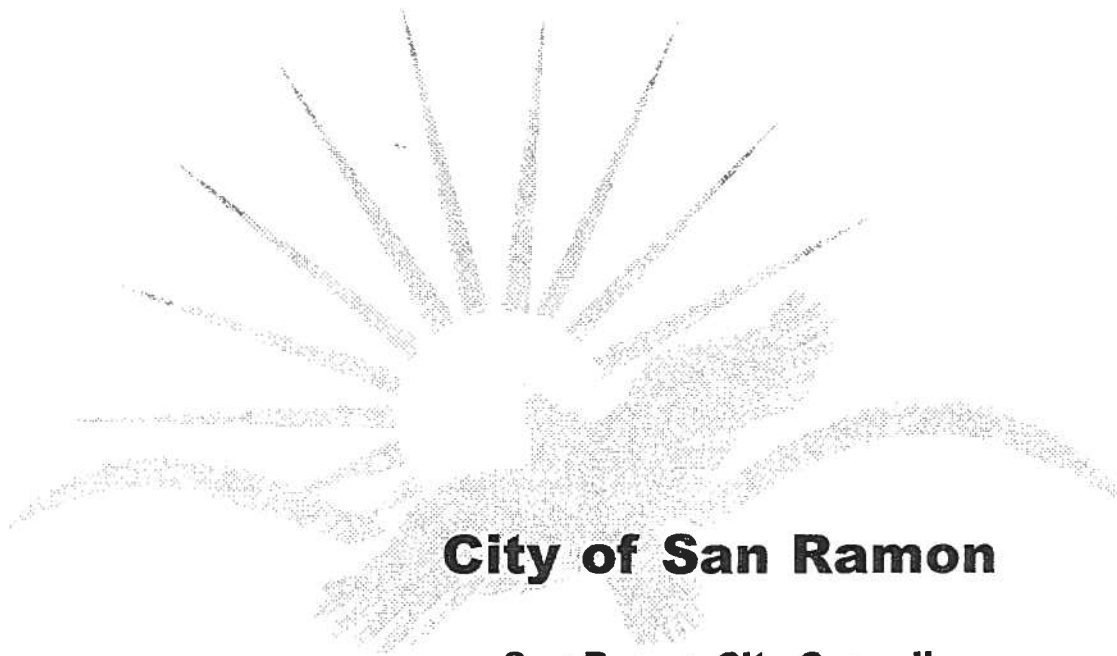


City of San Ramon

TRANSIT PLAN

Final Report • April 2005





City of San Ramon

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Executive Summary

The City of San Ramon embarked on the public transit study analysis to provide an objective assessment and overview of the various transit service and operational alternatives available to the City. The final product will be a planning tool which will assist and guide the City's decision makers toward the pursuit of improved and expanded transit service in San Ramon.

Recommendations and findings included in the final report are a first step in this endeavor. Additional discussions with the Central Contra Costa Transit Authority (CCCTA) or County Connection, and the Metropolitan Transportation Commission (MTC) will be necessary to reach a mutually agreeable implementation plan to increase and enhance transit service.

The City of San Ramon is guided by a voter approved General Plan 2020, adopted by San Ramon voters in 2002. The General Plan clearly articulates a vision for transit service throughout the City. The General Plan outlines numerous policies that focus on increased transit ridership that, ultimately, decrease traffic congestion and improve air quality. While the City has worked closely with County Connection to fill the need for public transit, increased regional and local transit is necessary for the City to maintain acceptable levels of service on local and regional streets.

The City of San Ramon is among the fastest growing communities in the Bay Area. Today, the City's population is 51,000 and expects to increase to 96,000 residents by full build-out. The City has a geographic area of about 11 square miles and average population density of 3,100 residents per square mile. Projections indicate the potential for increased traffic congestion along the I-680 corridor. These projections are based on anticipated growth in the Dougherty Valley and Tri-Valley areas. Consequently, the San Ramon General Plan articulates policies that address the need to expand and enhance transit service.

San Ramon has recognized the need to reduce the use of single-occupant vehicles to achieve levels of service standards outlined in the City's General Plan. The City has worked cooperatively with the local public transit provider, County Connection to fill the need for public transit. However, local and regional public transit must be increased to maintain acceptable levels of service throughout the San Ramon Valley.

Other key factors affecting San Ramon's transit planning context include:

- Most of San Ramon's population 65 years or older reside in the southern portion of the City.
- Approximately 6,700 residents in the Broadmoor corridor and 3,700 residents in the Alcosta corridor south of Montevideo are not served by transit.

- Approximately 8,000 Dougherty Valley residents are not served by public transit.
- San Ramon is a major employment center within Contra Costa County and attracts employees from throughout the Bay Area. Approximately 35,000 persons work in San Ramon; this figure is expected to increase to 50,000 by 2020.
- Over 77 percent of the employees working in San Ramon drive alone to work.
- Over 28 percent of San Ramon workers, live in the Tri-Valley.

San Ramon's Vision of Transit Needs

The San Ramon Transit Plan articulates a vision for increased, frequent, efficient, cost-effective, and convenient public transit service for residents, seniors, youth, and employees who live and work in San Ramon.

San Ramon's vision of transit services include:

1. Fixed Route Circulator Service.
2. Service to South San Ramon, including California High School, Pine Valley Middle School, and the San Ramon Senior Center.
3. Expanded Weekend Service.
4. Service to Activity Centers along the Northwest corridor of San Ramon Valley Blvd.
5. Maximize existing regional transit routes to effectively meet the needs of San Ramon Valley residents and commuters.
6. Maximize the use of transit funds.

Objectives of the Transit Plan include:

1. Assess the level of public transit service that San Ramon residents, seniors, students, and employees receive.
2. Project the adjustment in public transit service demand in 2010 and 2020 population.
3. Identify special transit market groups and transit needs.
4. Determine the amount of funding generated by the City of San Ramon for public transit services.
5. Identify potential funding sources for additional service in San Ramon.
6. Identify the role of service providers in the implementation for future transit service.
7. Identify transit needs for significant growth in the Dougherty Valley.
8. Identify transit needs for public facilities located in the Dougherty Valley, including a Community College (8,500 students), community center, library, retail sites and public schools.

9. Provide a transit plan that addresses current and future public transit needs in San Ramon.
10. Develop marketing and outreach plans that coincide with the implementation of transit service and identify target markets.
11. Fulfill the transit requirements outlined in the City's General Plan 2020.

Chapter 1. Introduction

The City of San Ramon has embarked on a transit plan analysis to provide an objective assessment of the various transit service and operational alternatives available to the City. The final product will be a transit service and financial plan, which will guide and assist the City decision makers in determining how existing and future transit needs of San Ramon's residents and employees can be met. The City and its partners will need to work cooperatively to pursue a number of issues in order to implement the proposed transit service outlined in the San Ramon Transit Plan.

San Ramon is located in southern Contra Costa County and is situated between the communities of Danville, Dublin and the unincorporated areas of Alameda and Contra Costa counties. Since its incorporation in 1983, the City of San Ramon has experienced rapid growth, dispersed travel patterns, and increasing traffic congestion experienced by many other Bay Area communities. The City's projected growth in residents, and employment is among the highest in Contra Costa and the Tri-Valley areas. As a major residential community with a population of approximately 51,000 and expected to increase to 96,000 at full build-out, San Ramon will produce a significant number of trips outbound to regional transit facilities, employment centers, and inbound trips accessing a regional employment center. The I-680 corridor, which is the major north-south regional route serving San Ramon has also experienced a significant increase in traffic congestion.

The Dougherty Valley, at full build-out, will consist of 11,000 households and 30,000 residents. In the heart of the Dougherty Valley, is a planned Village Center, with 178,000 square feet of retail/commercial. The Village Center will house the Diablo Valley College (DVC)-San Ramon Valley Campus with approximately 8,500 students. A community center and library will open in summer 2005. The Dougherty Valley High School, which will open in 2007 and Windemere Ranch Middle School, opening in 2006, will be located adjacent to the Village Center.

Today, the City is served by the Central Contra Costa Transit Authority (CCCTA) or County Connection. BART stations are located to the south and north, and limited transit service is provided by the Livermore Amador Valley Transit Authority (LAVTA). The City's Transit Center, constructed in 1995 with Measure C funding, is located within the Bishop Ranch Business Park, Iron Horse Middle School and a regional north-south bicycle pedestrian trail (Iron Horse Trail). The San Ramon Transit Center provides residents and employees with a Park & Ride lot accommodating 54 parking spaces, bicycle racks and lockers, and serves as a convenient location for connecting transit service to and from adjoining cities.

The CCCTA, or County Connection, was established on March 27, 1980 to coordinate, integrate, and expand transit service throughout Central and Southern Contra Costa County areas. County Connection is constituted as a joint powers agency of 11 jurisdictions including the cities of Clayton, Concord, Lafayette, Martinez, Orinda, Pleasant Hill, San Ramon, Walnut Creek, the towns of Danville, Moraga, and unincorporated areas of central Contra Costa County. Included in the County Connection

Joint Exercise of Powers Agreement (JEPA) was a Basic Level of Service (BLS) policy. The BLS policy defined routes, frequency, and span of service for each route in each member community. The BLS policy was not based on any parameters, standards, or guidelines, but was only descriptions of routes in existence at that time. Danville and San Ramon were not incorporated at that time.

The San Ramon City Council has long advocated the need for the County Connection to update the BLS policy or adopt a plan that clearly outlines and defines transit service for all 11-member jurisdictions, specifically for those agencies that may experience growth. A BLS policy is similar to a City's General Plan and should be used to assist and guide many aspects of a transit agency. Specifically, it should clearly outline a policy that determines the level of transit service provided to all 11-member jurisdictions. The original BLS policy was reviewed in 1985 and 1994. However, the reviews only reflected how service compared to the original BLS each community received; and if service had increased or decreased.

During the course of the Dougherty Valley Transit Feasibility Study, it became apparent that the County Connection BLS policy is not, and has not, been used. Absent an updated BLS Policy, it was a challenge to determine what type of transit service and the amount of transit service that should be provided in San Ramon and the Dougherty Valley. Since the entire Dougherty Valley area will be annexed to San Ramon and as a member jurisdiction of County Connection, San Ramon, and its additional 30,000 residents, are entitled to a Basic Level of Service.

State law does not dictate whether or not a transit agency adheres to a BLS policy. However, a BLS policy should provide County Connection a document that outlines how service is defined, type of service, service expansion, etc., for all member agencies. This position has been articulated to County Connection over the past several years. Absent a County Connection BLS Policy, it is inappropriate to deny transit service to the Dougherty Valley without financial assistance, despite the fact that the Dougherty Valley will generate significant sales tax revenues.

At the February 19, 2004 County Connection Board of Director's meeting, the City of San Ramon formally requested a review and update of the County Connection's Basic Level of Service Policy. County Connection staff has researched the BLS policy and presented preliminary findings to the Operations & Scheduling Committee and the Marketing, Planning & Legislative Committee. To date, County Connection has outlined an "equity policy" that is currently under review by all 11-member jurisdictions.

On June 22, 2004, the City of San Ramon adopted Resolution No. 2004-93, a Notice of Termination to the Central Contra Costa Transit Authority. Subsequently, the City gave written notice to County Connection of the City's intention to withdraw from the CCCTA JEPA effective June 30, 2005. The City of San Ramon intends to assume responsibility for the delivery of transit services to its residents.

As a result of these events, the City of San Ramon has embarked on preparing a San Ramon Transit Plan to address short and long-range transit needs for the San Ramon Valley.

The objectives of the Transit Plan are to:

1. Assess transit needs and demand, and develop a transit service strategy to effectively meet these needs.
2. Establish a model for the delivery of transit service in San Ramon that maximizes local autonomy over service priorities, and regional service coordination.
3. Assess the level of public transit service that San Ramon residents, seniors, students, and employees receive.
4. Project the adjustment in public transit service demand in 2010 and 2020 population.
5. Identify special transit market groups and transit needs.
6. Determine the amount of funding generated by the City of San Ramon for public transit services.
7. Identify potential funding sources for additional service in San Ramon.
8. Identify the role of service providers in the implementation for future transit service.
9. Identify transit needs for significant growth in the Dougherty Valley.
10. Identify transit needs for public facilities located in the Dougherty Valley, including a Community College (8,500 students), community center, library, retail sites and public schools.
11. Provide a transit plan that addresses current and future public transit needs in San Ramon.
12. Develop marketing and outreach plans that coincide with the implementation of transit service and identify target markets.
13. Fulfill the requirements in the City's General Plan 2020 for a comprehensive transit study.
14. Fulfill the transit requirements outlined in the City's General Plan 2020.

The project is a collaborative effort between City of San Ramon and Nelson\Nygaard Consulting Associates. The City assumed responsibility for the demand analysis, community outreach, the identification of transit service priorities, and the establishment of a service delivery strategy. The consultants assumed responsibility for the assessment of current transit service levels in San Ramon, the development of a service plan, the assessment of funding capacity and a financial plan. The analysis of transit needs focuses on commuter needs as well as local circulation needs. The financial plan includes capital and operating costs, potential revenue sources and service levels that the City can support. Service priority recommendations are made based on the amount of Transit Development

Act (TDA) funds generated and potential funding sources available to the City. Service recommendations also reflect the potential to meet recommended service standards.

