



Ride-On Transportation
Short-Range Transit Plan
Final Report

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by

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EXECUTIVE SUMMARY

Ride-On provides social service transportation and public transportation alternatives in San Luis Obispo County. It is the designated Consolidated Transportation Services Agency (CTSA) and Transportation Management Agency (TMA) for the San Luis Obispo region. Ride-On is a division of the San Luis Obispo County United Cerebral Palsy (UCP/SLO) and is governed by the UCP/SLO Board. UCP/SLO's other activities include a range of family and adult services for persons with disabilities.

Ride-on operates 37 cutaway buses and vans for CTSA services and 27 vans for the vanpool program. The Agency also operates contract services in several communities in the San Luis Obispo region. Table ES-1 below displays a typical month of service for the various Ride-On Programs. This indicates the relative size and scope of each of the Ride-On services.

Table ES-1 Typical Monthly Service Factors
November 2005

Service	Riders	Hours	Riders/Hour
Tri-Counties Regional Center	10,598	1,478	7.17
Community Interaction Program	235	130	1.81
Medi-Cal	198	75	2.64
Private	323	123	2.63
Senior Shuttle	99	43	2.30
Contract Services	3,540	642	5.51
TMA Services	1,407	132	10.66
TMA Vanpool	7,546	960	7.86
TOTAL	23,946	3,583	6.68

The first Ride-On Short Range Transit Plan (SRTP) was prepared for SLOCOG in 1999. This report is an update of that first Plan and covers the 2006-2011 time frame. Ride-On is generally viewed as a very entrepreneurial organization that closely mirrors the organization structure envisioned in the original 1979 Consolidated Transportation Services Agency (CTSA) state legislation. Ride-On has been successful in bringing

together existing programs, in creating new programs, and in serving as a platform from which to expand a wide variety of community transportation services. The Agency is still quite entrepreneurial, dynamic, and community based. It has become a significant participant in the transportation dialogue in San Luis Obispo County. And it continues to demonstrate an ability to move quickly and respond to both internal and external pressures or influences.

Ride-On has successfully addressed a number of financial challenges in the past three years. These include the loss of vanpool funding for the Cuesta Grade project due to the completion of construction, the loss of a major contract for service to the Dialysis centers, and the well-documented increases in such cost components as workers compensation and fuel. Major cost cutting programs have been introduced and the Agency financial condition has stabilized.

The 1999 SRTP identified several limitations of the organization. That Plan concluded, among other things, that:

- Ultimate success of the Agency was dependent upon the Executive Director. This situation should be mitigated by adding professional staff, more training, and cross training employees.
- Refined reporting systems should be developed to allow better decision-making based on accurate and detailed financial and operating performance information.
- There was a need to identify ways to improve Ride-On's marketing and public information programs.

Findings

Many of the situations/circumstances identified in the 1999 SRTP still exist today. The following are basic findings of the plan that help to put in perspective the evolution of Ride-On since the first SRTP.

- The success of the organization no longer depends as heavily upon the Executive Director with staff cross training and the development of written procedures in each department plus the recent addition of an Executive Director's Assistant.
- Ride On financial reporting tools on the different services have been refined since 1999; those tools still need to be further developed based on the 2006 triennial performance audit recommendations
- Ridership on services operated by Ride-On has fluctuated substantially over the 5-year period ending June 30, 2005¹ partly based on variations in funding stream. This indicates the volatility of ridership and its relationship to external factors such as the loss of public contract services, the closure of the Cuesta Grade construction project and other unknowns.

Table ES-2 Ridership Fluctuation

Service	2000- 2001	2001- 2002	Change (%) FY 01 to 02	2002- 2003	Change (%) FY 02 to 03	2003- 2004	Change (%) FY 03 to 04	2004- 2005	Change (%) FY 04 to 05
TMA	158,300	169,400	7.01%	132,400	-21.84%	136,691	3.24%	129,253	-5.44%
CTSA	128,000	128,000	0.00%	139,060	+8.64%	123,783	-10.99%	130,997	5.83%

- Refinement of the dispatch function could yield greater operating efficiency. This includes evaluating current operating procedures, assessing the need for new dispatch software and reviewing the methods used by staff in working with the software tools.
- There is potential for more service integration between Ride-On and the Regional Transit Authority (RTA). The initial opportunity is for maintenance consolidation

¹ Source: San Luis Obispo Council of Governments performance audits/state controller's reports to June 2004 and non-audited data to June 2005.

including eventual joint use of a maintenance and administration facility. In the long term, the integration of dispatch functions might yield substantial efficiencies. It is important that the unique contribution of Ride-On as the CTSA not be lost in ultimate service integration.

Alternative Service Scenarios

This Plan developed three (3) alternative service levels that form the basis for the growth options. The difference between these is the level of resources available to attain a particular level. These service levels are:

- **Basic Service Level:** This level maintains the current operating scenario incorporating some proposed refinements to allow for better management of the overall program. Such refinements are key to the agency's ability to pursue the next levels.
- **Modest Expansion Level:** This level projects modest growth based upon available resources and identified demand for expanded or new services.
- **Substantial Expansion Level:** This level projects major growth in service consistent with identified demand for expanded or new services and a considerable increase in program funds.

In recent years, Ride-On has divided its expanded operations into three (3) functional units. Throughout this Plan, each of these functional units is addressed in the different Chapters.

Consolidated Transportation Services Agency (CTSA) programs (e.g. Tri-Counties Regional Center service, senior service, etc.),

Transportation Management Association (TMA) services (e.g. Commuter vanpools, Safe Ride Home, Lunchtime Express), and

Contract Services (e.g. Nipomo Dial-a-Ride, South Bay Dial-a-Ride, Cambria Trolley and other start up services in rural areas).

This functional delineation defines the structure for the Agency and serves to focus its management resources. The CTSA and TMA functions are crucial parts of this SRTP update. The contract services are included primarily because they are such a significant part of the overall Agency. The difference is that the SLOCOG oversight responsibility differs between these functions. SLOCOG has a critical role in the CTSA activities due to its allocation of TDA and STA funds to support the CTSA program. While Ride-On plays a crucial role in the delivery of TMA services (adding to the mix of regional transportation services), SLOCOG has more of an advisory influence on the operations of the TMA program. The contract services are of interest primarily with regard to the separation of these competitive contracts from other services supported by public funds.

The Plan identifies Goals and Objectives for each level and specifies corresponding equipment, financing, and managerial needs. Crucial to the pursuit of the Modest or Substantial Expansion Levels is the implementation of the recommendations under the Basic Level. Those recommendations have mostly to do with management development, internal resource development, and increased professional capability. Attainment of these refinements will provide the foundation upon which to build an expanding program and is a prerequisite to future growth. An abbreviated description of the Goals and Objectives follows.

GOALS AND OBJECTIVES

Basic Service Level:

CTSA

- *Cash Flow/Financial Security:* Continue emphasis on cost control within existing programs in an effort to accumulate cash reserves to improve financial security.
- *Staff Capability:* Improve the technical and analytical capability of the staff through more training.
- *Technical Capability:* Refine the organization's technical capability in the use of such technologies as Mobile Data Terminals (MDT's) that might be used to bring together other social service agencies in vehicle sharing, schedule coordination, and other efficiency actions.
- *Reporting:* Refine the reporting process to SLOCOG to improve accountability and document use of TDA and State Transit Assistance (STA) discretionary funds. This should include quarterly reports of operating and financial performance and a brief update on CTSA activities.
- *Customer Service:* Improve customer responsiveness by improving interaction with key client representatives and creating true partnerships (Tri-Counties Regional Center is a critical client).
- *Dispatch:* An organized "process improvement" project should review current dispatch operating procedures to implement improvements in the dispatch function.
- *Maintenance:* Expand the CTSA role by offering specialized maintenance services to other social service agencies in the community while focusing on the financial performance of these services for Ride-On.
- *Fleet Management:* Continue to pursue a planned vehicle replacement schedule including the use of Federal Transit Administration Section 5310 grants and other funds.
- *Emergency Preparedness:* Continue direct participation in emergency preparedness with social service agencies and current CTSA members in the region.

TMA

- *Operations:* Implement improved vanpool driver training in an effort to increase safety and passenger satisfaction.
- *Financing:* Seek private vanpool financial support by direct contact with major employers and custom design of vanpool services.
- *Outreach:* Expand TMA membership program.

CONTRACT SERVICES

- *Cost Review:* Undertake a rigorous cost analysis of contract operations. A formal internal process is necessary to evaluate financial performance monthly.
- *Contingency Planning:* Develop backup plans for contract operations in the event that a joint venture partner such as Southland Transit is no longer interested in or available for the venture.

Modest Expansion Level:

CTSA

- *Funding Allocation:* Obtain the additional Transportation Development Act (TDA) Article 4.5 funds bringing the total up to 5% (e.g. Community Transit Services Claims); currently Ride On receives 4.5% of those state funds allocated by SLOCOG.
- *Senior Market:* Work with community agencies to create new services for seniors by building on previous planning efforts and earlier Ride-On experience,
- *Maintenance:* Combine maintenance operations with RTA or other agencies.
- *Emergency Preparedness:* Expand upon Ride-On's role in emergency preparedness by devising and implementing a plan to make Ride-On vehicles available to social service agencies for evacuation purposes in the event of a major emergency.

TMA

Service Expansion: Expand the vanpool program with additional vehicles (Modest Level: 6 vans; Substantial Level: 12 vans).

- *Financing:* Introduce expanded employer subsidy program.

CONTRACT SERVICES

- *Team Formation:* Work with a joint venture partner to prepare additional competitive proposals in the San Luis Obispo region.
- *Financial Planning:* Prepare business proposals that meet Ride-On net income objectives and address current market conditions.

Substantial Expansion Level:

CTSA

- *Maintenance/Dispatch:* Participate in a joint maintenance and dispatching facility with RTA and possibly other agencies.
- *Senior Programs:* Expand upon the United We Ride protocol to create new senior transportation services in collaboration with other local social service agencies.
- *ADA Program:* Provide dispatching or maintenance services for the Americans with Disabilities Act (ADA) complementary service, Runabout or combine service with Runabout to maximize paratransit efficiency.
- *New Markets:* Establish a formal internal planning/analysis process to identify and initiate new programs coordination opportunities with other local nonprofit organizations.

TMA

- *Service Expansion:* Greatly expand the vanpool program with additional vehicles. The Plan is based upon adding 12 new vanpools per year.

- *New markets:* Establish a formal internal planning/analysis process to identify and initiate new programs for other target markets (e.g. college students, downtown workers, visitors, etc.)
- *Regional coordination:* Serve other new emerging markets in coordination with the RTA and Regional Rideshare.

CONTRACT SERVICES

- *Contract Strategies:* Develop the capability to compete in the region for operating contracts without involvement in a joint venture.

PROJECTED COSTS AND RIDERSHIP GROWTH

Ridership growth is projected for each of the three service scenarios. Under the Basic Service Level, no ridership increase is projected. A growth factor of 3% is included in the Modest Expansion Level. A 5% growth factor is included in the Substantial Expansion Level.

Table ES-3 Projected Ridership Growth

Ridership 2003 – 2005					
	Total 2003-2004	Total 2004-2005	% change 03-04	Total 2005 Projection	% change 04-05
Current Service	264,383	267,665	1.24%	297,538	11.16%
Ridership Growth Scenarios 2006 - 2011					
	Projected 2006-2007	Projected 2007-2008	Projected 2008-2009	Projected 2009-2010	Projected 2010-2011
Basic Service	297,538	297,538	297,538	297,538	297,538
Modest Expansion	329,410	361,465	393,707	426,143	458,778
Substantial Expansion	359,259	421,486	484,244	547,560	611,463

Operating and Capital Costs

Operating and capital costs for the 5-year Plan period are projected for Ride-On. Table ES-4 presents the capital needs by elements (fleet, support equipment and technology innovations) for each level. As shown the capital element with the highest costs is fleet

replacement (needed for all service levels) and further more fleet expansion (Modest and Substantial only); among the future fleet needs, commuter vans have the highest capital cost impacts upon Ride-On as they do not qualify for the 80 percent subsidy under the Federal transit capital grant program (Section 5310), which funds the CTSA fleet.

Table ES-5 summarizes the projected operating and capital costs as well as revenues for each service level of the plan. The Modest and Substantial Expansion Levels will require additional funding in order to achieve the level of service in the Plan. Increases in operating funds are presumed in the projections. They are projected at 3% for the Modest Level and 5% for the Substantial. The nature of the increase varies according to the service to which it pertains. The largest single source of income to Ride-On is the Tri-Counties Regional Center. Fares are not charged to the riders. Instead, revenue increases are presumed as part of the contract between Ride-On and the Regional Center. Similarly, the vanpool rates are set by balancing market elasticity for acceptable rates to riders and the need for Ride-On to cover its costs completely with each vanpool. Elasticity is the relationship between fare level and its influence on the decision to use the service. Typically, the higher the fare the lower the ridership. Fares are not charged as they are in regular transit service. The contract services do have fares associated with them that are set by the various jurisdictions for which the services are provided. These fares are not set by Ride-On. Rather the jurisdiction sets the fares and the revenue passes back to the jurisdiction to offset a portion of the contract cost. This leaves the smaller volume services in the Ride-On portfolio where fee/fare increases apply. For example, the airport service fare is set by Ride-On and is determined by considering market elasticity. Thus the great majority of the Ride-On operating revenue is not set in the traditional manner of transit fares.

CONCLUSION and RECOMMENDATION

This SRTP update for Ride-On provides a framework for action by the Agency and the community to refine existing services and develop new programs through the next five (5) years. The Plan provides guidance on priority setting and management focus. With

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the necessary focus, Ride-On has the capability to achieve many of the objectives of the Modest Expansion and even the Substantial Expansion Levels of growth. But the Plan begins with a strong recommendation that the elements of the Basic Service Level be implemented immediately in order to serve as the basis for the other Levels. There is work to be done in the areas of technical refinement and reporting that are necessary to move forward effectively. Ride-On should implement the Business Plan approach offered in the Plan to focus its efforts and set internal priorities consistent with the Short Range Transit Plan.

Table ES-4 2006-2011 Capital Costs Projections by Service Levels

	Projected 2006/07	Projected 2007/08	Projected 2008/09	Projected 2009/10	Projected 2010/11	Five Year Total
BASIC SERVICE						
Cutaway Buses	\$168,000	\$173,040	\$178,231	\$187,143	\$196,500	\$902,914
Vans	157,500	162,225	167,092	175,446	184,219	\$846,482
MDT' s	32,000	32,960	33,949	35,646	37,429	\$171,984
Information Systems	11,500	11,845	12,200	12,810	13451	\$61,807
Camera System	11,000	2,200	2,266	2,379	2,498	\$20,344
TOTAL	\$380,000	\$382,270	\$393,738	\$413,425	\$434,096	\$2,003,529
MODEST EXPANSION SERVICE						
Cutaway Buses	\$168,000	\$173,040	\$178,231	\$187,143	\$256,500	\$962,914
Vans	191,250	225,000	258,750	305,438	354,459	\$1,334,897
MDT' s	32,000	32,960	33,949	35,646	37,429	\$171,984
Information Systems	11,500	11,845	12,200	12,810	13,451	\$61,807
Camera System	11,000	2,200	2,266	2,379	2,998	\$20,844
TOTAL	\$413,750	\$445,045	\$485,396	\$543,416	\$664,837	\$2,552,444
SUBSTANTIAL SERVICE LEVEL						
Cutaway Buses	\$168,000	\$173,040	\$178,231	\$187,143	\$316,500	\$1,022,914
Vans	225,000	292,500	360,000	427,500	522,000	1,827,000
MDT's	32,000	32,960	33,949	35,646	37,429	171,984
Information Systems	11,500	11,845	12,200	12,810	13,451	61,806
Camera System	11,000	2,200	2,266	2,379	3,498	21,344
TOTAL	\$447,500	\$512,545	\$586,646	\$665,479	\$892,878	\$3,105,048

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Table ES-5 Cost and Revenue by Service Level

	Current 2005-06	Projected 2006/07	Projected 2007/08	Projected 2008/09	Projected 2009/10	Projected 2010/11
Basic Service Operating Expenses	\$3,330,366	\$3,430,277	\$3,533,185	\$3,639,181	\$3,748,356	\$3,860,807
Basic Service Capital Expenses		\$380,000	\$382,270	\$393,738	\$413,425	\$434,096
Total Basic Service Expenses		\$3,810,277	\$3,915,455	\$4,032,919	\$4,161,781	\$4,294,903
Additional Section 5310 Grant Revenue		\$178,000	\$176,036	\$181,317	\$190,383	\$199,902
Basic Service Operating Revenue	\$2,729,000	\$3,088,970	\$3,181,639	\$3,277,088	\$3,375,401	\$3,476,663
TDA Revenue	\$419,997	\$423,958	\$436,677	\$449,777	\$463,270	\$477,168
Total Basic Service Revenue	\$3,418,997	\$3,690,928	\$3,794,352	\$3,908,183	\$4,029,054	\$4,153,733

Basic Service + Modest Expansion Operating Expenses		\$3,511,381	\$3,744,932	\$3,939,798	\$4,140,953	\$4,398,183
Modest Expansion Capital Expenses		\$413,750	\$445,045	\$485,396	\$543,416	\$664,837
Total Modest Expansion Expenses		\$3,925,131	\$4,189,977	\$4,425,194	\$4,684,369	\$5,063,020
Additional Section 5310 Grant Revenue		\$178,000	\$176,036	\$181,317	\$190,383	\$248,302
Subtotal Modest Expansion Operating Revenue		\$3,170,074	\$3,299,174	\$3,477,840	\$3,661,781	\$3,901,831
TDA Revenue		\$423,958	\$483,783	\$499,709	\$516,199	\$533,272
Total Modest Expansion Revenue		\$3,772,032	\$3,958,993	\$4,158,866	\$4,368,363	\$4,683,405

Total Basic Service + Substantial Expansion Operating Expenses		\$3,592,485	\$3,909,574	\$4,190,482	\$4,479,902	\$4,879,455
Substantial Expansion Capital Expenses		\$447,500	\$512,545	\$586,646	\$665,479	\$892,878
Total Substantial Expansion Expenses		\$4,039,985	\$4,422,119	\$4,777,128	\$5,145,381	\$5,772,333
Additional Section 5310 Grant Revenue		\$178,000	\$176,036	\$181,317	\$190,383	\$296,702
Subtotal Substantial Expansion Operating Revenue		\$3,251,178	\$3,463,816	\$3,728,524	\$4,001,090	\$4,383,103
TDA Revenue		\$423,958	\$483,783	\$499,709	\$516,199	\$533,272
Total Substantial Expansion Revenue		\$3,853,136	\$4,123,634	\$4,409,551	\$4,707,672	\$5,213,077

CHAPTER ONE – AGENCY STATUS

United Cerebral Palsy (UCP) started the Community Interaction Program (CIP) in 1987 to get people with developmental disabilities out into the community in the evenings and on weekends. UCP leased their vehicles from Friendship School and paid their drivers to provide the transportation services. On May 4, 1988, UCP was designated a Consolidated Transportation Services Agency (CTSA) by SLOCOG.

