January 30, 2009
“Overview of Transit and Paratransit Today”
Instructor: Walt Diangson

February 13, 2009
“Enhancing Leadership Effectiveness”
Instructor: Fred Mills

February 20, 2009
“Managing the Operation Effectively”
Instructor: Jim Dickey

March 6, 2009
“Budgeting and Financial Management”
Instructor: Gloria Salazar

March 20, 2009
“TM’s Guide to Regulation and Policy”
Instructor: Donna DeMartino
Overview of Transit and Paratransit Today

Walt Diangson

January 30, 2009
Walter R.L. Diangson

Walter R. L. Diangson is the Coordinator for Transportation Certificate Programs for the Westgate Center for Management Development of the University of the Pacific. Mr. Diangson is currently directing the management certificate program for transit and trucking managers for Westgate and the University of the Pacific. His participation also includes presentation of courses on transit management today, risk management, insurance and safety.

Mr. Diangson is also a principal of Pacific Shore Insurance Services, Inc. (PacShore). Mr. Diangson is a licensed Fire and Casualty Broker-Agent in the State of California and several other states, including Washington, Oregon, Arizona, Florida, New Mexico, Utah, Nevada and the District of Columbia. Mr. Diangson directs the marketing, sales, community and industry relations, and the daily administration and management of the firm.

Mr. Diangson brings twenty-five years of experience in public transportation and local government planning, management, operations and administration to PacShore. For fifteen years, from August 1981 to August 1996, Mr. Diangson was a member of the Senior Management Team of DAVE Transportation Services, Inc., a national leader in the provision of contract management and operations of public transit and paratransit services. During his tenure with DAVE, Mr. Diangson held a number of key positions with the company in the areas of transit management services; market development; marketing and sales; interim regional management and management recruitment, training and development. Mr. Diangson was also involved in location inspections, management reviews, risk management and safety.

Mr. Diangson is an active member of several professional associations:

- The California Association for Coordinated Transportation (CalACT);
- The California Association for Adult Day Services (CAADS);
- The Community Transportation Association of the Northwest (CTA-NW);
- The California Transit Association (CTA);
- The South West Transit Association (SWTA);
- The Community Transportation Association of America (CTAA); and
- The Public Agency Risk Managers Association (PARMA).

Mr. Diangson has a Bachelor of Architecture from the University of California, Berkeley, and a Masters of Business Administration, Columbia University.
Overview of Transit and Paratransit Today
Instructor: Walter R. L. Diangson
Course Outline

8:30-9:00 INTRODUCTION
■ Welcome & Program Logistics
■ Course Materials, Agenda and Objectives

9:00–10:30 THE MANAGEMENT CERTIFICATE PROGRAM
■ Program's Origin & The Need
■ Class Introductions and Expectations
■ Upcoming Courses & Schedule
■ CTAA's Certified Community Transportation Manager

10:45-11:15 TRANSPORTATION MANAGEMENT ROOTS
■ Transportation Management Roots
■ Historical Development of Transit
■ Ridership Trends
■ Ever Changing Conditions
■ Federal Regulations - ADA

11:15-2:00 TRANSPORTATION MANAGEMENT'S ENVIRONMENT
■ Public Transportation Renaissance
■ Today's Delivery System
■ Public Transportation's Profile Today
■ Public Transportation's Environment & Stakeholders
■ The Funding Driver and Challenge
■ National Goals
■ Front Line Issues & The Public's Perception

2:00 – 3:00 THE BUSINESS MANAGEMENT CONTEXT
■ Development as an Enterprise
■ Business Practices and Techniques
■ Classic Transit Management Functions
■ A Transportation Manager's Profile
■ Manager's Expected Skills
■ Quality Management

3:15-4:15 PUBLIC TRANSPORTATION IN THE 21ST CENTURY
■ Perspectives on the Future of Public Transportation
■ New Paradigms
■ Service and Program Innovations

4:15-4:30 SUMMARY AND EVALUATION
Course 1
Transit & Paratransit Management Today

Walt Diangson
Coordinator Transportation Certificate Programs
Westgate Center for Management Development
University of the Pacific

Big UOP Welcome
- University of the Pacific
  - Eberhardt School of Business & the Westgate Center for Management Development
  - Stockton, CA
- Walt Diangson
  - Coordinator for Transit Certificates
  - Orange County, CA
Thank You to Our Partners

- California Association for Coordinated Transportation Access Services, Inc. Orange County Transportation Authority
- Paratransit, Inc.
- California Department of Transportation
Today & Tomorrow's Public Transportation Concepts

- Connectivity
- Intermodal
- Coordinated Transportation
- + Family of Services
- Mobility Management
Course 1
Transit & Paratransit Management Today

Walt Diangson
Coordinator Transportation Certificate Programs
Westgate Center for Management Development
University of the Pacific

Bringing It All Together

UNITED WE RIDE
Families of Service

UOP Administration

- Executive Education & the Certificate Program
- Daily Procedures
  - Sign-In & Sign-Out Sheets
  - Participant Lists
  - Name Cards, Badges
  - Class Materials, Binders
  - Daily Evaluations
- Continuing Education Units (CEUs)
- Schedule & Instructors
University Contact
Alicia Hamburg-Chin
Program Administrator
(209) 946-2956
E-Mail: ahamburg@pacific.edu

A: Certificate Program

- Basic Concept
  - Transit industry job entry
  - No school - OJT
- Program’s Concept
  - Public enterprise - a business
  - Business skills for transit
- Alternatives
  - Other training
  - Transit associations
  - Continued OJT
You Wear Many Hats

- Buffer & Communicator
- Fire Fighter
- Replacement Player
- Policeman
- Facilitator & Counselor
- Coach & Team Builder
- Leader

One Hat You May Not Want
Reactionary Industry

Crisis Management

"...always in a storm"

Course 1 Objectives

- Certificate Program & Transit Enterprise
- Transit’s Historical Setting
- Today’s Transit Challenges & Issues
- Management & Leadership in Transit
**Class Agenda**

- **Course 1 Materials**
- **Agenda**
  - Part A: Professionalism in Public Transportation
  - Part B: Transportation Management Roots
  - Part C: Transportation Management Environment
  - Part D: A Public Enterprise
  - Part E: Transit 21st Century
  - Part F: Conclusion

**Are You Ready for the Message?**

- Presentation Format
- Your Involvement – *Ask the question*
- Being Ready to Receive the Message
- Take Action
Don't be like me; ask your question!

"Why did Moses wander the desert for forty years?" ... Ladies?

"Transit Gobbledygook"

**Gobbledygook**: wordy & generally unintelligible jargon

- APTA
- TSI
- CMA
- Intermodal
- SAFETEA-LU
- Seamless BRT
- Sec. 5310
- Dial-A-Ride
- Mobility Management
Industry Glossaries

- APTA: www.apta.com/research/info/define
- CalACT: www.calact.org
- MTC: www.mtc.ca.gov/library/glossary.htm
- FTA: www.fta.gov/publications
- Transitnet: www.ncdot.org/transit/transitnet/
- SURTC: www.surtc.org

See: Appendix Page 1

Class Participants

- Public Transit Agency: 32%
- Local & Regional Govt.: 16%
- Private-non-Profit: 21%
- Private-for-Profit: 31%

Participant Introductions
1. Name & Organization
2. Position & Responsibilities
3. How you got into public transportation
Industry Issues

- Any particular issues in public transportation that you wish to cover?

Transit Terms

B: Transportation Management Roots

- Pre-Public Ownership
  - Transportation Hardware Focus
    - Private Ownership & Monopoly Management

- Public Ownership
  - Municipal & Utility Ownership
    - Industrial Management
  - Federal Funding & Technical Support
    - Transit Management

- Future – Continued Public Ownership
  - Paradigm Shift – Multi-Jurisdictional
    - Mobility Management
    - Transportation Demand Management
Historical Development of Transit

- 1662 — "First public transit," Pascal, Paris
- 1830-1899 — Street Railways (Horse/Cable)
- 1900-1919 — Rapid Growth (Electric Driven)
- 1920-1939 — Bus Growth / Gt. Depression/Utilities
- 1940-1945 — War induced Growth
- 1946-1997 — Public Ownership & Support
- 1997-2002 — The "Silver Bullet"
- 2002-2007 — Safety & Security Concerns

Refer to historical timeline in binders.

Early Modes
**Historical Development**

- **1880's** - Horse-drawn cars and steam-powered vehicles
- **1918** - Buses come into use, bringing riders to streetcar lines
- **1956** - Streetcars & trolleys replaced by buses
- **1972** - Urban Mass Transit Administration (UMTA) funding to purchase *Twin City Transit Company*
- **1972** - *Orange County Transit District* established
- **1978** - *Paratransit, Inc.* established

**Transportation Networks & City Designs**

*Palmanova, 1593*
**Major Historical Events**

- 1630 - 1st Public ferryboat (Boston)
- 1827 - 1st Horse-drawn urban stagecoach (NY)
- 1873 - 1st Cable-pwd line & last remaining (SF)
  - 1897 - Japanese Rickshaw
- 1932 - 1st Electric undergd hvy rail line (NY Subway)
- 1962 - 1st Monorail (Seattle)
- 1974 - Curitiba, Brazil, BRT implemented
- 1977 - 1st Wheelchair-equip. fixed-route bus (San Diego)

**Major Influences on Transit**
Ever Changing Conditions

- The Industrial Revolution
- The Great Depression
- Private to Utility Ownership
- World War II
- 1956 Fed. Hwy. Act
- 1961 Fed. Housing Act
- 1970 Federal Transit Funding

Ever Changing Conditions

- Urban Rejuvenation & Rural Access
- Gas Shortage of the 70's
- Socio- Economic Trends
- Environmental Priorities
- 1990 ADA
- ISTEA, TEA-21 & SAFETEA-LU
- Information Age
- 9/11
Ridership Chart

Trends in Public Transit Ridership in the U.S.
1980-2002

Discussion Groups

- Discuss Ridership Chart
- Discussion Tasks:
  - What significant events correspond to the ups & downs of national ridership?
  - Discuss why events influenced ridership.
  - Write these events on your charts.
**Historical Ridership**

(Passenger Trips / Population)

- 1900 - 6B / 76M
- 1928 - 17B / 120M
- 1933 - 11B / 126M
- 1942 - 14B / 135M
- 1948 - 23.9B / 139M
- 1956 - 11.5B / 167M
- 1973 - 6.5B / 210M

- 1980 - 8.5B / 227M
- 1999 - 9.0B / 278M
- 2001 - 9.4B / 284M
- 2002 - 9.7B / 287M

---

**C: TM's Environment**

"Throughout the U.S., public transportation is undergoing a renaissance. Steady increases in transit investment have dramatically improved and expanded public transportation services, attracting record numbers of riders on state-of-the-art systems in metropolitan, small urban and rural areas alike."

...Public Transportation Partnership for Tomorrow & APTA
Today's Delivery System

- Public Transit Agencies (Districts & Authorities)
- Local Governments (Cities, Counties, JPAs)
- Non-Profit Organizations/Human Services
- Neighborhood, Tribal & Religious Organizations
- Commercial & Industrial Centers, Resorts & Parking Facilities
- Educational Institutions
- Private Contract Firms (Taxi, NEMT, Airport, Shuttle, Charter, Transit Mgmt. Contractors)

Today's Modes of Service
Public Transportation's Profile* Today

- 370,000 Employees (60% Bus Service)
- 20,000 Contract & Government
- 129,000 Vehicles (59% Buses)
- 6,000 Systems (US & Canada)
- 857M Gallons Fossil Fuel
- 9.4 – 9.7 Billion Trips (54% Work)

* Public Transit Systems Reporting to FTA

Public Transportation Defined By

- Societal Trends & Concerns
  - "The Driving Force"
- Economic Trends & Issues
- Public Response, Priorities & Policy
Socio-Economic Issues, Concerns & Trends - "The Driving Force"

Societal Trends & Transit

- Society's Concerns for the Quality of Life
  - Define public transportation's effectiveness
  - Define public transportation's current & future role

- Four Major Areas of Concern
  - Environment
  - Health
  - Mobility
  - Social Integration
Stakeholder Issues

- Federal Government
- State Government
- Regional Governments
- Local Governments
- Industry Associations
- Local Community
- Transportation Operators & Their Policy Boards
- Special Interest Groups
- Labor
- Local & Nation's Taxpayers
- Social & Human Services
- Riders

Various Concerned Organizations
1st Major Area of Concern

- ENVIRONMENTAL - Increasing auto dependence and urban sprawl
  - Energy consumption
  - Global warming
  - Air & water quality
  - Economic, social & land use impacts
  - Increased traffic congestion
  - Safety implications

2nd Major Area of Concern

- Health issues:
  - Adverse impacts from poor air quality and patterns of the built environment
  - Respiratory and obesity-related ailments in particular
3rd Major Area of Concern

- Mobility & Accessibility:
  - Requirements of the aging & disabled
  - The transportation needs of the “Baby Boomers”
  - Reasonable accommodation under ADA

4th Major Area of Concern

- Social Integration / Inclusion
  - Social equity (The Birds)
  - Mobility-related issues for
    - The elderly & the disabled
    - The economically disadvantaged
    - Increasing immigrant population
America's Aging Population Growth

- 2001-2010: 7.8%
- 2010-2020: 13.1%
- 2020-2030: 30.1%

Source: U.S. Bureau of the Census, Projections of the Total Resident Population by Year Age Groups and Sex, with Special Age Categories, Middle Series 1999-2019 (NP-F3), www.census.gov/popeproj/www/projections.html

WESTGATE CENTER FOR MANAGEMENT DEVELOPMENT
EBERHARDT SCHOOL OF BUSINESS * UNIVERSITY OF THE PACIFIC

Elderly Place of Residence, 2000

"Aging in Place" has meant that more elderly are living in suburban settings where new transit options must be found.

Source: Testimony of Ms. Lorenda DeSalle, AARP Board Member, before the U.S. Senate Housing and Transportation Subcommittee, Committee on Banking, Housing and Urban Affairs, July 17, 2002

WESTGATE CENTER FOR MANAGEMENT DEVELOPMENT
EBERHARDT SCHOOL OF BUSINESS * UNIVERSITY OF THE PACIFIC
In-migration & Immigrants

- Inner-City/Central City Living
- Dependence on Public Transportation for Work
- Familiarity with Public Transit
- Immigrant Community Market

Public Response, Priorities & Policy
National Goals & Transit

- Quality of Life
  - Congestion
  - Mobility
    - Aging / Disabled
    - Transportation Networks
  - Community Preservation
  - Environmental Quality
  - Energy Conservation
- Economic Opportunity
  - Jobs & Diversity
  - Labor Pool / Job Access
  - Urban Revitalization

- Accessibility
  - Rural Access
  - Health Care Access
  - Human Service Access
  - Education Access

- Safety & Security

Responding National Policies

- Code of Federal Regulations
- Federal Motor Carrier Safety Improvement Act
- Civil Rights Act
- ADA
- HIPAA
- Fair Employment Law
- Environmental, Safety & OSHA
- Various other programs
Funding & Cost Issues

- Federal: SAFETEA-LU — Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
- State: Transportation Development Act (TDA)
  - Prop. 91 Transportation Funds
- Local: Sales tax initiatives
  Development, parking & registration fees
  Farebox, advertising & contributions
  Contract Revenue
  Other grants

Competing Issues

Minneapolis I-35W Bridge Collapse (Mississippi River)
More Needs in Rural & Small Urban Areas

- Rural & Small Community Mobility
- Tribal Area Mobility
- Safe Farmworker Transportation
- Section 5311 Non-urbanized Transportation Service Areas - 91M population
- Over one-third (1/3) are Transportation Dependent
  - The Poor, Elderly & Disabled

Local Policy

- Local Community Interests
  - Access to community services
    - Senior programs
    - Health care
    - Education
    - Commercial interests
  - Requirements of certain tax funds
    - Gas & general sales taxes
    - Cigarette settlement funds
    - Consent agreements, court orders
Policies Through Litigation

Examples

Refer to:
www.courtinfo.ca.gov
See: Opinions, Apr 07 2003
Case # S099339A
Bonanno v. Cent. Contra Costa Transit
4/7/03 SC

"The Silver Bullet"

- Hot Topic Among Legislators
- Traffic Congestion Pressures
- Careful - High Expectations
High Expectations

"Back, back, back, waaaaaaaay back and step on it!"

Service Parameters

- Operating Processes
  - Available & Changing Workforce
  - Relations with Labor Unions
  - Aging Equipment & Facilities
  - Updated Policies & Procedures
  - Constant Changing Regulations
- Operating Environment
  - Risk & Liability
    - Insurance Availability
    - Public Concern - "Buses Running Red Lights"
- Safety and Security

WESTGATE CENTER FOR MANAGEMENT DEVELOPMENT
EBERHARDT SCHOOL OF BUSINESS * UNIVERSITY OF THE PACIFIC
Discussion Group

- Discuss the issues, concerns & challenges facing your transit system.
- Discussion Tasks:
  - What are the most significant & why?
  - Have others faced the same issue?
  - How are you addressing the issue?

D: PT – A Public Enterprise

Recall Historical Development

- Pvt. Monopoly ⇒ Public Utility ⇒ Public Enterprise
- 1880's – Railroad growth = "command & control"
  - Large capital, organizational control, different functions
- 1960's – Focus on capacity
- 1970's – Funding & modern transp. management
- 2007 – Congestion, global warming ⇒ Options, Quality of Life
  - Changing markets and operational complexity
  - Importance of the customer
Fit As A Business Enterprise?

Public Transportation &
The Five Basic Business Principles

• Customer Value – convenience, mobility, etc.
• Organization – structure, goals & resources
• Competitive Advantage – service, cost, etc.
• Control – transit management processes
• Profitability – make farebox, stay viable, stay within budget

Enterprise Practices

Public Transportation’s Business Practices and Techniques

• Goal Setting, Manage by Objectives
• Customer Focus, Market Research
• Planning, Budgeting, Project Management
• Quality Control, Operational & Cost Efficiency
• Staffing, Human Resource Management
• Regulatory Compliance & Risk Management
• Capital (Fleet & Facilities) Management
Who Are Your Customers?

What Do They Expect?

- As your passengers?
  - By type of passenger?
  - As a caregiver or destination agency?
- As your board of directors?
- As your vendors?
- As your employees?
- From you as a grant recipient or contractor?
Cheeseburgers & Customer Service

Example

The Olympia

The Olympia Restaurant

- Customer Value – fast, repeat, rapid service, convenience, specialization, plus
- Organization – staffing, reputation, structure
- Competitive Advantage – menu, service, cost
- Control – system, duties, roles, processes
- Profitability – orders, making money
A TM's Profile

Managing people is both a skill and a challenge.

- Transportation Manager's Role
- Transportation Manager’s Changes
- Transportation Manager’s Expected Skills

Manager's Roles

- Controller
- Coordinator
- Communicator (Abby)
- Buffer
- Facilitator
- Information Processor
- Strategist

Do you agree?
Manager's Expected Skills

- Set 1:
  - Planning
  - Having Broad View
  - Leadership
  - People Skills
  - Customer Focus
  - Support

- Set 2:
  - Goal-Setting
  - Controlling to Plan
  - Financial Focus
  - Delegation
  - Decision-Making
  - Communications

Manager's Changes

- In behavior & thinking
  - Less task & process oriented
  - More relationship oriented

- In authority & responsibility
  - Leadership vs. Management
  - "The art & science of getting things done through others." = Leadership

- In Required Skills
  - Inspiring, motivating (Titans)
  - Communicating, listening
  - Challenges of a diversified workforce, different generation, labor agreement
"Remember the Titans"

Gettysburg Battlefield
American Civil War, 1863

E: The 21st Century

- The Future's Major Issues for PT
  - Congestion
  - Environment
  - Energy
  - Infrastructure
  - Demographics
  - Security
  - Funding
  - Mobility/Access
  - Labor
PT & The 21st Century

- Faced with Constant Change
  - Rise of the Service Economy
  - Changing Markets, Global
  - Equipment Advances
  - Developments in Information Technology
  - Social-Economic Demands
  - Legislative and Regulatory Changes
  - Litigious Society/Enforced Compliance
  - Land Use Issues
  - Changing Political Climate
  - Increase in Outpatient Service Strategy
  - Global Warming, Going Green

New Vision of Transit’s Role

- One way to look at public transportations current & future role: As ... *A transportation system that meets the needs for mobility and accessibility while balancing the current and long-term goals of economic growth, environmental quality, and social equity.*
Paradigm Shifts

- **Mission Shifts:**
  - Capacity Management
  - Transit Management
  - Mobility Management
  - Transportation Demand Management

- **Service Shifts**
  - Connectivity, Seamless
  - Inter-Modal
  - Choices, options
  - Whole trip, individual traveler's needs
  - Transit + Roads, highways & bridges

Reinvention

- **New & Improved Management Strategies**
  - Quality / Customer Experience (Olympia)
  - Productivity Improvement Programs (PIP)
  - Collaboration, Partnerships & Coordination
  - Information Technology
  - Managing Diversity & Conflict
  - More Effective Organizations - Regional
  - Land Use Planning with Transportation
  - Safety, Security & All-Emergency Management (High Risk Stop)
Transportation Innovations

- Service Expansions & Shifts
  - Bus Rapid Transit (BRT) (Curitiba)
  - United We Ride – Coordinated Transportation
  - Job Access Reverse Commute (JARC) Services
  - Volunteer transportation services
  - Taxi-paratransit service
  - Welfare-to-Work services
  - Neighborhood & senior mobility services
  - Revitalized historic transportation
  - Water-borne transit

WESTGATE CENTER FOR MANAGEMENT DEVELOPMENT
BERKSHIRE SCHOOL OF BUSINESS & UNIVERSITY OF THE PACIFIC
Coordinated Transportation

- Interagency Federal national initiative
- Coordinated human service delivery systems
- Efficient use of limited transportation resources – duplication, overlap
- Coordination planning tied to funding
Transportation Innovations

- Supportive Services & Initiatives
  - Freeway services & transportation security
  - Car sharing, 55 Alive senior driving
  - Travel & mobility training
  - Consolidated Transportation Service Agencies (CTSA)
  - Smart technology AVL, MDT, real-time information, trip-planning services
  - Transportation options services & brokerages
  - Highway, road, and bridge construction
• Smart Technology
  - Bus Signal Priority
  - Advanced Transit Vehicles
  - Real Time Passenger Information
  - New Safety Technology

• Funding
  - SAFETEA-LU
  - Local Benefit Districts
  - Local Sales Tax Initiatives
  - Highways & Transit
  - DMV, cigarette taxes, land use incentives

F: Conclusion

• Summary:
  - Industry-Specific Management Practices
  - Public Transportation ➔ Enterprises
  - History & Changing Conditions
  - Current Renaissance / Ridership
  - Issues, Concerns and Trends – Environment, Security
  - Transportation Management
  - Skills & Characteristics
  - The Future
**Success**

- Value for Customer
- Treat People with Dignity
- Share a Clear Vision
- Measure, Measure, Measure
- Share Success
- Be Creative & Innovative

**Public Transportation Web Sites**

- APTA: www.apta.com
- CTAA: www.ctaa.org
- CalACT: www.calact.org
- Caltrans: www.dot.ca.gov
- CTA: www.transitassociation.org
- FTA: www.fta.dot.gov
- Various Links
Other Training Tools

- National Transit Training & Development Resources
  - NTI, TSI, CTAA, APTA, National RTAP
- State & Regional Training Resources
  - CalACT, GTA, Caltrans, GUTR, SURTC, SWTA
- National Research Reports
  - FTA, NTSB, TRB & TCRP

CTTA CCTM & CCTS EXAMS
Certified Community Transportation Manager & Supervisor
1. General Management
2. Human Resource Management
3. Financial Management
4. Operations Management
5. Procurement & Contracting
6. Transit Development
Be Creative As A Manager

"Nothing is original. Everything has been plagiarized."

Frank Lloyd Wright, Architect

Maintain the Right Perspective
Creativity & Innovation Example

The real test is to take the last version and reinvent it - be creative & innovative for the times.

Make A Better Mousetrap Example

WESTGATE CENTER FOR MANAGEMENT DEVELOPMENT
EBERHARDT SCHOOL OF BUSINESS * UNIVERSITY OF THE PACIFIC
Development of a new smaller & more energy efficient subway car

The NY-MTA's R&D Project Team Members

Met Course Objectives?

- Certificate Program Overview
- Public Transportation Historical Context
- Public Transportation Challenges & Issues
- Management Practices in Public Transportation
Remember To

- Correct Participant List Information
- Complete & fax Student Profile
- Bring for the next class: Materials, Name Cards
- Complete Evaluation Form
- Sign-Out
- Share some time together

Thank you for your participation. Enjoy the rest of the program.

See you for Course 9
Course 1 Navigation Guide
List of Appendix Materials

1. Public and Community Transportation Definitions – Terms – Acronyms (Page 1)
2. Useful Public Transportation Websites California & Nationwide (Page 24)
3. Historical Development of Public Transit (Page 25)
4. Historical Ridership Chart (Page 30 & Slide 35)
5. Public Transportation & Density - Why should public transportation be encouraged? (Page 31)
6. Facts on Public Transportation (Page 33)
7. Public Transportation Industry Overview (Page 34)
8. Renaissance of Public Transportation - America on the Move (Page 38)
10. Flexcar Members Share a Car and Save on Transportation Costs (Page 56)
11. Going Small: A Smart Experience (Page 58)
12. Double-Digit Growth In Elderly Population (Page 61 & Slides 51 & 52)
13. Boomers to Put Off Retiring (Page 61)
14. Expanding Transportation Options in an Aging Society (Page 64)
15. Mobility Options that Will Enable Freedom, Opportunity and Independence for Older Adults: A Vision of our Transportation Future (Page 65)
16. Mobility for Americans Small Urban and Rural Communities (Page 71)
17. Transit Funding Issue (Page 73)
18. Transportation Development Act (TDA) (Page 79)
19. Volunteer Transportation (Page 80)
20. Public Transportation: Benefits for the 21st Century (Page 85)
21. Google Public Transit Directions (Page 104)
23. London Congestion Zone (Page 108)
24. London's Road Pricing: Relieving Congestion, Supporting Alternative Mobility (Page 113)
25. Public Transportation: Essential Support for a Strong Economy (Page 124)
26. Providing Safe & Secure Transportation (Page 126)
27. Public Transportation Reduces Greenhouse Gases and Conserves Energy (Page 128)
28. Impact of Rising Fuel Costs on Transit Services (Page 134)
29. Mobility Management: a New Role for Public Transportation (Page 141)

ADDITIONAL HANDOUTS

1. Class Warm-Up: Elements of Public Transportation (Pages 38, 46, 56, 58, 65, 71, 73, 104, 105, 126, 141 & Slides 5-8)
2. Group Exercise: Changing Demographics (Page 61 & Slides 51 & 52)
3. Discussion Topic: Issues We Face Locally (Slides 64 & 65)
4. Transit Management Functions Exhibit (Slide 69)
5. RTAP: Volunteers in Transportation (Slide 85)
6. The Ongoing Evolution of Public Transportation (Slide 85)
Public and Community Transportation
Definitions – Terms – Acronyms

07608

PUBLIC TRANSPORTATION

Public transport, public transportation, public transit or mass transit

All transport systems that transport members of the general public, usually charging set
fares. While the above terms are generally taken to include rail and bus services, wider
definitions might include scheduled airline services, ferries, taxicab services etc. For the
purposes of CTIP, those transportation systems include only bus, van auto and other
rubber-tire transportation.

Public transport is usually regulated as a common carrier and is usually configured to
provide scheduled service on fixed routes on a non-reservation basis or on a demand
basis such as paratransit.

The majority of transit passengers are traveling within a local area or region between
their homes and places of employment, shopping, medical facilities, schools and other
like destinations.

Public transportation can usefully be classified in a variety of ways:-

By the type of area served:

➢ Larger urban areas with multiple interconnected transport modes, probably
  including metro/underground, bus, taxi, tram and ferry and complex transport
  interchanges;
➢ Smaller urban areas often using buses, paratransit and taxis and simple
  interchanges;
➢ Rural areas typically relying more on buses, paratransit and taxis and volunteer transportation; and
➢ Inter-urban and regional transport, often based on the train, coach and the plane.

Public transportation (public transit, transit, mass transit, mass transportation): transportation by a conveyance that provides regular and continuing general or special transportation to the public, but not including school buses, limos, charter or sightseeing services.

GENERAL INDUSTRY DEFINITIONS

Accessible Vehicle
A vehicle which does not restrict access, is usable by, and provides allocated space and/or priority seating for individuals who use wheelchairs.

Active Vehicles
The total number of vehicles available for revenue service during the calendar year. Vehicles, including those designated as spares, are considered available if they are capable of being used, even if only on an occasional basis (does not include retired vehicles).

Alternative Fuel Vehicle (AFV)
As defined by the Energy Policy Act of 1992, alternative fuel vehicles include any dedicated, flexible-fuel, or dual-fuel vehicle designed to operate on at least one alternative fuel. Alternative fuel vehicles come in a variety of vehicle models such as cars, pickup trucks, sport utility vehicles, vans, shuttle buses, medium-duty vehicles (such as delivery trucks), heavy-duty buses, and heavy-duty trucks.

American Public Transportation Association (APTA)
A national, nonprofit trade association which represents the public transit industry. APTA members include public transit systems, state and local departments of transportation and planning agencies, manufacturers and suppliers of transit equipment, consultants, contractors and universities.

Americans with Disabilities Act (ADA)
Passed by Congress in 1990, this civil rights legislation mandates equal opportunities for person with disabilities in the areas of employment, transportation, communications and public accommodations. ADA mandates that persons with disabilities cannot be denied access to public transportation facilities and services, and that those services must be comparable to those provided to the general public. ADA provisions require that all
newly acquired and modified vehicles operated by public and private transportation providers be accessible, and mandate that public transit agencies provide ADA paratransit services that complement their fixed-route services for people who cannot use those fixed-route services. ADA paratransit services must be comparable in terms of response times, fares, geographic service area, and hours/days of service. They may not restrict the number of trips an individual can make or prioritize service based on the rider’s trip purpose. Under this Act, transit providers must assure system-wide accessibility of their demand-responsive services to persons with disabilities. The regulations require only curb-to-curb service, but the grantee may provide a higher level of service.

Articulated Bus
An extra-long (54 to 60-foot) multi-section high occupancy vehicle with at least two connected passenger compartments. The rear body section is connected to the main body by a joint mechanism that allows the vehicle to bend when in operation to accommodate sharp turns and curves and yet have a continuous interior. Such vehicles are normally operated in local service in the very largest metropolitan areas on extremely heavily-patronized routes. (Also known as a slinky bus)

Automated Scheduling and Dispatch System (ASDS)
A messaging system that replaces the telephone-based method of dispatching passenger rides to bus drivers. It is designed to accomplish timely and transparent dispatch, logging, archiving, and retrieval of information. It relies on specialized software and hardware.

Automatic Vehicle Location (AVL)
Technology which senses, at intervals, the location of vehicles carrying equipment which communicates a signal back to a central control facility. The AVL system relies on Global Positioning Satellites (GPS) to provide the location of every AVL-equipped vehicle. Tracking the current location of fleet vehicles can assist with dispatching, maintaining schedules, answering specific customer inquiries, assistance in an emergency, etc.

Automated Voice Annunciation System (AVAS)
An electronic audio and visual announcement system which provides the next bus or train stop information for passengers. The audio portion is based on a public address system and the visual uses an electronic message sign for announcements. Integrated as part of an Advanced Transportation Management System (ATMS), the AVA system uses information from the Automatic Vehicle Location (AVL) system and the AVA database to determine when to make the announcements and what announcement will be made.

Automatic Fare Collection System (AFC)
A system of controls and equipment that automatically admits passengers on insertion of the correct fare in coins, tokens, tickets or farecards.

Average Speed
Refers to the total number of vehicle revenue miles divided by the total vehicle revenue hours. Average speed includes time traveling and time waiting for passengers plus any other delays.

**Average Productivity**
The number of one-way passenger trips made by a particular vehicle within a given period of time. Average productivity can be figured per vehicle hour, per day, per week, per month, or per year.

**Average Trip Length**
The average distance ridden for a one-way ride. It is computed as passenger miles divided by the number of one-way passenger trips.

**Base Fleet**
The average number of revenue vehicles in scheduled operation during the non-peak hours of the average weekday of operation.

**Body-on-Chassis**
A vehicle which typically seats 12 to 30 passengers, composed of a light truck chassis underneath a special body. A supplier of a Body on Chassis will purchase a chassis and then manufacture and attach the body. (See Cutaway Bus)

**Brokerage (transportation broker)**
A method of providing transportation where riders are matched with appropriate transportation providers through a central trip request and administrative facility. The transportation broker may centralize vehicle dispatch, record keeping, vehicle maintenance and other functions under contractual arrangements with agencies, municipalities and other organizations. Actual trips may be provided by a number of different vendors.

**Bus**
A rubber-tired, self-propelled, manually-steered mode of transportation for carrying passengers that is propelled by diesel, gasoline, battery, or alternative fuel engines contained within the vehicle. Types of buses include: advanced design, articulated, double deck, intercity, medium-size, new look, school bus, sightseeing, small, standard-size, suburban, transit and van.

**Bus Rapid Transit (BRT)**
A type of limited-stop service which relies on technology to help speed up the service. It can operate on exclusive transitways, high-occupancy vehicle lanes, expressways, or ordinary streets. A BRT line combines intelligent transportation systems technology, priority for transit, rapid and convenient fare collection, and integration with land use policy in order to substantially upgrade bus system performance.

**Bus Shelter**
A building or other structure constructed near a bus stop, to provide seating and protection from the weather for the convenience of waiting passengers.

**Bus Stop**
A place where passengers can board or alight from the bus, usually identified by a sign. It may or may not have a bus shelter or seating.

**Capacity (seating of the vehicle)**
The total number of passengers that can be carried by a vehicle or a fleet at a given point in time. Capacity can also refer to the maximum number of vehicles that can pass over a given section of roadway or transit line in one or both directions during a given period of time under prevailing roadway and traffic conditions. Capacity can included seated and standing passengers.

**CDL (Commercial Drivers License)**
To drive a bus, operators must obtain and document a minimum of eight hours of training per year. Eight hours is required yearly in classroom and/or behind-the-wheel training, which is conducted by an public transportation operator so that bus drivers can renew their licenses. A CDL 1-4 is valid for the first four years of issuance and changes to a CDL 5 in its final fifth year.

**Charter Bus**
A bus transporting a group of persons on a common purpose trip, under a single contract, at a fixed price. The contracting party acquires the exclusive use of a bus for its passengers to travel together under a single itinerary.

**Charter Service**
A vehicle hired for exclusive use that does not operate over a regular route or on a regular schedule. Charter service is closed door service (i.e., no other passengers may be boarded during the provision of service to the chartered group). Compensation on the basis of hours of service is evidence of charter operations. The provision of "free" service is not considered relevant in determining if service is charter or mass transportation.

FTA grantees are prohibited from using federally funded equipment and facilities to provide charter service except on an incidental basis (does not interfere with or detract from the provision of the mass transportation service for which the equipment or facilities were funded and does not shorten the mass transportation life of the equipment or facilities) and when one or more of the following seven applicable exceptions apply:

1. There is no willing and able private charter operator;
2. Grantees may provide FTA funded vehicles to private operators to satisfy a capacity need for accessible vehicles;

3. Grantees in a non-urbanized area (population under 50,000) may provide charter service directly to the customer if the charter service provided by the willing and able charter provider would create hardship on the customer because the private operator imposes minimum durations pursuant to state regulations and the desired trip length is shorter than the mandatory trip length or the private charter operator is located too far from the origin of the charter service;

4. For events of extraordinary, special or singular nature, grantees may petition the FTA Administrator at least 90 days prior to the event for an exception to the charter rule;

5. Charter service may be provided to government entities or non-profit agencies serving persons with disabilities or persons receiving public welfare funds;

6. A grantee in a non-urbanized area may execute a contract with a government entity or a private, non-profit organization by obtaining a tax-exempt certification from the entity when more that 50% of the passengers on the charter trip will be elderly, the requested charter trip is consistent with the function and purposes of the organization, and the charter trip will be organized and operated in compliance with Title VI of the Civil Rights Act of 1964 as amended;

7. A recipient may provide charter service directly to the customer where a formal agreement has been executed between the recipient and all private charter operators it has determined are willing and able, provided the agreement specifically allows the recipient to provide the particular type of charter trip and the recipient has provided for such an agreement in its annual public charter notice.

If the grantee provides charter service under one of the above exemptions, the grantee must have documentation to demonstrate the mileage and/or hours are recorded and subtracted from the useful life of the equipment; fares and schedules are under its control; and the service is designed to benefit the public at large.

Circulator Service
Transportation service which is limited to a specific locale or to short-distance trips on a local basis, such as a downtown area or suburban neighborhood. It may operate in a loop and connect, often at a transfer center, to major bus or rail routes for travel to more distant destinations. Examples are office park circulators, historic district routes, transit mall shuttles, rail feeder routes, and university campus loops.

Clean Fuel Vehicle (CFV)
Vehicle meeting the clean fuel vehicle exhaust emissions standards with no restriction on vehicle type.

Commercial Driver's License (CDL)
The standardized driver's license required of bus and heavy truck drivers in every state. It covers drivers of any vehicle manufactured to seat 15 or more passengers (plus driver) or over 13 tons gross vehicle weight (GVW). The CDL is mandated by the federal government in the Commercial Motor Vehicle Safety Act of 1986.

Common Wheelchair
Section 37.3 of the DOT's regulations implementing the Americans with Disabilities Act of 1990 (ADA) (49 CFR Parts 27, 37, and 38) defines a "common wheelchair" as a mobility aid belonging to any class of three or four-wheeled devices, usable indoors, designed for and used by individuals with mobility impairments, whether operated manually or powered. A "common wheelchair" does not exceed 30 inches in width and 48 inches in length measured two inches above the ground, and does not weigh more than 600 pounds when occupied. If an electric scooter or other mobility device meets the physical specifications of a common wheelchair as defined by the DOT's ADA regulations, it must be treated as a common wheelchair.

