

TABLE OF CONTENTS

1.	EXECUTIVE SUMMARY	11
2.	PROJECT OVERVIEW	15
	❖ Statement of Project Objectives	15
	❖ Situational Analysis	17
	❖ Overview of Methodology	19
	❖ Demand Assessment	21
3.	SERVICE AND SYSTEM EVALUATION	29
	❖ County Express Service Overview	29
	❖ Jovenes de Antaño Service Overview	33
	❖ Fixed Route Performance Evaluation	35
	❖ Dial-A-Ride Performance Evaluation	42
	❖ Jovenes de Antaño Performance Evaluation	47
4.	PEER REVIEW	53
	❖ Fixed Route	58
	❖ Dial-A-Ride	66
5.	RIDECHECK ANALYSIS	75
	❖ Fixed Route On-Time Performance	75
	❖ Fixed Route Boarding and Alighting	78
	❖ Dial-A-Ride On-Time Performance	89
	❖ Dial-A-Ride Origin and Destination Study	91
	❖ Dial-A-Ride Cancellation and No-Show	94
6.	ON-BOARD SURVEY ANALYSIS	97
	❖ Demographic Profile	98
	❖ On-Board Survey Findings	109
7.	COMMUNITY SURVEY ANALYSIS	113
	❖ Demographic Profile	115
	❖ Community Survey Findings	123
8.	COMMUNITY OUTREACH ANALYSIS	125
9.	GOALS, OBJECTIVES, AND STANDARDS	127

10.	MARKETING	131
	❖ Overview of Marketing Efforts	131
	❖ Comprehensive Marketing Strategy	137
	❖ Marketing Budget and Timeline	172
11.	SERVICE RECOMMENDATIONS	175
	❖ Service Alternatives	175
	❖ Service Recommendations	189
12.	CAPITAL AND FINANCIAL PLAN	201
	❖ Capital Plan	202
	❖ Financial Plan	210
13.	PREFERRED SCENARIO	221
	❖ Fixed Route	221
	❖ Paratransit	229
	❖ Fare Structure	233
14.	IMPLEMENTATION PLAN	241
15.	APPENDICES	243
	❖ Appendix A: Survey Instruments	246
	❖ Appendix B: Additional Graphics	252
	❖ Appendix C: Marketing Tools	256
	❖ Appendix D: Proposed Template	258

TABLE OF EXHIBITS

Exhibit No.	Exhibit Title	Page No.
Exhibit 1-1	Local Transportation Authority Organizational Chart	11
Exhibit 2-1	Population Change	21
Exhibit 2-2	Overall County Population Distribution	22
Exhibit 2-3	Key Trip Generators	26
Exhibit 2-4	List of Trip Generators	27
Exhibit 3-1	Fixed Route and Intercounty Fares	30
Exhibit 3-2	Fixed Route Service Area	31
Exhibit 3-3	Dial-A-Ride Service Area	32
Exhibit 3-4	Dial-A-Ride and Paratransit Fares	33
Exhibit 3-5	Jovenes de Antaño Fares	34
Exhibit 3-6	Fixed Route Performance Measures and Indicators	36
Exhibit 3-7	Fixed Route Annual Ridership	37
Exhibit 3-8	Fixed Route Passengers/Vehicle Service Hour	38
Exhibit 3-9	Fixed Route Passengers/Vehicle Service Mile	39
Exhibit 3-10	Fixed Route Operating Cost/Vehicle Service Hour	40
Exhibit 3-11	Fixed Route Operating Cost/Passenger	40
Exhibit 3-12	Fixed Route Farebox Recovery	41
Exhibit 3-13	Dial-A-Ride and Paratransit Performance Measures and Indicators	42
Exhibit 3-14	Dial-A-Ride and Paratransit Annual Ridership	43
Exhibit 3-15	Dial-A-Ride and Paratransit Passengers/Vehicle Service Hour	43
Exhibit 3-16	Dial-A-Ride and Paratransit Passengers/Vehicle Service Mile	44
Exhibit 3-17	Dial-A-Ride and Paratransit Operating Cost/Vehicle Service Hour	45
Exhibit 3-18	Dial-A-Ride and Paratransit Operating Cost/Passenger	45
Exhibit 3-19	Dial-A-Ride and Paratransit Farebox Recovery	46
Exhibit 3-20	Jovenes de Antaño Performance Measures and Indicators	47
Exhibit 3-21	Jovenes de Antaño Annual Ridership	48
Exhibit 3-22	Jovenes de Antaño Passengers/Vehicle Service Hour	48
Exhibit 3-23	Jovenes de Antaño Passengers/Vehicle Service Mile	49
Exhibit 3-24	Jovenes de Antaño Operating Cost/Vehicle Service Hour	50
Exhibit 3-25	Jovenes de Antaño Operating Cost/Passenger	50
Exhibit 3-26	Jovenes de Antaño Farebox Recovery	51
Exhibit 4-1	Cornerstone Evaluation Criteria	53
Exhibit 4-2	Peer Systems Base Fares	59
Exhibit 4-3	Fixed Route Key Indicators (FY2005/06)	58
Exhibit 4-4	Fixed Route Operating Cost/Vehicle Service Hour	59
Exhibit 4-5	Peer Review: Fixed Route Operating Cost/Vehicle Service Mile	50
Exhibit 4-6	Peer Review: Fixed Route Operating Cost/Passenger	61
Exhibit 4-7	Peer Review: Fixed Route Passengers/Vehicle Service Hour	62