In 1992, SLOCOG funded a study to look at the benefits of expanding the role of the CTSA in San Luis Obispo County to include coordinated transportation services for all social service agencies. UCP collaborated with Friendship School and Mesa Delores Residential Homes to create Ride-On on January 3, 1993.

CTSA designation is made pursuant to Part 13 of the Government Code and Sections 99203, 99233.7, and 99204.5 of the Public Utilities Code which provide for such agencies to make more efficient use of transportation resources via combined purchasing, centralized dispatching, centralized vehicle maintenance, and other similar efforts. Regional Transportation Planning Agencies were required to designate CTSA's in each County. The law went on to state that more than one CTSA could be designated in each County. In 1993, UCP established Ride-On to expand the role of the CTSA.

Essential to a review of Ride-On's role in the delivery of transportation services in San Luis Obispo County is an understanding of the purpose of a Consolidated Transportation Services Agency (CTSA). Ride-On has been the designated CTSA in San Luis Obispo County for over 14 years. The role of CTSA's is receiving renewed attention in light of such programs as the United We Ride effort at the Federal level and more interest in coordination at the State level. Each year, Ride-On receives nearly \$500,000 in Transportation Development Act (TDA) funding to pursue the objectives of a CTSA. When the law was passed facilitating the creation of CTSA's, it contained the following language that serves as a blueprint for the purpose of such agencies:

It is the intent of the Legislature, through the enactment of this part, to improve transportation service required by social service recipients by promoting the consolidation of social service transportation services so that the following benefits may accrue:

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

These objectives were stated in the Social Service Transportation Improvement Act passed in 1979 (AB 120). They are still relevant today. They constitute an excellent framework against which to evaluate the objectives of Ride-On.

Ride-On has been guided by this legislative intent over its many years of operation. To date, it has achieved the objectives of the legislation to some degree. The centralization of Medi-Cal administration, TMA management, direct operation of services for the Tri-Counties Regional Center and various small transit programs fulfills the objective of centralizing administration. If these various programs were scattered among other agencies or operated independently, they would likely be much less efficient.

Similarly Ride-On has taken a major role in centralizing procurement of equipment for specialized transportation (senior and disabled) through the Federal Transit Administration (FTA) 5310 program and continues to offer technical assistance in this key program. This also contributes to the goal of combining purchasing to achieve cost efficiencies. As this Short Range Transit Plan process moves forward, a parallel effort through SLOCOG is examining the potential for efficiencies in the coordination or consolidation of maintenance and dispatching functions of Ride-On and various other transportation operators in the County. The legislative intent would be further achieved if Ride-On were a participant in a consolidated maintenance and/or dispatching facility.

Many different types of agencies in California have been designated as CTSA's. They range from non-profit corporations such as Ride-On to public transit agencies. At a recent California Association for Coordinated Transportation (CalACT) conference, Ride On was recognized as the type of organization originally intended for CTSA designation when the law was written.

The original legislation provided that CTSA's could claim up to 5% of TDA Article 4.5 funds. The use of these funds was not fully specified in the law. However, the intent expressed in the legislative process resulting in the law was that the Article 4.5 funds serve as "seed" money to establish operations to bring together the other resources in the community. They provided the financial stability to organizations or to founding individuals to pursue creative coordination efforts.

Ride-On currently receives 4.5% of the available 5% of TDA Article 4.5 funds. It has used these funds historically as a form of seed money to support the pursuit of creative transportation solutions. It has achieved a substantial degree of success in bringing together other resources and organizations in the San Luis Obispo area.

RIDE ON ORGANIZATION STRUCTURE

Ride-On Transportation is a 501(c) 3 nonprofit corporation. The organization operates under the umbrella of United Cerebral Palsy (UCP) as stated above. UCP hires an Executive Director who is also the Director of Ride-On. The Executive Director then hires the management and operating personnel to run the agency. A current organization chart is included as Appendix A (January, 2006).

Ride-On is structured into 3 functional units: CTSA, TMA, and Public Contract. While not internally organized as stand alone divisions, each unit defines a type of business target. This delineation is intended to provide focus by the



staff on specific opportunities. The current mix of business activities in each functional category is listed below.

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CTSA	TMA	Public Contract
Calwork Transportation	Children's Group Shuttles	Nipomo Dial-A-Ride
Medi-Cal Transportation	Emergency/Guaranteed Ride Home	Five Cities Senior supplemental service
Senior Shuttle	Airport/Amtrak/Greyhound Shuttle	South Bay Dial-A-Ride
Social Service Transportation	Lunchtime Express	Templeton-Shandon Shuttle
Tri-Counties Regional Center	Medical Shuttles	Cambria Trolley
Worker's Comp Transportation	Rideshare Incentive Program	
CIP Transportation	Safe Ride Home	
	Special Event Shuttles	
	Commuter Vanpools	

While each of these units is an important part of the service mix of Ride-On, the two largest programs by ridership are the Tri-Counties Regional Center and the Vanpool program. These two programs combine to include over 79% of all rides on a monthly basis². Similarly, over 75% of Ride-On non-TDA revenue is derived from these 2 programs³. Ride On's diversification into other services is an attempt to reduce reliance on these two programs for such a major source of both riders and income.

² Based upon Ride On Hours of Service Per Month Data Summary, June 2005.

³ Based upon Ride On Income Summary, June 2005.

CHAPTER TWO – GOALS AND OBJECTIVES

As a part of the planning process, the consulting team reviewed the goals and objectives identified in earlier planning efforts. A number of short range or action plans addressing Ride-On have been developed. The previous Short Range Transit Plan was prepared in 1999 and contained goals and objectives. Short-Range Transit Plans are mandated by SLOCOG for all Transportation Development Act (TDA) fund recipients. A Social Services Action Plan was mandated by the State and was also available for review. Finally, Ride-On had adopted its own Strategic Plan that was also taken into consideration. An early task identified for this Plan update was the reassessment and streamlining of those various goals and objectives.

Ride-On has been guided by the original legislative intent over its many years of operation. To date, it has achieved the objectives of AB 120 to some degree. The centralization of Medi-Cal administration, TMA management, direct operation of services for the Tri-Counties Regional Center and various small transit programs fulfills the objective of centralizing administration. If these various programs were scattered among other agencies or operated independently, they would likely be much less efficient.

Similarly Ride-On has taken a major role in centralizing procurement of equipment through the FTA 5310 program and continues to offer technical assistance in this key program. This also contributes to the goal of combining purchasing to achieve cost efficiencies. As this Short Range Transit Plan process moves forward, a parallel effort through SLOCOG is examining the potential for efficiencies in the coordination or consolidation of maintenance and dispatching functions of Ride-On and the Regional Transit Authority, which is the ADA service provider (i.e. Runabout) for the entire County. The State legislative intent would be further achieved if Ride-On is a participant in a form of consolidated maintenance and/or dispatching.

THREE ALTERNATIVE LEVELS OF GROWTH

This Short Range Transit Plan offers three levels of development for Ride-On as it moves through the five year planning horizon. Each alternative level has goals and objectives associated with it and a corresponding action plan. The three levels and a brief description of each follow. The Goals and Objectives associated with each are then categorized into the three functional divisions of Ride-On to offer more specific direction to the organization.

BASIC SERVICE LEVEL

The first option for the future of Ride-On is to maintain the present course with little variation or adjustment. This baseline alternative means that the organization would continue on its present course with its current mix of services. There are several issues implied in establishing this direction:

- Additional funding to support new service concepts may not be available during the planning horizon.
- The current service mix provides for financial stability for Ride-On with no significant adjustments.
- Nominal fee increases would maintain pace with inflation.
- No new business opportunities (e.g. additional transit contracts, etc.) are obtained for addition to the Ride-On portfolio even if they would be self-supporting.

The Basic Service Level scenario could embody refinement to existing services and business endeavors. Service quality could be increased or service delivery methods could be refined. But the overall size and scope of the operation would remain roughly the same as it is today.

MODEST EXPANSION

Modest expansion of the Ride-On operation would involve more substantial growth of core programs and the possible introduction of new operations or services. Expansion should be approached from the perspective of marketing management. This means that it begins with the creation of products or services that serve a significant purpose in the marketplace and are consistent with the expectations of the CTSA. If funding can be brought into the mix as an element of the pricing determination, then the actual user cost of new services can be held to reasonable levels.

SUBSTANTIAL EXPANSION

Substantial expansion of the Ride-On program would require either significant new funding or substantial realignment of responsibilities or both. Current resources will not support substantial increases in existing or new services. However, additional funds through such sources as the Federal New Freedom initiative or similar programs may offer expansion opportunities. Further, the achievement of true service integration such as combining Ride-On services with Runabout would require realignment. Efficiencies would likely result. But thorough operational and financial analysis would be necessary. The following are recommendations should these factors materialize.

BASIC SERVICE LEVEL – GOALS AND OBJECTIVES

CTSA

- *Cash Flow/Financial Security:* Increase emphasis on cost control within existing programs in an effort to accumulate cash reserves to improve financial security.
 - Develop a reserve account and maintain balance around \$200,000.
 - Issue monthly financial statements internally for review and corrective action by 10th business day of the following month.
 - Continue to monitor cash flow using internal documents and procedures.

- *Staff Capability:* Enhance the technical and analytical capabilities of the staff through more training. This should include more business management training for key staff members such that they can perform more of their own analysis of operations including financial performance.
 - Office staff will receive at least 10 hours each of professional training.
 - All office staff will be able to schedule rides in the software used for dispatching.

- *Technical Capability:* Refine the organization's technical capability in the use of such technologies as Mobile Data Terminals (MDT's) that might help to bring together other

***Agency
Basic
Management Goal:***

To refine the business management capability of Ride-On to achieve the highest possible level of organizational performance.

social service agencies in vehicle sharing, schedule coordination, and other efficiency actions. MDT's are on-board computers that receive radio transmissions from dispatch and allow communication with drivers without voice communication. They improve the efficiency of dispatch and on-street operations by reducing voice communication and with accompanying GPS systems allow instant vehicle location by the dispatch office.

- Acquire and Install Mobile Data Terminals on the CTSA fleet in FY 2006-2007.

- *SLOCOG Reporting:* Refine the reporting to SLOCOG to improve accountability and document the uses of TDA and STA funds. This should include quarterly reports of financial performance and a brief update on CTSA activities and should tie back to the true CTSA objective of coordinating or consolidating transportation services.

- *Customer Responsiveness:* Improve customer responsiveness via better communication with key client representatives for creating true partnerships (Tri-Counties Regional Center is a critical client). Use these opportunities routinely to assess client satisfaction.

- *Dispatch Efficiency Review:* Research indicates that some improvements could be made in the efficiency of the dispatch process. The staff in dispatch offers suggestions for consolidating records and bulletin boards. An organized "process improvement" project should be initiated to review

**Agency
Basic
Coordination Goal:**

To improve the coordination of social service transportation through vigorous pursuit of opportunities to work together

current dispatch operating procedures and identify actions needed to improve the dispatch functions.

- *Maintenance Business:* Expand the CTSA role by offering specialized maintenance services to other social service agencies in the community while focusing on the financial performance of these services for Ride-On. The 2002 Social Services Inventory identified 246 vehicles used by other social service agencies to provide their services. Of these, 136 were vehicles other than automobiles or pickup trucks. These other vehicles likely are candidates for participation in a centralized maintenance program. Some work is underway in this area. A new customer is scheduled for service soon. However, in building this business, a full market analysis should be prepared including the costs associated with serving new customers and the resultant implications for pricing (see Agency Management Goal).
 - Ride-On will hire additional mechanics to offer maintenance services for other social service agencies.
 - Ride-On will develop a Maintenance Manual to be used by social service agencies.
 - Ride-On will service at least 10 vehicles from other agencies by June 30, 2007.

- *Fleet Management:* Continue to pursue a planned vehicle replacement schedule including the use of FTA 5310 and other funds. The average age of the vehicles in the Ride-On fleet in 1999 was 3.5 years. That has increased to an

**Agency
Basic Business
Development
Goal:**

To build the core business of the CTSA through the addition of participants and customers to existing business lines.

average of 4.8 years today. Operating and maintenance costs will inevitably grow as the fleet ages.

- Publish annual report of progress on vehicle replacement program.
 - Continue to seek three buses a year through the Section 5310 program.
 - Replace phone system through Section 5310 program.
 - Continue to seek Section 5310 grant for onboard surveillance cameras.
- *Emergency Preparedness:* Continue direct participation in emergency preparedness with social service agencies and current CTSA members in the region.

TMA

- *Vanpool Driver Training:* Implement improved vanpool driver training in an effort to increase safety and passenger satisfaction.
- *Vanpool Financial Support:* Seek private vanpool financial support by direct contact with major employers and custom design of vanpool services (See Chapter 5 Operations and Marketing Plan). Custom features could include on-board amenities on the vans, different pricing mechanisms to allow for occasional use, bonuses for riders who recruit new members, or other creative concepts that could encourage usage.
- *Outreach:* Expand TMA membership program.

TMA
Basic Goal:
To improve the stability and quality of TMA service delivery,

CONTRACT SERVICES

- *Cost Analysis:* Undertake rigorous cost analysis. A formal internal process is necessary to evaluate financial performance monthly. Such a process will quickly determine whether existing or new contract operations are in fact producing net income.
- *Contingency planning:* Develop backup plans for contract operations in the event that a joint venture partner such as Southland is no longer interested in or available for the venture.

***Contract Services
Basic Goal:***

To refine Ride-On's business management capability to ensure that contract management services meet net income objectives.

MODEST EXPANSION – GOALS AND OBJECTIVES

CTSA

- *Funding Allocation:* Obtain the additional TDA Article 4.5 funds from the region, bringing the total up to 5%. These funds should be used to build the professional capability of Ride-On to pursue additional funds from other sources (vanpools, new federal programs, private funding, etc.). Greater professional capability will allow the organization to be more innovative in achieving the objectives of the CTSA.
- *Senior Markets:* Building on previous planning efforts and earlier Ride-On experience, work with community

***Agency
Modest
Expansion Goal:***

To expand the size and scope of CTSA services using a marketing perspective to identify and initiate new services.

- agencies to create new services for seniors. These should include group travel to such destinations as congregate meal sites and individual travel to such destinations as medical appointments.
- Seek new funding sources possibly including those available through the SAFETEA-LU 2006 reauthorization⁴.

 - *Maintenance Services:* Combine maintenance operations with RTA or other agencies.

 - *Emergency Preparedness:* Expand upon Ride-On' s role in emergency preparedness by devising and implementing a plan to make Ride-On vehicles available to social service agencies for evacuation purposes in the event of a major emergency.

TMA

- *Service Expansion:* Expand the vanpool program with additional vehicles. Introduce expanded employer subsidy program. Design vanpool product from a marketing perspective. Include features and operating design that appeal to riders and employers. A total of 4-8 new vanpools per year would be modest expansion. There were 22 vanpools in operation by Ride-On as of December 31, 2005. Three additional vanpools have since been started. Implement as many of the following as possible:

***TMA
Modest
Expansion Goal:***
To inaugurate new vanpools applying a marketing perspective by selecting candidate businesses and structuring participation.

⁴ Safe, Accountable, Flexible, and Efficient Transportation Equity Act – A Legacy for Users: Federal reauthorization act for transit funding.

- Develop County of SLO Vanpool Program.
- Explore Vanpool expansion with large employers such as Pacific Gas and Electric.
- Use all discretionary STA funding from SLOCOG and LTF funding from the County for current Multi-employer Vanpool Pilot project.
- Set up Vanpool Rebate Program at Atascadero State Hospital. Move to prior page

CONTRACT SERVICES

- *Team formation:* Work with a joint venture partner to prepare additional competitive proposals in the San Luis Obispo region.
- *Financial objective:* Prepare business proposals that meet Ride-On's net income objectives

***Contract Services
Modest
Expansion Goal:***
To pursue business opportunities in the County in conjunction with a joint venture partner.

SUBSTANTIAL EXPANSION – GOALS AND OBJECTIVES

CTSA

- *Facility:* Participate in a joint maintenance and dispatching facility with RTA and possibly other agencies.
- *Senior Programs:* Expand upon the United We Ride protocol to create new senior transportation services in collaboration with

***Agency
Substantial
Expansion Goal:***
To achieve full integration with other operators in the San Luis Obispo region.

other local social service agencies including the Area Agency on Aging. Seek New Freedom⁵ or other funding for new service creation.

