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1. EXECUTIVE SUMMARY

CHAPTER 1 – EXECUTIVE SUMMARY

The goal of this Short Range Transit Plan is two-fold:

- An objective and comprehensive assessment of those public transit services provided in Lincoln using adopted criteria as well as peer comparison, and
- Creation of practical strategies for meeting current and forecast demand for transit service.

Lincoln Transit Services (LTS) is the primary provider of public transit within city limits. Historically, LTS has included a deviated fixed-route service and a general public demand-response service.

The primary challenges facing the City of Lincoln's transit program are low ridership and poor farebox recovery. Factors contributing to Lincoln's low ridership include poor on-time performance, which negatively impacts the customer's perception of reliability; a route configuration focusing primarily on school-related transportation; and frequent deviations impacting average travel time. The City's low farebox recovery ratio can be attributed to a combination of poor ridership and below market fares.

Moore & Associates evaluated the current and projected level of demand within Lincoln by using data from the federal census bureau and state Department of Finance. Using this data, we were able to project the current and future levels of transit demand generated by transportation-disadvantaged populations (i.e., youths, seniors, low-income, etc.)

Moore & Associates evaluated both the current LTS fixed-route operations as well as the Dial-A-Ride program through a ride check as well as daily trip sheet analysis. Through the ride check and the trip sheet analysis we produced an objective "snapshot" of LTS performance. Moore & Associates also conducted multiple surveys throughout the course of the

Short Range Transit Plan (S RTP) process. We surveyed the Lincoln community, as well as both fixed-route and Dial-A-Ride customers. The resulting data presents a true picture of local transit demand.

Moore & Associates crafted two distinct scenarios to enhance the City's transit program: Reallocation Scenario and Growth Scenario. Either scenario recommends significant enhancements to the City's transit program including:

- Realign LTS routes to optimize ridership growth and community mobility.
- Expand fixed-route alignments to increase service along Joiner Parkway and Third Street in Lincoln.
- Amend operating schedules to reflect actual running times.
- Introduce public Dial-A-Ride, with priority arrangements for seniors and persons with disabilities.
- Introduce general public Saturday Dial-A-Ride service.

Each scenario is presented with justifications as well as accompanying detail such as proposed stop locations, route alignments, and schedules.

We crafted detailed Capital and Financial Plans for each scenario. Each Capital Plan outlines the necessary capital (i.e., vehicles, stop amenities) and proposed year for implementation. The Financial Plans present sustainable funding sources and amounts necessary to implement each scenario.

Along with the Capital and Financial Plans, we crafted an Implementation Plan for each scenario, as well as for any recommended administrative changes. These Implementation Plans outline the suggested time frame for the introduction of the activities identified within each scenario.

Moore & Associates also crafted a detailed twelve-month Marketing Plan, which details the activities as well as media/collateral necessary to ensure continued success of the LTS program.

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2. GOALS AND OBJECTIVES

CHAPTER 2 – GOALS AND OBJECTIVES

This section outlines goals, objectives, and service standards of the City of Lincoln's Short Range Transit Plan. It delineates the goals for the program, relates the goals to specific objectives, and specifies the standards that will be employed to evaluate the objectives.

Selecting, adopting, and implementing quantifiable, non-ambiguous goals and objectives is a key component of the Plan. Goals and objectives define the direction Lincoln Transit would take over the Plan's five-year horizon. Further, by reviewing previously adopted service standards, the City can determine if changes in the allocation of transit resources are warranted.

The relationship between goal, objective, measure, and standard is hierarchical:

- A **Goal** is a statement qualifying desired results.
- An **Objective** provides specific, attainable, and quantifiable results defining the goal(s).
- A **Measure** describes the mechanism for assessing achievement of objective(s).
- A **Standard** determines a quantifiable target for the measure.

The goals presented for Lincoln Transit are intended to be challenging, yet attainable.

Goal 1: Improve the efficiency and economy of operations and ensure continuity in the provision of transit services.

Efficiency measures how well Lincoln Transit utilizes its resources in providing service. With finite resources and a fiduciary responsibility, it is

critical optimal efficiency be achieved while addressing Goals Two and Three. The following objectives facilitate assessment of this goal:

1. Operate efficiently and economically.
2. Provide quality service.
3. Maintain up-to-date management reports and performance indicators.
4. Optimize external funding opportunities.
5. Minimize administrative cost.

Goal II: Fulfill mobility needs of the elderly, disabled, and other transportation-disadvantaged individuals (e.g., youth and low-income).

This goal is intended to balance service offerings with community need, providing mobility options meeting the transportation needs of the ride-dependent within the Lincoln Transit service area. Providing transit services for individuals with limited access to mobility alternatives is a key consideration. The following objectives facilitate assessment of this goal:

1. Link residential areas with employment and activity centers.
2. Ensure the service meets the needs of the ride-dependent population.

Goal III: Provide safe, reliable and affordable transit service to Lincoln residents.

This goal ensures Lincoln Transit provides a level of service upon which customers can depend. The following objectives facilitate assessment of this goal:

1. Operate in a safe manner.
2. Maintain a fare structure comparable to peer services.
3. Meet the adopted on-time performance standard.

Goal IV: Stimulate community-based support for Lincoln Transit.

Given all public transit service requires some level of public subsidy, it is important strategies be identified to develop and expand support for the Lincoln Transit program. If successful, it may also convert supporters into riders. The following objectives facilitate assessment of this goal:

1. Present annual program report card to city council.
2. Participate in community events as appropriate.
3. Raise awareness within the local business community of the role public transit plays in the sub-region's economic development.

Exhibit 2-1 Goals, Objectives, and Performance Standards

Goal	Objective	Performance Measures	Previous Standard	Actual Performance	Updated Standard
1. Improve the efficiency of the system's operations and ensure continuity in the provision of transit services in Lincoln.	Operate efficiently and economically.	Demand-response			
		Passengers/Vehicle Service Hour	N/A	N/A	2.0
		Passengers/Vehicle Service Mile	N/A	N/A	0.25
		Farebox recovery	N/A	N/A	10.0%
		Fixed-route (system wide)			
		Passengers/Vehicle Service Hour	6.6	4.6	10.0
		Passengers/Vehicle Service Mile	0.64	0.46	1.0
		Farebox recovery	6.7%	0.0%	20.0%
	Provide quality service.	Local fixed-route frequency	60-minute frequency	60-minute frequency	30-minute frequency
		DAR eligibility	Open to general public	Service available to general public	ADA compliant
		Rider complaints	None	No data	Fewer than 2/month
	Maintain up-to-date management reports and performance indicators.	Monthly management reports	Ridership/mode	Ridership/mode	Ridership by mode and route
			Fare revenue/mode	System-Wide Fare Revenue	Fare revenue/mode
			Operating Cost/mode	System-Wide Operating Cost	Operating Cost/mode
			Vehicle Service Hours/mode	Vehicle Service Hours/mode	Vehicle Service Hours/mode
			Vehicle Service Miles/mode	Vehicle Service Miles/mode	Vehicle Service Miles/mode
					Preventable accidents
					Passenger complaints/resolution
					Trip denials
					On-time performance by mode
				Pick-up time deviation (D/R)	Pick-up time deviation (D/R)
		Segregated by Dial-A-Ride and Fixed-Route	None	DAR and Fixed-Route reports combined	Maintain separate service reports split by mode
	Optimize external funding opportunities.	Use of regional, state, and federal funds	Capital: 80% federal/state, 20% local	Data not available	Capital: 80% federal/state, 20% local
			Operating: 50% federal/state, 50% local	Data not available	Operating: 50% federal/state, 50% local
	Minimize overhead costs.	Administrative costs	<15% of operating budget.	Data not available	<15% of operating budget.
2. Address mobility needs of the elderly, the disabled, and other transportation-disadvantaged individuals	Link residential areas with employment and activity centers.	Geographic coverage	80 percent of the activity centers within Lincoln are within 3/4-mile of the F/R system or served by D/R service.	Standard met	70 percent of the activity centers within 3/4- mile of the F/R system.
	Ensure service meets the needs of the ride-dependent population.	Number of service refusals on Dial-A-Ride (scheduled within one hour of request).	One/day	Zero/day	Zero/day
		Vehicle accessibility	All vehicles fully accessible	Standard met	100-percent accessible

Exhibit 2-2 Goals, Objectives, and Performance Standards (continued)

Goal	Objective	Performance Measures	Previous Standard	Actual Performance	Updated Standard
3. Provide safe, reliable, and affordable transit service to Lincoln residents.	Operate in a safe manner.	Preventable accidents	Minimum 60,000 miles between preventable accidents	Standard met	Minimum 60,000 miles between preventable accidents
		Passenger injury	Less than 2/100,000 vehicle service miles	Standard met	Less than 2/100,000 vehicle service miles
	Provide reliable service.	Demand-response:			
		Maximum wait times	60 minutes	60 minutes	30 minutes
		On-time performance	N/A	84.0 % of trips within 15 minutes of scheduled time	95% of trips within 15 minutes of scheduled time
		Fixed-route:			
		On-time performance	N/A	62.2 % of departures on-time (0-5 minutes late)	90% of departures on-time (0-5 minutes late)
4. Stimulate community-based support for transit service.	Program report card for Lincoln Transit. Community participation. Local business-community awareness of public transit's role in Lincoln's economic development.	Established network and distribution of marketing materials	Maintained quarterly	Maintained monthly	Maintained monthly
		Marketing Plan	Annual	Annual	Annual

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3. DEMAND ANALYSIS

CHAPTER 3 – DEMAND ANALYSIS

The City of Lincoln is located in the southern portion of Placer County, 30 miles northeast of Sacramento. Lincoln was founded in 1859 along the proposed right-of-way of the California Central Railroad. During the mid-1990s, Lincoln began experiencing significant growth due to the housing boom associated with growth in the Sacramento metropolitan area. In 2006, the population had risen to more than 39,000. The popular website Forbes.com cited the city as the nation's fastest-growing between 2000 and 2006. While it was forecast the population would reach 50,000 by Census 2010, overall growth has slowed considerably.

Project Overview

The goal of the SRTP is two-fold:

- An objective and comprehensive assessment of those public transit services provided in Lincoln using adopted criteria as well as peer comparison, and
- Creation of practical strategies for meeting current and forecast demand for transit service.

Lincoln Transit Services (LTS) is the primary provider of public transit in the city limits. Historically, LTS has included a deviated fixed-route service and a general public demand-response service.

Governance

Lincoln was incorporated on August 18, 1890 as a general law city. It features a city council/city manager form of government. There are five council members (including the Mayor). The City Council is the policy-making body for LTS. The City Council appoints four residents to the Transit Advisory Committee (TAC). The TAC advises Council on appropriate transit routes and services, long and short term transit plans, rates, schedules, buses and facilities for fixed route, Dial-A-Ride, and

paratransit. The TAC meets monthly and includes staff support from the City's Senior Civil Engineer. In October of each year the Placer County Transportation Planning Agency convenes the TDA Article 8 "unmet needs" public hearing. The City's Transit Administrator participates in various committees (i.e., Social Services, Technical Advisory Committee) convened by the PCTPA.

Social Profile

Based on Census 2000, 19.4 percent of the city's population age 25 and older has not graduated from high school. This figure is higher than Placer County, but slightly below that for California as a whole. This relatively high percentage may be attributable to the presence of clusters of migrant-worker residents who may not have had the opportunity to finish their formal education. The percentage of individuals with bachelor's degrees or higher in Lincoln (18.8 percent) is higher than the county, yet lower than the state.

Exhibit 3-1 Summary of Demographic Characteristics

	Percentage of Males	Percentage of Females	Median Age	Education		
				Percentage Over 25 without High School Diploma	Percentage High School Graduate or Higher	Percentage Bachelors Degree or Higher
Lincoln	49.0%	51.0%	32.4	19.4%	48.7%	18.8%
Placer County	47.8%	52.2%	38	9.5%	36.4%	15.1%
California	49.7%	50.3%	33.3	23.2%	76.8%	26.6%

Economic Profile

Based on Census 2000, the unemployment rate in Lincoln (7.6 percent) is higher than both Placer County and California as a whole. In 2007, unemployment was estimated to be as high as 9.3 percent. If accurate, the trend may reflect the declining housing market which significantly slowed population growth in Lincoln and may have led to job loss. Currently, there is no significant jobs-housing imbalance given housing prices will ultimately fall and people will not move to Lincoln unless housing is affordable.

Similar to many communities in California there is significant vehicle ownership throughout Lincoln. It is estimated that an average of 76 percent of all trips made within the city, do so via the single-occupant vehicle. While public transit has historically played a very modest role in terms of home-to-work travel, this trend appears to be changing given increases in gasoline prices, change in the jobs-housing balance, and the attraction/development of enhanced employment opportunities within the city.

Neighborhood Electric Vehicle Transportation Plan

In 2006, the City adopted the use of Neighborhood Electric Vehicles, or NEV's into its overall scope of transit demand and development. NEVs are small, electrically-powered personal vehicles that have a limited range and a top speed of 25 miles per hour. Although residents have been using these vehicles around Lincoln for some time, a standard NEV plan had not been developed. In 2004, the state legislature approved a bill that gave Lincoln and the neighboring community Rocklin authority to permit use of the small vehicles within their respective city limits, and to create a transportation plan centered on the use of these vehicles. Since then, NEV lanes, signs, and other amenities included in each City's plans have been implemented.

In order to establish a seamless connection between Lincoln Transit and NEV usage within Lincoln the needs of NEV users must be considered. This could include a further detailed surveying of NEV users, querying them regarding frequent trip origins and destinations. Such relevant data could then be used to establish the location of "NEV Park and Rides", or other such designated areas, dedicated to the use of NEV vehicles for quick access to Lincoln Transit stops and amenities.

The median household income for Lincoln was estimated to be \$54,700 in 2007, higher than California yet lower than Placer County. This may be due to small pockets of wealthy county residents in areas such as Granite Bay. The same is true for per-capita income and family income.

Exhibit 3-2 Summary of Economic Characteristics

	Percentage Unemployed	Commute			Income		
		Drive Alone	Public Transit	Walked	Median Household Income	Median Family Income	Per Capita Income
Lincoln	7.3%	76.0%	0.0%	2.8%	50,739	50,046	21,664
Placer County	4.1%	71.4%	0.6%	1.4%	64,100	80,700	31,151
California	6.6%	86.6%	5.1%	2.9%	47,493	53,025	22,711

Housing Profile

In the last decade Lincoln's growth has been attributable to the Sacramento Metropolitan area encroaching on the suburbs surrounding it. Due to the affordability (median rent is \$646) in Lincoln it can be assumed population of those commuting to the city will increase the need to refine existing capital, infrastructure, and operation of local and regional public transportation. Along with development and expansion of commuter bus programs, light rail, and current highways (i.e., I-80) Lincoln and Placer County will only become more functional and accessible meaning expansion of funding and capital opportunities for LTS.

Exhibit 3-3 Summary of Housing Characteristics

	Median Rooms per Structure	Owner-Occupied		Renter-Occupied	
		Median Value	Ratio of Ownership Cost to Income	Median Rent	Ratio of Rental Cost to Income
Lincoln	5.1	142,800	22.0%	646	14.3%
Placer County	5.7	507,900	35.7%	1053	11.0%
California	4.8	211,500	22.5%	677	27.7%

Service Area Characteristics

Lincoln is principally suburban in nature. Two major thoroughfares traverse Lincoln: Highway 65 and the Lincoln-Newcastle Highway

(Highway 193). Each provides vehicular access to and from neighboring Roseville, Rocklin, Marysville, Yuba City, Oroville, and Newcastle. Major arterials include Nicolaus Road, Joiner Parkway, Twelve Bridges Drive, First Street, Third Street, Seventh Street, Twelfth Street, East Avenue, O Street and Aviation Boulevard. Due to Lincoln's characteristics as a suburban area, Lincoln Transit must focus on providing an efficient service while taking into account a relatively wide-spread population, by maximizing the use of major arterials and transit amenities located near population centers.

Comprehensive Plan

The City of *Lincoln General Plan* guides local planning and development. The *General Plan* is currently being updated, with the Environmental Impact Report to be distributed throughout the city for public review and comment prior to its completion. In preparing the SRTP, it is necessary to reference on these publications to effectively integrate transportation and land-use planning activities. Although the General Plan update is not completed, the Future Circulation narrative published in the current General Plan offers insight into the City's overall transportation vision. While possibly differing on implementation strategy we assume the general approach and tone of the 2008 vision in order to reflect that of the prior document.

Major expansion of the circulation and transit system will be required if service levels are to remain as they are. Without these new facilities and services, service levels will deteriorate, possibly to unacceptable levels. The following describes expected long term expansion needs for circulation and transit.

- Bypass of Route 65.
- Arterial Maintenance, and
- Expansion of a few major roadways such as Nicolaus Road and Joiner Parkway.

All goals except the Highway 65 bypass have been implemented. The *General Plan* includes a modest discussion of Lincoln Transit's role in community development:

As Lincoln grows, the routes covered by the Lincoln Transit service will be expanded to serve newly developed areas. The City will continue to require that private developers dedicate appropriate transit amenities such as bus turnouts, bus shelters, and park-and-ride lots as feasible. The city will be linked up with the Placer County Transit System so as to provide inter-city public transportation services for the city residents.

These standards have been taken into consideration in preparing this SRTP.

Highway 65 Bypass

The Federal Highway Administration (FHWA) and the Department of Transportation (Caltrans) have proposed a four-lane freeway around the city of Lincoln, in Placer County, from south of Industrial Avenue to north of Riosa Road, near the town of Sheridan (a distance of 11.7 miles). The main goal of the project is to reduce interregional economic loss by relieving Highway 65 congestion; improve regional connection between residential, employment, and commercial centers; and improve safety and mobility. Beginning in September of 2008 the project is expected to be completed over a four year timeline. The bypass is expected to increase development, as well as Lincoln's economic base by creating a region in Lincoln that will be easily accessible to interregional transportation. This translates to an influx of residents looking to live in the suburbs and commute to places previously not as easily accessed from Lincoln. With a larger population and greater accessibility, a larger portion of funding may become available for LTS, as well as probable increases in demand.

Population

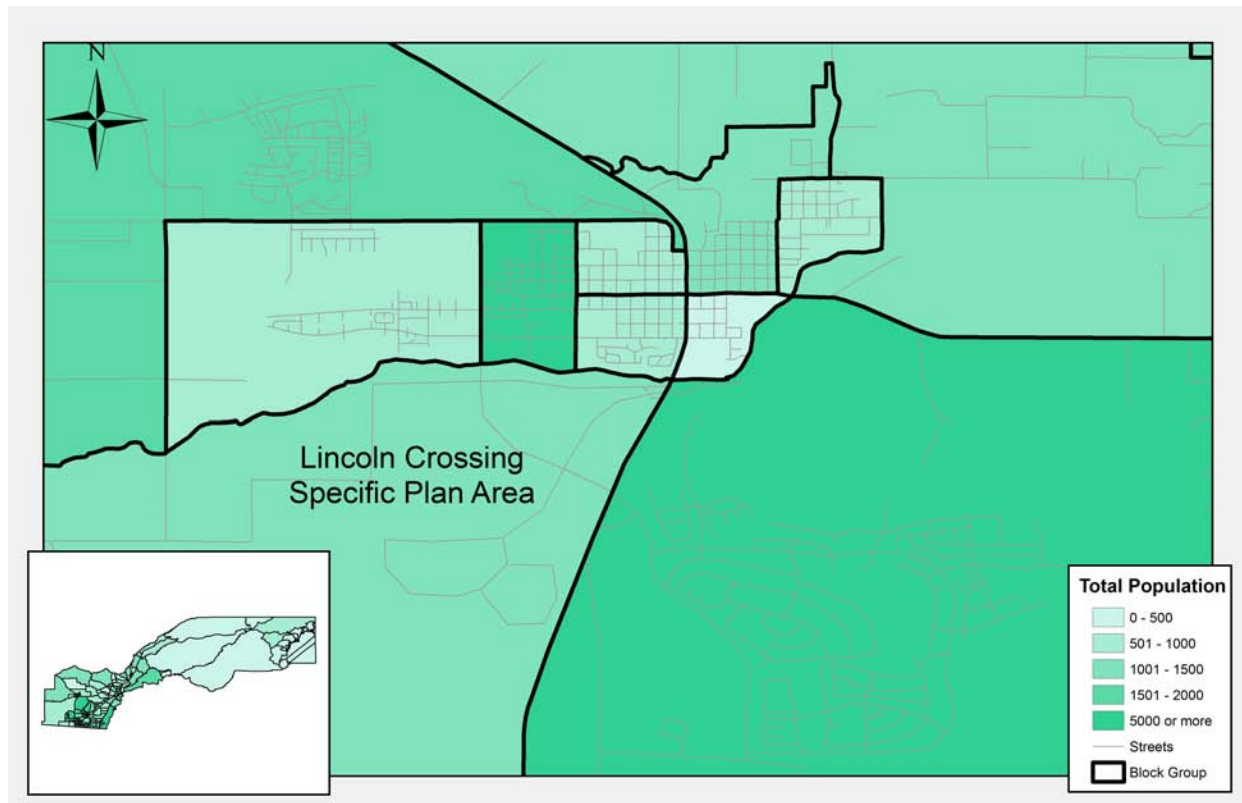
Based on Census 2000, Lincoln's population stood at 11,205. An increase of 35.3 percent occurred between 1990 and 2000, translating to nearly 4,000 people. Yet, due to a brief and anomalous growth period earlier in the decade, the city's population soared to over 39,000 in 2006 (a growth rate of about 240 percent). We must conclude, due to a national economic downturn, this growth is not likely to continue. Furthermore, this fluctuation in growth makes it difficult to accurately forecast growth in Lincoln. We project the true population growth rate to be closer to four percent on average. This is based on the U.S. Census Bureau estimate of a seven percent increase in population from 2006 to 2007. Upon review of recent trends and conversations with staff, we conclude four percent growth per year is a realistic growth rate for the City of Lincoln. This would establish a base population of 47,387 in 2010. All population projections will use a compounded four percent increase per year.

Exhibit 3-4 Population Growth

Total Population	
1990	7,248
2000	11,205
Net Change	3,957
Percent Change	35.3%
2010	47,387
2020	72,949

As noted in Exhibit 3-5, significant population clusters lie within Del Webb and Sun City, as well as in the older more established portions of Lincoln located near its core. In the outlying areas, there remains a substantial amount of open space, most of which is or has been zoned for agriculture.

Exhibit 3-5 Population by Block Group



Ride-Dependent Population

In many communities throughout the nation, the transit-dependent population is typically comprised of youth (ages 5 to 17), seniors, persons with disabilities, and low income individuals. Individuals in these groups have a greater propensity to use public transit, than the population at-large, due to the absence of other mobility options. However across the past few years the transit industry has seen a significant broadening in rider profile due to economic concerns and environmental, as well as, changing development patterns.

Youth Population

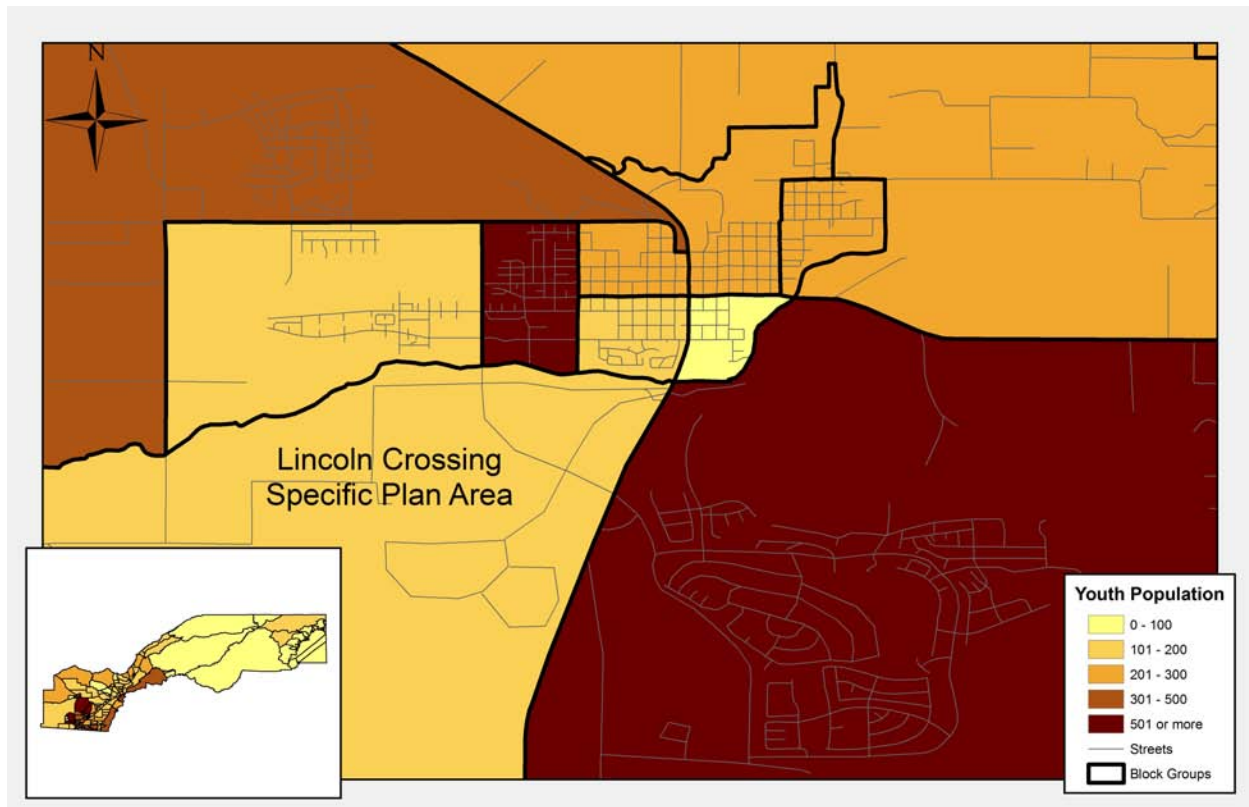
For the purposes of this study, the term “youth” is defined as individuals between 5 and 17 years of age. The youth population in Lincoln increased 42.2 percent between 1990 and 2000, according to federal data. Assuming the percentage of the total population remains the same (29 percent), it is estimated Lincoln’s youth population will increase to 13,742 by 2020.

An increase in youth population translates to increased demand for transit services. However, using LTS buses exclusively for Lincoln schools has been curtailed due to recently approved FTA regulations. In order to serve the youth population and general public together, yet maintaining a fixed-route service, certain alternatives could be utilized. One alternative could be the use of a school tripper; making thirty to forty-minute runs, along an alignment with stops which are five minutes walking distance from most schools. Another alternative could include a targeted marketing campaign with promotion of school-year youth passes. Youth passes would legitimize the creation of a school tripper while increasing Lincoln’s farebox revenue.

Exhibit 3-6 Youth Population Growth

Youth Population	
1990	2,288
2000	3,253
Net Change	965
Percent Change	42.2%
Annual Change	4.2%
2010	13,742
2020	20,342

Exhibit 3-7 Youth Population by Block Group



Senior Population

For the purposes of this report, “Senior” is defined as individuals 65 years of age or older defined by federal data. This demographic increased more than 90 percent between 1990 and 2000. Assuming the percentage of the total population of seniors remains stable (4 percent), the total senior population would be 2,539 by 2020. The growth of this demographic is attributable to relocation of seniors to Lincoln for the purpose of affordable housing as well as nearness to regional amenities. However, due to a large portion of senior residents who own their own automobiles and NEV’s or who utilize DAR, there is a gap between need and provision of fixed-route services. This characteristic is further proven by the tepid ridership numbers aboard the LTS fixed-route service. In order to garner the interest of Lincoln’s seniors it would be advantageous to provide linkages to NEV park-and-rides as well as social gathering areas, healthcare, and shopping.

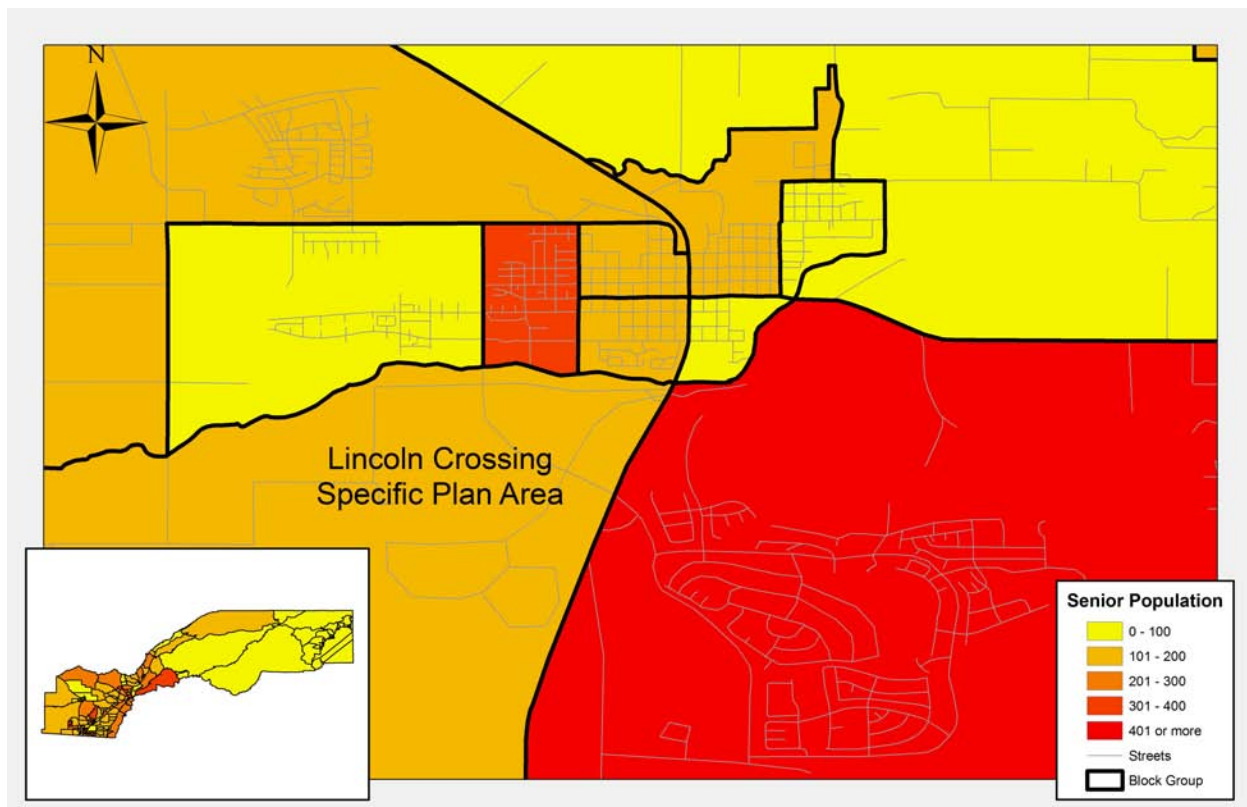
Exhibit 3-8 Senior Population Growth

Senior Population	
1990	685
2000	1,303
Net Change	618
Percent Change	90.2%
Annual Change	9.0%
2010	1,921
2020	2,539

Additionally found in our DAR Performance Analysis chapter, although modest, ridership by seniors in Del Webb and Sun City is a sizable portion of LTS DAR ridership. Further, much of these trips are often to Medical or Shopping. Lincoln currently has access to a Medical Shuttle that offers service Monday, Wednesday, and Friday. However, the service is comprised of one vehicle and is responsible for Lincoln, Rocklin, and Roseville making it perceivably difficult for Lincoln residents to receive the schedule time they would like. Therefore, it is arguable that Lincoln should discontinue any subsidy being paid to this service, and provide an

expanded DAR service available all week including Saturday. This would also play into the integration of regional Public Dial-A-Ride issues brought up in AMMA's study on South Placer DAR services. According to AMMA many trips did not originate or terminate within Placer leading to the assumption of lacking policy and interregional cohesion. In providing additional funding and focus on enhancing DAR service, and the PCTPA taking more of a lead role in coordination, a comprehensive and efficient DAR service could emerge as an enticing alternative for the seniors of Lincoln for non emergency medical trips and shopping.

Exhibit 3-9 Senior Population by Block Group



Persons with Disabilities

The number of residents citing a personal disability in Lincoln increased 405.2 percent from 1990 to 2000 according to the federal Census. We believe this figure is skewed given the Census changed its methodology relative to the calculation of persons with disabilities between 1990 and 2000. Therefore, a higher percentage of residents were counted in 2000 than in 1990. There is no evidence to suggest a demographic shift significant enough to support a 405.2 percent increase.

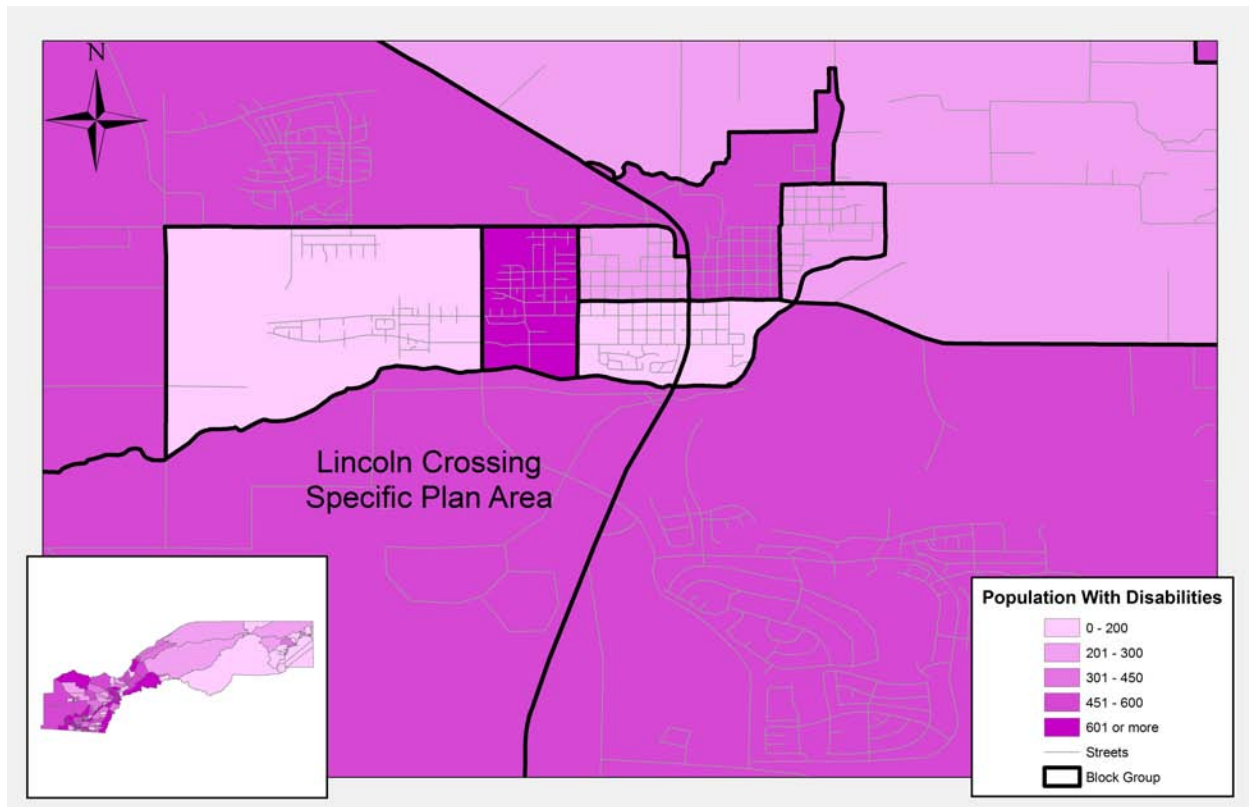
The disabled population's increase from 1990 to 2000 is largely due to the aforementioned change in Census Bureau methodology. Given it is difficult to ascertain the specific growth rate of persons with disabilities in Lincoln, the table below presents a best-guess forecast. Assuming the percentage of the total population that is disabled remains the same (29.6 percent), the disabled population would reach 20,776 by 2020.

Exhibit 3-10 Disabled Population Growth

Disabled Population	
1990	657
2000	3,319
Net Change	2,662
Percent Change	405.2%
Annual Change	40.5%
2010	14,036
2020	20,776

Persons with disabilities are evenly distributed throughout Lincoln and the surrounding area. Should this trend remain constant, the City would benefit from increased spatial and temporal coverage from Lincoln Transit in order to address the basic mobility needs of the persons with disabilities. The Dial-A-Ride service functions as the complementary Americans with Disabilities Act (ADA) component of the City's public transit program, although its overall effectiveness is impacted given its availability to the general public.

Exhibit 3-11 Disabled Population by Block Group



Low-Income Population

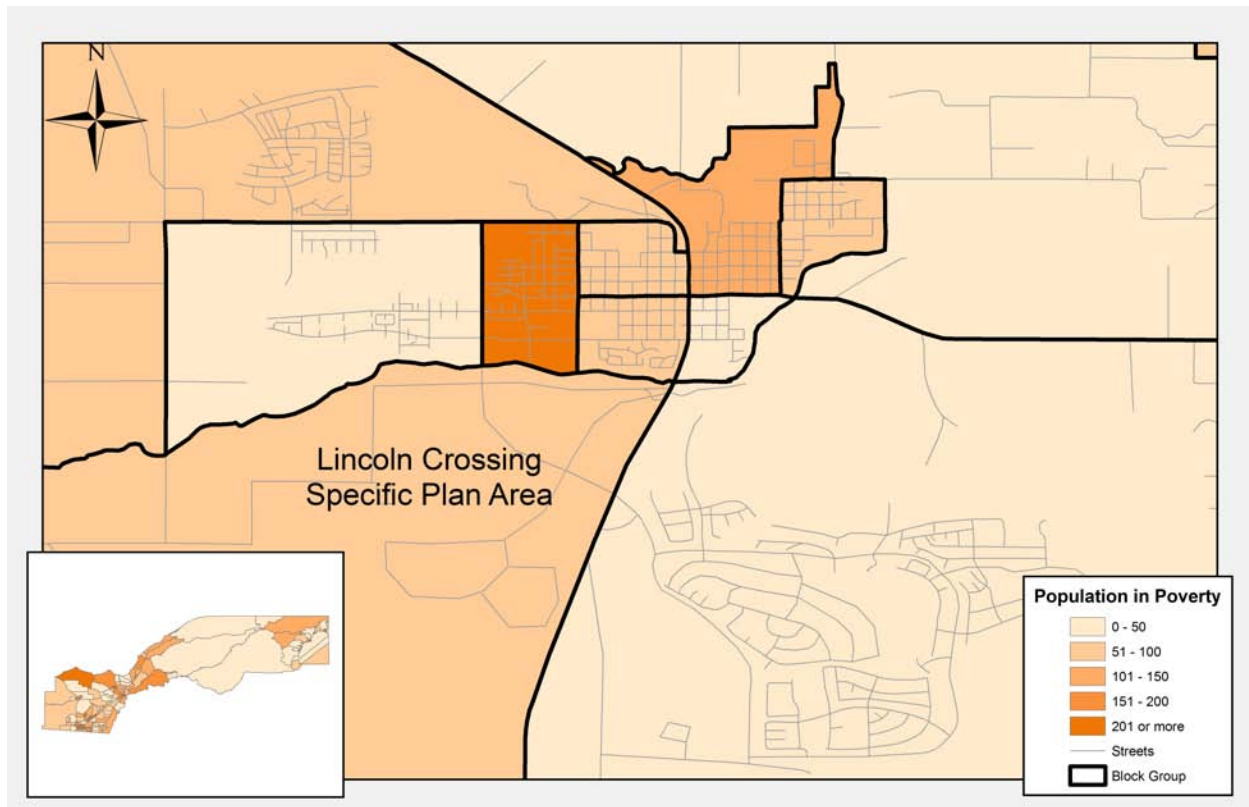
The number of low-income individuals in Lincoln more than doubled in 2000. This increase indicates growth of the low-income segment relative to overall population growth. These residents are likely to be dependent upon public transit for mobility. Assuming the percentage of the total population which is low-income remains the same (11.9 percent), the estimated low-income population would be 8,338 by 2020.

Exhibit 3-12 Low-Income Population Growth

Population in Poverty	
1990	630
2000	1,332
Net Change	702
Percent Change	52.7%
Annual Change	5.3%
2010	5,633
2020	8,338

Large concentrations of low-income individuals are located in older, more established neighborhoods within Lincoln. Exhibit 3-13 illustrates a small pocket of people of poverty located directly in the City's center. Low-income individuals often have limited access to services available in and around the community, and therefore must rely on public transit at a rate greater than the population at-large.

Exhibit 3-13 Low-Income Population by Block Group



Incidence of Vehicle Ownership

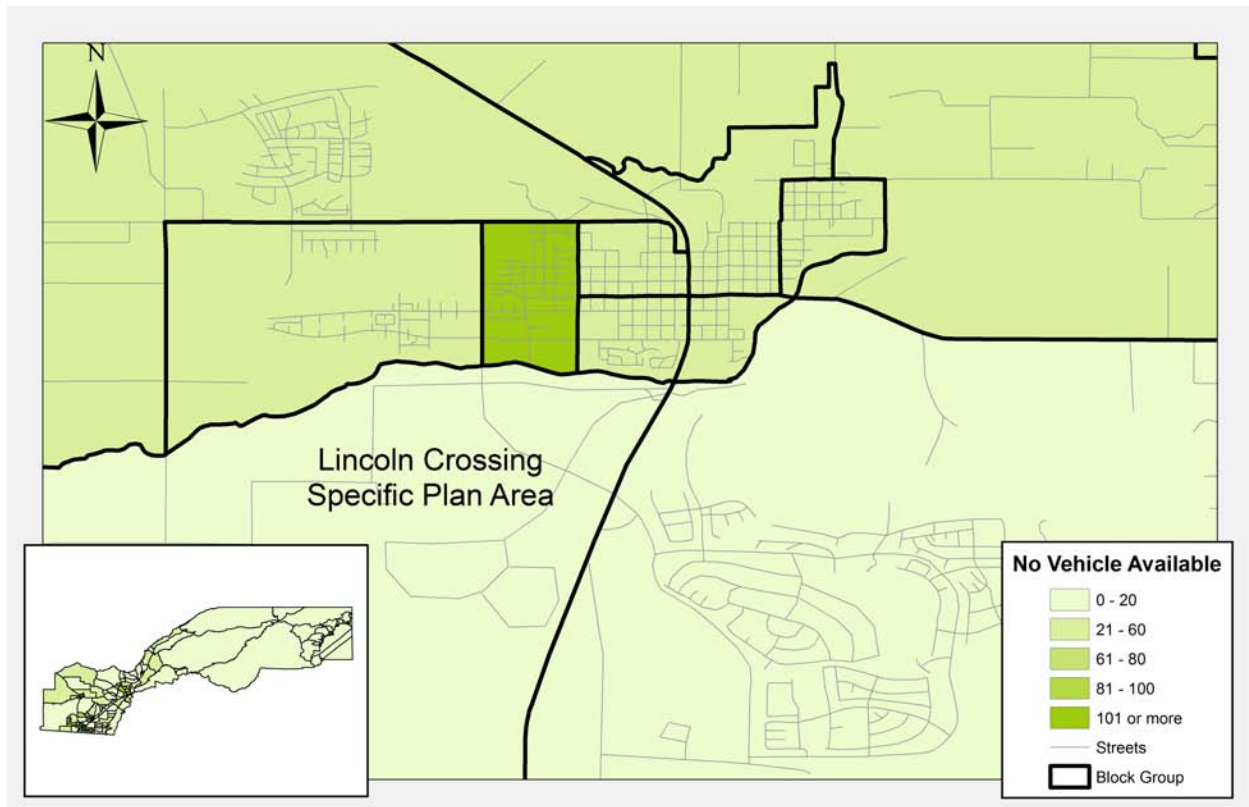
The number of households lacking access to a personal vehicle increased 49.1 percent between 1990 and 2000, according to the federal census bureau. Assuming the total percentage of the population which does not have a vehicle remains the same (2.9 percent), it can be reasonably assumed the number will increase to 2,041 by 2020.

Exhibit 3-14 Incidence of Vehicle Ownership

Households without Vehicle Access	
1990	166
2000	326
Net Change	160
Percent Change	49.1%
Annual Change	4.9%
2010	1,379
2020	2,041

The highest concentrations of households without vehicle access are similar to low-income population distribution. Households without vehicle access are located in smaller and older neighborhoods near the downtown area. Similar to the disabled and senior populations, low-income individuals often require the same attention to their mobility needs. Extending service to requested destinations and improving on-time performance would increase their use of public transit.

Exhibit 3-15 Households Without Vehicle Access by Block Group



Trip Generators

In assessing the future needs for public transit it is necessary to account for the locations of public nodes or areas of importance to residents of Lincoln. Comparing the location of these trip generators with that of the current fixed route service two tasks are accomplished:

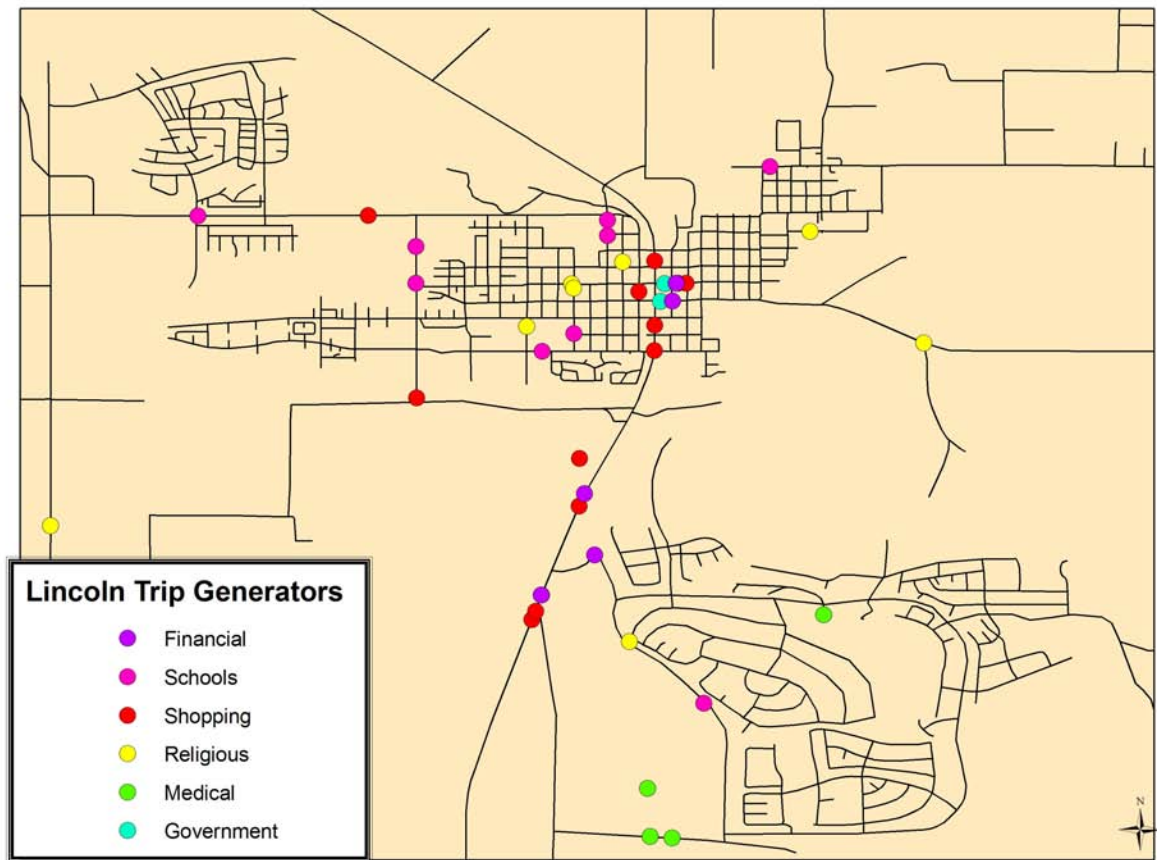
- Identification and quantification of demand, and
- Identification of temporal and spatial service gaps.

The majority of Lincoln's employment centers are located in the CBD as well as along Highway 65. Educational destinations demanding public transportation are fairly spread out around the City making it a slight challenge to incorporate them all into the service area of the LTS fixed-route alignment. However, healthcare, governmental, and recreational destinations are located primarily along or adjacent to State Highway 65. This proximity to a major transportation corridor allows easy access to services for residents living in Lincoln. An inventory of trip generators can be found in Exhibit 3-16.

Exhibit 3-16 Key Trip Generators

NAME	ADDRESS	TYPE
Safeway Food & Drug	405 Highway 65	Shopping
Raley's	765 S. Highway 65	Shopping
Circle K	671 G St.	Shopping
Express Mart	151 Joiner Pkwy.	Shopping
Target	950 Grovleand Ln.	Shopping
Zebra Town Market	103 G St.	Shopping
Market	455 H St.	Shopping
Rainbow Market	255 G St.	Shopping
Tower Mart	2330 Nicolaus Rd.	Shopping
Fotos Market	561 5th St.	Shopping
Absolute Nutrition	825 S. Highway 65	Shopping
Senior Nutrition	511 5th St.	Shopping
Bank of America	570 5th St.	Financial
UMPQUA	571 5th St.	Financial
River City Bank	355 Highway 65	Financial
Citi Financial	751 Sterling Pkwy.	Financial
Wells Fargo	945 S. Highway 65	Financial
Bank of America	985 Highway 65	Financial
Washington Mutual	705 Highway 65	Financial
Horizon Charter	2800 Nicolaus Rd., # 100	Schools
Lincoln High	790 J St.	Schools
Phoenix High	870 J St.	Schools
Glen Edwards	204 L St.	Schools
Twelve Bridges Elementary	2450 Eastridge Dr.	Schools
Creekside Oaks Elementary	1400 First St.	Schools
First Street	150 12th St.	Schools
Calin Coppin Elementary	1561 Joiner Pkwy.	Schools
Foskett Ranch Elementary	770 Westview Dr.	Schools
Twelve Bridges Middle School	635 Groveland Ln.	Schools
Lincoln Crossing	East Lincoln Pkwy.	Schools
City Hall	640 5th St.	Government
U.S. Post Office	595 Mcbean Park Dr.	Government
Lincoln Public Library	590 Fifth St.	Government
Twelve Bridges Library	2010 First St.	Government
Sutter Roseville Medical Center	965 Orchard Creek Ln.	Medical
Sutter Health At Work	685 Twelve Bridges Dr.	Medical
Lincoln Internal Medicine	685 Twelve Bridges Dr.	Medical
UC Davis Medical	685 Twelve Bridges Dr.	Medical
Kaiser Medical	1900 Dresden Dr.	Medical
Granite Springs Church	1170 E. Lincoln Pkwy.	Religious
Seventh Day Adventist Church	1211 5th St.	Religious
St. James Episcopal Church	479 L St.	Religious
Jehovah's Witnesses	276 E. 8th St.	Religious
St. Joseph Catholic Church	280 Oak Tree Ln.	Religious
Lincoln United Methodist Church	629 I St.	Religious

Exhibit 3-17 Lincoln Trip Generators



Development Patterns

This section forecasts demand for public transit service through an analysis of residential densities throughout Lincoln. Lincoln was named the fastest growing city from 2000 to 2006 by Forbes magazine. While this development has slowed tremendously in the last two years, it is likely past growth patterns may resume once the economy rebounds and connections such the Lincoln Bypass are completed.

Maximum Development Potential

A community's maximum potential population density is determined through zoning. If allowed to reach maximum potential, transit demand within individual areas and

neighborhoods would increase significantly. The following are approximations of development potential using data from the revised Housing Element created in 1996. The element states:

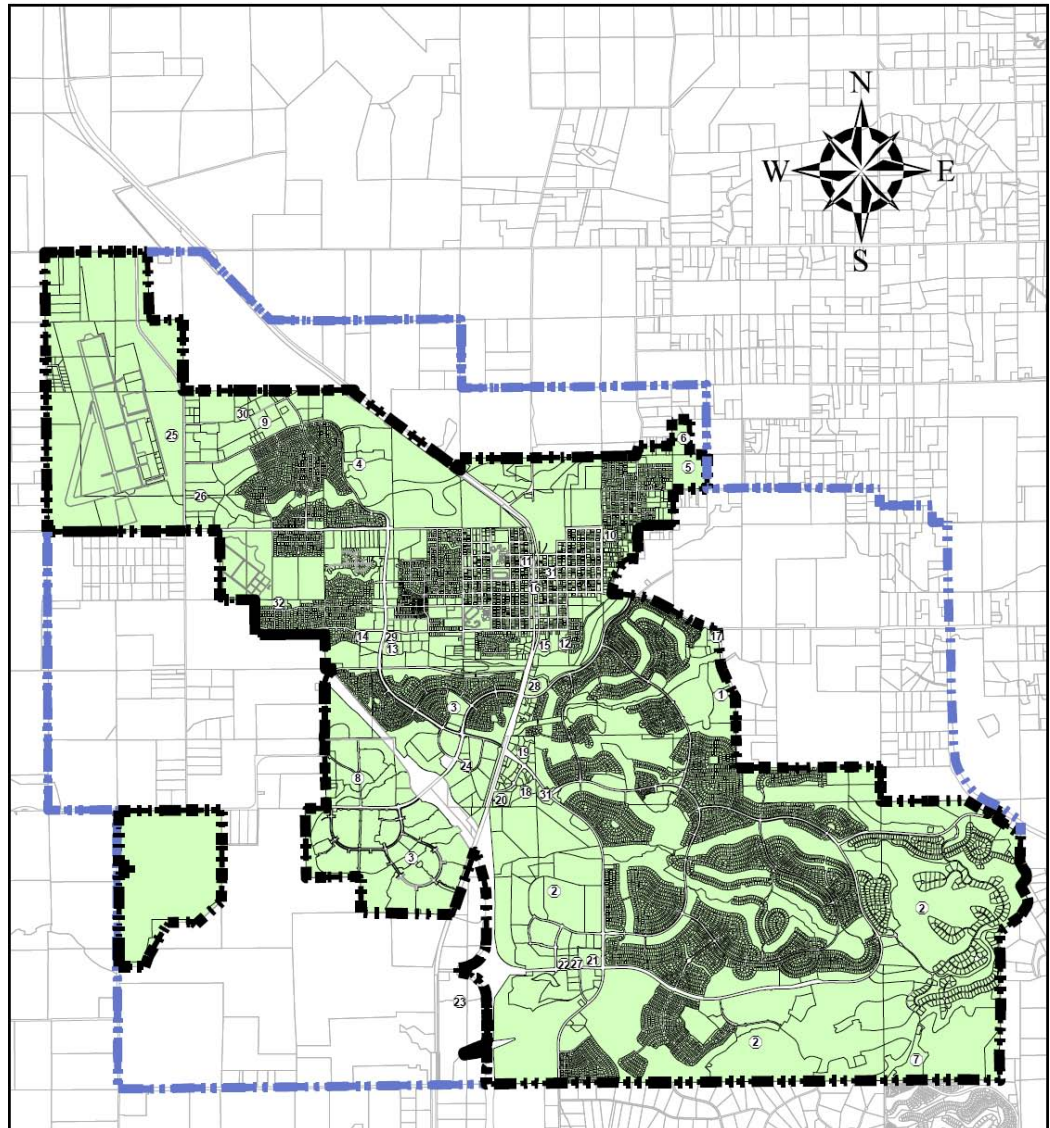
...[T]here were approximately 3,663 acres of undeveloped residentially-zoned land available within the city that has the potential to accommodate 15,056 new units in various residential Zoning Ordinance and Specific Plan designations.