Community Transportation Association of America (CTAA)
A national professional association of those involved in community transportation, including operators, vendors, consultants and federal, state and local officials.

Complementary Paratransit Service
A transportation service required by the Americans with Disabilities Act (ADA) of 1990 for those persons with disabilities and others not able to use fixed-route service. Generally, it must operate in the same areas and during the same hours as available fixed-route transportation. The fare is limited to twice the fixed-route fare. Complementary paratransit service may be operated by the fixed-route bus agency or by a completely separate agency. (Note – This is not the same as general paratransit service.)

Compressed Natural Gas (CNG)
An alternative fuel comprised primarily of methane and stored under high pressure. It is used as a fuel for natural gas-powered vehicles.

Coordination
A cooperative arrangement between transportation providers and organizations needing transportation services. Coordination models can range in scope from shared use of facilities, training or maintenance to integrated brokerages or consolidated transportation
service providers. The Federal Transit Administration defines transportation coordination as, "a process through which representatives of different agencies and client groups work together to achieve any one or all of the following goals: more cost-effective service delivery; increased capacity to serve unmet needs; improved quality of service; and services which are more easily understood and accessed by riders." It further specifies, "Coordination includes joint decision and actions of a group of agencies with formal arrangements to provide for the management of the resources of a distinct system."

Curb-to-Curb
A common designation for paratransit (demand-response/dial-a-ride) services. The transit vehicle picks up and discharges passengers at the curb or driveway in front of their home or destination. In curb-to-curb service, the driver does not assist the passenger along walks or steps to the door of the home or other destination. The driver does assist the passenger off and on the bus as needed.

Cutaway Bus
Bus bodies mounted on varying sizes of truck chassis, usually between 19 and 29 feet in length, and typically carrying 12 to 30 passengers. They are powered primarily by either gas or diesel engines, and many are equipped with wheelchair lifts. Cutaway buses are usually the most popular small transit vehicles within agency fleets. (See Body on Chassis)

Cutaway Van
A standard van which has undergone some structural changes, usually made to increase its size and particularly its height. The seating capacity of a cutaway van is approximately nine to 15 passengers. (See Modified Vans)

Deadhead
The movement of a transit vehicle without passengers aboard, often to and from a garage or to and from one route to another. Deadhead mileage also includes the travel between the dispatching point and passenger pick-up or drop-off.

Demand-Response Service
Non-fixed-route service utilizing vans or buses with passengers boarding and alighting at pre-arranged times at any location within the system's service area. Often referred to as Dial-a-Ride, this service allows individual passengers to request transportation from a specific location to another specific location at a particular time. This service may or may not mandate advanced reservations. It does not follow a particular route, but travels throughout a designated service area or community transporting passengers on a door-to-door basis, a curb-to-curb basis, or other specified service provision. The following types
of operations fall under this category of transit services (as long as they are not on a scheduled fixed route basis): many origins to many destinations; many origins to one destination; one origin to many destinations; and one origin to one destination. The vehicle typically may be dispatched to pick up several passengers at different pick-up points before taking them to their respective destinations and may even be interrupted en route to these destinations to pick up additional passengers. (See Paratransit)

Deviated Route (Deviated Fixed-Route)
Transportation service on a non-exclusive basis which operates along a public way on a standard route at generally fixed times, from which it may deviate in response to a demand for its service or to take a passenger to a destination, after which it returns to its standard route.

Dispatcher
Refers to an individual who combines bus operators, run assignments, and buses that provide transportation service to passengers. Dispatchers are based at each operations center.

Door-through-Door Service
A form of paratransit service where the driver provides assistance within the "door" at the origin or destination of a passenger's pickup and drop off location.

Door-to-Door Service
A form of paratransit service which includes passenger assistance between the vehicle and outside door of a person's home or other destination. This is a higher level of service than curb-to-curb, yet not as specialized as door-through-door service. (see also curb-to-curb)

Dual-Fueled Vehicles
Vehicles which have the capacity to operate using two different fuels, such as Compressed Natural Gas (CNG) and diesel or CNG and gasoline. (See Hybrid Vehicle)

Dwell Time
The scheduled time a vehicle or train is allowed to discharge and take on passengers at a stop, including opening and closing the doors.

Employee, Operating

An employee engaged in the operation of the transit system. Types include:

- A General Administration Employee is an executive, professional, supervisory, or secretarial transit system person engaged in general management and
administration activities: preliminary transit system development, customer services, promotion, market research, injuries and damages, safety, personnel administration, general legal services, general insurance, data processing, finance and accounting, purchasing and stores, general engineering, real estate management, office management and services, general management, and planning.

A Non-Vehicle Maintenance Employee is an executive, professional, supervisory, or secretarial transit system person engaged in non-vehicle maintenance, a person providing maintenance support to such persons for inspecting, cleaning, repairing and replacing all components of: vehicle movement control systems; fare collection and counting equipment; roadway and track; structures, tunnels, and subways; passenger stations; communication system; and garage, shop, operating station, general administration buildings, grounds and equipment. In addition, it includes support for the operation and maintenance of electric power facilities.

An Other Vehicle Operations Employee is an executive, professional, or supervisory transit system person engaged in vehicle operations, a person providing support in vehicle operations activities, a person engaged in ticketing and fare collection activities, or a person engaged in system security activities.

A Vehicle Maintenance Employee is an executive, professional, secretarial, or supervisory transit system person engaged in vehicle maintenance, a person performing inspection and maintenance, vehicle maintenance of vehicles, performing servicing functions for revenue and service vehicles, and repairing damage to vehicles resulting from vandalism or accidents.

A Vehicle Operator (driver) is a person (other than security agents) scheduled to be aboard vehicles in revenue operations including vehicle operators, conductors, and ticket collectors.

Express Bus Service
Transit service designed to speed up longer trips by operating long distances without stopping, especially in major metropolitan areas during heavily-patronized peak commuting hours. Examples include park-and-ride routes between suburban parking lots and the central business district, and express buses on major streets that operate local service on the outlying portions of a route until a certain point and then operate non-stop to the central business district.

Feeder line
Refers to a bus line that services neighborhoods and crosses main lines or routes offering
Refers to a bus line that services neighborhoods and crosses trunklines offering transfer opportunities and connections for more direct service.

**Frequency**
Refers to the quantity of service on a route, usually described in terms of the number of buses per hour or the elapsed time between consecutive buses. The latter measure is also called the headway. The term high frequency denotes many buses per hour, or small headways.

**Federal Transit Administration (FTA)**
An agency of the United States Department of Transportation which administers the federal program of financial assistance to develop public transit systems and to improve, maintain, and operate existing systems. Public transportation includes buses, subways, light rail, commuter rail, monorail, passenger ferry boats, trolleys, inclined railways and people movers. FTA is headed by an administrator who is appointed by the President of the United States. The FTA functions through a Washington, DC headquarters and 10 regional offices that assist transit agencies in all 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, Northern Mariana Islands, and American Samoa.

**Feeder Service**
A local transportation service which provides connections with a major transportation service (i.e., by picking up and delivering passengers to a rail rapid transit station or express bus stop or terminal).

**Fixed-Route (Defn. #1)**
Transit services where vehicles run on regular, repetitive, pre-designated, pre-scheduled routes, with no deviation, stopping to pick up and deliver passengers at specific, identified locations. Each fixed-route trip serves the same origins and destinations. Typically, fixed-route service is characterized by printed schedules or timetables, designated bus stops where passengers board and alight, and the use of larger transit vehicles (although the size of the vehicles would be dependent on the number of passengers utilizing the system).

**Fixed-Route (Defn. #2)**
Service provided on a repetitive, fixed-schedule basis along a specific route with vehicles stopping to pick up and deliver passengers to specific locations; each fixed-route trip serves the same origins and destinations, unlike paratransit. Includes route deviation service, where revenue vehicles deviate from fixed routes on a discretionary basis.
Non-fixed-route service is not provided on a repetitive, fixed-schedule basis along a specific route to specific locations. Paratransit is the only non-fixed-route mode.

Other general definitions include:

- A carpool is an arrangement where two or more people share the use and cost of privately owned vehicles in traveling together to and from pre-arranged destinations. Carpools are not public transportation.
- A commuter is a person who travels regularly between home and work or school.
- Reverse commuting is movement in a direction opposite the main flow of traffic, such as from the central city to a suburb during the morning peak period.
- Ridesharing is a form of transportation, other than a transit agency, in which more than one person shares the use of the vehicle, such as a van or car, to make a trip. Also known as "carpooling" or "vanpooling."

Fleet
The vehicles in a transit system. Usually fleet refers to highway vehicles, and rolling stock refers to rail vehicles.

Four-point Securement System
An on-board safety system for securing wheelchairs, as well as three- and four-wheel scooters. The system incorporates four seatbelt-type straps that attach to the frame of a mobility device as a way to keep the wheelchair or scooter from moving or rolling while on the bus.

Head Start
A program of comprehensive services for economically disadvantaged preschool-age children. Services including transportation, are provided by local Head Start agencies and are funded by the Administration for Children and Families, part of the U.S. Department of Health and Human Services (DHHS).

Headway
Time interval between vehicles moving in the same direction on a particular route. Headway can change during the day as rider demand changes.

Health Insurance Portability and Accountability Act (HIPAA)
A federal law enacted by the U.S. Congress in 1996 which protects the rights of workers and their families to maintain health insurance coverage when they change or lose their jobs; requires the establishment of national standards for electronic health care transactions and national identifiers for providers, health insurance plans, and employers; and addresses the security and privacy of health data.

**Hub and Spoke**
A transportation pattern in which most routes converge into and diverge from a central "hub," as do the spokes on a wheel.

**Human Services Transportation**
Transportation related to the provision of human services or social services. It includes transportation for the elderly and people with disabilities when the transportation is provided by an arrangement other than the public transportation service available to all.

**Hybrid Vehicle**
A vehicle which has the capacity to operate using two different fuels (e.g., Compressed Natural Gas and diesel or CNG and gasoline) or a vehicle that runs on hybrid propulsion (e.g., fossil fuel combined with electric power) where an onboard generator powered by an internal combustion engine or fuel cell supplies electricity. In combustion, the hydrogen is "burned" in engines in a similar fashion as traditional gasoline-powered vehicles. In fuel cell conversion, the hydrogen is turned into electricity through fuel cells which power electric motors.

**Intercity Transportation**
Transportation service between cities. Under FTA's 49 USC Section 5311 (f), intercity transportation service must receive no less than 15 percent of each state's total Section 5311 funding, unless a state's governor certifies that these needs are already being met. The intercity bus program was created to provide funding for service connections between nonurbanized areas and the larger regional or national system of intercity bus service. The funding provided under this Section may also be used for building or purchasing intermodal facilities and for marketing and planning assistance for the support of the intercity network system.

**Intermodal Transportation**
Activities that involve or affect more than one mode of transportation, including transportation connections, choices, cooperation and coordination of various modes of transit. An intermodal or multimodal approach to transportation planning focuses on the most efficient way of getting people or goods from place to place by means other than privately owned vehicles (i.e., by bus, trolley, light rail, streetcar, cable car, and/or ferry
system). In its broadest interpretation, intermodalism refers to a holistic view of transportation in which individual modes work together or within their own niches to provide users with the best choices of service, and in which the consequences on all modes are considered in the policies for each individual mode.

**Kneeling bus**
Refers to a feature on all buses that lowers the floor to the curb or to near-curb level to make it easier for passengers to board, especially for seniors and persons with disabilities.

**Large Transit Bus (LTB)**
A transit vehicle which measures 35 feet in length or longer.

**Liquefied Natural Gas (LNG)**
A natural or synthetic gas having methane as its major constituent which has been changed to a liquid or semisolid by reducing its temperature to -260 degrees Fahrenheit; stored in a vacuum bottle-type container at very low temperatures and under moderate pressure; used as an alternative fuel.

**Load Factor**
The ratio of passengers actually carried versus the total passenger capacity of a vehicle.

**Low-floor vehicle**
Refers to a bus that does not have steps. Building a bus floor at one level between the front to rear doors allows passengers to enter and exit more quickly. The addition of steps usually adds boarding and alighting time, especially for passengers with limited mobility.

**Mass Transit (Mass Transportation)**
Transportation by bus, rail, or other conveyance, either publicly or privately owned, provided to the public on a regular and continuing basis. (See Public Transportation)

**Medium Transit Bus (MTB)**
A bus from 30 to 34 feet in length.

**Minibus**
A small bus vehicle, typically capable of carrying 20 passengers or less, most often used for making short trips. Minibuses are often used for demand-responsive transportation.

**Minivan**
A standard production small van with side and rear windows and removable rear seats that is built on an automobile-type frame. Minivans can be adapted as handicapped accessible vehicles to accommodate a wheelchair with the addition of a ramp.
Mobile Data Terminals (MDT)
A computerized device used in taxicabs, courier vehicles, service trucks, transit vehicles, and emergency vehicles, etc. to communicate with a central dispatch office. Mobile data terminals feature a screen on which to view information and a keyboard or keypad for entering information, and may be connected to various peripheral devices such as a two-way radio.

Mobility
The movement of people and/or goods from one place to another. Mobility improves when the transportation network is refined or expanded to improve capacity of one or more modes, thus allowing people and goods to move more quickly or efficiently toward a particular destination.

Modal Split
The number of people (in actual numbers or percentages) who use various forms of transportation. Frequently, this term is used to describe the percentage of people using private automobiles as opposed to the percentage using public transportation.

Mode
A vehicle transportation system (i.e., bus, trolleybus, jitney, subway, light rail, heavy rail, etc.) which carries passengers over rail, highway, air or water. Modes may be classified as fixed-route and non-fixed-route. The system for carrying transit passengers described by specific right-of-way, technology and operational features. Transit data are generally collected by mode.

See also: Intermodal (multimodal): Those issues or activities which involve or affect more than one mode of transportation, including transportation connections, choices, cooperation and coordination of various modes. Example: traveling by a bus to a train for the rest of the trip equals two (2) modes.

Modified Van
A body-on-chassis van where a standard van has undergone some structural changes by another company, usually to increase its size and in particular, its height. The seating capacity of modified vans is typically 9 to 15 passengers, although that number can vary. Modified vans are generally handicapped accessible with a wheelchair lift. (See Cutaway Van)

Municipal (Muni)
Service operated primarily within a single city, village, or town.
Occupyancy
The number of persons, including the driver and passengers in a vehicle. Occupancy rates may be calculated as "person miles" divided by "vehicle miles."

Older American's Act (OAA)
Federal law first passed in 1965 which established a network of services and programs for senior citizens. The agencies funded under the Older American's Act provide supportive services including transportation, outreach and nutrition services to people age 60 and older and their spouses.

Paratransit
Wheelchair-accessible, demand-response transportation service. It can also describe subscription bus services, shared-ride taxis, car pooling and van pooling. It is much more flexible than conventional fixed-route transit but generally requires reservations or calling for a specific ride. General paratransit service is not required by law and is not subject to the restrictions imposed on complementary paratransit service. The transit agency may limit the service to certain people, or it may be made available to anyone.

Peak service
Refers to weekday a.m. and p.m. service during commute hours to carry a maximum number of passengers. Commute or peak hours are defined generally as time between 6 and 9 a.m. in the morning, and between 4 and 7 p.m. at night

Pull-in
Refers to vehicles pulling into the yard or garage at a scheduled time.

Pull-out
Refers to vehicles pulling out of the yard or garage at a scheduled time.

Ride Sharing
A form of transportation other than public transit, in which more than one individual shares in the use of a vehicle, such as a van or a car, to make a trip.

Road Call
Any situation which requires assistance from the maintenance department or a hired maintenance service while the vehicle is in revenue service. Examples include: towing, switching a vehicle on a route, replacing a headlight, low tire pressure, or a malfunctioning passenger ramp/door.

Rural
All areas of a state that are outside the Federal Highway Administration approved and adjusted census boundaries of small urban and urbanized areas. As used in U.S. Census
data, towns, villages and surrounding areas with a population less than 2,500. Many define rural as areas with populations less than 5,000. Other federal agencies may consider areas with a population of 50,000 or less as rural (or non-urban) for grant purposes. (Note – there is no uniform definition of rural.)

**Rural Transit**
Passenger transportation services operated in rural areas.

**Revenue hours (Also known as Revenue service)**
Refers to all scheduled time a bus spends serving passengers, which can also be defined as platform hours minus deadhead and layover time.

**Revenue trip Also see Linked/Unlinked trip**
Refers to any linked or unlinked trip that generates revenue by cash payment, use of a pass, and / or any other means of payment.

**Round trip (Also known as a cycle)**
Refers to one inbound, plus one outbound trip (unless a loop route), equals one round trip or cycle.

**Run**
*Also see Block* Refers to a driver's daily work assignment. One or more runs can work a single block. Runs can also work on multiple blocks. A driver's schedule is primarily determined for each sign-up period through the run-cut process where bus schedules are integrated with driver assignments.

**Run-cut**
Refers to the process, normally performed four times a year, of generating daily bus driver work assignments in a cost efficient manner to meet all contract requirements negotiated between the union and district. Run-cutting software is used to generate assignments that may be reset until they fulfill the requirements of all participating parties.

**Running time**
Refers to time allowed between any two points, such as from time point to time point, or from end-of-line to end-of-line.

**Rolling Stock**
Revenue vehicles used in providing transit service for passengers such as buses, vans, cars, railcars, locomotives, trolley cars and trolleybuses, ferry boats, and vehicles used on guideways and incline planes. Usually "rolling stock" refers to rail vehicles, and "fleet" is the term used to refer to highway vehicles. (See Fleet and Revenue Vehicles)
Safe, Accountable, Flexible, Efficient, Transportation Equity Act—A Legacy for Users (SAFETEA-LU)

A federal highway funding bill which authorizes the surface transportation programs for highways, highway safety, and transit. Based on this authorizing legislation, Congress provides an annual appropriation to FTA which apportions and allocates these funds to both formula and discretionary grant programs. Financial assistance is available to transit systems to develop, improve, maintain and operate existing systems including buses, subways, light rail, commuter rail, monorail, passenger ferry boats, trolleys, inclined railways and people movers. FTA funds are provided under SAFETEA-LU to designated recipients that must be public bodies (states, cities, towns, regional governments, transit authorities, etc.) with the legal authority to receive and disburse funds. The grantees are responsible for managing their programs in accordance with federal requirements, and FTA is responsible for ensuring that grantees follow federal mandates along with statutory and administrative requirements.

SAFETEA-LU was signed into law in August 2005. It authorized three new programs: New Freedom; Transit in the Parks; and Alternatives Analysis. The Jobs Access Reverse Commute (JARC-) program became a formula program. Many transit programs such as Sections 5307, 5309, 5310 and 5311 were largely unchanged by SAFETEA-LU. Capital costs were expanded including provisions that make mobility management, certain safety and security costs, and intercity bus features in intermodal terminals eligible for reimbursement as capital expenses. In addition, new provisions related to Buy America, bus dealer requirements, and labor protections were added. Under SAFETEA-LU additional emphasis was placed on public participation, coordination, environmental considerations, and security. Rural reporting to the National Transit Database was added as well as pre-award and post-delivery audits.

Section 5307 – Urban Capital Improvements and Operating Funds

A section of the Federal Transit Act which authorizes grants to public transit systems in all urban areas. Funds authorized through Section 5307 are awarded to states to provide capital and operating assistance to transit systems in urban areas with populations between 50,000 and 200,000 and are disbursed through a formula based on population and population density. Transit systems in urban areas with populations greater than 200,000 receive their funds directly from FTA, and the formula is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed guideway route miles, as well as population and population density. Funds for urbanized areas under 200,000 are distributed by FTA to state Governors. Eligible capital expenditures include: acquisition of public transportation vehicles, construction of facilities, purchase of equipment, rehabilitation of buses,
preventive maintenance, up to 10% of the apportioned amount for non-fixed-route ADA paratransit service, and operating expenditures. The match is 50% federal/50% local for operating and 80/20 for capital expenses.

Section 5310 – Elderly and Disabled Funds
A section of the Federal Transit Act which authorizes capital assistance to states for transportation programs that serve the elderly and people with disabilities. FTA provides formula funding directly to state and local governmental authorities for distribution to private non-profit groups for the provision of transportation services specifically designed to meet the needs of elderly individuals and persons with disabilities. States distribute Section 5310 funds to local operators in both rural and urban settings, who are either nonprofit organizations or the lead agencies in coordinated transportation programs. The funds are allocated by formula to states based on elderly and disabled populations. Eligible expenditures are capital equipment and cost of leased or contracted services. No more than 10% of the amounts apportioned can be used to administer, plan and provide technical assistance. The federal share for projects is 80% of the project's net capital cost with a 20% required local match. Projects funded under Section 5310 must be derived from a locally developed, coordinated public transit/human service transportation plan.

Section 5311 – Small Urban and Rural Funds
A section of the Federal Transit Act which authorizes capital and operating assistance grants to public transit systems in areas with populations of less than 50,000. Section 5311 funds go initially to the Governor of each state. The distribution formula is based on the non-urbanized area population in each state. The match is 80% federal/20% local for capital purchases and 50/50 for operating assistance. States may use up to 15% of their annual apportionment for administration planning and technical assistance, and must spend 15% of the apportionment to support rural intercity bus service unless the Governor certifies that the state's intercity bus needs are adequately met. The goals of the non-urbanized formula program are: to enhance the access of people in non-urbanized areas to health care shopping, education, employment, public service, and recreation; to assist in the maintenance, development, improvement, and use of public transportation systems in rural and small urban areas; to encourage and facilitate the most efficient use of all federal funds used to provide passenger transportation in non-urbanized areas through the coordination of programs and services; to assist in the development and support of intercity bus transportation; and to provide for the participation of private transportation providers in non-urbanized transportation to the maximum extent feasible. Section 5311(c) specifically addresses Tribal Transportation. (See Tribal Transportation Program)
Service Area
The square miles of the transit agency's operational area. ADA defines the service areas that must be served by complementary transit. For bus systems, the service area is defined as corridors with a width of three-fourths of a mile on either side of a fixed route. For rail systems, the service area consists of a circle three-fourths of a mile around each station, which may be extended to 1½ miles at end stations in outlying areas.

Shuttle
A public or private vehicle which travels back and forth over a particular route, especially a short route or one which provides connections between transportation systems, employment centers, etc.

Smart card
Refers to a electronic fare card, similar to a credit card, used in fare payments. It is based on technology which adds or deducts value from an electronically encoded card when a rider passes it near a programmed reader on buses or through fare gates.

Specialized Transportation Services (STS)
Motor vehicle transportation services provided on a regular basis that are designed to serve individuals who are elderly, handicapped or disabled.

Subscription Bus Service
A commuter bus express service operated under advanced arrangements and according to prearranged conditions (e.g., hours, days, specific routing) for a guaranteed number of patrons from a given area on a prepaid, reserved seat basis. The service may be paid for by an individual, group of individuals, or company. Service is guaranteed, usually arranged for an extended period of time and is paid for regardless of whether anyone rides the service. Subscription service differs from contract service in that under subscription service, the individuals, routes, and destinations never change for the duration of the subscription. Revenue collected from subscription service is counted as farebox revenue. Subscription service is open to the public.

Transfer Center
A fixed location where passengers interchange from one route or transit vehicle to another.

Transfer point
Refers to a point where bus lines intersect and passengers can transfer to another line.

Transit agency (transit system): An entity (public or private) responsible for administering and managing transit activities and services. Transit agencies can directly operate transit service or contract out for all or part of the total transit service provided.
When responsibility is with a public entity, it is a **public transit agency, transit authority or transit district**. When more than one mode of service is operated, it is a **multimode or multimodal transit agency**, with a “family” or array of services and options.

**Transit Bus**

A vehicle for transporting passengers without luggage compartments or restroom facilities for use in frequent stop service. A transit bus seats anywhere from 16 to 53 passengers and has both a body and chassis that are designed specifically for transit use. One supplier manufactures the entire vehicle.

**Urban**

U.S. Census Bureau designation of an area with a population greater than 50,000.

**Vehicle Definitions**

- **Accessible Vehicle** is a revenue vehicle that does not restrict access, is usable, and provides allocated space and/or priority seating for individuals who use wheelchairs.

- **Revenue Vehicle** is a vehicle in the fleet that is available to operate in revenue service, including spares and vehicles temporarily out of service for routine maintenance and minor repairs.

- **High Occupancy Vehicle (HOV)** is a vehicle that can carry two or more persons. Examples of high occupancy vehicles are a bus, vanpool and carpool. These vehicles sometimes have exclusive traffic lanes called "HOV lanes," "busways," "transitways" or "commuter lanes."

- **Passenger Vehicle** is a vehicle used to carry passengers in transit service.

**Vehicle Hours**: The hours a vehicle travels from the time it pulls out from its garage to go into revenue service to the time it pulls in from revenue service. It is often called platform time. For conventional scheduled services, it includes revenue time and deadhead time.

**Vehicle Miles**: The miles a vehicle travels from the time it pulls out from its garage to go into revenue service to the time it pulls in from revenue service. It is often called platform miles. For conventional scheduled services, it includes revenue miles and deadhead miles.

**Vehicle Revenue Hours**: The hours traveled when the vehicle is in revenue service (i.e., the time when a vehicle is available to the general public and there is an expectation of carrying passengers). These passengers either directly pay fares, are subsidized by public policy, or provide payment through some contractual arrangement. Vehicles operated in fare-free service are considered in revenue service. Revenue service excludes school bus
service and charter service. For conventionally scheduled services, vehicle revenue hours are comprised of 2 elements: running time and layover/recovery time.

**Vehicle Revenue Miles**: The miles traveled when the vehicle is in revenue service (i.e., the time when a vehicle is available to the general public and there is an expectation of carrying passengers). These passengers either directly pay fares, are subsidized by public policy, or provide payment through some contractual arrangement. Vehicles operated in fare-free service are considered in revenue service. Revenue service excludes school bus service and charter service. For conventionally scheduled services, vehicle revenue miles are comprised of running miles only.

**ACRONYMS**

AOA = Agency on Aging

AAA = Area Agency on Aging

ADA = American's with Disability Act

APTA = American Public Transportation Association

CalACT = California Association for Coordinated Transportation

CalTIP = California Transit Insurance Pool

CTAA = Community Transportation Association of America

DTA = Dakota Transit Association

DOT = Department of Transportation of a state

SCDOT: South Dakota Department of Transportation

ODOT: Oregon Department of Transportation

FTA = Federal Transit Administration

GVWR = Gross Vehicle Weigh Rating

NPU = NonProfits United Vehicle Insurance

PTA = Public Transit Association

SURTC = Small Urban and Rural Transit Center
SAFETELU = Safe, Accountable, Flexible, Efficient, Transportation Equity Act—A Legacy for Users

SWTA = South West Transit Association

TLPA = Taxi, Limousine and Paratransit Association

TML = Texas Municipal League

TTA = Texas Transit Association

VPSI = Van Pool Services, Inc.

WSTIP = Washington State Transit Insurance Pool

IMPORTANT WEB LINKS

APTA: www.apta.com

CTAA: www.ctaa.org

SWTA: www.swta.org
USEFUL PUBLIC TRANSPORTATION WEB SITES
California & Nationwide

1. Amer. Assn. of State Highway & Transportation Officials (AASHTO)
   www.transportation.org
   www.asil.org

2. Access Services, Inc. (ASI)
   www.usdoj.gov/crt/ada

3. ADA Enforcement – U.S. Justice Dept
   www.aoa.dhhs.gov

4. Administration on Aging (AOA)
   www.apta.com

5. American Public Transportation Ass. (APTA)
   www.atu.org
   www.buses.org
   www.transitinfo.org

6. Amalgamated Transit Union (ATU)
   www.calact.org

7. American Bus Association (ABA)
   www.transitassociation.org

8. Bay Area Transit Information
   www.dot.ca.gov/hq/masstrans

   www.ctaa.org
   www.projectaction.org
   www.fhwa.dot.gov

10. California Transit Association (CTA)
    www.fla.dot.gov

11. Calif. Dept. of Transp. (Caltrans)
    www.mta.net

    www.masstransitmag.com

13. Easter Seals ‘ Project Action
    www.mtc.ca.gov

14. Federal Highways Administration (FHA)
    www.narc.org

15. Federal Transit Administration (FTA)
    www.ntsb.gov

    www.ntionline.com

17. Mass Transit Magazine
    www.odyssey.org

    www.octa.net

19. National Association of Regional Governments (NARC)
    www.dot.ca.gov/hq/masstrans/dot

20. National Transportation Safety Board (NTSB)
    www.paratransit.org

21. National Transit Institute (NTI)
    www.si-smart.com

22. Odyssey
    www.swta.org

23. Orange County Transportation Authority (OCTA)
    www.tlpa.org

24. Other DOTs
    www.treconline.org

25. Paratransit, Inc.
    www.dot.ca.gov/HQ/

26. San Joaquin RTD
    www.trb.org

27. South West Transit Association (SWTA)
    www.tsi.dot.gov

28. Taxi, Livery & Paratransit Association (TLPA)
    www.tsa.org

29. Transportation Cooperative Research Program (TCRP)
    www.uma.org


31. Transportation Research Board (TRB)

32. Transportation Safety Institute (TSI)

33. Transportation Security Administration (TSA)

34. United Motorcoach Association (UMA)
Historical Development of Public Transit

- **1662** First public transit service – Horse-drawn wagon line in Paris by French Mathematician Pascal

- **1830 – 1899: The Street Railway Period**
  - Cities’ natural growth and the importance of the movement of goods and people accelerated by the Industrial Revolution
  - Home and jobs in different places
  - Developing markets for new manufacturing
  - 1829 – First horse-drawn omnibus, a rear entry wagon, London

  - 1832 – First horse-drawn streetcar on steel wheels and rail lines
    - Increased speed
    - Increased capacity
    - Urban development continues

- 1869 – First cable car operation
  - Mechanical power
  - Cable grip invention
• Less costly to operate
• Improved sanitation
  o 1888 – First electric streetcar
  o 1898 – First electric motor taxi introduced

• 1900 – 1919 Initial Rapid Growth in Public Transit Ridership
  o Growth of electric driven systems over horse-drawn systems
    • Average speed 10 MPH by electric
    • Larger line-haul capacities by electric
    • Increased urban development with line extensions
  o 1900-1919, ridership rose faster than urban population
  o 1907 – Gasoline taxi with taxi-meter introduced
  o Land development continues
    • CBD at the center of radial cityscapes
    • Land speculation by streetcar/real estate development companies
    • Profits largely from land speculation
  o Subway systems
    • 1898 – First streetcar subway in Boston
    • 1904 – First New York City subway
  o Motor bus systems
    • Increased flexibility, rail-independent
    • Follow development of autos and trucks
    • 1905 – First motor bus service replaces omnibuses in New York City
    • 1912 – Buses as feeders for streetcar lines in Cleveland
    • 1920 – Fageol Brothers purpose-built, low-entry, front engine transit bus
Using Public Transportation Reduces Greenhouse Gases and Conserves Energy

The transportation sector produces one-third of all greenhouse gas emissions in the United States.¹

Between 1990 and 2008, emissions in the transportation sector increased by more than 25%, representing almost half of the total national growth in greenhouse gas emissions during this period.

- Approximately 85% of transportation sector emissions are related to the surface transportation system.
- An effective strategy to reduce greenhouse gas emissions must include improved fuel economy, reduced carbon content in fuels, and reductions in the growth of vehicle miles of travel.

By reducing the growth in vehicle miles of travel, ending congestion and supporting more efficient land use patterns, public transportation can reduce harmful CO₂ emissions by 70 million metric tons annually. These savings represent the beginning of public transportation’s potential contribution to national efforts to reduce greenhouse gas emissions and promote energy conservation.

Projected increases in vehicle miles of travel will negate any improvements in fuel economy resulting from recently approved changes in Corporate Average Fuel Economy (CAFE) standards. Increased investment in and use of public transportation can mitigate this trend. Experts indicate we need to reduce total CO₂ emissions by 60%–80% of 1990 levels by 2050.²

Benefits of a Strategy that Embraces Public Transportation

Public transportation use reduces travel by private vehicles.

Those who choose to ride public transportation reduce their carbon footprint and conserve energy by eliminating travel that would have otherwise been made in a private vehicle. The result is fewer vehicle miles of travel and reduced emissions.

A single person, commuting alone by car, who switches a 20-mile round trip commute to existing public transportation, can reduce his or her annual CO₂ emissions by 400 pounds per year, equal to a 10% reduction in all greenhouse gases produced by a typical two-adult, two-car household. By eliminating one car and taking public transportation instead of driving, a savings of up to 30% of carbon dioxide emissions can be realized.³

The Private Vehicle Is the Largest Contributor to a Household’s Carbon Footprint—Using Public Transportation Reduces Household Carbon Emissions

CO₂ Reduction Targets Cannot Be Met with Recently Enacted CAFE Standards

Public transportation use reduces congestion.

Public transportation serves some of the most congested travel corridors and regions in the country. Increased use of public transportation in these areas eases congestion, as a result, automobiles traveling in these same corridors achieve greater fuel efficiency.⁴
Public transportation use is one of the most effective actions individuals can take.

Public transportation offers an immediate alternative for individuals seeking to reduce their energy use and carbon footprints. This action far exceeds the benefits of other energy saving household activities, such as using energy-efficient light bulbs or adjusting thermostats.

**Commuting by Public Transportation—One of the Most Significant Actions to Reduce Household Carbon Emissions**

![Graph showing benefits of public transportation](image)

*By taking existing public transportation instead of driving a car, a single person saves 4,600 pounds of CO2 per year. Source: Public Transportation's Contribution to U.S. Greenhouse Gas Reduction.*

Public transportation gives people energy efficient choices.

Public transportation reduces overall greenhouse gas emissions without reducing the mobility so vital to our nation's economic health and our citizens' quality of life.

The increasing cost of fuel makes driving private vehicles even more prohibitive for many. Public transportation households save an average of $8,251 every year—even more as the price of fuel rises.

Public transportation is essential to energy efficient land use patterns.

Efficient land use produces results far beyond the immediate benefit of increased use of public transportation. It has the potential to significantly change the way we live and travel, reducing our individual carbon footprints while preserving and enhancing our mobility.

*Higher densities allow for closer proximity of housing, employment and retail, reducing driving distances and enabling communities to plan for and support alternative travel options.*

*In many central business districts, trips taken for shopping, dining or other non-commuting purposes are often made on foot—even by those who drive to work.*

*Higher density development—including transit-oriented development (TOD), multi-use buildings, and compact apartments and office space—is more energy efficient and extends public transportation's contribution by integrating it with other sectors of our economy.*

**Public transportation use documentation efforts on building 23 estimate that each CO2 emission is 97 million metric tons annually.**

This indirect “average effect” of public transportation is estimated, conservatively, at three to four times the direct effect of transit service. With this leverage effect, transit is estimated to reduce CO2 emissions by 37 million metric tons annually. In addition, public transportation reduces energy consumption by the equivalent of 4.2 billion gallons of gasoline each year, the equivalent of 320 million cars filling up—almost 600,000 times a day.

**Average Annual Household Savings from Using Public Transportation**

![Graph showing savings](image)

*By taking public transportation instead of driving a car, a two-person household can save $6,251 annually. Source: Public Transportation and Parcels Savings Report.*
Public Transportation Requires Investment to Further Reduce CO2 Emissions and Conserve Energy

Protect and preserve public transportation service where it exists today. Public transportation ridership has increased by 30% since 1995—a growth rate more than twice that of population, and greater than vehicle miles of travel. As transit ridership has increased, a number of systems are struggling to maintain the quality of assets and consequently the quality and reliability of service. Systems must be adequately funded to allow people who are choosing public transportation, more than 10 billion trips annually, to stay on public transportation.

Expand capacity of existing public transportation services.

In many parts of the country, public transportation systems are operating beyond their design capacity. With future annual ridership growth projected at 3.5% annually, it will be difficult for a number of those systems to carry additional riders without significant new investment.

Systems that are investing to expand capacity and attract new riders include:

- Charlotte, NC, recently opened its first modern light rail system.
- The New York Metropolitan Transportation Authority is in the process of constructing the Second Avenue Subway Line to relieve severe crowding.
- Cleveland's bus rapid transit system is expected to open in late 2008.
- Salt Lake City is expanding its light rail and will soon add commuter rail.

Expand the geographic coverage of public transportation services.

According to U.S. Census data, 48% of American households do not have access to any public transportation. Public transportation must expand geographically to capture shifts in population, both within regions and across the country. Individuals cannot be asked to reduce their vehicle miles of travel without options. On a national scale, those regions experiencing rapid increases in population must have the resources available to enable public transportation to vividly serve local travel demands.
We all have a stake in expanding public transportation.

**Annual Capital Investment Needs for Public Transportation**

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount in billions of 2004 dollars</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total capital required</td>
<td>$45.3 B</td>
</tr>
<tr>
<td>Federal, state and local</td>
<td>$32.6 B</td>
</tr>
<tr>
<td>Prior year</td>
<td>$12.6 B</td>
</tr>
</tbody>
</table>

In order to improve physical condition and improve service performance, the U.S. must make a sizable investment in public transportation. Sources: State and National Transit Investment Analysis.

Public transportation agencies are reducing their carbon footprints—even more can be done with additional investment.

- The Los Angeles County Metropolitan Transportation Authority is investing in improvements to several maintenance facilities that will use solar energy.
- In Portland, OR, Tri-Met has implemented procedures to reduce idling and improve vehicle maintenance, lowering vehicle fuel use by 10%.
- Throughout the country, bus systems are adding hybrid diesel-electric vehicles.
- In Grand Rapids, MI, The Rapid was the first system to construct a LEED-certified facility.
- Metro in Cincinnati, OH, runs its entire 330-bus fleet on a blend of 50% soy-based biodiesel and 50% regular diesel fuel.

**Sources**


For more information on the many benefits of public transportation, visit [www.publictransportation.org](http://www.publictransportation.org) or call 202.488.4600.
Public Transportation

- is estimated to reduce CO₂ emissions by 37 million metric tons annually.