The following Draft Final San Ramon Transit Plan has been prepared following the development of a Preliminary Transit Service Strategy Report. City staff, Transit Oversight Committee and the City's Transportation Advisory Committee (TAC) reviewed the Preliminary Report and their feedback was incorporated into this report.

The focus of this final report is to:

- Present existing transit services available in San Ramon (Chapter 2);
- Summarize relevant background documentation (Chapter 3);
- Summarize stakeholder input (Chapter 4);
- Summarize issues and service delivery challenges (Chapter 5);
- Provide service strategies (Chapter 6);
- Summarize costs and potential funding sources (Chapter 7); and
- Provide a plan summary and staging (Chapter 8).

Chapter 2. Existing Transit Services

An evaluation of existing transit services is an important step in conducting this transit study. This understanding is also important for making service recommendations and for assessing potential service delivery arrangements.

Local and Regional Transit Services in San Ramon

County Connection

County Connection has a total of seven fixed routes that operate within San Ramon. Of these, two routes provide more localized service while the other five provide a combination of local and regional service. Several routes provide reverse-commute service from both the Dublin/Pleasanton and Walnut Creek BART stations and one route provides service to and from the Altamont Commuter Express (ACE) Rail station in Pleasanton. A summary of each of these routes is provided below.

Route 121 provides local service seven days a week throughout the San Ramon Valley with service between the Walnut Creek BART station and the Dublin/Pleasanton BART station. In San Ramon, Route 121 provides service along Camino Ramon and San Ramon Valley Boulevard (paralleling I-680) with deviations west along Crow Canyon Road, Bollinger Canyon Boulevard (west of I-680), Bishop Ranch and the San Ramon Transit Center. Weekday frequencies on Route 121 are approximately every 30 minutes during peak hours and every 60 minutes during the midday and evening hours. Weekend frequencies are every hour. Weekday service begins on Route 121 at approximately 5:15 AM and ends around midnight. Saturday service begins at approximately 7:00 AM and runs until 10:30 PM. Sunday service begins at approximately 8:40 AM and ends at 6:30 PM.

Route 221 provides limited peak-hour service on weekdays only between Alamo Plaza in Alamo and San Ramon. In San Ramon, service is provided on Crow Canyon (east of I-680), San Ramon Valley Boulevard (between Crow Canyon Road and Norris Canyon Road) and Annabel Lane in Bishop Ranch. Select trips also travel south of Annabel Lane to serve the San Ramon Transit Center, Alcosta Boulevard, Montevideo Drive and Broadmoor Drive. Morning service on Route 221 begins at approximately 6:00 AM and ends at 8:00 AM. Afternoon service begins at approximately 2:30 PM and ends at 4:00 PM.

Route 259 provides service to local schools only while schools are in session. Service to South San Ramon, via Alcosta, Old Ranch Road and Dougherty Road was discontinued January 31, 2005.

Route 920. This route provides express peak-hour service between the Mitchell Drive Park and Ride lot in Walnut Creek and the ACE Rail station in Pleasanton on weekdays only. In the morning peak hours, southbound service is provided from Walnut Creek to the Pleasanton ACE station with stops only at the San Ramon Transit Center. Return northbound trips in the morning provide service to various locations throughout Bishop Ranch as well as the San Ramon Transit Center. Likewise, in the evening, southbound trips provide service from Bishop Ranch and the San Ramon Transit Center to the Pleasanton ACE station and return northbound trips travel back to Walnut Creek with stops only at the San Ramon Transit Center. Three round trips are provided in the morning at 5:12, 6:17 and 7:20 and three round trips are provided in the evening at 5:40, 6:50 and 8:00.

Routes 960 and 970. These routes are designed to connect the Bishop Ranch area with the Walnut Creek and Dublin/Pleasanton BART stations. Route 960 provides connections to and from the Walnut Creek BART station and Route 970 provides connections to and from the Dublin/Pleasanton BART station. Service is only available during the weekday peak hours. Morning service begins between 6:00 and 6:30 AM and ends between 9:00 and 10:00 AM. Evening service is provided between 3:00 and 3:30 PM and ends between 6:30 and 8:00 PM. Bishop Ranch employees are allowed to ride these routes for free with an Express Pass issued by the Bishop Ranch Transportation Center. The service is also available to the general public for a fee of \$1.50 one way

LAVTA (Wheels)

Route 3. LAVTA provides very limited service in San Ramon on Route 3. This route essentially travels through the southern tip of San Ramon primarily to turn around. The bus travels along Stagecoach Road and Alcosta Boulevard and provides service to the Dublin/Pleasanton BART station and Stoneridge Mall. Route 3 provides clockwise service approximately every 30- to 60-minutes between approximately 5:15 AM – 8:50 AM and counterclockwise service between approximately 2:30 PM and 8:00 PM.

Service Span and Operating Data

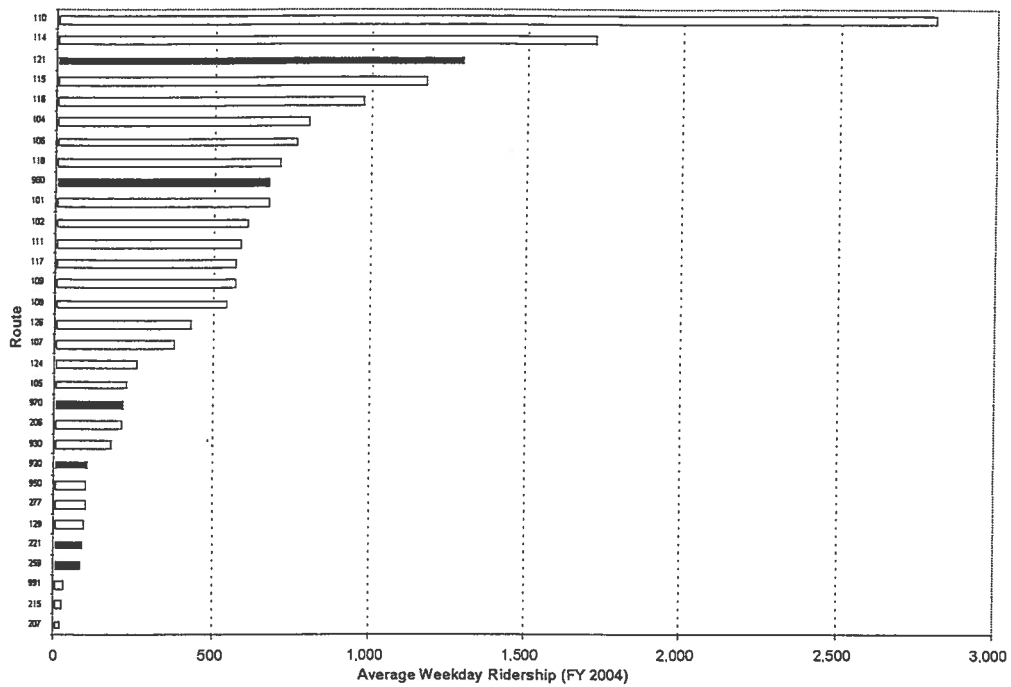
Most of the transit service in San Ramon is provided during peak hours only. Only one route that serves San Ramon operates throughout the day. Figure 2-1 provides a snapshot of approximate weekday service spans on all routes that provide service in San Ramon.

Figure 2-1 Approximate Weekday Service Span on CCCTA Routes in San Ramon

Route	Time																					
	AM											PM										
	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11		
121																						
221																						
259																						
920																						
960B																						
960C																						
970B																						
970C																						
3/3E																						

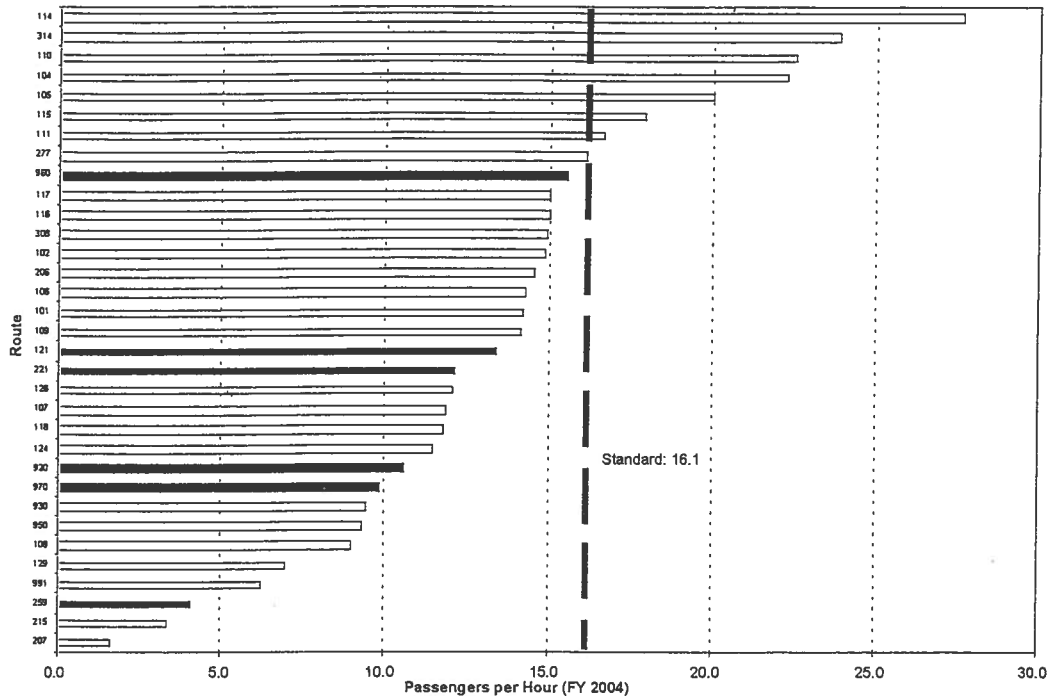
Basic operating data was also collected from County Connection on each of its routes, specifically average weekday ridership by route and the productivity service indicator - passengers per revenue hour. The following two figures present how the routes in San Ramon compare with all of County Connection's routes. Figure 2-2 presents average weekday ridership for Fiscal Year 2004 and Figure 2-3 presents passengers per revenue hour (productivity) for Fiscal Year 2004 on each of the CCCTA routes. CCCTA routes in San Ramon are highlighted in black.

Figure 2-2 Average Weekday Ridership FY 2004 – All CCCTA Routes



Source: CCCTA

Figure 2-3 Passengers Per Revenue Hour (Productivity) – All CCCTA Routes



Source: CCCTA

BART Services

There are two BART stations near San Ramon that offer regional connections throughout the Bay Area, Walnut Creek and Dublin/Pleasanton. While the Dublin/Pleasanton station is closer than the Walnut Creek station for San Ramon residents, the Walnut Creek station provides a higher level of service frequency. A brief description of these stations and the transit services provided at each is provided below.

Walnut Creek station

The Walnut Creek BART station is along the Pittsburg/Bay Point-SFO/Millbrae line with direct service to Oakland and San Francisco. Peak hour service is provided approximately every five to ten minutes in both directions from this station, with service during the middle of the day dropping to every 15 or 20 minutes. Weekend service from the Walnut Creek station is available approximately every 20 minutes. County Connection routes that serve the Walnut Creek BART station are: 101, 102, 104, 105, 115, 116, 121, 930, 960B and 960C. LAVTA's Walnut Creek Express (Route 70) also provides service to this station.

Dublin/Pleasanton station

The Dublin/Pleasanton station is the end point of the Dublin/Pleasanton-Daly City line and provides direct service to San Leandro, Oakland, San Francisco and Daly City. Service to and from the station is approximately 15 to 20 minutes throughout the day. Weekend service is provided approximately every 20 minutes. The Dublin/Pleasanton BART station serves as a major transfer facility for a number of regional bus providers. Three County Connection routes provide service to the Dublin/Pleasanton BART station: 121, 970B and 970C and connections can be made with nine LAVTA routes. Other transit providers that also serve the station include MAX (Modesto), Tri Delta Transit (Eastern Contra Costa County) and SMART (Stockton).

Future West Dublin/Pleasanton BART station

According to the BART FY 2005 Short Range Transit Plan and Capital Improvement Program, an infill station located between the existing Castro Valley and Dublin/Pleasanton stations is projected to open in FY 2008. The project was included in the 2001 Regional Transportation Plan (RTP) and has received all required public funding for construction. The exact location of the station is undetermined but it would be located in the median of I-580 and would be a mixed-use project that will include residential, office and parking facilities. The primary benefit of the West Dublin/Pleasanton BART station is to relieve traffic congestion and parking at the existing Dublin/Pleasanton BART station.

Altamont Commuter Express (ACE) Rail

ACE Rail is a commuter rail service that connects Stockton and San Jose. Currently, there are three morning southbound trips between Stockton and San Jose, and three northbound trips between San Jose and Stockton in the evening.

