



San Luis Obispo Council of Governments



NORTH COUNTY TRANSIT PLAN Final Report



May 2012



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1 EXECUTIVE SUMMARY

The Transit Plan for North San Luis Obispo County has been a collaborative effort led by the San Luis Obispo Council of Governments (SLOCOG) with the Cities of Atascadero and Paso Robles and the San Luis Obispo Regional Transit Authority (RTA). The comprehensive analysis of public transportation services has resulted in this Plan with recommended changes to the services and organizational structure of transit services in North San Luis Obispo County (North County hereafter). This Plan covers a seven year time frame, from FY 2012/13 through FY 2018/19.



Transit services in North County are provided by three separate transit providers. RTA operates Route 9, a regional service running hourly north-south between Paso Robles and San Luis Obispo with limited service to San Miguel. Major transfer points are located at the route’s anchors—the North County Transportation Center and the San Luis Obispo Transit Center – as well as the Las Tablas Park-and-Ride and Atascadero City Hall.

Local services are provided by the Cities of Atascadero and Paso Robles. The City of Atascadero provides an extensive weekday dial-a-ride service throughout the City and an hourly fixed route service called the El Camino Shuttle. On Saturdays, a limited service known as the Saturday Traveler connects major destinations within the Atascadero city limits. The City of Paso Robles operates three local routes (Routes A, B and C) on hourly headways that circulate throughout the City Monday through Saturday. Route C also extends south to the City limits to the Templeton hospital area on the west side of Highway 101.

Route C and the El Camino Shuttle were implemented as a replacement to the North County Shuttle (NCS) when it was discontinued in July 2011. The NCS was a cooperative service that operated between Atascadero and Paso Robles and served downtown Templeton and the Twin Cities Community Hospital as well as the Las Tablas Park-and-Ride lot. With the two replacement routes, riders traveling between Atascadero and Paso Robles who choose not to use RTA Route 9 now have to transfer between the services at Las Tablas Park-and-Ride.

RECOMMENDATIONS

This is a unique plan because there are both local and regional transit services that serve markets with diverse goals and needs in North County. The Plan provides a variety of recommendations for enhancing, consolidating, marketing and monitoring transit services in North County.

Key recommendations are as follows:

- The three transit providers should adopt the goals and objectives in this plan to guide North County transit services.
- The North County Urbanized Area Technical Committee should be expanded to oversee service consolidation.
- Continue status quo service for the next two years while taking the required steps to consolidate fixed route services and Paso Robles Dial-A-Ride under RTA.
- The Cities of Atascadero and Paso Robles, RTA and SLOCOG should cooperatively work together to develop and implement a Memorandum of Understanding (MOU) that address all key elements to consolidate services.
- Develop a plan for allocating operating savings due to consolidation. Options include further transit enhancements or returning local funds to the cities, or a combination of these options.
- To improve the public's understanding of transit service availability in North County, develop a consolidated transit brochure /map, establish one centralized call number, and update websites to reflect planned consolidated services.
- Procure one expansion vehicle for RTA Route 9; explore capital improvement modifications associated with the consolidated fixed route service plan.
- Conduct studies and plan for Park-and- Ride expansion opportunities at 4th/Pine in Paso Robles and in Atascadero in the vicinity of Bank of America.
- In FY 2014/15, implement the preferred service alternative (3B, described below).
- Monitor service and assess whether RTA performance standards are being met. Report results to the City Councils and policy boards.
- Pursue discretionary federal capital grants and explore opportunities for local funding enhancements.