Exhibit No.	Exhibit Title	Page No.
Exhibit 4-8	Fixed Route Passengers/Vehicle Service Mile	63
Exhibit 4-9	Fixed Route Farebox Recovery	64
Exhibit 4-10	Fixed Route Average Fare/Passenger	65
Exhibit 4-11	Demand-Response Key Indicators (FY2005/06)	66
Exhibit 4-12	Demand-Response Operating Cost/Vehicle Service Hour	67
Exhibit 4-13	Demand-Response Operating Cost/Vehicle Service Mile	68
Exhibit 4-14	Demand-Response Operating Cost/Passenger	69
Exhibit 4-15	Demand-Response Passengers/Vehicle Service Hour	70
Exhibit 4-16	Demand-Response Passengers/Vehicle Service Mile	71
Exhibit 4-17	Demand-Response Farebox Recovery	72
Exhibit 4-18	Demand-Response Average Fare/Passenger	73
Exhibit 5-1	System-Wide On-Time Performance	76
Exhibit 5-2	Individual Fixed Route On-Time Performance	77
Exhibit 5-3	Fixed Route Average Boardings/Trip	78
Exhibit 5-4	Clockwise Loop Boarding and Alighting Activity	80
Exhibit 5-5	Counter-Clockwise Loop Boarding and Alighting Activity	82
Exhibit 5-6	Business District Line Boarding and Alighting Activity	84
Exhibit 5-7	Fourth Street Line Boarding and Alighting Activity	86
Exhibit 5-8	Intercounty Route Boarding and Alighting Activity	88
Exhibit 5-9	Dial-A-Ride and Paratransit On-Time Performance	990
Exhibit 5-10	Dial-A-Ride and Paratransit Weekend and Weekday Performance	90
Exhibit 5-11	Top 10 Dial-A-Ride Destinations	92
Exhibit 5-12	Top Trip Generator Categories - Origins	92
Exhibit 5-13	Top Trip Generator Categories - Destinations	93
Exhibit 5-14	Cancellations and "No-Shows"	95
Exhibit 6-1	Rider Age	99
Exhibit 6-2	Household Income	99
Exhibit 6-3	Trip Purpose	100
Exhibit 6-4	Incidence of Ridership	101
Exhibit 6-5	Length of Patronage	101
Exhibit 6-6	Access to Bus Stop	102
Exhibit 6-7	Reason for Riding County Express	102
Exhibit 6-8	Mobility Alternatives	103
Exhibit 6-9	Typical Fare	104
Exhibit 6-10	Service Attribute Satisfaction	104
Exhibit 6-11	Desired Service Improvements	105
Exhibit 6-12	On-Board Survey: Additional Trips Based on Service Improvement	106
Exhibit 6-13	On-Board Survey: Information Channels	107
Exhibit 6-14	On-Board Survey: Radio Stations	108
Exhibit 7-1	Community Survey: Household Income	115