- *ADA Program:* Provide dispatching or maintenance services for Runabout or combine service with Runabout to maximize paratransit efficiency.

- *New CTSA Markets:* Establish a formal internal planning/analysis process to identify and initiate new programs and coordination opportunities with other local non-profit agencies

TMA

- *Service Expansion:* Greatly expand the vanpool program with additional vehicles. A total of 9-15 new vanpools per year would be substantial expansion. Implement as many of the following programs as possible to reach at least 10 new vanpools per year:
 - Develop County of SLO Vanpool Program
 - Explore Vanpool expansion with large employers such as Pacific Gas & Electric
 - Use all discretionary TDA funding for current Vanpool Pilot project
 - Set up Vanpool Rebate Program at Atascadero State Hospital

***TMA
Substantial
Expansion Goal:***
To achieve substantial vanpool expansion applying a marketing perspective to selecting candidate businesses and structuring participation.

⁵ New Federal transportation program for persons with disabilities going beyond the Americans with Disabilities Act mandate for services and capital facilities.

- *New markets:* Establish a formal internal planning/analysis process to identify and initiate new programs for other target markets (e.g. college students, downtown workers, visitors, etc.)
- *Regional coordination:* Serve other new emerging markets in coordination with the RTA and Regional Rideshare.

CONTRACT SERVICES

- *Contract Strategies:* Develop the capability to compete in the region for operating contracts without involvement in a joint venture. This would require developing more in-house expertise in transit operations, refining bidding procedures to be competitive without requiring other public subsidy, and managing operations to minimize risk to other Ride-On programs. Net income produced from contract operations should support the purpose and intent of the CTSA and also the 501(c) 3 purpose of the organization. Ride-On is a federally designated nonprofit corporation. This designation carries with it a particular purpose that results in its exempt status. In the case of Ride-On, the purpose is transportation for the elderly and disabled.

***Contract Services
Substantial
Expansion Goal:***
To pursue business opportunities in the County by building internal capability to compete independently.

Role of a Business Plan

Following adoption of the Goals and Objectives contained in the SRTP, Ride-On should establish a formal process for preparing and adopting an annual Business Plan. This Plan should take the adopted goals to the step of actual implementation. The Plan itself should further define the target objectives for the year in question and set very specific time-lines and resource allocations to meet these objectives.

The Business Plan is an integral component of the annual budget preparation for Ride-On. A very thorough annual process should define the actions to be taken by the organization as well as the accompanying budget for that year. The Plan should always be cross checked with the SRTP for consistency and reported to SLOCOG.

The process for developing the Business Plan should begin approximately 90 days prior to the start of the new fiscal year. It should be a multi-step process wherein the Board of Directors of Ride-On (with substantial technical input from the staff) discusses and finally adopts an annual action plan, which then goes through the budget planning and review process. The Business Plan should be adopted prior to the start of the new fiscal year.

CHAPTER THREE – DEMAND ANALYSIS

Demand for Ride-On's services has fluctuated over the years. Not all of the Agency's services have grown at the same rate. In fact, through its history, some services have grown while others have actually declined. Yet while there have been fluctuations among the services, demand for service in the region overall and for certain Ride-On services has grown steadily. The range of services needed in the San Luis Obispo region has grown as the population has increased, employment has grown, Cal Poly University has expanded, and congestion in the area has increased. As Ride-On moves through the next five years, it will be faced with responding to as many opportunities as possible given then-present management capability and funding.

The SLOCOG 2005 Long Range Transit Plan forecasts a growth rate of 3% per year for all transit services in the San Luis Obispo area. Ride-On could conceivably experience ridership growth in this range. As demonstrated by historical trends, the demand for different Ride-On services is not likely to increase at the same rate. The two largest ridership components are the Tri-Counties Regional Center (TCRC) and the vanpool program. The Regional Center program could grow as clients enter the system and there is funding through TCRC to add them to this CTSA service. The vanpool program could also grow. The Goals and Objectives stated growth targets for this program under varying assumptions. This latter demand is "latent" and could be stimulated through employer participation in subsidy programs. A combination of employer interest and Ride-On resources to implement the program details would define the real potential for vanpool service.

This chapter projects demand for Ride-On services under the various service scenarios defined in Chapter Two. Demand is projected by Ride-On program. Demand for all Ride-On services is not likely to increase at the same level. Thus the projected growth rates vary by program element. They also vary by the level of service as outlined in the

Goals and Objectives. For example, most elements are projected to remain flat in the Basic Service Level. Growth rates in the Modest and Substantial Service Levels are higher. The rate in the Modest Expansion level is projected at 3% a year consistent with the projection in the SLOCOG Long Range Transit Plan. The Substantial Expansion level is projected at 5% a year. The actual growth levels will depend upon several factors including the managerial capability of the Agency, available funding, areas of policy emphasis at the time, or other factors influencing demand.

The sections below present three growth scenarios. They correspond to the three levels of Goals and Objectives and then tie into the three alternative service scenarios presented in Chapter Two. The demand for services based upon recent ridership trends for each of the Ride-On program elements is projected as follows:

Tri-Counties Regional Center: Regional Center ridership on services provided by Ride-On has grown an average of 10% in each of the past two years. This is a very high growth rate. The Basic level is projected at zero growth. This means that the recent trend in ridership growth would stop in the 2006-2007 Plan year. Alternatively the Modest Expansion scenario projects 3% growth consistent with the Long Range Transit Plan. This scenario would see the addition of 4,000 trips per year to the total trips provided for TCRC. At the present trip volume, Ride-On accommodates approximately 5,100 trips per year per bus on each of the 26 buses in current service. Thus the Modest projection could be accommodated with the addition of approximately one bus depending upon the geographic distribution of trips. The Substantial Expansion level projects nearly 7,000 new trips or a volume requiring two new buses.

Community Interaction Program: The CIP program has experienced nearly 12% and 19% growth in the past two years respectively. Under the Basic Service Level scenario, this rate is projected to remain flat. The total volume of trips for the CIP program is very low at 3,385 projected for all of 2005-2006. While there

is demand for additional service and also excess capacity during off peak hours, expansion is constrained largely by available funding. The CIP program substantially depends upon operating support from State Transit Assistance (STA) funds allocated by SLOCOG. The Modest Expansion level at 3% would see an additional 115 trips for the year. This growth level is not sufficient to warrant an additional vehicle but could be accommodated with the existing fleet. The Substantial Expansion growth at 5% would see the addition of only 192 trips. Again this volume would likely be small enough that an additional vehicle would not be required.

Medi-Cal: Medi-Cal trip volume is slightly lower than CIP. Its projections under either the Modest or Substantial levels would not necessitate an additional vehicle. Modest growth would add only 98 trips per year. Substantial Expansion would add only 163 trips.

Private: Ride-On offers door-to-door services to private individuals. Clients are generally authorized by Workers Compensation. This classification also includes a Medical Shuttle, which picks up riders at any location in the San Luis Obispo area and transports them to doctors' offices or hospitals. Some service is also provided to convalescent homes. The volume of private trips is in the same range as Medi-Cal and CIP. Again, in both growth scenarios the volume of trips would not justify an additional vehicle.

Senior Transportation: The volume of senior transportation may be deceiving. The volume dropped greatly between 2003-04 and 2004-05 but this was due to the elimination of key services [scaling back of the Senior Shuttle by nearly half for cost control reasons]. From 04-05 to 05-06 the volume climbed again by approximately 9%. However the overall number of trips is very small. The demand for this service is very difficult to project. With the anticipated increase in the aging population, the demand for this service may only be measured by

the availability of funds to expand the program. This program has also been supported by SLOCOG STA discretionary funds (as a special project based on an unmet transit needs determination). The potential use of professional marketing and targeted outreach to the specific senior population could significantly impact ridership. The various growth scenarios are consistent in this Plan with the other program elements but are noted here as being dependent upon resources.

TMA Services: The demand for TMA services is difficult to project based upon recent trends. These are TMA services exclusive of the vanpool program. From 2003-04 to 2004-05 the volume of TMA trips dropped by nearly 26%. They then leveled off and grew by approximately 1% in 2005-06. There is excess capacity at certain times that could be dedicated to these services at minimal expense. This is particularly true of services like the Guaranteed Ride Home and the lunchtime shuttle. Expanded versions of these programs could be accomplished with minimal resources. Should service demand overlap other programs, priorities would need to be set by Ride-On in conjunction with its funding partners. The volatility of volume overall makes precise projection difficult. However, consistent with the other programs, this service has been projected for the three growth scenarios. While larger in volume than some of the other programs, a 3% increase still adds only 800 trips per year. Growth at the Substantial level of 5% adds only 1,400 trips. Such growth might require up to two buses depending upon how efficiently these services could be integrated with others or distributed throughout the typical service day or week.

Contract Services: The demand for contract services and thus the ridership volume as a component of the Ride-On total is not part of this forecasting process. The SRTP sets forth some Goals and Objectives for this service component but the resulting ridership is a direct result of the acquisition of contracts. It is not the result of Ride-On growth strategies as such. Any new

contract operation would obviously add ridership to Ride-On totals but would in fact be ridership attributable to the client agency (e.g. the County).

TMA Vanpools: Vanpool ridership is somewhat difficult to project. There has been a substantial decline in ridership in recent years. From 2003-04 to 2004-05 there was a 1.35% increase in ridership. However, there is a projected 6% decline in ridership the following year (2005-2006). The vanpool services operated by Ride-On can grow consistent with acceptance by major employers or with demand from rider groups traveling to the same destinations. This is dependent upon the success of the efforts of Ride-On to promote the program and the influence of other factors such as fuel prices to stimulate demand. Likely growth targets are P.G. & E. at Diablo Canyon, San Luis Obispo County, and Atascadero State Hospital. Other employers may also be brought into the program depending upon the effectiveness of Ride-On in promoting the program and external forces such as fuel prices. Each additional vehicle could add as many as 3,000 to 6,000 trips per year to the program totals depending upon how many passengers each carried. The cost of each vehicle would be included in the monthly charge to each rider. However, the purchase cost would be covered by Ride-On at the outset. This is discussed in detail in Chapter Six – Capital Plan and Chapter Seven – Financial Plan. Ride-On operates 22 vanpools at the present time. The average annual ridership per van is 4,300. At the midpoint of the Modest Expansion identified in Chapter 2 (4-8 vanpools per year), six (6) vans would be added to the program each year. Similarly, the midpoint of the Substantial Expansion (9-15 vanpools per year) would add 12 vans per year.

The Ridership Growth Tables 3-1, 3-2, and 3-3 below display the above growth assumptions.

**RIDE-ON TRANSPORTATION
SHORT RANGE TRANSIT PLAN**

Table 3-1 Basic Service Level Ridership

No growth projected beyond levels established for 2005.

	Current					Projected				
	Total 2003 2004	Total 2004- 2005	% Change 2003- 2004	Total 2005 Projection	% Change 2004-2005	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
Tri-Counties Regional Center	110,594	120,732	9.17%	133,478	10.56%	133,480	133,480	133,480	133,480	133,480
Community Interaction Program	2,883	3,225	11.86%	3,835	18.91%	3,840	3,840	3,840	3,840	3,840
Medi-Cal	2,125	3,342	57.27%	3,250	-2.75%	3,250	3,250	3,250	3,250	3,250
Private	2,094	2,684	28.18%	3,519	31.10%	3,520	3,520	3,520	3,520	3,520
Senior	1,813	958	-47.16%	1,044	9.01%	1,040	1,040	1,040	1,040	1,040
TMA Services	37,751	28,019	-25.78%	28,039	0.07%	28,040	28,040	28,040	28,040	28,040
Contract Services	7,233	7,471	3.29%	29,257	291.60%	29,260	29,260	29,260	29,260	29,260
TMA Vanpool	99,890	101,234	1.35%	95,117	-6.04%	95,120	95,120	95,120	95,120	95,120
Total	264,383	267,665	1.24%	297,538	11.16%	297,550	297,550	297,550	297,550	297,550

**RIDE-ON TRANSPORTATION
SHORT RANGE TRANSIT PLAN**

Table 3-2 Modest Expansion Level Ridership

** 3% growth projected for all services except TMA vanpool.

TMA vanpool projected based upon achieving growth levels in the Goals and Objectives

	Current					Projected				
	Total 2003 2004	Total 2004- 2005	% Change 2003- 2004	Total 2005 Projection	% Change 2004-2005	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
Tri-Counties Regional Center	110,594	120,732	9.17%	133,478	10.56%	137,480	141,610	145,850	150,230	154,740
Community Interaction Program	2,883	3,225	11.86%	3,835	18.91%	3,950	4,070	4,190	4,320	4,450
Medi-Cal	2,125	3,342	57.27%	3,250	-2.75%	3,350	3,450	3,550	3,660	3,770
Private	2,094	2,684	28.18%	3,519	31.10%	3,620	3,730	3,840	3,960	4,080
Senior	1,813	958	-47.16%	1,044	9.01%	1,070	1,110	1,140	1,180	1,210
TMA Services	37,751	28,019	-25.78%	28,039	0.07%	28,880	29,750	30,640	31,560	32,500
Contract Services	7,233	7,471	3.29%	29,257	291.60%	30,130	31,040	31,970	32,930	33,920
TMA Vanpool	99,890	101,234	1.35%	95,117	-6.04%	120,920	146,720	172,520	198,320	224,120
Total	264,383	267,665	1.24%	297,538	11.16%	329,400	361,480	393,700	426,160	458,790

**RIDE-ON TRANSPORTATION
SHORT RANGE TRANSIT PLAN**

Table 3-3 Substantial Expansion Level Ridership

** 5% growth projected for all services except TMA vanpool.

TMA vanpool projected based upon achieving growth levels in the Goals and Objectives

	Current					Projected				
	Total 2003 2004	Total 2004- 2005	% Change 2003- 2004	Total 2005 Projection	% Change 2004-2005	2006- 2007	2007- 2008	2008- 2009	2009- 2010	2010- 2011
Tri-Counties Regional Center	110,594	120,732	9.17%	133,478	10.56%	140,150	147,160	154,520	162,240	170,360
Community Interaction Program	2,883	3,225	11.86%	3,835	18.91%	4,030	4,230	4,440	4,660	4,890
Medi-Cal	2,125	3,342	57.27%	3,250	-2.75%	3,410	3,580	3,760	3,950	4,150
Private	2,094	2,684	28.18%	3,519	31.10%	3,690	3,880	4,070	4,280	4,490
Senior	1,813	958	-47.16%	1,044	9.01%	1,100	1,150	1,210	1,270	1,330
TMA Services	37,751	28,019	-25.78%	28,039	0.07%	29,440	30,910	32,460	34,080	35,780
Contract Services	7,233	7,471	3.29%	29,257	291.60%	30,720	32,250	33,870	35,560	37,340
TMA Vanpool	99,890	101,234	1.35%	95,117	-6.04%	146,720	198,320	249,920	301,520	353,120
Total	264,383	267,665	1.24%	297,538	11.16%	359,260	421,480	484,250	547,560	611,460

CHAPTER FOUR – ALTERNATIVE LEVELS OF SERVICE

Overview

Ride-On faces some uncertainty in the five-year time horizon of the SRTP. This is due to a combination of internal and external factors. These various factors can have a great influence on the direction and scope of Ride-On development during the period. Potential internal and external variables are listed below:

Internal

- *Management team capability.* The human skills and resources of the management team will influence the ability of the Agency to grow and achieve some of the Goals mentioned in Chapter Two.
- *Internally Generated Funds:* Ride-On's ability to develop funding and to manage revenue producing business ventures will have a great deal to do with the ultimate service level to be achieved. Internally generated funds would be net income from operations. Many of Ride-On's existing and potential business activities are meant to produce positive net income. These funds are typically unconstrained by regulation and can be used to support any of the Agency's existing or new programs.
- *Policy Environment.* The policy environment will dictate to some degree the direction and scope of Ride-On development. At the present time, the Federal government is emphasizing coordination of social service transportation. Environmental pressures continue to stimulate interest in alternative transportation options such as vanpools. The policy environment at the time will influence what funds are available and the role of the region in dictating the future of the Agency.

External

- *Fuel Prices:* Fuel prices will likely remain volatile for the foreseeable future. This will have an impact on both the operating cost of Ride-On and also the demand for Ride-On's services in the community. The higher that fuel prices go, the greater the demand will likely be for vanpools, low cost senior transportation, additional contract services, or other cost saving mechanisms.
- *Externally Generated Funds:* Ride-On has demonstrated historical ability to secure various grant funds. The 5310 and Construction Mitigation Funds (used for such programs as the vanpools on the Cuesta Grade) are examples. There are several sources of funding available to Ride-On. Vigorous pursuit of these would allow for expansion into the Modest or Substantial Expansion levels.
- *Partner Agency Needs:* Ride-On is a partner in the transportation community in San Luis Obispo. Its actions are increasingly interdependent upon the direction of other organizations. SLOCOG will have a great influence in the future through funding allocation decisions, emphasis on interagency collaboration, and enforcement of rules and guidelines associated with funds such as TDA.
- *Decisions of Other Partners:* The 1999 Short Range Transit Plan pointed out the vulnerability of Ride-On to decisions by the Tri-Counties Regional Center because that agency is the largest single source of income to the organization. Should the Regional Center choose to obtain transportation through other means or other sources and no longer contract with Ride-On, the organization would face very severe financial circumstances. This is still true today.

The result of these many divergent factors will be the need for Ride-On to remain flexible in its pursuit of a future direction. The course is not precisely clear. Thus the

Agency must be prepared to make decisions within an established framework and develop accordingly. It is for this reason that this SRTP presents three alternative service scenarios. The Agency must collaborate with its community partners and implement this plan and its elements incrementally to adjust its direction in response to issues, pressures, and opportunities at the time.

