Glenn Transit Service
Short Range Transit Plan

Final Report



Prepared for

Glenn Transit Service

Prepared by

LSC Transportation Consultants, Inc.

TABLE OF CONTENTS

Chapter **Page**

LIST OF TABLES

Table **Page**

LIST OF TABLES

Table **Page**

LIST OF FIGURES

Figure **Page**

LIST OF FIGURES

Figure **Page**

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Short-Range Transit Plan

Final Report

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May 7, 2014

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Chapter 1
Introduction and Key Study Issues

INTRODUCTION

Public transportation is a vital service to many residents of Glenn County. Transit services provide mobility to residents, including access to important medical, recreational, social, educational and economic services and opportunities. In addition to being important to the quality of life of residents in the region, public transit services assist in the functioning of educational programs, public and private employers, and social service programs throughout the region.

A Short Range Transit Plan (SRTP) study was conducted to assess transit and related transportation issues in the County and provide a "road map" for improvements to the public transit program over the upcoming five years. The intent of this study was to evaluate the specific needs for transit services, as well as to develop plans for improvements and service revisions. This was accomplished through a review of existing transit conditions and evaluation of operations, as well as through public outreach via onboard surveys and community-based meetings. A wide range of alternatives were evaluated, and funding sources identified for operations and capital improvements of transit services. Overall, the study provides a comprehensive strategy of short-range service, capital, and institutional improvements, with a supporting financial and implementation plan.

This document presents and reviews the setting for transportation services, including demographic factors and the recent operating history of the public transit service supplied by Glenn Transit Services (GTS) and the other transit service providers in the study area. A review and evaluation of goals, objectives, and performance measures is included, and the need for transportation services is also examined. After a review of potential improvements, service, capital, institutional and financial plans are presented to guide the improvement in transit services over the coming five years.

STUDY ISSUES

This study takes direction from specifically identified study issues surrounding transit in the region. These issues were identified by GTS and Planning and Public Works Agency staff and local stakeholders and community representatives, and include the following:

- **Service Efficiency**: What is the most appropriate service plan to meet the varied transit needs? What routing and scheduling changes are necessary to maximize efficiency? Is a different service plan warranted, such as an intercity route with local circulators? Can needs be met through route deviation, or is complementary paratransit necessary? What will be the costs / benefits of a new service plan?

- **Funding:** What public and private sources of revenue are available? What is the funding outlook for the next five years? What cost-sharing opportunities or expectations are involved?

- **Bus Stop Development**: GTS operates intercity buses on long distance routes. Are the current bus stops appropriately placed, signed and visible? Are shelters or benches needed? What passenger amenities will be needed for the upcoming plan?

This study affords the leadership of the area an opportunity to take a look at the transit services in the next five years and identify the optimal manner in which public transit can meet both the present and the future needs of the area.

Chapter 2
Study Area Characteristics

Geography of Glenn County

Glenn County is located in the Central Valley approximately 100 miles north of Sacramento and 60 miles south of Redding. The primary industry is agriculture. There are only two incorporated cities in the county (the county seat of Willows, and Orland), along with the unincorporated towns of Hamilton City and Artois. The county is bisected by Interstate 5 in a north-south direction, with Highway 32 providing the main east-west access. The study area is shown in Figure 1.

Population

Historic and Projected Population

The population grew from 17,521 in 1970 to 28,122 in 2010, with the fastest growth occurring between 1970 and 1980 (2.0 percent annually); growth has slowed to 0.6 percent per year in the last decade, and has actually declined slightly in the past two years (to 27,992 in 2012). Population growth in Glenn County has been slightly lower than the average rate of growth in California, as shown in Table 1. In the next decade, the population is projected to grow at a rate of 0.9 percent annually, reaching an estimated 30,780 by the year 2020. The population over the age of 65 is expected to outpace other groups, increasing from 13.3 percent of the population in 2010 to 16.8 percent in 2020, and 20.4 percent in 2030 (according to California Department of Finance projections). This outpaces the State-wide growth in elderly, which was 11.4 percent in 2010, and will increase to 14.9 percent in 2020 and 18.9 by 2030.

Current Population

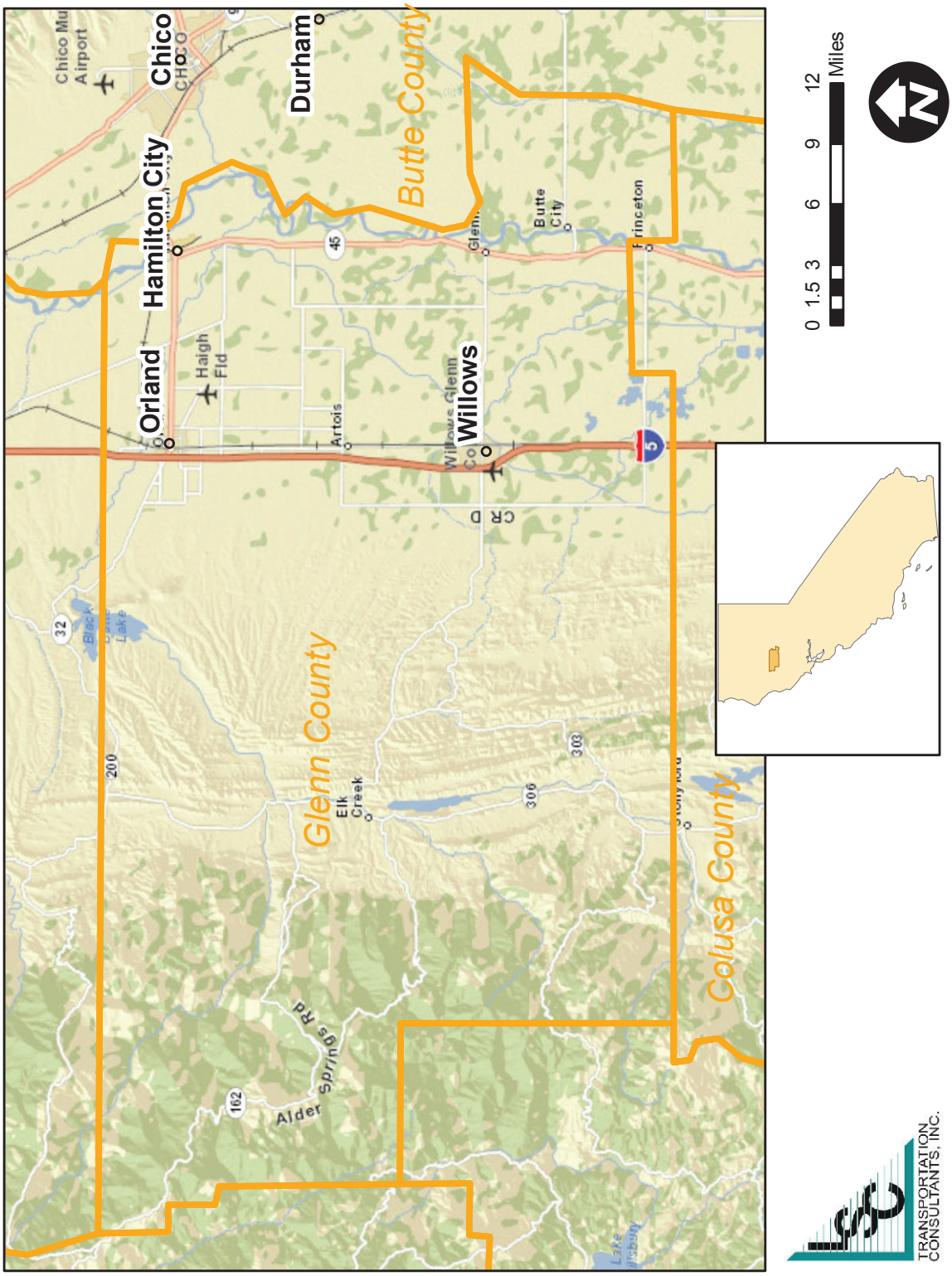
Estimates of current population are available through the US Census Bureau and the California Department of Finance Demographic Section. Of the total countywide population in 2010, over 26 percent (7,396) reside in Orland and 22 percent (6,128) reside in Willows. Population by census tract is shown in Table 2 and Figure 2.

Transit-Dependent Population

Nationwide, public transit ridership is drawn in large part from the potentially transit-dependent population consisting of elderly and youth, low-income, disabled, and members of households with no available vehicles:

- **Youths** represent a transportation-dependent population, as those younger than 18 are often unable to drive and may not have a parent available to transport them. In particular, junior high school students who are independent enough to attend after-school activities but are unable to drive are a representative group. The population between 10 and 17 years of age (inclusive), delineated by population district, is presented in Table 2 and Figure 3. Approximately 4,206 transit-dependent youths live in Glenn County, comprising 15.3 percent of the total population. The proportion of population in each block group that are youths is

FIGURE 1:
Glenn County Short Range Transit Plan Study Area



particularly high in Orland (18.2 percent) and somewhat low in the outskirts of Willows (Census Tract 103). The proportion of youths has been declining and is projected to continue to decline in the next decade.

TABLE 1: Glenn County Historic and Projected Population

	1970	1980	1990	2000	2010	2020
Glenn County Population	17,521	21,350	24,798	26,453	28,122	30,780
Annual Percent Growth	--	2.0%	1.5%	0.6%	0.6%	0.9%
Over Previous 10 years	--	21.9%	16.1%	6.7%	6.3%	9.5%
California Population	19,953,134	23,667,902	29,760,021	33,871,648	37,253,956	40,643,643
Annual Percent Growth	--	1.7%	2.3%	1.3%	1.0%	0.9%
Over Previous 10 years	--	18.6%	25.7%	13.8%	10.0%	9.1%

Source: US Census and California Department of Finance

- **Elderly** population 65 years of age and older comprise 16.9 percent of the countywide population (4,659 individuals), which is higher than the statewide average of 11.4 percent. The proportion of elderly has been increasing in the county. The population of elderly is shown by Census Block Group in Table 2 and Figure 4. The areas surrounding Orland and Willows have particularly high proportions of elderly (28.8 and 27.0 percent, respectively), while the northeast area of the county has a low proportion of elderly (7.5 percent in Census Tract 105.1). The high proportion of elderly persons in the outlying areas of communities has implications for the need for transit services beyond the core areas.

- **Individuals with a disability** are often transit dependent. The 2010 Census did not provide disability data at the census tract level, but did identify 5.6 percent of the county-wide population as having a disability which limits mobility. Table 2 and Figure 5 depict the population with a mobility-limitation by census block group.

- The US Census also counts the **population living below the poverty level**, defined by a number of factors including household income and the number of dependent children. Residents living below the poverty level comprise 18.7 percent of the countywide population, compared to 14.4 statewide. As shown in Table 2 and Figure 6, the areas with the greatest percentage of population below the poverty level include the northeast area of the county, with 26.3 percent of individuals identified as living below poverty, and within Willows, where 23.1 percent of the population is living below the poverty level.

- Finally, one of the strongest indicators of transit dependency is the number of **households without a vehicle available.** There are a total of 631 households in Glenn County without a vehicle, with particularly high proportions in Orland and in the southeast area of the County, as shown in Table 2 and Figure 7.

TABLE 2: Glenn County 2010 Population Characteristics

Census Tract	Area Description	Square Miles [1]	Total Persons [2]	Total Households [3]	Youth (10-17) [2]		Elderly (65+) [2]		Mobility-Limited [4]		Below Poverty [5]		Zero Vehicle Households [3]	
					#	%	#	%	#	%	#	%	#	%
101	Orland	6	8,327	2,722	1,516	18.2%	924	11.1%	466	5.6%	1,279	15.4%	224	8.2%
102	Area around Orland	52	4,742	1,597	607	12.8%	1,337	28.2%	266	5.6%	769	16.2%	93	5.8%
103	Area around Willows, all area west of I-5	982	1,791	671	193	10.8%	484	27.0%	100	5.6%	297	16.6%	53	7.9%
104	Willows	9	7,445	2,880	1,065	14.3%	1,407	18.9%	417	5.6%	1,719	23.1%	167	5.8%
105.1	Northeast area of County/Hamilton City	61	3,651	1,009	573	15.7%	274	7.5%	204	5.6%	959	26.3%	40	4.0%
105.2	Southeast area of County	203	1,607	604	252	15.7%	233	14.5%	90	5.6%	143	8.9%	54	8.9%
TOTAL STUDY AREA		1,313	*27,563*	*9,483*	*4,206*	*15.3%*	*4,659*	*16.9%*	*1,544*	*5.6%*	*5,166*	*18.7%*	*631*	*6.7%*

Note 1: US Census Table G001, Geographic Identifiers, American Community Survey (ACS) 2009
Note 2: Table S0101, Age and Sex, ACS 2011
Note 3: Table DP04, Selected Housing, ACS 2007-2011
Note 4: Table S1810, Disability Characteristics, ACS 2009-2011. Available at County level, not Census Tract level. Countywide percentage applied to each census tract.
Note 5: Table S1701, Poverty Status in the Past 12 Months, ACS 2007-2011
Note 6: Table B080201, Household Size by Vehicles Available, ACS 2007-2011

FIGURE 2:
Glenn County Census Tracts and Total Population

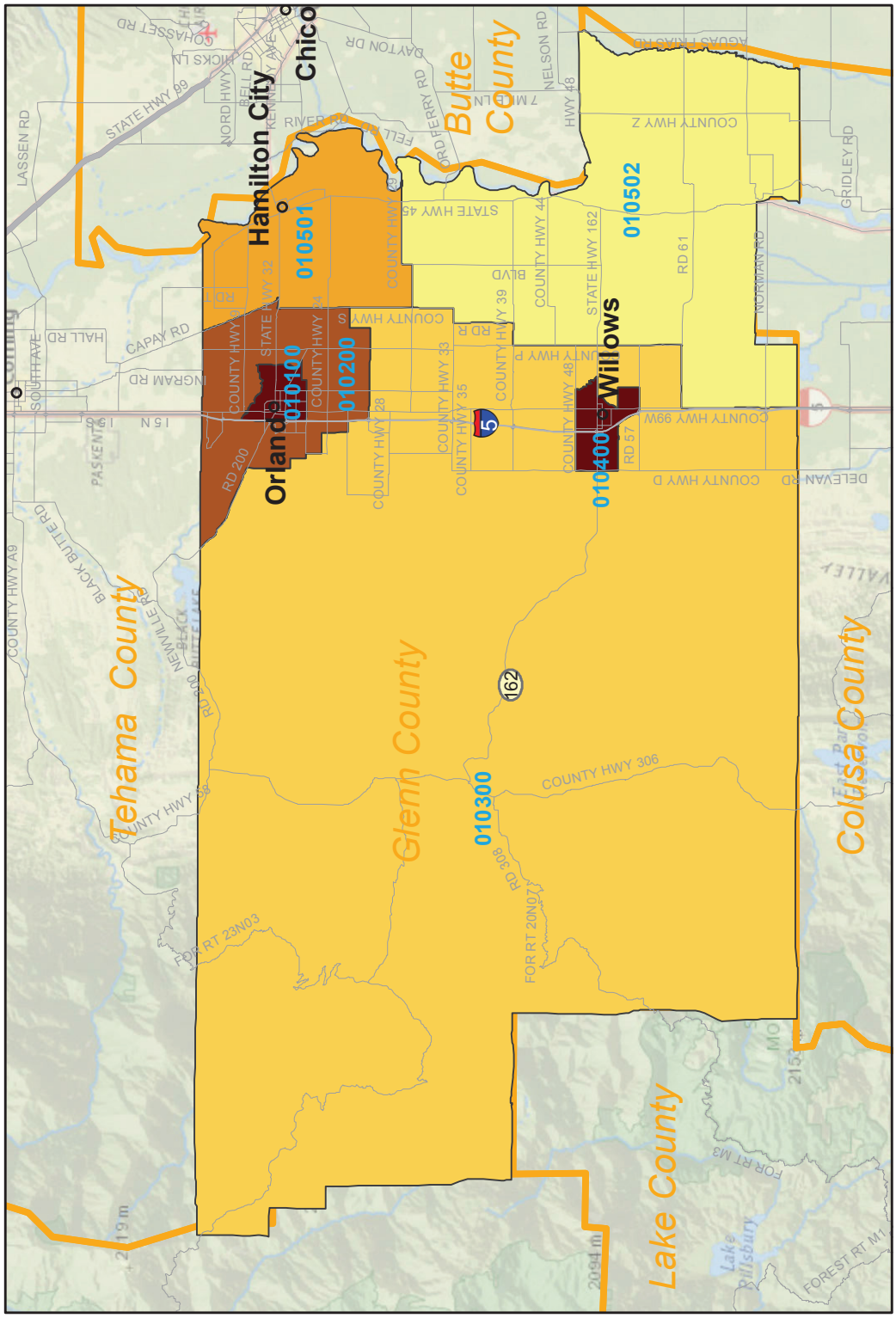


FIGURE 3:
Glenn County Youth Population by Census Tract

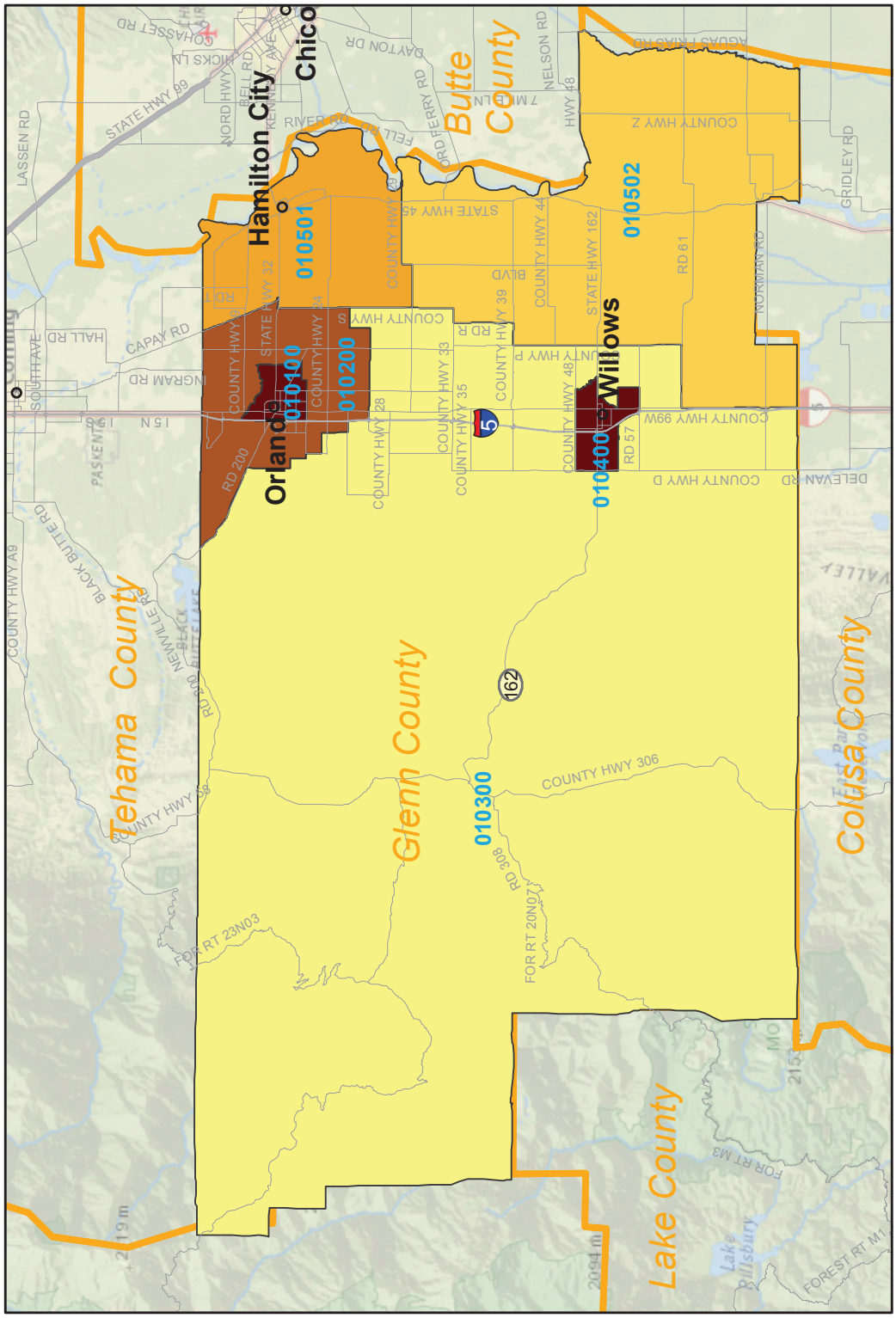


FIGURE 4:
Glenn County Elderly Population by Census Tract

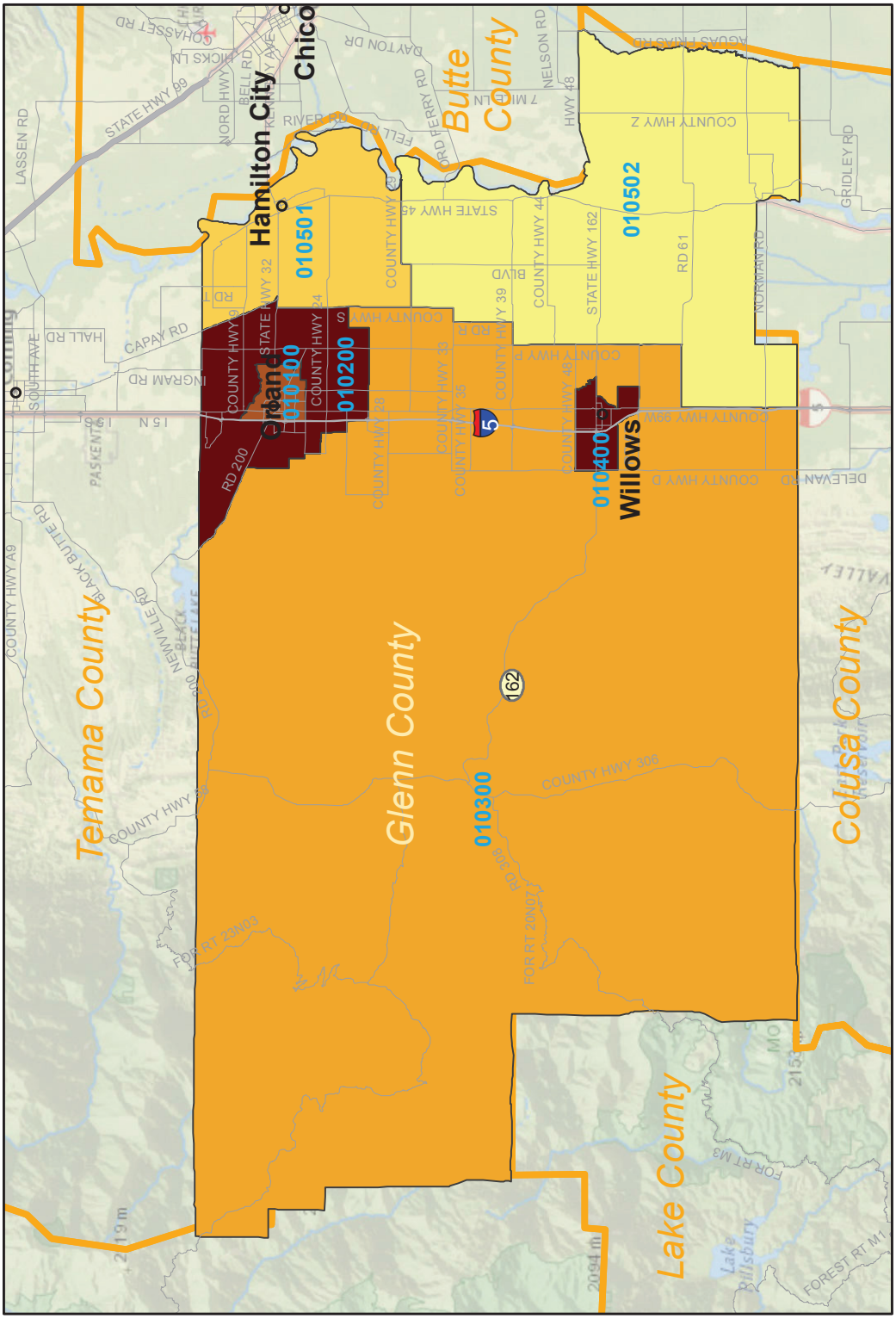


FIGURE 5:
Glenn County Mobility-Limited Population

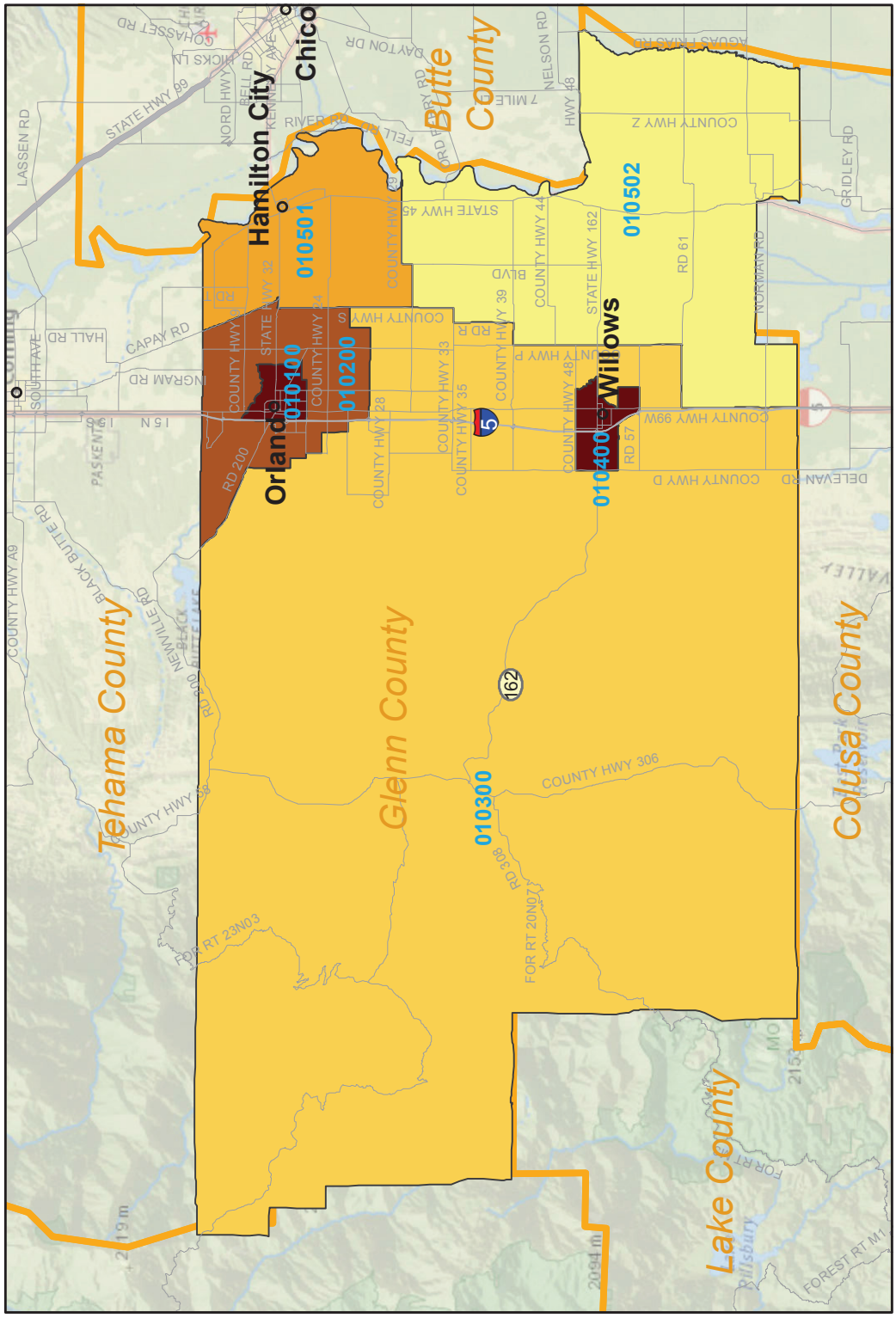


FIGURE 6:
Glenn County Low-Income Population by Census Tract

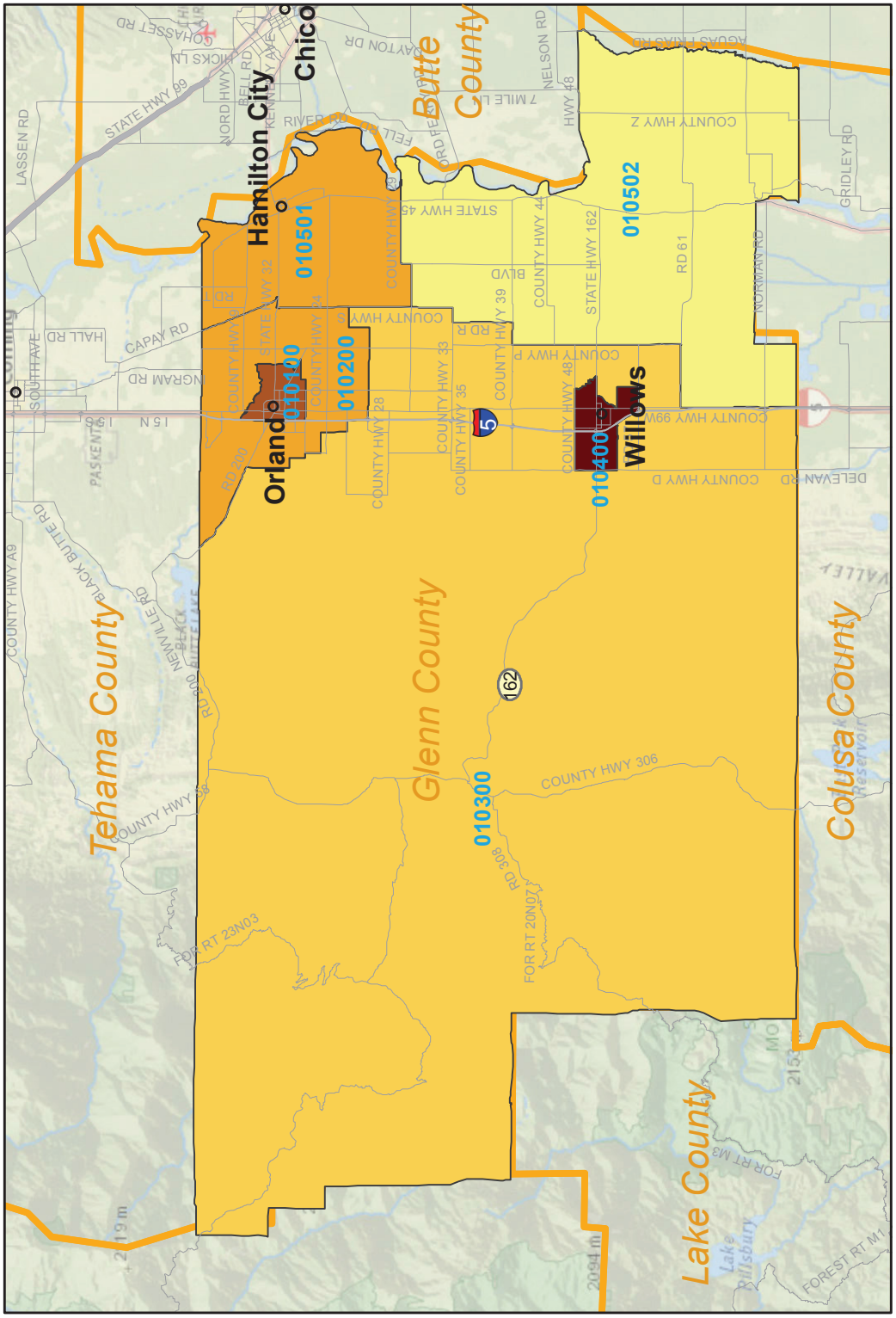
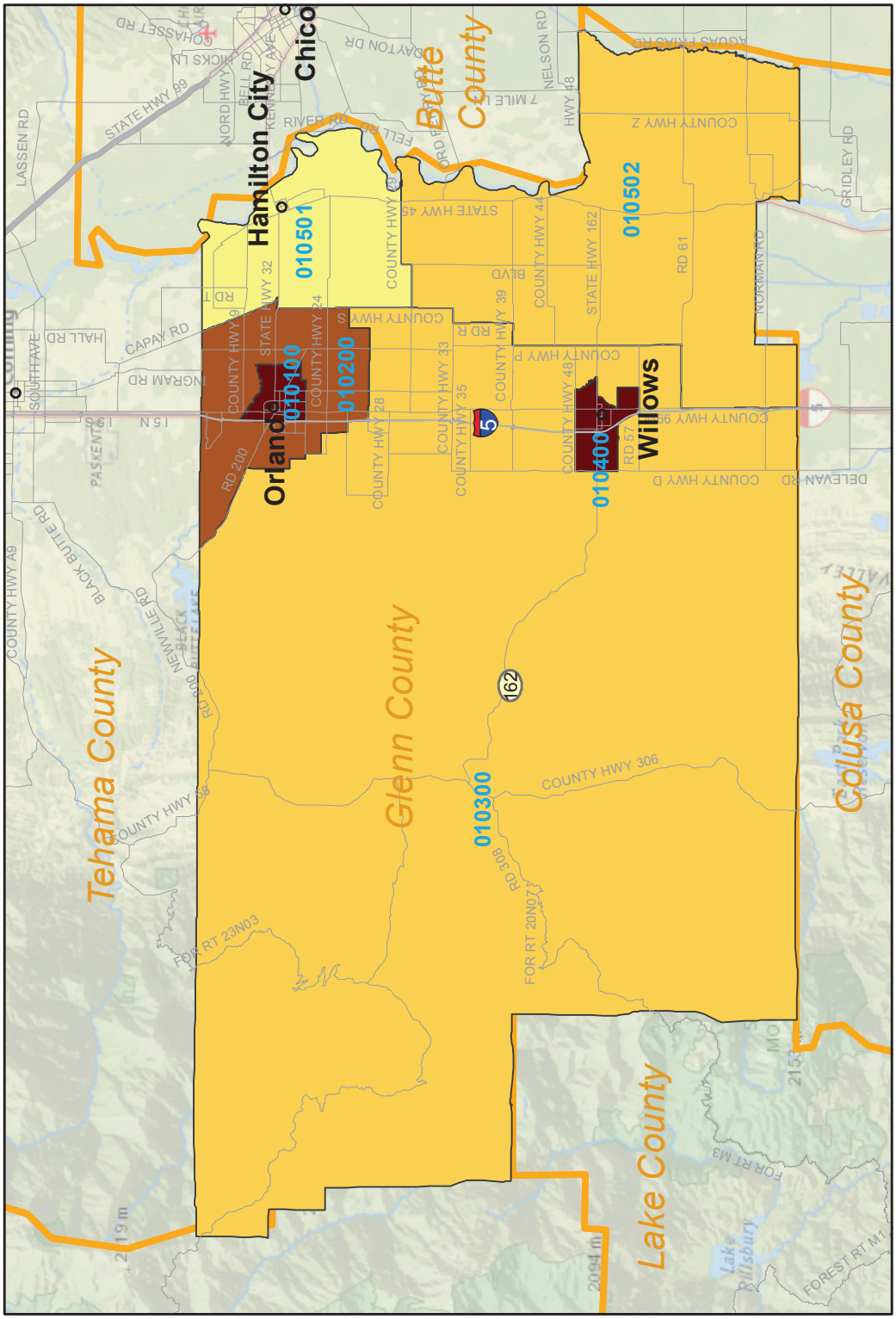


FIGURE 7:
Glenn County Zero-Vehicle Households by Census Tract



Economy

Glenn County has an agricultural-based economy. The single largest employer is Johns Manville Corporation (in Willows), which is an insulation manufacturer. Other major employers include county government, agricultural firms, wholesalers and retailers, as shown in Table 3.

TABLE 3: Major Employers in Glenn County

Employer	Location	Industry	# Employed
Johns Manville Corporation	Willows	Insulation - Manufacturer	250-499
Erick Nielsen Enterprises Inc.	Orland	Agricultural Consultants	100-249
Glenn County Health & Welfare	Willows	County Public Health Programs	100-249
Glenn County Human Resource	Willows	County Government	100-249
Glenn Medical Center	Willows	Hospitals	100-249
Jacinto Grange	Countywide	Associations	100-249
Rumiano Cheese Factory	Willows	Wholesale	100-249
Shasta Packing Company	Orland	Nurseries	100-249
Wal-Mart	Willows	Department Stores	100-249
Glenn County Emergency Services	Willows	Public Safety	100-249
Glenn County Mental Health	Willows	County Government	50-99
Glenn County Civil Division	Willows	County Government	50-99
Glenn County Sheriff's Department	Willows	Sheriff	50-99
Glenn-Colusa Irrigation District	Willows	Irrigation Companies	50-99
Land O'Lakes Inc	Orland	Cheese Processors-Manufacturing	50-99
Lassen Land Company	Orland	Consultants-Businesses	50-99
Sun Bridge Healthcare	Willows	Nursing & Convalescent Homes	50-99
Glenn County Office of Education	Orland	Child Care Service	50-99
US Reclamation Bureau	Willows	Federal Gov - Conservation Dept.	50-99

Source: California Employment Development Department; Glenn County RTP

Labor Force

The American Community Survey (ACS) conducted by the US Census provides data on the number of individuals in the labor force and employment rates, as shown in Table 4. According to the ACS, there are 22,158 individuals over the age of 16 in Glenn County, of which 12,348 are in the labor force. Of these, 11,107 are employed and 1,328 are unemployed, indicating an unemployment rate of 10.0 percent. Unemployment is somewhat higher in the northeast area of the county (14.6 percent) and in the area surrounding Orland (12.3 percent).

Commute Flow and Distances

The U.S. Census Bureau maintains the "Longitudinal Employment-Household Dynamics" dataset, which provides detailed information on where employees live and work, and where employed residents live and work. Table 5 shows the in-flow and out-flow of workers. As shown, there are 8,072 individuals employed countywide and 11,298 employed persons living in the county, indicating a net flow of 3,226 commuters out of the county.

TABLE 4: Glenn County 2010 Employment Statistics

Census Tract	Area Description	Population Over 16 yrs	In Labor Force		Employed		Unemployed	
			Number	Percent	Number	Percent	Number	Percent
101	Orland	6,006	3,462	57.6%	3,183	91.9%	279	8.1%
102	Area Around Orland	3,723	2,322	62.4%	2,037	87.7%	285	12.3%
103	Area around Willows, All Area West of I-5	1,513	720	47.6%	666	92.5%	51	7.1%
104	Willows	6,225	3,599	57.8%	3,260	90.6%	339	9.4%
105.1	Northeast area of County	2,569	1,619	63.0%	1,382	85.4%	237	14.6%
105.2	Southeast area of County	1,122	626	55.8%	579	92.5%	47	7.5%
	Glenn County	21,158	12,348	58.4%	11,107	89.9%	1,238	10.0%

Source: U.S. Census Bureau, Table DP03: Selected Economic Characteristics, 2007-2011 American Community Survey.

TABLE 5: Glenn County Commuting Inflow/Outflow

	Number	Percent
All Jobs in Glenn County		
Employed in the Glenn County	8,072	100.0%
Employees Living in the Glenn County	11,298	140.0%
Net Job Inflow (+) or Outflow (-)	-3,226	-
In-Area Labor Force (All Jobs)	#	%
Living in Glenn County	11,298	100.0%
Living and Employed in Glenn County	4,119	36.5%
Living in Glenn County but Employed Outside	7,179	63.5%
In-Area Employment (All Jobs)	#	%
Employed in Glenn County	8,072	100.0%
Employed and Living in Glenn County	4,119	51.0%
Employed in Glenn County but Living Outside	3,953	49.0%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011

Additionally, while there are 11,298 employees living in the county, only 4,119 of these employees work in the county, with the remaining 7,179 working elsewhere. In the opposite direction, there are 3,953 employees who work in the county but reside elsewhere. This data indicates a high proportion of distance commuting into and out of the County.

This dataset also provides data on the distance that residents travel for work, as shown in Table 6. According to this data, while many workers commute less than ten miles to work (38 percent), a significant number (1,572 or 19 percent) commute distances of more than 50 miles for work. Table 7 shows where employees work who are living in Glenn County. A total of 15.5 percent of workers are employed in Willows (1,747 workers) and 8.6 percent (974 workers) in Orland, but 11.8 percent (1,338 workers) commute to Chico. Finally, Table 8 shows where employees live who work in Glenn County. Just over 14 percent of Glenn County employees live in Orland and another 14 percent in Willows, while 9.2 percent live in Chico. Overall, this data indicates that commuting into/out of Glenn County is focused to travel to and from Chico.