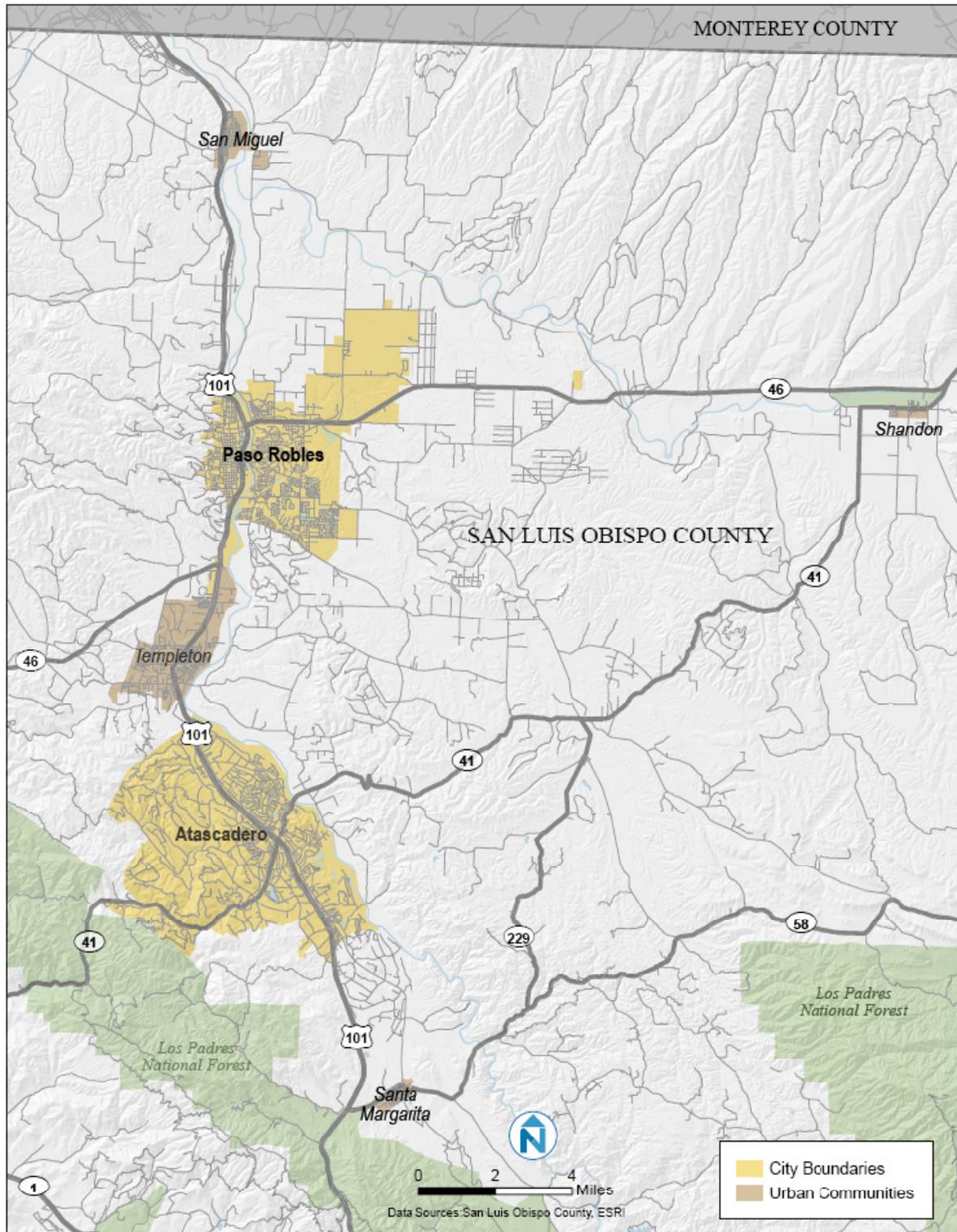
NORTH COUNTY PROFILE

North County includes the incorporated cities of Paso Robles and Atascadero as well as the unincorporated County communities of Templeton, Santa Margarita, San Miguel, and Shandon. The study area has a population of 68,477, roughly a quarter of all San Luis Obispo County residents.

The North County urbanized area consists of the more densely populated Cities of Paso Robles and Atascadero as well as the non-incorporated areas of Templeton and Santa Margarita. Two rural communities outside of the urbanized area boundaries (San Miguel and Shandon) are also part of this plan study area. Figure 1-1 displays the study area boundary for the North County Transit Plan (NCTP) as well as cities and communities within North County.