Chapter Two on Goals and Objectives laid out the three alternative service scenarios. The Chapter concluded with discussion of the role of a Business Plan in meeting these objectives. The key point is that on a year-to-year basis, Ride-On must set priorities in accordance with resource availability and community emphasis at the time. This Plan establishes the framework within which that annual determination should be made.

BASIC SERVICE LEVEL

Ride-On has established a solid Basic Service Level. The three core businesses of the organization form a framework within which to make decisions and to allocate management and other resources for growth and development. Each of these business areas could continue at its current level and meet many of the objectives outlined in Chapter Two – Goals and Objectives.

Management resources are limited. Growth in all three business areas will not be possible with the current management structure and talent pool. Decisions must be made as to how to allocate the available resources to approach even the Modest Expansion Level. Table 4-1 (page 45) itemizes growth or development targets for Ride-On under the Basic Service Level. These targets presume that there will be no major infusion of either new or larger funding from outside sources. Instead the majority are management actions that should be implemented and can be done at minimal cost. Many of those actions relate to the objectives of strengthening the agency and providing a sound base from which to pursue the more extensive growth of the Modest and Substantial Expansion levels.

The actions recommended in the Basic Level include a combination of enhanced management practices and continuation of existing programs with some quality or other technical refinements. Some cost may be required in order to retain the necessary outside expertise to implement some of the recommended actions.

Table 4-1 translates the goals and objectives from Chapter 2 into actions to be implemented within the 5-year time horizon the Plan (2006-2011). These are for the Basic Service Level. They project implementation timeframes and estimated costs. Each item should be evaluated by Ride-On and incorporated into the annual business plan. That process will provide the opportunity to assess management capability and other necessary resources for the year in question. Once a commitment to an implementation item is made, it will become a target for eventual evaluation by the Agency and by SLOCOG.

The actions recommended in the Basic Level include a combination of improved management practices and continuation of existing programs

**RIDE-ON TRANSPORTATION
SHORT RANGE TRANSIT PLAN**

Table 4-1 Basic Service Level Projections

Enhance Activity	Growth Target	Target Period	Projected Cost
Develop reserve account balance	\$200,000	2006-2011	Results from net income on other projects
Issue financial statements by the 25 th of the month	Management action	Immediate	None
Monitor cash flow with improved procedures	Management action	Immediate	None
Improve staff technical capability	Management action	2006-2008	\$10,000 per year for additional training
Install and implement MDT's	Install on 50 vehicles; use 5310 grant funds; 75 purchased for Ride-On use and for other agencies	2006-2007	\$135,000 total cost for 75; local match \$27,000; intended to include software interface development, installation, etc.
Refine SLOCOG and other agency reporting	Develop consistent reporting tools and cost accounting procedures	2006-2007	\$25,000 [estimated cost of accounting fees or consulting services]
Customer Responsiveness	Monthly meetings with key clients	2006-2007	None
Dispatch process improvement	Management action	2006-2007	\$10,000 [possible consulting fees]
Hire additional mechanic	1 full time mechanic	2006-2007	\$40,000 per year
Expand maintenance business	Add 10 additional vehicles to maintenance business	2006-2007	Net income should offset most or all of additional mechanic
Maintenance Manual	Management action: prepare manual for distribution to other CTSA partners	2006-2007	\$10,000 [possible consulting fees]
Vehicle replacement	3 buses per year	Each year	\$36,000 local match for \$168,000 in new buses
New phone system	Replace existing system	2006-2007	Existing Grant
Vanpool Driver Training program	Management action	2006-2007	None
Vanpool Features (onboard amenities, etc.)	Management action	2007-2008	None
Contract Service cost analysis	Management action	2006-2007	None
Contract Service operational backup plan	Management action	2006-2007	None
Emergency Preparedness	Management action	2007-2008	None

MODEST EXPANSION SCENARIO

The Modest Expansion Level presumes that most if not all of the objectives of the Basic Service Level have been met. Because most of these were management development oriented, they form an appropriate platform from which to launch a higher growth level. Without improvements in internal systems, Ride-On will be limited in its ability to create new services and to operate them once initiated. Further, growth at the Modest Expansion Level would require resources beyond internally generated revenue. This level would entail expansion of existing programs or the introduction of new services.

Modest growth in the scope of Ride-On services will depend upon the availability of funding to support service expansion. Table 4-2 (page 49) reflects estimated costs associated with the expansion levels projected in the Goals and Objectives. The source of funds, if known, is also described. Precise budgets for each service component would have to be developed for each program as either part of a grant application or as an operating contract proposal. This projection can serve as a guideline in the planning process.

Ride-On operating costs are in the \$60 to \$65 per hour range. This includes the full cost of vehicles. If a project is operated with 5310 vehicles requiring only a 20% match, the true operating cost is lower. The recent triennial audit documented an operating cost per vehicle service hour of \$62.54 per hour for all CTSA services combined. The full cost of a vehicle would

The actions recommended in the Modest Expansion Level require a combination of management improvements of the Basic Level and additional funding.

add approximately \$5.00 per hour to this cost. If purchased under the Section 5310 or other federal programs, Ride-On would pay only 20% of this total capital cost. Applying these figures allows to project operating costs for various service scenario levels.

Table 4-2 below projects operating costs for the alternative service packages recommended as within the Modest Expansion Level.

Table 4-2 Modest Expansion Projections

Enhance Activity	Growth Target	Target Period	Projected Cost
Funding for management refinement	Additional TDA funds	2006-2007	None; receive full 5% of TDA
Senior Transportation	4,000 – 5,000 service hours per year (equivalent of approx. 2 buses)	2008-2009	\$250,000 to \$313,000 per year operating; \$12,000 per bus matching funds
Combine maintenance with RTA	Expanded maintenance capability	2008-2009	None; could result in cost savings
Emergency Services Plan	Management action	2006-2007	None
Expand Vanpool program	4 – 8 new vanpools	Each year	Minimal administrative time; vanpools should be self funded
Prepare more competitive proposals for contract services	1 to 2 new contract operations	2007-2008	\$20,000 (projected cost of consulting services to support the proposal process)

This package of growth strategies could not all be implemented in the same timeframe. Instead, the Agency must prioritize these and pursue those within available resources. Table 4-2 suggests target periods for implementation. These should be refined each year in the business plan update. Specific targets would result from anticipated funding sources, local planning priorities, interaction with other agencies, or other factors that will influence the overall growth potential. As the target periods indicate, the various expansion areas could simply be spread over the 5-year planning horizon for ultimate implementation.

Implementations of the Modest and Substantial Expansion Service Levels assume that the objectives of the Basic Level have been met. Because the Basic Service Level consists largely of refinements to accommodate growth, it is an essential foundation for the expanded service levels.

SUBSTANTIAL EXPANSION SCENARIO

Substantial growth is dependent upon additional funding. Chapter Three – Demand indicated that demand for service particularly among seniors will grow substantially in the five-year planning horizon. This growth will likely outstrip available resources to expand service. As with the Modest Expansion Level, the Substantial Expansion Level projects growth in service that might not fully accommodate the anticipated.

In order to accommodate the Substantial Level, new resources must be procured. This Plan estimates the cost of providing a significant increase in senior transportation at between \$250,000 and \$313,000 per year in operating expense. Matching funds for capital needs would warrant additional expenses for Ride-On (see Chapter 6 - Capital Plan). Matching requirements are estimated at another \$20,000. These funds could come from Federal or other sources and will require vigorous pursuit by Ride-On in association with SLOCOG and perhaps RTA. The renewed emphasis on social service coordination contained in SAFETEA-LU will provide a basis from which to pursue such funds. Ride-On should take a leadership role as the CTSA in bringing the agencies in the community together to achieve additional efficiencies and to obtain new funds for service expansion. Further it should take the lead on implementing the United We Ride protocol by leading the social service community toward greater service coordination.

One tool available to Ride-On to accomplish this coordination or ultimate consolidation would be the Mobile Data Terminals; those are programmed for installation on vehicles belonging to other agencies [see Chapter Six for more details regarding Mobile Data

Terminals]. This tool tied to Ride-On's computer system will allow for mixing passengers more easily on other agency vehicles. This is highly consistent with the original intent of the CTSA legislation.

This service level would also potentially include greater collaboration and possible consolidation of paratransit services with RTA's Runabout service. The SLOCOG Second Phase of the Coordinated Maintenance and Dispatch Facility Study suggested that consolidation be considered in the later phases of that project. This would generally be consistent with the Substantial Expansion of Ride-On services. A considerable amount of institutional work would be required to bring Ride-On and RTA together to achieve such consolidation. The same study proposes combining the physical operations of the two organizations in an earlier phase. Once physical proximity is achieved, functional integration would be made much easier.

The actions recommended in the Substantial Expansion Level require considerable funding to implement new services.

The Substantial Expansion Level would follow a progression through the earlier growth levels. For example, the achievement of growth in the vanpool program at the Substantial Level would imply that growth through the Modest Level had already been achieved. It means setting the targets higher.

Table 4-3 Substantial Expansion Projections

Enhance Activity	Growth Target	Target Period	Projected Cost
Joint Maintenance Facility	Shared Operating facility with RTA	2007-2008	Ride-On share of matching funds
Senior Transportation	4,000 – 5,000 service hours per year (equivalent of approx. 2 buses)	2008-2009	\$250,000 to \$313,000 per year operating; \$10,000 per bus matching funds ⁶
Combine dispatching with RTA for Runabout Service	Improved productivity of both Ride-On and Runabout	2008-2009	None; could result in cost savings
Internal planning and analysis process	Management action	2007-2008	None
Expand Vanpool program	9 - 15 new vanpools (County program, Atascadero State Hospital, P.G. & E.)	Each year	Minimal administrative time; vanpools should be self funded
Compete without joint venture partner	1 to 2 new contract operations	2008-2009	Positive net income; management capability should have been developed earlier

⁶ See Chapter Six for detail.

CHAPTER FIVE – OPERATIONS AND MARKETING PLAN

Operations Plan

Ride-On operations are a patchwork of services sharing key resources. Some of the shared resources are the vehicle fleet, the driver pool, the maintenance department and the administration; to some extent another resource is the dispatching. The Agency's services are structured around the contract with the Tri Counties Regional Center. This major service component is the backbone of day-to-day operations. The majority of the non-vanpool fleet is dedicated to this service in the early morning and mid-afternoon periods on weekdays. This non-vanpool fleet consists of the buses used for CTSA service. The contract with the Tri-Counties Regional Center (TCRC) prohibits the Agency from carrying other passengers on the buses at the same time as TCRC clients are transported. This means that the CTSA operations are dedicated to the TCRC clients during those key times of the day. Other passengers are then scheduled around this major obligation. With the majority of the bus fleet dedicated in this way, expansion of operations for seniors or other target populations is limited. Significant growth could only be accommodated with additional vehicles.

The Agency also shares its management resources across its many services. The dispatch center schedules rides for all services within the existing constraints of program requirements. The TCRC service is actually scheduled by the TCRC service broker, R and D Transportation. Once the rides are scheduled, they are transmitted to Ride-On to be provided. This requires additional steps to convert the R and D data onto Ride-On manifests for the drivers⁷. There are inefficiencies in this process that would require a combination of greater cooperation and technical resources to overcome. However, on a day-to-day basis, the system works.

⁷ A manifest is the document used by the driver to list the pickup and drop off information for each passenger to be carried during a particular work shift.

The other large ridership segment at the present time is commuter vanpool passengers. Little management is required once the particular vanpool is organized and in operation. The driver handles most of the administrative work and ridership is consistent on a daily basis. Because the vans are parked in the field, the critical management requirement is to ensure that they are brought to the Agency maintenance center on schedule for routine servicing. The Operations Manager schedules this.

Modest to Substantial Expansion of the vanpool services would require up front effort to market the program more aggressively, to organize the new vanpools and to coordinate the maintenance program to accommodate them. Operationally, the vanpools would require little routine oversight, however, management oversight would be necessary to ensure service quality is maintained and that participation does not drop without review and analysis.

Ride-On could increase operational efficiency if greater internal emphasis is placed on handling scheduling and dispatch in a more integrated fashion. The existing scheduling system, Schedule Pro, offers some capability to integrate trips and route buses efficiently. However, this Plan recommends a study of the dispatch function to achieve efficiencies that might allow for considerable expansion. As part of this effort, a review should be undertaken of the overall applicability of the Schedule Pro system. With the introduction of Mobile Data Terminals (MDT's), additional challenges will be placed on the system. Schedule Pro is not the most robust scheduling and dispatch system available on the market. Other systems allow for easier integration of MDT's. An evaluation of the capability of Schedule Pro will be required in order to determine its applicability in an expansion mode.

Operations Recommendations:

- *Review the current dispatch and identify areas in need of improvement*

Ride-On operating procedures have evolved as new services have been added. In order to achieve efficiencies and to prepare systems for expansion,

a full review of the operating procedures should be undertaken. This recommendation is referenced in the Basic Service Level as “dispatch process improvement”.

- *Refine financial analysis and reporting*

Throughout the course of the Plan development, substantial discussion occurred regarding the financial position of the Agency and the viability of individual services. Precise analysis and recommendations were difficult because of the fluid nature of the financial reporting. This should be corrected within the context of the Basic Service Level. There is substantial need for refinement of the financial reporting process, its formalization by the Ride-On Board of Directors, and its ultimate oversight by SLOCOG. The use of a consistent approach to overhead cost allocation and the subsequent distribution of TDA revenues among programs need greater scrutiny.

- *Expand services in all market segments*

The combination of known demand and anticipated growth in the senior and disabled populations suggest the need for substantial growth throughout the range of services operated by Ride-On. This is also true of the need for services for the general public such as commuter vanpools as fuel prices escalate and traffic grows. Ride-On is well positioned as an organization to serve this wide spectrum of service needs and can become a flexible tool for responding to these growth trends. Its role as the CTSA is very broad and appropriately identifies it as the proper agency to respond to future demand in the special needs population. Its role as the TMA also positions it as the proper player to address the escalating needs of the general population, if done via greater coordination with public transit providers. As a private non-profit, Ride-On is sufficiently flexible to bridge the gap between the limitations of a public agency and the lack of oversight directed at a private company. The Agency needs to work in partnership with SLOCOG as the regional policy

body, the Regional Transit Authority (RTA) as the formal public transit operator and regional rideshare coordinator, and major public and private industry as employers increasingly become dependent upon public services.

Marketing Framework and Recommendations

The Short Range Transit Plan (SRTP) prepared in 1999 contained a marketing element. This Plan will build upon that work and bring the marketing efforts of Ride-On into the perspective of the future of the organization as a whole. To do so, it is important to begin with a firm conceptual basis for a marketing program. Marketing is a mix of elements that interrelate and create a framework for decision-making. It is an approach to management thinking that is useful in guiding new program development or refining existing services.

Framework

The classic marketing mix is made up of four elements: Product, Price, Promotion, and Place.⁸ These 4 P's of the marketing mix are proposed for application to all current and future service refinements or additions by Ride-On.

- **PRODUCT**

Products are created to serve an identified need. Marketing is based upon offering products (or services) that are sought in the marketplace. This goes far beyond the concept of creating a service and then “marketing” or “selling” it in hopes of someone deciding to use or purchase it. This is a cornerstone concept in the marketing mix.

- **PRICE**

⁸ Philip Kotler is a leading authority on marketing management and has defined the marketing mix in a number of books including graduate texts on the subject.

Price is a key area of marketing strategy. Any product or service must be correctly priced in the marketplace in order to generate sales. Sometimes pricing decisions are based upon competitive services. Sometimes decisions are based upon strategies relative to competition. In Ride-On's arena, pricing must take into account the availability and levels of various subsidies that combine with user fees to make up the actual price of a service.

- **PROMOTION**

Promotion is the element that most people think of when they mention "marketing." It is the advertising or public information element of the mix. It is the sales element. Promotion is used to offer a product or service and to encourage people to use it or buy it. Typically after a service is designed for its appeal to a market segment, it is then packaged in a way to make it known and appealing to that market.

- **PLACE**

Place is the classic positioning of a product or service. Should the product be sold at Macy's or Target? This is the "Place" decision. It has to do with the nature of the target market and how members of the target market are likely to view the service. In the Ride-On case, this might mean that a program like Safe Ride Home is targeted to college students rather than the general public because typical adults may not wish to ride with a group of college students. Attempting to attract large numbers of non-students may not be effective because the service is "placed or positioned" to reach the college market.

Using the elements of the marketing mix as a framework for developing a marketing management perspective will help Ride-On to structure future service offerings and evaluate the effectiveness of existing programs. Both Ride-On management and SLOCOG can use this perspective for planning or evaluating marketing strategies over the next five years.

Marketing Recommendations

The 1999 SRTP and the recent triennial performance audit pointed out that the system identity for Ride-On and its public information were sometimes fragmented and inconsistent. There was a misperception in the community that Ride-On served only the elderly and disabled. This was in part attributed to the relationship to United Cerebral Palsy as the parent organization. As marketing expenditures are made and new efforts are initiated particularly through the TMA, there is an increasing awareness of Ride-On in the community. Ride-On has plans for spending substantial funds in the near future to further this effort. Some of this initiative will be taken in conjunction with Regional Rideshare. With the expenditure of these funds and the introduction of a broader marketing definition in this SRTP, the following recommendations are offered for all three scenarios. These are basic concepts that apply to any scenario and can be implemented in the near term.