- saves fuel, reduces an individual’s carbon footprint, and reduces congestion.

- provides an immediate option individuals can take to reduce their energy consumption and greenhouse gas emissions.

- use by a solo commuter switching his/her commute from a private vehicle can reduce CO₂ emissions by 20 pounds per day—more than 4,800 pounds in a year.

- use saves the U.S. the equivalent of 4.2 billion gallons of gasoline annually—more than 11 million gallons of gasoline per day.

- provides an affordable alternative to driving. Households that use public transportation save an average of $6,251 every year.

- ridership has increased 30% since 1995, with more than 10 billion trips taken annually.

- is a national priority that should be specifically targeted by climate change and energy legislation. We all have a stake in expanding public transportation use.
Impact of Rising Fuel Costs on Transit Services

Survey Results

May 2008
Impact of Rising Fuel Costs on Transit Services
Survey Results
May 27, 2008

Introduction

Fuel and electricity are important components of public transportation operations. On an annual basis, public transportation providers consume more than 760 million gallons of diesel and gasoline and more than 5.8 billion kilowatt hours of electricity. For every penny added to the cost of diesel and gasoline, public transportation providers face an increased cost of more than $76 million dollars. Anecdotally, APTA members are increasingly reporting rapidly increasing fuel costs and resulting budget difficulties.

In response to the recent surge in fuel prices, APTA is seeking to better understand the effect of these changes on member transit agencies. Members have reported surges in ridership, and at the same time, increased difficulty in maintaining existing services due to higher fuel prices. This survey seeks to understand the general levels of increases in costs experienced by agencies, typical actions taken in response to these changes, and strategies agencies are undertaking to purchase fuel.

On April 21, 2008, an online survey was sent to all APTA U.S. transit agency members' designated recipients. The survey was open to member responses through May 2, 2008. A total of 96 members responded to the survey resulting in an approximate 25 percent response rate among all APTA U.S. transit agency members.

Profile of Survey Respondents

Respondents included agencies responsible for a range of modal operations as shown in the chart below, with 95 percent operating bus (91), 14 percent light rail (13), and 7 percent for both commuter rail and heavy rail (7 each).

Figure 1 - Transit Modes Operated by Respondents

![Chart showing transit modes operated by respondents]

95% bus
53% demand response
12% trolleybus
14% light rail
7% commuter rail
7% heavy rail
0% other
Respondents vary in size as indicated by the number of vehicles reported in operation. A total of 42 agencies operate more than 100 vehicles and 54 operate fewer than 100. A number of large agencies participated, including 8 with more than 1,000 vehicles in operation.

<table>
<thead>
<tr>
<th>Number of Vehicles</th>
<th>Number of Respondents</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 1,000</td>
<td>8</td>
<td>8%</td>
</tr>
<tr>
<td>250 to 1,000</td>
<td>16</td>
<td>17%</td>
</tr>
<tr>
<td>100 to 250</td>
<td>18</td>
<td>19%</td>
</tr>
<tr>
<td>50 to 100</td>
<td>26</td>
<td>27%</td>
</tr>
<tr>
<td>Less than 50</td>
<td>28</td>
<td>29%</td>
</tr>
</tbody>
</table>

Fuel and Electricity Costs

While diesel prices have almost tripled in just four years, electricity prices have increased less than 20 percent. The implication is that agencies relying more heavily on diesel to power public transportation vehicles are likely facing the most immediate and substantial effects on operating budgets. Diesel is used by virtually all bus operators and some commuter rail agencies, while electricity is used by heavy rail, light rail, trolleybus and some commuter rail operators.

Price Paid for Diesel Fuel

Transit agencies have experienced a rapid increase in the price for diesel fuel. Changes in diesel fuel prices have occurred in surges with increases of 44 percent between 2004 and 2005, and again between 2007 and 2008. Overall, since 2004, the price has increased from $1.25 to $3.32 a gallon, an increase of 166 percent in just four years. Agencies often do not include taxes in these figures, and in some cases hold long-term contracts which can mitigate changes over the short term. As a result, in times of rising costs, prices are generally less than those often found on the retail market.
Price paid per kWh for electricity (for vehicle operations)

The price of electricity, while more stable than the price of diesel, has increased significantly over the past four years. In total, the price of electricity increased 18.9 percent during the four year period covered by the survey. Again, the long-term nature of some electricity contacts, as well as the nature of the electricity market itself, may underestimate the potential impacts of price increases likely to occur in coming years. In 2007, the national average for electricity cost exceeded that of the numbers reported in this survey ($0.104 compared to $0.092) by more than 10 percent, a sign that agency electricity prices are likely to continue to climb over the next few years.

Table 3 — Electricity Costs

<table>
<thead>
<tr>
<th>Year</th>
<th>Respondents</th>
<th>Price per kWh</th>
<th>Percentage Change from Previous Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>13</td>
<td>$0.0783</td>
<td></td>
</tr>
<tr>
<td>2005</td>
<td>13</td>
<td>$0.0858</td>
<td>9.6%</td>
</tr>
<tr>
<td>2006</td>
<td>13</td>
<td>$0.0913</td>
<td>6.4%</td>
</tr>
<tr>
<td>2007</td>
<td>13</td>
<td>$0.0920</td>
<td>0.8%</td>
</tr>
<tr>
<td>2008</td>
<td>12</td>
<td>$0.0931</td>
<td>1.2%</td>
</tr>
</tbody>
</table>

Effect on agency operating budgets

As a result of rapid increases in fuel and electricity prices, an increasing share of agency budgets are dedicated to fuel costs. Although fuel historically represents a relatively small proportion of agency operating costs, the recent increase in fuel prices is changing the significance of fuel in agency operating budgets. In just a four year period, the share of operating costs dedicated to fuel has increased from just over 6 percent to almost 11 percent.

Figure 2 — Share of Operating Budget Dedicated to Fuel and Power

![Figure 2](image-url)
How are agencies responding?

Agencies are responding to increased fuel and electricity costs with a number of actions that are likely to either increase costs for customers or reduce the amount of service. Though some variation exists between bus and rail operations, it appears that a large number of agencies are increasing fares and delaying operating improvements.

**Bus Operations**

Among bus operators, the most common actions include fare increases (48%), increased state and local contributions to operations (43%), delays in operating and capital improvements (42% for each), delays or cancellation of service increases (38%), and funding transfers from capital to operating (38%). Despite increases in ridership, rising costs are contributing to service cuts and delays in service improvements. Continued increases in fuel prices could result in further reductions in service, deferred service improvements, and delays in needed capital investments not yet reflected in these results.

**Table 4 – Actions by Bus Operators in Response to Higher Fuel Prices**

<table>
<thead>
<tr>
<th>Action</th>
<th>Yes</th>
<th>No</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fare increases</td>
<td>48%</td>
<td>52%</td>
<td>62</td>
</tr>
<tr>
<td>Increase in local/state contributions</td>
<td>43%</td>
<td>57%</td>
<td>58</td>
</tr>
<tr>
<td>Delay or cancellation of other operating improvements</td>
<td>42%</td>
<td>58%</td>
<td>59</td>
</tr>
<tr>
<td>Delay or cancellation of capital improvements</td>
<td>42%</td>
<td>58%</td>
<td>60</td>
</tr>
<tr>
<td>Delay or cancellation of planned service increases</td>
<td>38%</td>
<td>62%</td>
<td>60</td>
</tr>
<tr>
<td>Transferred funds from capital use to operations</td>
<td>38%</td>
<td>62%</td>
<td>58</td>
</tr>
<tr>
<td>Service cuts</td>
<td>19%</td>
<td>81%</td>
<td>58</td>
</tr>
<tr>
<td>Borrowed funds for operations</td>
<td>14%</td>
<td>86%</td>
<td>56</td>
</tr>
</tbody>
</table>

**Rail Operations**

Rail operators represent a smaller share of respondents, but indicate a similar mix of responses. Again, fare increases, delayed service improvements and in some cases, service cuts have occurred. In addition, a much higher proportion of rail operators have increased fares, representing more than two-thirds of respondents. Other common actions include delays or cancellation of capital improvements (54%), increases in state and local contributions (46%), delays or cancellation of operating improvements (43%), and transferring funds from capital to operations (36%).

**Table 5 – Actions by Rail Operators in Response to Higher Fuel/Electricity Prices**

<table>
<thead>
<tr>
<th>Action</th>
<th>Yes</th>
<th>No</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fare increases</td>
<td>60%</td>
<td>31%</td>
<td>16</td>
</tr>
<tr>
<td>Delay or cancellation of capital improvements</td>
<td>54%</td>
<td>46%</td>
<td>13</td>
</tr>
<tr>
<td>Increase in local/state contributions</td>
<td>46%</td>
<td>54%</td>
<td>13</td>
</tr>
<tr>
<td>Delay or cancellation of other operating improvements</td>
<td>43%</td>
<td>57%</td>
<td>14</td>
</tr>
<tr>
<td>Transferred funds from capital use to operations</td>
<td>36%</td>
<td>64%</td>
<td>14</td>
</tr>
<tr>
<td>Delay or cancellation of planned service increases</td>
<td>29%</td>
<td>71%</td>
<td>14</td>
</tr>
<tr>
<td>Service cuts</td>
<td>21%</td>
<td>79%</td>
<td>14</td>
</tr>
<tr>
<td>Borrowed funds for operations</td>
<td>21%</td>
<td>79%</td>
<td>14</td>
</tr>
</tbody>
</table>
Changes in Ridership and Effect on Fare Revenue

Nearly all respondents report an increase of transit ridership over the past three years. Most attribute this increase, at least in part, to the increase in fuel costs to automobile riders.

Figure 3 – Has your transit ridership increased over the past three years?

Figure 4 – Do you believe increased fuel costs for auto drivers have contributed to increases in ridership?

Agencies were also asked to indicate whether fare revenue is offsetting increasing fuel costs, and the proportion of increased costs that are being recovered from increased revenue. Although almost all agencies reported less than a full recovery of costs from higher fare revenue, inconsistencies in responses to this question made it difficult to reach any clear conclusion. As an example based on national averages, a penny increase in diesel and gasoline costs would add more than $5.4 million to the cost of bus operations nationwide. Based on the current national average fare revenue of $0.89 per unlinked bus trip, agencies would need to add more 6 million trips on an annual basis to recover just a penny increase. An increase in fuel cost of $1 per gallon would require that agencies carry more than 600 million additional passenger trips per year, on bus services alone; an increase of more than 10 percent over current bus ridership levels. Such an increase would no doubt require additional services, and additional operating costs. It is easy to see why agencies are struggling to meet surging fuel costs.

Changes in Fuel Purchase Strategies

Approximately one-third of agencies report that changes in fuel prices have affected the way the agency purchases fuel.

Figure 5 – Have fuel price increases changed the way you purchase fuel?
Of those reporting a change in the way the agency purchases fuel, transit agencies have adjusted their procurement practices in various ways. About half have switched to longer term contracts, while the other half have switched to the spot market. About half have reduced the time period for contracts; while one-third have increased the time period of contracts. More than 7 in 10 report more difficulty in obtaining long-term contracts, while half report that cost escalators are becoming more common in fuel contracts. This will make transit systems even more vulnerable to future increases in fuel costs and will make budgetary outlooks more unpredictable.

Table 6—Changes in Fuel Purchase Strategies

<table>
<thead>
<tr>
<th></th>
<th>Yes (%)</th>
<th>No (%)</th>
<th>Total Responded</th>
</tr>
</thead>
<tbody>
<tr>
<td>More difficulty in obtaining long-term contracts</td>
<td>71%</td>
<td>29%</td>
<td>21</td>
</tr>
<tr>
<td>Changed from long-term contracts to spot market</td>
<td>52%</td>
<td>48%</td>
<td>23</td>
</tr>
<tr>
<td>Reduced time period of fuel contracts</td>
<td>50%</td>
<td>50%</td>
<td>20</td>
</tr>
<tr>
<td>Escalators more common in contracts</td>
<td>50%</td>
<td>50%</td>
<td>18</td>
</tr>
<tr>
<td>Switched to long-term contracts</td>
<td>42%</td>
<td>58%</td>
<td>24</td>
</tr>
<tr>
<td>Increased time period of fuel contracts</td>
<td>32%</td>
<td>68%</td>
<td>22</td>
</tr>
</tbody>
</table>

Respondents also reported a wide range of other actions that they are taking in response to fuel price changes. Examples include:
- No longer using bio-diesel as it is more expensive than diesel
- Hedging fuel prices through various strategies
- Purchasing through state contracts or other consortiums

Summary

This survey confirms that APTA member agencies are experiencing a rapid increase in fuel and electricity prices affecting agency budgets, fare policies, operations, and fuel purchasing strategies. The survey results indicate a distinct difference in cost escalation between diesel fuel and electricity. While diesel prices have almost tripled in just four years, electricity prices have increased less than 20 percent. Agencies relying more heavily on diesel to power public transportation vehicles, most often bus operators, are likely facing the most immediate and substantial effects on operating budgets. Agencies are responding with increased fares, delayed service improvements, deferred capital investments, additional funding from state and local sources and in some cases, service cuts. At the same time, nearly all agencies are experiencing increases in ridership. Increased fare revenue is unable to generate sufficient revenue to offset increases in fuel costs and transit agencies have had to take budgetary actions over time, including fare increases and service adjustments. Agencies are attempting to reduce fuel costs through various changes in purchasing strategies, though no clear consistency in approach is occurring. Many are also facing increased difficulty in obtaining long-term contracts, leaving agencies more vulnerable to future fuel increases. Overall, the rapid increase in fuel prices is clearly having a notable impact on agency operations.
MOBILITY MANAGEMENT
A New Role for Public Transportation
A Message from Bill Millar

Several years ago a series of studies were undertaken through the Transit Cooperative Research Program (TCRP) to identify what services future consumers of local transportation would want. TCRP's New Paradigm project, as it became known, laid out a new vision for transit operators: it identified a need for agencies to move into a broader transportation planning role in their communities—to serve as a single source for coordinating a full range of mobility options and informing customers accordingly. As I speak with and listen to transit and community leaders around the country, I find many transit agencies embracing this concept of mobility management.

Mobility management involves creating partnerships with transportation providers in a community or region to enhance travel options, and then developing means to effectively communicate those options to the public. With this approach, resources can be coordinated efficiently so customers are able to make better decisions, and the focus is on enhancing customer service. Among its benefits, mobility management:

- Complements the traditional model of moving large numbers of people with one that meets the unique set of needs of each community
- Replaces the business strategy of exclusively managing owned assets with a strategy that encompasses customer-driven partnerships and alliances among multiple transportation providers with the goal of saving costs overall
- Relies on expanded partnerships and alliances with both public and private organizations, and for-profit, not-for-profit and community-service providers
- Emphasizes, above all, multimodal rather than single-mode solutions

From a business perspective, mobility management offers greater efficiency in the use of transportation resources, with potential cost savings and increased service effectiveness—a combination that can be used to reduce bottom line operating costs, or increase services, or both.

William W. Millar
President
American Public Transportation Association
Making the business case for mobility management

Denver, Colorado: RTD provides services 'Closer to the Customer'

With a service area of more than 2.5 million people located in 2,327 square miles, Denver's Regional Transportation District (RTD) has created mobility management services that are "closer to the customer" and more cost-effective than typical services. Enthusiastically embraced by the public, two of these programs—the vanpool program and the access-a-Taxi program that provides an alternative to some ADA paratransit services—are saving RTD over $2 million per year while providing access to increased numbers of people. RTD's other mobility management programs include call-n-Ride, bike-n-Ride, and guaranteed ride home. Programs under development include additional taxi services, car sharing, feeder bus services to light rail, and transit-oriented land use developments.

Detroit, Michigan: SMART's Community Partnership Program fits needs at local level

A model for other transit systems looking to make big changes, Suburban Mobility Authority for Regional Transportation's (SMART) Community Partnership Program partners with 73 local communities who operate over 246 small buses. SMART redesigned its services to capitalize on the determination of its riders and partners to develop transit programs that fit the needs of residents and businesses at the local level while saving money wherever possible. These include providing links to job growth areas and creating links to every city, township and village in their district. For its part, SMART offers its partners community forums, coordinated outreach, preventive maintenance, joint capital purchases, and travel training. Without the Community Partnership Program, services operated by SMART would cost an additional $2.7 million.

Portland, Oregon: Ride Connection helps TriMet trim its ADA Paratransit cost

Ride Connection, a non-profit community organization operating in close collaboration with TriMet, has helped the agency trim its ADA paratransit costs by nearly $2 million. Ride Connection provides administrative functions and volunteers as well as paid drivers, but actual trips are delivered by their collaborative partners, community agencies that provide rides for persons with disabilities and seniors without alternative transportation. These agencies provide high-quality, personal services tailored to each individual. Another important feature: Ride Connection's non-profit status allows them to obtain funding from foundations, corporations and individuals not available to public agencies.
MOBILITY MANAGEMENT is a strategic approach to service coordination and customer service that is becoming a worldwide trend in the public transportation sector. The expectation is that, over time, transit agencies should move beyond the traditional role as operators of fixed-route service and assume a broader role in coordinating the full range of mobility services in their communities. Following are questions and answers about the opportunities and potential advantages for transit agencies in considering development and implementation of mobility management programs.

**Q.** What are some of the non-traditional transit services that might be involved in a mobility management program?

**A.** There are many non-traditional forms of transportation services that can be, and are, included in mobility management programs, including carpooling/vanpooling, volunteer drivers, hourly rental cars, travel training, travel vouchers for riders, and real-time demand response services that include taxis and other providers.

**Q.** How widespread is the coordinated approach to other industries? Within the transit industry, what are some examples of successful, viable mobility management programs?

**A.** An example of the concept in use is the business practice of UPS, FedEx, and the US Postal Service. These companies all compete with each other, but they also share delivery resources, making the customer the primary focus. Mobility management practices among transit and transportation providers would be similar. Some good examples of mobility management practices in the U.S. include Denver, Colorado, Portland, Oregon, and Southeastern Michigan, further described in the "Business Case for Mobility Management" section.

**Q.** How are customers better served as a result?

**A.** Customers can go to a single source to learn about their travel options and understand which work best for them. Through mobility management, customers will have a wider range of travel modes and trip prices. The overall result will be
greater mobility for travelers, which in turn will stimulate increased economic activity and social interaction.

Q. How can transit systems save money and operate more efficiently as a result?

A. Transit agencies with mobility management programs, efficiencies of coordinated services result in operating budget savings. RTD in Denver reports that it saved nearly $700,000 in its vanpool program and $1.5 million in taxi use-side subsidies; SMART in Southeastern Michigan saved $27 million in its community programs; and Portland's Tri-Met reports saving nearly $2 million through the efficiencies of coordinated service. Plus, improved customer service means additional riders and more satisfied customers.

Q. How can transit systems use new technologies to facilitate the implementation of mobility management programs?

A. Fortunately, information technology systems have advanced to the point where communities are now able to plan and match requests with real-time, state-of-the-art call center systems to facilitate mobility management.

Q. What are the institutional barriers to implementing mobility management? How can they be overcome?

A. The biggest institutional barrier is the status quo attitude, "I've always done it this way and it works, so why change?" Those of us who see the need for change must encourage others to embrace change if we are going to evolve—to provide better service more efficiently.

Q. Are there any resources and/or programs that currently support mobility management efforts?

A. Mobility management activities are now an eligible expense in FTA formula grant programs. These activities include planning management and improved coordination of resources, as well as staffing mobility manager positions.

Q. Where can we learn more about mobility management and implementing a mobility management plan?

A. APTA has developed presentations that address mobility management issues at APTA conferences. Other resources include:

- United We Ride
  www.unitedweride.gov
- National Transit Institute
  www.nti.org
- Project Action
  www.projectaction.org
- National Center on Senior Transportation
  www.seniortransportationcenter.org
- Community Transportation Association of America and the National Resource Center for Human Service Transportation Coordination
  www.cta.org

Agencies need to move into a broader transportation planning role in their communities, to coordinate a full range of mobility options and inform customers accordingly.
"It's important that the transit industry look beyond the fixed route, and work to improve the operation of other transportation resources. A more recently recognized benefit is the reduction of carbon emissions through coordinated scheduling to reduce vehicle miles traveled."

Park Wooten
Transit Director
King County Metro Transit Division

"Louisville, like many communities, has become increasingly aware of the need for more mobility options and more efficient use of existing resources. The challenge is to meld local needs with state and federal requirements while working with community partners to utilize resources more effectively."

J. Barry Barker
Executive Director
Transit Authority of River City (TARC)

"Mobility management is about focusing on the customer and on moving people, not just on running buses or trains. When an agency focuses on the most cost-effective ways to move people, it can look beyond the traditional models of transit service delivery and realize real cost savings by enhancing mobility in non-traditional ways."

Bruce Abel
Assistant General Manager
Customer & Contracted Services
Regional Transportation District (Denver)

"Mobility management is about making the connection between land use and transportation since the built environment—our housing patterns and roads and the locations of businesses and services—is the single most important factor in how much we drive. Making that connection means that travel will be more successful—people will make fewer and shorter auto trips, improve the quality of their lives, and ultimately benefit the environment."

Fred Hansen
General Manager
TriMet (Portland, OR, Metro Region)

"Offering an inclusive one-stop shop for transportation, mobility management embraces everyone and every mode of service. Through partnerships with multiple transportation providers and stakeholders and using new and emerging technology such as intelligent transportation systems (ITS), mobility management provides community members with more information and greater choices to enhance their decision-making process."

Mary Jo Manzini
General Manager
Beaver County Transit Authority
(Brookville, PA)

Mobility management offers greater efficiency in the use of transportation resources with substantial cost savings and increased service effectiveness.

APTA
AMERICAN PUBLIC TRANSPORTATION ASSOCIATION

This brochure is designed to provide an introduction to the concept of mobility management. For more information, visit www.apta.com or call Kyle Hynes at 202.496.4800.

May 2008

Printed on 30% recycled paper processed chlorine-free with vegetable-based inks
July 26, 1996

The Civil Rights Division of the U.S. Department of Justice and the National Association of Attorneys General have formed a Disability Rights Task Force to promote and protect the rights of individuals with disabilities.

We have found that many businesses across the country have prohibited individuals with disabilities who use service animals from entering their premises, in many instances because of ignorance or confusion about the animal's appropriate use. This document provides specific information about the legal requirements regarding individuals with disabilities who use service animals. It was prepared by the Task Force to assist businesses in complying voluntarily with the Americans with Disabilities Act and applicable state laws.

Twenty-four state attorneys general* are distributing a similar document (including state specific requirements) to associations representing restaurants, hotels and motels, and retailers for dissemination to their members.

We encourage you to share this document with businesses and people with disabilities and their families in your community.

Deval L. Patrick
Assistant Attorney General
Civil Rights Division
U.S. Department of Justice

Scott Harshbarger
Attorney General
State of Massachusetts;
President, National Association of Attorneys General

Q: What are the laws that apply to my business?

A: Under the Americans with Disabilities Act (ADA), privately owned businesses that serve the public, such as restaurants, hotels, retail stores, taxicabs, theaters, concert halls, and sports facilities, are prohibited from discriminating against individuals with disabilities. The ADA requires these businesses to allow people with disabilities to bring their service animals onto business premises in whatever areas customers are generally allowed.

Q: What is a service animal?

A: The ADA defines a service animal as any guide dog, signal dog, or other animal individually trained to provide assistance to an individual with a disability. If they meet this definition, animals are considered service animals under the ADA regardless of whether they have been licensed or certified by a state or local government.

Service animals perform some of the functions and tasks that the individual with a disability cannot perform for him or herself. "Seeing eye dogs" are one type of service animal, used by some individuals who are blind. This is the type of service animal with which most people are familiar. But there are service animals that assist persons with other kinds of disabilities in their day-to-day activities. Some examples include:

_____ Alerting persons with hearing impairments to sounds.

_____ Pulling wheelchairs or carrying and picking up things for persons with mobility impairments.

_____ Assisting persons with mobility impairments with balance.

Q: How can I tell if an animal is really a service animal and not just a pet?

A: Some, but not all, service animals wear special collars and harnesses. Some, but not all, are licensed or certified and have identification papers. If you are not certain that an animal is a service animal, you may ask the person who has the animal if it is a service animal required because of a disability. However, an individual who is going to a restaurant or theater is not likely to be carrying documentation of his or her medical condition or disability. Therefore, such documentation generally may not be required as a condition for providing service to an individual accompanied by a service animal. Although a number of states have programs to certify service animals, you may not insist on proof of state certification before permitting the service animal to accompany the person with a disability.

Q: What must I do when an individual with a service animal comes to my business?

A: The service animal must be permitted to accompany the individual with a disability to all areas of the facility where customers are normally allowed to go. An individual with a service animal may not be segregated from other customers.

Q: I have always had a clearly posted "no pets" policy at my establishment. Do I still have to allow service animals in?
A: Yes. A service animal is not a pet. The ADA requires you to modify your "no pets" policy to allow the use of a service animal by a person with a disability. This does not mean you must abandon your "no pets" policy altogether but simply that you must make an exception to your general rule for service animals.

Q: My county health department has told me that only a seeing eye or guide dog has to be admitted. If I follow those regulations, am I violating the ADA?

A: Yes, if you refuse to admit any other type of service animal on the basis of local health department regulations or other state or local laws. The ADA provides greater protection for individuals with disabilities and so it takes priority over the local or state laws or regulations.

Q: Can I charge a maintenance or cleaning fee for customers who bring service animals into my business?

A: No. Neither a deposit nor a surcharge may be imposed on an individual with a disability as a condition to allowing a service animal to accompany the individual with a disability, even if deposits are routinely required for pets. However, a public accommodation may charge its customers with disabilities if a service animal causes damage so long as it is the regular practice of the entity to charge non-disabled customers for the same types of damages. For example, a hotel can charge a guest with a disability for the cost of repairing or cleaning furniture damaged by a service animal if it is the hotel's policy to charge when non-disabled guests cause such damage.

Q: I operate a private taxicab and I don't want animals in my taxi; they smell, shed hair and sometimes have "accidents." Am I violating the ADA if I refuse to pick up someone with a service animal?

A: Yes. Taxicab companies may not refuse to provide services to individuals with disabilities. Private taxicab companies are also prohibited from charging higher fares or fees for transporting individuals with disabilities and their service animals than they charge to other persons for the same or equivalent service.

Q: Am I responsible for the animal while the person with a disability is in my business?

A: No. The care or supervision of a service animal is solely the responsibility of his or her owner. You are not required to provide care or food or a special location for the animal.

Q: What if a service animal barks or growls at other people, or otherwise acts out of control?

A: You may exclude any animal, including a service animal, from your facility when that animal's behavior poses a direct threat to the health or safety of others. For example, any service animal that displays vicious behavior towards other guests or customers may be excluded. You may not make assumptions, however, about how a particular animal is likely to behave based on your past experience with other animals. Each situation must be considered individually.

Although a public accommodation may exclude any service animal that is out of control, it should give the individual with a disability who uses the service animal the option of continuing to enjoy its goods and services without having the service animal on the premises.

Q: Can I exclude an animal that doesn't really seem dangerous but is disruptive to my business?
A: There may be a few circumstances when a public accommodation is not required to accommodate a service animal—that is, when doing so would result in a fundamental alteration to the nature of the business. Generally, this is not likely to occur in restaurants, hotels, retail stores, theaters, concert halls, and sports facilities. But when it does, for example, when a dog barks during a movie, the animal can be excluded.

If you have further questions about service animals or other requirements of the ADA, you may call the U.S. Department of Justice’s toll-free ADA Information Line at 800-514-0301 (voice) or 800-514-0383 (TDD).

DUPLICATION OF THIS DOCUMENT IS ENCOURAGED.

7/96
Service Animals

1. What is a service animal?
2. What are the laws that apply to service animals in a place of business?
3. How can I prove my service animal is not just a pet?
4. What must I do when a business owner or employee tries to tell me I am not allowed in their premises?
5. In a business with a posted "no pets" sign, do they still have to allow service animals?
6. My county health department has told me that only a seeing eye or guide dog has to be admitted. Isn't this a violation of the ADA?
7. Can I be charged a maintenance or service fee for bringing my service animal into a business?
8. Are taxi cab drivers allowed to refuse a ride for me if I have a service animal?
9. Who is responsible for the service animal while we are in a business?
10. What if a service animal barks or growls at other people, or otherwise acts out of control?
11. Are there associations for guide dog users?
12. Is there a checklist of specific questions that I should have for service animal or guide dog providers?
13. Can I receive dog supplies by mail order?
14. Resources
   A. Organizations
   B. Publications
   C. Websites and Listserv

1. What is a service animal?

A: The Americans With Disabilities Act (ADA) defines a service animal as any guide dog, signal dog, or other animal individually trained to provide assistance to an individual with a disability. If they meet this definition, animals are considered service animals under the ADA regardless of whether they have been licensed or certified by a state or local government.

Service animals perform some of the functions and tasks that the individual with a disability cannot perform for him or her. "Seeing eye dogs" are one type of service animal, used by some individuals who are blind. This is the type of service animal with which most people are familiar. But there are service animals that assist persons with other kinds of disabilities in their day-to-day activities. Some examples
include:

- Alerting persons with hearing impairments to sounds.
- Pulling wheelchairs or carrying and picking up things for persons with mobility impairments.
- Assisting persons with mobility impairments with balance.

Getting an assistance dog can change your life in wonderful ways; it is a major commitment. Careful planning now will ensure that you and your assistance dog will be a happy team for many years to come. Knowing all of your options is the first step. If you opt to obtain a dog from an established providing organization, ask questions and consider all aspects before choosing the program. Do not give up if one provider does not accept you or cannot accommodate your needs, as each provider has different requirements and does things differently.

2. What are the laws that apply to service animals in a place of business?  

A: Under the Americans with Disabilities Act (ADA), privately owned businesses that serve the public, such as restaurants, hotels, retail stores, taxicabs, theaters, concert halls, and sports facilities, are prohibited from discriminating against individuals with disabilities. The ADA requires these businesses to allow people with disabilities to bring their service animals onto business premises in whatever areas customers are generally allowed.

3. How can I prove my service animal is not just a pet?  

A: Some, but not all, service animals wear special collars and harnesses. Some, but not all, are licensed or certified and have identification papers. However, it is not always possible to have documentation, and proof generally may not be required as a condition for providing service to an individual accompanied by a service animal. Although a number of states have programs to certify service animals, you are not required to always have certification before being permitted to enter a business or public place.

4. What must I do when a business owner or employee tries to tell me I am not allowed in their premises?  

A: The service animal must be permitted to accompany the individual with a disability to all areas of the facility where customers are
normally allowed to go. An individual with a service animal may not be segregated from other customers.

5. In a business with a posted "no pets" sign, do they still have to allow service animals?  

A: Yes. A service animal is not a pet. The ADA requires businesses to modify their "no pets" policy to allow the use of a service animal by a person with a disability. This does not mean you must abandon any "no pets" policy altogether but simply that one must make an exception to a general rule for service animals.

6. My county health department has told me that only a seeing eye or guide dog has to be admitted. Isn't this a violation of the ADA?  

A: Yes, if someone refuses to admit any other type of service animal on the basis of local health department regulations or other state or local laws. The ADA provides greater protection for individuals with disabilities and so it takes priority over the local or state laws or regulations.

7. Can I be charged a maintenance or service fee for bringing my service animal into a business?  

A: No. Neither a deposit nor a surcharge may be imposed on an individual with a disability as a condition to allowing a service animal to accompany the individual with a disability, even if deposits are routinely required for pets. However, a public accommodation may charge its customers with disabilities if a service animal causes damage so long as it is the regular practice of the entity to charge non-disabled customers for the same types of damages. For example, a hotel can charge a guest with a disability for the cost of repairing or cleaning furniture damaged by a service animal if it is the hotel's policy to charge when non-disabled guests cause such damage.

8. Are taxicab drivers allowed to refuse a ride for me if I have a service animal?  

A: No. Taxicab companies may not refuse to provide services to individuals with disabilities. Private taxicab companies are also
prohibited from charging higher fares or fees for transporting individuals with disabilities and their service animals than they charge to other persons for the same or equivalent service.

9. Who is responsible for the service animal while we are in a business?

A: The care or supervision of a service animal is solely the responsibility of his or her owner. A business is not required to provide care or food or a special location for the animal.

10. What if a service animal barks or growls at other people, or otherwise acts out of control?

A: Any animal, including a service animal, can be excluded from a facility when that animal's behavior poses a direct threat to the health or safety of others. For example, any service animal that displays vicious behavior towards other guests or customers may be excluded. Each situation must be considered individually.

Although a public accommodation may exclude any service animal that is out of control, it should give the individual with a disability who uses the service animal the option of continuing to enjoy its goods and services without having the service animal on the premises.

There may be a few circumstances when a public accommodation is not required to accommodate a service animal--that is, when doing so would result in a fundamental alteration to the nature of the business. Generally, this is not likely to occur in restaurants, hotels, retail stores, theaters, concert halls, and sports facilities. But when it does, for example, when a dog barks during a movie, the animal can be excluded:

11. Are there associations for guide dog users?

A. Yes

Guide Dog Users, Inc. (GDUI)
14311 Astrodome Drive
Silver Spring, MD 20906-2245
(301) 598-5771
(888) 858-1008
Membership: Jane Sheehan
E-mail: info@gdui.org

http://www.ecnv.org/faq/faq_serviceanimal.htm

9/6/2005
Lions and Tigers Oh My!

21st Century Service Animals

Introduction

Shelley Hawkins, Facilitator, Progressive Mobility Services, Inc.

Today we will be hearing from the following individuals:

Kevin Nathan & Freely, Independent Living, Manager, for the Department of Services for the Blind

Susie McGehee, Training Coordinator, Prison Pet Partnership Program

Andrea Mayhan, Graduate, Prison Pet Partnership Program
Types of Service Animals/Assistance Animals

Guide Dog

Hearing Dog

Assistance Animal
   Mobility
   Seizure
   Psychiatric

Therapy
   Social

Guide Dog

Guide Dogs assist blind and visually impaired people by avoiding obstacles, stopping at curbs and steps, and negotiating traffic. The harness and U-shaped handle fosters communication between the dog and the blind partner. In this partnership, the human’s role is to provide directional commands, while the dog’s role is to ensure the team’s safety even if this requires disobeying an unsafe command.

Labrador and Golden Retrievers and German Shepherd dogs and other large breeds are carefully bred, socialized and raised for over one year by volunteers, then trained for 4 to 6 months by professional trainers before being placed with their blind handlers.
Hearing Dog

Hearing Dogs assist deaf and hard of hearing individuals by alerting them to a variety of household sounds such as a door knock or doorbell, alarm clock, oven buzzer, telephone, baby cry, name call or smoke alarm. Dogs are trained to make physical contact and lead their deaf partners to the source of the sound.

Hearing Dogs are generally mixed breeds acquired from animal shelters and are small to medium in size. Prior to formal audio response training, the younger adoptees are raised and socialized by volunteer puppy raisers. Hearing Dogs are identified by an orange collar and leash and/or vest.

Service Dogs/Animals

Service Dogs/Animals assist physically disabled people by retrieving objects that are out of their reach, by pulling wheelchairs, opening and closing doors, turning light switches off and on, barking for alert, finding another person, assisting ambulatory persons to walk by providing balance and counterbalance and many other individual tasks as needed by a disabled person.

Service Dogs/Animals are either rescued from animal shelters or bred in selective breeding programs and raised by volunteers prior to their formal training. Most Service Dogs are Golden Retrievers or Labrador Retrievers. Service Dogs can be identified by either a backpack or harness.
Mobility Animal/Service Dog

Service Dogs assist physically disabled people by retrieving objects that are out of their reach, by pulling wheelchairs, opening and closing doors, turning light switches off and on, barking for alert, finding another person, assisting ambulatory persons to walk by providing balance and counterbalance and many other individual tasks as needed by a disabled person.

Service Dogs are either rescued from animal shelters or bred in selective breeding programs and raised by volunteers prior to their formal training. Most Service Dogs are Golden Retrievers or Labrador Retrievers. Service Dogs can be identified by either a backpack or harness.

Seizure Animal

A seizure dog is a dog that has been trained (or has learned), to respond to or warn of an impending seizure in someone who has epilepsy or diabetes.

Seizure dogs can help when a family member is having a seizure. A few dogs may even be able to predict when people will have a seizure.

They're companions. They're an alarm system. They're helpers, protectors, and service providers. They may even be able to sense in advance when someone they're close to is going to have an epileptic seizure. So-called seizure dogs can be all these things - and more.
Psychiatric Animals

According to the Americans With Disabilities Act (ADA), a service animal must be individually trained to do work or tasks of benefit to a disabled individual in order to be legally elevated from pet status to service animal status. The following list identifies a number of tasks a service dog could be trained to do that would serve to mitigate a disabling condition classified as a psychiatric disability. In particular, the tasks were developed for those who become disabled by Panic Disorder, Post Traumatic Stress Syndrome (PTSD), or Depression, conditions attributed to a brain chemistry malfunction. The author, a mobility impaired service dog trainer who has been deeply involved in the assistance dog field for the past decade, initiated research into this new kind of assistance dog in 1997. She became familiar with these disorders through the input of early pioneers of the psychiatric service dog concept. Subsequent research has involved garnering input from experts in psychology and psychiatry and from patients to gain a better understanding of the symptoms, treatment goals, and ways in which partnership with a service dog might become a valuable adjunct to conventional therapy.