Lincoln now includes a number of projects completed since publication of the cited Housing Element. Some of these projects include:

...[A]pproximately 134 acres of land zoned for high-density (13-20 units per acre) that could accommodate up to 2,189 new dwelling units. They consist of Lincoln Crossing, Del Webb, and Twelve Bridges, 268 acres of land zoned for medium-density (8-12.9 units per acre) that could accommodate up to 2003 new dwelling units all proposed by the same three aforementioned PUD's, and approximately 3,262 acres of land zoned for low-densities (0-5.9 units per acre) that could accommodate up to 10,864 new dwelling units. These are again part of the Lincoln Crossing, Del Webb, and Twelve Bridges PUD's.

More recent projects presented in Lincoln's Current Project List (updated February 11, 2008) include six projects totaling more than 15,000 potential housing units. Illustrated by exhibit 3-19 projects are proposed in all the green areas on the map. Current LTS transit alignments would not facilitate the amount of proposed growth. However, it is assumed the proposed LTS alignments coupled with a comprehensive demand-response program would facilitate Lincoln's proposed growth.

Exhibit 3-18 Lincoln Current Projects Map



Source: City of Lincoln Website

Traffic density inevitably increases proportionally with population density unless a viable and attractive alternative exists. The potential growth capacity of Lincoln is substantial. Whether or not it reaches its maximum possible density, an efficient transportation system presents an attractive alternative to traffic congestion and environmental impacts.

4

4. SERVICE EVALUATION

CHAPTER 4 – SERVICE EVALUATION

Ridership aboard the City's public transit program has steadily increased across the past five years (FY 2003/04 through FY 2007/08) with one exception. In FY 2005/06, ridership declined less than one percent. In total, ridership increased on average more than ten percent per annum, translating to an additional 12,000 unlinked-trips in FY 2007/2008. By contrast, public transit ridership increased four to five percent per annum nationally across the same period.

Beginning in late 2007, several external factors began having a direct, positive impact on public transit nationwide. These include soaring gasoline prices, slowing national economy, and increased environmental awareness. While Lincoln's ridership has definitely increased, perhaps a more important aspect is the changing face of the transit rider. This development gives rise to the following questions;

- Is the current Lincoln Transit operational service effectively addressing the mobility needs of the community?
- What service changes are needed to address short-term program deficiencies as well as long-term program growth?

The primary goal of this service evaluation is the advancement of practical recommendations resulting in quantifiable enhancement in terms of both efficiency and effectiveness. Our analysis includes operational, maintenance, and administrative functions.

Objectives

The objectives of this evaluation are to assess areas of Lincoln Transit's operations (both internal and external) that impact the daily delivery of fixed-route service, and to develop recommendations leading to sustainable service enhancements.

The ultimate goal is to optimize the number of trips provided as cost-effectively as possible, to ensure a high level of service quality, and to position Lincoln Transit to effectively meet the mobility needs of the community.

Evaluation Approach

A site visit was conducted on Wednesday, August 13, 2008, to observe Lincoln Transit operations and to collect system data. The visit included interviews with Lincoln Transit staff, and drivers. The City's fleet and fleet maintenance facility were reviewed along with an observation of the dispatching and communications procedures in order to assess the ability of the existing facility to serve current and anticipated program needs.

Moore & Associates also obtained driver trip sheets for the Dial-A-Ride service for the period July 28 through August 8, 2008, two full operating weeks. These trip sheets were used in our analysis of trip cancellations, patron no-shows, on-time performance, and common origin and destination locations. Dial-A-Ride on-time performance and travel patterns are discussed in Chapter 7.

Service Overview

The City offers two services: deviated fixed-route, and demand-response. The deviated fixed-route service consists of three routes converging at Third and F Streets in the City's (downtown) area. Route 102 makes a single morning trip – a lengthy circulator route departing at 7:00 a.m. and terminating at 8:00 a.m. Its primary purpose is transporting youth to neighborhood schools. Route 202 consists of two circulator routes serving the eastern and southern portions of Lincoln. Route 203 covers downtown from east to west two times prior to heading north before continuing along Venture Drive and finally Lakeside Drive. Service on these routes may deviate up to three-quarters of a mile from the established alignment upon rider request.

The City operates a demand-response service open to persons with disabilities, seniors (age 62 and above), and the general public with no fixed eligibility standards. Service is available Monday through Friday, 8:00 a.m. to 5:00 p.m. The service does not operate on the following holidays:

- New Year's Day,
- Memorial Day,
- Independence Day,
- Labor Day,
- Thanksgiving Day, and
- Christmas Day.

Exhibit 4-1 Lincoln Transit Service Hours

Route	Monday through Friday
Route 102	7:00 a.m. to 8:00 a.m.
Route 202	9:45 a.m. to 5:30 p.m.
Route 203	8:45 a.m. to 5:30 p.m.
Dial-A-Ride	8:00 a.m. to 5:00 p.m.

Source: City of Lincoln

Fare Structure

The general public fare for each unlinked fixed-route trip is seventy-five cents. The fare for seniors and persons with disabilities is fifty cents. Children four years old and younger ride free when accompanied by a fare-paying adult.

Fare may be paid either via cash or a 20- or 40-trip punch pass, monthly pass. Punch passes are \$15.00 for a 20-ride pass or \$27.00 for a 40-ride pass.

The price of a monthly pass is \$15.00 and offers unlimited rides throughout the month of issue. Purchase of a monthly pass can be

charged to a customer's utility bill. The monthly pass applies to Lincoln's fixed-route service only. The Dial-A-Ride fare is \$2.00 each way.

The City of Lincoln's Public Works Department is responsible for the maintenance of the City's transit fleet. The Lincoln Transit fleet consists of eight vehicles (five large buses for fixed-route and three cut-away vans for demand-response) all of which are housed and maintained at the City's Corporate Yard.

Exhibit 4-2 Fleet List

Vehicle #	Year	Vehicle Make	Vehicle Model	Serial #
11	2004	Blue Bird	Caterpillar	1BAGJBKAP4F222100
12	2003	Blue Bird	Cummins	1BAGHBXA43F2136 44
14	1999	Thomas	Caterpillar	1TZKU1B11YAS1079266
15	1997	Ford	Ford	1FDLE4051VHB27495
16	2005	El Dorado	Ford	1FDXE4515HA09811
17	2005	Blue Bird	Caterpillar	1BAGJBKA85F229473
18	2007	Glaval	Ford	1FDXE45547DB21081
19	2007	Glaval	Ford	1FDXE45S07DB21076

Source: City of Lincoln

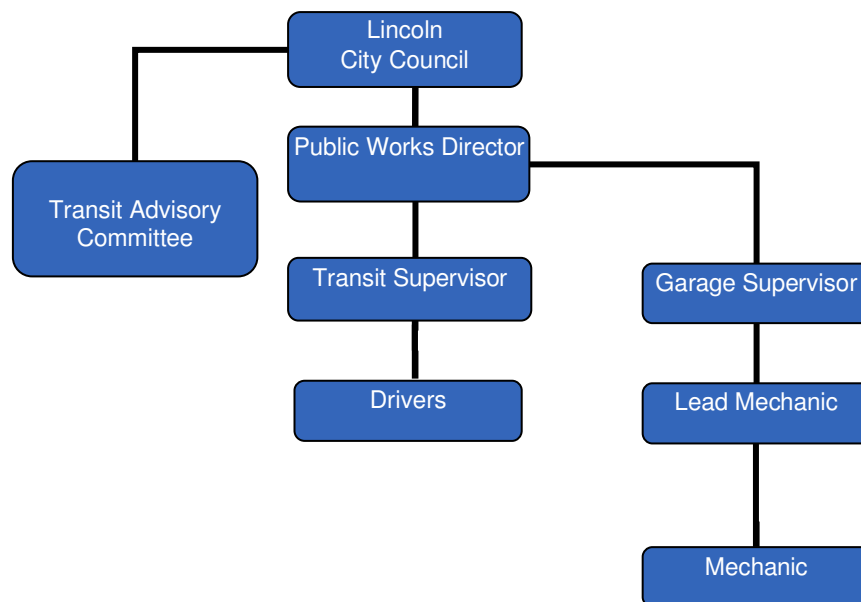
Staffing

The City's Public Works Director is responsible for the general management of the transit program. In addition to administrative oversight of Transit, the PWD is responsible for customer service for utilities, street maintenance and repairs, water and sewer services, and engineering and construction management. A citizen-based Transit Advisory Committee (TAC) guides transportation decision-making through Public Works or the Transit Supervisor. A full-time Transit Supervisor oversees four full-time drivers and three part-time drivers, all of whom perform deviated fixed-route and demand-response service. The Transit Supervisor also acts as the lead dispatcher as well as relief driver.

Findings: We believe there is a need to enhance transit staffing to not only address the current program activities, but also to accommodate emerging mobility needs, while planning for the future. The incumbent Transit

Supervisor has been in this position for nearly 10 years. As such, she possesses a significant level of both Lincoln Transit-specific as well as small transit program operational knowledge. However, the demands on her time are such that she is able to dedicate only a very modest amount of time on staff development, program development, and regional transportation/transit matters (i.e., PCTPA). Further, it is unclear who is responsible for driver training and program safety.

Exhibit 4-3 Lincoln Transit Organizational Structure



Source: City of Lincoln

Training

Following a pre-employment background check and substance screening, drivers are required to complete a minimum of 20 hours of “behind-the-wheel” training as well as a minimum of 20 hours of classroom training each year of employment. All of the training is completed in-house by the

Transit Supervisor. New drivers are provided a policy manual. Dispatch training is informal and also completed in-house by the Transit Supervisor.

Findings: While “new hire” training appears both adequate and appropriate given program size and scope, we believe there is a need to enhance recurrent driver training, post-accident training, and customer sensitivity training. Given the preceding, we recommend the city prepare an updated position description reflective of the current responsibility and needs of the program. This would be followed by a salary review of peer organizations (i.e., small, community-based transit programs).

Second, we recommend the city begin recruitment of a full-time dispatcher and operations supervisor. The successful candidate should possess no less than one year experience specific to small, community-based transit programs. In addition to performing the designated core duties, potential for internal succession should be part of the screening and evaluation process.

Facilities

The City of Lincoln’s transit fleet is housed and maintained at the Corporation Yard. A project is currently in process which includes the modernization of the existing mechanics bay facilities to provide enhanced maintenance capacity by modernization of the mechanics work areas. This project also includes new asphalt concrete paving for vehicle circulation and construction of wash rack and high pressure cleaning areas.

An additional project under development is a Covered Bus Parking Facility. This project consists of constructing a covered concrete parking facility, drainage systems, perimeter fencing, lighting facilities and a roof structure to protect the transit busses from the weather resulting in longer life for the busses. This project is estimated to cost \$625,412 and will be constructed in Fiscal Years 08/09 and 09/10.

System-Wide Trip Denials

The City does not have a formal trip denial policy adopted regarding demand-response.

Findings: While the absence of an adopted trip denial policy has not affected day-to-day operations, we recommend preparation and adoption of same.

Trip Cancellations

A “trip cancellation” is recorded whenever a client fails to contact the dispatcher at least two hours in advance of the scheduled pick-up time. During our evaluation we noted a total of 39 trip cancellations equating to 13 percent of the 300 trips recorded during the two-week analysis period. It is assumed late trip cancellations translates to lost revenue on the basis that not enough time remains to schedule another paying customer into a cancelled pick-up time slot.

Findings: Although the level of cancellations is not substantial, the need to develop and enforce policy which would curb down the number is necessary.

Patron No-Shows

The occurrence of demand-response “no-shows” reflects one or more of the following conditions:

- Failure to cancel a scheduled trip.
- Failure to meet the van at the designated pick-up location within five minutes of the scheduled time.
- Repeated failure to cancel a trip at least two hours before the scheduled pick-up time.

During our evaluation period, the incidence of patron “no-shows” was virtually non-existent (one percent, or three of the 300 trips analyzed).

While the incidence of patron “no-show” was virtually non-existent during the analysis period, we recommend adoption of a formal policy whereby the City may effectively address the associated behavior, and minimize its impact on the Lincoln Transit program.

Subscription Service

All patrons are eligible for a “subscription reservation.” ADA regulations allow subscription trips only as long as subscription trips do not result in any trip denials. A subscription reservation is akin to a standing reservation, wherein a patron is not required to secure individual ride reservations each time he/she travels to a specified/recurring location. Currently Lincoln Transit has 10 to 15 such “standby reservations” the most common travel destinations are Kaiser Medical Center and Roseville Galleria. The City has since discontinued service to the Roseville Galleria

Dispatch Procedures

The transit dispatch office has its own telephone number. The Transit Manager is the sole Dispatcher on duty from 7 a.m. to 3:30 p.m. Monday through Friday.

The location, time, and phone number of patrons placing reservations are recorded. Creation of the week’s Dial-A-Ride schedule begins each Monday morning in an effort to identify opportunities for the “slotting” of standing reservations. Trip reservations may be made a minimum of two hours in advance of intended travel, and as far out as one month.

ADA Service Compliance

To assess compliance with ADA specifications, our project team analyzed the following:

- Service Area: The City’s Demand-response provides service within three-quarters of a mile of any Lincoln Transit route alignment throughout the majority of the service day.

- The established fixed-routes will deviate up to $\frac{3}{4}$ of a mile with advance notice to ensure ADA compliance.
- Fare: A two-dollar fare per unlinked trip is charged for all Dial-A-Ride patrons.
- Subscriptions: Standing reservations are available to all demand-response patrons.
- Reservations: The City accepts Dial-A-Ride reservations between 7:00 a.m. and 3:30 p.m. on each service day. Trip reservations can be made up to one month in advance.
- Scheduling: A response time of up to 30 minutes has been established.
- Service Level: The City's demand-response program operates as a curb-to-curb service.

System-Wide Performance Indicators

This section evaluates The City's public transit service uses on a series of quantitative criteria to assess the effectiveness and efficiency. The performance indicators were evaluated across a five-year period.

Lincoln Transit does not segregate operating data (i.e., operating cost and farebox revenue) by mode (i.e., demand-response and fixed-route). Therefore, Exhibit 4-4 reflects aggregate data.

Exhibit 4-4 Performance Indicators

	FY 2003/04	FY 2004/05	FY 2005/06	FY 2006/07	FY 2007/08
Performance Measure					
Operating Cost	\$433,239	\$453,739	\$548,625	\$681,346	\$632,751
percent change		4.7%	20.9%	24.2%	-7.1%
Fare Revenue	\$52,461	\$44,724	\$47,387	\$52,454	
percent change		-14.7%	6.0%	10.7%	-100.0%
Vehicle Service Hours (VSH)	5,588	6,185	6,233	7,438	8,073
percent change		10.7%	0.8%	19.3%	8.5%
Vehicle Service Miles (VSM)	71,716	76,673	66,081	85,526	91,237
percent change		6.9%	-13.8%	29.4%	6.7%
Passengers	24,971	25,883	25,684	30,563	36,870
percent change		3.65%	-0.77%	19.00%	20.64%
Performance Indicator					
Operating Cost/VSH	\$77.53	\$73.36	\$88.03	\$91.61	\$78.38
percent change		-5.4%	20.0%	4.1%	-14.4%
Operating Cost/VSM	\$6.04	\$5.92	\$8.30	\$7.97	\$6.94
percent change		-2.0%	40.3%	-4.0%	-12.9%
Operating Cost/Passenger	\$17.35	\$17.53	\$21.36	\$22.29	\$17.16
percent change		1.0%	21.8%	4.4%	-23.0%
Passengers/VSH	4.5	4.2	4.1	4.1	4.6
percent change		-6.3%	-1.5%	-0.3%	11.1%
Passengers/VSM	0.35	0.34	0.39	0.36	0.40
percent change		-3.0%	15.1%	-8.1%	13.1%
Farebox Recovery	12.1%	9.9%	8.6%	7.7%	
percent change		-18.6%	-12.4%	-10.9%	
Fare/Passenger	\$2.10	\$1.73	\$1.85	\$1.72	
percent change		-17.8%	6.8%	-7.0%	

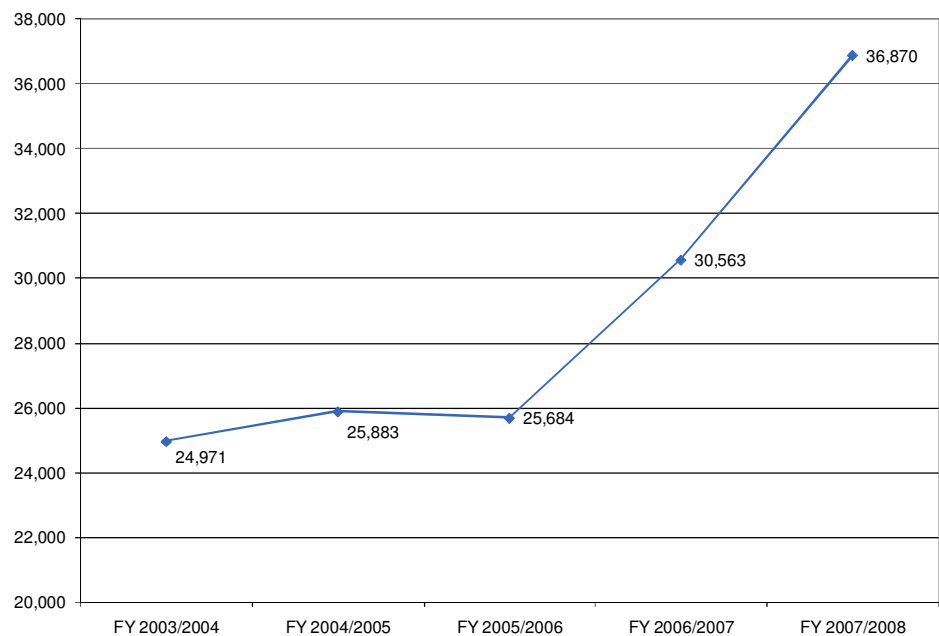
Source: City of Lincoln

Ridership

Ridership increased by almost 12,000 unlinked trips (32.2 percent) between FY 2003/2004 and FY 2007/2008. The period of lowest ridership occurred in FY 2003/2004 (under 25,000) passengers. Ridership experienced its greatest gain in FY 2007/2008 reaching nearly 37,000 passengers. Growth of ridership in Lincoln can be attributed to a number of reasons. While the City enjoys the continued ridership by its regular riders (59 percent indicate having been patrons of LTS for one or more years) a growth in the use of LTS by school students (40 percent, from onboard survey analysis) is apparent. Our most recent onboard survey analysis illustrated a large portion of unlinked trips being school related. Additionally, the predominance of middle aged patrons (34 percent 23-59 years of age, from onboard survey) may translate to Lincoln

residents responding the effects of the economic slowdown and choosing to LTS as transit option. Our survey of the Lincoln community identified a significant portion (90 percent of surveyed) who do not use Lincoln Transit. However of those around 35 percent intimated a willingness to use LTS if it went to new destinations and if they had known the service existed.

Exhibit 4-5 Ridership

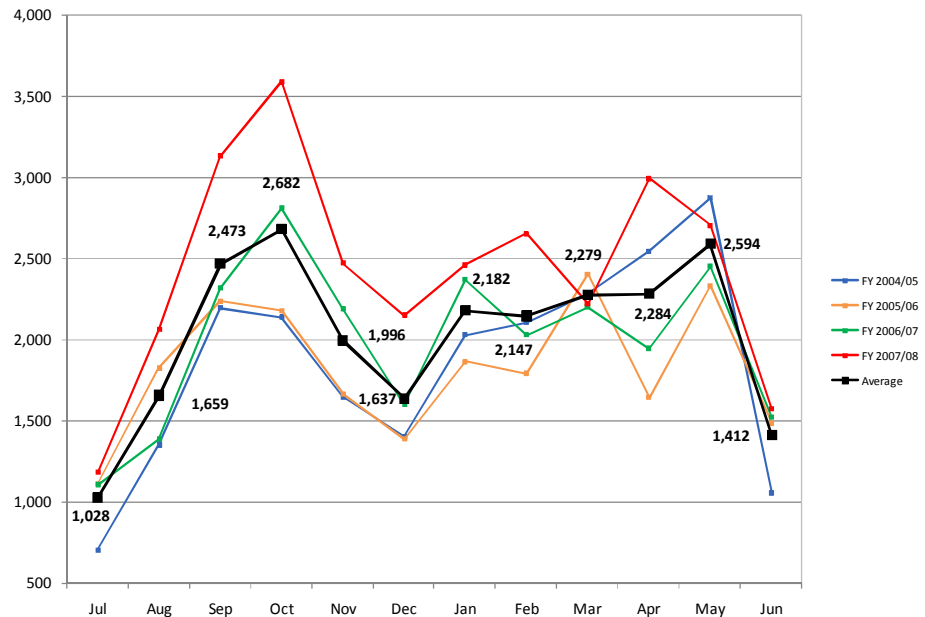


Source: City of Lincoln

Ridership by Month

Breaking ridership up by month aids in illustrating what months and or seasons have the greatest ridership. The black trend line in exhibit 4-6 depicts the average of all four years of ridership. The months of October (2,682 on average) and of May (2,594 on average) have the highest ridership according to this metric. This can be attributed to the fall season and spring season increases in ridership. These seasonal fluctuations are similar to national averages which similarly post high ridership in October and March through May (taken from RITA national averages). The City could take advantage of this characteristic by offering seasonal deals and providing longer seasonal service hours.

Exhibit 4-6 Ridership by Month



All values listed illustrate the simple averages of ridership over a four year period.

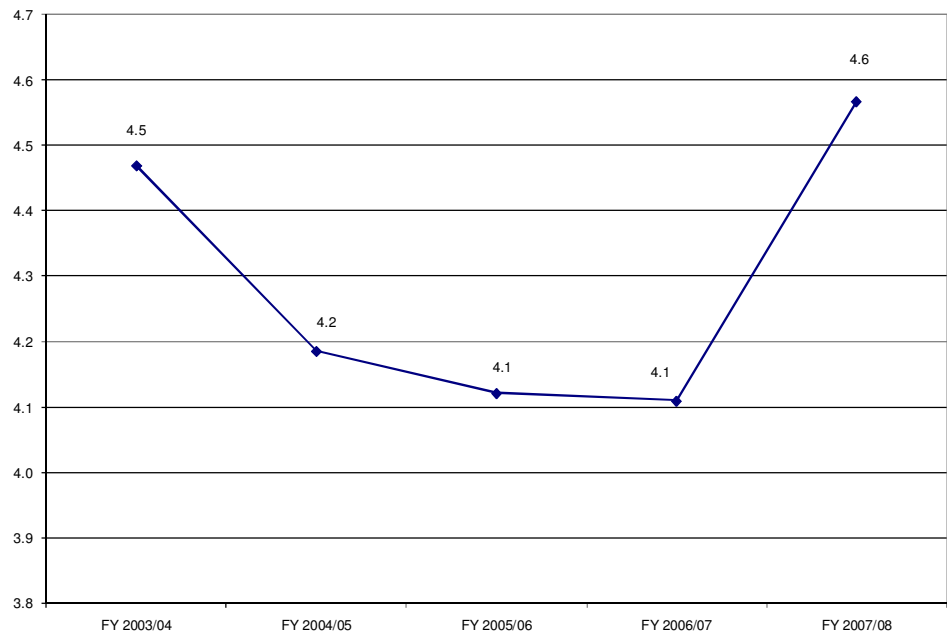
Source: City of Lincoln

Passengers/Vehicle Service Hour (VSH)

One of the most commonly used indicators for assessing public transit service performance is Passengers per Vehicle Service Hour (VSH). It quantifies the average number of rides provided within a single service hour.

Overall, Lincoln Transit's vehicle service hours have remained virtually unchanged while ridership has increased each year with the exception of FY 2005/2006. Lincoln Transit averaged 4.3 Passengers/VSH between FY 2003/2004 and 2007/2008. The recent increase in passengers per VSH is likely due to the same reasoning behind the increase in overall ridership, and a slight increase in efficiency of revenue hours. In order to continue this trend, Lincoln Transit should consider implementing a targeted marketing campaign coupled with service enhancements tailored to address concerns raised through community outreach efforts undertaken in conjunction with this SRTP.

Exhibit 4-7 Passengers/VSH



Source: City of Lincoln

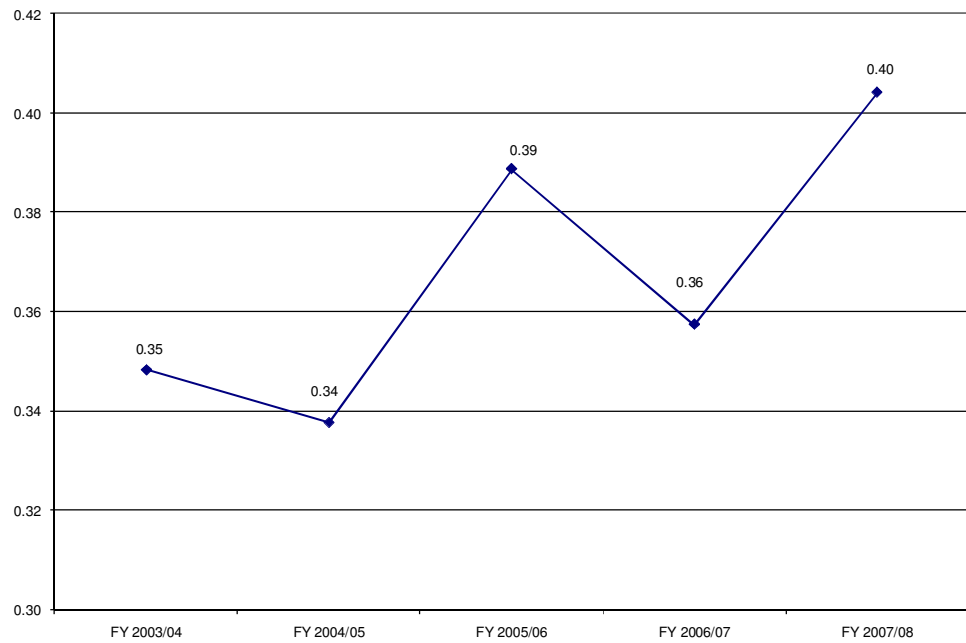
Passengers/Vehicle Service Mile (VSM)

The Passengers per Vehicle Service Mile (VSM) metric is another indicator commonly employed to evaluate public transit service effectiveness. It reflects the average number of passengers transported for each service mile traveled.

The City's VSM increased 27.2 percent while ridership increased 47.6 percent between FY 2003/2004 and FY 2007/2008. This means that ridership increased at the expense of increased service miles. Additionally, Lincoln Transit averaged 0.37 Passengers/VSM during the evaluation period. Overall, the indicator climbed nearly 14.3 percent between FY 2003/2004 and FY 2007/2008. This is indicative of LTS having improved ridership, continuing to encounter difficulties in optimizing ridership per VSM. The future impact of an imbalance between passengers and vehicle service miles translates to money wasted by providing service where it is not necessary. The City's success in improving the Passengers/VSM indicator relies on increasing ridership through service enhancements

aimed at attracting new riders and convincing current riders to utilize Lincoln Transit for a larger share of their trips.

Exhibit 4-8 Passengers/VSM



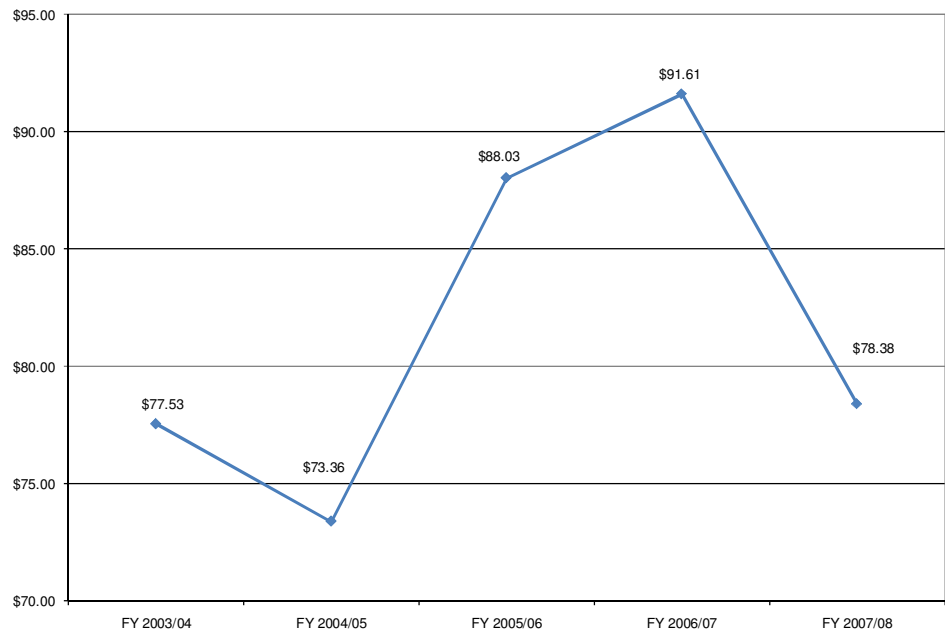
Source: City of Lincoln

Operating Cost/Vehicle Service Hour

This indicator serves as a measure of a transit program's cost-effectiveness by illustrating the cost of providing a single hour of revenue service.

The City's Operating Cost/VSH indicator increased between FY 2003/2004 and FY 2006/2007 from \$77.53 to \$91.61. This increase in operating cost is attributable to increases in gas prices as well as weak ridership in that period. However in FY 2007/2008 Operating Cost per VSH decreased to \$ 78.38, a decrease of 14.4 percent from the prior year, which may have come from increased ridership and farebox cushioning the cost of services. It is necessary to continue spreading awareness about public transit to Lincoln residents as well as increasing service spatially and temporally to suit the communities interests.

Exhibit 4-9 Operating Cost/VSH



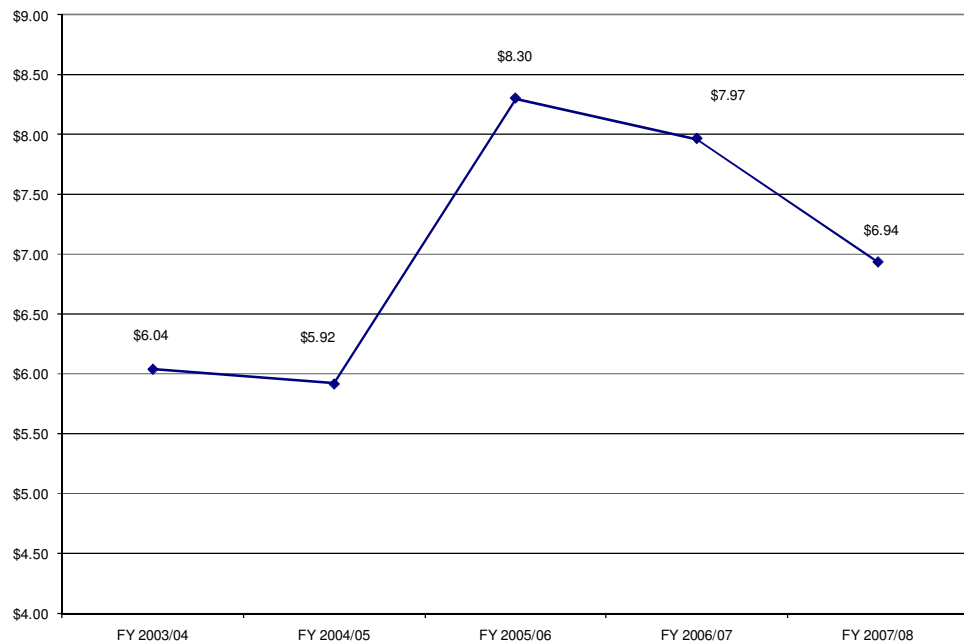
Source: City of Lincoln

Operating Cost/Vehicle Service Mile

This metric serves as a barometer of a transit program's cost effectiveness by illustrating the cost of a single mile of revenue service.

The Operating Cost/VSM indicator increased 14.8 percent between FY 2003/2004 and FY 2007/2008. Operating Cost/VSM has risen and fallen throughout the years due to external influences (i.e., gas prices, ridership, maintenance, and employee benefits). However in FY 2007/2008 there was a decrease of nearly 13 percent from the prior year. This change, again, may be attributable to the increase in ridership. Yet even with the decrease in operating costs per VSM, current costs (\$6.94 per vehicle service mile) are well above the average of like-peer providers.

Exhibit 4-10 Operating Cost/VSM



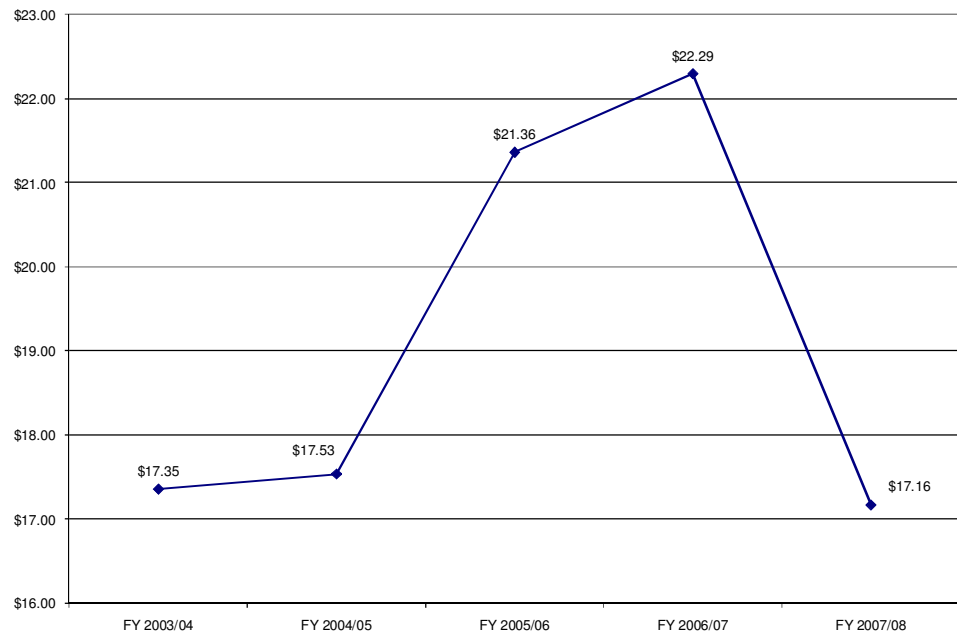
Source: City of Lincoln

Operating Cost/Passenger

Another gauge of cost-effectiveness, Cost/Passenger indicates the actual cost of providing each unlinked trip.

The City spent an average, of \$19.14 on each unlinked trip during the evaluation period. Overall, the indicator rose 28.5 percent between FY 2003/2004 and FY 2006/2007 but dropped by 23 percent in 2007/2008 to its current level of \$17.16/passenger. This trend indicates the service is quickly becoming more cost-effective because Operating Cost has gone down while ridership has grown. This is attributable to the recent rise in ridership and farebox revenue which balances operating cost. In order to continue this trend this we recommend increasing awareness through a comprehensive marketing strategy. Additionally the balancing the implementation of new services to acquire new riders without detracting from the needs of regular riders.

Exhibit 4-11 Operating Cost/Passenger



Source: City of Lincoln

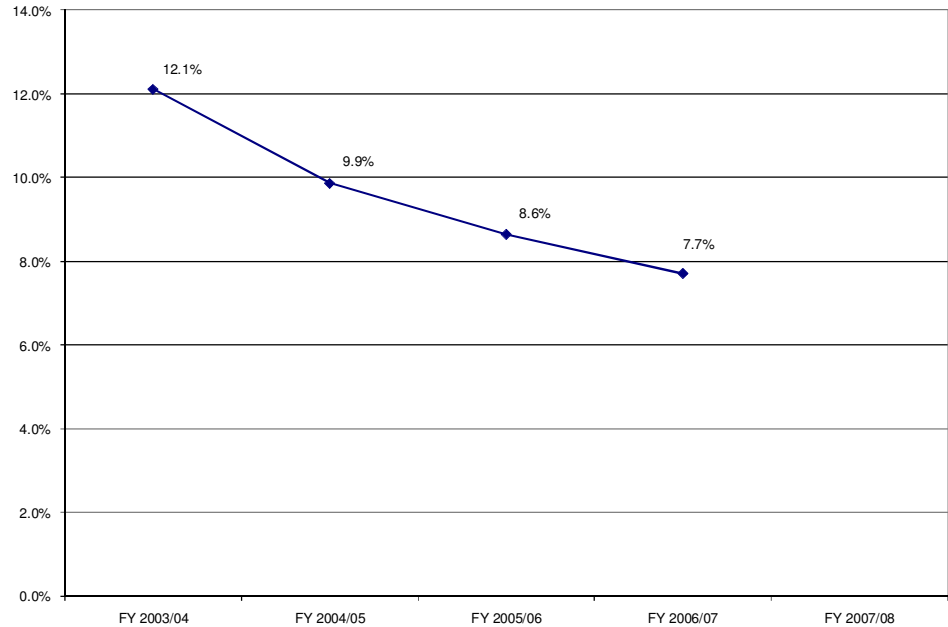
Farebox Recovery

Farebox recovery ratio calculates that percentage of operating cost recovered through passenger fares. It is the most common measure of public subsidy for a transit service. Fixed-route programs serving areas (i.e., small urbanized areas) comparable to Lincoln have a farebox recovery ratio no less than 10 percent. At the time of this writing, no farebox revenue data was available for fiscal year 2007/08.

The City's average farebox recovery ratio during the study period is estimated to be 9.6 percent. The indicator was at its highest point in FY 2003/2004 before declining from 12.1 percent to 7.7 percent (an overall decrease of 57 percent) by FY 2006/2007. This decline was likely due to rising fuel prices and lack of public interest and knowledge of the bus as well as well being a period of pre-economic decline. Additionally this farebox ratio is still below like provider standards. In order to continue to increase farebox recovery, consideration of a fare adjustment to stay at

least on par with rising operating costs (i.e., fuel, insurance, and labor) is necessary.

Exhibit 4-12 Farebox Recovery



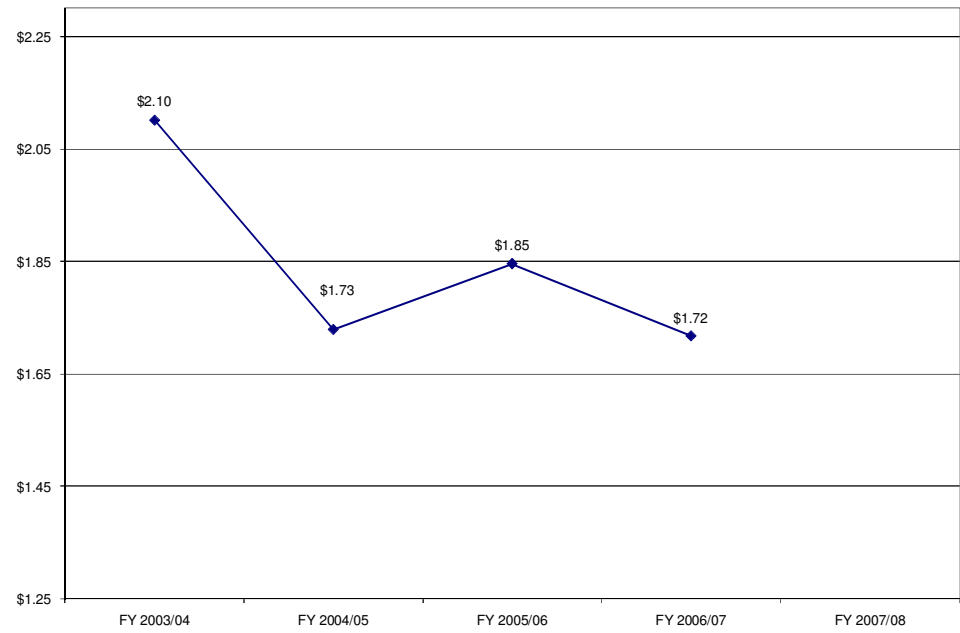
Source: City of Lincoln

Fare/Passenger

This metric illustrates the average fare paid for each unlinked trip provided by Lincoln Transit.

The City collected an average of \$1.85 for each unlinked trip during the study period. Overall, their indicator decreased 22 percent between FY 2003/2004 and FY 2006/2007. The indicator was highest in FY 2003/2004 and lowest in FY 2006/2007. TDA mandates that farebox recovery be at least 10 percent per annum meaning the city did not meet the fixed-route standard in 2006/2007. It would be beneficial for Lincoln Transit to adopt a policy of periodic fare adjustments for their fixed-route service to stay ahead of increases in operational costs (i.e., fuel, insurance, and labor).

Exhibit 4-13 Fare/Passenger



Source: City of Lincoln

5

5. PEER REVIEW

CHAPTER 5 – PEER REVIEW AND EVALUATION

In this chapter we inventory all transportation providers in Placer County as well as compare Lincoln Transit's performance with selected local peers.

A peer review utilizes a quantitative methodology for assessing how efficiently and effectively the City of Lincoln's public transit program is providing service, compared with peer providers. *Effectiveness* is defined as the extent by which a service is achieving its intended goals. By contrast, *efficiency* is the amount of resources required to achieve the reported outcome. We have also included an existing service evaluation, which provides an overview of other transit programs in the region.

Our analysis examines the level of service each peer is providing relative to the size of its service area and the number of persons residing therein. The peers, all located in Southern Placer County, include the City of Auburn, Consolidated Transportation Service Agency (CTSA), Placer County Transit, and Roseville Transit. Lincoln's fixed-route and complementary paratransit services were analyzed in comparison to these peers. All peer data reflects actual FY 2005/2006 performance.

Selected Peers

The table below presents the primary service characteristics of the selected peers.

Exhibit 5-1 Peer Criteria: FY 2005/2006

	Auburn	CTSA	Lincoln	Placer County	Roseville	Average
Operating Cost	\$354,881	\$799,898	\$548,625	\$3,544,035	\$3,269,088	\$1,703,305
Fare Revenue	\$32,528	\$56,098	\$47,387	\$396,286	\$583,752	\$223,210
Vehicle Service Hours (VSH)	4,780	11,657	6,233	46,945	58,541	25,631
Vehicle Service Miles (VSM)	61,444	182,935	66,081	946,092	960,364	443,383
Passengers	56,472	57,794	25,684	352,980	413,680	181,322

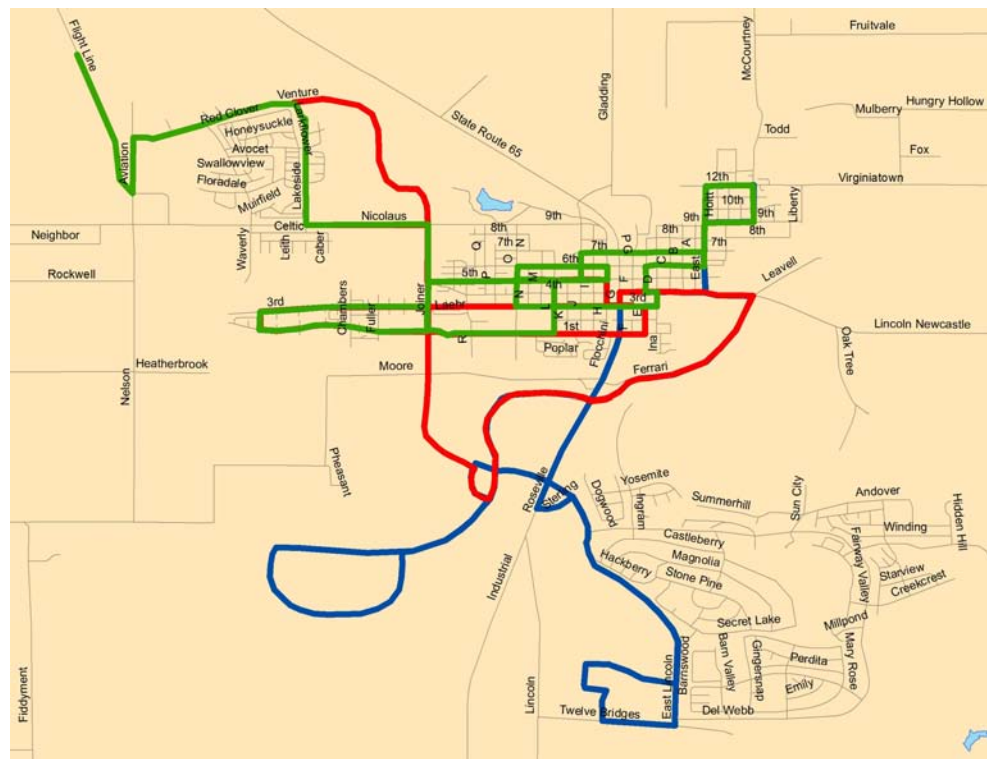
Source: FY 2004-2006 Placer County TPA

Lincoln Transit Service

The city of Lincoln is located near the center of Placer County. Given Placer County Transit does not offer comprehensive transit throughout Lincoln, the city offers both fixed-route and complementary demand-response services. The service area population is estimated to be 39,000.

The City's deviated fixed-route service is comprised of three routes, Route 102, Route 202, and Route 203. Route 202 offers service to more established neighborhoods and to the borders of the city. Route 102 offers one run in the morning aimed at students, Route 203 is similar to Route 202, yet has fewer stops and operates throughout the entire day. A comprehensive service evaluation for Lincoln Transit is presented in Chapter 4.

Exhibit 5-2 Lincoln Transit

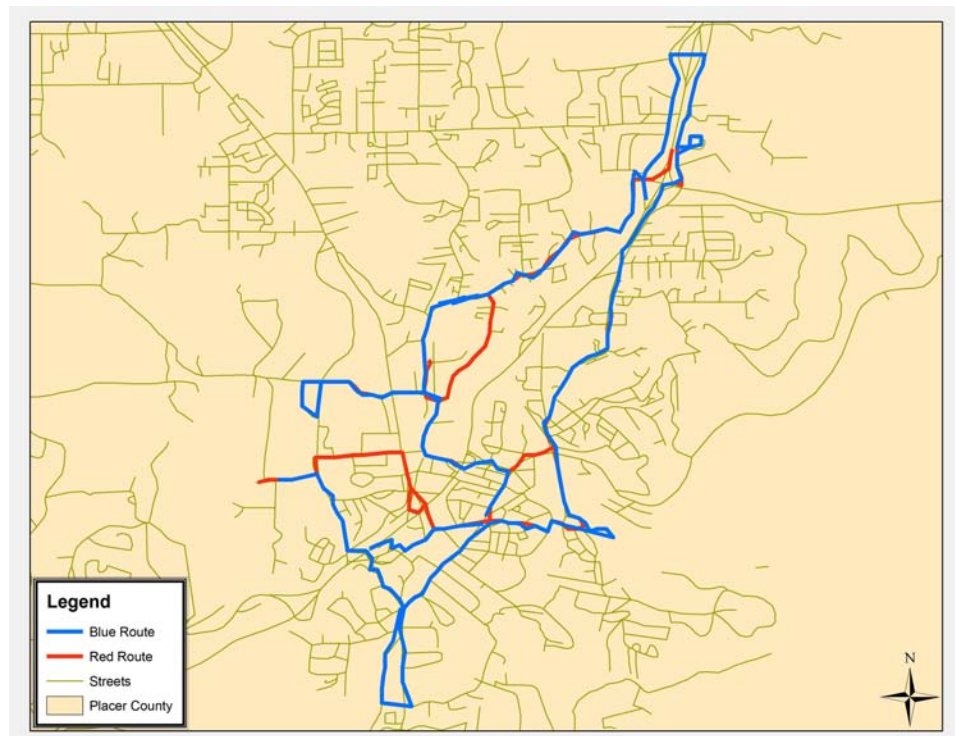


City of Auburn

Auburn is located in southern Placer County. The City operates a deviated fixed-route service within city limits as well as connecting service to Colfax, Meadow Vista, Nevada City, Grass Valley, and Roseville. The service area population is just under 13,000.

Auburn's deviated fixed-route service is composed of two routes. A limited stop variation of one of the routes operates on Saturday. The Red and Blue routes run on weekdays, and the Saturday route runs on Saturday. Hours of operation are weekdays from 5:50 a.m. to 6:30 p.m., and Saturday from 9:00 a.m. to 4:00 p.m. The fare is \$0.80 (\$0.60 for seniors and ADA-certified patrons). Children age five years and younger ride free when accompanied by a fare-paying patron.

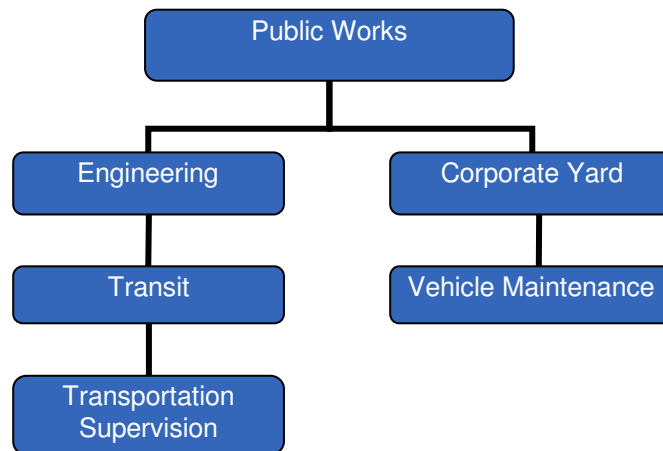
Exhibit 5-3 Auburn Transit



Auburn Transit's fleet includes both traditional gasoline as well as Compressed Natural Gas (CNG) vehicles.

Auburn Transit is administered by the Public Works Department. Vehicle maintenance is conducted in-house at the Corporate Yard.

Exhibit 5-4 Auburn Organizational Chart



Source: FY 2004-2006 Placer County TPA

Consolidated Transportation Service Agency (CTSA)

The Consolidated Transportation Service Agency (CTSA) functions as an extension of Dial-A-Ride for numerous communities in Placer County. The CTSA previously offered by PRIDE Industries (a corporation employing persons with disabilities), provided service in many regions throughout California.

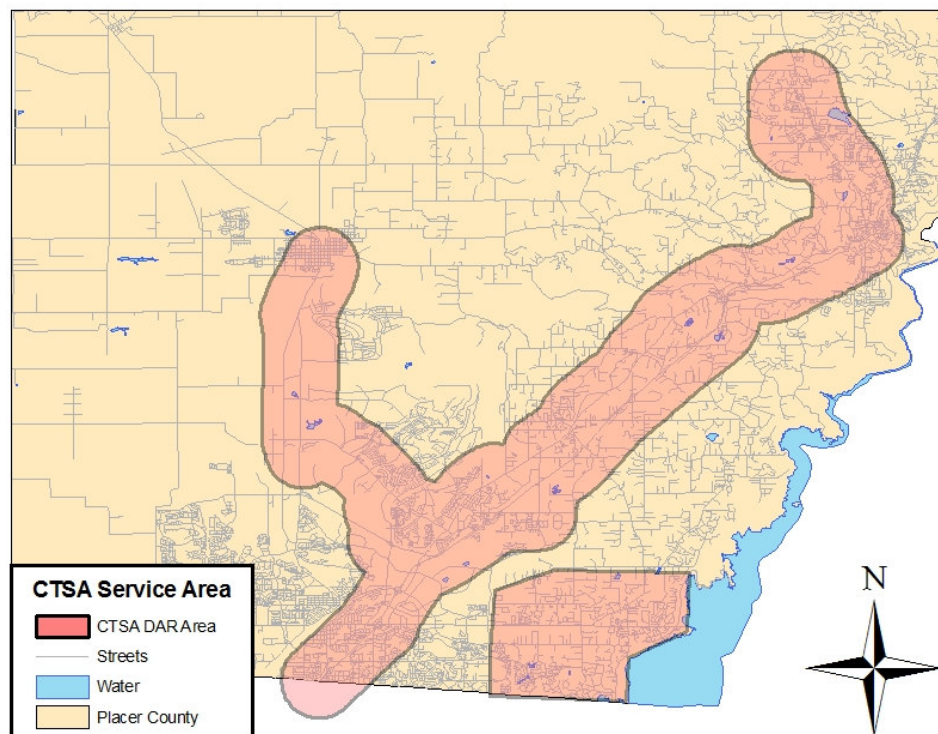
This CTSA provides service along Highway 49, Rocklin-Loomis, and Granite Bay demand-response services. They operated two deviated-fixed route services (Taylor Road Shuttle and Foresthill/Auburn service).

The CTSA also offers services to seniors and persons with disabilities in Placer County. Under certain circumstances, patrons may request trips to/from Sacramento and Nevada County. Trips may be scheduled Monday

through Friday; first pick-up is 6:15 a.m. and last pick-up is 7:30 p.m. CTSA has a fleet of 25 buses.

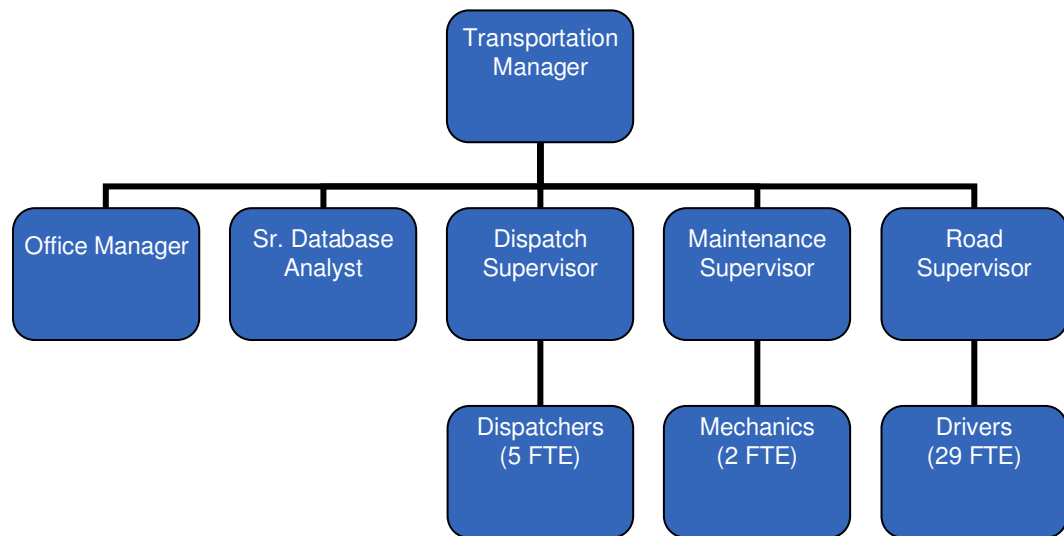
Recently PRIDE Industries withdrew as the CTSA provider and the Placer County Transportation Planning Agency (PCTPA) designated itself interim CTSA. However, not legally able to continue this, PCTPA staff organized a Joint Powers Authority (JPA) agreement which would operate the CTSA as a separate entity from that of the PCTPA. Local jurisdictions were offered the opportunity to refine and accept the agreement. One of the anticipated benefits of this agreement was an annual reallocation of funds in fiscal year 2008/2009 forecasted at \$40,000 intended to expand Lincoln service such as by offering Dial-A-Ride service on Saturdays. Subsequent to the CTSA agreement, PCTPA removed the availability of these funds. We recommend the City continue to monitor the availability of, and lobby for, this funding in the future.