▪ NEW PRODUCT CONCEPTS

- *Maintenance Business:* Consistent with CTSA expectations, develop centralized maintenance as a “product” of Ride-On with a range of benefits unique to the organization and available to new customers. This can be done by Ride-On whether it joins in a consolidated program with RTA or not. The Agency has recently added a new customer with 10 vehicles to its maintenance program. These benefits would include specialized capability in van and cutaway maintenance, computerized record keeping, late hours, etc. Price this service competitively in the San Luis Obispo market. Promote this service through printed materials displaying the product and use direct contacts with prospective customers. These prospective customers of the CTSA include other non-profit agencies in the region. The concept could also be expanded to include for profit companies that need maintenance services. The net income from this business would be available to support the other

- business functions of Ride-On. The recommended maintenance manual [see Chapter Two] would be prepared for agencies that choose to continue providing their own maintenance but need improved technical tools to accomplish this.
- *Commuter Vanpools:* Ride-On is positioned to expand the vanpool program with major employers. Vanpools are one of the principal products offered by the Agency and both the Modest and Substantial Expansion Levels recommend significant increases in the vanpool program. Vanpool opportunities should be packaged for presentation to employers as integrated pieces and coordinated with Regional Rideshare as a full range of alternative transportation options available to commuters and students.
- **IDENTITY**
 - *Consistent message:* Develop a consistent identity for use throughout all Ride-On programs. This should include graphic and narrative (including verbal) presentations. All public information pieces should tie together and convey the appropriate message as to the ultimate service provider. Ride-On should consider the services of an outside marketing consultant to assist in this process.
 - *Unifying color scheme:* Select a consistent color scheme for use on the fleet that draws attention to the service and supports the multi-faceted nature of Ride-On. This may require reconsidering the method used to display advertising on the vehicles (such as that of Cellular One at the present time).
 - **COMMUNITY PRESENCE/AWARENESS**
 - *Local outreach:* Initiate a program whereby key community leaders are invited to visit Ride-On and become aware of its services. This could take the form of an annual luncheon or similar program to introduce the community to Ride-On. Board members should participate heavily in this effort.

- *CTSA updates:* Make periodic formal presentations to the SLOCOG Board to keep the CTSA concept fresh in the minds of key community leaders and decision-makers affecting the organization's funding.
- *Website:* Upgrade the Agency website to increase the visibility of Ride-On services as well as to add links to other operators or services in the region.

CHAPTER SIX – CAPITAL PLAN

A capital plan for Ride-On identifies the major equipment and facilities that will be required to implement the various recommendations through the Plan period. This Capital Plan has been put together based on service needs identified in the Plan. Emphasis is placed on maintaining existing transportation service levels as identified in the Basic Service Level as detailed in Chapter Two of the SRTP. Capital needs of other service scenarios are also discussed but in less detail due to the somewhat uncertain future of growth opportunities for the Agency.

Ride-On currently has a fleet of 22 cutaway vehicles, in the standard cutaway style, and 42 vans. The cutaway vehicles average approximately 36,000 miles per year. The vanpool vans range from 21,000 to over 35,000 miles per year. The average fleet age is 3 ½ years indicating that Ride-On has a timely fleet replacement program in place. It is a little behind in van acquisitions though and that will result in a slight increase in van purchases in 2008/09 and 2009/10 years.

Table 6-1 summarizes the number and type of vehicles and the mileage range of those vehicles (See Appendix B for a more complete fleet inventory).



Table 6-1 Ride-On Fleet Composition and Mileage
December 2005

Mileage	Vans	Cutaways
Over 200,000	6	4
150,000 – 200,000	7	7
120,000 – 150,000	10	1
90,000 – 120,000	6	4
60,000 – 90,000	4	4
30,000 – 60,000	9	0
1 - 30,000	0	2
Total Fleet Size	42	22

In order to manage the fleet acquisitions and capital outlays, to the greatest extent possible Ride-On should equalize its capital expenditures. In other words Ride-On should plan for a set capital outlay amount each year in its budget. This will reduce wide fluctuations in capital outlays and the consequent impacts on other parts of the budget and operations. The Capital Plan in this chapter assumes that Ride-On will equalize its capital expenditures over the life of the plan and establish a capital reserve account. This will help with annual budget planning .

Basic Service

Cutaway buses - The Basic Service Level assumes the existing services and deployment patterns. Based on the average miles of service being applied to the cutaway vehicles, Ride-On can expect 7 years of reliable service life from these vehicles. Seven years of service will conclude with the cutaway buses having in excess of 200,000 miles on them. The Federal Transit Administration (FTA) Section 5310 program for specialized transit is the major funding source for the cutaway buses. This program is a competitive capital transit assistance grant administered by Caltrans

(which conducts an annual statewide review of all applications) and gives the highest priority to bus replacement over fleet expansion, and for those buses with mileage levels over 154,000. Ride-On should continue to apply for federal funds for replacing its cutaway buses every 7 years.

The current price of a cutaway bus such as operated by Ride-On is \$56,000 to \$60,000 depending upon equipment included. The Section 5310 program requires a 20% local match that is \$11,200 – \$12,000 per bus. With Ride-On replacing 3 buses per year, its annual share of the required local match is \$33,600 (see Table 6-2).

Commuter vanpool and cutaway vans - Based on the range of miles being accumulated by the vans in various services, Ride-On can expect 7-8 years of reliable service from its vanpool fleet. With 42 vans in service Ride-On should plan on a six-year replacement cycle for these vehicles. That will require Ride-On to replace 7 vans per year. Ride-On currently purchases late model used vans from local auto auctions for this program. These vehicles are typically 2 years old with approximately 20,000 miles at the time of purchase and cost \$20,000 each on the average. As most vans are financed, finance costs of approximately \$2,500 were added to the price for planning purposes. This approach to van purchase that has worked well for the Agency is assumed to continue. The vans are not equipped with wheelchair lifts. There is not a dedicated state or federal funding program for vanpool vehicles.

Van replacement is calculated into the rate paid by the customers who ride the vans; lease of a vehicle is an operating cost. The rates customers pay for the service cover the cost of the vehicles as well as operations. The key issue in vehicle replacement is cash flow. Because the riders pay off the cost of the vehicle over a period of years rather than up front, Ride-On must secure the cash to purchase the vans originally. Today this is done through financing from various sources including partner agencies, individuals, and local banks. An additional option for vanpool replacements would be to lease the vans via a commercial lender or leasing company. This will of course increase

total costs due to the finance costs. One issue relating to capitalizing the vans that from an accounting standpoint, the purchase of an asset such as a vehicle is a capital cost, but the lease of a vehicle is an operating cost. Typically though, the leasing monthly costs are lower, but there is a residual due at the end of the lease that makes the life-cycle costs expensive. These vans will be high mileage vehicles at the end of their six-year service life so the resale value may not offset the lease residual amount. But from an economic standpoint, the future residual would be paid off with then current year (lesser value) dollars. However Ride-on is achieving the same with its current bank and partner loan purchase plan.

Table 6-2 Annual Vehicle Capital Costs
(Current fleet size and composition)

	Ride- On Cost	Annual Acquisition	Ride-On Annual Capital
Cutaway Bus @ \$56,000	\$11,200	3	\$33,600
Van @ \$22,500	\$22,500	7	\$157,500
TOTAL ANNUAL VEHICLE CAPITAL COSTS			\$191,100

Mobile Data Terminals - Ride-On plans to acquire 75 Mobile Data Terminals (MDT's). An MDT unit is mounted in a bus and receives data transmissions from a computer system located in the office. A number of transmission methods are available today but the most common is a dedicated radio frequency. The functions typically performed by MDT's are the following:

- Transmission of passenger pick up and drop off information for the driver (in a system without MDT's this is done with paper manifests)
- Recording of actual pick up and drop off times electronically; this is done by the driver pushing a button on the MDT that transmits a time stamp to the computer in the office.

- Compilation of other records regarding a particular stop such as the odometer reading, and fare collected.
- Automation of performance monitoring by allowing electronic comparison of actual data (time, mileage, etc.) to scheduled in the original computer record. In many systems without MDT's this is done manually.
- Automatic Vehicle Location (AVL): some MDT technology is coupled with AVL capability to allow the office to monitor vehicle location. This can be used to determine whether a specific vehicle is located so it can pick up other passengers or to answer "where is my ride" call from a waiting customer. AVL technology may be added to the Ride-On fleet in the future. AVL is not included in the current MDT format and thus is not part of the Capital Plan.
- Mixing passengers: MDT's can facilitate passenger sharing among operators if all are equipped with MDT's and they use a common dispatch center. If riders from multiple programs are scheduled through one agency, the use of MDT's can facilitate combining passengers from different agencies in the same vehicles.

Once installed these MDT's should provide 5-7 years of service life. The equipment itself would likely last for many years. However, it will likely be made obsolete by changes in computer and communication technology thus forcing upgrade. MDT's have a broad range in price depending on features and capabilities. Ride-On secured funding for a total of 75 MDT' s through several FTA 5310 grants awarded in recent years. The total cost of the package was \$135,000. This was to include the cost of developing the software interface between the MDT's and the Schedule Pro computer system that Ride-On currently uses. The purchase of 75 MDT's will allow installation in Ride-On CTSA buses and for use by other agencies in the region as a tool for service integration. The technology could encourage other agencies to participate in the CTSA to derive the benefits associated with advanced technology. There is no need to install MDT's in the commuter vans as the benefits outlined above do not support vanpools.

Commuter vanpools are very predictable (fixed hours, predetermined pick up points and typically pre-assigned riders).

Currently in San Luis Obispo County, Runabout (ADA paratransit vans) will soon implement its first MDT's and only San Luis Obispo Transit is using AVL technology (fixed-route buses).

With a seven-year service life at today's costs, the annual replacement value of the current MDT package is approximately \$32,000.

Information Systems – For Ride-On, as with any business today, computers are a critical business tool. Ride-On employs 13 office staff including the maintenance supervisor. The staffing level requires 13 computers and approximately 3 printers. Additionally a business of this size would have three servers. One server as the business/office server, a vehicle maintenance system server, and a back-up server. Additionally approximately \$1,000 of software of various capabilities is installed on most business computers. The capital costs of the computer systems are shown in Table 6-3

Table 6-3 Information Systems Estimated Costs

Component	Quantity	Cost	Subtotal
Desktop/laptop computer	13	\$2,500	\$32,500
Server	3	\$4,000	\$12,000
Software	13	\$1,000	\$13,000
Computer systems total cost			\$57,500

In an office environment such as Ride-On, computers can provide a five-year service life although 3-4 years is more common at state agencies and large businesses. In today's dollars, the annual replacement cost of the computer system is \$11,500.

Camera Systems

It has become common practice in the transit industry to install on-board camera systems on buses. They can increase safety for drivers and passengers. They also serve to document incidents that occur on or near the bus. Ride-On has applied for \$11,000 to provide on-board camera systems. The cameras will be installed on the cutaway buses and will have a service life equal to the life of the bus, or seven years.

The total capital cost estimate for the Basic Service Level is projected at \$236,800 a year as detailed in Table 6-4. This capital plan focuses on replacing existing vehicles and making no major technology upgrades in the next 5 years.

Table 6-4 Basic Service Level-Total Capital Replacement Costs

Component	Annual Replacement Cost
Cutaway Buses	\$168,000
Vans	\$157,500
MDT's	\$32,000
Computers	\$11,500
Camera System	\$11,000
Total Annual Capital Needs	\$380,000

Modest Expansion

Chapter Two Goals and Objectives specify six recommendations for a modest expansion of Ride-On's transportation services. Three of those recommendations may require additional capital expenditures. Those three are:

- Create new senior transportation services.
- Combine maintenance operations with RTA or others.
- Expand Vanpool program by 4-8 new vehicles per year.

Create New Senior Transportation Services

This recommendation may require the addition of more vehicles to the fleet. However, senior transportation has been a low demand market in the past. Given the SLOCOG adopted growth rates we forecast one additional cutaway may be required by the fifth year of the plan. This bus can serve both Tri-Counties Regional Center service and senior transportation. The capital costs will be the same as identified in Table 6-2.

Combine Maintenance Operations with RTA or Others

Any capital costs associated with this service expansion will depend on the capabilities and inventories of the other services being combined with Ride-On's maintenance operations. There may be a need to acquire major shop equipment necessary for good vehicle maintenance practices. As the needs and capabilities of each specific operator are varied and dependent on vehicle type, it is not possible to estimate the capital costs if any of achieving this goal. Other equipment might be needed due to a larger facility. Yet those potential upfront increases in capital needs (shared with others) will result in annual maintenance savings (operating side) past the start up phase of the joint facility.

Expand Commuter Vanpool Program by 4-8 Additional Vans Per Year

A new van suitable for a vanpool costs \$35,000 in 2006 dollars. Ride-On acquires two-year old vans with approximately 15-20,000 miles on them. Ride-On typically pays \$20,000 for these vans plus the financing interest. To purchase 6 used vanpool vehicles will cost \$120,000. The van replacement cost on a monthly contract purchase can be

recovered through the monthly or hourly charges for vanpool service. However that does not eliminate the cash needed upfront to acquire the van that increases the actual price. This is typically done through loans from program partners, individuals, or banks.

Ridership Growth

As noted in Chapter Three, Demand Analysis, under the Modest Expansion Level of service, increased Tri-Counties Regional Center ridership may require the acquisition of one additional cutaway bus. An additional vehicle for this service is reflected in year 5 of the Capital Plan (2010/11).

Substantial Expansion

Chapter Two Goals and Objectives specify eleven recommendations for a substantial expansion of Ride-On's transportation services.

Three of those recommendations might require additional capital expenditures. Those three are:

- Expand upon the United We Ride protocol to create new senior transportation services.
- Participate in joint maintenance facility with RTA or others.
- Greatly expand the vanpool program with 9-15 additional vans per year.

Create New Senior Transportation Services

This recommendation may require the addition of more vehicles to the fleet. However, senior transportation has been a low demand market in the past. Given the SLOCOG adopted growth rates we forecast two additional cutaways may be required by the fifth year of the plan (2010/2011). The unit capital costs will be the same as in Table 6-2.

Participate in Joint Maintenance Facility with RTA and Others

Any capital costs associated with this service expansion will also depend on the capabilities and inventories of the other services being combined. Additionally there

may be site acquisition costs and or building acquisition or construction costs. The market rate activities will cause real property and construction costs to be significant. The pending recommendations from Phase II of the Coordinated Maintenance and Dispatch Facility Study will quantify capital and operating costs as well as associated benefits. A proposed Memorandum of Understanding between the Regional Transit Authority and Ride On will help to assess the level of resources that Ride-On should commit to support the joint facility. Many factors will impact those costs, including the future terms of a competitive maintenance contract with a private vendor.

Greatly Expand the Commuter Vanpool Program by 9-15 Vanpools Per Year

A new van suitable for a vanpool costs \$35,000 in 2006 dollars. Ride-On acquires two-year old vans with approximately 15-20,000 miles on them. Ride-On typically pays \$20,000 for these vans plus the financing interest. Financial forecasts for this Plan are based upon the mid-point in the expansion range at 12 vehicles. To purchase 12 new vanpools will cost \$240,000. The replacement cost of a van on a monthly contract purchase can be recovered through the monthly or hourly charges for vanpool service. However that does not defray the immediate cost of acquiring the van and it increases the actual price of the van. Meeting this goal will require the expenditure of a significant amount of capital funds.

Ridership Growth

As noted in Chapter Three, Demand Analysis, under the Substantial Expansion level of service, increased Tri-Counties Regional Center ridership may require the acquisition of two additional cutaway buses. Two additional vehicles for this service are reflected in the fifth year of the Capital Plan (2010/2011).

Table 6-5 lists the annual capital costs for the three service levels. Inflation is assumed at 3% for the first three years of the plan and 5% for the final two years of the plan.

**RIDE-ON TRANSPORTATION
SHORT RANGE TRANSIT PLAN**

Table 6-5 2006-2011 Capital Costs Projections by Service Levels

	Projected 2006/07	Projected 2007/08	Projected 2008/09	Projected 2009/10	Projected 2010/11	Five Year Totals
BASIC SERVICE						
Cutaway Buses	\$168,000	\$173,040	\$178,231	\$187,143	\$196,500	\$902,914
Vans	\$157,500	\$162,225	\$167,092	\$175,446	\$184,219	\$846,482
MDTs	\$32,000	\$32,960	\$33,949	\$35,646	\$37,429	\$171,984
Information Systems	\$11,500	\$11,845	\$12,200	\$12,810	\$13,451	\$61,806
Camera System	\$11,000	\$2,200	\$2,266	\$2,379	\$2,498	\$20,343
TOTAL	\$380,000	\$382,270	\$393,738	\$413,424	\$434,097	\$2,003,529
MODEST EXPANSION SERVICE						
Cutaway Buses	\$168,000	\$173,040	\$178,231	\$187,143	\$256,500	\$962,914
Vans	\$191,250	\$225,000	\$258,750	\$305,438	\$354,459	\$1,334,897
MDTs	\$32,000	\$32,960	\$33,949	\$35,646	\$37,429	\$171,984
Information Systems	\$11,500	\$11,845	\$12,200	\$12,810	\$13,451	\$61,806
Camera System	\$11,000	\$2,200	\$2,266	\$2,379	\$2,998	\$20,843
TOTAL	\$413,750	\$445,045	\$485,396	\$543,416	\$664,837	\$2,552,444
SUBSTANTIAL EXPANSION SERVICE						
Cutaway Buses	\$168,000	\$173,040	\$178,231	\$187,143	\$316,500	\$1,022,914
Vans	\$225,000	\$292,500	\$360,000	\$427,500	\$522,000	\$1,827,000
MDTs	\$32,000	\$32,960	\$33,949	\$35,646	\$37,429	\$171,984
Information Systems	\$11,500	\$11,845	\$12,200	\$12,810	\$13,451	\$61,806
Camera System	\$11,000	\$2,200	\$2,266	\$2,379	\$3,498	\$21,343
TOTAL	\$447,500	\$512,545	\$586,646	\$665,478	\$892,878	\$3,105,047

CHAPTER SEVEN – FINANCIAL PLAN

Financing Ride-On services through the 5-year period of the SRTP (2006-2011) will vary with the level of service. The trends will follow one of two scenarios: 1) either the future service needs will drive a creative search for funds to fulfill them or, 2) funding will become available and some of the services described in Chapters Four and Five will be provided. Both scenarios will have long-term implications. New services defined by strong demand should be accompanied by a funding plan with long-term sustainability. Such a plan should be a catalyst to implement new services.