Psychiatric Animals (continued)

Call 911 or Suicide Hotline on K-9 Rescue Phone
People with physical disabilities have reported going through periods of severe depression and not a few admit they've contemplated suicide. Those with a mental disability like PTSD are equally susceptible to developing this mood disorder or experiencing a sudden exacerbation of its symptoms. Scientists view it as a biological problem, not purely psychological. With some the condition becomes a lifelong struggle. A service dog can improve the safety of its partner whenever the mood disorder becomes life threatening. One task to consider is schooling the dog to operate the K-9 Rescue phone to summon help during a crisis. [available at www.ablephone.com]
Psychiatric Animals (continued)

Respond As Needed During A Panic Attack
A panic attack can occur at any time when one has this disorder. A service dog can be schooled to be a real asset rather than a nuisance during this crisis. A service dog can distract the patient from the terror, providing a focal point in the here and now. By positioning self on command near enough so the human partner can begin an appropriate relaxation technique and remaining calmly in the desired position for as long as the partner needs it, the dog provides the partner with an innovative coping strategy for riding out the symptoms. A person having a panic attack should definitely take advantage of the documented therapeutic benefits to be derived from petting a dog so as to slow down their heart rate and combat the disturbing thoughts and fear that threatens to overwhelm their capacity for self control.

Therapy and Social Animals

Animals have been used in institutional settings for years to comfort lonely and depressed patients, alleviate boredom, and help make facilities more "homelike." The use of animals, especially dogs, by hospitals in actual treatment sessions to assist patients work toward achievement of goals related to speech, movement and socialization is a more recent development.

A social or facility dog is a dog who is permanently placed in a home or care giving facility to provide therapeutic benefits. A trained designator facilitator is required to oversee and supervise the activities and care of the dog.
Therapy/Emotional Support Animal:

A "therapy/emotional support animal" is an animal selected to play an integral part of a person’s treatment process that demonstrates a good temperament and reliable, predictable behavior. A therapy/emotional support animal is prescribed to an individual with a disability by a healthcare or mental health professional. A therapy/emotional support animal is not a service animal. Unlike a service animal, a therapy/emotional support animal does not assist a person with a disability with activities of daily living, nor does it accompany a person with a disability at all the times. However, a therapy/emotional support animal may be incorporated into a treatment process to assist in alleviating the symptoms of that individual's disability.

Revised Code of Washington (RCW)

WAC 162-22-100

Dog guides and service animals.

(1) General rule. It is an unfair practice for an employer, employment agency, labor union, or other person to request that a trained dog guide or service animal be removed from the workplace, UNLESS that employer, employment agency, labor union, or other person can show that the presence, behavior or actions of that dog guide or service animal constitutes an unreasonable risk to property or other persons.

It is an unfair practice to remove a trained dog guide or service animal from the entire workplace because the animal presents a risk of injury or harm when in part of the workplace.

(2) Assessing risk of injury or harm.
(a) Risk to property or other persons must be immediate or reasonably foreseeable under the circumstances, not remote or speculative. Risk to persons may be given more weight than risk to property.
Revised Code of Washington (RCW)

Risk of severe injury or harm may be given more weight than risk of slight injury or harm. For example, a principal excludes a teacher’s dog guide because: “A neighborhood dog bit one of our kids last year, so I don’t allow any dogs at school.” This is not “reasonably foreseeable risk” justifying removal of the dog guide.

(b) Annoyance on the part of staff or other customers of the workplace at the presence of the dog guide or service animal is not an unreasonable "risk to property or other persons" justifying the removal of the dog guide or service animal.

(c) Risk of injury or harm to the dog guide or service animal is not a reason for an employer to remove or exclude the animal. The decision whether to bring the animal to the worksite under such conditions most properly rests with the person with a disability using the dog guide or service animal.

Revised Code of Washington (RCW)

(3) Reasonable accommodation. When risk justifies the removal of a dog guide or service animal from the workplace, efforts must be made to reasonably accommodate the person with the disability.

(4) Liability. Law other than the law against discrimination governs liability for injury or harm. Generally, a person with a disability using a dog guide or service animal is responsible for the animal and may be held liable for the behavior and actions of the animal.

Source:
[Statutory Authority: RCW 49.60.120(3). 99-16-025, § 162-22-100, filed 7/12/99, effective 8/12/99.

Statutory Authority: RCW 49.60.120(3) and 1997 c.271. 98-08-035, § 162-22-100, filed 3/23/98, effective 4/23/98.]
Andrea Mayhan & Dixie

Insert Videos

Monkey College
CBS Evening News
Helping Hands

HELPING HANDS is a non-profit organization dedicated to improving the quality of life for quadriplegic individuals by training capuchin monkeys to assist them with daily activities. It's difficult to imagine what it would be like to be a quadriplegic. Yet in a split second, it could happen to anyone. And when it does, people lose more than control of their arms and legs—they lose control of their lives. Each day becomes a challenge to regain that control and as much independence as possible. Our monkeys are affectionate, responsive friends whose companionship can brighten a disabled individual's outlook on life, relieve hours of loneliness and help him become more independent.

Monkey helpers perform simple, everyday tasks, such as getting something to eat or drink, retrieving dropped or out-of-reach items, assisting with audio cassettes, videocassettes, CDs, and books, turning lights on or off—tasks that we take for granted. And in many cases, our monkeys have enabled people to work from their homes.

541 Cambridge St. | Boston, MA 02134 | 617-787-4419

Guide Horses

The Guide Horse Foundation was founded in 1999 as an experimental program to access the abilities of miniature horses as assistance animals. There is a critical shortage of guide animals for the blind.

In early experiments, Guide Horses have shown great promise as a mobility option, and people who have tried Guide Horses report that the Guide Horses perform exceptionally well at keeping their person safe. These friendly horses provide an experimental alternative mobility option for blind people. People who have tried Guide Horses report that the horses demonstrate excellent judgment and are not easily distracted by crowds and people.

Guide horses are not for everyone, but there is a strong demand for Guide Horses among blind horse lovers, those who are allergic to dogs, and those who want a guide animal with a longer lifespan.

Source:
www.guidehorse.org
Questions and Answers

Shelley Hawkins
Progressive Mobility Services, Inc.
(206) 255-8937

Kevin Nathan
Dept of Services for the Blind

Susie McGehee
Prison Pet Partnership Program
(253) 858-4240

Helping Hands
www.helpinghandsmonkeys.org

Guide Horse Foundation
http://www.guidehorse.org
San Joaquin Regional Transit District (SJRTD)

General Information

Service Consumption

- Urbanized Area (EZA) Statistics - 2000 Census
- Stockton, CA
- Square Miles: 74
- Square Footage: 313,289
- Population: 100,000
- Average Weekly Unlinked Trips: 17,446
- Average Saturday Unlinked Trips: 5,415
- Average Sunday Unlinked Trips: 2,162

Service Area Statistics

- Square Miles: 7,660
- Population: 564,358
- Annual Vehicle Revenue Miles: 4,676,632 Q
- Annual Vehicle Service Hours: 3,375,361 Q
- Service Hours Available for Non-peak Service: 100
- Base Parked Requirement: 67

Vehicles Operated in Maximum Service and Uses of Capital Funds

<table>
<thead>
<tr>
<th>Source</th>
<th>Direct Operating</th>
<th>Purchased Transportation</th>
<th>Revenue</th>
<th>Systems and Guideways</th>
<th>Facilities and Stations</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub</td>
<td>98</td>
<td>1</td>
<td>$1,762,191</td>
<td>$504,136</td>
<td>$2,374,541</td>
<td>$5,621,296</td>
<td>$11,812,994</td>
</tr>
<tr>
<td>Demand Response</td>
<td>30</td>
<td>31</td>
<td>$0</td>
<td>$27,769</td>
<td>$129,584</td>
<td>$2,162</td>
<td>$196,514</td>
</tr>
<tr>
<td>Vanpool</td>
<td>2</td>
<td>0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Tot:4</td>
<td>120</td>
<td>32</td>
<td>$1,762,191</td>
<td>$531,905</td>
<td>$3,812,335</td>
<td>$5,621,296</td>
<td>$11,771,936</td>
</tr>
</tbody>
</table>

Sources of Operating Expenses

<table>
<thead>
<tr>
<th>Source</th>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local</td>
<td>$4,250,816 Q</td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>$1,677,815</td>
<td></td>
</tr>
<tr>
<td>Federal Assistance</td>
<td>$2,950,193</td>
<td></td>
</tr>
<tr>
<td>Other Funds</td>
<td>$4,118,814</td>
<td></td>
</tr>
<tr>
<td>Reimbursing Cash Expenditures</td>
<td>$0</td>
<td></td>
</tr>
<tr>
<td>Summary of Operating Expenses</td>
<td>$15,325,900</td>
<td></td>
</tr>
</tbody>
</table>

Sources of Capital Funds Expended

- U.S. Government Funds
- State Funds
- Local Funds
- Public Transportation
- Federal Assistance
- Other Funds

Cost Effectiveness

- Operating Expenses per Vehicle Revenue Miles
- Operating Expenses per Passenger Mile
- Unlinked Passenger Trips per Vehicle Revenue Miles

Service Effectiveness

- Unlinked Passenger Trips per Vehicle Revenue Miles

Modal Characteristics

- Operating Expenses
- Revenue
- Capital Funds
- Passenger Service
- Annual Vehicle Miles
- Annual Vehicle Revenue Hours
- Fixed Guideway
- Vehicle Availability
- Vehicle Age in Years
- Passenger Trips

Performance Measures

- Service Efficiency
- Cost Effectiveness
- Unlinked Passenger Trips

Data Source: 2003 National Transit Database

12/30/2004
### General Information

- **Sacramento Regional Transit District (Sacramento RT)**
- **General Manager:** Dr. Beverly Scag
  - **Phone:** (916) 321-2089

### Summary of Operating Expenses

- **Salaries, Wages and Benefits:** $81,681,483
- **Materials and Supplies:** 10,301,409
- **Equipment and Repairs:** 6,788,589
- **Other Operating Expenses:** 29,112,818
- **Total Operating Expenses:** 118,565,879
- **Recollecting Cash Expenses:** $888,496

### Net Cost of Operations

- **Total Net Cost:** $118,654,375

### Federal Information

- **Federal Transit Administration:** $213,997,857

### Revenue Sources Expended

- **Fares:** $32,438,999
- **Sales:** 10,291,040
- **Material and Supplies:** 6,788,589
- **Other Operating Expenses:** 29,112,818
- **Total Operating Expenses:** 118,565,879

### Sources of Capital Funds Expended

- **Local:** $118,565,879
- **State:** 45,883,999
- **Federal:** 10,291,040
- **Other:** 6,788,589

### Sources of Funding Expended

- **Fares:** 71%
- **Sales:** 20%
- **Material and Supplies:** 2%
- **Other:** 7%

### Total Capital Funds Expended

- **Total Capital Funds Expended:** $118,654,375

### Revenue Operations

- **Revenue:** $31,727,918
- **Expenses:** $19,643,913
- **Net Income:** $12,084,005

### Modal Characteristics

- **Bus:** 157,000,000,000
- **Light Rail:** 32,000,000,000

### Service Efficiency

- **Operating Expenses per Vehicle Revenue Miles:** $0.63
- **Cost per Passenger Mile:** $0.43

### Units Expended

- **Passenger Miles:** 131,997,857
- **Revenue Hours:** 6,888,589

### Data Source:
- **2003 National Transit Database**

---

1. Endnote: data for purchased transportation reported separately.

---

**Note:** The data provided is a summary of operations for the Sacramento Regional Transit District for the year 2003, reflecting various aspects of the district's financial and operational performance. The information includes revenue sources, expenses, and capital fund expenditures, along with detailed breakdowns for different modes of transportation, such as bus and light rail. The service efficiency metrics, such as operating expenses per vehicle revenue mile and cost per passenger mile, are provided to assess the performance and cost-effectiveness of the district's services.
Financial Information

- Fare Revenues Earned: $7,574,554
- Sources of Operating Funds Expended:
  - Fare Revenues: 27%
  - Local Funds: 6%
  - State Funds: 14%
  - Federal Assistance: 12%
  - Other Funds: 1%
  - Total Operating Expenses: $8,029,886
  - Salaries, Wages & Benefits: 31,618,191
  - Materials & Supplies: 3,602,829
  - Purchased Transportation: 4,043,526
  - Other Operating Expenses: 4,043,526

Sources of Capital Funds Expended:

- Local Funds: 20%
- State Funds: 17%
- Federal Assistance: 8%
- Other Funds: 0%
- Total Capital Funds Expended: $663,272

Sources of Operating Funds Expended

- Total Operating Expenses: $8,029,886

Summary of Operating Expenses

- Salaries, Wages & Benefits: $31,618,191
- Materials & Supplies: $3,602,829
- Purchased Transportation: $4,043,526
- Other Operating Expenses: $4,043,526

Vehicles Operated in Maximum Service and Uses of Capital Funds

<table>
<thead>
<tr>
<th>Direct</th>
<th>Purchased</th>
<th>Revenue</th>
<th>Systems and</th>
<th>Facilities and</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operated</td>
<td>Transportation</td>
<td>Vehicles</td>
<td>Outlaywise</td>
<td>Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bus</td>
<td>83</td>
<td>0 657,214</td>
<td>0 0</td>
<td>$97,698</td>
<td>$108,173</td>
<td>$663,272</td>
</tr>
<tr>
<td>Demand Response</td>
<td>0</td>
<td>22</td>
<td>657,214</td>
<td>0 0</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td>22</td>
<td>657,214</td>
<td>0 0</td>
<td>$97,698</td>
<td>$108,173</td>
</tr>
</tbody>
</table>

Modal Characteristics

<table>
<thead>
<tr>
<th></th>
<th>Use of Capital Funds</th>
<th></th>
<th>Annual Passenger Mile</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus</td>
<td>$23,172,448</td>
<td>$7,494,821</td>
<td>$683,272</td>
<td>$37,198,787</td>
<td>4,026,408</td>
<td>11,234,040</td>
<td>0</td>
<td>0</td>
<td>153</td>
<td>9.1</td>
<td>83</td>
<td>1.5</td>
</tr>
<tr>
<td>Demand Response</td>
<td>$2,844,238</td>
<td>$79,725</td>
<td>683,272</td>
<td>964,328</td>
<td>957,444</td>
<td>117,788</td>
<td>58,568</td>
<td>N/A</td>
<td>23</td>
<td>7.1</td>
<td>22</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Performance Measures

<table>
<thead>
<tr>
<th></th>
<th>Operating Expenses per Mile</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus</td>
<td>$9.23</td>
<td>$85.26</td>
<td>$50.20</td>
<td>$2,24</td>
<td>$22,45</td>
<td>$24.24</td>
<td>2.78</td>
<td>0.14</td>
<td>2.08</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Demand Response</td>
<td>$9.23</td>
<td>$85.26</td>
<td>$50.20</td>
<td>$2,24</td>
<td>$22,45</td>
<td>$24.24</td>
<td>2.78</td>
<td>0.14</td>
<td>2.08</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Excluded data for purchased transportation reported separately

Data Source: 2003 National Transit Database

12/10/2004
Access Services Incorporated (ASI)

General Information

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Los Angeles-Long Beach-Santa Ana, CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Square Miles</td>
<td>1,000</td>
</tr>
<tr>
<td>Population</td>
<td>11,700,457</td>
</tr>
<tr>
<td>Population Ranking out of 455 UZAs</td>
<td>2</td>
</tr>
<tr>
<td>Other UZAs Served</td>
<td></td>
</tr>
<tr>
<td>Service Area Statistics</td>
<td></td>
</tr>
<tr>
<td>Square Miles</td>
<td>1,908</td>
</tr>
<tr>
<td>Population</td>
<td>11,700,457</td>
</tr>
</tbody>
</table>

Service Consumption

- Annual Passenger Miles: 22,532,005
- Annual Unlinked Trips: 2,101,697
- Annual Saturday Unlinked Trips: 3,833
- Annual Sunday Unlinked Trips: 3,323
- Service Provided: 0

Vehicles Operated in Maximum Service

- Annual Vehicle Revenue Miles: 17,730,341
- Annual Vehicle Revenue Hours: 730,710
- Vehicles Operated in Maximum Service: 485
- Vehicles Available for Maximum Service: 517
- Base Period Requirements: $0

Financial Information

<table>
<thead>
<tr>
<th>Source of Operating Funds Expended</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fare Revenues Earned (1%)</td>
<td>$2,998,850</td>
</tr>
<tr>
<td>Local Funds (10%)</td>
<td>0</td>
</tr>
<tr>
<td>State Funds (1%)</td>
<td>0</td>
</tr>
<tr>
<td>Federal Assistance (10%)</td>
<td>0</td>
</tr>
<tr>
<td>Other Funds (1%)</td>
<td>0</td>
</tr>
</tbody>
</table>

Total Operating Expenses: $43,413,626

Summary of Operating Expenses

Salaries, Wages, and Benefits: $33,998,850
Leases and Supplies: 0
Purchased Transportation: 44,304,626
Other Operating Expenses: 11,415,442
Total Operating Expenses: $43,413,626
Purchased Transportation Reported Separately: $43,413,626
Rounding Cash Expenditures: 0

Sources of Operating Funds Expended

- Fare Revenues: 1%
- Local Funds: 10%
- State Funds: 1%
- Federal Assistance: 10%
- Other Funds: 1%

Sources of Capital Funds Expended

- Service Efficiency
  - Operating Expenses per Vehicle Revenue Miles: $2.00
  - Operating Expenses per Passenger Revenue Hour: $74.18

- Cost Effectiveness
  - Operating Expenses per Passenger Mile: $2.45
  - Operating Expenses per Unlinked Passenger Trip: $28.11

- Service Effectiveness
  - Unlinked Passenger Trips per Vehicle Revenue Miles: 0.12
  - Unlinked Passenger Trips per Vehicle Revenue Hour: 2.84

1. Purchased transportation in the agency's report only
2. Excludes expenses and fare revenues for purchased transportation reported separately by carriers of service

3/17/2001
Data Source: 2002 National Transit Database
Course 1 Group Exercise: Changing Demographics

American’s Aging Population Growth

Elderly Place of Residence

1. What is the scale of change for elders?

2. What are particular characteristics of this population that differ from those of the past, your grandparents and great parents?

3. What are the implications for public transportation & your individual services with this growth?

4. What are the implications of the place of residence? What government function adversely impacts this situation?
Course 1 Discussion Topic: Issues We Face Locally
(Reference Slides 64 & 65)

- Discuss the issues, concerns & challenges facing your transit system.
- Discussion Tasks:
  - What operational issues greatly impact your service, especially those operating processes and operating environmental factors?
  - What are the most significant & why?
  - Have others faced the same issues?
  - How are you addressing those issues?
Course 1 Discussion Topic: Issues We Face Locally
(Reference Slides 64 & 65)

- Discuss the issues, concerns & challenges facing your transit system.
- Discussion Tasks:
  
  - What operational issues greatly impact your service, especially those operating processes and operating environmental factors?

  - What are the most significant & why?

  - Have others faced the same issues?

  - How are you addressing those issues?
Course 1 Group Exercise: Changing Demographics

American's Aging Population Growth

Elderly Place of Residence

1. What is the scale of change for elders?

2. What are particular characteristics of this population that differ from those of the past, your grandparents and great parents?

3. What are the implications for public transportation & your individual services with this growth?

4. What are the implications of the place of residence? What government function adversely impacts this situation?
Figure 1: TRANSIT MANAGEMENT FUNCTIONS, FOCUSED ON CUSTOMER SERVICE

**INPUT**

- Administration
  - Human Resources & Training
  - Management Information System
  - Legal
  - Safety & Security
  - Grant & Contract Management
  - Performance Monitoring
  - Risk Management
  - Procurement

- Operations
  - Scheduling Drivers
  - Scheduling / Dispatching Service
  - Road Supervision
  - Service Monitoring
  - Communications

- Maintenance
  - Vehicle Maintenance
  - Facility Maintenance
  - Vehicle Servicing

- Planning
  - Long Term Planning
  - Short Term Planning

- Marketing
  - Customer Information
  - Publicity, Promotion, & Advertising
  - Community Outreach
  - Fare Structure & Fare Media

- Finance
  - Financial Management & Control
  - Capital Programming
  - Budgeting

**OUTPUT**

- High Quality Customer Service
  - Reliable
  - Safe/Secure
  - Comfortable/Clean
  - Understandable
  - Affordable
  - Empathetic

---

Management Toolkit for Small Urban and Rural Transit Operators
VOLUNTEERS IN 
TRANSPORTATION —

SOME ISSUES TO CONSIDER

Volunteer transportation programs can be rewarding for you, your volunteers, and your customers—if you are well prepared and well organized. Before beginning a volunteer transportation program for your transit agency, or starting up a transit service that will operate with volunteers, consider your resources. This brief will show you how to evaluate and explore the human and financial resources necessary for a successful program. It is important to remember that volunteer does not mean free. There are expenses inherent in operating a volunteer program that will be discussed in this brief.

Volunteers come in many forms. Some are retirees who have the time to give something back to their community. Others are part-timers, such as students and homemakers, who wish to help in whatever way they can. Still others are volunteering on a short-term basis to fulfill community service commitments or academic requirements. There are also corporate volunteers—individuals who are allowed time from their employment to work in the community. Many corporations have found that the goodwill such activity generates (in the community, with the recipients of the volunteer efforts, and with their volunteering employees) is invaluable.

There are two distinct categories of volunteer transportation programs, differing in their administration. Community-based volunteer services are administered by the community itself, usually by a volunteer Board of Directors fashioned exclusively for this purpose. Community-based programs may receive technical and financial assistance from their state or county Department of Transportation or an Area Agency on Aging. Community-based programs that coordinate transit for all of the community’s single-purpose agencies can eliminate redundant and over-lapping services, thus freeing resources for other or expanded services. (For further information on coordinating community resources, call the National Transit Resource Center at 800.527.8279.)

Single-purpose, agency-based volunteer services are operated by an existing non-profit agency, such as the American Red Cross, that receives funding from a specific source (sometimes

National Transit Resource Center

Technical Assistance Brief No. 1

Prepared by the
Community
Transportation
Association of
America

For more information, call the National Transit Resource Center at 800.527.8279, or access our Web site at www.ctaa.org/nirc
from a government body) to provide these services. Typically, the manager or coordinator of the program is a paid staff member of the non-profit agency.

ADVANTAGES AND DISADVANTAGES

Before designing and implementing a volunteer transportation program - whether community- or agency-based - you will need to carefully weigh the advantages against the disadvantages.

There are six categories of advantages and disadvantages to volunteer transportation. The first four apply to both community-based and agency-based programs. Additionally, there are two that apply only to community-based services.

<table>
<thead>
<tr>
<th>Advantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. It may save money over use of comparable number of paid staff.</td>
</tr>
<tr>
<td>2. It builds a better community.</td>
</tr>
<tr>
<td>3. It is extremely flexible.</td>
</tr>
<tr>
<td>4. It can be fulfilling.</td>
</tr>
<tr>
<td>5. An entire community can be served, not just a specific client population.*</td>
</tr>
<tr>
<td>6. High visibility makes for ease with volunteer recruitment.*</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Disadvantage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Success depends on voluntary citizen recruitment and commitment.</td>
</tr>
<tr>
<td>2. Labor or competing private companies might object.</td>
</tr>
<tr>
<td>3. It won't work everywhere.</td>
</tr>
<tr>
<td>4. It can be stressful.</td>
</tr>
<tr>
<td>5. Individual demand/response may be difficult for community-based programs.*</td>
</tr>
<tr>
<td>6. Attracting Board members with the necessary skills may be difficult.*</td>
</tr>
</tbody>
</table>

*Community-based volunteer programs only

Let's examine each of these one at a time.

Advantage 1: It may save money.

Community-based service is by far the most cost-effective type of volunteer transportation because it requires very little overhead. The state-level Department of Transportation office (or other public funding source) can initiate a community-based program by merely providing a van and subsidizing vehicle insurance and maintenance costs.

Many factors influence the cost of service in agency-based programs. In some cases, for example, a mixture of paid and volunteer drivers is preferred. If the volunteers drive their own vehicles, the mixture of agency-owned to non-owned vehicles will influence insurance and maintenance costs dramatically. Keep in mind that your liability insurance can increase when volunteers and their vehicles are added to your agency's services.

The following example demonstrates the savings potential of using volunteers. It compares the cost of hiring one paid driver and purchasing one van with the cost of recruiting ten volunteer drivers (each driving one-half day a week) using their own cars. The salary and benefits for half of the time of a full-time staff manager are included. For the purpose of this analysis, assume that all ten drivers will claim reimbursement at 30 cents a mile (although not all drivers will claim full, and some may not claim any, reimbursement), that 24,000 miles are driven each year, and that administrative overhead costs such as rent, phones, staff salaries, etc., are constant.

The volunteer experience of the Santa Cruz Chapter of the American Red Cross highlights such savings potential. Some years ago, Lift Line - a transportation program operated by a private, non-profit agency - was seeking the most cost-effective solution for providing medical trips to destinations out of the county. The trips often took more than ten hours to complete. Lift Line had calculated an annual cost of $69,966 using agency-owned vans and paid drivers. The Santa Cruz Red Cross Chapter submitted a bid to Lift Line that, using volunteers driving a Red Cross van, quoted a cost of $22,519. Lift Line contracted with the Red Cross to provide the rides, largely because of the cost savings.

Note: Reimbursement to drivers in amounts that exceed the federal government's reimbursement rate is considered income. These payments would have to be tracked by the reimbursing agency.

<table>
<thead>
<tr>
<th>Annual Costs* Associated with One Paid Driver and Purchased Vehicle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager, salary and benefits (50%)</td>
</tr>
<tr>
<td>Driver, salary and benefits</td>
</tr>
<tr>
<td>Vehicle insurance</td>
</tr>
<tr>
<td>Cost of vehicle</td>
</tr>
<tr>
<td>Maintenance, gas and oil</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Annual Costs* Associated with Ten Volunteers in Their Own Vehicles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager, salary and benefits (50%)</td>
</tr>
<tr>
<td>Mileage reimbursement</td>
</tr>
<tr>
<td>Excess non-owned auto insurance</td>
</tr>
<tr>
<td>Volunteer liability insurance</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>

* Dollar amounts are based on cost information available at time of publication.
and reported by both the agency and the recipient. For information on the federal reimbursement rate, check with the National Transit Resource Center at 800.527.8279.

In all likelihood, your agency will pursue contracts and grants as sources of funding. Many of these programs require matching funds - your agency must provide an equal dollar amount. Some programs will accept the value of your volunteers' time as part of the match. You will need to know how many hours your volunteers contribute, and calculate the value of these hours using criteria provided by the potential funding source.

Disadvantage 1: Success depends on recruitment, commitment and, yes, resources.

Potential monetary savings result from voluntary citizen involvement. Anyone who has ever run a volunteer program can attest to the inherent challenge of recruiting and maintaining a volunteer staff. Continuing to replenish the ranks of volunteers with well-qualified, well-trained, responsible and willing drivers, schedulers, and dispatchers (and administrators and board members, if community-based) is the single greatest problem faced by volunteer systems. (See discussion of risk management and training issues later in this brief.) Once the first flush of excitement fades, the reality of volunteer attrition and the need to continually recruit a stream of new volunteers can be an immense challenge. There are frequently recruitment expenses to be considered as well: creating public service announcements, solicitations, ads and notices in local periodicals, bulletin board flyers, and the like.

Furthermore, getting the bodies does not necessarily address your service's vehicle needs. Some passengers being served by volunteer drivers may be challenged by the accessibility of the volunteers' vehicles, impeding compliance with the Americans with Disabilities Act (ADA). The ADA guarantees accessibility for all Americans to services and benefits offered in their communities. The agency arranging the transportation services may need to solicit volunteers with specific types of vehicles (vans, for example). If this is not possible, the agency may have to rent, lease, or purchase the necessary type of vehicle to be driven by the volunteers. Having volunteers drive agency-owned or -leased vehicles raises new considerations of insurance coverage, which will increase the overall volunteer costs. If the volunteer effort operates within a larger program, that encompassing program may have better-equipped vehicles that can provide the ADA-required service. It also may be possible to outsource the ADA service.

Though by definition a volunteer's work is free, there are associated costs to bear in mind. Training is an important element in your agency's risk management, no less so for your volunteers. Your agency must provide adequate instructions so that everyone - management, staff and volunteers - knows what to expect of each other and understands the parameters within which they will operate. Due to the varied backgrounds and experiences of your volunteer group, the necessary training could cost more than if you were working with an experienced group of professional drivers. Training requires time and money, making it a necessary budget item both for paid staff and volunteers.

You may be fortunate enough to recruit volunteers that come with vehicles. However, even if your volunteers are driving their own vehicles, your agency must still provide vehicle insurance during the time those vehicles are in operation for service provision. A new concept in insurance coverage has recently emerged. Called "lease-back," this idea involves a transportation agency leasing the vehicles that are owned by its volunteer drivers, but only on the days that the volunteers are driving for the agency and not using those vehicles. With the proper leasing paperwork in place, the volunteers' vehicles are then covered by the agency's insurance policy. Investigate insurance providers in your area for information on this type of coverage.

Advantage 2: It builds a better community.

While our homes and cars tend to separate us from each other, volunteer transportation bridges these gaps, giving diverse members of the community an opportunity to interact. These programs allow individuals to assist their peers with a service that they themselves may need in the future. Volunteer positions are opportunities for senior involvement. At the same time, their service helps passengers live independently who might otherwise require assisted-living arrangements.

SAINTS (Seniors’ Alternatives IN Transportation) of Fort Collins, Colorado, reports that its volunteers donate their time in part because they want to be certain that the service they provide will always be there - some day they expect to be customers of the service. In fact, SAINTS provides service to a number of individuals who used to be volunteer drivers in the SAINTS program.

Community-based services are especially effective at community-building. In Indiana, for example, the volunteer programs that are sponsored by the Area IV Agency on Aging have been calibrated by an effort that has involved and benefited nearly every family in town in one way or another. By providing guidance and technical assistance, the AOA enabled area town councils to craft volunteer programs to meet their community's specific mobility needs. But these efforts went beyond transportation. Many older residents in these areas retired from the workforce, their children grown, perhaps widowed - found themselves disconnected from their community. As these individuals took on new roles as volunteer drivers and/or board members, they simultaneously found a new sense of responsibility and contribution. These seniors developed new friendships while taking great pride in making a valuable community service possible.

Disadvantage 2: Labor or competing private companies might object.

Organized labor may object to the use of volunteer drivers where paid drivers might have been employed. Private trans-
portation companies seeking to expand their businesses may feel the use of volunteers gives the non-profit agency an unfair advantage. While the legitimate concerns of labor and private industry must be weighed carefully against the many benefits a community stands to gain from a volunteer transportation program, there must be a clear delineation of duties and a clear understanding of who your transportation serves and why. This understanding must convey the appropriateness of using volunteers to provide a necessary service, emphasizing that the service might otherwise not be available due to economic constraints.

**Advantage 3: It is extremely flexible.**

Volunteer transportation programs are flexible, adaptable tools that can take many forms with nearly limitless applications. They can be paragons of simplicity or extremely complex. They can be the entire transportation system in a county or simply one part of a larger network. To a planner, designer, or administrator, such flexibility can be quite attractive. Volunteer programs can be tuned to meet specific needs.

**Disadvantage 3: It won’t work everywhere.**

Even dyed-in-the-wool, hard-core volunteer transportation advocates admit that volunteer programs won’t work in every town, city, or county. You must closely analyze the community you serve to identify a history of volunteerism or the demographics (population size, age, economics) to support a new volunteer operation. The importance of doing this cannot be underestimated, and it will not be easy. However, it will be one of your most important tasks in establishing a volunteer program. (See Question 5 at the end of this brief.)

**Advantage 4: It can be fulfilling.**

With delight, Henry Eaton - the former coordinator of Sonoma (California) Care-A-Van - describes how enjoyable volunteer transportation can be. Volunteering with Care-A-Van, he says, is like belonging to an exclusive club - one that happens to provide direct community service. The volunteers of Care-A-Van have a good time. They enjoy each other's company and get a great deal of pleasure in the length and breadth of Sonoma, socializing with friends and neighbors along the way.

Most professional managers agree that the greatest joy in volunteer transportation is the interaction with the volunteers themselves. The satisfaction of working with such dedicated, compassionate people who are there because they want to be, accompanied by the knowledge that good is being done for the community, brings a rare sense of fulfillment. Identifying the crucial elements of a transportation program, Robbie Williams, Executive Director of Fort Collins’ SAINTS, says, “While funding is very important, it’s the volunteers who make the program work. They are there because they want to help, and they make it all worthwhile.”

**Disadvantage 4: It can be stressful (especially for the program coordinators).**

While the rewards from volunteer transportation are plainly evident, the organizational and administrative challenges are often stressful. To succeed, programs must be extremely well-organized. The level of stress for managers generally rises in proportion to the number of trips provided. Simple services in rural areas with plenty of community support produce less stress than systems with large numbers of trips, volunteers, and passengers in complex and diverse routing patterns.

Volunteers can also be affected by stress. A heavy workload, vehicle breakdowns, passengers in crisis, and other incidents can all lead to stress-inducing situations for the volunteer drivers. You must monitor how your volunteers are handling their assignments, encourage their feedback, recognize their efforts, and try to eliminate situations that could cause volunteers to lose their enthusiasm and commitment.

The following advantages and disadvantages apply to community-based programs ONLY.

**Advantage 5: An entire population can be readily served.**

Agency-based services could theoretically serve every transit-dependent person in a community, but in reality most do not. These efforts are often targeted at a specific client population, such as the elderly or disabled.

Community-based services are organizations for the community at large. They are therefore naturally suited to providing unrestricted transportation services. The ballpark is as welcome a destination as the doctor's office.

**Disadvantage 5: Individual demand/response is difficult for community-based services to provide.**

Taking individuals to appointments on an advance-reservation basis is a much more difficult management task than either fixed-route transportation or pre-arranged group trips. Single-purpose agencies are usually more experienced with door-to-door transportation than are community-based organizations.

**Advantage 6: High visibility makes for ease of volunteer recruitment.**

Community-based services typically serve small towns. It doesn’t take long for everyone to become aware of the service. Such visibility is difficult to attain and sustain in urban environments where agency-based services must compete with hundreds of other worthy causes. Because of their high visibility, rural community-based programs may not struggle as much with volunteer recruitment as do agency-based programs in large population centers.
Disadvantage 6: Attracting board members with the necessary skills may be difficult.

It will be helpful to find individuals with the right combination of skills necessary to be an effective board member. Prospective board members should have experience in or knowledge of transportation, knowledge of the community that is to be served and any community issues or challenges, and at least some financial acumen. Create a job description that defines the board position and identifies the requirements you seek.

Volunteer transportation poses a challenging management task. The prospect of using volunteers is sometimes discounted by a perception that volunteers are difficult to manage. While managing a volunteer transportation program is by no means easy, program managers swear by their volunteers. Says Nikki Keaugh of Silver Key Senior Services in Colorado Springs, “The benefits of using volunteers far outweigh the problems.”

SUCCESS WITH VOLUNTEERS

Because volunteer drivers are often more difficult to recruit than volunteers who do not have to operate motor vehicles, recruiting for transportation programs can be a struggle, even in communities with a strong history of volunteer work. Investigate whether or not your community has an active volunteer center with good experience in volunteer recruitment. Identify other agencies in town that have had success with volunteer recruitment over the years. Examine special reasons why people might pull together in the spirit of self-help. The American Cancer Society’s programs, for instance, are especially meaningful to people whose lives have been touched by cancer.

A well-recruited, well-managed volunteer program may provide more reliable, satisfactory service than an inadequately-funded program that utilizes under-paid drivers. The under-paid drivers may feel little or no commitment to their jobs, while well-recruited volunteers may feel a great sense of pride in the service they are able to provide. But beware of volunteer burn-out. Full-timers get burned out much faster than relief drivers. The volunteer pool can quickly dry up if word gets out that volunteers with your agency get to work hard. Your volunteer program may have more stability and longevity using relief drivers only to supplement an existing professional driving staff - scheduled in advance to cover drivers on vacation, to supplement transit for special events, etc.

Be sure your program includes some form of volunteer recognition. Your volunteers are giving their time and energy because they care about your passengers and your agency, and your agency should show that it cares equally about the volunteers. Recognition does not have to be expensive or complicated. A Volunteer-of-the-Month award can be established, consisting of a certificate or plaque. You might sponsor a simple lunch or dinner once a month or quarterly for all of your volunteers. This would not only be a chance to rec-
1987) Although out of print, this is a helpful guide to establishing a volunteer transportation program. Photocopies are available from the National Transit Resource Center, 800.527.8279.

How to Control Liability and Risk in Volunteer Programs (Minnesota Office on Volunteer Services, 1992) Not transportation-specific, but provides an excellent overview of issues involved in developing a volunteer program. Information on legal and liability risks for management and volunteers, as well as risk management. Available from the National Transit Resource Center, 800.527.8279.

Lake, Vern, 101 Ways to Give Recognition to Volunteers (Minnesota Department of Public Welfare, undated) From the basic to the creative, a plethora of ideas to aid the success of your volunteer program. Available from the National Transit Resource Center, 800.527.8279.

Michels, Tom, Q and A: Reimbursement of Volunteer Drivers (Community Transportation Reporter, May/June 1999) Presented in a question-and-answer format, this article covers everything you need to know about expense reimbursement for volunteer drivers. Available from the National Transit Resource Center, 800.527.8279.

National Center for Nonprofit Boards, www.ncnb.org. This website is a wonderful source of information for the operating boards of nonprofit organizations.

Repositioning the Volunteer Administration Profession (International Association for Volunteer Administration [AVA], 2000) Includes conclusions and recommendations based on results from a survey requesting information on key issues affecting volunteer leaders. Free. Available from the AVA at 804.346.2266 or avainfo@mindspring.com.

Studebaker, Dennis, Succeeding with Volunteer Transportation (1990) The basis of this informational brief, this step-by-step manual includes information on vehicle selection, personnel selection, system design, volunteer recruitment and management, and risk management. Free. Available from the National Transit Resource Center, 800.527.8279.

Transportation in Indian Country: Getting Started (U.S. Department of Health and Human Services, Community Transportation Assistance Project [CTAP], 1995) Although focused on technical assistance for American Indian tribes, this brief provides useful information for anyone tackling issues of funding, vehicle inventory, and human agency resources. Free. Available from the National Transit Resource Center, 800.527.8279.