Exhibit 5-5 CTSA Service Area



The CTSA is not a public entity; therefore it is run differently than public service providers. A Transportation Manager presides over the Office Manager, Senior Database Analyst, Dispatch Supervisor, Maintenance Supervisor, and Road Supervisor.

Exhibit 5-6 CTSA Organizational Chart



Source: FY 2004-2006 Placer County TPA

Placer County Transit

Placer County Transit (PCT) is a regional service provider linking many communities within Placer County. PCT operates 10 fixed routes. Two routes operate along Highway 49: the Highway 49 Route and the North Auburn Loop. The Highway 49 Route operates Monday through Friday from 4:40 a.m. to 8:00 p.m., and Saturday from 7:30 a.m. to 7:00 p.m. The North Auburn Loop operates Monday through Friday from 7:40 a.m. to 6:00 p.m., and Saturday from 10:40 a.m. to 6:00 p.m.

The Lincoln/Sierra College Route provides service to Lincoln, neighboring Rocklin, and Sierra College on weekdays from 6:00 a.m. to 8:00 p.m., and on Saturday from 8:00 a.m. to 6:00 p.m. This route is the main connection point between Lincoln and other patrons of Placer County. The

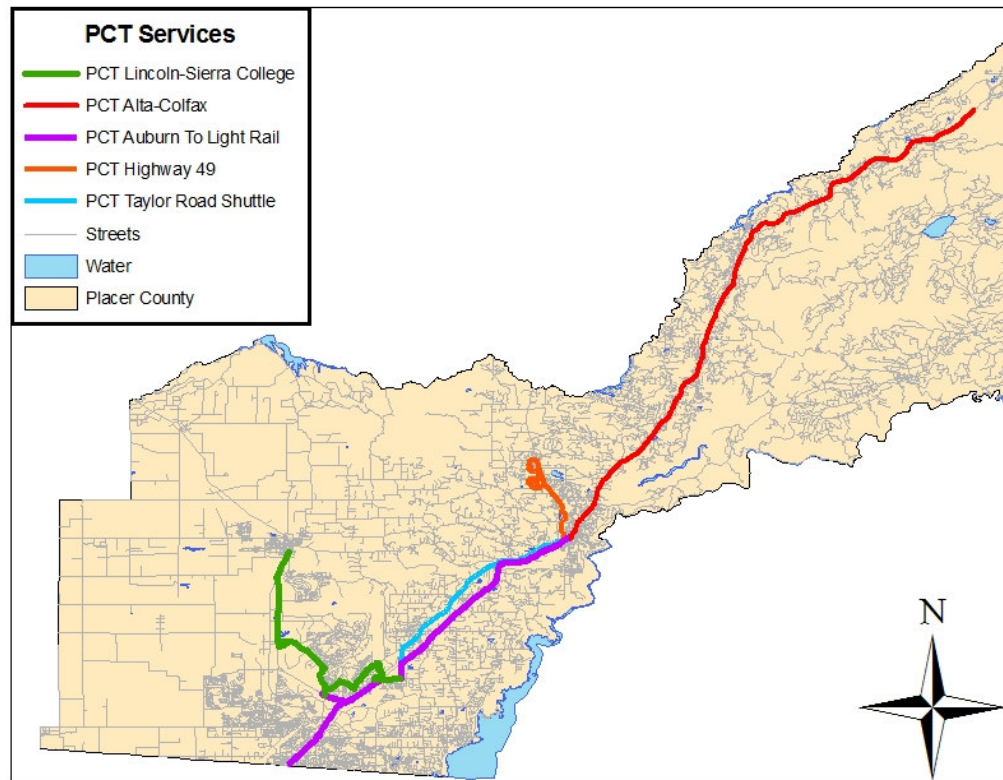
Taylor Road Shuttle, managed by the CTSA, operates between Sierra College and Auburn. The Shuttle runs Monday through Friday from 6:30 a.m. to 8:30 p.m., and Saturday from 8:30 a.m. to 6:00 p.m.

One route operates between Auburn and Sacramento's Regional Transit District (RTD's) Watt/I-80 Light Rail station on weekdays from 5:00 a.m. to 8:00 p.m., and on Saturday from 8:00 a.m. to 7:00 p.m. PCT also provides service through Colfax via the Colfax/Alta Route. It is a reservation based service available Monday through Friday from 7:00 a.m. to 5:00 p.m. The Colfax/Alta Route does not operate on weekends.

Base fare for PCT fixed-route service is one dollar, with a discounted fare of fifty cents available for seniors, youth, and persons with disabilities. Unlimited-ride day passes are \$2.50 (discounted at \$1.25 for seniors, youth, and persons with disabilities). Multiple-ride booklets are also available in 10-, 20-, and 40-ride options that provide a cost saving over base cash fare.

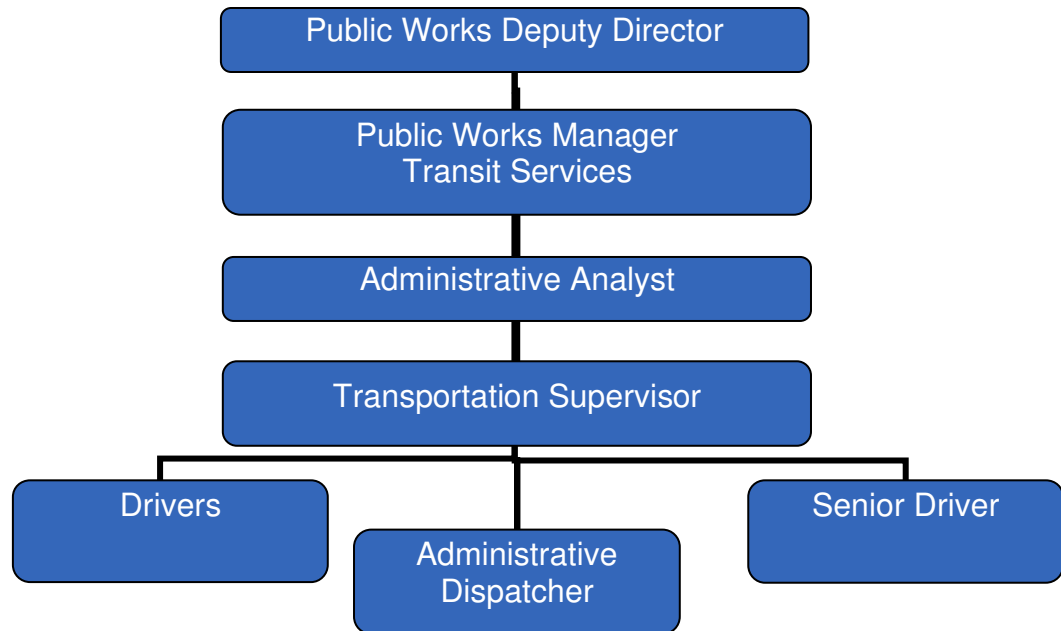
PCT also operates Placer Commuter Express, a weekday roundtrip commuter service between Placer County and Sacramento. The service makes stops in Colfax, Auburn, Loomis, Rocklin, and Roseville before traveling to Sacramento. Four trips are offered in the morning, departing Placer County between 5:20 a.m. and 7:00 a.m.; and four trips are offered in the evening, leaving Sacramento between 4:15 p.m. and 5:30 p.m. Fare is based on zones, with cash fare ranging from \$4.00 to \$5.50, with monthly passes ranging from \$125 to \$170 depending upon travel zone.

Exhibit 5-7 Placer County Transit Service Area



The PCT fleet includes 16 vehicles. The Public Works Director is responsible for the general management of the Placer County Transit program. In addition to administrative oversight of transit services, the Director is responsible for the County's utilities, street maintenance and repairs, water and sewer, and engineering and construction management programs.

Exhibit 5-8 Placer County Transit Organization Chart



Source: FY 2004-2006 Placer County TPA

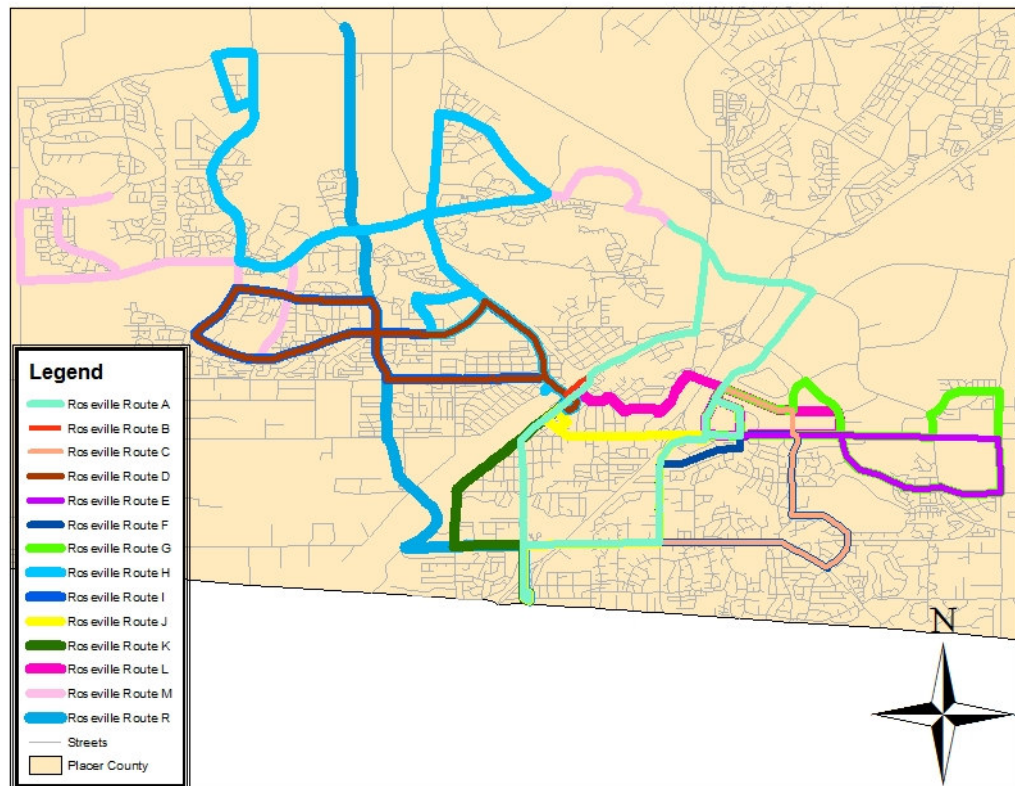
Roseville

Roseville is the most populous city in Placer County, with a population estimated at 113,590 in 2006. Roseville Transit operates primarily within city limits however recent growth in public transit need has expanded its service area. Roseville owns and maintains its own bus fleet, contracting with MV Transit to operate fixed-route, Dial-A-Ride, and commuter bus services.

The fixed-route service operates 12 routes Monday through Saturday offering free transfers to/from Placer County Transit and Sacramento Regional Transit at designated stops. There are 13 routes that make up the "Local" and "Peak Hour" shuttles running from 6:00 a.m. to 7:30 p.m. throughout the day, with Saturday service operating from 8:00 a.m. to 6:00 p.m. There are also seven commuter routes that run within the same time-frame, but do not operate on Saturday or Sunday. Curb-to-curb

general public Dial-A-Ride service is available Monday through Friday from 6:00 a.m. to 8:00 p.m., and from 8:00 a.m. to 6:00 p.m. on Saturday and Sunday. Fare for Dial-A-Ride is \$3.75 for the general public and \$2.25 for persons with disabilities. A ten-ride book costs \$37.50 for the general public and \$22.50 for seniors and persons with disabilities. Commuter fare is \$3.25 for residents and \$4.50 for non-residents.

Exhibit 5-9 Roseville Transit System

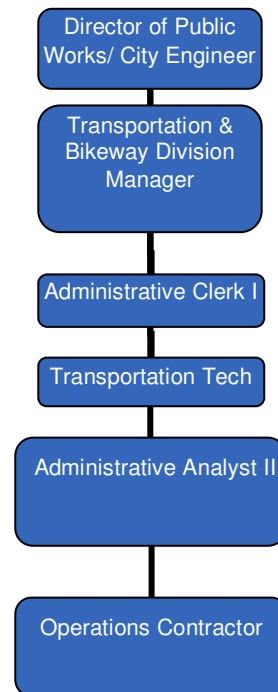


The Roseville Transit fleet consists of 33 vehicles. There are seven 30-foot diesel buses, eight 30-foot Compressed Natural Gas (CNG) buses, eleven cutaways, six 40-foot buses, and one 40-foot CNG bus.

Management of the transit program lies with the Director of Public Works/City Engineer, who has management oversight over the City's public transit program. Supporting the Director is the City's Transportation

and Bikeway Division Manager, who has direct oversight of three City staff as well as the City's Operations Contractor.

Exhibit 5-10 Roseville Transit Organizational Chart



Source: FY 2004-2006 Placer County TPA

Fixed-Route Peer Review

The Fixed-Route Peer Review compares and contrasts Lincoln Transit's key performance indicators for FY 2005/2006 with those of Placer County, the Coordinated Transportation Services Agency (CTSA), and the cities of Auburn, and Roseville.

Discrepancies with service providers' information regarding demand-response performance led us to forego a separate discussion of demand-response performance and include the CTSA within the Fixed-Route analysis.

Exhibit 5-11 Fixed-Route and Demand-Response Key Indicators

	Auburn	CTSA	Lincoln	Placer County	Roseville	Average
Operating Cost	\$354,881	\$799,898	\$548,625	\$3,544,035	\$3,269,088	\$1,703,305
Fare Revenue	\$32,528	\$56,098	\$47,387	\$396,286	\$583,752	\$223,210
Vehicle Service Hours (VSH)	4,780	11,657	6,233	46,945	58,541	25,631
Vehicle Service Miles (VSM)	61,444	182,935	66,081	946,092	960,364	443,383
Passengers	56,472	57,794	25,684	352,980	413,680	181,322
Operating Cost/VSH	\$74.24	\$68.62	\$88.02	\$75.49	\$55.84	\$66.45
Operating Cost/VSM	\$5.78	\$4.37	\$8.30	\$3.75	\$3.40	\$3.84
Operating Cost/Passenger	\$6.28	\$13.84	\$21.36	\$10.04	\$7.90	\$9.39
Passengers/VSH	11.81	4.96	4.12	7.52	7.07	7.07
Passengers/VSM	0.92	0.32	0.39	0.37	0.43	0.40
Farebox Recovery	9.2%	7.0%	8.6%	11.2%	17.9%	13.1%
Fare/Passenger	\$0.58	\$0.97	\$1.85	\$1.12	\$1.41	\$1.23

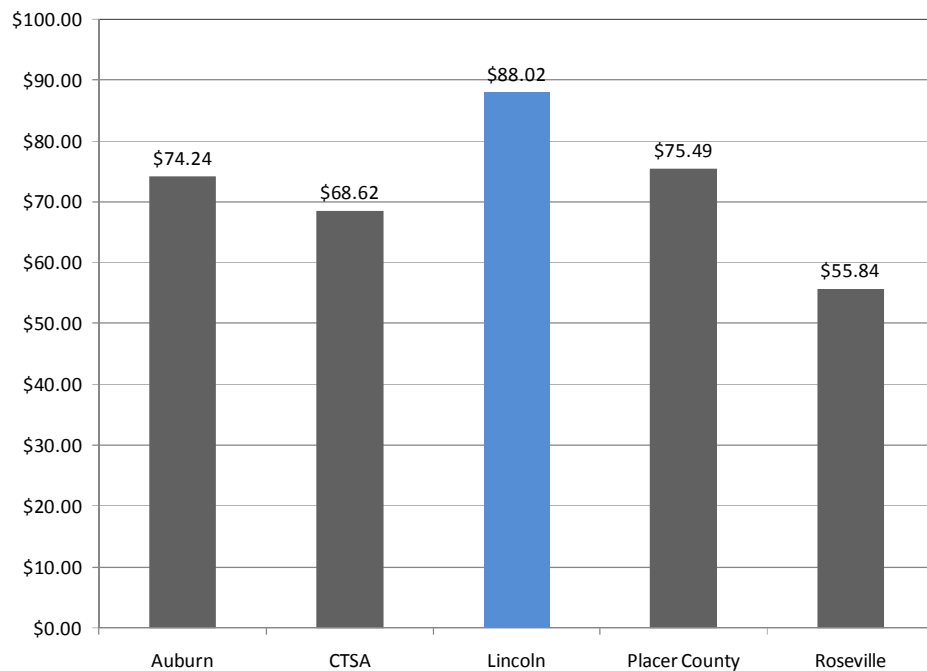
Source: FY 2004-2006 Placer County TPA

Operating Cost/Vehicle Service Hour

Two performance measures were used to assess service efficiency: Operating Cost/Vehicle Service Hour (VSH) and Operating Cost/Vehicle Service Mile (VSM).

Compared with the selected peers, Lincoln Transit demonstrated a high Operating Cost/VSH (\$88.02). This metric is higher than the peer average of \$66.45. Roseville was the most efficient, 16 percent below the peer average. Lincoln Transit was the least efficient operator, 32 percent above the peer average.

Exhibit 5-12 Operating Cost/VSH

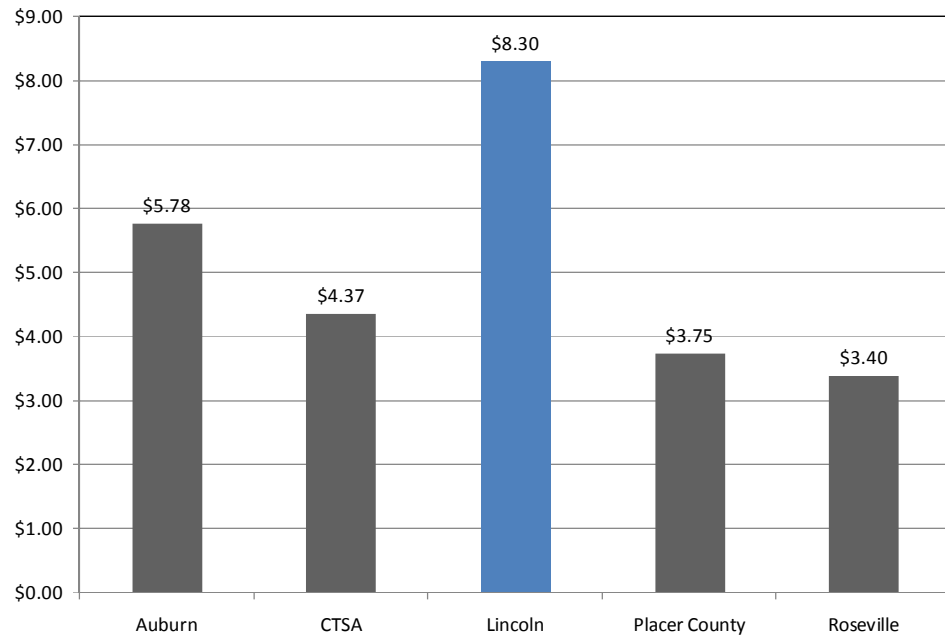


Source: FY 2004-2006 Placer County TPA

Operating Cost/Vehicle Service Mile

This indicator measures how much each transit organization is spending to provide one mile of revenue service. Lincoln Transit demonstrated the least efficient service among the peers reporting a cost of \$8.30 per mile, more than double the peer average of \$3.84 per mile. Auburn Transit posted the next highest Operating Cost/VSM indicator (\$5.78 per service mile), while Roseville was once again the most efficient operator among the peers.

Exhibit 5-13 Operating Cost/VSM

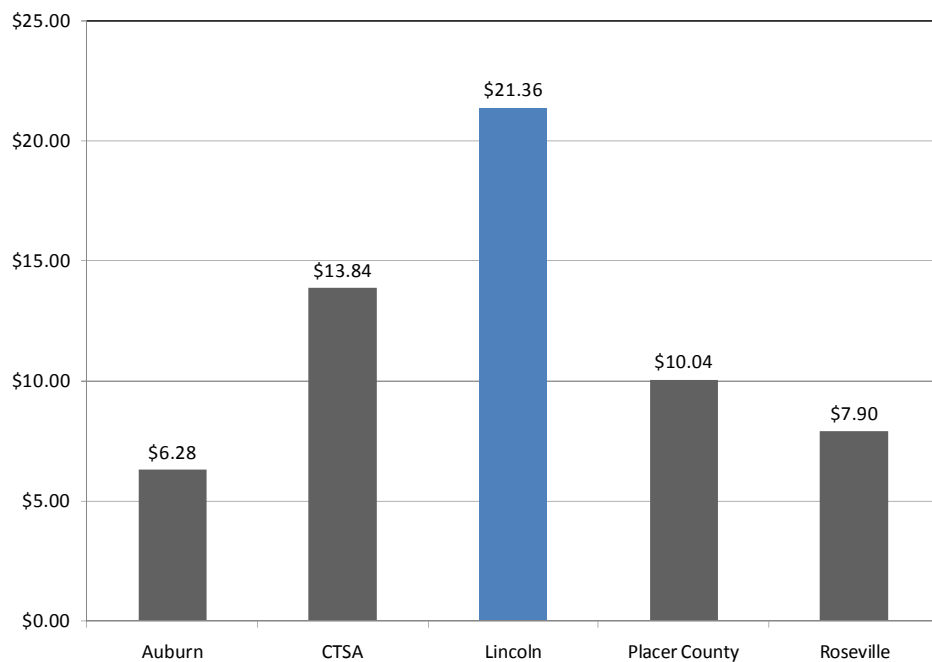


Source: FY 2004-2006 Placer County TPA

Operating Cost/Passenger

Operating Cost/Passenger is a common benchmark for assessing transit service cost-effectiveness. Lincoln Transit was revealed to be the least cost-effective at \$21.36 per passenger, again more than double the peer average of \$9.39 per passenger. Auburn was the most cost-effective among the peers with a cost of \$6.28 per passenger.

Exhibit 5-14 Operating Cost/Passenger



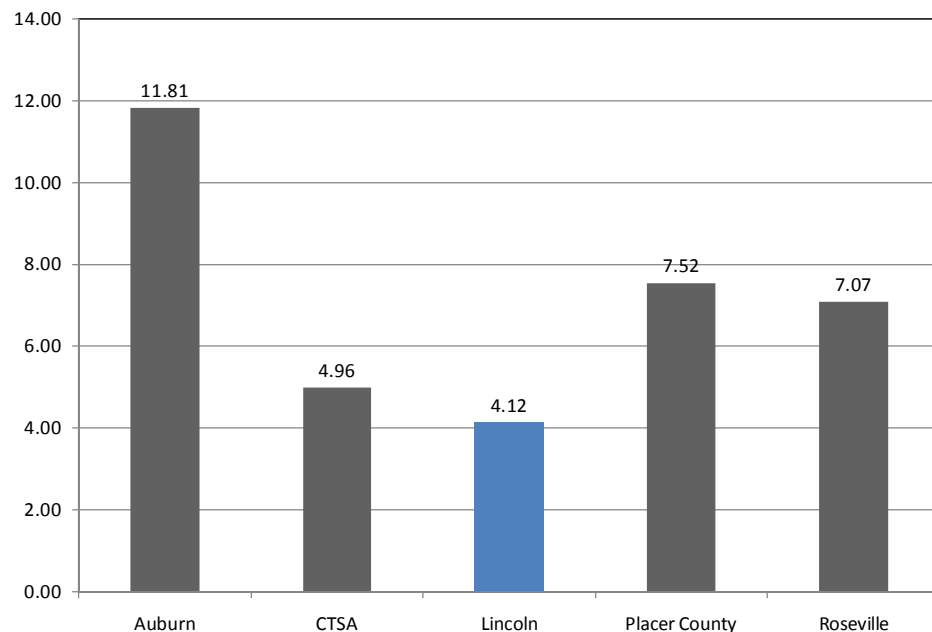
Source: FY 2004-2006 Placer County TPA

Passengers/Vehicle Service Hour

The Passengers/Vehicle Service Hour (VSH) metric indicates how many passengers, on average, are transported each revenue hour. As such, it is another common indicator of transit service effectiveness.

Using the above criteria, Lincoln Transit is the least effective operator within the peer group. Exhibit 5-15 indicates Lincoln (4.12 passengers/VSH) is almost 42 percent below the peer average. Due to high annual ridership, Auburn's indicator was the highest of the peer group with 11.81 passengers/VSH.

Exhibit 5-15 Passengers/VSH



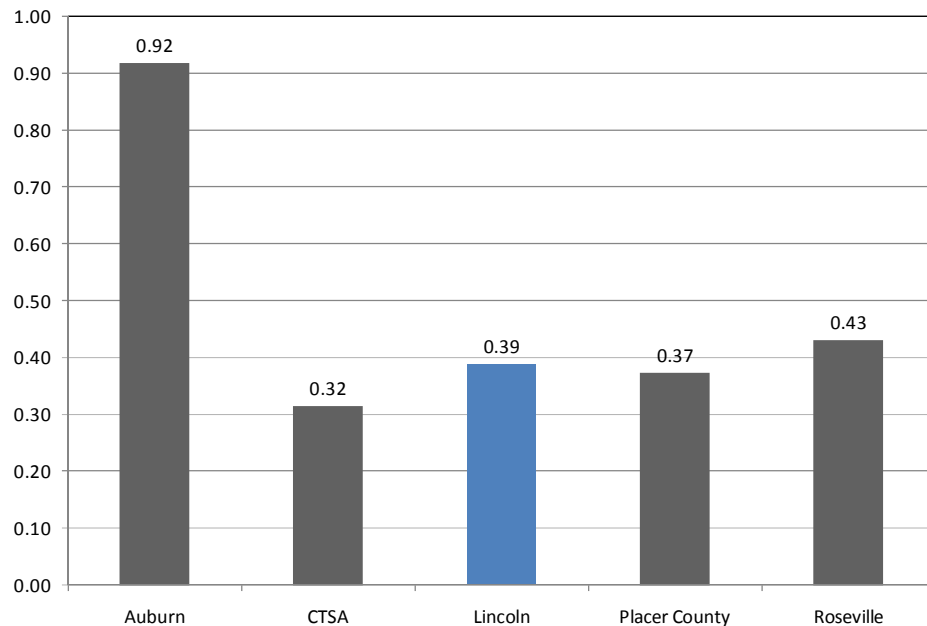
Source: FY 2004-2006 Placer County TPA

Passengers/Vehicle Service Mile

The Passengers/Vehicle Service Mile (VSM) indicator illustrates total ridership per revenue mile. As such, it is another common indicator of transit service effectiveness.

Using the above criteria, Lincoln Transit performed well within the peer group (0.39 passengers/VSM), operating near the peer average (0.40 passengers/VSM). Roseville was the second-most effective operator with 0.43 passengers/VSM. Due to high ridership, Auburn's indicator was the highest of the group (0.92 passengers/VSM).

Exhibit 5-16 Passengers/VSM



Source: FY 2004-2006 Placer County TPA

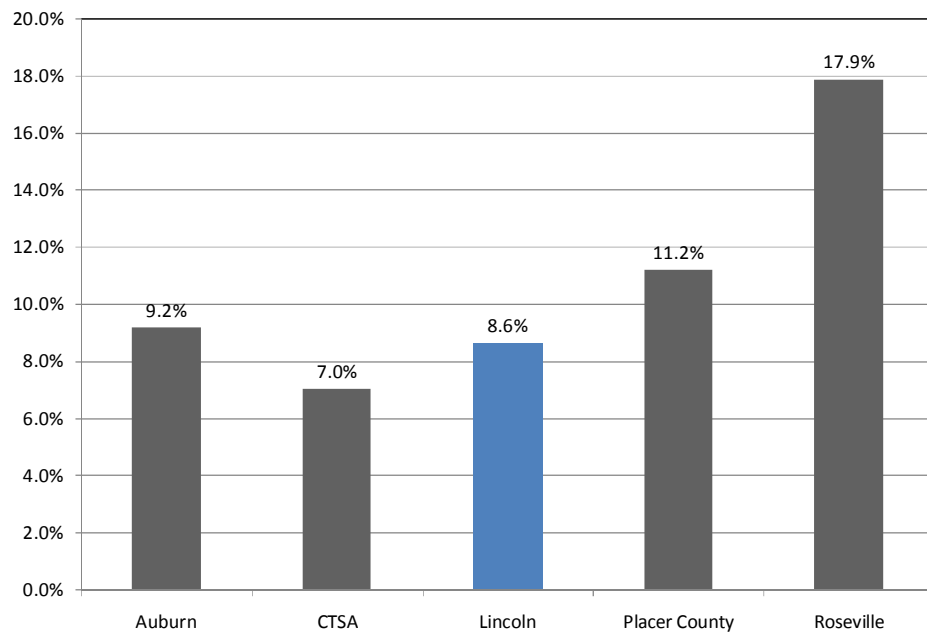
Farebox Recovery

A transit program's farebox recovery ratio is one of the most important performance criteria. This metric calculates the percentage of operating cost recovered through passenger fares.

Lincoln Transit realized a farebox recovery ratio of 8.6 percent, 34 percent below the peer average and the second-lowest of the peer group. As a point of reference, 10 percent is the industry threshold for communities under 50,000.

Lincoln Transit has the second-lowest fare revenue as well as one of the highest operating costs. This is evidence of the program's inefficiency and need to redesign the service so as to attract additional ridership. By contrast, Roseville had the highest farebox recovery at 17.9 percent.

Exhibit 5-17 Farebox Recovery Ratio



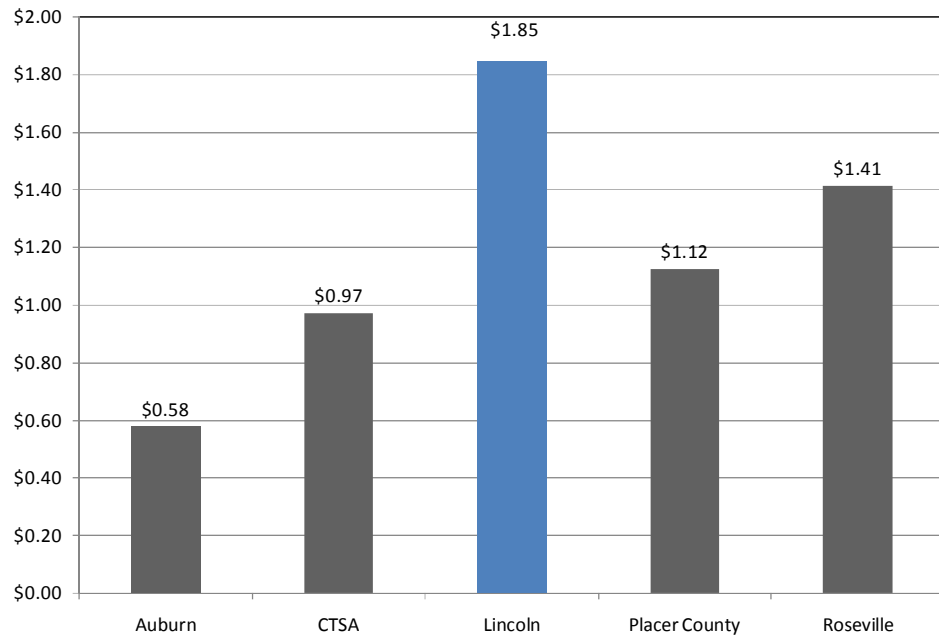
Source: FY 2004-2006 Placer County TPA

Average Fare/Passenger

Average Fare/Passenger is the ratio between total fare revenue and annual ridership. Auburn Transit posted the lowest Fare/Passenger ratio (\$0.58/passenger), 53 percent below the peer average. The inconsistencies witnessed between farebox recovery and Average Fare/Passenger can often be attributed to the greater incidence of non-cash fare media used by the peer operators.

Lincoln Transit has a base fare of 75 cents for the fixed-route service and \$2.00 for their Dial-A-Ride program. Lincoln's obtained \$1.85/passenger during the study period. This could be due to a large portion of trips being on the Dial-A-Ride program as well as non-cash fare media usage. Patrons may purchase a 20 to 40-ride punch pass and not use every trip available. Compared to the remainder of the peer group Lincoln performed nearly 50 percent better than the peer average of \$1.23 per passenger.

Exhibit 5-18 Average Fare/Passenger



Source: FY 2004-2006 Placer County TPA

Other Operators in the Region

In addition to those operators discussed within the peer review, Moore & Associates also identified the following operators providing transportation services within Placer County.

Tahoe Area Regional Transit (TART)

TART operates three routes around Lake Tahoe. The TART Mainline travels from Tahoma, California, to Incline Village, Nevada, and back. The Highway 89 route travels from Tahoe City to Truckee and then returns. The Highway 267 Route is only available in winter, running from Crystal Bay to Truckee and back. TART operates Monday through Sunday, from 6:00 a.m. to 7:00 p.m. Base fare is \$1.50 for adults and \$0.75 for seniors, persons with disabilities, and youth.

Truckee Trolley

The Truckee Trolley is a circulator service operating in Lake Tahoe. It operates Monday through Saturday, two routes in summer, and four in winter. Summer operating hours are 9:15 a.m. to 5:15 p.m., running from Truckee to West End Beach and back to the Truckee Depot; making stops at designated points every hour. In the winter, the Trolley operates from 7:00 a.m. to 6:00 p.m. Route A begins at the Sugar Bowl and travels to the Truckee Depot and back, Route B travels from the Truckee Depot to North Star Village and back, and Route C travels from the Tahoe Sands Resort to North Star Village and back.

Greyhound and Amtrak

There is a Greyhound Bus station located in Roseville and a stop at the Truckee Depot that connects with the Tahoe Area Regional Transit system. Amtrak buses also stop at the Truckee Depot. Amtrak buses are available only after scheduling a ride 24 hours in advance through the Amtrak website.

Health Express

This service is a low-to-no-cost service provided via a partnering of Health Net, Kaiser Permanente Medical Center, Macy Transportation, Placer Collaborative Network, Placer Community Foundation, Placer County Air Pollution Control District, Placer Independent Resource Services, Seniors First, Sutter Auburn Faith Hospital, and Sutter Roseville Medical Center. The consortium operates a shuttle absent any age or disability restrictions for Western Placer county residents seeking low-cost transportation to health services. Operating hours are 8:00 a.m. to 5:00 p.m., Monday through Friday. Service to Lincoln is available on Monday, Wednesday, and Friday mornings.

Amtrak Rail

Amtrak rail lines stop at stations in Placer County including Auburn Station at Nevada Street and Fulweiler Avenue, Colfax Station at 99 Railroad Street, Rocklin Station at Rocklin Road and Railroad Avenue, and Roseville Station at Pacific Street and Church Street. Trains stop throughout the day at the Auburn Station Monday through Sunday from 6:35 a.m. to 7:25 p.m.

Amtrak stops in Rocklin Monday through Friday from 8:28 a.m. to 7:40 p.m. and on Saturday and Sunday from 6:58 a.m. to 7:40 p.m. Roseville stops are Monday through Friday from 8:30 a.m. to 8:00 p.m. and Saturday and Sunday from 7:08 a.m. to 8:00 p.m.

Gold Country Stage (GCS)

This shuttle system operates partly within Placer County; its primary service area includes Colfax and Auburn, stopping at many locations in between. GCS will stop at any designated bus stop passengers require. GCS hours of operation are Monday through Friday from 7:00 a.m. to 6:30 p.m. and Saturday from 9:30 a.m. to 5:30 p.m. There is no Sunday service.

Folsom Transit

There are two Folsom Stage Line routes: Route 10 and Route 30. The two routes intersect on Riley Street in Folsom. There is no charge for transfers. Both Lines operate Monday through Friday.

Route 10 connects with the Sacramento RT Iron Point and Folsom Light Rail Stations. Additionally, it connects with Roseville Transit Line 24 at Main and Madison Avenues. Service is available from 6:30 a.m. to 9:00 p.m.

Route 30 runs in a loop beginning and ending at the RT Glenn Light Rail Station. It serves Folsom Aquatic Center, Folsom City

Hall, Folsom City Zoo Sanctuary, Folsom Prison, and Lake Forest Business Center. Hours of operation are 5:50 a.m. to 6:30 p.m.

Folsom Transit allows for one deviation per hour by up to three-quarters of a mile off the established route, with notification of such a request required 24 hours in advance. Base fare is two dollars, and a discounted fare of one dollar is available for students, seniors, and persons with disabilities.

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6. RIDE CHECK ANALYSIS

CHAPTER 6 – RIDE CHECK ANALYSIS

As part of our evaluation of the City's fixed-route service on-time performance, Moore & Associates conducted a ride check from Tuesday, May 13 through Friday, May 16, 2008. A total of 67 trips were evaluated. The ride check was conducted across four service days and all day-parts.

A ride check has two objectives: Assess schedule adherence and quantify productivity at the individual bus stop level. Although Lincoln Transit operates as a deviated fixed-route service, our assessment of on-time performance revealed significant shortcomings with the current operation.

Fixed-Route Boarding and Alighting

On-time performance was assessed at trip start (departure), midpoint (departure), and end (arrival). Our ride check was conducted under actual operating conditions. Methodology for determining the on-time performance reflects the same process utilized by Moore & Associates for ride checks at each of our client properties. In summary, our survey coordinators synchronized their timepieces with Sprint-Nextel's automated clock provided via cellular phone. In turn, they synchronized their timepieces with all surveyors. The surveyors then rode Lincoln Transit buses collecting data at all time-points along a given route. The data collected by the surveyors was entered into Microsoft Excel where it was cleaned and analyzed. The data was then segregated by day-part. In doing so, we identified five distinct time blocks:

- 7:00 a.m. to 10:44 a.m. (early morning),
- 10:45 a.m. to 12:44 p.m. (late morning),
- 12:45 p.m. to 2:44 p.m. (early afternoon),
- 2:45 p.m. to 4:44 p.m. (late afternoon), and
- 4:45 p.m. to 6:00 p.m. (evening).

The following criteria were used to evaluate on-time performance

- **On-time**, defined as trip departure within zero to five minutes of the published schedule time.
- **Early**, defined as any departure from an established time-point in advance of the published schedule time.
- **Late**, defined as any departure from an established time-point occurring more than five minutes after the published schedule time.

System-Results

Lincoln Transit's overall on-time performance during the assessment period was (62.2 percent). As a rule of thumb, an on-time performance standard of 90-95 percent is commonplace for fixed-route bus programs. While the City's deviated service aspect probably makes a 95-percent standard a challenge, we believe the current 62.2 percent performance should not be considered acceptable. In essence, the flexibility in accommodating potential "off-route" portions is negatively impacting service quality (i.e., reliability) for the vast majority of riders.

Exhibit 6-1 Overall On-Time Performance

Total	On Time	Early	Late
Route 202	64.8%	27.6%	7.6%
Route 203	62.2%	29.3%	8.5%
Route 102	33.3%	66.7%	0.0%
Overall	62.2%	30.1%	7.7%

On-Time Performance Survey 2008

Aggregate schedule adherence was 52.2 percent at trip start. This increased to 56.5 percent at trip midpoint, before declining back to 54.8 percent at trip-end.

The most significant finding here is "hot running". This refers to the practice of drivers departing early from published time-points. "Hot

running” can become a serious problem given potential riders could arrive at a bus stop at the scheduled time and still miss the bus if it departs early. System-wide, buses left early from trip *beginning* 41.2 percent of the time. Buses departed early from the *mid-trip* point of the run 55.9 percent of the time, and arrived early at the *trip end-point* 64.4 percent of the time.

During the ride check, we observed numerous points during the service day where drivers would arrive early at a given time-point and shut off the vehicle. This happened many times at the “transit center” located near Third and F Streets. During these stops, passengers were allowed to board, and at times the driver exited the vehicle. This practice suggests drivers “run hot” to extend the amount of time at a possible layover point. It also presents a safety and security issue arising from an unmanned vehicle. We recommend the City adopt and implement a driver training and safety program, comprised of scheduled and routine meetings with predetermined agendas and goals. These meetings would help facilitate safety awareness and reinforce initial employee training.

Route deviations also contributed to the challenge in applying traditional on-time performance metrics. During our ride check, we noted that, while a given bus was supposed to be in a particular location according to published route schedule and times, it would be on a completely unrelated course due to a deviation to pick up or drop off customers. This practice forced our evaluators to assign a “best guess” performance of either *early* or *late*, as the bus was not *on-time* according to posted schedules.

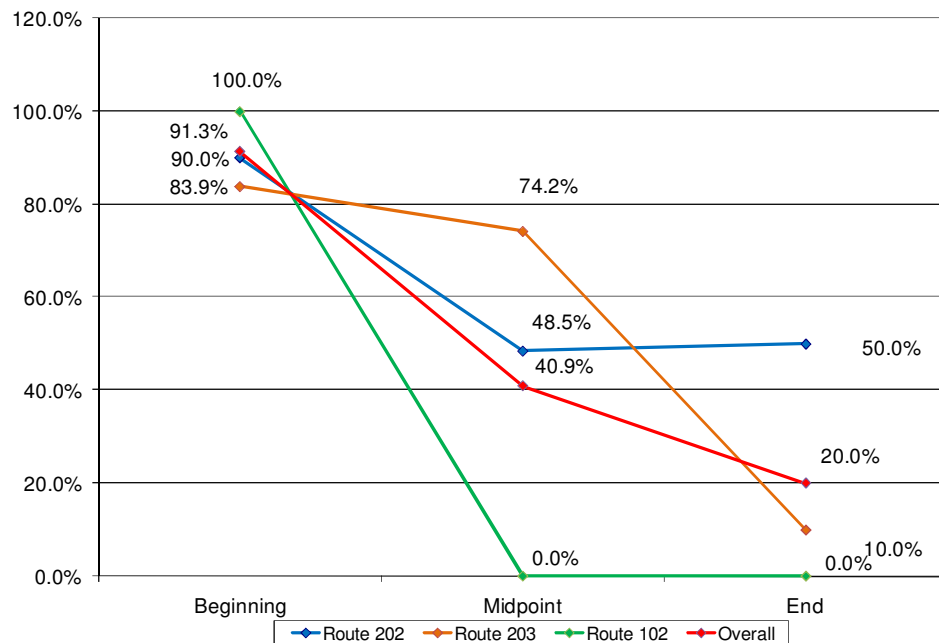
Running late was not seen to be a substantial problem, yet still merits attention. System-wide, no surveyed trip began its run late, three percent left trip midpoints late, and 15.6 percent arrived at the trip end-point late. Therefore it is not surprising, given the incidence of route deviation, that performance declines as the trip progresses.

Exhibit 6-2 On-Time Performance by Trip Segment

	Beginning			Midpoint			End			Overall		
	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late
Route 102	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	100.0%	0.0%	33.3%	66.7%	0.0%
Route 202	90.0%	10.0%	0.0%	48.5%	48.5%	3.0%	50.0%	28.1%	21.9%	64.8%	27.6%	7.6%
Route 203	83.9%	16.1%	0.0%	74.2%	19.4%	6.5%	10.0%	65.0%	25.0%	62.2%	29.3%	8.5%
Overall	91.3%	8.7%	0.0%	40.9%	55.9%	3.2%	20.0%	64.4%	15.6%	53.4%	41.2%	5.4%

On-Time Performance Survey 2008

Exhibit 6-3 On-Time Performance by Trip Segment



On-Time Performance Survey 2008

The following table illustrates overall on-time percentages by day-part for Routes 202 and 203 combined. Route 102 was omitted from the chart in order to avoid skewing due to its minimal impact. The best on-time performance was noted during the evening day-part, at both trip start and trip-end (100 percent each). Conversely, the poorest performance occurred during the morning day-part, at trip-end (13.3 percent).

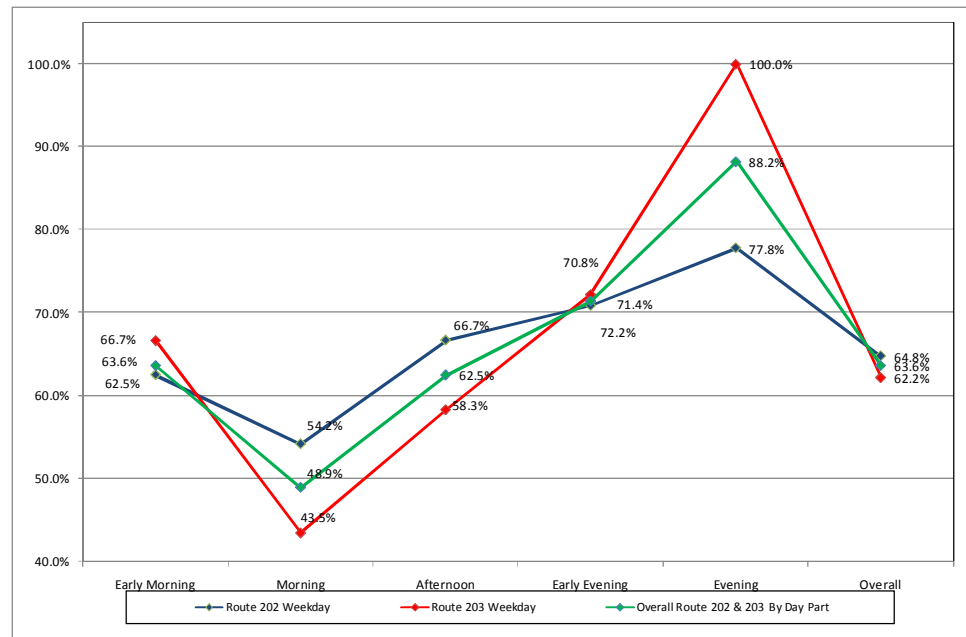
Exhibit 6-4 Overall Performance By Day-Part Average

Overall Performance By Day Part	Beginning			Midpoint			End			Overall		
	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late	On Time	Early	Late
Early Morning	90.9%	9.1%	0.0%	54.5%	45.5%	0.0%	45.5%	45.5%	9.1%	63.6%	33.3%	3.0%
Morning	75.0%	25.0%	0.0%	56.3%	37.5%	6.3%	13.3%	46.7%	40.0%	48.9%	36.2%	14.9%
Afternoon	94.1%	5.9%	0.0%	62.5%	37.5%	0.0%	26.7%	53.3%	20.0%	62.5%	31.3%	6.3%
Early Evening	85.0%	15.0%	0.0%	64.3%	21.4%	14.3%	50.0%	25.0%	25.0%	71.4%	19.0%	9.5%
Evening	100.0%	0.0%	0.0%	71.4%	28.6%	0.0%	100.0%	0.0%	0.0%	88.2%	11.8%	0.0%
Overall	87.3%	12.7%	0.0%	60.9%	34.4%	4.7%	34.6%	42.3%	23.1%	63.6%	28.3%	8.0%

On-Time Performance Survey 2008

The following chart illustrates the improvement in on-time performance as the service day progresses. Routes 202 and 203 performed best in the evening. Route 203 performs best during the evening day-part and poorest during the morning day-part. The improvement in performance towards the end of the service day can be attributed to a decrease in deviation requests noted during later day-parts.

Exhibit 6-5 Overall On-Time Performance Routes 202 and 203



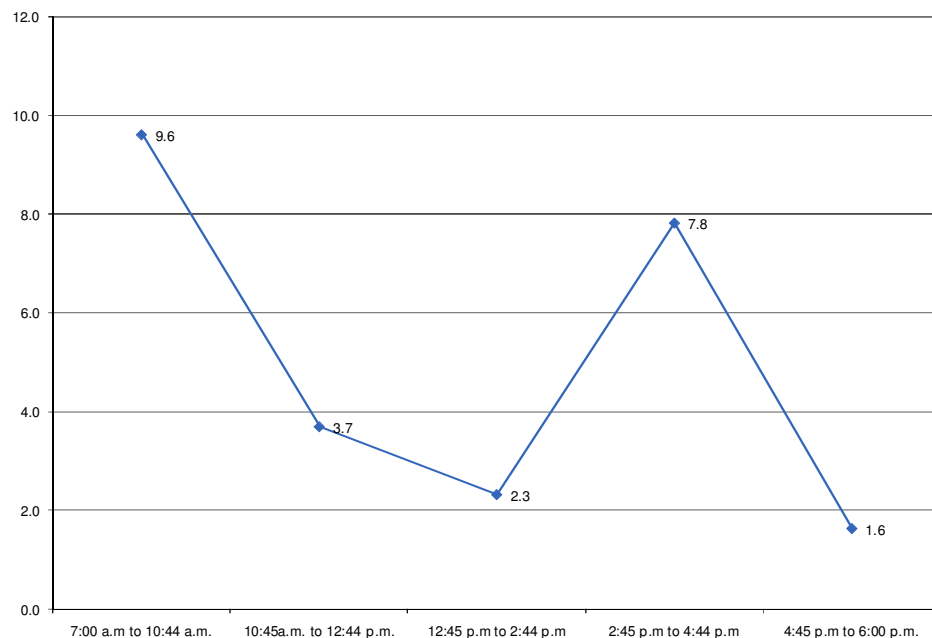
On-Time Performance Survey 2008

Boarding by Day-Part

Exhibits 6-6 and 6-7 depict system boardings by day-part. The boarding by day-part analysis revealed ridership activity peaked between 7:00 a.m. and 10:44 a.m. This early morning day-part had an average of 9.6 boardings per trip. It should be noted Route 102 performs a single run throughout the service day during this day-part, thereby improving the overall average. The next highest boarding activity occurred between 2:45 p.m. and 4:44 p.m. (7.8 boardings per trip). This data informs the majority of Lincoln Transit patrons (i.e., school children) make their first trip of the day during the traditional morning peak travel period, while return trips typically occur between 2:45 p.m. and 4:44 p.m.

The evening day-part posted the lowest average boarding activity (1.6 boardings per trip). This is likely due to inconsistent stop times and routine deviations.

Exhibit 6-6 System Boardings by Day-Part



On-Time Performance Survey 2008

Exhibit 6-7 System Boardings by Day-Part

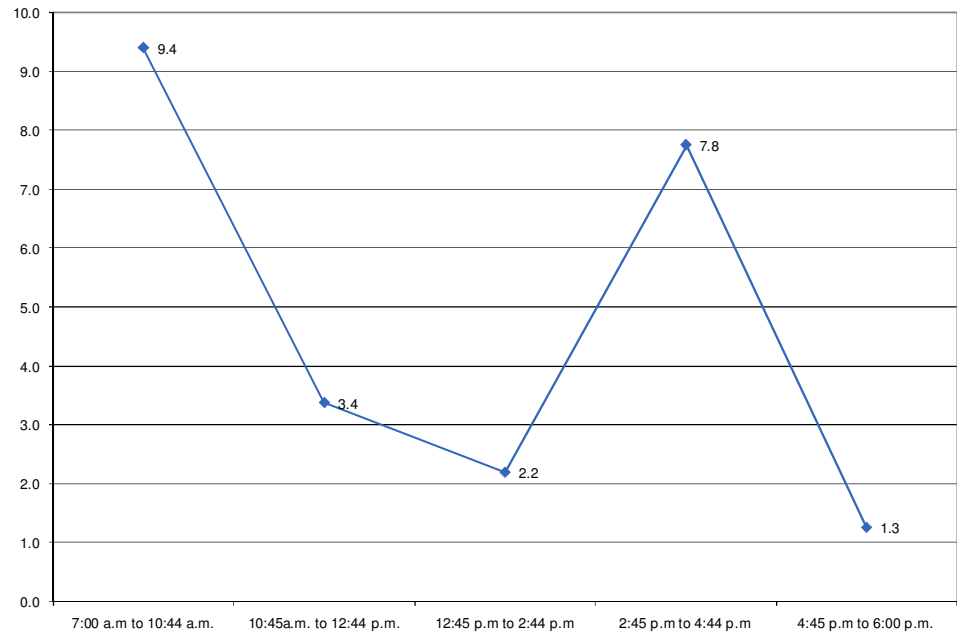
Day-Parts	Boardings	Avg Boarding	Trips
7:00 a.m. to 10:44 a.m.	144	9.6	15
10:45 a.m. to 12:44 p.m.	59	3.7	16
12:45 p.m. to 2:44 p.m.	37	2.3	16
2:45 p.m. to 4:44 p.m.	125	7.8	16
4:45 p.m. to 6:00 p.m.	13	1.6	8
Total	378	5.3	71

On-Time Performance Survey 2008

Alighting by Day-Part

Exhibits 6-8 and 6-9 present system alighting activity by day-part. The data reveals consistent patterns mirroring those of system boardings. System alighting activity peaked between 7:00 a.m. and 10:44 a.m. (9.4 alightings per trip). The next greatest alighting activity occurred during the “late afternoon” day-part (7.8 alightings per trip), followed by “late morning” (3.4 alightings per trip). The results suggest many Lincoln Transit riders make their first trip of the day in the “early morning” (7:00 a.m. to 10:44 a.m.), while return trips typically occur anytime from 2:45 p.m. until the conclusion of the service day. The “evening” day-part revealed the lowest average (1.3 alightings per trip).

Exhibit 6-8 System Alightings by Day-Part



On-Time Performance Survey 2008

Exhibit 6-9 System Alightings by Day-Part

Day-Parts	Alightings	Avg Alighting	Trips
7:00 a.m. to 10:44 a.m.	141	9.4	15
10:45 a.m. to 12:44 p.m.	54	3.4	16
12:45 p.m. to 2:44 p.m.	35	2.2	16
2:45 p.m. to 4:44 p.m.	124	7.8	16
4:45 p.m. to 6:00 p.m.	10	1.3	8
Total	364	5.1	71

On-Time Performance Survey 2008

Route-Specific Analysis

Our route-specific analysis identified key stops and points of significant activity. The boarding and alighting data collected at each time-point was geocoded using GIS software. From there, maps were generated, illustrating boarding and alighting trends.

Route 102 Boarding and Alighting Counts

Route 102 had the most ridership of all Lincoln Transit routes. It functions as a de-facto school bus. This route is focused primarily on students in the early morning and attained a full bus was noted each surveyed day. Route 102 makes one run per day.

Given Route 102 runs once in the early morning, all boardings and alightings occurred between 7:00 a.m. and 10:44 a.m., averaging 31.7 boardings and 30.3 alightings per day.