TABLE 6: Travel Distance for Persons Employed in Glenn County

	Employees	
Travel Distance	#	%
Less than 10 miles	3,077	38%
10 to 24 miles	2,132	26%
25 to 50 miles	1,291	16%
Greater than 50 miles	1,572	19%
Total	8,072	

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011

TABLE 7: Where Employees Work Who Live in Glenn County

	Employees	
Work Location	Number	%
Willows city, CA	1,747	15.5%
Chico city, CA	1,338	11.8%
Orland city, CA	974	8.6%
Sacramento city, CA	296	2.6%
Redding city, CA	252	2.2%
Yuba City city, CA	179	1.6%
Oroville city, CA	144	1.3%
Woodland city, CA	115	1.0%
Paradise town, CA	113	1.0%
Hamilton City CDP, CA	111	1.0%
All Other Locations	6,029	53.4%
Total Workers	11,298	

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011

TABLE 8: Where Employees Live Who Work in Glenn County

Residential Location	Employees Number	Employees %
Willows city, CA	1,168	14.5%
Orland city, CA	1,156	14.3%
Chico city, CA	742	9.2%
Corning city, CA	150	1.9%
Paradise town, CA	99	1.2%
Yuba City city, CA	83	1.0%
Hamilton City CDP, CA	77	1.0%
Durham CDP, CA	75	0.9%
Redding city, CA	73	0.9%
Red Bluff city, CA	72	0.9%
All Other Locations	4,377	54.2%
Total Workers	8,072	

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics, 2011

Government

The Board of Supervisors is the governing body for Glenn County. The Board enacts ordinances and resolutions, adopts the annual budget, approves contracts, appropriates funds, and appoints certain County officers and members of various boards and commissions. The only incorporated cities are Willows and Orland, which both use a Council-Manager form of municipal government.

Activity Centers

Throughout Glenn County and neighboring counties, there are activity centers which are transit trip generators. These are considered both in terms of areas that produce transit trips (residential locations) and those that attract transit trips (commercial, employment, educational, recreational, medical and social service agency locations).

Residential areas which are likely to generate the highest transit demand are those with high-density housing, such as apartments or other multi-family housing, areas with a high percentage of households without vehicles available, or areas with high proportions of transit dependent populations (as defined earlier as youth, elderly, low income and mobility limited). Residential areas with the highest potential to generate transit trips include the following:

- Higher density residential areas and apartment complexes in Orland and Willows. In particular, there are relatively high proportions of individuals living in poverty (23.1 percent, or 1,719 individuals) within Willows, as well as 167 households without a vehicle available.

- Orland also has a relatively high number of individuals living in poverty (1,279—though proportionally, this is a lower number than the countywide average). Orland also has the highest number of households without a vehicle available (224).

- The highest proportion of households in poverty is in the northeast area of Glenn County, which includes Hamilton City. In this census tract, 26.3 percent of the individuals are categorized as living below the poverty level. However, only 40 households are without a vehicle. Nonetheless, this area is considered a high trip generator.

- Grindstone Indian Rancheria, Elk Creek—the Rancheria houses 98 of its 162 members.

Commercial and service areas which are likely to attract a high number of transit trips include the following:

- Commercial Trip Generators
  - Wal-Mart, Willows
  - Downtown Willows
  - Downtown Orland
  - CVS Pharmacy, Orland
  - Stony Creek Mall, Orland

- Medical Trip Generators
  - Glenn Medical Center, Willows

- Senior Service Trip Generators
  - Senior Centers (Orland, Willows)
  - Eskaton, Willows
  - Westhaven Assisted Living, Orland
  - Willows Care Center, Willows

- Social Service Trip Generators
  - Social Services Office, Willows
  - VA Administration, Willows
  - County Courthouse, Willows

- Employment Trip Generators
  - Johns Manville Corporation, Willows
  - Erick Nielsen Enterprises, Orland
  - Rumiano Cheese Factory, Willows
  - Shasta Packing Company, Orland

- Education Trip Generators
  - Butte College
  - Willows High School
  - Orland High School
  - Hamilton High School

- Recreation Trip Generators
  - Thunderhill Raceway Park

REVIEW OF PREVIOUS STUDIES AND PROJECTS

There are a number of recent studies and projects that have preceded this study which address transit issues and planning. These studies and their relevance to the current plan are described below.

Glenn County Regional Transportation Plan, Fehr & Peers, March, 2010

The Regional Transportation Plan (RTP) provides a coordinated, 20-year vision of the regionally significant transportation improvements and policies needed to efficiently move goods and people in the region. The 2010 RTP was an update of the 2005 RTP, prepared in order to comply with the California Transportation Commission's (CTC) adopted 2007 RTP Guidelines. The Plan defines the mobility conditions, needs, and actions necessary for a coordinated and balanced regional transportation system. It is based on the existing system and describes the development needs for all transportation modes in the county. The relevant findings of the report include:

- **Non-auto Modes of Transportation** - Transit coordination and connectivity with transit services in the surrounding counties of Tehama and Colusa was identified in the RTP as an issue. The RTP suggested better coordination would result in increased opportunities for employment and medical services such as the casinos and specialized medical services available in Corning. It was noted that Greyhound intercity service was limited in the area and local transit services could address the shortfall.

  Another issue identified was the need for improved transit service for seniors. A New Freedoms grant was submitted to assist seniors with using Glenn Ride.

- **Future Transit Demand** – Population projections were used in the "Coordinated Public Transit – Human Services Transportation Plan" 2008 to provide the best available trend. According to this plan, the projected growth of the total population in Glenn County is the best predictor of the low-end projection for transit demand. The projected growth in residents over the age of 65 was used to predict the high range of transit demand. Using DOF data, the low-end projection for transit demand shows it will grow by approximately 23 percent between 2010 and 2020, and by 46 percent between 2010 and 2030. The high-end projection is that transit demand will grow by approximately 38 percent between 2010 and 2020, and by 88 percent by 2030.

The RTP also had a brief discussion of transit needs assessment based on onboard surveys and phone surveys. In 2007, Glenn Ride conducted an on-board survey to assess existing needs. The survey resulted in the following findings:

- The greatest needs were for later evening service and improved frequency. Respondents indicated they would increase their transit trips by 1 or 2 per week if these changes were made.

- The general service area is adequate for the majority of riders. The survey indicated that destinations are matched well with the available service.

A 2009 telephone survey of Glenn County households showed that improved transportation for seniors and the disabled was also an important need. As a result of both surveys, the following specific recommendations were made as part of the overall existing transit needs assessment:

- Increase the frequency of service to and from Chico
- Introduce neighborhood circulators within Willows and Orland
- Expand service to the Glenn County Medical Center
- Improve bus stop amenities
- Develop a sustainable vehicle replacement strategy

The RTP includes a list of recommended transit improvements, basically outlining operating and capital funding for future services.

Coordinated Public Transit - Human Services Transportation Plan, Nelson Nygaard, September 2008

As a requirement to receive certain FTA funds, transit agencies must complete a Human Services Transportation Coordination Plan. The Glenn County Transportation Commission hired Nelson Nygaard to conduct their coordination plan. The *Coordinated Public Transit – Human Services Transportation Plan Existing Conditions* report was completed in September 2008. Some of the recommendations for near-term improvements included:

- In coordination with Butte County Association of Governments, establish a medical van.

- Operate a local circulator route in Willows and Orland (and eliminate deviations by Glenn Ride).

- Streamline Glenn Ride schedules for more frequent and efficient service.

- Train seniors to use Glenn Ride, in order to improve senior mobility.

- Continue to replace GTS vehicles as needed.

While there has been some mobility training for seniors and vehicles have been purchased and upgraded, the majority of these recommendations have not yet been implemented.

Glenn County Short Range Transit Plan, Nelson Nygaard, June 2002

The previous Short Range Transit Plan was completed in 2002. The plan recommended continuation of existing services (volunteer medical transportation; fixed route services between Willows, Orland and Chico; a subsidized taxi program) as well as implementation of a new deviated fixed-route service. This new service was tried for less than a year and determined to be unsustainable.

Triennial Performance Audit of the Glenn County Transportation Commission and Glenn Transit Services, FY 2009/10 to 2011/12, Roy Seiler, CPA

As mandated by state law, a Triennial Performance Review was completed in December of 2012. The auditor found that the Commission appears to have a pro-active attitude toward executing and improving the administration of funds and activities of the Glenn County Transportation Commission. The Commission and Glenn Transit Services were found to be in full compliance with all TDA statues, and no actions were recommended.

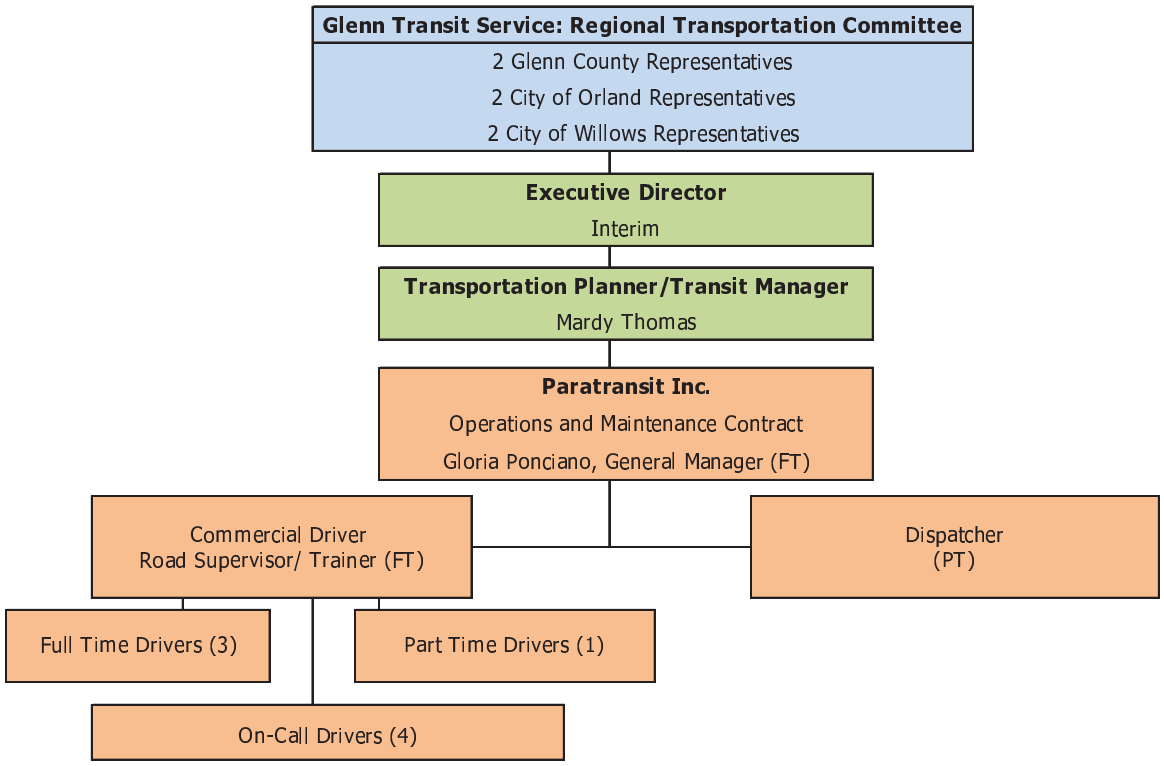
Chapter 3
Review of Existing Transit Services

Transportation is provided by a number of providers in Glenn County and the surrounding region. Glenn Ride, operated by Glenn Transit Services, is the primary focus of this Short Range Transit Plan. This chapter reviews existing Glenn Ride services in detail, and provides an overview of additional available transportation options.

GLENN TRANSIT SERVICE

Glenn Transit Service (GTS) is a Joint Powers Authority (JPA) between Glenn County and the Cities of Willows and Orland. GTS is governed by a Regional Transit Committee composed of two representatives from each of the following bodies: Glenn County, the City of Orland, and the City of Willows. GTS is administered by the Glenn County Department of Public Works, and currently operated through a contract with Paratransit Services. Paratransit Services provides a full time General Manager, a full time Road Supervisor, three full time and two part-time Drivers and a part time Dispatcher. An organization chart is shown in Figure 8.

FIGURE 8: Glenn Transit Service Organization Chart



Source: LSC Transportation Inc. with input from Glenn County Planning and Public Works Department

GTS operates three services: Glenn Ride (an intercity fixed route), Dial-a-Ride and a volunteer medical transportation program, as described below.

Glenn Ride

Glenn Ride is an intercity fixed route fixed-route service operating between Willows in Glenn County and Chico in Butte County, and serving the City of Orland and communities of Artois and Hamilton City. Seven round-trips are operated weekdays and three round trips on Saturdays. The route is shown in Figure 9. Weekday service operates from 5:15 AM to 8:13 PM, with runs provided every 1 hour 40 minutes to 2 hours. As each bus round trip requires approximately 3 hours and 23 minutes of running time, two vehicles at a minimum are needed to operate the weekday service. Saturday service stretches from 8:00 AM to 7:23 PM, and can be operated with one bus.

Service within Glenn County is $1.50 one way. The fare is $2.00 one way for trips to or from Chico. A monthly pass is available for $45.00 and is good for all trips. Children age 6 and under ride free with an accompanying adult.

Transit Ridership

As shown in Table 9, over the last five years Glenn Ride ridership has been fairly stable, ranging from a high of 64,376 one-way passenger-trips in 2008-09 to a low of 57,603 in 2009-10, as shown in Figure 10. The in-county ridership has steadily declined over the last five years, while the total out-of-county ridership (including the monthly pass users) has generally increased, after first dipping in 2009-10.

Table 9 also provides information on wheelchair boardings and bike loadings on Glenn Ride. As indicated, these figures have been generally consistent over the last five years, at 2 to 3 wheelchair boardings per day and approximately 10 bike loadings per day.

Glenn Ride ridership by month over the past five years is shown in Figure 11. As shown, the ridership pattern is fairly consistent each year, with a boost in ridership as school starts in September-October, and a second peak in the late spring, while winter ridership (January) and mid-summer (July) are consistently have the lowest ridership.

Weekday fixed route ridership averaged 224 passengers per weekday, while Saturday fixed route ridership averaged 70 passengers per day in 2012-13. Since seven trips are provided each weekday, this is an average of 32 passengers per round trip. On Saturdays, three trips are provided, averaging 23 passengers per round trip.

Dial-a-Ride

Glenn Transit Service operates a Dial-a-ride program available to eligible Glenn County residents. It is available only for local transportation needs within Orland and Willows who qualify for a Transit Service Card and are unable to use the Glenn Ride fixed route service. The service area is within 1.5 miles of the City Halls of Orland and Willows, and also includes the Leisure Mobile Home Park (east of Orland), the Willows-Glenn Mobile Home Park (west of Willows) and the Huggins/Cannell Drives area west of Orland. Service is provided on Tuesdays and Fridays from 10:00 AM to 4:00 PM. Fares are $3.00 per one-way trip with reservations at least one day in advance, and $5.00 for same day reservations. For convenience (not a discount), $30.00 punch cards are available for purchase.

FIGURE 9:
Glenn Ride Route Map

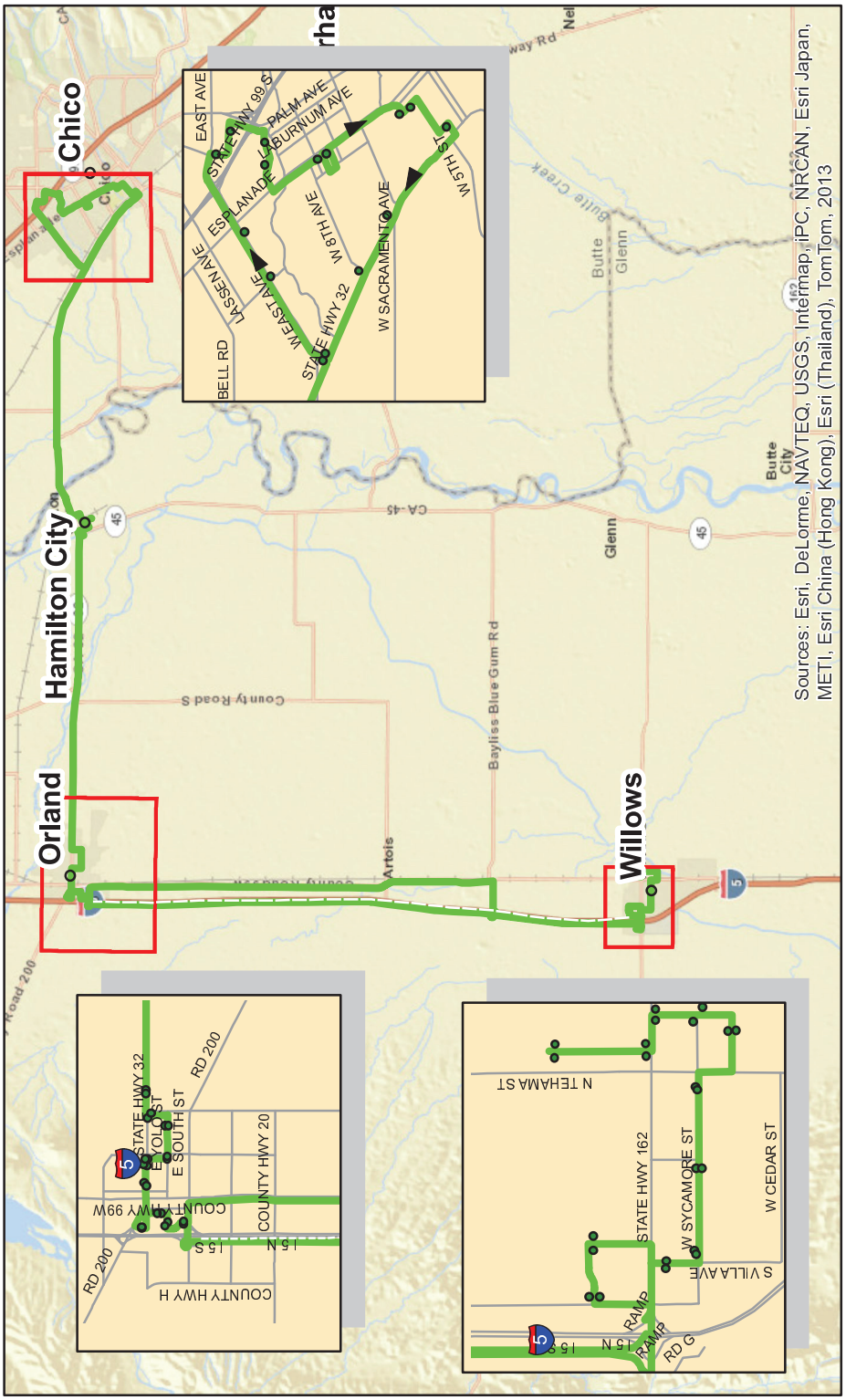
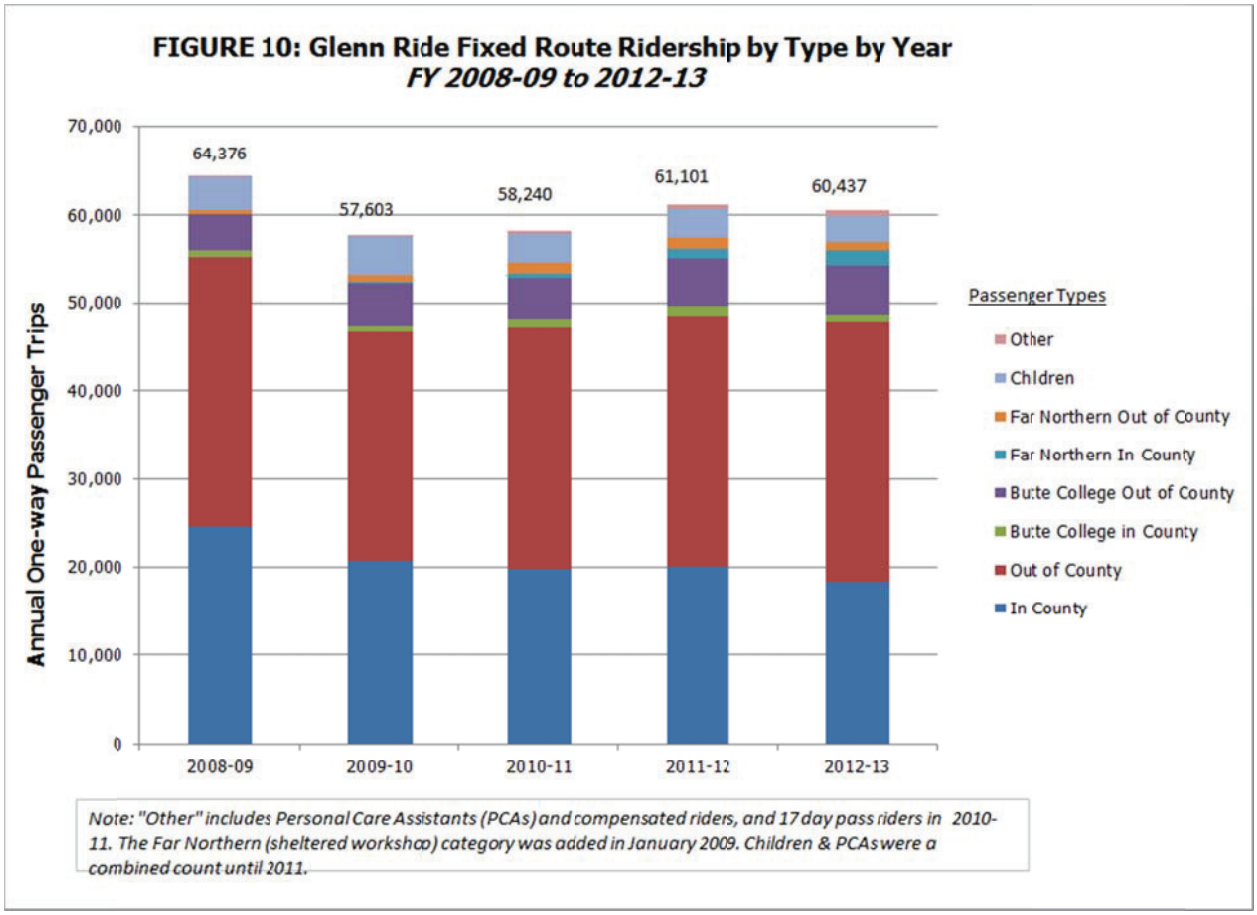
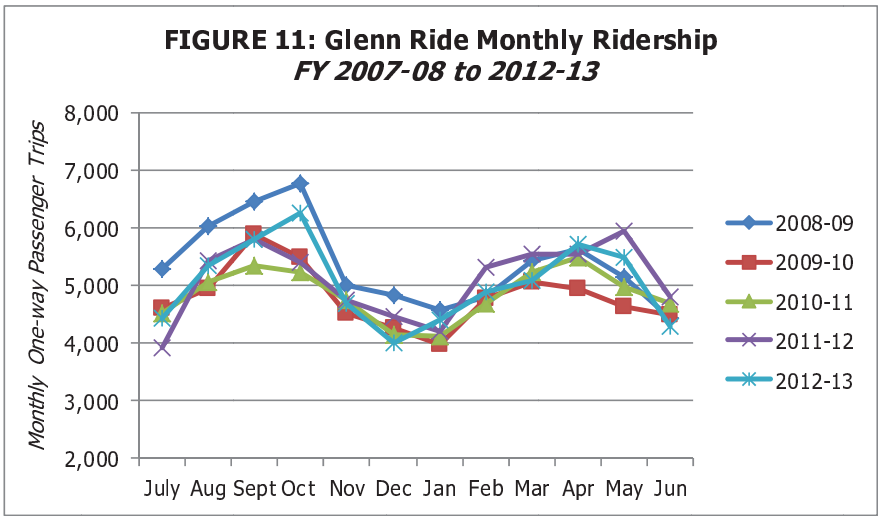


TABLE 9: Glenn Ride Annual Passenger Counts

Fiscal Year	In County	Out Of County	Butte College (In-County)	Butte College (Out-County)	Far Northern [1] (In-County)	Far Northern [1] (Out-County)	Monthly Passes (In-County)	Monthly Passes (Out-County)	Children <6 Yrs	PCA'S [2]	Comp [3]	Total Passengers	Mobility Lifts	Bikes
2008-09	24,541	30,664	787	4,026	63	433	NA	NA	3,793	NA	69	64,376	751	3,539
2009-10	20,748	25,898	619	5,054	84	761	NA	NA	4,357	NA	82	57,603	840	2,788
2010-11	18,852	25,451	932	4,824	517	1,129	849	1,970	3,330	338	48	58,257	788	3,213
2011-12	19,051	23,581	1,187	5,530	1,170	1,142	1,106	4,563	3,267	464	40	61,101	664	3,011
2012-13	16,731	23,100	782	5,817	1,734	831	1,610	6,286	3,001	492	53	60,437	735	2,930
Percent Change														
08-09 to 12-13	-32%	-25%	-1%	44%	2652%	92%	NA	NA	-21%	NA	-23%	-6%	-2%	-17%
11-12 to 12-13	-12%	-2%	-34%	5%	48%	-27%	46%	38%	-8%	6%	33%	-1%	11%	-3%

Note 1: Far Northern Regional Center serves developmentally disabled individuals. Note 2: PCA = Personal Care Assistant; Note 3: Comp = free fare passengers.
Source: Paratransit, compiled by LSC Transportation Consultants, Inc.





Dial-a-Ride services are restricted by eligibility. Individuals must qualify based on the following criteria:

<u>Eligibility Criteria for a Lifetime Card (either of the following):</u>

- Seniors 60 year of age or older or
- Permanent Disability

Eligibility Criteria for a One Year Card (either of the following):

- Low Income receiving Social Services Assistance or
- Low Income non-assisted (based on current federal poverty income guidelines)

Individuals must complete an application for a Transit Service Card. Determinations of eligibility are made by a representative of Glenn Transit Service.

Dial-a-Ride Ridership

As shown in Table 10, over the last five years Dial-a-Ride ridership has dropped significantly as service was reduced from weekdays and Saturdays in 2008-09 to just twice per week in July 2011 (with other service changes as noted in the table). Ridership was 22,223 one-way passenger trips in 2008-09 (with 71 percent of the ridership on the Willows Dial-a-Ride and 29 percent on the Orland Dial-a-Ride), down to just 3,009 in 2012-13 (64 percent on the Willows Dial-a-Ride). The service hours operated in 2008-09 were 7,232 in 2008-09, compared to 855 hours operated in 2012-13.

Volunteer Medical Transport

GTS offers a program for eligible Glenn County residents who are unable to provide for their own transportation to and from medical appointments outside of the Glenn Ride bus system and Dial-A-Ride service areas. Users of this service must be eligible for a Transit Service Card. Mileage is reimbursed at 50 percent of the current Federal Vehicle Mileage Reimbursement rate (currently $0.56, resulting in a $0.23 per mile reimbursement). Trips are arranged by contacting the Paratransit Services office, and the same eligibility restrictions discussed above regarding the Dial-A-Ride program apply to the Volunteer Medical Transport program.

Table 11 shows the number of individuals served over the past five years, as well as the number of round trips that were reimbursed, and where the trips served. As shown in Table 11, in FY 2012-13, this program served a total of 666 one-way passenger-trips to 198 individuals. Nearly half of these trips were round trips originating in Orland and going to Chico (314), and over a quarter were round trips originating in Chico and going to Orland (182). In previous years, a high number of trips were made between Willows and Chico.

GTS Operating Expenses and Revenues

The Glenn Transit Services operating expenses and revenues are presented in Table 12 for Fiscal Years (FY) 2011/12 and 2012/13. As indicated, operating expenditures decreased by nearly $50,000, most of which was from discontinuing the Human Resource Agency (HRA) ride-to-work program. This program was operated by Paratransit under GTS using HRA vehicles. HRA reimbursed Glenn County with social service funding, but was not able to fully cover the cost incurred, and with LTF funds decreasing and no fare revenue from the service, Glenn County discontinued the program.

The largest expenditure for the transit program is the operations contract, which was $503,758, or 62.2 percent of the program costs in 2012-13. The next highest costs were vehicle maintenance ($107,600) and fuels and lubricants ($106,996), each of which was just over 13 percent of the operating cost in 2012-13.

TABLE 10: Dial-a-Ride Annual Passenger Count and Service Miles and Hours

	Orland Dial-a-Ride								Willows Dial-a-Ride							
	Passengers								Passengers							
Fiscal Year	Reserve Riders	Same Day	Special Request[1]	PCAs[2]	Other[3,4]	Total	Service Hours	Service Miles	Reserve Riders	Same Day	Special Request[1]	PCAs[2]	Other[3,4]	Total	Vehicle Hours	Vehicle Miles
2008-09[5]	1,890	3,103	--	--	1,428	6,421	3,237	40,776	3,763	6,124	--	--	5,915	15,802	3,995	31,927
2009-10[6]	1,001	3,403	--	--	1,077	5,481	2,810	30,771	2,575	3,516	--	269	2,184	8,544	3,064	22,340
2010-11	2,083	477	--	137	59	2,756	2,014	12,523	2,961	376	--	1,227	109	4,673	2,435	10,605
2011-12[7,8]	942	87	29	135	1	1,194	495	4,066	1,385	70	2	629	29	2,115	573	3,515
2012-13	779	45	56	137	3	1,020	408	3,051	1,202	69	19	698	1	1,989	447	3,166
Percent Change																
08-09 to 12-13	-59%	-99%	--	--	-100%	-84%	-87%	-93%	-68%	-99%	--	--	-100%	-87%	-89%	-90%
11-12 to 12-13	-17%	-48%	93%	1%	200%	-15%	-18%	-25%	-13%	-1%	850%	11%	-97%	-6%	-22%	-10%

Note 1: Special Request = Medical trips for wheelchair users on days DAR not available and other specific needs not met by existing services.

Note 2: PCA = Personal Care Attendant.

Note 3: Other from 2008-2010 = "extra riders", "agency passes" and Far Northern(developmentally disabled program).

Note 4: Other from 2010-2013 = comp (free), children, or Far Northern clients.

Note 5: May 2009 implemented charge of $0.50 for extra riders.

Note 6: Program implemented on May 17, 2010.

Note 7: Service reduction to two days per week on July 1, 2011.

Note 8: Service reduction on November 15, 2011 eliminated Saturday service, and required reservations (with reduced holiday service hours 9:00 AM to 4:00 PM)

Source: Paratransit, compiled by LSC Transportation Consultants, Inc.

TABLE 11: Volunteer Medical Transportation Annual Operations

		Annual Reimbursed Round-Trips														
		From Artois	From Ham. City	From Chico			From Orland					From Willows				
Fiscal Year	Individuals Served	to Chico	to Chico	to Orland	to Artois	to Ham. City	to Chico	to Willows	to Orland	to Sac	to Other locations	to Chico	to Sac	to Other locations	From Other Locations	Total Trips
2008-09	308	0	60	0	0	0	789	0	0	9	25	597	8	11	45	1,544
2009-10	250	150	176	0	0	0	959	0	0	6	6	283	8	9	36	1,633
2010-11	203	3	48	0	0	0	140	0	0	15	10	132	16	39	11	414
2011-12	190	131	162	91	128	157	177	4	5	19	3	86	23	10	5	1,001
2012-13	198	0	10	182	0	1	314	14	11	7	12	77	19	16	3	666

Source: Paratransit, compiled by LSC Transportation Consultants, Inc.

TABLE 12: Glenn Transit Services Operating Expenses and Revenues

	FY 2011-12						FY 2012-13				
Expense Items	Dial-a-Ride	Volunteer Medical	Senior Nutrition	Glenn Ride	HRA Ride to Work	Total (Actual)	Dial-a-Ride	Volunteer Medical	Senior Nutrition	Glenn Ride	Total (Actual)
Communications	$321	$0	$0	$1,758	$175	$2,254	$315	$0	$0	$3,838	$4,153
Liability Insurance	$644	$3,468	$0	$11,116	$1,128	$16,356	$3,774	$246	$0	$5,550	$9,570
Vehicle Maintenance	$1,410	$0	$0	$113,729	$4,236	$119,376	$4,460	$0	$0	$103,140	$107,600
Maintenance structure	$0				$0	$0	$0	$0	$0	$0	$0
Volunteer Stipend Reimbursement	$0	$2,021	$0	$0	$0	$2,021	$0	$2,738	$0	$0	$2,738
Contract Services (Paratransit)	$69,652	$14,257	$0	$390,847	$48,009	$522,765	$62,546	$16,952	$0	$424,260	$503,758
Glenn County, GCOE, Etc.	$0	$0	$3,960	$12,883	$0	$16,843	$5,804	$5,040	$3,960	$26,948	$41,753
Volunteer Med Rmb/Advertising	$420	$30,110	$0	$4,315	$202	$35,047	$133	$19,642	$0	$4,480	$24,255
Public Works - ISF	$2,284	$2,966	$0	$5,133	$1,129	$11,513	$0	$0	$0	$0	$0
Fuels & Lubricants	$7,088	$0	$0	$111,555	$5,506	$124,149	$5,830	$0	$0	$101,166	$106,996
County A-87	$0	$0	$0	$0	$0	$0	$394	$544	$0	$415	$1,352
Other Operational	$63	$222	$0	$8,548	$20	$8,852	$587	$224	$0	$7,480	$8,292
Total Operating Expenses	$81,881	$53,044	$3,960	$659,884	$60,404	$859,174	$83,842	$45,386	$3,960	$677,277	$810,465
Operating Revenue											
Interest and Other	$23	$23	$0	$186	$0	$232	$8	$11	$0	$208	$227
Client Fee	$0	$10,486	$0	$0	$0	$10,486	$0	$7,063	$0	$0	$7,063
Agency Fares	$8,224	$0	$0	$101,370	$0	$109,594	$7,684	$0	$0	$105,732	$113,416
FTA Sec 5311 / 5317	$0	$0	$0	$108,906	$0	$108,906	$0	$0	$0	$108,694	$108,694
State Transit Assistance	$5,000	$0	$0	$30,000	$0	$35,000	$0	$0	$0	$0	$0
State Government	$0	$0	$0	$0	$49,100	$49,100	$0	$0	$0	$0	$0
TDA	$68,635	$42,536	$3,960	$419,422	$0	$534,553	$76,150	$38,313	$3,960	$462,643	$581,066
Total Operating Revenue	$81,881	$53,045	$3,960	$659,884	$49,100	$847,871	*$83,842*	*$45,386*	*$3,960*	$677,277	*$810,465*

Source: Glenn County Dept of Public Works, compiled by LSC Transportation Consultants, Inc.

As is typical for transit programs in California, the largest source of income is from Transportation Development Act (TDA) funds, which accounted for 63 percent of revenue in 2011-12 and 72 percent in 2012-13. The next largest revenue source is passenger fares, accounting for 14 percent of revenues, and Federal Transit Administration (FTA) Section 5311 and 5317 funds, which accounted for 13 percent of revenues. GTS also receives approximately $100,000 annually in State Transit Assistance Funds, but these funds have primarily been used for capital rather than operating expenditures.

Service Performance Analysis

To gain further insight into the efficiency and effectiveness of the GTS services, it is useful to conduct an analysis of ridership and operating data on a service category basis. Ridership and operating statistics for FY 2012/13 were reviewed to identify average passenger activity, fares, and operating quantities. The cost to operate each service, as presented in Table 13, was applied to service quantities to calculate a series of "performance indicators" for the various services. The performance indicators are further illustrated in Figure 12, and summarized below:

- Figure 12 graphically illustrates the service productivity. As shown, Glenn Ride is fairly productive in terms of **passenger-trips per service hour**, with 9.8 passengers per hour, particularly given the length of the route. The Dial-a-Ride carries 3.7 passengers per hour, which is a good figure for a dial-a-ride service serving a low-density area.

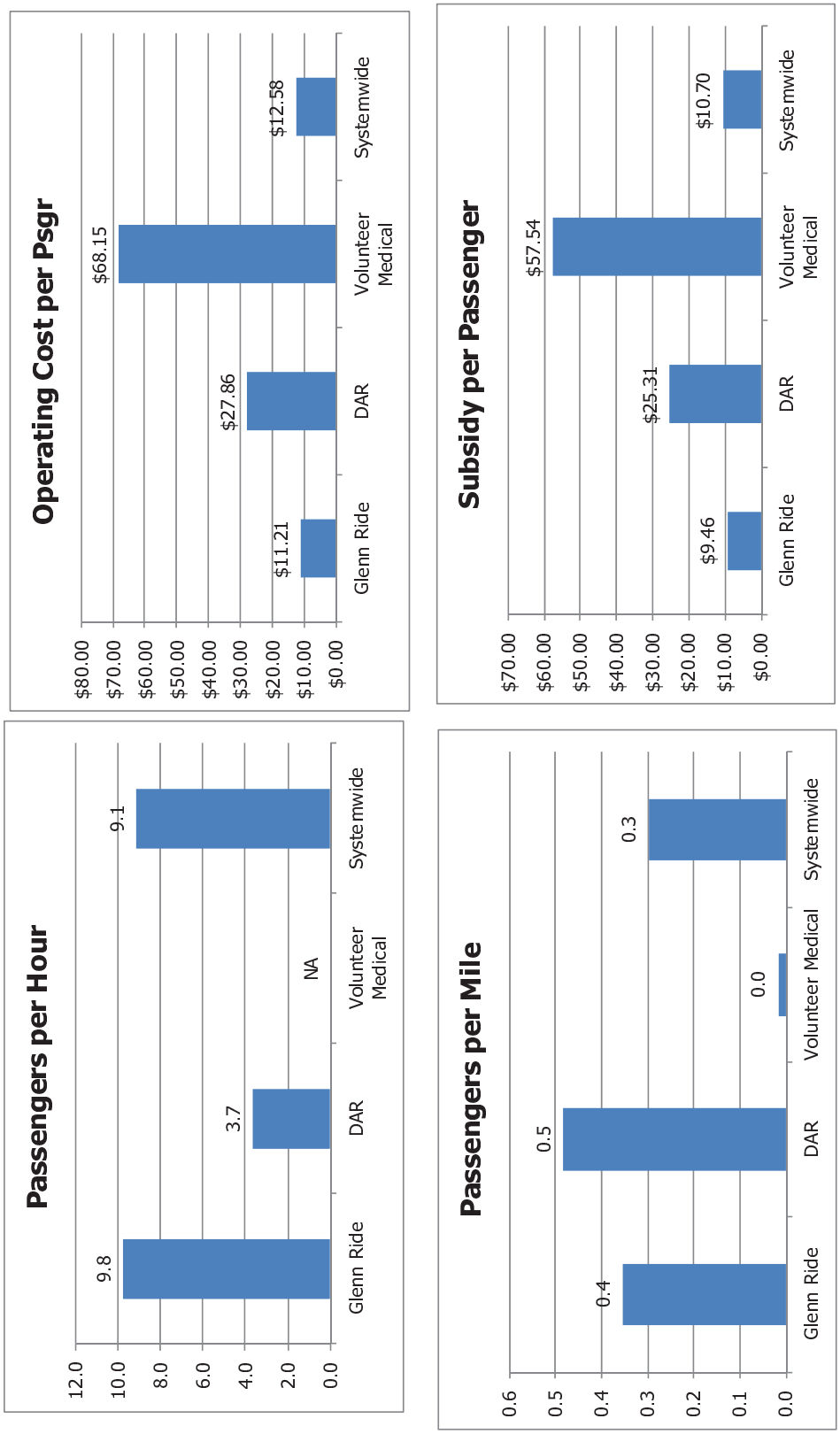
TABLE 13: Glenn Transit Service Performance Measures
Fiscal Year 2012-13

	Glenn Ride	Dial-A-Ride	Volunteer Med	Systemwide
Annual Value				
Operating Cost [1]	$677,277	$83,842	$45,386	$806,505
Passengers	60,437	3,009	666	64,112
Vehicle Hours	6,195	819	NA	7,013.5
Vehicle Miles	170,326	6,217	37,969	214,512
Farebox Revenue	$105,732	$7,684	$7,063	$120,479
Performance Measures				
Operating Cost per Passenger Trip	$11.21	$27.86	$68.15	$12.58
Operating Cost per Vehicle Hour	$109.34	$102.37	NA	$114.99
Operating Cost per Vehicle Mile	$3.98	$13.49	$1.20	$3.76
Farebox Recovery Ratio	15.6%	9.2%	15.6%	14.9%
Passengers per Hour	9.8	3.7	NA	9.1
Passengers per Mile	0.4	0.5	0.02	0.3
Operating Subsidy	$571,545	$76,158	$38,323	$686,026
Subsidy per Passenger Trip	$9.46	$25.31	$57.54	$10.70

Note 1: Operating cost is based on Glenn County 2012-13 budget (see Table 12).