The Technical Assistance Series is a product of the Federal Transit Administration’s National Rural Transit Assistance Program (RTAP). RTAP is funded through 49 U.S. Code 5311, formerly Section 18(h) of the Federal Transit Act of 1979. National RTAP was created in 1987 and is administered by the American Public Works Association (APWA) in a consortium arrangement with the Community Transportation Association of America (CTAA). The views and opinions expressed in the Technical Assistance Series do not necessarily reflect the views and opinions of FTA, APWA or CTAA. More information on the Rural Transit Assistance Program is available by calling the National Transit Resource Center at 800.527.8279.
The Ongoing Evolution of Public Transportation
Course 1
Transit and Paratransit Management Certificate Program

Source: http://www.piketransport.com/technology/default.aspx#photos

Transit Bus

Local service, where diesel, natural gas, or advanced technology powered vehicles may stop every block or two along a route several miles long, is by far the most common type of bus service. When limited to a small geographic area or to short-distance trips, local service is often called circulator, feeder, neighborhood, or shuttle service. Such routes may operate in a loop and connect, often at a transfer center or rail station, to major routes for travel to more far-flung destinations. Examples are office park circulators, historic district routes, transit mall shuttles, rail feeder routes, and university campus loops. WMATA and other agencies offer extensive local service throughout the region.

| Average Cost: | $100,000 to $400,000 per vehicle |
| Typical daily ridership: | 1,000 to 6,000/day |
| Typical application: | Local access and circulation, collector/distributor for regional transit systems |
| Where used: | Nationwide, Orlando's "Lympo" service is a good example of a bus circulator |
RAPID Bus

RAPID Bus service has been introduced as a transit option for commuters. It runs in high occupancy vehicle (HOV) lanes on freeways and in specially-designated bus lanes, when available. It can use regular 40-60 foot buses or over-the-road coaches, and serves both streetside transit stops as well as park-and-ride lots.

<table>
<thead>
<tr>
<th>Average Cost:</th>
<th>$200,000 - 300,000 per vehicle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Typical daily ridership:</td>
<td>500-2000 per route</td>
</tr>
<tr>
<td>Typical application:</td>
<td>medium to high volume commuter routes</td>
</tr>
<tr>
<td>Where used:</td>
<td>Phoenix, Los Angeles</td>
</tr>
</tbody>
</table>

http://www.piketransit.com/technology/default.aspx#photos

Bus Rapid Transit (BRT)

Bus rapid transit (BRT) is a type of limited-stop bus service developed in the 1990s that relies on technology to help speed up the service. It can operate on exclusive busways, high-occupancy-vehicle lanes, expressways, or ordinary streets. A BRT line combines intelligent transportation systems technology, priority for transit, rapid and convenient fare collection, and integration with land use policy in order to substantially upgrade bus system performance.
**Street Car / TRAM**

Streetcars are metropolitan electric railway vehicles designed to fit the scale and traffic patterns of the neighborhoods through which they travel. Streetcar vehicles are narrower and shorter than other rail cars typically seen in service in the United States. They run in mixed traffic and, excepting at stops, accommodate existing curbside parking and loading.

- **Average Cost:** $4-$10 million/mile
  - $300,000 to $1 million per vehicle

- **Typical daily ridership:** 5,000 to 15,000/day

- **Typical application:** Medium to high volume circulator service
  - Collector/distributor for regional transit systems

- **Where used:**
  - Modern systems: Portland
    (http://www.portlandstreetcar.org)
  - Vintage systems: Tampa, New Orleans, Memphis, others
    (http://www.tecolinesstreetcar.org)
Light Rail Transit (LRT)

Light rail transit is a metropolitan electric railway system characterized by its ability to operate single cars or short trains along exclusive rights-of-way at ground level, on aerial structures, in subways or, occasionally, in streets, and to board and discharge passengers at track or car-floor level. It is much cheaper to construct than a traditional subway line but provides a large amount of capacity.

| Average Cost: | $20-105 million/mile | $2-4 million per vehicle |
| Typical daily ridership: | 15,000-60,000/day |
| Typical application: | Medium to high volume commute routes |
| Where used: | Portland, Baltimore, Dallas, Boston, others (http://www.lightrail.com) |

Diesel Multiple Unit (DMU) – Heavy Rail

An alternative to locomotive hauled passenger trains is a self-propelled rail car, called a Diesel Multiple Unit because railcars can be combined to form short trains. Some types of DMUs can mix with light rail trains but not freight trains while others can mix with freight trains, but not light rail.
Average Cost: $10-$12 million/mile
     $1.8 to $5 million per vehicle

Typical daily ridership: 5,000 to 15,000/day

Typical application: Medium to high volume commute corridors

Where used: Dallas-R. Worth
             http://www.trinityrailwayexpress.org
             South New Jersey system (Trenton to Camden)
             scheduled to open Fall 2003.
             www.njtransit.com/an_capitalprojects_project006.shtml

Emerging Technology

Vehicle manufacturers are producing new technologies that offer even greater flexibility to operating agencies. For example:

1- Rubber-tired trams in Rouen and Val de Marne, France are configured like rail vehicles, but are either self-propelled or powered by overhead wires, and run on pavement using rubber tires.

2- Vehicles in Bordeaux, France, are powered by underground contact with electrical wires and run on tracks using steel wheels.

3 - Other vehicles under development by Bombardier and other manufacturers are exploring hybrid-power vehicles (electrical and self-propelled) as well as alternative power such as hydrogen and fuel cell technology.

For more information:

• http://www.transport.alstom.com
MODAL CHARACTERISTICS
Enhancing Leadership Effectiveness

Fred Mills
February 6, 2009
Fred Mills

Dr. Mills is the owner of F.M. Mills, Inc. located in Stockton, CA. F.M. Mills, Inc. is a professional development firm dedicated to assisting individuals and organizations to achieve greater levels of performance.

Dr. Mills is a challenging speaker and educator who is skilled in transferring knowledge. He is able to gain keen insight into an organization and develop process that is specific and effective. Dr. Mills' strength of getting involved in the implementation process sets him apart from other consultants and brings positive, creative and dynamic results. His areas of focus are building peak performance, team building and development, designing and implementing cultural change, relationship and trust development, leading positive change, and leader and supervisor development.

Dr. Mills has been a seminar leader to thousands of executives, employees, educators and students in groups of all sizes across the United States and Europe. He has been a Keynote Speaker for Young Presidents Organization, American Society for Public Administration, International Roundtable, California Community Bankers, and New York Life. He acts as an executive coach to business and government leaders as well as leadership teams.

Dr. Mills completed his Bachelor of Science degree at the University of Washington and Central Washington State University, his Masters degree at the University of Washington, and his doctorate at Arizona State University. He has 14 years of experience as an educator, is author of a personnel manual, "Manager/Supervisor Development through Competency Evaluation," has owned his consulting business for 30 years, and is married with 4 beautiful children.
Enhancing Leadership Effectiveness
Instructor: Fred M. Mills
Course Outline

8:30 - 9:00  INTRODUCTION
- Creating Positive Change
- Defining Leadership

9:00 - 9:45  CREATING PEAK PERFORMANCE IN THE WORKPLACE
- Focus
- Confidence
- In-Control
- Positive Energy

9:45 - 10:30  CLARITY IS POWER
- Our Filter System
- Conditioning
- Focus on the Right Things
- Cognitive Dissonance

10:45-11:30  WHAT MAKES A GREAT LEADER?
- Competencies
- Skills and Knowledge
- Styles and Roles

11:30-12:15  LEADER DETERMINES MINDSET
- Individual
- Team

1:15 - 2:15  THE LEADER AS A TEAM BUILDER
- Team Structure
  - Values
  - Vision
  - Mission
  - Goals
  - Roles and Core Competencies
  - Systems
  - Mindset
- Team Climate
  - Trust
  - Communications
  - Healthy Conflict
  - Commitment
  - Accountability
  - Team Results

2:30 - 3:00  COMPETITION vs. COOPERATION
- Positive Competition
- Negative Competition

3:15 - 3:45  COMMUNICATIONS
- Communicating for Trust Building
- Listening and hearing
- Straight Talk

3:45 - 4:15  ATTITUDE FORMATION
- Definition
- How Attitudes Are Formed
- How to Change Individual and Team Attitude

4:15 - 4:30  QUESTIONS AND ANSWERS
Reaction to New Concepts

1. I don’t believe it or I can’t accept it....

2. Maybe for others, but not for me....

3. Maybe I can use part of it.... (smorgasbord)

4. It works....It’s great!!
Awareness Model

Awareness → Creates → Expanded Information Base
Provides For

More Informed Decisions

Leads To

Better Actions → Results In → Increased Effectiveness
Leadership Development

- Leadership development is self and skill development.

- Leadership is character, requiring growth and personal change.
Two Important Keys of Leadership

➢ Trust and Confidence

➢ Effective Communication:

1. Helping employees understand the company's overall business strategy/vision.

2. Helping employees understand how they contribute to key business objectives.

3. Sharing information with employees on how the company is doing and how the employee's division/department is doing.

F. M. Mills, Inc.
Leadership Competency

Management of Attention
➤ Focused direction
➤ Vision, mission, values, goals

Management of Meaning
➤ Clearly and consistently communicate the vision
➤ Align people with the vision.

Management of Trust
➤ The main determinant of trust is reliability.
➤ Trust requires interaction.

Management of Self
➤ Knowing one's skills and deploying them effectively.
Characteristics of Admired Leaders
(Respondents from four continents: America, Asia, Europe, Australia)

MORE THAN 60% REPORTED:
- HONESTY/INTEGRITY
- FORWARD-LOOKING
- INSPIRING
- COMPETENT/EFFECTIVE
  (Book knowledge & courage & vision & drive & ability)

MORE THAN 25% REPORTED:
- fair-minded
- broad-minded
- straightforward
- courageous
- imaginative
- supportive
- intelligent
- dependable
- cooperative
- caring

F. M. Mills Corporation
Evidence of Effective Leadership

➢ People Feel Significant
   People feel they make a difference.

➢ Learning and Competence Matters
   People value learning and mastery.

➢ People Are a Part of a Community
   – Where there is leadership, there is a team, a family, a unity.

➢ Work is Meaningful
   Leadership is pulling, rather than pushing people toward vision, mission, and goals. Leaders articulate and embody the ideals toward which the organization thrives.
CREATE THE VISION

- Without vision there is nothing to motivate people beyond self interest.

COMMUNICATE THE VISION

- Communication without understanding is fruitless.
- Understanding without communication is futile.
- Communication comes in both words and deeds.

SUPPORT OTHERS

- Ways to support: tasks, caring, recognition, live the vision/mission/values.
- Our ability to support others is a reflection of how we feel about ourselves.
- Supporting others means letting go—Empowerment.

MONITOR, CHANGE, **EVALUATE**

- People
- Plans
- Process —
Parachute Principle
The mind is like a parachute...

It only works when it is open!

F. M. Mills, Inc.
How We Think

The Thought Process

1. Perception

2. Association

3. Evaluation

4. Decision & Action

CONSCIOUS

EFFECTIVENESS

SUB-CONSCIOUS

CREATIVE SUB-CONSCIOUS

1. Store Data
   "Truth" and "Reality"

2. Habits & Attitudes

3. Automatic Functions

4. Self-Image

1. Maintain Reality
   "Makes Me Act Like Me"

2. Resolves Conflict

3. Creative Problem Solving

4. Provides:
   - Drive
   - Energy
   - Motivation

F. M. Mills, Inc.
**NORMS**

*Identifying the Written and Unwritten Norms*

**Definition**: A standard or pattern of behavior considered to be typical of members of a group.

<table>
<thead>
<tr>
<th><strong>INDIVIDUAL BRAINSTORMING</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Positive</strong></td>
<td><strong>Negative</strong></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Norms reached through consensus that our group most often experiences**

<table>
<thead>
<tr>
<th><strong>Positive</strong></th>
<th><strong>Negative</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F. M. Mills, Inc.
Values

- Values are the principles we use to make decisions. They guide and shape the way we fulfill our mission and vision.

- Values determine our behavior.

- Values are not really values unless they are acted out – demonstrated. If a value is only spoken it is not a value.

- It is critical that organizational values be shared values. That is, are the organizational values in alignment with your personal values?
Our values come from our life experiences

➤ Family
➤ School
➤ Social Relationships
➤ Religion
➤ Work
➤ Significant Emotional Experiences
People will get passionate and committed to achieve the organizations goals when they believe, either consciously or unconsciously, that their values will be satisfied in the process.

The leader’s responsibility is to find ways to satisfy their people’s values, in addition to getting people aligned to organizational values.

Understand what the organizational values are.
VALUES

INTEGRITY - means being responsible, communicating clearly, keeping commitments, and knowing oneself. We live our commitments by demonstrating honesty, fairness and trust. We commit to delivering what we promise and only promise what we can deliver.

- Demonstrate trust and judgment.
- Show consistency between words and actions.
- Live up to commitments.
- Risk doing the right thing.
- Protect confidential information.
- Demonstrate socially responsible behavior (e.g. safe products, environmental protection, etc.)
- Respond with candor when others fail to act with integrity.
- Avoid participation in inappropriate gossip or criticism.
- Appreciate diversity.

MESSAGE: DO THE RIGHT THING BECAUSE IT IS RIGHT.

GENUINE CARING - open, honest, two-way communications. Making time to listen and hear the thoughts, ideas, wants and needs of people.

- Demonstrate interest.
- Listen
- Show concern.
- Support positive visions, goals and values.
- Demonstrate thoughtfulness.
- Take time with people.
- Be involved with people.
- Treat people equally, not necessarily the same.

MESSAGE: NO ONE CARES HOW MUCH YOU KNOW UNTIL THEY KNOW HOW MUCH YOU CARE.

PEOPLE - valuing and respecting each individual’s diversity and unique talents. Support the pursuit of personal excellence and value the importance of an individual’s professional and personal life.

- Actively support successful performance of others.
- Address prejudice and/or intolerant behavior.
- Actively solicit ideas, opinions, and different points of view.
- Treat everyone with respect and dignity without bias.
- Accurately identify strengths and development needs of others.
- Convey trust in people’s competences.

F. M. Mills, Inc.
Vision

• Is our alarm clock in the morning and our caffeine at night.

• Touches the heart. - Emotional past

• Becomes the criterion against which all behavior is measured. - Focal Point

• Disciplines us to think strategically.

• Inspires greatness.

• Brings clarity and clarity is power.

**Question:** What must we become to prosper?

<table>
<thead>
<tr>
<th>Long-term perspective of who we choose to be –</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Vision inspires and empowers people</strong></td>
</tr>
</tbody>
</table>

F. M. Mills, Inc.
MESSAGE: WE ACHIEVE SUCCESS THROUGH QUALITY PEOPLE, SYSTEMS, RELATIONSHIPS, SERVICES AND PRODUCTS.

FINANCIAL SUCCESS – we make decisions and balance short and long-term profitability objectives based upon the best interest of the organization as a whole.

- Continually look for ways to reduce cost.
- Prepare realistic estimates of budget, staff, and other resources.
- Draw accurate conclusions from financial and other quantitative information.
- Take personal accountability for financial stewardship.
- Understand long and short-term implications of decisions.
- Focus on business development by delivering superior products and services.

MESSAGE: TAKE CARE OF OUR PEOPLE AND TAKE CARE OF OUR CUSTOMERS/PARTNERS AND THE MARKET WILL TAKE CARE OF US.

CUSTOMER FIRST – we empower and expect individuals to take care of customers first. Our customers are those that purchase our products and services.

- Listen, understand and respond to resolve customer issues to the best of our ability.
- Have courage to be honest with the customer at all times, focusing on the issue rather than the person.
- Set customer expectations appropriately, making realistic commitments and delivering them or resetting expectations as needed.
- Take ownership of customer challenges until resolution.
- Consistently work with customers to create a Win-Win situation.
- Commit to making good customer decisions.

MESSAGE: CARING IS A POWERFUL BUSINESS ADVANTAGE.

ENJOYMENT – we foster an environment in which we build self and team esteem while celebrating effort and achievement.

- By remembering we are human and should not take ourselves too seriously.
- By having a job that is fulfilling and rewarding and being part of a positive future.
- By celebrating successes... great or small.
- By building strong relationships with colleagues.
- By recognizing everyone’s accomplishments.
- By putting people Up not Down.
- By showing appreciation for strong efforts and accomplishments.

MESSAGE: FUN IS WINNING TOGETHER.

F. M. Mills, Inc.
THE POWER OF A VISION

- Gandhi led 450 million Indians with his vision of independence.

- Martin Luther King persuaded 20 million African Americans and inspired an entire nation to join him in his vision of equality.

- John F. Kennedy convinced 210 million Americans we could land a man on the moon in the decade of the 1960’s.

A vision inspires and empowers people.
Vision

Vision statements identify what we choose/can become. It is future oriented and not bound by time.

- Vision Statement
- Creates Pictures
- Elicits Emotion
- Evokes Human Spirit
- Directs The Mind
- Stimulates The Body

Vision-Binding the Three
Communication

Communication is more than simply words exchanged between speaker and listener.

Studies have shown that: about 90% of communicated messages are carried though vocal and visual channels (55-58% body language, 35-38% tone of voice, with only 7-10% of the meaning carried through the actual words themselves.)
Four Common Barriers to Effective Communications in The Work Place

1. Assumption there is no need to talk.
2. Communication is one direction (telling people).
3. Sending mixed messages.
4. Vague or unfocused communications.

F. M. Mills, Inc.
Communicating with Impact

**Intensity**
Intensely deliver meaningful messages.

**Repetition**
Repeated over and over in a variety of interesting ways.

**Duration**
Intensely repeated over significant period of time.
**Silent Communication**

1. You will be handed an envelope. On the outside of the envelope is a designated letter (A, B, C, D, and/or E and/or F).

2. Take your envelope, a writing pad, pen/pencil, and go sit in your letter-designated chair with your group of 4, 5, or 6 people. *(Please note your sitting position with the model below)*

```
A
B
C     F
D     E
```

3. Once you are seated in your letter designated chair you:
   a. may not speak until the activity is finished.
   b. open the envelope and make sure you have:
      ✓ 1 set of directions for your designated letter
      ✓ 1 set of symbols for your designated letter
   c. are to accomplish a task.
      *(Special Note: If there are 4 people in your group there are two answers necessary to complete the task. If you have 5 or 6 there is one answer.)*

4. Once the task is completed.
   a. a representative of your group is to write on a designated flip chart the correct answer to the task and the time you finished.
   b. return to the chair where you were sitting for the seminar and silently answer the questions on the next page.
Mission statement describes the scope of our business. It provides focus for our energy. A mission engenders a company with a sense of purposefulness, that there is a reason for working—aside from compensation.

More than a goal—Motivate people—What special purpose do we serve?
A MISSION STATEMENT ANSWERS THE QUESTIONS:

- What special purpose do we serve?
- What value do we add?
- What difference do we make?
- What are the core competencies of our business?
- What is our geographic domain?
- How does financial performance relate to our mission?

Example: Chrysler Motor Company's organization mission statement

To produce cars and trucks that people will want to buy, will enjoy driving, and will want to buy again.

| Goals: SWOT Analysis - Goal setting - Identify order |
| Core competencies - Get systems in shape |
| Teams need to have strategic plans that have pay value |

It's not the best athletes that win BB games, it's the team members that work together.

E. M. Mills, Inc.
Team Climate

- Team Results
- Accountable
- Commitment
- Healthy Conflict
- Open Communications
- Trust

(rhyme: They may focus on Initial results)

Have Trust Building Activities - Come Together around commonalities
Straight Talk - Communicate - Tell it the way it is based on our awareness
High Trust

- We are candid about our feelings

- We consider others' thoughts and feelings when resolving our differences

- We honestly trust each other
Low Trust
"Environment"

- Personality issues & personal relations issues are not discussed

- We are competitive and business-like with each other

- Conflicts are not surfaced

F. M. Mills, Inc.
**Directions:** The colors RED and BLUE have values placed on them. You and your partners will choose between RED and BLUE for ten games. Your choices will determine the outcome of your winning as listed in the following table.

<table>
<thead>
<tr>
<th>4 Reds</th>
<th>Lose $1 Each</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Reds</td>
<td>Win $1 Each</td>
</tr>
<tr>
<td>1 Blue</td>
<td>Lose $3 Each</td>
</tr>
<tr>
<td>2 Reds</td>
<td>Win $2 Each</td>
</tr>
<tr>
<td>2 Blues</td>
<td>Lose $2 Each</td>
</tr>
<tr>
<td>1 Red</td>
<td>Win $3 Each</td>
</tr>
<tr>
<td>3 Blues</td>
<td>Lose $1 Each</td>
</tr>
<tr>
<td>4 Blues</td>
<td>Win $1 Each</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Game</th>
<th>Time</th>
<th>Format</th>
<th>Choice</th>
<th>$ Won</th>
<th>$ Lost</th>
<th>Running Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2 Min</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>1 Min</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>1 Min</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>1 Min</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>3 Min</td>
<td>Group</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>1 Min</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>1 Min</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>3 Min</td>
<td>Group</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>1 Min</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>3 Min</td>
<td>Group</td>
<td>Team</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

F. M. Mills, Inc.
COMPETITION

"Win/Lose or Lose/Lose"

- Confusion
- Frustration
  - Resignation
  - Drop Out
- Hostility
  - Withholding
  - Sarcasm
  - Territory
- Anger
- Distrust
- Competition

F. M. Mills, Inc.
COOPERATION
"Win/Win"

- Trust
- Communication
- Acceptance
- Respect
- Cooperation
- Loyalty
- Trust
Communicating

RELATE TWO (2) OR THREE (3) EXPERIENCES SUCH AS:

➢ A joyful experience
➢ A formative decision
➢ A successful experience
➢ A significant person in your life
LISTENING

- Face the person.
- Look at the person – "eye contact."
- Talk to the person, not to the group.
- Call the person by name.
- Tell the person what you heard them say.
Goals

• Creates a proactive mind set
• Motivates
• Creates focus and energy
• Opens our filter system
• Keeps us out of the activity trap
ATTITUDE

- Information we attach an emotion to.
- A habit of thought.
- A directional lean either towards or away from something on a subconscious level.
"There is Very Little Difference in People
But that Little Difference makes a Big Difference.
The Little Difference is *Attitude*.

**THE BIG DIFFERENCE IS WHETHER IT IS POSITIVE OR NEGATIVE.**

---

F. M. Mills, Inc.
Why Customers Quit

- 3% move away.
- 6% develop other friendships.
- 9% leave for competitive reasons.
- 14% don’t come back because of product dissatisfaction.
- 68% quit because of the attitude of indifference toward the customer by one or more of the employees.
Attitude Formation

Words....
Goals/Affirmations - Affirmative Statement
Others or Self

Pictures....
Visualization
Real or Imagine

Feeling....
Control Self Talk/Verbal
Limbic System

"Real or Synthetic Rock in Bucket"
How Attitudes are Formed

Steps:
1. We are born neutral (Empty Bucket).
2. We begin interacting with environment.
4. Negative & positive thoughts & feelings are deposited (like rocks) in their respective buckets.
Why We Don’t Change

➢ Fear

➢ Lack of Pay Value

➢ Don’t Know How

➢ Lack of Feedback
Why Conflict?

➢ Perception
➢ Values
➢ Attitudes and Habits
➢ Stress and Tension
➢ Self Esteem
➢ Change
➢ Fear
➢ Negative Imaging
Let me test your ability to discern if you know all the facts by recording this account.

On a cold January day, a 43 year old man was sworn in as chief executive of his country. By his side stood his predecessor, a famous general who 15 years previously had commanded his country’s armed forces in a way which resulted in a total defeat of the German nation. The young man was brought up in the Roman Catholic faith. After the ceremony there was a five hour parade in his honor, and he stayed up until 3:00 a.m. celebrating.
Pay Values of Conflict

- Excite to action.
- Lead to acquisition of new information.
- Serve to increase group cohesiveness.
- Allows individuals/groups to measure their strength/power.
- Demonstrate what is really cared about.

F. M. Mills, Inc.
Conflict

Conflict is Negative:

• When people begin to feel defeated.

• When a climate of distrust and suspicion develops.

• When resistance rather than cooperation becomes the norm.

• When people begin to react defensively.
Types of Conflict

- **Self vs. Self**
  When we hold two personal values at an equal priority in our value system.

- **Self vs. Other**
  When we hold a personal value at an equal priority with someone else’s value system.

- **Self vs. Organization**
  When we hold our values at equal priority with those of a group, organization, or society.
"THE PINCH THEORY"
A Model for Role Clarification and Negotiation

GATHERING DATA AND CLARIFYING EXPECTATIONS

ROLE CLARITY AND COMMITMENT

CRUNCH Choice Point

Pinch Choice Point

DISRUPTION OF SHARED EXPECTATIONS

J.J. Sherwood & J.J. Scherer

F. M. Mills, Inc.
Conflict Management

**Positions:**
- Confronter
- Confronted
- In The Middle

Invite Solutions

- Set Goal
- Plan of Action
- Affirmation

Acknowledge Others' Feelings

Summarize

Share Your Feelings

---

F. M. Mills, Inc.
PERSONAL/PROFESSIONAL
READING LIST


Covey, Stephen R.: The Seven Habits of Highly Effective People.


Porras, Jerry; Emery, Steward; Thompson, Mark: Success Built To Last.


Dr. Fred M. Mills

Dr. Mills is the owner of F. M. Mills, Inc. located in Stockton, California. F. M. Mills, Inc. is a professional development firm dedicated to assisting individuals and organizations to achieve greater levels of performance.

Dr. Mills is a challenging speaker and educator who is skilled in transferring knowledge. He is able to gain keen insight into an organization and develop process that is specific and effective. Dr. Mills’ strength of getting involved in the implementation process sets him apart from other consultants and brings positive, creative and dynamic results.

Seminar Leader to thousands of executives, employees, educators and students in groups of all sizes across the United States and Europe.

Keynote Speaker including Young Presidents Organization, American Society for Public Administration, International Roundtable, California Community Bankers and New York Life.

Facilitator for leadership and work teams nationally and internationally.

 Consultant to business, education and government organizations nationally and internationally.

 Executive Coach to Business and Government Leaders as well as Leadership Teams.

Areas of Focus

- Building Peak Performance
- Team Building/Development
- Leading Positive Change
- Performance Coaching
- Leader/Supervisor Development
- Relationship/Trust Development
- Designing and Implementing Cultural Change

Selected Clients

- Young Presidents Organization
- Sun Microsystems
- Kimberly Clark Baby Wipes Division
- Wells Fargo Bank/Norwest Bank
- AlliedSignal/Honeywell
- Holiday Inn/Harrah’s/Embassy Suites
- IBM Corporation, AT&T Corporation
- Bank One, First Interstate Bank
- Louisiana Pacific, Flowservice Corporation
- West Coast Bank, City National Bank
- Ohio State, USC, Nebraska Football Teams
- Teichert Construction, Santa Fe Aggregates
- New York Life Insurance, Nautilus Group
- UOP men’s Basketball 2004-5-6 Seasons
- PCBP, Inc: Alcat-Arcade, Pabco
- Eberhardt School of Business
- Chase Chevrolet, Kamps Propane
- Brookside Country Club, UOP Baseball

Background

- University of Washington and Central Washington State University - Bachelor of Science.
- University of Washington - Masters
- Arizona State University - Doctorate
- Educator with 14 years of experience: school and district administrator, teacher, counselor, and athletic coach.
- Author/Creator of a personnel manual, “Manager/Supervisor Development through Competency Evaluation.”
- Consulting Business Owner - 30 years
- Corporate Leader - 3 years as Executive Vice President, President & CEO
- Married with 4 children

4642 Pine Valley Circle  (209) 954-9528 Office
Stockton, CA 95219  (209) 608-0946 Cell
FMMILLSCO@aol.com  (209) 954-0188 FAX

F. M. Mills, Inc.
Managing the Operation Effectively

Jim Dickey
February 20, 2009
Jim Dickey

Mr. Jim Dickey is currently the Director of the Public Transportation Division of the Arizona Department of Transportation since January, 2005, where he is responsible for the administration of state and regional FTA programs, State Safety Oversight of Light Rail (METRO), and other public transit initiatives on behalf of the state of Arizona. Prior to that, for 12 years Mr. Dickey was Deputy Executive Director of the Regional Public Transportation Authority (Phoenix) in charge of Planning and Operations. He has also worked extensively in the private sector in both public transportation and school bus operations in Missouri, Colorado, and California.

Mr. Dickey holds a BSE and MSE in American History Education from the University of Central Missouri, Warrensburg, Missouri. Mr. Dickey is the Chair of the Arizona Rides Governor’s Executive Council, and is a past elected member and past-President of both the Fountain Hills Unified School District Board of Education and the East Valley Institute of Technology Board of Education. He is a member of the Arizona Transit Association and past-President. With his wife Ginny, he resides in Fountain Hills, Arizona.
MANAGING THE OPERATION EFFECTIVELY
Instructor: Jim Dickey
Course Outline

8:30-9:00  COURSE OVERVIEW/INTRODUCTIONS/MATERIALS AND BIBLIOGRAPHY
           Determine "What's Important"

9:00-9:45  MAJOR OPERATING ELEMENTS
           Identify and define major operating elements
           ■ Operations
           ■ Maintenance
           ■ Planning
           ■ Finance

10:00 – 11:00  PERFORMANCE GOALS AND OBJECTIVES
                ■ Define Process
                ■ Class Exercise: Develop set in regard to San Carless

11:00 – 11:30  SERVICE DESIGN
                ■ Review key components of FR and Paratransit service designs

11:30 – 12:00  MEASURING YOUR PERFORMANCE
                ■ Review Performance Measurement examples
                ■ Class Exercise: Analyze measurements for San Carless

1:00 – 1:30   SCHEDULING AND DISPATCH
                ■ Identify by example Paratransit related scheduling/dispacth functions

1:30-2:30     MAINTENANCE
                ■ Define maintenance characteristics
                ■ Class Exercise: Create goals/objectives/measures for San Carless
                ■ Review maintenance procedures/applications

2:45-3:45    STAFFING: POLICIES, PROCESURES, TRAINING
                ■ Identify key groups in operating environment for analysis
                ■ Class Exercise: By group, develop concept to support staffing needs

3:45-4:30    CONTRACT MANAGEMENT
                ■ Identify opportunities and challenges in contracts management
                ■ Class Exercise: Using San Carless, apply contracts management to several different
                              component scenarios

4:30-4:45    REVIEW AND SUMMARY
                ■ Review San Carless exercises for application
                ■ Summarize key operating components and importance
                ■ Conduct Instructor Evaluation
Managing the Operation Effectively

Jim Dickey
Who Is Your Customer?

What’s Important: Service

- To Passengers
- To Operators
- To CEO
Course Contents

A. Resources
B. Major Operating Elements
C. Project Management Approach
D. Performance Goals and Objectives
E. Service Design
F. Measuring Your Performance
G. Getting to Know the FTA
H. Maintenance
I. Staffing: Policies, Procedures, Training
J. Contract Management
K. San Carless Area Transit

A. Resources
Bibliography

- Industry Publications
- FTA and other Federal Agencies
- Industry Associations
- Web Sites
- Peers

B. Major Operating Elements
Major Elements

• Service Delivery
• Scheduling
• Planning/Coordination
• Administration/Management
  -- Human Resources
  -- Accounting/Purchasing/Budgeting
  -- Administration
  -- Contracts/Vendors
  -- Facilities
  -- Fleet

C. Project Management Approach
Strategic Management Approach

A continuous process that includes:

- Strategic/Quality Planning
- Resource Planning
- Budget
- Program Implementation
- Performance Management/Reporting
- Program Evaluation

What's It Good For?

- Addresses continuous change
- Emphasizes managing for results
- Excellent management tool
- Future oriented
- Adaptable
- Good for customers
- Promotes communications
What Do Leader's Do?

➢ Resolve Conflict

➢ Meet Change Head-on

➢ Reach

Keys To Leadership

1. Optimism
2. Have Vision/State Mission
3. Create Ideal Conditions/Facilitate
4. Put People First
5. Take Charge/Not Control
6. Imitate Masters
7. Don’t Take Yourself Too Seriously
8. Play at the Next Level
9. Leave a Legacy
10. Negotiate
Negotiating?!

Negotiation is not just with the outside....it's influencing people so they work for the benefit of the group

➢ Focus on the interest of your staff
➢ Strengthen relationships with staff
➢ Use the right communications tools
➢ Share the vision and mission

Managing Multiple Priorities

➢ Identify the (right) Customer
➢ Understand Internal Organization Structure
➢ Prioritize and Categorize
➢ Assess Critical Skills and Needs
➢ Determine Short and Long Range Strategies
Why Be Organized

- Reduces stress
- Helps accomplish goals
- Allows time to spend on priorities

Managing Information

How?

Toss
Refer
Act
File
Managing Your Staff

- Do you have these problems?
  - Your staff interrupts you frequently for help or clarification
  - You take work home
  - You do more than your share of work
  - You second guess others
  - You miss deadlines
  - Last minute rushes happen
  - You interrupt your staff
  - The atmosphere seems strained

Managing Yourself

✓ Do the things you have to do
✓ Do the things you should do
✓ Do the things you want to do
Responsibilities

- Follow-up and follow-through
- Improve your reports
- File it right
- Make meetings productive
- Delegate
- Communicate

Meetings

- Have meetings for a purpose
- Be Organized, prepared, expect results
- Follow through on action items
- Don't meet unnecessarily
### Time Wasters

- Interruptions
- Telephone Calls
- Procrastination
- Unexpected Problems
- Meetings
- Disorganization
- Ineffective Communications

---

### Delegation

- Identify the purpose and importance of the project
- Give the necessary authority and support
- Provide the necessary resources
- Expect a product or outcome...get a result!
- Review progress by setting milestones
Listening
✓ Is your goal to understand?
✓ Eliminate distractions
✓ Give your total attention
✓ Actively listen...and show it
✓ Listen for content
✓ Avoid interrupting
✓ Watch for non-verbal clues
✓ Ask for clarifications

Motivation
What factors describe a motivated employee?
Motivation Tips
- Teach Business Literacy
- Share Decision Making
- Identify Employees as Leaders
- Face Performance Problems
- Communicate
- Share Responsibility and success
- Challenge
- Educate and Train
- Say Why
- Protect Time

Managing Business Risk

What is “business risk”? 
Risk Control

- Controlled Environment
  - Values, Leadership, Philosophy
- Risk Assessment
  - Business Objectives and opportunities
- Control Activities
  - Communication, training, staffing, supply, crisis management, inventory, logs
  - Preventative, Directive, Detective
- Monitoring
  - Supervision, information gathering/evaluation

Control Your Day

- Make a daily plan
- Determine your best time of the day
- Reward yourself for accomplishments
- Control Outcomes
D. Performance Goals/Objectives

Mission
Statement of why you are there:

✓ Simple
✓ Comprehensive
✓ Reasonable
✓ Acceptable
Goals
The ways you achieve your mission
✓ Relevant
✓ Diverse
✓ Reach

Objectives
The ways to meet your goals
✓ Specific
✓ Measurable
✓ Detailed
✓ Prioritized
Notes

E. Service Design
Service Design: Bus

- Grid System or Pulse System
  - Fixed Route Bus
    - Local
    - Limited
    - Regional
- Commuter Services
  - Express
  - Bus Rapid Transit (BRT)
- Deviated Fixed Route
- Other

Service Design: Paratransit

- Paratransit and/or Dial-a-Ride
  - Who served:
    - ADA
    - Seniors
    - Disabled
    - General Public
    - Special Services
  - How:
    - Demand Responsive
    - Reservations
    - Door-to-door, or Curb-to-curb
F. Measuring Performance
What’s Important: Measuring

• To Passengers
• To Mechanics
• To the Board

Why Measure?

• It’s good management
• It enhances quality of service
• What gets measured gets done
• Aids in budget development/review

Helps explain "why" you do what you do!
Performance Standards

- Identify standard
- Identify and maintain measurement
- Determine whether it is an absolute or relative standard
- Assess changing demographics and other influencing factors

Dealing with the Information

- Accurate
- Appropriate
- Accessible
- Timely
- Current
**Reporting**

- Collect relevant data
- Score your service
- Evaluate the data
  - Consistent evaluation method
  - Compare it against previous service
  - Compare it against others
- Adjust
  - Service modification
  - Market the service

---

**Evaluation**

- Route Design
  - Pop/Employment Density
  - Coverage and Deviations
  - Duplication
  - Connectivity
  - Equity (Title VI)
  - Directness
  - Transfer opportunities
  - Stops
Evaluation (Cont.)

- Schedule Design
  - Types of service (local, express, etc.)
  - Characteristics of service (feeder, crosstown, etc.)
  - Standees
  - Intervals
  - Peak/Base service levels
  - Scheduling
  - Span of day

Evaluation (Cont.)

- Economy/Productivity
  - Passengers/hour
  - Cost/passenger
  - Passengers/mile
  - Revenue/passenger
  - Subsidy/passenger
  - Farebox recovery ratio
Evaluation (Cont.)

- Service Delivery
  - On-time performance
  - Headway adherence
- Passenger Comfort/Safety
  - Complaints
  - Missed trips
  - Accidents
  - Passenger Environment
  - Security
G. Getting to know The FTA

FTA Short Course
Section:
5303
5304
5307
5309
5310
5311
5316
5317
CMAQ
STP
FHWA
H. Maintenance

What’s Important: Maintenance

- To Passengers

- To Mechanics: Repair Calls, Checklist, Preventive, Monitoring, Equipment

- To Managers: Cost, Inspection, Quality
Maintenance Management

- Determine Needs
- Establish a "program"
  - Preventive Maintenance/Inspection
  - Corrective Maintenance
  - Emergency Maintenance
- Appropriate staffing
- Facilities, equipment, and supplies
- Diagnostics
- Record Keeping
- Measurement

Notes
I. Staffing

Systematic Selection!

- Know what you want
- Review the hiring list
- Design questions
  - Open ended
  - Closed ended
- Order of Q's
- Collect/record information
- Evaluate
  - Job Requirements
  - Best Qualified
**Hiring Process**

- Advertise
- Review Applications
- Contacting Candidates
- Interviewing
- Reference Checks
- Making the Job Offer
- Training Plan
- Program of Work Outline
- Probationary Period?

