECTION 3: EVALUATION & ALTERNATIVES**. This scenario includes filling the midday service gap, creating a new timed transfer point downtown to reduce crosstown travel times, interlining of routes, and retiming of schedules to better mesh with school travel needs. The need for midday General Public Dial-A-Ride service in Hollister is eliminated. *In this scenario ADA paratransit will still need to be provided by separate vehicles inside Hollister, reducing hours that can be reallocated from the Dial-A-Ride side, making this option more costly.* Southside and Sunnyslope Area is eliminated and demand response services to and from San Juan Bautista and Tres Pinos is also reduced to a life- line service

operating one (1) round trip in the morning and one (1) round trip in the afternoon. Jovenes de Antaño continues to operate its current mix of transportation services at current levels; however may grow slightly in the future. Intercounty services would be reconfigured to serve San Juan Bautista and additional service added to meet current demand.

Developed in response to funding projections, FlexiBus, operating as a structure Dial-A-Ride, **is the most cost-effective scenario**¹. It frees vehicle service hours from the various Dial-A-Ride services (Americans with Disabilities and specific general Dial-A-Rides) for use in--

- Augmenting of the successful Intercounty routes;
- Helping fund fleet replacements and other potential capital projects; and
- Building transit TDA reserve funds to prepare for future cost increases and service improvements.

Although the preferred alternative, the Pulsed Fixed Route defined in the **financially elastic scenario** is delayed two (2) to five (5) years or until LTA has the financial resources to sustain the service and provide other transit needs. Until the preferred three (3)-route, three (3)-bus, all day interlined route network, (which is detailed in the **Section 3.0: Service Evaluation & Alternatives** and discussed in the **Future Operations Plan** later in this chapter), can be sustained, the most efficient and innovative strategy is a "flex route system," such as the proposed FlexiBus. FlexiBus acts as fixed route in many ways at the highest ridership points in the community, while acting as a "Dial-A-Ride" for trips that originate or end in locations that are NOT listed time points along the routes.

The implementation of FlexiBus in the next year will pave the way for the evolution of Hollister Local Fixed Route while achieving three (3) of the immediate goals developed in the Alternatives Analysis:

1. Identify and implement a new central transfer location;
2. Design schedules for flex routes (and Intercounty trips as possible) to meet at this transfer hub; and
3. Restore weekday midday service on the two (2) FlexiBus routes.

FlexiBus will be augmented by one (1) Dial-A-Ride bus plus an additional four (4) hours during peak periods (16 vehicle service hours total). The Dial-A-Ride will provide

¹ See the **SECTION 7.0: FINANCIAL AND CAPITAL PLAN**.

transportation that cannot be effectively met by the FlexiBus routes, such as service to areas outside the flex route area, or cannot be met within the FlexiBus schedule.

Separate ADA complementary would be unnecessary since FlexiBus will provide this service. Intercounty service will be reconfigured to serve San Juan Bautista and an additional trip will assist in meeting current demand.

Jovenes de Antaño del Condado de San Benito, Inc. may be provided additional funding to provide supplemental specialized services that may be required.

Table 6-2: Service Overview of Changes with FlexiBus

	Vehicle Service Hours (VSH)	Change In VSH	Ridership	Change In Ridership	Budget	Change in Budget	Buses at Peak	Change in Number of Buses
Local (Deviated) Fixed Route	5,865	+275	46,920	+15,255	\$385,487	\$11,550	2	-1
School Trippers	396	+396	7,920	+7,620	\$26,028	\$16,632	2	+2
Demand Response	4,080	-6,770	24,480	-20,873	\$268,165	(\$284,340)	2	-3
Intercounty	6,072	+803	54,648	+12,355	\$399,092	\$33,726	4	+1
Specialized Services	8,591	+857	25,770	+8,778	\$564,658	\$30,000	5	5
TOTAL LTA	25,004	-4,439	159,738	+23,405	\$1,643,430	(\$192,432)	0	0

To ensure financial viability of the operations, a financially constrained scenario was used is the development of the Short Term Operations and Implementation Plan. Opportunities for a more efficient operations are available through the reduction of overlapping, competing services, and streamlining LTA's service delivery model. Cumulatively, these improvements will free up resources to augment LTA's popular Intercounty services. The Intercounty service (particularly the Gavilan portion) has gained in popularity and is LTA's fastest growing transit market. This Short Term Operations Plan increases service hours for the Intercounty service, while reducing service hours through local service delivery improvements and elimination of duplicate services.

A key element of the Short Term Operations Plan timeframe for LTA is how much funding can be saved through a reform of the duplicative and competing family of demand response services (excluding service provided by Jovenes de Antaño, described as "specialized transit services") that have evolved over time. Inherently interconnected, the number of hours freed from demand response service depends partly on which fixed route Hollister scenario is chosen.

6.1.2 HOLLISTER LOCAL SERVICE RECOMMENDATIONS

6.1.2.1 IMPLEMENT FLEXIBUS TWO 2 BUS FLEX ROUTE SYSTEM – ALL DAY SERVICE

Table 6-1: FY 2013/14 Service Overview shows the potential FlexiBus configuration that creates fixed route time points at the highest ridership bus stops in the current route network, and then “covers” areas outside these main attractors with deviations that are called in to dispatch, or requested directly of the bus drivers (who relay them to dispatch). FlexiBus will require LTA dispatch staff to assign Americans with Disabilities (ADA) paratransit and general public telephone requests to the appropriate (based on scheduled times and direction) FlexiBus trip. Although more structured, this is not vastly different from LTA Operations’ current practice of “on-demand” trip assignments to Dial-AORide (DAR) and ADA Paratransit.

FlexiBus Flex Route Description

FlexiBus combine both elements of fixed route and demand response services to maximize service area coverage. While they do not follow a fixed route per se, they operate on an easy-to-recall published schedule. Both FlexiBus routes will be anchored on each end by existing productive bus stops with a meeting in the middle of each hour-long trip with the other FlexiBus route at the downtown transit hub. This will enable shorter travel times as well as begin use of this new location as the eventual Hollister transit, with the establishment of a full fixed route service. Each FlexiBus route will operate through a series of published *anchors* and *flag stops*. *Anchors* act as scheduled time points and provide a structured schedule to their operation. The bus will depart from the *anchor* at the published time. If it arrives early, it will wait until the published time to depart. The bus may arrive at and depart from a *flag stop* at any time between its previous and following published *anchors*. It will not stop unless someone is waiting at the *flag stop* or request a drop off at the stop. FlexiBus will deviate as required for pick-ups and drop-offs between the proposed anchors and flag stops, acting as a structured Dial-A-Ride.

ADA registrants requiring curb-to-curb or door-to-door service are accommodated by the flex service provided between flag stops and time points. This results in a significant cost savings, providing a substantial amount of available hours to cover the short-term expansion needs of the Intercounty service plus allowing LTA to utilize some TDA funds currently being spent on transit operations to 1) build transit TDA reserves to meet future needs, and/or 2) provide local match funds for a backlog of capital projects, such as vehicle replacement and bus stop improvements, and/or 3) augment the ability of LTA to

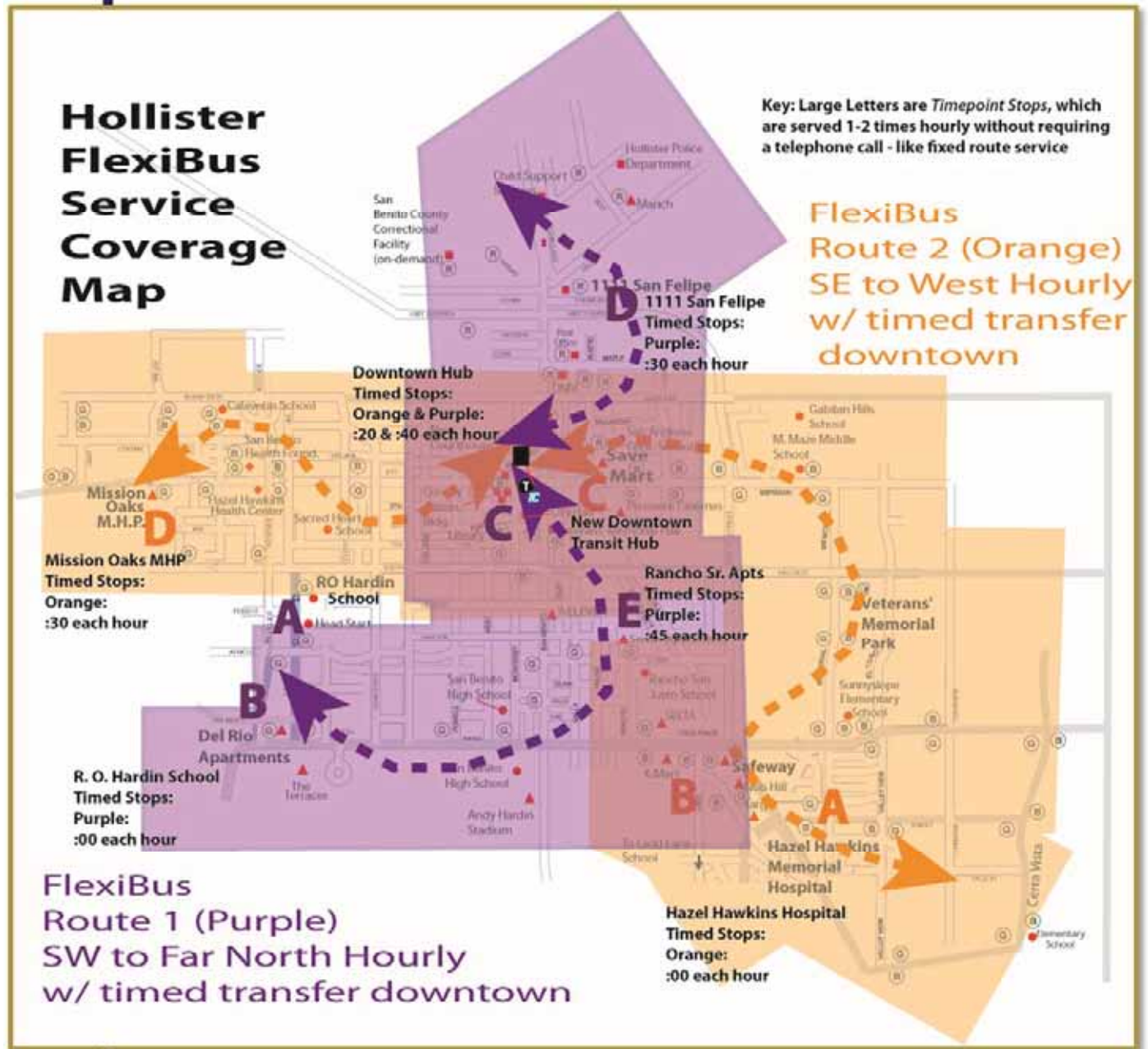
manage its contractors and overall transit system by increasing transit administrative efforts (see **6.1.7 INSTITUTIONAL RECOMMENDATIONS** later in this section).

The following describes the two (2)-bus FlexiBus route system and provides an example how it might operate in Hollister.

Two FlexiBus routes are outlined in *Table 6-1: FY 2013/14 Service Overview*:

1. **FlexiBus Route 1 (Orange)** travels between the southeastern and north central areas of Hollister; and
2. **FlexiBus Route 2 (Purple)** travels between the southwestern and north (airport) areas of the town.

Figure 6-1: Recommended Hollister Deviated Fixed Route Concept



Example of FlexiBus in Operation

FlexiBus Route 1 (Orange) will begin in the southeast portion of the city, likely at Hazel Hawkins Hospital, at the top (or bottom) of each hour. It departs towards its next published flag stop, the K-Mart/Safeway bus stop on Ladd Lane, dropping off passengers on the bus that requests a drop off at a location other than the published bus stops, and picking up anyone in the area who may have called in to request a pickup at a non-bus stop location in that area (including ADA paratransit passengers, all passengers are handled with the same vehicle). Extra time is granted to the bus between its major time points to handle these deviations, so what would have been a four (4)- to five (5)-minute travel time segment in fixed route is scheduled for closer to 10 minutes in flex route.

For this example, no pick-ups or drop-offs between Hazel Hawkins and K-Mart/Safeway are required, so the bus arrives quickly and picks up and drops off at the marked bus stop, then proceeds towards the next flag or time point schedule on its path after calling into dispatch to get addresses for any pickups in-between K-Mart and the next stop, perhaps at Veterans' Park. Dispatch notifies the driver verbally of a pickup in that area, at an ADA passenger's home. The FlexiBus deviates off its path to board the passenger at her house, then arrives at the next stop to pick up passengers that were waiting there. The FlexiBus then calls dispatch for any additional pickups, and to inform dispatch that the ADA passenger has been picked up at their home. Dispatch will consider whether this FlexiBus will drop the deviated fixed route passenger at her destination directly, or whether the FlexiBus will meet the other FlexiBus route at the downtown transit hub for a transfer of the passenger. The ADA passenger just picked up from her home near Memorial Drive will be dropped off by this bus because their destination is near its path; however, should she be seeking to travel to the Social Services Center on San Felipe in the north end, FlexiBus Route 1 would transfer that passenger to FlexiBus Route 2 at the Downtown Transit Hub.

This transfer/no-transfer downtown decision will generally depend on the location of the drop off, if it is along the general path of this FlexiBus, or in the service area of the other FlexiBus. Our example FlexiBus has now arrived downtown at the new transfer hub, where the other FlexiBus is waiting. A transfer of passengers occurs, as the Orange FlexiBus is heading west towards its next time point, the Fourth Street & Miller Mobile Home Park, while the second FlexiBus heads north towards its time point at 1111 San Felipe (Social Services). The FlexiBus serves a flag stop at San Benito Health Center before arriving at the Fourth & Miller published time point in time for a short break. The FlexiBus then departs the Mission Oaks Mobile Home Park stop at the published time for a deviation sent by Dispatch to pick up a non-ADA passenger that lives too far away from one of the time points or flag stops to access the bus. The FlexiBus deviates to the rider's home to pick him up, and arrives at the downtown transit hub in time to pick up waiting

passengers who walk up to the published time point without having to call. The walkup passengers have requested two (2) deviations, both in the Cerra Vista area, and the driver calls Dispatch to notify them of the upcoming deviations, then proceeds east towards Veterans' Park. After dropping one passenger at the bus stop at the Park dispatch radios the driver giving him/her the optimal order to drop off the two (2) deviations prior to the last time point, Hazel Hawkins Hospital. The last two (2) passengers are dropped off at their respective homes and the FlexiBus arrives back at the Hospital in time for a short break, then the process repeats itself each hour, all day.

The overall approach will be to mix traditional fixed route buses on two (2) fixed routes for the morning and afternoon school commutes (although these routes are open to the general public) with a the flex route system with two (2) buses beginning in the 6:00 a.m. and ending at 6:00 p.m. This will provide all day service Monday through Friday with no temporal gaps in service.

Flexibus Operation Plan

This two (2)-bus service will operate all day from 6:00 a.m. 6:00 p.m. except weekends and holidays without any midday service gap, and will do so consuming just over 21 daily revenue hours (not including 2.2 vehicle revenue hours for school day trippers, which will operate only when school is in session), for slightly more than one (1) additional daily revenue hour versus the "Status Quo", but with all day service with no gaps. It is recommended that a third bus be available to handle daily spikes in deviations so that the FlexiBus routes are able to maintain their running time cycles and on-time performance. An additional bus may be also be required during peak times for an estimated four (4) vehicle revenue hours per day. The spikes will emerge over time, and should become predictable.

Because so many hours of traditional ADA paratransit will no longer be needed due to the "flexing" of these two (2) routes, the plan includes one (1) "overflow" demand response vehicle during the 12 hour operating period plus a second overflow demand response vehicle for four (4) hours per day during peak periods. The two (2) demand response vehicles will handle requests that do not fit well into the FlexiBus route flows or excess demand. The demand response "overflow" vehicles (16 daily vehicle revenues hours) can also assist with the Safe Route Home (elementary school to curb service) program and perhaps the Jovenes Lunch Program (Senior Center) as time permits.

This option, while a bold change and undoubtedly a challenge to educate riders and operations staff about, has *the most cost savings possible*. These savings are realized primarily by the ability of LTA to significantly reduce the number of vehicles performing separate ADA paratransit work on top of the fixed route network.

A reasonable, but aggressive, ridership projection assumes decent tripper productivity (20 riders per revenue hour) and FlexiBus productivity in the range of 9.2 passengers per hour. The plan assumes just six (6) passengers per vehicle service hour on the additional two (2) overflow Dial-A-Ride vehicles (one (1) all day and one (1) for four (4) hours during peak periods). These modest assumptions could easily be surpassed over time, however, even these modest ridership projections are an increase over current ridership. This is reasonable, assuming a strategic marketing push combined with the new, custom-designed tripper routes that address the limited gaps in existing yellow school bus services within Hollister.

6.1.2.2 DEVELOP SUPPLEMENTAL FIXED ROUTES BASED ON GAPS IN DEMAND

Hollister School District (elementary and middle schools) and San Benito High School District both offer fairly robust yellow bus service to a portion of their students, even in these challenging economic times. In analyzing the eligibility criteria, enrollment boundaries, and available yellow bus routes offered in FY 2014/15, some geographic areas within the City of Hollister appear not to be effectively served by yellow buses, but may be too far from campus to walk.

The secondary schools in Hollister were analyzed to determine if school tripper service would be viable. Tripper service is an overlay route to meet a demand for increased capacity, which is available to the general public. This is usually not appropriate for elementary schools, at which children are younger and generally must ride with a guardian or other supervision. Elementary schools, such as Ladd Lane, Tres Pinos, and Spring Grove may be served either by FlexiBus or the supplemental Dial-A-Ride vehicles rather than general tripper service.

Each major secondary school is analyzed below.

San Benito High School

San Benito High School provides very extensive yellow bus services to its students; however, a large numbers of students were observed walking from campus after school during the project planning period. Only a few areas beyond comfortable walking distance appear to lack yellow bus stops:

- Veterans' Park area of Memorial Drive (Meridian to Sunset);
- Westside Blvd. between Nash and Buena Vista;
- West Street between South Street and W. Fourth Streets;
- W. Fourth Street between West Street and Westside Blvd; and
- College Street between South and Buena Vista.

Due to the high level of yellow bus service offered and the higher level of individual mobility available to high school-age students, that some supplemental fixed route (tripper) service is recommended based on the identified gap areas noted above; however, LTA should focus its tripper route planning on the more favorable middle school market (who generally have fewer transportation options) and serve SBHS secondarily. Our conceptual tripper serves SBHS from the far Southeast area (Cerra Vista) after dropping middle school students at Rancho then doing a short loop of southwest Hollister ending at the high school.

Margarite Maze Middle School

Margarite Maze, located on Meridian just west of Memorial in the northeast part of Hollister, draws its enrollment primarily from areas north of Fourth Street/Meridian, and the area east of Hwy 25 and north of Sunnyslope Road. Yellow bus service is offered to families residing two (2) miles or further from campus. In the case of Margarite Maze, this leaves the following areas as potential tripper ridership areas:

- W. Fourth Street, from Miller on the west all the way to McCray on the east;
- Area north of W. Fourth between Westside Blvd. and College;
- Near north residential area by DMV (Maple & Chappell Streets);
- Sunnyslope Road between Cerra Vista Street and Memorial; and
- Veterans' Park area of Memorial, especially just west of Memorial.

An optimal tripper will originate near the Mission Oaks Mobile Home Park at Fourth and Miller and travel east with service to the areas noted above, drop at Maze, then proceeding south and east to quickly provide service to the area near and just south of Veterans' Park – a long walk to/from Margarite Maze, but an area lacking yellow bus service.