There is a strong regional connection (in both directions) between North County and other parts of San Luis Obispo County (especially San Luis Obispo), as indicated by regional commute patterns. About 40% of employees in North County live outside of the area and about half of the workers in North County commute outside of the area for their job. Because the City of San Luis Obispo is the major cultural and employment center in the region, the vast open spaces between urbanized areas equate to long commutes for many of North County's residents, relatively high congestion, and growing travel times for both the drive alone and transit travel markets.

Figure 1-1 North County Overview



PUBLIC OUTREACH

Public outreach for the North County Transit Plan was conducted in two phases. The first phase, completed in July 2011, consisted of a public focus group meeting and a key stakeholder meeting consisting of technical staff and elected officials from the Cities of Atascadero and Paso Robles, the RTA, and SLOCOG staff and Board members. The purpose of these meetings was to share preliminary findings on existing transit services and to obtain input about transit needs and priorities for improving service before developing service scenarios and organizational alternatives. Many similar themes emerged from these meetings. Key among them was interest in more limited-stop express service between North County and San Luis Obispo for faster travel times to downtown San Luis Obispo County. Riders noted that service is difficult to navigate because there are three separate systems, and multiple transfers between routes are confusing and often result in long wait times. Improving access to information about public transit services in a variety of formats was stated as a high priority. Other common themes were restoring service to downtown Templeton, later evening and earlier morning service and better transfer connections. There was also interest in testing a summer pilot service along Highway 41 to offer access to the coast for residents and tourists alike.

Phase Two of the outreach process consisted of two public meetings held in January, 2012, one in Atascadero and one in Paso Robles. The purpose of these two meetings was to present an update on the planning process and the proposed service alternatives to solicit comments and feedback. Support and preferences were for Alternative 3 (see discussion below on service alternatives) to consolidate fixed-route service in North County under the RTA to provide seamless travel between Atascadero and Paso Robles and San Luis Obispo. The public also strongly supported providing more express service and restoring service to Templeton. When asked to rank future service enhancements among three options, later evening service and the addition of a Sunday schedule to provide service seven days a week were most important.

SERVICE PLAN

Using data from the Existing Conditions report (submitted in July 2011), feedback from various focus groups and stakeholder interviews, and direction received from the North County Urbanized Area Technical Committee (Committee) three service alternatives (assuming the same level of funding) were developed. They are:

Alternative 1: Minor Shift to Express Service – This alternative adds a moderate amount of peak-period express service on RTA's Route 9 but reduces midday service to every 2 hours during the midday period. The regional service, however, would be modified to serve downtown Templeton and Twin Cities Hospital. No changes are made to the local fixed route services provided in Paso Robles or Atascadero.

Alternative 2: Major Shift to Express Service – This alternative dramatically shifts resources on RTA's Route 9 to express services and limits regional connections to every 2 hours throughout the day. As with Alternative 1, new service would be provided to downtown Templeton and RTA's Route 9 would also serve the Twin Cities Hospital. No changes are made to the local fixed route services provided in Paso Robles or Atascadero.



Alternative 3: Consolidated Fixed Route Services under RTA – This alternative assumes a single fixed route transit operator in North County and consolidates all fixed route services (and the Paso Robles Dial-a-Ride) into RTA. Rather than shifting to express services, RTA's Route 9 would replace the El Camino Shuttle in Atascadero and Paso Express Route C, thus providing a single-seat ride to most destinations in North County. Routes A and B in Paso Robles would remain unchanged.

Based on feedback from the focus groups and Committee, it was clear that Alternative 3 was the most favorable alternative. However, prior to selecting this as the preferred alternative, the Committee agreed that it was important to develop a modification of Alternative 3 that also consolidates the Paso Robles Dial-A-Ride service to be operated by RTA as a service similar to the Nipomo Dial-A-Ride model.

This alternative was referred to as Alternative 3B while the Alternative 3 mentioned above was renamed Alternative 3A. To assist the Committee in selecting a preferred alternative, an evaluation matrix was developed that compared the alternatives to assess how well they satisfy the goals and objectives of this plan. Other important criteria to evaluate the merits of each alternative include ridership estimates, projected operating costs and farebox recovery ratio for fixed route and dial-a-ride service. Figure 1-2 below presents this matrix. Based on this evaluation matrix and discussions with the North County Technical Committee, Alternative 3B was selected as the preferred option.