Source: Paratransit 2012-13 Invoice and Annual Report, summarized by LSC Transportation Consultants, Inc.

FIGURE 12: Glenn Transit Service Performance Measures FY 2012-13



Source: RCTA Annual Reports and LSC Transportation cost allocation formula (see Table 10).

- Also shown in Figure 12 is the service effectiveness of the GTS system based on the number of **passenger-trips per service-miles**. The Glenn Ride route carried 0.4 passengers per mile of service versus 0.5 on the Dial-a-Ride. However, due to the long distance of the Glenn Ride route, the route's effectiveness is relatively good because it operates primarily on the highway at high speeds.

- Dividing the operating cost by the number of passenger-trips served on each route yields the **cost per passenger-trip**. As shown in Table 13 and Figure 12, the operating cost is $11.21 per passenger trip on Glenn Ride, $27.86 on the Dial-a-Ride, and $68.15 for volunteer medical transportation trips. Because most trips are provided on Glenn Ride, systemwide the cost per passenger trip is $12.58.

- The **subsidy per passenger-trip** is calculated by subtracting fare revenues from the operating cost of each route and dividing by the number of passenger-trips. This is a particularly useful performance measure, as it directly relates the key public input to a public transit program (subsidy funding) with the key output (passenger-trips). As shown in Figure 12, Glenn Ride has a subsidy per passenger-trip of $9.46, while Dial-a-Ride has a subsidy per passenger trip of $25.31. The volunteer medical trips are highly subsidized at $57.54 per passenger trip, but only the neediest members of the community receive this service, and it generally involves very long distance travel (such as to Redding or Sacramento).

- The **farebox ratio** is calculated by dividing the passenger revenues by the operating costs. As also shown in Table 13, the farebox ratio ranges from 9.2 percent on the Dial-a-Ride, to 15.6 percent for Glenn Ride and for the volunteer medical transportation program. GTS is required to maintain a minimum farebox return ratio of 10.0 percent in order to receive TDA funding. At a systemwide average of 14.9 percent, GTS is well exceeding this threshold.

Vehicle Fleet

The GTS vehicle fleet consists of eight active and four inactive vehicles, as shown in Table 14. All of the vehicles are wheelchair accessible, with two wheelchair tie-down positions, and range in seating capacity from 15 to 39 passengers, and five have bike racks. Vehicles are fueled either by diesel or by unleaded gasoline. One vehicle is to be sold soon, another is used as an emergency back-up only, and two others have been taken out of service. At peak times, two vehicles are needed for fixed route service and two for dial-a-ride service, indicating a 50 percent back-up ratio. All but two of the vehicles will exceed their useful life in the time frame of this Short Range Transit Plan.

OTHER TRANSIT PROVIDERS

There are a number of regional and intercity transit providers which serve the County and/or connect with Glenn Ride services. A brief description of each of these providers is given below.

TABLE 14: Glenn Transit Service Transit Vehicle Roster

Vehicle Number	Year	Chassis Make	Body Make	Fuel Type	Fixed Seats	Wheel-Chair	Bike Rack	Length	Mileage	Replacement Schedule	Fund Source	Status	Primary Use	Major Maintenance?
74	2006	Blue Bird	Medium-Heavy Duty	Diesel	28	2	2	31'	390,699	1/1/2013	5311 (f) /LTF/STA	Inactive	To be sold	Emissions Retrofit 5/2012
75	2006	Blue Bird	Medium-Heavy Duty	Diesel	28	2	2	31'	339,211	1/1/2013	5311 (f) /LTF/STA	Inactive	Emergency Back-up	Fuel Injector Replacement & Emissions Retrofit - 5/2012; Transmission Rebuild 2/2012
76	2008	Glaval/GMC	Medium Duty	Diesel	22	2	2	32'	165,470	12/2016 or 300K miles	Capital Reserve Fund (LTF, STA)	Active	Back-up	
77	2008	Glaval/GMC	Medium Duty	Diesel	22	2	2	32'	168,925	12/2016 or 300K miles	Prop. 1B PTMISEA	Active	Back-up	
90	2012	Gillig Low Floor	Heavy Duty	Diesel	39	2	2	40'	28,686	12/1/2024	Prop. 1B PTMISEA	Active	Fixed Route	
91	2012	Gillig Low Floor	Heavy Duty	Unleaded	39	2	2	40'	28,845	12/1/2024	Prop. 1B PTMISEA & 5311 (f)	Active	Fixed Route	
84	2009	Starcraft	Type II	Unleaded	15	3	0	23'	43,842	12/2018 or 150K miles	Prop. 1B PTMISEA	Active	DAR	
85	2009	Starcraft	Type II	Unleaded	15	3	0	23'	43,158	12/2018 or 150K miles	Prop. 1B PTMISEA	Active	DAR	
86	2009	Starcraft	Type II	Unleaded	15	3	0	23'	38,310	12/2018 or 150K miles	Prop. 1B PTMISEA	Active	DAR	
87	2009	Starcraft	Type II	Unleaded	15	3	0	23'	35,221	12/2018 or 150K miles	Prop. 1B PTMISEA	Active	DAR	
88	2009	Starcraft	Type II	Unleaded	15	3	0	23'	27,751	12/2018 or 150K miles	Prop. 1B PTMISEA	Inactive	Out of Service	
89	2009	Starcraft	Type II	Unleaded	15	3	0	23'	26,878	12/2018 or 150K miles	Prop. 1B PTMISEA	Inactive	Out of Service	

Source: Paratransit Services

Butte Regional Transit: B-Line

Beginning in 2001, Butte County initiated consolidation of the multiple programs that made up public transit for its residents. Branded as B-Line, public transit services are now provided within the urban areas and between the urban areas of Chico and Oroville and Chico and Paradise, with some limited service to the rural areas, including Gridley/Biggs. Americans with Disabilities Act (ADA) complementary paratransit services are provided within Chico, Oroville, Paradise and Gridley.

In addition to B-Line services, a locally-operated dial-a-ride service, the Gridley Golden Feather Flyer, is available in that community to residents over age 62 or persons with a disability. These are briefly summarized below, with additional detail following in tables and maps.

- **B-Line Fixed Route – Chico** This system provides transportation to the general public and consists of 10 routes throughout the city of Chico. Weekday frequency ranges between 30 minutes and one hour, with an operating schedule between the hours of 6:15 a.m. and 9:45 p.m. Regular fare for this service is $1.00, while a 10 ride pass costs $9.00. Prices are discounted by 50 percent for all seniors aged 65 and older and persons with disabilities, and anyone with a valid Medicare card.

- **B-Line Fixed Route – Oroville** Service is provided to the general public, consisting of routes connecting with the city of Chico and traveling within Oroville. There are four routes traveling within the city of Oroville, and two routes connecting Oroville with the cities of Biggs and Paradise. Weekday frequency ranges between 30 minutes and two hours, with an operating schedule between the hours of 5:50 a.m. and 7:42 p.m. Regular fare for this in-city service is $1.00, while a 10-ride pass costs $9.00. Prices are discounted by 50 percent for all seniors aged 65 and older and persons with disabilities, and anyone with a valid Medicare card.

- **B-Line Fixed route – Intercity Routes** There are five routes that exist and create connections with the cities of Chico, Paradise, Oroville, Gridley and Biggs. These routes also provide local service to the Paradise/Magalia area. These are considered regional routes and regular fares are increased to $1.25, while a 10 ride pass increases to $11.00.

- **B-Line Paratransit Service** This service serves all destinations ¾ of a mile from any Butte Regional transit (B-Line) fixed route, within Chico, Oroville or Paradise. This system accommodates all ADA passengers, and provides Dial-a-Ride service for persons with disabilities found not eligible for ADA service and seniors age 65 and older. The fare for this service is $2.00 per one-way trip.

Butte College Transit

Butte College has a main campus outside of Oroville, as well as two satellite campuses in Chico and Orland. The college operates a small transit service to provide access to the Main Campus, which is remotely located 16 miles southeast of Chico and the Chico campus, which is located southeast of town near Highway 99 and Skyway Road. Butte College bus service is operated

within Oroville, and from Chico, Paradise, Durham and Briggs/Gridley/Palermo to the Main Campus.

Butte College transportation services for students is provided through a contractor and through a contract with Glenn Transit Services. Semester bus passes are available through the Butte College Glenn County Center in Orland. Glenn Ride invoices Butte-Glenn Community College for reimbursement when students utilize the service.

For Glenn Ride passengers to access the Butte College Main campus south of Chico, students can transfer to and from the Butte College Transit "Chico Route 1" at the bus stop located at Pillsbury Road in Chico (next to the Tri Counties Bank). Transfers are available on six of the seven Glenn Ride runs, with varying degrees of convenience, as shown in Table 15. Transfer wait times are as short as eight minutes (on Glenn Ride Trip #6), to as long as forty minutes (on Trip #1). Glenn Ride Trip #5 is the only run which provides transfers in both directions, with approximately a half hour wait. Additionally, two connecting morning outbound runs and two afternoon inbound runs on "Chico Route 1" stop at the Butte College Chico campus enroute to or from the Main campus. Glenn Ride passengers can also transfer to a number of local B-Line routes at the 2nd and Salem Transit Center stop in Chico, a number of which serve the Butte College Chico campus.

Butte College students can board transit services, including Glenn Transit, for free. Students are required to show a current and valid Butte College student ID before being allowed to board the bus. Small children must be accompanied by an adult and have proof of enrollment at the Child Development Center before being allowed to ride the bus. GTS uses tracked student ridership figures to bill the College in accordance with a written agreement.

TABLE 15: Transfers Between Glenn Ride and Butte College "Route 1" to Oroville Campus

	Arrival/Departure Times at Transfer Stop at Pillsbury Road, Chico								
	AM				PM				
Butte College Chico Route 1									
Departures from Main Campus	--	--	--	10:00	12:30	1:30	3:00	4:00	5:40
Arrivals/Departures at Pillsbury Rd	7:10	8:14	9:30	10:30	12:55	1:58	3:28	4:20	6:10
Arrivals at Main Campus	7:50	8:50	9:50	10:50	1:25	2:25	3:50	--	--
Glenn Ride	#1	#2		#3	#4	#5		#6	#7
Arrivals/Departures at Pillsbury Rd	6:30	7:58	--	10:17	12:28	2:28	--	4:28	6:20
These runs stop at Butte College Chico Campus enroute to Main Campus									
These runs stop at Butte College Chico Campus enroute from Main Campus									
Transfer Layover Time (Minutes)									
Glenn Ride to Butte College Bus	40	16	--	13	27	32	--	--	--
Butte College Bus to Glenn Ride	--	--	--	--	--	30	--	8	10

Source: Glenn Ride June, 2013 schedule and Butte College website's Spring 2014 bus schedule.

Amtrak / Amtrak Thruway

Glenn Ride stops at the Amtrak Station in Chico. Rail service is limited to the daily *Coastline Starlight* in Chico (departing northbound at 1:47 AM and southbound at 3:50 AM). In addition, Amtrak Thruway motor coach services are available to connect to the Capital Corridor, San

Joaquin or California Zephyr trains in Sacramento or Stockton, which depart southbound at 7:50 AM, 11:35 AM, 2:20 PM and 4:05 PM and arrive in Chico in the northbound direction at 12:10 PM, 2:50 PM, and 5:35 PM.

Greyhound

Greyhound departs Chico toward southbound at 11:30 AM and northbound at 9:50 AM and 9:05 PM, providing some limited interregional travel for Glenn Ride passengers. Fares to and from Sacramento (via Oroville and Marysville) are approximately $27 one way or $54 round trip.

Social Service Transportation Providers

The following social service providers in Glenn County offer transportation services to clients who participate in their respective agency programs. The social service programs target older adults, people with disabilities, and/or low-income families.

- **CalWORKs Ride to Work Program**—The CalWORKs Ride to Work Program is a van transportation service sponsored through the Glenn County Human Resource Agency (HRA) and operated by Paratransit Services. This program began in January 2000 and provides transportation to and from work opportunities for CalWORKs clients who live in outlying areas within Glenn County..

- **Glenn County Office of Education – Senior Nutrition Centers** (Orland and Willows) provide noon meals for seniors 60 years of age and older. The center will pick seniors up and bring them to the center for the noontime meal, as well as classes and other activities at the center. For those seniors who are unable to make it to the Nutrition Site, such as seniors in remote areas of the county, the program delivers meals through the volunteer driver program. In addition, they will transport seniors to and from grocery shopping and medical appointments if they are on the route.

  This program serves all of Glenn County using two vans, one auto, and one lift equipped vehicle. They have three part-time drivers and one volunteer. Drivers are paid $0.485 per mile of travel. Transportation for the Senior Nutrition Centers is funded through Glenn County Transit and a small grant from the Area Agency on Aging using funds from the Older Americans Act.

- **Glenn County Office of Education – Student Services** provide transportation services to disabled and at-risk students. When possible, students use Glenn Ride or regular district buses. The program does provide curb-to-curb service for nine school districts within the County using four lift equipped buses. Services are provided to pre-school and individuals up to 22 years of age.

- **Glenn County Office of Education – Head Start** is operated under the Glenn County Office of Education, with facilities in Orland and Willows. Head Start transports children with an accompanying parent to any appointments where transportation is required: medical, dental, court-related, for example. The parent is responsible for getting the child to the center, from which Head Start will transport them to the appointment and back. They use

two County cars, which are shared by five resource assistants (case workers) and four home visitors.

- **Glenn County Human Resource Agency – Adult, Child, and In-Home Supportive Services** includes Adult Services and Child Welfare Services. Transportation for clients is arranged by case workers and is provided using a county vehicle or van. The service is intended to help clients get to supervised visits and/or court hearings.

- **North Valley Indian Health, Inc. (Willows) –** This is a non-profit tribal transportation service serving Native Americans of Grindstone Rancheria, Mechoopda (Chico Rancheria), and the Paskenta Band of Nomlaki (Paskenta Rancheria). Medical clinics are located in Willows, Red Bluff and Chico. The service uses one van and two drivers and is offered to registered Native Americans free of charge. Medical connections (UC Davis or Sacramento) outside of Glenn County are not provided so clients must make their own travel plans to access these facilities.

- **Peg Taylor Center for Adult Day Health Care (Chico) –** This is a non-profit facility in Chico serving adults 18 or older with significant health problems and disabilities. The center provides meals, social services, therapeutic activities, and nursing care to approximately 50 people a day. Clients use Medi-Cal or private insurance to pay for services. The service area extends from Chico to Orland and Hamilton City. The center has additional capacity for clients but no budget to pay for transportation to the center. Recent Medi-Cal cuts have resulted in cuts in all programs, including transportation.

- **American Cancer Society – Volunteer Program (Chico) –** The society provides transportation services exclusively for cancer patients. Services include:

  - Travel to medical appointments for radiation and chemotherapy
  - Arranging or providing volunteer drives to take clients to medical facilities
  - Reimbursing or subsidizing transit, taxi fares or personal mileage to access treatment centers
  - Providing information referral services to local providers

- **Miscellaneous Transportation Support**—In addition, various service clubs have given donations which help support transportation services. For example, the Willows Community Thrift donated $10,000 in a six month period, and Willows Lion Club and B.P.O. Elks Club also support community programs which provide transportation as part of their services.

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Chapter 4
Public Outreach

INTRODUCTION

An important element of this Short Range Transit Plan is public outreach. A number of activities were developed to reach the public in general and passengers in particular. These activities include the following:

- **Stakeholder Interviews:** Stakeholders representing a broad representation of the community were identified early in the study and contacted by phone and/or email for interviews regarding transit issues. Stakeholders included social services department staff, and senior center staff, politicians and school representatives.

- **Information Booths:** To reach the non-riding general public, information booths were hosted in Orland and Willows at farmers' markets. Posters and brochures of the current services were presented, and by passers were asked their opinion of transit services and how well they met people's needs. Information booth sample outreach materials and a complete listing of comments received are included in Appendix A.

- **Onboard Surveys:** Onboard surveys were conducted September 13, 17 and 18, 2013. The survey results will be summarized and included in the *Administrative Draft Short Range Transit Plan*.

STAKEHOLDER INTERVIEWS

Stakeholders were contacted by phone and/or by email. A list of questions was used to generate responses, though this was a guide for discussion and not followed verbatim. The responses are summarized with the following comments:

How familiar are you with the transit program in Glenn County. Do you think transit serves the County well? What do you think are the strengths of the current service? What could be improved?

- I believe the way to improve it is to incorporate the stops needed for the working person. I think that if you had a stop at the county offices, both Orland and Willows, you would get the working persons on the bus frequently. The bus leaves Willows at 6:40 am and arrives in Orland at 7:20 am. It picks back up in Orland at 5:40 PM and you arrive back in Willows at 6:30 PM. This makes for a long day for the working person. Otherwise I believe the staff has done a tremendous job at accommodating where they can.

- Our office makes sure parents are aware of transit services to get to appointments locally, and to Butte County (Chico and Oroville campuses). There have been no complaints about transit from parents, but use of the service is limited. There is a lack of medical and dental specialists locally, so clients have to travel to other parts of the

Central Valley for services, and that is among their biggest transportation need. We have used the volunteer driver program for this.

- Residents of Eskaton miss the circulator service that ran briefly. They liked that they could just walk out front and catch the bus without a reservation. They used it to go to Sav-Mart and for other errands. It was also a lot more affordable. Dial-a-Ride is expensive for our residents, many of whom are on a fixed income. They would love to see that service again—even if it is on two hour headways or just operates a few days per week.

- Communication with DAR has not always been the best. Sometimes the bus shows up when a resident has cancelled their request. Sometimes the bus is late.

- I am currently on the Transit Board as a Commissioner. I think the services within our county serve the public very well for the size of the operation and the population of the county. The strengths are the collaboration between Paratransit, Caltrans, and the County meeting the needs of our ridership. No improvements are needed at this time -- just continue to monitor and meet the needs of the citizens through statistics and public input.

- I think we need more funding sources to maintain our transit system. We need more funding for bus stop improvements, such as bus shelters to protect riders from the elements.

What changes do you see coming to Glenn County in the next decade, and how will this affect or be affected by transit?

- I truly believe you will see more riders and more buses.

- With the growth of the County will come additional challenges regarding transit routes, number of buses available and schedule adjustments. GTS will need to make changes to meet the demands. The aging of the population within the county will bring another challenge to our transit needs.

Do you feel public transit is well supported in the community?

- Yes

- We continue to monitor the ridership and the farebox return, and yes, the community does support the transit.

Are there elements of the community that are not well served by public transit? How can we enhance/encourage more ridership among these elements?

- GTS does a good job within what's affordable. They're trying to meet needs within a specific budget, and they do a good job of that. They will never be able to meet every need, particularly if they are isolated needs for things such as recreational trips, etc. They do a good job of getting residents to local shopping and appointments.

- At this time we continue to monitor the needs of the ridership and our system serves the county well. At this time we are doing things to enhance ridership.

INFORMATION BOOTHS

Information booths were hosted at farmers' markets in August in Willows and Orland. Posters and brochures of the current services were presented, and bypassers were asked their opinion of transit services and how well they met people's needs. Individuals were asked to fill out comment cards (see Appendix A), and verbal comments were also recorded. Very few passers-by showed interest in transit, but a few did provide comments or complete comment cards. The responses are presented below.

In Orland:

- The current service provides good coverage and good times. I would like to see a discount for our senior citizens. Most are on a very limited income and it can be hard for them to drive or travel. Let's take care of our seniors.

- Transit serves everywhere it needs to be. More service on weekends, and on Sundays. Transit should advertise by T.V. and radio.

- (From a former rider, currently elderly resident) I used to commute from Orland to Willows. It worked great. I no longer work. Friends moved to Willows, so I might use it to visit them, but the bus doesn't go very near their house. I could walk in cooler weather. I don't have internet access.

- (From a farmers' market vendor) I love transit. We encourage our patrons to use transit to come to our nursery.

- My dad just moved to senior living on Green Street in Willows. The bus stops right in front and I'm encouraging him to use transit.

- (From a former GTS Board member) I hoped the local circulator would have been more successful, but it didn't run very long and no one got behind it. People will pay $2.50 in gas to drive a car but balk at paying $1.00 fare. It doesn't make sense. We need to educate people.

- I have used GTS with my walker. It was difficult. Some of my medical care is at East Esplanade, right by the stop in Chico. Getting back on at Enloe is easier because the sidewalk access is wider. But one of my doctors is way up Esplanade, so I can't get there from GTS. (Suggested transferring to local service or DAR—and resident said she might be able to do that). Currently, one of my children drives me. I'll look into using GTS. I do have internet access.

- I catch GTS at E Street and E. Yolo, 2 blocks from my house to go to Chico to do research. The schedules are not on the bus stops. They are on the buses, but that

doesn't help when you want to catch the bus. It's hard to find the schedule online. There are multiple results—not one easy direct link.

In Willows:

- I don't use GTS. I don't go to Chico often, and when I do it is to shop and then I have a lot of stuff. My co-workers used it when I worked, and I'm glad we have the service.

- A young man (enrolled in Butte College for the fall) and his mother stopped by the booth. She would like to have her son take the bus to Butte College for cost savings and to free up their vehicle for younger siblings. The young man was hesitant, wanted to be able to drive. When they found out he would have to transfer, and transfer opportunities seemed inconvenient, they were unsure if they would try the service.

Additional outreach will take place with subsequent tasks for this plan. In particular, the alternatives developed for the *Draft Final Report* in future tasks will be presented at information booths held in Orland and Willows. Furthermore, stakeholders contacted for the initial outreach will be contacted again to ask for their feedback on service alternatives that have been evaluated.

Chapter 5
Transit Demand and Unmet Need

INTRODUCTION

A key step in developing and evaluating transit plans is a careful analysis of the mobility needs of various segments of the population and the potential demand for transit services. The best approach for forecasting demand and estimating need is to use multiple methodologies and then evaluate the results in the context of the specific conditions in Glenn County. The demand analysis presented in this chapter is based on methodologies developed for the Transportation Research Board (TRB) of the National Academy of Scientists. The demand estimation models are presented in *Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation* published as a web-based document in 2009 by the Transit Cooperative Research Program and authored by Vannasse Hangin Brustlin, LSC Transportation Consultants, Inc., and Erickson Consulting, LLC. The methodology developed for this project is based on data available through the US Census (American Community Survey) and is an update of initial work on estimating demand for rural passenger transportation that was published in 1995 in TCRP Report 3.[1] The document will herein be referred to as the *Workbook.* The Workbook includes a linked spreadsheet for applying the procedures to quantify need and estimate demand. The data input spreadsheet is presented in Table 16 and the data output of need and demand estimation is shown in Table 17. The applications of the methodologies are discussed below.

QUANTIFYING TRANSIT NEED

Need is defined in two ways—as the number of people in a given geographic area likely to require a passenger transportation service, and as the number of trips that would be made by those persons if they had minimal limitations on their personal mobility. Because the incremental cost of a trip using a car is low for those who have ready access to and ability to use a car, the difference between the number of daily trips made by persons with ready availability of a personal vehicle and by those lacking such access is used as the indicator of the unmet need for additional person-trips. Not all of this unmet need will be provided by public transit services. Persons lacking a personal vehicle or the ability to drive access transportation through friends, relatives, volunteers and social service agencies, as well as from public transportation services.

Using the TCRP methodology, the initial input for estimating transit need includes the number of persons residing in households with income below the poverty level, plus the number of persons residing in households owning no vehicle. According to the Census Data, there are 5,166 persons residing in households with incomes below poverty in Glenn County. Additionally, the number of households without a vehicle available was multiplied by the occupancy of households without a vehicle available to estimate the total number of individuals who need transportation. This data was derived from the American Community Survey. The calculated result, or output, is shown in Table 17. As indicated, based on the income and households without a vehicle available, as well as a "mobility gap factor" determined by evaluating travel

[1] The current web-based document with detailed information on the methodology can be found at http://onlinepubs.trb.org/onlinepubs/tcrp/tcrp_webdoc_49.pdf.

trends across the United States, the estimated transit need is calculated to be 208,200 annual one-way passenger trips. Again, this need represents the entire travel need of those without vehicles, only a portion of which would potentially be served by a comprehensive, high quality public transit program. Currently, GTS is providing over 64,100 one-way passenger trips annually, indicating they are meeting approximately 30 percent of the need. This is not an unusual proportion of met needs in comparison with other small urban or rural transit systems in California.

TABLE 16: Service Area Characteristics Input Table

Service Area:	Glenn County, California
Analysis Description:	Rural County
Additional Description:	Two small cities with populations under 10,000

Transit Need Inputs		
Number of persons residing in households with income below the poverty level:	5,166	
Number of households residing in households owning no vehicles:	Households	Persons
1-Person households:	462	462
2-Person households:	62	124
3-Person households:	53	159
4-or-more-Person households:	54	216
Mobility Gap:		
Enter State (from drop-down list):	CA	
General Public Rural Non-Program		American Community Survey Table Number
Population Age 60+	5,101	B01001
Population Age 18 - 64 with a Mobility Limitation	577	S1810
Persons Living in Households with No Vehicle Available	961	B08201
General Public Rural Passenger Transportation		
Need:	Referenced from Mobility Gap analysis	
Annual Vehicle-miles of Service:	170,000	Annual Revenue-Miles
Small City Fixed Route Inputs		
Population of City:	7,396	Persons
College and University Enrollment (Total):		Students
Annual Revenue-Hours of Service:	4,992	Annual Revenue-Hours
Demand - Commuter by Transit to an Urban Center		
Workers Commuting from Rural County to Urban Center	363	
Distance from Rural County to Urban Center	37	Miles

TABLE 17: Rural Transit Need/Demand Estimation - Output Table	
Service Area:	Glenn County, California
Analysis Description:	Rural County
Additional Description:	Two small cities with populations under 10,000

Estimation of Transit Need		
Total need for passenger transportation service:	6,100	Persons
Total households without access to a vehicle:	631	Households
State Mobility Gap:	1.1	Daily 1-Way Psgr.-Trips per Household
Total need based on mobility gap:	690	Daily 1-Way Passenger-Trips
	208,200	Annual 1-Way Passenger-Trips
General Public Rural Non-Program Demand		
Estimate of demand for general public rural transportation		
Rural transit trips:	15,700	Annual 1-Way Passenger-Trips
General Public Rural Passenger Transportation		
Estimate of demand for rural transportation		
Total Rural Non-Program Demand	28,400	Annual 1-Way Passenger-Trips
Small City Fixed Route		
Annual Ridership:	36,700	Annual 1-Way Passenger-Trips
Demand - Commuter by Transit to an Urban Center		
Proportion of Commuters using Transit:	3%	
Commuter trips by transit between counties:	20	Daily 1-Way Passenger Trips
	5,600	Annual 1-Way Passenger-Trips

FORECASTING TRANSIT DEMAND

While transit need is defined by the number of people requiring trips and the number of trips made by those people, demand is defined as the number of trips likely to be made over a given period within a given geographic area at a given price and level of service.

The TCRP methodology has been developed to provide planners with the ability to answer questions regarding the magnitude of the need for public transit services within a geographic area, as well as the annual ridership (i.e. "demand") that a transit service would be expected to carry. The procedures for preparing forecasts of demand have been stratified by market:

- General public services
- Small City service
- Commuters

General Public Demand

The TCRP model uses several methods of estimating general public demand, as described below.

General Public Demand Non-Program Demand

The first method estimates general public demand by evaluating general purpose trips not related to social service programs. The input data (Table 16) includes the number of elderly and disabled individuals and the households without a vehicle available to determine the likely non-program transit trips in a rural area. The estimate for Glenn County is 15,700 (Table 17).

General Public Rural Demand

The second method uses the mobility gap applied to the miles reported to the National Transportation Database (NTD) for local fixed and regional fixed route services. With this method, the estimate for GTS is demand is 28,400 (Table 17).

General Public Peer Demand

Another method to gauge demand is to look at the level of service that is provided by GTS in comparison to similar rural counties. As shown in Table 18, service characteristics of nine California Counties were compared to GTS service to predict what the expected ridership would be. The model found:

- The minimum level of service expected based on peers would be 19,294 annual one-way passenger trips
- The average level expected would be 55,126
- The maximum level expected would be 107,496

This indicates that the GTS, which provides over 60,000 trips per year on regional fixed route services, provides a higher than average level of service compared to its peers.

Small City Transit Demand

The TCRP methodologies include a specific methodology for small urban areas (less than 50,000 population) which is applicable to Willows and Orland. This methodology simply takes into consideration the total population and estimated annual vehicle hours of service. Assuming 4992 vehicle hours of service (which is approximately two vehicles providing service for 8 hours a day, six days per week), the forecast ridership would be an estimated 36,700 one-way trips annually in Orland, and 28,400 in Willows.

Commuting Demand between Willows, Orland and Chico

Often, an important element of the total demand for transit services is commuter services. This element has become an important market for many transit systems, and in fact, current GTS services are likely to meet some of this demand. The TCRP methodology for this market segment is strictly a function of mode split for the number of employees commuting from various communities in Glenn County or Butte County. Using "On the Map" data from the US Census, the number of commuters between Chico, Orland and Willows was identified. Plugging the number of employees in to the model as well as the mileage generates an estimate of annual and daily commuter trips, as shown in Table 19. As shown, the total commuter demand

TABLE 18: Peer System Ridership Demand

Input Data from Peer Transit Systems or Existing Transit Service									
Name of Peer System	Plumas County	Calaveras County	Modoc County	Lake County	Siskiyou County	Lassen County	Trinity County	Tuolumne County	Del Norte County
Population of Area	19,399	44,742	9,327	63,983	44,154	33,658	13,526	54,008	25,144
Size of Area Served (Square Miles)	2,553	1,020	3,944	1,257	6,286	4,557	3,178	2,235	1,006
Annual Vehicle-Miles of Service Provided	198,229	263,345	119,205	288,000	468,267	50,498	109,186	201,318	96,960
Annual Vehicle-Hours of Service Provided	16,361	9,043	3,959	19,085	17,816	3,408	37,104	13,344	8,010
Service Type (Fixed Route, Route-Deviation, Demand-Response)	Route-Deviation	Route-Deviation	Fixed Route	Fixed Route	Fixed Route	Fixed Route	Fixed Route	Fixed Route	Fixed Route
Number of One-Way Trips Served per Year	50,216	60,080	9,216	228,719	105,574	34,418	8,994	75,849	96,960
Degree of Coordination with Other Carriers (Low, Medium, High)	low	medium	medium	medium	low	medium	medium	low	high

Results of Peer Data Comparison		Population	Annual Vehicle-miles	Annual vehicles-hours
Input Data for Glenn County:		27,563	170,326	6,195
		Demand Estimate Based On:		
Peer Values	Observed Trip Rates	Population	Annual Vehicle-miles	Annual vehicles-hours
Trips per Capita				
Maximum	3.9	107,496		
Average	2.0	55,126		
Median	1.4	38,588		
Minimum	0.7	19,294		
Trips per Vehicle-Mile				
Maximum	1.0		170,326	
Average	0.4		68,130	
Median	0.3		51,098	
Minimum	0.1		17,033	
Trips per Vehicle-Hour				
Maximum	12.1			74,960
Average	6.5			40,268
Median	5.9			36,551
Minimum	0.2			1,239
Values expected for Glenn County				
Maximum		107,496	170,326	74,960
Average		55,126	68,130	40,268
Median		38,588	51,098	36,551
Minimum		19,294	17,033	1,239

is estimated at approximately 15,800 annual passenger trips. However, this involves multiple origins and destinations. The only commuter demand that would potentially be reasonable to serve would be service from Willows to Chico or Orland to Chico, each of which would generate roughly 20 one-way passenger trips per day, if service were provided in an optimal manner.

SUMMARY OF TRANSIT DEMAND

A summary of the results of the various demand methodologies above are presented in Table 20. These estimates are not cumulative; some are different approaches to the same target market, and different methods forecast demand for different target markets. While the demand forecasts have highly variable results, they are useful in determining a range of service which might be appropriate in the future, particularly in light of what service is available. Table 20 also presents the current service available to Glenn County residents. Currently, an estimated 63,446 trips are made on the fixed route and Dial-a-Ride in Glenn County. This would seem to indicate the level of service is in a reasonable range for meeting the demand generated in the Glenn County. However, additional qualitative needs, such as span of service, cost of service, et cetera, may not be met, as is discussed in following chapters.

TABLE 19: Commuter Demand in Glenn County

	Workers	Miles	TCRP Trip Demand Estimate Annual	Daily
Orland to				
Chico	457	20	4,800	19
Willows	262	17	2,800	11
Hamilton City	51	10	500	2
Willows to				
Chico	142	37	1,000	4
Orland	53	17	500	2
Chico to				
Willows	363	37	5,600	22

Source: Data from US Census "On the Map". Compiled by LSC using TCRP methodology

TABLE 20: Summary of Glenn County Transit Demand

Estimation Methodology	TOTAL
General Public Demand	
General Public Non-Program	23,000
Peer Analysis Method	55,100
Small City Fixed Route TCRP Method	
Willows	28,400
Orland	36,700
Commuter Demand	
Orland to Chico	4,800
Orland to Willows	2,800
Willows to Chico	1,000
Chico to Willows	2,800

Current Level of Service in Glenn County	TOTAL
Intercity	60,437
Dial-a-Ride	3,009
Total	63,446

Source: LSC Transportation Consultants, Inc.

FUTURE TRENDS IN TRANSIT DEMAND

Future change in actual transit demand will be influenced by a variety of factors, including:

Increasing Fuel Costs – The dramatic increase in gas prices over the last several years has increased the demand for public transit services across the nation, though this was only noticeable for a brief period in 2008 in Glenn County. Fuel increases particularly affect low income and discretionary riders, and has less of an impact on program-related demand. This factor was not considered in developing the transit demand methodologies used above.

Change in Senior Population: The change in the senior population will also impact transit demand. As discussed previously, the elderly population will outpace other age categories in the coming decades, increasing from the current 13.3 percent in 2010 to 16.8 percent in 2020. This will increase the demand for services, particularly DAR (unless seniors are trained to use fixed route and the fixed route provides access to local shopping and services).

Availability of Medical Services – Availability of medical services has a large impact on the need for non-emergency medical transportation. As local medical services decrease, the demand for out-of-area medical trips will increase.

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Chapter 6
Survey Results

INTRODUCTION

An important part of this study is to gain an understanding of the demographics, travel patterns and opinions of current passengers. To this end, onboard passenger surveys were conducted on Glenn Ride and the Dial-a-Ride in Willows and Orland. Passenger activity data was collected by counting boarding and alighting passengers at all stops for the equivalent of a full day of service. On-time performance was tracked by recording arrival and departure times at key stops. The survey results are presented in this chapter.

Glenn Ride Onboard Passenger Survey

Information on the characteristics of passengers using Glenn Ride was collected in onboard surveys conducted September 17 and 18, 2013. Surveyors offered surveys to each individual as they boarded the bus and encouraged passengers to complete and return surveys. The survey form was one page, in English on one side and Spanish on the reverse. Copies of the survey instruments and written responses are included in Appendix A. Summaries of the survey results are provided below and in Tables 21 through 23.

Survey Results

A total of 86 surveys were completed on the fixed routes. Surveys received by time of day are shown in Table 21. Only one respondent used the Spanish form, while the remainder used the English forms. The survey findings for the fixed route are summarized below.

Passengers were asked what time they boarded the bus (question 1). Of the 82 who responded, boarding times were distributed throughout the day. The most frequent response was between 5:00 AM to 8:00 AM, with 29 respondents. Passengers were less inclined to respond to the survey on the return trip in the afternoon.

Passengers were also asked where they boarded the bus, and where they planned to exit (questions 2 and 4). The responses were reviewed and categorized by town, as shown in Table 21 and Figure 13. While a quarter of respondents boarded in Willows and nearly a third boarded in Orland and in Chico, nearly half alighted in Chico.

Questions 3 and 5 asked passengers what mode of transportation they used to travel to and from the bus stops. The results are displayed in Table 21 and Figure 14. As shown, the majority (64 percent) of passengers walked to and from the bus stops. The next most common mode was to get dropped off (17 percent) or picked up (11 percent). Approximately 7 percent transferred to get to the bus stop, while 14 percent transferred once they got to their destination stop.

These questions also asked passengers how long it took to travel to the bus stop from their origination, or to their destination once alighting from the bus. Approximately 70 percent of survey respondents answered these questions. As indicated in Figure 15, the majority (37

TABLE 21: Responses for Glenn Ride Onboard Surveys

Questions 1 to 8

Questions	Answers								
Q1. What time did you board the bus?	**5-6 AM**	**6-7 AM**	**7-8 AM**	**8-9 AM**	**9-10 AM**	**10-11 AM**	**11 AM - 12 PM**	**12-1 PM**	**1-2 PM**
Number of Respondents	10	10	9	3	5	1	1	2	7
Percent of Respondents	12%	12%	11%	4%	6%	1%	1%	2%	9%
	2-3 PM	**3-4 PM**	**4-5 PM**	**5-6 PM**	**6-7 PM**	**SUM**			
Number of Respondents	3	10	8	9	3	**81**			
Percent of Respondents	4%	12%	10%	11%	4%				
Q2. Town boarded in?	**Willows**		**Artois**		**Orland**		**Hamilton City**		
Number of Respondents	22		0		27		10		
Percent of Respondents	26%		0%		32%		12%		
	Chico		**SUM**						
Number of Respondents	25		**84**						
Percent of Respondents	30%								
Q3. How did you get to the bus?	**Walked**		**Drove Alone**		**Biked**		**Dropped Off**		
Number of Responses	55		4		5		15		
Percent of Responses	65%		5%		6%		18%		
	Wheelchair		**Transferred**		**Other**		**Sum**		
Number of Respondents	0		6		0		85		
Percent of Respondents	0%		7%		0%				
Q4. Town get off bus?	**Willows**		**Artois**		**Orland**		**Hamilton City**		
	11		1		21		5		
	14%		1%		28%		7%		
	Chico		**SUM**						
Number of Respondents	38		**76**						
Percent of Respondents	50%								
Q5. How will you get to destination?	**Walk**		**Drive alone**		**Bike**		**Get Picked Up**		
Number of Responses	55		5		8		10		
Percent of Responses	64%		6%		9%		12%		
	Wheelchair		**Transfer**		**Other**		**SUM**		
Number of Respondents	5		0		3		86		
Percent of Respondents	6%		0%		3%				
Q6. Are you making a round-trip today?				**Yes**	**No**	**SUM**			
Number of Respondents				60	23	**83**			
Percent of Respondents				72%	28%				
Q7. What is your trip purpose?	**Work**		**Rec/Social/Visit**		**School/College**		**Med/Dent/Soc Srv**		
Number of Responses	24		6		39		4		
Percent of Responses	29%		7%		46%		5%		
	Shopping		**Personal**		**Other**		**SUM**		
Number of Respondents	0		6		5		84		
Percent of Respondents	0%		7%		6%				
Q8. Town of residence?	**Willows**		**Artois**		**Orland**		**Hamilton City**		
	18		1		28		14		
	23%		1%		35%		18%		
	Chico		**Other**		**SUM**				
Number of Respondents	11		8		**80**				
Percent of Respondents	14%		10%						

Source: Data collected September 17 and 18, 2013. LSC Transportation Consultants, Inc.