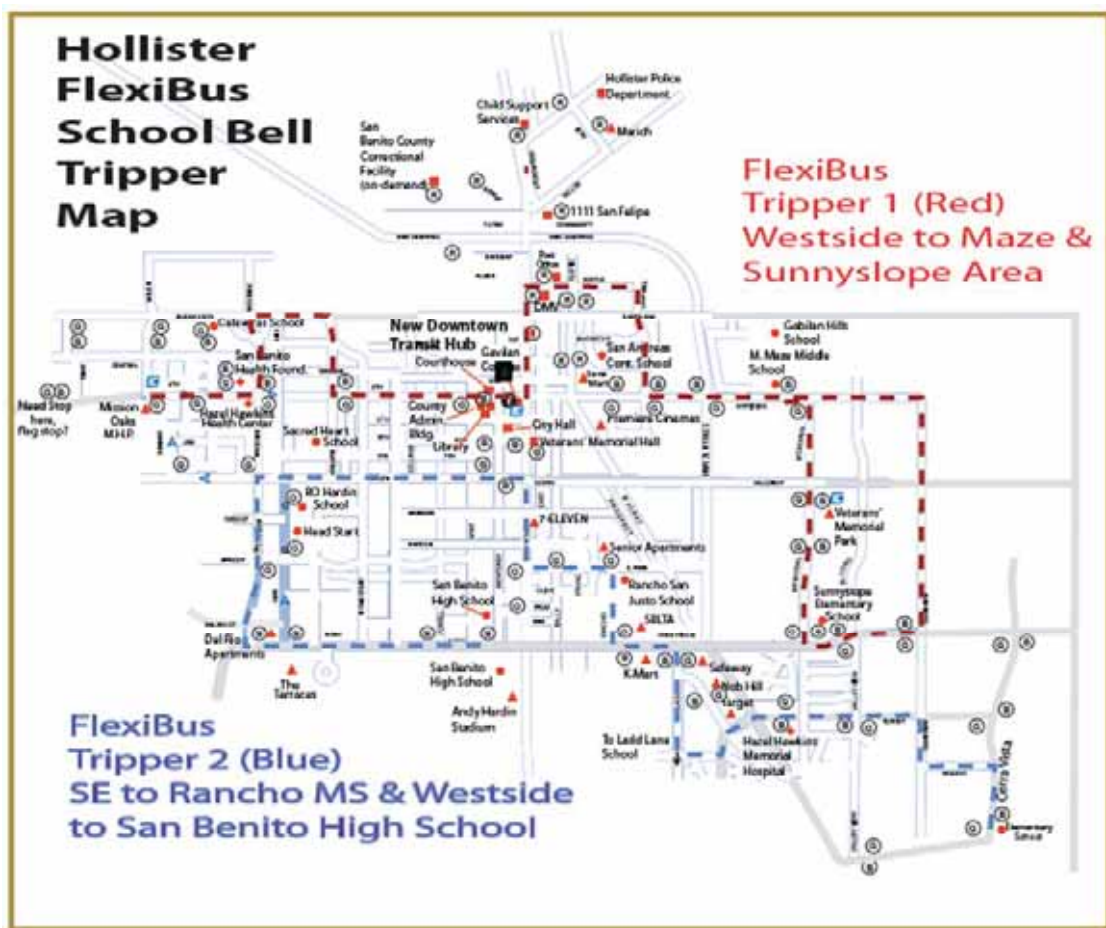
Rancho San Justo Middle School

Rancho San Justo, located on Rancho Street near Park Avenue in the south central area of Hollister, draws its enrollment primarily from areas south of Fourth Street/Meridian, and the areas west of Hwy 25 and east of Hwy 25 south of Sunnyslope Road. Yellow bus service is offered to families residing two (2) miles or further from campus. In the case of Rancho San Justo, the following areas are potential tripper ridership areas:

- Cerra Vista Drive, from Sunset to Union;
- Union from Cerra Vista Drive to Valley View;
- Sunset Drive between Valley View and Talbot (behind Target shopping center);
- Ladd Lane between Talbot and Tres Pinos; and
- Westside Blvd from W. Fourth to Nash, and Nash west of SBHS.

The main tripper will originate in the southeast and traverse the residential areas described above (Cerra Vista, Vallejo, Clearview, Sunset), all of which reside between 1.5 and two (2) miles from campus, an effective distance for tripper transportation. Upon dropping students at Rancho Justo Middle School, this tripper (which can collect both middle and high school students), will perform a short loop of some westside residential areas perhaps too far for some students to walk to/from, ending service at San Benito High. The afternoon version of both trippers are recommended to mirror that of the mornings, providing reliable and well-time student commute service within Hollister.

Figure 6-2: Recommended Hollister School Tripper Routes



The conceptual schedules for the school trippers, and the flex routes themselves are shown here in Figure 6-2. These tripper routes were designed based upon published school enrollment boundaries and the academic year 2014/15 school bell times. Should the local school districts streamline its yellow bus services within Hollister and discontinue offering yellow bus services to any family living inside Hollister City Limits (rather than the current two (2) mile from campus rule), the trippers would require adjustment and expansion.

Table 6-3: Conceptual FlexiBus Route Schedules (Orange)

Flexibus Orange Route					
A	B	C	D	C	A
Sunset Drive & Memorial (Hawkins Hospital)	Ladd Lane at Tres Pinos (Safeway/Kmart)	Fourth & San Benito	West Fourth St & Felice San Benito Health	Fourth & San Benito	Sunset Drive & Memorial (Hawkins Hospital)
<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>
7:00	flag stop	7:20	7:30	7:40	7:55
8:00	flag stop	8:20	8:30	8:40	8:55
9:00	flag stop	9:20	9:30	9:40	9:55
10:00	flag stop	10:20	10:30	10:40	10:55
11:00	flag stop	11:20	11:30	11:40	11:55
12:00	flag stop	12:20	12:30	12:40	12:55
13:00	flag stop	13:20	13:30	13:40	13:55
14:00	flag stop	14:20	14:30	14:40	14:55
15:00	flag stop	15:20	15:30	15:40	15:55
16:00	flag stop	16:20	16:30	16:40	16:55
17:00	flag stop	17:20	17:30	17:40	17:55

Table 6-4: Conceptual FlexiBus Route Schedules (Purple)

FlexiBus Purple Route							
A	B	C	D	C	D	E	A
Line Street at R.O. Hardin School (Head Start)	Del Rio Apartments on Westside Blvd.	Fourth & San Benito	1111 San Felipe San Benito County Social Services	Fourth & San Benito	1111 San Felipe San Benito County Social Services	Rancho Street & Park Ave. (Rancho San Justo MS)	Line Street at R.O. Hardin School (Head Start)
<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Arrive</i>
6:00	6:03	6:20	6:30	6:40	6:45	6:55	6:00
7:00	7:03	7:20	7:30	7:30	7:35	7:45	7:00
8:00	8:03	8:20	8:30	8:40	8:45	8:55	8:00
9:00	9:03	9:20	9:30	9:40	9:45	9:55	9:00
10:00	10:03	10:20	10:30	10:40	10:45	10:55	10:00
11:00	11:03	11:20	11:30	11:40	11:45	11:55	11:00
12:00	12:03	12:20	12:30	12:40	12:45	12:55	12:00
13:00	13:03	13:20	13:30	13:40	13:45	13:55	13:00
14:00	14:03	14:20	14:30	14:40	14:45	14:55	14:00
15:00	15:03	15:20	15:30	15:40	15:45	15:55	15:00
16:00	16:03	16:20	16:30	16:40	16:45	16:55	16:00
17:00	17:03	17:20	17:30	17:40	17:45	17:55	17:00

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Table 6-5: Conceptual Timetables for a.m./p.m. School Day Supplemental Trippers

AM Tripper 1									
West Fourth St & Miller Mission Oaks MHP	Felice St at West Fourth Street (San Benito Health)	Buena Vista & College	Fourth & San Benito	Maple Street & San Felipe (DMV)	Chappell & McCarthy (San Andreas School)	Meridian & Valley View Maze Middle Sch	Clearview & Sunnyslope	Memorial & Hillcrest Veterans Park	Meridian & Valley View Maze Middle Sch
Leave 7:50	Leave 7:53	Leave 7:55	Leave 7:59	Leave 8:03	Leave 8:05	Leave 8:09	Leave 8:16	Leave 8:19	Arrive 8:22
AM Tripper 2									
Cerra Vista Dr & Union (Cerra Vista School)	Sunset Drive & Clearview	Sunset Drive & Memorial (Hawkins Hospital)	Ladd Lane at Talbot	Rancho Street & Park Ave. (Rancho San Justo MS)	San Benito Street & Hawkins (7-11)	South Street & San Benito	South Street & Line Street (R.O. Hardin School)	Westside Blvd & Nash (Del Rio Apts)	Nash Street San Benito (San Benito HS)
Leave 8:00	Leave 8:04	Leave 8:07	Leave 8:10	Leave 8:15	Leave 8:17	Leave 8:19	Leave 8:22	Leave 8:25	Arrive 8:30
PM Tripper 1									
Meridian & Valley View Maze Middle Sch	Clearview & Sunnyslope	Memorial & Hillcrest Veterans Park	Meridian & Valley View Maze Middle Sch	Chappell & McCarthy (San Andreas School)	Maple Street & San Felipe (DMV)	Fourth & San Benito	Buena Vista & College	Felice St at West Fourth Street (San Benito Health)	West Fourth St & Miller Mission Oaks MHP
Leave 3:40	Leave 3:47	Leave 3:50	Leave 3:53	Leave 3:57	Leave 3:59	Leave 4:04	Leave 4:08	Leave 4:11	Arrive 4:15
PM Tripper 2									
Nash Street San Benito (San Benito HS)	Westside Blvd & Nash (Del Rio Apts)	South Street & Line Street (R.O. Hardin School)	South Street & San Benito	San Benito Street & Hawkins (7-11)	Rancho Street & Park Ave. (Rancho San Justo MS)	Ladd Lane at Talbot	Sunset Drive & Memorial (Hawkins Hospital)	Sunset Drive & Clearview	Cerra Vista Dr & Union (Cerra Vista School)
Leave 3:15	Leave 3:19	Leave 3:22	Leave 3:22	Leave 3:24	Leave 3:35	Leave 3:40	Leave 3:43	Leave 3:46	Arrive 3:50

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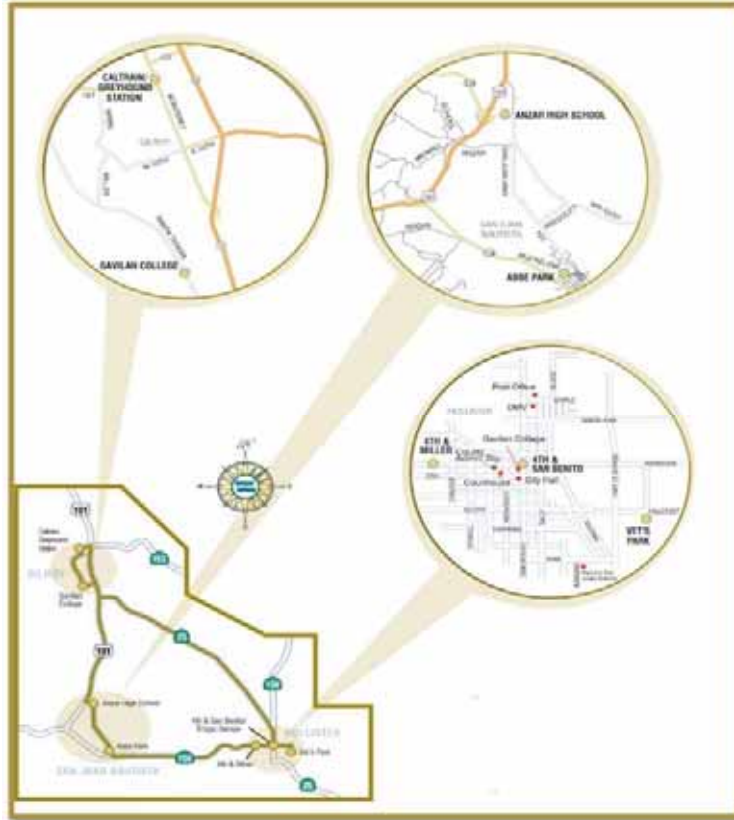
6.1.3 INTERCOUNTY SERVICE RECOMMENDATIONS

San Benito Local Transportation Authority (LTA) offers three (3) basic variations on its fixed route service into Gilroy (just across the border in Santa Clara County).

1. Gavilan College Service;
2. Caltrain Service (Gilroy Caltrain/Greyhound Station); and
3. Greyhound Service (Weekend Service to Caltrain/Greyhound Station).

Collectively these services are referred to as Intercounty (IC) services. All three (3) services are, or could be, integrated using the same vehicles within LTA's fleet. Generally, the Caltrain service runs in the very early mornings, with Gavilan filling in the daytime, and Caltrain delivering end-of-day service for the evening returning commuters back from Caltrain and the Bay Area. Greyhound is the weekend version of Caltrain running on Saturday and Sunday only, providing the *only* weekend scheduled transit service in San Benito County at this time. During the development of the Operations Plan a new Express Intercounty route was implemented between Veterans' Park and Gavilan College. The consulting team supports the recent addition of another "Gavilan Express" trip in the 7:00 a.m. hour to relieve overcrowding on the existing 6:55 a.m. trip. However, the overall evolution to provide these service via San Juan Bautista as part of the "Gilroy Express" remains a strong recommendation, and as such, the conceptual schedule shown here in the plan is the recommended approach.

Figure 6-3: County Express Intercounty Routes



The Intercounty services require a peak pullout of three (3) vehicles deployed by 6:15 a.m. each weekday, tapering to a single midday bus that suffices until a second bus is added near the end of the evening to meet the last Caltrain arrivals in Gilroy.

Currently, with only one notable exception in the late afternoon, the Caltrain and Gavilan services are marketed separately, and the alignments are different. Specifically, Caltrain service does NOT serve San Juan Bautista, offering no commute service to and from San Juan Bautista into Gilroy and the regional public transit network (from Gilroy Caltrain and, to a much lesser extent, Gavilan College, regional connections are available) before 7:15 a.m. or after 4:30 p.m.

The current (2014) San Benito County Local Transportation Authority (LTA) Intercounty (IC) route network consists of regularly scheduled routes running on two (2) different patterns between Hollister and Gilroy. The IC is marketed separately based upon destination, as either Caltrain or Gavilan routes. Some combining of these routes occurs in the 5:00 pm hour where the last trip to Gavilan also serves Caltrain and becomes the

first southbound p.m. Caltrain trip. Morning service (Caltrain) begins at 5:30 a.m. and concludes at 8:20 p.m. as the last Caltrain trips returns from Gilroy.

6.1.3.1 RECONFIGURE CALTRAIN ROUTE – SERVE SAN JUAN BAUTISTA

LTA can improve commuting options from San Juan Bautista by standardizing the alignment that its current “Caltrain Service” follows to serve San Juan Bautista rather than the Hwy 25 alignment in place today. LTA has not established any bus stops along Hwy 25, nor anywhere in the northern part of Hollister. No current Caltrain Service bus stops would be impacted by having the route serve Downtown Hollister, then reach Gilroy via West Fourth and through San Juan Bautista then to the U.S. 101 Freeway via San Juan Highway then into Gilroy via the 101. This change projects to provide greater service levels in San Juan Bautista at little cost to LTA (a few minutes per trip), and should increase ridership on early-morning and late-evening buses.

Table 6-6: Intercounty Service Option: Standardize Gilroy Services through San Juan Bautista & Add Bell Time Capacity for TJ Owens Early College Academy

Service Option: Standardize Intercounty Alignments through San Juan Bautista – minimal infill service in schedule	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Enhance Schedule and Standardize Corridor on Existing Intercounty Route	+4.9	+1,250	+3	+3,688	3
Totals	+4.9	+1,250	+3	+3,688	3

Another strength of running all Gilroy trips through San Juan Bautista is that LTA begins to approach nearly consistent hourly service in San Juan Bautista, which should induce more trips as the system becomes easier to use. This option increases revenue hours by 4.82 per weekday. Although under its current contract LTA does not pay MV for deadhead, this option lowers unproductive deadhead by over two (2) hours each weekday.

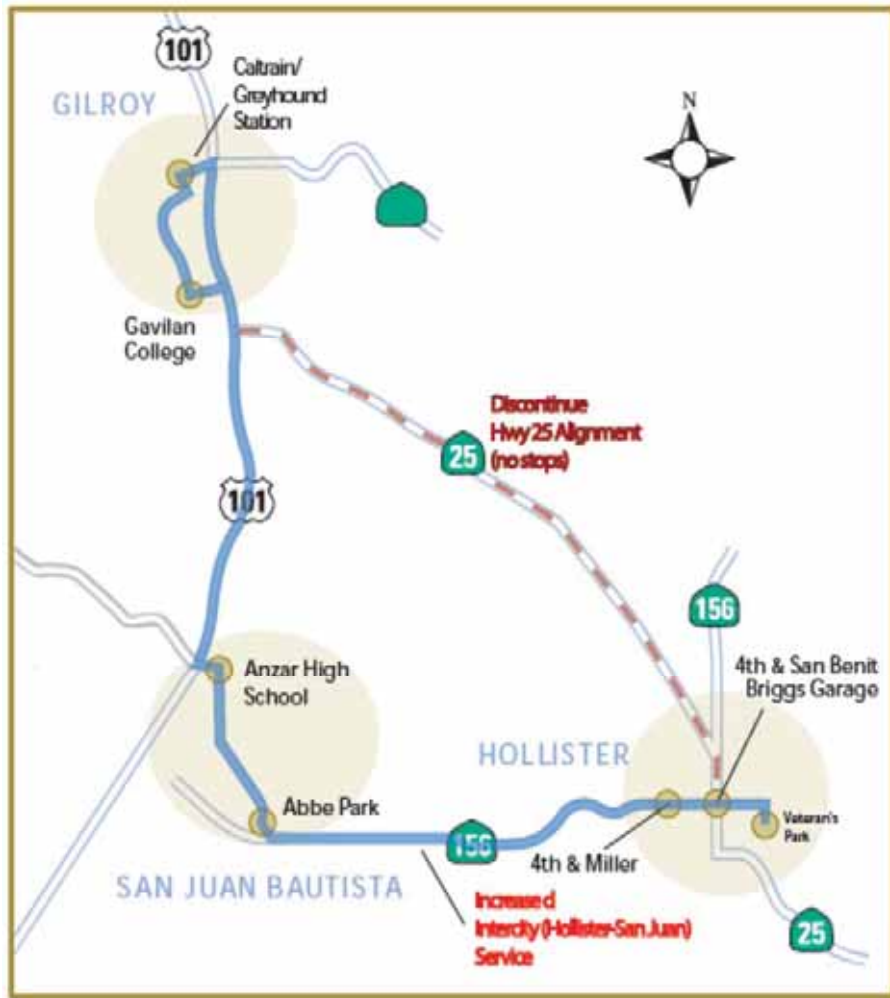
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6.1.3.2 TJ OWENS EARLY COLLEGE ACADEMY AT GAVILAN COLLEGE

The most popular service LTA offers today is the trips that serve Gavilan College at the bell times of the popular TJ Owens (High School) Early College Academy program that attracts dozens of Hollister and San Juan Bautista high school students. This all-day program enables high school students to complete college credits while graduating high school, preparing the students for numerous academic opportunities beyond high school. The current Intercounty trips that serve the main bell times are at or exceeding capacity. The lack of capacity serves to constrain growth of one of LTA's most promising transit markets, youth and young adults accessing the TJ Owens Program and Gavilan College.

Investing additional trips to add capacity at TJ Owens bell times, which are consistent at 7:55-8:00 a.m. in the mornings, and at 3:20 p.m. each day except Friday, which releases students at 2:45 p.m., will provide a number of growth opportunities. The recommended conceptual Gilroy Express (Intercounty) schedule in *Table 6-10* and *Table 6-11* provides two (2) attractively timed trips arriving before the morning bell and reasonable afternoon bell service. The afternoon trips include two (2) buses back to San Juan and Hollister within 45 minutes of the afternoon bell. Further adjustment is possible to tighten the pickup window in the afternoon.

Figure 6-4: Intercounty Service Option: Standardize Gilroy Services through San Juan Bautista



6.1.3.3 IMPROVE ACCESS IN SAN JUAN BAUTISTA – BUS STOPS

The only current bus stop location in San Juan Bautista is at Abbe Park. This is a wonderful location for the bus stop and lends itself for further investment in accessibility and other amenities as funding allows. San Juan and the LTA would mutually benefit from both upgrading the Abbe Park bus stop(s) and establishing two (2) more pairs of bus stops, on either end of the community, to shorten walking distance for those not travelling near Abbe Park. Attractive locations may be achievable on Fourth near The Alameda on the eastern end of town, and near 1st and North on the northwestern edge of town.

Figure 6-5: Intercounty Service Option: Establish Two New Pairs of Bus Stops in San Juan Bautista



The two new pairs of bus stops needed to effectively provide access to the Gilroy Express are shown here in RED. The existing, lone bus stop pair at Abbe Park is shown in yellow. The total cost for the additional bus stop improvements is estimated to be around \$12,000.

6.1.3.4 OPERATE CONSISTENT WEEKDAY SCHEDULES REGARDLESS OF GAVILAN CLASSES

While undoubtedly the primary trip generator on the IC route, the recent practice of reducing service on days that Gavilan is out of session is confusing to riders and only saves a modest amount of operating funds (especially if deadhead time and mileage is considered). These types of service inconsistencies need to be reduced to the fullest extent possible to build ridership, especially to expand the IC route to capture commuters and the intercity travel needs of the transit-dependent and transit-friendly markets. From the current Gavilan College academic calendar of instruction, it appears that 70 weekdays without classes occurred in 2014/15.

Table 6-7: Intercounty Service Option: Discontinue Service Reductions with Gavilan Not in Session

Service Option: Operate the Full Weekday Schedule On Days when Gavilan is closed to provide consistent core service.	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Discontinue Service Reductions during Non- Gavilan Weekdays	70*+14.8	+1,036	+8.7	+8,667	3
Totals	70*+14.8	+1,036	+8	+8,667	3

While a significant bump in revenue hours, this also reduces deadhead. This schedule is just under 25 weekday revenue hours, but only 2.66 hours of deadhead (27.5 total hours). This compares to the 2014 (Gavilan School Day) schedule of 20 revenue hours with five (5) hours of deadhead.

6.1.3.5 REVISE WEEKEND GILROY EXPRESS SCHEDULES

The schedules and the number of inter-regional (Greyhound/Greyhound partners and others, currently Tesora) trips that serve the Gilroy Greyhound/Caltrain Station has changed over time. The original schedule no longer matches scheduled inter-regional departure times. Greyhound is now served by its regional partner, Monterey-Salinas Transit (MST) at 12:30 p.m. and 9:30 p.m. on Saturdays, and 6:40 p.m. on Sundays. Tesora Coach Lines serves Gilroy (southbound to Los Angeles) on Sundays at 1:00 p.m.

Table 6-8: Intercounty Service Option: Revise Weekend Intercounty Times

Service Option: Revise Weekend Intercounty Times.	Weekend Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Revise Weekend Intercounty Times	+0.27	+28	+5	+140	1
Totals	+0.27	+28	+5	+140	1

This change is not a significant increase in revenue hours, and will make the service work better with its original goal, assisting Greyhound and Greyhound-like inter-regional buses that serve the Gilroy Caltrain Station.

6.1.2.3.6 ENHANCE EXISTING GILROY EXPRESS SERVICE TO BETTER CONNECT WITH EXISTING EXPRESS BUSES IN GILROY

Commuters in San Benito County have an expressed need for attractive transit options to job centers in the Silicon Valley. Specifically, staff has been asked to evaluate how to serve Downtown San Jose and Sunnyvale areas.