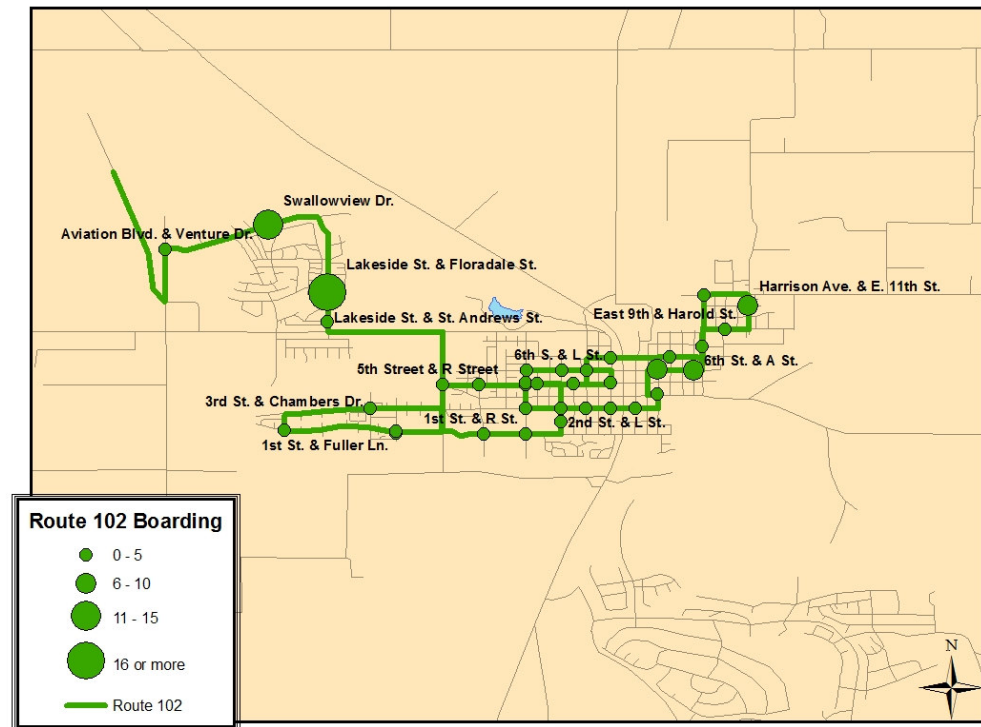
The five stops listed in Exhibit 6-10 represent 54.8 percent of total boardings. It is clear from the ride check data there is a large demand on Lakeside Drive, due to the number of homes with school-age children. Other significant boarding locations included areas near housing developments similar to those on Lakeside Drive, serving a predominantly student population.

Exhibit 6-10 Route 102 Top Five Boardings by Stop

Rank	Stop	Boardings
1	Lakeside Dr. & St. Andrews Dr.	18
2	Lakeside Dr. & Floradale Wy.	13
3	East Ave. & East 8th St.	9
4	6th St. & A St.	6
5	Venture Blvd.	5

On-Time Performance Survey 2008

Exhibit 6-11 Route 102 Boardings



On-Time Performance Survey 2008

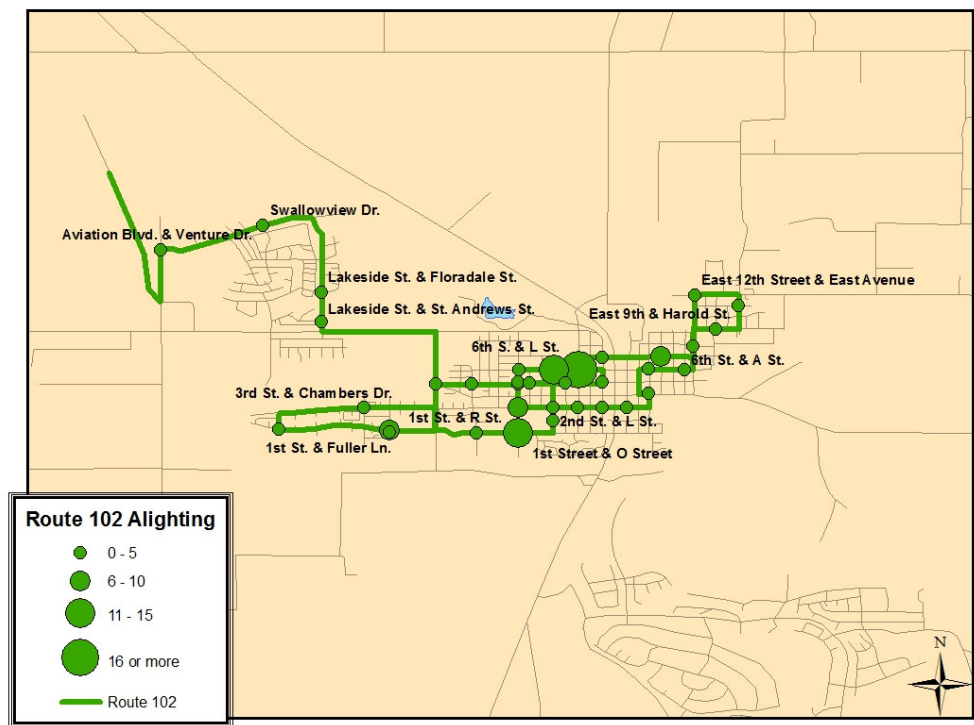
The stops listed in Exhibit 6-12 make up a majority (78 percent) of total alightings for this route. Significant demand exists near Sixth and J Streets given the proximity of Lincoln High School. Schools serve as significant trip generators throughout Lincoln, on Route 102, the bus does not make any further stops on its return to the “transit center” at Third and F streets. On Route 102, the bus doesn’t make any further stops on its return to the “Transit Center” at Third and F Streets.

Exhibit 6-12 Route 102 Top Five Alightings by Stop

Rank	Stop	Alightings
1	6th St. & J St.	29
2	1st St. & O St.	15
3	6th St. & L St.	13
4	3rd St. & O St.	8
5	7th St. & C St.	6

On-Time Performance Survey 2008

Exhibit 6-13 Route 102 Alightings



On-Time Performance Survey 2008

Route 202 Boarding and Alighting Counts

Route 202 provides service between the Third Street and F Street stop and the Kaiser Medical Center every hour. The line attracts few riders throughout the service day given the relative absence of potential trip generators along its alignment. In addition, Line 202 deviates frequently throughout the day, impacting both its on-time performance and perceived liability.

Route 202 travels from East Street out to Twelfth Street before heading along Route 65 on Lincoln Parkway past the Kaiser Center and library. It then continues to the “transit center” at Third and F Streets. The bus often arrives early and with no riders.

Overall, ridership for Route 202 reached its peak during the “late afternoon” day-part averaging 5.3 boardings and alightings per trip. The period of lowest activity occurred during the “afternoon” day-part (12:45 p.m. to 2:44 p.m.), averaging 1.1 boardings and 1.0 alightings per trip. Overall, this route averaged 3.1 boardings and 3.1 alightings per trip. Here again, we believe the “poor” on-time performance, combined with absence of any marketing, has resulted in minimal ridership.

Exhibit 6-14 Route 202 Boardings and Alightings by Day-Part

202	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
7:00 a.m to 10:44 a.m.	17	18	4.3	4.5	4
10:45 a.m. to 12:44 p.m.	26	21	3.3	2.6	8
12:45 p.m to 2:44 p.m.	9	8	1.1	1.0	8
2:45 p.m to 4:44 p.m.	42	42	5.3	5.3	8
4:45 p.m to 6:00 p.m.	6	4	1.5	1.0	4
Total	100	93	3.1	3.1	32

On-Time Performance Survey 2008

The five most-frequented stops are listed in Exhibit 6-16. These stops accounted for 83.8 percent of boardings occurring during the survey period.

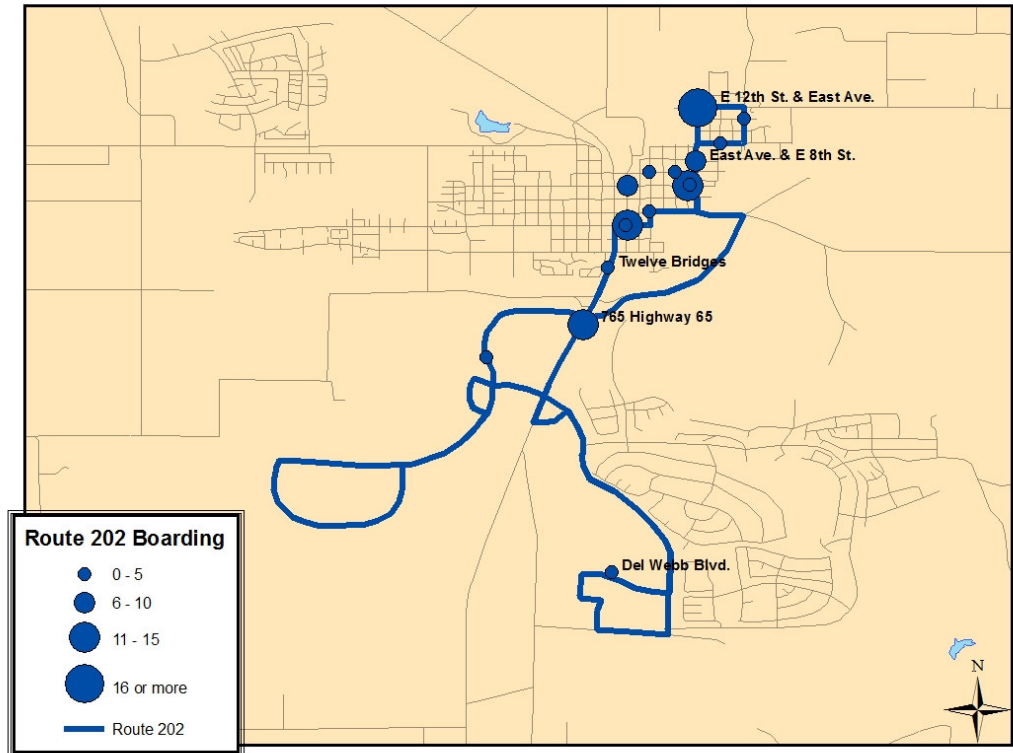
Exhibit 6-15 Route 202 Top Five Boardings by Stop

Rank	Stop	Boardings
1	E. 12th St. & East Ave.	35
2	3rd St. & F St.	15
3	6th St. & A St.	14
3	Raley's	14
4	Lincoln Public Library	8
5	East Ave. & E. 8th St.	6

On-Time Performance Survey 2008

Given more than 80 percent of the boardings for Route 202 occurred at only five stops, most demand can be attributed to elementary school students boarding at East Twelfth Street. There was modest boarding activity at the “transit center” (Third and F Streets) associated with patrons who had been shopping nearby throughout the day and were now returning home. The “late afternoon” day-part represents the highest ridership for this route. Other day-parts experienced little or no ridership.

Exhibit 6-16 Route 202 Boardings



On-Time Performance Survey 2008

The five most-frequented stops are listed in Exhibit 6-17. These stops reflect 77.4 percent of alightings occurring during the survey period.

Exhibit 6-17 Route 202 Top Five Alightings by Stop

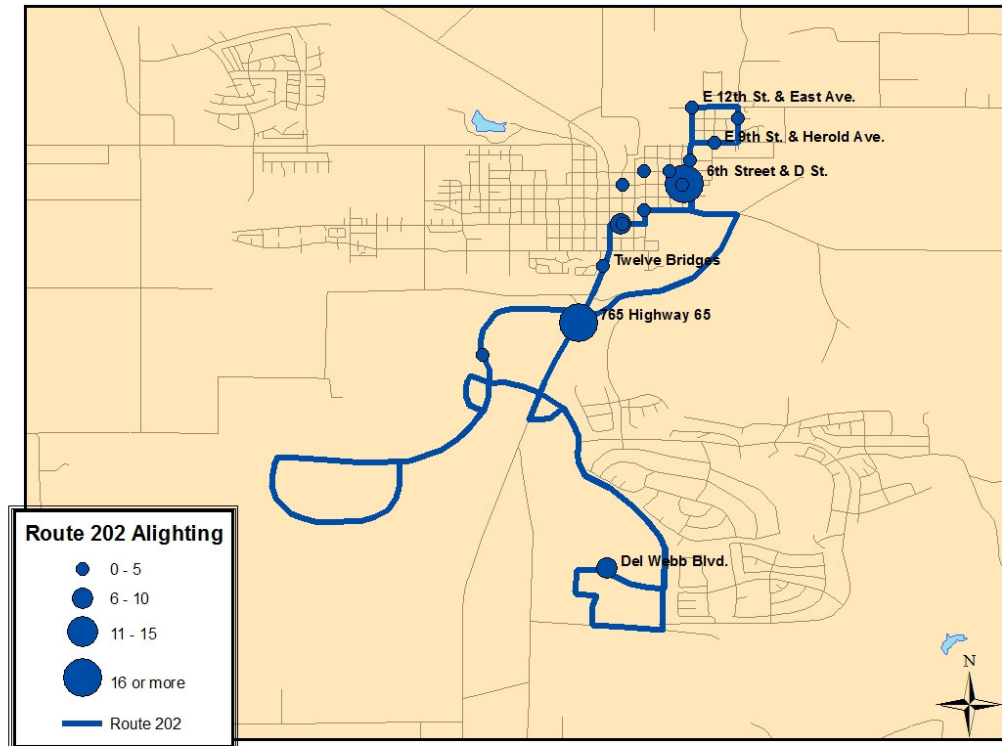
Rank	Stop	Alightings
1	6th St. & D St.	29
2	Raley's Center	17
3	3rd St. & F St.	15
4	Del Webb Blvd.	6
5	Kaiser Medical Center	5

On-Time Performance Survey 2008

Throughout our ride check, we observed much less alighting activity than boarding activity. This is due to deviations not being indicated

on the GIS as stop locations. This route holds good potential for increased ridership. However, route deviations have reduced its reliability, presenting a barrier to use by patrons other than the ride-dependent.

Exhibit 6-18 Route 202 Alightings



On-Time Performance Survey 2008

Route 203 Boarding and Alighting Counts

Route 203 provides access to many of the community's trip generators and is the most consistent of the three routes, deviating on only one run. This route travels through many of the residential neighborhoods in Lincoln.

Route 203 begins at the "transit center". The bus drives past First Street, Third Street, and then O Street on its way to Nicolaus Road. The route goes around to Aviation and Venture Streets, and on to

Lakeside Drive which, again, is a critical location given the high volume of students emerging from the surrounding residential area. The route then continues to the “transit center” picking up riders as it travels towards Target and Chili’s.

Ridership for this route reached its peak during the “late afternoon” day-part, with an average of 10.4 boardings and alightings. On an aggregate basis, boardings and alightings had the same average value, 5.1 and 5.0. This is largely due to the fact Route 203 deviates less than other routes.

Exhibit 6-19 Route 203 Boardings and Alightings by Day-Part

203	Boarding	Alighting	Avg Boarding	Avg Alighting	Trips
7:00 a.m to 10:44 a.m.	32	32	4.0	4.0	8
10:45a.m. to 12:44 p.m.	33	33	4.1	4.1	8
12:45 p.m to 2:44 p.m.	28	27	3.5	3.5	8
2:45 p.m to 4:44 p.m.	83	82	10.4	10.4	8
4:45 p.m to 6:00 p.m.	7	6	1.8	1.8	4
Total	183	180	5.1	5.0	36

On-Time Performance Survey 2008

The five most-frequented stops are listed in Exhibit 6-20. These stops accounted for 62.8 percent of boardings occurring during the survey period.

Exhibit 6-20 Route 203 Top Five Boardings by Stop

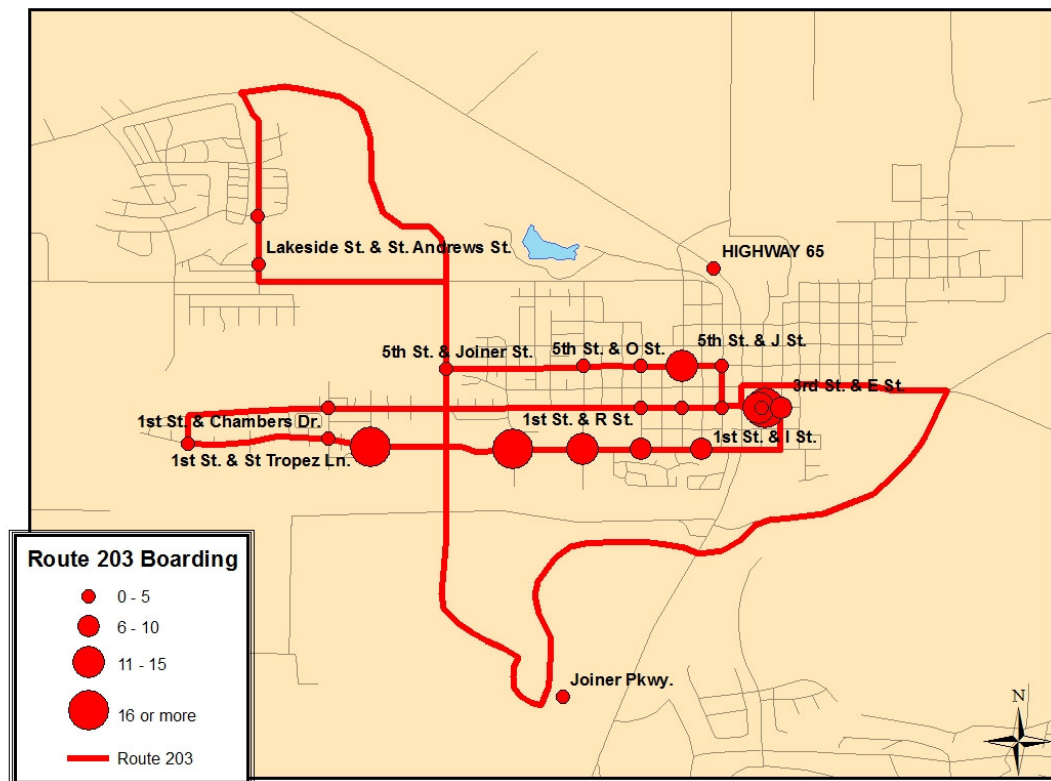
Rank	Stop	Boardings
1	3rd St. & F St.	52
2	1st St. & R St.	18
3	1st St. & Fuller Ln.	16
4	5th St. & J St.	15
5	1st St. & O St.	14

On-Time Performance Survey 2008

Significant boarding activity occurred at the “transit center” and nearby on First Street. The Rainbow grocery store attracts a significant number of customers to the First and O Street stop. The stop also functions as a transfer point for patrons connecting with the Placer County Transit Lincoln/Rocklin/Sierra College bus, adding to the volume of passengers boarding there.

The other stops experiencing significant boarding activity were located in residential neighborhoods.

Exhibit 6-21 Route 203 Boardings



On-Time Performance Survey 2008

The five most-frequented destination points are listed in Exhibit 6-22. These stops account for 51.6 percent of alightings occurring during the survey period.

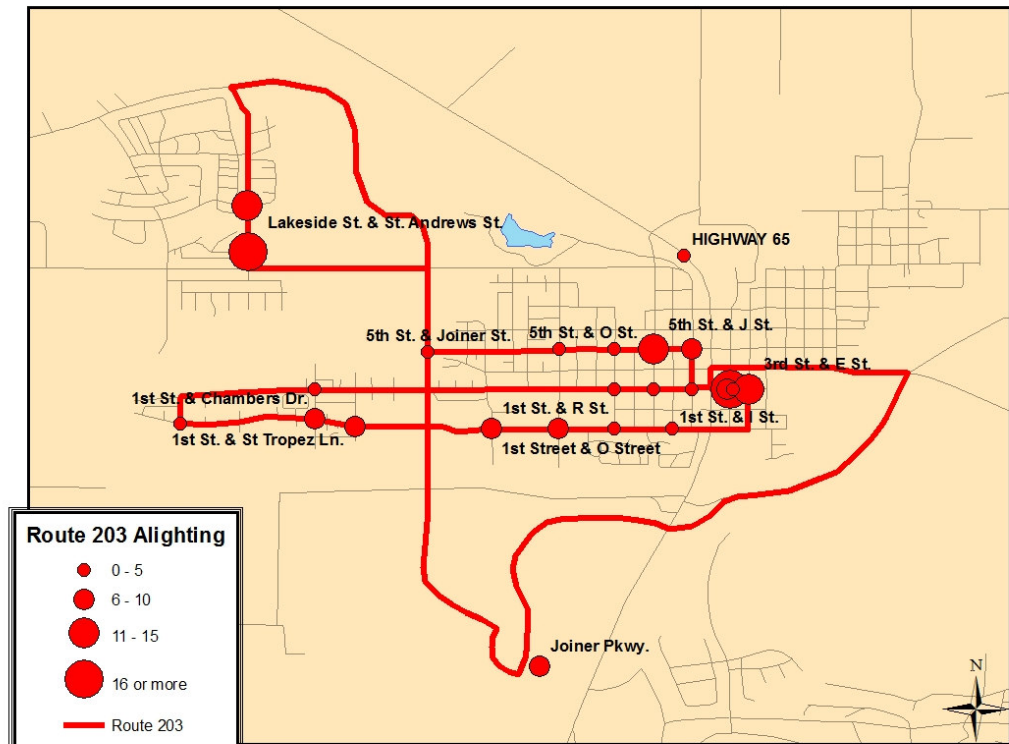
Exhibit 6-22 Route 203 Top Five Alightings by Stop

Rank	Stop	Alightings
1	3rd St. & F St.	32
2	Lakeside Dr. & St. Andrews Dr.	21
3	Lakeside Dr. & Floradale Wy.	15
4	5th St. & J St.	14
5	3rd St. & Senior Center	11

On-Time Performance Survey 2008

As with boardings, the “transit center” was the most popular alighting location. Students picked up at/near Lincoln High School, which is not listed as a published stop, were dropped off on Lakeside Drive.

Exhibit 6-23 Route 203 Alightings



On-Time Performance Survey 2008

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7. DIAL-A-RIDE PERFORMANCE ANALYSIS

CHAPTER 7 – DIAL-A-RIDE PERFORMANCE ANALYSIS

Moore & Associates completed a review of the City of Lincoln’s demand-response trip sheets dated between July 28 and August 8, 2008. Our review reflects a 100-percent sampling of the service provided during the stipulated period.

We entered data pertaining to pick-ups (i.e., location, scheduled time, and actual time) and recorded all patron cancellations and no-shows, as well as any operational variances. Data was analyzed for on-time performance, ridership trends, and performance. Data analyzed was recorded by Lincoln Transit drivers, not Moore & Associates staff.

On-Time Performance

Dial-A-Ride (DAR) dispatch provides Lincoln customers with a 30-minute window for pick-up and drop-off (15 minutes prior and 15 minutes after the scheduled time). The following criteria were used to evaluate on-time performance:

- **On-time**, defined as arrival at scheduled origin point within the 30-minute window.
- **Early**, defined as any arrival prior to the scheduled 30-minute pick-up window.
- **Late**, defined as any arrival after the scheduled 30-minute pick-up window.

The City’s demand-response service had a weekday on-time performance rating of 84 percent. The incidence of early arrival was 11.3 percent for pick-ups, while six percent of pick-ups were late. While the program performed well, it fell short of the 90-percent industry standard.

Exhibit 7-1 On-Time Performance

Day-Part	On-Time Performance						Total
	Early Count	Early Percent	Late Count	Late Percent	On-Time Count	On-Time Percent	
7:00 a.m. to 10:44 a.m.	15	15.8%	3	3.2%	76	80.0%	95
10:45 a.m. to 12:44 p.m.	7	8.6%	8	9.9%	67	82.7%	81
12:45 p.m. to 2:44 p.m.	7	10.0%	3	4.3%	63	90.0%	70
2:45 p.m. to 4:44 p.m.	5	9.3%	4	7.4%	46	85.2%	54
4:45 p.m. to 6:00 p.m.	0	0.0%	0	0.0%	0	0.0%	0
Total	34	11.3%	18	6.0%	252	84.0%	300

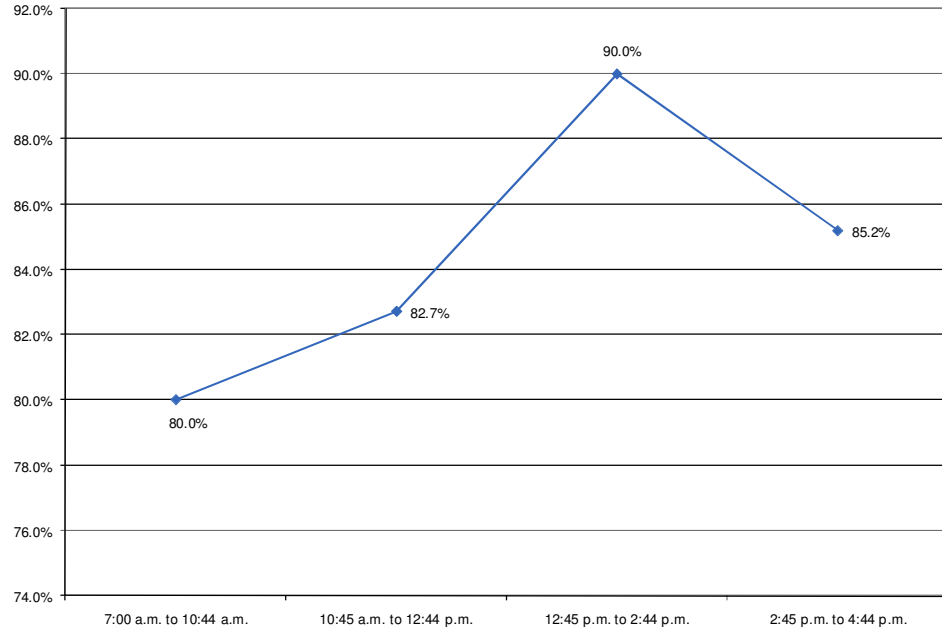
Source: Dial-A-Ride Trip Sheets

In an effort to identify performance trends as they pertain to on-time performance, Moore & Associates segregated surveyed trips into five distinct day-parts:

- 7:00 a.m. to 10:44 a.m. (early morning),
- 10:45 a.m. to 12:44 p.m. (late morning),
- 12:45 p.m. to 2:44 p.m. (afternoon),
- 2:45 p.m. to 4:44 p.m. (late afternoon), and
- 4:45 p.m. to 6:00 p.m. (evening).

The final day-part (4:45 p.m. to 6:00 p.m.) contained no trips throughout the survey period, and therefore was eliminated from further consideration to avoid possible data skewing. Weekday pick-up on-time performance is highest in the afternoon (90 percent) and lowest in the early morning (80 percent). The lower on-time performance in the early morning can be attributed to the fact that drivers are actually arriving at origins early during the early morning (7:00 a.m. to 10:44 a.m.) day-part.

Exhibit 7-2 Weekday On-Time Performance



Source: Dial-A-Ride Trip Sheets

Ridership Trends

We analyzed trip sheets for possible ridership trends by examining all trips made during the survey period. We counted all customer pick-ups (origins) and drop-offs (destination) (excluding those without a scheduled pick-up time), noted their respective locations, and segregated trips into respective day-parts. We then entered the raw data into Microsoft Excel to facilitate the analysis.

As noted in Exhibit 7-3, more than 300 unlinked trips were completed during the survey period (37.5 trips per day). Among the more than 300 scheduled trips, 39 were cancelled in advance of scheduled pick-up (13 percent).

The City's demand-response ridership peaked in the early morning (31.7 percent of daily ridership), while the lowest activity occurred in the late afternoon (18.0 percent). Average daily ridership erodes as the day progresses; this indicates most riders are making their trips in the early

morning (7:00 a.m. to 10:44 a.m.) and late morning (10:45 a.m. to 12:44 p.m.) day-parts. Subsequently, the demand-response service only operates from 8:00 a.m. to 5:00 p.m., while the fixed-route service runs until 6:00 p.m. This helps to explain the lack of ridership in the evening (4:45 p.m. to 6:00 p.m.) day-part.

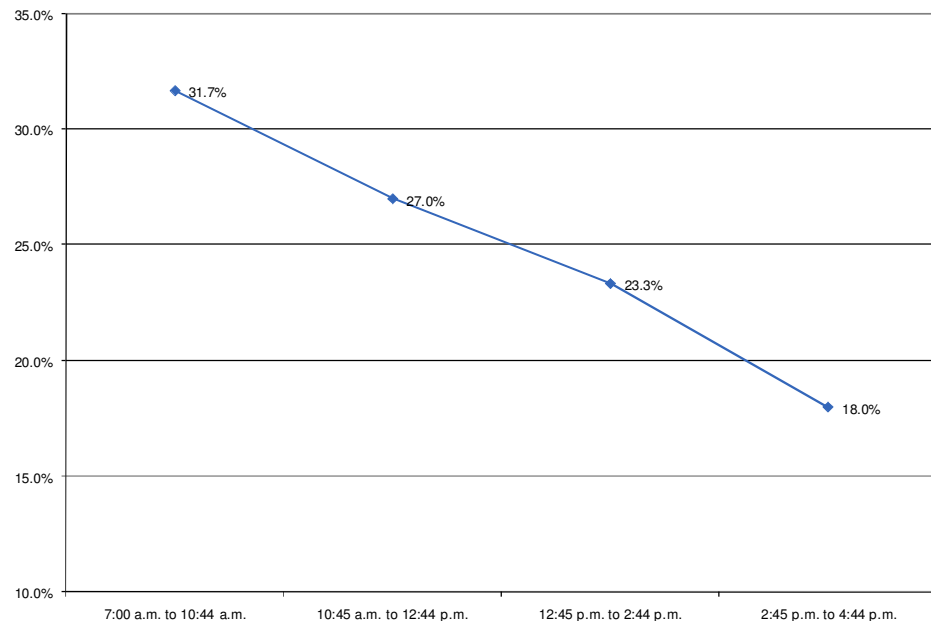
Exhibit 7-3 Ridership by Day-Part

Day-Part	Ridership		
	Count	Avg. Daily	Percentage
7:00 a.m. to 10:44 a.m.	95	11.9	31.7%
10:45 a.m. to 12:44 p.m.	81	10.1	27.0%
12:45 p.m. to 2:44 p.m.	70	8.8	23.3%
2:45 p.m. to 4:44 p.m.	54	6.8	18.0%
4:45 p.m. to 6:00 p.m.	0	0.0	0.0%
Total	300	37.5	100.0%

Source: Dial-A-Ride Trip Sheets

Exhibit 7-4 depicts a drop in ridership throughout the day; we believe this can be attributed to patrons consolidating their trips during the morning day-parts.

Exhibit 7-4 Share of Ridership by Day-Part



Source: Dial-A-Ride Trip Sheets

The most common pick-up points (origins) included Kaiser Permanente, Safeway Food & Drug, Raley's, and the Thunder Valley Casino. Kaiser Permanente and Safeway Food & Drug ranked as the two most-frequented origins during the survey period (12 pick-ups each). With Safeway and Kaiser as top drop-offs (destinations) as well, it can be inferred that a majority of ridership is either for health-related purposes or for grocery shopping.

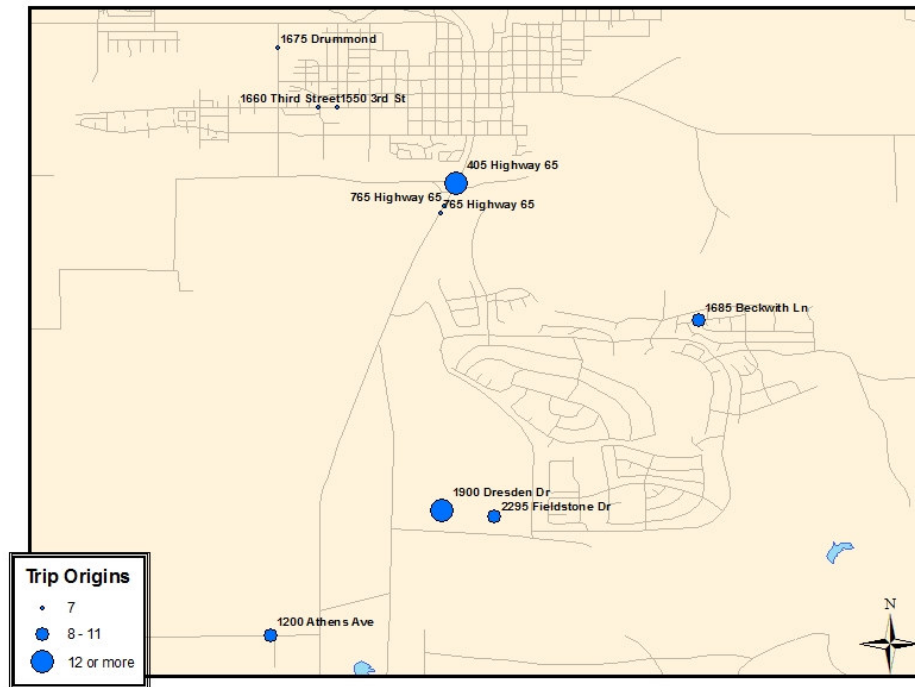
Exhibit 7-5 Common Trip Origins

Landmark	Address	
Kaiser Permanente Medical Center	1900 Dresden Dr	12
Safeway Food & Drug	405 Highway 65	12
Residence	1685 Beckwith Ln	11
Residence	2295 Fieldstone Dr	8
Thunder Valley Casino	1200 Athens Ave	8
Raley's	765 Highway 65	7
Senior Complex	1550 3rd St	7
Villa Del Rey Manor	1660 Third Street	7
1675 Drummond	1675 Drummond	7

Source: Dial-A-Ride Trip Sheets

Important origins are spread throughout the Lincoln Transit Service area. One origin location was not listed on the origin and destination maps because it was in Roseville on Galleria Boulevard. Many pick-ups appear to be at residences that are not within the ADA-mandated three-quarter-mile area off of fixed-route alignments. Although this is beneficial to DAR patrons, the City may want to research alternate methods of facilitating these customers while not over-extending its resources.

Exhibit 7-6 Common Trip Origins



Source: Dial-A-Ride Trip Sheets

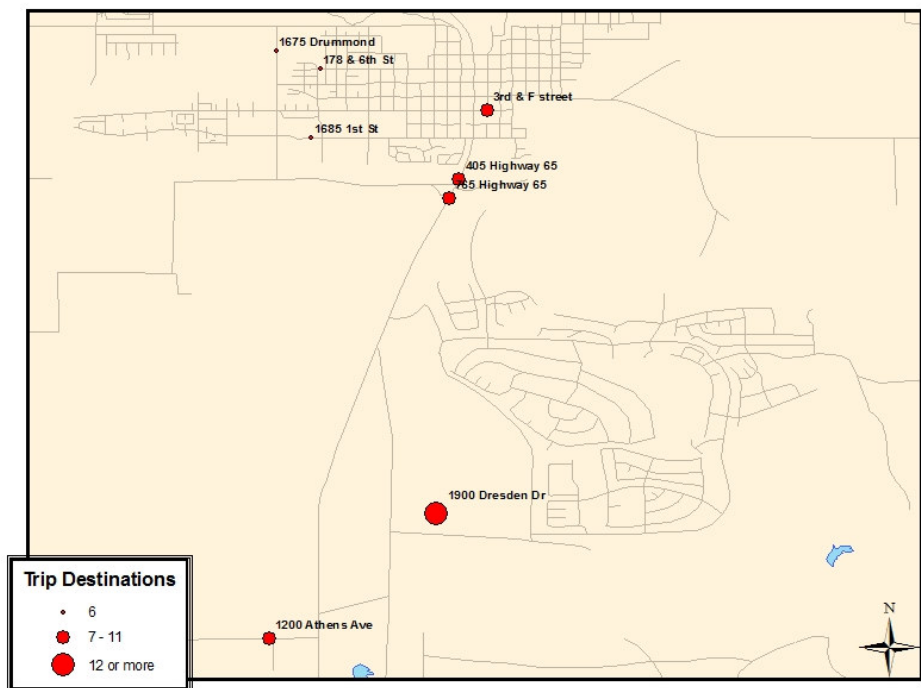
The most common destinations include Kaiser Permanente, Roseville Galleria, Thunder Valley Casino, and Safeway. Kaiser Permanente (15 drop-offs) and the Roseville Galleria (14 drop-offs) were the two most-frequented destination points during the survey period. These destinations are similar to the pick-up origins identified above, demonstrating healthcare and shopping are important to DAR patrons.

Exhibit 7-7 Common Trip Destinations

Landmark	Address	Count
Kaiser Permanente Medical Center	1900 Dresden Dr	15
Roseville Galleria	1151 Galleria Blvd	14
Thunder Valley Casino	1200 Athens Ave	10
Safeway Food & Drug	405 Highway 65	9
Transit Center	3rd & F street	9
Raley's	765 Highway 65	7
Lincoln Koi Farm	Kilaga Springs Rd.	7
Residence	1675 Drummond	6
Residence	1685 1st St	6
Residence	178 & 6th St	6

Source: Dial-A-Ride Trip Sheets

Exhibit 7-8 Common Trip Destinations



Source: Dial-A-Ride Trip Sheets

The list of destinations is similar to the inventory of origins. This indicates there are frequent users of the service who make trips to and from the same places routinely throughout the service week. The City's Dial-A-Ride is providing service above the required ADA regulations. Common riders

could possibly, given they are able, be using the fixed-route service. This would eliminate the need for such an extensive overuse of the DAR program. If the correct actions are taken – including targeted marketing and restricted eligibility policies – patrons could use the fixed-route service to transfer to the Placer County Transit route providing service between Lincoln and the Galleria in Roseville.

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8

8. ONBOARD SURVEY ANALYSIS

CHAPTER 8 – ONBOARD SURVEY ANALYSIS

The City of Lincoln contracted with Moore & Associates to complete an onboard rider study. The survey was conducted over a four-day period, covering all day-parts, between Tuesday, May 13 and Friday, May 16, 2008. The survey sought to achieve the following objectives:

- Collect information at the rider level using an onboard intercept method,
- Identify trip information (including travel patterns),
- Determine how riders access information about Lincoln Transit,
- Assess overall customer satisfaction, and
- Identify potential service enhancements.

Methodology

Surveys were distributed using an onboard methodology, with respondents intercepted while riding onboard Lincoln Transit vehicles. In conducting the survey, a three-person team was used in completing data collection, two of whom were Moore & Associates' personnel and the other an outside contracted surveyor.

Surveyor staff introduced themselves on behalf of Transit and asked for each respondent's permission before starting the survey. Each respondent who elected to participate was provided with a self-administered survey instrument. Respondents who indicated they were under the age of 16 were assisted by a surveyor in completing the survey. When completed, each survey was reviewed to ensure it was completed properly before deeming the survey acceptable.

A 100-percent sampling was used in fielding the Lincoln Transit onboard survey. In implementing the selected sampling plan, every passenger who boarded LTS vehicles between Tuesday, May 13 and Friday, May 16, 2008, was asked to participate in the survey. In doing so, a surveyor was

positioned on each of the three routes for the full service day throughout the duration of fielding.

Exhibit 8-1 details the sample achieved in fielding the survey. Most surveys were collected from Route 203 (48), as it transported the most riders over the four day period (183). Route 202 followed with 10 surveys, with 100 riders boarding the bus throughout fielding, furthermore, five surveys were secured on Route 102, with 95 riders boarding.

Exhibit 8-1 Sample Collected

Route	Tuesday, May 13	Wednesday, May 14	Thursday, May 15	Friday, May 16	Route Total
102			5		5
202	6	1	1	2	10
203	20	17	4	7	48
Total Per Day	26	18	10	9	63

Lincoln Onboard Survey 2008

The data reveals very few surveys were conducted on Route 102 versus the other two routes. This was due to several contributing factors, the first being that many riders on this route were under age 16. Those under age 16 were anywhere from pre-school to high school age. Although you will find in this chapter that a large percentage of the sample was derived from those under the age of 16, those younger than middle school age were not invited to participate.

Another problem with conducting surveys on this route was many student riders would take the 102 bus in the morning and the 203 bus in the afternoon. As there were incidences of repeat riders, Moore & Associates did not want to “double survey,” thereby minimizing duplicate responses. Repeat riders became a problem on all three routes, which explains the diminishing daily survey numbers as the survey period progressed.

To better organize the following analysis of the onboard survey, it has been organized into the following sections:

- Demographics,
- Trip,
- Service usage,
- Information access,
- Service rating, and
- Service improvements.

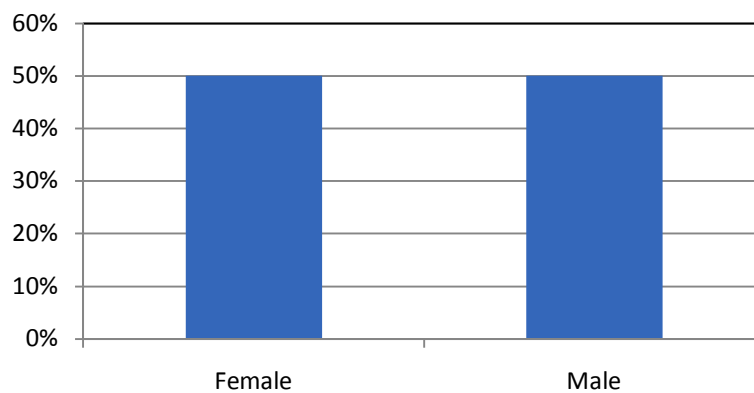
Demographics

To better understand current Lincoln Transit riders, a series of demographic questions were asked of respondents. The demographic findings are discussed throughout this section.

Gender

Respondents were asked to provide their gender. Gender was split evenly as 50 percent of respondents being *female* and 50 percent being *male*.

Exhibit 8-2 Gender

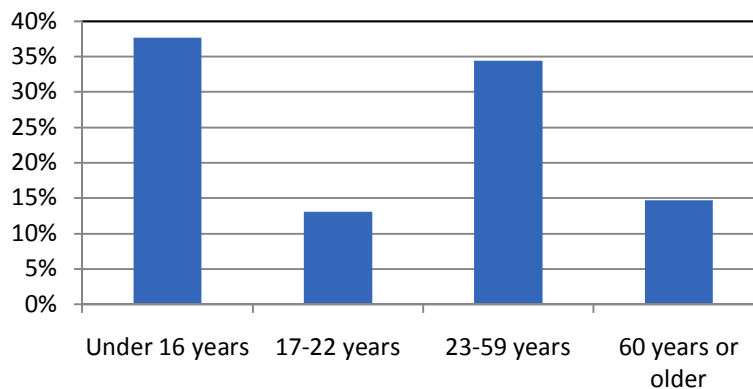


Lincoln Onboard Survey 2008

Age

Respondents were further asked to choose the age range that applied to them. Most respondents indicated being one of two categories: either *under 16 years* (37.7 percent) or *23 through 59 years* (34.4 percent). The remaining two categories, *17 through 22 years* (13.1 percent) and *60 years or older* (14.8 percent), had roughly equal representation.

Exhibit 8-3 Age



Lincoln Onboard Survey 2008

Data cross-tabulations were performed comparing reported age to the route the respondent was riding at the time of survey interception.

Exhibit 8-4 Age vs. Route

	Under 16 years	17-22 years	23-59 years	60 years or older
102	100%			
202	20.0%	30.0%	30.0%	20.0%
203	34.8%	10.9%	39.1%	15.2%

Lincoln Onboard Survey 2008

Surveys conducted on Route 102 were collected solely from an *under 16 years* age demographic (100 percent). This is anticipated, as riders aboard Route 102 represented a largely student demographic (pre-school through high school). The driver would typically deviate from the fixed-

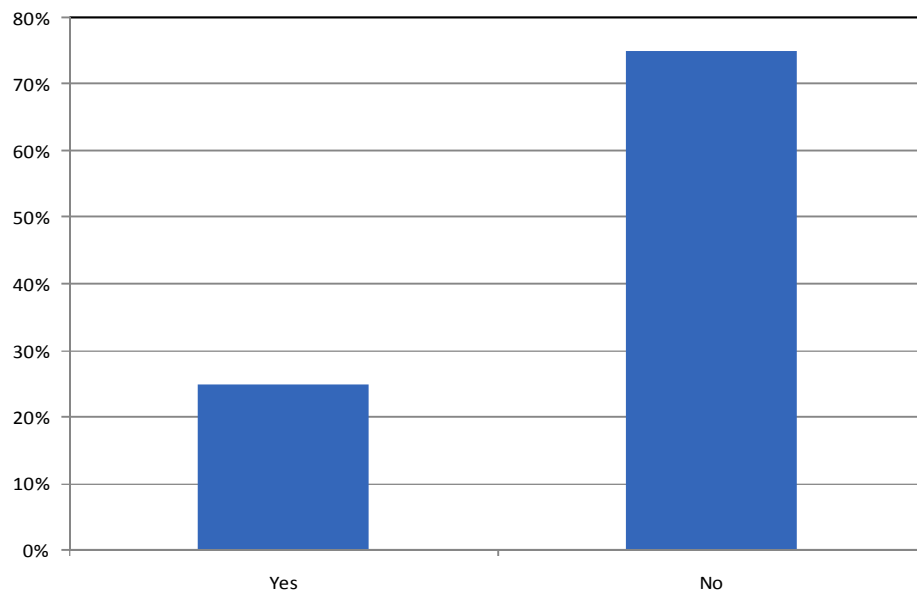
route to pick up these students at their designated bus stops and let them off at their school.

The riders aboard Route 202 and 203 were well known by drivers as being seniors and adults traveling around town. Some students board these routes at approximately 3:00 p.m. when school is dismissed, at this time Routes 202 and 203 begin a school deviation pick-up for local schools. This schedule helps to explain the high *under 16* population witnessed on Route 203 (34.8 percent).

Disability

Respondents were asked if they possessed a disability which impacts their personal mobility. Only a quarter of respondents indicated *having a disability* (25 percent). The low percentage of disabled respondents could also be explained by the fact the City provides a complementary Dial-A-Ride service. As this service generally caters to the needs of persons with disabilities, such customers are typically more likely to choose the Dial-A-Ride service over a fixed-route service.

Exhibit 8-5 Disability



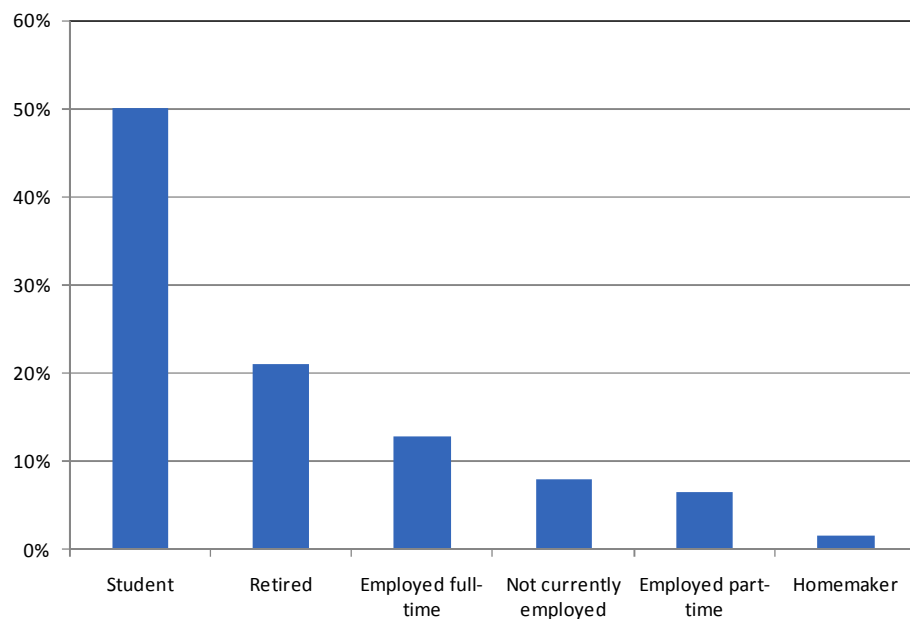
Lincoln Onboard Survey 2008

Employment

Respondents were asked to identify the employment category which best applied to them. As many respondents were of a younger demographic, the most frequent employment category was *student* (50 percent). Many respondents were also *retired* (21 percent).

A small proportion (19.4 percent) of respondents indicated being employed either *full-time* (12.9 percent) or *part-time* (6.5 percent). Only 8.1 percent were *not currently employed*. Additionally, only 1.6 percent cited being a *homemaker*.

Exhibit 8-6 Employment

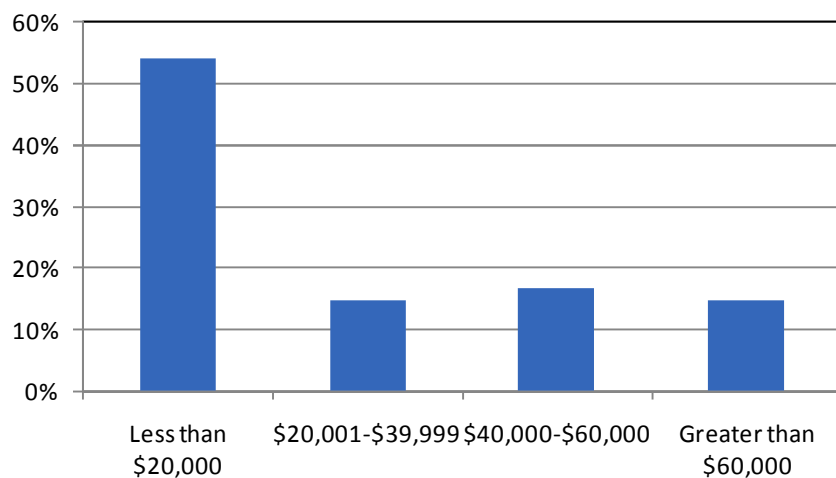


Lincoln Onboard Survey 2008

Household Income

After specifying the employment category which best applied, respondents were asked to provide their annual household income. Half of respondents specified having a household income of *less than \$20,000* (54.2 percent). The remaining income groups were evenly distributed among *\$20,000-\$39,999* (14.6 percent), *\$40,000-\$60,000* (16.7 percent), and *greater than \$60,000* (14.6 percent).

Exhibit 8-7 Income



Lincoln Onboard Survey 2008

Trip

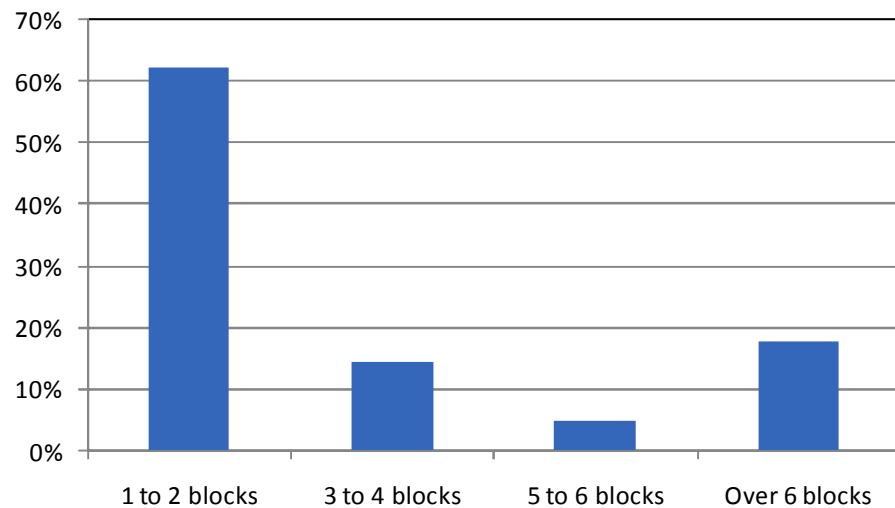
Respondents were asked a series of questions relating to the trip taken during the incidence of survey interception. This series of questions was used to discover how patrons accessed the bus stop, boarding and alighting locations, trip purpose, type of fare used, and travel alternatives.

Access to Transit

Respondents were asked the distance they traveled between their origin and where they accessed Lincoln Transit. Respondents were most likely to only have to travel *1 to 2 blocks* (62.3 percent). The high frequency of this response could, in part, be due to the system's current structure as a

deviated fixed-route system. Riders often may not have to walk far to board the bus, as they do not need to board at a designated bus stop.

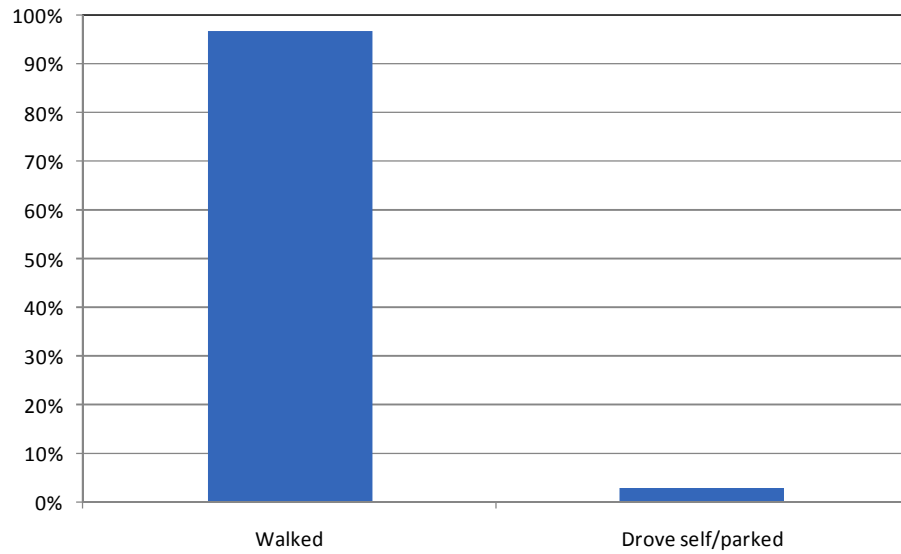
Exhibit 8-8 Distance Traveled to Access Transit (Origin)



Lincoln Onboard Survey 2008

Respondents were further asked to provide the method they used in accessing the bus. As it was found that most respondents traveled only one or two blocks, almost all respondents indicated that they had *walked* (96.8 percent). As riders do not need to access a designated stop in order to board the bus, it is possible that riders walk simply because they know that the bus can be flagged down.

Exhibit 8-9 Stop Access



Lincoln Onboard Survey 2008

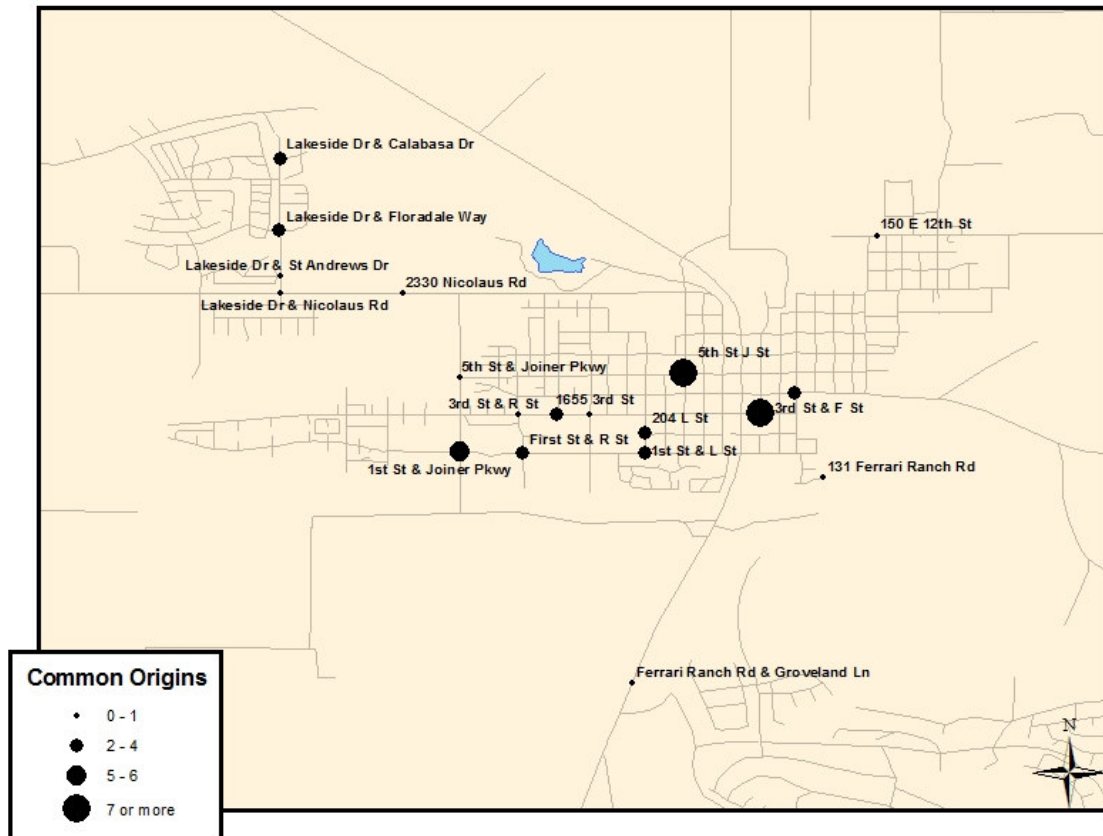
Respondents were further asked to provide the cross streets of where they boarded the bus. The most often cited boarding location was the Transit Center on Third Street and F Street (11). The second most popular boarding spot was Fifth Street and J Street, or Lincoln High School (8). Exhibit 8-11 provides a graphical representation of reported boarding locations.