TABLE 22: Responses for Glenn Ride Onboard Surveys

Questions 9-19 and 21 to 22

Questions	Answers							
Q9. How often do you ride the bus?	**Daily**		**2-4 days/week**		**1 day/week**		**1-4 days/mo**	
Number of Respondents	34		38		3		7	
Percent of Respondents	40%		45%		4%		8%	
	< 1 day/mo		**First Time**		**SUM**			
Number of Respondents	2		1		85			
Percent of Respondents	2%		1%					
Q10. How long a rider?	**1st Time**		**> 6 mo**		**6 mo- a year**		**Over a year**	**SUM**
Number of Respondents	1		16		6		62	**85**
Percent of Respondents	1%		19%		7%		73%	
Q11. Use Other transit?	**B-Line**		**Glenn DAR**		**Butte College**		**No Response**	**SUM**
Number of Responses	37		5		6		38	**86**
Percent of Responses	43%		6%		7%		44%	
Q12. Car available for trip?	**Yes**	**No**	**SUM**	**Q13. Have driver's**		**Yes**	**No**	**SUM**
Number of Respondents	28	53	**81**	Number of Respondents		37	46	**83**
Percent of Respondents	35%	65%		Percent of Respondents		45%	55%	
Q14. Do you have a disability?	**Yes**	**No**	**SUM**	**Q15. Require WC lift?**		**Yes**	**No**	**SUM**
Number of Respondents	6	76	**82**	Number of Respondents		0	83	**83**
Percent of Respondents	7%	93%		Percent of Respondents		0%	100%	
Q16. How else would you make trip?	**Ride**		**Drive my car**		**Taxi**		**Walk**	
Number of Responses	39		14		2		0	
Percent of Responses	48%		17%		2%		0%	
	Bike		**No trip**		**Other**		**SUM**	
Numer of Respondents	6		19		2		**82**	
Percent of Respondents	7%		23%		2%			
Q17. How get info?	**Printed**		**Driver**		**Friend**		**Phone**	
Number of Respondents	47		8		7		9	
Percent of Respondents	57%		10%		9%		11%	
	Website		**Other**		**SUM**			
Number of Respondents	10		1		82			
Percent of Respondents	12%		1%					
Q18. Age group?	**< 12**	**13-18**	**19-24**	**25-44**	**45-64**	**65+**	**SUM**	
Number of Respondents	0	19	23	24	15	2	**83**	
Percent of Respondents	0%	23%	28%	29%	18%	2%		
Q19. Occupation?	**Full Time**		**Part Time**		**Self-employed**		**Student**	**SUM**
Number of Respondents	25		10		1		33	**82**
Percent of Respondents	30%		12%		1%		40%	
	Retired		**Not Employed**		**Unable to Work**		**Other**	
Number of Responses	2		5		4		2	
Percent of Responses	2%		6%		5%		2%	
Q21: Increased Service?	**Yes**	**No**	**Earlier Weekday**		**Later Weekday**		**Earlier Sat**	
Number of Responses	65	16	12		25		10	
Percent of Responses	80%	20%	12%		25%		10%	
	Later Sat		**Sunday**		**More Frequent**		**Other**	**SUM**
Numer of Respondents	19		26		3		5	**100**
Percent of Respondents	19%		26%		3%		5%	
Q22: New Routes?	**Yes**	**No**	**SUM**					
Number of Responses	30	34	**64**					
Percent of Responses	47%	53%						

Source: Data collected September 17 and 18, 2013. LSC Transportation Consultants, Inc.

TABLE 23: Responses for Glenn Transit Onboard Surveys

Question 20

Question	Answers					
	# of Respondents answering *1 = poor to 5 = excellent*					
Q20. Opinion of Service?	**1**	**2**	**3**	**4**	**5**	**Average**
Frequency	0	3	19	30	31	4.1
Location of Services	0	1	14	35	33	4.2
On-Time Performance	0	1	9	30	42	4.4
Clarity of Riders Guide	0	2	17	25	36	4.2
Web Information	1	2	18	20	31	4.1
Phone Information	2	3	10	16	42	4.3
Fares	0	5	14	33	31	4.1
Comfort of Ride	1	3	14	30	36	4.2
Driver Courtesy	0	1	3	8	71	4.8
System Safety	0	2	6	20	53	4.5
Convenience of Bus Stops	0	1	16	29	38	4.2
Bus Cleanliness	0	0	5	28	51	4.5
Stops and Shelters	1	5	18	28	30	4.0
Overall	0	0	7	35	39	4.4

Source: Data collected September 17 and 18, 2013. LSC Transportation Consultants, Inc.

individuals) took less than 5 minutes to get to their stop, and over 80 percent took less than 10 minutes. However, once they arrived at their alighting stop, 50 percent of respondents took less than 10 minutes to get to their stop, but 23 percent took over 20 minutes.

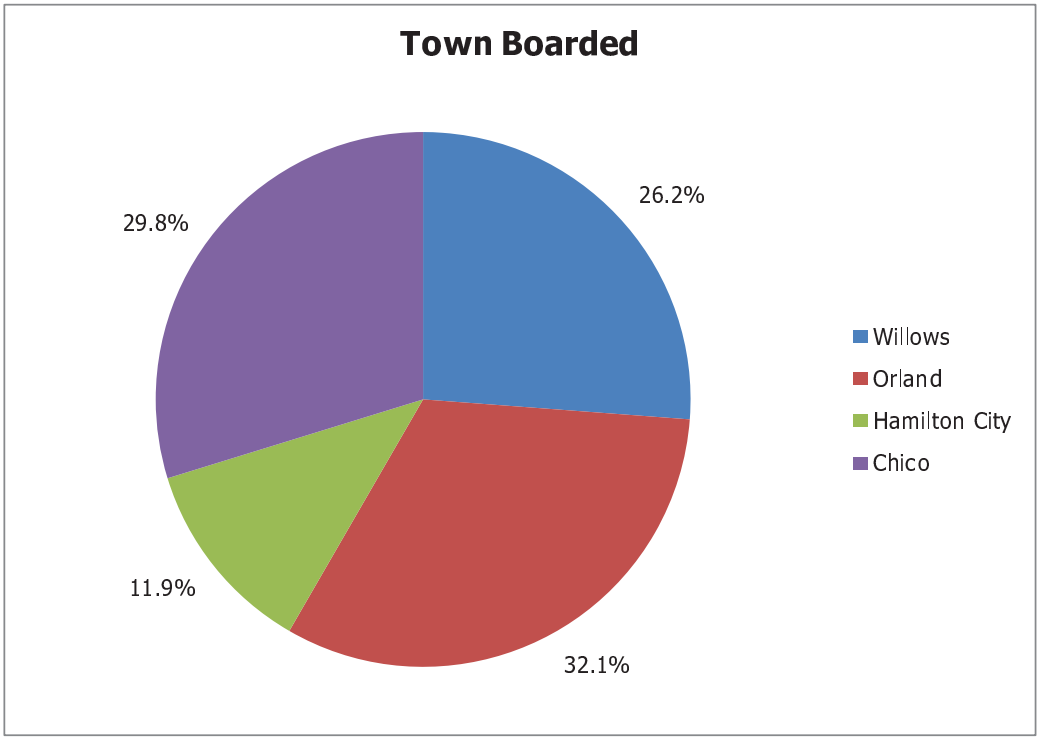
The majority of respondents (72 percent) said they were making a round-trip, while 28 percent were not, as shown in Figure 16.

The most common trip purpose for taking the bus reported by survey respondents was to go to or from college (39 percent), followed by travel for work (24 percent), as shown in Figure 17. Additionally, 4 to 7 percent said they were traveling for recreation/social trips, medical trips, personal errands or other reasons. None of the survey respondents selected "shopping" as their trip purpose.

Orland had the greatest representation in the survey, with 35 percent of respondents listing Orland as their place of residence, while 22 percent were from Willows and 17 percent from Hamilton City. Somewhat surprising, nearly 14 percent of survey respondents were from Chico, as shown in Figure 18.

The majority of passengers surveyed (89 percent) said they ride the bus at least once per week, with 40 percent riding daily and 45 percent riding two to four times per week, as shown in Table 22. Furthermore, when asked how long they have been using the bus service, most (73 percent) of survey respondents reported that they have been using the bus for over a year, while 19 percent have been using the bus for less than six months. Only one survey respondent reported using the bus for the first time.

FIGURE 13: Locations Survey Respondents Boarded and Alighted



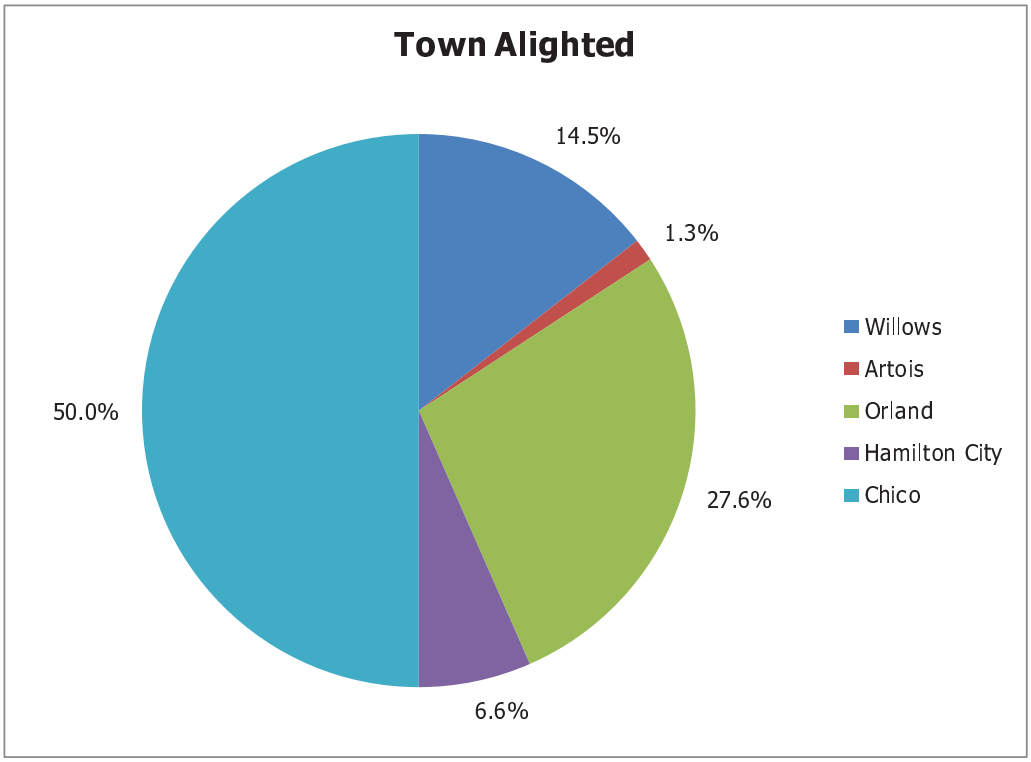
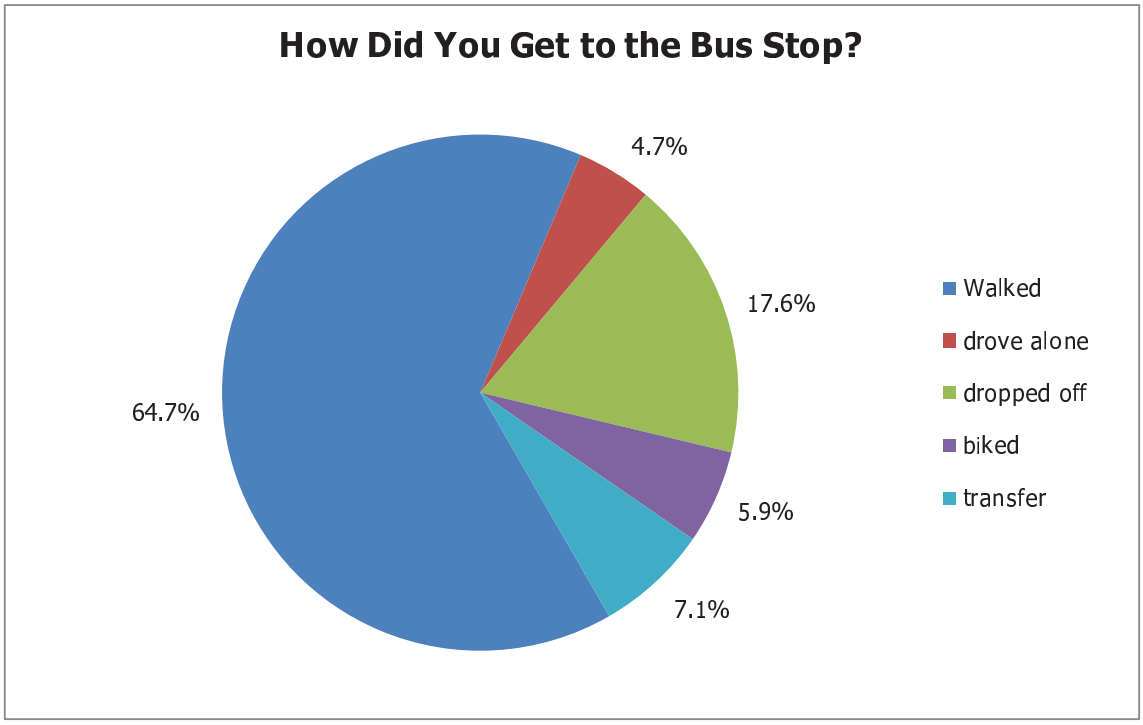
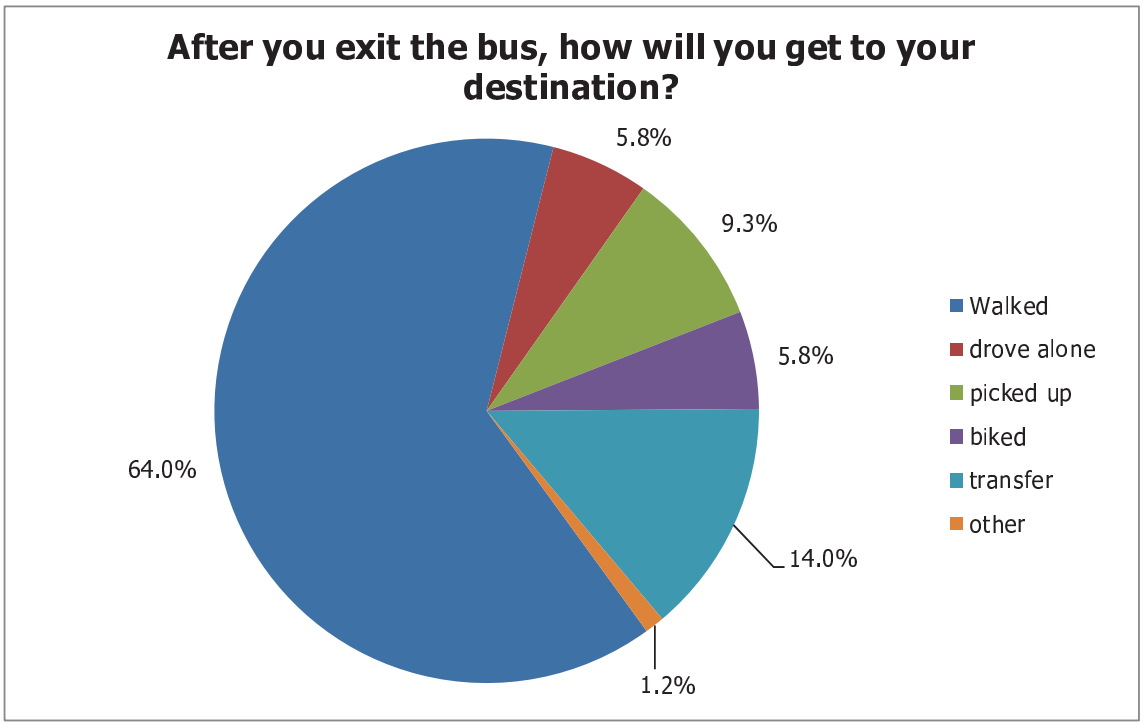


FIGURE 14: Mode of Travel to and from Bus Stops





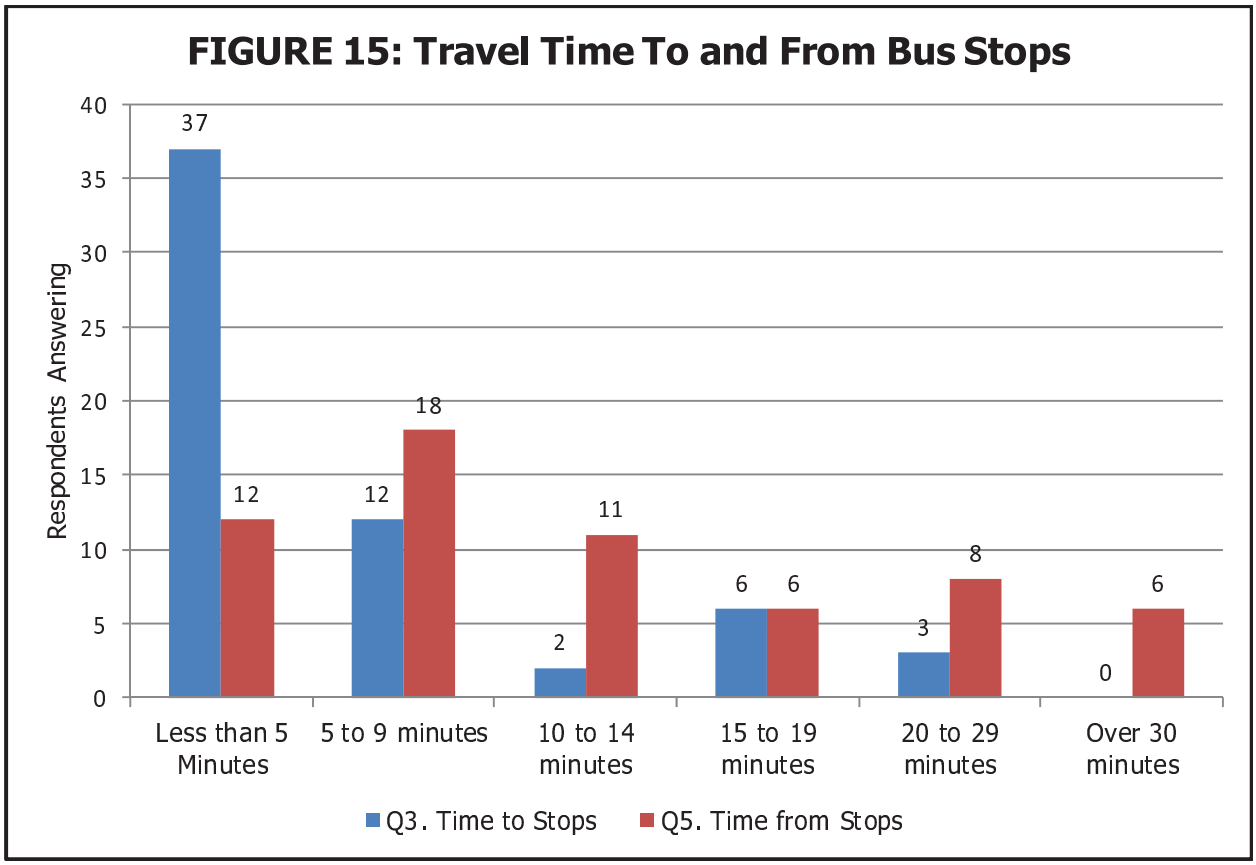


FIGURE 15: Travel Time To and From Bus Stops
Respondents Answering
40
35
30
25
20
15
10
5
0
37
12
12
18
2
11
6
6
3
8
0
6
Less than 5 Minutes
5 to 9 minutes
10 to 14 minutes
15 to 19 minutes
20 to 29 minutes
Over 30 minutes
Q3. Time to Stops
Q5. Time from Stops

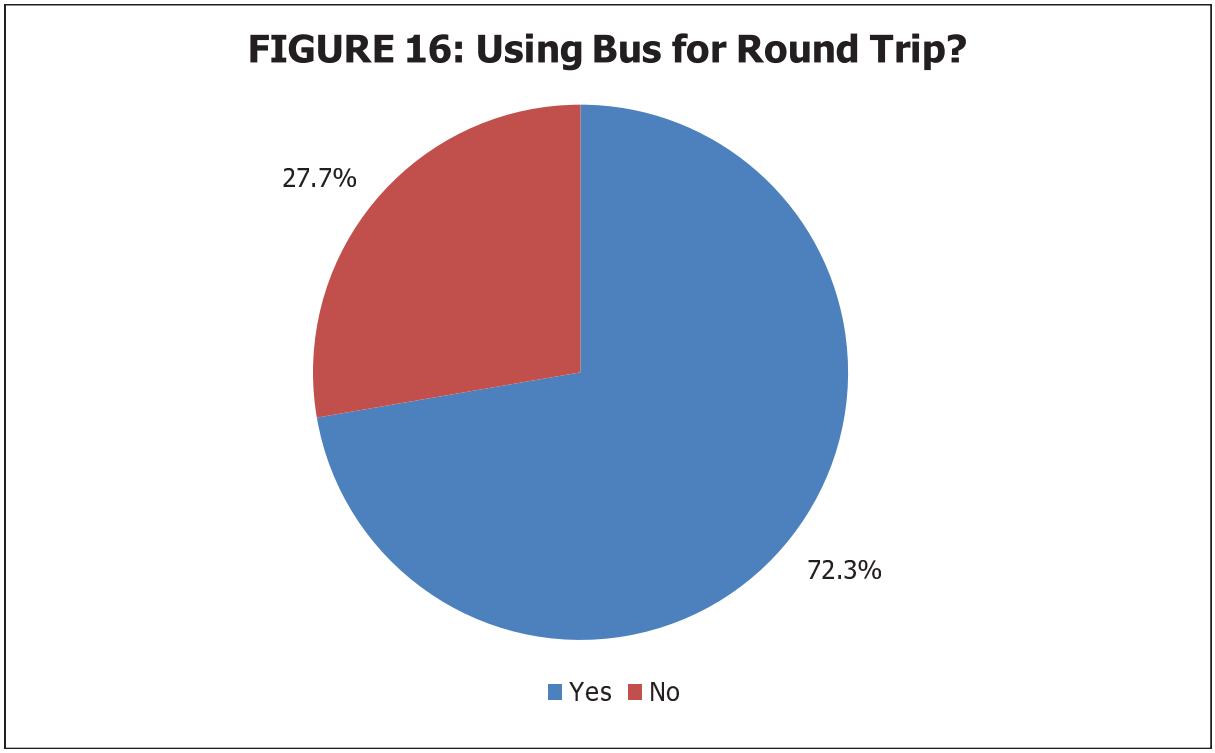


FIGURE 16: Using Bus for Round Trip?
27.7%
72.3%
Yes
No

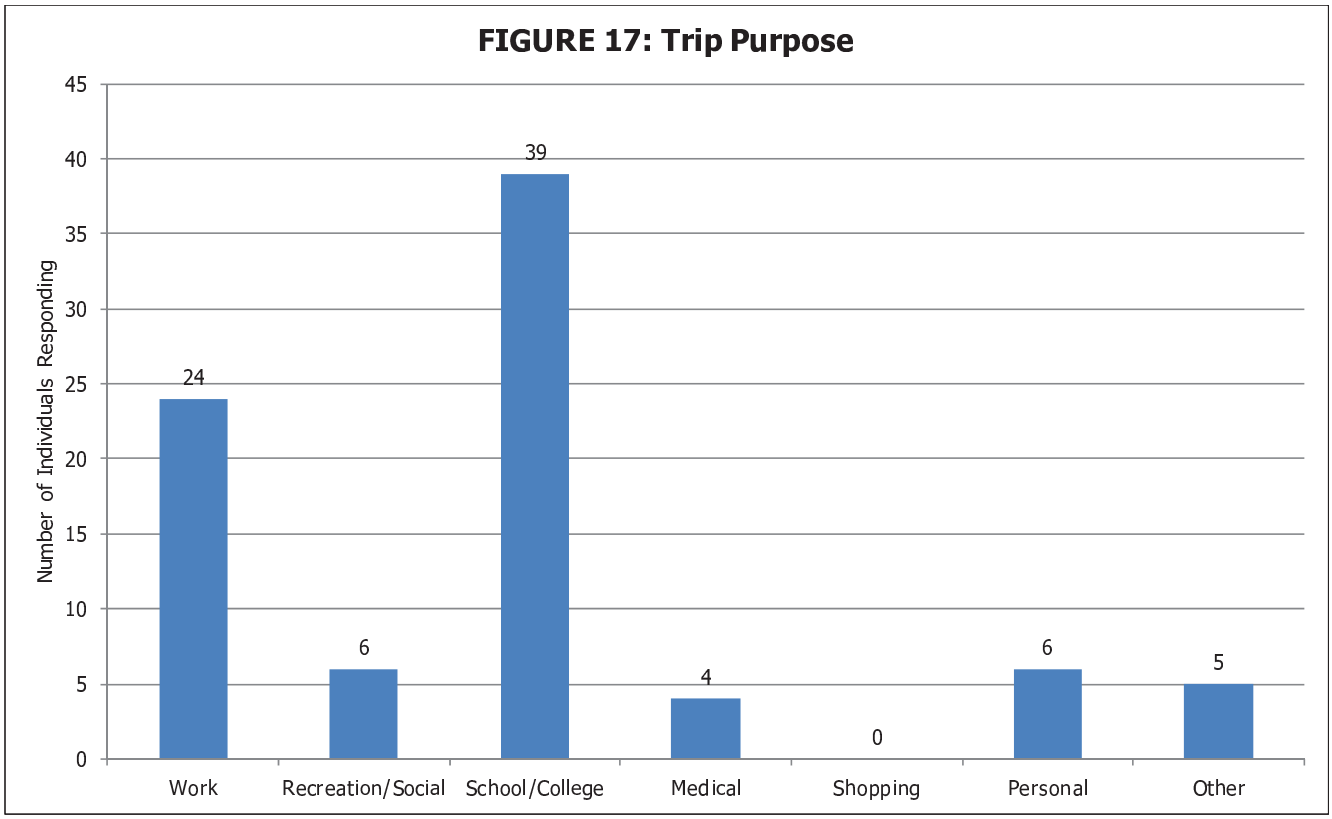


FIGURE 17: Trip Purpose
Number of Individuals Responding
45
40
35
30
25
20
15
10
5
0
24
6
39
4
0
6
5
Work
Recreation/Social
School/College
Medical
Shopping
Personal
Other

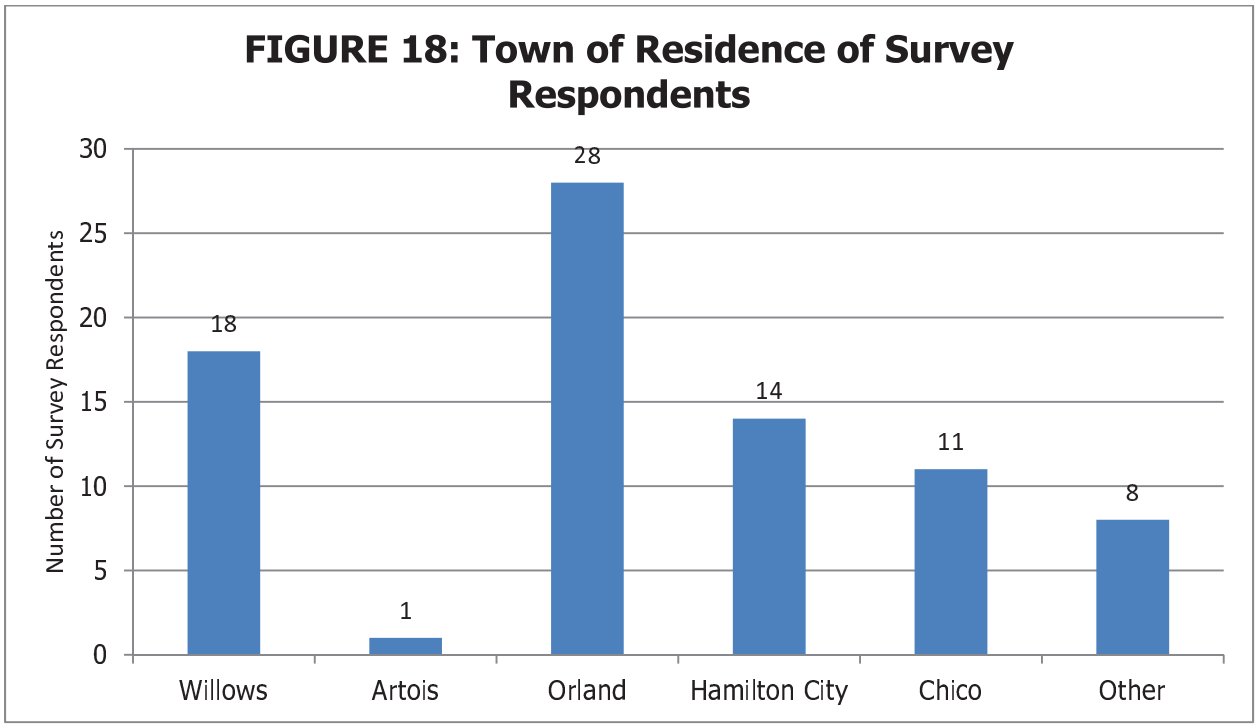


FIGURE 18: Town of Residence of Survey Respondents
Number of Survey Respondents
30
25
20
15
10
5
0
18
1
28
14
11
8
Willows
Artois
Orland
Hamilton City
Chico
Other

More than half of survey respondents (48 individuals) listed other transit services which they use. Most commonly, respondents reported that they also use the B-Line (79 percent), while 10 percent also use the Glenn Dial-a-Ride and 12 percent use "other" services, including the Butte College bus. This data is also included in Table 22.

To determine the level of transit dependency, passengers were asked several questions regarding their transportation options. For example, passengers were asked if a vehicle was available that they could have used for their trip instead of the bus, and 65 percent responded "no," indicating a moderate level of transit dependency. Additionally, passengers were asked if they had a driver's license, and 55 percent responded "no." Regarding disabilities which limit their ability to drive, most respondents (93 percent) of responded that they did not have such limitations, and none of the respondents said they required a wheelchair lift to access the bus. These responses are summarized in Table 22 and in Figure 19.

Another indication of the level of transit dependency is how individuals would make their trip if there was no transit service. The greatest number of respondents (48 percent) reported that they would get a ride, while 17 percent would drive their own vehicle, and 23 percent would not make the trip. This indicates at least a quarter of the passengers are transit dependent, and the majority is somewhat reliant on the service.

Passengers were asked to list how they receive information about Glenn Transit Services. Most commonly, survey respondents indicated they use printed materials (42 percent), followed by telephone (19 percent) or a friend (13 percent). Less than 13 percent get information from the website. The high dependency on printed materials and, in particular, phone information, indicates information services could be improved, particularly a more developed web site.

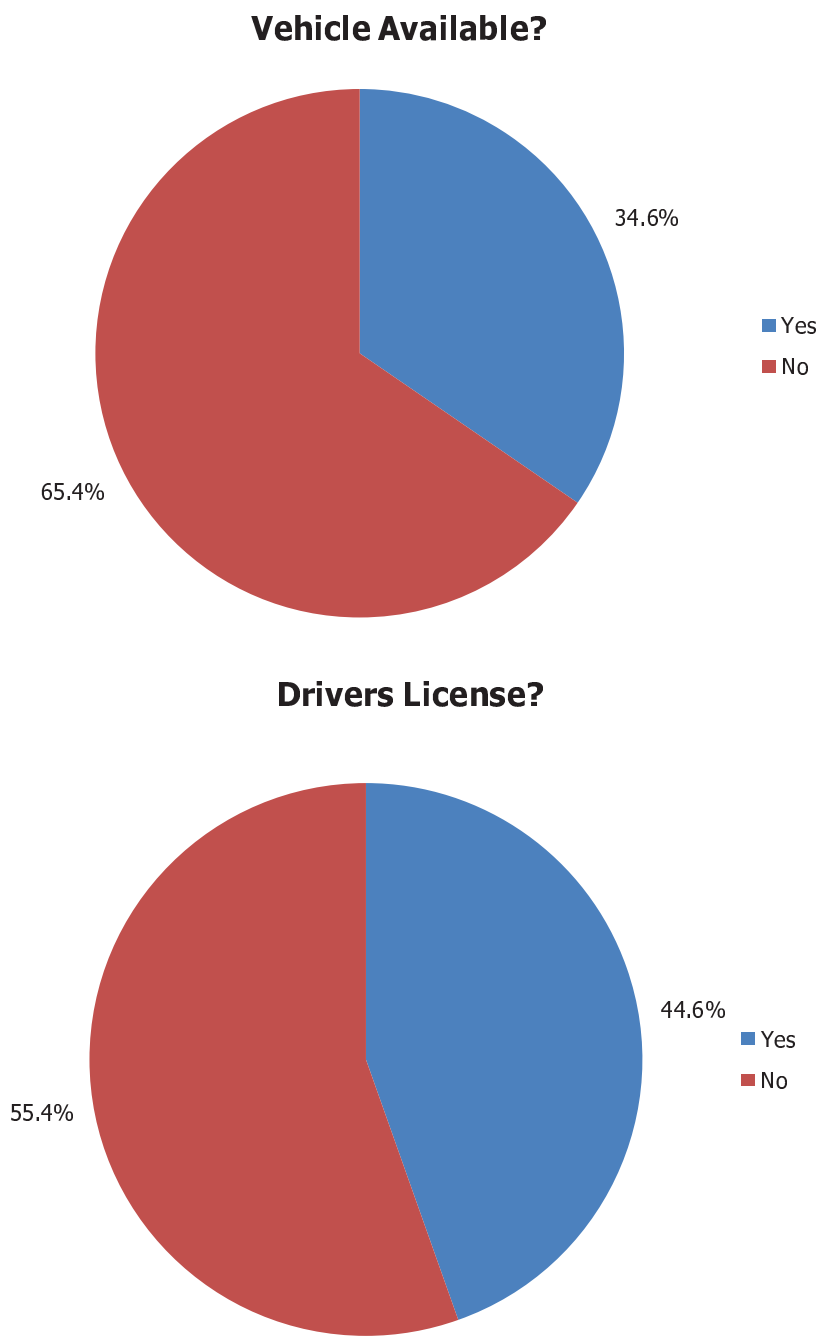
The majority of survey respondents were college aged (half were between 13 and 24 years of age) and nearly half (47 percent) were aged 25 to 64. Of note, there were no survey respondent under the age of 13 and only two (2.4 percent) over the age of 65, as shown in Table 22.

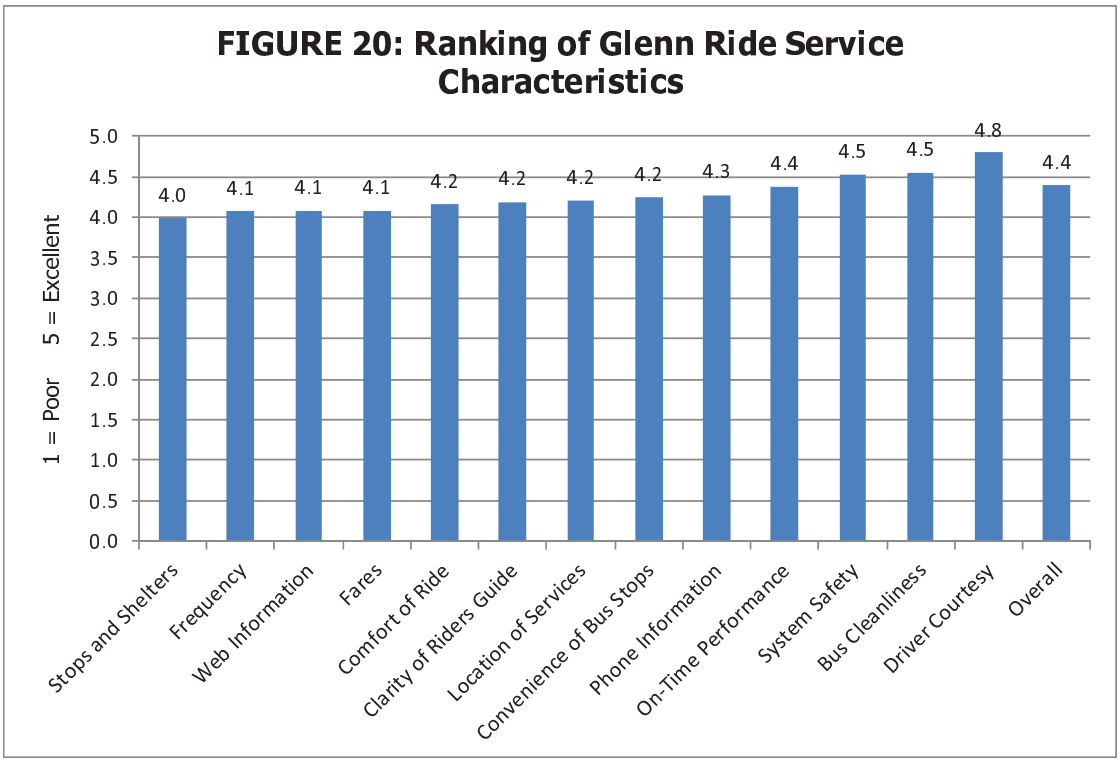
Passengers were asked to rank service characteristics on a level of 1 (poor) to 5 (excellent), as shown in Table 23 and Figure 20. The highest rank characteristic was driver courtesy, receiving an average score of 4.8 out of 5.0. The next highest ranking characteristics were system safety and bus cleanliness, averaging 4.5. Survey respondents were least satisfied with bus stops and shelters (still averaging "good" at 4.0), and fares, web information and frequency of service (each averaging 4.1). The overall service ranking was 4.4, and the average ranking of all characteristics was 4.3.

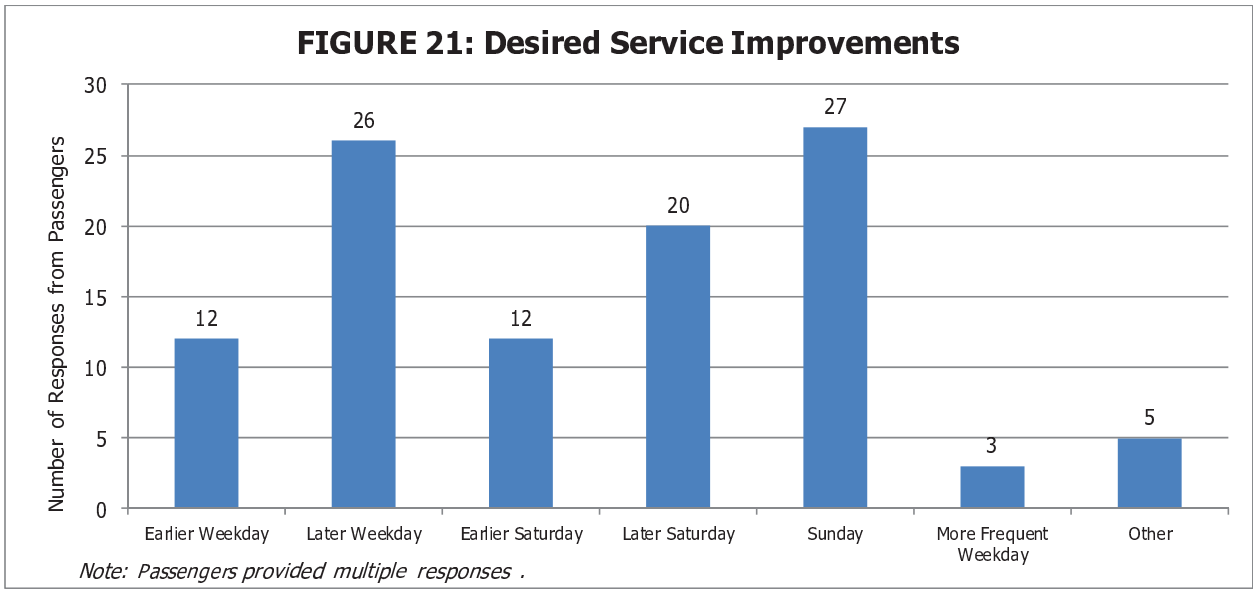
Passengers were asked if they would like to see increased services (80 percent said yes) and if so, which would they like to see. The results are provided in Figure 21. The most requests are for later weekday and Sunday transit services. Of note, there were three requests written-in for more frequent weekday service.

Similarly, passengers were asked if they would like to see new or extended routes (30 said yes). Respondents listed 26 specific locations or types of expansions they would like to see, as shown in Table 24. Approximately 26 percent of the suggestions were for in-county services and

FIGURE 19: Indicators of Transit Dependency







another 26 percent for expanded Chico services, while 24 percent would like service to Corning, and 24 percent would like other improvements.

Finally, respondents were asked to write any other additional comments. Most commonly, respondents complimented the service and or drivers (16 comments). Several respondents said they would like additional passenger amenities including shelters (2), benches (1) and bus stop

signs (1). Three respondents said they would like more frequent service, and one said he/she would like Saturday morning service. The detailed responses are included in Appendix A.