There are three ACE Rail stations in the Tri-Valley area: Vasco Road in Livermore, Downtown Livermore and Pleasanton. The Pleasanton station, located at Bernal Avenue and Pleasanton Avenue, is the closest ACE station for San Ramon residents. County Connection's Route 920 provides express service between San Ramon and the Pleasanton ACE station. Route 920 is timed to connect with each of the morning and evening trains at the Pleasanton station.

Other Transit Services in San Ramon

San Ramon Senior Shuttle

The City of San Ramon operates a senior shuttle service throughout the City called the Senior Express Van. The service will pick seniors up at their homes and takes them to the Senior Center (located at Alcosta Boulevard and Stagecoach Road) for meals and other activities. The van will then take them home in the afternoon. Morning pick-ups are typically from 8:30 AM to 10:00 AM and return trips are typically from 3:00 to 4:30 PM.

This regular service operates Tuesday through Friday only. In addition, special trips are also provided outside of San Ramon approximately 3 times per month. To use the service, seniors must be over age 55 and be residents of San Ramon. The Senior Center maintains a list of seniors who use the service and design the route on-demand depending on who has requested the van for a particular day.

The 18-passenger vehicle is equipped with a wheelchair lift and is owned and maintained by the City of San Ramon. All drivers of the van are volunteers and must have a special driver's license to operate the vehicle. The coordinator of the service estimates that approximately 10-15 people use the service each day. Based on approximately 200 days of service, annual ridership is estimated between 4,000 and 6,000. The City funds the service out of the General Fund with contributions from Chevron Texaco. A fare of \$1.00 is also charged for all one-way trips to help offset the cost of the service.

Summary of Existing Transit Services

Although there are a number of transit routes that operate within and through San Ramon, it is clear that service is heavily focused on peak-hour travel. The only route that operates consistently throughout the day is Route 121. While most of the service is heavily focused on peak-hour travel, service frequencies during this time appear to be appropriate.

Most of the routes operate every 20-30 minutes during peak hours, and routes that connect with BART and ACE are timed to meet arriving and departing trains. Route 121 provides 15-minute peak-hour frequencies and 30-minute frequencies midday. Although this route primarily serves the I-680 corridor and portions of Bishop Ranch, service frequencies appear to be adequate.

In areas of San Ramon outside of the I-680 corridor and Bishop Ranch, service is very limited during peak hours and mostly unavailable during the midday or at night. In addition, weekend service in San Ramon is only available on Route 121 and service frequencies drop to every hour. Still, this route provides an important link between Walnut Creek and Dublin/Pleasanton BART stations, providing regional mobility in the I-680 corridor throughout the week. However, there is no transit service available to residents within the Dougherty Valley.

Chapter 3. Review of Completed Reports and Contracts

This section reviews reports and studies that relate to transit service in San Ramon. In addition, this section provides an overview of the agreement between San Ramon and County Connection and identifies any barriers that may arise from terminating this agreement.

Joint Exercise of Powers Agreement (JEPA) and By-Laws of the CCCTA

The City of San Ramon is currently a member of the Central Costa County Transit Authority (CCCTA), an agency formed as a result of a Joint Exercise of Powers Agreement (JEPA) among ten cities and Contra Costa County. The agreement lays out the parameters under which each member agency and the CCCTA have agreed to provide transit service throughout Central Contra Costa County. The agreement also establishes powers of CCCTA, terms of the agreement and the processes for terminating the agreement between member agencies and the CCCTA. As established in Section 10a, individual members may terminate the agreement on the first day of the fiscal year as long as they give one-year prior written notice to the CCCTA.

San Ramon has recently exercised its right to terminate its participation in the CCCTA, which will be effective on June 30, 2005. The JEPA states that any member jurisdiction that chooses to terminate its agreement with CCCTA may also rescind its decision prior to the effective date of termination.

By-Laws of the CCCTA

The By-Laws of the CCCTA lay out the purpose of the CCCTA, organization of the governing board and details regarding administrative duties of the agency. The By-Laws also define the "Base Level of Service" that CCCTA will provide to member jurisdictions, as well as procedures for additions and reductions to that base level or service.

One section of particular importance for this Transit Plan is Section 9.08, which states that member agencies are not prohibited from operating public transportation systems, provided that (1) this service does not compete (either directly or indirectly) with services being provided by CCCTA and (2) such public transportation can not be financed or supported from "regionally-allocated, State or Federal funds."

CCCTA FY04-FY13 Short Range Transit Plan

All transit agencies in the MTC region are required to develop a Short Range Transit Plan (SRTP) that effectively execute the planning and program responsibilities set forth in the Regional Transportation Plan (RTP). The SRTP is updated annually and evaluates CCCTA's transit routes and services over a 10-year period.

The SRTP is a general plan that serves as a document that justifies funding changes and service modifications over the life of the plan. The SRTP is not a specific plan and is "subject to ongoing review, evaluation and modification in light of changing circumstances."

The SRTP is divided into four chapters:

1. Setting and Performance Analysis.
2. Goals, Objectives and Performance Measurement.
3. Operating and Capital Financial Plans.
4. Regional Coordination, Inter-Operator Coordination, and Private Enterprise Participation.

The most relevant chapter in the SRTP for San Ramon is Chapter 3 where specific operating and financial plans are identified and evaluated. After a series of review and modification by the CCCTA Board, several service adjustments that affect San Ramon have been made. These changes took place in January 2005.

Route 221L. Two afternoon trips on this route have been discontinued. Remaining service on this route has been converted to "Select Service" trips that only operate when schools are in session. These changes are estimated to reduce annual operating costs by \$21,000.

Route 259. CCCTA has discontinued this route. However, one afternoon trip has remained and is coordinated with school bell times. It is estimated that the discontinuation of this route will reduce annual operating costs by \$105,000.

Chapter 3 of the SRTP also includes a section that identifies worthwhile transit needs in the service area. Due to funding constraints (Track II projects), service in this area has not been implemented. The following proposed two services that affect San Ramon include:

- Express Bus (I-680 corridor). San Ramon and Bishop Ranch are identified as potential destinations for a larger express bus network.
- Tri-Valley/Dougherty Valley (fixed route and paratransit). The SRTP identifies traffic congestion and growth in these areas as a concern. A specific proposal was developed that would connect the Dougherty Valley with the Dublin/Pleasanton BART station. Service was proposed to operate every 15-minute peak and 30-minute base service from approximately 5:30AM – 7:00 PM, Monday through

Friday. The SRTP estimated the annual operating cost of this proposal to be approximately \$735,000.

Dougherty Valley Transit Study

The Dougherty Valley Settlement Agreement required the Dougherty Valley developers to implement a Dougherty Valley Transit Feasibility Study to evaluate the potential of expanding transit services in the Dougherty Valley. Ultimately, the Dougherty Valley will be annexed to San Ramon, thereby increasing the City's population to approximately 96,000 residents.

The Dougherty Valley Transit Feasibility Study was completed in March 2004. The final report estimated the demand for transit service in the Valley, presented potential transit alternatives, evaluated their cost and made recommendations on possible ways to fund and operate the service. A recommendation was also made regarding implementation of transit services in the Dougherty Valley.

According to the Dougherty Valley final report, there is a market for transit services in Dougherty Valley. While demand is not as significant as in denser urban neighborhoods, there are potential transit markets including youth, students, seniors, and commuters. A base level of Dougherty Valley transit service would be every 30 minutes in the peak hour and every 60 minutes in the off-peak hours. This is comparable to the level of service County Connection provides in similar communities throughout Central Contra Costa County and provides the minimum level of service to serve the transit markets identified in the Dougherty Valley Transit Feasibility Study.

Summary of Recommendations from the Dougherty Valley Transit Feasibility Study:

1. Implement a bus route connecting the Dublin/Pleasanton BART Station with the San Ramon Transit Center operating via Dougherty Road and Bollinger Canyon. Initially the routes should operate on weekdays every 30 minutes between 5:30 AM and 9 AM and between 2 PM and 7PM, and every 60 minutes between 9 AM and 2PM.
2. Develop a program between the City of San Ramon, transit providers, developers and property managers to establish and sustain a program of informing residents of transit and rideshare options that are available to Dougherty Valley residents.
3. County Connection should develop a new Basic Level of Service policy for its entire service area that sets a policy that balances equitable distribution of transit services, with potential demand and available funding.
4. Monitor the implementation of the oversight of the school transportation program and use of the transit impact fee that was conditioned as part of Gale Ranch 3. This monitoring should include planning actual school bus services until both a middle and high school are open in Dougherty Valley.

5. Work with the administration of the community college to encourage transit use by participating in the College Commute Incentive Program sponsored by the City of San Ramon and the 511 Contra Costa.

I-680 Investment Option Analysis

The I-680 Investment Options Analysis Study was a planning oriented effort prepared for the Contra Costa Transportation Authority. It involved the qualitative analysis of a number of potential investment options along the I-680 corridor. A full range of multi-modal options was considered. The study was completed in May 2003 and provided a project to include the Contra Costa County reauthorization of Measure C, the countywide _ cent transportation sales tax.

A number of potential options were considered, including an extension of BART, light rail, express bus, busways, bus shoulder lane, HOV lanes and HOT (High Occupancy Toll) lanes. Following a qualitative evaluation of the various options, a combination of HOV lanes, new express buses and direct HOV ramps, was chosen as the preferred option. Ultimately, the project, identified as the I-680 Carpool Lane Gap Closure/Transit Corridor Improvements, was included in the Measure J funding package. Measure J, approved by Contra Costa County voters in November 2004, will go into effect in 2010.

Tri-Valley Transportation Action Plan

In September 2000, the Tri Valley Transportation Council issued the Tri-Valley Transportation Action Plan that recommended several transit improvements that affect San Ramon. In particular, the plan analyzed two hypothetical routes, both operating every 40 minutes during peak hours and 60 minutes during off-peak hours:

- Dublin BART to Walnut Creek BART via Dougherty Valley/Bollinger Canyon/Camino Tassajara/I-680
- Dublin BART to Walnut Creek BART via Dougherty Valley/Bollinger Canyon/Camino Ramon/Crow Canyon/I-680

East Bay Suburban Transit Improvement Study

The East Bay Suburban Transit Improvement Study, funded by MTC, is currently assessing regional transit travel and identifying regional transit service delivery strategies. The final report will identify the most effective and efficient strategies to meet these needs. The goals of the study include:

1. Identify ways to maximize available resources in order to put the most quality transit services on the road.

2. Provide service to passengers that is easy to understand and use, and which appears to be seamless.
3. Develop a format for the integration of East Bay Suburban Express bus service.
4. Review existing institutional arrangements between the four East Bay Transit Providers (County Connection, LAVTA, Tri-Delta Transit and WestCAT).

The outcome of this study will have implications for service within the Tri-Valley and San Ramon Valley. Study findings and recommendations are expected by June of 2005.

Chapter 4. Stakeholder Input

To assess the need for transit, determine priority markets and identify barriers to transit in San Ramon, City staff conducted a number of stakeholder interviews with various members of the community. Included in these interviews were representatives of the San Ramon Valley Unified School District, San Ramon Library, Chamber of Commerce, San Ramon Senior Center, members of the City Council and Planning Commission, and a representative from the business community. The interviews solicited information on what transit markets were the most important, both in their opinion and from the standpoint of the organization they represent.

Transit Markets in San Ramon

The stakeholder interviews offer a glimpse into what the most important issues and barriers are for transit in San Ramon. This insight is important for developing potential service strategies. The major transit markets that were identified include:

- **Commuters.** All stakeholders identified commuters as a primary market for transit in San Ramon. Key destinations that were identified for commuters include Bishop Ranch, Central Contra Costa County, Hacienda Crossing and both BART stations (Walnut Creek and Dublin/Pleasanton). While both BART stations were mentioned, half of those interviewed identified the Walnut Creek station as the priority station while half identified the Dublin/Pleasanton station as a priority. One stakeholder mentioned the planned West Dublin/Pleasanton BART station.
- **Seniors.** All stakeholders also identified seniors as a key market for transit service in San Ramon. Several stakeholders mentioned access from various San Ramon neighborhoods to the Senior Center, located in south San Ramon.
- **Students.** Most stakeholders felt that all students in San Ramon (middle/high school and community college) could benefit from improved transit service. It was also mentioned that traffic congestion during bell times was a problem at all school sites.
- **Low income.** Most stakeholders acknowledged that low-income residents and the transit dependent need access to services and jobs.
- **Persons with disabilities.** All stakeholders mentioned that it is important to provide transit service to persons with disabilities, but fewer stakeholders ranked this group of individuals as the most important market.
- **Shoppers.** Only a few stakeholders mentioned shoppers as a potential transit market that should be served in San Ramon.

Key Issues and Barriers

Key issues and barriers that were identified in the stakeholder interviews are summarized below.