Exhibit 8-10 Top Boarding Locations

Boarding Cross Streets	
3rd Street & F Street	11
5th Street & J Street	8
1st Street & Joiner Pkwy	6
1655 3rd Street	4
204 L Street	3

Lincoln Onboard Survey 2008

Exhibit 8-11 Boardings



Lincoln Onboard Survey 2008

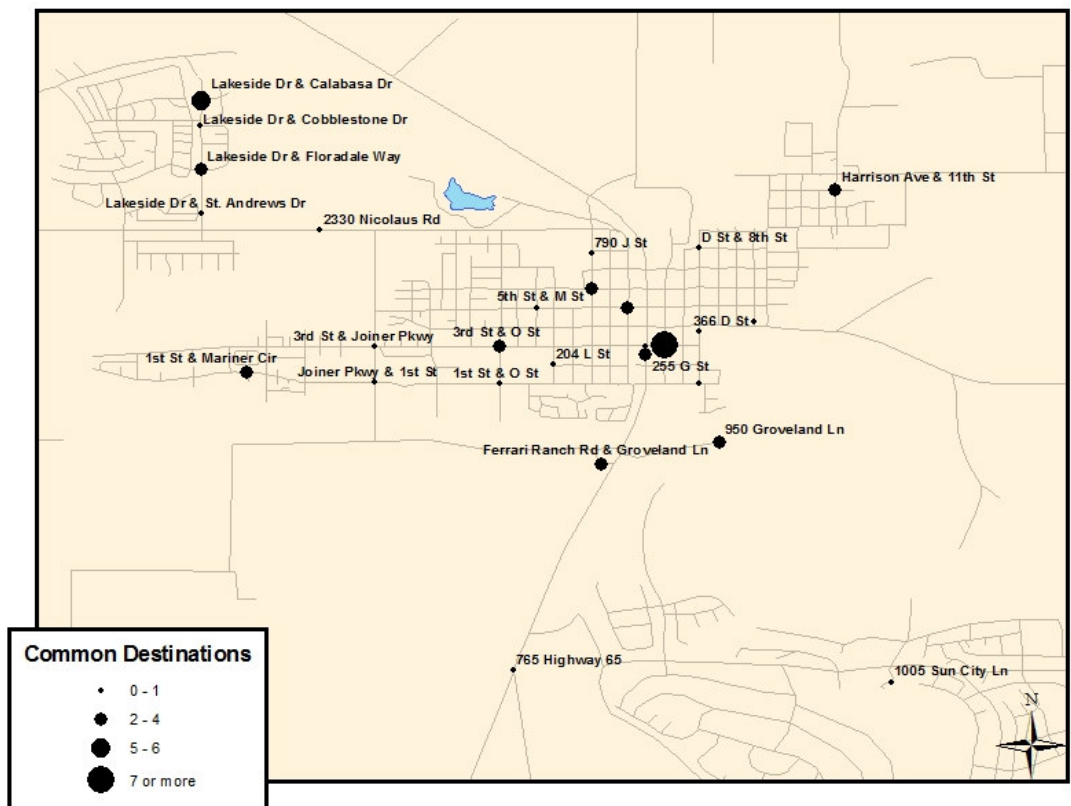
Along with providing their boarding cross streets, respondents were asked to indicate the cross streets of where they would be alighting. The most frequent alighting location was the Transit Center or Third Street and F Street (7). The second most popular alighting location was Lakeside Drive and Calabasa Drive (5). Exhibit 8-13 provides graphical representation of alighting locations.

Exhibit 8-12 Alighting (Cross Streets)

Alighting Cross Streets	
3rd Street & F Street	7
Lakeside Drive & Calabasa Drive	5
255 G Street	4
950 Groveland Lane	4
1st Street & Mariner Circle	4

Lincoln Onboard Survey 2008

Exhibit 8-13 Alighting

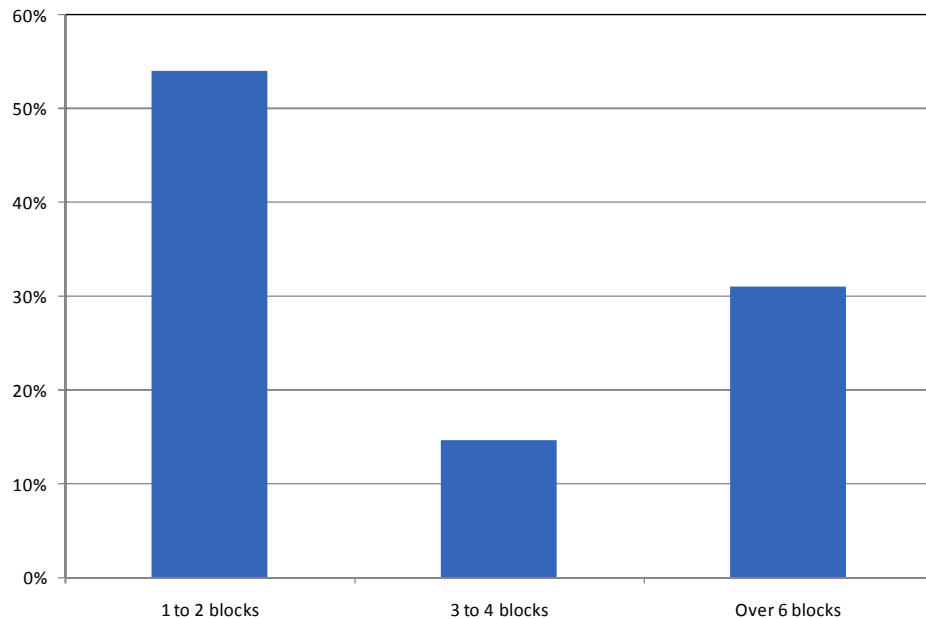


Lincoln Onboard Survey 2008

Respondents were asked to provide the distance from where they alighted to their destination and also how they planned on accessing their final destination. Respondents were most likely to have to travel only *one or two blocks* (54.1 percent). Respondents were also likely to have traveled over *6 blocks* to get to their destination (31.1 percent). This finding indicated that although respondents could be picked up at any given location along the

Lincoln Transit route (and had to walk only 1 to 2 blocks to access the bus), they often were not dropped off in close proximity to their destination.

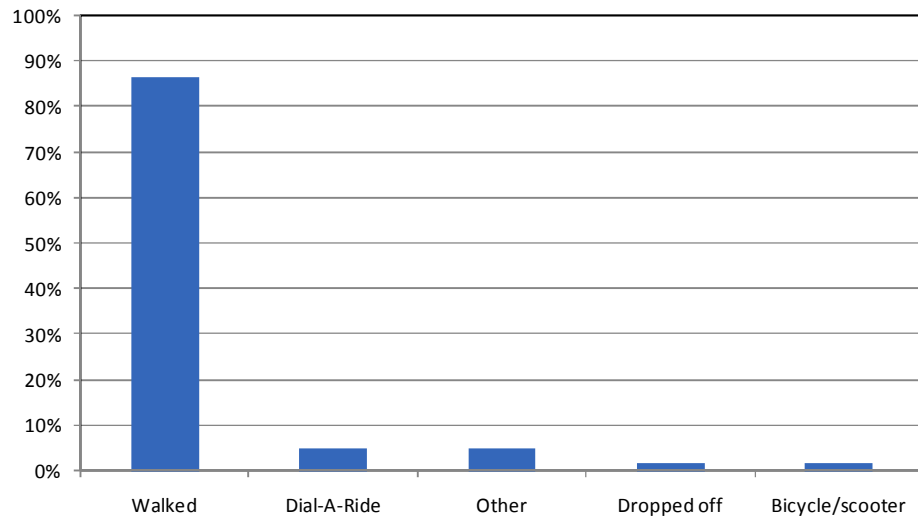
Exhibit 8-14 Distance Traveled from Transit (Destination)



Lincoln Onboard Survey 2008

As more respondents here stated having to travel over 6 blocks to access their location, fewer respondents indicated walking to their final destination (86.7 percent). Other methods used to access riders' final destinations included *Dial-A-Ride* (5 percent), *other* (5 percent), *dropped off* (1.7 percent), and *bicycle/scooter* (1.7 percent).

Exhibit 8-15 Destination Access



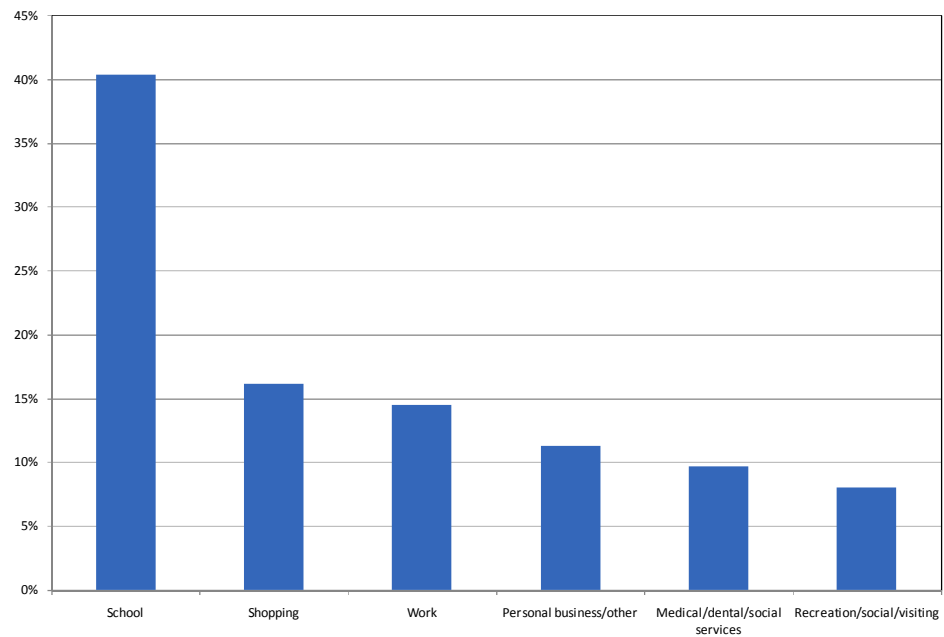
Lincoln Onboard Survey 2008

Trip Purpose

Respondents were asked to provide the purpose of their trip. Most respondents were found to use the service to get to *school*. This is in line with 50 percent of respondents reporting being students. In addition, all routes stop in proximity of at least one school.

The remaining responses were fairly evenly distributed. Respondents stated using the service for *shopping* (16.1 percent), *work* (14.5 percent), *personal business* (11.3 percent), *medical/dental/social services* (9.7 percent), and *recreation/social visiting* (8.1 percent).

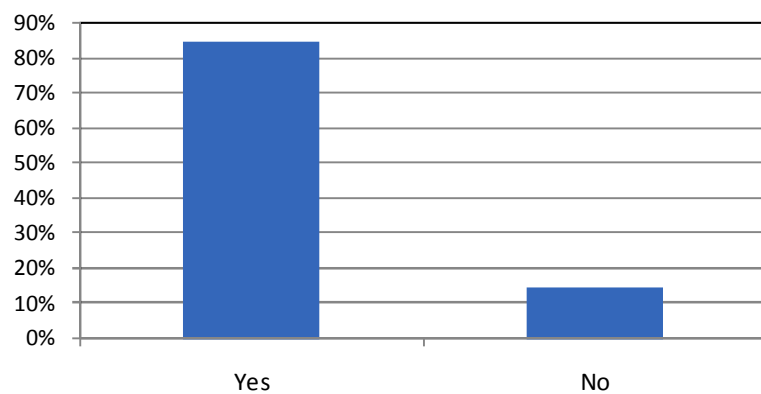
Exhibit 8-16 Trip Purpose



Lincoln Onboard Survey 2008

Respondents were further asked if the purpose they specified is their primary purpose for using transit. Eighty-five percent of respondents stated the purpose they indicated positively.

Exhibit 8-17 Primary Purpose

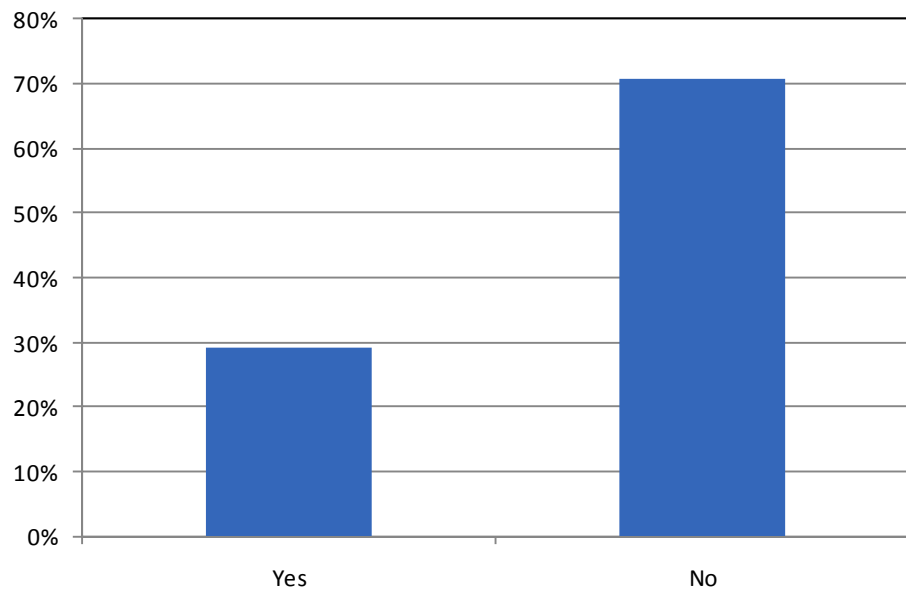


Lincoln Onboard Survey 2008

Fare

Respondents were asked if they normally pay using a discounted fare. It was revealed few respondents were disabled (25 percent) or over the age of 60 (14.8 percent), as only 29.3 percent of respondents indicated use of a discounted fare.

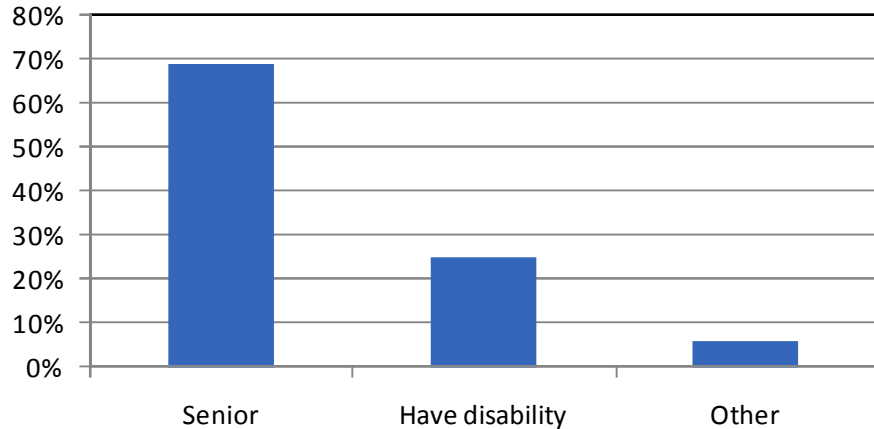
Exhibit 8-18 Discounted Fare



Lincoln Onboard Survey 2008

Those who indicated using a discounted fare were asked to indicate the specific type of discounted fare they used. Most respondents indicated obtaining a *senior* discount (68.8 percent). Respondents also indicated obtaining a *disabled* discount (25 percent).

Exhibit 8-19 Discounted Fare – Specify Type



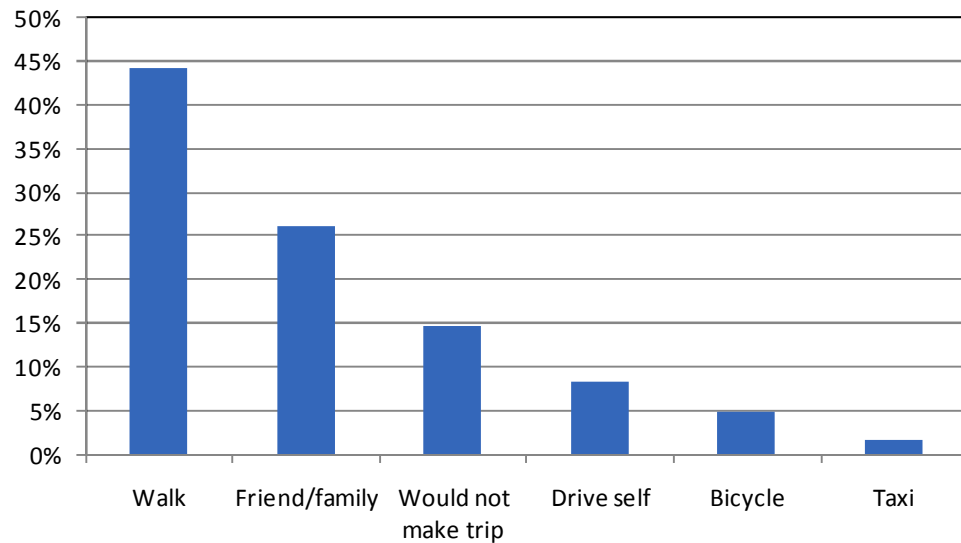
Lincoln Onboard Survey 2008

Travel Alternatives

Respondents were asked how they would have made their trip if Lincoln Transit were not available. Many respondents said they would walk if the bus service was not offered (44.3 percent). Other means of travel indicated included *friend/family* (26.2 percent), *drive self* (8.2 percent), *bicycle* (4.9 percent), and *taxi* (1.6 percent).

Respondents were asked to provide the amount of time it takes them to get from their origin to their destination. On average, it took a respondent 18 minutes to complete their entire trip. As 18 minutes is a relatively short time, these short trips may be in conjunction with why people were most likely to walk as an alternative to riding the bus. This finding indicates residents may be using the service more as a convenience than a necessity.

Exhibit 8-20 Travel Alternatives

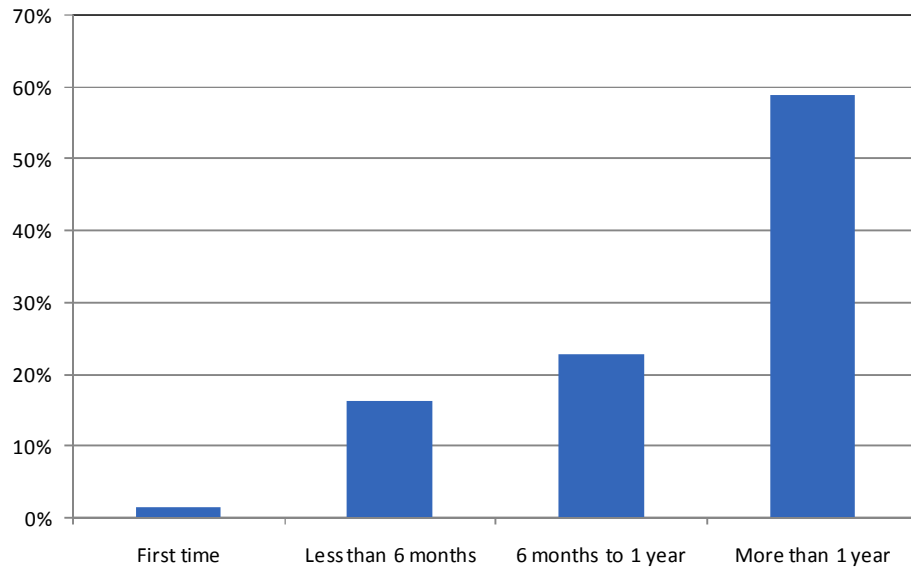


Lincoln Onboard Survey 2008

Service Usage

Respondents were asked several questions regarding their use of Lincoln Transit. Respondents were first asked how long they have been using the service. Respondents were most likely to have used the service for *more than a year* (59 percent). The remaining 41 percent could be considered to be new riders as they specified using the service for one year or less. Only 1.6 percent of respondents indicated being a *first-time rider*.

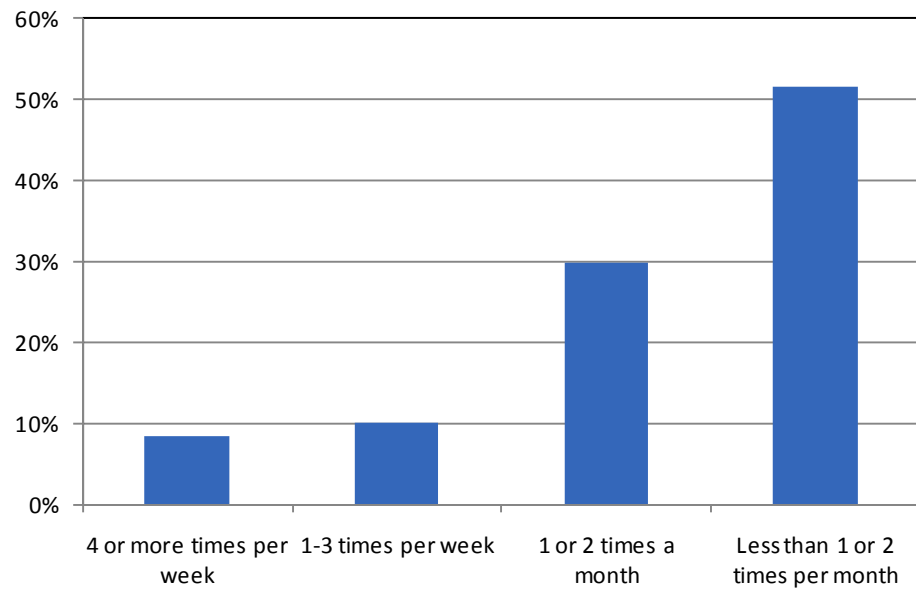
Exhibit 8-21 Length of Patronage



Lincoln Onboard Survey 2008

Respondents were further asked to provide the frequency in which they used the Lincoln Transit. Most respondents indicated a low frequency, using the service *less than 1 or 2 times per month* (51.7 percent). The second highest-rated category was *1 or 2 times a month* (30 percent). The remaining 18 percent used the service *1-3 times per week* (10 percent) or *4 or more times per week* (8.3 percent).

Exhibit 8-22 Frequency of Use

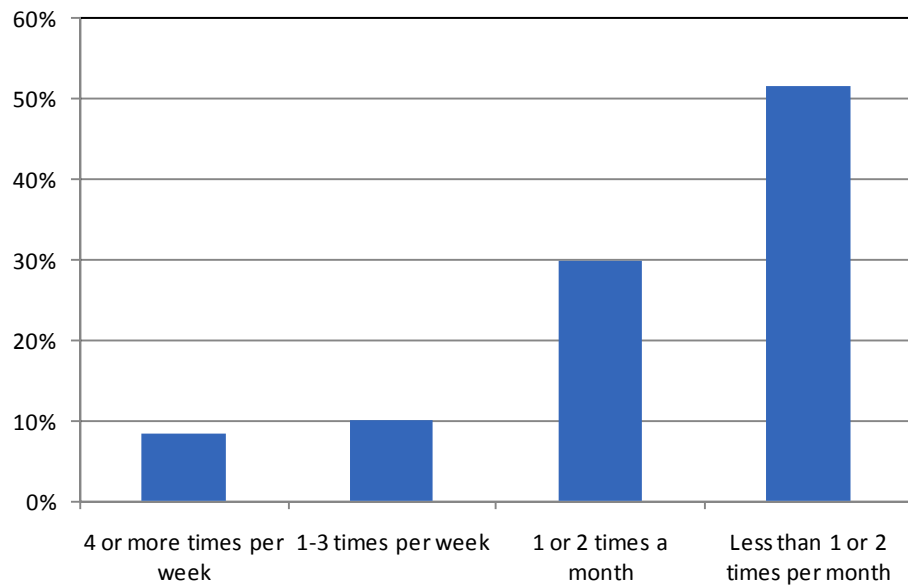


Lincoln Onboard Survey 2008

Information Access

Respondents were asked how they became aware of Lincoln Transit. More than half indicated learning about the service via word of mouth, specifically through *family/friends* (57.6 percent). One-fifth of respondents stated used *bus stop signs* (18.6 percent).

Exhibit 8-23 Source of Awareness of Lincoln Transit



Lincoln Onboard Survey 2008

An open-ended *other* response was also used in this question. Seventeen percent of respondents selected *other*. Of those who selected *other*, 40 percent provided an alternate response. The highest-rated response was simply that the respondent had seen the bus.

Exhibit 8-24 Source of Awareness of Lincoln Transit – Other (Specify)

How Became Aware - Other Specify	
Just saw it	2
Lincoln Website	1
Daycare	1

Lincoln Onboard Survey 2008

Service Rating

Respondents were asked to rate Lincoln Transit on a series of attributes using a scale of one to four, where one was “poor” and four was “excellent”. Responses were used to calculate a mean score to represent the aggregate responses for each attribute. Most attributes rated were

found to range between 3 and 4. This represents a good to excellent rating. In comparison with other transit systems, a good to excellent rating is considered acceptable.

Respondents were further asked to rate the importance of each attribute when considering a transportation provider. For example, although respondents found *time service ends in the evening* slightly less than a good rating (2.8), only a slightly higher degree thought it was important (3.4). This means that their rating of Lincoln Transit on the specific attribute coincides with how important they feel the attribute is in a transit provider. Attribute and importance ratings are illustrated in Exhibit 8-25.

Exhibit 8-25 Attribute Rating/Importance

Attribute	Rating	Importance
Safety onboard the vehicles	3.8	3.7
Driver courtesy	3.8	3.8
Cleanliness onboard the vehicles	3.8	3.5
On-time performance	3.6	3.6
Cost	3.6	3.5
Trip duration	3.6	3.5
Proximity of bus stops to destinations	3.5	3.5
Time service begins in the morning	3.4	4.0
Proximity of bus stops to home	3.4	3.5
How often the bus runs	3.3	3.5
Time service ends in the evening	2.8	3.4

Lincoln Onboard Survey 2008

Respondents were asked to select the attribute which they considered to be most important. Respondents found *time service ends in the evening* to be most important, followed by *on-time performance* (22.2 percent).

Exhibit 8-26 Most Important Attribute

Most Important Attribute	
Time service ends in the evening	24.4%
On-time performance	22.2%
Driver courtesy	13.3%
Proximity of bus stop to home	11.1%
Trip duration	8.9%
How often the bus runs	6.7%
Cost	4.4%
Time service begins in the morning	4.4%
Proximity of bus stops to destinations	2.2%
Cleanliness onboard the vehicle	2.2%

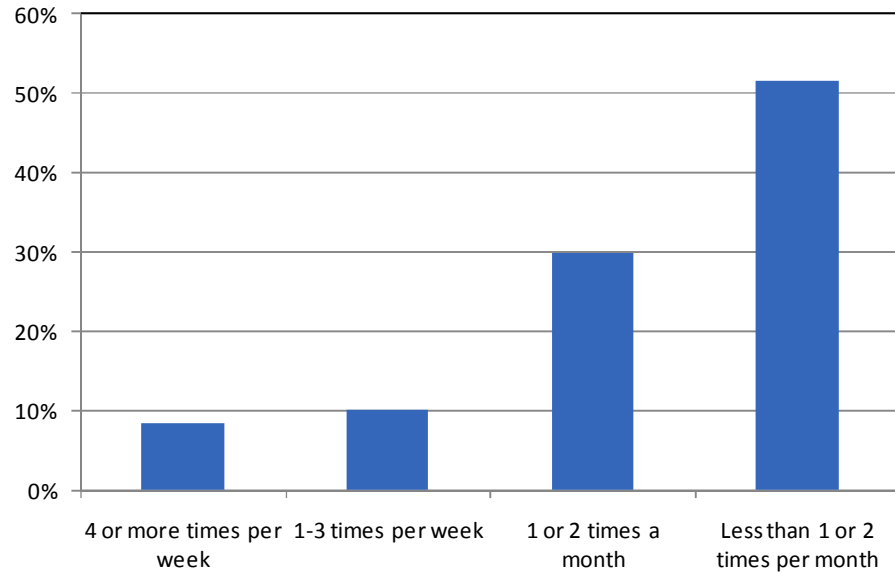
Lincoln Onboard Survey 2008

Service Improvements

Respondents were asked to indicate the service improvement they would most like to see implemented. The improvement respondents found to be most appealing was *Saturday/Sunday service* (44.6 percent). *Longer service hours* followed (37.5 percent) with respondents wanting service hours earlier in the morning and/or later in the evening. This answer was not surprising as 28.8 percent of respondents rated this attribute most important (*time service begins in the morning/time service ends in the evening*).

Other requested service improvements included *increased frequency of existing routes* (10.7 percent), *other* (5.4 percent), and *better amenities* (1.8 percent). Of those respondents who indicated *other*, no specification was made.

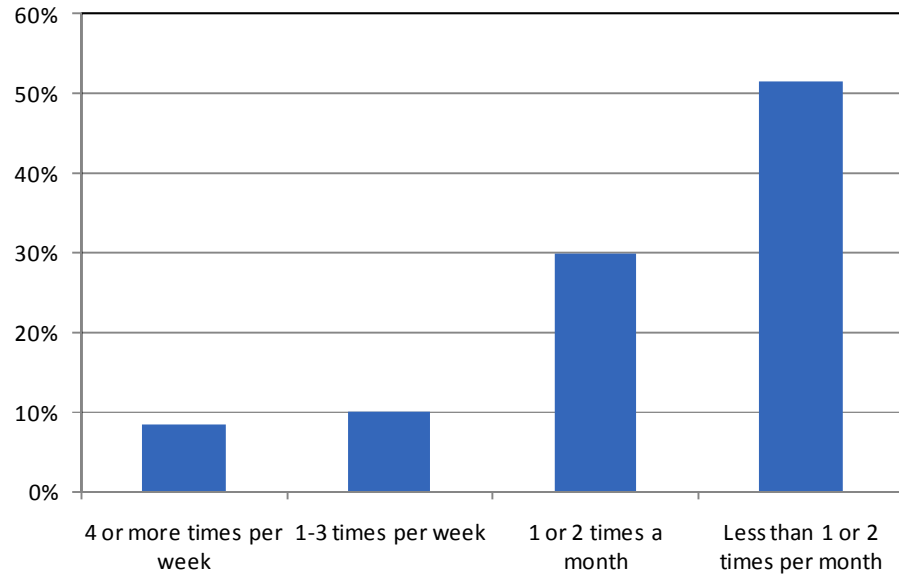
Exhibit 8-27 Service Improvements



Lincoln Onboard Survey 2008

To determine propensity to use the service, respondents were asked to provide the amount of additional trips they would make if the selected improvement were made. Respondents indicated service improvements would increase their usage significantly, as 65.6 percent stated they would make *three or more additional trips*.

Exhibit 8-28 Service Improvements – Additional Trips



Lincoln Onboard Survey 2008

A data cross-tabulation was performed to determine propensity to ride for those who selected *Saturday/Sunday service* and *longer service hours*. Although *Saturday/Sunday service* was more requested by respondents, it was found those who selected *longer service hours* would be inclined to use the service more, making three or more additional trips per week (85.7 percent).

Exhibit 8-29 Service Improvements vs. Additional Trips

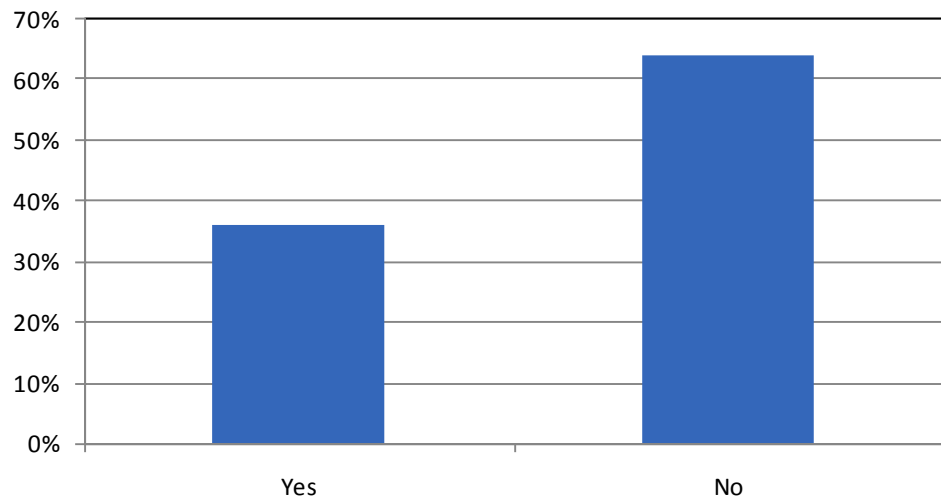
	5 or more	3-4 trips	1-3 trips	Less than 1
Sunday service	25.0%	25.0%	50.0%	0.0%
Longer service hours	38.1%	47.6%	9.5%	4.8%

Lincoln Onboard Survey 2008

Respondents were asked if there is a location not currently served by Lincoln Transit. Nearly 39 percent indicated a desire for service to an alternate location. This number is considerably high given Lincoln Transit

offers deviated service, whereby patrons can request service to off-line destinations.

Exhibit 8-30 Location Not Currently Served



Lincoln Onboard Survey 2008

This desire for additional service can be explained in part upon review of the locations specified. Those who answered yes were asked to provide the specific location to which they would like service. Roughly one-third of those who specified wanted service outside Lincoln. None of the locations specified, however, were frequent responses.

Exhibit 8-31 Location Not Currently Served – Specify

Location Not Currently Served - Other Specify	
Lincoln Crossings	3
Roseville	3
Sacramento	2
Target	2
Roller King Skating & Blading	2
Thunder Valley Station	1
Lincoln Public Library	1
Lincoln Post Office	1
Gold's Gym	1
Caledon	1
Joiner Pkwy Plaza	1
Casino	1
Mall	1
Airport	1

Lincoln Onboard Survey 2008

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9

9. COMMUNITY SURVEY ANALYSIS

CHAPTER 9 – COMMUNITY SURVEY ANALYSIS

The City of Lincoln contracted with Moore & Associates to conduct a community survey in conjunction with the update of its SRTP. The survey was conducted between June 3 and June 13, 2008. The survey had the following objectives:

- Codify key demographics,
- Identify travel patterns and frequency of use (if applicable),
- Assess overall community perception of Lincoln Transit,
- Identify possible service improvements,
- Identify possible barriers to use, and
- Determine how the community accesses transit information.

Methodology

The customer survey was distributed as a self-administered mail-back survey. Each survey included a postage-paid business-reply envelope. The incentive for participation was entrance into a random drawing for a fifty-dollar gift card to a local grocery store (Safeway). The surveys were mailed to a random sampling of 1,000 households within Lincoln city limits via first-class mail on June 3, 2008, with a response deadline of June 13, 2008. All mailed surveys included two free-ride passes for Lincoln Transit's fixed-route service, which were valid regardless of survey participation.

Of the 1,000 surveys mailed out, 60 were returned as undeliverable. Therefore we received 133 valid responses from a sample size of 940 (14.2 percent response rate).

Survey responses were entered into our firm's Statistical Program for the Social Sciences (SPSS) software platform. The data was cleaned and coded. The raw data was then exported into Microsoft Excel where data tables were translated into graphs to facilitate a visual representation of the results.

Riders and Non-Riders

Respondents were asked if they had *ridden Lincoln Transit anytime within the last 12 months*. Those specifying no (90.8 percent) were deemed non-riders, while respondents who specified yes (9.2 percent) were identified as riders.

Satisfaction with Service

Those patrons identified as “riders” were asked to assess a variety of Lincoln transit service attributes. Response options included excellent, good, no opinion, fair, and poor. The cited responses were then quantified onto a five-point scale, with excellent equaling five, and poor equaling one. The mean service rating indicated by respondents was 4.42. This implies a rating of “very good.”

Demographics

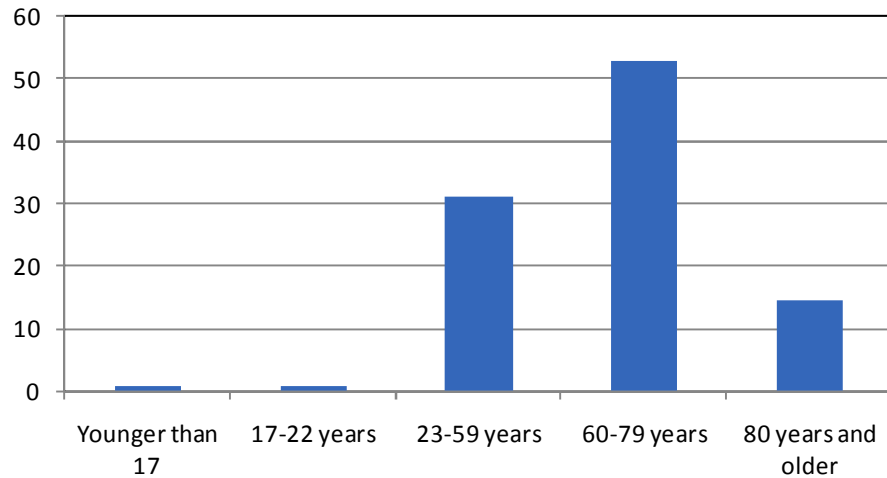
To gain further insight into the Lincoln community, a series of demographic questions were asked of respondents. The demographics pertain to riders and non-riders alike. The findings are discussed throughout this section.

Gender was split with the sample revealing 34.9 percent *male* and 65.1 percent *female*.

Residents were asked whether they thought the City should provide a public bus service. The majority said yes (93 percent). Those responding affirmatively indicated the service should be provided mainly to help *seniors, school children, and persons without access to a vehicle*.

Riders were further asked to specify an age range. Respondents most commonly identified themselves as being in the *60 through 79 years* age group (52.9 percent). A large middle-aged demographic was also evident as over 31.1 percent indicated being *23 through 59 years* old. Only 14.3 percent of respondents indicated being *80 years or older*, and *17 through 22 years* made up 0.8 percent.

Exhibit 9-1 Respondent Age

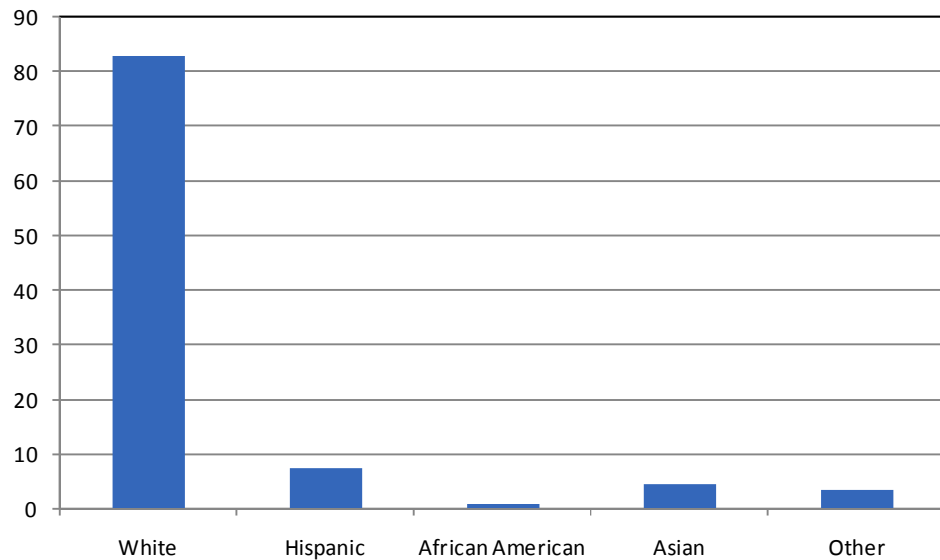


Lincoln Community Survey 2008

Respondents were asked if they had a disability impacting mobility. Only 18.4 percent indicated *having a disability*. This is not entirely unexpected considering that Lincoln offers a complementary ADA demand-response program.

Respondents are often asked to specify their ethnicity in order to identify underserved sub-communities. In Lincoln, the majority of respondents indicated being *White* (83.0 percent). The remaining ethnicities included *Hispanic* (7.5 percent), *African American* (0.9 percent), *Asian* (4.7 percent), and *other* (3.8 percent).

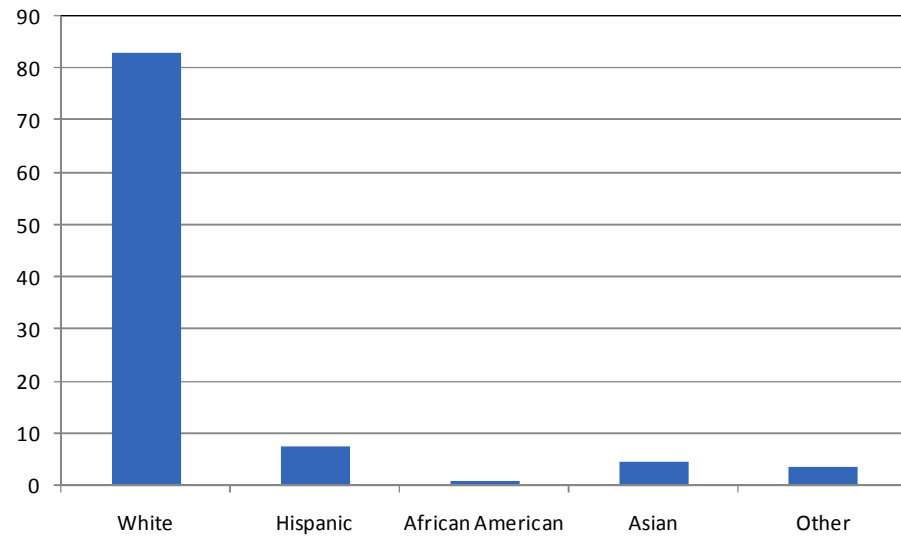
Exhibit 9-2 Respondent Ethnicity



Lincoln Community Survey 2008

Survey participants were queried as to their employment status. More than half identified themselves as being either *retired* (60.2 percent) or *employed full-time* (16.9 percent). The third largest demographic indicated being *employed part-time* (11.0 percent), with the balance divided amongst *homemaker* (5.1 percent), *unemployed* (2.5 percent), and *student* (1.7 percent).

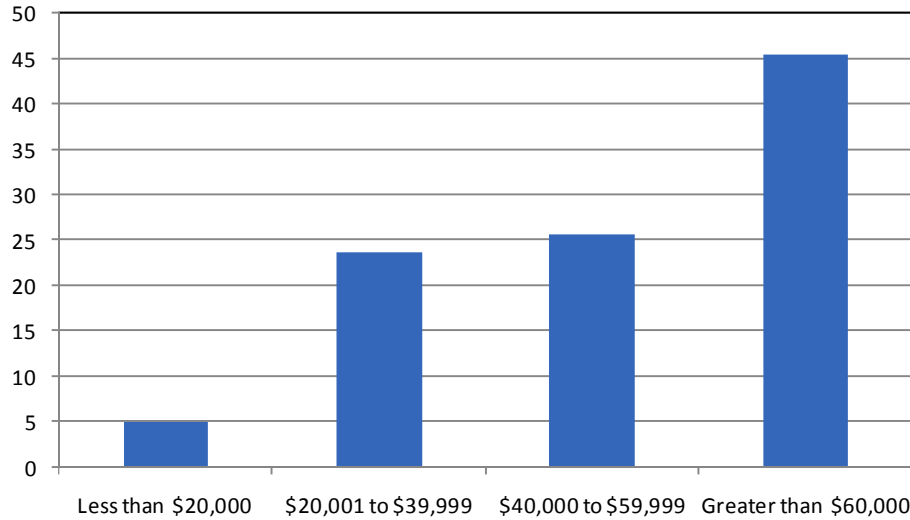
Exhibit 9-3 Employment Status



Lincoln Community Survey 2008

Respondents were queried as to their annual household income. A majority indicated having a household income *greater than \$60,000* (45.5 percent). Only five percent cited an income of *less than \$20,000*. Those residents earning *between \$20,001 and \$59,999* dollars represent approximately half of all respondents (49.5 percent). This indicates a marked difference from responses gathered during the fixed-route customer survey. On average, the Lincoln community reflects a much higher household income than current transit patrons.

Exhibit 9-4 Household Income



Lincoln Community Survey 2008

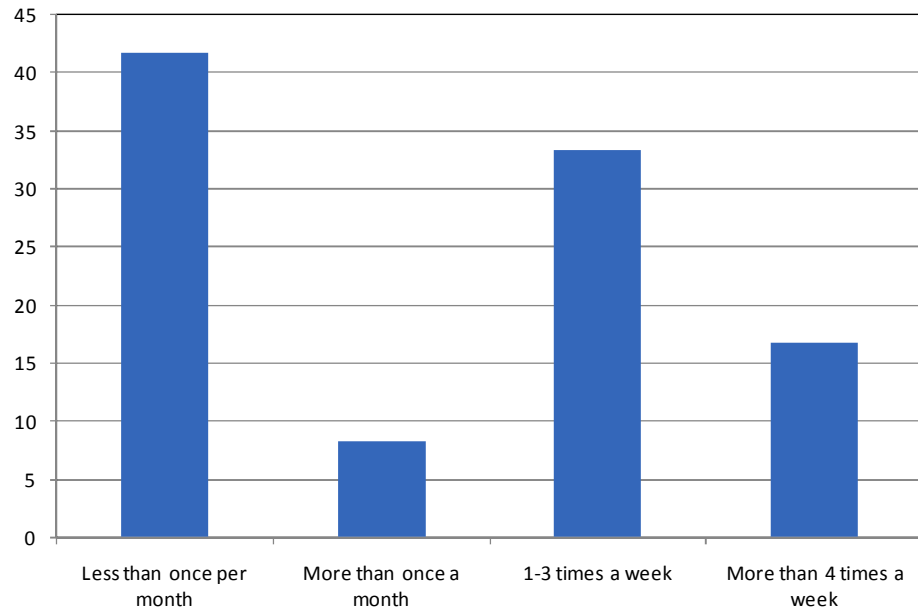
Rider and Non-Rider Trips

Respondents were queried regarding travel patterns, transfers, purpose of trip, other available modes, bus stop access, fare paid, and reasons for using Lincoln Transit. Riders and non-rider responses are segregated to illustrate their respective perceptions regarding transit within Lincoln.

Riders

Riders were asked how frequently they use Lincoln Transit. Many cited riding *less than once per month* (41.7 percent). Respondents riding *more than once a month* made up 8.3 percent of the total, while those riding *1 to 3 times per week* made up 33.3 percent. Persons riding *more than 4 times per week* comprised 16.7 percent.

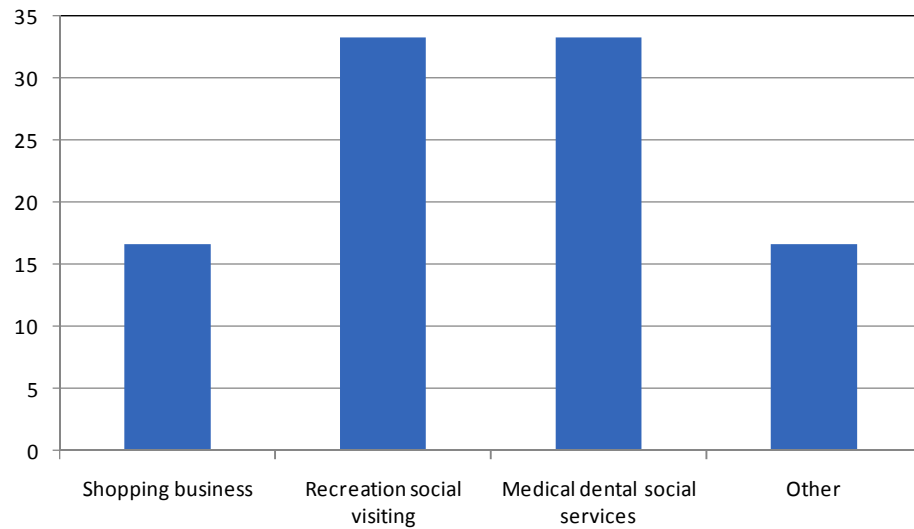
Exhibit 9-5 Frequency of Use



Lincoln Community Survey 2008

When queried regarding trip purpose, the two most frequently-cited responses included *recreation/social/visiting* and *medical/dental/social* (33.3 percent each). *Shopping/business* and *other* garnered 16.7 percent of responses each. Persons citing other reported their typical trip was school-related. We believe this data reveals significant potential for increasing annual ridership.

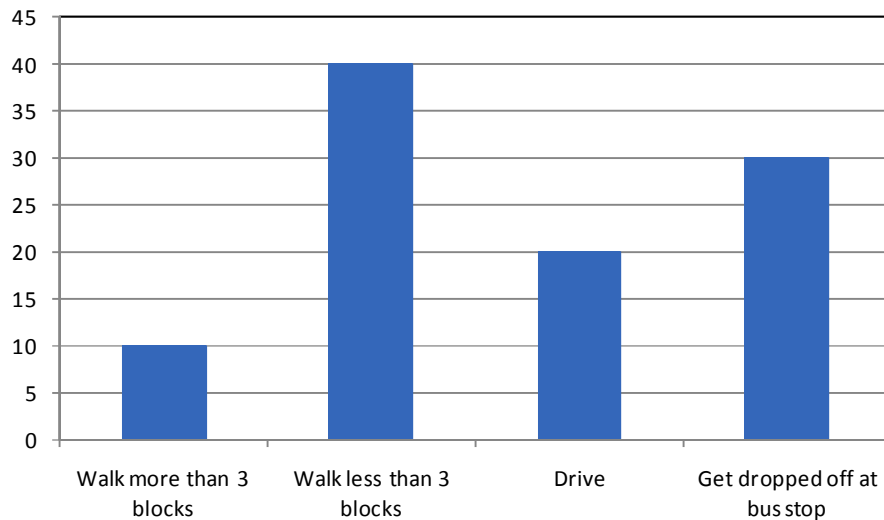
Exhibit 9-6 Trip Purpose



Lincoln Community Survey 2008

Riders indicated the most common method of accessing a Lincoln Transit bus stop was *on foot* (50.0 percent). Most respondents who indicated walking to the bus stop traveled *less than three blocks* (40 percent). The balance was comprised of *drove self* (20 percent) and *dropped off* (30 percent). This information is not altogether unanticipated. Typically, the higher the level of proximity to a residence, the more likely a person is to use transit as a travel alternative.

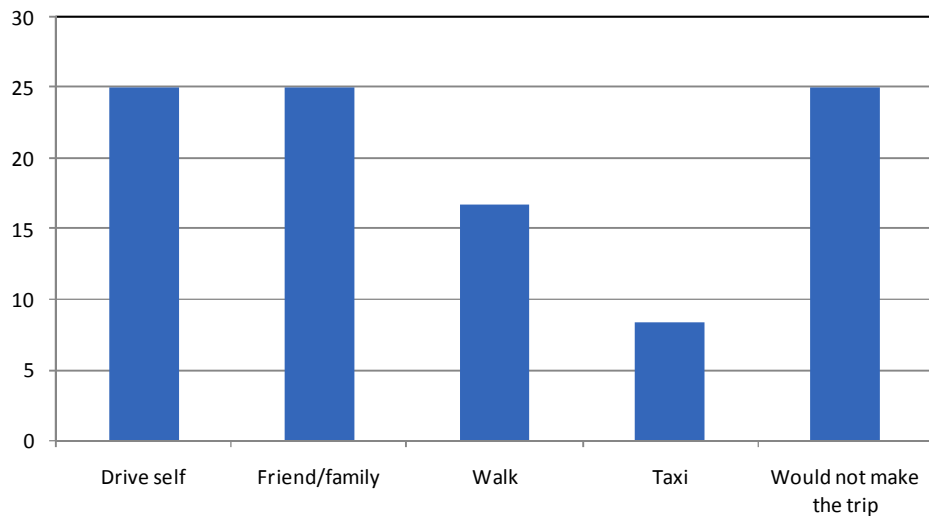
Exhibit 9-7 Access to Bus Stop



Lincoln Community Survey 2008

The final rider-specific question asked how they would make their trip if Lincoln Transit were not available. Three groups responded equally: *drive self*, *ask friends or family members*, and *wouldn't make the trip* each accounted for 25 percent. The remaining two groups cited they would either *walk* (16.7 percent) or *take a taxi* (8.3 percent). The significant percentage of patrons who would not make the surveyed trip implies a significant level of ride-dependency amongst Lincoln Transit riders.

Exhibit 9-8 Mobility Options



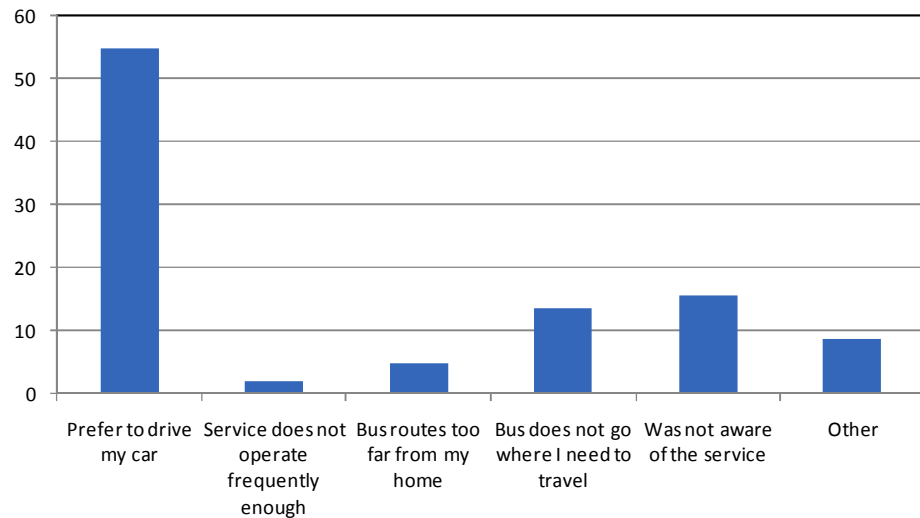
Lincoln Community Survey 2008

Non-Rider Trips

Non-riders were asked if they had any prior exposure to Lincoln Transit services. The majority replied yes (78.7 percent), though 21.3 percent replied no.