For LTA to launch an attractive express bus service itself under the current financial situation is highly questionable. An LTA-provided express bus would not only duplicate existing established services being provided by the Santa Clara Valley Transportation Authority (VTA), but would require the acquisition of new buses and expansion of the existing LTA maintenance function to handle the larger, more complex “over-the-road” buses desired by long-distance commuters. While this could be done, it makes much more sense and exhibits good fiscal management to simply improve connections from Hollister and San Juan Bautista into existing VTA Express Buses that serve Gilroy with high peak-hour frequency and generally have the capacity to absorb more ridership.

LTA can improve commuting options from San Benito County by making a few modest expansions of the existing IC service to better connect to the existing and robust array of VTA Express Buses that are based at the Gilroy Caltrain Station. Currently, VTA provides Express Bus services to Downtown San Jose and the Diridon Intermodal Station via Route 168, and to Sunnyvale via Route 121 serving major regional employers including Lockheed Martin, Yahoo!, and Jupiter Networks. The augmentation of several new trips per weekday can be easily built upon the recommended new IC Gilroy Express schedule shown above. The new daily trips described in the plan will improve connections and should attract ridership; however, many of these connections are already available. More aggressive marketing can promote “as is” services until funding becomes available to add new trips.

Table 6-9: Augmented Service to Improve Connections to Gilroy-based VTA Express Buses to San Jose and Sunnyvale (assumes implementation of “Gilroy Express” and re-routing of trips through San Juan Bautista):

Service Option: Add Modest Number of New Trips from Hollister to Gilroy Caltrain to Improve Connections to Existing VTA Express Bus Routes 121 and 168	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Augment Existing Trips with 4 new Gilroy Express Northbound AM Trips and 2 new Southbound PM Trips	+4.55	+1,160	+8	+9,280	3 (no change)
Totals	+4.55	+1,160	+8	+9,280	3

Another option which could be explored would be to develop partnerships with VTA or Monterey-Salinas Transit (MST) to fund a joint venture that would provide additional service north and possibly to Salinas connecting to jobs in Monterey County. However, ensuring long term funding for LTA's portion may be a challenge.

6.1.3.6 MERGED BRANDING & MARKETING STRATEGY – ONE SERVICE “GILROY EXPRESS”

This goes hand in hand with the standardization of the alignment of the formerly named “Caltrain Service” through San Juan Bautista to improve rider access to the service. With combined schedules there lies an opportunity to market the service as one, an all-day intercity service between Hollister, San Juan Bautista, and Gilroy, connecting to the greater Bay Area and Greyhound at the Gilroy Caltrain/Greyhound Station. This is also why the cessation of the “summer schedules” for the Gavilan service is critical. The route needs to run as scheduled almost every weekday of the year (Holidays excepted) in order to build a loyal commuter and midday transit market. The Marketing Plan element of this plan will elaborate on detailed strategies to elevate the level of interest and awareness of the revamped route network.

Table 6-10: Intercounty Short Term Conceptual Weekday Schedule-Northbound

IC - Gilroy Express Limited Svc NB								Weekday Service
	Veteran's Park In Hollister	Gavilan Fourth & San Benito	W. Fourth Street & Miller	Abbe Park San Juan Bautista	Anzar High School	Gavilan College Gilroy Campus	Caltrain Gilroy Intermodal Station	
	Leave	Leave	Leave	Leave	Leave	Leave	Arrive	
IC-1	5:20	5:25	5:28	5:40			5:55	IC-1
IC-2	5:40	5:45	5:48	6:00			6:15	IC-2
IC-1	6:20	6:25	6:28	6:40			6:55	IC-1
IC-2	6:55	7:00	7:03	7:15	7:22	7:37	7:45	IC-2
IC-3	7:05	7:10	7:13	7:25	7:32	7:47	7:55	IC-3
IC-1	7:35	7:40	7:43	7:55	8:02	8:17	8:25	IC-1
IC-4	8:10	8:15	8:18	8:30	8:37	8:52	9:00	IC-4
IC-3	9:10	9:15	9:18	9:30	9:37	9:52	10:00	IC-3
IC-4	10:10	10:15	10:18	10:30	10:37	10:52	11:00	IC-4
IC-3	11:10	11:15	11:18	11:30	11:37	11:52	12:00	IC-3
IC-4	12:00	12:05	12:08	12:20	12:27	12:42	12:50	IC-4
IC-3	13:10	13:15	13:18	13:30	13:37	13:52	14:00	IC-3
IC-6	14:20	14:25	14:28	14:40	14:47	15:02	15:10	IC-6
IC-7	14:55	15:00	15:03	15:15	15:22	15:37	15:45	IC-7
IC-6	16:20	16:25	16:28	16:40	16:47	17:02	17:10	IC-6
IC-8	17:15	17:20	17:23	17:35	17:42	17:57	18:05	IC-8
IC-6	18:25	18:30	18:33	18:45	18:52	19:07	19:15	IC-6
IC-8	19:10	19:15	19:18	19:30			19:45	IC-8

Table 6-11: Intercounty Short Term Conceptual Weekday Schedule-Southbound

IC - Gilroy Express Limited Svc SB								Weekday Service
	Caltrain Gilroy Intermodal Station	Gavilan College Gilroy Campus	Anzar High School	Abbe Park San Juan Bautista	W. Fourth Street & Miller	Gavilan Fourth & San Benito	Veteran's Park In Hollister	
	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Leave</i>	<i>Arrive</i>	
IC-1	5:57						6:18	IC-1
IC-2	6:15			6:30	6:40	6:43	6:48	IC-2
IC-1	6:55			7:10	7:20	7:23	7:28	IC-1
IC-3	8:07	8:16	8:27	8:35	8:45	8:48	8:53	IC-3
IC-1	8:40	8:49	9:00	9:08	9:18	9:21	9:26	IC-1
IC-4	9:07	9:16	9:27	9:35	9:45	9:48	9:53	IC-4
IC-3	10:07	10:16	10:27	10:35	10:45	10:48	10:53	IC-3
IC-4	11:07	11:16	11:27	11:35	11:45	11:48	11:53	IC-4
IC-3	12:07	12:16	12:27	12:35	12:45	12:48	12:53	IC-3
IC-4	13:07	13:16	13:27	13:35	13:45	13:48	13:53	IC-4
IC-3	14:25	14:34	14:45	14:53	15:03	15:06	15:11	IC-3
IC-6	15:30	15:39	15:50	15:58	16:08	16:11	16:16	IC-6
IC-7	15:55	16:04	16:15	16:23	16:33	16:36	16:41	IC-7
IC-8	16:30	16:39	16:50	16:58	17:08	17:11	17:16	IC-8
IC-6	17:35	17:44	17:55	18:03	18:13	18:16	18:21	IC-6
IC-8	18:15			18:30	18:40	18:43	18:48	IC-8
IC-6	19:15			19:30	19:40	19:43	19:48	IC-6
IC-8	19:55			20:10	20:20	20:23	20:28	IC-8

6.1.4 DIAL-A-RIDE & AMERICANS WITH DISABILITIES (ADA) RECOMMENDATIONS

ADA paratransit service obligations within Hollister will be met through the operation of flex route services if:

“Trip requests are not denied for certified ADA registrants. However, ADA registrant pick-up and drop-off times can be negotiated within the allowable ADA two (2)-hour booking window. ”

The operation of a general public flex route service eliminates the need to provide a separate ADA Complementary Paratransit within the area served by a flex route service. ADA paratransit service obligations can be met through the operation of either general public Dial-A-Ride or flex route services if:

- Trip requests are not denied for certified ADA registrants. However, ADA registrant pick-up and drop-off times can be negotiated within the allowable ADA two (2) hour booking window.
- Service is designed to provide a basic curb-to-curb service for ADA registrants and provide door-to-door assistance (under the recent destination-to-destination service requirements) if needed. Door-through-door assistance is not required under ADA regulations.

Maintaining the list of ADA eligible registrants is critical to ensuring ADA regulatory compliance whether providing a separate ADA complementary paratransit service in Hollister or meeting ADA service requirements through the operation of a flex route public transit service. A formal procedure is required, in conjunction with trip request booking, to track through a dispatch log ADA-registrant trips requested, scheduled, refused, or denied. The recording of ADA registrant requested and completed trips are required to demonstrate compliance with ADA regulations regarding trip denials.

Flexibus is designed to provide a basic curb-to-curb service for ADA registrants and provide door-to-door assistance (under the recent destination-to-destination service requirements) if needed. Door-through-door assistance is not required under ADA regulations.

The plan provides for one (1) demand response vehicle available during the 12 hours per day that the flex route is in operation and another demand response vehicle available during peak periods for four (4) hours per day. The demand response vehicles will:

1. Provide relief for the FlexiBus when the volume of off-route pick-ups the ability of the FlexiBus to maintain schedule;
2. Provide transportation for riders outside the FlexiBus range;

3. Provide life-line trips the San Juan Bautista and Tres Pinos;
4. Supplement Jovenes Specialized Services.

Southside and Sunnyslope Area and San Juan Bautista and Tres Pinos services would be reduced to a single bus operation on weekdays providing one round trip in the morning and one round trip in the afternoon. San Juan Bautista will be provided additional service from with the Intercounty service stopping in San Juan Bautista. Under ADA regulations there is no requirement to provide these services. Lifeline services would be maintained for the remote populations with this more restricted service.

6.1.5 SPECIALIZED SERVICES RECOMMENDATIONS

Jovenes da Antaño will continue to provide their current mix of local Hollister and regional services:

- Senior Lunch Transportation;
- Out-of-County Medical Appointment Trips;
- Local Medical-Shopping Assistance and Specialized Transportation Services.

These services remain important in San Benito County. Jovenes De Antaño transportation services connect County seniors and persons with disabilities to the Jovenes nutrition program as well as to appointments with medical specialists outside the County. The Local Medical-Shopping Assistance transportation provides a higher level of door-through-door driver assistance to those who cannot effective use fixed route or ADA Paratransit services to meet their local travel needs within Hollister. The Jovenes services are provided on a first-come-first-served basis and cannot currently meet all requests. This excess demand is referred to Dial-A-Ride.

The number of individuals requiring this specialized transportation is expected to increase substantially over the next several years. In addition, as local transit service in Hollister shifts to a FlexiBus, demand for the door-through-door Local Medical-Shopping Assistance Transportation will grow. Although the FlexiBus will accommodate ADA Paratransit service, it will not be able to provide a higher level of driver assisted service (help with groceries out to the buses and into the rider's residence or assistance into medical facilities). The Jovenes transportation services are designed to meet these needs.

Since the flex route service will not be able to provide door-through-door assisted service, there may be more pressure on the Jovenes da Antaño services to provide door-through-door service to those who need this level of assistance. The plan allows Jovenes to increase its vehicle revenue hours by over 10 percent or 857 additional hours. As funds remain available, the additional may be allocated to any of the three Jovenes De

Antaño programs; however, the first priority will be to the Local Medical-Shopping Assistance Transportation service to eliminate turndowns.

Improving Jovenes service efficiency (passengers per vehicle revenue hour) will increase the number of trips and individuals, who may be served. Some immediate steps that Jovenes could take include—

- Improve scheduling practices to effectively group similar passenger trips;
- Enhance dispatch control to effectively manage service operations and respond to changes on a real-time basis;
- Ensure scheduled revenue hours are aligned with ridership demand;
- Implement and enforce policies to reduce no-shows and late cancels; and
- Encourage “group” ridership (several riders going together).

6.1.5.1 DEVELOP & INTRODUCE A VOLUNTEER DRIVER REIMBURSEMENT PROGRAM.

Additionally, Jovenes da Antaño could organize a travel companion volunteer pool to assist those using the flex route service who need door-through-door travel assistance. This initiative could be a near-term step in the longer evolution of a Mobility Management Center (see Future Operations section).

A pool of volunteer drivers are screened for driver license status, vehicle fitness, and insurance coverage. A database of driver availability and residential location would be maintained. The mobility manager would assign trip requests based on driver availability and record trip assignments, trip origins, and destinations (to calculate reimbursements), record dates and trip times, and process reimbursements. An annual budget will be required for driver reimbursements. Budget limits will be based on annual funding availability. TDA funds can be used to pay volunteer driver reimbursements.

Volunteer driver programs can be set up as informal volunteer driver networks or as formal volunteer driver reimbursement programs:

1. **Informal Volunteer Driver Networks:** Informal volunteerism is a part of most communities. It is mainly based on family members taking care of their own or neighbors taking care of neighbors (informal network). Arrangements are made on an individual basis between drivers and individuals needing a ride. With informal arrangements, drivers may or may not receive a reimbursement. Payment for service is between the passenger and driver. Reimbursements to cover costs can range from the passenger purchasing gas or paying a cash honorarium to help cover fuel, time, and general car expenses.

2. **Formal Volunteer Driver Reimbursement Programs:** Volunteer drivers are recruited and organized into a driver pool. Agencies match the travel requests of their clients with the availability of volunteer drivers. It is common to reimburse the driver through gas vouchers or at a per-mile rate. Gas voucher values can be based on the amount of gas used to travel to and from a center such as Hollister, Gilroy, San Jose, or San Francisco. Current IRS per-mile travel cost rates are generally used for mileage-based reimbursements. In some examples, passengers are required to pay a contribution (fare) for the ride and this is net from the paid driver reimbursement. Mature examples of volunteer driver reimbursement programs have been successfully implemented and operated in Riverside, Trinity, Tehama, and Glenn Counties. Volunteer driver programs are often targeted for the elderly or nonemergency medical trips where door-through-door driver assistance is often needed. Operation funding can come from TDA, passenger fares, local contributions (including donations), or local fund raising initiatives. Volunteer driver reimbursement programs must be closely managed to control expenditures (stay within budget), ensure passenger safety and security, and driver compliance with program insurance, licensing, and vehicle condition requirements. A secondary insurance policy is necessary to provide coverage above that of the driver's insurance coverage.

6.1.6 SHORT TERM IMPLEMENTATION

6.1.6.1 IMPLEMENTING FLEXIBUS SYSTEM

The steps necessary to transition from the current Hollister local fixed route to the deviated fixed route with trippers are as follows:

- **Task 1: Conduct internal stakeholder education & outreach.**
 - ♦ **Subtasks:**
 - Develop a clear public statement regarding fiscal constraints and the need to change the way service is delivered in San Benito County,
 - Develop a clear public explanation outlining how the new service mix will work and how travel needs will continue to be met;
 - ♦ **Responsible party:** LTA transit staff;
 - ♦ **Resources required:** LTA staff time, venue for public workshop(s);
 - ♦ **Proposed start and end date:** TBD;
 - ♦ **Estimated budget:** Minimal, will occur at LTA Board meetings, existing MV and Jovenes safety meetings and employee events;
 - ♦ **Activities, which must be completed prior to start:** Internal stakeholder outreach;
 - ♦ **Activities dependent on completion (if relevant):** Setting date for service change;
 - ♦ **Result:** Education of interested riders and members of the public and LTA Board.
- **TASK 2: Conduct public outreach.**
 - ♦ **Subtasks:**
 - Incorporate Step 1 fiscal and service explanations into outreach process;
 - ♦ **Responsible party:** LTA transit staff;
 - ♦ **Resources required:** LTA staff time, venue for public workshop(s);
 - ♦ **Proposed start and end date:** TBD, extended process, education to implementation;
 - ♦ **Estimated budget:** Minimal, get rooms for free, piggyback on existing events/meetings;
 - ♦ **Activities, which must be completed prior to start:** Internal stakeholder outreach;
 - ♦ **Activities dependent on completion (if relevant):** Setting date for service change;
 - ♦ **Result:** Education of interested riders and members of the public and LTA Board.
- **Task 3: Field simulate and finalize flex route schedule.**
 - ♦ **Responsible party:** LTA transit staff; MV operations staff;

- ♦ **Resources required:** LTA staff time or LTA consultant time, MV staff time;
- ♦ **Proposed start and end date:** TBD;
- ♦ **Estimated budget:** \$1,000;
- ♦ **Activities, which must be completed prior to start:** Internal stakeholder outreach and determination of time points and flag stops;
- ♦ **Activities dependent on completion (if relevant):** Setting date for service change;
- ♦ **Result:** Draft schedules available to integrate into marketing pieces.
- **TASK 4): Identify and reach consensus on location of downtown transfer hub.**
 - ♦ **Responsible party:** LTA transit staff, consultant staff, MV operations staff;
 - ♦ **Resources required:** LTA staff time or LTA consultant time, MV staff time;
 - ♦ **Proposed start and end date:** ASAP start;
 - ♦ **Estimated budget:** Minimal if LTA staff conduct work, \$1,500 if consultant driven, potential lease costs and/or modest infrastructure (concrete, shelters, and signs) work;
 - ♦ **Activities, which must be completed prior to start:** Stakeholder outreach and consensus, determination of needed Improvements, design and construction;
 - ♦ **Activities dependent on completion (if relevant):** Setting date for service change;
 - ♦ **Result:** Critical transit facility located, implementation phase can be planned and delivered, schedules can be made available to integrate into marketing pieces.
- **TASK 5: Check local school bell times for changes, then field simulate and finalize school tripper schedules.**
 - ♦ **Responsible party:** LTA transit staff, consultant staff, MV operations staff;
 - ♦ **Resources required:** LTA staff time or LTA consultant time, MV staff time;
 - ♦ **Proposed start and end date:** TBD;
 - ♦ **Estimated budget:** \$1,500;
 - ♦ **Activities, which must be completed prior to start:** Internal stakeholder outreach and determination of time points and flag stops;
 - ♦ **Activities dependent on completion (if relevant):** Setting date for service change;
 - ♦ **Result:** Draft schedules available to integrate into marketing pieces.
- **TASK 6: Select service change dates.**
 - ♦ **Responsible party:** LTA transit staff;

- ♦ **Resources required:** LTA staff time;
- ♦ **Proposed start and end date:** TBD;
- ♦ **Estimated budget:** Minimal, August would be ideal, January second choice, both due to respect for student riders and process of educating them on new services;
- ♦ **Activities, which must be completed prior to start:** MV readiness with dispatcher and operator training on flex route system;
- ♦ **Activities dependent on completion (if relevant):** Design of creative educational pieces and new schedule brochures, website update, Google Transit;
- ♦ **Result:** Launch date selected. Deadlines now established for MV training and preparation, marketing piece availability, etc.
- **Task 7: Launch and monitor performance of flex route and trippers.**
 - ♦ **Responsible party:** LTA transit staff, MV operations staff;
 - ♦ **Resources required:** LTA staff time, MV operations staff time;
 - ♦ **Proposed start and end date:** TBD ongoing, close monitoring for a year after launch;
 - ♦ **Estimated budget:** Data provision and weekly reports/meetings with MV should be negligible costs, however LTA or consultant staff time to analyze and recommend adjustments to schedule and/or service policies \$30,000/year;
 - ♦ **Activities, which must be completed prior to start:** Schedule finalization, formal marketing piece development and distribution, MV operations staff training;
 - ♦ **Activities dependent on completion (if relevant)** Ridership increases, cost savings;
 - ♦ **Result:** New service launched, monitored closely and adjusted as necessary over time.

6.1.6.2 IMPLEMENTING INTERCOUNTY CORRIDOR STANDARDIZATION AND SCHEDULE ENHANCEMENT

The steps necessary to standardize and enhance the schedule for the Intercounty County Express "Gilroy Express" service are as follows:

- **TASK 1: Conduct internal stakeholder education & outreach.**
 - ♦ **Responsible party:** LTA transit staff, MV and Jovenes operations staff;
 - ♦ **Resources required:** LTA staff time, use existing safety meetings as workshops;
 - ♦ **Proposed start and end date:** TBD;
 - ♦ **Estimated budget:** Minimal, will occur at LTA Board meetings, existing MV and Jovenes safety meetings and employee events;
 - ♦ **Activities, which must be completed prior to start:** LTA Board approval;

- ♦ **Activities dependent on completion (if relevant):** Setting date for service change;
- ♦ **Result:** Education of interested riders and members of the public and LTA Board.
- **TASK 2: Conduct public outreach.**
 - ♦ **Subtasks:**
 - Incorporate Step 1 fiscal and service explanations into outreach process;
 - ♦ **Responsible party:** LTA transit staff;
 - ♦ **Resources required:** LTA staff time, venue for public workshop(s);
 - ♦ **Proposed start and end date:** TBD, brief process, education of existing riders, and general public through car cards, website, outreach to TJ Owens/Gavilan/Caltrain;
 - ♦ **Estimated budget:** Minimal, get rooms for free, piggyback on existing events/meetings;
 - ♦ **Activities, which must be completed prior to start:** Internal stakeholder outreach;
 - ♦ **Activities dependent on completion (if relevant):** Setting date for service change;
 - ♦ **Result:** Education of interested riders and members of the public and LTA Board.
- **TASK 3: Field simulate and finalize new "Gilroy Express" schedule.**
 - ♦ **Responsible party:** LTA transit staff; MV operations staff;
 - ♦ **Resources required:** LTA staff time or LTA consultant time, MV staff time;
 - ♦ **Proposed start and end date:** TBD;
 - ♦ **Estimated budget:** \$1,500;
 - ♦ **Activities, which must be completed prior to start:** Internal stakeholder outreach and outreach to Gavilan/TJ Owens Advance College Academy;
 - ♦ **Activities dependent on completion (if relevant):** Setting date for service change;
 - ♦ **Result:** Draft schedules available to integrate into marketing pieces.
- **TASK 4: Select service change date.**
 - ♦ **Responsible party:** LTA transit staff; input from MV staff;
 - ♦ **Resources required:** LTA staff time;
 - ♦ **Proposed start and end date:** TBD;
 - ♦ **Estimated budget:** Minimal, August would be ideal, January second choice, both due to respect for student riders and process of educating them on new services;
 - ♦ **Activities, which must be completed prior to start:** Schedule finalization;

- ♦ **Activities dependent on completion (if relevant):** Design of creative (schedule brochures) website updates, Google Transit;
- ♦ **Result:** Launch date selected. Deadlines now established for MV run bidding.
- **TASK 5: Launch and monitor performance of flex route and trippers.**
 - ♦ **Responsible party:** LTA transit staff, MV operations staff;
 - ♦ **Resources required:** LTA staff time, MV staff time;
 - ♦ **Proposed start and end date:** TBD ongoing, close monitoring for a year after launch;
 - ♦ **Estimated budget:** Data provision and weekly reports/meetings with MV should be negligible costs, however LTA or consultant staff time to analyze and recommend adjustments to schedule and/or service policies \$30,000/year;
 - ♦ **Activities, which must be completed prior to start:** schedule finalization, formal marketing piece development and distribution, MV operations staff training;
 - ♦ **Activities dependent on completion (if relevant):** Ridership increases, cost savings;
 - ♦ **Result:** New service launched, monitored closely and adjusted as necessary over time.
- **TASK 6: Launch and monitor performance of Gilroy Express.**
 - ♦ **Responsible party:** LTA transit staff, MV operations staff;
 - ♦ **Resources required:** LTA staff time, MV staff time;
 - ♦ **Proposed start and end date:** TBD ongoing, close monitoring for three (3) months after launch;
 - ♦ **Estimated budget:** Data provision and weekly reports/meetings with MV should be negligible costs, however LTA or consultant staff time to analyze and recommend adjustments to schedule and/or service policies \$10,000/year;
 - ♦ **Activities, which must be completed prior to start:** Schedule finalization, formal marketing piece development and distribution, MV operations staff training;
 - ♦ **Activities dependent on completion (if relevant):** Ridership increases, cost savings;
 - ♦ **Result:** New service launched, monitored closely and adjusted as necessary over time.