- **Transit is key to economic development.** Several stakeholders pointed out that an efficient transit system could reduce the need for additional parking as the City grows and can **enhance economic development in the city.**
- **Transit service should be provided economically.** One stakeholder mentioned that transit service should be provided efficiently and cost-effectively. Transit service should be flexible and allow many different groups to use the service.
- **Transit Service hours in San Ramon are limited.** A number of stakeholders felt that transit service was too infrequent in the City to be attractive, especially at night and on the weekends when existing service is limited to just one route.
- **Transit service in the neighborhoods is needed.** Several stakeholders pointed out that transit service to the neighborhoods (where people actually live) should be a priority. This service would be most important for students, youth, seniors and transit-dependent residents.
- **Transit service needs to be added in the Dougherty Valley.** The majority of stakeholders identified the Dougherty Valley as a growing area and stated that transit service should accommodate this growth. In addition to a new high school, library and community college, the Dougherty Valley is expected to add 11,000 households and 30,000 residents by full build-out. Since several public facilities are scheduled to open in 2005, it was emphasized that transit service should be available as facilities open.
- **Transit Service should be the focus of other developments.** Several stakeholders pointed out future transit possibilities with the Crow Canyon Specific Plan area and the planned City/Civic Center site. It was emphasized that transit services should serve these developments.
- **Transit Marketing and advertising.** Many stakeholders identified the lack of marketing as a barrier to making transit attractive and encouraged that along with a transit plan, a marketing component should be developed.
- **Transit Agencies Coordination.** Several stakeholders pointed out that regional coordination between the various transit providers is necessary for improving transit services through the San Ramon and Tri-Valley areas.

Chapter 5. Issues and Challenges

The City of San Ramon embarked on a public transit needs analysis to provide an assessment of the various transit service options and operational alternatives available to the City. The final document is a planning tool to guide City decision makers toward the pursuit of enhanced and expanded transit service in San Ramon. The findings and recommendations presented in this report are a first step in the process to implement improved local transit service.

Transit Vision

The San Ramon Transit Plan articulates a vision for increased, frequent, efficient, cost-effective, and convenient public transit service for residents, seniors, youth, and employees who live and work in San Ramon.

San Ramon's vision of transit services include:

1. Fixed Route Circulator Service.
2. Service to South San Ramon, including California High School, Pine Valley Middle School, and the San Ramon Senior Center.
3. Expanded Weekend Service.
4. Service to Activity Centers along the Northwest corridor of San Ramon Valley Blvd
5. Maximize the use of transit funds.

Population Growth

The San Ramon General Plan covers the period up to 2020. By full build out, the population of San Ramon is expected to be 96,000, and employment will grow to 59,000 jobs. The majority of these jobs will be in the business/office sector remaining at a constant 78%. The proportion of retail and service sector jobs will remain constant at 16%. The majority of residential growth is focused on Dougherty Valley – 11,000 housing units and 30,000 residents by full build out in 2020. The remainder of residential development (5,290 units) will be accommodated in the Northwest and Crow Canyon Specific Plan areas, small developments and through infill development. Non-residential development will continue to be concentrated in Bishop Ranch Business Park, Crow Canyon Specific Plan area and the Dougherty Valley.

Residential and employment concentrations in Dougherty Valley and Bishop Ranch have, and will continue to have, implications for the provision and restructuring of transit service in the San Ramon Valley.

Transit Needs

The City of San Ramon is one of the fastest growing communities in Contra Costa County. Since its incorporation in 1983, the City has grown from about 23,500 to approximately 51,000 in 2005. By 2020, the City's population is expected to increase to 96,000. The City has a geographic area of 11 square miles and an average population density of 3,100 residents per square mile. Throughout the transit industry, low density, suburban residential development and affluent communities do not usually generate high transit usage. However, the large number of employees concentrated in the Bishop Ranch Business Park and the projected growth of residents, particularly in the Dougherty Valley, provide a meaningful transit base. Other factors that can contribute to potential high transit usage include:

1. Southern San Ramon contains the highest number of San Ramon's senior population of 65 years or older.
2. Approximately 6,500 residents in the Broadmoor corridor and 3,500 residents in the Montevideo corridor are a prime market for local transit service to the Dublin/Pleasanton BART station.
3. San Ramon is a major employment destination within Contra Costa and the Tri-Valley. The Bishop Ranch Business Park attracts employees from throughout the Bay Area. Approximately 40,000 employees are employed in San Ramon, with approximately 25,000 located in the Bishop Ranch Business Park.
4. Approximately 40% of those employed in San Ramon live within the I-680 corridor between Martinez/Concord and Dublin/Pleasanton. Approximately 22% of those employees live in San Ramon.
5. Over 74% percent of employees working in San Ramon drive alone to work.
6. Due to the lack of transit service linking Southern San Ramon and Dougherty Valley to key transit facilities and employment centers, residents have limited options other than driving alone to work and/or to the BART station in Dublin/Pleasanton.
7. Students have limited transit service to access middle and high schools in San Ramon, accessing Pine Valley, Iron Horse Middle schools and Cal High, thereby driving alone and/or parents providing transportation.

Transit Markets in San Ramon

Commuter Market

Regional commute markets remain the strongest transit markets for San Ramon residents and employers. Approximately 80% of the commute destinations for San Ramon residents are outside the City.

Bus feeder services to and from regional services such as BART and Altamont Commuter Express (ACE) remain important regional commute links. CCCTA Routes 121, 960, 970, and 259 provide general public bus service to and from BART. CCCTA's Route 920 provides express peak hour service between Walnut Creek and the Pleasanton ACE Rail Station via the San Ramon Transit Center.

The Bishop Ranch Business Park remains a major regional attractor for employees living throughout the Bay Area and beyond. **The Bishop Ranch services provided by CCCTA (Routes 960 and 970) provide a high frequency peak hour service between Bishop Ranch and the Walnut Creek and Dublin/Pleasanton BART Stations.** Bishop Ranch bus services are supplemented by the Route 121 providing off peak regional access between BART and Bishop Ranch (San Ramon Transit Center).

While the commute market originating in San Ramon will be a predominantly "choice"¹ transit market, the commute market into San Ramon to Bishop Ranch, retail jobs and service jobs will be "choice" and "transit dependent"² markets. Route 121 remains critical as a regional route for transit dependent passengers commuting to lower wage jobs.

Pull factors that influence the attractiveness of bus feeder services are:

- Direct service – minimize on board travel time and transfers.
- Good connections – timed to meet train arrivals and departures.

Key push factors that influence a shift from the car to a feeder bus service include:

- Traffic congestion.
- Limited parking capacity.

¹ The choice transit market is made up of those with access to a car or other means of transportation.

² The transit dependent market is made up of those without access to a car or alternative mode of transportation.

Local Transit Markets

In smaller communities, local transit services are generally designed to serve transit dependent markets, including low-income households, households with no access to vehicles and/or only one vehicle, seniors, youth and persons with disabilities. As a rule, local circulators do not attract the choice transit market.

In San Ramon, the market for a local transit service is *limited* for the following primary reasons:

- **Income Level** – San Ramon is a relatively affluent community. The median household income is approximately \$95,856. Only 1.4% of households have incomes below the poverty level.
- **Automobile ownership** – Approximately 73% of San Ramon households own two or more vehicles – representing a high level of household mobility. While one vehicle is used for the work trip, other household vehicles are available for independent travel by other household members.
- **Seniors** – Approximately 6.0% of San Ramon’s population is aged 65 years or older. Only 2.7% of the total population is aged 75 years or older.
- **Youth** – Approximately 22.4% of San Ramon’s population is aged 14 years or under. Pre-licensed youth are a potential transit market. To attract youth to ride transit for non-school trips, transit must be conveniently located, provide frequent and direct service to retail, entertainment and recreational facilities. Service also needs to be direct to be attractive for middle and high school trips. Due to security concerns, generally, parents do not consider public transit an option for elementary school trips.
- **Persons with disabilities** – Approximately 9.5% of San Ramon’s population is disabled. Many disabled persons have access to private transportation. Those without could use a community shuttle service or would rely on an ADA complementary paratransit service. **There will be a requirement to provide ADA complementary paratransit service in San Ramon.**

To be effective, local transit services must connect the major activity centers (retail, education, recreation and jobs). To be successful in a limited market the local transit service must try to serve as broad a spectrum of the local, transit dependent market as possible.

Commute Destinations of San Ramon Residents

The following table presents recent commute destinations for San Ramon residents. Data gathered from the 2001 San Ramon residential travel survey.

Area	%
San Ramon	20.9
Pleasanton	11.5
San Jose, Sunnyvale and surrounding areas	8.9
Oakland, Berkeley, Alameda, Emeryville	8.7
San Francisco	6.7
Walnut Creek, Pleasant Hill	6.4
Danville, Blackhawk	5.1
Fremont, Union City, Newark	4.7
Dublin	4.4
Hayward	4.2
Livermore	3.9
San Leandro, San Lorenzo, Castro Valley	3.1
Concord	2.1
North Central San Mateo County	2.1
Palo Alto and Southern San Mateo County	1.8
Richmond, Martinez, Hercules, Benicia	1.4
Lafayette, Moraga, Orinda	1.0
Other	3.1
TOTAL:	100.00

Source: City of San Ramon

Regional Context

The majority of travel to and from San Ramon is regional. Eighty percent of commute trips by San Ramon residents are to destinations beyond the City. Bishop Ranch is a major regional employment destination for San Ramon residents, as well as throughout the Bay Area.

To serve travel beyond the City, transit service must have a regional focus – serving key regional destinations or transit options – BART and ACE. The requirement for a broader

regional transit service has implications for transfers, service duplication, competition for limited markets, facility locations, deadheading and service costs.

The coordination of transit services within a regional service area can reduce operating costs, service duplication, and eliminate the need for transfers or multiple fares. Regionally coordinated or operated services provide a more seamless and attractive service to the public. Regional transit services minimize the need to transfer from one public transit service to another.

Federal Transit Act - Transit Labor Protection Section 13 (c)

Section 13 (c) is a labor protection provision of the Federal Transit Act. Section 13 (c) requires, as a precondition to a grant of federal assistance by the Federal Transit Administration (FTA) that "fair and equitable protective arrangements must be made by the grantee to protect employees affected by such assistance". The following Protective arrangements are included:

1. The preservation of rights, privileges, and benefits under existing collective bargaining arrangements;
2. The continuation of collective bargaining rights;
3. The protection of employees against a worsening of their positions with respect to their employment;
4. Assurances of employment to employees of acquired mass transportation systems and priority of reemployment for employees terminated or laid off; and
5. Paid training or retaining programs.

Although open to interpretation, Section 13 (c) could have implications for the replacement of CCCTA transit service in San Ramon with service provided by an alternative agency. The new service may have to assume the existing conditions of the CCCTA collective agreement and any affected employees.

Transit Challenges

Throughout the transit industry, low density, suburban, residential and affluent communities are demographic characteristics that do not usually generate high transit usage. In San Ramon, the large number of youth, and the growth that will occur over the next 10 years, does indicate an increasing transit market for both commuter and local transit services. Other key factors affecting San Ramon's transit planning::

- San Ramon's population 65 years or older reside in southern San Ramon.

- San Ramon is a major employment center within Contra Costa County and attracts employees throughout the Bay Area.
- Other projects in the City include the City/Civic Center site, Crow Canyon Specific Plan area and the Northwest Specific Plan area.
- Growth in the Dougherty Valley and the opening of several public facilities beginning in 2005 include a Community College, Community Center, Library and High School. These facilities will significantly increase the need for public transit in the Dougherty Valley, especially the new community college that is expected to accommodate 8,500 students.
- County Connection has expressed its intention to short turn the Route 121 in Danville if San Ramon withdraws from the CCCTA JEP. Route 121 would no longer serve San Ramon.
- Given the State of California's budget situation, funding for public transit is getting tighter. Transit providers throughout the Bay Area are reducing service and, in some cases, increasing fares. This generally results in cuts to low performing routes – midday, weekend and evening service and service to low-density neighborhoods. This trend will likely continue as transit agencies look more closely at service utilization and costs. Minimum performance standards will become increasingly important in the delivery of publicly subsidized transit service.
- San Ramon will be required to provide ADA complementary paratransit service in conjunction with local fixed route service. The parallel ADA service must be provided within $\frac{1}{4}$ mile of scheduled fixed route service during fixed route service coverage hours.

Transit Limitations

Based on recent ridership data, County Connection services in the San Ramon Valley are relatively low performers. Currently, all County Connection routes serving the San Ramon Valley perform below a 16.1 passengers/revenue hour system wide standard. Route 121 carries approximately 13-passengers/revenue hour and Route 259 carries around 4 passengers per revenue hour. Farebox recovery on these routes is around 12% and 3.8%, respectively. Both are below the County Connection system-wide standard of 16.8%. The majority of County Connection ridership is in their service area north of the San Ramon Valley.

Within this context, transit services provided directly by San Ramon will have to be sufficiently productive to meet the farebox recovery requirements of the Transportation Development Act (TDA). Under TDA, San Ramon transit services would be required to

achieve a minimum, 20% farebox recovery ratio.³ Given the high automobile ownership, high household incomes, and low-density development, reaching the minimum farebox recovery ratio could be a challenge for a small local transit service. One advantage of a large transit agency is being able to operate less productive service by offsetting the poorer performing routes with higher performing routes, and still being able to meet the required system-wide farebox recovery ratio.