This Chapter projects Ride-On revenues under the three service scenarios. Revenue assumptions made for this chapter include:

- No major increase in specialized transportation funding.
- All current funding (local, state and federal) will continue to be available to Ride-On.
- There will be no major increase in funding under the Basic Service Level.
- Non-TDA revenue will grow by 3% per year.
- STA projections over the five year period per the SLOCOG Long Range Transit Plan (March 2005) will increase at 5% annually until 2010 then at 3% annually.
- LTF projections over the five year period per the SLOCOG Long Range Transit Plan (March 2005) will increase at 6% annually until 2010 then at 4% annually.
- For the Basic Service Level, the regional LTF allocation will stay at the current 4.5% level
- For the Modest and Substantial Expansion Levels, the regional LTF allocations will increase to the full 5% starting in 2007/2008 (same increases assumed for both expansion scenarios).

Table 7-1 gives annual income projections extrapolated from the Ride-On 2005-2006 budget (contract services annualized) and TDA data from SLOCOG, using the above assumptions. As shown by Table 7-1, potential fare increases in the next 5 years do

not drive the level of operating revenues to Ride-On. The pace of revenue increases varies with the service to which it pertains. For now the largest single source of income to Ride-On is the Tri-Counties Regional Center (TCRC). Fares are not charged to the TCRC riders. Instead, revenue increases are presumed as part of the contract between Ride-On and the TRCR. Similarly, the TMA commuter vanpool rates are set by balancing market elasticity (for acceptable rates to riders) and Ride-On's need to recover its costs completely with each vanpool. Elasticity is the relationship between fare level and its influence on the decision to use the service: typically, the higher the fare, the lower the ridership.

For most other Ride-On services, passenger fares are not charged by Ride-On as they are in regular transit service. While the public contract services do have fares associated with them, set by the various jurisdictions for which the services are provided, those fares are not set by Ride-On. Rather the jurisdiction sets the passenger fares and the operating revenue passes back to the jurisdiction to offset a portion of the operating contract cost. This leaves the smaller volume services in the Ride-On portfolio where fee/fare increases apply. For example, the Airport Shuttle service fare is set by Ride-On and determined by considering market elasticity. Thus most of the Ride-On operating revenue is not set in the traditional manner of public transit fares.

RIDE-ON TRANSPORTATION
SHORT RANGE TRANSIT PLAN

**Table 7-1: Ride-On 2006-2011 Financial Plan
Income Projections for Basic Service Level**

	2005-2006	Projected 2006/07	Projected 2007/08	Projected 2008/09	Projected 2009/10	Projected 2010/11
CIP	40,000	41,200	42,436	43,709	45,020	46,371
Medi-Cal	60,000	61,800	63,654	65,564	67,531	69,556
Private Pay	70,000	72,100	74,263	76,491	78,786	81,149
South Bay DAR	110,000	113,300	116,699	120,200	123,806	127,520
Cambria Trolley	90,000	92,700	95,481	98,345	101,296	104,335
Nipomo Transit	95,000	97,850	100,786	103,809	106,923	110,131
Senior Shuttles	24,000	24,720	25,462	26,225	27,012	27,823
TCRC	1,350,000	1,390,500	1,432,215	1,475,181	1,519,437	1,565,020
Gas Tax Refund	40,000	41,200	42,436	43,709	45,020	46,371
Vehicle Sales	8,000	8,240	8,487	8,742	9,004	9,274
Travel Training	14,000	14,420	14,853	15,298	15,757	16,230
Maintenance Income	5,000	5,150	5,305	5,464	5,628	5,796
TMA Fares	175,000	180,250	185,658	191,227	196,964	202,873
Vanpool Income	310,000	319,300	328,879	338,745	348,908	359,375
Incentive Income	30,000	30,900	31,827	32,782	33,765	34,778
Section 5310 Grants	150,000	154,500	159,135	163,909	168,826	173,891
TMA	400,000	412,000	424,360	437,091	450,204	463,710
Other Grants	5,000	5,150	5,305	5,464	5,628	5,796
LTF)	419,997	423,958	436,677	449,777	463,270	477,168
Membership TMA	20,000	20,600	21,218	21,855	22,510	23,185
GRH Income	3,000	3,090	3,183	3,278	3,377	3,478
Total	3,418,997	3,512,928	3,618,316	3,726,865	3,838,671	3,953,831

- The annual operating and administrative costs were assumed to stay at current levels before applying the 3% inflation.
- For the Modest Expansion Service Level the cost increases were assumed based on the following improvements;
 - 6 new vanpools per year.
 - One new cut-away bus in service by year 5.

- For the Substantial Expansion Service Level the cost increases were assumed based on the following improvements:
 - 12 new vanpools per year.
 - 2 new cut-away buses in service by year 5.
 - Those increases were added to the projected Basic Service Level costs

There is no increase in LTF revenue above the current 4.5% for the Basic service.

Operating and administrative cost estimates over the 5-year period of the plan were identified for the various service levels: the Basic Service Level, the Modest Expansion and the Substantial Expansion scenarios. Operating costs will total:

- \$19.6 million for the Basic Service Level. The estimated 2010-2011 cost would represent a 16% increase over the 2005-2006 operating costs
- \$21.5 million for the Modest Expansion Service Level. The estimated 2010-2011 cost would represent a 30% increase over the 2005-2006 operating costs
- \$23.1 million for the Substantial Expansion Service Level. The 2010-2011 cost would represent a 44% increase over the 2005-2006 operating costs

Table 7-2 gives Ride-On's Basic Service level operating costs and the revenue projections.

Capital Cost projections are based on the capital plan assumptions from Chapter 6 (Table 6-5). Expected capital costs over the life of the plan include all capital expense items. Replacement vehicle needs over the five-year Plan period include 15 dial-a-ride buses and 35 vans. In addition Mobile Data Terminals and various computer systems will need to be replaced. Capital costs over the five-year plan will range from \$1.4 million for the Basic Service Level, to \$1.8 million for the Modest Expansion service level and to \$2.3 million for the Substantial Expansion service level (See Table 6-5).

**Table 7-2 Ride-On 2006-2011 Financial Plan
Basic Service Level Operating Costs and Revenue**

	Current 2005-06	Projected 2006/07	Projected 2007/08	Projected 2008/09	Projected 2009/10	Projected 2010/11
Basic Service Operating Expenses	\$3,330,366	\$3,430,277	\$3,533,185	\$3,639,181	\$3,748,356	\$3,860,807
Basic Service Capital Expenses		\$227,100	\$276,183	\$284,571	\$298,800	\$313,740
Total Basic Service Expenses		\$3,657,377	\$3,809,368	\$3,923,752	\$4,047,156	\$4,174,547
Additional Section 5310 Grant Revenue		\$178,000	\$176,036	\$181,317	\$190,383	\$199,902
Basic Service Operating Revenue	\$2,729,000	\$3,088,970	\$3,181,639	\$3,277,088	\$3,375,401	\$3,476,663
TDA Revenue	\$419,997	\$423,958	\$436,677	\$449,777	\$463,270	\$477,168
Total Basic Service Revenue	\$3,418,997	\$3,690,928	\$3,794,352	\$3,908,183	\$4,029,054	\$4,153,733

* Source of data is Ride-On Budget for 2005-2006 extrapolated.

Table 7-3 details Ride-On's annual operating costs for the Basic, Modest Expansion and Substantial Expansion service levels, over the five-year horizon of the plan. The Basic Service cost is taken from the Ride-On 2005-2006 budget and extrapolated to reflect no change in the current service mix. Appendix G gives more details on the operating cost methodology.

RIDE-ON TRANSPORTATION
SHORT RANGE TRANSIT PLAN

Table 7-3 Ride-On 2006-2011 Financial Plan
Operating Costs by Service Level

	2005-2006	Projected 2006/07	Projected 2007/08	Projected 2008/09	Projected 2009/10	Projected 2010/11
Basic Service Expenses	\$3,330,366	\$3,430,277	\$3,533,185	\$3,639,181	\$3,748,356	\$3,860,807

Modest Expansion Expenses						
6 additional vanpools per year		\$81,104	\$164,641	\$250,684	\$339,309	\$430,592
Ridership growth 1 bus		\$0	\$0	\$0	\$0	\$50,680
Subtotal Modest Expansion Expenses		\$81,104	\$164,641	\$250,684	\$339,309	\$481,272
Total Modest Expansion Operating Expenses		\$3,511,381	\$3,697,826	\$3,889,865	\$4,087,665	\$4,342,079

Substantial Expansion Expenses						
12 additional vanpools per year		\$162,208	\$329,282	\$501,369	\$678,618	\$861,184
Ridership growth 2 buses		\$0	\$0	\$0	\$0	\$101,360
Subtotal Substantial Expansion Expenses		\$162,208	\$329,282	\$501,369	\$678,618	\$962,544
Total Substantial Expansion Operating Expenses		\$3,592,485	\$3,862,468	\$4,140,550	\$4,426,974	\$4,823,351

Table 7-4 summarizes capital and operating revenues for each Scenario together with the associated operating costs from Table 7-3 and capital costs from Chapter Six.

**RIDE-ON TRANSPORTATION
SHORT RANGE TRANSIT PLAN**

Table 7-4 Ride-On 2006-2011 Financial Plan

Operating and Capital Costs, and Revenues by Service Level
Including Projected Section 5310 Grant Funds

	Current 2005-06	Projected 2006/07	Projected 2007/08	Projected 2008/09	Projected 2009/10	Projected 2010/11
Basic Service Operating Expenses	\$3,330,366	\$3,430,277	\$3,533,185	\$3,639,181	\$3,748,356	\$3,860,807
Basic Service Capital Expenses		\$227,100	\$276,183	\$284,571	\$298,800	\$313,740
Total Basic Service Expenses		\$3,657,377	\$3,809,368	\$3,923,752	\$4,047,156	\$4,174,547
Additional Section 5310 Grant Revenue		\$178,000	\$176,036	\$181,317	\$190,383	\$199,902
Basic Service Operating Revenue	\$2,729,000	\$3,088,970	\$3,181,639	\$3,277,088	\$3,375,401	\$3,476,663
TDA Revenue	\$419,997	\$423,958	\$436,677	\$449,777	\$463,270	\$477,168
Total Basic Service Revenue	\$3,418,997	\$3,690,928	\$3,794,352	\$3,908,183	\$4,029,054	\$4,153,733

Basic Service + Modest Expansion Operating Expenses		\$3,511,381	\$3,744,932	\$3,939,798	\$4,140,953	\$4,398,183
Modest Expansion Capital Expenses		\$304,100	\$324,613	\$354,061	\$398,764	\$457,403
Total Modest Expansion Expenses		\$3,815,481	\$4,069,545	\$4,293,859	\$4,539,717	\$4,855,586
Additional Section 5310 Grant Revenue		\$178,000	\$176,036	\$181,317	\$190,383	\$248,302
Subtotal Modest Expansion Operating Revenue		\$3,170,074	\$3,299,174	\$3,477,840	\$3,661,781	\$3,901,831
TDA Revenue		\$423,958	\$483,783	\$499,709	\$516,199	\$533,272
Total Modest Expansion Revenue		\$3,772,032	\$3,958,993	\$4,158,866	\$4,368,363	\$4,683,405

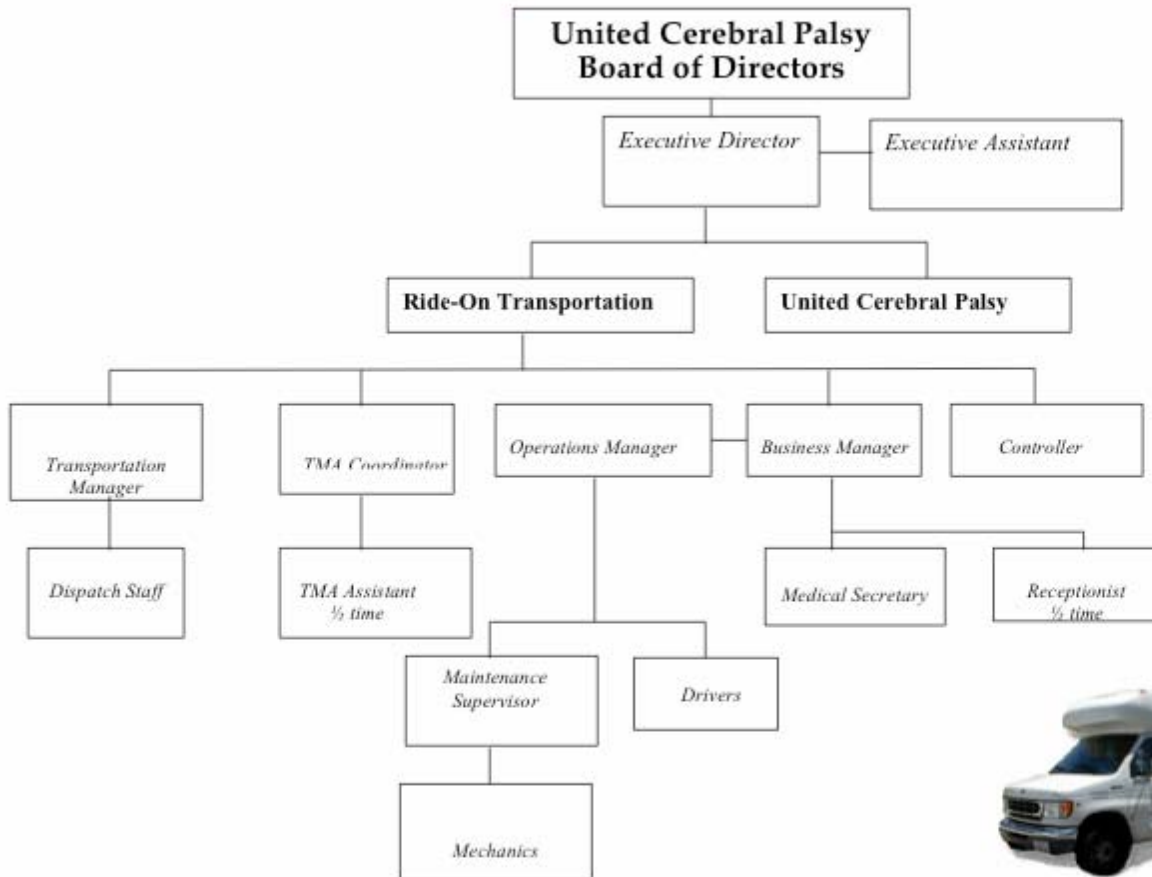
Total Basic Service + Substantial Expansion Operating Expenses		\$3,592,485	\$3,909,574	\$4,190,482	\$4,479,902	\$4,879,455
Substantial Expansion Capital Expenses		\$331,100	\$378,613	\$435,061	\$510,814	\$636,155
Total Substantial Expansion Expenses		\$3,923,585	\$4,288,187	\$4,625,543	\$4,990,716	\$5,515,610
Additional Section 5310 Grant Revenue		\$178,000	\$176,036	\$181,317	\$190,383	\$296,702
Subtotal Substantial Expansion Operating Revenue		\$3,251,178	\$3,463,816	\$3,728,524	\$4,001,090	\$4,383,103
TDA Revenue		\$423,958	\$483,783	\$499,709	\$516,199	\$533,272
Total Substantial Expansion Revenue		\$3,853,136	\$4,123,634	\$4,409,551	\$4,707,672	\$5,213,077

APPENDICES

APPENDIX A: RIDE-ON ORGANIZATIONAL CHART
APPENDIX B: RIDE-ON FLEET INVENTORY AND REPLACEMENT SCHEDULE
APPENDIX C: RIDE-ON RIDERSHIP
APPENDIX D: RIDE-ON INCOME
APPENDIX E: RIDE-ON OPERATING EXPENSES
APPENDIX F: SURVEY INFORMATION
APPENDIX G: OPERATING COST METHODOLOGY

Appendix A: Ride-On Organizational Chart


 UCP San Luis Obispo and
 
 Organization Chart



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Appendix B: Ride-On Fleet Inventory and Replacement Schedule