6.1.7 INSTITUTIONAL RECOMMENDATIONS

6.1.7.1 RECOMMENDATION 1 ESTABLISH CONTRACT MANAGEMENT PROGRAM

- **Recommendation 1:** With the assistance of a veteran transit management professional, establish an effective contract management program for LTA's operations contracts.

Contract Management is the *process of systematically and efficiently managing contract creation, execution, and analysis for the purpose of maximizing financial and operational performance and minimizing risk.* It includes

- Negotiating the terms and conditions in contracts;
- Ensuring compliance with the terms and conditions; and
- Documenting and agreeing on any changes or amendments that may arise during its implementation or execution.

During the course of developing the Short Range Transit Plan, it was apparent that terms of the original contract had changed from inception without adequate documentation. These changes appear to be operationally and financially unfavorable to LTA.

Contract Management can be divided into four phases:

1. Procurement Phase;
2. Contract Execution Phase;
3. Implementation and Contract Administration Phase; and
4. Changes and Amendment Phase.

6.1.7.1.1 Procurement Phase

The effectiveness of contract administration depends on whether the earlier steps in the procurement cycle were completed. Changes to specifications and management can be made far more readily early in the RFP/proposal cycle than after contract management has commenced. Some of the key early stages which influence the effectiveness of the contract and how it will be monitored and managed include:

- Reviewing current agreement;
- Identifying appropriate performance measures and standard 'benchmarks' so that all parties know in advance what is expected, and how it will be tested (during the RFP writing stage);

- Accurately and clearly defining the staffing requirements, performance criteria, or reporting (during the RFP specification writing stage);
- Assessing risks (done partly in the RFP specification writing stage and further in the evaluation stage);
- Researching the marketplace (including conducting pre-bid briefings and post-bid negotiations);
- Actively creating competition so the best possible qualified operation contractors propose (can be done during all RFP solicitation processes and in post-bid negotiations); and
- Evaluating bids competently to select the best contractor with a strong customer focus and good prospects of building a sound relationship (during Bid Evaluation and Post-tender Negotiations).

6.1.7.1.2 Contract Execution

During the contract execution, appropriate terms and conditions of contract are established. The contract needs to specify all elements of service delivery, including performance criteria, levels of service and staffing, and the consequences or liquidated damages if the contractor breaches any terms. It is also critical that adequate controls are put in place to control revenue hours and operating costs within annual budget ceilings and that LTA can effectively administer the service agreement and ensure compliance with contractual expectations. A mechanism for changes or amendments to the contract also needs to be included.

6.1.7.1.3 Implementation & Contract Administration

Contract administration requires that contract management responsibilities and authority are clearly assigned within LTA. The contract administrator is charged with regularly monitoring performance (both adherence to contract terms and the effectiveness of service). The transit service planner should effectively and consistently monitor vendor compliance with the expectations and terms of LTA transit and public transportation service contracts, including services currently provided by Jovenes de Antaño. Monitoring and compliance evaluations should be conducted on a monthly basis with actions recommended to contractors to correct areas of noncompliance. Monitoring will also identify where performance incentives or penalties (if included in contract documentation) may apply. Contractor monitoring services could be procured under a planning-assistance task order under the supervision of the transit service planner. Any deviations from the contract requirements need to be documented and appropriate action taken, including withholding payment of invoices and/or assessing liquidated

damages. All deviations should be discussed with the contractor's management to determine the cause with the goal to correct any issues.

6.1.7.1.4 Changes & Amendment Phase

A contract document amendment updates the executed contract document. Amendment processing occurs after the original contract document is executed. An amendment update can result from agreed-to changes in vehicle service hours, staffing, or performance criteria in contract terms in the document. Negotiating the changes is a delicate process. The impact of the changes on service and cost needs to be evaluated. It is important that all negotiated changes be documented in an amendment to the original contract.

6.1.7.1.5 Contract Administration Recommendation

It is expensive to train and retain the personnel involved in transit contract administration who support and manage effective contracts. It is recommended that LTA contract with a veteran transit management consultant to support the transit planner and to develop the contract management process. This will cost an estimated \$25,000 to \$30,000 per year for at least the next couple years, and then perhaps lower after that once major "clean up" is done and the system is stabilized.

A transit management consultant should be retained to create their all-important next RFP for operations and maintenance services. This would include

- Planning the procurement process;
- Developing the RFP document, which will require every minute detail of the proposers cost model, and will split out fixed and variable costs, performance standards, etc.;
- Circulating it for industry review;
- Soliciting interest from the key players in the operations contracting industry, then assisting in the procurement (pre-bid, addenda, proposal evaluation/scoring assistance, staff report prep for the Board, presentation at the Board, then support post-award with any transitions); and
- Enhance budgeting and grant management capabilities.

6.1.7.2 RECOMMENDATION 2 ENHANCE THE FINANCIAL MANAGEMENT OF LTA

- **Recommendation 2:** Enhance the financial management of San Benito County Local Transportation Authority (LTA). The fiscal officer should work with the fiscal auditor or financial San Benito County Local Transportation Authority

(LTA).consultant familiar with the complexities of state and federal transit funding to organize the financial records and set some new baseline information, as well as procedures on what to maintain in the way of fiscal and grant files.

Good financial management is absolutely critical to ensuring the quality of public transportation. It affects how funding is used to address priorities, the availability of resources for investment and the cost-effectiveness of services. Also, strong financial stewardship, accountability and transparency are necessary to instill public trust in San Benito Local Transportation Authority (LTA).

Financial management impacts a wide range of areas:

1. Aggregate financial management – fiscal sustainability, resource mobilization and allocation;
2. Operational management – performance, value-for money and budget management;
3. Governance – transparency and accountability;
4. Fiduciary risk management – controls, compliance and oversight.

In addition, effective public financial management is important for decision making. Accurate financial information is often used as the mechanism to support decisions and ensure effective resource allocations.

During the course of developing the Plan, several opportunities for improvements in LTA's financial management were noted:

- Enhance tracking and organization of transit funding mechanisms (e.g. LTF Findings of Apportionment, project list and status of PTMISEA and ARRA funds, FTA 5311 funds, status of federal grants, etc.), which will assist in decision-making;
- Implement a zero-based methodology for LTA's transit budget, requiring each expenditure to be justified, explained and supported methodology, which provides more efficient allocation of resources and realistic budget;
- Maintain "TDA Annual Project and Financial Plan" referenced in the previous PMC Triennial Performance Audit, which will provide LTA with a useful management tool;
- Ensure future operations contract includes basic information about how costs were developed, including line item cost breakout, which is critical to good contract management;.

While LTA has commenced a number of specific improvements in managing funding and grants, some overall policy changes would provide additional guidance. The Public Sector Financial Committee of CAPA suggests eight (8) elements for successful public financial management (PFM). Although these elements are general in nature, they provide LTA with overall guidance for improving their financial management. Climate for Reform: The first element of PFM success is the widespread recognition and acknowledgement that change is required, along with a commitment from key stakeholders to effect the necessary reforms.

1. **Governance Value System:** The public entrusts taxpayer funds to LTA and expects them to be used appropriately. An open, honest and responsible approach to the way services are planned, executed and reported is critical.
2. **Governance Legal and Institutional:** The FTA, as well as the State of California, provide a well-defined legal and regulatory framework. LTA is required to work within the appropriate institutions, as well as abide by a set of recognized codes, standards and practices.
3. **Capacity and Capability:** LTA is responsible for ensuring that the appropriate resources are available to support the application of each aspect of financial management, particularly in terms of people and systems.
4. **Fiscal and Policy Framework:** The main output of PFM systems is the budget. A credible budget is essential, reflecting the expected financial impact of the government's policies and its use of resources. As a result, the fifth element of PFM success is a clearly defined and comprehensive fiscal and policy framework.
5. **Performance Management:** The sixth key element is the successful implementation of the budget. The budget must be well managed, monitored and reported to achieve the anticipated outcomes:
 - ♦ Value for money;
 - ♦ Efficient and effective delivery of services; and
 - ♦ Financial compliance.
6. **Reporting:** Empirical evidence is emerging that highlights the positive relationship between the degree of fiscal transparency and measures of fiscal sustainability. Not surprisingly, then, appropriate, transparent reporting will help LTA be accountable for their fiscal actions.
7. **Scrutiny and Assurance:** Reported information must be reliable, whether for purposes of transparency, accountability or decision making. It must also be capable of withstanding scrutiny from different levels and forms of review. Confidence is further enhanced by subjecting this information to external, independent audit.

6.2 Future Operations Plan

The future operations plan is provided to offer alternatives that may be implemented under more favorable scenarios developed in the Long Range Plan. Five (5) scenarios were developed with a 25 to 30 year time frame:

1. **Rolling Along Scenario:** RTP best case assumptions;
2. **Bumpy Road Scenario:** Assumptions based on a more pessimistic view;
3. **Accelerated Drive Scenario:** San Benito County General Plan assumptions and generally favorable events;
4. **New Momentum Scenario:** Assumptions provide an optimistic view of the future;
5. **Wild Ride Scenario:** Assumptions demonstrated volatility.

While the Flex route will provide a fiscally conservative operation that will meet the needs of the Rolling Along Scenario in the near term and Bumpy Road Scenario in the future, the future operations plan provides alternatives that may be implemented in Accelerated Drive Scenario and New Momentum Scenario as conditions become more favorable to transit. In the Wild Ride Scenario, conditions are more volatile. Specific recommendations may be implemented based on need with consideration to how the services will be sustained in a downturn. Both local fixed route and Intercounty expansion are presented.

In all scenarios, the number of older individuals with limited mobility is expected to increase considerably during the next 20 years. To meet this growing demand, a mobility management center will assist LTA in achieving its goals for this population.

6.2.1 LOCAL SERVICE RECOMMENDATIONS

Once finances improve, and transit demand grows, LTA should launch back into a traditional three (3)-bus, three (3)-route fixed route service (Financially Elastic Scenario) . Upon successful deployment and further ridership demand growth, a wide variety of additional improvements to the new fixed route network can be implemented as described below.

6.2.1.1 DELIVER HOLLISTER LOCAL FIXED ROUTE SERVICE EXPANSION ALTERNATIVES

Once the LTA has evolved its Hollister local service by a combination of the flex route system and school trippers, ridership has increased, and the agency's funding situation improves, returning to a traditional fixed route network is recommended. This initial transition back from flex route to all-day fixed route, using a three-bus, three-route network is described in detail in the Alternatives Analysis section as Scenario 3. Once the fixed route network is restored, and as funding becomes available, additional expansions of service will be feasible. These can be delivered in varying chronologic order, but the recommended sequence of expansions are listed here, then analyzed in more detail below:

- Provide all-day fixed route service on all three (3) routes;
- Discontinue the non-school day deletion of Blue Route service;
- Initiate Saturday service on routes Green and Blue;
- Initiate Sunday service on routes Green and Blue;
- Add school bell capacity on existing routes or trippers (Blue/Green);
- Add new, school-commute-oriented bell time routes as needed;
- Increase frequencies on Blue and Green to 30 minutes each;
- Initiate limited Saturday service on Red Route – hours of the food pantry.

6.2.1.2 IMPLEMENT FINANICALLY ELASTIC SCENARIO PULSED FIXED ROUTE PROVIDE ALL-DAY FIXED ROUTE SERVICE FOR THREE 3 HOLLISTER LOCAL ROUTES

Filling in the depression-driven cut of midday weekday service constitutes a significant commitment of operating resources by LTA; however, with a combination of increased funding, increased ridership, and potential economies of scale that may be enjoyed in the next operations contract, this vision can be a reality. Ridership assumptions are projected at 10 riders per revenue hour, an improvement upon the current average weekday fixed route productivity (near six (6) passengers per revenue hour). If midday service is restored, and built upon a new route structure that shortens travel times and

encourages easy transfers, productivity should rise into double digits over a reasonable period of time.

Table 6-12: Service Option: Implement Hollister All-day three (3)-Bus Interlined three (3)-Route Fixed Route Weekday Service and ADA Paratransit Service

Service Option:	Weekday Revenue Hours	Annual Revenue	Ridership per VRH	Annual Ridership Actuals/ Projection	Number of Buses in Peak Service
Green Route (current)	11.7	2,984	10	29,835	1
Blue Route (current)	11.7	2,984	10	29,835	1
Red Route (revamped)	9.9	2,525	10	25,245	1
ADA Paratransit (current)	30.0	7,650	4.5	1,148	3
Optional: Tripper Fixed Routes at main school bell times (2 in AM, 2 in PM)	2.2	396	20	7620	2
Total	65.5	16,538		93,683	8
Change from FlexiBus level	24.9	6,197		14,363	2
Change from Current levels	1	98		16,635	0

Note: Optional trippers NOT included in calculation, but shown for planning purposes and recommended if funding allows, especially if popular and productive at the time.

6.2.1.3 INITIATE SATURDAY SERVICE ON BLUE AND GREEN FIXED ROUTES

As the fixed route system begins to blossom, and if funding allows, the next step is to offer Saturday service on the two (2) core routes that combine to serve most of the origination neighborhoods in Hollister, the Blue and Green routes. Productivity will not meet weekday levels, but Saturday travel needs focus on shopping, service employees, and recreation trips. Students and the transit dependent will benefit from the addition of Saturday service.

Table 6-13: Service Option: Implement Saturday Service on Blue and Green Routes

Service Option: Implement Saturday Service	Saturday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Green Route	+7.5	+390.0	8	+3,120	1
Blue Route	+8.8	+459.2	8	+3,673	1
Red Route					
Totals	+16.3	+849.2	8	+6,793	2

6.2.1.4 INITIATE SUNDAY SERVICE ON GREEN AND BLUE HOLLISTER LOCAL ROUTES

Eventually, Sunday service can be initiated on the same platform as Saturday Service, with just Blue and Green in operation, on a slightly shorter span of service, say from 9:00 a.m. to 5:00 p.m. Productivity will not meet weekday or Saturday levels, as Sunday travel needs focus on church services, shopping, service employees, and recreation trips. Seniors and the transit dependent will benefit from the addition of Sunday service. Hollister will have a fully functional public transportation system.

Table 6-14: Service Option: Implement Sunday Service on Blue and Green Routes

Service Option: Implement Sunday Service	Sunday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Green Route	+7.5	+390.0	6	+2,340	1
Blue Route	+7.8	+407.2	6	+2,443	1
Red Route					
Totals	+16.3	+849.2	6	+4,783	2

6.2.1.5 INTRODUCE ADDITIONAL SCHOOL-BELL TIME SERVICE TO EXPAND CAPACITY

While not a problem now, it is anticipated that LTA will need to add extra revenue hours at the school bell times as its service catches on with students and families and as it grows to become a key component in the local student commute. LTA's current fleet of buses are not high capacity, nor are they constructed to enable standing loads, so until LTA can transition to heavy-duty transit buses in the future, LTA must be vigilant and agile to stay "ahead" of student market growth at the key local secondary schools to avoid overcrowding and stunting of market growth.

Nurturing student market growth is usually accomplished by adding extra buses to existing published service, or adding new student-centric routes that are added to the mix of buses at schools to provide service directly to new areas not currently served, or to reduce on-board travel time for students. Either way, this usually amounts to an hour or two per day, added as needed while closely monitoring daily peak passenger loads. Productivity on these school runs could easily exceed 30 passengers per hour, but to be conservative we are projecting 20 riders per hour.

Table 6-15: Service Option: Implement Additional Bell Time Capacity (more trips, and/or new routes)

Service Option: Add Additional School Bell Service as Needed	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses In Peak Service
Trippers 3 and 4	+2	+350	20	+7,000	2
Totals	+2	+350	20	+7,000	2

6.2.1.6 IMPROVE FREQUENCIES ON BLUE AND GREEN ROUTES

As Hollister continues to grow, and LTA's fixed route enjoys a period of sustained ridership and popularity growth, LTA can increase the service frequency on both Blue and Green to 30 minutes *each* (if funding allows). This would add two (2) more buses to the three (3)-bus platform. Buses would still pulse at the Downtown Transit Hub, but now a second bus is added to both routes, meaning a three (3)-bus pulse will occur every half hour, increased from the base, two (2)-bus pulse initiated with this Short Range Transit Plan.

This may require additional improvements at the Downtown Transit Hub to expand bus dwelling capacity. This will give LTA passengers a choice of which direction they want to travel on Blue and Green each half hour, improving the travel experience and further shortening travel times.

Table 6-16: Service Option: Improved Weekday Frequencies on Blue and Green Routes

Service Option: Improve Weekday Frequencies on Blue and Green	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses In Peak Service
Green Route	+11.6	+2,952.9	10	+29,529	2
Blue Route	+12.1	+3,075.3	10	+30,753	2
Red Route					1
Totals	+23.6	+6,028.2	10	+60,223	5

For example, in the revamped two (2)-bus system, a passenger seeking to return home to the Mission Mobile Home Park after working in North Hollister would arrive at the downtown hub from Red Route, and take whichever Blue *or* Green Route is there at that particular half-hour pulse. If Green were the route at the Hub, the passenger would have to ride around for 40 minutes, or wait 30 minutes downtown and catch the next Blue for the quick, 10-minute ride, taking a total of nearly an hour for their trip. With the added buses in this expansion scenario, that hypothetical passenger would arrive at the

downtown hub from Red, and choose the departing Blue bus for a quick 10-minute ride home, as *both* Blue and Green would be part of every half-hour timed pulse, offering “directional choice”.

6.2.1.7 INTRODUCE LIMITED SATURDAY RED ROUTE SERVICE

While most transit attractors along the Red Route alignment are closed on Saturdays, there is an active food pantry that distributes food to needy families on Saturdays. The Community Food Bank of San Benito County is located directly adjacent to the San Benito County Social Services complex at 1133 San Felipe Road. The distribution is held from 9:00 a.m. to 4:00 p.m. on Fridays and Saturdays. A limited, midday Saturday Red Route could suffice to provide access to the food bank, should no other employers or other major transit trip generators emerge along Red Route territory between now and when Saturday Red service is initiated. This would add a third bus to the Saturday platform for part of the service day. If other transit demand surfaces in the North Hollister area, the Saturday Red Route could operate all day like Blue and Green.

Table 6-17: Service Option: Implement Limited Saturday Service on Red Route

Service Option: Initiate Limited Saturday Red Route Service	Saturday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Green Route					
Blue Route					
Red Route	+4	+208	6	+1,248	1
Totals	+4	+208	6	+1,248	1

6.2.2 INTERCOUNTY SERVICE RECOMMENDATIONS

Like most transit agencies charged with providing connections between cities, LTA has received various requests for new routes to places currently not served by County Express, while at the same time receiving push for improvement of existing services into Gilroy. In several scenarios, Hollister and other parts of San Benito County grow as “bedroom” communities to more expensive San Jose and the Silicon Valley, increasing the demand for Intercounty service. Demand is also expected to grow for service to other out-of-county areas, such as Monterey/Salinas and Watsonville.

The following list of known requested service expansions can be funded in this order, or in any order, as demand and funding presents itself over time.

6.2.2.1 ENHANCE WEEKEND GILROY EXPRESS SCHEDULES

The schedules and the number of inter-regional (Greyhound/Greyhound partners and others, currently Tesora) trips that serve the Gilroy Greyhound/Caltrain Station has changed over time. The modest “revision” (Short Term Operations Plan) project helped to improve schedule coordination with Greyhound and Tesora, but leaves large gaps in service, especially in the late afternoon, which is likely to inhibit ridership growth, and make scheduling bus operators for the last round trip of each weekend day an inefficient exercise. This enhancement adds one new round trip to the weekend platform in the late afternoon, attaching to the final trip of the day for a more sustainable piece of work for the drivers, and making weekend (daytime) employment and shopping trips into Gilroy by bus more practical.