³ A 20% farebox recovery ration means that 20% of total operating costs must be recovered through the farebox. Transit agencies can top up deficient farebox revenues with local sales tax or general revenues to meet the 20% requirement.

Chapter 6. Service Strategy

This chapter presents two core service strategies (Packages I and II) and a series of optional service elements that were identified by the City's Transit Oversight Committee (TOC) and Transportation Advisory Committee (TAC) members at their January 20, 2005 meeting. The proposed strategies are in response to the needs identified as a result of this study, and based on a review of previously published studies or documents.

Packages I and II provide a "menu" of services, designed so that the individual components of each package are meant to work together and complement one another. The optional service elements are described as separate components that could be included as add-ons in either Packages I or II.

Package I

This package consists of three elements. Refer to **Figure 6-1** for routing details.

I-A Dougherty Valley Commuter Route

- Designed to connect Dougherty Valley residents with BART, Bishop Ranch, and San Ramon Transit Center; local students to the new high school in Dougherty Valley; and local and regional students and faculty with the new community college.
- Route would operate between the San Ramon Transit Center and Dublin/Pleasanton BART station via Bollinger Canyon, Dougherty, and Dublin Blvd.
- Initially, the service would operate every 30 minutes during peak periods (5:30 AM-9:00 AM and 3:30 PM - 6:00 PM) during weekdays only. If the service is able to meet established performance measures (passengers per hour), off-peak service could be added on weekdays every 60 minutes from 9:00 AM-3:30 PM and from 6:00 PM-7:00 PM.
- Route would extend from the San Ramon Transit Center to provide a one-way loop serving Crow Canyon and Bollinger Canyon via Camino Ramon and Norris Canyon. This extension would allow modifications to Route 121 that would improve running time on that route (See I-B below).
- Route would be timed to connect with Route 121 and any other important routes that pulse in and out of the San Ramon Transit Center. This configuration is exactly the same as that proposed in the Dougherty Valley Transit Study.
- Requires four buses during peak hours and two buses during off peak hours.
- Requires 6,120 annual revenue hours for peak hour service. Off peak hour, service would require an additional 3,315 annual revenue hours.

I-B Modified Route 121

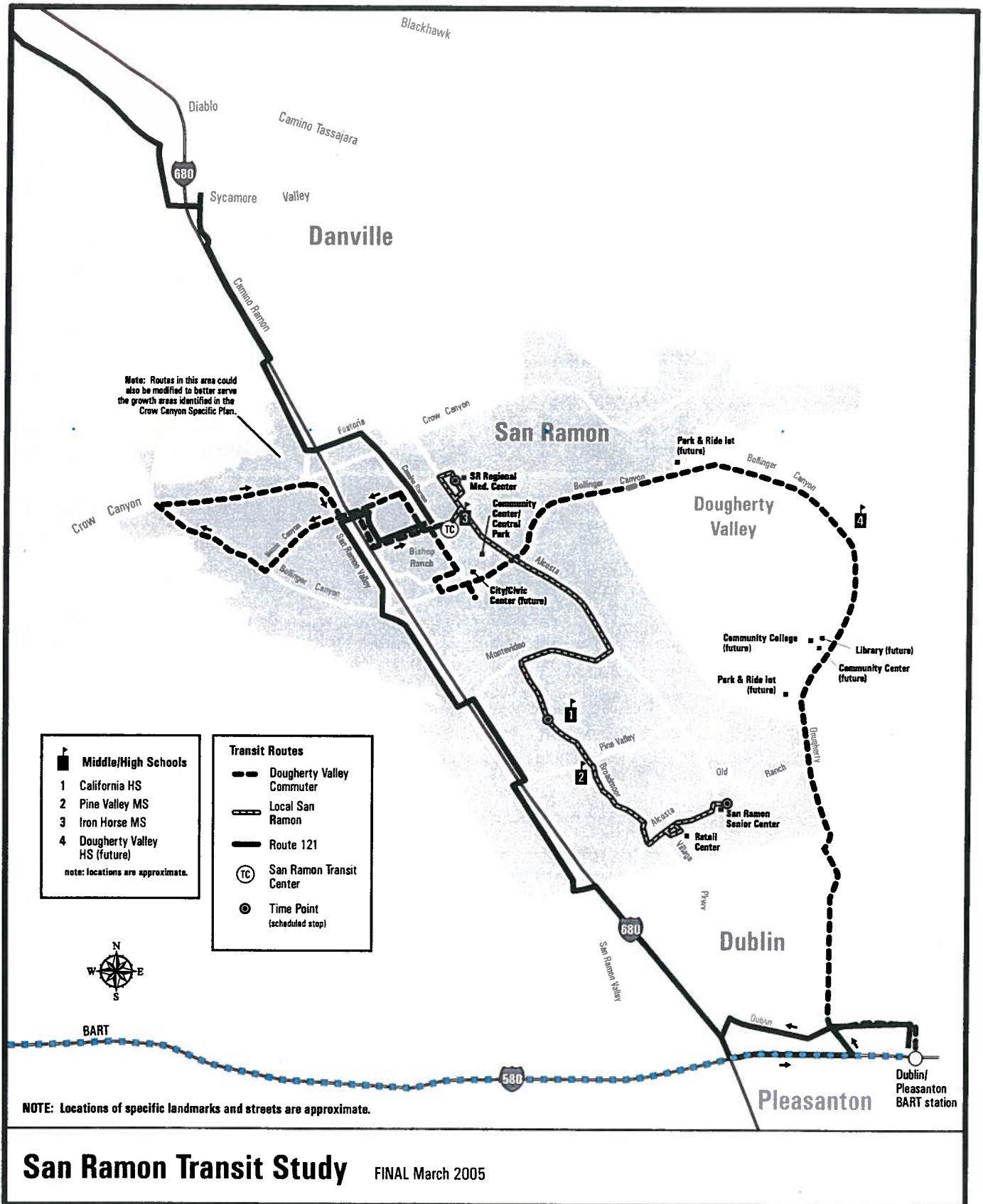
- Modifications to reduce running time on this route between Dublin/Pleasanton BART and San Ramon - providing more direct service to San Ramon. Potential 10-minute one-way travel time reduction between BART and the San Ramon Transit Center.
- To BART travel directly via Norris Canyon, San Ramon Blvd., HWY 680, (at Alcosta), Hwy 580, Hopyard/Dougherty, and Dublin Blvd.
- From BART travel to the San Ramon Transit Center via Dublin Blvd, HWY 680 (at Village Parkway), San Ramon Blvd (at Alcosta), and Norris Canyon.
- Maintain 30-minute clock face headways in San Ramon.
- Route 121 would continue to provide service during the same hours, as well as the same peak and off-peak frequencies.
- Assumes continued operation by CCCTA as a regional route. The actual allocation of hours and costs for this route would be subject to negotiation by the City of San Ramon and CCCTA.

I-C Local Shuttle

- Would provide deviated fixed route service between the San Ramon Transit Center and the San Ramon Senior Center on weekdays from approximately 6:00 AM until 7:30 PM on weekdays only.
- The time points (or scheduled stops that the bus serves on every trip) would be the San Ramon Transit Center, the San Ramon Regional Medical Center, California High School, and the Senior Center.
- Walk-on passengers would be accommodated at the four time points.
- Between the time points, the route can deviate to pick up passengers along the route. Every hour, one bus would be traveling southbound from the Transit Center to the Senior Center and another bus would be traveling northbound to the Transit Center.
- Time would be built into the schedule to allow demand response service in the area north and west of the San Ramon Transit Center (including the Crow Canyon/Norris Canyon loop in the midday) and the areas to the east and west of the Senior Center.
- Local Shuttle could serve Crow Canyon/Norris Canyon loop if it is not practical to serve with the Dougherty Valley Commuter Route. This would facilitate the proposed Route 121 modifications.
- Pickups between the time points would require a telephone request. If demand during certain times or in certain locations warrants, this route should be evaluated to determine whether a fixed route is more appropriate.

- Would be scheduled to connect with the new Dougherty Valley Commuter route (I-A), Route 121 and any other routes that are timed to connect at the San Ramon Transit Center.
- On the south end, the route would be timed to connect with either LAVTA's Route 3 (Alcosta and Stage) that would provide connections to Dublin and Pleasanton, or Route 121 (Alcosta and San Ramon Blvd.) to provide a connection to BART.
- Subscription trips could be arranged around bell times at CHS and Pine Valley Middle. This would not be exclusive service and would still be open to the general public.
- Subscription trips for Senior Center programs would be made available, allowing the Senior Center bus to be freed up for additional service throughout the city, especially the Dougherty Valley.
- Some local ADA trips could be assigned to the local service if time permits.
- Requires 2 buses throughout the day.
- Requires 4,590 annual revenue hours.

Figure 6-1 Package I Service Strategy



Package II

In Package II, additional running time has been added to the Dougherty Valley Commuter Route in each direction to allow some local service in the Dougherty Valley neighborhoods. Exact routing would be defined prior to implementation as Dougherty Valley builds out. Both Route 121 and the Local Shuttle would remain as detailed in Package I. Refer to **Figure 6-2** for routing details.

II-A Dougherty Valley Commuter Route

- Designed to connect: Dougherty Valley residents with BART, Bishop Ranch, and San Ramon Transit Center; local students to the new high school in Dougherty Valley; and local and regional students and faculty with the new community college, as well as extended service into the Dougherty Valley neighborhoods.
- Route would operate between the San Ramon Transit Center and Dublin/Pleasanton BART station via Bollinger Canyon, Dougherty, and Dublin Blvd. Possible neighborhood loops could include Windemere and Harcourt, and possibly Monarch Road.
- Route would operate every 30 minutes during peak periods (5:30 AM-9:00 AM and 3:30 PM-6:00 PM) on weekdays only. If warranted, off-peak service could be added every 60 minutes from 9:00 AM-3:30 PM and from 6:00 PM-7:00 PM on weekdays only.
- Route would extend from the San Ramon Transit Center to provide a one-way loop serving Crow Canyon and Bollinger Canyon via Camino Ramon and Norris Canyon.
- Route would be timed to connect with Route 121 and any other important routes that pulse in and out of the San Ramon Transit Center. This configuration is similar to the route proposed in the Dougherty Valley Transit Study except extra time was added to the running time to allow for neighborhood deviations.
- Requires five buses in the peak and three buses in the off peak.
- The additional peak-hour bus required for this route results in some additional layover time that could be used to provide additional service in Bishop Ranch or west of I-680.
- Requires 7,650 annual revenue hours for peak hour service. Off peak hour service would require an additional 5,738 annual revenue hours.
- Adds an additional 10 minutes running time between BART and the San Ramon Transit Center.

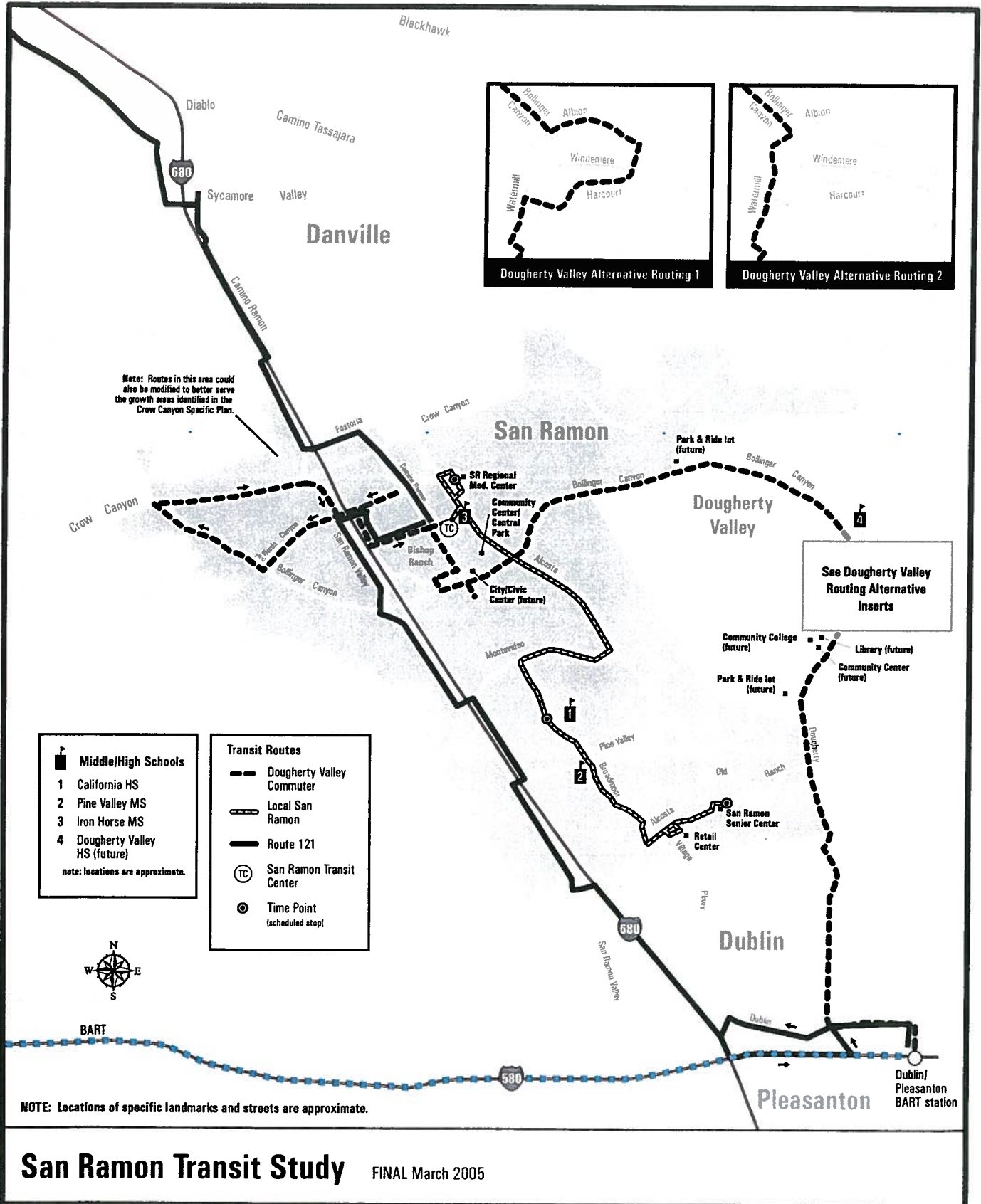
II-B Modified Route 121

- Remains unchanged from Package I
- Assumes continued operation by CCCTA as a regional route. The actual allocation of hours and costs for this route would be subject to negotiation by the City of San Ramon and CCCTA.