Respondents in this category were asked about their primary reasons for not utilizing Lincoln Transit. A majority indicated preferred to *drive their own cars* (54.9 percent). The remaining non-rider respondents included *not being aware of the service* (15.7 percent), *bus not traveling where they need to go* (13.7 percent), *other* (8.8 percent), *the bus is too infrequent* (2.0 percent), and *routes are not close enough* (4.9 percent). This information reveals potential for significant ridership growth through increased marketing/public education as well as realignment of Lincoln transit routing to more effectively service a broader spectrum of Lincoln residents.

Exhibit 9-9 Barriers to patronage



Lincoln Community Survey 2008

Non-riders were asked to specify whether or not they would ride the bus if changes were made to the service (i.e., new destinations, increased frequency, earlier service, etc.). The majority indicated they would *still not take the bus* (67.9 percent). Other respondents (32.1 percent) specified they would *begin riding transit*. Here again, this finding underscores the importance which targeted marketing/public education combined with service adjustments could have on both Lincoln Transit ridership and fare revenue.

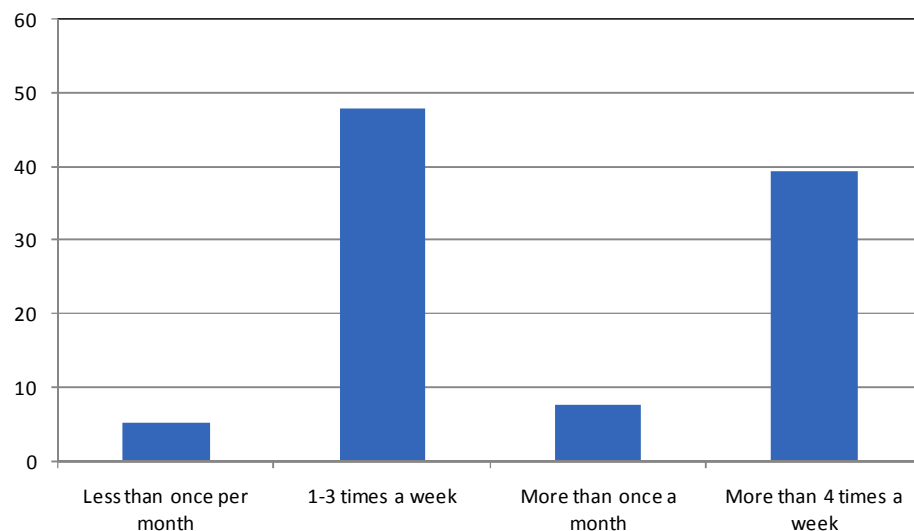
Riders and Non-Riders

Lincoln residents were queried regarding their typical travel purpose. A majority cited *shopping/business* (53.9 percent). The next most frequently-cited response was *work* (21.7 percent), followed by *recreation/social/visiting* (9.6 percent), *personal business* (5.2 percent), *school* (3.5 percent), and *medical/dental/social services* (3.5 percent). This stands in contrast to the onboard survey results, wherein the majority of respondents cited *school* as their primary reason for using transit for their trip. Given this survey was administered to the Lincoln community as a whole, the variation in trip purpose is not surprising. The data also

underscores the important contribution which school-aged youth make to current Lincoln Transit ridership.

Respondents were queried as to how frequently they made the indicated trips. The greatest frequencies were *1 to 3 times per week* (47.9 percent) and *more than 4 times per week* (39.3 percent). Cited less frequently were *less than once per month* (5.1 percent) and *more than once a month* (7.7 percent). Realigning the Lincoln Transit route network to more effectively serve key/popular trip generators would result in increases in both ridership and fare revenue.

Exhibit 9-10 Frequency of Use



Lincoln Community Survey 2008

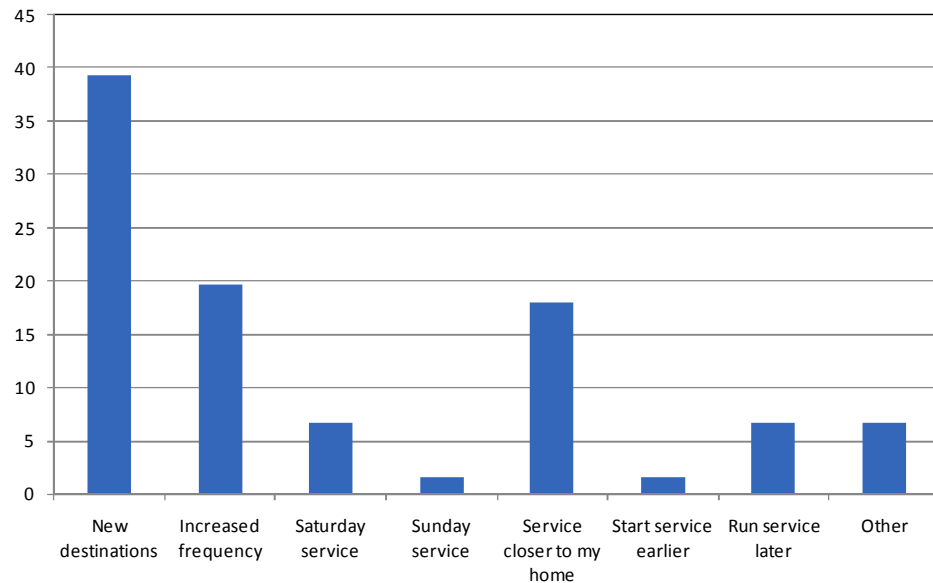
Lincoln residents were asked what time of the day they are most-likely to travel. The times cited were *11:30 a.m. to 3:29 p.m.* (26.1 percent), *8:30 a.m. to 11:29 a.m.* (25.0 percent), *3:30 p.m. to 6:59 p.m.* (21.2 percent), *6:30 a.m. to 8:29 a.m.* (15.2 percent), *7:00 p.m. to 11:45 p.m.* (6.5 percent), and *earlier than 6:30 a.m.* (4.3 percent). This data is consistent with Lincoln Transit's peak ridership times, indicating a possibility for increasing ridership if transit serves desired locations.

Residents were asked if they would consider use of a City-sponsored Sacramento-area vanpool on weekdays if such a service became available. One-third of respondents indicated responded positively. Therefore, based on our experience in other communities, we believe provision of a weekday peak-hour vanpool service would attract sufficient ridership to ensure sustainability. Collateral benefits include congestion mitigation and air quality preservation. If marketed correctly, a City-sponsored vanpool program could help to build customer loyalty and brand recognition.

Residents were asked what aspects of transit service they would most like to see enhanced. The majority selected *new destinations* (39.3 percent). The next most sought-after enhancements were *increased bus frequency* (19.7 percent) and *service closer to my home* (18 percent). The remaining respondents selected *Saturday service* (6.6 percent), *run service later* (6.6 percent), *other* (6.6 percent), *Sunday service* (1.6 percent), and *start service earlier* (1.6 percent). Those who selected other were most interested in increased availability of transit program information.

Subsequently, respondents were asked how many more trips per week they would make if the identified service enhancements were implemented. Many cited *less than one* (46.3 percent) and *1 to 3 trips per week* (34.1 percent). Those indicating they would be willing to make *3 or more trips* made up fewer than 20 percent of respondents. While the preferred service enhancements would result in attraction of new riders (as well as increased trips from existing riders), the most popular service enhancement remains *new destinations*. Further, depending upon which new destinations one served, the response *service closer to my home* could also be addressed (resulting in even more “new” ridership).

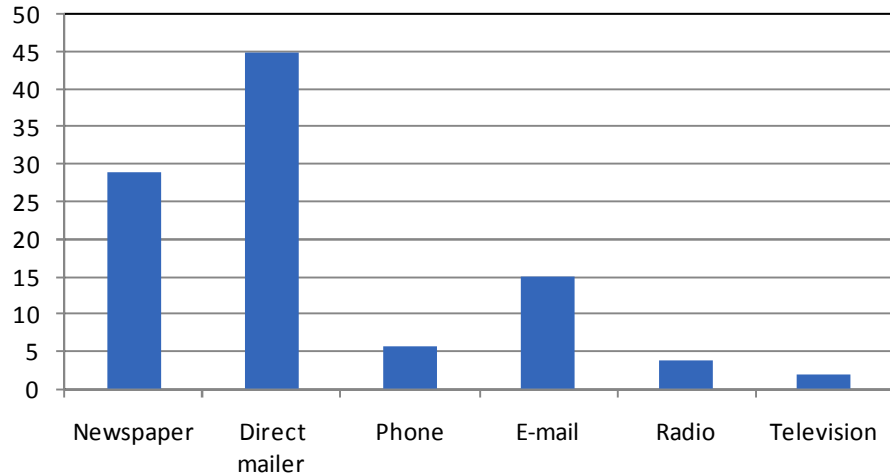
Exhibit 9-11 Service Preferences



Lincoln Community Survey 2008

Lincoln residents were also queried as to their preference regarding transit information dissemination. Nearly half preferred *direct mailer* (44.9 percent). Other popular methods include *newspaper* (29 percent), *e-mail* (15 percent), *phone* (5.6 percent), *radio* (3.7 percent), and *television* (1.9 percent). It is not surprising *direct mailer* is the most popular choice. Not only does everyone have a mail box, this promotional channel has proven very cost-effective in other communities. Further, as a physical element it lends itself to both retention by the recipient as well as ease of tracking (i.e., redemption of free-ride coupon incorporated into mailer).

Exhibit 9-12 Informational Channels



Lincoln Community Survey 2008

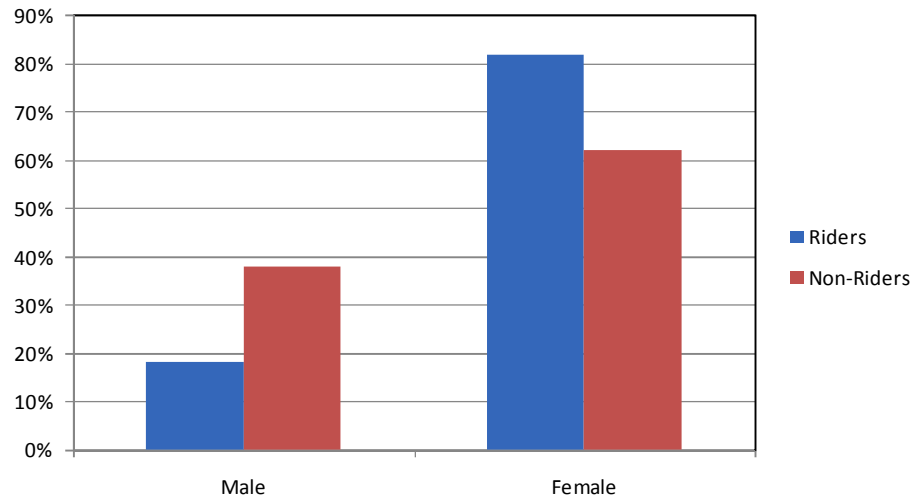
Cross Tabulations

Various data cross-tabulations were performed to examine possible relationships between a variety of survey questions. This provides a method of identifying possible differences between *riders* and *non-riders*.

Rider versus Non-Rider Demographics

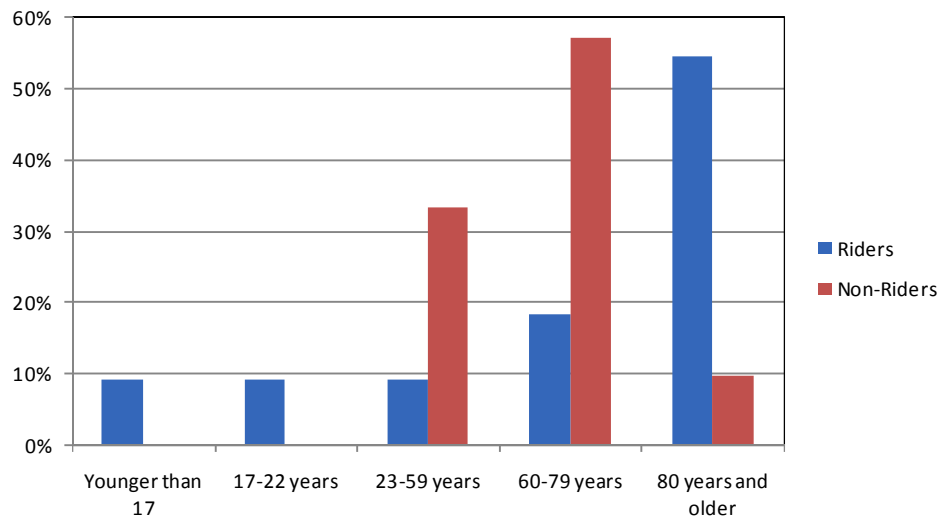
Contrasting the age of riders and non-riders illustrates persons 60 to 79 years of age make up the vast majority of *non-riders* (57.1 percent), while those 80 and older made up the majority of *transit users* (54.5 percent). Subsequently, a large portion of *non-riders* existed within the age category 23 to 59 years old (33.3 percent).

Exhibit 9-13 Gender vs. Patronage



Lincoln Community Survey 2008

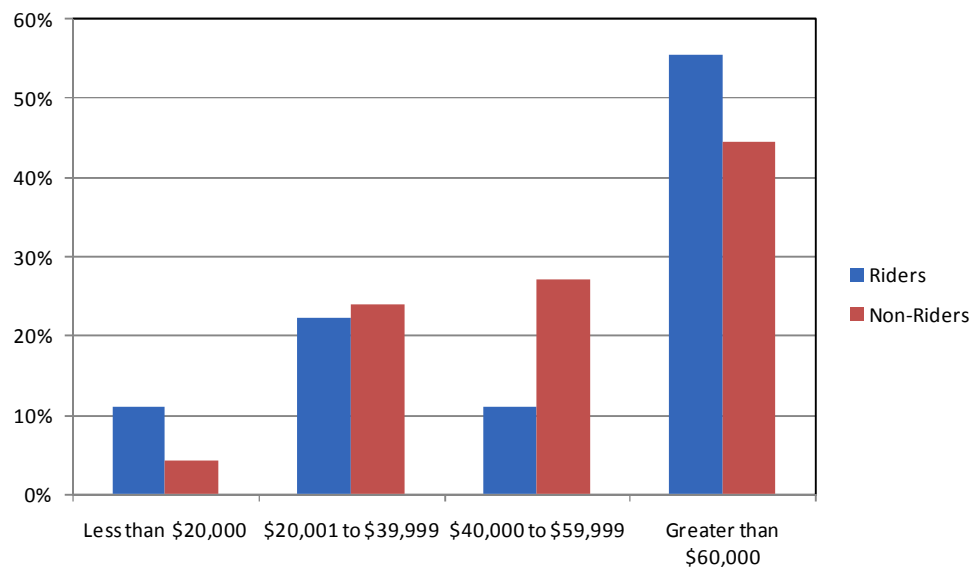
Exhibit 9-14 Age vs. Patronage



Lincoln Community Survey 2008

A comparison of income and ridership illustrates residents making *more than \$60,000* a year make up the largest portion of *both riders and non-riders*. Concurrently, of those, the larger proportion belongs to *riders* (55.6 percent) and the lesser proportion to *non-riders* (44.6 percent). This indicates a higher percentage of wealthy community members are participating in public transit and are “choice” riders. The rest of the data is consistent with other findings (i.e., more transit riders among the lower income).

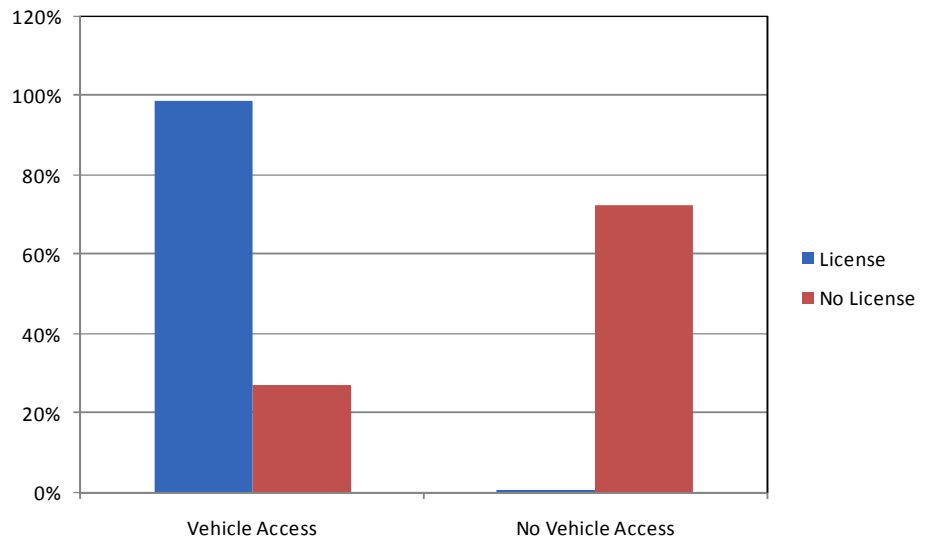
Exhibit 9-15 Income vs. Patronage



Lincoln Community Survey 2008

Having access to a vehicle and driver license are two important elements affecting personal mobility. Having neither means often relying on other forms of travel for personal mobility. A portion of ride-dependant respondents have neither access to a personal vehicle nor a driver license. In Lincoln, 72.7 percent of residents who have *no license* also have *no access to a vehicle*. Comparatively, 99 percent of *those who have valid licenses* have access to a vehicle.

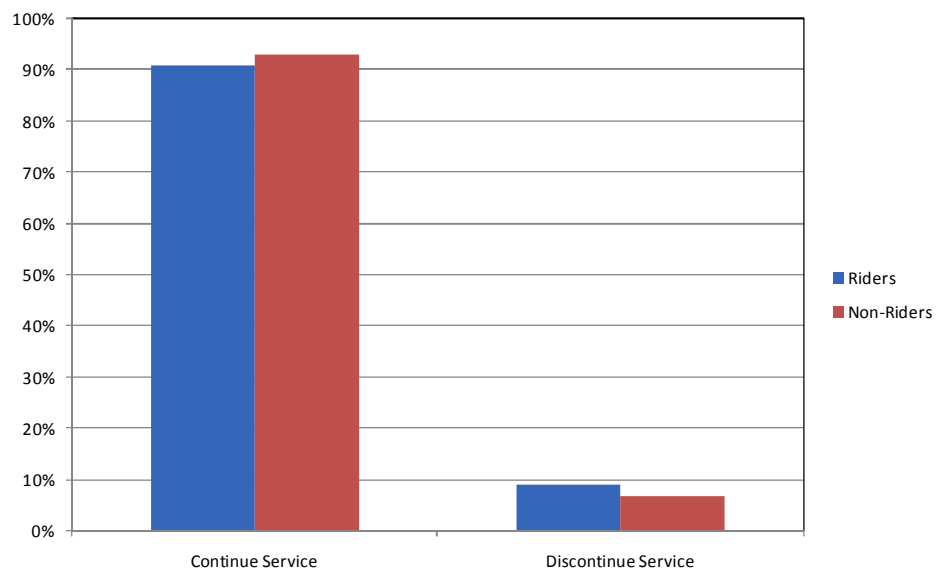
Exhibit 9-16 Ride-Dependency



Lincoln Community Survey 2008

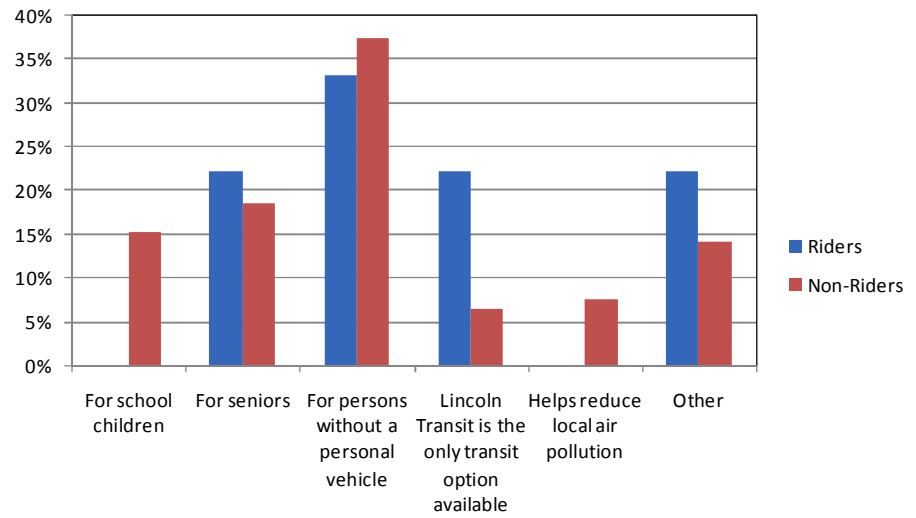
Respondents were queried regarding their opinions as to whether or not the City should continue to provide public transit service in Lincoln. Most indicated support for the City's transit program. This is a positive statement in that the majority of current Lincoln residents are not current transit users.

Exhibit 9-17 Continued Service vs. Patronage



Lincoln Community Survey 2008

Exhibit 9-18 Reasons for Service vs. Patronage



Lincoln Community Survey 2008

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10.

DIAL-A-RIDE CUSTOMER SURVEY ANALYSIS

CHAPTER 10 – DIAL-A-RIDE CUSTOMER SURVEY ANALYSIS

Moore & Associates distributed self-administered surveys to every registered Dial-A-Ride (DAR) patron. The survey had four purposes:

- Quantify frequency of use,
- Assess satisfaction regarding a variety of service attributes,
- Identify possible service enhancements, and
- Codify key demographics.

Methodology

Individual survey forms were distributed via first-class mail to every DAR patron on record with The City. A sampling of 167 customer names was provided by the City of Lincoln. The mailing included a postage-paid reply envelope to facilitate their participation. Each returned survey was entered into a random drawing for a fifty-dollar gift card to a local grocery store (Safeway).

The mailing was completed on Tuesday, May 27, 2008. Of the 167 surveys mailed, 73 were completed and returned, resulting in a 43.7 percent response rate.

Survey data was entered into our firm's Statistical Program for the Social Sciences (SPSS) software platform for cleaning and coding. It was subsequently entered into Microsoft Excel where data was translated into graphs to allow for visual representation. The survey instrument used can be found in the appendix.

This chapter includes five sections:

1. Demographic information,
2. Travel patterns,
3. Reservations/scheduling,
4. Customer satisfaction, and
5. Information channels.

Demographic Information

To gain insight into Lincoln Dial-A-Ride's customer base, demographic questions were posed regarding age, gender, and annual household income. Similar to the Short Range Transit Plan's community survey, the resulting data was used to construct a "typical rider" profile.

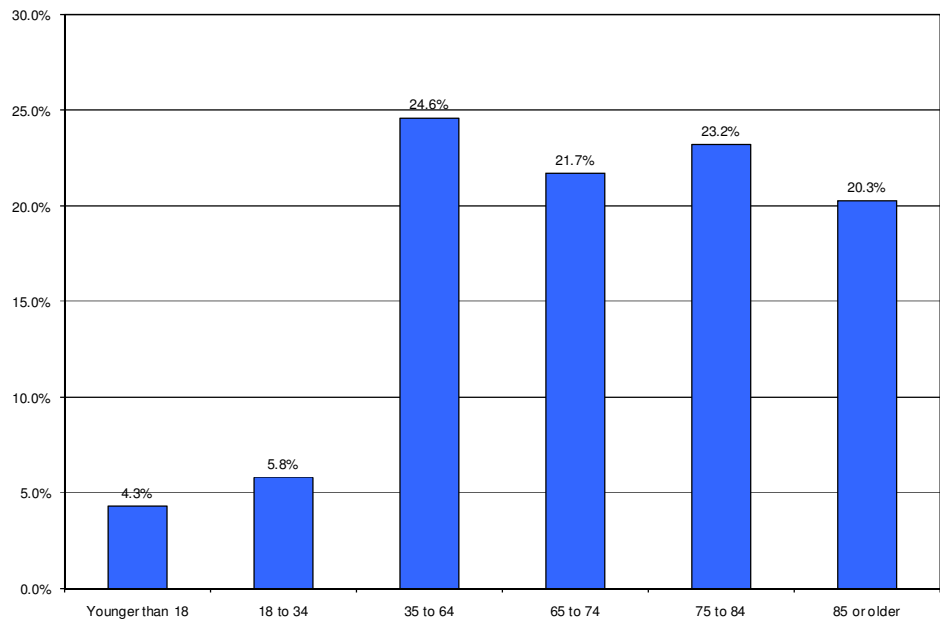
Exhibit 10-1 2008 Customer Profile

Question	Most Common Response	Frequency
Age	Age 35 to 64	24.6%
Gender	Female	82.2%
Overall mobility	No impairment	56.3%
Annual household income	Less than \$20,000	38.0%
Mobility options	Ride-dependent (no car available)	70.0%
Frequency of use	1 to 2 times per week	50.7%
Mode of travel if Dial-A-Ride were not available	Relative/friend	65.3%

Given the program's lack of eligibility criteria, the current customer age distribution was not surprising. Ages 35 *through* 84 made up 24.6 percent of the sample. Those 18 *years and younger* were least likely to ride Dial-A-Ride (4.3 percent). These results, coupled with the fact fewer than half of respondents indicated presence of a disability impacting their mobility, indicate there are many middle-aged and senior riders without any disabilities that are using the service. We believe the City should focus on mode-shifting persons absent disabilities to the fixed-route service through the adoption of more stringent eligibility criteria. This would focus Dial-A-Ride resources on those patrons of greater need.

DAR patrons were also queried as to the mobility category which best applied to them. Sixty-five percent indicated being a *senior*.

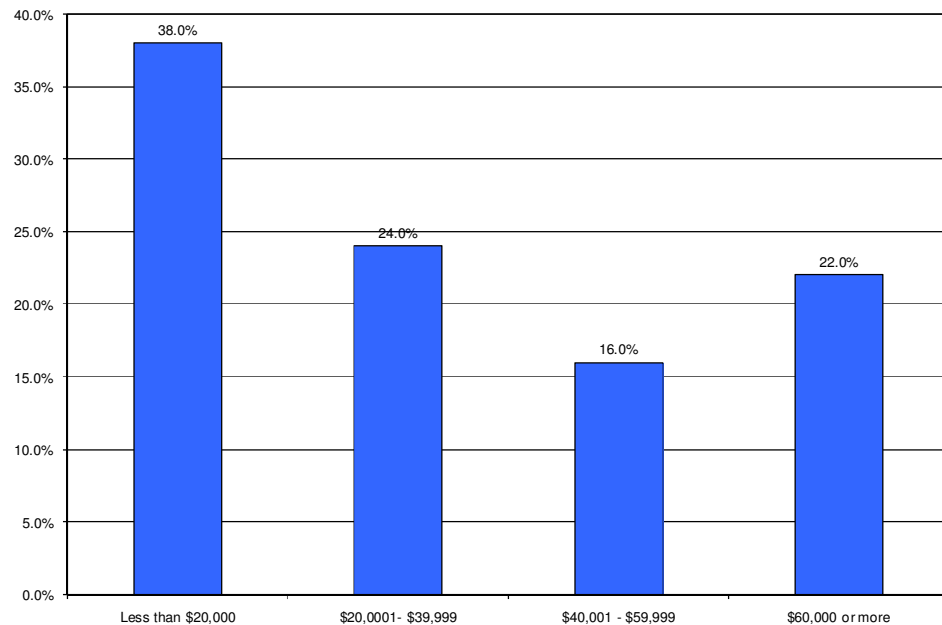
Exhibit 10-2 Respondent Age



The survey included a question regarding annual household income. Nearly 38 percent cited an annual household income of *less than* \$20,000. This represents the single largest share of respondents. It should be noted nearly 22 percent of respondents reported an annual income of \$60,000 or more. Another 24 percent reported an annual income of between \$20,000 and \$39,999. The broad range of incomes reveals Lincoln's demand-response service is addressing the mobility needs of a broad socio-economic range of patrons. Although this survey question was optional and, given the sensitivity normally associated with this topic, it is possible there was data skewing, as persons with higher incomes generally are more inclined to answer such queries.

As a point of reference, the federal poverty level for a family of four in California was \$20,650 in 2007. By contrast, median household income throughout the Lincoln was \$49,100 in 2006.

Exhibit 10-3 Respondent Income



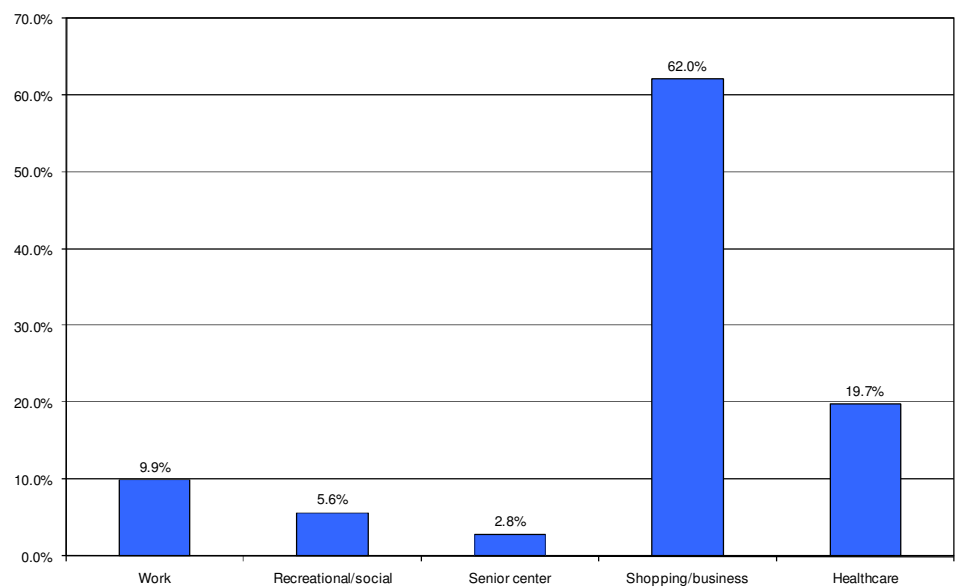
Our survey included two questions designed to assess patron mobility. First, survey participants were asked if they possessed a valid driver license. Forty-five percent indicated in the affirmative. Second, we queried patrons regarding their access to a personal vehicle. Here, thirty percent indicated affirmatively. To assess level of ride-dependency, we performed a data cross-tabulation between driver license possession and personal vehicle access. More than 40 percent of Lincoln DAR patrons can be termed ride-dependent, having neither access to a personal vehicle nor a valid driver license.

These findings highlight two opportunities for improvement. First, the program should develop eligibility criteria for users so mode-shifting from Dial-A-Ride to the fixed-route service can aid in improving farebox recovery. Second, the program should establish itself as the primary transit option for those with disabilities as well as seniors, while positioning the fixed-route service as the most attractive mode for ride-dependent members of the general public.

Travel Patterns

Respondents were also queried regarding the primary motivator for using the DAR service. Riders indicated *shopping/business* was the primary motivator (62.0 percent). The next most common response included *healthcare* (19.7 percent), *work* (9.9 percent), and *recreational/social* (5.6 percent). Only 2.8 indicated *senior center* as a response.

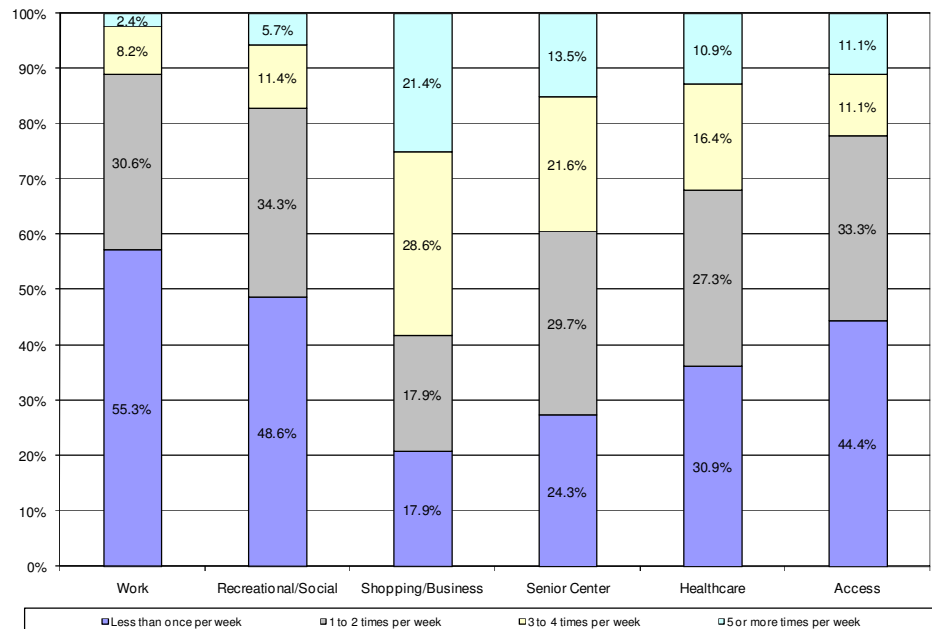
Exhibit 10-4 Trip Purpose



DAR patrons were asked how often they ride the service in a typical week. Out of these riders, 40 percent indicated riding *less than once per week*. Additionally, 50.7 percent indicated riding *one to two times per week*. On an aggregate basis, 90 percent of respondents use the service *two times or less per week*. Given the most prevalent travel motivator was *shopping* (68 percent) and 70 percent of DAR users do not have a personal vehicle, it is assumed a substantial degree of people rely heavily on DAR in order to perform their day-to-day functions. This translates to the necessity to maintain availability in the schedule to support these patrons.

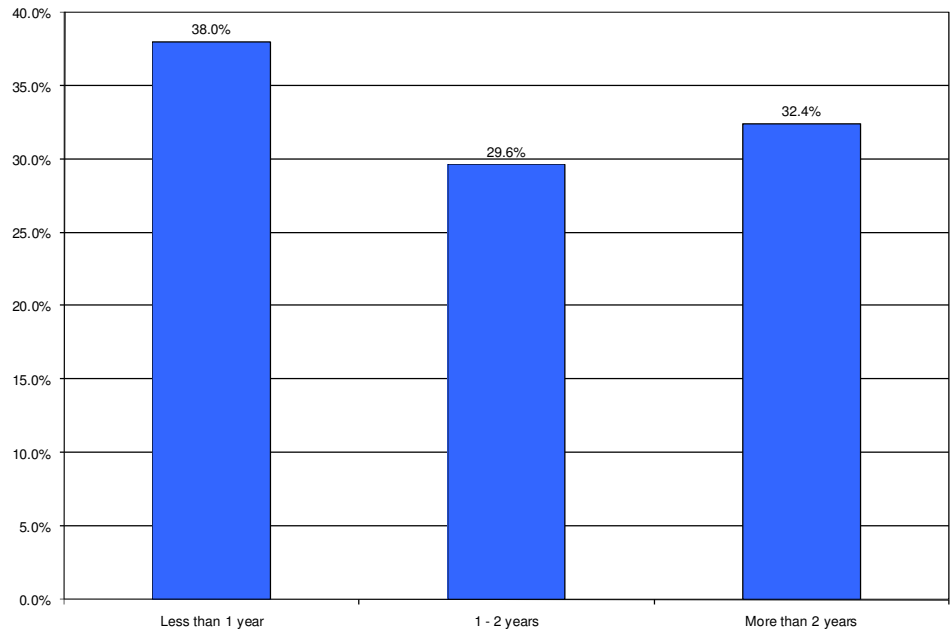
A cross-tabulation was created analyzing trip frequency versus trip purpose. The results indicate – contrary to typical fixed-route patterns – those citing their trip purpose as work were least likely to use the service often, while those citing their trip purpose as shopping/personal business were most likely to use the service most often.

Exhibit 10-5 Frequency of Use vs. Trip Purpose



Along with frequency of use, DAR customers were asked how long they had been using the service. More than 32 percent indicated a period of *more than two years*. The data collected indicates Lincoln's DAR patrons are similar overall to demand-response riders in others communities. However, it should be noted that while in other communities the motivation for using the service evolves over time, from a variety of trips in the early years to more life-line in nature (i.e., access to healthcare) in later years, Lincoln DAR usage reflects a range of trip purposes. We conclude DAR is doing a very effective job of addressing the mobility needs of its intended customer base, yet should focus on decreasing reliance on Dial-A-Ride by patrons who are not seniors or ADA-certified.

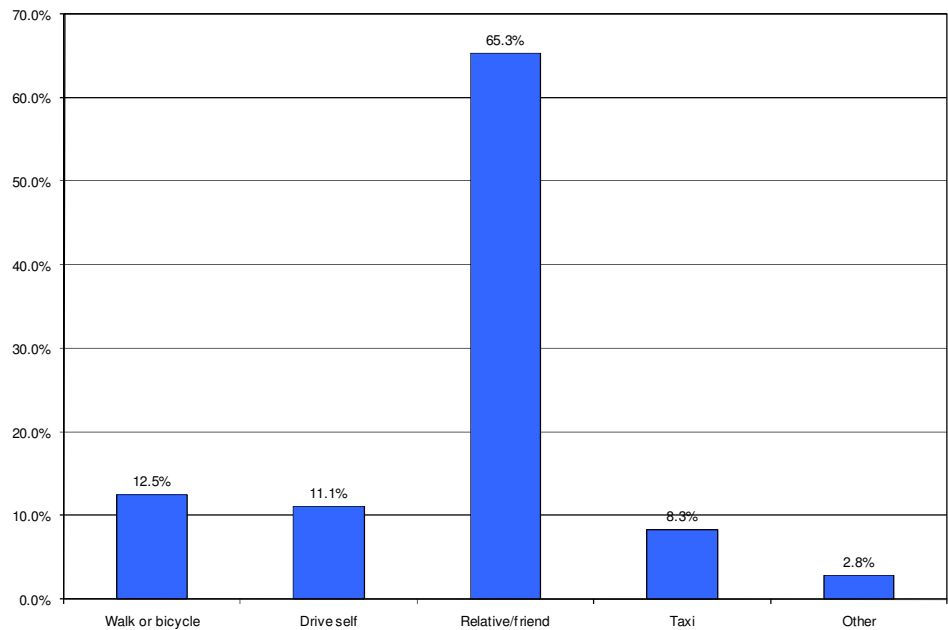
Exhibit 10-6 Length of Patronage



Patrons were asked how they would make their trip if Dial-A-Ride were not available. Response options included *walk*, *drive self*, take a *taxi*, get a ride from a *relative/friend*, or *other*.

More than 65 percent of survey respondents indicated *relative/friend* as their alternate choice for travel. Just under 13 percent indicated they would *walk or bike* if DAR were not available. Of the balance, 8.5 percent would rely on a *taxi*, and only 11 percent would simply *drive themselves*. This is not surprising given only three respondents indicated having both a valid license and a vehicle available.

Exhibit 10-7 Mobility Options

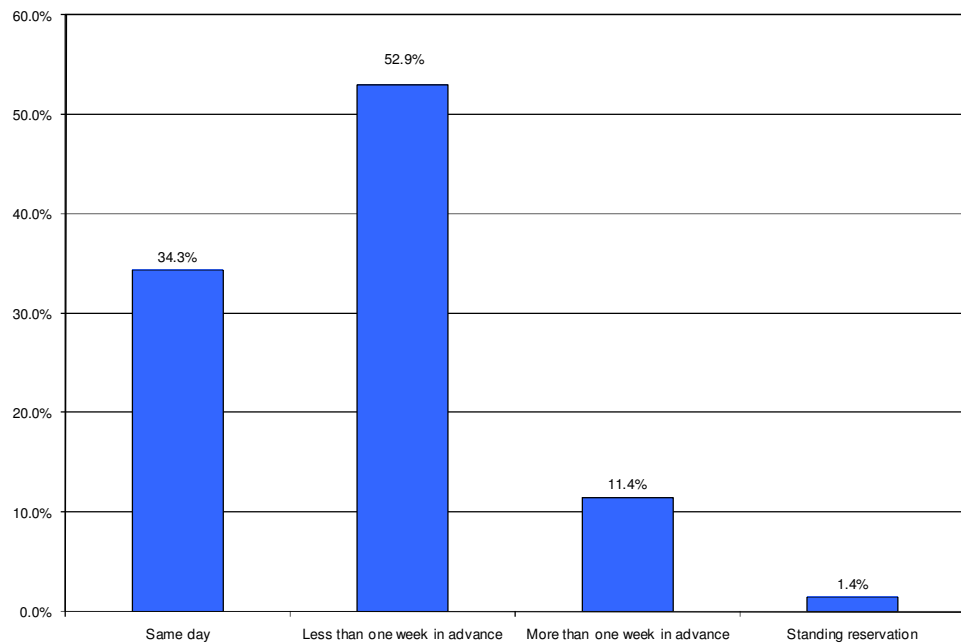


Reservations/Scheduling

In an effort to further assess DAR customer behavior as well as satisfaction level, Moore & Associates asked participants to rate the following service attributes: trip reservations, accessibility to customer service, desired trip/travel time obtained, and actual vs. promised trip schedules.

Survey participants were asked how far in advanced they typically schedule their DAR trips. Fifty-three percent cited making their reservation *less than one week in advance*. Eleven percent indicated scheduling their trips *more than one week in advance*. Thirty-four percent indicated *calling for service on the intended day of travel*, and the balance, one percent, cited having a *standing reservation*. Given the program's low trip denial rate despite the high incidence of short reservation notice, we conclude the program is performing well, however slight improvements can be made which will significantly improve efficiency.

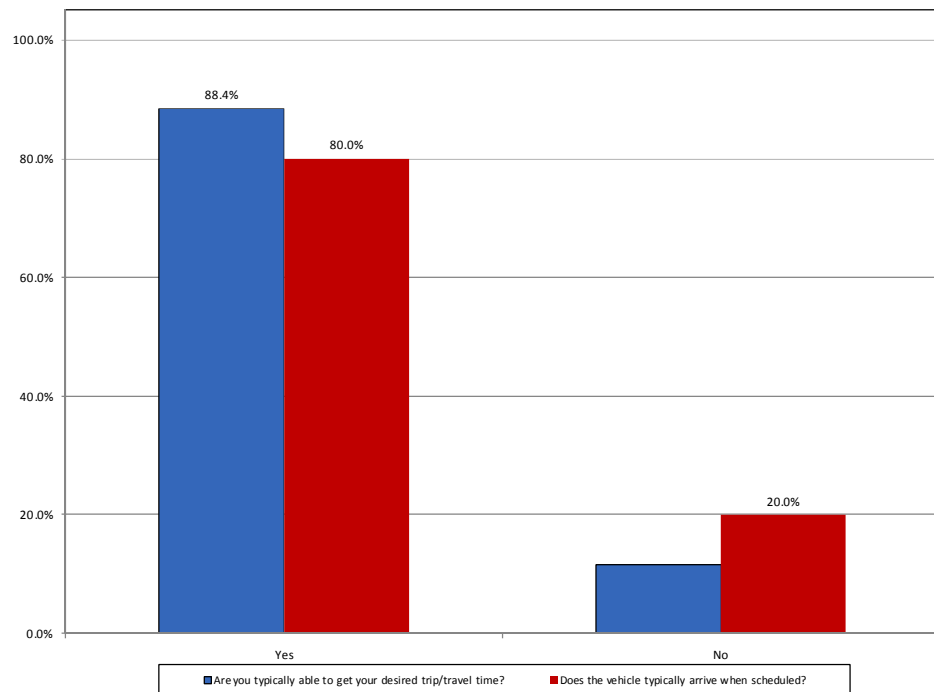
Exhibit 10-8 Reservation Placement



Respondents were asked to share their experience/impression with respect to reservation placement. Two questions were posed: *When calling to place your ride request, are you able to promptly reach a Dial-A-Ride representative?* and *Are you typically able to get the desired trip/travel time?* Approximately 66 percent of respondents indicated being able to easily reach a DAR representative when calling to make a trip request. A majority of respondents, 88 percent, cited being able to schedule their desired reservation time. We recommend the demand-response Dispatcher be easily reached throughout the entire service day. Reservation availability is very good yet can still rise to 90 percent or better.

The chart below illustrates the ability to schedule a ride versus On-time performance. Of those surveyed only 20 percent believed *the van did not arrive for pickup at or within the promised timeframe*, many believed it was *early rather than late*. However the incidence of actual and/or perceived off-schedule arrival is very modest, and compares positively with other small community demand-response programs.

Exhibit 10-9 Schedule Adherence and Availability



Customer Satisfaction

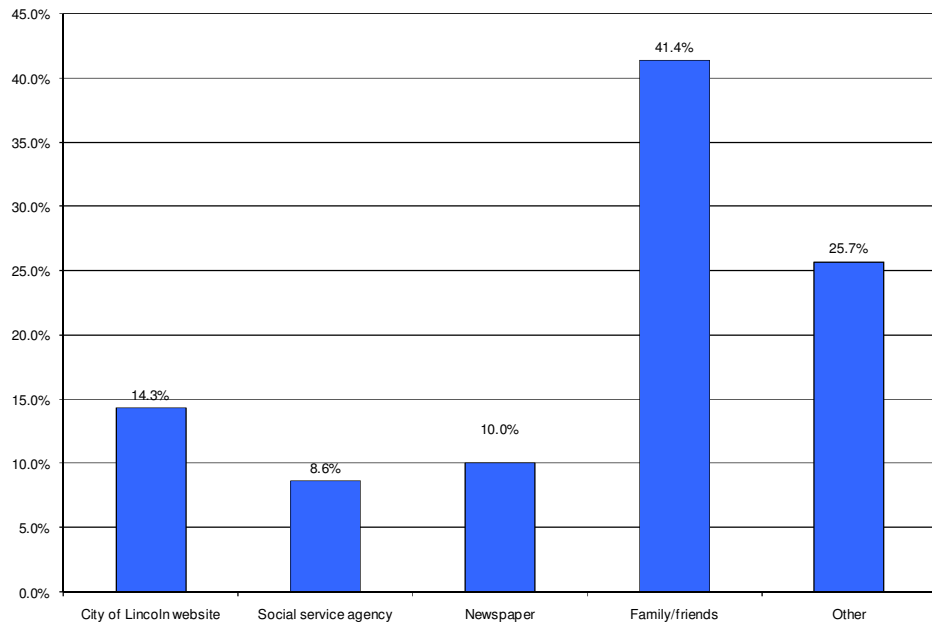
Respondents were asked to characterize overall satisfaction with Lincoln's Dial-A-Ride program. A four-point scale was employed, ranging from "poor" to "excellent." The responses were coded and assigned values, with one equating to "poor" and four to "excellent."

Lincoln patrons rated their overall experience as a 3.38, which falls between *good* and *excellent*. This rating is indicative of customer satisfaction yet according to our observation of the service there are changes that must occur to ensure quality and effectiveness of the service.

Information Channels

Survey participants were asked how they initially became aware of the Dial-A-Ride program. Nearly 41.4 percent indicated *family/friends*. The second-most popular response cited *other*. Modest response was also given for the *City of Lincoln website* (14.3 percent).

Exhibit 10-10 Information Access



11

11.

FIXED-ROUTE SERVICE ALTERNATIVES

CHAPTER 11 - FIXED-ROUTE SERVICE ALTERNATIVES

Service Scenarios

In crafting the following service scenarios, Moore & Associates drew upon our service evaluation, public surveys, ride checks, and interviews with Lincoln TAC and City staff. We sought to identify service gaps as well as underperforming route segments and day-parts. The overall goal of the plan is to optimize existing Lincoln Transit resources as well as present practical recommendations for easily implementable service development.

Prior Service Recommendations

Several service recommendations were presented for Lincoln in the Triennial Performance Audit completed in May 2007. Recommendations included the adoption of an SRTP update, clear and concise reporting of ridership and operating data by mode, timely submittal of mandated reports to the Regional Transportation Planning Agency (RTPA), accurate fleet data, and concise recording of farebox recovery with an emphasis on improvement. The separating of operational data by mode (i.e., fixed-route versus demand-response), is particularly critical to identifying and improving any system inadequacies. A truer picture of program performance is obtained with accurate separation of operational data such as costs, fare revenues, and vehicle revenue hours and miles.

Tasks completed include the development of an SRTP update, the institution of timely submittals to the RTPA, monitoring of fleet data and farebox recovery, and compliance with federal notification procedures regarding usage of TDA funds. Reporting and monitoring of performance and other data (segregated by mode) remains a challenge for Lincoln.

Two distinct service alternative scenarios were crafted. Each represents a “blueprint” consisting of alignment and/or schedule alternatives:

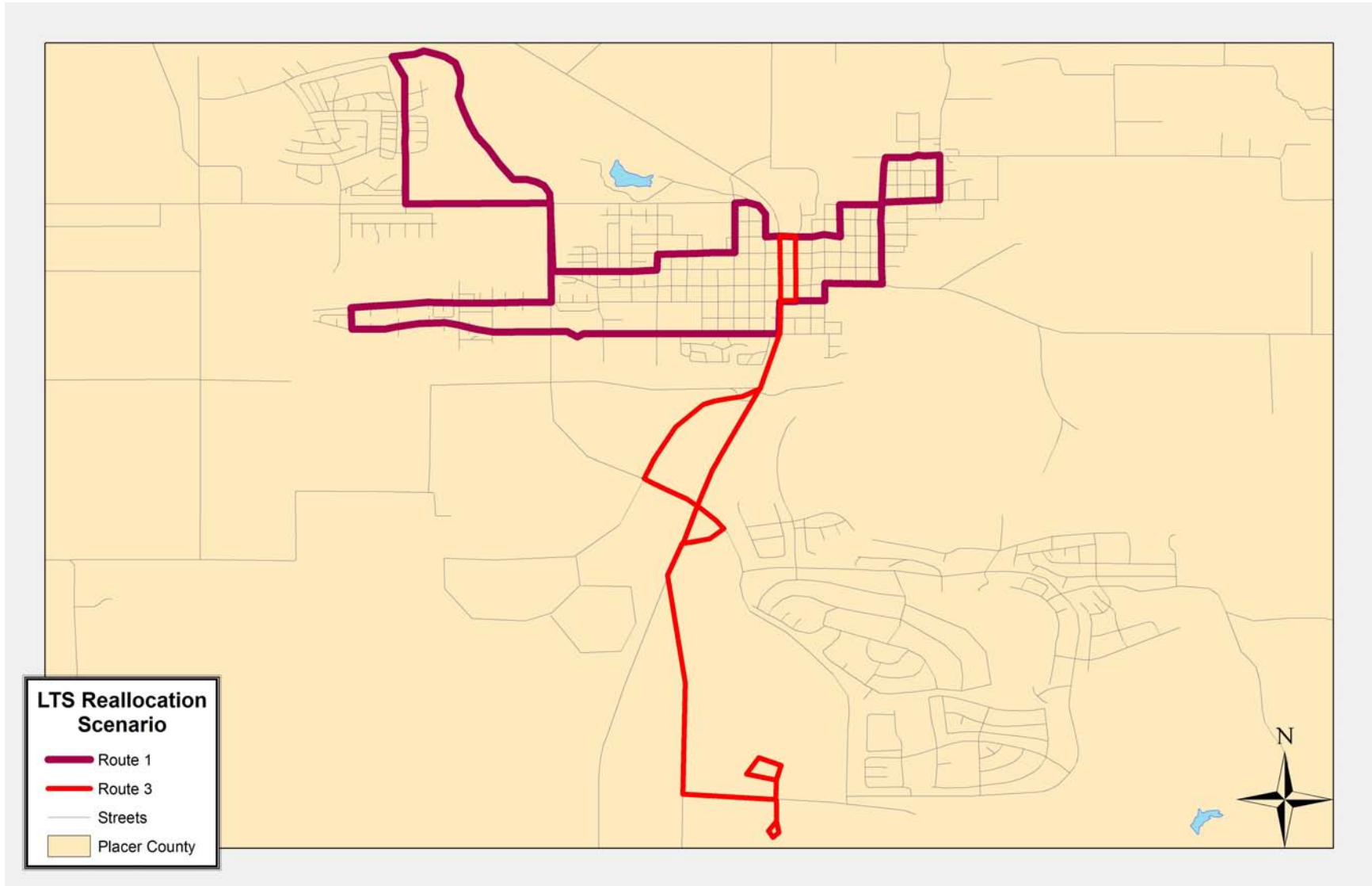
- Reallocation: Alignment and schedule changes made within parameters of existing resources. Focuses on administrative and other factors to improve program effectiveness.
- Growth: Modifications to Lincoln Transit's routing and operating schedule including additional routes and increased frequency. This scenario includes analysis of extending weekday revenue hours, the addition of which requires an increased financial commitment.

The relative merits of each service alternative are discussed. Any alignment modifications are accompanied by maps illustrating the proposed changes. Any scheduling changes are accompanied by revised sample schedules.

Reallocation Scenario

In this first scenario, we recommend Lincoln undertake considerable adjustments to the current Lincoln Transit System route network. Although the network will be different from its current form, the redesign will not exceed current operating costs. This scenario includes two distinct routes. Route 1 will make trips to all the schools in Lincoln and will run for the entire service day. This will provide service to local schools while transitioning to a traditional fixed route. Route 3 is a new downtown circulator alignment designed to facilitate shopping, healthcare, medical, and other uses in demand along the Highway 65 corridor. Demand-response will be available for Lincoln residents all week with the inclusion of Saturday service. This service is an ADA-compliant, complementary Dial-A-Ride, where curb-to-curb service will be available within a three-quarter-mile boundary of any fixed-route alignment. Preference in reservation scheduling will be given to senior citizens (60 years or older) and persons with disabilities.

Exhibit 11-1 Reallocation Scenario



Recommendations:

- Realign Lincoln Transit routes for optimum service delivery.
- Post maps with schedule information as well as demand-response service and contact information along alignments.
- Increase awareness amongst Lincoln patrons regarding new policies governing the fixed-route system.
- Introduce Saturday Dial-A-Ride, with priority arrangements for seniors and disabled.

Advantages:

- Steady and predictable ridership growth.
- Simple and inexpensive implementation plan.
- System retains familiarity to current riders.
- Improved on-time performance.
- Increased customer satisfaction.
- Increased customer and driver safety.

Disadvantages:

- Some areas would be underserved by the fixed-route program:
 - Del Webb/Sun City
 - Thunder Valley Casino.
- Proposed service changes do not reflect all needs identified through the public participation process.