Table 6-18: Intercounty Service Option: Enhance Weekend Intercounty Service

Service Option: Enhance Weekend Intercounty Service	Weekend Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Enhance Weekend Intercounty Service	+2.2	+231	+5	+1,155	1
Totals	+2.2	+231	+5	+1,155	1

This change is not a significant increase in revenue hours, and will make the service work better with its original goal, serving Greyhound and Greyhound-like inter-regional buses that serve the Gilroy Caltrain Station.

6.2.2.2 EXPANDED WEEKDAY MIDDAY INTERCOUNTY SCHEDULE – IMPROVE FREQUENCIES

The current and near-term proposed standardized (Gilroy-Hollister via San Juan Bautista) IC schedule increases revenue hours marginally (+3.5 hours per weekday) over FY 2013/14 levels, but still leaves some sizable gaps in the midday schedule, and is laden with a high ratio of deadhead. A fuller, robust investment in the IC route will fill all gaps in weekday midday service, with buses nearly every 60 minutes running bi-directional service. This high level of service will continue to grow ridership, particularly in San Juan Bautista.

Table 6-19: Intercounty Service Option: Infill Midday Weekday Gilroy Service (via San Juan Bautista)

Service Option: Fill-in service to Establish all-day weekday service on nearly hourly frequencies via San Juan Bautista	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Expanded Intercounty Route	+11.1	+2,831	+8	+22,644	3
Totals	+11.1	+2,831	+8	+22,644	3

While a significant bump in revenue hours, this also reduces deadhead. This schedule would be approximately 31 weekday revenue hours, but less than three (3) hours of deadhead (33.7 total hours). This compares to the 2013 (Gavilan School Day plus Caltrain) schedule of 20 revenue hours with five (5) hours of deadhead.

6.2.2.3 INITIATE WEEKDAY IC PEAK-HOUR SERVICE TO SALINAS

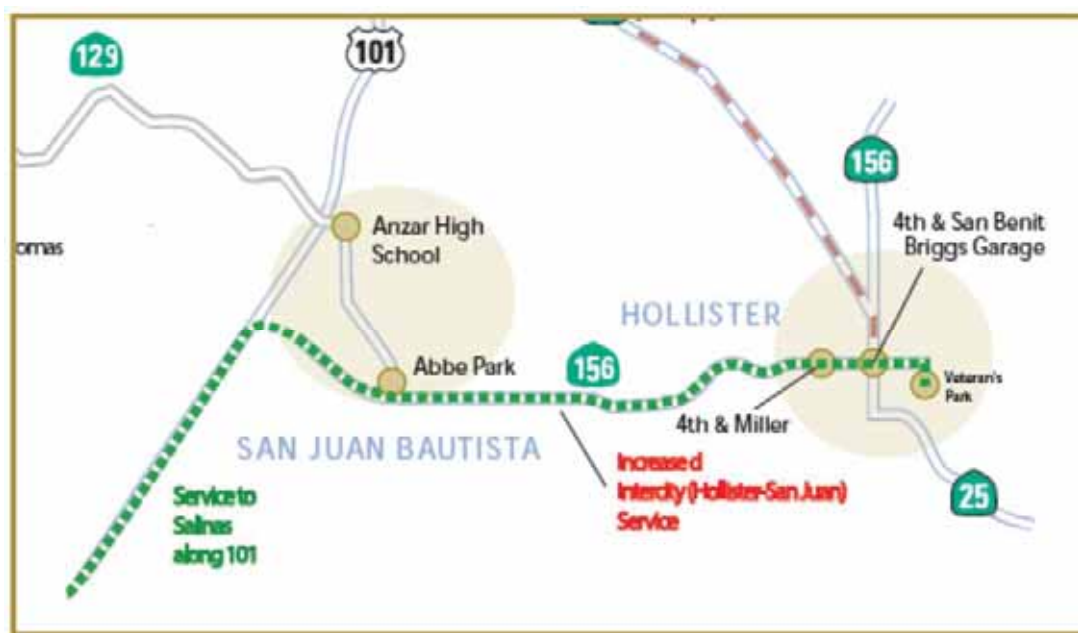
LTA has received an increasing amount of requests for transit service into the Monterey Peninsula area, including Salinas. The ultimate destinations of the service requests vary from Downtown Monterey and the University of California Monterey Bay campus, to employment in and around Salinas. The optimal and simplest way to meet these varied needs would be to establish (at least initially) a pilot IC route, which would operate at peak hours and run from Hollister, via San Juan Bautista, to the Salinas Transit Center. It is possible that the schedule could be designed so that this expansion of service could pre-empt the need to provide the “infill” midday service on the base Hollister to Gilroy IC route. The alternative analysis table below shows the Salinas Route being provided at a peak-oriented-only variant (standalone). However, a peak-oriented plus lifeline midday (standalone) variant could infill service in San Juan and allow a deferral of the “infill weekday Gilroy service” project above.

Table 6-20 : Intercounty Service Option: Implement Peak-Hour Service to Salinas

Service Option: Initiate Peak-Hour Service to Salinas via San Juan Bautista	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Peak-Hour Only Salinas IC Route	+6.7	+1,702.4	+8	+13,619	1
Totals	+6.7	+1,702.4	+8	+13,619	1

If time allows, more in-depth market research should be conducted to focus the service plan for the Salinas Service, to augment its chances for success and sustainability.

Figure 6-6: Intercounty Service Option: Implement Peak-Hour Service to Salinas



6.2.2.4 INITIATE WEEKDAY IC MID-DAY SERVICE TO SALINAS

Should the peak-hour pilot service prove successful, and if market forces push for midday in-fill trips, LTA could extend lifeline service to/from Salinas through the weekday midday. An additional advantage of this would be that the schedule could be designed so that this expansion of service could pre-empt the need to provide the “infill” midday service on the base Hollister to Gilroy IC route. The table below shows the costs of extending service to Salinas in the midday, via San Juan Bautista, which would provide infill service in San Juan and allow a deferral of the “infill weekday Gilroy service” project above.

Table 6-21: Intercounty Service Option: Implement Mid-Day Service to Salinas

Service Option: Initiate Mid-day Lifeline Service to Salinas via San Juan Bautista	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Mid-day Service - Salinas IC Route	+5.17	+1318.35	+6	+7910	1
Totals	+5.17	+1318.35	+6	+7910	1

If time allows, more in-depth market research should be conducted to focus the service plan for the Salinas Service, to augment its chances for success and sustainability.

6.2.2.5 INITIATE WEEKDAY IC SERVICE TO WATSONVILLE

LTA has received recent requests for transit service into the Santa Cruz area, specifically Watsonville. The ultimate destinations of the service requests vary from Downtown Watsonville, to Santa Cruz and the University of California Santa Cruz. The optimal and simplest way to meet these varied needs would be to establish a pilot IC route, which would initially operate at peak hours and would run from Hollister to the Watsonville Transit Center, via San Juan Bautista, connecting with the Santa Cruz Metropolitan Transit District at the Watsonville Transit Center. A secondary benefit would be the option to duck into Aromas along the path, assuming Hwy 129 (Riverside Road) is the chosen alignment between San Juan and Watsonville. This would help address the persistent requests for some transit service to this small agricultural community isolated on the west side of the 101 Freeway, a few miles northwest of San Juan Bautista.

Table 6-22: Intercounty Service Option: Implement Peak-Hour Service to Watsonville

Service Option: Initiate Peak-Hour Service to Watsonville via San Juan Bautista	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection	Number of Buses in Peak Service
Peak Hour ONLY Service – Watsonville IC Route	+6.7	+1,702.4	+8	+13,619	1
Totals	+6.7	+1,702.4	+8	+13,619	1

Figure 6-7: Intercounty Service Option: Implement Peak-Hour Service to Watsonville

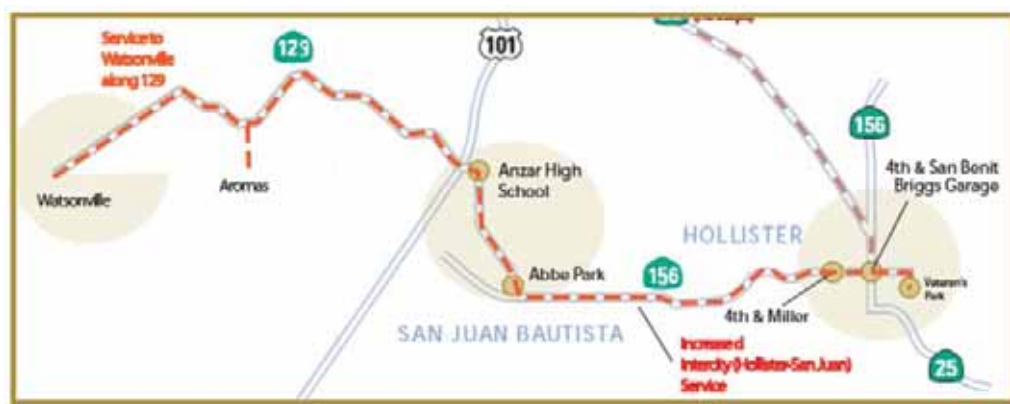


Table 6-23: Summary of Intercounty Service Options

Summary of Recommended Service Modifications - Intercity	Weekday Revenue Hours	Annual Revenue Hours	Hourly Ridership Projection	Annual Ridership Projection (vs 2014)
Enhanced Gilroy Express -Realign all IC trips through San Juan Bautista	+4.8	+1,229	+3	+3,688
Add service during all Weekdays when Gavilan is out of Session	70*+14.8	+1,036	+9	+8,667
Revised Weekend Gilroy Express Service Times	+0.3	+28	+5	+140
Expanded Gilroy Express - Infill Weekday Midday IC Service	+11.1	+2831	+8	+22,644
Enhanced Weekend Gilroy Express Service	+2.2	+231	+5	+1,155
Add Peak-Hour Service to Salinas	+6.7	+1702	+8	+13,619
Add Midday Weekday Service to Salinas	+5.2	+1318	+6	+7,910
Add Peak-Hour Service to Watsonville	+6.7	+1702	+8	+13,619
Totals		+10,078		+71,063

Note: Rows in Blue are short-term recommendations, remainder are future projects.

6.2.3 DIAL-A-RIDE & AMERICANS WITH DISABILITIES (ADA) RECOMMENDATIONS

With the future establishment of a fixed route service and the elimination of a flex route service, American with Disabilities (ADA) Dial-A-Ride will necessarily be required. It is envisioned that this service is restricted to registered ADA riders and seniors over the age of 65. LTA may also elect to continue demand response service to areas outside of the fixed route service area.

Under this alternative, three (3) buses would operate during weekdays for 30 vehicle service hours per day.

6.2.4 SPECIALIZED SERVICES RECOMMENDATIONS

Given the dispersed, low-density residential pattern of San Benito's transit-dependent population and relatively long travel distances, it is difficult to efficiently and effectively serve all travel needs with traditional public transit services. Mobility Management Centers have evolved in many rural California areas to coordinate travel needs over a broad base of transportation alternatives. These alternatives range from existing transit services, to car or van pools serving commuter needs, to volunteer driver pools taking individuals to and from appointments or helping those who need a level of door-through-door assistance that public transit services are not designed to provide.

Under the near-term transit service plan, county-wide regional demand response services would continue to be provided through LTA demand response services on a limited lifeline basis. Jovenes de Antaño would continue to provide its range of weekday and Saturday services.

In all the scenarios explored in the Long Range Plan, the number of seniors needing specialized transportation expands. The following "mobility management" alternative is presented as a longer-term strategy at a point where demand for the door-through-door services provided by Jovenes de Antaño exceeds available funding. As demand for specialized transportation in San Benito increases beyond the county's ability to fund increasing capacity requirements, more aggressive coordination of specialized transportation services is recommended.

The higher level of service will be needed for an aging population and for a wide range of trip needs including shopping, medical appointments, personal business trips and social visits. A need for non-emergency medical trips to medical specialists outside the county will also increase. A need for a coordinated mobility management center and a pool of volunteer drivers will become more apparent through time. This will be especially true if

competition for limited public funding increases, as indicated in the Bumpy Road Scenario.

Mobility management centers provide a proven means of centralizing transportation service coordination. In its simplest form, a mobility management center hosts a centralized travel option database, acting as a one-stop call center providing information to the public on what public and private travel options are available within the area for both local and regional transportation options. At a more sophisticated level, a mobility management center would serve as an umbrella trip broker for specialized transportation services, actually booking trips for those requiring transportation. Single mobility management centers can serve as both as a one-stop call center and as a centralized trip broker. In many ways, San Benito COG is already assuming this responsibility, though it is not formalized.

The following long-term recommendations focus initially on the establishment of a mobility management center, followed by the development of volunteer driver reimbursement program. The mobility management center will refer trip requests to the existing LTA and Jovenes de Antaño transit and public transportation services. The volunteer program would complement the existing mix of transportation services.

6.2.4.1 DEVELOP A MOBILITY MANAGEMENT PLAN TO BETTER COORDINATE PUBLIC TRANSPORTATION SERVICES IN THE COUNTY OF SAN BENITO.

Initially, a mobility management center could focus on the coordination of special needs transportation services and be hosted by Jovenes de Antaño. Through time and as success is demonstrated, the mobility management center could be hosted by LTA and include the coordination of dispersed commute trips for county residents.

Mobility management centers offer a proven means of centralized transportation service coordination. In its simplest form, a mobility management center hosts a centralized travel option database, acting as a one-stop call center providing information to the public on what public and private travel options are available within the area for both local and regional transportation options. At a more sophisticated level, a mobility management center would serve as an umbrella trip broker for specialized transportation services, actually booking trips for those requiring transportation. Single mobility management centers can serve as both as a one-stop call center and as a centralized trip broker. TDA funds can be used to support mobility management initiatives.

6.2.4.1.1 Mobility Management Center as a One-Stop Call Center

One-stop transportation call centers are a common mobility management tool. Often the call center is one of the first elements of a mobility management program as they are seen as a method to disseminate information to callers efficiently and provide a mechanism to coordinate transportation resources including public transit and human service transportation services. As with most functions of a mobility management center, a one-stop transportation call center is often focused on seniors, persons with disabilities, and persons with low income. However, it can serve the general public, as is the case with 211 centers in California. One-stop call centers, as part of an overall mobility management umbrella, are generally personalized to assist callers with questions that are specific to their needs. Callers may need detailed trip information on how to use public transit, how to transfer between transit systems, where to catch the bus, fare information, accessible transit features and amenities, and eligibility information, when appropriate. Some callers may have more specialized transportation needs such as information on volunteer driver programs, senior shuttles, private transportation providers, or other services. Call center staff need to be fluent in all aspects of the transportation matrix and have the resources to refer the caller to the appropriate provider when necessary.

Callers to this type of call center usually prefer to talk with a “live person” and not incur long wait times or phone trees. Additionally, callers do not want to make numerous calls to various transportation providers – thus the reason for housing all transportation information in a central location. Finally, one-stop transportation call centers can be a wonderful community resource, but many call centers have fallen by the wayside due to lack of use. It is important to fold a specialized one-stop call center of this nature into another program to ensure efficiency of staffing and work load.

One-stop call centers maintain databases of current information of available transportation service including schedules, service hours, service areas, fare structures, type of in service vehicles, level of driver assistance provided, and eligibility restrictions. This data must be kept current to be relevant. Information databases can be maintained as hardcopy filing systems or as computerized databases using specialized software. Using a computerized database opens the opportunity for direct public access to information on a mobility management website.

6.2.4.1.2 Mobility Management Center as a Centralized Trip Broker

As a trip broker, mobility managers can coordinate a wide range of transit agency, social service, not-for-profit, private sector, and volunteer transportation initiatives. Basically, they coordinate trip requests with the most appropriate and cost-efficient service

alternative within their community to meet specific travel needs. They find solutions beyond the local public transit service mix. Mobility managers minimize overlaps, improve efficiencies, and ensure that needs are more universally met and that the alternative selected can accommodate the actual travel needs of the individual. Non-transit alternatives can be effectively used to meet unmet needs and to avoid the pressure to provide a more costly public transit service to situations where minimum fare box ratios cannot be achieved. A broader base of community mobility alternatives are used.

To be especially effective, a mobility manager would adopt a “transit first” approach, where travel requests would be referred to transit operators where service is available (increasing productivity), before assigning to a demand response alternative or, if introduced, a volunteer driver reimbursement program.

The initial Jovenes de Antaño or LTA-hosted mobility management center would require .75 FTE to provide transportation information to the public, coordinate special needs transportation services and document services provided and if implemented process volunteer driver reimbursements. Based on a county secretary I hourly wage of \$33.58, the annual labor costs would be roughly \$52,385 for approximately 1,560 hours per year.

A mobility management center could be established as part of the Coordinated Transportation Services Agency (CTSA). Currently, LTA is the designated CTSA; however, it has not assumed traditional CTSA responsibilities:

The Social Services Transportation Improvement Act identified the following potential efficiency and service quality benefits from the coordination of transportation services:

- Combined purchasing of necessary equipment so that some cost savings through larger numbers of unit purchases can be realized;
- Adequate training of vehicle drivers to insure the safe operation of vehicles. Proper driver training should promote lower insurance costs and encourage use of the service;
- Centralized dispatching of vehicles so that efficient use of vehicles results is possible;
- Centralized maintenance of vehicles so that adequate and routine vehicle maintenance scheduling is possible;
- Centralized administration of various social service transportation programs so that elimination of numerous duplicative and costly administrative organizations can occur. Centralized administration of social service transportation services

can provide more efficient and cost-effective transportation services permitting social service agencies to respond to specific social needs;

- Identification and consolidation of all existing sources of funding for social service transportation services can provide more effective and cost-efficient use of scarce resource dollars. Consolidation of categorical program funds can foster eventual elimination of unnecessary and unwarranted program constraints.

Additional benefits from coordination range include

- Operating cost savings by minimizing service overlap and duplication;
- The effective accommodation of unmet transportation needs through a centralized trip broker. The focus of many transportation coordination efforts is on serving the mobility needs of seniors, persons with disabilities and the low income;
- Effective demand management through centralized mobility management including the delivery of transit training programs to shift paratransit riders to fixed route options, a centralized call center for information on available transportation alternatives, and the coordination of supplemental programs such as volunteer driver programs or taxi scrip programs; and
- Joint procurement of insurance coverage including umbrella and supplemental coverage to increase liability coverage.

The development of a mobility management strategy appropriate for San Benito County will require a more detailed assessment of costs and benefits, organization structure, as operational feasibility as well as detailed policy, operational, financial, and implementation plans.

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7.0 FINANCIAL & CAPITAL PLAN

The **Financial & Capital Plan** provides the details on the operating and capital costs and revenues for this Short and Long Range Transit Plan, from Fiscal Year (FY) 2014/15 through FY 2022/23, based on the recommendations in the previous chapters. The Financial & Capital Plan is based on known facts and projections using historical data. As discussed in the Strategic Plan, a great deal of uncertainty is facing public transportation funding in the future. The Short and Long Range Transit Plan, therefore, is based on what is known in the summer of 2015 and extrapolated into the future.

The goal of the Financial & Capital Plan is to project revenues and expenditures during the SRTP period, and identify any potential funding shortfalls for planned operating or capital expenditures. The financial implications of the recommendations presented in this SRTP are also discussed in this chapter.

This seven (7)-year financial plan forecast illustrates the increasing challenges that LTA is facing in covering the costs of operating and capitalizing its transit system. The causes for the potential funding shortfalls are described in more detail below.

LTA relies on a variety of sources to pay for the construction, operation, and maintenance of the transit system. This chapter will examine:

- Types of revenue available;
- How the various funds may be used;
- Reliability and uncertainty of various sources of revenues;
- Criteria for accessing various funds.

7.1 Operating & Capital Revenue Sources

Public transportation in California is operated as a government service, similar to police, fire and library service. As a government agency organized specifically to provide transit, LTA relies on a mix of different state and federal funding streams to pay for its programs.

Funding for transit capital projects – such as bus purchases, or design and construction of facilities – is usually split among federal, state and local government grant sources, while operating funds – used to pay the transit labor force and purchase such necessities as fuel and power – typically come from farebox revenues and state and local governments, although LTA has access to some federal assistance for operations.

7.1.1 FAREBOX REVENUE

Farebox revenue is an important indicator of the health of the transit network. It is based on all fares collected from riders, including cash fares and tokens.

In FY 2013/14, the farebox revenue, system-wide, was \$172,504, a slight decrease from \$173,570 in FY 2012/2013. Farebox revenue for FY 2014/15 is projected to be \$174,350, and for FY 2015/16 is budgeted at \$180,000.

Future farebox revenue is generally calculated by multiplying the projected number of boardings by the average fare per rider. In FY 2013/14, the average fare per passenger (each individual boarding) for fixed route was \$1.10. Since the fare to ride is only \$1.00, the higher average fare indicates an issue with either the counting of passengers or the accounting of fare revenues. A third possibility is a large number of unused tokens.

The average fare per passenger for the Intercounty service was \$1.52 and for demand response, the average fare per passenger was \$1.50. For Jovenes, which accepts donations in lieu of fares, the average fare per passenger was 25 cents. This is considerably below the prior year's average of 47 cents.

The proposed FlexiBus service is assumed to continue at the current fixed route fare level of \$1.00. However, LTA should consider a \$1.00 additional charge for each deviation, which would bring the deviated fixed route in line with current demand response service and encourage riders to use designated stops.

The calculated farebox revenue for the proposed Flexibus in FY 2016/17 is indicated in Table 7-1: Flexibus Anticipated Revenues for FY 2016/17.