TABLE 24: Requests for Expanded Services

Expanded Service	Number of Responses
Earlier to Willows	1
2nd Avenue and Warner (Chico)	1
Orland	1
Chico	1
Willows	2
Chico to Willows	1
Corning	6
Express to Chico	1
More Chico Stops	1
More choices for Willows	1
More stops	1
Oroville	1
Out of Town stops	1
Pillsbury	1
Rolling Hills Casino	1
Red Bluff	1
Saniford Market, Willows	1
South Chico	1
Overpass past Burger King	1
Walmart, Chico	1
Total	26

Overall, this survey indicates that riders are satisfied with the existing fixed-route services, and appreciate the availability of service. Particular areas of desired improvements include expanded service times (especially later weekdays and Sunday service), and installation or improvements of bus stop benches and shelters.

Dial-a-Ride Survey Results

DAR surveys were also conducted on September 13 in Orland and September 17 in Willows. A total of 13 valid surveys were collected (5 from Orland, and 8 from Willows). Survey responses are listed in Tables 25 and 26, and key findings are as follows:

- All passengers were picked up within 15 minutes of their reservation times, and 6 passengers were picked up exactly at their reservation times.

- Orland Dial-a-Ride passengers tended to make their reservations one or two days in advance, while Willows Dial-a-Ride passengers had subscription reservations (3) or three-day advance reservations (3), as well as 1 one-day advanced reservation and 1 two-day advanced reservation. There were no same-day reservations.

TABLE 25: Responses for Glenn Transit Onboard Surveys--Dial-A-Ride

Questions 1 through 15

Questions:	Answers:							
Q1. Time boarded the bus?	**10:30 AM**	**10:30-11 AM**	**11-11:30 AM**	**11:30 AM-noon**	**12:30 PM**	**12:30-1 PM**	**1-1:30 PM**	**1:30-2:00 PM**
Number of Respondents	4	2	4	0	1	1	0	1
	SUM							
Number of Respondents	**13**							
Q2. Time of reservation?	**10-10:30**	**10:30-11 AM**	**11-11:30 AM**	**11:30 AM-noon**	**12-12:30**	**12:30-1 PM**	**1-1:30 PM**	**1:30-2:00 PM**
Number of Respondents	3	2	4	1	1	1	0	1
	SUM							
Number of Respondents	**13**							
Q3. How long prior for	**Today**	**1 day**	**2 days**	**3 days**	**Subscrp**	**SUM**		
Number of Respondents	0	2	4	3	3	**12**		
Q4. Purpose of this trip?	**School**		**Work**		**Shopping**		**Med/Dental**	
Number of Respondents	0		0		4		5	
	Senior Center		**Personal Bus.**		**Rec/Social**		**Other**	
Number of Respondents	2		2		0		0	
	SUM							
Number of Respondents	**13**							
Q5. How else would you make trip?	**Walk**		**Drive my car**		**Get Ride**		**Taxi**	
Number of Responses	5		1		3		0	
	Fixed Route		**No trip**		**Other**		**SUM**	
Number of Respondents	0		4		0		**13**	
Q6. How often do you use DAR?	**1x/wk**	**2x/wk**	**2-4x/mo**	**<1x/mo**	**1st**	**Sum**	*Mo =*	
Number of Respondents	3	5	3	2	0	**13**	*Wk =*	
Q7. Do you use other services?	**Glenn Ride**		**B-Line**		**Vol Med**		**Other**	
Number of Responses	8		1		2		4	
	SUM							
Number of Respondents	**15**							
Q8. If only DAR, what reason?	**Not aware of**		**Enjoy DAR**		**Disability**		**Bus too far**	
Number of Responses	2		5		4		2	
	Difficult w/bags		**Other**		**SUM**			
Number of Responses	2		1		**16**			
Q10. Age group?	**< 12**	**13-18**	**19-24**	**25-61**	**62-74**	**75+**	**SUM**	
Number of Respondents	0	0	1	2	3	7	**13**	
Q11. Do you require wheelchair ramp?			**Yes**	**No**	**SUM**			
Number of Respondents			8	4	**12**			
Q12. Do you have a driver's license?					**SUM**			
Number of Respondents			2	11	**13**			
Q13. Was there a vehicle available for this trip?			**Yes**	**No**	**SUM**			
Number of Respondents			0	12	**12**			
Q14. Are you traveling with a PCA today?			**Yes**	**No**	**SUM**			
Number of Respondents			5	8	**13**			
Q15. Source of information?	**Driver**		**Friend**		**Phone**			
Number of Responses	4		4		4			
	Website		**Other**		**SUM**			
Number of Respondents	1		2		**15**			
Q16. Employment status?	**Retired**		**Not Employed**		**Unable to work**		**Other**	
Number of Responses	11		0		1		0	
	SUM							
Number of Respondents	**12**							

Source: Data collected September 13 and 17, 2013. LSC Transportation Consultants, Inc.

TABLE 26: Responses for Glenn Transit Onboard Surveys--Dial-A-Ride

Question 17

Question	Answers					
	Number of Respondents answering *1 = poor to 5 = excellen*					
Q17. Opinion of Service?	**1**	**2**	**3**	**4**	**5**	**Average**
System Safety	0	0	0	0	12	5.0
On-time Performance	0	0	0	2	10	4.8
Driver Courtsey	0	0	0	0	12	5.0
Travel Time	0	0	0	2	10	4.8
Areas Served	0	0	0	1	11	4.9
Bus Cleanliness	0	0	0	1	11	4.9
Bus Comfort	0	0	0	3	9	4.8
Telephone Info Services	0	0	0	1	11	4.9
Reservation Procedures	0	0	1	0	11	4.8
Program Information	0	0	0	0	10	5.0
Cost of Service	0	0	1	2	9	4.7
Overall	0	0	0	1	11	4.9

Source: Data collected September 13 and 17, 2013. LSC Transportation Consultants, Inc.

- Passengers were asked what time they boarded the van. As shown in Table 25, most (10 respondents) boarded the van between 10:00 AM and noon, and 3 boarded the van between noon and 2:00 PM.

- Passengers were asked to list the purpose of their trip. As shown in Table 25, 5 respondents reported a trip for medical/dental, while 4 said they were shopping and 2 were going to the Senior Center (in Willows). No one reported using the service for work, school, or social trips.

- Passengers were asked to state how else they would make their trip. As shown in Table 25, a total of 5 said they would walk, 4 would not make the trip, 3 would get a ride, and 1 would drive. This indicates a strong transit dependency among the DAR users.

- Asked how often they use DAR services, 8 said they use the service once a week or more, while 3 use it two to four times per month, and 2 use it less than once per month.

- Most respondents (8) reported also using the Glenn Ride services, and 4 said they use "other" service. Respondents also use the volunteer medical transportation (2) or B-Line (1).

- Asked why they use only DAR services (if applicable), the greatest number of responses (5) were that they enjoy DAR, as shown in Table 25. In addition, 4 respondents said they were disabled; 2 said the (fixed route) bus stop was too far; 2 said they had difficulty with carrying bags; and 2 said they were not aware of other services. Respondents gave multiple answers to this question.

- The majority of respondents (7) were over 75 years old. Only three were under the age of 62.

- Of 12 respondents answering whether they require a wheelchair ramp, 8 reported that they did, while 4 reported that they did not.

- 11 of the 13 respondents said they do not have a driver's license. None had a vehicle available for their trip. These answers emphasize the transit dependency of the passengers on Dial-a-Ride.

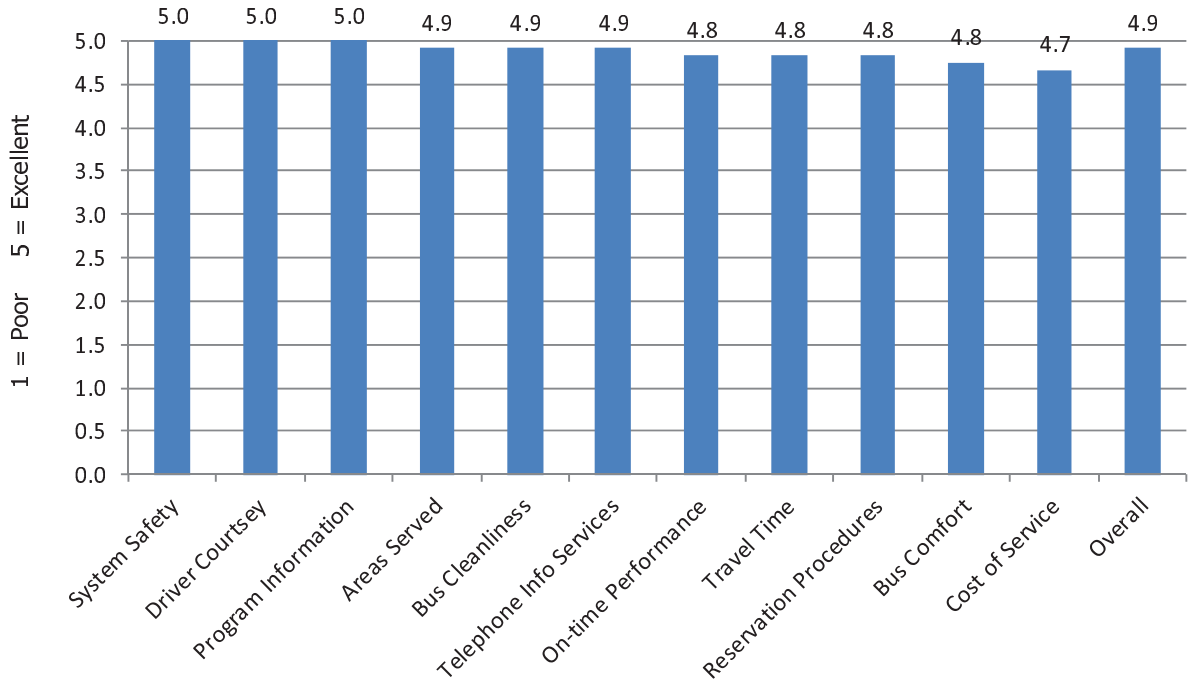
- Five of 13 respondents reported traveling with a personal care assistant (PCA).

- Passengers were asked where they obtained their source of information about services. As shown in Table 25, passengers either ask a friend (5), the driver (4) or phone in for information (4). Only one person used the website for information.

- Eleven respondents are retired and one was unable to work.

- DAR passengers were satisfied with the service, with an overall ranking of 4.9 on a scale of 1 to 5. The highest scores for individual service characteristics were for system safety, driver courtesy, and program information, all of which received a perfect 5.0. This was followed by a 4.9 score for bus cleanliness, areas served and telephone information services. The lowest ranking (though still high) was a 4.7 score for cost of service. This data is shown in Table 26 and Figure 22.

FIGURE 22: Ranking of Dial-a-Ride Service Characteristics



- Passengers were asked if they would like to see increased service availability, and if so, when. Nine of the respondents said yes, with two responding "every day"; two responding "Monday through Friday", two listing Mondays and one listing Wednesdays.

- Passengers were also asked to list specific locations they would like to see increased service, and two listed connections to Corning and one listed a connection to Butte County.

- Finally, respondents were asked to list general comments. Three of the four comments received were general compliments about the service, and one was a request for Wednesday service.

Overall, the survey responses reflect a DAR service with very satisfied customers. Nonetheless, passengers would like to see additional days of services.

Boarding Data

Surveyors counted passengers boarding and alighting at all stops for each run of the day (from 1:00 PM to 8:00 PM on Tuesday, September 17, and from 5:15 AM to 1:00 PM on Wednesday September 18, 2013), as shown in Table 27. The data shows a total of 274 passengers on and 271 passengers off, which includes minor adjustments to the data to better match the number of boardings recorded by Paratransit (279 total). In a survey of this nature, it is not unusual to miscount several passengers, and therefore counts were adjusted by approximately 6 percent overall, using accurately counted runs to correct runs with less complete data. Figure 23 compares the boardings counted by the surveyors to those recorded by Paratransit before data was adjusted. Data was also adjusted to match counted boardings to alightings.

Figure 24 shows which communities had the highest numbers of boardings. As indicated, just over a third (36 percent) of the boarding and alighting activity took place in Chico, and 30 percent in Orland. Willows had 23 percent of passenger activity, followed by 9 percent in Hamilton City and 2 percent in Artois.

Table 28 shows the Glenn Ride stops with the highest passenger activity. As indicated, the Chico Transit Center generates 13 percent of daily passenger activity, with 36 boardings and 33 alightings observed. The next busiest stop is also in Chico, the Tri-County bank stop at North Valley and Pillsbury Road, with 31 boardings and 25 alightings. The next busiest stops were the Highway 32 stop in Orland and the Downtown Orland stop at Walker and Fourth Street, with 7 and 6 percent average daily passenger activity, respectively. The Wal-Mart Stop in Willows generated 6 percent of daily passenger activity. This data is also presented graphically in Figures 25 through 27.

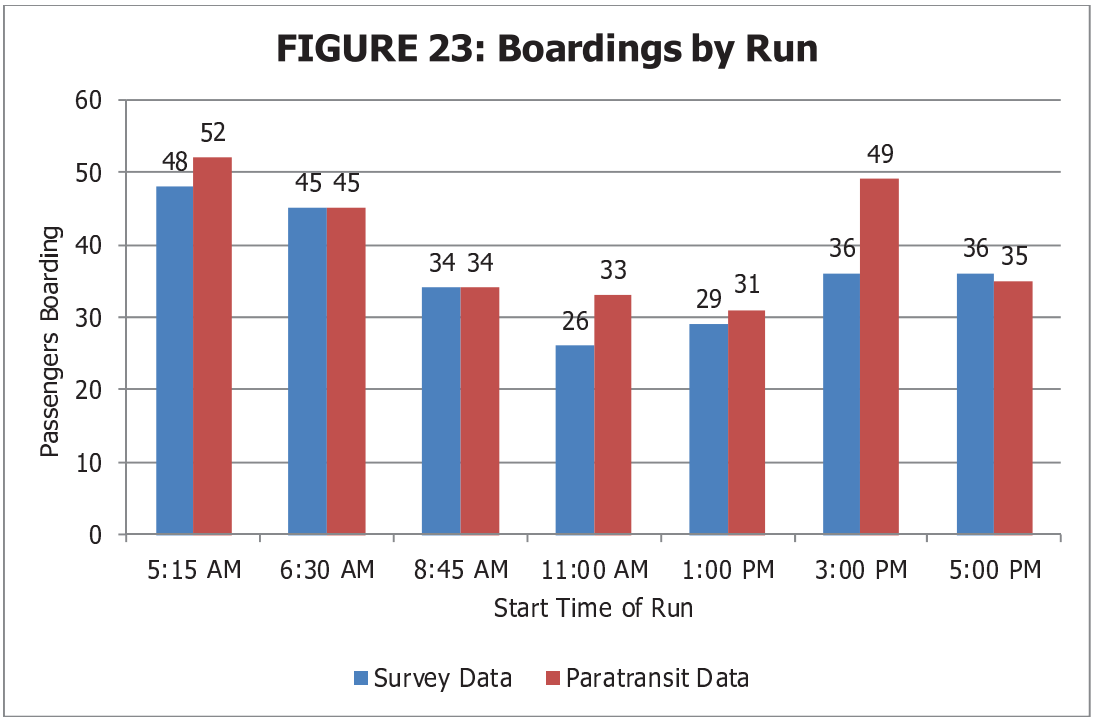
On-Time Performance

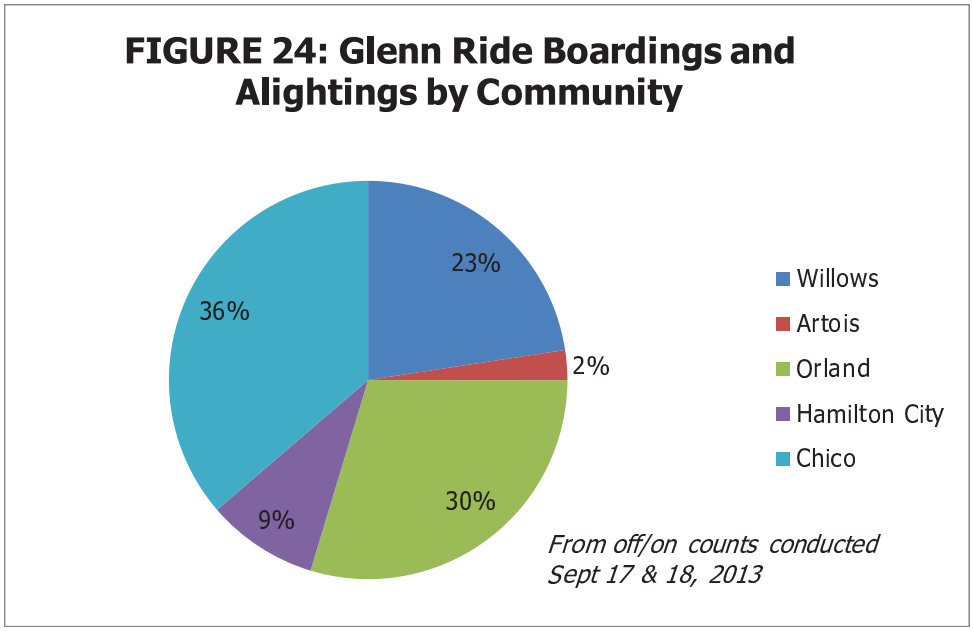
Survey forms included a list of published scheduled times at six outbound bus stops and five return bus stops of each run. Surveyors were instructed to record the departure time of each bus at these stops, as well as the final arrival time at the route's terminus. The results of the on-time performance are shown in Table 29 and Figure 28. It should be noted that as a one-day survey, this represents a "snapshot" of service and may not reflect long-term trends. As

TABLE 27: Glenn Ride Boardings and Alightings by Stop

Bus Stop Location		Average Daily Passengers		
Description	Community	On	Off	Total
Glenn County Public Works P&R	Willows	6	4	10
Colusa/Wood	Willows	2	0	2
Sacramento/Sycamore	Willows	7	5	12
Human Resources Agency	Willows	1	1	2
Willows Downtown (Sycamore/Butte)	Willows	1	6	7
Memorial Park-Courthouse	Willows	4	11	15
Glenn Med Center	Willows	11	9	21
Public Health Services (Villa St)	Willows	3	4	7
Pacific/Green Street	Willows	4	3	7
Green St/Humboldt (Eskaton Manor)	Willows	1	6	7
Wal-Mart	Willows	15	17	32
Grove Hotel (Hwy 99W)	Artois	3	2	5
Artois Market (Hwy 99W)	Artois	2	6	8
Stony Creek Mall (East bldg)	Orland	8	3	11
Orland Arbor Apt (Newport Ave)	Orland	1	3	4
8th/Mill St	Orland	4	0	4
9th/Walker	Orland	15	11	26
Orland Downtown (Walker/4th)	Orland	17	19	36
Senior Center (Walker/A St)	Orland	9	9	18
East St/E. Yolo	Orland	4	8	12
Fairgrounds P&R	Orland	6	4	10
Hwy 32 (Across from M 1/2 & Butte College)	Orland	20	19	40
Hwy45/Hwy 32 (Casa Lupe--across from HS)	Hamilton City	5	2	6
Los Roble/5th	Hamilton City	0	2	2
3rd/Los Robles (Park)	Hamilton City	11	8	19
3rd/Walsh--Ampla Health	Hamilton City	2	5	7
Sacramento St/5th	Hamilton City	6	5	6
4th/Sacramento	Hamilton City	4	1	5
Sacramento St/Hwy 32	Hamilton City	3	1	4
East Ave/Hwy 32 (towards Chico)	Chico	1	5	6
East Ave/Cussick	Chico	1	2	3
East Ave/Esplanade	Chico	4	10	14
North Valley/Pillsbury Rd (Tri-County Banks)	Chico	27	32	59
Cohasset/Rio Lindo (Enloe Med/Chico Dialysis	Chico	2	2	4
Cohasset/Parmac (Vets & Enloe Med)	Chico	2	3	5
7th/Esplanade	Chico	1	0	1
Enloe Hospital (5th/Magnolia)	Chico	2	2	4
Chico Transit Center (2nd/Salem)	Chico	39	37	77
Amtrak & Greyhound (5th/Orange)	Chico	5	4	9
Nord/Sacramento (Walgreens)	Chico	4	1	5
Nord/8th Ave	Chico	2	0	2
Hwy 32 East Ave (towards Glenn County)	Chico	5	1	6
Total		274	275	549

Source: LSC Transportation Consultants, Inc. Surveys September 17 and 18, 2013





indicated, the scheduled times were recorded a total of 75 times (over seven round trips). The service ran on-time 73 percent of the time and was more than ten minutes late 12 percent of the time. Additionally, the bus departed early from stops 8 times, which equates to a 12 percent early departure rate. The early departures all occurred on outbound trips, and the majority of them were departures one or two minutes early from Wal-Mart. While early departures can potentially have a significant impact on passengers (particularly those new to the service), a simple change in the schedule to reflect the actual service time would resolve this issue as on-time performance at subsequent stops are generally served per the schedule.

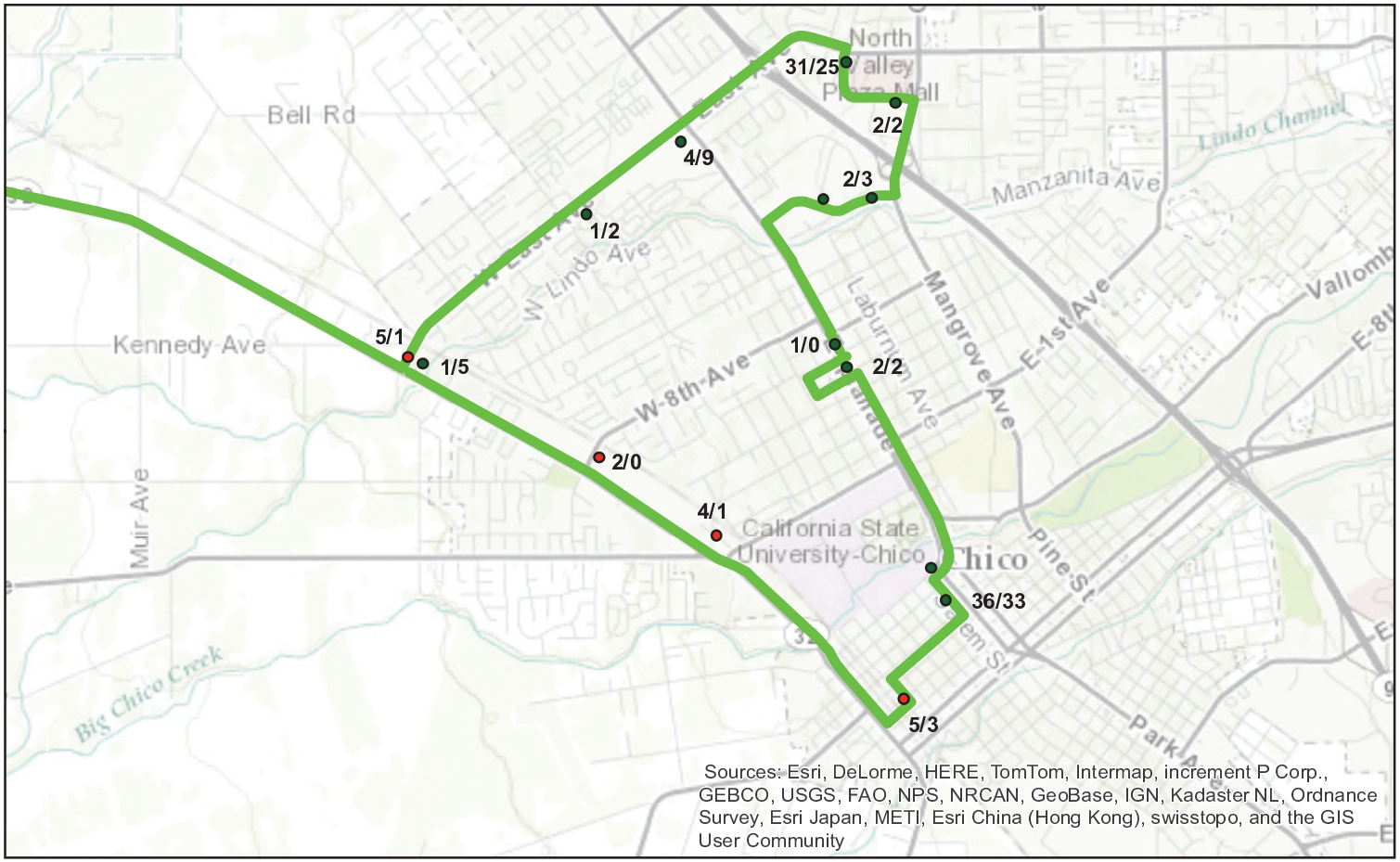
TABLE 28: Glenn Ride Stops with Highest Passenger Activity

Bus Stop Location		Average Daily Passengers			
				Total	
Description	Community	On	Off	#	%
Chico Transit Center (2nd/Salem)	Chico	39	37	77	14%
North Valley/Pillsbury Rd (Tri-County Bank	Chico	27	32	59	11%
Hwy 32 (Across from M 1/2 & Butte College	Orland	20	19	40	7%
Orland Downtown (Walker/4th)	Orland	17	19	36	7%
Wal-Mart	Willows	15	17	32	6%
9th/Walker	Orland	15	11	26	5%
Glenn Med Center	Willows	11	9	21	4%
3rd/Los Robles (Park)	Hamilton City	11	8	19	3%
Senior Center (Walker/A St)	Orland	9	9	18	3%
Memorial Park-Courthouse	Willows	4	11	15	3%
East Ave/Esplanade	Chico	4	10	14	3%
East St/E. Yolo	Orland	4	8	12	2%
Sacramento/Sycamore	Willows	7	5	12	2%
Stony Creek Mall (East bldg)	Orland	8	3	11	2%
Glenn County Public Works P&R	Willows	6	4	10	2%
Fairgrounds P&R	Orland	6	4	10	2%
Total		203	207	411	75%

Source: LSC Transportation Consultants, Inc. Surveys September 17 and 18, 2013

The day on-time performance was surveyed, there was a grass fire near the highway which delayed the bus and caused traffic in the area. Without these delays, and by adjusting the schedule at Wal-Mart (or requesting drivers not to depart early), the bus would have been on-time 89 percent of the time.

FIGURE 25:
Average Daily Boarding and Alightings by Stop in Chico



TRANSPORTATION CONSULTANTS, INC.

1/3 Daily Passengers On/Off

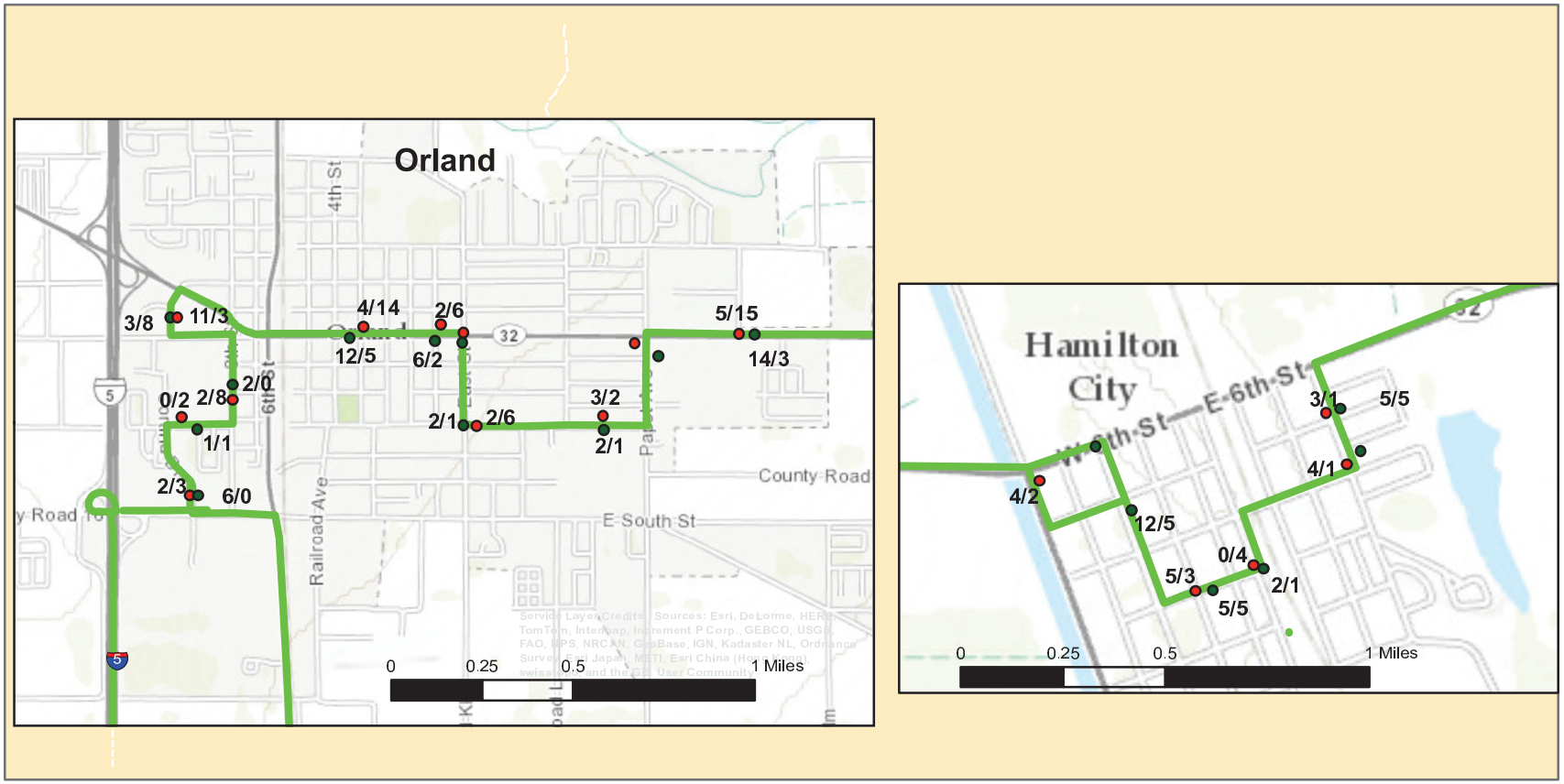
In Bound Stops

Out Bound Stops

Glenn Ride Bus Route

0 0.5 1 2 Miles

FIGURE 26:
Average Daily Boarding and Alightings by Stop in Orland and Hamilton City



TRANSPORTATION CONSULTANTS, INC.

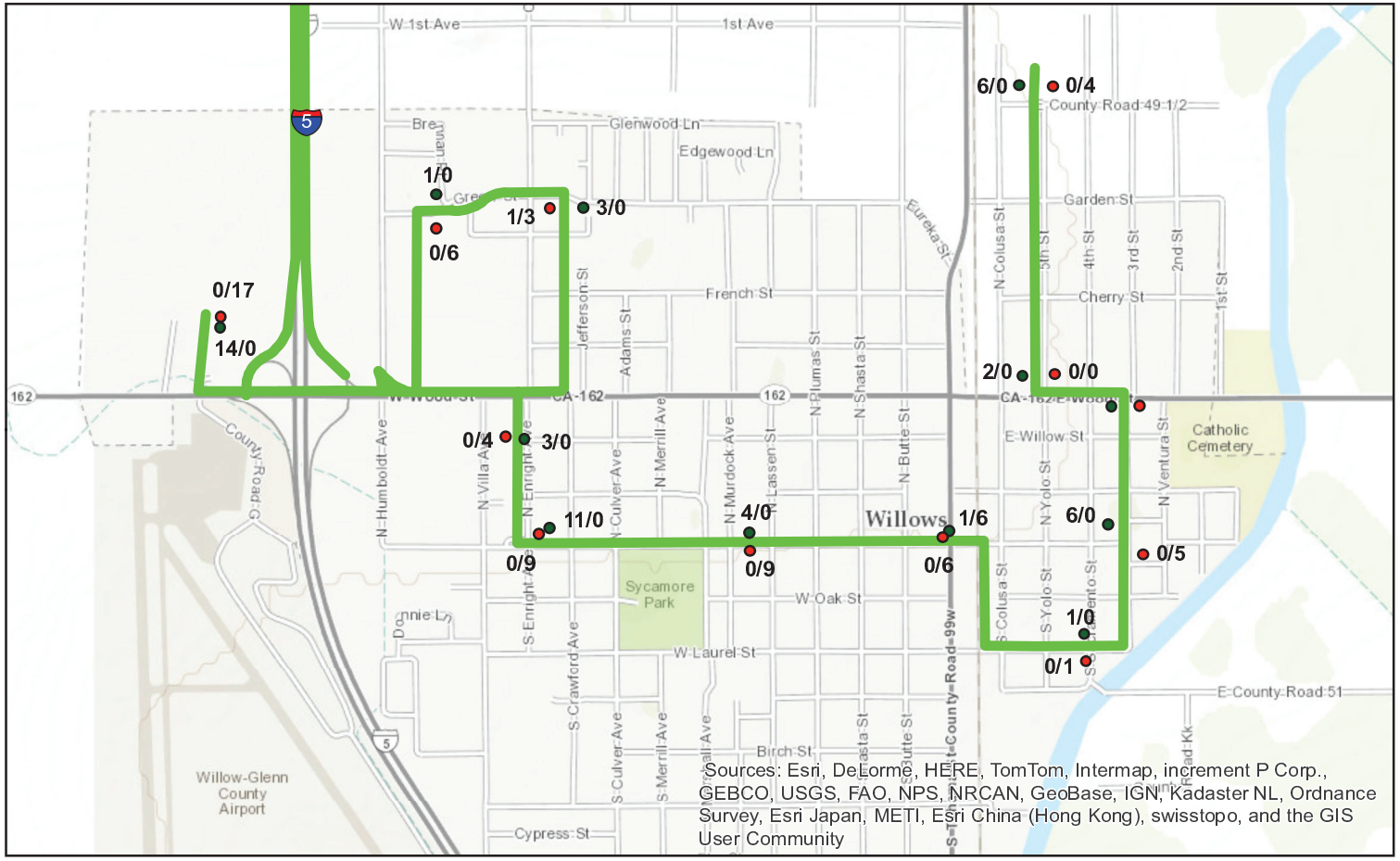
1/3 Daily Passengers On/Off

In Bound Stops

Out Bound Stops

Glenn Ride Bus Route

FIGURE 27:
Average Daily Boarding and Alightings by Stop in Willows



TRANSPORTATION CONSULTANTS, INC.

1/3 Daily Passengers On/Off

In Bound Stops

Out Bound Stops

Glenn Ride Bus Route

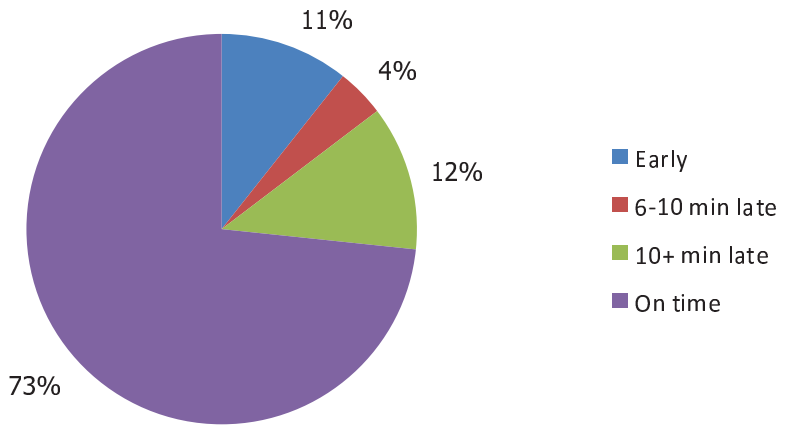
0 0.25 0.5 1 Miles

TABLE 29: On-Time Performance Survey Results

Times Recorded	Outbound Trips		Return Trips		Round Trips	
Early	8	18%	0	0%	8	11%
6-10 min late	2	5%	1	3%	3	4%
10+ min late	3	7%	6	19%	9	12%
On time	31	70%	24	77%	55	73%
Total	44		31		75	

Source: LSC Transportation Consultants, Inc. Surveys conducted Sept. 17 & 18, 2013.

FIGURE 28: Glenn Ride On-Time Performance



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Chapter 7
Service Alternatives

INTRODUCTION

Previous chapters of this document presented the setting for transportation services in Glenn County, including a detailed analysis of Glenn Transit Services, as well as providing an evaluation of transit demand. Based on the findings presented above and the surveys presented in Chapter Six of this report, this chapter provides an evaluation of alternatives for service. Subsequent chapters will then evaluate the appropriate institutional and management alternatives, capital improvements, and financing for the Glenn County transit services.

The service alternatives presented below include an analysis of resources necessary to implement the alternative (including capital equipment and cost of the service), ridership impacts, and expected fare revenues. The advantages and disadvantages of each alternative are also described. Based upon the recommended service plan, capital requirements, funding requirements, and appropriate institutional and management strategies can be determined.

It should also be noted that the service analyses reflect long-term ridership estimates for each alternative. Typically, it takes new transit services three years to reach the total ultimate ridership potential. This reflects the fact that it takes potential transit riders roughly two years to become aware of new services and to adjust their travel patterns. While this chapter evaluates the long-term ridership potential, the transit plan chapter will reflect this "lag" in ridership response.

SERVICE ALTERNATIVES

A good starting point for the evaluation of service alternatives is the consideration of the impacts of the "status quo" – if current services remain unchanged over the upcoming planning period. Table 30 shows the current services and their allocated operating costs. Using the operating costs for Fiscal Year 2012-13 as shown in Table 12 in Chapter 3, per hour and per mile costs were estimated for the current services based on the units of service provided. The costs are as follows:

<u>Glenn Ride</u>
- Total Cost = $677,277
- Fixed Costs = $432,252
- Hourly Costs = $141,887 (for 6,195 hours, or $22.91 per hour of service)
- Per Mile Costs = $204,306 (for 170,326 miles, or $1.20 per mile)

<u>Dial-a-Ride</u>
- Total Cost = $83,842
- Fixed Cost = $58,860
- Hourly Costs = $14,693 (for 819 hours, or $17.94 per hour of service)
- Per Mile Costs = $10,290 (for 6,217 miles, or $1.66 per mile)

These unit costs were applied to service characteristics of each alternative, below, to determine the marginal increased costs of various service options.

Intercity Service Alternatives

Status Quo

The current intercity service is comprised of seven round trips from Willows to Chico, including two express runs. The schedule is planned to allow transfers to and from the Butte College bus at Pillsbury Road and to and from the B-Line at the Chico Transit Center. Additionally, the schedule is planned to get commuters to Willows in the morning and to Chico in the evening. The existing service uses two buses on alternating schedules. The schedule takes from 2 hours and 43 minutes to 3 hours and 38 minutes, depending on whether the route is express and how much layover time is scheduled at the Chico Transit Center.

Based on findings in the first chapters of this report, the following are important factors in identifying the optimal schedule for the intercity bus service:

- Based on survey data, nearly half of the current ridership is comprised students, and just over a quarter are comprised of workers, while the remainder is traveling for personal business, medical appointments, et cetera.

- Based on census data, nearly 64 percent of the 11,300 employees living in Glenn County commute out-of-county for work, with an estimated 1,300 working in Chico (the most concentrated work force identified outside of the County).

- Nearly half of employees working in Glenn County come from outside of Glenn County, with an estimated 750 coming from Chico.

- While Chico residents show a strong peak of employees leaving for work at 7:30 to 8:00 AM, Glenn County residents have a similar peak, but have a secondary peak of employees leaving for work between 6:30 and 7:00 AM, likely reflecting the greater distance they have to travel for work.

- All of the current runs on Glenn Ride have fairly good ridership, ranging from an average of 31 passengers on the 5:00 PM round trip, to an average of 45 passengers on the 1:00 PM round trip.

These factors indicate the optimal intercity transit service would address the needs of students, as well as commuters going to Chico from Glenn County and going to Glenn County from Chico. The numbers of workers commuting to and from other locations, such as Sacramento and Redding, are much fewer and would not likely support transit. While the current ridership indicates the service works fairly well overall, potential shortcomings of the existing schedule in terms of meeting these needs include the following:

Commuter Service

- *Morning Commute service to Chico:* The morning buses arrive at the Chico Transit Center at 6:45 AM and 8:25 AM. The B-Line buses typically depart the Transit Center at 50 minutes after the hour, and to a lesser extent at 20 minutes after the hour in mornings and 10 minutes after the hour in evenings. The optimal time to arrive on Glenn Ride for either walking to a work location near the center or transferring would be between 7:15 AM and 7:40 AM.