Route 1

Route 1 runs Monday through Friday from 7:00 a.m. to 4:40 p.m., beginning and ending the service day at the intersection of Venture Drive and Lakeside Drive. This alignment circulates around the east and west regions of Lincoln, on 45 minute headways (i.e., a vehicle will arrive at every stop approximately every 45 minutes during the service day) providing service to those regions identified with large ride-dependent populations. The consistent and frequent service will lead to predictable

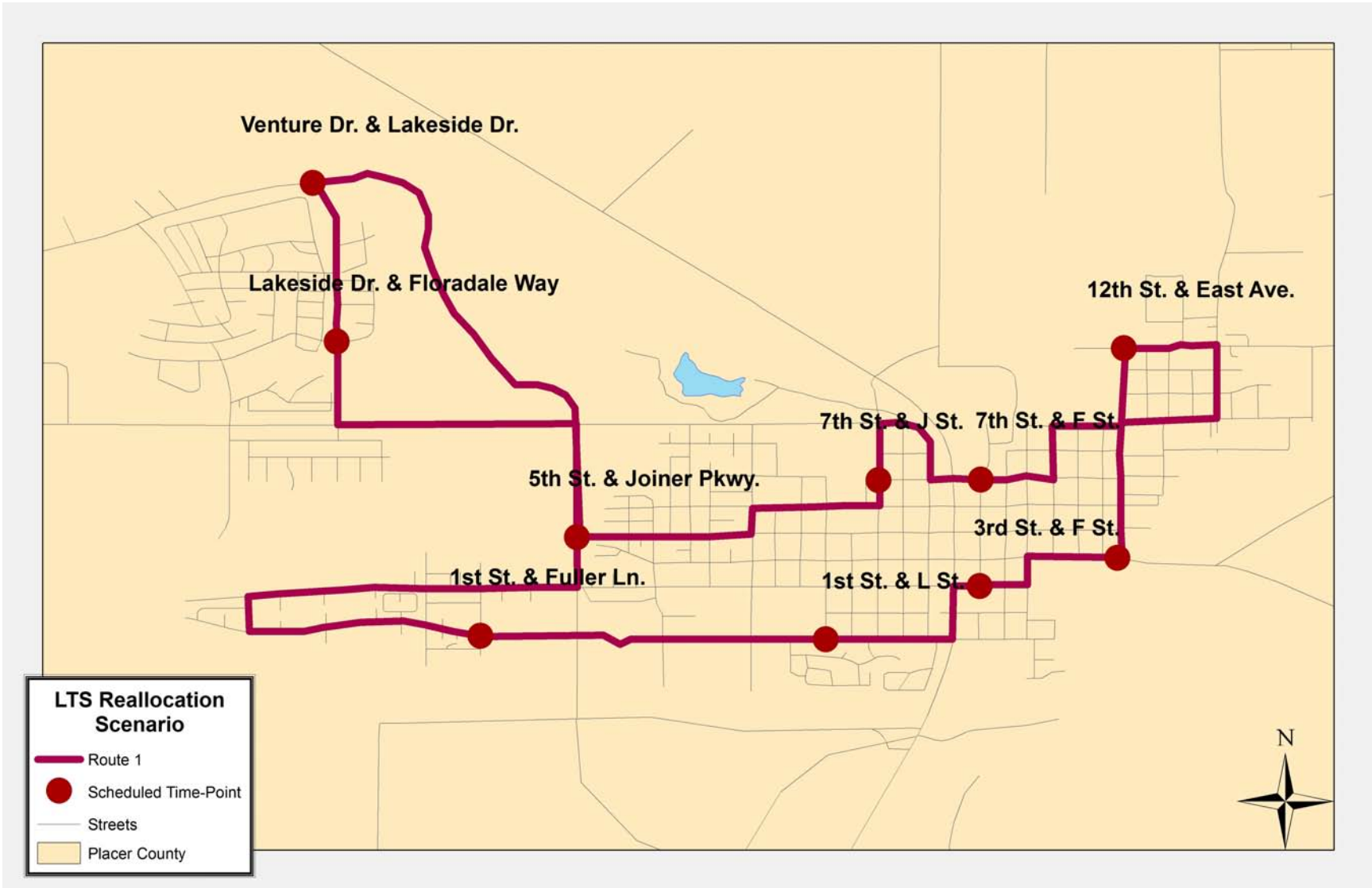
growth and will serve as a foundation for future expansion of the LTS program.

Route 1 provides service to numerous trip generators, such as local schools and downtown businesses, at peak hours running on 45-minute headways. The significance of this route lies in its ability to service Lincoln's schools while remaining a traditional fixed-route alignment (i.e., no deviation) and its ability to connect with other routes in the system. This alignment is in compliance with the FTA's School Bus Operations regulations, 49 CFR Part 605, which prohibits the behavior of buses that substantially deviate to over-facilitate school children, often compromising the needs of others in the community.

Exhibit 11-2 Route 1 Reallocation Schedule

ROUTE	Venture Lakeside	Lakeside Floradale	5th & Joiner	7th & J	7th & F	12th & East	East & Mcbean Park	3rd & F	1st & L	1st & Fuller	Venture & Lakeside
1	7:00	7:03 AM	7:08 AM	7:12 AM	7:15 AM	7:20 AM	7:23 AM	7:26 AM	7:29 AM	7:32 AM	7:40 AM
1	7:45 AM	7:48 AM	7:53 AM	7:57 AM	8:00 AM	8:05 AM	8:08 AM	8:11 AM	8:14 AM	8:17 AM	8:25 AM
1	8:30 AM	8:33 AM	8:38 AM	8:42 AM	8:45 AM	8:50 AM	8:53 AM	8:56 AM	8:59 AM	9:02 AM	9:10 AM
1	9:15 AM	9:18 AM	9:23 AM	9:27 AM	9:30 AM	9:35 AM	9:38 AM	9:41 AM	9:44 AM	9:47 AM	9:55 AM
1	10:00 AM	10:03 AM	10:08 AM	10:12 AM	10:15 AM	10:20 AM	10:23 AM	10:26 AM	10:29 AM	10:32 AM	10:40 AM
1	10:45 AM	10:48 AM	10:53 AM	10:57 AM	11:00 AM	11:05 AM	11:08 AM	11:11 AM	11:14 AM	11:17 AM	11:25 AM
1	11:30 AM	11:33 AM	11:38 AM	11:42 AM	11:45 AM	11:50 AM	11:53 AM	11:56 AM	11:59 AM	12:02 PM	12:10 PM
1	12:15 PM	12:18 PM	12:23 PM	12:27 PM	12:30 PM	12:35 PM	12:38 PM	12:41 PM	12:44 PM	12:47 PM	12:55 PM
1	1:00 PM	1:03 PM	1:08 PM	1:12 PM	1:15 PM	1:20 PM	1:23 PM	1:26 PM	1:29 PM	1:32 PM	1:40 PM
1	1:45 PM	1:48 PM	1:53 PM	1:57 PM	2:00 PM	2:05 PM	2:08 PM	2:11 PM	2:14 PM	2:17 PM	2:25 PM
1	2:30 PM	2:33 PM	2:38 PM	2:42 PM	2:45 PM	2:50 PM	2:53 PM	2:56 PM	2:59 PM	3:02 PM	3:10 PM
1	3:15 PM	3:18 PM	3:23 PM	3:27 PM	3:30 PM	3:35 PM	3:38 PM	3:41 PM	3:44 PM	3:47 PM	3:55 PM
1	4:00 PM	4:03 PM	4:08 PM	4:12 PM	4:15 PM	4:20 PM	4:23 PM	4:26 PM	4:29 PM	4:32 PM	4:40 PM

Exhibit 11-3 Route 1 Reallocation Map



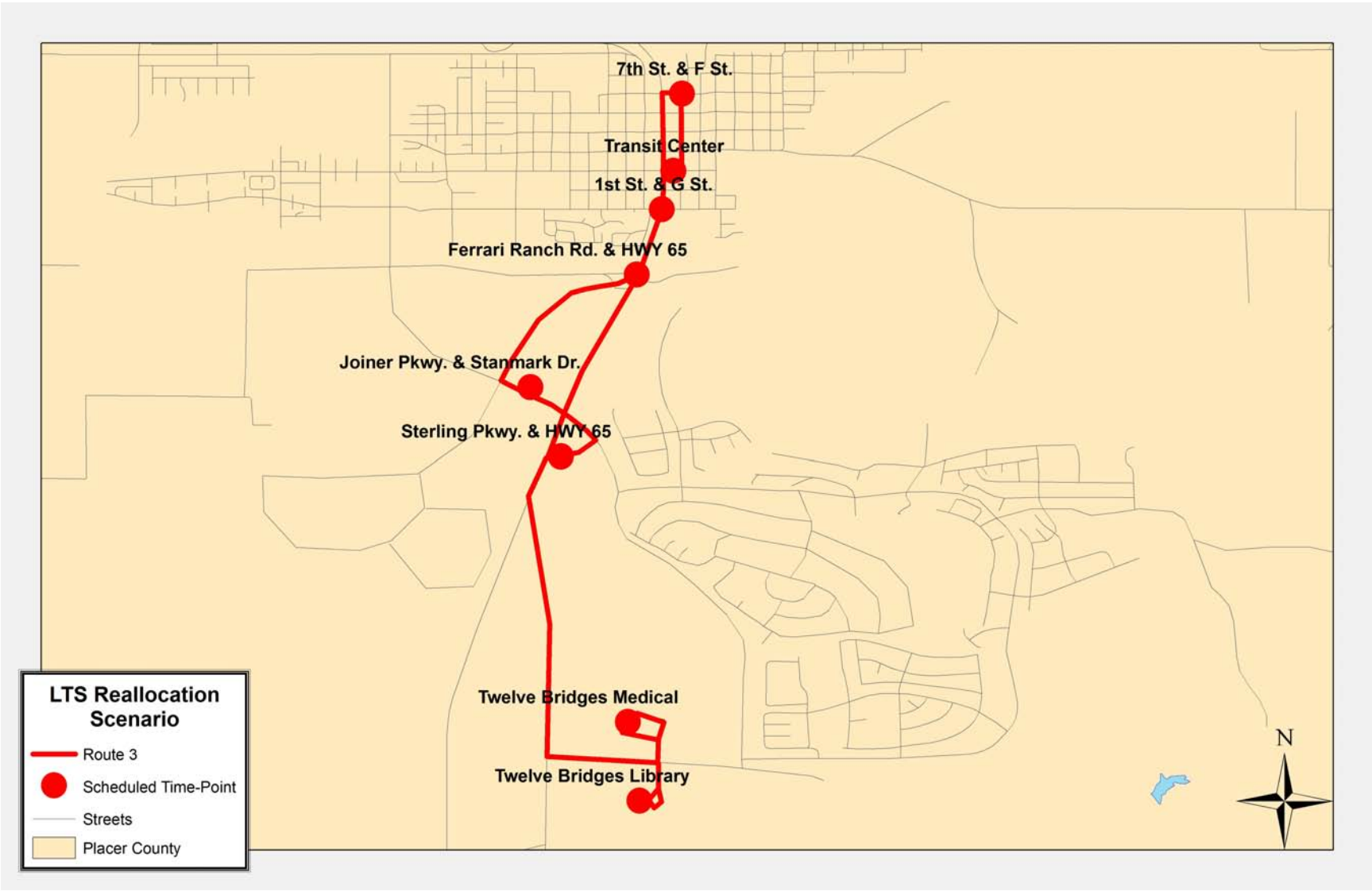
Route 3

Route 3 is a downtown circulator designed to provide service to patrons along the Highway 65 retail corridor. Route 3 operates weekdays from 7:00 a.m. to 6:00 p.m. Major trip generators such as Raley's, Rainbow Market, Wal-Mart, Twelve Bridges Medical Center, and other dining, shopping, and medical locales located along the Route 3 alignment. Given the increased frequency of service along Highway 65 (30-minute headways), the City can expect this route to compete more effectively among "choice" riders for a share of their shopping and personal business trips. Route 3 will also connect with Route 1 and the Galleria Express when they are in service to increase accessibility and mobility to other areas of Lincoln. The route will depart the Transit Center, travel south towards the Shopping Center on Sterling Parkway. The route will then travel south to the Twelve Bridges Library and Medical Center. Upon return from the Twelve Bridges Medical Center, Route 3 will travel north on Highway 65 and return directly to the 3rd and F Street Transit Center to stage for following trips.

Exhibit 11-4 Route 3 Reallocation Schedule

ROUTE	3rd & F	7th & F	1st & G	Ferrari & Highway 65	Joiner & Stanmark	Sterling Parkway & Highway 65	Twelve Bridges Library	Twelve Bridges Medical	3rd & F
3	7:00 AM	7:02 AM	7:05 AM	7:08 AM	7:11 AM	7:15 AM	7:19 AM	7:21 AM	7:26 AM
3	7:30 AM	7:32 AM	7:35 AM	7:38 AM	7:41 AM	7:45 AM	7:49 AM	7:51 AM	7:56 AM
3	8:00 AM	8:02 AM	8:05 AM	8:08 AM	8:11 AM	8:15 AM	8:19 AM	8:21 AM	8:26 AM
3	8:30 AM	8:32 AM	8:35 AM	8:38 AM	8:41 AM	8:45 AM	8:49 AM	8:51 AM	8:56 AM
3	9:00 AM	9:02 AM	9:05 AM	9:08 AM	9:11 AM	9:15 AM	9:19 AM	9:21 AM	9:26 AM
3	9:30 AM	9:32 AM	9:35 AM	9:38 AM	9:41 AM	9:45 AM	9:49 AM	9:51 AM	9:56 AM
3	10:00 AM	10:02 AM	10:05 AM	10:08 AM	10:11 AM	10:15 AM	10:19 AM	10:21 AM	10:26 AM
3	10:30 AM	10:32 AM	10:35 AM	10:38 AM	10:41 AM	10:45 AM	10:49 AM	10:51 AM	10:56 AM
3	11:00 AM	11:02 AM	11:05 AM	11:08 AM	11:11 AM	11:15 AM	11:19 AM	11:21 AM	11:26 AM
3	11:30 AM	11:32 AM	11:35 AM	11:38 AM	11:41 AM	11:45 AM	11:49 AM	11:51 AM	11:56 AM
3	12:00 PM	12:02 PM	12:05 PM	12:08 PM	12:11 PM	12:15 PM	12:19 PM	12:21 PM	12:26 PM
3	12:30 PM	12:32 PM	12:35 PM	12:38 PM	12:41 PM	12:45 PM	12:49 PM	12:51 PM	12:56 PM
3	1:00 PM	1:02 PM	1:05 PM	1:08 PM	1:11 PM	1:15 PM	1:19 PM	1:21 PM	1:26 PM
3	1:30 PM	1:32 PM	1:35 PM	1:38 PM	1:41 PM	1:45 PM	1:49 PM	1:51 PM	1:56 PM
3	2:00 PM	2:02 PM	2:05 PM	2:08 PM	2:11 PM	2:15 PM	2:19 PM	2:21 PM	2:26 PM
3	2:30 PM	2:32 PM	2:35 PM	2:38 PM	2:41 PM	2:45 PM	2:49 PM	2:51 PM	2:56 PM
3	3:00 PM	3:02 PM	3:05 PM	3:08 PM	3:11 PM	3:15 PM	3:19 PM	3:21 PM	3:26 PM
3	3:30 PM	3:32 PM	3:35 PM	3:38 PM	3:41 PM	3:45 PM	3:49 PM	3:51 PM	3:56 PM
3	4:00 PM	4:02 PM	4:05 PM	4:08 PM	4:11 PM	4:15 PM	4:19 PM	4:21 PM	4:26 PM
3	4:30 PM	4:32 PM	4:35 PM	4:38 PM	4:41 PM	4:45 PM	4:49 PM	4:51 PM	4:56 PM
3	5:00 PM	5:02 PM	5:05 PM	5:08 PM	5:11 PM	5:15 PM	5:19 PM	5:21 PM	5:26 PM
3	5:30 PM	5:32 PM	5:35 PM	5:38 PM	5:41 PM	5:45 PM	5:49 PM	5:51 PM	5:56 PM

Exhibit 11-5 Route 3 Reallocation Map



Galleria Express

The Galleria Express is a limited stop alignment offering round trips from Lincoln to the Roseville Galleria. This alignment has been crafted as a standalone alignment for the City of Lincoln to consider implementing. Currently, Placer County Transit (PCT) offers a regional transit bus from the Roseville Galleria to Lincoln. The PCT line offers service on the hour to Lincoln offering up to 13 trips a day during the week, and 10 trips on Saturday. Initially, an “apples-to-apples” comparison was made to offer the same level of service PCT provides utilizing only LTS resources.

The City of Lincoln contributes \$114,881 to Placer County to subsidize this route’s operation cost. We estimate the annual cost for the City of Lincoln (using the formula of 13 trips per weekday and 10 Saturday trips at the operating cost of \$78.38/hour) to duplicate the level of service offered to be \$292,749. Drawbacks to consider include substantial operating cost increases, a possible overlap in service should Placer County decline to discontinue their service, as well as an increase in overall vehicle service miles.

Due to the prohibitive cost of operating such a high level of service, the Galleria Express alignment was constructed to be able to operate within the available LTS resources. The following calculations were derived from operational data provided by the City of Lincoln.

Alignment

The Galleria Tripper was crafted to provide hourly service from the Lincoln Transit Center to the Roseville Galleria, making limited stops to the Raley’s shopping center and the Twelve Bridges Medical Center. The Galleria Express would also need to operate as a deviated fixed-route to minimize the Dial-A-Ride service area. Exhibit 11-6 illustrates the Galleria Express alignment, and Exhibit 11-7 provides the cost information of implementing the Galleria

Express utilizing LTS resources. Exhibit 11-8 provides a possible schedule with select time points for the Galleria Express.

Exhibit 11-6 Galleria Express

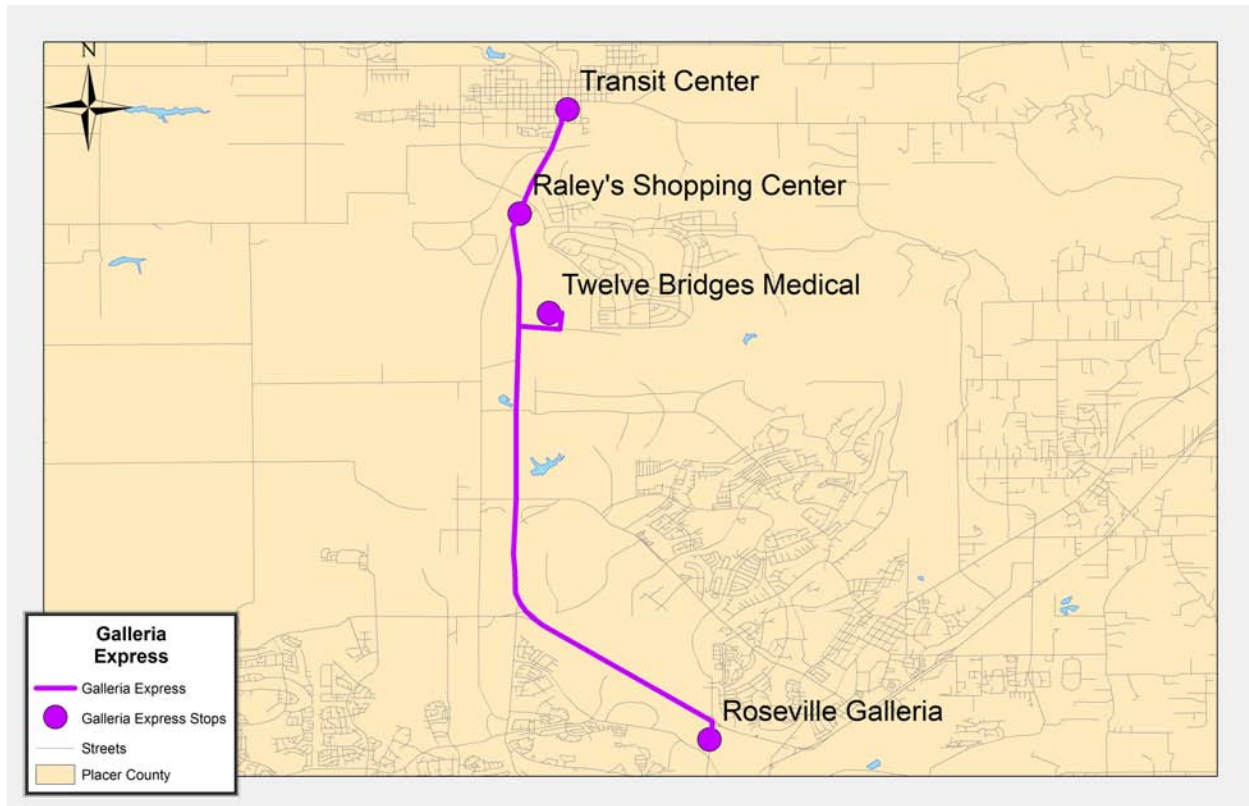


Exhibit 11-7 Galleria Express Cost

	Miles	Hours	Cost
Per Trip	28	1	\$78.38
Per Day (10 trips)	280	10	\$783.80
Per Year (10 trips)	71,400	2,550	\$199,869.00

Exhibit 11-8 Galleria Express Schedule

ROUTE	3rd & F St.	Twelve Bridges Medical	Galleria	Twelve Bridges Medical	3rd & F St.
Galleria Express	7:00 AM	7:12 AM	7:25 AM	7:37 AM	7:50 AM
Galleria Express	8:00 AM	8:12 AM	8:25 AM	8:37 AM	8:50 AM
Galleria Express	9:00 AM	9:12 AM	9:25 AM	9:37 AM	9:50 AM
Galleria Express	10:00 AM	10:12 AM	10:25 AM	10:37 AM	10:50 AM
Galleria Express	11:00 AM	11:12 AM	11:25 AM	11:37 AM	11:50 AM
Galleria Express	12:00 PM	12:12 PM	12:25 PM	12:37 PM	12:50 PM
Galleria Express	1:00 PM	1:12 PM	1:25 PM	1:37 PM	1:50 PM
Galleria Express	2:00 PM	2:12 PM	2:25 PM	2:37 PM	2:50 PM
Galleria Express	3:00 PM	3:12 PM	3:25 PM	3:37 PM	3:50 PM
Galleria Express	4:00 PM	4:12 PM	4:25 PM	4:37 PM	4:50 PM

Growth Scenario

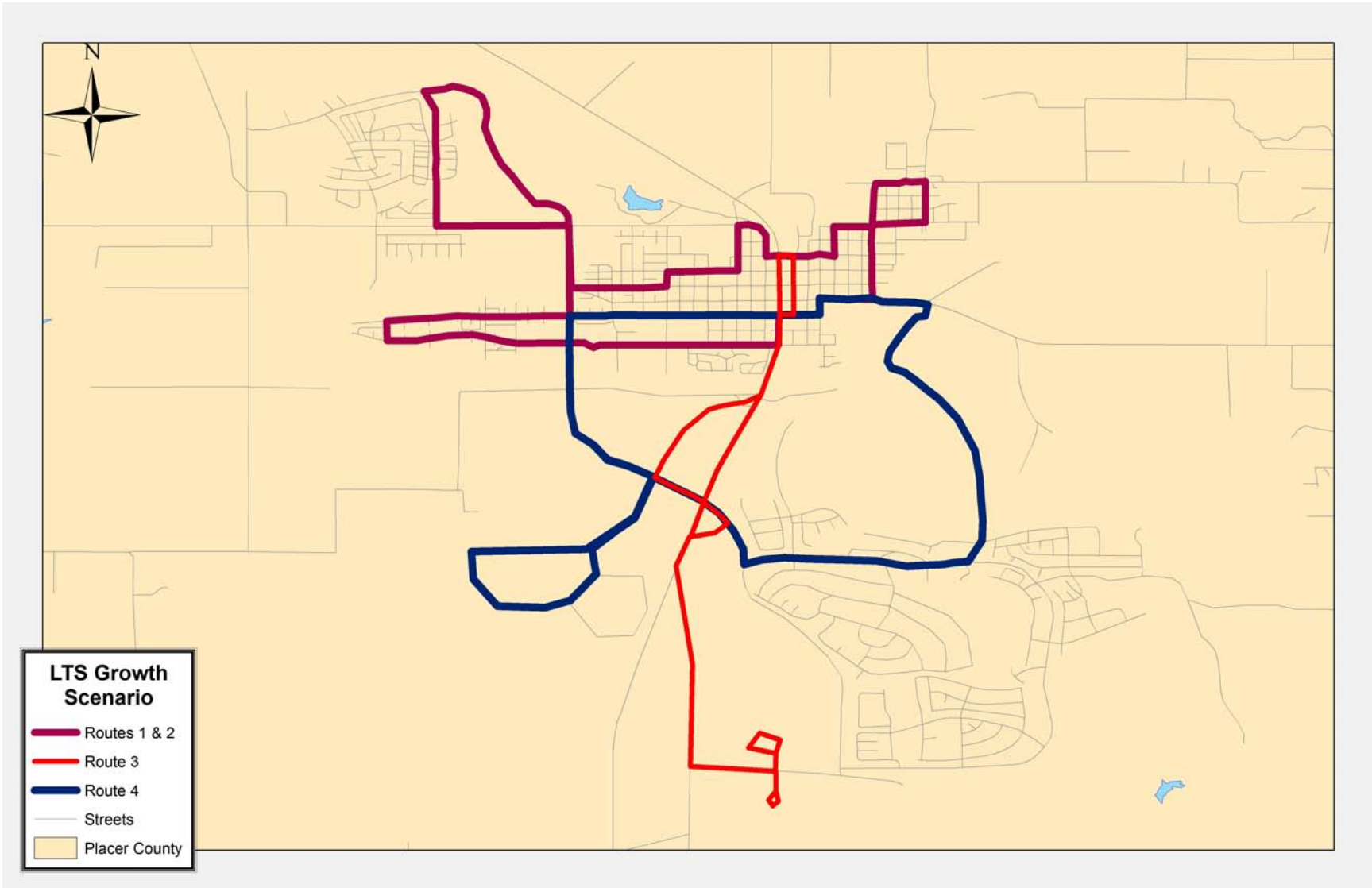
In the growth scenario, we recommend routing changes similar to those in the Reallocation Scenario; however, certain elements have been enhanced to promote further ridership growth and community mobility. In this scenario, we introduce bi-directional service for Route 1. Route 2 will be the bi-directional alignment of Route 1. Odd numbered Routes will travel in a clockwise direction, and even numbered routes will run in a counter-clockwise direction. The alignment for Route 1 and 2 remains the same as the Reallocation Scenario.

Two new alignments, Routes 4 and 5 are proposed. The routes begin and end at the Lincoln Transit Center. These alignments provide additional service along 3rd Street, as well as service to Caledon Circle and the south eastern region of Lincoln. After exiting Caledon Circle it will follow Joiner Parkway up to and along 3rd Street until ending its run at F Street. This alignment will make bi-directional service more feasible. Routes 1 and 2 (Route 2 running counter-clockwise) will offer bi-directional service until approximately 10:00 a.m. At 10:00 a.m., both Route 1 and 2 buses will stop offering service to that alignment and begin bi-directional service along the Route 5 alignment as Routes 4 and 5 (Route 4 running counter-clockwise). This service will remain operating until 1:57 p.m. when both

buses will return to offering service as Route 1 and 2, ending the last shift at 6:32 p.m. Route 3 will continue to operate as the downtown circulator from 7:00 a.m. to 6:00 p.m.

The Growth Scenario also features an ADA-compliant, complementary general public Dial-A-Ride, where curb-to-curb service will be available within a three-quarter-mile boundary of any fixed-route alignment. Preference in reservation scheduling will be given to senior citizens (age 60 or older) and persons with disabilities. Additionally, Lincoln has the option of extending its general public DAR hours to Saturday. Given this expansion and the already comprehensive nature DAR service, Lincoln staff may discontinue Tuesday medical shuttle to Roseville. The cost of this is displayed in Exhibit 12-11 in the Financial and Capital Plan chapter.

Exhibit 11-9 Growth Scenario System Map



Recommendations:

- Realign Lincoln Transit routes to optimize ridership growth and community mobility.
- Post maps with schedule information as well as demand-response service and contact information along alignments.
- Expand fixed-route alignments to increase service along Joiner Parkway and 3rd Street in Lincoln.
- Optional: Implementation of Galleria Tripper.
- Amend operating schedules to reflect actual running times and prevailing operating conditions, as well as connectivity to other regional programs.
- Increase awareness amongst Lincoln patrons regarding operation policies of the fixed-route system.
- Introduce public Dial-A-Ride, with priority arrangements for seniors and disabled.
- Introduce Saturday Dial-A-Ride service.

Advantages:

- Expanded transit service area.
- Probable increase in annual ridership.
- Overall enhanced mobility for Lincoln patrons.
- Probable increase in mode-shift from Dial-A-Ride to fixed-route.
- Enhanced utilization of existing resources.
- Improved on-time performance.
- Increased system efficiency.

Disadvantage:

- Substantial increase in annual operating cost.

Routes 1 and 2

Growth Scenario Route 1 shares the same alignment as Route 1 in the Reallocation Scenario. However, bi-directional service along Route 2 allows for 20-minute headways. Both Routes 1 and 2 have a total duration of approximately 45 minutes per trip. The two buses leave 20 minutes apart at Venture Drive and Lakeside Drive and operate the alignment in clockwise and counter-clockwise directions. Located on the next pages are two sample schedules.

Exhibit 11-10 Route 1 Growth Scenario Schedule

ROUTE	Venture Lakeside	Lakeside Floradale	5th & Joiner	7th & J	7th & F	12th & East	East & Mcbean Park	3rd & F	1st & L	1st & Fuller	Venture & Lakeside
1	7:00	7:03 AM	7:08 AM	7:12 AM	7:15 AM	7:20 AM	7:23 AM	7:26 AM	7:29 AM	7:32 AM	7:40 AM
1	7:45 AM	7:48 AM	7:53 AM	7:57 AM	8:00 AM	8:05 AM	8:08 AM	8:11 AM	8:14 AM	8:17 AM	8:25 AM
1	8:30 AM	8:33 AM	8:38 AM	8:42 AM	8:45 AM	8:50 AM	8:53 AM	8:56 AM	8:59 AM	9:02 AM	9:10 AM
1	9:15 AM	9:18 AM	9:23 AM	9:27 AM	9:30 AM	9:35 AM	9:38 AM	9:41 AM	9:44 AM	9:47 AM	9:55 AM
1	Out of Service										
1											
1											
1											
1											
1											
1											
1	2:30 PM	2:33 PM	2:38 PM	2:42 PM	2:45 PM	2:50 PM	2:53 PM	2:56 PM	2:59 PM	3:02 PM	3:10 PM
1	3:15 PM	3:18 PM	3:23 PM	3:27 PM	3:30 PM	3:35 PM	3:38 PM	3:41 PM	3:44 PM	3:47 PM	3:55 PM
1	4:00 PM	4:03 PM	4:08 PM	4:12 PM	4:15 PM	4:20 PM	4:23 PM	4:26 PM	4:29 PM	4:32 PM	4:40 PM
1	4:45 PM	4:48 PM	4:53 PM	4:57 PM	5:00 PM	5:05 PM	5:08 PM	5:11 PM	5:14 PM	5:17 PM	5:25 PM

Exhibit 11-11 Route 2 Growth Scenario Schedule

ROUTE	Venture & Lakeside	1st & Fuller	1st & L	3rd & F	East & Mcbean Park	12th & East	7th & F	7th & J	5th & Joiner	Lakeside Floradale	Venture Lakeside
2	7:20 AM	7:28 AM	7:31 AM	7:34 AM	7:37 AM	7:42 AM	7:45 AM	7:49 AM	7:54 AM	7:59 AM	8:02 AM
2	8:05 AM	8:13 AM	8:16 AM	8:19 AM	8:22 AM	8:27 AM	8:30 AM	8:34 AM	8:39 AM	8:44 AM	8:47 AM
2	8:50 AM	8:58 AM	9:01 AM	9:04 AM	9:07 AM	9:12 AM	9:15 AM	9:19 AM	9:24 AM	9:29 AM	9:32 AM
2	Out of Service										
2											
2											
2											
2											
2											
2											
2	2:05 PM	2:13 PM	2:16 PM	2:19 PM	2:22 PM	2:27 PM	2:30 PM	2:34 PM	2:39 PM	2:44 PM	2:47 PM
2	2:50 PM	2:58 PM	3:01 PM	3:04 PM	3:07 PM	3:12 PM	3:15 PM	3:19 PM	3:24 PM	3:29 PM	3:32 PM
2	3:35 PM	3:43 PM	3:46 PM	3:49 PM	3:52 PM	3:57 PM	4:00 PM	4:04 PM	4:09 PM	4:14 PM	4:17 PM
2	4:20 PM	4:28 PM	4:31 PM	4:34 PM	4:37 PM	4:42 PM	4:45 PM	4:49 PM	4:54 PM	4:59 PM	5:02 PM

Route 3

Growth Scenario Route 3 remains unchanged from the alignment proposed in the Reallocation Scenario.

Exhibit 11-12 Route 3 Growth Scenario Schedule

ROUTE	3rd & F	7th & F	1st & G	Ferrari & Highway 65	Joiner & Stanmark	Sterling Parkway & Highway 65	Twelve Bridges Library	Twelve Bridges Medical	3rd & F
3	7:00 AM	7:02 AM	7:05 AM	7:08 AM	7:11 AM	7:15 AM	7:19 AM	7:21 AM	7:26 AM
3	7:30 AM	7:32 AM	7:35 AM	7:38 AM	7:41 AM	7:45 AM	7:49 AM	7:51 AM	7:56 AM
3	8:00 AM	8:02 AM	8:05 AM	8:08 AM	8:11 AM	8:15 AM	8:19 AM	8:21 AM	8:26 AM
3	8:30 AM	8:32 AM	8:35 AM	8:38 AM	8:41 AM	8:45 AM	8:49 AM	8:51 AM	8:56 AM
3	9:00 AM	9:02 AM	9:05 AM	9:08 AM	9:11 AM	9:15 AM	9:19 AM	9:21 AM	9:26 AM
3	9:30 AM	9:32 AM	9:35 AM	9:38 AM	9:41 AM	9:45 AM	9:49 AM	9:51 AM	9:56 AM
3	10:00 AM	10:02 AM	10:05 AM	10:08 AM	10:11 AM	10:15 AM	10:19 AM	10:21 AM	10:26 AM
3	10:30 AM	10:32 AM	10:35 AM	10:38 AM	10:41 AM	10:45 AM	10:49 AM	10:51 AM	10:56 AM
3	11:00 AM	11:02 AM	11:05 AM	11:08 AM	11:11 AM	11:15 AM	11:19 AM	11:21 AM	11:26 AM
3	11:30 AM	11:32 AM	11:35 AM	11:38 AM	11:41 AM	11:45 AM	11:49 AM	11:51 AM	11:56 AM
3	12:00 PM	12:02 PM	12:05 PM	12:08 PM	12:11 PM	12:15 PM	12:19 PM	12:21 PM	12:26 PM
3	12:30 PM	12:32 PM	12:35 PM	12:38 PM	12:41 PM	12:45 PM	12:49 PM	12:51 PM	12:56 PM
3	1:00 PM	1:02 PM	1:05 PM	1:08 PM	1:11 PM	1:15 PM	1:19 PM	1:21 PM	1:26 PM
3	1:30 PM	1:32 PM	1:35 PM	1:38 PM	1:41 PM	1:45 PM	1:49 PM	1:51 PM	1:56 PM
3	2:00 PM	2:02 PM	2:05 PM	2:08 PM	2:11 PM	2:15 PM	2:19 PM	2:21 PM	2:26 PM
3	2:30 PM	2:32 PM	2:35 PM	2:38 PM	2:41 PM	2:45 PM	2:49 PM	2:51 PM	2:56 PM
3	3:00 PM	3:02 PM	3:05 PM	3:08 PM	3:11 PM	3:15 PM	3:19 PM	3:21 PM	3:26 PM
3	3:30 PM	3:32 PM	3:35 PM	3:38 PM	3:41 PM	3:45 PM	3:49 PM	3:51 PM	3:56 PM
3	4:00 PM	4:02 PM	4:05 PM	4:08 PM	4:11 PM	4:15 PM	4:19 PM	4:21 PM	4:26 PM
3	4:30 PM	4:32 PM	4:35 PM	4:38 PM	4:41 PM	4:45 PM	4:49 PM	4:51 PM	4:56 PM
3	5:00 PM	5:02 PM	5:05 PM	5:08 PM	5:11 PM	5:15 PM	5:19 PM	5:21 PM	5:26 PM
3	5:30 PM	5:32 PM	5:35 PM	5:38 PM	5:41 PM	5:45 PM	5:49 PM	5:51 PM	5:56 PM

Routes 4 and 5

The purpose of Routes 4 and 5 (illustrated in Exhibit 11-15) is to offer service to many of the communities in southern Lincoln. The alignment begins at 3rd and F Street, travels to Sun City and Del Webb, makes its way to Caledon Circle, travels north on Joiner Parkway to 3rd Street, and then returns along 3rd Street to the starting point. Route 4 is the bi-directional counterpart of Route 5 and performs the same stops in a counter-clockwise direction. Exhibits 11-13 and 11-14 present sample schedules for Routes 4 and 5.

Exhibit 11-13 Route 4 Growth Scenario Schedule

ROUTE	3rd & F	3rd & Joiner	Ferrari & Caledon	Joiner & Stanmark	Del Webb & Sun Park	Lincoln Hills Club	Sun City Hawthorne	East & Mcbean Park	3rd & F
4	10:00 AM	10:05 AM	10:12 AM	10:17 AM	10:21 AM	10:25 AM	10:28 AM	10:34 AM	10:37 AM
4	10:45 AM	10:50 AM	10:57 AM	11:01 AM	11:05 AM	11:08 AM	11:11 AM	11:17 AM	11:20 AM
4	11:30 AM	11:35 AM	11:42 AM	11:46 AM	11:50 AM	11:53 AM	11:56 AM	12:02 PM	12:05 PM
4	12:15 PM	12:20 PM	12:27 PM	12:31 PM	12:35 PM	12:38 PM	12:41 PM	12:47 PM	12:50 PM
4	1:00 PM	1:05 PM	1:12 PM	1:16 PM	1:20 PM	1:23 PM	1:26 PM	1:32 PM	1:35 PM

Exhibit 11-14 Route 5 Growth Scenario Schedule

ROUTE	3rd & F	East & Mcbean P.	Sun City Hawthorne	Lincoln Hills Club	Del Webb & Sun Park	Joiner & Stanmark	Ferrari & Caledon	3rd & Joiner	3rd & F
5	10:01 AM	10:04 AM	10:10 AM	10:13 AM	10:17 AM	10:21 AM	10:25 AM	10:32 AM	10:37 AM
5	10:51 AM	10:54 AM	11:00 AM	11:03 AM	11:07 AM	11:11 AM	11:15 AM	11:22 AM	11:27 AM
5	11:41 AM	11:44 AM	11:50 AM	11:53 AM	11:57 AM	12:01 PM	12:05 PM	12:12 PM	12:17 PM
5	12:31 PM	12:34 PM	12:40 PM	12:43 PM	12:47 PM	12:51 PM	12:55 PM	1:02 PM	1:07 PM
5	1:21 PM	1:24 PM	1:30 PM	1:33 PM	1:37 PM	1:41 PM	1:45 PM	1:52 PM	1:57 PM

Exhibit 11-15 Route 4 and 5 Map

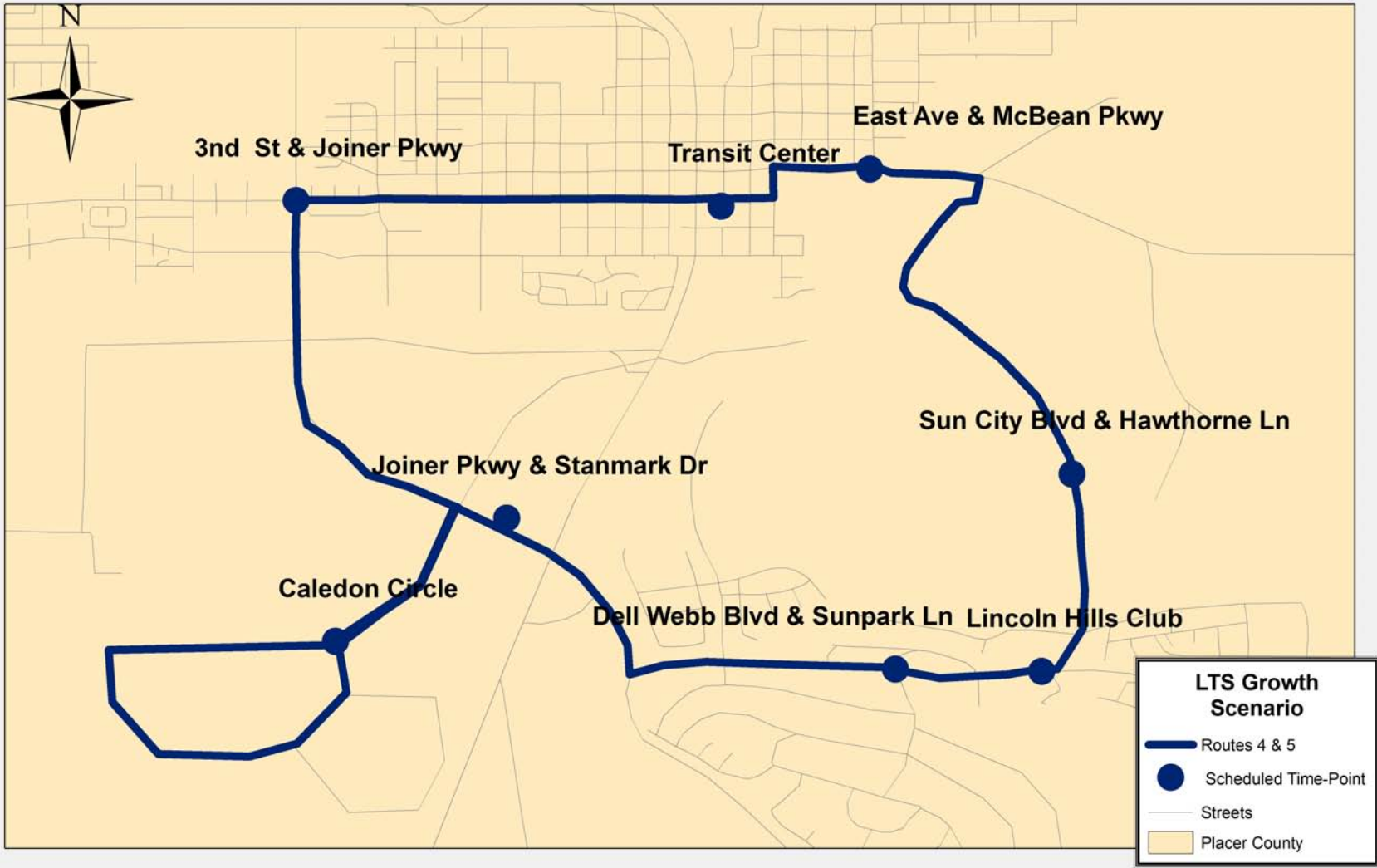


Exhibit 11-16 contains the proposed stops along recommended routes. Most of the stops should receive a general sign post. However, some may need a prefabricated bus shelter or bench depending upon the number of patrons who frequent the stop. Stops are placed at least every half mile along each alignment given there is an intersection for the stop.

Exhibit 11-16 Recommended Stop Locations by Route

PROPOSED STOPS			
ROUTE 1	ROUTE 3	ROUTE 5	ROUTE 6
Lincoln Transit Center	Lincoln Transit Center	Lincoln Transit Center	Lincoln Transit Center
1st Street & K Street	7th Street & F Street	East Avenue & McBean Parkway	East Avenue & McBean Parkway
1st Street & L Street	1st Street & G Street	Sun City Boulevard & Calistoga Lane	Sun City Boulevard & Calistoga Lane
1st Street & R Street	Ferrari Ranch Road & Highway 65	Sun City Boulevard & Hawthorne Lane	Sun City Boulevard & Hawthorne Lane
1st Street & Fuller Lane	Kensington Lane & Ferrari Ranch Road	Sun City Boulevard & Bowman Lane	Sun City Boulevard & Bowman Lane
1st Street & St. Tropez Street	Joiner Parkway & Stanmark Drive	Lincoln Hills Club	Lincoln Hills Club
3rd Street & Chambers Drive	Sterling Pkwy & Highway 65	Dell Webb Boulevard & Sunpark Lane	Dell Webb Boulevard & Sunpark Lane
Joiner Parkway & 5th Street	Twelve Bridges Medical	East Lincoln Parkway & Dell Webb Boulevard	East Lincoln Parkway & Dell Webb Boulevard
Joiner Parkway & O'Hara Lane	Lincoln Transit Center	Joiner Parkway & Stanmark Drive	Joiner Parkway & Stanmark Drive
Joiner Parkway & Jorgenson Drive		Groveland Lane & Ferrari Ranch Road	Groveland Lane & Ferrari Ranch Road
Venture Drive & Lakeside Drive		Ferrari Ranch Road & Caledon Circle	Ferrari Ranch Road & Caledon Circle
Lakeside Drive & Floradale Way		Fenwick Lane & Caledon Circle	Fenwick Lane & Caledon Circle
Foskett Ranch Road & Nicolaus Road		Bretford Circle & Caledon Circle	Bretford Circle & Caledon Circle
5th Street & O Street		Joiner Parkway & Danbury Drive	
7th Street & J Street		Joiner Parkway & Danby Court	
7th Street & F Street		Joiner Parkway & 3rd Street	
9th Street & East Avenue		3rd Street & O Street	
Harrison Avenue & East 12th Street		3rd Street & J Street	
6th Street & East Avenue			
East Avenue & Mcbean Parkway			

Exhibit 11-17 presents the proposed additions to both operating hours and miles for the proposed expansions.

Exhibit 11-17 Service Additions

Route	Hours (yr)	Miles (yr)	Start and End Time	Headways	Cost
LTS Route 1	1,530	36,465	(7:00 am to 10:00 am)(3:00pm to 6:00 pm)	45 min	\$119,921.40
Bidirectional services Route 2	1,530	36,465	(7:00 am to 10:00 am)(3:00 pm to 6:00 pm)	45 min	\$119,921.40
LTS Route 3	2,805	72,930	(7:00 am to 6:00 pm)	30 min	\$219,855.90
Bidirectional services Route 4	1,020	22,440	(10:00 am to 2:00 pm)	45 min	\$79,947.60
LTS Route 5	1,020	22,440	(10:00 am to 2:00 pm)	50 min	\$79,947.60
Galleria Express*	2,550	71,400	(7:00 am to 5:00 pm)	60 min	\$199,869.00

Note: Galleria Express cost may vary dependent on hours of operation desired.

Expanding Service Hours

Through community input, on-board survey responses, and discussions with Lincoln staff, we have identified a need to revise system operations in order to grow the Lincoln Transit System efficiently and effectively. When combined with the proposed alignment changes and service expansion, the extension of service hours could result in substantial ridership growth and increase Lincoln Transit's share of trips made outside of the current service day. The respective costs for each recommendation are detailed in the Financial Plan provided in Chapter 12.

The implementation of earlier start times will maximize connectivity to other regional transit providers. By beginning service earlier in the morning, Lincoln would be able to offer its customers seamless connectivity with Placer County Transit, which offers commuter service to Roseville, Sacramento, and the greater Placer County region.

Summary of Proposed Scenarios

The Reallocation Scenario offers continuity as well as predictable returns on investment. The Growth scenario addresses needs identified by the Lincoln community, as well as increased connectivity to regional transit. These modifications will enhance mobility for Lincoln residents as well as improve the effectiveness and efficiency of the system as a whole.

Administrative Recommendations

We believe the following service recommendations can be implemented regardless of which scenario is adopted by the City. They pertain to increasing the effectiveness and efficiency of the overall fixed-route operation and reflect issues identified throughout the SRTP process.

Fare

Based on our analysis we conclude the fixed-route base fare should be adjusted. If Lincoln intends to expand service, it will be necessary to adjust the fare accordingly. With current rising fuel and commute costs, the current decrease in stability and value of fare structure as sufficient revenue may provide a challenge moving forward. Future increases in fare may be a necessary addendum. This fact, coupled with a proposed mode-shift among able-bodied passengers from the demand-response program to the more cost-effective fixed-route service, should increase Lincoln Transit's farebox recovery significantly.

We also recommend Lincoln Transit aggressively market its non-cash fare options. Lincoln Transit should make transit passes available for purchase at local retailers as well as local government offices. Coordination with regional agencies' ride-pass sales could also help in improving awareness of the service. In order to minimize confusion, a single punch card-type pass should be used. We suggest a 20-trip pass, with differing prices for general use and senior/persons with disabilities. The pass would offer a discounted per-trip price.

Policy

Lincoln should establish their fixed-route program policy. Currently, customers are treating the Lincoln Transit services similar to a taxi service. Drivers do not object to this behavior nor enforce policies

currently in place. We recommend a modest marketing campaign (i.e., car cards and strategic fliers) informing patrons of the established fixed-route nature of the bus and reinforcing the policy of advance request for route deviations. We also recommend a driver policy be adopted requiring adherence.

Lincoln has historically kept one of its large transit buses available for charter service to the general public at a discounted rate versus comparable privately-run programs. Although it is in Lincoln's interests to facilitate those who need a charter bus, we recommend two alternatives: 1) Contract with an outside agency to provide this service to its residents, or 2) Charge a fair market price for the service.

Staffing/Training

We believe there is a need to enhance transit staffing to not only address the current program activities, but also to accommodate emerging mobility needs, while planning for the future. The incumbent Transit Supervisor has been in her position for nearly 10 years. As such, she possesses a significant level of both Lincoln Transit-specific as well as small transit program operational knowledge. However, the demands on her time are such that she is able to dedicate only a very modest amount of time on staff development, program development, and regional transportation/transit matters (i.e., PCTPA). It is advantageous to train a new hire while current manager is still engaged.

While "new hire" training appears both adequately and appropriate given program size and scope, we believe there is a need to enhance recurrent driver training, post-accident training, and customer sensitivity training. Given the preceding, we recommend the city prepare an updated position description reflective of the current responsibility and needs of the program.

This would be followed by a salary review of peer organizations (i.e., small, community-based transit programs).

Second, we recommend the city begin recruitment of a full-time dispatcher and operations supervisor. The successful candidate should possess no less than one year experience specific to small, community-based transit programs. In addition to performing the designated core duties, potential for internal succession should be part of the screening and evaluation process. There is also a need to hire a minimum of two additional full-time drivers for either scenario. This position could be funded through operations funding, and possibly through cost and task sharing with another City of Lincoln department, such as the Public Works department.

Maintenance

Routine maintenance and repairs are performed at the Corporate Yard by the City of Lincoln Public Works mechanics.

Data Collection and Reporting

All data should be segregated by mode (i.e., fixed-route and Dial-A-Ride) to continue the facilitation of analyzing respective trends. Should the Galleria Express alignment be implemented, its operating figures should also be segregated.

We recommend a dedicated form and standard be adopted by the City to maintain consistency in data reporting. Fare amounts and types collected must also be updated regularly and frequently in order to identify possible misuse of services.

Complaint Resolution

A formalized process for recording/logging and following up on all complaints should be implemented. We believe all comments should be logged and filed, and complaints should receive a

response within ten business days as well as being logged and filed. The resulting data collected should be compiled into quarterly reports.

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12.

CAPITAL AND FINANCIAL PLANS

CHAPTER 12 – CAPITAL AND FINANCIAL PLANS

This chapter presents the capital requirements and ten-year operating budget projections required to support the recommendations contained within the Fixed-Route Service Alternatives Chapter (Chapter 11). Two scenarios were developed by Moore & Associates based on input received from City staff and the community: Reallocation and Growth.

This chapter is composed of two sections – a Capital Plan forecasting capital costs associated with implementing recommendations within the Short Range Transit Plan and a Financial Plan estimating the cost of implementing each of the scenarios outlined in Chapter 11.

Capital Plan

The Capital Plan identifies cost figures for recommendations included within the Short Range Transit Plan. To support the operational recommendations included within Chapter 11, we developed a comprehensive fleet replacement strategy ensuring sustainable provision of service for Lincoln Transit. Exhibit 12-1 presents the current Lincoln fleet.

Exhibit 12-1 Fleet List

Item #	Vehicle #	Year	Vehicle Make	Vehicle Model	Serial #	Dept
1	11	2004	Blue Bird	Caterpillar	1BAGJBKAP4F222100	Bus
2	12	2003	Blue Bird	Cummins	1BAGHBXA43F2136 44	Bus
3	14	1999	Thomas	Caterpillar	1TZKU1B11YAS1079266	Bus
4	15	1997	Ford	Ford	1FDLE4051VHB27495	Bus
5	16	2005	El Dorado	Ford	1FDXE4515HA09811	Bus
6	17	2005	Blue Bird	Caterpillar	1BAGJBKA85F229473	Bus
7	18	2007	Glaval	Ford	1FDXE45547DB21081	Bus
8	19	2007	Glaval	Ford	1FDXE45S07DB21076	Bus

Source: City of Lincoln

A discussion of capital funding sources follows.

Federal Capital Funding Sources

Various capital grant programs are available to public transit agencies through the Federal government's *Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users* (SAFETEA-LU) Program legislation. These grants range from the all-encompassing Federal Transit Administration (FTA) Section 5309 program which allocates funding for all programs with few eligibility requirements to the FTA Section 5308 program which requires recipients to be in either current or former air quality non-attainment areas.

Lincoln is eligible for capital grants through FTA Sections 5309 and 5311. At present, Lincoln Transit receives funding through farebox revenue and a local government filter fund known as Transit Fund (740). We believe there is a strong likelihood Lincoln will become part of the Sacramento Urbanized Area (UZA) after the 2010 census. Should this occur, Lincoln will no longer qualify for 5311 funding as it will no longer be deemed a rural operator. Lincoln would become eligible for 5307 funding.

It should be noted the majority of monies identified within Exhibit 12-2 have either been programmed for specific projects by the Federal Government or are programmed for allocation in other California communities.

Exhibit 12-2 Federal Capital Funding Source Matrix

Program Name	Description	Eligibility	Grant Type	FY 2007/08 State Allocation
5307 Urbanized Areas (Populations from 50,000-199,999)	Provides federal resources to urbanized areas for transit capital and operating assistance as well as transportation related planning.	Eligible purposes include planning, engineering design and evaluation of transit projects and other technical transportation-related studies; capital investments in bus and bus-related activities such as replacement of buses, preventive maintenance and some Americans with Disabilities Act complementary paratransit service costs.	Formula	\$60,363,926
5309 Bus and Bus Facilities Program	Provides capital assistance for new and replacement buses and related equipment and facilities.	All capital projects.	Discretionary	\$217,879,762
5310 Transportation for Elderly Persons and Persons with Disabilities	Assists private non-profit groups in meeting the transportation needs of the elderly and persons with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs.	Local private non-profit agencies and certain public bodies.	Formula	\$13,519,389
5311 Rural and Small Urban Areas	Provides operating funding to states for the purpose of supporting public transportation in areas of less than 50,000 residents. Enhances mobility of local residents and assists in the maintenance, development, improvement, and use of public transportation.	Funds may be used for capital, operating, and administrative assistance to state agencies, local public bodies, Indian tribes, and non-profit organizations, and operators of public transportation services. Projects to meet the requirements of the American with Disabilities Act, the Clean Air Act, or bicycle access projects, may be funded at 90 percent Federal match.	Formula	\$21,523,150

Source: Federal Transit Administration

State and Local Funding Sources

The Transportation Development Act (TDA) provides two major sources of funding for public transportation: The Local Transportation Fund (LTF) and the State Transit Assistance (STA) fund. LTF revenues are derived from one-quarter cent of the general statewide sales tax. LTF revenues are returned by the State to the counties in which they were collected. STA revenues are derived from the sales tax on gasoline and diesel fuel.