Exhibit No.	Exhibit Title	Page No.
Exhibit 7-2	Ride Dependency	115
Exhibit 7-3	Awareness by Age Group	116
Exhibit 7-4	Awareness by Household Income	117
Exhibit 7-5	Barriers to Using County Express	117
Exhibit 7-6	Ridership Frequency	118
Exhibit 7-7	Service Patronage	118
Exhibit 7-8	Former Riders vs. Barriers	119
Exhibit 7-9	Attribute Satisfaction Ratings	120
Exhibit 7-10	Attribute Importance Ratings	120
Exhibit 7-11	Preferred Information Channels	121
Exhibit 7-12	Radio Stations	121
Exhibit 7-13	Print Media	122
Exhibit 9-1	Goals, Objectives, and Standards	128
Exhibit 10-1	Marketing Assessment	136
Exhibit 10-2	Marketing Timeline	173
Exhibit 11-1	Current System Map	177
Exhibit 11-2	Previous System Map	179
Exhibit 11-3	Service Reduction System Map	181
Exhibit 11-4	Service Expansion System Map	185
Exhibit 11-5	General Public Dial-A-Ride Proposed Service Area	188
Exhibit 11-6	Summary of Proposed Service Alternatives	188
Exhibit 11-7	Proposed Headways	190
Exhibit 12-1	Funding Matrix	201
Exhibit 12-2	County Express Fleet List and Proposed Replacement Year	203
Exhibit 12-3	Fleet Prices	203
Exhibit 12-4	Fare Cost Benefit Matrix	206
Exhibit 12-5	Service Alternative A (Current System) Capital Plan	207
Exhibit 12-6	Service Alternative B (Previous System) Capital Plan	208
Exhibit 12-7	Service Alternative C (Service Reduction) Capital Plan	208
Exhibit 12-8	Service Alternative D (Service Expansion) Capital Plan	209
Exhibit 12-9	Service Alternative E (General Public Dial-A-Ride) Capital Plan	209
Exhibit 12-10	Fixed Route Operating Expenses & Performance (Service Alternative A)	211
Exhibit 12-11	Dial-A-Ride and Paratransit Operating Expenses & Performance (Service Alternative A)	211
Exhibit 12-12	Financial Plan (Service Alternative A)	211
Exhibit 12-13	Fixed-Route Operating Expenses & Performance (Service Alternative B)	213
Exhibit 12-14	ADA Paratransit Operating Expenses & Performance (Service Alternative B)	213
Exhibit 12-15	Financial Plan (Service Alternative B)	213

Exhibit No.	Exhibit Title	Page No.
Exhibit 12-16	Fixed Route Operating Expenses & Performance (Service Alternative C)	215
Exhibit 12-17	Dial-A-Ride and Paratransit Operating Expenses & Performance (Service Alternative C)	215
Exhibit 12-18	Financial Plan (Service Alternative C)	215
Exhibit 12-19	Fixed Route Operating Expenses & Performance (Service Alternative D)	217
Exhibit 12-20	Dial-A-Ride and Paratransit Operating Expenses & Performance (Service Alternative D)	217
Exhibit 12-21	Financial Plan (Service Alternative D)	217
Exhibit 12-22	Dial-A-Ride Operating Expenses & Performance (Service Alternative E)	218
Exhibit 12-23	Financial Plan (Service Alternative E)	219
Exhibit 12-24	Financial and Capital Comparison (Estimated for FY2007/08)	219
Exhibit 12-25	Financial and Capital Comparison (Estimated for FY2011/12)	220
Exhibit 13-1	Service Alternative B Alignment	223
Exhibit 13-2	Service Alternative B Alignment with Trip Generators	224
Exhibit 13-3	Blue Line Schedule	226
Exhibit 13-4	Green Line Schedule	226
Exhibit 13-5	Red Line Schedule	227
Exhibit 13-6	Intercounty – Gavilan Route Schedule	227
Exhibit 13-7	Intercounty – Caltrain Route Schedule	228
Exhibit 13-8	Intercounty – Greyhound Route Schedule	228
Exhibit 13-9	ADA Paratransit Service Area	230
Exhibit 13-10	Proposed Regular Fixed Route Fares (Option 1)	235
Exhibit 13-11	Proposed Discount Fixed Route Fares (Option 1)	235
Exhibit 13-12	Percent Differences of Proposed Fare and Ridership (Option 1)	236
Exhibit 13-13	Fixed Route Farebox Recovery Projections with Option 1	236
Exhibit 13-14	County Express Farebox Recovery Projections with Option 1	236
Exhibit 13-15	Preferred Service Alternative Financial Plan (Option 1)	237
Exhibit 13-16	Proposed Fixed Route Regular Fares (Option 2)	237
Exhibit 13-17	Proposed Fixed Route Discount Fares (Option 2)	238
Exhibit 13-18	Proposed Fare Restructure (Option 3)	239
Exhibit 14-1	First Year Implementation Timeline	242
Exhibit 14-2	Five Year Implementation Timeline	244
Exhibit A-1	On-Board Survey (English)	246
Exhibit A-2	On-Board Survey (Spanish)	247
Exhibit A-3	Community Survey (English)	248
Exhibit A-4	Community Survey (Spanish)	250
Exhibit B-1	Youth Population Distribution	252
Exhibit B-2	Senior Population Distribution	252

Exhibit No.	Exhibit Title	Page No.
Exhibit B-3	Disabled Population Distribution	253
Exhibit B-4	Low-Income Households Distribution	253
Exhibit B-5	Incidence of Vehicle Ownership	254
Exhibit B-6	Top 15 Dial-A-Ride Origins	254
Exhibit B-7	Top 15 Dial-A-Ride Destinations	255
Exhibit C-1	Comment Card (English)	256
Exhibit C-2	Comment Card (Spanish)	257
Exhibit D-1	Sample Proposed Monthly Service Report	258

Page Intentionally Blank