II-C Local Shuttle

- Remains unchanged from Package I.

Figure 6-2 Package II Service Strategy



Optional Service Elements

This section includes three elements that could be add-ons to either Package I or II. Included are two alternatives to Route 121, and a peak hour extension of the Local Shuttle to BART.

Route 121 Alternatives

County Connection may discontinue Route 121 south of Danville if San Ramon withdraws from the agency. The following are alternative services to the existing Route 121.

Alternative 1 would provide alternative coverage to Route 121 south of San Ramon's northern city limits. It assumes that County Connection would continue operating the Route 121 south to the San Ramon Transit Center to provide access to Bishop Ranch.

Alternative 2 assumes that San Ramon would operate a Route 121 alternative between the Walnut Creek and Dublin BART stations.

Route 121 Alternative 1

- Would operate between the San Ramon Transit Center and the Dublin BART. To BART it would operate along Camino Ramon, Fostoria San Ramon Blvd., Crow Canyon, Bollinger, San Ramon Blvd., HWY 680, (at Alcosta), Hwy 580, Hopyard/Dougherty, and Dublin Blvd. From BART it would travel to the San Ramon Transit Center via Dublin Blvd, HWY 680 (at Village Parkway), San Ramon Blvd (at Alcosta), San Ramon Blvd., Bollinger, Crow Canyon, San Ramon Blvd., Fostoria and Camino Ramon.
- Service would operate on weekdays with 30-minute frequency during peak hours (5:30 AM and 9:00 AM and 3:30 PM and 6:00 PM), and 60-minute frequency during off peak hours (9:00 AM - 3:30 PM and 6:00 PM – 10:00 PM). This alternative would free up time for the Dougherty Valley Commuter Route by no longer requiring this route to serve the Crow Canyon/ Norris Canyon loop. Saturday service hours would be between 8:00 AM and 8:00 PM and Sunday service hours would be from 8:00 AM until 6:00 PM.
- Requires 2 buses during peak hours and 1 bus during off peak hours. Requires 1 bus all day on Saturdays and Sundays.
- Requires 5,738 annual revenue hours to operate during weekdays; 3,060 annual revenue hours to operate on Saturdays; and 2,550 annual revenue hours on Sundays.

Route 121 Alternative 2

Would extend beyond Alternative 1 to serve the Walnut Creek BART Station. Suggested routing between the San Ramon Transit Center and the Walnut Creek BART Station would be along Camino Ramon, Fostoria, Crow Canyon Place, Crow Canyon, and I-680.

- Like Alternative 1, Service would operate on weekdays with 30-minute frequency in the peaks between 5:30 AM and 9:00 AM and 3:30 PM and 6:00 PM, and 60-minute frequency between 9:00 AM and 3:30 PM and from 6:00 PM until 10:00 PM. Saturday service hours would be between 8:00 AM and 8:00 PM and Sunday service hours would be from 8:00 AM until 6:00 PM.
- Requires 4 buses during peak hours and 2 buses during off peak hours. Requires 2 buses all day on Saturdays and Sundays.
- Requires 11,475 annual revenue hours to operate during weekdays; 6,120 annual revenue hours to operate on Saturdays; and 5,100 annual revenue hours on Sundays.

Peak Extension of Local Shuttle to BART

- The service is intended to provide a peak connection from south San Ramon to BART.
- It would follow existing Route 259 routing to BART from the San Ramon Senior Center via Old Ranch Road, Dougherty, and Dublin Blvd.
- Service hours on the local shuttle would remain the same as that proposed in Scenario I (6:00 AM – 7:30 PM). The peak hour extension would only operate between 7:30 AM, 9:00 AM, 3:30 PM, and 5:30 PM on weekdays.
- This extension to BART would require two additional buses during peak hours.
- This extension to BART would require an additional 1,785 annual revenue hours.

Figure 6-3 summarizes the operating characteristics of Packages I and II and the Optional Service Elements.

Figure 6-3 Summary of Service Strategies Operating Characteristics

Package I

Strategy	Name	Areas Served	Service Frequency	Number of Buses	Hours of Operation
I-A	Dougherty Valley Commuter	San Ramon TC, New City/Civic Center, Dougherty Valley, Dublin/Pleasanton BART	30 min peak 60 min off-peak <i>subtotal</i>	4 peak 2 off peak 4 all day	peak: 5:30 AM-9:00 AM and 3:30 PM-6:00 PM off peak: 9:00 AM-3:30 PM and 6:00 PM-7:00 PM
I-B	Route 121 modifications ⁽²⁾	Streamlined to operate from Dublin/Pleasanton BART via Dublin Blvd to San Ramon Valley Blvd. Also modified to remove deviation along Bollinger Canyon and Crow Canyon.	same as current schedule	same as current	same as current schedule
I-C	San Ramon Local Route	San Ramon TC, Regional Medical Center, Cal HS, Senior Center	60 min all day	2 peak, 2 off peak	6:00 AM - 7:30 PM
				Package I Total	6 peak, 4 off peak

Package II

Strategy	Name	Areas Served	Service Frequency	Number of Buses	Hours of Operation
II-A	Dougherty Valley Commuter	San Ramon TC, New City/Civic Center, Dougherty Valley, Dublin/Pleasanton BART	30 min peak 60 min off-peak <i>subtotal</i>	5 peak 3 off peak 4 all day	peak: 5:30 AM-9:00 AM and 3:30 PM-6:00 PM off peak: 9:00 AM-3:30 PM and 6:00 PM-7:00 PM
II-B	Route 121 modifications ⁽²⁾	Streamlined to operate from Dublin/Pleasanton BART via Dublin Blvd to San Ramon Valley Blvd. Also modified to remove deviation along Bollinger Canyon and Crow Canyon.	same as current schedule	same as current	same as current schedule
II-C	San Ramon Local Route	San Ramon TC, Regional Medical Center, Cal HS, Senior Center	60 min all day	2 peak, 2 off peak	6:00 AM - 7:30 PM
				Package I Total	7 peak, 5 off peak

Optional Service Elements

Strategy	Name	Areas Served	Service Frequency	Number of Buses	Hours of Operation
III-A	Route 121 <i>Alternative 1</i>	Dublin/Pleasanton BART, San Ramon Transit Center, Walnut Creek BART	Weekday: 30 min peak/60 min off peak Saturday: 60 min all day Sunday: 60 min all day <i>subtotal</i>	2 peak, 1 off peak 1 all day 1 all day 2 peak, 1 off peak	Weekday: peak (5:30 AM - 9:00 AM and 3:30 PM - 6:00 PM); off peak (9:00 AM - 3:30 PM and 6:00 PM - 10:00 PM) Saturday: 8:00 AM - 8:00 PM Sunday: 8:00 AM - 6:00 PM
III-B	Route 121 <i>Alternative 2</i>	Dublin/Pleasanton BART, San Ramon Transit Center, Walnut Creek BART	Weekday: 30 min peak/60 min off peak Saturday: 60 min all day Sunday: 60 min all day <i>subtotal</i>	4 peak, 2 off peak 2 all day 2 all day 4 peak, 2 off peak	
III-C	San Ramon Local Route	San Ramon TC, Regional Medical Center, Cal HS, Senior Center, Dublin/Pleasanton BART station during peak hours	60 min all day	4 peak, 2 off peak	6:00 AM - 7:30 PM peak (7:30 AM - 9:00 AM and 3:30 PM - 5:30 PM)

- (1) Based on estimated daily revenue hours, multiplied by 255 day/year and CCCTA's estimated cost/revenue hour for FY 2004 (\$80.27).
 (2) Assumes that CCCTA will continue to operate Route 121.

ADA Complementary Paratransit Service

San Ramon will be required to provide ADA complementary paratransit service for ADA eligible residents of San Ramon. Costing for ADA coverage is based on one vehicle operating from 5:30 AM to 7:00 PM Monday through Friday. Annual ADA complementary paratransit service revenue hours and costs are projected to be 3,443 revenue hours and \$152,400, respectively.

Chapter 7. Financial Element

This chapter presents estimated operating and capital costs for the scenarios presented in Chapter 6.

Estimated Operating Costs

A summary of operating costs for each of the three scenarios is presented in Figure 7-1. These costs make several assumptions:

- Annual weekday revenue hours are estimated by calculating daily revenue hours by 255 days/year. Saturday and Sunday annual revenue hours are estimated by calculating Saturday and Sunday revenue hours by 52 days/year.
- Annual costs are estimated by calculating annual revenue hours by the estimated FY2004 cost/revenue hour for County Connection (\$80.27).
- It is assumed that in Transit Service Package I and Transit Service Package II that County Connection will continue to operate Route 121. The actual allocation of hours and costs for this route would be subject to negotiation by the City of San Ramon and County Connection.

Additional Operating Cost Considerations

In addition to the operating costs required to provide the service strategies presented in Chapter 6, additional investments would be required to operate these services if the City assumes the responsibility of transit delivery in San Ramon. A summary of these considerations is provided below.

- **Internal Staffing.** Regardless of the transit services that are provided, the City should consider assigning one staff member to manage the contract for transit services and oversee the operation. This position would likely require a half-time person.

In addition, the City should also consider another half-time person who could monitor the service and provide public outreach and marketing for the service. One full-time person whose sole responsibility is overseeing transit services in San Ramon could also be considered rather than two half-time positions.

- **Marketing and Advertising.** As stated earlier, marketing transit services in San Ramon will be a vital component of the service strategies. This will require maintaining marketing materials, as well as actively promoting the service, either through advertising or other venues. An annual marketing budget for transit should be established for this purpose. Or the City should consider integrating the transit marketing component with the City's existing TDM programs and services.

Figure 7-1 Estimated Operating Costs

Package I

Strategy	Name		Estimated Annual Revenue Hours	Estimated Cost ⁽¹⁾
I-A	Dougherty Valley Commuter	Peak	6,120	\$491,252
		Off Peak	3,315	\$266,095
		<i>subtotal</i>	9,435	\$757,347
I-B	Route 121 modifications ⁽²⁾	All Day	same as current	n/a
I-C	San Ramon Local Route	All Day	4,590	\$368,439
			14,025	\$1,125,787

Package II

Strategy	Name		Estimated Annual Revenue Hours	Estimated Cost ⁽¹⁾
II-A	Dougherty Valley Commuter	Peak	7,650	\$614,066
		Off Peak	5,738	\$460,589
		<i>subtotal</i>	13,388	\$1,074,655
II-B	Route 121 modifications ⁽²⁾	All Day	same as current	n/a
II-C	San Ramon Local Route	All Day	4,590	\$368,439
			17,978	\$1,443,094

Optional Service Elements

Strategy	Name		Estimated Annual Revenue Hours	Estimated Cost ⁽¹⁾
III-A	Route 121 <i>Alternative 1</i>	Weekday	5,738	\$460,549
		Saturday	624	\$50,088
		Sunday	520	\$41,740
		<i>subtotal</i>	6,882	\$552,378
III-B	Route 121 <i>Alternative 2</i>	Weekday	11,475	\$921,098
		Saturday	1,248	\$100,177
		Sunday	1,040	\$83,481
		<i>subtotal</i>	13,763	\$1,104,756
III-C	San Ramon Local Route	All Day	8,160	\$655,003

(1) Based on estimated daily revenue hours, multiplied by 255 day/year and CCCTA's estimated cost/revenue hour for FY 2004 (\$80.27).

(2) Assumes that CCCTA will continue to operate Route 121.