- *Evening Commute service from Chico:* The evening buses depart the Chico Transit Center at 4:55 PM and 6:55 PM. The B-Line buses arrive at the Transit Center at between 4:56 and 5:40 PM, thus requiring commuters to wait until 6:55 PM to return to Glenn County (arriving in Willows at 8:06 PM). The optimal time to return to Glenn County after a typical eight hour work day would be between 5:10 and 6:00 PM.

- *Morning Commute service to Willows:* The ideal time for commuters to arrive in downtown Willows in order to be able to walk within a quarter mile of their stop would be approximately 7:40 to 7:45 AM. Currently, the bus arrives at 7:50 AM, which is a sufficient arrival time.

- *Evening Commute service from Willows:* In order to give passengers adequate time to make it to the bus stop given a typical 5:00 PM end-of-shift time, the ideal departure from downtown Willows, returning to Chico, would be approximately 5:15 to 5:20 PM. Currently, the bus departs at 5:06 PM.

College Service

There are five Butte College routes from Chico to the Main Campus near Oroville. Butte College Chico Route 1 is the route which connects with Glenn Ride at Pillsbury Road (transfer times were shown previously in Table 15 in Chapter 3). Butte College Chico Route 1 stops at the Butte College Chico Campus twice in the morning and three times in the afternoon, making this the preferred connecting route for Glenn Ride, as none of the other four Butte College Chico routes stop at this location. Additionally, the Pillsbury Road stop is one of the earlier stops in the Glenn Ride Chico loop, providing a shorter travel time than if passengers were to transfer at the Butte College Nord Street stop on Butte College Chico Route 3.

Currently, four of the transfer times between Glenn Ride and Butte College Route 1 are scheduled to occur in 16 minutes or less, while two require approximately a half hour wait. Only the 1:00 PM Glenn Ride run (which arrives at Pillsbury Road at 2:28 PM) accommodates transfers both to and from Butte College Route 1, and while the transfer requires approximately half an hour of waiting time for either direction, this run has the best average daily ridership.

General Public Needs

The general public (including commuters, elderly, et cetera) is best served by being able to transfer to B-Line services at the Chico Transit Center. The most frequent B-Line departure time is at 50 minutes after the hour, making a ten minute layover starting at 45 minutes after the hour the ideal time for transfers to and from Glenn Ride. Currently, Glenn Ride runs #3 through #7 arrive at 40 to 45 minutes after the hour and depart at 55 minutes after the hour. Run #1 arrives at 6:40 AM and departs at 6:45 AM in order to arrive in downtown Willows at 7:50 AM. Run #2 arrives at 8:15 AM and departs at 8:25 AM, which allows transfers to and from many of the B-Line runs which arrive between 7:36 and 7:39 AM and depart at 8:20 AM. However, there are B-Line departures at 7:50 AM as well.

The alternatives evaluated below are presented to address potential improvements to the service to best address the needs of students and commuters.

<u>Revised Schedule for Commuters (Maintaining Seven Runs)</u>

To improve the current schedule for commuters without adding another run (and therefore not increasing cost), the following changes would be made:

- Express Run #1—Revise to make more direct; later departure; better B-Line connections at Chico Transit Center; shorter layover for students at Pillsbury:

  - Willows Outbound: depart at 5:25 AM from Glenn Public Works; stay on Sycamore (not serving Laurel Street); would not serve Wal-Mart
  - Orland Outbound: exit at Newville Road; turn south onto 9th Street as there are no safe locations to stop on Newville Road; turn left on Walker, and stay on Walker through town. Would not serve Stony Creek or Yolo Street.
  - Hamilton City Inbound and Outbound: stay on 4th Street, not serving 3rd
  - Chico: serve the loop in a counter-clockwise direction, still arriving at Chico Transit Center at 6:40 AM and departing at 6:45 AM; stay on Esplanade past Enloe Hospital; serve Pillsbury Road at 6:55 AM instead of 6:30 AM (transfers to Butte College Bus are at 7:10 AM)
  - Orland Inbound: Stay on Highway 32 through town; turn left at Walker and 8th to stay on Walker; turn right on Tehama to serve CVS; turn left onto Newville Road to Interstate 5 South. Would not serve Yolo Street or Stony Creek Mall
  - Willows Inbound: serve Wal-Mart on demand; take Wood to Villa to Sycamore (would not serve Laurel Street). Arrive back at Glenn Public Works at 7:55 AM.

  Advantages: Reduces route time by 15 minutes; later departure from Glenn Public Works; shorter layover for students at Pillsbury Road in Chico (although they have a layover at the Chico Transit Center); arrives back in Willows downtown at 7:46 AM.

  Disadvantages: Eliminates some stops, possibly requiring patrons to walk a few blocks further; tight timeline could impact on-time performance.

- Run #2—Revise to make better B-Line connections in Chico:

- Depart at 6:15 AM instead of 6:30 AM
- No route changes before Chico
- Chico: serve the loop in a counter-clockwise direction; arrive at the Chico Transit Center at 7:44 AM, departing at 7:54 AM (connecting with B-Line 7:50 AM departures); serve Pillsbury Road at 8:09 of 7:58 AM (transfers to Butte College Bus are at 8:14 AM)
- Arrive back at Glenn Public Works at 9:19 AM

Advantages: Arrives at Chico TC at 7:44 AM for an 8:00 AM work start time within walking distance. Reduces student layover time at Pillsbury Road from a 16 minute wait to a 5 minute wait (although they have a layover at the Chico Transit Center).

Disadvantages: Requires earlier departure time from Willows; if delays, possible missed connections at Pillsbury Road (although students could get off at Nord Street, where Butte College Route 3 also goes to the Main Campus, but not the Chico campus).

- Runs #3 through #5: No changes

- Run #6: Revise to meet commuters in Chico, make return Express
  - Depart Willows at 3:15 PM instead of 3:00 PM
  - Arrive at Pillsbury Road at 4:43 PM instead of 4:28 PM (Butte College bus arrives
  - at approximately 4:25 PM)
  - Arrive at Chico Transit Center at 5:00 PM instead of 4:45 PM; depart at 5:15 PM
  - Arrive at Glenn Public Works at 6:38 PM instead of 6:23 PM.

Advantages: Departs Chico TC at 5:15 PM instead of 4:55 PM, allowing time for commuters ending work at 5:00 PM and within walking distance to use the bus. Allows transfers from B-Line arrivals at 4:56 PM and 5:10 PM. Reduces the chance of missed connections at Pillsbury Road.

Disadvantages: Extends wait time for students at Pillsbury Road. Later arrival time in Willows.

- Express Run #7—Revise to make more direct, both directions.
  - Willows Outbound: depart at 5:00 PM from Glenn Public Works; serve Human Resources Agency; would not serve Wal-Mart.
  - Grove Motel and Artois Market still served on demand.
  - Orland Outbound: exit at Newville Road; turn south onto 9th Street; turn left on Walker, and stay on Walker through town. Would not serve Stony Creek or Yolo Street.
  - Hamilton City Outbound: stay on 4th Street, not serving 3rd
  - Orland Inbound: Stay on Highway 32 through town; turn left at Walker and 8th to stay on Walker; turn right on Tehama to serve CVS; turn left onto Newville Road to Interstate 5 South. Would not serve Yolo Street or Stony Creek Mall.
  - Chico: Chico: no changes from current schedule arrive at Pillsbury Road at 6:20 PM (receive transfers from Butte College route); arriving at Chico Transit Center at 6:40 AM and departing at 6:45 AM; stay on Esplanade past Enloe Hospital;

serve Pillsbury Road at 6:55 AM instead of 6:30 AM (transfers to Butte College Bus are at 7:10 AM).

Advantages: Departs Glenn County Public Works and Downtown Willows five minutes later, allowing more commuters an opportunity to get to the stop. Slightly reduced travel time to Chico.

Disadvantages: Misses some stops requiring patrons to walk several blocks further.

The time changes of the above routes would result in a negligible reduction of revenue hours and miles of service. The added convenience would generate an estimated increase in ridership of 3,000 passenger trips annually, generating $5,200 in fare revenue.

Rescheduling To Provide Eight Glenn Ride Runs Per Day (One Additional Run)

Many comments were received in the survey that passengers would like to see more frequent service, shorter trip travel times (express buses), and later weekday service. Revising the schedule and adding another run departing Willows at 6:45 PM would help to address this need. Under this alternative, the following changes would be made:

- Express Run #1: Same changes as in the above alternative
- Run #2: Same changes as in the above alternative
- Runs #3 through #5: No Changes
- Run #6 and #7: Same changes as in the above alternative
- Run #8:
  - Depart Willows at 6:45 PM
  - Maintain the current Run#1 Express Schedule
    - Depart Downtown Willows at 6:50 PM
    - Arrive at Orland Downtown (Walker/4th) at 7:20 PM
    - Arrive at Pillsbury Road at 8:00 PM
    - Arrive at Chico Transit Center at 8:10 PM; depart at 8:15 PM (B-Line 8:10 connections)
    - Arrive at Glenn County Public Works at 9:23 PM

Advantages: Allows residents to stay in Chico for early evening activities.

Disadvantages: Requires immediate turn-around of bus from Run #6.

The additional run would add 700 hours and 45,900 miles of service annually, at a marginal operating cost of $71,100, as shown in Table 30. Using an elasticity model to determine the increased ridership based on more frequent service and more service hours overall, it is estimated this alternative would generate an additional 5,000 passenger-trips annually.

Move Stony Creek Mall Stop in Orland

Whenever other options are available, public bus routes should avoid stopping on private properties, particularly parking lots for businesses. The potential for fender-bender or pedestrian accidents is higher in these locations, and it is preferable to stay on public roadways with clearly signed bus stops. To this end, Glenn Ride should no longer stop in the parking lot of Stony Creek Mall, but should instead stop at Cortina Drive, just east of the mall. Shelters should be installed on both sides of the street on Cortina Drive at the northeast corner of the mall. This will still allow passengers to park in the lot at Stony Creek Mall and catch the bus, while also serving the neighborhood to the north, which has both senior housing and farm labor housing.

Eliminate Laurel Street Stop / Relocate Sacramento at Sycamore Stop in Willows

Boarding and alighting data showed only one passenger boarded outbound and one alighted inbound in one day at the stops located on Laurel Street at Yolo Street in Willows. Due to the low ridership, the stop should be eliminated, and the bus should instead turn right on Sycamore Street. The change will require passengers on Laurel Street to walk only two blocks to the route. This change will require relocating the stop on the southwest corner of Sacramento and Sycamore to the northwest corner to accommodate a right turn at the intersection.

Relocate Walker and 4th Street Bus Stop in Orland

The current bus stop on the north side of Walker and 4th Streets in Orland has an inadequate curb length for the bus (only approximately 16 feet for a 40 foot bus). Therefore, buses block one or both of the driveways to the east and west of the stop. There is also a fire hydrant located at this stop. The stop cannot easily be relocated to the east because there is a popular ATM which parking spaces serve at that location. The best location for the stop would be east of the current stop, requiring the removal of two on-street parking spaces in front of what is currently the Orland Meat Processors. This business has a small parking lot, and there is ample street parking in the area. This stop will require a new bench and bus stop sign.

Connections with Tehama Rural Area Express

A small percentage of passengers (one of ten on the Dial-a-Ride and five of eighty-five on Glenn Ride) included in comments that they would like service to Corning, which lies in Tehama County sixteen miles north of Orland. Two of these individuals live in Orland, two live in Willows, and one each live in Hamilton City and Chico. Two were employed full time (wanting weekend service to Corning), two were unemployed, one was a student, and one was employed part time. What can be deduced from this small sampling is that there is an interest in service to Corning, but it does not represent a strong trip pattern and it would likely be ineffective to develop a new transit service from Glenn County to Tehama County.

Nonetheless, staff at Tehama County has indicated their residents have also expressed an interest in service from Corning to Chico. Because Glenn Ride already provides seven round trips per day between Orland and Chico (Orland is the halfway point between Corning and Chico), it would be most cost effective for Tehama County to create a Tehama Area Rural Express (TRAX) route between Corning and Orland, to provide connecting with the Glenn Ride service to Chico. Tehama County is exploring the possibility of operating four weekday routes

to Orland which would connect with Glenn Ride to allow individuals to get to Chico (with a long term goal of providing the full length route with TRAX).

This alternative would have no cost impact to Glenn Ride, but would potentially increase ridership and thus farebox as local residents would have more destinations available to them. A connection to TRAX would give Glenn Ride passengers an opportunity to catch the TRAX bus to Corning. There is potential for a stop on the way to Corning at the Paskenta Band of Nomlaki Indian reservation which provides recreational opportunities and is a major employer in the area. From Corning, TRAX connects to Red Bluff Bus & Ride which serves as the transit hub of Tehama County. From the transit hub passengers can catch an Amtrak bus at four different times during the day. Also, the Susanville Indian Rancheria also operates transit service seven days a week from Susanville to Redding via the Red Bluff Bus & Ride. Tehama County residents would have access to Orland, Willows and Chico which provides access to many destinations and services previously discussed. Closing the gap between Orland and Corning expands the interregional transit opportunities for residents of Glenn, Tehama and Butte counties.

Staffs from both agencies need to coordinate to develop efficient routes that meet the needs of both Glenn and Tehama County residents. Coordination of route times to minimize dwell time, development of a stop in the Orland vicinity with sufficient capacity to accommodate two buses, transfer policies and frequency of service need to be developed to be beneficial to both transit systems.

Local Circulator Route Alternative

During public outreach efforts, several commenters indicated a desire for local fixed route services in Willows and/or Orland. Such services were operated from May 2010 to March 2011, before being discontinued due to low ridership. It is worth revisiting the issue to determine if such service would be appropriate. Local fixed route would eliminate the need for passengers to make DAR appointments, thereby providing greater flexibility for patrons. To determine if the ridership could sustain such service, it is helpful to review ridership during the brief period in which local fixed route service was provided.

Circulator routes were operated 12 hours per weekday in both Orland and Willows. The first full month of service generated 315 passenger trips in Orland (an average of 1.1 passenger trips per hour) and 837 passenger trips in Willows (an average of 2.9 passenger trips per hour). As a point of comparison, the Glenn Ride service averages 9.8 passenger trips per hour, while the DAR averages 3.7 passenger trips per hour. While it is expected new ridership will take time to grow, the ridership never improved significantly over the trial period. At best, ridership reached 2.0 passenger trips per hour in Orland in September, October and November before declining, and reached 3.8 passengers per hour in Willows in September before declining again. Even at the highest ridership, these services required approximately $14.65 in funding for every passenger-trip served (compared to $3.76 systemwide). While the ridership in Willows was stronger, the low productivity and poor cost-effectiveness of these routes indicates that there is not enough demand to warrant a local fixed route service in either location.

Dial-a-Ride Alternatives

Status Quo

The current Dial-a-Ride services are offered on a limited two-day per week schedule, within specific core areas of Willows and Orland. Only residents who are seniors 60 years of age or older, have a permanent disability, or qualify as low income based on receiving Social Service Assistance or on federal poverty income guidelines are eligible for service. In addition, service is generally limited to within a 1.5 mile radius of the city halls of these two cities. The service offers life-line support for residents who need to get to local appointments or to shop for groceries. As shown in Table 30, the annual marginal operating cost of this service is $9,008 in Orland and $12,154 in Willows. On average, ten passengers-trips are carried on the days of operation in Orland, and nineteen in Willows (an average of 2.5 passengers per hour in Orland and 4.0 per hour in Willows). The alternatives below are evaluated as a means to improve the current dial-a-ride services.

Maintain Current Dial-a-Ride Zones in Orland and Willows

The Dial-a-Ride zone established for both Orland and Willows is a 1.5-mile radius of City Hall, plus a small neighborhood on the northwest side of Orland around Newville Road and Walnut Avenue. Additionally, special service is available to the Leisure Mobile Home Park (east of Orland), the Willows-Glenn Mobile Home Park (west of Willows) and the Huggins/Canella Drives (west of Orland). A review of the current DAR zones indicates that they encompass all low-income and higher density areas within the city limits and within a reasonable distance of the core of both communities. It is recommended the current DAR zones be maintained with no need to expand the DAR zones.

Expanded Dial-a-Ride to Three Days per Week in Orland and Willows

Currently, DAR service is available on Tuesdays and Fridays from 10:00 AM to 4:00 PM in both Orland and Willows. Surveys indicated most passengers would like to see increased availability, preferably Monday through Friday, or specifically on Monday or Wednesday. . (Mondays and Wednesdays were most often requested on passenger surveys, and medical specialists are available on Mondays in Willows). Under this alternative, service would be expanded to include service on Monday from 10:00 AM to 4:00 PM in both Orland and Willows. This would add 204 hours of service in Orland annually and 247 hours of service in Willows annually, incurring marginal operating costs of $4,500 and $6,080, respectively, as shown in Table 30. Based on an elasticity model, it is estimated the ridership would increase by 230 passenger-trips annually in Orland and 450 passenger-trips annually in Willows. Applying the current average fares, the annual fare revenue would be an estimated $590 in Orland and $1,150 in Willows. The annual subsidy required would therefore be $3,910 in Orland and $4,930 in Willows.

Expanded Dial-a-Ride to Four Days per Week in Willows

Willows DAR has nearly 50 percent more ridership than the Orland DAR. It is therefore appropriate to consider one additional day of service in Willows. Adding two days of service (Monday and Wednesday) would have an added operating cost of $12,150 and would increase ridership by an estimated 820 passenger-trips annually. This would require an annual subsidy of $10,060, as shown in Table 30.

TABLE 30: Glenn Transit Transit Service Alternatives
FY 2013-2014 Ridership and Cost Analysis of Services

Alternative	Marginal [1] Operating Characteristics: Vehicles Required [3]	Marginal [1] Operating Characteristics: Total Annual: Veh. Serv. Miles [4]	Marginal [1] Operating Characteristics: Total Annual: Veh. Serv. Hours [5]	Marginal [1] Operating Characteristics: Total Annual: Operating Cost [6]	Ridership Impact [7] (One-Way Trips): Daily	Ridership Impact [7] (One-Way Trips): Annual	Annual: Farebox Revenue [7]	Annual: Marginal [1] Subsidy Required
Status Quo--Glenn Ride Transit Services [2]								
Glenn Ride	2	170,326	6,195	$346,191	201	60,437	$105,732	$240,459
Dial-A-Ride Orland	1	1,020	408	$9,008	10	1,020	$2,603	$6,405
Dial-A-Ride Willows	1	1,989	494	$12,154	19	1,989	$5,076	$7,078
Volunteer Medical Transportation	--			$33,905	--	666	--	$33,905
Total	*4*	*3,009*	*902*	*$401,258*	*230*	*64,112*	*$113,411*	*$287,847*
Intercity Options								
Revised Schedule: Reduce Run Times	--	--	--	$0	12	3,000	$5,200	-$5,200
Glenn Ride: Additional PM Express Run	--	45,900	700	$71,100	20	5,000	$8,700	$62,400
Dial-a-Ride Options								
Increase DAR to 3 Days per Week in Orland	--	510	204	$4,500	5	230	$590	$3,910
Increase DAR to 3 Days per Week in Willows	--	995	247	$6,080	9	450	$1,150	$4,930
Increase DAR to 4 Days per Week in Willows	--	1,989	494	$12,150	5	820	$2,090	$10,060
Checkpoint Weekly Shopping Service	--	5,520	460	$17,400	23	1,150	$2,930	$14,470

Note 1: Marginal costs/subsidies are those which fluctuate depending on the quantity of service and do not include fixed costs. This is the best measure of changes.

Note 2: Status Quo assumes one year of operations at current (May 2013) service levels.

Note 3: Peak vehicles required to operate service

Note 4: Based on average speed of routes, multiplied by hours of service.

Note 5: Based on current service hours (derived from monthly reports).

Note 6: Operating cost is based on FY 2012-13 actual costs allocated to hourly and per-mile services. For Glenn Ride, $22.91 per revenue hour (contract costs) and $0.61 per vehicle mile (fuel and lubricants). For Dial-a-Ride, $17.84 per hour and $1.66 per mile.

Note 7: Based on Fiscal Year 2012-13 ridership.

Source: LSC Transportation Consultants, Inc.

Weekly Willows Shopping Shuttle – Check Point Service

A relatively popular use of the circulator route operated in 2010-11 was for shopping. Some Individuals found it convenient to be able to board the bus at locations such as Eskaton on Green Street, and go to shopping (such as Wal-Mart and Sani-Food) without making a reservation. While the ridership was not enough to sustain the local routes, a one-day-a-week checkpoint shopping shuttle might fill some of the same needs.

Under this alternative, a "Shopper Shuttle" would operate on a check point route to provide service for shopping. A series of "check point" bus stops would be identified (Eskaton on Green Street, Downtown Willows, the Court House, Glenn Medical Center, Wal-Mart and Sani-Food), and the bus would stop at these locations within a five minute window, serving requested pick-ups between stops. This type of service would provide the convenience of a fixed route by allowing passengers to catch the bus at a pre-determined time, but would also meet the needs of individuals who need door-to-door service. The bus would operate on an hourly headway between 8:00 AM and 5:00 PM.

Operating one weekday of service (Monday or Wednesday) would have an added operating cost of $17,400 and would increase ridership by an estimated 1,150 passenger-trips annually. Reasonable fares would be $1.50 one-way, or $5.00 for requested deviations. ADA and senior passengers would receive a 50 percent discount. The estimated fare revenue would be approximately $2,930, thus requiring an annual subsidy of $14,470 as shown in Table 30.

Comparison of Alternatives: Performance Analysis

A comparison of the service alternatives is presented in Table 31. The operating characteristics of each of the alternatives are shown, with the assumption that each would be individually implemented in addition to or as a replacement of the current services, as appropriate. Alternatives which have qualitative impacts but not quantitative (such as moving the Stony Creek Mall stop) are not included in the comparison. Performance measures of the alternatives can then be evaluated in terms of how the change in service would impact the transit program. A review of this summary indicates the following:

- The impact of the various alternatives on annual ridership ranges from an increase of 230 passenger trips annually (for adding a day of DAR service in Orland) to an increase of 5,000 passenger-trips (for adding a weekday run to the existing Glenn Ride service). Revising the schedule also generates a relatively strong increase in ridership, totaling 3,000 passenger-trips per year.

- The impact on annual marginal subsidy requirements ranges from a decrease of $5,200 (for revising the existing Glenn Ride schedule—which has no cost but increases fares) to an increase of $62,400 (for adding a Glenn Ride weekday run).

- The estimated additional passenger-trips provided per vehicle-hour of transit service ranges from 1.1 (on the added day of DAR in Orland) to 2.5 (for the weekly shopping shuttle) to a high of 7.1 (for an added Glenn Ride run with revised scheduling). This is in comparison to the status quo of 9.8 passenger-trips per hour of service on the Glenn

TABLE 31: Glenn Transit Service Alternatives Performance Measures

Services	Vehicle Hours	Marginal [1] Operating Cost	Ridership	Farebox Revenue	Relative [2] Farebox Ratio	Required Marginal [1] Subsidy	Marginal [1] Subsidy/ Psgr Trip	Passenger Trip per Hour
Status Quo								
Glenn Ride	*6,195*	*$346,191*	*60,437*	*$105,732*	*30.5%*	*$240,459*	*$3.98*	*9.8*
Dial-A-Ride Orland	*408*	*$9,008*	*1,020*	*$2,603*	*28.9%*	*$6,405*	*$6.28*	*2.5*
Dial-A-Ride Willows	*494*	*$12,154*	*1,989*	*$5,076*	*41.8%*	*$7,078*	*$3.56*	*4.0*
Volunteer Medical Transportation	--	*$33,905*	*666*	--	--	--	--	--
RCT Systemwide: Status Quo	*7,097*	*$401,258*	*64,112*	*$113,411*	*28.3%*	*$287,847*	*$4.49*	*9.0*
Alternatives (Impact of Additional Services)								
Revised Schedule: Reduce Run Times	--	$0	3,000	$5,200	--	-$5,200	-$1.73	--
Glenn Ride: Additional PM Express Run	700	$71,100	5,000	$8,700	12.2%	$62,400	$12.48	7.1
Increase DAR to 3 Days per Week in Orland	204	$4,500	230	$590	13.1%	$3,910	$17.00	1.1
Increase DAR to 3 Days per Week in Willows	247	$6,080	450	$1,150	18.9%	$4,930	$10.96	1.8
Increase DAR to 4 Days per Week in Willows	494	$12,150	820	$2,090	17.2%	$10,060	$12.27	1.7
Checkpoint Weekly Shopping Service	460	$17,400	1,150	$2,930	16.8%	$14,470	$12.58	2.5

Note 1: Marginal costs include only variable costs (hourly and mileage) and exclude fixed costs. As a result, subsidies are also "marginal".

Note 2: The farebox ratio is "relative" because it considers marginal costs, not total costs.

Source: LSC Transportation Consultants

- Ride route, and 3.7 on the combined DAR services. Note that revising the schedule, which increases ridership without adding vehicle-hours, cannot be calculated by this measure.

- The marginal subsidy per passenger-trip relates the key public input to transit service (subsidy funding) to the key desired output (passenger-trips). A lower value is "better" in that it indicates a lower funding requirement for every new trip. The best alternative by this measure is the revisions in schedule, which actually save $1.73 in subsidy for every new passenger-trip. Increasing Willow DAR to three days per week is the second best, requiring $10.96 per new passenger-trip, followed by increasing to four days per week ($12.27), followed closely by the additional Glenn Ride run ($12.48).

- The "farebox return ratio" is the ratio of the net change in fare revenues to the total operating costs. The farebox return ratios in Table 31 are relative since they are based on marginal costs, but they offer a basis of comparison. Increasing DAR to three days per week in Willows would offer the best relative farebox ratio at 18.9 percent, followed by four day per week DAR and then the weekly Checkpoint shopping service. Adding a run to Glenn ride would have the lowest relative farebox return ratio (12.2 percent) followed by the three-day per week DAR in Orland.

Overall, this performance analysis indicates that the better alternatives are the revisions to the schedule and the provision of a third day of DAR in Willows, with the weekly shopping Checkpoint service and addition of an eighth Glenn Ride run also offering reasonable performance measures.

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Chapter 8
Marketing Strategies

INTRODUCTION

People use transit services for a myriad of reasons. While many are dependent on transit due to a lack of resources or limited mobility, others choose transit for its environmental benefits or the convenience of the service. To maximize the positive experience for all passengers and encourage ridership growth, a well-developed marketing program is essential. The role of transit marketing is not only to increase ridership, but to make the community at large aware of the benefits of transit. This Chapter reviews the current marketing program and recommends strategies to further advance marketing.

MARKETING

Transit marketing in rural areas is a particular challenge because the rural transit agency is typically dealing with a small target audience and a small budget. Marketing tools in a rural area can include the following:

Branding: Transit vehicles and bus stops/amenities are a transit system's form of "packaging." They are the most visible and cheapest communication tool. The image they create is a reflection of how the public views the transit system.

Glenn Ride's buses and bus stop signs all use a uniform logo which is attractive and distinctive. The Riders' Guide also uses the familiar Glenn Ride log and coloring.

Passenger Information/Riders Guide: A transit system's passenger guide provides directions for using the product and is a promotional tool. It should work well for both purposes. Information should be provided in an attractive format, but should be completely functional as well. For function, the guide should provide a map, bus stop locations, a schedule, fares, transfer information, and tell how to get assistance.

GTS's newly designed rider's guide suits both purposes to an extent. It is an attractive 11x17 color brochure. The schedule is provided, but it is listed by area rather than by time, which is very confusing and difficult to follow. Additionally, the maps on the guide are on a very small scale with very small print. The following improvements are suggested for the Rider's Guide:

- Increase the font size on the map, and blow up the inset maps.
- Revise the list of stops/times to show in order of time, not by city.
- Not every stop needs to be shown. Minor stops only a minute or two from the previous stop can be eliminated.
- The brochure should include links to get information on the Glenn Dial-a-Ride, B-Line and Butte College Service (preferably a web site and phone number for each).

- The Chico Transit Stop should include both an arrival time and departure time so patrons can determine what connections are available to B-Line.

- A line row should be inserted under the North Valley/Pillsbury Road stop which lists the times of departure of the Butte College Chico Route 1 bus (with an asterisk for the runs that stop at the Chico Butte College campus).

The layout of the brochure is otherwise very functional and attractive, and all basic information about planning trips, fares, rules of conduct, et cetera, is well displayed.

Passenger Information/Online Information: Transit passengers are increasingly using the internet, and therefore it is a useful tool for the transit organization. In addition to trip-planning tools, it is imperative that rural transit systems maintain a user-friendly, updated website.

Searching for "Glenn Ride" brings viewers to a page linked to the Glenn County Department of Planning and Public Works Agency site. There is a brief introduction about the services that are available, including information about special service program eligibility. This introduction ends with a phone number to contact Public Works for more information. The paragraph is followed up with a transit savings calculator, which is a common promotion tool many transit agencies provide. The page then identifies ParaTransit Services as the current provider and includes a contact name, phone number and email address. The viewer can also click on a link to the schedule (but not the full transit brochure).

While the information provided is useful, there is a significant lack of basic information, including the dates and hours of service (particularly for Dial-a-Ride), fares, and holidays. This information should be provided in bold font, with clickable links for details. Furthermore, the layout should be provided in the familiar color scheme (green font for headlines) with the Glenn Ride logo so that viewers are instantly aware that they are on the correct page. Viewers are uncertain by looking at the page which number they should call for transit information, as both the PPWA and Paratransit phone numbers are provided.

Testimonial Advertising: Transit systems inevitably have grateful passengers. The transit agency should let the rider tell their story. This can be done as a newspaper story, as part of a flyer or poster, or as a radio spot. Identify regular passengers on your transit system (a single mom, a student, a disabled passenger, a local politician, etc) and ask why they ride, what they like about the service, and how transit personally helps them. Sharing this with the public can be inspirational and put your transit system in a positive light.

Public Presentations: Public speaking is the ultimate low cost marketing tool. It shows confidence in your message and is a great image builder (if done well). It puts a face on the transit organization. It can be done interactively so that the speaker can answer questions and convey customized information. The target audience would likely be seniors, students, social service program clients, and employee groups. Presentations to schools and the college, businesses, employers, social services, senior residences, senior centers, and neighborhood associations would therefore be appropriate. The presentation can be tailored for non-users as well. Speaking to members of civic and business organizations enables the transit agency to set

up an identity as part of the community. It is also useful to present to decision makers and elected officials to maintain a positive image.

Bus Displays: The information on vehicle head signs and internal bulletin display boards on the buses are highly visible to passengers. It is important that the information contained within these displays is attractive, informative and quickly conveys information.

Social Media

Mirroring the rest of society, transit services are increasingly using social media as part of a comprehensive marketing strategy. The proportion of Americans using social media in 2010 was 61 percent. Even among older adults, social media use is substantial, and growing: 47 percent of persons age 55 to 64 used social media sites (up from 10 percent only the year before), while the proportion of persons age 65 and above more than doubled between 2009 and 2010. All ethnic groups are embracing mobile technologies (including social media): a Pew Center study found that 80 percent of non-Hispanic whites owned a cell phone, while fully 87 percent of both Hispanic and African-American non-Hispanics owned a cell phone.

The Transit Cooperative Research Program's Synthesis 99: Uses of Social Media in Public Transportation provides a good summary of current practices in US transit systems (though it focuses on systems serving larger cities. Survey results in this document indicate that the most prevalent platform for social media use is Twitter, which is used by 86 percent of respondents for distributing agency news, and 77 percent for real-time service alerts. This compares with 80 percent using Facebook for agency news and 49 percent for service alerts. Facebook is used more prevalently for feature stories and contests/promotions. In comparison, other platforms (YouTube, LinkedIn, individual blogs) had substantially lower use levels.

Social media is found by transit agencies to be particularly useful in communicating with existing riders (keeping "brand loyalty" by distributing real-time information about services, in particular), as well as distributing general service information. It has been found to be relatively effective in reaching everyday riders (such as commuters) as well as students/young adults, and moderately effective in reaching minorities, persons with disabilities, and seniors.

One potential issue with social media is concern over loss of control of the conversation, as the public responds to social media posts in negative or inappropriate ways. This can be controlled by focusing social media efforts on "outgoing" messages (such as real-time service information bulletins), and posting a policy to only respond to comments received through more controlled channels, such as phone calls or email.

A more significant issue is the staff time needed to conduct social media marketing. A survey of seven small urban/rural systems indicates that, on average, they devote approximately 24 staff hours per week to social media efforts. While these systems are all substantially larger than Glenn Ride, this does indicate the substantial time (and costs) that could be incurred by a full social media effort. Given the limited funding available to GTS and the competing funding needs, it would be important for any such effort for GTS to be limited to no more than a few hours per week of staff time.

Based upon this review, a recommended social media marketing strategy for Glenn Ride consists of the following:

- *Create and Maintain a Twitter Account* – Twitter is particularly useful for transit services in providing real-time service information, as it is more readily accessible by a wider range of cell phones and smartphones. California transit systems that maintain Twitter accounts include Tri-Delta Transit, Roseville Transit, and Torrance Transit, along with many larger systems. Glenn Ride could create a Twitter account which would allow it to send operational updates instantly to followers. Announcements could be made regarding schedule delays, transfers, fare specials, etcetera. This would require dispatch or management staff to regularly create postings, but this is a fast and efficient method for releasing timely, short messages.

- *Email List* – These same messages could also be distributed via email, for those that would prefer this option. Once the Twitter message has been created, it would be a matter of only a few minutes to also send out the email to a maintained list of those requesting email alerts. This may include social service agencies and others in office environments that could then pass the information along to program participants. Individuals would be invited to receive emails by creating announcements on the website, posting flyers on buses and at stops and other prominent activity centers. Social Services, the senior center, and Butte Community College staffs could all be enlisted to provide information on subscribing to emails. Each email sent out would offer an opportunity to unsubscribe, but nonetheless, email maintenance would still be required.

GTS would need to develop policies with regards to the social media efforts, including who is authorized to make postings, the level of service interruption that warrants a post, appropriate messaging, and how to handle incoming posts and messages. Once these policies are developed in an appropriate manner, however, it is expected that the additional staff time could be accommodated among existing administrative and dispatch staff.

Traveler Information Systems

With the widespread use of texting cellphones and smartphones, transit systems are increasingly investing in transit planning tools to provide information to passengers (and potential passengers) that can make transit use more convenient. There are two elements that merit consideration: advance trip planning, and real-time transit information.

Advance trip planning consists of websites that can allow a passenger to input their desired trip origin/destination and departure time and be provided with detailed options on how to complete their trip on transit. The most prevalent site is Google Transit. To participate, GTS would need to provide detailed information on stop location (including deviation stops) and schedules. Transit systems that already provide this service include Redding Area Bus Authority, Yuba-Sutter Transit, Plumas Transit, Lassen Rural Bus and Yolobus, among others.

Real-time travel information systems allow a passenger to receive information regarding when the next bus will serve their stop (including the impacts of traffic delays), as well as to watch a real-time map of the buses in operation. This is particularly useful in improving the overall

convenience of transit, in that a rider can time their departure for their trip to the bus stop to minimize wait time. A commonly used vendor of this type of service is Nextbus. Transit systems already using this service include Amador Transit, Unitrans, and Eastern Sierra Transit.

The B-Line in Chico uses "B-Line Tracker" which allows passengers to text a bus stop code and instantly to receive a text back listing the arrival times of the next buses by route.

Regional Coordination

As an intercity transit service which connects to B-Line, Butte College Buses, Amtrak and Greyhound in Chico, as well as potential new regional services, it is important for Glenn Ride management and contract staff to maintain good communication with these providers. In particular, Glenn Ride should be aware of changes to the Butte College bus schedule so connections will continue to be convenient for passengers on both systems. This can best be accomplished by holding regular bi-annual meetings to discuss any planned service changes, and to identify how each service might best serve their patrons.

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Chapter 9
Capital Alternatives

INTRODUCTION

The continued success of the transit program, as well as any potential improvements, depends on the ongoing provision of reliable equipment and facilities. This chapter evaluates the ongoing needs of the transit program as well as any potential new capital needs related to the service alternatives. In particular, this chapter evaluates the vehicle replacement needs, facility needs (maintenance and operations), and passenger amenities needs. The revenue for capital costs will be primarily through Federal and State Capital grants. These funding sources and the financial plan for purchasing capital equipment are discussed in Chapter 10.

VEHICLE NEEDS

This Short Range Transit Plan evaluates the retirement schedule and replacement schedule of the existing fleet, and reviews the need for any additional vehicles, as discussed below.

Replacement Vehicles

Glenn Transit Service currently has a fleet of twelve vehicles, eight of which are in "active" status (insured and available for use). Two 40-passenger vehicles are presently needed in use for the Glenn Ride service, and two 15-passenger vehicles are needed for peak DAR service, so that four vehicles are back-up. However, while this appears to be a high spare ratio, none of the spares are adequate for the Glenn Ride service. The Glenn Ride passenger loads are as high as 35+ passengers, while the largest back-up vehicles only carry twenty-two passengers.

Two of the four "inactive" vehicles are past their useful life and should be retired, and two which are no longer needed should be sold (see vehicles #74, 75, 88 and 89 in Table 32). The vehicles were purchased for local circulator service and New Freedom service which were unsuccessful. Vehicles #76 and 77 are due for replacement in 2016. These are back-up vehicles for the Glenn Ride service. Only one vehicle is needed for back-up, so one should be retired in 2016, and the other should be replaced with a larger vehicle suited for back-up for the Glenn Ride service (a cost of approximately $525,000).

All four DAR vehicles (#84, 85, 86 and 87) are due for retirement in 2018. Two are needed in regular service, with one as back-up. It would be appropriate to retire one, maintain one in back-up service, and replace two of the vehicles, as shown in Table 32. Transit staff has indicated that a smaller passenger van with a lift and wheelchair tie-downs would be more appropriate for the DAR service than the current small buses. Such vans as DAR replacement DAR vehicles cost approximately $50,000 each. The total cost of replacing vehicles during the plan period is estimated to be $625,000.

New Vehicles

None of the recommended alternatives require any additional vehicles.

TABLE 32: Glenn Transit Service Vehicle Replacement Requirements

Vehicle Number	Year	Chassis Make	Body Make	Fuel Type	Fixed Seats	Wheel-Chair	Bike Rack	Length	2/5/2014 Mileage	Replacement Schedule	Status	Primary Use	Suggested Replacement Schedule / Estimated Cost [1] 2014-15	2015-16	2016-17	2017-18	2018-19
74	2006	Blue Bird	Medium-Heavy Duty	Diesel	28	2	2	31'		1/1/2013	Inactive	To be sold	Retire				
75	2006	Blue Bird	Medium-Heavy Duty	Diesel	28	2	2	31'		1/1/2013	Inactive	Emergency Back-up	Retire				
76	2008	Glaval/GMC	Medium Duty	Diesel	22	2	2	32'	182,851	12/2016 or 300K miles	Active	Glenn Ride Back-up		Retire			
77	2008	Glaval/GMC	Medium Duty	Diesel	22	2	2	32'	170,694	12/2016 or 300K miles	Active	Glenn Ride Back-up		$525,000			
90	2012	Gillig Low Floor	Heavy Duty	Diesel	39	2	2	40'	69,626	12/1/2024	Active	Glenn Ride Route					
91	2012	Gillig Low Floor	Heavy Duty	Unleaded	39	2	2	40'	55,426	12/1/2024	Active	Glenn Ride Route					
84	2009	Starcraft	Type II	Unleaded	15	3	0	23'	44,442	12/2018 or 150K miles	Active	DAR Back-up				$50,000	
85	2009	Starcraft	Type II	Unleaded	15	3	0	23'	44,677	12/2018 or 150K miles	Active	DAR				Retire	
86	2009	Starcraft	Type II	Unleaded	15	3	0	23'	38,310	12/2018 or 150K miles	Inactive	Out of Service				$50,000	
87	2009	Starcraft	Type II	Unleaded	15	3	0	23'	37,032	12/2018 or 150K miles	Active	DAR				Place in Back-up	
88	2009	Starcraft	Type II	Unleaded	15	3	0	23'		12/2018 or 150K miles	Inactive	Out of Service	Sell				
89	2009	Starcraft	Type II	Unleaded	15	3	0	23'		12/2018 or 150K miles	Inactive	Out of Service	Sell				
										Total by Year			$0	$525,000	$0	$100,000	$0
										Total for Plan							$625,000

Buses # 74, 75, 88 and 89 (see Table 14) should be retired as soon as possible.