The allocation of LTF and STA funds is subject to the statutory and regulatory provisions of the TDA. LTF funds are administered through the Placer County Transportation Planning Agency (PCTPA). Estimates for LTF funds are generated based primarily upon population.

Proposition 1B

Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, was approved by California voters in November 2006. This legislation authorizes the sale of \$19.925 billion in state general obligations bonds. Those monies

are held in fourteen different accounts across three categories: Transportation; Air Quality; and Safety, Security, and Disaster Preparedness. Sale of the bonds is subject to annual appropriations in the State budget and is expected to be spread across various fiscal years with the majority of funds requiring dedication by June 30, 2012.

Bond proceeds fund several specific transportation programs, from which the counties and cities receive a specific amount, by formula. The transit-related programs include:

- Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) and
- Transit System Safety, Security, & Disaster Response Account (TSSSDRA).

The Public Transportation Modernization, Improvement, and Service Enhancement Account allocates \$4 billion for capital improvements or expansion projects to enhance public transit, intercity and commuter rail, and waterborne transit. While \$400 million is designated for intercity rail improvements through Caltrans, the remaining \$3.6 billion is apportioned to RTPAs and County Transportation Commissions for local capital improvements, expansion projects, and/or fleet expansion. Eligible projects include rehabilitation, safety, or modernization improvements; capital service enhancements or expansion; new capital projects; bus rapid transit improvements; and rolling stock procurement, rehabilitation, expansion, or replacement. Eligible projects must also have a useful life not less than the required useful life for capital assets pursuant to the State General Obligation Bond (Government Code Section 16727 (a)) and be consistent with the organization's most recently adopted short-range transit plan or other publicly adopted plan that programs or prioritizes transit capital improvement funds.

California Government Code Section 16727 (a) states:

Proceeds from the sale of any bonds issued pursuant to this chapter shall be used only for the costs of construction or acquisition of capital assets. "Capital assets" mean tangible physical property with an expected useful life of 15 years or more. "Capital assets" also means tangible physical property with an expected useful life of 10 to 15 years, but these costs may not exceed 10 percent of the bond proceeds net of all issuance costs. "Capital assets" include major maintenance, reconstruction, demolition for purposes of reconstruction of facilities, and retrofitting work that is ordinarily done no more often than once every 5 to 15 years or expenditures that continue or enhance the useful life of the capital asset. "Capital assets" also include equipment with an expected useful life of two years or more. Costs allowable under this section include costs incidentally but directly related to construction or acquisition, including, but not limited to, planning, engineering, construction management, architectural, and other design work, environmental impact reports and assessments, required mitigation expenses, appraisals, legal expenses, site acquisitions, and necessary easements.

Other known funding for capital projects is procured through surplus developer impact fees such as PFE-CS Admin (243), PFE-CS Admin (243 Lakeside Property 6), and the redevelopment special revenue fund.

Exhibit 12-3 State and Local Capital Funding Source Matrix

Program Name	Description	Eligibility	Grant Type
TDA Funds	Funds provided by the State of California for transportation projects. Funds are collected from California fuel taxes and sales revenue. Allocated through two main mechanisms, STA funds and LTF funds.	LTF funds are used for TDA administration costs, as well as public transportation capital, operating and planning costs. STA funds may also be claimed for operating, capital, and planning projects and costs. LTF funds may be claimed by the RTPA (PCTPA) and STA funds may be claimed by operators of transportation programs directly.	Formula
Proposition 1B	A measure allocating approximately \$20 Billion for a wide range of transportation projects within California, such as public transportation, congestion mitigation, air quality improvements, and transportation safety issues.	Funds may be used for congestion reduction, highway and local road improvements, capital improvements to local transit services and the state's intercity rail service, projects to improve the movement of goods, to improve air quality by reducing emissions related to goods movement and replacing or retrofitting school buses, and projects to increase protection against a security threat or improve disaster response capabilities.	Formula

Source: Federal Transit Administration

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The ten-year Reallocation Capital Plan presented below reflects the capital purchases necessary for the implementation of the Reallocation Scenario. It accounts for the budgeting of bus stop shelters, replacement buses (every twelve years) and cutaways (every five years), and the proposed corporate yard renovations. The Plan also accounts for recurring service fees and costs associated with the continued use of an AVL system. The plan does not reflect the additional costs associated with the implementation of any of the administrative recommendations listed within the Fixed-Route Service Alternatives Chapter (Chapter 11).

Exhibit 12-4 Reallocation Capital Plan

	FY 2008/09		FY 2009/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		
	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Overall Cost
Fleet																					
40-foot Diesel Bluebird/Thomas		\$0		\$0		\$0	1	\$382,454		\$0		\$0		\$0	1	\$430,456	1	\$443,370	1	\$456,671	\$1,712,950
22-foot Gasoline Cutaway		\$0		\$0	1	\$73,159		\$0	2	\$155,228		\$0		\$0	1	\$84,811		\$0	2	\$179,952	\$493,149
Preventative Maintenance	1	\$76,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$76,000
Subtotal	1	\$76,000	0	\$0	1	\$73,159	1	\$382,454	2	\$155,228	0	\$0	0	\$0	2	\$515,267	1	\$443,370	3	\$636,622	\$2,282,100
Bus Stops																					
Standard Sign Posts	40	\$16,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$16,000
Standard Bus Benches	4	\$10,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$10,000
Prefabricated Metal Bus Shelters	5	\$50,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	\$140,000
Subtotal	49	\$76,000	1	\$10,000	\$1	\$10,000	\$1	\$10,000	\$1	\$10,000	\$1	\$10,000	\$1	\$10,000	\$1	\$10,000	\$1	\$10,000	\$1	\$10,000	\$166,000
Facilities																					
Aviation Corporation Yard	1	\$4,130,000		\$0		\$0		\$0	1	\$3,720,000		\$0		\$0		\$0		\$0		\$0	\$7,850,000
Covered Bus Parking Facility		\$0	1	\$625,412		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$625,412
Historic Downtown Parking Lot	1	\$203,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$203,000
AVL System	1	\$120,000		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000	\$165,000
Subtotal	3	\$4,453,000	1	\$630,412	1	\$5,000	1	\$5,000	1	\$3,725,000	1	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	\$8,843,412
Total	53	\$4,605,000	2	\$640,412	3	\$88,159	3	\$397,454	4	\$3,890,228	2	\$15,000	2	\$15,000	4	\$530,267	3	\$458,370	5	\$651,622	\$11,291,512

The ten-year Expansion Capital Plan below reflects the capital purchases necessary to support implementation of the Growth Scenario. It accounts for the budgeting of 41 new bus stop signs for the expanded fixed-route service with one more each year dependant on growth. It also includes five bus stop shelters and four benches each, as well as the value of replacement buses every five fiscal years for Dial-A-Ride cutaways and every 12 years for fixed-route passenger buses. The Plan also accounts for recurring service fees and costs associated with the continued use of an AVL system. The plan does not reflect the additional costs associated with the implementation of any of the administrative recommendations listed within the Fixed-Route Service Alternatives Chapter (Chapter 11).

Exhibit 12-5 Growth Capital Plan

	FY 2008/09		FY 2009/10		FY 2010/11		FY 2011/12		FY 2012/13		FY 2013/14		FY 2014/15		FY 2015/16		FY 2016/17		FY 2017/18		
	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Number	Total Cost	Overall Cost
Fleet																					
40-foot Diesel Bluebird/Thomas		\$0	1	\$360,500		\$0	1	\$382,454		\$0		\$0		\$0	1	\$430,456	1	\$443,370	1	\$456,671	\$2,073,450
22-foot Gasoline Cutaway		\$0		\$0	1	\$73,159		\$0	2	\$155,228		\$0		\$0	1	\$84,811		\$0	2	\$179,952	\$493,149
Preventative Maintenance	1	\$76,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$76,000
Subtotal	1	\$76,000	1	\$360,500	1	\$73,159	1	\$382,454	2	\$155,228		\$0		\$0	2	\$515,267	1	\$443,370	3	\$636,622	\$2,642,600
Bus Stops																					
Standard Sign Posts	41	\$16,400	1	\$412	1	\$424	1	\$437	1	\$450	1	\$464	1	\$478	1	\$492	1	\$507	1	\$522	\$20,586
Standard Bus Benches	4	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	1	\$10,000	\$100,000
Prefabricated Metal Bus Shelters	5	\$50,000		0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$50,000
Subtotal	50	\$76,400	2	\$10,412	2	\$10,424	2	\$10,437	2	\$10,450	2	\$10,464	2	\$10,478	2	\$10,492	2	\$10,507	2	\$10,522	\$170,586
Facilities																					
Aviation Corporation Yard	1	\$4,130,000		\$0		\$0		\$0	1	\$3,720,000		\$0		\$0		\$0		\$0		\$0	\$7,850,000
Covered Bus Parking Facility		\$0	1	\$625,412		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$625,412
Historic Downtown Parking Lot	1	\$203,000		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0		\$0	\$203,000
AVL System	1	\$120,000	1	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	\$165,000
Subtotal	3	\$4,453,000	2	\$630,412	1	\$5,000	1	\$5,000	2	\$3,725,000	3	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	1	\$5,000	\$8,843,412
Total	54	\$4,605,400	5	\$1,001,324	4	\$88,583	4	\$397,892	6	\$3,890,678	5	\$15,464	3	\$15,478	5	\$530,759	4	\$458,876	6	\$652,144	\$11,656,597

Financial Plan

The Financial Plan forecasts the costs of implementing the recommendations included within the Fixed-Route Service Alternatives Chapter (Chapter 11). These changes vary from reorganization of the fixed-route service structure while staying within budget parameters (Reallocation Scenario) to a larger, more comprehensive reconfiguration of the fixed-route service structure (Growth Scenario). Therefore, they vary in cost from no additional resources to significant resources needed. The Plan also includes anticipated funding from grant programs supporting the implementation of the proposed service scenarios.

Operational Funding Sources

Numerous operational grant programs are available to public transit agencies through the Federal government's SAFETEA-LU program (which is set to expire in 2009). These grants range from the FTA Section 5311 program, which allocates funding for transit programs operating in communities with 200,000 residents or less, to Section 5317, which requires recipients to adopt a Coordinated Human Services Transportation Plan. Currently, Lincoln's fixed-route and Dial-A-Ride programs are eligible for operational grants through FTA Section 5311, as well as TDA funds. At present, the City utilizes a portion of these funds set aside in the Transit Fund (740). The Federal Transit Administration allows agencies to use Section 5311 funds to cover up to 50 percent of annual operating costs.

It should be noted funding sources listed in both Exhibits 12-2 and 12-6 are not mutually exclusive and total funds available apply to both capital and operational allocations. This means should an operator elect to use all of its Section 5311 funds for capital expenses, it would have no money available for operating purposes.

Exhibit 12-6 Operating Funding Sources Matrix

Program Name	Description	Eligibility	Grant Type
5311 Rural and Small Urban Areas	Provides operating funding to states for the purpose of supporting public transportation in areas of less than 50,000 residents. Enhances mobility of local residents and assists in the maintenance, development, improvement, and use of public transportation.	Funds may be used for capital, operating, and administrative assistance to state agencies, local public bodies, Indian tribes, and non-profit organizations, and operators of public transportation services. Projects to meet the requirements of the American with Disabilities Act, the Clean Air Act, or bicycle access projects, may be funded at 90 percent Federal match.	Formula
TDA Funds	Funds provided by the State of California for transportation projects. Funds are collected from California fuel taxes and sales revenue. Allocated through two main mechanisms, STA funds and LTF funds.	LTF funds are used for TDA administration costs, as well as public transportation capital, operating and planning costs. STA funds may also be claimed for operating, capital, and planning projects and costs. LTF funds may be claimed by the RTPA (PCTPA) and STA funds may be claimed by operators of transportation programs directly.	Formula

Source: Federal Transit Administration

Administrative Recommendations

Exhibit 12-7 illustrates the estimated annual cost for implementing the administrative recommendations for both the fixed-route and Dial-A-Ride programs. Those figures indicated as “variable” are dependent upon the nature and direction City staff intends to pursue. The final line represents the additional cost to the City should all administrative and miscellaneous recommendations be implemented.

Exhibit 12-7 Summary of Administrative Recommendations and Costs

	Fiscal Impact		Annual Cost		
	Current	Additional	Current	Additional	Proposed
Administrative Recommendations					
Overall Data Collection and Reporting	\$0	variable	\$632,751	variable	\$632,751
Establish a "Lead" Driver	\$0	\$2,500		\$2,500	\$635,251
Hire extra part-time backup driver	\$0	\$18,750		\$18,750	\$654,001
Establish Policy for Fixed-route only	\$0	\$0		\$0	\$654,001
Modify driver schedules to minimize overtime	\$0	\$0		\$0	\$654,001
Establish dedicated training schedule	\$0	variable		variable	\$654,001
Total	\$0	\$21,250	\$632,751	\$21,250	\$654,001

Reallocation Financial Plan

Revenue sources are listed in the top portion of Exhibit 12-8. Revenue sources include user fees (fares), federal operating grants (Section 5311), federal capital grants (Section 5309), state funding, and a local subsidy. The local subsidy makes up the difference between total operating expenses and operating revenues (such as Section 5311 and user fees). We also take into account the probable phasing out of Section 5311 funds with 5307 funding. All expenses are listed on the bottom of Exhibit 12-8. Expenses include administration, operations, and capital outlay (i.e., vehicles, bus stop amenities, facilities). In the Reallocation Scenario, the factors contributing to increased operating cost is an increase in annual vehicle service hours and inflation. Detailed capital costs can be found in Exhibit 12-4.

Ten-year operating expenses have been developed using the following assumptions:

1. All recommendations outlined in the Reallocation Scenario (Chapter 11) would be implemented within the year listed.
2. Purchases of replacement vehicles would take place during the fiscal year identified in the Reallocation Capital Plan.
3. Other capital purchases would take place during the fiscal year identified in the Reallocation Capital Plan.
4. Operational costs are based on Lincoln-provided data.
5. The rate of inflation is forecast at no greater than three percent per annum.
6. Transit Fund 740 budgeted amount projected to increase at rate of inflation.
7. Demand-response ridership and fare revenue are projected to increase three percent per annum based on recent actual performance and desired effects.
8. Fixed-route ridership and fare revenue are projected to increase three percent per annum based on recent ridership trends.

9. All operating expenses will be covered through farebox recovery and/or the transit fund (i.e., Transit Fund 740).
10. All capital expenses will be covered through federal capital funds or through surplus developer fees (i.e., Sections 5307 and 5309).
11. Any remaining deficit in revenue will be covered through local subsidy.
12. No changes in fare structure would occur.
13. None of the Administrative recommendations would be implemented.

Exhibit 12-8 Reallocation Financial Plan

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Revenue										
User Fees										
Transit Fund (740)	\$651,548	\$671,560	\$691,707	\$712,458	\$733,832	\$690,709	\$711,430	\$732,773	\$754,756	\$777,398
Fare Revenue	\$56,189	\$57,874	\$59,611	\$61,399	\$63,241	\$65,138	\$67,092	\$69,105	\$71,178	\$73,314
Section 5307	\$0	\$0	\$0	\$0	\$0	\$15,000	\$15,000	\$530,267	\$458,370	\$651,622
Section 5309	\$39,811	\$320,206	\$0	\$198,727	\$40,000	\$0	\$0	\$0	\$0	\$0
Section 5311	\$0	\$11,708	\$0	\$25,424	\$18,422	\$0	\$0	\$0	\$0	\$0
Local Subsidy	\$0	\$0	\$0	\$2,500	\$18,278	\$0	\$0	\$0	\$0	\$0
PFE - CS Admin (243)	\$4,130,000	\$210,624	\$0	\$80,000	\$3,720,000	\$0	\$0	\$0	\$0	\$0
Section 5311 Stimulus Funds	\$252,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
DAR Expansion - CTSA Funds	\$0	\$40,000	\$28,548	\$29,404	\$30,287	\$0	\$0	\$0	\$0	\$0
Redev Special Revenue	\$203,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$5,332,548	\$1,311,972	\$779,865	\$1,109,912	\$4,624,059	\$770,847	\$793,522	\$1,332,144	\$1,284,304	\$1,502,334
Expenditures										
Operations										
Operations	\$651,548	\$671,560	\$691,707	\$712,458	\$733,832	\$755,847	\$778,522	\$801,878	\$825,934	\$850,712
Preventative Maintenance	\$76,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$727,548	\$671,560	\$691,707	\$712,458	\$733,832	\$755,847	\$778,522	\$801,878	\$825,934	\$850,712
Capital Plan										
Vehicles	\$76,000	\$0	\$73,159	\$382,454	\$155,228	\$0	\$0	\$515,267	\$443,370	\$636,622
Bus Stops	\$76,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Facilities	\$4,453,000	\$630,412	\$5,000	\$5,000	\$3,725,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Subtotal	\$4,605,000	\$640,412	\$88,159	\$397,454	\$3,890,228	\$15,000	\$15,000	\$530,267	\$458,370	\$651,622
Total Expenditures	\$5,332,548	\$1,311,972	\$779,865	\$1,109,912	\$4,624,059	\$770,847	\$793,522	\$1,332,144	\$1,284,303	\$1,502,334

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Growth Financial Plan

City revenue sources are listed in the top portion of Exhibit 12-9. Revenue sources include user fees (fares), federal operating grants (Section 5311), federal capital grants (Section 5309), state TDA funds and a local subsidy. The local subsidy makes up the difference between total operating expenses and operating revenues (such as Section 5311 and user fees). All expenses are listed on the bottom of Exhibit 12-9. Expenses include administration, operations, and capital outlay (i.e., vehicles, bus stop amenities, facilities). Factors contributing to increased operating cost in the Growth Scenario include significant expansion of service hours, increased frequency, and inflation. Detailed capital costs can be found in Exhibit 12-5.

Ten-year operating expenses have been developed using the following assumptions:

1. All recommendations outlined in the Growth Scenario (Chapter 11) would be implemented within the year listed.
2. Purchases of replacement vehicles would take place during the fiscal year identified in the Growth Capital Plan.
3. Other capital purchases would take place during the fiscal year identified in the Growth Capital Plan.
4. Operational costs are based on Lincoln-provided data.
5. The Growth Financial Plan assumes implementation of extending operating hours.
6. The rate of inflation is forecast at no greater than three percent per annum.
7. Operating costs do not include cost of Galleria Express.
8. Transit Fund 740 budgeted amount projected to increase at rate of inflation.
9. Fare revenue and ridership are projected to increase four percent per annum based on growth projections.
10. Fixed-route ridership and fare revenue are projected to increase four percent per annum.

11. All operating expenses will be covered through farebox recovery and/or the transit fund (i.e., Transit Fund 740).
12. All capital expenses will be covered through federal capital funds or surplus developer fees (i.e., Sections 5309 and 5307).
13. Any projected surplus in revenue was deducted from Transit Fund 740 contributions.
14. No changes in fare structure would occur.
15. None of the Administrative recommendations would be implemented.

Exhibit 12-9 Growth Financial Plan

	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Revenue										
User Fees										
Transit Fund (740)	\$651,548	\$911,403	\$938,745	\$966,907	\$995,914	\$957,429	\$985,468	\$1,014,321	\$1,044,011	\$1,074,564
Fare Revenue	\$56,189	\$58,437	\$60,774	\$63,205	\$65,733	\$68,363	\$71,097	\$73,941	\$76,899	\$79,974
Section 5307	\$0	\$0	\$0	\$0	\$0	\$15,464	\$15,478	\$530,759	\$458,876	\$652,144
Section 5309	\$40,211	\$500,662	\$22,809	\$198,946	\$94,945	\$0	\$0	\$0	\$0	\$0
Section 5311	\$0	\$0	\$0	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0
Local Subsidy	\$0	\$3,843	\$5,000	\$8,241	\$10,000	\$0	\$0	\$0	\$0	\$0
PFE - CS Admin (243)	\$4,130,000	\$438,382	\$0	\$125,000	\$3,720,000	\$0	\$0	\$0	\$0	\$0
Section 5311 Stimulus Funds	\$252,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Redev Special Revenue	\$203,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$5,332,948	\$1,912,726	\$1,027,328	\$1,364,799	\$4,886,592	\$1,041,255	\$1,072,043	\$1,619,021	\$1,579,786	\$1,806,682
Expenditures										
Operations										
Operations	\$651,548	\$911,403	\$938,745	\$966,907	\$995,914	\$1,025,792	\$1,056,565	\$1,088,262	\$1,120,910	\$1,154,538
Preventative Maintenance	\$76,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal	\$727,548	\$911,403	\$938,745	\$966,907	\$995,914	\$1,025,792	\$1,056,565	\$1,088,262	\$1,120,910	\$1,154,538
Capital Plan										
Vehicles	\$76,000	\$360,500	\$73,159	\$382,454	\$155,228	\$0	\$0	\$515,267	\$443,370	\$636,622
Bus Stops	\$76,400	\$10,412	\$10,424	\$10,437	\$10,450	\$10,464	\$10,478	\$10,492	\$10,507	\$10,522
Facilities	\$4,453,000	\$630,412	\$5,000	\$5,000	\$3,725,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Subtotal	\$4,605,400	\$1,001,324	\$88,583	\$397,892	\$3,890,678	\$15,464	\$15,478	\$530,759	\$458,876	\$652,144
Total Expenditures	\$5,332,948	\$1,912,727	\$1,027,328	\$1,364,799	\$4,886,592	\$1,041,255	\$1,072,043	\$1,619,021	\$1,579,787	\$1,806,682

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Exhibits 12-10 and 12-11 present a comparison of the Reallocation and Growth Scenario options to Lincoln's current operations. Both Scenarios are compared to the actual operating hours and cost of Lincoln Transit from the FY 2007/2008. Exhibit 12-12 illustrates the additional costs per year for introducing the Galleria Express to the Growth Scenario.

Exhibit 12-10 Reallocation Scenario Changes and Costs

	Current Service		Reallocation Scenario		Difference		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Extended Hours		Weekly	Annual		Current		
			Weekly	Annually					Proposed	Change
Fixed-Route	158	8,073	105	5,355	10	495	\$78.38	\$632,751	\$419,725	\$38,809
Dial-A-Ride			63	3,213					\$251,835	
Annual Total	158	8,073	168	8,568	10	495	\$78.38	\$632,762	\$671,560	\$38,798

Note: Reallocation Scenario cost increase subsidized by CTSA expansion funding.

Exhibit 12-11 Growth Scenario Changes and Costs

	Current Service Hours		Growth Scenario		Difference		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Extended Hours		Weekly	Annual		Current		
			Weekly	Annually					Proposed	Change
Fixed-Route	158	8,073	165	8,415	70	3,555	\$78.38	\$632,751	\$659,568	\$278,652
Dial-A-Ride			63	3,213					\$251,835	
Annual Total	158	8,073	228	11,628	70	3,555	\$78.38	\$632,762	\$911,403	\$278,641

Exhibit 12-12 Growth Scenario and Galleria Express Changes and Costs

	Current Service Hours		Growth & Galleria		Difference		Cost/VSH	Annual Operating Cost		
	Weekly	Annually	Extended Hours		Weekly	Annual		Current		
			Weekly	Annually					Proposed	Change
Fixed-Route	158	8,073	165	8,415	70	3,555	\$78.38		\$659,568	\$278,652
Dial-A-Ride			63	3,213				\$632,751	\$251,835	
Galleria Express	0	0	50	2,550	50	2,550		\$0	\$199,869	\$199,869
Annual Total	158	8,073	278	14,178	120	6,105	\$78.38	\$632,762	\$1,111,272	\$478,510

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13.
IMPLEMENTATION PLAN

CHAPTER 13 – IMPLEMENTATION PLAN

Chapter Goals

The primary goal of this chapter is to craft a strategy for the timely implementation of each service scenario, as well as independent administrative and supplemental recommendations. The schedules and resources have been organized into the following categories:

- Reallocation,
- Growth,
- Galleria Express, and
- Administrative.

The Implementation Plan provides a schedule of key steps necessary to enact the service recommendations provided in the Fixed-Route Service Alternatives Chapter (Chapter 11). Each step offers a brief narrative detailing the required level of effort and probable allocation of resources.

Reallocation Implementation

The implementation of the Reallocation service scenario requires substantial operational modifications. The modifications necessary to implement the Reallocation Scenario are as follows:

- Realign Lincoln Transit routes for optimum service delivery.
- Post maps with schedule information as well as demand-response service and contact information along alignments.
- Increase awareness amongst Lincoln patrons regarding new policies governing the fixed-route system.
- Introduce public Dial-A-Ride, with priority arrangements for seniors and disabled, and expand operating hours to include Saturday service.

Realigning the Lincoln Transit routes presents a significant modification to the existing system. It involves a transition from deviated fixed routes to

traditional fixed routes and a complementary demand-response service. In order to successfully implement a traditional fixed-route program in Lincoln, specific steps must be taken. The implementation steps for are as follows:

- Maintain adequate staffing levels.
- Adopt new alignments.
- Adopt new schedules.
- Advertise new program to the community.
- Adopt and approve new policies regarding service.









































































These steps all fall under the first task in the implementation timeline in Exhibit 13-1.






The process for locating and installing of bus stops, information posts, and other amenities is detailed in Chapter 11. The direct marketing portion of this scenario is presented in the Marketing Plan found in Chapter 14. Moving to a traditional fixed-route program requires a complementary demand-response program to maintain compliance with ADA regulations. The details regarding the proposed demand-response program can be found in Chapter 11.

Exhibit 13-1 illustrates a projected timeline for the implementation of the modifications.

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Exhibit 13-1 Reallocation Implementation Schedule

TASKS		MONTH 1				MONTH 2				MONTH 3				MONTH 4				MONTH 5			
Reallocation Scenario																					
1	Realign Lincoln Transit routes.																				
2	Locate and install bus stops and information posts.																				
3	Direct marketing.																				
4	Implement Public Dial-A-Ride with priority for seniors/disabled persons.																				

LEGEND	
	Variable (i.e., entire week may not be necessary)
	Full week recommended
	Ongoing Task
	Begin-by date
	Complete-by date

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Growth Implementation

The implementation of the Growth service scenario requires more significant operational modifications in comparison to the Reallocation Scenario. The operational modifications necessary to implement the Growth Scenario are as follows:

- Realign Lincoln Transit routes to optimize ridership growth and community mobility.
- Post maps with schedule information as well as demand-response service and contact information along alignments.
- Expand fixed-route alignments to increase service along Joiner Parkway and 3rd Street in Lincoln.
- Optional: Implementation of Galleria Tripper.
- Amend operating schedules to reflect actual running times and prevailing operating conditions, as well as connectivity to other regional programs.
- Increase awareness amongst Lincoln patrons regarding operation policies of the fixed-route system.
- Introduce public Dial-A-Ride, with priority arrangements for seniors and disabled.
- Introduce Saturday Dial-A-Ride service.

Exhibit 13-2 illustrates a projected timeline for the implementation of the modifications. The realignment of the fixed routes as well as the expansions along Joiner Parkway, 3rd Street, and the Galleria Tripper are depicted in the exhibit as having an initial “complete-by” date. The period following depicts the ongoing “trial” period suggested for the modifications. For identical tasks found in the Reallocation Scenario (i.e., locate stops, and information posts, etc.), the reasoning is the same.

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Exhibit 13-2 Growth Implementation Schedule

TASKS		MONTH 1		MONTH 2		MONTH 3		MONTH 4		MONTH 5											
Growth Scenario																					
1	Realign Lincoln Transit routes.																				
2	Locate and install bus stops and information posts.																				
3	Expand fixed-route alignments along Joiner Parkway and 3rd Street.																				
4	Amend operating schedules.																				
5	Direct marketing.																				
6	Implement Public Dial-A-Ride with priority for seniors/disabled persons.																				
7	Optional: Implementation of Galleria Tripper																				

LEGEND	
	Variable (i.e., entire week may not be necessary)
	Full week recommended
	Ongoing Task
	Begin-by date
	Complete-by date

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Administrative Implementation Schedule

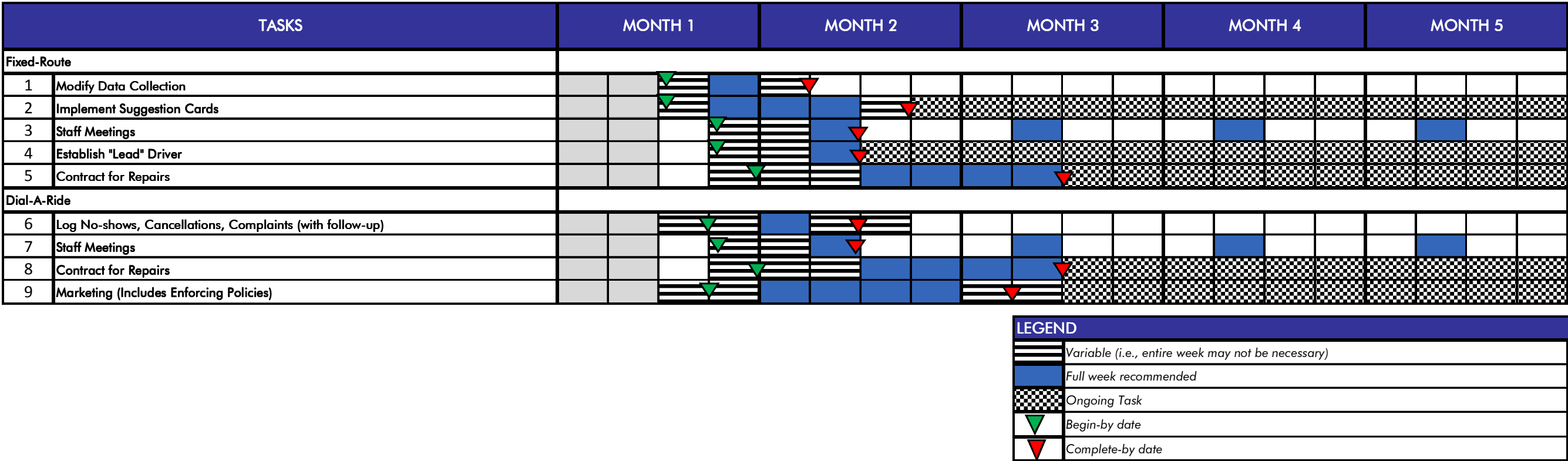
Administrative recommendations should be implemented regardless of which operating scenario is ultimately chosen by the City. These recommendations will enhance program efficiency and potentially reduce operating costs. The administrative modifications recommended are as follows:

- Modify data collection procedures to separate all operational data, particularly collected farebox recovery amounts, by mode; count and log all no-shows, cancellations and complaints;
- Establish a customer feedback system (i.e., cards which may be submitted anonymously) which should count and record all submitted data and information;
- Establish a routine staff training/refresher schedule with dedicated agendas and discussion topics;
- Establish a “lead” driver to substitute for all dispatch supervisor absences;
- Begin negotiations and establish a repair contract for routine vehicle maintenance with a qualified mechanic (should only be implemented if negotiations yield a reduced cost for the City); and
- Increase marketing presence in the partner communities to emphasize operational policies.

The completion timelines for the respective improvements are flexible. The duration of specific items are projected based upon observations and professional opinion. The “variable” times indicated by hashed markings on the calendar indicate partial completion or initiation of the respective tasks. Given the projected time frame and the holiday schedule involved, as well as staff loads, many of the necessary tasks have been given extended timeframes for completion. Tasks marked as “ongoing” are to be continued once initial inception has occurred. Exhibit 12-3 illustrates a projected timeline for the implementation of the modifications.

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Exhibit 13-3 Administrative Implementation Schedule



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Resource Allocation

The aforementioned service recommendations require the skills and resources of numerous entities. The following diagram aims to present a potential allocation scenario for the various tasks. Transit is defined as the City of Lincoln Transit Supervisor, full and part-time drivers, and the Public Works Director. Contractor is defined as the agency responsible for assisting Lincoln with marketing tasks.

Exhibit 13-4 Resource Allocation

Task	Reallocation	Task	Growth	Task	Administrative
1	Transit	1	Transit	1	Transit
2	Transit/Public Works	2	Transit/Public Works	2	Transit
3	Transit/Contractor	3	Transit	3	Transit
4	Transit	4	Transit	4	Transit
		5	Transit/Contractor	5	Transit/Finance/Public Works
		6	Transit	6	Transit
		7	Transit	7	Transit
				8	Transit/Finance/Public Works
				9	Transit/Contractor

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14.
MARKETING PLAN

CHAPTER 14 – MARKETING PLAN

Overview

The success of any transit service is dependent in large part on public acceptance and understanding of the services offered. A strong marketing and customer service strategy will assist Lincoln Transit System (LTS) in retaining its existing public transit customers, attracting new customers to the various services/programs, and developing support for public transportation within the community at-large.

This Marketing Plan represents the foundation of a strategic approach intended to:

- Develop the LTS' image as an integral resource,
- Increase the visibility of LTS throughout the area,
- Inform the public of the benefits of LTS,
- Build greater awareness of LTS brand amongst commuters, Increase annual ridership,
- Introduce LTS to and build relationships with area employers, and
- Mitigate the impact which increased development and population growth has had on the region's air quality and traffic congestion.

The strategies outlined herein are intended to support those service offerings in place at the time of our evaluation, as well as service enhancements slated for introduction throughout 2008-2009. Our proposed approach includes a mechanism for assessing marketing/promotions effectiveness.

Current Marketing

Currently LTS has limited marketing and advertising presence throughout the system and community. Through our review of these marketing efforts we have identified a number of opportunities available to LTS.

Service Identity

Presently, LTS does not have a definite service identity. Moreover, there is inconsistent usage of the service logo and color scheme. Existing logo elements are used on LTS vehicles, but do not appear on any of the collateral pieces. Service collateral, bus stop signage, and vehicle graphics, seem disjointed. Displaying an unclear image negatively affects customer perceptions of the service and can lead to a decline in patronage if customers do not consider the service to be reliable.

In order to unify the LTS service image, we recommend a branding plan be developed. This branding plan serves as a guide towards ensuring brand consistency the entire scope of LTS print media activities.

Print

LTS information serves as the base layer within the overall marketing effort. However, dedicated efforts are required to maintain accessibility to system information and an ease of understanding by the system's current and prospective target markets.

The primary transit marketing collateral is the Lincoln Transit System brochure. The system brochure is quad-fold and contains color text on a cardstock paper. The finished size is 14 inches by 8.5 inches. Information in the LTS brochure is presented in English only. Individual design elements include a color system map, timetable, fare details, general information, service rules, and contact information. There are no service identity elements present on the brochure, lacking both a uniform color scheme and service logo. Additionally, no photos or graphics are used.

Improvements should be focused on improving the presentation of key service information making it easy for potential users to comprehend. This would require improvements to the system map featured on the back page of the transit guide. Currently, the map has a distorted appearance that is

difficult to read, a problem compounded by the already small text size. This makes the information hard for users to discern, especially when unfamiliar with the system. This aspect reduces the value of the brochure to the potential rider, as they will be less likely to travel on a system that is not readily understood.

Updates should also be made regarding the visual attractiveness of the brochure. The brochure should follow a uniform color scheme that is visually pleasing to potential users. Maintaining a high quality design scheme enhances the image of the service, while providing functional support to the presentation of service information. This will increase the likelihood of residents utilizing the service.

The system map should also include route stops. This will enable customers to better plan trips and view the potential convenience that the service can afford. Providing complete and intuitive route information improves the overall quality of the interaction the customer has with the service and can generate greater interest in the service.

Internet

The Lincoln Transit System web page is very simple in terms of design and function. The page is accessed from the City of Lincoln website (<http://www.ci.lincoln.ca.us/>). There is no direct access to the Public Transportation page. In order to navigate to the transit homepage, users must click through a transit link. The Public Transportation web page does not contain mention of the Lincoln Transit System name. In order to establish continuity with the collateral, and other forms of service information, the LTS name should be included within the content.

The site incorporates all current collateral, as the LTS schedule is available for download on the site in PDF format. We recommend that the city obtain a page that is specific to LTS in order to redirect users to the existing

transit page. This will reduce user frustration, as a site visitor will not have to remember a complex URL or navigate through multiple links. The City of Lincoln transit page therefore, should be kept up-to-date, and updated to include any immediate announcements of changes or adjustments in the schedule, routes, times, etc., whether permanent or temporary service alterations.

While it is always possible to make enhancements to a site's appearance, navigation, and content, none are as important as site accessibility. With this in mind, we recommend the following steps:

1. The City of Lincoln secure a URL that is easy to remember on its own. At the time of our assessment, the recommended web addresses were available for purchase www.LincolnTransitSystem.com, www.rideLTS.net, or www.goLTS.net. The new URL should be directed to the official City of Lincoln webpage until funds can be allocated to designing its own site.
2. Said URL should be incorporated into all LTS promotional collateral – starting with the service brochure. With the introduction of a new site address, keeping fresh information on the site is vital. Accordingly, we recommend that site content be updated no less frequently than monthly.

Bus Stop Amenities

Each bus stop functions as the “front door” to the LTS service. Signage informs new riders where to catch the bus, and potential riders that transit service travels through the area. In addition, each sign generates an impression among non-riders, creating service and brand awareness.

Based on our May 2008 ride check, it appears bus stop signage throughout the city is insufficient, and not distinctive of LTS services. In addition, few bus shelters were found at stops throughout the service area.

These shelters did not contain any LTS service branding or information. Additionally, there were no info-posts on existing bus stop signs. Without clear, distinct information that allows customers to identify the service, the overall ease-of-use for the system patrons becomes increasingly complicated. We recommend all designated LTS stops display updated bus stop amenities, with emphasis on signage and shelters. Bus stop amenities are a cost-effective means of raising general awareness as well as providing an ease of use to current and prospective patrons.

LTS vehicles were identifiable both in terms of color scheme and signage. System brochures were not available onboard most LTS vehicles. It is our recommendation a check be performed to ensure all vehicles are outfitted with brochure holders (placed behind the driver) which are fully-stocked with the LTS brochures at all times. Each of the aforementioned activities allows customers greater access to service information and provides an opportunity to enhance the experience one has with the system.

SWOT Analysis

Our approach to developing a successful Marketing Plan for LTS includes a SWOT analysis which provides important insight into the programs respective strengths, weaknesses, opportunities and threats.

Strengths

LTS provides affordable independence to those who currently do not have access to a personal vehicle. This is especially true for growing senior and disabled populations. The independence provided by LTS services is also relevant to emerging youth and low-income populations.

Weaknesses

Rather than approach the SWOT analysis by searching for service weaknesses, we prefer to identify “limitations” to the growth and expansion of the program. Poor service performance has limited the ability of LTS to obtain greater ridership. Through our May 2008 study, we were able to

identify key areas of service improvement, including, on-time performance and unclear service information. In looking at responses obtained in the May 2008 on-board survey, LTS customers described negative impacts on their overall confidence in the service as a result of poor on-time performance. This negatively affects ridership as both current and potential riders will not see LTS as a reliable method of mobility, thus resulting in a decline in ridership.

Also limiting the growth potential of LTS service is the insufficient information provided to customers. For example, bus stop shelters are not indicative of LTS service imagery and do not contain service information pieces, such as timetables or system maps. Also, info-posts are unavailable to customers at each bus stop. Without easily accessible system information, especially at the point of contact, customers are ultimately left with doubts regarding the ability of the service to meet their needs. This situation is reflected in the May 2008 on-board survey, where only 18.64 percent of riders gained initial service awareness from bus stop signage. With customer perception based heavily on the performance and accessibility of the service, it is vital the service provide the practical benefits each customer, potential or current, requires in a readily understood manner.

Opportunities

Several opportunities exist to not only support, but also expand the LTS customer base and enhance public support for the program. According to the State of California, the population of Lincoln is predicted to surpass 56,000 residents by 2020. A large portion of this vast growth can be attributed to new residents relocating from urban areas. The immense population growth occurring in Lincoln presents a valuable opportunity to introduce new residents to the transportation options available to them. This is especially true in the youth, low-income, and senior markets. In addition, many of these new residents may still commute to neighboring urban areas. For example, the number of students enrolled in the Western

Placer County Unified School District is forecasted to exceed 9,000. In addition, the percentage of individuals belonging to the lowest income quadrant has increased by over 111.4 percent from 1990 to 2000. This figure is significant in that residents within a lower-income quadrant traditionally rely more heavily on public transportation than residents at higher income levels. The senior population of Lincoln has also risen considerably, growing over 90 percent between 1990 and 2000. Likewise, the number of residents with disabilities has grown over 400 percent. Such growth would provide an increased demand for paratransit services, as reduced personal mobility is prevalent among these markets. With over 70 percent of Lincoln residents dependent on a personal automobile, and an increase in lower-income residents, the consistent rise of gas prices will impact a greater percentage of Lincoln residents when compared to past instances. This affords LTS opportunities to further establish itself as a convenient and affordable alternative to the personal vehicle.

Threats

Given the high incidence of vehicle ownership that exists in the City of Lincoln, we believe the principal threat to LTS is the intrinsic freedom obtained by the automobile. In spite the ever-increasing ownership and operation expenses, including rising gas prices, the personal automobile remains the benchmark against which all competing transportation modes are measured. This notion is particularly relevant when looking at the average commute distance to work for employed Lincoln residents (28.6 mi).

Target Markets

To realize optimal return, the strategies must first successfully target those for whom the City's transit service provides unique and competitive advantages. Simply put, in order for community members to use public transit, they must first be aware of it.

While marketing campaigns need to be attention getting, they also need to be relevant. If they are to realistically impact the attitudes and behaviors of the target market, they need to be based on a realistic understanding of the concerns, needs, attitudes and behaviors of the target market. Based on the market research efforts, the following target markets were identified.

Lowest Income Quadrant

This demographic segment historically has been the primary target market for public transportation. Many within this segment are fully or partially transit-dependent. Unfortunately, a large portion of this segment is disenfranchised from the mainstream. As a result, this segment is often difficult to reach through traditional media and public outreach activities. Appealing to the demographic market requires stressing value and low cost, while also emphasizing how these features translate to pride and empowerment.

Seniors

As people age, their ability to drive often becomes impaired and their need for reliable transportation alternatives increases. Transportation needs center around safe and convenient conveyance. Communication with this market segment is most effectively achieved through respected community leaders and targeted direct mail. The key to success is instilling a high level of confidence in the safety and reliability of the transit service. Safety and independence can be motivating benefits.

Persons with Disabilities

Many persons with disabilities possess a physical, sensory, cognitive, or intellectual impairment that prevents them from operating a personal vehicle. These persons are dependent on public transportation. Therefore, the City's transit service is a crucial element in their mobility.

Youth

Youth who have yet to reach the age to drive is another target market for potential customers. Most youth lack an independent means of transportation and therefore must rely on family or friends for travel. Special youth fares and promotions have the capability to attract this segment. Independence and freedom are motivating benefits. Although safety is not usually a major consideration for this market segment, it is a primary concern of parents and caregivers, who would most likely fund their dependent's travel.

Choice Riders

In today's automobile-dominated culture, choice riders are perhaps the most difficult segment to motivate. APTA-sponsored research reveals the longer the commute trip (or cost associated with the trip), the greater the probability a person will consider public transit as a means of commuting. Reliability and flexibility are the most important attributes for this segment. However, the key motivator is employer support through a subsidy or other motivating initiatives emphasizing the importance of employer outreach.

Community Support

Non-riders are another target market. Here primary interest will be in the overall value public transit offers the community and in some cases, availability of travel options for themselves. Values such as pride in their community and providing fulfillment opportunities for themselves and others can generate support. Transit market research has shown by simply increasing the awareness and familiarity of individuals in this segment, their support and approval of public transportation increases.

Business and Social Service Agencies

Employers and social service providers offer channels for reaching both workers and other targeted market segments. The key message in communicating with businesses is to promote the value of transit in dollars and cents. Benefits must be greater than cost. Promoting the realization

of benefits (i.e., tax savings, worker retention) with minimal administrative or direct costs has proven generally appealing to this segment. Specifics have greater credibility than generalities.

Marketing Strategies

A strategic Marketing Plan is fundamental to effectively promote public transportation services. To be successful, the strategies must first be focused. The development of effective marketing strategies requires specific attention on 1) the identified target markets, 2) the needs of the acknowledged target markets, and 3) the relative strengths and benefits resulting from the City's transit service.

In and of themselves, strategies provide the focus for the development of specific collateral, campaigns, and strategic approaches. In short, this portion of the Plan outlines specific activities designed to successfully address the objectives as described earlier in the Plan.

A thorough review of the City's transit service, its target markets, and community market research efforts were utilized in the design of the following strategies.

Branding

The Lincoln Transit System does not have a definable service identity. Current LTS logo is simple in design and lack a strong presents throughout the LTS service. The logo is the core of any service and should always appear in the same design, as well as the same colors. The logo should be included on collateral; whether it is print media, vehicle branding, letterhead, or bus stop signage.

Marketing Collateral

This section outlines our proposed approach for the design and production of marketing and informational materials such as a service brochure and fact sheet.

An easy-to-read brochure would benefit the LTS service. Current service brochure can be utilized for brochure information. We recommend the brochure be designed as a four panel, full-color brochure. A large scale map with easy to read bus stop locations and landmarks should be incorporated into the brochure layout. Route specific timetables should also be displayed along side the service map for convenient reference.

Once brochure have been produced, they should be distribute throughout the community to high track locations such as libraries, city hall, social service agencies, schools, etc. System map and timetables should also be uploaded to the LTS website. These files will be designs as PDF files, so that patrons can easily read and/or print them out at their convenience.

A fact sheet is a one page document outlining the services offered by Lincoln Transit System. This full-color document is used to easily dispense LTS information to media outlets, potential customers, visitors, and new residents. A fact sheet is valuable tool that helps foster general awareness of LTS' service and can be easily inserted in any "welcome packet".

Advertising

While in the realm of advertising, media selection is how the message is delivered to the target market. The media mix is the combination of media to be used in the marketing program. Industry research reveals in today's increasingly complex media world, the choice of media can have a major impact on how an audience receives and responds to a message. It is the consumer who controls where, when, and under what circumstances he or she pays attention to advertising. The strengths of each individual medium must be considered relative to its ability to reach the target audience with the desired impact.

The qualities inherent in media type can be used to good advantage for the message. The primary tactical objectives of this plan are:

1. Increase awareness among the general public and specifically within market segments exhibiting the highest propensity to use public transit;
2. Influence potential customers to try transit and non-riders to have a favorable opinion of the LTS service.
3. Provide information potential customers require in sampling public transit.

We believe the optimal vehicles for delivering this type of message within the City of Lincoln are print and direct mail. The selected media will support the advertising campaigns and, to a limited degree, a number of the promotional campaigns.

Print

Within the realm of available print media, possible advertising outlets include:

- *Lincoln News Messenger*
- *Inside Lincoln*
- *Lincoln Area Chamber of Commerce Membership Directory Guide*

The *Lincoln News Messenger* is one the most widely-read publications in the City. Published weekly on Thursdays, the *News Messenger* is a subscribed newspaper and has a circulation of 6,500 throughout the Greater Lincoln area. *Inside Lincoln* is a monthly tabloid magazine published by the *Lincoln News Messenger*. *Inside Lincoln* has a total circulation of 11,500, with 6,500 sent to the *News Messenger* subscribers throughout the City. In addition, 5,000 issues are sent to residents of newer community developments, including Twelve Bridges and Foster Ranch. *Inside Lincoln* is distributed on the first Thursday of each month. The *Membership Directory Guide* has circulation of 18,250 and is published once a year. Available at Lincoln Area Chamber of Commerce businesses, the publication reaches key employers and chamber members throughout the City.

Smaller print buys (or preferably barter) for targeted promotions in special interest publications are also recommended:

- City Parks and Recreation Guide (seasonal)
- Lincoln Chamber Connection

Direct Mail

Direct Mail can come in a variety of forms and would be utilized to reach a mass audience, directly at their residences without media intervention. The message would be simple in nature, prompting recipients to try LTS for free. This will not only expand awareness of the LTS service, but it will also increase ridership.

Internet

A website is the face of any service or product on the internet. The following updates will provide the amount of information and level of service today's technologically savvy consumer demand, while enhancing its visual appeal of the LTS website. Currently the website is located on the City's website. Again, we recommend creating a Lincoln Transit System specific website. The website should also be accessible in both English and Spanish. The following pages should be associated with the website: home page, general information, route information (system map and timetables), tips for riding, news, and contact information. Providing all pertinent information allows users to easily and conveniently assess service information.

Other Media

Bus stop information displays, utility bill inserts, and point of purchase (POP) signage would provide targeted marketing for route-specific campaigns or market specific campaigns, while outdoor advertising, including billboards, banners, and vehicle advertising, could be employed when appropriate and cost-effective to increase awareness.

As discussed earlier, the City of Lincoln will continue to see considerable population growth over the next several years. Many California residents are seeking to escape the high costs of living in urban areas by relocating to Lincoln. The City's public transit service is a community asset, and new residents in particular will need to be informed about the variety of public transportation services. The distribution of a 'welcome packet' – that consists of information regarding LTS services – to real estate personnel or relocation agents will assist in this increased transit awareness.

The placement of LTS service advertisements on LTS vehicles provides awareness of the accessible service. By highlighting the convenience and reduction in stress and costs associated with driving, SOV-dependant commuters may be encouraged to try transit, potentially resulting in a decrease in auto travel. Transit advertising includes interior as well as exterior vehicle opportunities. Interior advertisements include car cards with transit facts and information on new services. We recommend there always be route/service specific cards in place on all vehicles.

Exterior advertisements will serve to underscore basic contact information such as website and phone number. Each vehicle's rear panel is a revenue-generating place to promote LTS' services, new routes, and upcoming events that LTS will be holding or participating in.

Phone directory listings are an integral element of the media plan with yellow page, white page, and government/community page listings published throughout the LTS service area.

Public Relations

Public relations strategies are designed to affect specific incremental behavior by relating to the priorities of the community and demonstrating measurable and quantifiable accomplishments.

A key aspect in generating publicity is attracting the attention and interest of journalists and news persons so that the story is effectively communicated to the public. To garner the interest of journalists (and in turn realize positive publicity), each story must have an angle of interest for the reader. As a public service enterprise, the City of Lincoln's public transit service has the ability to attract the interest of community medias more readily than private corporations.

Formal media releases, feature articles, human interest stories, and opinion pieces all serve to demonstrate the benefits of the service; whether the service is enhancing the quality of life for one person, or making a positive impact on the community.

The more information the media has about public transit service, the more often they will cover it. Our recommended strategy includes monthly media releases disseminated to all media outlets within Lincoln, as well as industry (public transportation), local businesses, and community specific publications.

Possible topics for media releases may include service modifications/additions, introduction of new marketing campaigns, ridership, promotions, and the environmental impacts.

Promoting the successes of the service within industry publications ensures positive attention by the transit community, possibly leading to proposed increases in funding via the support of elected officials.

Community Outreach

Specific outreach efforts include, but are not limited to, special events (which facilitate the distribution of marketing collateral, giveaways, and interaction with transit vehicles), community sponsorships, special promotions, and targeted outreach programs generate service awareness and keep community members informed as to the benefits of LTS services.

Additional community-focused marketing efforts may also include a new resident direct mail campaign and distribution of welcome packets.

Campaigns

The following campaign will be integrated into the overall Marketing Plan. This campaign is designed to be implemented annually and was developed to complement other marketing opportunities.

Some examples of potential campaigns are outlined below:

Try Transit Week

This campaign would seek to expand upon current transit awareness efforts and take a more transit-specific approach, encouraging trial ridership among the general public and potential riders. Also, top area employers could be targeted specifically for the campaign. In order to promote the event, newspaper buys, web site advertisements, flyers, media releases, and direct mail would be employed.

City of Lincoln Bike Week

LTS could coordinate a Bike to Work Week in conjunction with the Lincoln Volunteer Center's "Tour de Lincoln" benefit bike ride in May. Specifically, this campaign would promote bikes on buses, encourage trial-use of a bicycle to complete trip on public transportation, promote alternative transportation modes, emphasize an active lifestyle, and generate community involvement and awareness.

Promotional tactics would include promotional flyers at bike shops, gyms, community centers, parks, and large employers, media releases and free rides for senior citizens or those carrying bicycles, or helmets. Also, LTS can establish a presence at the event by setting

up a booth, strengthening the association of LTS to the race, and the concept of alternative transportation.

Community Sponsorship

Sponsorship of a youth or recreational league in the community would provide LTS with an additional connection to community events. By providing uniforms or T-shirts to team members with the team name and LTS logo, LTS could increase its presence at community events. Sponsorship eligibility should be restricted to non-professional teams. In order to choose which team is to receive sponsorship, a creative, attention-getting, and of course, newsworthy, application process can be implemented so as to “level the playing field.”

Events

Through a coordinated approach between the City, its partners, and the operations contractor, LTS would establish a presence at a variety of community events throughout the year, either with a transit information booth, vehicle demo, or providing shuttle service. Additional recurring events include:

- Feats of Clay
- Community Easter Egg Hunt
- Tour de Lincoln
- Fourth of July parade
- Foothill Farmers Market
- Lincoln Showcase
- Make a Difference Day
- Downtown Christmas Parade and Tree Lighting

Implementation

While design of the proposed Marketing Plan would be under the auspices of the City of Lincoln, the actual implementation of the Plan may require additional expertise and management. The simplest alternative would be to contract the actual implementation of the plan. Under this alternative, City staff would assume responsibility for coordinating with the partners and an independent marketing firm.

The vendor would be responsible for the day-to-day implementation of the plan, including:

- Media buys,
- Media releases,
- Concept and creative development,
- Adaptation of materials,
- Campaign and program evaluations,
- Quarterly strategic evaluations and plan updates,
- Annual Marketing Plan updates,
- Assist and coordinate community outreach, and
- Assistance with local marketing efforts.

To increase the amount of funds available for direct marketing expenses, it may be possible for the city to assume some responsibilities, either financial or in terms of staff resources.

To implement the program at the earliest date, elements of the Plan that can be implemented employing existing resources would be executed. The Plan, as outlined would continue for a period of twelve months.

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Exhibit 14-1 Recommended Needs Budget

	Hours	Cost	Total
Branding			
Design	20	\$75	\$1,500
Brochure			
Design	25	\$75	\$1,875
Production		\$400/ 1,000 qty	\$400
Fact Sheet			
Design	12	\$75	\$900
Website			
Design	17	\$75	\$1,275
Production		\$2,250	\$2,250
		Total	\$8,200

Exhibit 14-2 Marketing Plan Implementation and Budget

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Branding												
Brochure												
Fact Sheet												
Website												
Advertising												
Legend												
Print												
\$35,000 Lincoln News Messenger												
\$45,000 Inside Lincoln												
\$55,000 Lincoln Area Chamber of Commerce Membership Directory Guide												
City Parks and Recreation Guide												
Lincoln Chamber Connection												
Direct Mail												
Other Media												
Bus Stop Signage												
Utility Bill Inserts												
Interior/Exterior Advertisements												
Public Relations												
Media Release												
Community Outreach												
Campaigns												
Try Transit Week												
City of Lincoln Bike Week												
Community Sponsorship												
Events												