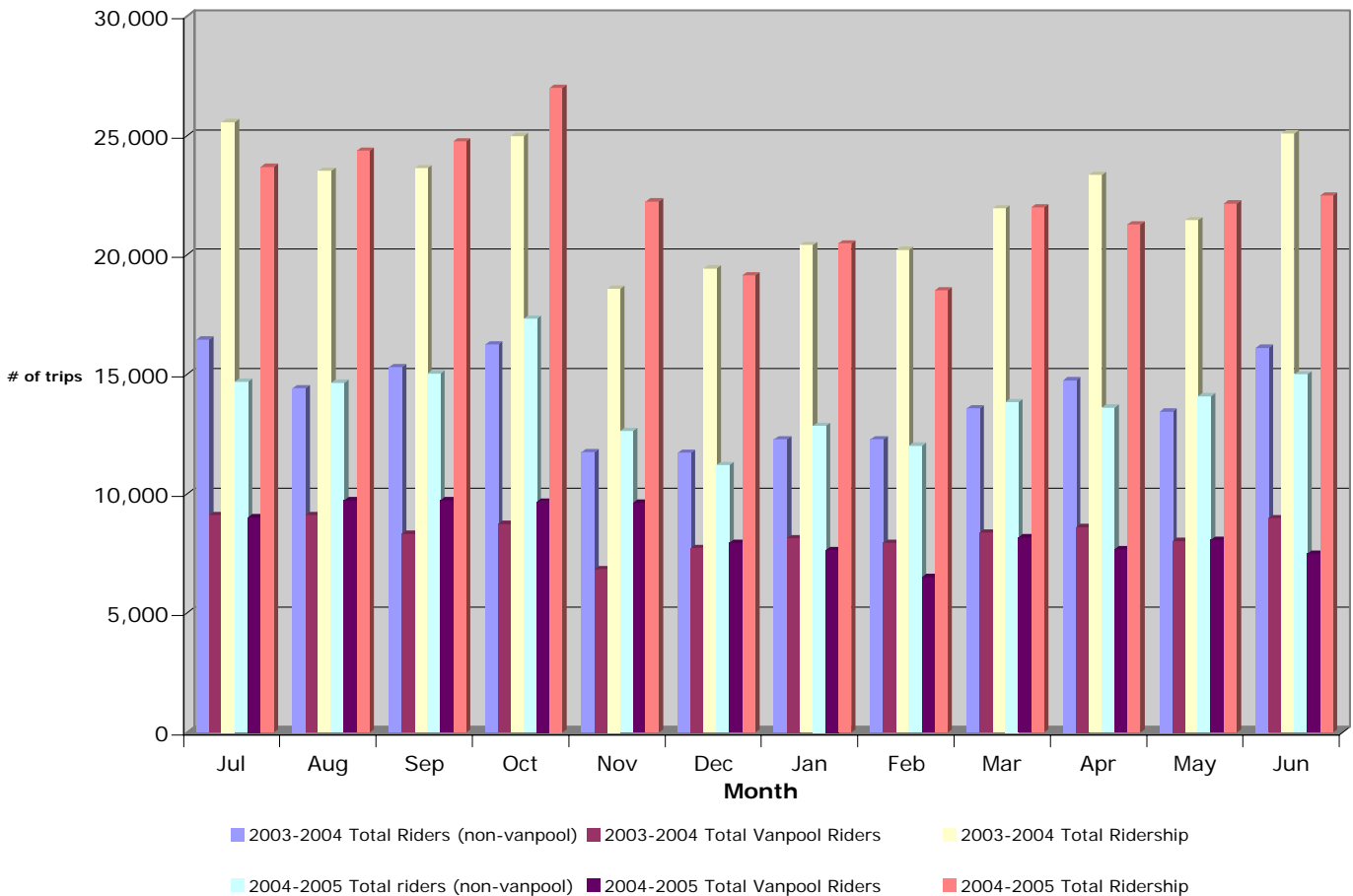
Internal List Number	Vehicle Year	Description	Vin Number	Owner	Source of Funding	Mileage 12/31/05	Replacement Year				
							2006/7	2007/8	2008/9	2009/10	2010/11
1	2002	Ford E350 Van 15 pass	25615	Mesa Delores	Private	82028				X	
2	2002	Ford E350 Van 15 Pass	21836	M/D	Private	138966			X		
4	2000	Ford E350 Van 14 Pass	84612	M/D	Private	157966		X			
5	1998	Ford Van 14 Pass	15117	M/D	Private	184926		X			
6	1995	Ford Van 14 Pass	75399	M/D	Private	182752		X			
7	2002	Ford E350 Van 15 Pass	49245	M/D	Private	82543				X	
9	2004	Ford E350 Van 15 Pass	48378	Neville	Private	45450					X
10	1997	Ford Van 14 Pass	08313	M/D	Private	197633	X				
14	1998	Ford Van 14 Pass	15106	M/D	Private	199807	X				
15	1999	Ford van 14 Pass	13132	MD	Private	213670	X				
16	2001	Ford Van 14 Pass	73751	Neville	Private	145508			X		
17	1998	Ford Van 14 Pass	40035	MD	Private	215865	X				
18	2002	Ford Van 14 Pass	19714	MD	Private	45826					X
21	2004	Ford E350 Van 15 Pass	85157	Fuller	Private	34746					X
22	2004	Ford Econoline Van 15 Pass	98021	Fuller	Private	30254					X
23	1999	Ford E350 14 Pass	90773	MD	Private	161727		X			
26	2000	Ford Van 14 Pass	51361	MD	Private	132217			X		
27	1998	Ford Club Wagon 15 Pass	48608	UCP	Private	124708			X		
28	1998	Ford Club Wagon 15 Pass	48592	UCP	Private	210861	X				
29	1998	Ford Club Wagon 15 Pass	81765	UCP	Private	143540			X		
31	2003	Ford Goshen 16AMB or 5W/C	75996	UCP	RTSGP	112924				X	
32	2003	Ford Goshen 16AMB or 5W/C	75990	UCP	RTSGP	102525				X	
33	2001	Ford Aerotech 13/3 Pass	75416	UCP	FTA	183027		X			
34	2003	Ford Goshen 16AMB or 5W/C	76012	UCP	RTSGP	82782				X	
35	2005	Aerotech Eldor 18AMB or 5W/C	60072	UCP	FTA	24736					
36	2005	Aerotech Eldor 18AMB or 5W/C	60073	UCP	FTA	29201					
38	1997	Ford Startrans 9	92326	UCP		291507	X				

		Pass									
40	1997	Ford Startrans 9 Pass	92327	UCP	FTA						
41	1998	Ford Aerotech 22 Pass	04183	UCP	FTA	233662	X				
42	1998	Ford Aerotech 22 Pass	04184	UCP	FTA	210944	X				
43	1999	Ford Aerotech 22 Pass	17631	UCP	FTA	247193	X				
44	2002	Ford Aerotech II 18AMB or 5W/C	76577	UCP	FTA	99433				X	
45	2000	Aerotech 22 Pass 2AMB/6WC	34868	UCP	FTA	186853		X			
46	1999	Ford 12 AMB/2WC	07139	UCP	Private	179295		X			
47	2001	Ford Aero 18 Pass	10830	UCP	FTA	137103			X		
48	2001	Ford Aero 18 Pass	10831	UCP	FTA	157699			X		
49	2001	Aerotech 16 Pass	60722	UCP	FTA	158901			X		
50	2001	Aerotech 16 Pass	60725	UCP	FTA	159591			X		
51	1998	Ford Club Wagon 15 Pass	48601	J. Neville	Private	220997	X				
52	2002	GMC Van 15 Pass	30351	UCP		54626					X
53	2002	GMC Van 15 Pass	30229	UCP		43604					
54	2002	GMC Van 15 Pass	32798	UCP		56503					X
55	2002	GMC Van 15 Pass	30046	UCP		54893					
56	2002	GMC Van 15 Pass	32792	UCP		52705					
57	2000	Ford Van 14 Pass	84744	UCP		110345				X	
58											
61	2003	Ford Goshen 18AMB/2WC	85229	UCP	FTA	71548				X	
62	2003	Ford Goshen 18AMB/2WC	85226	UCP	FTA	70636				X	
63	1999	Chevrolet Express 10 Pass	65933	UCP	FTA	145746		X			
64	2002	Ford Aerotech II 18AMB/2WC	63019	UCP	FTA	163050	X				
71	2000	Ford 12 Pass	35774	UCP		121054			X		
72	2000	Ford 12 Pass	35769	UCP		136547		X			
73	2000	Ford 12 Pass	80280	UCP		109974			X		
74	2000	Ford 14 Pass	35766	UCP		125371					
75	2000	Ford Van 14 Pass	80301	UCP		77726				X	
76	2000	Ford 14 Pass	35765	UCP		109122			X		
78	2001	Chevrolet 15 Pass	41518	Fuller	Private	100307				X	
79	2000	14 Pass	35813	UCP		112347			X		
80	1996	Ford Van 14 Pass	92212	Fuller	Private						
81						243981	X				
83	1999	Ford Van 14 Pass	43369	Fuller	Private	159466		X			
84	1999	Ford Van 14 Pass	22205	Neville	Private	130848		X			
85	2000	Ford Van 14 Pass	47942	UCP		102437			X		
87	2000	Ford Van 14 Pass	12504	UCP		83216					X
88	2001	Ford Van 14 pass	00776	Fuller	Private	115011				X	
89	2001	Ford Van 14 Pass	57179	Neville	Private	70571				X	

Appendix C: Ride-On Ridership

	2003-2004 Total Riders (non-vanpool)	Total Vanpool Riders	Total Ridership	2004-2005 Total riders (non-vanpool)	Total Vanpool Riders	Total Ridership
Jul	16,461	9,110	25571	14,683	9,009	23692
Aug	14,412	9,110	23522	14,643	9,725	24368
Sep	15,308	8,324	23632	15,037	9,718	24755
Oct	16,251	8,734	24985	17,332	9,672	27004
Nov	11,746	6,834	18580	12,630	9,614	22244
Dec	11,714	7,726	19440	11,196	7,946	19142
Jan	12,278	8,136	20414	12,839	7,640	20479
Feb	12,277	7,936	20213	12,008	6,510	18518
Mar	13,572	8,376	21948	13,830	8,168	21998
Apr	14,750	8,600	23350	13,611	7,676	21287
May	13,438	8,020	21458	14,082	8,070	22152
Jun	16,109	8,984	25093	15,000	7,486	22486

Ride-On Ridership 2003-2004 & 2004-2005

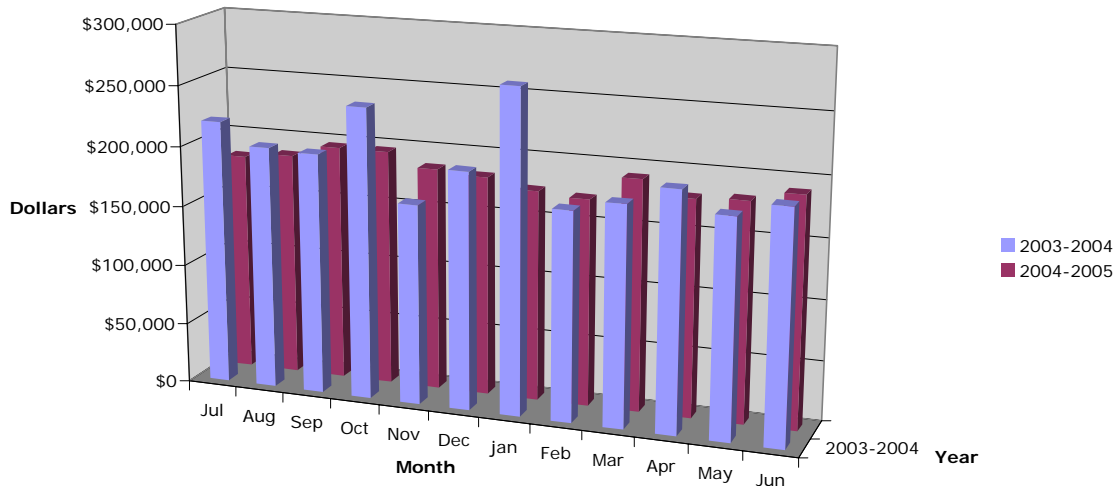


Appendix D: Ride-On Income

Total Income

	2003-2004	2004-2005
Jul	\$219,953	\$181,483
Aug	\$201,929	\$185,643
Sep	\$199,859	\$196,014
Oct	\$241,342	\$195,947
Nov	\$165,777	\$185,116
Dec	\$196,549	\$181,915
Jan	\$267,154	\$174,330
Feb	\$172,831	\$171,386
Mar	\$182,044	\$191,394
Apr	\$197,180	\$179,455
May	\$180,115	\$181,701
Jun	\$191,534	\$190,287

Ride-On Income 2003-2004 & 2004-2005

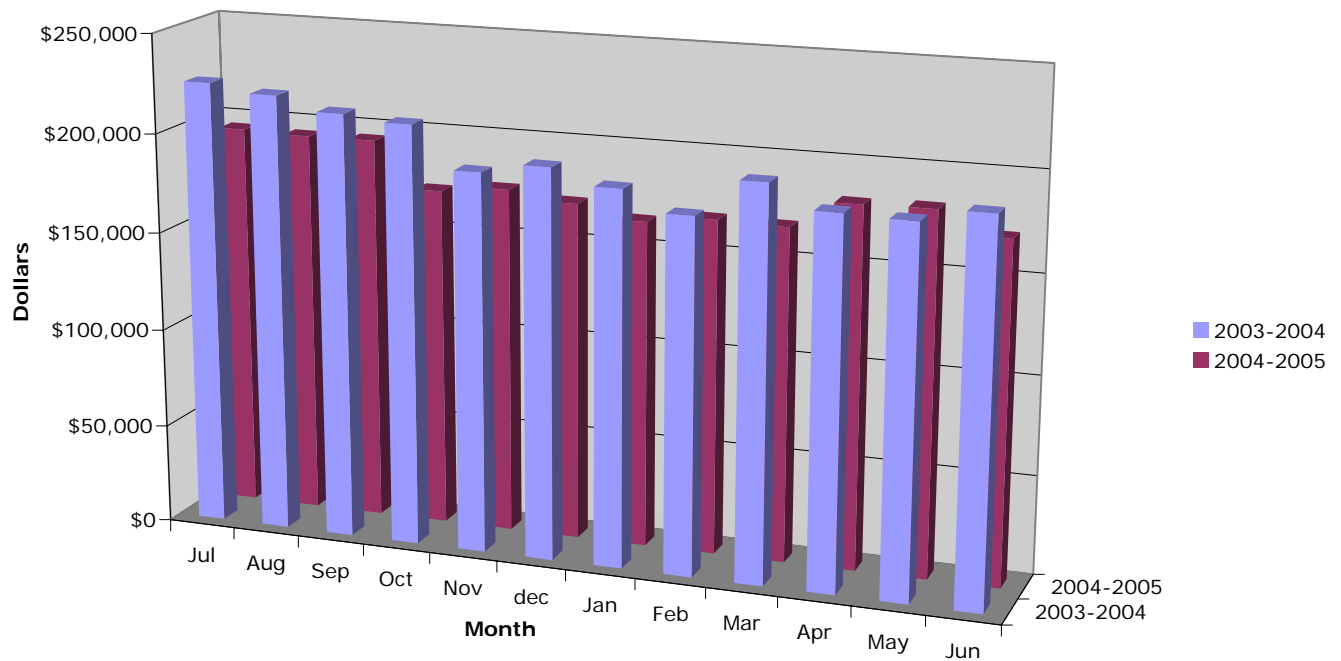


Appendix E: Ride-On Operating Expenses

Total operating Costs

	2003-2004	2004-2005
Jul	\$225,112	\$195,004
Aug	\$221,247	\$194,076
Sep	\$214,671	\$194,414
Oct	\$211,875	\$171,538
Nov	\$191,045	\$175,051
Dec	\$196,345	\$170,940
Jan	\$188,769	\$164,730
Feb	\$178,493	\$168,609
Mar	\$197,282	\$167,976
Apr	\$185,655	\$181,850
May	\$184,737	\$182,576
Jun	\$191,214	\$171,338
TOTAL	\$2,386,445	\$2,138,102

Ride-On Operating Costs 2003-2004 & 2004-2005



Appendix F: Survey Information

Three Surveys were used during the Ride-On 2006-11 Short Range Transit Plan Update. The three surveys were distributed to:

- Employee Transportation Coordinators
- Senior Centers
- Vanpool Drivers

This section contains a summary of the survey results.

In order to get a better understanding of the needs of the communities in the Ride-On service area, SLOCOG and the consultants decided it would be advantageous to undertake a series of surveys. Also during discussion with SLOCOG staff and interviews with community stakeholders in Ride-On's service area, there were numerous mentions of the need for increased senior transportation services. Consequently three surveys were developed during the Ride-On 2006-2010 Short Range Transit Plan (SRTP) Update. The three surveys were:

1. Survey of Employee Transportation Coordinators
2. Survey of Senior Services Centers; and
3. Survey of Vanpool Drivers.

Survey of Employee Transportation Coordinators

Ride-On operates 20 vanpools. Ride-on coordinates vanpool services with Employee Transportation Coordinators as part of its TMA operations. The majority of these vanpools were started during construction and rehabilitation of the Cuesta Grade. The Cuesta Grade is a mountain pass on US Highway 101 which is the principal direct route between the San Luis Obispo urbanized area and the inland urban centers to the north, Templeton, Atascadero and Paso Robles. Due to the rising cost of housing in the City of San Luis Obispo there is significant commute traffic between San Luis Obispo and the northern part of the county. The California Department of Transportation (Caltrans) undertook a multi-year major rehabilitation project on the Cuesta Grade. In order to minimize traffic disruptions that would be caused by the construction work, Caltrans provided traffic mitigation funding a part of which the San Luis Obispo Council of Governments directed to vanpool programs serving this vital north-south corridor.

An Employee Transportation Coordinator survey was prepared and distributed to 38 agencies and companies (see page 93). A list of the Employee Transportation Coordinators was provided to the consultants by Ride-On. James Transportation Group working with the SLOCOG Project Manager developed the survey instrument to be used (See following pages for sample survey). James Transportation Group distributed the surveys by email and mail to the Employee Transportation Coordinators (ETCs). Nineteen of thirty-eight surveys were returned (50% of the total). Not all respondents answered all questions. Two of the nineteen returned surveys were not compiled because the ETCs responded relative to the firm’s clients, not relative to the firm’s employees.

The survey included several questions regarding the firm and its approach to ridesharing including:

- Agency/company industry and size (in number of employees).
- Employee vanpooling participation and impacts of traffic congestion.
- Existing or possible vanpool subsidy levels.
- Evaluation of vanpooling incentives .

This survey was intended to assess the penetration of vanpooling in various sized companies in the Ride-On service area. With the review of vanpooling participation at various companies, it may be possible to identify other opportunities for implementing vanpools with local employers.