Note 1: Assumes a 3 percent annual rate of inflation.

Source: Glenn County Department of Public Works & LSC Transportation Consultants, Inc.

PASSENGER AMENITIES

The quality of a passenger's experience while waiting for a bus is an important factor in their overall perception of transit as a mobility option, particularly among those with ready access to a car. The importance of bus stop amenities (especially shelters) is heightened both by the limited schedule of transit services (which increases waiting time at stops) as well the often high temperatures in the region. Below is a discussion of bus stop improvements for the plan period.

Bus Stop Signs

Glenn Ride has bus stop signs at all but a few regular stops. Current signs have the Glenn Ride name in green print consistent with the recognizable color scheme also used on their vehicles and riders' guide, though many of the signs are faded by weather. In Chico, B-Line generously allows Glenn Ride to post signs on the B-Line sign poles. The locations of stops with and without signs are listed in Table 33.

Bus stop sign requirements are as follows:

- *Colusa and Wood, Willows*: the stops on the east and west sides of Colusa require installation of poles and signs.

- *Sacramento at Sycamore, Willows*: there is currently a sign on the southwest corner of this intersection. However, to accommodate express runs (where the bus would turn right), it is recommended the stop be relocated and sign moved to the northwest corner of the intersection. This stop also warrants a bench, as discussed below.

- *Laurel at Yolo Street, Willows*: these stops which serve the Human Resources Agency (HRA) on the north and south side of the street locations are currently without signs. However, ridership is extremely low (one boarding on the north side, one alighting on the south side were observed during surveys). Ridership here should be monitored as it may be this stop should be eliminated from the route, or made an on-demand stop (which would not require signs).

- *Stony Creek Mall/Cortina Drive, Orland*: it is recommended that the current Stony Creek Mall stop will be relocated to the east and west sides of Cortina Drive, which will require the installation of two poles with signs.

- *Relocate North Side Walker and 4th Street Stop, Orland*: it is recommended that the current bus stop on the north side of Walker Street near the Bank of America be relocated to the west in front of the Orland Meat Processors. The current stop has inadequate curb length.

- *East Street at Yolo, Orland*: the stops on the east and west sides of East Street require installation of poles and signs.

- *East Avenue, Chico* (between Highway 32 and Kennedy Avenue, Chico): this is currently the first Glenn Ride stop in Chico. A Glenn Ride sign is needed on the B-Line sign pole.

TABLE 33: Glenn County Passenger Amenity Requirements

Bus Stop Locations		Ave. Daily	Existing Amenities [4]		
Community	*Stop Location*	*Boardings [1]*	*Sign [2]*	*Bench [3]*	*Shelter*
Willows	Glenn County Public Works	6	√	√	
Willows	Memorial Park (north side)	4	√	√	√
Willows	Glenn Medical Center (north side)	11	√	√	√
Willows	Eskaton, Green Street (north side)	1	√	√	√
Artois	Grove Motel	3	√	√	
Artois	Artois Market	2	√	√	√
Orland	Stony Creek Mall	8		√	
Orland	4th and Walker (south side)	12	√	√	√
Orland	4th and Walker (north side)	4	√	√	
Orland	Senior Center (Walker & A St., south side)	6	√	√	
Hamilton City	3rd / Los Robles (south side)	6	√	√	√

Bus Stop Locations		Ave. Daily	Needed Amenities			New
Community	*Stop Location*	*Boardings [1]*	*Sign*	*Bench*	*Shelter*	*Stop*
Willows	Colusa at Wood	2	√			
Willows	Sacramento at Sycamore (west side)	6		√		
Willows	Laurel Street at Yolo	1	√			
Willows	WalMart	14		√	√	
Orland	Cortina Drive (new--east side)[5]	6	√	√	√	√
Orland	Cortina Drive (new--west side)[5]	2	√			√
Orland	4th and Walker (north side--relocated west)	4	√	√		√
Orland	CVS Market	11		√	√	
Orland	Hwy 32 & Road M 1/2 (south side)	14		√	√	
Orland	East / Yolo Streets (east side)	2	√			
Orland	East / Yolo Streets (west side)	2	√			
Hamilton City	3rd and Los Robles (north side)	6		√		
Chico	East Avenue at Hwy 32 (south side)	1	√			
Chico	Nord at Sacramento (east side)	4	√			
Chico	Nord at 8th Avenue (east side)	2	√			
Chico	Hwy 32 and East (east side)	5	√			
Chico	Nord at 8th Ave. (new--west side)	--	√			√
Chico	Nord at Sacramento (new--west side)	--	√			√
Chico	Amtrak (5th & Orange--west side)	--	√			√
Chico	Enloe Hospital (Esplanade/5th--west side)	--	√			√
Chico	Cohasset / Parmac (new--south side)	--	√			√
Chico	Cohasset / Rio Lindo (new--south side)	--	√			√
Chico	East near Esplanade (new--north side)	--	√			√
Chico	East near Cussick (new--north side)	--	√			√

Note 1: Average daily boarding based on boarding / alighting counts conducted in September, 2013.
Note 2: Not all stops with signs are listed, but all stops needing signs are listed.
Note 3: Bench located next to building at Stoney Creek mall is provided by owners; bench at senior center in Orland is owned by the center.
Note 4: Glenn Ride stops in Chico share B-Line amenities, not listed here.
Note 5: Boarding at Cortina Drive is based on current boardings at Stony Creek Mall.
Source: Glenn PPWA, Paratransit Inc, and LSC Transportation Consultants, Inc.

- *Nord Avenue and 8th Street, Chico*: This is a B-Line stop, but the pole is too short to include a Glenn Ride sign. GTS should work with the Butte County Association of Governments (BCAG) and B-Line to determine if it is possible for GTS to replace the pole with a taller one.

- *Nord Avenue at Sacramento, Chico*: A Glenn Ride sign is needed on the the B-Line sign pole.

- *Highway 32 at East Avenue, Chico*: this is currently the last Glenn Ride stop outbound from Chico. It is not a B-Line stop and is currently without a sign. A pole and sign (and bench, as described below) are needed at this location.

- *Chico Counter-clockwise Direction Signs*: Re-aligning the Glenn Ride Route in a counter-clockwise direction in Chico will require adding signs to eight existing B-Line bus stops, as shown in Table 33.

For all passenger amenities in Chico, GTS will need to coordinate with the Butte County Association of Governments (BCAG) and B-Line to determine the feasibility of adding signs to existing poles, as well as the potential for installing necessary poles for new signs.

Bus stop signs should be regularly checked and maintained. If signs are vandalized or showing age, they should be replaced. There are currently approximately sixty signed stops, and up to eighteen new signs will be needed, including those in Chico on existing B-Line stops to facilitate operating the Glenn Ride route in a counter-clockwise direction.

Bus Stop Shelters and Benches

There are six shelters for the Glenn Ride service (not including those at B-Line stops), and five more stops with benches only, as shown in Table 33. Onboard surveys conducted in September 2013 indicated that passengers desire additional benches and shelters systemwide. Based on typical standards for rural transit, it is recommended stops which average more than five passenger boardings per day should have a bench, while stops which average ten or more passenger boardings per day should have a shelter. Additionally, stops with a high number of elderly or disabled passengers should have a bench or shelter. Based on these guidelines, the amenities needed are shown in Table 33. In total, there is a need for three benches and four shelters, as described below:

<u>Benches</u>

- *Sacramento at Sycamore, Willows*: A bench is needed based on an observation of six daily boardings. However, this stop currently is located on the southwest corner of the intersection. For express runs and in case the Laurel Street stop is eliminated, the stop should be relocated to the northwest corner of the intersection.

- *3rd and Los Robles, Hamilton City (north side)*: A bench is needed based on an estimate of six daily boardings.

- *Walker and 4th Street, Orland (north side)*: As this stop will be relocated, it will be easier to install a new bench rather than relocate the current one.

In addition, the stops at Highway 32 and M½, Orland (north side) as well as at 6th and Canal Street, Hamilton City had five daily boardings based on one day of observations. Regular monitoring of these stops over a week will help determine if benches are warranted.

Shelters

- *Wal-Mart, Willows:* This stop is one of the busiest on the Glenn Ride route (14 observed boardings during a day of surveying). Currently, the bus enters the first of two driveways to the parking lot on the west end of the lot, the heads north to stop at the west end of the Wal-Mart where a sign is affixed to a concrete pillar (there is a trash receptacle, but no bench or shelter); the bus then exits the second driveway. The City has previously explored the option of placing a shelter next to the Wal-Mart. Should the opportunity arise where the bus could be redirected to enter the second driveway where it would head south to serve the stop and exit the first driveway, this would be desirable

- *CVS Market (9th and Walker), Orland:* This stop is also popular for boardings (11 outbound, 3 inbound), warranting a shelter.

- *Cortina Drive, Willows (east side)*: This stop is recommended to replace the stop at Stony Creek Mall. Although there were only an average of six daily boardings counted in the outbound direction, the nearby senior housing indicates there may be a high percentage of seniors using the stop, and a shelter is therefore recommended.

- *Highway 32 and Road M ½, Orland:* This stop has 14 average daily boardings, warranting a shelter.

GTS should coordinate with business owners at locations where bus stops are on private properties, such as at Wal-Mart and CVS. It is often a benefit to businesses to have a bus service to their location, and many private entities are willing to help pay for the bus stop amenities. For example, the Wal-Mart located in Crescent City, California, paid for two new shelters and curb improvements to accommodate passengers. Providing a shelter helps to keep waiting passengers in a smaller area, reducing the potential for property damage.

It is recommended that GTS budget $10,000 in 2014/15 to add signs, benches and shelters, and budget $5,000 each remaining year of the plan to continue to update and replace passenger amenities. The priority should be to install new signs for the clockwise loop, and for stops without signage where possible, and then to add benches and shelters at stops with the highest boarding activity.

FACILITY NEEDS

For effective operations, the transit program must have adequate administrative and operations space, as well as facilities for housing and maintaining the vehicles. These facilities and the needs over the Short Range Transit Plan are evaluated below.

Transit Program Administration

Administration of the transit program is provided by the Glenn County Planning and Public Works Agency, which is housed in the County Offices located on North Colusa Street in Willows. The building includes a front reception area, offices, a small staff room, bathrooms and conference room, and is functional for housing the transit administrative staff currently and over the time-frame of the plan period.

Day-to-day operations are provided by the contract staff located at North Butte Street in Willows. This location includes a front reception / dispatch area, a management office, a small conference / training space, a staff lounge area, a few lockers, and a small restroom. The space is adequate for operations over the next five years.

Vehicle Storage and Maintenance

All GTS vehicles are stored at the lot on North Colusa Street in Willows, with the exception of one DAR vehicle which is kept in Orland for service there in order to reduce deadhead time and miles. This facility is a large, fenced-in, gravel-surface lot shared with other County operations. The GTS vehicles are parked uncovered and must travel over the gravel surface each day, which creates dust and potentially nicks the vehicles' surfaces. Leaving the vehicles uncovered in the harsh weather conditions of the central valley has caused excessive fading of the paint surface, making the vehicles appear older than their true age. At a minimum, a paved, covered area is needed to protect the longevity of the vehicles.

Maintenance for the vehicles is conducted by the County fleet operations, which has a maintenance bay and an area for hosing off the vehicles. This has been adequate for maintaining the vehicles, but is not ideal. The 40-foot buses do not fit well in the maintenance bay, and the vehicle washing equipment is not properly suited for the large buses. Ideally, a bus barn should be developed within the timeframe of this Short Range Transit Plan. Several elements for housing and maintaining the GTS fleet are discussed below:

- Enclosed Parking – Optimally, buses would be sheltered from the elements in an enclosed structure, and would be adequate to accommodate a minimum of three full-sized buses as well as four dial-a-ride vehicles. As there is adequate land to access both sides of a structure, a series of bays each accommodating two buses with doors on both ends would allow all buses to be enclosed while also allowing each to enter and exit the building without the need to move a second vehicle. This would require approximately 4,800 square feet of floor area, which needs not be heated. At a minimum, covered parking is needed to protect the vehicles from the harsh summer heat of the Central Valley.

- Maintenance Bay -- In addition to the covered storage, there is a need for a maintenance bay large enough to handle the 40-foot buses, as well as storage for vehicle parts and maintenance equipment. Providing adequate space for adjacent tools and benches, the maintenance bay requires approximately 1,500 square feet of floor area. Including 300 square feet for parts storage, an area of 1,800 is needed for these functions.

- Wash Bay (Automatic Bus Wash System) -- Currently, buses are washed by the County fleet operations staff using an outside area with hoses and drainage. Under these conditions, it is time consuming and difficult to wash the large 40-foot buses. One option would be to include a bus-washing station as part of the bus barn above. Installing an automatic bus washing system could reduce labor costs and more efficiently wash the vehicles. One type of wash system commonly used for a small bus programs such as GTS's would be a gantry-type system. In a gantry-type system, the bus parks in the wash bay and the wash system proceeds back-and-forth over the bus. This system is commonly used for washing automobiles, as it uses sensors to position the brushes and/or nozzles to wash the vehicle; these types of systems are generally able to wash a variety of vehicles. Automatic bus washing systems vary significantly in cost depending on how simple or complex the wash system, as well as the amount of preparation required for installing the system. A simple washer that uses brushes just on the sides of the buses, applies soap, and rinses the bus costs approximately $110,000, whereas a more complex washer that wraps around the buses, applies multiple cleanings and possibly rinses with a reverse osmosis process will cost in the range of $220,000 or more. A reasonable planning number for a simple turn-key automatic bus washing system for GTS would be $150,000.

As shown in Table 34, this facility (totaling 8,100 square feet in floor area) would cost an estimated $762,000 in direct construction costs. Including contingency, bonding, design, contractor overhead & profit, equipment and general condition costs, an estimated cost for budgeting purposes would be $1,240,000.

Security Improvements

As GTS replaces its vehicles, it will continue to equip the vehicles with video surveillance. Video surveillance on transit vehicles reduces confrontations between passengers and between passengers and drivers, reduces vandalism on the vehicles, and can potentially be used as a resource should any litigation occur from incidents on the bus. Cameras are a worthwhile investment for the transit system. A single camera on a transit bus costs approximately $1,600, or four cost approximately $5,000 (interior/exterior). This equates to approximately $5,000 per large vehicle, and $1,600 per small vehicle (van): equipping buses over the plan period will therefore cost in the range of $8,500, including inflation.

TABLE 34: Glenn Transit Services Maintenance Building

DESCRIPTION	QTY	UNIT	UNIT PRICE	TOTAL ESTIMATE
Bus Storage	4,800	SF	$90	$432,000
Maintenance Bay	1,500	SF	$100	$150,000
Wash Bay	1,500	SF	$100	$150,000
Part Storage	300	SF	$100	$30,000
Total	8,100	SF		$762,000
SUBTOTAL				$762,000
CONTINGENCY (5%)				$38,100
SUBTOTAL				$800,100
BOND				$8,000
GENERAL CONDITIONS (8%)				$64,000
SUBTOTAL				$872,100
O & P (15%)				$130,800
TOTAL CONSTRUCTION COST				**$1,002,900**
Design				$80,000
Wash Equipment				$150,000
TOTAL DESIGN AND CONSTRUCTION				**$1,232,900**
TOTAL ORDER OF MAGNITUDE ESTIMATE				***$1,240,000***

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Chapter 10
Financial Resources

INTRODUCTION

Transit programs rely on multiple sources of funding. This chapter discusses the funding programs and potential funding opportunities available for public transit. Funding is affected by local and national economic vitality, as well as local decision making. For each funding source listed, the current status of the program is discussed to the extent possible, as well as current and potential use of the funding sources by GTS. While this Chapter identifies funding sources, a detailed financial plan will be developed in the Plan Chapter of this document.

Current Sources of Funding for Glenn Transit Services

The revenue sources required to support Glenn Transit Service's administration, operations and maintenance are drawn from a number of sources. Currently, the largest source of income for GTS is Local Transportation Funds (LTF) funds, which account for 72 percent of operating revenues. This is followed by fares (14 percent) and the FTA Section 5311 program (13 percent). These sources of funding and any potential to increase funding levels for Glenn Transit Services are discussed below.

FEDERAL TRANSIT FUNDING SOURCES

The Federal Transit Administration (FTA) administers a variety of public transit grant programs across the nation. The latest legislation for funding federal surface transportation programs is MAP-21, the *Moving Ahead for Progress in the 21st Century* Act (P.L. 112-141), signed into law on July 6, 2012. Funding surface transportation programs at over $105 billion for fiscal years (FY) 2013 and 2014, MAP-21 is the first long-term highway authorization enacted since 2005 (which was extended ten times). MAP-21 is intended to create a streamlined and performance-based surface transportation program building on many of the highway, transit, bike, and pedestrian programs and policies established in 1991. Below is a description of the various grant programs, some of which are new, and some of which have been consolidated or changed from previous programs.

NEW PROGRAMS UNDER MAP-21

FTA Section 5339 Bus and Bus Facilities Program

A new formula grant program is established under Section 5339, 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. Authorized funding is $422 million in FY 2013 and $428 million in FY 2014. Each year, $65.5 million is allocated with each State receiving $1.25 million and each territory (including DC and Puerto Rico) receiving $500,000. The remaining funding is distributed by formula based on population, vehicle revenue miles and passenger miles. This program requires a 20 percent local match. The demand for this grant funding will be very high, making it a very competitive funding source.

FTA Section 5326 Asset Management Provisions

MAP-21 requires FTA to define the term "state of good repair" and create objective standards for measuring the condition of capital assets, including equipment, rolling stock, infrastructure, and facilities. Based on that definition, FTA must then develop performance measures under which all FTA grantees will be required to set targets. All FTA grantees and their subrecipients are required to develop transit asset management plans. These plans must include, at a minimum, capital asset inventories, condition assessments, and investment prioritization. Each designated recipient of FTA formula funding will be required to report on the condition of its system, any change in condition since the last report, targets set under the above performance measures, and progress towards meeting those targets. These measures and targets must be incorporated into metropolitan and statewide transportation plans and transportation improvement programs (TIPs). FTA supports this effort through technical assistance, including the development of an analytical process or decision support tool that allows recipients to estimate their capital investment needs over time and assists with asset investment prioritization.

CONSOLIDATED PROGRAMS UNDER MAP-21

FTA Section 5311 Rural Area Formula Grants

This program provides capital, planning, and operating assistance to support public transportation in rural areas, defined as areas with fewer than 50,000 residents. Funding is based on a formula that uses land area, population, and transit service. The program remains largely unchanged with a few notable exceptions:

- *Job access and reverse commute activities eligible:* Activities eligible under the former Job Access and Reverse Commute (JARC) program, which provided services to low-income individuals to access jobs, are now eligible under the Rural Area Formula program. In addition, the formula now includes the number of low-income individuals as a factor. There is no floor or ceiling on the amount of funds that can be spent on job access and reverse commute activities.

- *Tribal Program:* The Tribal program now consists of a $25 million formula program and a $5 million discretionary grant program. Formula factors include vehicle revenue miles and the number of low-income individuals residing on tribal lands.

- *Other Programs:* The set-aside for States for administration, planning, and technical assistance is reduced from 15 to 10 percent. The cost of the unsubsidized portion of privately provided intercity bus service that connects feeder service is now eligible as in-kind local match.

The FTA 5311 grant program has been an important revenue source for Glenn Transit Service in the past. In California, a 16.43 percent local match is required for capital programs and a 47.77 percent match for operating expenditures. The bulk of the funds are apportioned directly to rural counties based on population levels. The remaining funds are distributed by Caltrans on

a discretionary basis and are typically used for capital purposes. Glenn Transit Services received $108,694 in FTA Section 5311 funds in 2012-13 and anticipates $188,970 for 2013-14.

FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities

This program provides formula funding to increase the mobility of seniors and persons with disabilities. Funds are apportioned based on each State's share of the targeted populations and are now apportioned to both non-urbanized (for all areas with population under 200,000) and large urbanized areas (over 200,000). The former New Freedom program (5317) is folded into this program. The New Freedom program provided grants for services for individuals with disabilities that went above and beyond the requirements of the Americans with Disabilities Act (ADA). Activities eligible under New Freedom are now eligible under the Enhanced Mobility of Seniors and Individuals with Disabilities program.

Projects selected for funding must be included in a locally developed, coordinated public transit-human services transportation plan; and the competitive selection process, which was required under the former New Freedom program, is now optional. At least 55 percent of program funds must be spent on the types of capital projects eligible under the former section 5310 -- 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 remaining 45 percent may be used for: public transportation projects that exceed the requirements of the ADA; public transportation projects that improve access to fixed-route service and decrease reliance by individuals with disabilities on complementary paratransit; or, alternatives to public transportation that assist seniors and individuals with disabilities. Using these funds for operating expenses requires a 50 percent local match while using these funds for capital expenses (including acquisition of public transportation services) requires a 20 percent local match.

GTS procured and used New Freedom funds for a pilot ride-to-work program from January, 2010 to December 2011, which was discontinued due to high costs and low ridership.

STATE TRANSIT FUNDING SOURCES

Transportation Development Act Local Transportation Fund Program

A mainstay of funding for transit programs in California is provided by the Transportation Development Act (TDA). The major portion of TDA funds are provided through the Local Transportation Fund (LTF). These funds are generated by a 1/4 cent statewide sales tax, returned to the county of origin. The returned funds must be spent for the following purposes:

- Two percent may be provided for bicycle facilities per TDA statues. (Article 4 and 4.5)
- Up to five percent may be claimed by a CTSA for its operating costs, purchasing vehicles or purchase of communications and data processing equipment. (Article 4.5)
- The remaining funds must be spent for transit and paratransit purposes, unless a finding is made by the Transportation Commission that no unmet transit needs exist that can be reasonably met. (Article 4 or 8)

- If a finding of no unmet needs reasonable to meet is made, remaining funds can be spent on roadway construction and maintenance purposes. (Article 8)

TDA-LTF funds allocated to the Glenn Transit Services program in FY 2011/12 totaled $534,553. In FY 2013/14, LTF funding increased to $581,066. In FY 2013-14, LTF is anticipated to increase to $798,000. GTS reserves some of this funding for planned capital purchases (currently, there is $499,300 in capital reserve, with $162,000 reserved to build a bus barn).

State Transit Assistance (STA) Funds

In addition to LTF funding, the TDA includes a State Transit Assistance (STA) funding mechanism which is derived from the statewide sales tax on diesel fuel. Statute requires that 50% of STA funds be allocated according to population and 50% be allocated according to operator revenues from the prior fiscal year. STA funds have been inconsistent, with none received in FY 2009-10; $225,100 received in FY 2010-11; $126,500 in FY 2011-12, and $169,700 in FY 2012-13. Glenn Transit Services anticipates $115,000 to $130,000 of STA funds in FY 2013-14.

OTHER REVENUE SOURCES

Passenger Revenues

Passenger revenues are an important source of revenue. Fares can be very flexible in that they can be reduced for portions of the population (such as the elderly and disabled) that are least able to pay. When the available supply of transit service is exceeded by demand, fares can ration service so those who most need the service (and are thus most willing to pay) are provided with service.

The current fare structure for Dial-a-Ride services is $3.00 per trip with advanced reservations, and $5.00 per trip for same day reservations. This is a common and reasonable rate for DAR.

The Glenn Ride fare structure is very straightforward: $1.50 for in-County fares; $2.00 for Out-of-County fares, and $45 for a monthly (30-day) day pass. As discussed below, the out-of-county fares are relatively low considering the distance of travel in comparison with other systems. The farebox return ratio averages approximately 14 percent systemwide, exceeding the 10 percent minimum required. Nonetheless, given the low fares and high mileage of the route, it is worth reviewing options for increasing fares.

Peer Review of Glenn Ride Fares

A helpful exercise in determining the appropriate level for fares is to examine other transit systems which offer routes of similar distances, and to look at the fares for those services. Transit systems were selected which operate under similar conditions (rural and/or agriculturally based areas operating local dial-a-ride services as well as regional or intercity routes). Within these transit programs, the single-ride fares and monthly pass fares of routes of varying distances were identified, as shown in Table 35. The Glenn Ride in-county service (Willows to Orland, 18 miles) and out-of-County service (Willows to Chico, 28 miles) were used as a point

TABLE 35: Rural Long-Distance Transit Fare Review, 2014

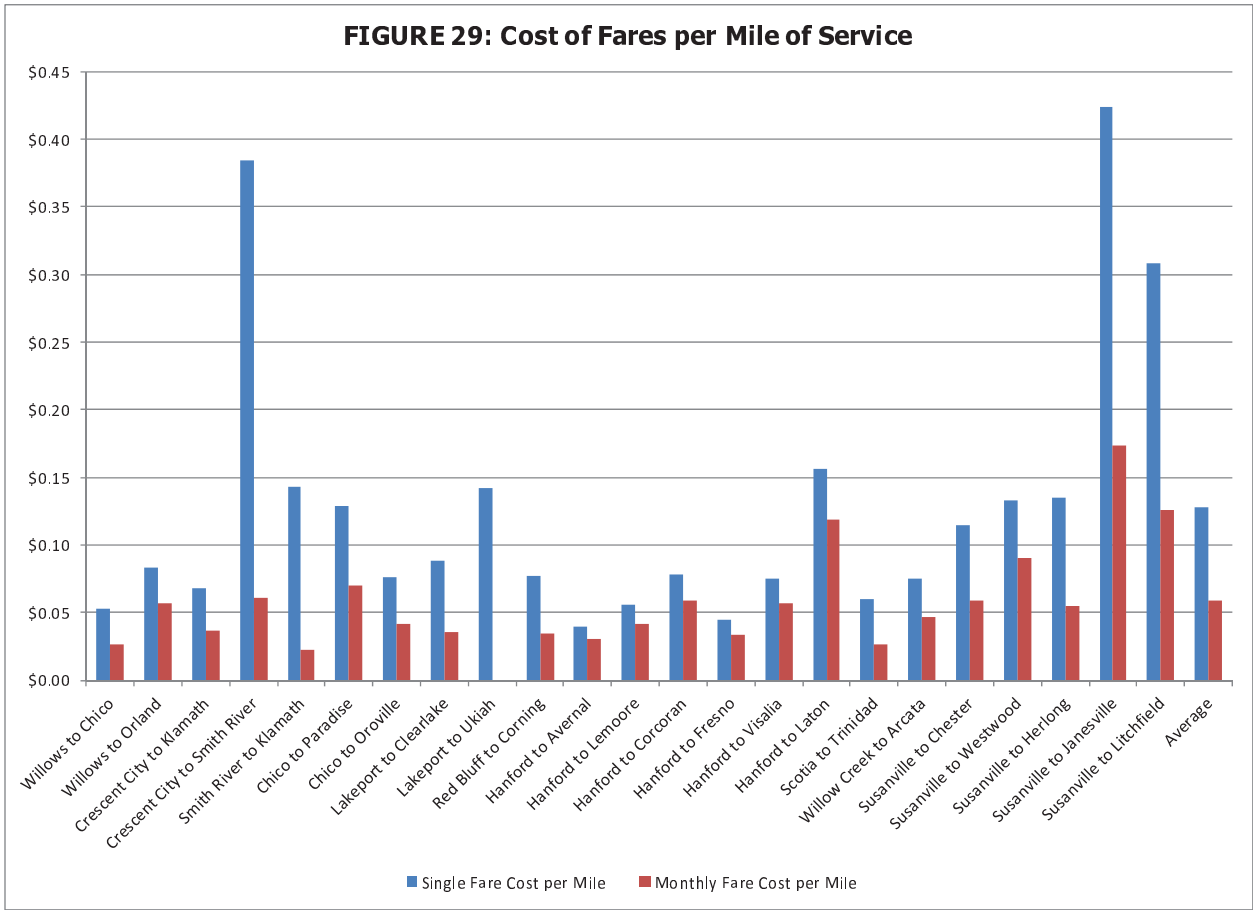
Provider / Route	One-Way Trip Distance	Fares: Single-Ride Fare	Fares: Monthly Pass	Average Fare per Mile: Single-Ride Fare	Average Fare per Mile: Monthly Pass	Average Fare per Passenger Trip: Single-Ride Fare	Average Fare per Passenger Trip: Monthly Pass
Glenn Ride							
Willows to Orland	*18*	*$1.50*	*$45.00*	*$0.08*	*$0.06*	*$1.50*	*$1.02*
Willows to Chico	*38*	*$2.00*	*$45.00*	*$0.05*	*$0.03*	*$2.00*	*$1.02*
Redwood Coast Transit (RCT)							
Crescent City to Klamath	22	$1.50	$35.00	$0.07	$0.04	$1.50	$0.80
Crescent City to Smith River	13	$5.00	$35.00	$0.38	$0.06	$5.00	$0.80
Smith River to Klamath	35	$5.00	$35.00	$0.14	$0.02	$5.00	$0.80
B-Line							
Chico to Paradise	14	$1.80	$43.00	$0.13	$0.07	$1.80	$0.98
Chico to Oroville	24	$1.80	$43.00	$0.08	$0.04	$1.80	$0.98
Lake County Transit							
Lakeport to Clearlake	26	$2.25	$40.00	$0.09	$0.04	$2.25	$0.91
Lakeport to Ukiah	35	$5.00	--	$0.14	--	$5.00	--
Tehama County TRAX							
Red Bluff to Corning	20	$1.50	$30.00	$0.08	$0.03	$1.50	$0.68
Kings Area Rural Transit KART							
Hanford to Avenal	37	$1.50	$50.00	$0.04	$0.03	$1.50	$1.14
Hanford to Lemoore	27	$1.50	$50.00	$0.06	$0.04	$1.50	$1.14
Hanford to Corcoran	19	$1.50	$50.00	$0.08	$0.06	$1.50	$1.14
Hanford to Fresno	34	$1.50	$50.00	$0.04	$0.03	$1.50	$1.14
Hanford to Visalia	20	$1.50	$50.00	$0.08	$0.06	$1.50	$1.14
Hanford to Laton	10	$1.50	$50.00	$0.16	$0.12	$1.50	$1.14
Redwood Transit System (RTS)							
Scotia to Trinidad	50	$3.00	$59.00	$0.06	$0.03	$3.00	$1.34
Willow Creek to Arcata	40	$3.00	$82.00	$0.08	$0.05	$3.00	$1.86
Lassen Rural Bus (LRB)							
Susanville to Chester	35	$4.00	$90.00	$0.11	$0.06	$4.00	$2.05
Susanville to Westwood	23	$3.00	$90.00	$0.13	$0.09	$3.00	$2.05
Susanville to Herlong	37	$5.00	$90.00	$0.14	$0.06	$5.00	$2.05
Susanville to Janesville	12	$5.00	$90.00	$0.42	$0.17	$5.00	$2.05
Susanville to Litchfield	16	$5.00	$90.00	$0.31	$0.13	$5.00	$2.05
Average of Peers	27	$2.90	$57.60	$0.13	$0.06	$2.90	$1.31
Ratio of Glenn Ride to Peer Average							
Willows to Orland	67%	52%	78%	62%	93%	52%	78%
Willows to Chico	141%	69%	78%	39%	44%	69%	78%

Note 1: Assuming 44 one-way passenger trips monthly.

Source: LSC Transportation Consultants; Compiled from transit websites, February 2014.

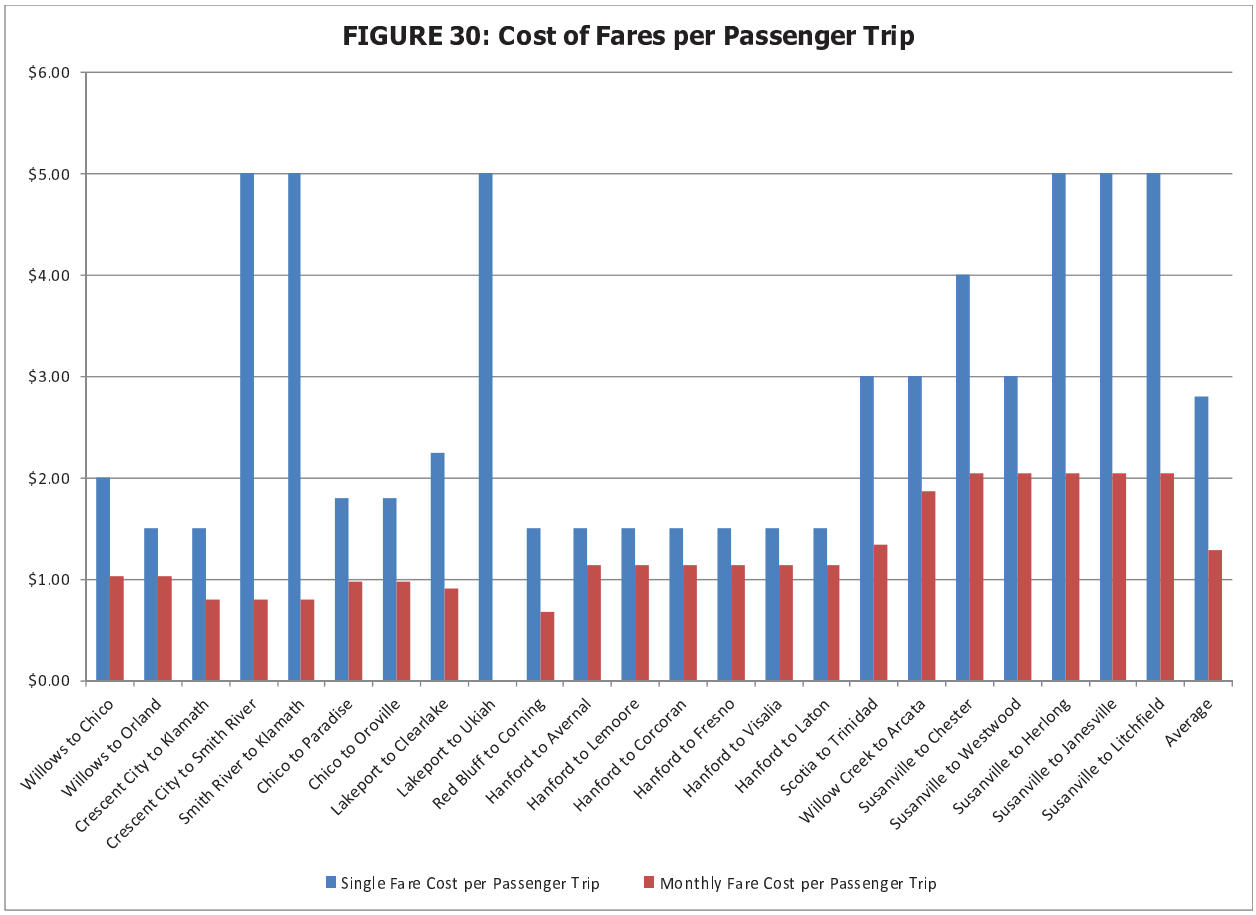
of comparison. These routes were compared to other rural routes ranging from 10 miles to 50 miles in distance, with an average of 27 miles overall. Single, general public fares ranged from a low of $1.50 to a high of $5.00, with an average single fare of $2.80. Monthly passes for the general public ranged from a low of $30.00 to a high of $90.00, with an average monthly pass fare of $56.45. To get a better understanding of how these fares impact the passengers and to determine the rate of return to the transit system, the cost per mile of service and cost per passenger trip were evaluated.

The cost per mile of service on Glenn Ride is $0.08 for the single ride fare and $0.06 for the monthly pass for a typical in-county trip, and $0.05 for the single ride fare and $0.03 for the monthly pass for a typical out-of-county trip (this assumes two one-way trip per weekday for the monthly pass, or forty-four trips per month). On average, the single ride fare is higher for peer transit systems at $0.13 per mile for single fare trips and $0.06 per mile for monthly passes, as shown in Figure 29. On peer transit programs, therefore, more fare revenue is collected per mile of service, particularly for single-ride fares. The peers also generally offer a greater monthly pass discount in relation to the single fare than that offered on Glenn Ride.



The cost paid per passenger trip on Glenn Ride is $1.50 for the single ride fare and $1.02 for the monthly pass for a typical in-county trip, and $2.00 for the single ride fare and $1.02 for the monthly pass for a typical out-of-county trip (again, basing the monthly trip rate on two round-trips per weekday), as shown in Figure 30. This compares to the peer average of $2.80 for a single fare, or $1.28 per trip using the monthly pass. Again, the peer programs collect significantly more per passenger trip, and have a slightly greater discount for the monthly pass relative to Glenn Ride's fares.

This analysis indicates that Glenn Rides fares are low relative to peer transit programs, particularly the single-ride and monthly pass fare for out-of-county trips. Because the single-ride fares are relatively low, the monthly pass does not offer as proportionally high a discount as among peers.



Fare Increases

One positive aspect of the Glenn Ride fare structure is that it is simple, which makes it easy for passengers to know what the service costs and easy for the operator to collect and track fares. Therefore, any increases in fares should continue to maintain the simple structure of single-ride fares (at in-county versus out-of-county rates) and one price for the monthly pass.

Table 36 shows the current fare levels by fare type, and the ridership and revenue that were generated under each rate in 2012-13. Then three scenarios are presented with different fare increases to determine the impact on ridership and revenue.

Under Alternative 1, the out-of-county cash fare would be increased to $2.50. Using an elasticity model, it is estimated the ridership would drop by 1,926 trips. However, the increased fare would generate $10,058 in additional revenue for a net revenue gain. In fact, each of the alternatives (which are shown with increasing fares) would generate additional revenue, although this would be associated with a decrease in overall ridership.

Based on the analysis shown, any of these increases is a benefit to the transit program in terms of revenue, although the larger increases have a more negative impact on ridership numbers.

TABLE 36: Estimated Ridership Impact of Fare Increases

		Fare Rate	Ridership	Revenue
Current Fare Structure				
Single-Ride Fares [1]	In-County	$1.50	19,217	$28,826
	Out-of-County	$2.00	29,748	$59,496
Monthly Pass Fares [2]	In-County	$45.00	1,610	$2,578
	Out-of-County	$45.00	6,286	$10,067
Total Annual			56,861	$100,967
Alternative 1: Increase Out-of-County Single Fare to $2.50				
Single-Ride Fares [1]	In-County	$1.50	19,217	$28,826
	Out-of-County	$2.50	27,822	$69,554
Monthly Pass Fares [2]	In-County	$45.00	1,610	$2,578
	Out-of-County	$45.00	6,286	$10,067
Total Annual			54,935	$111,025
Change			-1,926	$10,058
Alternative 2: Increase In-County Single Fare to $2.00, Out-of County Single Fare to $3.00 and Monthly Pass to $50.00				
Single-Ride Fares [1]	In-County	$2.00	17,628	$35,256
	Out-of-County	$3.00	26,341	$79,023
Monthly Pass Fares [2]	In-County	$50.00	1,576	$2,805
	Out-of-County	$50.00	6,155	$10,952
Total Annual			51,700	$128,036
Change	Change		-5,161	$27,069
Alternative 3: Increase In-County Single Fare to $2.00, Out-of County Single Fare to $3.50 and Monthly Pass to $50.00				
Single-Ride Fares [1]	In-County	$2.00	17,628	$35,256
	Out-of-County	$3.50	25,150	$88,027
Monthly Pass Fares [2]	In-County	$50.00	1,576	$2,805
	Out-of-County	$50.00	6,155	$10,952
Total Annual			50,510	$137,040
Change	Change		-6,351	$36,073

Note 1: Single-ride fares include cash fares, Butte College single-ride fares, and Far Northern single-ride fares.
Note 2: Monthly passes are reported as in-county or out-of-county.
Source: LSC Transportation Consultants, Inc.

Advertising Revenue

Many transit systems typically use advertising on their vehicles and at passenger facilities to raise additional revenue. Advertising on the outside of buses raises the most revenue, followed by advertising at shelters or on benches. Advertising inside buses may bring in significant revenue in urban areas, but usually is not effective in rural areas. One reason advertising on buses is attractive to advertisers is that buses are highly visible and provide a "traveling" advertisement. However, this valuable resource can also be used by the transit system to "brand" itself. GTS has a contract with a firm to sell advertising, where the firm retains a portion of the advertising fee. To date, no advertising has been sold. Glenn Ride is not in territory ideal for advertising, and having the salesperson out-of-area (Lake County) may also be a disadvantage.