---

**Interview Suggestions**

- Have an interviewing plan
- Know the position
- Have available important documents
- Schedule adequate time
- Ensure a great atmosphere
- Be friendly—put the applicant at ease
- Let the applicant talk
- Listen/maintain eye contact
- Take notes
How NOT To Hire a Problem

• Hire those who demonstrate integrity, respect, and responsibility
• Look for traits like hard working and team player, and listen for words like "we"
• Test people of job criteria
• Look to the future
• Use multiple interviews
• Evaluate interview answers, not the person
• Follow the law! Do background checks
• Evaluate your process and your choices

Dealing With a Problem

• Face the issue: identify the problem
• Focus on behaviors, not the person
• Ask for employee participation to solve the problem
• Address clearly consequences if the problem persists
• Write an action plan
• Gain employee commitment
• Follow-up immediately in writing clearly
• Monitor the action plan
• Reward improvement or honor consequences
Training

➤ Why train?
➤ Who do you train?
➤ When do you train?
➤ How do you train?
➤ How does it apply to performance?

Recognition

➤ Make it timely
➤ Be specific
➤ Be sincere
➤ Focus on the individual
➤ Be personal
➤ Make it proportional
Types of Recognition

- Written
  - Personal Notes
  - Personnel Planner/Evaluation
- Verbal
  - Say "Thank You"
- Public
  - Staff Meeting
  - Presentation
  - Other gathering

J. Contract Management
Contracts

- Types:
  - Service
  - Management
  - Consultant
- Oversight
  - Responsibility
  - Person-power
- Strategies
  - Incentives
  - Measurement
  - Coordination

Purchasing

- Specify and purchase what you want and need
- Develop a profit motive
- Standardize expectations, rules, measurements, and procedures
Notes

San Carless Area Transit: SCAT
SCAT Direction

Mission Statement

San Carless Area Transit is dedicated to providing cost effective basic mobility for the transit dependent and the general public. SCAT is committed to influencing and responding to transportation policies that shape local and regional development.

Goals

- To provide attractive public transit service that is planned to effectively serve the mobility needs of each community.
- To operate as effectively and economically as possible, so as to maximize the amount of service provided and to ensure the financial stability of San Carless Area Transit.
- To provide a transit system that is responsive to the needs and interests of Unipha County, its incorporated cities and to other partnership agencies.

WESTGATE CENTER FOR MANAGEMENT DEVELOPMENT
EBERHARDT SCHOOL OF BUSINESS - UNIVERSITY OF THE PACIFIC
SCAT: Organization and Ridership:
Organizational Structure
- General Management & Organization
- Service Planning
- Personnel Management & Training
- Administration
- Marketing & Public Information
- Maintenance

Ridership Profile:
- General public
- Commuters to employment and the college
- School children
- ADA eligible individuals
- Non-ADA elderly
- Other disabled, including developmentally disabled individuals

SCAT Funding
Funding Sources
- FTA Section 5310 and 5311
- FHWA STP
- State Transportation Funding
- Local Transportation Funds (LTFS)
- State Sales Tax Funds for Transit
- Farebox
- Older Americans Act
- Community Development Block Grants (CDBG)
- Air Quality Vehicle License Fees
- Outside Maintenance Service Fees
- Department of Labor and FTA Job Access Grants
- Advertising Revenue
- Other
San Carless: SCAT

Area Characteristics:

- Utopia County
- Green Valley Region
- Major Communities within Utopia County
  - San Carless, County Seat
  - Bedtown
  - Quileville
  - Abundant Oaks
  - Running Springs
- Other Major Communities in Green Valley
  - Highandmighty, the adjacent county’s major community to the north of Utopia and San Carless
  - Dullsville, the adjacent county’s major community to the south of Utopia and San Carless

---

San Carless Central Business District
- Major neighborhood retail centers in San Carless
- Major retail centers in Dullsville and Highandmighty, including such stores as Wal-Mart, Target, Albertson’s Market, CVS Pharmacy and various services
- A large theme park in Highandmighty
- San Carless Industrial Park, a major employment center in the region
- Green Valley College (4 year college), San Carless
- San Andreas Community College, Abundant Oaks
- San Carless Regional Hospital
  - Dullsville Community Hospital
- Highandmighty Community Hospital
- Green Valley Adult Day Health Care Centers (San Carless and Dullsville)
- Green Valley Regional Center in San Carless
**Total Population**
- County of Utopia: 250,000
- City of San Carless: 56,000
- City of Bedtown: 12,000
- City of Quietville: 17,000
- City of Abundant Oaks: 30,000
- City of Running Springs: 25,000
- Unincorporated areas of Utopia: 110,000

**Elderly = 1.5%**
- Elderly population scattered throughout the county
- Substantial retirement community in San Carless

**Developmentally Disabled**
- Regional center's clients are scattered around San Carless and outlying communities

---

**Local Special Interest Groups**
- Sierra Club
- Center for Independent Living
- Utopia Disabled Citizens Rights Center
- The Gray Panthers
- Green Valley Chapter of the Easter Seals
- Chamber of Commerce
- Green Valley Economic Development Corporation
- Taxpayer's Association of Green Valley
- Green Valley Industrial Park Transportation Management Agency (TMA)
- Green Valley Employer's Association
- Other various social/human service agencies
- Others

**Regional Governmental Agencies**
- San Carless Caltrans District Office
- California Highway Patrol District Office
- Green Valley Association of Governments (MPO)
- County of Utopia Regional Transportation Planning Agency (RTPA – Utopia County)
Transit System Name: San Carless Area Transit (SCAT)

General Description of Service:
SCAT directly operates a downtown fixed-route service, a commuter express service, an intercity connector service, an inter-county connector service, an ADA paratransit service and a general public dial-a-ride service. The ADA paratransit service and general public dial-a-ride service are contracted out.

Organizational Structure
Currently a Joint Powers Agency (JPA)
Members include:
City of San Carless and four other cities in the area
The County of Utopia
With recent population reaching more than 50,000, and San Carless becoming a small urban area, SCAT is considering forming a transit district

Board Structure
Number = 7 total
One representative from each of the five cities in Utopia County
Two representatives from the County of Utopia

Transit & Paratransit Management Certificate Program

Rt. 1 Downtown Bus – Fixed-Route Service
• Operates weekdays from 7:30 am – 7:30 pm.
• A six mile loop, running continuously, providing 15 minute headways.
• Three Gillig transit buses are needed daily, with another as a spare.

Rt. 2 Commuter Express
• Operates weekdays from 5:00 am-9:45 am and again from 2:30 pm-7:15 pm. The service connects downtown, the industrial park and the college in San Carless with Bedtown at the other end of Green Valley.
• 20 miles one way. Each driver and bus make a round trip each hour, running continuously on 15 minute headways; 10 mile, 15 minute deadhead before and after the route.
• Four GMC buses are needed daily, with another as a spare.

Rt. 3 Intercity Connector
• This fixed route operates weekdays from 8:00 am–noon and 1 pm-5:00 pm.
• Service connects all the small pocket communities in the hills surrounding Green Valley.
• 50 mile loop. Two drivers/buses make a complete trip each hour, running continuously except during lunch, in opposite directions on varying headways.
• Two mid-size buses (cutaways) are needed daily. Due to poor reliability and hilly terrain, two spares are required.
TRANSPORT MANAGEMENT CERTIFICATE PROGRAM

Rt. 4 & 5 Intercounty Connector
- Two fixed routes operate weekdays. One connects Utopia County to Dullsville across the northern border/the other travels across the bridge to Highlandmity.
- Large retail outlets and a major theme parks draw passengers to these services.
- Each 10 miles long, one way and result in 10 hours of paid time per driver.
- Two mid-size buses, cutaways, are needed daily, with one spare.

Rt. 7 ADA Paratransit
- Service meets ADA requirements—operating 12 hours daily.
- The service is county wide.
- Productivity is 2.0 passengers per vehicle service hour.
- Average trip length is 10 miles. Vehicles deadhead 5 miles before/after each shift.
- Two paratransit vans are needed daily, with one spare.

Rt. 11 General Public Dial-A-Ride
- Demand responsive service operates in all five communities, daily from 8:00 am-5:00 pm.
- Vehicles average 10 miles/5 runs; 5 deadhead miles per day.
- Two vehicles operate in each community.
- There is a 10% vehicle spare ratio.

WESTGATE CENTER FOR MANAGEMENT DEVELOPMENT
BERNHARDT SCHOOL OF BUSINESS - UNIVERSITY OF THE PACIFIC

TRANSPORT MANAGEMENT CERTIFICATE PROGRAM

Operating Periods:
- All fixed route transportation operates weekdays (M-F) except eight (8) major holidays.
- ADA Demand Responsive service operates daily (Sun-Sat) except eight (8) major holidays.
- The General Public Dial-A-Ride operates weekdays (M-F) except eight (8) major holidays.

Vehicle Fleet:
- Total 31 vehicles
  - Fixed-route vehicles = 16
  - Demand-responsive vehicles = 15
- Vehicle Types (VT)
  - Minivans
  - Modified Vans
  - Cutaways
  - Over-The-Road Coaches
  - Transit Coaches
### TRANSIT & PARATRANSIT MANAGEMENT CERTIFICATE PROGRAM

#### Annual ridership: (514,950 Passenger Trips)

<table>
<thead>
<tr>
<th>Route</th>
<th>Trips</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Downtown Bus – Fixed-Route Service</td>
<td>120,960</td>
</tr>
<tr>
<td>2 Commuter Express</td>
<td>181,440</td>
</tr>
<tr>
<td>3 Intercity Connector</td>
<td>80,640</td>
</tr>
<tr>
<td>4 &amp; 5 Intercounty Connector</td>
<td>20,160</td>
</tr>
<tr>
<td>7 ADA Paratransit</td>
<td>10,950</td>
</tr>
<tr>
<td>11 General Public Dial-A-Ride</td>
<td>100,800</td>
</tr>
</tbody>
</table>

#### Annual Revenue Service Hours: (Total 47,559 RSH)

<table>
<thead>
<tr>
<th>Route</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Downtown Bus – Fixed-Route Service</td>
<td>6,300</td>
</tr>
<tr>
<td>2 Commuter Express</td>
<td>8,064</td>
</tr>
<tr>
<td>3 Intercity Connector</td>
<td>4,032</td>
</tr>
<tr>
<td>4 &amp; 5 Intercounty Connector</td>
<td>4,788</td>
</tr>
<tr>
<td>7 ADA Paratransit</td>
<td>5,475</td>
</tr>
<tr>
<td>11 General Public Dial-A-Ride</td>
<td>18,900</td>
</tr>
</tbody>
</table>

---

### TRANSIT & PARATRANSIT MANAGEMENT CERTIFICATE PROGRAM

#### Annual Revenue Service Miles: (Total 991,240 RSM)

<table>
<thead>
<tr>
<th>Route</th>
<th>Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Downtown Bus – Fixed-Route Service</td>
<td>75,600</td>
</tr>
<tr>
<td>2 Commuter Express</td>
<td>322,560</td>
</tr>
<tr>
<td>3 Intercity Connector</td>
<td>120,960</td>
</tr>
<tr>
<td>4 &amp; 5 Intercounty Connector</td>
<td>100,800</td>
</tr>
<tr>
<td>7 ADA Paratransit</td>
<td>109,500</td>
</tr>
<tr>
<td>11 General Public Dial-A-Ride</td>
<td>201,600</td>
</tr>
</tbody>
</table>

Deadheads mileage accounts for an additional 60,220 miles for a total service and deadhead annual miles of 991,240 miles.

#### Employees:

- **Management**
- SCAT employees are governed by a labor agreement.
- Contracted ADA and General Public Dial-A-Ride services
# Performance Management Analysis System

## Regional Fixed Route Report (1)

*July 1, 2005 to June 30, 2006*

## System Data

<table>
<thead>
<tr>
<th>Contract Administrator</th>
<th>Total Boardings</th>
<th>Total Wheelchair Boardings</th>
<th>Total Vehicle Bicycles</th>
<th>Total Vehicle Miles</th>
<th>Total Revenue Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>44,182,683</td>
<td>172,380</td>
<td>987,341</td>
<td>20,276,910</td>
<td>17,168,702</td>
</tr>
<tr>
<td>Tempe</td>
<td>5,063,284</td>
<td>24,261</td>
<td>132,898</td>
<td>4,730,766</td>
<td>3,868,790</td>
</tr>
<tr>
<td>RPTA</td>
<td>6,484,886</td>
<td>25,873</td>
<td>207,409</td>
<td>6,714,487</td>
<td>4,956,352</td>
</tr>
<tr>
<td>Glendale</td>
<td>101,444</td>
<td>564</td>
<td>2,422</td>
<td>150,078</td>
<td>142,109</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>55,832,297</strong></td>
<td><strong>222,878</strong></td>
<td><strong>1,330,070</strong></td>
<td><strong>31,672,241</strong></td>
<td><strong>28,133,953</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contract Administrator</th>
<th>Total Vehicle Hours</th>
<th>Total Vehicle Revenue Hours</th>
<th>Operating Costs</th>
<th>Capital Costs</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>1,331,613</td>
<td>1,166,967</td>
<td>$93,058,555</td>
<td>$75,038,763</td>
<td>$168,097,318</td>
</tr>
<tr>
<td>Tempe</td>
<td>323,878</td>
<td>297,027</td>
<td>$16,738,459</td>
<td>$2,606,902</td>
<td>$19,345,361</td>
</tr>
<tr>
<td>RPTA</td>
<td>421,275</td>
<td>389,349</td>
<td>$19,513,325</td>
<td>$15,865,576</td>
<td>$35,378,901</td>
</tr>
<tr>
<td>Glendale</td>
<td>9,117</td>
<td>8,121</td>
<td>$23,280,2</td>
<td>$252,000</td>
<td>$284,280</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>2,065,883</strong></td>
<td><strong>1,851,464</strong></td>
<td><strong>$129,643,141</strong></td>
<td><strong>$93,773,241</strong></td>
<td><strong>$223,416,382</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contract Administrator</th>
<th>Passenger Revenues</th>
<th>Farebox Recovery</th>
<th>Vehicle On-Time</th>
<th>Accidents Performance</th>
<th>Revenue Miles Roadcalls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$24,776,871</td>
<td>55.67%</td>
<td>374</td>
<td>89.1%</td>
<td>NR</td>
</tr>
<tr>
<td>Tempe</td>
<td>$2,589,215</td>
<td>17.86%</td>
<td>11</td>
<td>90.3%</td>
<td>5,559</td>
</tr>
<tr>
<td>RPTA</td>
<td>$4,053,136</td>
<td>20.67%</td>
<td>61</td>
<td>95.0%</td>
<td>14,861</td>
</tr>
<tr>
<td>Glendale</td>
<td>$64,098</td>
<td>27.53%</td>
<td>0</td>
<td>90.0%</td>
<td>NR</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>$31,883,320</strong></td>
<td><strong>24.59%</strong></td>
<td><strong>446</strong></td>
<td><strong>90.7%</strong></td>
<td><strong>20,420</strong></td>
</tr>
</tbody>
</table>
## General Data

### Revenue Miles

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>14,498,806</td>
<td>17,420,722</td>
<td>16,856,333</td>
<td>17,420,722</td>
<td>17,166,702</td>
<td>-1.46%</td>
<td>18.40%</td>
</tr>
<tr>
<td>Tempe</td>
<td>3,730,509</td>
<td>3,814,559</td>
<td>3,826,195</td>
<td>3,797,053</td>
<td>3,868,790</td>
<td>1.89%</td>
<td>3.71%</td>
</tr>
<tr>
<td>RPTA</td>
<td>3,246,709</td>
<td>3,530,143</td>
<td>3,217,213</td>
<td>4,379,307</td>
<td>4,950,352</td>
<td>13.11%</td>
<td>52.66%</td>
</tr>
<tr>
<td>Mesa</td>
<td>1,480,487</td>
<td>1,269,332</td>
<td>1,753,920</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>88,950</td>
<td>106,328</td>
<td>131,400</td>
<td>139,789</td>
<td>142,109</td>
<td>1.66%</td>
<td>58.52%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>23,045,181</td>
<td>25,195,371</td>
<td>25,885,081</td>
<td>25,736,871</td>
<td>26,133,953</td>
<td>1.54%</td>
<td>13.40%</td>
</tr>
</tbody>
</table>

Notes (1): The agencies listed as contract administrators contract for service across multiple jurisdictions. The information provided is not exclusive to the agencies listed and contains data for services included in other communities not listed.

### Revenue Hours

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>941,752</td>
<td>1,146,819</td>
<td>1,115,462</td>
<td>1,146,819</td>
<td>1,156,967</td>
<td>1.76%</td>
<td>23.91%</td>
</tr>
<tr>
<td>Tempe</td>
<td>350,657</td>
<td>267,347</td>
<td>314,932</td>
<td>311,852</td>
<td>297,027</td>
<td>-4.75%</td>
<td>-15.29%</td>
</tr>
<tr>
<td>RPTA</td>
<td>230,737</td>
<td>253,565</td>
<td>236,184</td>
<td>276,517</td>
<td>380,349</td>
<td>40.80%</td>
<td>68.74%</td>
</tr>
<tr>
<td>Mesa</td>
<td>90,642</td>
<td>126,327</td>
<td>138,987</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>3,876</td>
<td>4,830</td>
<td>7,088</td>
<td>7,962</td>
<td>8,121</td>
<td>2.00%</td>
<td>109.52%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>1,617,684</td>
<td>1,741,760</td>
<td>1,812,853</td>
<td>1,743,150</td>
<td>1,861,464</td>
<td>6.79%</td>
<td>15.07%</td>
</tr>
</tbody>
</table>

### Revenue Miles/Revenue Hour

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>15.40</td>
<td>15.19</td>
<td>15.20</td>
<td>15.19</td>
<td>14.71</td>
<td>-3.16%</td>
<td>-4.45%</td>
</tr>
<tr>
<td>Tempe</td>
<td>10.64</td>
<td>14.27</td>
<td>12.15</td>
<td>12.18</td>
<td>13.03</td>
<td>6.97%</td>
<td>22.43%</td>
</tr>
<tr>
<td>RPTA</td>
<td>14.07</td>
<td>13.92</td>
<td>13.62</td>
<td>15.84</td>
<td>12.73</td>
<td>-19.82%</td>
<td>-9.53%</td>
</tr>
<tr>
<td>Mesa</td>
<td>16.33</td>
<td>10.05</td>
<td>12.62</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>23.13</td>
<td>22.96</td>
<td>18.54</td>
<td>17.56</td>
<td>17.50</td>
<td>-0.33%</td>
<td>-24.34%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>14.25</td>
<td>14.47</td>
<td>14.28</td>
<td>14.76</td>
<td>14.04</td>
<td>-4.91%</td>
<td>-1.45%</td>
</tr>
</tbody>
</table>
### On-Time Performance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>91%</td>
<td>90%</td>
<td>91%</td>
<td>90%</td>
<td>89%</td>
<td>-1.18%</td>
<td>-2.50%</td>
</tr>
<tr>
<td>Tempe</td>
<td>91%</td>
<td>95%</td>
<td>92%</td>
<td>95%</td>
<td>90%</td>
<td>-4.99%</td>
<td>-0.59%</td>
</tr>
<tr>
<td>RPTA</td>
<td>93%</td>
<td>93%</td>
<td>93%</td>
<td>98%</td>
<td>95%</td>
<td>-2.96%</td>
<td>2.48%</td>
</tr>
<tr>
<td>Mesa</td>
<td>95%</td>
<td>95%</td>
<td>96%</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Glendale</td>
<td>92%</td>
<td>85%</td>
<td>85%</td>
<td>87%</td>
<td>90%</td>
<td>3.45%</td>
<td>-2.17%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>92%</strong></td>
<td><strong>93%</strong></td>
<td><strong>91%</strong></td>
<td><strong>93%</strong></td>
<td><strong>91%</strong></td>
<td><strong>-1.98%</strong></td>
<td><strong>-1.90%</strong></td>
</tr>
</tbody>
</table>

### Ridership Data

#### Total Boardings

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>34,642,732</td>
<td>42,909,890</td>
<td>40,427,904</td>
<td>42,909,890</td>
<td>44,182,683</td>
<td>2.97%</td>
<td>27.54%</td>
</tr>
<tr>
<td>Tempe</td>
<td>3,865,511</td>
<td>4,606,953</td>
<td>4,813,237</td>
<td>4,805,598</td>
<td>5,083,284</td>
<td>5.36%</td>
<td>30.99%</td>
</tr>
<tr>
<td>RPTA</td>
<td>3,726,713</td>
<td>4,894,354</td>
<td>4,122,881</td>
<td>6,203,696</td>
<td>6,494,886</td>
<td>4.53%</td>
<td>74.01%</td>
</tr>
<tr>
<td>Mesa</td>
<td>1,252,592</td>
<td>1,794,638</td>
<td>2,380,623</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Glendale</td>
<td>36,404</td>
<td>51,246</td>
<td>70,823</td>
<td>93,024</td>
<td>101,444</td>
<td>9.05%</td>
<td>178.66%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>43,523,952</strong></td>
<td><strong>48,190,883</strong></td>
<td><strong>51,815,468</strong></td>
<td><strong>54,012,208</strong></td>
<td><strong>55,932,297</strong></td>
<td><strong>3.37%</strong></td>
<td><strong>28.28%</strong></td>
</tr>
</tbody>
</table>

#### Wheelchair Boardings

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>109,924</td>
<td>166,012</td>
<td>146,631</td>
<td>166,012</td>
<td>172,380</td>
<td>3.84%</td>
<td>56.82%</td>
</tr>
<tr>
<td>Tempe</td>
<td>9,762</td>
<td>34,957</td>
<td>18,708</td>
<td>20,018</td>
<td>24,261</td>
<td>21.20%</td>
<td>148.52%</td>
</tr>
<tr>
<td>RPTA</td>
<td>13,710</td>
<td>14,718</td>
<td>15,110</td>
<td>27,534</td>
<td>25,873</td>
<td>-6.76%</td>
<td>87.26%</td>
</tr>
<tr>
<td>Mesa</td>
<td>4,015</td>
<td>7,237</td>
<td>14,344</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Glendale</td>
<td>382</td>
<td>697</td>
<td>484</td>
<td>460</td>
<td>564</td>
<td>22.61%</td>
<td>47.64%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>137,793</strong></td>
<td><strong>189,448</strong></td>
<td><strong>195,277</strong></td>
<td><strong>214,024</strong></td>
<td><strong>222,878</strong></td>
<td><strong>4.14%</strong></td>
<td><strong>61.75%</strong></td>
</tr>
</tbody>
</table>
### Bicycles

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>601,341</td>
<td>813,793</td>
<td>760,996</td>
<td>813,793</td>
<td>987,341</td>
<td>21.33%</td>
<td>64.10%</td>
</tr>
<tr>
<td>Tempe</td>
<td>102,266</td>
<td>114,134</td>
<td>120,510</td>
<td>123,188</td>
<td>132,898</td>
<td>7.88%</td>
<td>29.95%</td>
</tr>
<tr>
<td>RPTA</td>
<td>126,919</td>
<td>134,552</td>
<td>127,849</td>
<td>97,138</td>
<td>207,409</td>
<td>113.52%</td>
<td>63.42%</td>
</tr>
<tr>
<td>Mesa</td>
<td>38,616</td>
<td>58,525</td>
<td>85,683</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Glendale</td>
<td>1,851</td>
<td>1,843</td>
<td>2,304</td>
<td>2,506</td>
<td>2,422</td>
<td>-6.70%</td>
<td>30.85%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>688,993</strong></td>
<td><strong>990,352</strong></td>
<td><strong>1,107,622</strong></td>
<td><strong>1,036,715</strong></td>
<td><strong>1,330,070</strong></td>
<td><strong>28.30%</strong></td>
<td><strong>53.06%</strong></td>
</tr>
</tbody>
</table>

### Boardings per Revenue Mile

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>2.39</td>
<td>2.46</td>
<td>2.38</td>
<td>2.46</td>
<td>2.57</td>
<td>4.49%</td>
<td>7.72%</td>
</tr>
<tr>
<td>Tempe</td>
<td>1.04</td>
<td>1.29</td>
<td>1.28</td>
<td>1.27</td>
<td>1.31</td>
<td>3.41%</td>
<td>20.30%</td>
</tr>
<tr>
<td>RPTA</td>
<td>1.15</td>
<td>1.30</td>
<td>1.28</td>
<td>1.42</td>
<td>1.31</td>
<td>-7.64%</td>
<td>13.95%</td>
</tr>
<tr>
<td>Mesa</td>
<td>0.85</td>
<td>1.41</td>
<td>1.36</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Glendale</td>
<td>0.41</td>
<td>0.48</td>
<td>0.54</td>
<td>0.67</td>
<td>0.71</td>
<td>7.27%</td>
<td>75.79%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>1.89</strong></td>
<td><strong>1.91</strong></td>
<td><strong>2.00</strong></td>
<td><strong>2.10</strong></td>
<td><strong>2.14</strong></td>
<td><strong>1.80%</strong></td>
<td><strong>13.12%</strong></td>
</tr>
</tbody>
</table>

### Boardings per Revenue Hour

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>36.79</td>
<td>37.42</td>
<td>36.24</td>
<td>37.42</td>
<td>37.86</td>
<td>1.19%</td>
<td>2.92%</td>
</tr>
<tr>
<td>Tempe</td>
<td>11.02</td>
<td>18.35</td>
<td>15.28</td>
<td>16.41</td>
<td>17.05</td>
<td>10.92%</td>
<td>54.64%</td>
</tr>
<tr>
<td>RPTA</td>
<td>16.15</td>
<td>15.36</td>
<td>17.46</td>
<td>22.44</td>
<td>16.66</td>
<td>-25.76%</td>
<td>3.12%</td>
</tr>
<tr>
<td>Mesa</td>
<td>13.82</td>
<td>14.21</td>
<td>17.13</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Glendale</td>
<td>9.39</td>
<td>11.07</td>
<td>9.99</td>
<td>11.68</td>
<td>12.49</td>
<td>6.92%</td>
<td>33.00%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>26.91</strong></td>
<td><strong>27.57</strong></td>
<td><strong>28.59</strong></td>
<td><strong>30.99</strong></td>
<td><strong>29.99</strong></td>
<td><strong>-3.20%</strong></td>
<td><strong>11.48%</strong></td>
</tr>
</tbody>
</table>
### Accidents per 100,000 Vehicle Miles

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>0.50</td>
<td>1.28</td>
<td>1.73</td>
<td>1.28</td>
<td>1.49</td>
<td>16.52%</td>
<td>198.86%</td>
</tr>
<tr>
<td>Tempe</td>
<td>1.89</td>
<td>1.34</td>
<td>2.49</td>
<td>0.98</td>
<td>0.23</td>
<td>-76.36%</td>
<td>-87.73%</td>
</tr>
<tr>
<td>RPTA</td>
<td>2.16</td>
<td>0.64</td>
<td>0.05</td>
<td>0.03</td>
<td>0.91</td>
<td>2891.83%</td>
<td>-57.86%</td>
</tr>
<tr>
<td>Mesa</td>
<td>2.69</td>
<td>2.10</td>
<td>1.40</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00%</td>
<td>-100.00%</td>
</tr>
<tr>
<td>Glendale</td>
<td>15.27</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00%</td>
<td>-100.00%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>1.18</td>
<td>0.84</td>
<td>1.59</td>
<td>0.97</td>
<td>1.22</td>
<td>24.55%</td>
<td>2.85%</td>
</tr>
</tbody>
</table>

### Financial Data

### Operating Costs

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$76,314,998</td>
<td>$89,543,836</td>
<td>$93,661,178</td>
<td>$89,543,836</td>
<td>$93,058,555</td>
<td>3.93%</td>
<td>21.94%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$12,485,395</td>
<td>$13,110,840</td>
<td>$14,864,854</td>
<td>$15,738,112</td>
<td>$16,738,459</td>
<td>6.36%</td>
<td>34.06%</td>
</tr>
<tr>
<td>RPTA</td>
<td>$10,760,981</td>
<td>$12,143,100</td>
<td>$12,071,663</td>
<td>$16,445,778</td>
<td>$19,613,325</td>
<td>19.26%</td>
<td>82.26%</td>
</tr>
<tr>
<td>Mesa</td>
<td>$6,510,355</td>
<td>$4,810,707</td>
<td>$6,129,173</td>
<td>$6,628,135</td>
<td>$6,728,602</td>
<td>6.67%</td>
<td>70.47%</td>
</tr>
<tr>
<td>Glendale</td>
<td>$136,565</td>
<td>$183,768</td>
<td>$228,160</td>
<td>$218,243</td>
<td>$232,602</td>
<td>6.67%</td>
<td>70.47%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>$106,208,292</td>
<td>$120,710,747</td>
<td>$126,055,128</td>
<td>$121,945,069</td>
<td>$129,643,141</td>
<td>6.31%</td>
<td>22.06%</td>
</tr>
</tbody>
</table>

### Total Passenger Revenue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$18,436,874</td>
<td>$24,183,761</td>
<td>$23,192,060</td>
<td>$24,183,761</td>
<td>$24,776,871</td>
<td>2.54%</td>
<td>27.47%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$2,145,325</td>
<td>$2,702,245</td>
<td>$2,708,815</td>
<td>$2,715,981</td>
<td>$2,989,215</td>
<td>10.08%</td>
<td>39.34%</td>
</tr>
<tr>
<td>RPTA</td>
<td>$2,162,668</td>
<td>$2,293,127</td>
<td>$2,468,600</td>
<td>$3,790,785</td>
<td>$4,053,136</td>
<td>6.92%</td>
<td>87.41%</td>
</tr>
<tr>
<td>Mesa</td>
<td>$654,471</td>
<td>$1,050,570</td>
<td>$866,058</td>
<td>$58,480</td>
<td>$64,098</td>
<td>9.61%</td>
<td>110.50%</td>
</tr>
<tr>
<td>Glendale</td>
<td>$30,450</td>
<td>$59,018</td>
<td>$47,692</td>
<td>$58,480</td>
<td>$64,098</td>
<td>9.61%</td>
<td>110.50%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>$24,429,588</td>
<td>$26,919,917</td>
<td>$29,284,245</td>
<td>$30,728,067</td>
<td>$31,883,320</td>
<td>3.76%</td>
<td>30.51%</td>
</tr>
</tbody>
</table>
### Farebox Recovery Ratio

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>25.47%</td>
<td>25.99%</td>
<td>24.76%</td>
<td>24.76%</td>
<td>25.99%</td>
<td>27.84%</td>
<td>3.16%</td>
</tr>
<tr>
<td>Tempe</td>
<td>17.18%</td>
<td>20.61%</td>
<td>18.22%</td>
<td>17.26%</td>
<td>17.86%</td>
<td>-10.35%</td>
<td>3.45%</td>
</tr>
<tr>
<td>RPTA</td>
<td>20.10%</td>
<td>18.88%</td>
<td>20.46%</td>
<td>23.05%</td>
<td>20.67%</td>
<td></td>
<td>-2.83%</td>
</tr>
<tr>
<td>Mesa</td>
<td>10.05%</td>
<td>21.57%</td>
<td>14.13%</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>22.30%</td>
<td>30.54%</td>
<td>20.80%</td>
<td>28.00%</td>
<td>27.53%</td>
<td>2.75%</td>
<td>23.48%</td>
</tr>
<tr>
<td>Total System</td>
<td>23.00%</td>
<td>22.30%</td>
<td>23.07%</td>
<td>25.20%</td>
<td>24.59%</td>
<td>-2.40%</td>
<td>6.92%</td>
</tr>
</tbody>
</table>

### Operating Cost per Boarding

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$2.20</td>
<td>$2.09</td>
<td>$2.32</td>
<td>$2.09</td>
<td>$2.11</td>
<td>0.93%</td>
<td>-4.39%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$3.23</td>
<td>$2.87</td>
<td>$3.09</td>
<td>$3.27</td>
<td>$3.31</td>
<td>0.94%</td>
<td>2.35%</td>
</tr>
<tr>
<td>RPTA</td>
<td>$2.89</td>
<td>$198.69</td>
<td>$2.93</td>
<td>$2.65</td>
<td>$3.02</td>
<td>14.09%</td>
<td>4.74%</td>
</tr>
<tr>
<td>Mesa</td>
<td>$5.20</td>
<td>$2.74</td>
<td>$2.57</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>$3.75</td>
<td>$3.20</td>
<td>$3.22</td>
<td>$2.35</td>
<td>$2.29</td>
<td>-2.18%</td>
<td>-38.83%</td>
</tr>
<tr>
<td>Total System</td>
<td>$2.44</td>
<td>$2.50</td>
<td>$2.45</td>
<td>$2.26</td>
<td>$2.32</td>
<td>2.85%</td>
<td>-4.84%</td>
</tr>
</tbody>
</table>

### Net Operating Cost per Boarding (Subsidy per passenger)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$1.64</td>
<td>$1.52</td>
<td>$1.74</td>
<td>$1.52</td>
<td>$1.55</td>
<td>1.43%</td>
<td>-5.87%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$2.67</td>
<td>$2.12</td>
<td>$2.53</td>
<td>$2.71</td>
<td>$2.72</td>
<td>0.21%</td>
<td>1.51%</td>
</tr>
<tr>
<td>RPTA</td>
<td>$2.31</td>
<td>$2.53</td>
<td>$2.33</td>
<td>$2.04</td>
<td>$2.40</td>
<td>17.63%</td>
<td>4.00%</td>
</tr>
<tr>
<td>Mesa</td>
<td>$4.68</td>
<td>$2.15</td>
<td>$2.21</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>$2.91</td>
<td>$2.22</td>
<td>$2.55</td>
<td>$1.72</td>
<td>$1.66</td>
<td>-3.17%</td>
<td>-42.95%</td>
</tr>
<tr>
<td>Total System</td>
<td>$1.88</td>
<td>$2.50</td>
<td>$1.88</td>
<td>$1.69</td>
<td>$1.75</td>
<td>3.58%</td>
<td>-6.81%</td>
</tr>
</tbody>
</table>
### Operating Cost per Revenue Mile

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$5.26</td>
<td>$5.14</td>
<td>$5.52</td>
<td>$5.14</td>
<td>$5.42</td>
<td>5.46%</td>
<td>2.99%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$3.35</td>
<td>$3.44</td>
<td>$3.89</td>
<td>$4.14</td>
<td>$4.33</td>
<td>4.38%</td>
<td>29.27%</td>
</tr>
<tr>
<td>RPTA</td>
<td>$3.31</td>
<td>$3.44</td>
<td>$3.75</td>
<td>$3.76</td>
<td>$3.96</td>
<td>5.38%</td>
<td>19.39%</td>
</tr>
<tr>
<td>Mesa</td>
<td>$4.40</td>
<td>$3.87</td>
<td>$3.49</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>$1.52</td>
<td>$1.54</td>
<td>$1.74</td>
<td>$1.56</td>
<td>$1.64</td>
<td>4.93%</td>
<td>7.54%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>$4.61</strong></td>
<td><strong>$4.79</strong></td>
<td><strong>$4.90</strong></td>
<td><strong>$4.74</strong></td>
<td><strong>$4.96</strong></td>
<td><strong>4.70%</strong></td>
<td><strong>7.64%</strong></td>
</tr>
</tbody>
</table>

### Operating Cost per Revenue Hour

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$81.04</td>
<td>$78.08</td>
<td>$73.97</td>
<td>$78.08</td>
<td>$79.74</td>
<td>2.13%</td>
<td>-1.59%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$35.61</td>
<td>$49.04</td>
<td>$47.20</td>
<td>$50.47</td>
<td>$56.35</td>
<td>11.66%</td>
<td>58.27%</td>
</tr>
<tr>
<td>RPTA</td>
<td>$46.64</td>
<td>$47.89</td>
<td>$51.11</td>
<td>$59.47</td>
<td>$50.37</td>
<td>-15.30%</td>
<td>8.01%</td>
</tr>
<tr>
<td>Mesa</td>
<td>$71.82</td>
<td>$38.92</td>
<td>$44.10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>$35.23</td>
<td>$35.37</td>
<td>$32.19</td>
<td>$27.41</td>
<td>$28.67</td>
<td>4.58%</td>
<td>-18.64%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>$85.66</strong></td>
<td><strong>$69.30</strong></td>
<td><strong>$70.04</strong></td>
<td><strong>$69.06</strong></td>
<td><strong>$69.65</strong></td>
<td><strong>-0.45%</strong></td>
<td><strong>6.08%</strong></td>
</tr>
</tbody>
</table>

### Fare Revenue per Boarding

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$0.56</td>
<td>$0.56</td>
<td>$0.57</td>
<td>$0.56</td>
<td>$0.56</td>
<td>-0.42%</td>
<td>-0.05%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$0.55</td>
<td>$0.55</td>
<td>$0.56</td>
<td>$0.57</td>
<td>$0.59</td>
<td>4.46%</td>
<td>6.37%</td>
</tr>
<tr>
<td>RPTA</td>
<td>$0.58</td>
<td>$0.59</td>
<td>$0.60</td>
<td>$0.61</td>
<td>$0.63</td>
<td>2.28%</td>
<td>7.70%</td>
</tr>
<tr>
<td>Mesa</td>
<td>$0.52</td>
<td>$0.59</td>
<td>$0.36</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>$0.84</td>
<td>$0.98</td>
<td>$0.87</td>
<td>$0.63</td>
<td>$0.63</td>
<td>0.51%</td>
<td>-24.46%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>$0.56</strong></td>
<td><strong>$0.56</strong></td>
<td><strong>$0.57</strong></td>
<td><strong>$0.57</strong></td>
<td><strong>$0.57</strong></td>
<td><strong>0.37%</strong></td>
<td><strong>1.74%</strong></td>
</tr>
</tbody>
</table>
Performance Management Analysis System
Regional Dial-a-Ride Report
July 1, 2005 through June 30, 2006