Table 7-1: Flexibus Anticipated Revenues for FY 2016/17

	Riders	Average Fare*	Farebox Revenue
Local (Deviated) Fixed Route	46,920	\$0.92	\$43,166
School Trippers	7,920	\$0.92	\$7,286
Demand Response	24,480	\$1.50	\$36,720
Intercounty	54,648	\$1.52	\$83,065
Specialized Services	25,770	\$0.25	\$6,443
TOTAL LTA	159,738	\$1.12	\$176,680

**For local deviated fixed routes and trippers, a lower estimated average fare of 92 cents per passenger, which is closer to industry norms, was used rather than the calculated \$1.10.*

However, the fare revenue estimates in the above financial projection are based on a more conservative 10% fare recovery ratio, the historical system-wide average for the LTA. The recommended service improvements could lead to ridership increases of two (2%) to three percent (3%) per year. If these projections of ridership growth do occur, estimated at 2.5%, the fare recovery ratio in the seventh (7th) year of the SRTP would increase to approximately 11.9%, an increase in that year of approximately \$37,000 in fare revenue.

7.1.2 CALIFORNIA TRANSPORTATION DEVELOPMENT ACT

California's **Transportation Development Act (TDA)** funds come from state-collected sales taxes. For many years TDA has been a mainstay of funding for transit programs in California. The TDA provides two major sources of funding for public transportation:

1. **Local Transportation Fund (LTF)**, which came into existence in 1972;
2. **State Transit Assistance Fund (STA)**, which was instituted in 1980.

7.1.2.1 LOCAL TRANSPORTATION FUND

The **Local Transportation Fund (LTF)** is a part of the funds received from the Transportation Development Act (TDA). TDA funds are derived from the state sales tax and are earmarked for public transportation purposes. The law (SB325, enacted in 1971) created a local transportation fund for each county. The LTF is funded by quarter (¼) cent of the statewide six (6)-cent retail sales tax revenue that is collected in the county.

LTF revenues are available for operators in non-urbanized areas like San Benito County that maintain at least a 10% farebox recovery ratio. LTF funds can be used for both operating and capital expenses. Cities and counties do also have the option to spend LTF funds for non-transit purposes; however, the jurisdiction must demonstrate through the **Unmet Needs Process** that no unmet transit needs that can reasonably be met exist within its boundary.

With the exclusion of San Benito Council of Governments (COG) administrative expenses and the **Bikes and Pedestrians** allotment of two percent (2%), all LTF funding is currently allocated to transit. The total LTF for San Benito County in FY 2014/15 was \$1,464,148. Of that amount, San Benito County currently allocates about 59.8% of its LTF funding for operating transit services. This amount represented 42.1% of the transit operating budget in that year. In FY 2015/16, \$1,493,431 in LTF funding is estimated. Of that amount, \$893,407 has been budgeted for LTA transit expenditures. A summary of the LTF revenue over the last five years is shown in Table 7-2: Local Transportation Fund Revenue.

Table 7-2: Local Transportation Fund Revenue

Fiscal Year	LTF Revenue
2015/16 *	\$1,493,431
2014/15	\$1,464,148
2013/14	\$1,408,480
2012/13	\$1,384,389
2011/12	\$1,229,930
2010/11	\$1,166,218
2009/10	\$1,076,253

** Projected*

7.1.2.2 STATE TRANSIT ASSISTANCE FUNDING

State Transit Assistance (STA) is the second funding source created through the Transportation Development Act. Funds are derived from the **Public Transportation Account**. STA funds can be used for both operating and capital purposes, but are subject to performance criteria for operating purposes.

Currently, operators are free to use 100% of their STA funding to support operations. Beginning in 2015/16, a statewide exemption, which allows operators to forego a consumer price index test before using operating funds, will expire. Unless the state elects to continue the exemption, operators will have to demonstrate that any increases in annual operating costs are equivalent to or less than the increases in the consumer price index (CPI). Operators that fail this test will be limited to using STA funds only for capital expenses.

In FY 2014/15, San Benito County COG received \$279,852 of STA funds; in FY 2015/16, the COG should receive \$290,833 in STA funding. These funds are used to support the transit services provided by LTA.

7.1.3 POTENTIAL SALES TAX INITIATIVE

Currently, San Benito does not have a local transportation sales tax. Voters across the country have demonstrated a willingness to pay for initiatives that establish the infrastructure for providing an alternative to driving while reducing congestion. In adjacent Monterey County, the voters approved a countywide sales tax measure for public transit on the November 2014 ballot. Beginning in July 2015, the **Monterey-Salinas Transit (MST) Local Transit Funding for Senior Citizens, Veterans and People with Disabilities** eighth- (1/8) cent sales tax, otherwise known as **Measure Q**, will raise approximately seven (7) million dollars per year. The sales tax will expire after 15 years unless renewed by the voters. The money is to be used only for services and equipment that support transportation programs for veterans, senior citizens, and persons with disabilities. An oversight committee will review and report on the revenue and expenditure of funds from the tax.

In a survey, conducted by **EMC Research** for the **San Benito County Council of Governments (COG)**, of 3000 San Benito County registered voters, 75 percent expressed support for a potential half (1/2)-cent sales tax increase that would fund a range of county transportation improvements, including road repair, widening of Highway 25, improved transit, and bike and pedestrian safety. Eight (8) in 10 respondents said there is a need for additional transportation funding for the county. Combining additional transit funding into the potential ballot measure would provide additional support and provide critical funding to help finance transit operations and improvements.

Nearly 66 percent of respondents to the EMC poll commute and at least half of those respondents travel outside of the county for work. "While relatively few voters currently use public transit (six (6%) percent use it occasionally or frequently), there is an interest in transit projects," EMC reported, "especially among northbound commuters." Nearly 70 percent of commuters to Santa Clara County say improving bus service to the Bay Area

should be a high priority, while 63 percent say adding a commuter train service is a high priority.

Transportation-related initiatives usually have a higher rate of success than other ballot measures. Successful initiatives have several similar characteristics:

1. **Simplicity.** Less is more when it comes to ballots and initiatives. Focus on a few main objectives. Do not tack on extraneous items or other agenda measures.
2. **Explain.** Voters can and do read past the titles of ballots and measures. Voters are increasingly informed and are able to appreciate the long-term impact of many initiatives. Clearly present the long-term goal as well as the proposed main steps to achieve it.
3. **Benefits.** Touch the local voter's "hot button". By their very nature, transit initiatives are almost always good for the environment. Benefits include decreased oil consumption, reduced traffic congestion, etc. Successful initiatives don't forget to state the obvious benefits.
4. **Value.** Many voters often do not frequently or directly use the initiatives they support. These voters support such measures because they will benefit from the reduced congestion, increase in jobs, improved efficiency, etc. Make voters aware of the value to them.
5. **Personal.** As with benefits and showing direct value, referencing something that resonates personally with the voter, while difficult, strongly increases the likelihood of passing an initiative. Fortunately, public transportation is an area in which the vast majority of voters have at least some personal experience.

7.1.4 FEDERAL FUNDING SOURCES

Each year Congress passes legislation which, when signed by the President, appropriates funds for the Department of Transportation and related agencies. After this legislation is enacted, the **Federal Transit Administration (FTA)** publishes a Notice in the ***Federal Register*** which provides an overview of the apportionments and allocations based on these funds for the various FTA programs as well as statements of policy and guidance on public transit administration.

On December 16, 2014, President Obama signed the **Consolidated and Further Continuing Appropriations Act, 2015 (FY 2015 Appropriations)** which provided \$11 billion in new budget authority including a full fiscal year's funding for the FTA's programs funded from the **General Fund** of the Treasury, which funds its administrative expenses as well as its research, technical assistance and training programs, capital investment grants program, and grants to the Washington Metropolitan Area Transit Authority. The

FY 2015 Appropriations Act follows several continuing resolutions that provided funds for these programs through December 15, 2014.

The **Highway and Transportation Funding Act of 2014** extended FTA's contract (budget) authority to carry out its formula assistance programs only through May 31, 2015. The act pro-rated the amount of budget authority available for the period October 1, 2014 through May 31, 2015 based on an anticipated full FY 2015 total of \$8.6 billion. As a result, FTA may apportion only 8/12th or \$5.722 billion in contract authority at this time. When combined with the full-year funding from the General Funded programs listed above, FTA is apportioning or allocating in this notice a total of \$8.1 billion of the \$11 billion of new budget authority provided in the FY 2015 Appropriations. It has since been extended to October 29, 2015.

On October 22, 2015 the House Transportation and Infrastructure Committee approved by unanimous voice vote H.R. 3764, the Surface Transportation Reauthorization and Reform Act of 2015, a bipartisan \$325 billion multi-year authorization of public transportation and highway programs. It is anticipated that this bill will come before the full House of Representatives in early November 2016. The current extended MAP-21 authorization expires on October 29th, making another short-term extension inevitable to allow for time for the Senate and House of Representatives to have a conference to reconcile differences in the chambers' long-term surface transportation bills.

SBCOG and LTA are eligible recipients of FTA funding. General funding streams of FTA funds include operating and capital. Operating funds are available with a federal/local funding ratio of 55.33% federal share matched by a 44.67% local fund share. Capital program funds are available with a federal/local funding ratio of 88.53% federal share matched by an 11.47% local fund share. With the approval of both the RTPA (SBCOG) and Caltrans, applicants may be available to use toll credits in lieu of the normal local share.

In addition to commuter improvements, the LTA Board has indicated that improvements to the local transportation network in Hollister should be included. Enhancement of local transit should be viewed as a priority, as well as improvements to roads and sidewalks.

Successful initiatives were those that offered a direct value to voters, even those who would not be using the proposed infrastructure. They succeeded in highlighting public need as well as personal gain. Furthermore, the benefits of timing cannot be overlooked.

7.1.4.1 FEDERAL TRANSPORTATION ADMINISTRATION FTA 5310

FTA 5310 funds are available through a statewide competitive process. FTA 5310 was modified by the **Moving Ahead for Progress in the 21st Century Act (MAP-21)** and now includes aspects of the **"New Freedom"** program previously provided in **FTA 5317** funds.

The vehicle projects and related equipment under the previous 5310 program are now called ***Traditional 5310 Projects*** and comprise at least 55 percent of the available funding; the former New Freedom projects are called ***Expanded 5310 Projects*** and comprise up to 45 percent of available funding.

The goal of the new 5310 Program is to improve mobility for seniors and individuals with disabilities by removing barriers to transportation services and expanding the transportation mobility options available. The FTA 5310 Program provides financial assistance for transportation services planned, designed, and carried out to meet the special transportation needs of seniors and individuals with disabilities.

This program provides grant funds for capital, mobility management, and operating expenses for public transportation projects planned, designed, and carried out to meet the special needs of seniors and individuals with disabilities when public transportation is insufficient, inappropriate, or unavailable. The program also funds public transportation projects that exceed the requirements of the Americans with Disabilities Act (ADA), public transportation projects that improve access to fixed-route service and decrease reliance on complementary paratransit; and alternatives to public transportation projects that assist seniors and individuals with disabilities and with transportation.

SBCOG has been successful in receiving some funding through the 5310 program.

7.1.4.2 FEDERAL TRANSPORTATION ADMINISTRATION FTA 5311

FTA 5311 is a non-urbanized area formula funding program. This federal grant program provides funding for public transit in non-urbanized areas with a population fewer than 50,000 as designated by the Bureau of the Census. FTA apportions funds to states for rural areas and **Caltrans** administers the funds in California. FTA 5311 funds can be used for operating, capital or planning purposes. The operating assistance allows for a maximum of 55.33% share.

SBCOG receives population-based formula funding under the 5311 program. These funds have been used for some capital projects but have primarily been used for operating purposes. The current annual allocation of 5311 funds for San Benito is \$311,000.

7.1.4.3 FEDERAL TRANSPORTATION ADMINISTRATION FTA 5311 F

The purpose of **FTA 5311 (f)** funding is to provide supplemental financial support for rural intercity transportation services. Caltrans administers FTA 5311 (f) funds. FTA 5311 (f) funds can be used for operating, capital and planning purposes.

SBCOG should consider applying for 5311 (f) funds for expansion of intercity services and vehicle replacements.

7.1.4.4 STATE TRANSPORTATION IMPROVEMENT PROGRAM STIP

Federal Surface Transportation funds that are provided through the STIP can be programmed for transit capital programs can be used to fund transit capital expenditures including but not limited to the purchase and/or rehabilitation of rolling stock and transit facilities.

7.1.5 ADDITIONAL STATE FUNDING PROGRAMS

7.1.5.1 TOLL CREDITS

The FTA 5311 (f) operating grants require a 44.6% local match. Caltrans has allowed transit agencies to use **toll credits** for matching purposes. Officially referred to as **Transportation Development Credits**, the funds are derived from the revenues generated by toll authorities within the State of California. The **Federal Highway Administration** oversees determination of the transportation development credits. For San Benito County transit, toll credits can provide the local match, meaning that 100% of the project costs (net of fare revenue) can be provided. Toll credits are not actually cash payments; they just allow the use of 100% FTA funds for project purposes. It should be noted that toll credits do not provide any actual cash match, but under current procedures, Caltrans provides 100% FTA funds to cover the cost of the project.

7.1.5.2 CALIFORNIA CAP & TRADE FUNDS

Cap and Trade funding is a relatively new program available for a number of transportation, affordable housing, sustainability and environmental programs. Cap and Trade consists of three (3) major programs that fund transportation projects:

- High Speed Rail Program;
- Transit and Intercity Rail Capital Program; and
- Low Carbon Transit Operations Program.

High Speed Rail funds are available only for that statewide program. The **Transit and Intercity Rail Capital Program** focuses on improvements to rail transit programs and services that provide connectivity to rail transit services and bus transit investments that increase ridership and reduce greenhouse gas emissions.

The **Low Carbon Transit Operations Program (LCTOP)** is administered by Caltrans and can be used to fund operating or capital costs associated with new or expanded bus service, intermodal transit facilities, equipment, fueling and maintenance. Based on a review of program guidelines and past successfully funded projects, the LCTOP program is the

most likely source of funds for SBCOG/LTA. SBCOG and LTA should continue to monitor program guidelines as the program matures, since funding opportunities may expand in future budget and funding cycles.

7.1.5.3 LOW CARBON TRANSIT OPERATIONS PROGRAM LCTOP

The Low Carbon Transit Operations Program (LCTOP), as discussed above, is an element of the **Transit Affordable Housing and Sustainable Communities Program** established by the passage of **Senate Bill 862** in 2014. These funds are generated by **Greenhouse Gas Reduction Funds** ("Cap and Trade" funds). In 2014 \$25 million was appropriated statewide. This amount was increased to \$100 million in the 2015/16 State Budget. Currently five percent (5%) of the total Greenhouse Gas Reduction Fund revenues will be allocated to the LCTOP.

Cap and Trade Funds can be used to support new or expanded bus or rail services, or expanded intermodal transit facilities, and may include equipment acquisition, fueling, and maintenance and other costs to operate those services or facilities, with each project reducing greenhouse gas emissions.

In 2014, San Benito COG/LTA received \$18,741 of LCTOP funding. Based on the 2015/16 State Budget, that amount should increase to approximately \$75,000. Although the program guidelines require that at least 50 percent of the funding be allocated to benefit disadvantaged communities, currently no **California Environmental Protection Agency**-designated areas are in San Benito County.

7.1.5.4 PUBLIC TRANSIT MODERNIZATION IMPROVEMENT & SERVICE ENHANCEMENT ACCOUNT PTMISEA

The **Public Transportation Modernization, Improvement, and Service Enhancement Account Program (PTMISEA)** was created by **Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006**. Of the \$19.925 billion available to Transportation, \$3.6 billion dollars was allocated to PTMISEA to be available to transit operators over a ten-year period. PTMISEA funds may be used only for capital improvements, including transit rehabilitation, safety or modernization improvements, capital service enhancements or expansions, new capital projects, bus rapid transit improvements, or rolling stock (buses and rail cars) procurement, rehabilitation or replacement.

Funds in this account are appropriated annually by the Legislature to the **State Controller's Office (SCO)** for allocation in accordance with **Public Utilities Code** formula distributions: 50 percent allocated to Local Operators based on fare-box revenue and 50 percent to Regional Entities based on population.

As of June 2015, San Benito County had \$1,167,522 of PTMISEA funds available for capital project purposes.

7.2 Financial Analysis for Development of Short Range Transit Plan

During the development of the SRTP, three (3) financial scenarios for transit service in San Benito County were analyzed:

- **Status Quo Scenario:** This is the “no project” scenario that would maintain the existing level of service and the existing system design.
- **Financially Constrained Scenario: FlexiBus.** This is the recommended alternative, which would redesign the system by modifying the existing fixed route system in Hollister to a route-deviation fixed route design.
- **Financially Elastic Scenario: Pulsed Fixed Route.** This alternative would provide an expanded, all-day, three-bus fixed system design.

The charts in each of the following three (3) subsections provide a financial analysis of each of the three (3) scenarios. The charts make the following assumptions:

- **Service or Operating Expense Assumptions:** For each scenario, the service or operating expense assumptions are based on the proposed operations plan for that scenario. The Status Quo Scenario serves as the base and the Financially Constrained and Financially Elastic Scenarios adjust costs based on reductions or increases in the number of vehicle service hours and expenses related to marketing, start-up costs, monitoring and evaluation.
 - ♦ **Operating Expenses for the Status Quo Scenario** are based on the 2013/14 level of service, 29,443 vehicle service hours, and use the COG budget projected FY 2015/16 amount for the transit program and increases it by three (3%) per year thereafter.
 - ♦ **Operating Expenses for Financially Constrained Scenario** are based on 25,604 vehicle service hours and includes additional service implementation and on-going monitoring and service evaluation expenditures as defined in the alternatives analysis of the SRTP.
 - ♦ **Operating Expenses for Financially Elastic Scenario** are based on 35,640 vehicle service hours and includes additional service implementation and on-going monitoring and service evaluation expenditures.
 - ♦ **Start-up & Monitoring Expenses:** For each scenario as may be relevant, these expenses include marketing, planning and analysis, monitoring and evaluation services associated with the implementation of a new service program.

- **Revenue Assumptions:** For each scenario, the revenue assumptions are the same:
 - ♦ **Fare Revenues:** Calculated at a 10 percent Farebox Recovery.
 - ♦ **Federal Transit Administration (FTA 5311):** Reflects San Benito apportionment of \$311,000 for 2014/15 held constant for SRTP period based on Caltrans estimates.
 - ♦ **State Transit Assistance (STA):** Escalated at two percent (2%) per year for SRTP period based on current published California State Controller's Office numbers.
 - ♦ **Local Transportation Fund (LTF):** Escalated at two percent (2%) per year for SRTP period using FY 2014/15 funding level as a base.
 - ♦ **AB 2766 (Air District funds):** Held constant from at -0- for SRTP period based on 2014/15 budget.
 - ♦ **Cap and Trade:** SBCOG was scheduled to receive \$18,741 in FY 2014/15; based on the 2015/16 State Budget, the level of funding is estimated at \$75,000; this amount is held constant through the SRTP period.
 - ♦ **Other:** Placeholder for any new funding sources.
- **LTF Assumptions:** For each scenario, LTF and related numbers are calculated as follows:
 - ♦ **Net LTF (LTF reduced by transit expenditures):** Calculated.
 - ♦ **Adjustment for Other Non-Transit LTF expenses (COG Administrative and Planning):** COG Administrative and Planning expenditure; 2015/16 based on SBCOG budget, FY 2016/17 based on average of SBCOG expenditures FY 2012/13 through FY 2013/14 with growth at five percent (5%) per year from the 2016/17 base forward.
 - ♦ **Adjustment for Bicycle and Pedestrian Reserves or Expenditures):** This adjustment is based on the TDA-allowed expenditure of two (2%) of LTF funds for bicycle and pedestrian expenditures.
 - ♦ **LTF Surplus/Deficit:** The amount of LTF funds left after the cost of service improvements, COG Administrative and Planning and Bike and Pedestrian funding are taken. These funds could be made available for additional transit operating or capital expenditures or LTF reserves held by SBCOG.

7.2.1 STATUS QUO SCENARIO

The Status Quo Scenario would maintain the existing level of service and the existing system design.

Analysis of this scenario indicated that there were not sufficient revenues available to maintain the current level of service throughout the SRTP planning period as shown in Table 7-3: Status Quo Scenario, Financial Projections of Revenue & Cost (29,443 vehicle service hours).