Chapter 11
Glenn Transit Service Short Range Transit Plan

INTRODUCTION

In light of the characteristics and transit needs of the plan area, as documented in previous sections of this report, the following Short Range Transit Plan has been developed for the Glenn Transit Services. This Plan is intended to address the following factors:

- The needs for transit services within Glenn County and to other areas outside of the county.
- The desire of the GTS to maintain operations within a fiscally constrained and sustainable financial plan, while also making necessary capital improvements.
- The need to address service efficiency issues through schedule and route improvements, management, financial, and service modifications.
- The requirements of the Americans with Disabilities Act.

The plan elements recommended below are presented in detail in previous chapters, and readers are encouraged to refer to these previous chapters for additional information. The plan recommendations summarize the plan elements, and are incorporated into an overall financial and implementation plan.

GLENN TRANSIT SYSTEM SERVICE PLAN

Based on the results of the alternatives analysis, financial constraints, and the goals of the transit program, following service elements are recommended, as described below.

Implement Schedule Changes on Glenn Ride Route

As described in Chapter 7, the schedule should be revised to reduce overall travel time for Butte County residents traveling to Chico, to better meet the needs of commuters coming from Chico and to improve connections with B-Line departures at the Chico Transit Center, while continuing to meet the Butte College buses at Pillsbury Road in Chico. Additionally, the revised schedule will create more express service on peak commuter runs. Modifications were made to the schedule changes discussed in Chapter 7 in response to comments by staff and a week-long analysis of boarding and alighting activity at key locations. The specific recommended changes for the schedule changes are as follows:

- Express Run #1—Revise to make more direct; later departure; better B-Line connections at Chico Transit Center; shorter layover for students at Pillsbury:
    - Willows Outbound: depart at 5:25 AM from Glenn Public Works; stay on Sycamore (not serving Laurel Street); would serve Wal-Mart on demand.

- Orland Outbound: exit at Newville Road; turn south onto 9th Street; turn left on Walker, and stay on Walker through town. Would not serve Stony Creek or Yolo Street.
- Hamilton City Inbound and Outbound: stay on 4th Street, not serving 3rd Street.
- Chico: serve the loop in a counter-clockwise direction, arriving at Chico Transit Center at 6:39 AM and departing at 6:43 AM; stay on Esplanade past Enloe Hospital; serve Pillsbury Road at 6:53 AM instead of 6:30 AM (transfers to Butte College Bus are at 7:10 AM)
- Orland Inbound: Stay on Highway 32 through town; turn left at Walker and 8th to stay on Walker; turn right on Tehama to serve CVS; turn left onto Newville Road to Interstate 5 South. Would not serve Yolo Street or Stony Creek Mall.
- Willows Inbound: serve Wal-Mart on demand; take Wood to Villa to Sycamore (would serve Laurel Street on demand). Arrive back at Glenn Public Works at 7:53 AM.

- Run #2—Revise to make better B-Line connections in Chico:

  - Depart at 6:15 AM instead of 6:30 AM
  - No route changes before Chico
  - Chico: serve the loop in a counter-clockwise direction; arrive at the Chico Transit Center at 7:43 AM, departing at 7:50 AM (connecting with B-Line 7:50 AM departures); serve Pillsbury Road at 8:00 AM instead of 7:58 AM (transfers to Butte College Bus are at 8:14 AM)
  - Arrive back at Glenn Public Works at 9:26 AM

- Runs #3 through #6: No changes

- Express Run #7—Revise to make more direct, both directions.
  - Willows Outbound: depart at 5:05 PM from Glenn Public Works; serve Human Resources Agency and Wal-Mart on demand.
  - Grove Motel and Artois Market still served on demand.
  - Orland Outbound: exit at Newville Road; turn south onto 9th Street; turn left on Walker, and stay on Walker through town. Would not serve Stony Creek or Yolo Street.
  - Hamilton City Outbound: stay on 4th Street, not serving 3rd Street.
  - Chico: arrive at Pillsbury Road at 6:10 PM (receive transfers from Butte College route, also arriving at 6:10 PM); stay on Esplanade past Enloe Hospital; arrive at Chico Transit Center at 6:30 PM and depart at 6:40 PM.
  - Orland Inbound: Stay on Highway 32 through town; turn left at Walker and 8th to stay on Walker; turn right on Tehama to serve CVS; turn left onto Newville Road to Interstate 5 South. Would not serve Yolo Street or Stony Creek Mall.
  - Willows: serve Wal-Mart at 7:44 PM; arrive at Glenn County Public Works at 7:58 PM

The advantages of the schedule changes are that the express runs #1 and #7 are made more direct with reduced layover times, and the counter-clockwise Trip #2 better allows commuters to arrive at the Chico Transit Center for transfers to work and also reduces layover times. This plan will better meet the needs of students through more direct service and therefore shorter

travel times, and will better meet the needs of commuters by shifting the schedule to meet traditional work schedules, creating a better commute service from Glenn County to Butte County.

These changes will result in a negligible overall reduction of revenue hours and miles of service. However, the added convenience of reduced travel time, earlier arrival in Chico in the morning and earlier arrival in Willows in the evening is forecast to generate an estimated increase in ridership of 2,800 passenger trips annually, generating $4,900 in additional fare revenue.

Add 8th Run on Glenn Ride Route, Pending Review of Funding Availability in 2016

In 2016, if ridership remains steady or is growing and the funding appears stable or increasing, GTS should consider adding an eighth run at the end of the operating day. This will expand Glenn County residents' ability to use transit service for commuting and college travel, and is included for implementation in FY 2016-17 in the financial plan.

Add Additional Weekday of Dial-A-Ride in Willows

The review of DAR ridership and demographics indicates that a third day of DAR service would be beneficial in Willows and would attain reasonable performance measures. Service should be added on a Monday or Wednesday from 10:00 AM to 4:00 PM. This will add 247 hours of service annually, incurring marginal operating costs of $6,080. Ridership is expected to increase by an estimated 450 passenger-trips annually. Applying the current average fares, the annual fare revenue will increase by an estimated $1,150. The increase in annual subsidy required is therefore estimated to be $4,930. This will give local residents greater flexibility in accessing shopping, medical appointments and other activities.

Route Modifications

In addition to the route changes as part of the schedule revision, two stops should be relocated. The Stony Creek Mall stop should be moved out of the private parking lot and onto Cortina Drive, with stops on the east and west side of the streets. This change will reduce the potential for traffic and pedestrian conflicts in the parking lot, will speed up the boarding and alighting of passengers, and will increase the visibility of the transit system with signage and a new shelter.

Additionally, the stop on Sycamore Street at Sacramento Street in Willows should be moved from the southwest corner of the intersection to the northwest corner to accommodate runs where the Human Resources Agency is not served in the outbound direction.

Finally, under this plan several of the runs will operate in a clock-wise rather than counter-clockwise direction in Chico. This will require adding Glenn Ride signs to existing B-Line signs at existing stops, as discussed in Chapter 9

Coordinate with Tehama County/TRAX

Tehama County and TRAX are considering operating a route to Orland which would connect with Glenn Ride. This would improve the inter-regional travel opportunities for residents from Tehama County, Butte County and Glenn County. Staffs from TRAX and Glenn Transit Services

need to coordinate to develop efficient routes that meet the needs of both Glenn and Tehama County residents. In order to be beneficial to both transit systems, coordination efforts should focus on minimizing dwell time; developing of a stop in the Orland vicinity with sufficient capacity to accommodate two buses; fare and transfer policies; and frequency of service.

CAPITAL PLAN

The GTS Capital Plan outlines the equipment needed to maintain a safe and reliable vehicle fleet, as well as recommendations for security and passenger amenities. The GTS vehicle replacement program will maintain vehicle reliability and provide appropriately-sized vehicles. Additionally, GTS will be adding passenger amenities to continually improve bus stop locations. The year-by-year capital plan is shown in Table 37.

Vehicle Fleet Improvements

Over the course of the next ten years, GTS will need to replace 3 of its 12 vehicles and retire 6 vehicles. This will help maintain a favorable spare ratio with appropriately-sized vehicles. The vehicles are estimated to cost $40,000 for DAR vans and $525,000 for a 40-foot Glenn Ride bus. Using a two percent annual inflation rate, the cost of vehicle replacement is shown in Table 37 to be $620,400 over the five year planning period.

Improvements to Passenger Amenities

As presented in detail in Chapter 9, approximately eighteen additional bus stop signs need to be installed, along with four shelters and three benches. This effort will initially cost approximately $10,000, as shown in Table 37. Ongoing maintenance and regular upgrades of amenities is expected to cost an estimated $5,000 annually through the planning period, for a five year cost estimated at $30,000.

Information and Security Improvements

For security purposes, it is recommended that GTS purchase and install cameras on all replacement vehicles as they are purchased. As shown in Tables 37, this capital equipment is programmed for FYs 2015-16 and 2017-18, and will cost an estimated $8,500.

Bus Maintenance and Storage Facility

In order to protect the considerable investment of the transit vehicles owned by GTS, it is recommended a bus maintenance building be built at the current Glenn County yard. This facility will include covered bus storage, a maintenance bay large enough to maintain the 40-foot buses, storage area for parts and equipment, and a bus wash. In addition to providing improved facilities for vehicle maintenance and cleaning, the ability to store buses out of the sometime-harsh weather conditions will extend their useful life and appearance. The facility is programmed for FY 2015-16 at a cost of $1,250,100, as shown in Table 37.

TABLE 37: Glenn Transit Services Capital Plan

Project Description		Estimated FY14-15	Projected FY15-16 [1]	Projected FY16-17 [1]	Projected FY17-18 [1]	Projected FY18-19 [1]	**5-Year Total**
Glenn Transit Replacement Vehicles [2]							
Glenn Ride Intercity Buses	#	0	1	0	0	0	$1
	cost	$0	$535,500	$0	$0	$0	**$0**
Dial-a-Ride Buses	#	0	0	0	2	0	$2
	cost	$0	$0	$0	$84,900	$0	**$84,900**
Total Number of Vehicles		0	1	0	2	0	$3
Total Vehicle Cost		*$0*	*$535,500*	*$0*	*$84,900*	*$0*	*$620,400*
Miscellanous Capital Equipment [2]							
Bus Stop Shelters and Signage		$10,000	$5,000	$5,000	$5,000	$5,000	**$30,000**
Security Camera Systems on Replacement Buses		$0	$5,100	$0	$3,400	$0	**$8,500**
Bus Barn [3]		$0	$1,240,000	$0	$0	$0	**$1,240,000**
Total Miscellaneous Capital Equipment Costs		*$10,000*	*$1,250,100*	*$5,000*	*$8,400*	*$5,000*	*$1,278,500*
Total Glenn County Capital Costs		**$10,000**	**$1,785,600**	**$5,000**	**$93,300**	**$5,000**	**$1,898,900**

Note 1: Assumes 2 percent annual rate of inflation.
Note 2: See Table 39 for planned funding sources.
Note 3: See Table 34 for detailed cost analysis.
Source: Glenn Public Works and LSC Transportation Consultants, Inc.

MARKETING PLAN

Marketing Program

Like many transit programs, GTS has a limited marketing program. Typically, it is recommended that approximately three percent of an operating budget is devoted to marketing, but in reality, few transit systems feel they can afford this amount (GTS does not have a specific fund dedicated to marketing, but has spent less than 0.5 percent on advertising and brochures). Nonetheless, most transit managers realize the value of marketing, and never is marketing more critical than when service changes are occurring.

Chapter 8 outlined specific tools which GTS can use to conduct marketing, including the following specific recommendations:

- *Revise the Riders' Guide*
  - Show trips in order of service (not in order of community).
  - Include arrival and departure times at the Chico Transit Center. A row should be inserted under the North Valley/Pillsbury Road stop which lists the times of departure of the Butte College Chico Route 1 bus (with an asterisk for the runs that stop at the Chico Butte College campus).
  - Show only major stops (such as those currently in bold)
  - Increase font size and inset sizes on map.
  - Include links to get information on the Glenn Dial-a-Ride, B-Line and Butte College Service (preferably a web site and phone number for each).

- *Improve Online Information*
  - On easily searched link with GTS logo and colors, show hours and dates of Glenn Ride and DAR service, including holidays; fare rates and how to purchase fares.
  - Provide clickable links for details, such as schedules, routes, rules for riding, reservation procedures, and etcetera.
  - Provide a contact number to obtain additional information

- *Take advantage of low cost marketing*
  - News releases
  - Community-based marketing (presentations to senior centers, etcetera)

- *Use Social Media*
  - Create and maintain a Twitter Account. Twitter is particularly useful for providing real-time service information.
  - Develop and maintain an email List – the same messages that go out on Twitter could also be distributed via email, for those that would prefer this option.

- *Use Traveler Information System*
  - Implement a program such as "Nextbus" to provide passengers up-to-the-minute information about bus arrival times

FINANCIAL PLAN

Modifications to Fares

GTS currently meets its systemwide minimum farebox return ratio (exceeding it on Glenn Ride, and nearly meeting it on DAR). However, given that the trip distances are generally long and fares are low in comparison to peer transit systems, as well as the likelihood that fuel prices will continue to rise, it is appropriate to increase fares. It is recommended in 2014/15 that the single-ride fare for out-of-county trips be increased to $2.50 and the monthly pass be increased to $50.00. (Single ride fares for travel within Glenn County would remain at current levels.) These fare increases would bring the single-fare prices for out-of-county trips more in line with peer transit systems operating similar distances, and would also reflect a more appropriate monthly-pass discount in relation to the single-ride fares. The financial plan includes the ridership and fare revenue impacts of this increase. Given the current funding outlook and farebox return ratio of the transit system, no additional fare increases are foreseen for the planning period.

Fund Transit Operations and Capital Programs through Existing Local, State, and Federal Programs

It is recommended that GTS's existing funding programs be relied upon over the coming five years to fund ongoing operating costs and capital improvements. A year-by-year financial plan is presented in Tables 38. Specifically, the following methodology was followed in developing this plan:

- First, forecasts of annual operating costs were developed, as presented in Table 38. These costs were determined through the evaluation of alternatives in Chapter 7, and also include fixed costs. A two percent annual inflation rate is assumed for each year. The revised schedule for existing Glenn Ride services and the additional day of DAR in Willows are slated for implementation in 2014-15, with an additional evening Glenn Ride run added in 2016-17.

- Next, ridership for each service was estimated, also shown in Table 38. Ridership was also analyzed in the alternatives analysis in Chapter 7. There are slight reductions in the ridership due to the initial fare increase, but overall increases with the implementation of additional services.

- Based on the ridership forecasts, the passenger fare revenues, also presented in Table 38, were next identified. Revenues were estimated using historical average fares collected and including the recommended fare increases. In total, under the plan, farebox revenues are expected to increase from a 2014-2015 base case figure of $130,630 to a 2018-2019 total of $150,430, corresponding to an increase of 17 percent.

The next element necessary in the development of the funding plan is to match the plan operating costs (from Table 38) and capital costs (from Table 37) with revenues, as shown in Table 39. Throughout the planning period, approximately 64 percent of operating revenues will come from LTF funds, 15 percent from fares, and 21 percent from FTA. The remaining funding sources (a portion of the LTF and all of the STA) will be allocated into the capital reserve fund.

It is forecast that adequate revenue can be provided throughout the plan period using these sources.

The capital costs will require use of the Capital Reserves which have been accumulating over the past few years in anticipation of large capital needs as well as FTA and LTF funds, as outlined in Table 39. This plan follows the recommended replacement schedule based on the vehicles' useful life spans. Additionally, numerous capital items and facility improvements are necessary to improve operations and passenger comfort and safety. In total, roughly $1,898,900 is needed for the capital program over the next five years.

The funding plan meets the requirement for local match, with 11.47 percent or more local match for all capital revenues (20 percent for the bus barn), and 50 percent or more local match for operating revenue. While there is no certainty for funding, this plan relies primarily on existing funding sources. It is possible other grant funding opportunities will become available, but GTS should use caution in applying for one-time grants and should aim for sustainable funding sources. The plan elements will increase ridership by 16 percent and increase operating costs by 17 percent. As a result, the GTS transit program will continue to remain cost-effective, and will improve the transit program for residents of Glenn County. Finally, under this plan the capital elements of the transit program, including the fleet, bus stops, and security equipment, will continue to be improved.

TABLE 38: GTS Transit Plan Operating Costs, Ridership and Fare Revenue

Project Description	Projected FY14-15	Projected FY15-16	Projected FY16-17	Projected FY17-18	Projected FY18-19	5-Year Total
PLAN OPERATING COSTS [1]						
Existing Services Contract Costs [2, 3]	$626,850	$639,400	$652,200	$665,200	$678,500	$3,262,150
Impact of Revised Schedule: Reduce Run Times	--	--	--	--	--	$0
Impact of Increase DAR to 3 Days per Week in Willows	$6,100	$6,200	$6,300	$6,400	$6,500	$31,500
Impact of Glenn Ride: Additional PM Express Run	--	--	$73,970	$75,450	$76,960	$226,380
GTS Administrative Costs	$220,800	$225,200	$229,700	$234,300	$239,000	$1,149,000
Total Operating Costs	$853,750	$870,800	$962,170	$981,350	$1,000,960	$4,669,030
ESTIMATED RIDERSHIP [4]						
Existing Services	64,110	65,390	66,700	68,030	69,390	333,620
Impact of Revised Schedule: Reduce Run Times	2,800	2,860	2,920	2,980	3,040	14,600
Impact of Increase DAR to 3 Days per Week in Willows	450	460	470	480	490	2,350
Impact of Glenn Ride: Additional PM Express Run	--	--	5,000	5,100	5,200	15,300
Fare Increase	-2,090	-2,130	-2,180	-2,220	-2,260	-10,880
Systemwide Ridership	65,270	66,580	72,910	74,370	75,860	354,990
ESTIMATED FAREBOX REVENUE [5]						
Existing Services [6]	$113,410	$115,680	$117,990	$120,350	$122,760	$590,190
Impact of Revised Schedule: Reduce Run Times	$4,900	$5,000	$5,100	$5,200	$5,300	$25,500
Impact of Increase DAR to 3 Days per Week in Willows	$1,150	$1,170	$1,190	$1,210	$1,230	$5,950
Impact of Glenn Ride: Additional PM Express Run	--	--	$8,700	$8,870	$9,050	$26,620
Fare Increase	$11,170	$11,390	$11,620	$11,850	$12,090	$58,120
Systemwide Farebox Revenue	$130,630	$133,240	$144,600	$147,480	$150,430	$706,380

Note 1: Assumes an annual inflation rate of 2 percent.
Note 2: Cost of existing services per 2012/13 GTS contract with Paratransit, including fixed costs of $339,010 annually.
Note 3: Marginal Costs based on $22.91 per service hour and $0.61 per mile for Glenn Ride; $17.94 per service hour and $1.66 per service mile for DAR.
Note 4: From Table 30. Ridership is projected to grow at 2 percent annually.
Note 5: Farebox from existing services is estimated based on average fares collected in 2012-13 by service type.
Note 6: Ridership, and therefore farebox revenue, is estimated to increase by 2 percent annually. Assumes a fare increases as discussed in the text.
Source: LSC Transportation Consultants, Inc.

TABLE 39: Glenn Transit Services Financial Plan

Project Description	Projected FY14-15	Projected FY15-16	Projected FY17-18	Projected FY17-18	Projected FY18-19	5-Year Total
OPERATING PLAN						
Total Costs (from Table 38)	$853,750	$870,800	$962,170	$981,350	$1,000,960	$4,669,030
Operating Revenues						
Local Transportation Fund Income [1]	$798,000	$813,960	$830,240	$846,840	$863,780	$4,152,820
State Transit Assistance [2]	$115,000	$115,000	$115,000	$115,000	$115,000	$575,000
Passenger Fares (from Table 38)	$130,630	$133,240	$144,600	$147,480	$150,430	$706,380
FTA Section 5311 [3]	$188,970	$192,750	$196,610	$200,540	$204,550	$983,420
Total	$1,232,600	$1,254,950	$1,286,450	$1,309,860	$1,333,760	$6,417,620
Balance	**$378,850**	**$384,150**	**$324,280**	**$328,510**	**$332,800**	--
CAPITAL PLAN						
Capital Costs (From Table 37) [4]	$10,000	$1,785,600	$5,000	$93,300	$5,000	$1,898,900
Capital Revenues						
Capital Reserve [5]	$1,150	$310,580	$570	$17,180	$570	$330,050
FTA Section 5311(f) Intercity Capital	$8,850	$483,020	$4,430	$960	$4,430	$501,690
FTA Section 5311	--	--	--	$75,160	--	$75,160
FTA Section 5339 [6]	--	$992,000	--	--	--	$992,000
Total	$10,000	$1,785,600	$5,000	$93,300	$5,000	$1,898,900
FUND BALANCE						
Starting Balance	$499,280	$876,980	$950,550	$1,274,260	$1,585,590	--
Income: Net Operating Revenue	$378,850	$384,150	$324,280	$328,510	$332,800	--
Capital Expenses	-$1,150	-$310,580	-$570	-$17,180	-$570	--
Ending Balance	$876,980	$950,550	$1,274,260	$1,585,590	$1,917,820	--

Note 1:Growth rate is estimated to increase at the rate of inflation (2 percent annually).
Note 2: State Transit Assistance annual revenue is assumed to remain unchanged.
Note 3: FTA 5311 and 5311 (f) are assumed to grow at 2 percent annually.
Note 4: Capital unit costs assumed to increase at a 2 percent rate of inflation.
Note 5: Capital Reserve fund is used for local match.
Note 6: FTA Section 5339 is used for bus barn; all other capital in 2015/16 is through reserve or 5311(f).
Source: LSC Transportation Consultants, Inc.

Appendix A
Onboard Survey Instruments and Written Comments

Glenn Ride Passenger Survey Form

Please help improve transit services by answering this survey and returning the form to the surveyor as you leave the bus.

Mark only one response for each question. All responses are confidential. Thank you!

1. What time did you board this bus?
   _____ ☐ AM ☐ PM
2. Where did you board the bus?
   Major cross street _____ & _____
   or description (*i.e. Wal-mart*)_____
3. How did you get to this bus? *How long did it take?*
   ☐ Walked ☐ Drove alone
   ☐ Bicycled ☐ Dropped off ☐ Wheelchair
   ☐ Transferred from Route _____
   ☐ Other *(explain)* _____
   It took _____ *minutes to get to the stop.*
4. Where will you get off this bus?
   Major cross street _____ & _____
   or description _____
5. How will you get to your destination after you get off this bus? *How long will it take?*
   ☐ Walk ☐ Bicycle ☐ Picked up
   ☐ Transfer to Route _____
   ☐ Drive alone ☐ Wheelchair
   ☐ Other *(explain)* _____
   After the bus, it will take _____ *minutes to get to my destination.*
6. Are you travelling round trip by bus today? ☐ Yes ☐ No
7. What is the main purpose of your trip?
   ☐ Work ☐ Recreation/Social/Visiting
   ☐ School/College ☐ Medical/Dental/Social Svcs
   ☐ Shopping ☐ Personal Business
   ☐ Other (list)_____
8. What is the general location of your home?
   Town/Neighborhood _____
   Or nearby cross streets _____&_____
9. How often do you ride the bus?
   ☐ Daily ☐ 2-4 days/week ☐ 1 day/week
   ☐ 1 to 4 days/month ☐ Less than 1 day /month
   ☐ First time
10. How long have you been using the bus service?
    ☐ First time ☐ Less than 6 months
    ☐ 6 months to a year ☐ More than a year
11. Do you use other transit services in the area? If so, which ones?
    ☐ B-line ☐ Glenn Transport Dial-a-Ride
    ☐ Other (list) _____
12. Was there a vehicle that you could have used for this trip instead of the bus? ☐ Yes ☐ No
13. Do you have a driver's license? ☐ Yes ☐ No
14. Do you have a disability that limits driving? ☐ Yes ☐ No
15. Do you require the wheelchair lift to board or exit the bus? ☐ Yes ☐ No
16. How would you make this trip if Glenn Ride was not available? ☐ Ride with someone ☐ Drive my car
    ☐ Taxi ☐ Walk ☐ Bike ☐ Wouldn't make trip
    ☐ Other (list) _____
17. How do you get information about Glenn Transit Services?
    ☐ Printed Schedule ☐ Driver of bus
    ☐ Friend/Co-worker ☐ Telephone
    ☐ Website (specify) _____
    ☐ Other_____
18. What is your age?
    ☐ 12 or younger ☐ 13 to 18 ☐ 19 to 24
    ☐ 25 to 44 ☐ 45 to 64 ☐ 65 or over
19. What is your employment status (*check best answer*)?
    ☐ Full-time employed ☐ Part-time employed
    ☐ Self-employed ☐ Student
    ☐ Retired ☐ Not employed
    ☐ Unable to work ☐ Other _____
20. Please indicate your opinion of the Glenn Ride from 1 to 5 using the list below (*please circle your answer or leave blank if you have no opinion*):

	Poor → Excellent				
a. Service frequency	1	2	3	4	5
b. Location of services	1	2	3	4	5
c. On time performance	1	2	3	4	5
d. Clarity of Riders' Guide	1	2	3	4	5
e. Web Information	1	2	3	4	5
f. Phone information	1	2	3	4	5
g. Fares	1	2	3	4	5
h. Comfort of the ride	1	2	3	4	5
i. Driver courtesy	1	2	3	4	5
j. System Safety	1	2	3	4	5
k. Convenience of bus stops	1	2	3	4	5
l. Bus cleanliness	1	2	3	4	5
m. Stops and shelters	1	2	3	4	5
n. Overall	1	2	3	4	5

What service or customer improvements would you like to see?

21. Increased service frequency? ☐ Yes ☐ No If yes, when? ☐ Earlier *Weekday* ☐ Later *Weekday*
    ☐ Earlier *Saturday* ☐ Later *Saturday* Service ☐ *Sunday* Service ☐ Other (specify) _____
22. New or extended routes? ☐ Yes ☐ No If yes, where? _____
23. Other Comments: _____

Thank you for helping us to improve Glenn Transit Services by participating in this survey!

Forma de encuesta para pasajeros de Glenn Ride

Por favor ayúdenos a mejorar los servicios de transito contestando las preguntas en esta encuesta y devolviendo el formulario al bajar el autobús.

Marque solo una respuesta por pregunta. Todas las respuestas serán confidenciales. ¡Gracias!

1. ¿Qué hora abordo este autobús?
   _____ ☐ AM ☐ PM
2. ¿De dónde abordo este autobús?
   Calles: _____ & _____
   O descripción _____
3. ¿Cómo llego a este autobús? *¿Cuánto duro para llegar?*
   ☐ Caminando ☐ Manejando sola
   ☐ Bicicleta ☐ Aventón ☐ Silla de ruedas
   ☐ Transferencia de otra ruta _____
   ☐ Otro *(explique)* _____
   Tomo _____ minutos para llegar a la parada.
4. ¿Dónde bajara de este autobús?
   Calles: _____ & _____
   O descripción _____
5. ¿Cómo llegar a su destino al bajar de este autobús?
   ¿Cuánto tiempo durara?
   ☐ Caminando ☐ Bicicleta ☐ lo recogerán
   ☐ Transferencia de Ruta _____
   ☐ Manejando sola ☐ Silla de ruedas
   ☐ Otro *(explique)* _____
   Después de este autobús, llevara _____ minutos más para llegar a mi destino.
6. ¿Está viajando viaje Redondo en este autobús hoy?
   ☐ Si ☐ No
7. ¿Cuál es el mayor propósito de este viaje?
   ☐ Trabajo ☐ Recreación/Social/Visita
   ☐ Escuela/Universidad ☐ Medica/Dental
   ☐ De compras ☐ Asunto personal/otro
8. ¿Cuál es la localización general de su casa?
   Cuidad/Vecindad_____
   O intersección de calle más cercana _____&_____
9. ¿Con que regularidad toma el autobús?
   ☐ cada dia ☐ 2 o 4 veces/semana
   ☐ 1 veces/semana ☐ 1 o 4 veces/mes
   ☐ < Una vez por mes ☐ primer tiempo
10. ¿Cuánto tiempo ha usado los servicios de autobús?
    ☐ Primera vez ☐ < 6 meses
    ☐ 6 meses a un año ☐ Más de un año
11. ¿Usted utiliza otros servicios de transporte público en el área? Si es así, cuáles…
    ☐ B-line ☐ Glenn Transport Dial-a-Ride
    ☐ Otros (lista) _____
12. Había otro vehículo que pudo haber usad para este viaje?
    ☐ Si ☐ No
13. ¿Tiene licencia de conducir? ☐ Sí ☐ No
14. ¿Tiene alguna discapacidad que limita su habilidad de conducir? ☐ Sí ☐ No
15. ¿Necesita una rampa de silla de ruedas para abordar y salir del autobús? ☐ Si ☐ No
16. ¿Cómo haría este viaje si Glenn Ride no fuera disponible?
    ☐ Aventón ☐ Con auto propio ☐ Taxi
    ☐ Caminando ☐ Bicicleta ☐ No haría el viaje
    ☐ Otro _____
17. De qué forma recibe información de Glenn Ride?
    ☐ Hoja con horario ☐ Conductor
    ☐ Amigo/Compañero de trabajo ☐ Teléfono
    ☐ Sitio web (especifique) _____
    ☐ Otro_____
18. ¿Cual es su edad?
    ☐ 12 o menor ☐ 13 a 18 ☐ 19 a 24
    ☐ 25 a 44 ☐ 45 a 64 ☐ 65 o mayor
19. ¿Cuál es su estatus de empleo (*marque la mejor respuesta*)?
    ☐ Empleado tiempo completo
    ☐ Empleado medio tiempo ☐ Estudiante
    ☐ Negocio propio ☐ Jubilado ☐ Desempleado
    ☐ No puedo trabajar ☐ Otro _____
20. Por favor denos su opinión de los servicios de Glenn Ride de 1 a 5 usando la lista abajo (por favor circule una respuesta o deje en blanco si no tiene opinión):

		Pobre → Excelente				
a.	Frecuencia de servicios	1	2	3	4	5
b.	Areas de servicios	1	2	3	4	5
c.	Puntualidad	1	2	3	4	5
d.	Claridad de la Guía Riders	1	2	3	4	5
e.	Información de la Web	1	2	3	4	5
f.	Información telefónica	1	2	3	4	5
g.	Costo de servicio	1	2	3	4	5
h.	Comodidad del autobús	1	2	3	4	5
i.	Cortesía de conductor	1	2	3	4	5
j.	Seguridad de Sistema	1	2	3	4	5
k.	Conveniencia de las paradas	1	2	3	4	5
l.	Limpieza del autobus	1	2	3	4	5
m.	Paradas de autobús y refugios	1	2	3	4	5
n.	¿En general?	1	2	3	4	5

¿Qué servicios o mejoramiento para el consumidor le gustaría ver?

21. ☐ ¿Disponibilidad de más servicios? ☐ Si ☐ No Si es así, cuando?
    ☐ Semana más temprano ☐ Semana más tarde ☐ Los sábados más temprano ☐ Servicios los sábados más tarde
    ☐ Servicios los domingos ☐ Otro _____
22. ☐ ¿Rutas nuevas o extendidas? ☐ Si ☐ No Si es así, donde? _____
23. Otros comentarios: _____

¡Gracias por ayudarnos a mejorar los servicios de autobús Glenn Transit Service participando en esta encuesta!

Glenn Transport Dial-A-Ride Survey Form

Glenn Transit Services is conducting a survey that will be used to help improve Dial-A-Ride transit services.
You can help us by answering the questions below and returning the form to the surveyor as you leave the bus.

All responses are confidential. Thank you!

Mark only one response for each question

1. What time did you board the bus for this ride?
   _____ ☐ AM ☐ PM
2. What was your reservation time for this ride?
   _____ ☐ AM ☐ PM to _____ ☐ AM ☐ PM
3. About how long ago did you call for this ride?
   ☐ Today ☐ 3 days in advance
   ☐ 1 day in advance ☐ Repeater Reservation
   ☐ 2 days in advance
4. What is the main purpose of your trip? *(Check only one.)* If you are going home, what was the main purpose of your trip?
   ☐ School/College ☐ Work
   ☐ Shopping ☐ Medical/Dental
   ☐ Senior Center ☐ Personal Business
   ☐ Recreation/Social
   ☐ Other_____
5. If the Dial-A-Ride service was not available, how would you have made this trip?
   ☐ Walk ☐ Drive ☐ Get ride ☐ Take taxi
   ☐ Take Fixed Route bus service
   ☐ I would not have made this trip
   ☐ Other_____
6. How often do you use the Dial-A-Ride service?
   ☐ Once/week ☐ 2-4 Days/Month
   ☐ Twice/Week ☐ 1 or Less Day/Month
   ☐ First Time
7. Do you use any of the following other area transit services? *(Mark all that apply)*
   ☐ Glenn Ride ☐ B-Line ☐ Other _____
   ☐ Volunteer Medical Transport
8. If you only use the Dial-A-Ride service, what is the reason?
   ☐ I am not aware of the other services
   ☐ I enjoy using door-to-door service
   ☐ Disability makes use of fixed route bus difficult
   ☐ Bus stop is too far from my home
   ☐ Difficult to take grocery/shopping bags on bus
   ☐ Other_____
9. What is the general location of your home?
   Town/Neighborhood _____
   Or nearby cross streets_____ / _____
10. What is your age?
    ☐ 12 or younger ☐ 13 - 18 ☐ 19 - 24
    ☐ 25 - 61 ☐ 62 - 74 ☐ 75 or older
11. Do you require the wheelchair ramp to board or exit the bus? ☐ Yes ☐ No
12. Do you have a driver's license? ☐ Yes ☐ No
13. Was there a vehicle that you could have used for this trip instead of Dial-A-Ride? ☐ Yes ☐ No
14. Are you traveling with a Personal Care Attendant (PCA) today? ☐ Yes ☐ No
15. How do you get information about Glenn Transit Services?
    ☐ Driver of bus ☐ Friend/Co-worker
    ☐ Telephone ☐ Website (specify) _____
    ☐ Other_____
16. What is your employment status (*check best answer*)?
    ☐ Full-time employed ☐ Part-time employed
    ☐ Self-employed ☐ Student
    ☐ Retired ☐ Not employed
    ☐ Unable to work ☐ Other _____
17. Please indicate your opinion of the Dial-A-Ride service from 1 to 5 using the list below (*please circle your answer or leave blank if you have no opinion*):

	Poor → Excellent				
a. System safety	1	2	3	4	5
b. On time performance	1	2	3	4	5
c. Driver courtesy	1	2	3	4	5
d. Travel time (trip duration)	1	2	3	4	5
e. Areas served	1	2	3	4	5
f. Bus cleanliness	1	2	3	4	5
g. Bus comfort	1	2	3	4	5
h. Telephone information services	1	2	3	4	5
i. Reservation procedures	1	2	3	4	5
j. Program information	1	2	3	4	5
k. Cost of service	1	2	3	4	5
l. Overall services	1	2	3	4	5

18. What service or customer improvements would you like to see? *(Mark all that apply)*
    ☐ Increased service availability – if so, when? _____
    ☐ Expanded service area – if so, where? _____
    ☐ Improved on-time performance ☐ Improved reservation/phone system. If so, how?_____
    ☐ Other improvements? _____
19. Other Comments: _____

Thank you for helping us to improve Glenn Transit Service's Dial-A-Ride by participating in this survey!

Forma de Encuesta de Glenn Transport Dial-A-Ride

Glenn Transit Services está llevando a cabo una encuesta que se utilizara para mejorar los servicios de transito de Dial-A-Ride. Usted nos puede ayudar respondiendo las siguientes preguntas y devolviendo el formulario al bajar el autobús.

Todas las respuestas son confidenciales. ¡Gracias!

Marque solo una respuesta por cada pregunta

1. ¿Qué hora abordo este vehículo?
   _____ ☐ AM ☐ PM
2. ¿Cuál fue la hora de reservación para este viaje?
   _____ ☐ AM ☐ PM to _____ ☐ AM ☐ PM
3. ¿Desde qué hora llamo para este viaje?
   ☐ Hoy ☐ 3 días antes
   ☐ 1 día antes ☐ Repita reserva
   ☐ 2 días antes
4. ¿Cuál es el propósito principal de este viaje? *(marque uno.)* Si va rumbo a casa, ¿cuál fue el propósito principal de este viaje?
   ☐ Escuela/Universidad ☐ Trabajo
   ☐ De Compras ☐ Medica/Dental
   ☐ Centro de personas mayores ☐ Asunto personal
   ☐ Recreacion/Social ☐ Otro_____
5. ¿Si los servicios de Dial-A-Ride no fuera disponible, como hubiera hecho este viaje?
   ☐ Caminando ☐ Manejando ☐ Aventón ☐ taxi
   ☐ Servicio de autobús de ruta fija
   ☐ No hubiera hecho este viaje
   ☐ Otro_____
6. ¿Con que frecuencia usa los servicios de Dial-A-Ride?
   ☐ una vez/semana ☐ 2-4 veces/mes
   ☐ dos veces/semana ☐ <1 vez /mes
   ☐ Primer tiempo
7. ¿Usa usted de los siguientes servicios de transito del área? *(Marque todo lo que aplique)*
   ☐ Glenn Ride ☐ B-Line ☐ Otro _____
   ☐ Voluntarios de transporte sanitario
8. Si usa solamente los servicios de Dial-A-Ride, ¿cuál es la razón?
   ☐ No sé de otros servicios
   ☐ Prefiero los servicios de puerta en puerta
   ☐ La discapacidad hace difícil usar el autobús de ruta fija
   ☐ La parada de autobús queda lejos de casa
   ☐ Difícil viajar con bolsas de compras en el autobús
   ☐ Otro_____
9. ¿Cuál es la localización general de su casa?
   Cuidad/Vecindad _____
   O intersección de calle más cercana_____ / _____
10. ¿Cual es su edad?
    ☐ 12 o menor ☐ 13 - 18 ☐ 19 - 24
    ☐ 25 - 61 ☐ 62 - 74 ☐ 75 o mayor
11. ¿Necesita usted la rampa de silla de ruedas para abordar y salir del vehículo? ☐ Si ☐ No
12. ¿Tiene licencia de conducir? ☐ Sí ☐ No
13. Había otro vehículo que podría haber usado para este viaje en vez de Dial-A-Ride? ☐ Sí ☐ No
14. ¿Está viajando con Personal de Cuidado (PCA) hoy?
    ☐ Sí ☐ No
15. ¿Cómo recibe información de Glenn Transport?
    ☐ Datos básicos ☐ Conductor de vehículo
    ☐ Amigo/compañero de trabajo ☐ Teléfono
    ☐ Sitio web (especifique) _____
    ☐ Otro_____
16. ¿Cuál es su status de empleo (marque la mejor respuesta?
    ☐ Empleado tiempo complete
    ☐ Empleado medio tiempo ☐ Negocio propio
    ☐ Estudiante ☐ Jubilado ☐ Desempleado
    ☐ No puedo trabajar ☐ Other _____
17. Por favor denos su opinión de los servicios de Dial-A-Ride de 1 a 5 usando la lista abajo (por favor circule su respuesta o deje en blanco si no tiene opinión):

		Pobre → Excelente				
a.	Seguridad de sistema	1	2	3	4	5
b.	A tiempo	1	2	3	4	5
c.	Cortesía del conductor	1	2	3	4	5
d.	Dduración de viaje	1	2	3	4	5
e.	Areas de servicios	1	2	3	4	5
f.	Limpieza	1	2	3	4	5
g.	Comfortable	1	2	3	4	5
h.	Información telefonica	1	2	3	4	5
i.	Procedimiento de Reservación	1	2	3	4	5
j.	Material de información	1	2	3	4	5
k.	Costo de servicio	1	2	3	4	5
l.	En general	1	2	3	4	5

18. ¿Qué servicios o mejoramiento al consumidor le gustaría ver? *(Marque todo lo que aplique)*
    ☐ Disponibilidad de más servicios – si es así, ¿cuándo? _____
    ☐ Expandir áreas de servicios – si es así, ¿dónde? _____
    ☐ Mejorar la puntualidad ☐ Reservaciones/Sistema telefónica. Si es así, ¿cómo?_____
    ☐ Otras mejoras _____
19. Otros Comentarios: _____

¡Gracias por ayudarnos a mejorar Glenn Transport Dial-A-Ride participando en esta encuesta!