Capital and Start-Up Considerations

In addition to the operating costs required to provide transit services, capital costs may also be incurred if the City assumes the responsibility of transit delivery in San Ramon. Capital and start-up costs includes such elements as buses, bus stop signs, benches, shelters, pedestrian infrastructure, schedule placards, development of marketing materials, development of fare media, etc. A list of each of these elements and estimated costs based on industry standards is included below:

- **Vehicles.** 40-foot low-floor buses that are recommended for the commuter serviced typically cost \$350,000 each. Smaller cutaway buses that are recommended on the local services typically cost around \$80,000. However, an alternative to purchasing vehicles is to have a third-party contractor operator provide the vehicles. This alternative would likely be reflected in a 15-20% increase in the hourly bid price. Another alternative to purchasing new vehicles is reconditioned coaches, which are generally guaranteed for a 12-year life cycle.
- **Bus Stop Amenities.** Depending on the location, wherever a bus stop has been established, certain capital costs would be incurred. Of course, costs for these amenities can vary greatly depending on their quality. The following items would likely be required:
 - Signage. Each bus stop would need to be identified, including a signpost and metal sign. A standard bus stop sign and post is estimated to cost around \$300.
 - Bench or Shelter. Bus stops with heavy boarding, or where seniors are likely to board, may warrant at least a bench or even a shelter. A standard bench can cost between \$500 and \$1,000 and shelters can cost between \$5,000 and \$10,000.
 - Pedestrian Infrastructure. Bus stops should only be located where appropriate infrastructure for pedestrians exists, such as a sidewalk. It is not recommended to allow the bus to stop where a sidewalk does not exist. Additionally, where pedestrians will need to cross the street to access a bus stop, roadway striping would need to be considered.
 - Placard. It will also be important to post the schedule and route information at key bus stops. Some shelters are equipped to display route maps and schedules. In addition, some bus stops without a shelter may have transit information displayed via an attachment to the signpost.
- **System Identity and Marketing Materials and Fare Media.** As a start-up cost, a new transit system would need to have an identity and corresponding marketing materials. The cost to develop a system identity may be able to be absorbed by the City, or require additional costs. In addition, certain cost would have to be incurred to print new marketing materials, such as a system brochure, schedules and fare media.

- **Roadway Infrastructure.** In some cases, additional costs may be incurred to ensure a safe operating environment for transit vehicles. For example, a traffic signal would be recommended at Old Ranch Road and Dougherty Valley Road to enhance pedestrian safety to and from a northbound Dougherty Valley Commuter Route bus stop at that location.

Potential Funding Sources

This section discusses funding options for a local transit service in San Ramon. Securing funding will be a major challenge for the City. The funding arena is complex and often requires a long-lead time with no guarantees that the City will successfully secure funds in the short term. For this reason, this section describes several potential funding sources that could be available to the City. At the conclusion of this section, there is a discussion on how other local services are funded in the Bay Area.

Federal Funding Opportunities

Job Access and Reverse Commute (JARC) Grants

The JARC grant program was created with the passage of the Transportation Equity Act for the 21st Century (TEA-21). The funds are meant to assist states and localities in developing new or expanded transportation services that connect welfare recipients and other low-income persons to jobs and other employment related services. Targeted transportation services include shuttles, vanpools, new bus routes, connector services to mass transit, and guaranteed ride home programs. Funds may be used to pay up to 50% of capital and operating expenses. Proposals for JARC grants are due in May and the funds are released during the following fiscal year. Though San Ramon does not have a large low income/welfare population, it could still be competitive for JARC funds if the proposed shuttle service oriented to connections to regional commute services. It is not clear at this time if the JARC program will be included as part of the proposed SAFETEA (TEA 3) program currently being assessed by congress.

Federal Section 5310 Funds

Federal funding, under 49 U.S.C. Section 5310, provides capital grants for the purpose of assisting private nonprofit corporations and, under certain circumstances, public agencies in providing transportation services to meet the needs of seniors and persons with disabilities for whom public mass transportation services are otherwise unavailable, insufficient, or inappropriate. Through an annual application process, program grants are made for up to 80% of the total project cost. Applicants must have funds available to pay all operating and maintenance costs for the vehicle. Eligible projects include accessible vans and buses, communication equipment, and computer hardware and software.

It should be noted that to be eligible for Section 5310 funds, a public agency (such as San Ramon) must provide substantial written proof documenting the "exceptional

circumstances such that no nonprofit agencies are readily available to provide the proposed service.”

Transportation For Livable Communities (TLC)

The Metropolitan Transportation Commission has developed the Transportation for Livable Communities (TLC) program to strengthen the linkage between transportation services and the communities served. This program targets capital projects that use a collaborative public planning process, integrate land use and transportation, are transit or bicycle/pedestrian oriented, have significant local community benefits and have been driven largely from a community-based initiative. This program promotes customer-friendly, community-oriented and well-designed facilities and services. TLC funds are available in two pools, one for community planning and one for construction. These funds are available to transit agencies as well as local governments and private non-profits, and are awarded annually through a competitive application process. Local matching funds are required for most projects. In FY 2004-05, the TLC program provided \$18,394,000 in capital funding for projects around the Bay Area. Because many TLC-funded projects are located in economically disadvantaged areas, and are distributed on a competitive basis throughout a large area, securing these funds for transit in San Ramon may be challenging.

Regional Funds

Transportation Fund for Clean Air

The Transportation Fund for Clean Air (TFCA) is a grant program funded by a \$4 surcharge on motor vehicles registered in the Bay Area. This generates approximately \$20 million per year in revenue. Funds are available through two main channels: the Regional Fund and the County Program Manager Fund. The Regional Fund comes from 60% of the revenue and is allocated directly by the Air District. The Program Manager Fund constitutes the other 40% of revenues and is allocated by the Bay Area's nine county congestion management agencies (CMA). The BAAQMD ranks competitive applications using the following criteria:

- TFCA funding effectiveness (maximum 60 points)
- Other project attributes (maximum 15 points)
- Clean air policies and programs (maximum 10 points)
- Disadvantaged community (maximum 10 points)
- Promote alternative transportation modes (maximum 5 points)

Bus service projects are defined as those requesting funds to operate a shuttle or feeder bus route. The route must go to or from a rail station, airport, or ferry terminal. If the funds are not submitted by a public transit agency then the grant application must be accompanied by documentation from the General Manager of the transit agency that

provides service in the area of the proposed shuttle route, which demonstrates that the proposed shuttle service does not duplicate or conflict with existing transit agency revenue service.

While the changes of receiving these funds may be good, they are competitive and are generally considered "one-time" grant for demonstration projects. TFCA funds are rarely received on an ongoing basis for the same project.

Transportation Development Act (TDA) Funds

In 1972, SB 325 created a mechanism for returning a portion of sales tax collected in each county for transportation purposes. This act created a Local Transportation Fund in each county for public transit and other specified transportation purposes. These funds are derived from a _ cent sales tax and are distributed by the Metropolitan Transportation Commission (MTC) to the County and each of the incorporated cities based on population. TDA funds are intended to be used for "transit first", meaning that funds are expected to be spent on transit projects that are reasonable to meet. Any remaining funds may be spent on streets and road projects.

Most of San Ramon's TDA funds are apportioned to the County Connection, with a smaller portion going to BART. According to MTC , their policy regarding support of regional routes is that the operating subsidy is split in proportion to the benefit accruing to each jurisdiction. MTC estimated the amount of TDA that would "hypothetically" be available for local service would be \$376,040 in FY 2004-05. This estimate assumed that San Ramon would continue to contribute its funding portion to CCCTA for regional service along the I-680 Corridor on Routes 121, 960, and 970. This estimate is not a guarantee of the TDA funds.

Local Revenues

Measure C and Measure J (Measure C Extension)

Measure C is a _ cent sales tax for transportation purposes in Contra Costa County. The current Measure C will sunset in 2009. Today, Measure C Sales Tax funds are being used to support a variety of transit services in throughout the county. It is unlikely, however, that the City of San Ramon can use funds from the current measure to support local services, which is scheduled to sunset in 2009. However, the Measure C Extension, renamed Measure J, passed in the November 2004 general election and will continue the _ cent sales tax (beginning in 2010) for the next 25 years. Measure J includes several programs where funding for local transit services might be available. Under the current expenditure plan for Measure J, funding for bus services to local transit providers will be 5.0% of the total revenue generated. These funds will go to the various transit providers in Contra Costa County as is currently the case with Measure C. In addition, there are several other funding categories in the expenditure plan that may apply to local services in San Ramon. These include:

- Transportation for Seniors & People with Disabilities.
- Express Bus.
- Commute Alternatives.
- Congestion Management, Transportation Planning, Facilities and Services.

These programs would need to be explored further by the City to determine if San Ramon would qualify for these funds.

Dougherty Valley Development Fees

As a Condition of Approval (COA) for the Gale Ranch III, IV and Windemere 3-5 development in the Dougherty Valley, Contra Costa County has established several funds that are directly attributable to funding costs for transit service in the Dougherty Valley. The Gale Ranch III applicant will pay a unit fee of \$500.00 for each of the 1,423 units, payable at building permit and \$421.00 for each of the 1,306 Gale Ranch IV units. The Windemere 3-5 applicant will pay a unit fee of \$431.00 for each of the 2,490 units, payable at building permit. The fees will be allocated to a transit provider and may only be used as part of the cost to provide transit service to the Dougherty Valley.

City General Funds

Local funds could be direct financial contributions or could be provided through in-kind services. It is not very common for local services to use General Fund monies to pay for local or shuttle services. However the cities which fund shuttle services with local revenues, tend to rely on Redevelopment Agency funds. San Ramon has one Redevelopment Area, which could possibly contribute to a local service if it benefited from it. If not, then using city revenues would necessarily result in having to shift dollars away from other important General Funds services such as police, fire, parks and libraries. For this reason, it is assumed General Funds monies would not be available for ongoing support for transit services.

Parcel Tax

The City could consider asking residents to approve a parcel tax to support local transit services. A parcel tax is defined by the county tax assessor's office as a single, undivided unit of real property (land) that is assessed as a parcel or unit. A single parcel may have multiple buildings, apartments or a mix of commercial, industrial and residential. Successful parcel taxes are typically assessed in the range of \$50-\$100/parcel per year. Parcel taxes typically have a sunset period of 5 to 7 years. These taxes are a very common way for California School Districts, Fire Districts and Libraries to raise money for improving services and facilities.

A parcel tax must be approved by 2/3 of the voters to pass. In 2002, approximately 50% of the proposed parcel taxes in the SF Bay Area were successful.

Hotel Tax

Many cities in the Bay Area have a hotel/motel tax of 5-15%, with the typical charge falling in the 8-12% range. Revenues derived from hotel taxes are usually for general fund purposes and to pay for tourist-related improvements. These could include a variety of infrastructure improvements, including local transit services.

Private Sector Initiatives

Some cities have established public/private partnerships and have received generous financial support from the private sector. An example of this is the contribution Bishop Ranch makes to have CCCTA provide transit services in San Ramon. The private sector, broadly interpreted, can include employers, merchants and retail establishments. Private sector contributions can also consist of development impact fees.

Contributions can take the form of ongoing operating support or can also be used for one-time capital purchases, such as passenger shelters and benches. Employers or merchants that benefit from a local transit service may be interested in supporting it, particularly if a bus stop were located at their front door (maximizing convenience for their employees or customers).

Transportation Management Associations

The City may wish to establish a Transportation Management Agency (TMA) to operate and fund local transportation services. TMAs are quite common throughout California and the West Coast. The Cities of San Leandro and Emeryville both have TMAs that oversee their respective shuttle programs. In most cases, TMA operated shuttle programs are more successful than City-run programs in obtaining participation of local employers. This includes the contribution of employer funds to help subsidize the program. Typically, large employers may contribute \$5,000-\$10,000 per year to help offset operations and administrative costs. Fortunately, the City of San Ramon has a number of large employers, and a TMA might be a good idea for providing commuter transit options. Sunset Development, Chevron Texaco and the Marriott Hotel are all members of the Bishop Ranch Transportation Management Association (BRTA).

Passenger Fares / Advertising Revenue

Passenger fares would provide an ongoing revenue stream to help support the cost of operating local transit services in San Ramon. While passenger fares would provide valuable operating revenues, the fares would be expected to recover only a small share of the total operating costs. Bus services in the Bay Area typically collect between 15% and 30% of their costs from passenger fares. CCCTA's FY 2004 farebox recovery ratio performance standard is 16.8%.

The TDA farebox recovery ratio requirement for a new start up system in an urbanized area is 20% for fixed route service and 10% for paratransit service such as the proposed Local Shuttle.

In addition to passenger fares, revenue may also be generated through advertising on vehicles or at passenger stops/shelters.

Transit Shelter Program – Viacom Outdoor

The City's Transportation Advisory Committee (TAC) approved the basic concept of the City's Transit Shelter Program in 1995, after a "demonstration" shelter was installed on Crow Canyon Road adjacent to the Commons Shopping Center. At the completion of the "demonstration" shelter and a recommendation from the TAC, the City Council signed Resolution No. 95-132, authorizing the Mayor to sign a contract with Viacom Outdoor (formerly Gannett Outdoor) for the provision of an advertising transit shelter program in the City of San Ramon.