- The largest firms, and the largest group of responders were government agencies.
- Three respondents had over five-hundred employees, an additional five respondents have over one-hundred employees and an additional four firms have over fifty employees
- Only two respondents had significant numbers of employees riding in vanpools, eighty and one hundred and forty respectively, even though there are some very large firms in the area

Firm name	Number of employees	Number of employees in vanpools
Unidentified (did not complete questionnaire)	500 or more	140

Unidentified	500 or more	0 (says uses own vans)
Atascadero State Hospital	500 or more	0
City of San Luis Obispo	100-499	No answer
Cuesta College	100-499	“Unknown”
Caltrans	100-499	80
California State Parks	100-499	35% carpool
RRM Design Group	100-499	0
Economic Opportunity Commission	50-99	0
Cornucopia Tool and Plastics	50-99	15
Morris & Garritano	50-99	6
SESLOC Federal Credit Union	50-99	2
NCI Affiliates, Inc	100-499	0 (answered relative to disabled clients)

o

- Thirty percent of respondents viewed traffic congestion as a problem. This will affect future vanpool growth and marketing strategies.
- Forty-one percent of respondents currently subsidize vanpools.
- Of the firms that currently subsidize vanpools, 60% use tax deferral mechanisms.
- Regarding whether the \$80 vanpool monthly fee is a barrier to usage – forty-two percent of respondents answered YES, thirty-two percent responded NO and 26% did not respond.
- Regarding whether the respondents organization would consider subsidizing vanpools, twenty-six percent responded YES, and thirty-two percent responded NO.
- Responding to the type of subsidy a firm might prefer, twenty-one percent of respondents answered this question and all of them chose the flat rate. Ten and a half percent selected a \$20.00 rate and ten and a half percent selected a \$90.00 rate.
- The respondents already provide a broad range of vanpool amenities. However, the most sought after amenities for making vanpools more attractive were:
 - o mid day shuttles
 - o vanpool reserved parking
 - o pretax commuter benefits
 - o coupons/shopping discount awards books

A number of respondents indicated a need for assistance in setting up some vanpool amenities.

Summary

There are only two entities with a significant number of employees vanpooling. Caltrans indicated that it had 80 employees in vanpools. Another company that did not identify itself indicated that it had 140 employees participating in vanpools. There are some very large entities in the Ride-On service area, a situation that makes vanpool formation and operation simpler. Twelve respondents indicated they have over 50 employees including eight entities with over 100 employees. This may be an early target market for Ride-On to approach for more vanpool services.

Survey of Senior Services Centers

During the SRTP update there was much anecdotal evidence received regarding a need for increased senior transportation in San Luis Obispo. The intent of this survey was to assess the need for senior transportation and to determine if there are some options for providing increased senior transportation services in San Luis Obispo. James Transportation Group working with the SLOCOG Project Manager developed the survey instrument to be used (see page 95).

During the November 2005 SSTAC meeting consultants met with the representative from the Department of Aging and inquired about the possibility of securing a list of Senior Services Centers in San Luis Obispo County. A list of 15 centers was provided to the consultants by the agency. James Transportation Group distributed the surveys by mail to the fifteen Senior Services Centers. Three were returned for incorrect addresses. Five were responded to, but two of those were responded to relative to their employees or other non-senior clients. Phone calls were made to three others to increase the response rate to 6, which represented a total of 50%, returned, from those centers with valid addresses.

Analysis of the survey results show:

- Most senior centers do not know how many seniors live in their service area. They estimate from 100 to over 1,000.
- Respondents report that less than 20% of seniors in their service area access the center's services
- Regarding how many more seniors could be served at the center, the estimates were a low of less than 50 to over 100

- All respondents were aware of Ride-On
- None of the respondents currently work with Ride-On
- On a scale of 1(Not a problem at all) -10(A major problem), respondents rated transportation availability as between 6 and 8.
- In a ranking from 1 (needed the least) to 10 (needed the most), the highest needs for senior transportation are non-emergency medical and meals programs. Social, shopping, recreation, daily programs and others were all rated equally (score of 5)
- Senior transportation is most needed during mid-day, from 10am to 3pm.
- Most of respondents do not subsidize senior transportation services. One respondent, Cayucos Seniors, has a \$5,500 transportation budget.
- Respondents were mixed on whether they would subsidize senior transportation. One factor could be recognition that they have no funds with which to subsidize senior transportation.
- Of those respondents who would be interested in subsidizing senior transportation services, the preference was for a 50% subsidy with riders paying a portion of the fare.

Summary

There is a need for increased senior transportation services in the Ride-On service area. Particularly non-peak service from 10am to 3pm is the greatest time need. This could be an opportunity for operators to work together to utilize excess fleet capacity during that time of the day. However, like all transit services, sources of operating support need to be identified in order to start-up and maintain increased senior services.

Survey of Vanpool Drivers

This survey is meant to help Ride-On assess the satisfaction of the vanpool drivers with the service(s) provided by the TMA.

James Transportation Group working with the SLOCOG Project Manager and the Ride-On Executive Director developed the survey instrument to be used. See page 98 for sample survey form. Ride-On distributed twenty surveys directly to their drivers. Ten vanpool drivers surveys were returned by FAX directly to James Transportation Group. This represents a 50% return rate.

Several questions were included asking about:

- Frequency of use by drivers.
- Identifying the most attractive features of vanpooling.
- Inquiring of Ride-On's service and support.
- Identifying amenities that would improve vanpooling attractiveness.

Vanpool drivers ride free in exchange for driving the van. The results of this survey should help Ride-On to understand the needs of vanpool drivers and provide information on any necessary service improvements.

- 80% of drivers drive five days per week.
- The most important factors for encouraging a vanpool driver to take on this task are: (in order of respondent importance):
 - Auto cost savings - this was THE MOST important factor to the most respondents
 - Free ride to work – this was the second most important factor
 - Reliability trip home – This was the third most important factor
 - Guaranteed ride home – This was the fourth most important factor
 - Pre-tax benefits – this was the fifth/least important factor
- Sixty percent of drivers rated the vanpool experience as a 5 out of 5. 1 was the lowest and all respondents rated the vanpool experience as a three or better. (Drivers were asked to rate their overall vanpool experience over the past year)
- Vanpool maintenance and other needs on a scale of 1-5 had one score of 1 and all the others at 4 or 5.
- Eighty percent of vanpool drivers indicated that traffic congestion is a major problem.
- Regarding amenities and incentives that make vanpooling/vanpool driving attractive, the majority of drivers have many amenities offered to them already. There was interest expressed in:

- Subsidies,
- Vanpool reserved parking and
- Coupon/discount usage awards.

Summary

80 percent of vanpool drivers drive 5-days per week. Auto cost savings was the most important factor the van pool drivers identified as an incentive to van pool. The drivers rated Ride-On's service quality and response time as outstanding. Something of note here is that the vanpool drivers believe traffic congestion is a major problem. By contrast, the ETC's do not believe traffic congestion is a problem. This information may be helpful in devising the marketing plan for the TMA as Ride-On seeks to increase TMA based services.

Ride-On Transportation 2005 SRTP Update
Employee Transportation Coordinator Survey

1. Which of the following categories best describes your organization? (Check ONE)

- | | |
|------------------------------------|-----------------------|
| Agriculture, Forestry, Fishing (1) | Hotel/Motel (6) |
| Arts/Culture (2) | Mfg./Construction (7) |
| Public Utilities (3) | Wholesale (8) |
| Finance/Insurance/Real Estate (4) | Retail Trade (9) |
| Services (business, personal) (5) | Government (10) |

2. How many employees do you have at this location? (Check ONE)

- Less than 5 (1) 5-9 (2) 10-19 (3) 20-49 (4) 50 - 99 (5) 100-499 (6) 500 or more (7)

3. How many of your employees currently ride in vanpools? _____

4. Using a scale of 1 to 10, in your opinion, how much of a problem is traffic congestion for your employees in getting to and from work? (Circle ONE number)

- | | | | | | | | | | | |
|-------------------------|---|---|---|---|---|---|---|---|----|--------------------|
| Not a problem
at all | | | | | | | | | | A major
problem |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | |

5. Does your organization currently subsidize employee vanpool costs?

- (1) YES
(2) NO

6. If your organization currently subsidizes vanpools, what types of subsidies do you offer?

- 1) Flat rate per month
2) Percent of monthly fee
3) Other (please specify)_____

7. The current average monthly cost that each vanpool rider pays is approximately \$80.00. Do you think the \$80.00 cost is a barrier to more people using vanpools?

- (1) YES
(2) NO

8. If your organization does not subsidize vanpools now would it consider doing so in the future in order to expand vanpool services?

- (1) YES (2) NO

9. If you answer to Question 8 is yes, what form of vanpool subsidies would your organization most likely consider?

- 1) Flat rate per month (please state an amount per vanpooler)_____
- 2) Percent of monthly fee (indicate the percent)_____
- 3) Other forms of subsidies (please specify)_____

11. From the list below, please respond to what types of commuting programs or amenities:
- a. does your organization currently offer your employees?
 - b. would your organization consider offering as incentives for use of commute alternatives?
 - c. would your organization like to get assistance from the Ride-On TMA Program to help implement?

	Currently Offer (Check all that apply)	Would Consider Offering (Check all that apply)	Would like assistance from Ride-On TMA Services to implement? (Check all that apply)
a. Bike racks or lockers	(1)	(2)	(3)
b. Showers and clothing storage	(1)	(2)	(3)
c. Flextime work	(1)	(2)	(3)
d. Compressed work (4 days/40 hrs, 9 days/80hrs.,etc.)	(1)	(2)	(3)
e. Allow employees to work at home	(1)	(2)	(3)
f. Helping to provide a shuttle to/from remote parking facilities	(1)	(2)	(3)
g. Provide a mid-day shuttle	(1)	(2)	(3)
h. Reserved parking spaces for carpools/vanpools	(1)	(2)	(3)
i. Subsidies for mass transit/van use	(1)	(2)	(3)
j. Pre-tax Commuter Benefit incentives	(1)	(2)	(3)
k. Emergency ride home program for those employees using commute alternatives	(1)	(2)	(3)
l. Company cars for business travel during the day	(1)	(2)	(3)
m. Additional vacation days as a reward for using commute alternatives	(1)	(2)	(3)
n. Coupon books/discounts as a reward for using commute alternatives	(1)	(2)	(3)
o. Company Employee responsible for Commuter transportation Options	(1)	(2)	(3)

This questionnaire is completely confidential. However, if you would like to receive additional information about commute alternative programs, or about the results of this survey, please provide the information listed below:

Organization: _____ Contact Name: _____ City: _____

Phone No. _____ email: _____

THANK YOU VERY MUCH FOR YOUR TIME RESPONDING TO THIS QUESTIONNAIRE. WE WILL USE THE RESULTS TO HELP REDUCE TRAFFIC AND PARKING CONGESTION AND TO IMPROVE AIR QUALITY IN THE SAN LUIS OBISPO AREA.

Please return the survey by mail or FAX to:

John James
 James Transportation Group
 1120 Iron Point Road, Suite 130
 Folsom, CA 95639
 9916) 608-4900 or
 FAX the survey to (530) 677-1760

Ride-On Transportation 2005 SRTP Update
Senior Center Transportation Survey

1. Approximately how many seniors reside in your service area? (Check ONE)

Less than 100 (1) 100-500 (2) 500-1000 (3) 1000-5000 (4) 5000+ (5)

2. What percentage of the senior population utilizes services at your center?

(1) 0-10% (2) 10-20% (3) 20-50% (4) 50% or more

3. In your estimation how many more seniors could be served per week with improved senior transportation services?

Less than 50 (1) 50-100 (2) 100+ (3)

4. Are you aware of Ride-On Transportation and it's transportation services?

(1) YES
(2) NO

5. Does your center currently work with Ride-On to provide services to your clients?

(1) YES
(2) NO

6. Using a scale of 1 to 10, in your opinion, how much of a problem is transportation availability for your clients in getting to and from your center? (Circle ONE number)

Not a problem at all	A major problem
1 2 3 4 5 6 7 8 9 10	10

7. Using a scale of 1 to 10, in your opinion, what type of senior transportation needs are there:
(Circle ONE number)

	Low need										High need	
Senior center daily programs :	1	2	3	4	5	6	7	8	9	10		
Senior center meal program:	1	2	3	4	5	6	7	8	9	10		
Non-emergency medical:	1	2	3	4	5	6	7	8	9	10		
Shopping:	1	2	3	4	5	6	7	8	9	10		
Social:	1	2	3	4	5	6	7	8	9	10		
Recreation:			1	2	3	4	5	6	7	8	9	10
Misc local trips:	1	2	3	4	5	6	7	8	9	10		
Regional trips (within SLO County) :	1	2	3	4	5	6	7	8	9	10		

8. Using a scale of 1 to 10, in your opinion, what times are senior transportation services most needed:
(Circle ONE number)

	Low need									High need
6:am – 8am :	1	2	3	4	5	6	7	8	9	10

Ride-On Transportation 2005 SRTP Update
Senior Center Transportation Survey

THANK YOU VERY MUCH FOR YOUR TIME RESPONDING TO THIS QUESTIONNAIRE. WE WILL USE THE RESULTS TO HELP improve Senior Transportation services in San Luis Obispo County
To return the survey by mail, FAX or email or should you have any questions regarding this survey, please contact:

John James
James Transportation Group
1120 Iron Point Road, Suite 130
Folsom, CA 95639
9916) 608-4900 or
FAX the survey to (530) 677-1760; or email it to: jcjames@jamestrans.com

Ride-On Transportation 2005 SRTP Update Vanpool Driver Survey

1. How many days per week on the average do you drive/ride in the vanpool? (Check ONE)

Less than 2 (1) 3-4 (2) 5 (3)

2. Using a scale of 1 to 10, in your opinion, what features make the vanpool attractive to you? (Circle ONE number)

	Low importance									High importance
"Free"-ride to work :	1	2	3	4	5	6	7	8	9	10
Pre-tax commuter incentive : (employer subsidy)	1	2	3	4	5	6	7	8	9	10
Guaranteed ride home program :	1	2	3	4	5	6	7	8	9	10
Automobile cost savings :	1	2	3	4	5	6	7	8	9	10
Reliability of trip time:	1	2	3	4	5	6	7	8	9	10

3. Using a scale of 1 to 5, how would you rate your overall vanpool experience over the past year?? (Circle ONE number)

Fair Great
1 2 3 4 5

4. Using a scale of 1 to 5, how would you rate Ride-On's response to maintenance and other needs for your vanpool over the past year? (Circle ONE number)

Fair Great
1 2 3 4 5

5. Using a scale of 1 to 10, in your opinion, how much of a problem is traffic congestion for your riders in getting to and from work? (Circle ONE number)

Not a problem A major
problem
at all problem
1 2 3 4 5 6 7 8 9 10

6. From the list below, please respond to what types of commuting programs or amenities would increase overall vanpool usage.:

	Currently Offer (Check all that apply)	Would like to see offered (Check all that apply)
a. Bike racks or lockers	(1)	(2)
c. Flextime work	(1)	(2)
d. Compressed work (4 days/40 hrs, 9 days/80hrs.,etc.)	(1)	(2)
e. Allow employees to work at home	(1)	(2)
f. Helping to provide a shuttle to/from remote parking facilities	(1)	(2)
g. Provide a mid-day shuttle during the day	(1)	(2)
h. Reserved parking spaces for carpools/vanpools	(1)	(2)
i. Subsidies for mass transit/van use	(1)	(2)
k. Emergency ride home program for those employees using commute alternatives	(1)	(2)
l. Company cars for business travel during the day	(1)	(2)
n. Coupon books/discounts as a reward for using commute alternatives	(1)	(2)

Ride-On Transportation 2005 SRTP Update
Vanpool Driver Survey

This questionnaire is completely confidential. However, if you would like to receive additional information about commute alternative programs, or about the results of this survey, please provide the information listed below:

Organization: _____ Contact Name: _____ City: _____

Phone No. _____ email: _____

THANK YOU VERY MUCH FOR YOUR TIME RESPONDING TO THIS QUESTIONNAIRE. WE WILL USE THE RESULTS TO HELP REDUCE TRAFFIC AND PARKING CONGESTION AND TO IMPROVE AIR QUALITY IN THE San Luis Obispo AREA.

To return the survey by mail, FAX or email or should you have any questions regarding this survey, please contact:

John James

James Transportation Group

1120 Iron Point Road, Suite 130

Folsom, CA 95639

9916) 608-4900 or

FAX the survey to (530) 677-1760; or email it to: jjames@jamestrans.com

Appendix G: Operating Cost Methodology

Cut away Buses

- Cut-away bus costs: Assume cost per vehicle service hour at \$62.54 per the 2006 TDA Triennial Performance audit.
- Assume cut-away buses run 6 hours per day on the average = \$375.24 per day
- Assume 5 days per week per bus = \$1,876 per bus per week
- Assume 240 days of service per year per bus = \$45,029 per year per bus
- Inflated out to year 5 is \$50,680 at 3% inflation rate.

Commuter Vans

- Vanpool Cost estimate : \$13,517 per year These costs were provided by Ride-On based on current costs. Inflation was applied uniformly across the financial plan at 3% per year.
- The base is a monthly cost of \$1,126 for operating a vanpool logging an average number of 1,600 miles each month for the vanpool fleet.
- There are no industry standards for vanpool costs. The variations in service types ie public, company or privately owned vehicles, roads, traffic, and terrain is so diverse in California alone to make standards meaningless.

Senior Services

It was assumed that there would be no significant changes in transit revenues for Ride-On over the life of this Plan. Consequently, Ride-On would have no means for expanding Senior Services within it's existing operations.. However, over the life of the Plan, it was assumed that there would be some natural growth in Senior Services, tied mostly to the growth in Senior population as determined in the San Luis Obispo Long-Range Transit Plan.