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Table 7-3: Status Quo Scenario, Financial Projections of Revenue & Cost (29,443 vehicle service hours)

	Estimated Actual 2014-15	Adopted Budget 2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
OPERATING EXPENSES:									
Transit Operating Costs (3.5%)	\$1,780,777	\$1,774,293	\$1,836,393	\$1,900,667	\$1,967,190	\$2,036,042	\$2,107,303	\$2,181,059	\$2,257,396
Start Up & Monitoring Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL OPERATING EXPENSES:	\$1,780,777	\$1,774,293	\$1,836,393	\$1,900,667	\$1,967,190	\$2,036,042	\$2,107,303	\$2,181,059	\$2,257,396
REVENUES:									
Fares (10% of Operating Expenses)	\$178,078	\$180,000	\$183,639	\$190,067	\$196,719	\$203,604	\$210,730	\$218,106	\$225,740
Federal Transit Administration (FTA)	\$363,178	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000
State Transit Assistance (STA) (2%)	\$280,052	\$291,083	\$296,905	\$302,843	\$308,900	\$315,078	\$321,379	\$327,807	\$334,363
AB 2766	\$21,000								
Local Transportation Fund (LTF) (2%)	\$1,464,148	\$1,493,431	\$1,523,300	\$1,553,766	\$1,584,841	\$1,616,538	\$1,648,868	\$1,681,846	\$1,715,483
Cap and Trade	\$18,700	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$2,325,156	\$2,350,514	\$2,389,844	\$2,432,675	\$2,476,460	\$2,521,220	\$2,566,978	\$2,613,758	\$2,661,585
LTF:									
Net LTF (req'd to meet Oper. Exp's.)	\$544,379	\$576,221	\$553,450	\$532,008	\$509,269	\$485,177	\$459,674	\$432,699	\$404,189
LTF Adjustments:									
COG Administrative Expenses (5%)	\$301,633	\$240,326	\$300,000	\$315,000	\$330,750	\$347,288	\$364,652	\$382,884	\$402,029
Bikes and Pedestrians (2%)	\$28,610	\$29,182	\$29,766	\$30,361	\$30,968	\$31,588	\$32,220	\$32,864	\$33,521
LTF SURPLUS/DEFICIT	\$214,136	\$306,713	\$223,684	\$186,647	\$147,551	\$106,302	\$62,803	\$16,951	(\$31,361)

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7.2.2 FINANCIALLY CONSTRAINED SCENARIO (FLEXIBUS)

The recommended Financially Constrained Scenario would redesign the system by modifying the existing fixed route system in Hollister to a route-deviation fixed route design. For analysis purposes, service changes are projected to begin in FY 2015/16. The actual date for the implementation of any service changes will be determined by the SBCOG and LTA Boards.

The operating expenses in this scenario were determined by estimating the incremental cost savings of a 4,439-hour reduction in vehicle service hours as compared to the Status Quo Scenario. The incremental cost savings was estimated to be \$42.00 per vehicle service hour, based on estimated driver wages and benefits, contractor profit, fuel, maintenance and insurance expenditures. The current contracts with MV and JDA are not structured on a fixed-and-variable cost model, so some additional contract negotiation may be required. Any new contract should be based on a fixed-and-variable cost model.

In addition to the incremental cost in vehicle service hours, this scenario includes expenditures associated with changing the service from the current baseline service program. These expenses include marketing, planning and analysis, monitoring, and evaluation services.

Analysis of this scenario demonstrates that it is balanced and fundable throughout the planning period, and leaves almost \$2.1 million of LTF funds that could be used to help fund the capital replacement program for some minor expansion of service, or as a rainy day fund for adverse economic times.

Should funding and increased demand from population growth allow LTA to expand the service, as developed in the Financially Elastic Scenario, savings could be used to help fund this expansion.

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Table 7-4: Financially Constrained Scenario (FlexiBus) Financial Projections of Revenue & Cost (25,694 vehicle revenue hours)

	Estimated Actual 2014-15	Adopted Budget 2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
OPERATING EXPENSES:									
Transit Operating Costs (3.5%)	\$1,780,777	\$1,587,855	\$1,643,430	\$1,700,950	\$1,760,483	\$1,822,100	\$1,885,874	\$1,951,879	\$2,020,195
Enhanced Specialized Transportation			\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Start Up, Monitoring Expense	\$0	\$75,000	\$70,000	\$30,000	\$10,000	\$10,000	\$12,500	\$12,500	\$12,500
TOTAL OPERATING EXPENSES:	\$1,780,777	\$1,662,855	\$1,738,430	\$1,755,950	\$1,795,483	\$1,857,100	\$1,923,374	\$1,989,379	\$2,057,695
REVENUES:									
Fares (10% of Operating Expenses)	\$178,078	\$180,000	\$171,343	\$173,095	\$177,048	\$183,210	\$189,837	\$196,438	\$203,269
Federal Transit Administration (FTA)	\$363,178	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000
State Transit Assistance (STA) (2%)	\$280,052	\$291,083	\$296,905	\$302,843	\$308,900	\$315,078	\$321,379	\$327,807	\$334,363
AB 2766	\$21,000								
Local Transportation Fund (LTF) (2%)	\$1,464,148	\$1,493,431	\$1,523,300	\$1,553,766	\$1,584,841	\$1,616,538	\$1,648,868	\$1,681,846	\$1,715,483
Cap and Trade	\$18,700	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$2,325,156	\$2,350,514	\$2,389,844	\$2,432,675	\$2,476,460	\$2,521,220	\$2,566,978	\$2,613,758	\$2,661,585
LTF:									
Net LTF (req'd to meet Oper. Exp's.)	\$544,379	\$687,659	\$664,117	\$684,753	\$686,306	\$668,725	\$647,711	\$627,711	\$606,420
LTF Adjustments:									
COG Administrative Expenses (5%)	\$301,633	\$240,326	\$300,000	\$315,000	\$330,750	\$347,288	\$364,652	\$382,884	\$402,029
Bikes and Pedestrians (2%)	\$28,610	\$29,182	\$29,766	\$30,361	\$30,968	\$31,588	\$32,220	\$32,864	\$33,521
LTF SURPLUS/DEFICIT	\$214,136	\$418,151	\$311,851	\$316,892	\$302,087	\$267,350	\$228,340	\$189,463	\$148,370

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7.2.3 FINANCIALLY ELASTIC SCENARIO (PULSED FIXED ROUTE)

The Financially Elastic Scenario would provide an expanded, all-day, three-bus fixed system design. For analysis purposes, service changes are projected to begin in FY 2015/16. The actual date of the implementation of any service changes will be determined by the SBCOG and LTA Boards and based on demand and financial reality.

The operating expenses in this scenario were determined by estimating the incremental cost increase of a 6,197-hour increase in vehicle service hours as compared to the Status Quo Scenario. The incremental cost increase was estimated to be \$42.00 per vehicle service hour, based on estimated driver wages and benefits, contractor profit, fuel, maintenance, and insurance expenditures. The current contracts with MV and JDA are not structured on a fixed-and-variable cost model, so some additional contract negotiation may be required. Any new contract should be based on a fixed-and-variable cost model.

In addition to the incremental cost in vehicle service hours, this scenario includes expenditures associated with changing the service from the current baseline service program. These expenses include marketing, planning and analysis, monitoring and evaluation services.

Analysis of this scenario indicated insufficient revenues from existing sources, using conservative growth available, to maintain the proposed level of service beyond the first year of implementation.

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Table 7-5: Financially Elastic Scenario (Pulsed Fixed Route) Financial Projections of Revenue & Cost (35,640 vehicle revenue hours)

	Estimated Actual 2014-15	Adopted Budget 2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
OPERATING EXPENSES:									
Transit Operating Costs (3.5%)	\$1,780,777	\$1,587,855	\$2,034,567	\$2,105,777	\$2,179,479	\$2,255,761	\$2,334,712	\$2,416,427	\$2,501,002
Start Up & Monitoring Expense	\$0	\$75,000	\$70,000	\$30,000	\$10,000	\$10,000	\$12,500	\$12,500	\$12,500
TOTAL OPERATING EXPENSES:	\$1,780,777	\$1,662,855	\$2,104,567	\$2,135,777	\$2,189,479	\$2,265,761	\$2,347,212	\$2,428,927	\$2,513,502
REVENUES:									
Fares (10% of Operating Expenses)	\$178,078	\$180,000	\$210,457	\$213,578	\$218,948	\$226,576	\$234,721	\$242,893	\$251,350
Federal Transit Administration (FTA)	\$363,178	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000	\$311,000
State Transit Assistance (STA) (2%)	\$280,052	\$291,083	\$296,905	\$302,843	\$308,900	\$315,078	\$321,379	\$327,807	\$334,363
AB 2766	\$21,000								
Local Transportation Fund (LTF) (2%)	\$1,464,148	\$1,493,431	\$1,523,300	\$1,553,766	\$1,584,841	\$1,616,538	\$1,648,868	\$1,681,846	\$1,715,483
Cap and Trade	\$18,700	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL REVENUES	\$2,325,156	\$2,350,514	\$2,416,661	\$2,456,186	\$2,498,688	\$2,544,191	\$2,590,969	\$2,638,545	\$2,687,196
LTF:									
Net LTF (req'd to meet Oper. Exp's.)	\$544,379	\$687,659	\$312,094	\$320,409	\$309,209	\$278,431	\$243,756	\$209,618	\$173,694
LTF Adjustments:									
COG Administrative Expenses (5%)	\$301,633	\$240,326	\$300,000	\$315,000	\$330,750	\$347,288	\$364,652	\$382,884	\$402,029
Bikes and Pedestrians (2%)	\$28,610	\$29,182	\$29,766	\$30,361	\$30,968	\$31,588	\$32,220	\$32,864	\$33,521
LTF SURPLUS/DEFICIT	\$214,136	\$418,151	(\$17,672)	(\$24,952)	(\$52,509)	(\$100,445)	(\$153,115)	(\$206,130)	(\$261,856)

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7.3 Capital Program

7.3.1 ANALYSIS OF FLEET NEEDS

The LTA is faced with significant fleet replacement and upgrade needs. The current fleet is too large and has a large number of aged vehicles that should be retired or surplus.

There would be many advantages to providing greater consistency in the type and size of the vehicles in the fleet. It would make maintenance, parts storage easier and improve the ability to move the vehicles among the various services if the vehicles were of the same type and design.

A number of ways to purchase transit vehicles are available to LTA. A range of different types of vehicles, including the type needed by LTA, are offered through the CalACT/MBTA Vehicle Purchase Program. This program is approved by Caltrans and FTA and is used by many public and private non-profit operators throughout California.

The current and proposed service mix requires two (2) basic types of vehicles:

1. The first vehicle is a mid-size cutaway vehicle that can be used to provide both dial-a-ride/ADA services and can also function on lower ridership fixed route services. A cutaway vehicle which can carry 16 seated and two (2) wheelchair positions is the ideal vehicle for these types of service. For the purposes of this analysis we have used a Class E – F-550, with a base price of \$71,871. Equipment upgrades and improvements and sales tax brings the estimated price to \$90,000 in FY 2015/16
3. A second, larger capacity vehicle type is needed to provide service on the busier fixed route and over the road commuter service. These services are currently provided by a heavier duty, cutaway vehicle which can accommodate 24 seated passengers and two (2) wheelchair positions. For the purposes of this analysis we have used a Class E – 32 foot International Chassis ACF-550, with a base price of \$85,802. Equipment upgrades and improvements and sales tax brings the estimated price to \$110,000 in FY 2015/16

A third vehicle type that should be considered is a small, heavy duty, transit coach type vehicle in the 30 to 35 foot, 28 to 35 passenger plus two (2) wheelchair position vehicle. For the purposes of this analysis, diesel powered, 32 foot El Dorado EZ Rider II with a base price of \$327,610 was used. Equipment upgrades and improvements and sales tax brings the estimated price to \$365,000 in FY 2015/16

All vehicle cost estimates are assumed to escalate at two percent (2%) per year throughout the planning period. Based on the recommended scenario, 18 vehicles are required as detailed in Table 7-6: LTA Fleet Requirements below.

Table 7-6: LTA Fleet Requirements

Service	Peak Vehicles	Spare Vehicles	Total Required Vehicles
Local Services (deviated fixed route, school trippers and demand response)	6	1	7
Inter County Services	4	1	5
Specialized Services	5	1	6
Total	15	3	18

The following capital plan analysis (Table 7-7) includes a range of costs for the second type of vehicle, with estimates for both the heavier-duty cutaway and the small, heavy-duty transit coach type vehicle.

Table 7-7: 10-Year Capital Requirements

FY	Project	Estimated Cost
2015/16	Purchase 1 Mid-size transit bus 25-33 passenger + 2 WC positions	\$110,000 - \$335,000
	Purchase 9 Small buses 16 passenger + 2 WC positions	\$810,000
	Install San Juan Bautista Bus Stop Improvements	\$ 12,000
2016/17	Purchase 3 Mid-size transit bus 25-33 passenger + 2 WC positions	\$336,600 - \$1,025,000
	Purchase 1 Small buses 16 passenger + 2 WC positions	\$ 91,800
2017/18	No Project	
2018/19	No Project	
2019/20	Purchase 3 Small buses 16 passenger + 2 WC positions	\$292,350
2020/21	Purchase 9 Small buses 16 passenger + 2 WC positions	\$894,600
2021/22	Purchase 1 Mid-size transit bus 25-33 passenger + 2 WC positions	\$123,950 - \$337,300
	Purchase 1 Small buses 16 passenger + 2 WC positions	\$101,400
2022/23	Purchase 1 Mid-size transit bus 25-33 passenger + 2 WC positions	\$126,425 - \$384,900
2023/24	Purchase 3 Mid-size transit bus 25-33 passenger + 2 WC positions	\$386,850 - \$1,177,800
2024/25	Purchase 3 Small buses 16 passenger + 2 WC positions	\$322,800
	TOTAL CAPITAL REQUIREMENTS	\$3,608,775 - \$5,784,950

The capital plan documented in Table 7-7 has a cost of \$3.6 to almost \$5.8 million dollars over the 10-year capital planning period. Expenses in the first two (2) years of the program are estimated at \$1.36 to \$2.27 million. This is a significant expense that needs to be addressed with good planning and financial management.

SBCOG and LTA have available PTMISEA funds in the amount of \$1,167,522, which will make a significant contribution to the funding of the capital plan, particularly in the early years. One advantage of the proposed service plan is that it should generate approximately \$2.1 million of LTF funds during the seven-year SRTP planning period. These funds should be placed in a transit capital-and-operating reserve to fund capital projects, matching for federal and state funds and revenue to address unanticipated economic reversals. SBCOG and LTA should also continue to pursue any available state and federal funding to support the capital program.

7.3 3 OTHER FUTURE CAPITAL IMPROVEMENTS

The implementation of proposed future capital improvements depends on availability of grant funding for specific purposes, as well as ridership growth, and accessibility and affordability of new technology. The impact of various external factors was explored in *Section 5.0 Strategic Plan*.

The following list features suggestions for future physical improvements that will satisfy both the need to take on growing ridership, and the desire to keep riders content:

1. **Mobile Data Terminals (MDTs).** Mobile data terminals (MDTs) or computer tablets are recommended for installation in all vehicles. LTA is currently implementing **RouteMatch** computerized scheduling software. These devices are a natural expansion. The computerized devices are now commonly on board in many public transit systems, taxicabs, police and emergency services vehicles, and other fleet-based services, and would allow Flexibus to operate more efficiently and effectively. They will display mapping of local streets and roads as well as transmit and hold dispatched, individualized trip information. They enable dispatchers to easily make real-time adjustments to drivers' schedules, and allow drivers to view routes and pick-up locations – features particularly important to FlexiBus, where pick-ups are dynamic and always-changing. They also enable drivers to enter trip information in real time. MDTs features real-time dispatching to the vehicle as well as map reading, which add to the convenience of the service and may speed trip pick-ups, potentially improving the productivity of the service. MDT features

related to on-board data entry provide reliable trip data and remove the cumbersome and often error-laden process of reconciling manual driver logs with dispatch records. Equipment is built to handle the types of environments anticipated with in-vehicle use.

2. **Bus Stop Signage & Bus Stop Improvements.** LTA routes seem to struggle with bus stop identification, in that bus stop signage is very demure, and in some areas signs are being vandalized and stolen, leaving bus stops unmarked entirely. The number of stops for FlexiBus is very limited, though the number of flag stops may expand with usage:

- Sunset Drive & Memorial (Hawkins Hospital) – Time Point;
- Ladd Lane at Tres Pinos (Safeway/Kmart) – Flag Stop;
- 4th & San Benito – Time Point;
- West 4th St & Felice (San Benito Health) – Time Point;
- Line Street at R.O. Hardin School (Head Start) – Time Point;
- Del Rio Apartments on Westside Blvd. – Time Point;
- 1111 San Felipe (San Benito County Social Services) – Time Point;
- Rancho Street & Park Ave. (Rancho San Justo MS) – Time Point.

Figure 7-1: Intercounty Service Option: in San Juan Bautista



The two new pairs of bus stops needed to effectively provide access to the Gilroy Express are shown here in RED. The existing, lone bus stop pair at Abbe Park is shown in YELLOW.

To accommodate the Intercounty service, the Plan recommends upgrading the Abbe Park bus stop(s) in San Juan Bautista and establishing two (2) more pairs of bus stops, on either end of the community, to shorten walking distance for those not travelling near Abbe Park. Attractive locations may be

achievable on 4th near The Alameda on the eastern end of town, and near 1st nd North on the northwestern edge of town.

Higher-profile bus stops with amenities that clearly denote bus service are an important improvement to be undertaken.

4. **Central Transit Center.** As County Express transitions from FlexiBus to a pulsed fixed route system, a central transit center that can accommodate not only the three (3) local fixed routes, but also the growing Intercounty services, will become critical. Today, the closest thing to a central transit hub is the bus stop westbound on 4th Street just east of San Benito, in the center of downtown Hollister. This location is fairly good, and could be expanded into an official “transit center” with a minor reallocation of parking stalls on westbound 4th. However, due to considerable traffic stacking at this busy intersection, buses sometimes have difficulty exiting the curb area and weaving back into traffic, whether seeking to go west on 4th Street or south on San Benito Street. Due to this and other challenges with the site, other central locations that could be developed as the needed central transit hub were explored in *Section 3.0 Service Evaluation & Alternatives*.

7.3.2 ADDITIONAL FUNDING OPTIONS

Based on the analysis in the SRTP, as the service is currently structured, and based on the financial assumptions, funds are not sufficient to maintain the current level of transit service and finance the necessary capital program including fleet replacement, changes to include larger vehicles, and other needed capital projects.

The future of federal funds remains uncertain at the time of publication of this SRTP. It is hoped that, at a minimum, FTA funding will remain at the current levels. It is possible that funding could be reduced. Federal transportation funding is enduring another short-term extension through October 29, 2015, the 34th short-term extension since 2009. The Senate has passed a six (6)-year extension bill that has not yet been heard in the House. The Senate bill provides modest increases in transit funding programs in each of the six (6) years of the program. Given past history, the outcome of these negotiations is unclear.

The State of California has entered a special legislative session to discuss funding for street, road and highway maintenance and capital project needs and the huge backlog of unfunded projects. Some consensus is building around a program that will provide some increase in funding for road maintenance and improvements.

A number of proposals to increase transit funding through changes and increases in both State Transit Assistance and Cap and Trade funding are being floated; however, the future of the transit proposals remains uncertain.

Given the uncertainties with both federal and state funding, as well as continuing concerns about the economy, there are a number of opportunities and challenges that LTA and all transit operators will face over the next few years. Like most jurisdictions, SBCOG and LTA will have to take advantage of those fiscal opportunities that they have control over.

7.4 Recommendations

The following are a number of recommended actions and strategies to increase control over transit funding opportunities.

1. The SBCOG should strongly consider adding transit to any sales tax measure that is moved forward. Most jurisdictions that have pursued sales tax measures have found a multi-layered program that includes major improvements, road maintenance, and transit have been more successful than single-purpose measures. A recent survey conducted for SBCOG indicated that improving transportation for youth, seniors and people with disabilities had a high level of support (68% high priority; 35% very high priority). Transit services were also highly ranked by northbound commuters (63% of commuters to Santa Clara County ranked this as a high priority; 63% of commuters to Santa Clara county said adding a commuter train service is a high priority).
2. The SBCOG should continue to evaluate its annual expenditures for COG administrative and, if possible, reduce the level of LTF funds that the COG uses for administrative and planning expenses. SBCOG should continue to explore new funding sources and maximize use of existing funding sources including monitoring and evaluating the level of state PPM funds and consider increasing PPM to the max of 5% allowed for “planning” support.
3. The SBCOG should strongly consider using any remaining street and road and bicycle and pedestrian reserves for support of the transit capital program. Investment in public transit will allow for fewer cars on the roads and additional multi-modal connections for bicyclist and pedestrians.
4. The SBCOG should consider the use of STIP funds and other federal flex funds for transit as well as streets, roads and highway projects to support the transit capital replacement program.
5. SBCOG and LTA should continue to actively pursue any and all state discretionary funds for capital replacement and/or service expansion. This includes but is not limited to the FTA 5311 (f) program.
6. LTA should consider a fare increase at some time during the SRTP planning period. Assuming the FlexiBus scenario is implemented, LTA should impose a \$1.00 surcharge for each deviation. This will maintain consistency between fares of the flex route and demand response service, plus encourage use of the FlexiBus at designated stops. In addition, consideration to a general fare increase should be given approximate two (2) years after the successful

implementation of the new service plan and/or at any time significantly improved commuter services are provided. The last fare increase was in 2009, some level of increased fares would help LTA to keep up with inflationary cost increases and help meeting the TDA-mandated farebox recovery ratio.

7. SBCOG and LTA should do a thorough scrubbing of their state and federal grants to determine if there are any unexpended funds that could be used to support their capital and operating program. This could be accomplished as a part of the annual fiscal audit process, by hiring a consultant and/or having staff work with Caltrans to help close out any open grants.

8.0 MARKETING PLAN

The new FlexiBus service plan and expanded and combined Intercounty service presents LTA an excellent opportunity to develop its marketing program and recreate its branding. LTA can increase its transit ridership by maintaining a high awareness level with the general population and specific target markets, including seniors, students, persons with disabilities, and persons with limited incomes, who may be semi-transit dependent.

Specialized transportation provided by Jovenes de Antaño will not be addressed separately as part of this marketing plan. The goal of marketing of these services is to create awareness with the targeted populations and is complementary to LTA's work with social service agencies.

8.1 Keys to Success

The keys to success define how LTA can focus its efforts on the priorities that will make the difference between success and failure. The target market¹ for FlexiBus is primarily residents of Hollister who are transit dependent or semi-dependent. This may include youths, students, and seniors, in addition to one-vehicle families. However, the Intercounty service will now have potential to fully exploit *choice* riders², who are commuting to work and students traveling to Gavilan College in Gillroy and TJ Owens Early College Academy, which is located at Gavilan College in Gillroy. The improved service between San Juan Bautista and Hollister also presents additional opportunities to attract ridership from San Juan.