Since the program's inception, the TAC and city staff's intent has been to provide the residential and business communities with adequate public transportation and install shelters at key bus stop locations. Viacom Outdoor has been under contract with San Ramon to provide the transit shelters. As part of the agreement, Viacom Outdoor agreed to pay the City 15% of the gross advertising revenue per month per shelter. Businesses provide advertising on two panels of each commercial transit shelter although the City has retained control over transit shelter advertising content. For every three commercial transit shelters installed, Viacom Outdoor would install a non-commercial shelter at the TAC and City's discretion.

Viacom Outdoor provides transit shelter maintenance. Each shelter has an "800" number and Viacom is to respond to emergency maintenance problems, such as broken glass and graffiti within 24 - 48 hours. The transit shelters are lit in the evenings, are cleaned and maintained once a week and the City has provided a trash receptacle with each transit shelter installed. The Liability of the transit shelters and benches has been with Viacom Outdoor. Accordingly, Viacom Outdoor has provided adequate liability insurance coverage.

On average, the City receives approximately \$15,000 per year from revenues generated with the commercial transit shelters.

To date, Viacom Outdoor and the City have installed a total of 14 commercial and 8 non-commercial transit shelters at the following locations:

Shelter Number	Location			
CC0018	Bollinger Canyon Rd/Ascension Dr	N.E.	B	
CC0019	Bollinger Canyon Rd/Talavera Dr.	N.W.	NC	
CC0020	Bollinger Canyon Rd/Talavera Dr.	S.E.	B	
CC0021	Camino Ramon/Crow Canyon Rd.	S.E.	C	
CC0023	Crow Canyon Rd./Twin Creeks Dr.	N.W.	C	
CC0024	Crow Canyon Rd/Twin Creek Dr.		S.W.	C
CC0025	Montevideo Dr./Tareyton Ave.		S.W.	B
CC0026	San Ramon Valley Blvd./Hooper Dr.	N.W.	C	
CC0027	San Ramon Valley Blvd./Hooper Dr.	S.E.	C	

CC0028	San Ramon Valley Blvd./Morgan Dr.	S.E.	NC	
CC0029	San Ramon Valley Blvd./Morgan Dr.	S.W.	B	
CC0030	San Ramon Valley Blvd./Purdue Dr.	N.W.	C	
CC0031	San Ramon Valley Blvd./Purdue Dr.	S.E.	C	
CC0033	Crow Canyon Rd./Old Crow Canyon Rd.	C		
CC0032	Village Parkway/Elmwood Dr.		N.W.	NC
CC0036	Alcosta Blvd./Montgomery St.		N.W.	C
CC0037	Alcosta Blvd./Overlook Dr.			N.E.
CC0039	Camino Ramon/Crow Canyon Rd.	N.W.	C	
CC0040	Crow Canyon Rd/Bollinger Canyon Rd.	S.E.	C	
CC0041	Crow Canyon Rd/Deerwood Dr.		N.E.	C
CC0042	San Ramon Valley Blvd./Crow Canyon Rd.	C		
CC0043	San Ramon Valley Blvd./Norris Canyon Rd.	C		

Figure 7-2 on the following page provides a summary of the potential funding sources for transit services in San Ramon. This table provides a summary of the purpose of each source, application/approval process, estimated annual yield (if available), timeline for securing funds, general comments and an assessment of how likely it will be that the City can secure a portion of these funds for transit services.

Figure 7-2 Summary Of Local Funding Opportunities

Funding Source	Funding Purpose	Application/ Approval Process	Est. Annual Yield	Lead Time	Comments	Likelihood for Success
Job Access and Reverse Commute (JARC) Grants	New or expanded services for low income persons	Federal application process Projects	Discretionary program - fluctuates tremendously	1 year	Eligible only if service targeted to low income residents and serves jobs.	Unknown.
FTA Section 5310	Capital purchases only.	Application through Caltrans Headquarters	Unknown.	1 year (annual process)	Funds available to private non-profit agencies or designees	May not be eligible depending on service provider.
Transportation For Livable Communities	Capital and planning purposes only	Application through the Metropolitan Transportation Commission (MTC)	\$18,394,000 for capital projects in FY 2004/05	1 year (annual process)	Many TLC-funded projects are located in economically disadvantaged areas.	Challenging.
Transportation Fund for Clean Air	Transit capital and operating support for projects that reduce emissions.	Application process through BAAQMD (60% pot) and the Santa Clara County CMA (40% pot).	For shuttle services, regional funds range from \$33,000 to \$260,000	1 year (annual process)	Shuttle services need letter of support from CCCTA and service must be coordinated with existing transit service.	Competitive process although possibility for success.
Transportation Development Act (TDA) Funds	Transit capital and operating support	Negotiation with MTC	Estimated at \$376,040 in FY 2004-05	Could be lengthy process to be "eligible" for local TDA funds	Would need to work closely with MTC and CCCTA	Very challenging.
Measure J (Measure C reauthorized)	Expenditure Plan includes several funding categories and programs	To be determined	Varies by project and program	New sales tax revenues beginning in 2010	May be eligible for sales tax revenues under several programs	Depends on eligibility.

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Funding Source	Funding Purpose	Application/ Approval Process	Est. Annual Yield	Lead Time	Comments	Likelihood for Success
Dougherty Valley Development Fees	Transit services in Dougherty Valley	To be determined	Fees assessed per unit	Unknown	Fees allocated to transit service in Dougherty Valley	Unknown.
City General Funds	Wide variety of city services	Annual city budget process	N/A	1 year (annual budget process)	General fund has been static or shrinking for several years, and tight budgets have required layoffs. Not a likely source	Unknown.
Hotel Tax	For Tourist oriented services		N/A		Transient Occupancy Tax currently 7.5%, collected \$1.5 million in 2004	2/3 majority required to increase. Proposal in Nov 2004 to raise to 10% over several years lost with only 48% yes. Not a likely source.
Parcel Tax	To be used for specific projects or services.	Voter approval, 2/3 majority	N/A	2+ years		2/3 majority required to increase. Not a likely source.

How Other Local Services are Funded

Since funding is difficult to secure for local transit services, it is insightful to review how other cities in the Bay Area have paid for local transit services. Most of the local transit services are considered shuttle services and supplement regional transit services. Some shuttles are designed to provide local residents with connections between local activity centers and others are work end shuttles with connections from major transit centers to employment sites.

Many of these Bay Area shuttle services enjoy private sector support. Private sector contributions are typically from major employers and developers who benefit from the service. Private funds are often one-time contributions for capital expenses such as a bus stop shelter, sign or other amenities.

Local transit and shuttle services receive some form of public funds. Even though many local services have been operating for several years, it is an ongoing struggle to fully fund operations each year. On an annual basis, city sponsors work diligently to cobble together the funds required to support operations. The result is an annual funding plan that consists of several different funding sources including but not limited to:

- City General Funds and Redevelopment funds in cities that have Redevelopment Areas
- TFCA Funds
- School District Funds
- Local Sales Tax Revenues (Self-Help counties)
- Area Agency on Agency (AAA)
- MTC Lift Grants

In November 2002 the City of San Carlos started a free shuttle service called SCOOT (San Carlos Optimum Operational Transit) for city residents. The service is operated with 24-passenger, energy efficient shuttles. It is funded through a combination of grants and Measure A (San Mateo County local sales tax revenues) funds. Some of the funding is temporary and needed elsewhere in the City budget so the City has been exploring alternative funding options in order to continue operating SCOOT. The City of San Carlos placed a ballot initiative before voters in March 2005 to add a new \$59.00 parcel tax/per year to fund the service. If approved, the parcel tax would sunset in five years. The parcel tax was rejected. Therefore, the San Carlos SCOOT program will terminate June 30, 2005.

Chapter 8. Summary and Staging

Proposed Service Strategy

Today, the strongest focus is on commuters living outside San Ramon accessing jobs at Bishop Ranch and in San Ramon's expanding retail and service industries. The current commute market is made up of both "choice" and "transit dependent" passengers. The Bishop Ranch Routes 960 and 970, and the regional Route 121 currently serve these markets. Albeit, the Route 121 is less attractive as a commute alternative with its circuitous, "local coverage" routing and long onboard travel times. **The service strategies developed in this Plan include a streamlining of the Route 121 within San Ramon to reduce travel times to and from the Dublin/Pleasanton BART Station.**

The expanding residential development in Dougherty Valley is creating an emergent need for transit to link the Dougherty Valley residents with the Dublin/Pleasanton BART Station and Bishop Ranch, as well as serve the new community college, community center, library and high school. **The service strategies developed in this Plan include a Dougherty Valley Commuter Route to meet these needs.**

Seniors, students and persons with disabilities are a potential market for a local service in the central core of San Ramon. **The service strategies developed in this Plan include a Local Shuttle that would provide a deviated, flexroute service in southern San Ramon, with access to local goods, services and activities and regional transit connections.**

Two service strategy "Packages" and optional service elements were developed and documented in Chapter 6. Annual operating costs and capital considerations were provided in Chapter 7. The service alternatives provided in Packages I and II are interrelated, whereas the optional service elements are add-ons to the core strategies outlined in the first two Packages.

In terms of phasing, Package I is suggested for initial implementation. Package II with additional local coverage in the Dougherty Valley neighborhoods could be considered later as Dougherty Valley builds out and could potentially support the additional service costs.

From the optional service elements, the Route 121 Alternative 1 should only be considered if CCCTA discontinues local Route 121 service through San Ramon. In the event County Connection does discontinue local Route 121 coverage, there should be negotiations with County Connection to serve the San Ramon Transit Center for those Bishop Ranch commuters using or needing to use the Route 121 from other Contra Costa communities to the north of San Ramon. This would avoid a transfer and make the Route 121 more attractive.

If County Connection short turns the Route 121 in Danville or chooses to run close-door through San Ramon, the City of San Ramon should consider implementing the Route 121 Alternative 2.

Caution is advised in the consideration of a peak hour extension of the Local Shuttle to BART. The Local Shuttle was primarily intended as a local circulator within San Ramon. The extension of this service to BART should only be offered if sufficient demand is apparent. A service extension could be introduced on a subscription basis.

The Need for Aggressive Marketing

The City will have to adopt an aggressive transit outreach and marketing plan. This includes the initial implementation and fine-tuning of any new service, and in the ongoing marketing and adjustment of services to meet changing needs (bell times, shift times, service to new attractions etc.). Transit needs are not static. Travel time requirements and the relative importance of destinations change over time. Transit service must change in accordance and a marketing and outreach plan must be developed in concert with transit service.

Pilot Implementation and Productivity

New services should be introduced on a pilot/trial project basis. A timeframe of 18 to 24 months should be established to determine if the service (with community outreach and marketing) is able to achieve a minimum service performance standard. The key element driving minimum performance standards will be the TDA minimum farebox recovery ratio.¹

Fixed route services in an independently operated San Ramon transit system would require a minimum of 21 passengers/revenue hours to achieve a 20% farebox recovery. The Local Shuttle would have to carry a minimum of 11 passengers/revenue hours to achieve a 10% farebox recovery.² The minimum service standard could be lowered by reducing the minimum farebox recovery and/or by increasing fares. Under TDA regulations, agencies can make up the difference between the TDA minimum and their actual recovery level with local contributions.³

During the trial period, service performance must be closely monitored and service adjustments made to better meet public travel needs.

¹ The California Transportation Development Act (TDA) mandates a farebox recovery of 20% for transit services in communities with an urbanized population of over 50,000, and 10% for service in rural areas and in urbanized communities with populations under 50,000, as well as demand response services. For TDA purposes, the minimum farebox recovery is calculated on a system wide basis. This allows an averaging with more productive routes balancing less productive routes.

² At current CCCTA costs of \$80.27/revenue hour and an average fare collected of \$0.75/one way passenger trip.

³ Local sales tax initiatives or general funds.

Staging

Package I services have been identified for initial consideration. While the changes to Route 121 and the implementation of the Local Shuttle could proceed in the near future, consideration of the Package I Dougherty Valley Commuter Route peak hour service should coincide with the opening of community college in 2005 and the full build out of the high density, multi-family development on the Bollinger north of East Branch Road.⁴ Actual implementation will be impacted by a number of lead time factors:

- **The establishment of funding agreements.** From six to twelve months may be required for San Ramon to establish new funding agreements with MTC.
- **Bus Procurements.** Once funding is approved, 18 months may be required to procure new transit coaches. Six to twelve months would be required for the procurement of lighter duty cutaways. Agencies and/or service contractors selected to operate San Ramon transit services may also require lead time to procure buses for service expansion. Delivery times could be reduced by procuring reconditioned transit coaches or by picking back on another transit agencies new bus order.
- **Transit Outreach and Marketing.** Final service planning and public outreach should begin at least four to six months before service implementation. Public input is critical to the fine-tuning and final service design.
- **Dougherty Valley Build Out.** The expansion of local peak hour service into Dougherty Valley neighborhoods could be considered after specific neighborhood populations exceed 900 residents⁵.

⁴ Off peak service can be considered after farebox recovery minimums are exceeded during the peak hours.

⁵ This assumes that 70% of neighborhood residents would be within _ mile walking distance of a planned bus stop.