System Data

<table>
<thead>
<tr>
<th></th>
<th>Total Boardings</th>
<th>ADA Certified Boardings (1)</th>
<th>Total Wheelchair Boardings</th>
<th>Total Vehicle Miles</th>
<th>Total Revenue Miles</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>220,153</td>
<td>135,413</td>
<td>55,362</td>
<td>2,204,493</td>
<td>1,786,728</td>
</tr>
<tr>
<td>El Mirage</td>
<td>1,496</td>
<td>NA</td>
<td>156</td>
<td>16,379</td>
<td>12,284</td>
</tr>
<tr>
<td>Glendale</td>
<td>89,055</td>
<td>24,270</td>
<td>19,137</td>
<td>423,815</td>
<td>390,551</td>
</tr>
<tr>
<td>MC STS</td>
<td>100,243</td>
<td>NA</td>
<td>6,961</td>
<td>1,103,937</td>
<td>913,009</td>
</tr>
<tr>
<td>Paradise Valley ADA (2)</td>
<td>104</td>
<td>104</td>
<td>NR</td>
<td>NR</td>
<td>458</td>
</tr>
<tr>
<td>Peoria</td>
<td>42,580</td>
<td>469</td>
<td>3,361</td>
<td>204,097</td>
<td>159,903</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>409,037</td>
<td>262,321</td>
<td>93,525</td>
<td>4,067,505</td>
<td>4,235,062</td>
</tr>
<tr>
<td>Southwest Valley ADA (2)</td>
<td>6,592</td>
<td>6,592</td>
<td>NR</td>
<td>NR</td>
<td>39,945</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>57,091</td>
<td>65</td>
<td>51,419</td>
<td>260,012</td>
<td>230,472</td>
</tr>
<tr>
<td>Surprise</td>
<td>12,578</td>
<td>NA</td>
<td>2,682</td>
<td>96,509</td>
<td>66,045</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>938,679</strong></td>
<td><strong>429,234</strong></td>
<td><strong>232,603</strong></td>
<td><strong>9,276,747</strong></td>
<td><strong>7,665,367</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Total Vehicle Hours</th>
<th>Total Operating Cost</th>
<th>Capital Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>151,753</td>
<td>$5,596,249</td>
<td>$2,068,386</td>
<td>$8,664,635</td>
</tr>
<tr>
<td>El Mirage</td>
<td>2,016</td>
<td>$74,023</td>
<td>$0</td>
<td>$74,023</td>
</tr>
<tr>
<td>Glendale</td>
<td>33,593</td>
<td>$2,387,554</td>
<td>$165,000</td>
<td>$2,552,554</td>
</tr>
<tr>
<td>MC STS</td>
<td>79,530</td>
<td>$3,312,076</td>
<td>$344,551</td>
<td>$3,656,627</td>
</tr>
<tr>
<td>Paradise Valley ADA</td>
<td>0</td>
<td>$405</td>
<td>NR</td>
<td>$405</td>
</tr>
<tr>
<td>Peoria</td>
<td>14,444</td>
<td>$927,312</td>
<td>$0</td>
<td>$927,312</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>345,262</td>
<td>$12,369,977</td>
<td>$0</td>
<td>$12,369,977</td>
</tr>
<tr>
<td>Southwest Valley ADA</td>
<td>0</td>
<td>81,832</td>
<td>NR</td>
<td>$81,832</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>23,309</td>
<td>$669,473</td>
<td>$210,000</td>
<td>$899,473</td>
</tr>
<tr>
<td>Surprise</td>
<td>9,062</td>
<td>6,554</td>
<td>$92,444</td>
<td>$459,537</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>658,999</strong></td>
<td><strong>532,887</strong></td>
<td><strong>2,880,381</strong></td>
<td><strong>20,686,375</strong></td>
</tr>
</tbody>
</table>

Notes:
1. Some systems do not track number of ADA certified boardings since these systems do not require their passengers to be ADA certified.
2. Phoenix DAR provides service for Paradise Valley ADA and Southwest Valley ADA systems.
   This year, Phoenix DAR was unable to separate some statistics for these systems.
<table>
<thead>
<tr>
<th></th>
<th>Total Passengers</th>
<th>Farebox Recovery</th>
<th>Vehicle Accidents</th>
<th>ADA On-Time Performance</th>
<th>GP On-Time Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>$342,096</td>
<td>5.19%</td>
<td>37</td>
<td>90.00%</td>
<td>---</td>
</tr>
<tr>
<td>El Mirage</td>
<td>$1,466</td>
<td>1.98%</td>
<td>0</td>
<td>95.00%</td>
<td>---</td>
</tr>
<tr>
<td>Glendale</td>
<td>$110,890</td>
<td>4.64%</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>MC STS</td>
<td>$11,336</td>
<td>0.34%</td>
<td>1</td>
<td>92.00%</td>
<td>---</td>
</tr>
<tr>
<td>Paradise Valley ADA</td>
<td>$227</td>
<td>56.08%</td>
<td>NR</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Peoria</td>
<td>$47,025</td>
<td>5.07%</td>
<td>0</td>
<td>100.00%</td>
<td>97.80%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>$609,912</td>
<td>4.92%</td>
<td>41</td>
<td>93.97%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Southwest Valley ADA</td>
<td>$10,018</td>
<td>16.20%</td>
<td>NR</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>$161,774</td>
<td>23.46%</td>
<td>2</td>
<td>90.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>Surprise</td>
<td>$12,802</td>
<td>3.49%</td>
<td>0</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>$1,307,546</strong></td>
<td><strong>4.88%</strong></td>
<td><strong>81</strong></td>
<td><strong>93.49%</strong></td>
<td><strong>94.93%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DR On-Time Performance</th>
<th>ADA Denied Trips</th>
<th>DR Denied Trips</th>
<th>East Valley DAR</th>
<th>93.40%</th>
<th>NR</th>
<th>2,795</th>
</tr>
</thead>
<tbody>
<tr>
<td>El Mirage</td>
<td>90.00%</td>
<td>NR</td>
<td>0</td>
<td></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Glendale</td>
<td>0.00%</td>
<td>NR</td>
<td>0</td>
<td></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>MC STS</td>
<td>92.00%</td>
<td>NR</td>
<td>0</td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Paradise Valley ADA</td>
<td>0.00%</td>
<td>NR</td>
<td>0</td>
<td></td>
<td></td>
<td>2,912</td>
</tr>
<tr>
<td>Peoria</td>
<td>97.60%</td>
<td>NR</td>
<td>42</td>
<td></td>
<td></td>
<td>2,912</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>61.09%</td>
<td>3,659</td>
<td>0</td>
<td></td>
<td></td>
<td>501</td>
</tr>
<tr>
<td>Southwest Valley ADA</td>
<td>0.00%</td>
<td>NR</td>
<td>0</td>
<td></td>
<td></td>
<td>501</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>85.00%</td>
<td>0</td>
<td>0</td>
<td></td>
<td></td>
<td>501</td>
</tr>
<tr>
<td>Surprise</td>
<td>100.00%</td>
<td>NA</td>
<td>501</td>
<td></td>
<td></td>
<td>501</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>89.76%</strong></td>
<td><strong>3,659</strong></td>
<td><strong>6,265</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Revenue Miles

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>East Valley DAR</strong></td>
<td>1,995,550</td>
<td>1,721,852</td>
<td>2,359,259</td>
<td>1,622,796</td>
<td>1,796,728</td>
<td>10.72%</td>
<td>-9.96%</td>
</tr>
<tr>
<td><strong>El Mirage</strong></td>
<td>6,020</td>
<td>9,172</td>
<td>10,329</td>
<td>10,017</td>
<td>12,284</td>
<td>22.63%</td>
<td>104.05%</td>
</tr>
<tr>
<td><strong>Glendale</strong></td>
<td>316,961</td>
<td>375,504</td>
<td>418,450</td>
<td>386,587</td>
<td>390,561</td>
<td>1.03%</td>
<td>23.22%</td>
</tr>
<tr>
<td><strong>MC STS</strong></td>
<td>455,897</td>
<td>732,376</td>
<td>906,517</td>
<td>523,119</td>
<td>913,009</td>
<td>74.53%</td>
<td>100.27%</td>
</tr>
<tr>
<td><strong>Paradise Valley ADA (3)</strong></td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>458</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td><strong>Peoria</strong></td>
<td>196,224</td>
<td>189,984</td>
<td>158,456</td>
<td>153,805</td>
<td>159,903</td>
<td>3.96%</td>
<td>-18.51%</td>
</tr>
<tr>
<td><strong>Phoenix DAR</strong></td>
<td>3,238,681</td>
<td>3,687,477</td>
<td>3,901,814</td>
<td>4,084,991</td>
<td>4,353,962</td>
<td>3.70%</td>
<td>30.79%</td>
</tr>
<tr>
<td><strong>Southwest Valley ADA (3)</strong></td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>39,945</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td><strong>Sun Cities (SCAT)</strong></td>
<td>218,313</td>
<td>247,973</td>
<td>228,917</td>
<td>254,897</td>
<td>230,472</td>
<td>-9.53%</td>
<td>5.57%</td>
</tr>
<tr>
<td><strong>Surprise</strong></td>
<td>45,800</td>
<td>58,316</td>
<td>48,768</td>
<td>58,291</td>
<td>86,045</td>
<td>26.00%</td>
<td>87.87%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>7,034,138</td>
<td>8,365,039</td>
<td>8,052,826</td>
<td>9,272,171</td>
<td>7,865,367</td>
<td>-15.17%</td>
<td>11.82%</td>
</tr>
</tbody>
</table>

### Revenue Hours

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>East Valley DAR</strong></td>
<td>116,884</td>
<td>117,217</td>
<td>111,514</td>
<td>118,032</td>
<td>121,607</td>
<td>3.03%</td>
<td>4.04%</td>
</tr>
<tr>
<td><strong>El Mirage</strong></td>
<td>750</td>
<td>1,834</td>
<td>NR</td>
<td>NR</td>
<td>1,613</td>
<td>0.01%</td>
<td>115.07%</td>
</tr>
<tr>
<td><strong>Glendale</strong></td>
<td>22,662</td>
<td>25,782</td>
<td>26,252</td>
<td>29,554</td>
<td>29,594</td>
<td>0.14%</td>
<td>30.59%</td>
</tr>
<tr>
<td><strong>MC STS</strong></td>
<td>56,251</td>
<td>70,238</td>
<td>67,836</td>
<td>41,189</td>
<td>56,585</td>
<td>37.38%</td>
<td>0.59%</td>
</tr>
<tr>
<td><strong>Paradise Valley ADA (3)</strong></td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>20</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td><strong>Peoria</strong></td>
<td>9,457</td>
<td>9,279</td>
<td>7,920</td>
<td>8,258</td>
<td>9,975</td>
<td>20.79%</td>
<td>5.48%</td>
</tr>
<tr>
<td><strong>Phoenix DAR</strong></td>
<td>230,851</td>
<td>255,922</td>
<td>262,372</td>
<td>274,099</td>
<td>283,516</td>
<td>3.44%</td>
<td>22.76%</td>
</tr>
<tr>
<td><strong>Southwest Valley ADA (3)</strong></td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>1,621</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td><strong>Sun Cities (SCAT)</strong></td>
<td>17,998</td>
<td>19,228</td>
<td>20,016</td>
<td>22,648</td>
<td>21,802</td>
<td>-3.74%</td>
<td>21.14%</td>
</tr>
<tr>
<td><strong>Surprise</strong></td>
<td>2,618</td>
<td>3,881</td>
<td>4,891</td>
<td>5,016</td>
<td>6,554</td>
<td>30.66%</td>
<td>132.58%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>599,330</td>
<td>550,531</td>
<td>551,554</td>
<td>548,078</td>
<td>532,887</td>
<td>4.62%</td>
<td>4.62%</td>
</tr>
</tbody>
</table>

### Revenue Miles/Revenue Hour

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>East Valley DAR</strong></td>
<td>17.07</td>
<td>11.70</td>
<td>18.37</td>
<td>13.75</td>
<td>14.77</td>
<td>7.46%</td>
<td>-13.46%</td>
</tr>
<tr>
<td><strong>El Mirage</strong></td>
<td>8.33</td>
<td>5.00</td>
<td>NR</td>
<td>NR</td>
<td>7.62</td>
<td>0.01%</td>
<td>-5.12%</td>
</tr>
<tr>
<td><strong>Glendale</strong></td>
<td>13.99</td>
<td>14.60</td>
<td>14.76</td>
<td>13.08</td>
<td>13.20</td>
<td>0.09%</td>
<td>-5.64%</td>
</tr>
<tr>
<td><strong>MC STS</strong></td>
<td>8.10</td>
<td>10.43</td>
<td>10.76</td>
<td>12.70</td>
<td>16.14</td>
<td>27.04%</td>
<td>99.09%</td>
</tr>
<tr>
<td><strong>Paradise Valley ADA (3)</strong></td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>23.16</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td><strong>Peoria</strong></td>
<td>20.75</td>
<td>20.48</td>
<td>20.01</td>
<td>18.62</td>
<td>16.03</td>
<td>-13.93%</td>
<td>-22.74%</td>
</tr>
<tr>
<td><strong>Phoenix DAR</strong></td>
<td>14.02</td>
<td>14.41</td>
<td>14.87</td>
<td>14.90</td>
<td>14.94</td>
<td>0.25%</td>
<td>6.54%</td>
</tr>
<tr>
<td><strong>Southwest Valley ADA (3)</strong></td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>-----</td>
<td>24.64</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td><strong>Sun Cities (SCAT)</strong></td>
<td>12.13</td>
<td>11.77</td>
<td>11.49</td>
<td>10.57</td>
<td>10.57</td>
<td>0.00%</td>
<td>-12.85%</td>
</tr>
<tr>
<td><strong>Surprise</strong></td>
<td>16.25</td>
<td>11.26</td>
<td>9.97</td>
<td>13.61</td>
<td>13.13</td>
<td>-3.57%</td>
<td>-19.32%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>13.81</td>
<td>13.05</td>
<td>14.60</td>
<td>13.96</td>
<td>14.75</td>
<td>6.87%</td>
<td>6.87%</td>
</tr>
</tbody>
</table>

Notes:
3. FY 05/06 was the first year Paradise Valley ADA and Southwest Valley ADA systems were reported separately from Phoenix DAR.
### Total Boardings

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>252,441</td>
<td>240,879</td>
<td>222,736</td>
<td>223,130</td>
<td>220,153</td>
<td>-1.33%</td>
<td>-12.79%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>1,204</td>
<td>1,103</td>
<td>1,061</td>
<td>1,558</td>
<td>1,466</td>
<td>-5.91%</td>
<td>21.70%</td>
</tr>
<tr>
<td>Glendale</td>
<td>76,622</td>
<td>81,768</td>
<td>86,132</td>
<td>87,531</td>
<td>69,085</td>
<td>1.39%</td>
<td>16.23%</td>
</tr>
<tr>
<td>MC STS</td>
<td>124,822</td>
<td>106,395</td>
<td>103,533</td>
<td>105,342</td>
<td>100,243</td>
<td>-4.84%</td>
<td>-19.69%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>104</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peoria</td>
<td>32,176</td>
<td>30,399</td>
<td>29,258</td>
<td>33,805</td>
<td>42,560</td>
<td>25.90%</td>
<td>32.27%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>270,493</td>
<td>333,860</td>
<td>369,791</td>
<td>393,053</td>
<td>409,037</td>
<td>4.07%</td>
<td>51.22%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>6,592</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>60,400</td>
<td>60,345</td>
<td>61,147</td>
<td>58,069</td>
<td>57,091</td>
<td>-1.68%</td>
<td>-5.48%</td>
</tr>
<tr>
<td>Surprise</td>
<td>7,775</td>
<td>7,994</td>
<td>7,387</td>
<td>8,181</td>
<td>12,578</td>
<td>53.75%</td>
<td>61.77%</td>
</tr>
<tr>
<td>Total System</td>
<td>1,023,885</td>
<td>1,029,378</td>
<td>1,034,742</td>
<td>1,063,600</td>
<td>938,879</td>
<td>-8.30%</td>
<td>-8.30%</td>
</tr>
</tbody>
</table>

### Wheelchair Boardings

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>44,169</td>
<td>46,987</td>
<td>49,707</td>
<td>54,188</td>
<td>55,362</td>
<td>2.17%</td>
<td>25.34%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>0</td>
<td>0</td>
<td>24</td>
<td>20</td>
<td>156</td>
<td>680.00%</td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>14,123</td>
<td>17,477</td>
<td>14,303</td>
<td>14,126</td>
<td>19,137</td>
<td>35.47%</td>
<td>29.10%</td>
</tr>
<tr>
<td>MC STS</td>
<td>8,292</td>
<td>7,851</td>
<td>7,083</td>
<td>7,480</td>
<td>6,961</td>
<td>-6.69%</td>
<td>-21.16%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peoria</td>
<td>3,165</td>
<td>3,352</td>
<td>3,195</td>
<td>3,351</td>
<td>3,361</td>
<td>0.30%</td>
<td>6.15%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>60,722</td>
<td>76,133</td>
<td>81,776</td>
<td>86,019</td>
<td>93,525</td>
<td>6.25%</td>
<td>54.02%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>5,185</td>
<td>5,512</td>
<td>6,388</td>
<td>6,194</td>
<td>51,419</td>
<td>730.14%</td>
<td>891.69%</td>
</tr>
<tr>
<td>Surprise</td>
<td>795</td>
<td>413</td>
<td>621</td>
<td>1,039</td>
<td>2,682</td>
<td>158.13%</td>
<td>237.35%</td>
</tr>
<tr>
<td>Total System</td>
<td>147,873</td>
<td>166,850</td>
<td>172,876</td>
<td>185,275</td>
<td>232,603</td>
<td>57.30%</td>
<td>57.30%</td>
</tr>
</tbody>
</table>

**Notes:**
3. FY 05/06 was the first year Paradise Valley ADA and Southwest Valley ADA systems were reported separately from Phoenix DAR.
### Boardings per Revenue Mile

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>0.13</td>
<td>0.18</td>
<td>0.11</td>
<td>0.14</td>
<td>0.12</td>
<td>-10.69%</td>
<td>-3.14%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>0.20</td>
<td>0.12</td>
<td>0.15</td>
<td>0.16</td>
<td>0.12</td>
<td>-23.27%</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Glendale</td>
<td>0.24</td>
<td>0.22</td>
<td>0.22</td>
<td>0.23</td>
<td>0.23</td>
<td>0.36%</td>
<td>-5.58%</td>
</tr>
<tr>
<td>MC STS</td>
<td>0.27</td>
<td>0.15</td>
<td>0.14</td>
<td>0.20</td>
<td>0.11</td>
<td>-45.48%</td>
<td>-59.90%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peoria</td>
<td>0.16</td>
<td>0.16</td>
<td>0.18</td>
<td>0.22</td>
<td>0.27</td>
<td>21.10%</td>
<td>62.32%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>0.08</td>
<td>0.09</td>
<td>0.09</td>
<td>0.10</td>
<td>0.10</td>
<td>0.36%</td>
<td>15.62%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>0.28</td>
<td>0.27</td>
<td>0.27</td>
<td>0.25</td>
<td>0.25</td>
<td>0.00%</td>
<td>-10.47%</td>
</tr>
<tr>
<td>Surprise</td>
<td>0.17</td>
<td>0.16</td>
<td>0.15</td>
<td>0.12</td>
<td>0.15</td>
<td>22.02%</td>
<td>-13.69%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>0.15</td>
<td>0.14</td>
<td>0.13</td>
<td>0.14</td>
<td>0.12</td>
<td><strong>-17.99%</strong></td>
<td><strong>-17.99%</strong></td>
</tr>
</tbody>
</table>

### Boardings per Revenue Hour

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>2.16</td>
<td>2.05</td>
<td>2.00</td>
<td>1.89</td>
<td>1.81</td>
<td>-4.23%</td>
<td>-16.18%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>1.61</td>
<td>0.60</td>
<td>NR</td>
<td>NR</td>
<td>0.91</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>3.38</td>
<td>3.17</td>
<td>3.28</td>
<td>2.97</td>
<td>3.01</td>
<td>1.26%</td>
<td>-11.00%</td>
</tr>
<tr>
<td>MC STS</td>
<td>2.22</td>
<td>1.51</td>
<td>1.53</td>
<td>2.56</td>
<td>1.77</td>
<td>-30.73%</td>
<td>-20.16%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peoria</td>
<td>3.40</td>
<td>3.28</td>
<td>3.69</td>
<td>4.09</td>
<td>4.27</td>
<td>4.23%</td>
<td>25.40%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>1.17</td>
<td>1.30</td>
<td>1.41</td>
<td>1.43</td>
<td>1.44</td>
<td>0.61%</td>
<td>23.18%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>3.36</td>
<td>3.14</td>
<td>3.06</td>
<td>2.56</td>
<td>2.62</td>
<td>2.13%</td>
<td>-21.97%</td>
</tr>
<tr>
<td>Surprise</td>
<td>2.76</td>
<td>1.83</td>
<td>1.51</td>
<td>1.53</td>
<td>1.92</td>
<td>17.67%</td>
<td>-30.44%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>2.01</td>
<td>1.87</td>
<td>1.88</td>
<td>1.95</td>
<td>1.76</td>
<td><strong>-12.36%</strong></td>
<td><strong>-12.36%</strong></td>
</tr>
</tbody>
</table>

### Accidents per 100,000 Vehicle Miles

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>0.00</td>
<td>3.16</td>
<td>0.51</td>
<td>1.43</td>
<td>1.68</td>
<td>17.73%</td>
<td></td>
</tr>
<tr>
<td>El Mirage</td>
<td>0.00</td>
<td>0.00</td>
<td>9.68</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Glendale</td>
<td>0.29</td>
<td>0.00</td>
<td>0.00</td>
<td>0.24</td>
<td>0.00</td>
<td>-100.00%</td>
<td>-100.00%</td>
</tr>
<tr>
<td>MC STS</td>
<td>0.71</td>
<td>0.95</td>
<td>0.33</td>
<td>0.66</td>
<td>0.00</td>
<td>-96.00%</td>
<td>-87.21%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Peoria</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>0.28</td>
<td>0.18</td>
<td>1.30</td>
<td>0.36</td>
<td>0.83</td>
<td>131.85%</td>
<td>192.99%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>2.52</td>
<td>1.61</td>
<td>0.79</td>
<td>0.77</td>
<td>0.77</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Surprise</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>0.78</td>
<td>0.86</td>
<td>0.83</td>
<td>0.83</td>
<td>0.87</td>
<td><strong>11.41%</strong></td>
<td><strong>11.41%</strong></td>
</tr>
</tbody>
</table>

**Notes:**
3. FY 05/06 was the first year Paradise Valley ADA and Southwest Valley ADA systems were reported separately from Phoenix DAR.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>$4,772,217</td>
<td>$5,076,798</td>
<td>$4,963,017</td>
<td>$5,338,924</td>
<td>$6,596,249</td>
<td>23.55%</td>
<td>38.22%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>$93,178</td>
<td>$93,632</td>
<td>$76,813</td>
<td>$70,459</td>
<td>$74,023</td>
<td>5.06%</td>
<td>-</td>
</tr>
<tr>
<td>Glendale</td>
<td>$1,807,835</td>
<td>$2,074,611</td>
<td>$2,255,038</td>
<td>$2,247,156</td>
<td>$2,387,554</td>
<td>6.25%</td>
<td>32.07%</td>
</tr>
<tr>
<td>MC STS</td>
<td>$1,379,719</td>
<td>$1,657,982</td>
<td>$1,534,951</td>
<td>$3,249,859</td>
<td>$3,312,076</td>
<td>1.91%</td>
<td>140.05%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$405</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Peoria</td>
<td>$624,322</td>
<td>$727,770</td>
<td>$738,883</td>
<td>$827,786</td>
<td>$927,312</td>
<td>12.02%</td>
<td>48.53%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>$9,462,730</td>
<td>$10,385,900</td>
<td>$11,150,114</td>
<td>$12,375,324</td>
<td>$12,386,977</td>
<td>0.12%</td>
<td>30.93%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$81,832</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>$658,655</td>
<td>$671,365</td>
<td>$671,410</td>
<td>$714,915</td>
<td>$659,473</td>
<td>-3.58%</td>
<td>5.00%</td>
</tr>
<tr>
<td>Surprise</td>
<td>$103,800</td>
<td>$162,931</td>
<td>$185,646</td>
<td>$283,624</td>
<td>$367,095</td>
<td>29.43%</td>
<td>246.97%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>$21,517,640</strong></td>
<td><strong>$23,496,877</strong></td>
<td><strong>$24,333,403</strong></td>
<td><strong>$27,961,152</strong></td>
<td><strong>$28,805,994</strong></td>
<td>24.58%</td>
<td>24.58%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>$363,222</td>
<td>$353,254</td>
<td>$322,026</td>
<td>$352,365</td>
<td>$342,006</td>
<td>-2.91%</td>
<td>-5.82%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>$1,397</td>
<td>$827</td>
<td>$796</td>
<td>$1,169</td>
<td>$1,466</td>
<td>25.41%</td>
<td>-</td>
</tr>
<tr>
<td>Glendale</td>
<td>$87,950</td>
<td>$97,594</td>
<td>$106,344</td>
<td>$111,308</td>
<td>$110,890</td>
<td>-0.38%</td>
<td>26.07%</td>
</tr>
<tr>
<td>MC STS</td>
<td>$61,488</td>
<td>$17,478</td>
<td>$16,098</td>
<td>$13,823</td>
<td>$11,336</td>
<td>-16.75%</td>
<td>-81.56%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$227</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Peoria</td>
<td>$33,421</td>
<td>$36,931</td>
<td>$32,943</td>
<td>$33,406</td>
<td>$47,025</td>
<td>40.76%</td>
<td>40.70%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>$492,989</td>
<td>$510,273</td>
<td>$539,519</td>
<td>$492,047</td>
<td>$508,912</td>
<td>23.95%</td>
<td>23.72%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>$10,018</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>$150,182</td>
<td>$150,262</td>
<td>$152,323</td>
<td>$152,571</td>
<td>$161,774</td>
<td>6.03%</td>
<td>7.72%</td>
</tr>
<tr>
<td>Surprise</td>
<td>$6,559</td>
<td>$7,537</td>
<td>$7,994</td>
<td>$9,953</td>
<td>$12,802</td>
<td>28.82%</td>
<td>95.20%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td><strong>$1,282,289</strong></td>
<td><strong>$1,259,045</strong></td>
<td><strong>$1,263,195</strong></td>
<td><strong>$1,244,350</strong></td>
<td><strong>$1,307,545</strong></td>
<td>1.97%</td>
<td>1.97%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>7.61%</td>
<td>6.96%</td>
<td>6.49%</td>
<td>7.07%</td>
<td>5.19%</td>
<td>-28.61%</td>
<td>-31.86%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>1.50%</td>
<td>0.86%</td>
<td>1.04%</td>
<td>1.66%</td>
<td>1.98%</td>
<td>-4.37%</td>
<td>-6.62%</td>
</tr>
<tr>
<td>Glendale</td>
<td>4.87%</td>
<td>4.70%</td>
<td>4.72%</td>
<td>4.95%</td>
<td>4.64%</td>
<td>-8.23%</td>
<td>-4.54%</td>
</tr>
<tr>
<td>MC STS</td>
<td>4.46%</td>
<td>1.10%</td>
<td>1.05%</td>
<td>0.42%</td>
<td>0.34%</td>
<td>-18.39%</td>
<td>-92.32%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>56.06%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Peoria</td>
<td>5.35%</td>
<td>5.03%</td>
<td>4.46%</td>
<td>4.04%</td>
<td>5.07%</td>
<td>25.65%</td>
<td>5.27%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>5.21%</td>
<td>4.91%</td>
<td>4.84%</td>
<td>3.98%</td>
<td>4.92%</td>
<td>23.81%</td>
<td>-5.51%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>16.20%</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>22.87%</td>
<td>22.38%</td>
<td>22.69%</td>
<td>21.34%</td>
<td>23.46%</td>
<td>9.94%</td>
<td>2.96%</td>
</tr>
<tr>
<td>Surprise</td>
<td>6.20%</td>
<td>4.63%</td>
<td>4.31%</td>
<td>3.51%</td>
<td>3.49%</td>
<td>-0.62%</td>
<td>-43.74%</td>
</tr>
<tr>
<td><strong>Total System</strong></td>
<td>5.96%</td>
<td>5.36%</td>
<td>5.19%</td>
<td>4.45%</td>
<td>4.88%</td>
<td>-18.15%</td>
<td>-18.15%</td>
</tr>
</tbody>
</table>

Notes: 3. FY 05/06 was the first year Paradise Valley ADA and Southwest Valley ADA systems were reported separately from Phoenix DAR.
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>$18.90</td>
<td>$21.06</td>
<td>$22.26</td>
<td>$23.93</td>
<td>$29.96</td>
<td>25.22%</td>
<td>58.49%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>$77.39</td>
<td>$84.89</td>
<td>$72.40</td>
<td>$45.22</td>
<td>$50.49</td>
<td>11.65%</td>
<td>-</td>
</tr>
<tr>
<td>Glendale</td>
<td>$23.59</td>
<td>$25.37</td>
<td>$26.18</td>
<td>$25.58</td>
<td>$26.81</td>
<td>4.79%</td>
<td>13.63%</td>
</tr>
<tr>
<td>MC STS</td>
<td>$11.05</td>
<td>$14.93</td>
<td>$14.83</td>
<td>$30.85</td>
<td>$33.04</td>
<td>7.10%</td>
<td>198.91%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td>$19.40</td>
<td>$23.94</td>
<td>$25.25</td>
<td>$24.49</td>
<td>$21.79</td>
<td>-11.02%</td>
<td>12.29%</td>
</tr>
<tr>
<td>Peoria</td>
<td>$34.98</td>
<td>$31.11</td>
<td>$30.15</td>
<td>$31.49</td>
<td>$30.29</td>
<td>-3.79%</td>
<td>-13.41%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>$10.87</td>
<td>$11.13</td>
<td>$10.98</td>
<td>$12.08</td>
<td>$12.08</td>
<td>0.00%</td>
<td>11.08%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td>$13.61</td>
<td>$22.97</td>
<td>$25.13</td>
<td>$34.67</td>
<td>$29.19</td>
<td>-15.82%</td>
<td>114.48%</td>
</tr>
<tr>
<td>Total System</td>
<td>$21.02</td>
<td>$22.03</td>
<td>$23.52</td>
<td>$26.29</td>
<td>$20.50</td>
<td>35.00%</td>
<td>35.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>$17.47</td>
<td>$19.61</td>
<td>$20.84</td>
<td>$22.35</td>
<td>$28.41</td>
<td>27.12%</td>
<td>62.65%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>$76.23</td>
<td>$84.14</td>
<td>$71.65</td>
<td>$44.47</td>
<td>$49.49</td>
<td>11.29%</td>
<td>-</td>
</tr>
<tr>
<td>Glendale</td>
<td>$22.45</td>
<td>$24.18</td>
<td>$24.95</td>
<td>$24.32</td>
<td>$25.56</td>
<td>5.13%</td>
<td>13.89%</td>
</tr>
<tr>
<td>MC STS</td>
<td>$10.56</td>
<td>$14.76</td>
<td>$14.67</td>
<td>$30.72</td>
<td>$32.93</td>
<td>7.16%</td>
<td>211.79%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td>$18.36</td>
<td>$22.74</td>
<td>$24.12</td>
<td>$23.50</td>
<td>$20.68</td>
<td>-11.98%</td>
<td>12.63%</td>
</tr>
<tr>
<td>Peoria</td>
<td>$33.16</td>
<td>$29.58</td>
<td>$26.69</td>
<td>$30.23</td>
<td>$28.80</td>
<td>-4.74%</td>
<td>-13.15%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>$12.76</td>
<td>$21.91</td>
<td>$24.05</td>
<td>$33.45</td>
<td>$28.17</td>
<td>-15.00%</td>
<td>120.66%</td>
</tr>
<tr>
<td>Total System</td>
<td>$19.76</td>
<td>$21.60</td>
<td>$22.30</td>
<td>$25.12</td>
<td>$27.16</td>
<td>37.42%</td>
<td>37.42%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>$2.39</td>
<td>$3.70</td>
<td>$2.42</td>
<td>$3.29</td>
<td>$3.67</td>
<td>11.59%</td>
<td>53.52%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>$15.48</td>
<td>$10.21</td>
<td>$10.62</td>
<td>$7.03</td>
<td>$6.03</td>
<td>-14.33%</td>
<td>-</td>
</tr>
<tr>
<td>Glendale</td>
<td>$5.70</td>
<td>$5.51</td>
<td>$5.82</td>
<td>$5.61</td>
<td>$6.11</td>
<td>5.17%</td>
<td>7.18%</td>
</tr>
<tr>
<td>MC STS</td>
<td>$3.03</td>
<td>$2.17</td>
<td>$2.10</td>
<td>$6.21</td>
<td>$3.63</td>
<td>-41.61%</td>
<td>19.87%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td>$3.18</td>
<td>$3.83</td>
<td>$4.66</td>
<td>$5.38</td>
<td>$5.80</td>
<td>7.75%</td>
<td>82.27%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>$2.92</td>
<td>$2.82</td>
<td>$2.86</td>
<td>$3.03</td>
<td>$2.92</td>
<td>-3.45%</td>
<td>0.11%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td>$3.01</td>
<td>$2.97</td>
<td>$2.92</td>
<td>$2.99</td>
<td>$2.99</td>
<td>0.00%</td>
<td>-0.54%</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>$2.31</td>
<td>$3.73</td>
<td>$3.81</td>
<td>$4.15</td>
<td>$4.27</td>
<td>2.72%</td>
<td>84.68%</td>
</tr>
<tr>
<td>Surprise</td>
<td>$3.06</td>
<td>$3.27</td>
<td>$3.02</td>
<td>$3.67</td>
<td>$3.41</td>
<td>11.41%</td>
<td>11.41%</td>
</tr>
</tbody>
</table>

Notes:
3. FY 05/06 was the first year Paradise Valley ADA and Southwest Valley ADA systems were reported separately from Phoenix DAR.
### Operating Cost per Revenue Hour

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>$40.83</td>
<td>$43.31</td>
<td>$44.51</td>
<td>$45.23</td>
<td>$54.24</td>
<td>19.92%</td>
<td>32.85%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>$124.24</td>
<td>$51.05</td>
<td>NR</td>
<td>NR</td>
<td>$45.89</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Glendale</td>
<td>$79.77</td>
<td>$80.47</td>
<td>$85.90</td>
<td>$76.04</td>
<td>$80.68</td>
<td>6.10%</td>
<td>1.13%</td>
</tr>
<tr>
<td>MC STS</td>
<td>$24.53</td>
<td>$22.61</td>
<td>$22.83</td>
<td>$78.90</td>
<td>$58.53</td>
<td>-25.82%</td>
<td>136.64%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Peoria</td>
<td>$66.02</td>
<td>$78.46</td>
<td>$93.27</td>
<td>$100.24</td>
<td>$92.96</td>
<td>-7.28%</td>
<td>40.82%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>$40.97</td>
<td>$40.58</td>
<td>$42.50</td>
<td>$45.15</td>
<td>$43.70</td>
<td>-3.21%</td>
<td>6.66%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>$36.48</td>
<td>$34.92</td>
<td>$33.55</td>
<td>$31.62</td>
<td>$31.62</td>
<td>0.00%</td>
<td>-13.32%</td>
</tr>
<tr>
<td>Surprise</td>
<td>$37.54</td>
<td>$41.98</td>
<td>$37.96</td>
<td>$56.54</td>
<td>$56.01</td>
<td>-0.94%</td>
<td>49.16%</td>
</tr>
<tr>
<td>Total System</td>
<td>$42.25</td>
<td>$42.68</td>
<td>$44.12</td>
<td>$51.20</td>
<td>$50.30</td>
<td>10.07%</td>
<td>19.07%</td>
</tr>
</tbody>
</table>

### Fare Revenue per Boarding

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>East Valley DAR</td>
<td>$1.44</td>
<td>$1.47</td>
<td>$1.45</td>
<td>$1.58</td>
<td>$1.55</td>
<td>-1.60%</td>
<td>8.00%</td>
</tr>
<tr>
<td>El Mirage</td>
<td>$1.15</td>
<td>$0.75</td>
<td>$0.75</td>
<td>$0.75</td>
<td>$1.00</td>
<td>33.28%</td>
<td>--------</td>
</tr>
<tr>
<td>Glendale</td>
<td>$1.15</td>
<td>$1.19</td>
<td>$1.23</td>
<td>$1.27</td>
<td>$1.25</td>
<td>-1.74%</td>
<td>8.47%</td>
</tr>
<tr>
<td>MC STS</td>
<td>$0.49</td>
<td>$0.16</td>
<td>$0.16</td>
<td>$0.13</td>
<td>$0.11</td>
<td>-12.56%</td>
<td>-77.04%</td>
</tr>
<tr>
<td>Paradise Valley ADA (3)</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Peoria</td>
<td>$1.04</td>
<td>$1.21</td>
<td>$1.13</td>
<td>$0.99</td>
<td>$1.10</td>
<td>11.80%</td>
<td>6.37%</td>
</tr>
<tr>
<td>Phoenix DAR</td>
<td>$1.82</td>
<td>$1.53</td>
<td>$1.46</td>
<td>$1.25</td>
<td>$1.49</td>
<td>19.11%</td>
<td>-18.18%</td>
</tr>
<tr>
<td>Southwest Valley ADA (3)</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Sun Cities (SCAT)</td>
<td>$2.49</td>
<td>$2.49</td>
<td>$2.49</td>
<td>$2.83</td>
<td>$2.83</td>
<td>0.00%</td>
<td>13.96%</td>
</tr>
<tr>
<td>Surprise</td>
<td>$0.84</td>
<td>$1.06</td>
<td>$1.08</td>
<td>$1.22</td>
<td>$1.02</td>
<td>-16.34%</td>
<td>20.66%</td>
</tr>
<tr>
<td>Total System</td>
<td>$1.25</td>
<td>$1.22</td>
<td>$1.22</td>
<td>$1.17</td>
<td>$1.39</td>
<td>11.20%</td>
<td>11.20%</td>
</tr>
</tbody>
</table>