For the FlexiBus, three (3) keys to success have been identified:

1. **Frequency of service:** Frequency of service is the single best way to attract riders to a transit service. For the rider, frequency translates to reliability and convenience. The new service profile eliminates the mid-day gap with one hour headways throughout the day.
2. **Simplicity:** The schedules have been modified to provide to make them more understandable (all routes stop a stop at exactly the same time relative to the hour throughout the day). The more predictable schedules provide a perception of increased reliability. Scheduling for FlexiBus can be adjusted to help maintain on-time performance.

¹ A **target market** is a specific group of consumers at which a company directs its products and/or services. LTA's **target** customers are those who are most likely to ride its transit service. A well-defined **target market** is the first element of a **marketing** strategy.

² **Choice riders** are riders who are not transit-dependent, i.e. they make a "choice" to ride transit.

3. **Convenience:** Convenience and trip duration (the time to get to a destination) should be reduced for most passengers with the FlexiBus capability to deviate to pick up and drop passengers at his or her destination. In addition, no gaps during the day will allow passengers to more flexibility in scheduling their trips.

For the intercounty service, three (3) keys to success have been identified:

1. **Reliability:** Most trips are for school or work. As a result, dependability and consistency are important to the riders. Keeping the service operating all weekdays, even when Gavilan College is not in session will help maintain ridership.
2. **Convenience:** Service between Hollister and San Juan Bautista has increased with the addition of two San Juan Bautista stops on the Intercounty service. The number of trips has also increased.
3. **Flexibility:** By improving connections to regional transit providers and by having all routes consistent and part of the same service increases flexibility for the rider.

8.2 Marketing Strategy

The marketing strategy is based on having consistent and clear identity that translates into a recognizable brand. The two (2) most important marketing strategies are branding and positioning. These strategies define an identity for FlexiBus and for the Intercounty Service. The identity for the two (2) services is separate from the other and is reflected in all public information, advertising, and marketing collateral for that service.

Well-defined branding and positioning strategies help provide a consistent and congruent look and feel to all public pieces, thereby creating awareness and recognition for the individual service. Successful branding and positioning include an image development program. The image of the service(s) is based on the branding and positioning strategies.

8.2.1 BRANDING STRATEGIES

The **branding strategy** communicates the image, identity, and personality of the specific service. This strategy determines the emotional impact the brand will have on customers, potential customers, stakeholders, and the public. It shapes the opinion and attitude the market will have of the service. A successful branding strategy clearly and creatively defines the image of public transportation and each of the services in San Benito County.

First and far most, branding is about building a relationship with the customer. In setting the brand identity for each service, the attributes that will help forge and maintain a strong relationship with riders and potential riders of the service.

8.2.2 POSITIONING STRATEGY

The **positioning strategy** compares the service to competing travel modes. By focusing on the unique qualities of the transit services, the positioning strategy establishes its benefits over competing travel modes, both to the rider and community. Still, benefits (i.e., *what the service offers the user*) must be supported by features.

A successful positioning strategy does not focus on the negatives of the competition, rather it spotlights the positives of the service. The automobile is the primary competitor. However, for many transit dependent and semi-dependent, the alternative may be to walk, ask a friend or relative for a ride, or not make the trip at all.

Successful branding and positioning strategies include an image enhancement program that carries throughout the exterior and interior of the bus, signage, collateral materials, events, and even the way the customer service line is answered.

8.2.3 BRANDING & POSITIONING FOR FLEXIBUS

The look and feel of the branding and positioning strategies is achieved by assigning qualities to the features, which translate into benefits by the target market. The attributes which have been identified as the keys to success for FlexiBus (frequency of service, reliability, and convenience) translate into **convenience** and **dependability** to riders and potential riders. Secondly, FlexiBus provides **freedom** and **independence**, which is of added importance to transit dependent and semi-dependent riders.

A leveraged positioning strategy for both FlexiBus offers the following advantages:

1. Convenience;
2. Simple and Easy to used;
3. Freedom and Independence.

Although a name change is an added expense, it is one of the simplest ways to present a new type of service. It immediately announces that it is different from what was in place previously. The FlexiBus idea is different and should be conveyed in the service's identity. Examples of to consider are--

- **FlexiBus:** Changing to this descriptive name connotes that the service is flexible to meet the rider's specific needs.

- **Ezee Rider:** Conveys that the service that is simple to use and references Hollister's historic association with the motorcycle culture.
- **The Holli-Trolley:** Connotes a fun local service.

While these provide some creative ideas, brainstorming by the board and staff could provide some other unique alternatives

8.2.4 BRANDING & POSITIONING FOR INTERCOUNTY SERVICE

Service delivery for the Intercounty Service improves, particularly with better connections to other regional public transportation providers and increased service to San Juan Bautista. By integrating the three (3) intercounty services (Gavilan College Service, Caltrain Service, and Greyhound Service) into one (1) "Gilroy Express" service provides the opportunity attract new choice riders. The *choice* rider is interested in **value more than cost**. Value can often be provided by tax-free subsidies or tax-credit accounts for transit by many employers. Value can be communicated in other ways, by providing an atmosphere that is more well-appointed than a typical transit bus and small low cost extras (e.g., free newspaper on morning routes, Wi-Fi, etc.). Convenience and reliability are the two (2) most important characteristics for which *choice* commuters generally look when deciding of between commute alternatives.

Secondarily, the Intercounty service provides **freedom and independence**, although these characteristics are more appropriate to transit dependent and semi-dependent riders, which would include many of Gavilan College and high school students and possibly riders between San Juan Bautista and Hollister.

The *look and feel* of the positioning strategy is achieved by assigning qualities to the features, which translate into benefits by the target market. The brand personality for Intercounty is identified by the following characteristics:

- Relaxing;
- Reliable; and
- Value.

The Intercounty service offers the following positioning advantages:

1. A good value;
2. Read, study, and relax instead of driving; and
3. Less-stress and good for the environment too.

LTA may want to consider a name change that is more reflective of the branding and positioning characteristics.

A new identity that is more in tune with the positioning and branding strategies will help LTA generate interest of potential new riders. Some suggested names are—

- **Commuter Express:** Changing to a general and descriptive name will define the service and provide LTA with a name that will accommodate future expansion to other areas (Salinas, Watsonville).
- **San Benito Link:** This popular nomenclature indicates that the service connects (links) San Benito to other areas.

8.3 Marketing Tactics and Programs

The tactical decision for each program complement the marketing strategies for both of the proposed services: FlexiBus and Intercounty Service.

With the rollout of the new FlexiBus and Intercounty service plans, LTA has the opportunity to introduce a new style and new identity for public transportation in the community. One of the most effective advertising mechanisms is the buses and signs. Although outside the budget, a new exterior look would be the most effective display indicating Hollister has a new bus service. If funding can be obtained, the new look and name would be consistent with the branding and positioning strategies. One possible look would be a bus wrap using a trolley car design (The Holli-Trolley) or other unique design that reflects the branding and positioning strategies for the Flexibus. The Intercounty service would benefit from a more modern “wave” or “swoosh” design.

The new FlexiBus launch will introduce new service to residents and stakeholders in the community. The launch of the new Intercounty service would require a similar schedule. Benefits and cost savings could be realized by doing the launches simultaneously; however, operationally this could be a challenge.

A new design for the cover of the schedules will demonstrate that public transportation in San Benito County is new and better, even if changes to the exterior of the vehicles is not financially doable.

Following rider and community outreach to explain the changes, a vigorous marketing campaign will introduce the service to a larger audience and potential riders. This will be more critical for the Intercounty service.

Extensive community outreach to the current and potential riders will be the first step in introducing the new services. The next step will be to make non-riders, who are in the target markets, aware of the new services.

To make residents aware of the new and expanded services, the following marketing activities are recommended:

1. Large display ads in the *Free Lance* on the following schedule:
 - One week before launch,
 - One day before launch,
 - Day of launch, and
 - The ads would detail the new service and offer free rides for the first week.
2. Direct mail Post Cards to residents in Hollister and San Juan Bautista, which will have expanded services. LTA may elect a less expensive direct mail option of including "envelope stuffers" in local utility bills.
3. Posters and flyers at key businesses and social service/government agencies in Hollister and San Juan Bautista detailing how FlexiBus will operate and the new Intercounty Service schedules..
4. Media Releases to the newspaper and local radio stations.
5. Partner with a local radio station (this would require purchasing some air time to announce the new service) to broadcast live the first day of the new service.
6. Provide secondary and middle schools with information on the school day trippers. Ensure that information is available in the student packets for the next school year.

After the new service is launched, on-going marketing activities will help provide continued interest in the service. The tactical plan has six (6) components:

8.3.1 ADVERTISING PLAN

The advertising campaign sends a message. LTA's advertising portrays the service and values of its services. Each attribute will be tested with each new rider who is attracted to try the service. The advertising needs to enhance the convenience, value and flexibility of the new service. It should emphasize that FlexiBus and Intercounty service as the *best solution to meet the riders' needs*. LTA may want to invest in two TV/video ads targeting two major groups:

- **Students and Youths**—emphasize the social aspects of riding the bus with friends and the freedom and independence that riding FlexiBus (or Intercounty service) provides;
- **Shoppers and families**—emphasize places FlexiBus and Intercounty service goes as places seniors and families may want to go, including work, shopping, visiting,

appointments, parks and recreation. Do to the high percentage of Hispanic families, particularly with limited English-speaking skills, in Hollister, a Spanish and Spanish/English focus will be important in reaching this market

Two (2) multi-media campaigns are suggested:

August-October: This campaign would be in conjunction with the high schools and Gavilan College (see Community Outreach Plan). The campaign would be targeted to students and would emphasize the freedom and independence offered by public transportation. Frequency is important; three (3) to four (4) exposures for each of the targeted demographic segment is recommended. The rate of repeat exposures tends to be a determination of the brand awareness and popularity as much as the "minimum" frequency to effectively get the message out. Suggested media includes:

- Posters and flyers at Gavilan College, high schools, library and youth centers;
- Ads in student publications/broadcast media;
- Ads in the local theater;
- Ads on local cable network and internet on channels and sites most favored by the 12-20 year olds. Working with the local cable sales staff is the best way to determine the optimal channel mix to reach the preferred demographic. A Space Trade Agreement may possibly be negotiated for part of the campaign. .
- As on the local radio station with the demographics which are closest to the targeted 12 to 20 year olds (Space Trade Agreement); and
- Internet challenge or game on the LTA website.

January-February: This campaign would be aimed at the general rider who primarily just wants to know they can get to where then need to go in a timely fashion. One possible theme would be to partner with businesses and agencies in the area to offer discounts if a customer has a bus pass or ticket or to create a game, such as FlexiBus Bingo or monopoly where riders can collect game pieces at local businesses and whenever they ride the bus:

- Posters and flyers at local businesses and agencies throughout Hollister and San Juan Bautista;
- Ads in the *Free Lance* with a free ride coupon;

- Direct mail postcards to households that include a free ride coupon;
- Radio advertising, which can be earned with the Space Trade Agreement with the three local radio stations; and
- Ads on local cable network on channels most favored by the 35-64 year olds. Working with the local cable sales staff is the best way to determine the optimal channel mix to reach the preferred demographics.

8.3.2 INTERNET MARKETING PLAN

The internet has become where most people go to get information. LTA's website needs to be easy to navigate and have the most current information. Attention also need to be made to ensure the site is ADA compatible.

The most common way for the vision-impaired user to access the internet is with a traditional browser and text-to-speech software. With a screen reader, there is no "looking." It's a simple parser, and it starts at the top. It combs through a website a lot like a web browser combs through HTML, except instead of rendering an IMG tag as an image, or an EM tag as italicized text, it converts them to sounds: a readout of the image description—the alt text—and a changed audio inflection, respectively. While Screen reading software, like VoiceOver in OS X or JAWS for Windows, parses websites for headers, and sometimes navigational elements. It can give the "reader" a literal description of a page's layout—"three columns, two rows"—and its surprisingly unrobotic voices reflect all kinds of punctuation. It even differentiates between outwardly identical tags.

LTA should be vigilant about including headers to divide large blocks of text, to include alternative text for images, and to use their tags properly. The W3C defines standards for accessibility just like they define standards for the rest of the web. But like those other standards, they're often disregarded. Even a totally compliant website can be overly complicated, or simply too liquid.

Poorly designed websites can create unnecessary barriers for people with disabilities, just as poorly designed buildings prevent some people with disabilities from entering. Access problems often occur because website designers mistakenly assume that everyone sees and accesses a webpage in the same way. This mistaken assumption can frustrate assistive technologies and their users. Accessible website design recognizes these differences and does not require people to see, hear, or use a standard mouse in order to access the information and services provided.

8.3.3 PROMOTION PLAN

Special and seasonal promotions are an excellent way to create awareness of LTA's services. *Try Transit Week* could coincide with the end of the August through October campaign. Media releases and possible partnership one of the local radio stations could will help publicize the promotions.

- **Thanksgiving Thanks to You:** Give thanks to our riders by providing either a buy-one-get-one-free fare offer for families during Thanksgiving week, or free ride on the day after Thanksgiving. (Black Friday).
- **Ride to Read/Ride into Literacy Library Promotion:** March is **March Into Literacy Month**. Free rides for those boarding or deboarding at the Public Libraries. Partnership with the library and local schools and provide flyers at the libraries.
- **National Transportation Week/Clean Air Month/Bike to Work Week:** National Transportation Week is the third week of May. Clean Air Month is usually in May, sponsored by the American Lung Association. Bike to Work Day is also generally in May and is celebrated the week surrounding the day. Event(s)/reduced fare promotion(s) for bicyclists and others in partnership with local agencies.
- **Aloha Shirt Day:** Beginning of summer, Wear a Hawaiian shirt and ride free that day. Have the drivers wear Aloha Shirts and hand out inexpensive paper leis. Other variations of this promotion might be **Cowboy Day**, ride free in wearing a cowboy hat or Halloween, ride free in costume.

8.3.4 PUBLIC RELATIONS PLAN

Public relations is the most overlooked marketing tool, but it can be the least expensive, least risky, and most effective and easiest tool to use.

As the new service is launch, promotional appearances for LTA spokespersons on the local radio stations to talk about services changes will help promote the new service.

During the course of the year, media releases and feature articles for industry publications will help keep public transportation in the public eye. The effective use of publicity and public relations will provide LTA with three (3) major benefits:

1. Provide the widest exposure for the fewest dollars;
2. Will tell the FlexiBus and Intercounty services story in greater depth, which is crucial to securing public support and attracting ridership; and

3. Provide LTA with credibility, which is important to projecting a perception of **reliability** and **safety**, two characteristics extremely important to certain segments, particularly seniors.

It will accomplish five (5) important goals:

1. Enhance identity and brand of LTA's transit services;
2. Increase the visibility of the service in the communities it will serve, among stakeholders and funding partners, and within the transit industry;
3. Create name recognition;
4. Get the message across; and
5. Compel people to support and try the service.

A major aspect in generating publicity is to attract attention and the interest of journalists and news people so that the story is communicated to the public. To obtain publicity, each story must have an angle of interest or hook. As a public service enterprise, LTA has the ability to attract the interest of community publications more readily than private corporations. This proposal includes bi-monthly media releases disseminated to all media outlets within the LTA's service area and nearby locations, including industry, local business, and community specific publications, when appropriate. Types of potential articles or news stories include—

- Straight media release announcing newsworthy event;
- Feature story exploring a subject of interest to the public;
- Human interest stories demonstrating how the qualities of public transportation enhance the quality of life on a personal level;
- Concepts article describing the basic concept of public transportation;
- Opinion piece providing commentary on public transportation service and its impact and affect on the community.

The main purpose of a newsletter is to establish an image and build credibility with a select audience. A newsletter is also an effective mechanism for communicating with stakeholders, elected officials, and community opinion leaders.

8.3.5 COMMUNITY OUTREACH PLAN

Participation in grassroots community events and working with community groups, such as schools, youth groups, and civic organizations.

- **ELEMENTARY SCHOOL STUDENTS:** Outreach to these students is traditionally done through in-school presentations and/or fun activity or coloring books, which are often bilingual. Presentation as youth groups, such as Boy and Girl Scout troops provides an additional outlet. This offers three (3) key benefits:
 - 1) **Students are positively predisposed to transit**, and more likely to view riding it as a choice they want to make when they are old enough to ride alone;
 - 2) **Students bring home materials received**, which could include collateral aimed at adults in addition to fun educational material aimed at kids--this improves transit's image and awareness among parents; and
 - 3) **Image is improved and partnerships built in the community**, potentially including elected officials and the media in addition to the schools themselves. Schools welcome community-participation-building presentations, particularly in times such as "Earth Week," which regularly feature visits from local police, firefighters and charity groups.
- **MIDDLE/HIGH SCHOOL STUDENTS:** In-school presentations and involving students in class or after-school projects, such as creating transit educational materials aimed at their peers, have been successful at increasing awareness and ridership, and in improving teen's attitude toward and behavior on transit. Effective programs and presentations encourage teen participation, and build on their need for friendship. Including transit information in the students' start of year packages is an effective medium, although this must be coordinated with the school district well in advance of the school year.
- **CIVIC ORGANIZATIONS AND SPECIAL INTEREST GROUPS (SENIOR CENTER, ETC):** Presentations can involve PowerPoint presentations, with previously produced TV ads embedded, that explain the service and the benefits it provides riders and others. Another alternative would be FlexiBus or Intercounty Adventures, where an Ambassador takes a number of seniors or other special groups on a trip to lunch in downtown Hollister or Gilroy or a special program in conjunction with one of the parks.
- **Businesses, government offices, and social service agencies:** A regular program to ensure that schedules are available at places potential riders may frequent is one of the most effective mechanisms for getting information out.

8.4 Specialized Services

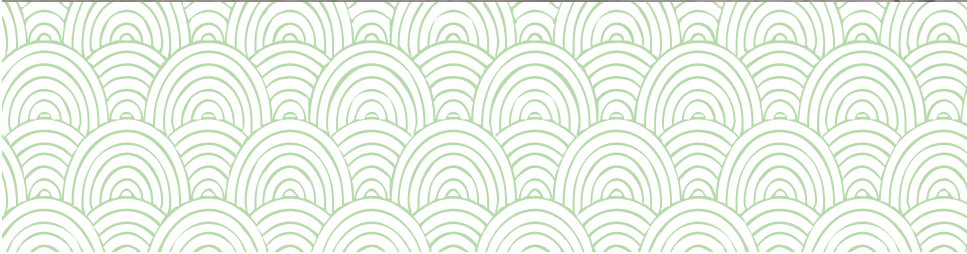
The primary objective of marketing Dial-A-Ride is to create awareness with the segments of the population who require this specialized service. The most effective mechanisms include:

1. Programs presented at senior centers and in cooperation with social service organizations;
2. Brochures available at government agencies, doctor's offices, and social service organizations;
3. Articles in newsletters targeting seniors;



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WEDNESDAY, DECEMBER 16, 2015

COMMENT ON THE BUS SERVICE RECOMMENDATIONS

We want to hear from you!

Come learn about the exciting bus service recommendations planned for **County Express** and **Specialized Transportation Services** (Jovenes de Antaño).

Two Open Houses have been scheduled, please stop by at any time between the posted times. The bus service recommendations were developed as part of the San Benito County Transit Plan.



JOIN US!
WEDNESDAY
DECEMBER 16, 2015

OPEN HOUSE #1
1 PM – 2:30 PM
SAN JUAN BAUTISTA CITY HALL
311 2ND STREET
SAN JUAN BAUTISTA, CA

OPEN HOUSE #2
5:30 PM – 7 PM
HOLLISTER COMMUNITY CENTER
300 WEST STREET
HOLLISTER, CA

COMMENTS DUE: 1/6/16 TO:



330 Tres Pinos Road, C7
Hollister, CA 95023



veronica@sanbenitocog.org



831.637.7665, Ext. 204

**SAN BENITO COUNTY
LOCAL TRANSPORTATION
AUTHORITY (LTA)**

330 Tres Pinos Road, C7
Hollister, CA 95023

Download the Transit Plan at:
SanBenitoCountyExpress.org



MIÉRCOLES, 16 DE DICIEMBRE 2015

DE SUS COMENTARIOS SOBRE LAS RECOMENDACIONES DEL SERVICIO DE AUTOBUSES

¡Queremos Escuchar de Usted!

Venga y aprenda acerca de las recomendaciones importantes planeadas para los servicios de autobús **County Express** y **Servicios Especializados de Transporte** (Jóvenes de Antaño).

Se han programado dos juntas de Puertas Abiertas, por favor visítenos por cualquier momento entre los tiempos anunciados. Las recomendaciones del servicio de autobuses se desarrollaron como parte del Plan de Transporte del Condado de San Benito.



¡ACOMPÁÑENOS!
MIÉRCOLES
16 DE DICIEMBRE 2015

CASA ABIERTA #1

1 PM – 2:30 PM

MUNICIPIO SAN JUAN BAUTISTA
311 2ND STREET
SAN JUAN BAUTISTA, CA

CASA ABIERTA #2

5:30 PM – 7 PM

CENTRO COMUNITARIO HOLLISTER
300 WEST STREET
HOLLISTER, CA

MANDE SUS COMENTARIOS
ANTES DE 1/6/16 A:



330 Tres Pinos Road, C7
Hollister, CA 95023



veronica@sanbenitocog.org



831.637.7665, Ext. 204
(Se Habla Español)

**SAN BENITO COUNTY
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Hollister, CA 95023

Descargue el Plan de Transito:

SanBenitoCountyExpress.org