Notes:
3. FY 05/06 was the first year Paradise Valley ADA and Southwest Valley ADA systems were reported separately from Phoenix DAR.
Performance Management Analysis System  
Regional Shuttle and Circulator Service Report  
July 1, 2005 to June 30, 2006

System Data

<table>
<thead>
<tr>
<th>System</th>
<th>Total Boardings</th>
<th>Total Wheelchair Boardings</th>
<th>Total Vehicle Miles</th>
<th>Total Revenue Miles</th>
<th>Total Vehicle Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>766,676</td>
<td>523</td>
<td>641,628</td>
<td>580,884</td>
<td>51,685</td>
</tr>
<tr>
<td>Tempe</td>
<td>2,034,656</td>
<td>746</td>
<td>525,640</td>
<td>479,596</td>
<td>51,280</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>125,435</td>
<td>NR</td>
<td>NR</td>
<td>80,489</td>
<td>NR</td>
</tr>
<tr>
<td>Glendale</td>
<td>96,298</td>
<td>524</td>
<td>102,142</td>
<td>96,838</td>
<td>9,438</td>
</tr>
<tr>
<td>Total System</td>
<td>3,023,025</td>
<td>1,793</td>
<td>1,299,410</td>
<td>1,237,806</td>
<td>112,383</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>System</th>
<th>Revenue Hours</th>
<th>Operating Cost</th>
<th>Capital Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>35.923</td>
<td>$1,812,750</td>
<td>$0</td>
<td>$1,812,750</td>
</tr>
<tr>
<td>Tempe</td>
<td>48.794</td>
<td>$1,954,659</td>
<td>NR</td>
<td>$1,954,659</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>14.025</td>
<td>$953,477</td>
<td>$531,160</td>
<td>$1,484,637</td>
</tr>
<tr>
<td>Glendale</td>
<td>7.969</td>
<td>$158,442</td>
<td>$34,000</td>
<td>$192,442</td>
</tr>
<tr>
<td>Total System</td>
<td>107,711</td>
<td>$4,679,358</td>
<td>$565,160</td>
<td>$5,244,518</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>System</th>
<th>Total Passenger Revenues</th>
<th>Total Vehicle Accidents</th>
<th>Percent On-Time Performance</th>
<th>Revenue Miles between Roadcalls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$0</td>
<td>12</td>
<td>97%</td>
<td>3,400</td>
</tr>
<tr>
<td>Tempe</td>
<td>$0</td>
<td>2</td>
<td>94%</td>
<td>6,570</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>$0</td>
<td>0</td>
<td>99%</td>
<td>NR</td>
</tr>
<tr>
<td>Glendale</td>
<td>$16,326</td>
<td>14</td>
<td>95%</td>
<td>NR</td>
</tr>
<tr>
<td>Total System</td>
<td>$16,326</td>
<td>14</td>
<td>96%</td>
<td>3,323</td>
</tr>
</tbody>
</table>

General Data

Revenue Miles

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>361,830</td>
<td>604,325</td>
<td>577,579</td>
<td>601,547</td>
<td>580,884</td>
<td>-3.43%</td>
<td>60.54%</td>
</tr>
<tr>
<td>Tempe</td>
<td>601,569</td>
<td>441,587</td>
<td>467,780</td>
<td>475,609</td>
<td>479,595</td>
<td>0.84%</td>
<td>-20.27%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>30,060</td>
<td>33,129</td>
<td>37,272</td>
<td>NR</td>
<td>80,489</td>
<td>-----</td>
<td>167.76%</td>
</tr>
<tr>
<td>Glendale</td>
<td>66,784</td>
<td>78,895</td>
<td>93,794</td>
<td>100,295</td>
<td>96,838</td>
<td>-3.45%</td>
<td>45.00%</td>
</tr>
<tr>
<td>Total System</td>
<td>1,060,183</td>
<td>1,157,935</td>
<td>1,196,425</td>
<td>1,177,451</td>
<td>1,237,806</td>
<td>5.13%</td>
<td>16.75%</td>
</tr>
</tbody>
</table>
### Revenue Hours

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>26,505</td>
<td>40,480</td>
<td>37,636</td>
<td>38,155</td>
<td>36,923</td>
<td>-3.23%</td>
<td>39.31%</td>
</tr>
<tr>
<td>Tempe</td>
<td>61,681</td>
<td>30,949</td>
<td>40,149</td>
<td>39,831</td>
<td>48,794</td>
<td>22.50%</td>
<td>-20.89%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>4,676</td>
<td>4,683</td>
<td>6,185</td>
<td>NR</td>
<td>14,025</td>
<td>--------</td>
<td>199.94%</td>
</tr>
<tr>
<td>Glendale</td>
<td>8,055</td>
<td>6,361</td>
<td>7,897</td>
<td>8,301</td>
<td>7,969</td>
<td>-4.00%</td>
<td>-1.07%</td>
</tr>
<tr>
<td>Total System</td>
<td>100,917</td>
<td>82,473</td>
<td>91,657</td>
<td>86,288</td>
<td>107,711</td>
<td>24.83%</td>
<td>6.73%</td>
</tr>
</tbody>
</table>

### Revenue Miles/Revenue Hour

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>13.65</td>
<td>14.93</td>
<td>15.35</td>
<td>15.77</td>
<td>15.73</td>
<td>-0.21%</td>
<td>15.24%</td>
</tr>
<tr>
<td>Tempe</td>
<td>9.75</td>
<td>14.27</td>
<td>12.15</td>
<td>11.94</td>
<td>9.83</td>
<td>-17.68%</td>
<td>0.79%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>6.43</td>
<td>7.08</td>
<td>6.03</td>
<td>NR</td>
<td>5.74</td>
<td>--------</td>
<td>-10.73%</td>
</tr>
<tr>
<td>Glendale</td>
<td>8.29</td>
<td>12.40</td>
<td>11.88</td>
<td>12.08</td>
<td>12.15</td>
<td>0.58%</td>
<td>45.57%</td>
</tr>
<tr>
<td>Total System</td>
<td>12.26</td>
<td>12.26</td>
<td>12.26</td>
<td>12.26</td>
<td>12.26</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

### Ridership Data

### Boardings

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>437,421</td>
<td>770,348</td>
<td>747,351</td>
<td>794,945</td>
<td>766,675</td>
<td>-3.56%</td>
<td>75.27%</td>
</tr>
<tr>
<td>Tempe</td>
<td>1,222,122</td>
<td>1,445,714</td>
<td>1,705,025</td>
<td>1,999,795</td>
<td>2,034,656</td>
<td>1.74%</td>
<td>65.49%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>42,456</td>
<td>49,498</td>
<td>52,599</td>
<td>92,139</td>
<td>125,435</td>
<td>36.14%</td>
<td>195.45%</td>
</tr>
<tr>
<td>Glendale</td>
<td>51,180</td>
<td>54,093</td>
<td>59,692</td>
<td>82,569</td>
<td>96,258</td>
<td>16.58%</td>
<td>88.08%</td>
</tr>
<tr>
<td>Total System</td>
<td>1,753,179</td>
<td>2,319,653</td>
<td>2,564,687</td>
<td>2,969,448</td>
<td>3,023,025</td>
<td>1.80%</td>
<td>72.43%</td>
</tr>
</tbody>
</table>

### Wheelchair Boardings

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>1,221</td>
<td>2,656</td>
<td>2,563</td>
<td>3,052</td>
<td>523</td>
<td>-82.86%</td>
<td>-57.17%</td>
</tr>
<tr>
<td>Tempe</td>
<td>370</td>
<td>179</td>
<td>256</td>
<td>861</td>
<td>745</td>
<td>-13.38%</td>
<td>101.62%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Glendale</td>
<td>136</td>
<td>167</td>
<td>292</td>
<td>463</td>
<td>524</td>
<td>13.17%</td>
<td>285.29%</td>
</tr>
<tr>
<td>Total System</td>
<td>1,727</td>
<td>3,002</td>
<td>3,111</td>
<td>4,376</td>
<td>1,793</td>
<td>-59.03%</td>
<td>3.82%</td>
</tr>
</tbody>
</table>

### Boardings per Revenue Mile

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>1.21</td>
<td>1.27</td>
<td>1.29</td>
<td>1.32</td>
<td>1.32</td>
<td>-0.13%</td>
<td>9.18%</td>
</tr>
<tr>
<td>Tempe</td>
<td>2.03</td>
<td>3.27</td>
<td>3.50</td>
<td>4.20</td>
<td>4.24</td>
<td>0.90%</td>
<td>108.81%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>1.41</td>
<td>1.49</td>
<td>1.41</td>
<td>NR</td>
<td>1.56</td>
<td>--------</td>
<td>10.34%</td>
</tr>
<tr>
<td>Glendale</td>
<td>0.77</td>
<td>0.69</td>
<td>0.64</td>
<td>0.82</td>
<td>0.99</td>
<td>20.74%</td>
<td>29.71%</td>
</tr>
<tr>
<td>Total System</td>
<td>1.65</td>
<td>2.00</td>
<td>2.14</td>
<td>2.52</td>
<td>2.44</td>
<td>-3.16%</td>
<td>47.59%</td>
</tr>
</tbody>
</table>
### Boardings per Revenue Hour

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>16.50</td>
<td>19.03</td>
<td>19.86</td>
<td>20.83</td>
<td>20.76</td>
<td>-0.34%</td>
<td>25.82%</td>
</tr>
<tr>
<td>Tempe</td>
<td>19.61</td>
<td>46.71</td>
<td>42.47</td>
<td>50.21</td>
<td>41.70</td>
<td>-16.95%</td>
<td>110.46%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>9.08</td>
<td>10.57</td>
<td>8.50</td>
<td>NR</td>
<td>8.94</td>
<td>-1.50%</td>
<td>-1.50%</td>
</tr>
<tr>
<td>Glendale</td>
<td>8.35</td>
<td>8.50</td>
<td>7.56</td>
<td>9.95</td>
<td>12.08</td>
<td>21.44%</td>
<td>90.11%</td>
</tr>
<tr>
<td>Total System</td>
<td>17.37</td>
<td>28.13</td>
<td>27.92</td>
<td>34.41</td>
<td>28.07</td>
<td>-15.44%</td>
<td>61.55%</td>
</tr>
</tbody>
</table>

### Accidents per 100,000 Miles

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>0.25</td>
<td>0.15</td>
<td>1.41</td>
<td>0.74</td>
<td>1.87</td>
<td>151.43%</td>
<td>655.38%</td>
</tr>
<tr>
<td>Tempe</td>
<td>1.76</td>
<td>2.54</td>
<td>2.42</td>
<td>0.00</td>
<td>0.38</td>
<td>-76.33%</td>
<td>-76.33%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>NR</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Glendale</td>
<td>0.00</td>
<td>0.00</td>
<td>1.05</td>
<td>0.00</td>
<td>0.00</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total System</td>
<td>1.15</td>
<td>1.10</td>
<td>1.91</td>
<td>0.36</td>
<td>1.10</td>
<td>-4.35%</td>
<td>-4.35%</td>
</tr>
</tbody>
</table>

### Operating Costs

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$1,058,452</td>
<td>$1,619,238</td>
<td>$1,435,044</td>
<td>$2,386,820</td>
<td>$1,812,780</td>
<td>-24.05%</td>
<td>71.27%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$1,995,345</td>
<td>$1,517,734</td>
<td>$1,771,216</td>
<td>$1,835,387</td>
<td>$1,954,659</td>
<td>6.50%</td>
<td>-2.04%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>$290,066</td>
<td>$308,684</td>
<td>$377,726</td>
<td>$547,764</td>
<td>$953,477</td>
<td>74.07%</td>
<td>228.71%</td>
</tr>
<tr>
<td>Glendale</td>
<td>$7,913</td>
<td>$185,407</td>
<td>$203,149</td>
<td>$144,934</td>
<td>$158,442</td>
<td>9.32%</td>
<td>1902.30%</td>
</tr>
<tr>
<td>Total System</td>
<td>$3,611,664</td>
<td>$3,631,063</td>
<td>$3,787,135</td>
<td>$4,914,905</td>
<td>$4,879,358</td>
<td>-0.72%</td>
<td>35.10%</td>
</tr>
</tbody>
</table>

### Total Passenger Revenue

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Tempe</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Glendale</td>
<td>$12,231</td>
<td>$10,513</td>
<td>$12,021</td>
<td>$15,992</td>
<td>$16,326</td>
<td>2.09%</td>
<td>33.48%</td>
</tr>
<tr>
<td>Total System</td>
<td>$12,231</td>
<td>$10,513</td>
<td>$12,021</td>
<td>$15,992</td>
<td>$16,326</td>
<td>-</td>
<td>33.48%</td>
</tr>
</tbody>
</table>

### Operating Cost per Boarding

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$2.42</td>
<td>$2.10</td>
<td>$1.92</td>
<td>$3.00</td>
<td>$2.38</td>
<td>-21.25%</td>
<td>-22.88%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$1.63</td>
<td>$1.05</td>
<td>$1.04</td>
<td>$0.92</td>
<td>$0.96</td>
<td>4.67%</td>
<td>-41.16%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>$6.83</td>
<td>$6.24</td>
<td>$7.16</td>
<td>$5.94</td>
<td>$7.60</td>
<td>27.98%</td>
<td>11.26%</td>
</tr>
<tr>
<td>Glendale</td>
<td>$5.23</td>
<td>$3.43</td>
<td>$3.40</td>
<td>$1.76</td>
<td>$1.65</td>
<td>-6.23%</td>
<td>-66.54%</td>
</tr>
<tr>
<td>Total System</td>
<td>$2.05</td>
<td>$1.57</td>
<td>$1.48</td>
<td>$1.66</td>
<td>$1.61</td>
<td>-2.48%</td>
<td>-21.65%</td>
</tr>
</tbody>
</table>
### Operating Cost per Revenue Mile

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$2.93</td>
<td>$2.68</td>
<td>$2.48</td>
<td>$3.97</td>
<td>$3.12</td>
<td>-21.35%</td>
<td>6.68%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$3.32</td>
<td>$3.44</td>
<td>$3.63</td>
<td>$3.86</td>
<td>$4.08</td>
<td>5.61%</td>
<td>22.66%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>$9.65</td>
<td>$9.32</td>
<td>$10.13</td>
<td>NR</td>
<td>$11.85</td>
<td>—</td>
<td>22.76%</td>
</tr>
<tr>
<td>Glendale</td>
<td>$4.01</td>
<td>$2.35</td>
<td>$2.17</td>
<td>$1.45</td>
<td>$1.64</td>
<td>13.22%</td>
<td>-39.20%</td>
</tr>
<tr>
<td>Total System</td>
<td>$3.41</td>
<td>$3.14</td>
<td>$3.17</td>
<td>$4.17</td>
<td>$3.94</td>
<td>-5.56%</td>
<td>15.71%</td>
</tr>
</tbody>
</table>

### Operating Cost per Revenue Hour

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix</td>
<td>$39.93</td>
<td>$40.00</td>
<td>$36.13</td>
<td>$52.55</td>
<td>$49.10</td>
<td>-21.51%</td>
<td>22.94%</td>
</tr>
<tr>
<td>Tempe</td>
<td>$32.35</td>
<td>$49.04</td>
<td>$44.12</td>
<td>$46.08</td>
<td>$40.06</td>
<td>-13.06%</td>
<td>23.63%</td>
</tr>
<tr>
<td>Scottsdale</td>
<td>$62.03</td>
<td>$65.92</td>
<td>$61.08</td>
<td>NR</td>
<td>$67.98</td>
<td>—</td>
<td>9.56%</td>
</tr>
<tr>
<td>Glendale</td>
<td>$33.25</td>
<td>$29.15</td>
<td>$25.72</td>
<td>$17.46</td>
<td>$19.88</td>
<td>13.87%</td>
<td>-40.20%</td>
</tr>
<tr>
<td>Total System</td>
<td>$35.79</td>
<td>$44.03</td>
<td>$41.22</td>
<td>$56.96</td>
<td>$45.30</td>
<td>-20.47%</td>
<td>26.58%</td>
</tr>
</tbody>
</table>
The Transit Performance Report (TPR) is prepared and updated annually by Valley Metro Regional Public Transportation Authority (RPTA). This report is developed using input from, and reviewed by, member agencies and the RPTA Board. The TPR serves as input to Maricopa Association of Governments' (MAG) Regional Transportation Plan (RTP) updates.

In 2006 RPTA hired a consultant to conduct a Service Efficiency and Effectiveness Study (SEES). One task of this study was to develop a series of performance measures. Transit service in the region is made possible and supported by many funding sources including local city taxes in many cases. The SEES performance measures support the auditing requirements of Proposition 400 legislation. Proposition 400 authorizes a half-cent sales tax approved by voters in 2004 that goes toward freeway, street, transit and light rail improvements. In addition, the SEES developed initial performance targets that will allow comparison between performance expectations and actual performance. These performance measures and performance targets have been incorporated into the TPR. In future years these targets will be reviewed, refined and indexed to inflation as appropriate.

The 2006 TPR is a transition between the previous Performance Management Analysis System format and the new TPR and is based on the findings from the SEES and the data available at the time. In the future, the TPR will serve as a report card indicating the performance of each mode and service category at the system and route level as defined in the SEES. Modes covered by future TPRs will include fixed route, paratransit, and light rail. The service categories will include local routes, super grid (major arterial routes), Express/Bus Rapid Transit, Circulators, and rural connector routes and shuttles.

For questions or detailed data supporting this document, please call (602) 262-7433 and request the Transit Performance Report Support data.
Transit Performance Report

The service categories and modes being measured in this interim report, and their accompanying criteria, are as follows:

**FIXED ROUTE BUS (SYSTEM-WIDE)**

**Cost Efficiency/Effectiveness**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Target</th>
<th>Source of Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farebox Recovery Ratio</td>
<td>25%</td>
<td>Regional Fare Policy recommendation to Board</td>
</tr>
<tr>
<td>Operating Cost per Boarding</td>
<td>$2.32</td>
<td>Baseline from FY05-06 Fixed Route average</td>
</tr>
<tr>
<td>Subsidy per Boarding</td>
<td>$1.75</td>
<td>Baseline from FY05-06 Fixed Route average</td>
</tr>
<tr>
<td>Operating Cost per Revenue Mile</td>
<td>$4.96</td>
<td>Baseline from FY05-06 Fixed Route average</td>
</tr>
<tr>
<td>Average Fare</td>
<td>$0.67</td>
<td>Five year timeframe starting in FY08</td>
</tr>
</tbody>
</table>

**Service Effectiveness**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>Source of Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Increase in Total Boardings</td>
<td>3%</td>
<td>Service Efficiency and Effectiveness Study</td>
</tr>
<tr>
<td>Annual Increase in Boardings, Weekday, Sat., Sun.</td>
<td>3%</td>
<td>Service Efficiency and Effectiveness Study</td>
</tr>
<tr>
<td>Avg. Boardings per Revenue Mile</td>
<td>2.1</td>
<td>Baseline from FY05-06 FR average</td>
</tr>
</tbody>
</table>

**PARATRANSIT**

**Cost Efficiency/Effectiveness**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Target</th>
<th>Source of Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farebox Recovery Ratio</td>
<td>5%</td>
<td>Baseline from FY05-06 Dial-a-Ride system average</td>
</tr>
<tr>
<td>Operating Cost per Boarding</td>
<td>$28.55</td>
<td>Baseline from FY05-06 Dial-a-Ride system average</td>
</tr>
<tr>
<td>Subsidy per Boarding</td>
<td>$27.16</td>
<td>Baseline from FY05-06 Dial-a-Ride system average</td>
</tr>
<tr>
<td>Operating Cost per Revenue Hour</td>
<td>$50.30</td>
<td>Baseline from FY05-06 Dial-a-Ride system average</td>
</tr>
</tbody>
</table>

**Service Effectiveness**

<table>
<thead>
<tr>
<th>Category</th>
<th>Target</th>
<th>Source of Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Increase in Total Boardings</td>
<td>3%</td>
<td>Service Efficiency and Effectiveness Study</td>
</tr>
<tr>
<td>Boardings per Revenue Hour</td>
<td>1.76</td>
<td>Baseline from FY05-06 PMAS Dial-a-Ride system average</td>
</tr>
<tr>
<td>ADA On-time Performance</td>
<td>90%</td>
<td>Service Efficiency and Effectiveness Study</td>
</tr>
</tbody>
</table>

*Detailed data supporting the charts on the following pages is available from the RPTA upon request.*
Fixed Route Bus Performance Results

Cost Efficiency/Effectiveness

Farebox Recovery Ratio

<table>
<thead>
<tr>
<th>2004</th>
<th>2005*</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>30%</td>
<td>24.11%</td>
<td>24.99%</td>
</tr>
<tr>
<td>20%</td>
<td>24.67%</td>
<td></td>
</tr>
<tr>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Recovery was short of the target of 25 percent by 0.41 percent.

Operating Cost Per Boarding

<table>
<thead>
<tr>
<th>2004</th>
<th>2005*</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2.32</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Total costs of transporting each rider. The target cost of $2.32 was met.

Subsidy Per Boarding

(Net Operating Cost)

<table>
<thead>
<tr>
<th>2004</th>
<th>2005*</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1.75</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Net operating cost per boarding reflects the subsidy for each rider. The target cost of $1.75 was met.

Cost Per Revenue Mile

<table>
<thead>
<tr>
<th>2004</th>
<th>2005*</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4.96</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Cost of operating a vehicle for each mile that it is in revenue service. The target cost of $4.96 was met.

Average Fare

<table>
<thead>
<tr>
<th>2004</th>
<th>2005*</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0.57</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Average includes reduced, local and express/ RAPID fares. Average fares were short of the target of $0.67 by $0.10.

*FY 2005 was the last full year operated without the benefit of Proposition 400 funds.
**Fixed Route Bus Performance Results**

**Service Effectiveness**

**Total Fixed Route Boardings**
- Includes shuttles/circulators

**Annual Increase/Decrease in Total Boardings**
- Annual increase in boardings from the previous fiscal year.
- The target of 3 percent was exceeded by .4 percent.
- 2004: 7.5%
- 2005*: 4.3%
- 2006: 3.4%

**Annual Increase/Decrease in Weekday Boardings**
- Growth in average daily ridership on weekdays from the previous fiscal year.
- The target of 3 percent was exceeded with a total increase of 5 percent.
- 2004: 7.4%
- 2005*: 5%
- 2006: 5%

**Annual Increase/Decrease in Saturday Boardings**
- Growth or decline in average daily ridership on Saturdays from the previous fiscal year.
- The target of 3 percent was exceeded with a total increase of 10 percent due primarily to more service being provided on Saturdays.
- 2004: -1%
- 2005*: 6.5%
- 2006: Target 3%

**Annual Increase/Decrease in Sunday Boardings**
- Growth in average daily ridership on Sundays from the previous fiscal year.
- The target of 3 percent was exceeded with a total increase of 6 percent due to more service being provided on Sundays.
- 2004: 7%
- 2005*: 4%
- 2006: Target 3%

**Boardings per Revenue Mile**
- Number indicates the number of riders that used fixed route service per each revenue mile.
- The target was met at 2.14 boardings per revenue mile.

*FY 2005 was the last full year operated without the benefit of Proposition 400 funds.
Paratransit Performance Results

Cost Efficiency/Effectiveness

Paratransit Farebox Recovery Ratio

<table>
<thead>
<tr>
<th>Year</th>
<th>Recovery Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>3.2%</td>
</tr>
<tr>
<td>2005</td>
<td>13.7%</td>
</tr>
<tr>
<td>2006</td>
<td>18.9%</td>
</tr>
</tbody>
</table>

Target: 5%

The target is 5 percent, while the actual ratio for fiscal year 2006 was 18.9 percent. The target was missed by 0.12 percent.

Paratransit Operating Cost per Boarding

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost per Boarding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$13.55</td>
</tr>
<tr>
<td>2005</td>
<td>$13.20</td>
</tr>
<tr>
<td>2006</td>
<td>$18.55</td>
</tr>
</tbody>
</table>

Total costs of transporting each rider. The target cost of $18.55 was met.

Paratransit Subsidy per Boarding

<table>
<thead>
<tr>
<th>Year</th>
<th>Subsidy per Boarding</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$22.30</td>
</tr>
<tr>
<td>2005</td>
<td>$25.20</td>
</tr>
<tr>
<td>2006</td>
<td>$27.16</td>
</tr>
</tbody>
</table>

Target: $27.16

Net operating cost per boarding indicates the subsidy cost of transporting each rider. The target subsidy was met.

Paratransit Operating Cost per Revenue Hour

<table>
<thead>
<tr>
<th>Year</th>
<th>Cost per Revenue Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>$64.12</td>
</tr>
<tr>
<td>2005</td>
<td>$61.20</td>
</tr>
<tr>
<td>2006</td>
<td>$10.30</td>
</tr>
</tbody>
</table>

Target: $50.30

Cost per hour of operating a vehicle that is in service. The target was met.

*FY 2005 was the last full year operated without the benefit of Proposition 400 funds.
Paratransit Performance Results

Service Effectiveness

**Total Dial-a-Ride Boardings**

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005*</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boardings</td>
<td>801,045</td>
<td>810,969</td>
<td>830,879</td>
</tr>
</tbody>
</table>

**Paratransit Annual Increase/Decrease in Total Boardings**

- The target of a 3 percent increase was exceeded by .01 percent.

**Paratransit Boardings per Revenue Hour**

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005*</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boardings</td>
<td>3.08</td>
<td>3.06</td>
<td>3.05</td>
</tr>
</tbody>
</table>

The number of riders that used paratransit service each revenue hour. The target of 1.76 was met.

**ADA On-Time Performance**

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005*</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-time</td>
<td>92.4%</td>
<td>93.3%</td>
<td>93.7%</td>
</tr>
</tbody>
</table>

The Americans with Disabilities Act (ADA) of 1990 is federal law which prohibits discrimination against persons with disabilities in many areas, including public transportation. On-time performance measures how many ADA boardings occurred within 30 minutes of the pick-up time given to the passenger at the time of their reservation. Performance was short of the target by .02 percent.

**Definitions**

**Average Fare:** Average fare is the average price a person pays for a transit trip. It is equal to total fare revenue collected divided by total boardings.

**Boarding:** A boarding is known as an unlinked passenger trip. Every time a person boards a vehicle it is counted as a boarding. For example, if a person makes a trip involving one transfer, this trip is counted as two boardings.

**Farebox Recovery Ratio:** This is the percentage of total operating cost that is covered by the fares that are paid. It is equal to total fare revenue collected divided by total operating costs.

**Operating Cost:** The total cost to operate and maintain a transit system including labor, fuel, and maintenance.

**Revenue Hour:** A revenue hour is an hour that one vehicle in revenue service, available to pick up revenue passengers. If ten vehicles are in service for two hours each, they collectively perform twenty revenue hours of service.

**Revenue Mile:** A revenue mile is a mile traveled by one vehicle that is in service available to pick up revenue passengers. If ten vehicles are in service for two miles each, they collectively perform twenty revenue miles of service.

**Revenue Service:** Revenue service occurs when a vehicle is available to the general public and there is an expectation of carrying passengers who pay the required fare. Vehicles operated in fare-free service are also considered in revenue service.

Revenue service includes layover/ recovery time, but does not include deadhead (e.g., travel from garage to the start point of a route), or vehicle maintenance testing.

**Subsidy per Boarding:** Also known as net operating cost per boarding, this is the operating cost per boarding minus the fare revenue per boarding. This number indicates the amount of public funding that is used to make up the difference between the cost of providing transportation service and the revenue generated by this service on a per boarding basis.

*FY 2005 was the last full year operated without the benefit of Proposition 400 funds.*
Budgeting and Financial Management

Gloria Salazar

March 6, 2009
Gloria Salazar

Ms. Salazar joined RTD in 2002 as Assistant General Manager and Chief Financial Officer. Prior to joining RTD, she worked for Sacramento Regional Transit (RT), where she gained over ten years of progressively responsible experience in public transit. Her experience includes audit, general accounting, grants and project management. Ms. Salazar has a Bachelor's Degree in Accounting, Master's Degree in Business Administration and a Certificate in Transit/Paratransit Management Program with Pepperdine University. She completed the first Transit Executive Leadership Program conducted by Eno Foundation and sponsored by the Transit Cooperative Research Program. She passed the Uniform CPA Board in 1993 and she is an active Certified Tax Preparer with the California Tax Education Council. She has just been selected to participate in APTA Leadership Program for FY 2006-2007.

Ms. Salazar's responsibilities at RTD include, among others, oversight of Finance, Grants, Procurement, Human Resources, Safety and Risk, Information Technology, and Marketing/Communications. She is currently implementing a new Financial Management system to provide RTD with accurate, real-time and integrated financial information.
Budgeting and Financial Management

Gloria G. Salazar
Assistant General Manager/CFO
San Joaquin Regional Transit District
Stockton, California
(209) 948-5566 ext. 691
gsalazar@sanjoaquinrtd.com

Course Outline
- Objectives/Goal Setting
- Budgeting
- Grants
- Procurement
- Information Technology
- Audits and Compliance
- Evaluation
Objectives

- To promote a broad understanding of transit budgeting and financial management
- To familiarize participants with basic budget, grants and finance concepts and requirements
- To promote an appreciation of the transit industry's finance structure and requirements that ensure compliance and fiscal accountability

Objectives

- To promote the participant's appreciation of his/her respective organization's procedures and processes
- To promote the participant's understanding of his/her individual role and responsibility in improving and/or maintaining his/her organization's financial health
Budgeting
- Quantified, planned course of action over a definitive time period
  - Short-term
  - Long-term
- Planning tool
- Plan that shows what money you plan on spending
- Organized way of managing money

"It will be wrong!"

Terminologies
- Line item versus activity-based
- Fixed costs versus variable costs
- Committed versus avoidable costs
- Operating versus capital costs
Terminologies

- Cost center, department, division
- Accrual versus cash basis
- Zero-based

Budget Development

- Strategic Plan
- Short-range Transit Plan
- Long-range Transit Plan
- FTIP
- Labor Contracts
- Board of Directors
Budget Development

- Existing initiatives (revenue)
- Other planning documents
- Capital Improvement Program
- Agency policies

"What about your agency?"

---

Budget Procedures

- Planning
- Budget preparation package
- Discussions/presentations/deliberations
- Public hearing
- Adoption
Budget Procedures

- Final package
- Systems update
- Monitoring
  - Reports
  - Periodic meetings
  - Reporting to Board of Directors and/or management

Grants

- Federal Transit Administration
  - Formula versus discretionary grants
  - Designated Recipient
  - Drawdowns: ECHO system
  - TEAM reporting
Grants

- Federal grants
- State grants
- Local grants

"What about your agency?"

---

Grants

- Other Revenue Sources
  - Sponsorship
  - Private partnerships
  - Impact fees/developer fees
Grants Management

- FTA Circular 5010.1D
  - Responsibilities of grantees
  - Civil Rights requirements/Certs and Assurances
    - Title VI of Civil Rights Act of 1964
    - EEO
    - DBE
    - ADA

Grants Management

- FTA Circular 5010.1D
  - Reporting requirements
    - Milestones/Progress Reports
    - Transit Enhancement Reports
    - Financial Status Reports
    - DBE Reports
    - Report of Significant Events
Grants Management

- FTA Circular 5010.1D
  - Grant Modifications
    - Grant scope
    - Project scope
    - Project activity line item
    - Budget revision
    - Administrative amendment

Grants Management

- OMB Circular A-87
  - Allowability of costs

- OMB Circular A-133
  - The Single Audit
Procurement

- Role of FTA
  - FTA Circular 5010.1D – Grant Management Guidelines
  - FTA Circular 4220.1F – Third Party Contracting Requirements

Procurement

- Terminologies
  - Micro purchases
  - Formal/Informal procurement
  - Invitation for Bid
  - Request for Proposal

“ What about your agency?”
Information Technology

- Various IT systems/software
  - ERP
  - Financial System
  - Payroll/HR
  - Fleet Management
  - Parts and Materials

Information Technology

- Various IT systems/software
  - Fixed Assets
  - Integration

"What about your agency?"
Information Technology

- Data collection and validation
- GIGO
- Performance indicators

Audits and Compliance

- Internal controls
- Types of audits and reviews
  - External financial audit
  - Single Audit
  - Federal Reviews
Audits and Compliance

- Federal reviews
  - Annual Grantee Oversight Assessment
  - Triennial Reviews
  - State Management Oversight
  - Financial Management Oversight
  - Procurement Reviews
  - Security and Assessment Reviews

Audits and Compliance

- Federal reviews
  - Civil Rights Reviews
  - ITS Reviews
  - Planning Oversight
  - Project Management Oversight
Evaluation
TM's Guide to Regulation, Policy, & Funding
Donna DeMartino
March 20, 2009
Donna DeMartino

Ms. DeMartino joined San Joaquin RTD in 2001 as Assistant General Manager and was appointed General Manager in November 2001. Ms. DeMartino has 20 years of supervisory and management experience in the transit industry. She came to RTD from the Sacramento Regional Transit District (RT), where she spent five years as part of the light rail start up team.

While at RT, Ms. DeMartino also worked in the Operations Support, Engineering and Construction, and Facilities Management Departments where her responsibilities included capital facilities management, contract administration, and project management. Her last assignment included management of RT's 31 light rail stations.

Ms. DeMartino has a Bachelor's Degree in Education from CSU Sacramento, and a Master's Degree in Transportation Management from the Mineta Institute of Transportation Studies at San Jose State University. She obtained a teaching credential while at CSU Sacramento, and completed a construction management program at UC Davis. Ms. DeMartino is a Fellow of the Eno Transportation Foundation, and a graduate of the Leadership APTA (American Public Transportation Association) program.
Managing the Policy Environment

Donna DeMartino
General Manager/CEO
San Joaquin Regional Transit District (RTD)

What is policy and why does this matter to us?

Policies are made internally and externally that impact the budget, the operation, the maintenance, the planning, and the delivery of services.

That is—politics. The art of the possible.

The who gets what, why, and where!

Rick Ramadier
APTA
External Forces That Affect Transportation Policies

Section 1

- Information from the APTA Website and Current APTA Legislative Position Papers
- APTA Home
  o Wealth of information about the industry, with links to other resources
- General Definitions
- Federal Legislation
- Milestones in US Public Transit History
- Current APTA Legislative Position Papers

- Leadership and Professional Development Programs
  o Leadership APTA
  o ENO (Leadership Development Program and Executive Leadership Program)
  o International Transit Study Missions
Other Important Websites

Section 2

Information from and addresses of other transit websites:

- FTA
- DOT
- BTS
- NTD
  - Important data about individual transit agencies
  - The data provided affects transit funding
  - Some experts call this the "tar's game"
  - Info is not necessarily reliable
  - "Garbage in, garbage out"
  - Federal regulations may call for standardization of information

- Project: Action
  - Is anybody familiar with this resource?
Section 3

- Class Syllabus & Definitions from Rick Ramacier, General Manager, Central Contra Costa Transit Authority
  - What is Policy?
  - Policy & Politics
- Policy & Procedures
- Wheel of Customer Service from Charlotte Area Transit
- The Policy Circle from Jerry Primo, DDM Harris

**What is policy and why does this matter to us?**

Policies are made internally and externally that impact the budget, the operation, the maintenance, the planning, and the delivery of services.

That is—politics. The art of the possible. The who gets what, why, and where!  
Rick Ramacier

A ruling policy board or executive staff makes internal policies. Federal, state, regional, and county governments make external policies.

Politics and Policies:

Politics: the art or science of governing; the methods or tactics involved in managing a state or government; social relations involving authority and power.

Policies: a plan or course of action, as of a government, political party, or business, intended to influence and determine decisions, actions, and other matters, the formal guidance needed to coordinate and execute activity throughout an institution.
Policies and procedures

**Policies**
- Widespread application
- Change less frequently
- Broad framework
- What and why
- Board direction

**Procedures**
- Narrow application
- More prone to change
- Step-by-step instructions
- How, when, and who
- Management direction

**How is public policy made?**

**Group Activity**
- Policy makers, interest groups, and the media may drive public policy. Can you think of any examples?
- Staff may initiate policy changes. Can you think of any examples?
- Emergencies, emotions, health concerns, and current studies may drive policy. Can you think of any example?
The CEO's Perspective

What Do I Need from Operations and the Other Departments?
- Competent Staff/Work
- Focus on Core Business
- Alignment with the Strategic Plan

The Chain of Command
- Your Link to the Executive Team
  - Responsibilities and Timelines
  - Pressures and Confidences
  - Productivity and Dynamic Momentum
  - FLEXIBILITY (But, We've always done it that way)
Section 4

Metro Magazine Articles

- 10 Laws that have Shaped Public Transit
- 10 Milestones in Public-Private Partnerships
- 15 Things You Need to Know about SAFETEA-LU
- Has ADA Turned Transit Properties into Social Service Agencies?

• Different Public Transit Providers and the Effects on Local Policy

• RTD—Mobility Manager

• Class Discussion
Funding

"I think you can see that transit bus financing is complex. Operators mix and match funds as best they can and do all they can to leverage as much funding as possible. There is no one formula that is used. And even though it sounds like there are several sources of federal, state, regional and local funds, none of them are infinite (or close to it) and they all have to be worked together. (Like the sausage analogy used in last week's hearing.)"

Pete Spaulding 2005—In a presentation to the California Air Resources Board

The ADA and Transportation
Section 5

The ADA and Transportation

- From the White House—Executive Order Human Service Transportation Coordination
- The Latest Legislation
  - JARF and New Freedom
  - United We Ride
  - The Local Coordinated Plan

Air Quality and Transportation
Section 6

Air Quality and Transportation

- Air Resources Board Regulatory Update
- Air Resources Board Fact Sheet
- Air Resources Board Fleet Rule for Transit Agencies

Wrap Up

Questions

Comments

Future Topics