To summarize, the preferred alternative – Alternative 3B – includes full consolidation of all fixed route services in North County as well as the local dial-a-ride operated in Paso Robles. The dial-a-ride in Atascadero would continue to be operated by the City of Atascadero. A schematic of the weekday stops is shown in Figure 1-3 and a map of the route is displayed in Figure 1-4.

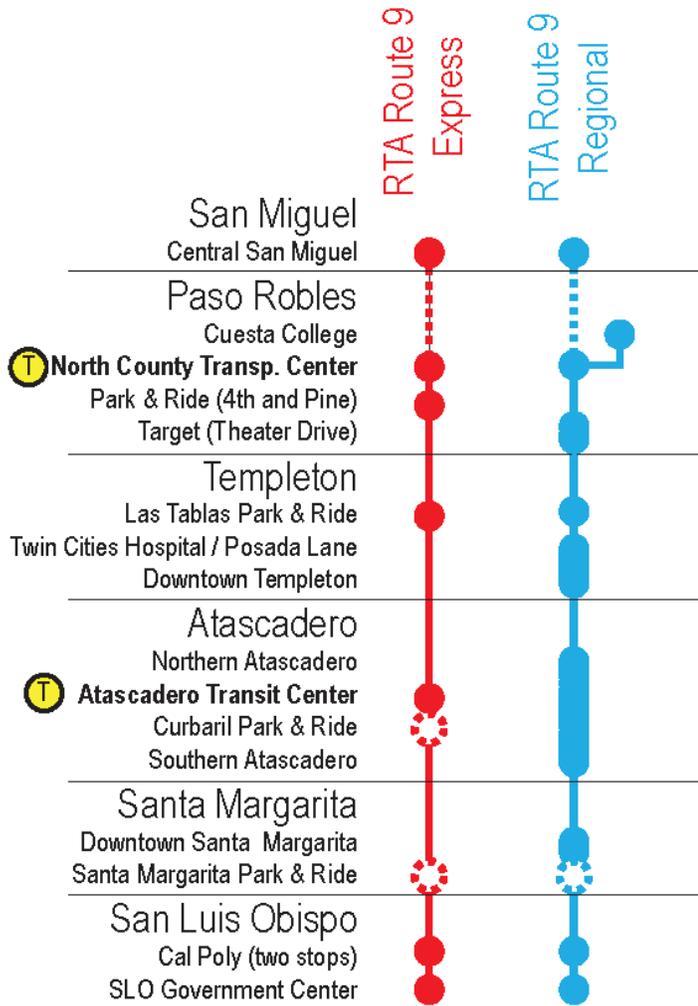
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Figure 1-2 Service Alternatives Evaluation Matrix

	Alternative 1 Minor Shift to Express; Local Services remain unchanged	Alternative 2 Major Shift to Express; less midday service on Rte 9; local services remain unchanged	Alternative 3A All local and regional fixed routes merged into RTA; no more duplication on ECR; local DAR's remain unchanged	Alternative 3B Same as 3A except Paso Express Dial a Ride merges into RTA
Improve schedule coordination	●	●	●	●
Enhance express service	●	●	●	●
Minimize duplicative service	●	●	●	●
Maximize opportunities for Park & Ride Lots	●	●	●	●
Maintain or expand service to small communities	●	●	●	●
Provide multimodal connections	●	●	●	●
Explore service consolidation	●	●	●	●
Support incentives for consolidation	●	●	●	●
Public support	●	●	●	●
Committee support	●	●	●	●
Ridership Estimates	●	●	●	●
Fixed Route Ridership (Plan year 3)	383,000	391,000	387,000	387,000
Dial-a-Ride Ridership	20,000	20,000	20,000	20,000
Operating Costs	●	●	●	●
Fixed Route Farebox Recovery Ratio	●	●	●	●
Average Rating	●	●	●	●
Average Score	2.5	2.9	3.5	3.6

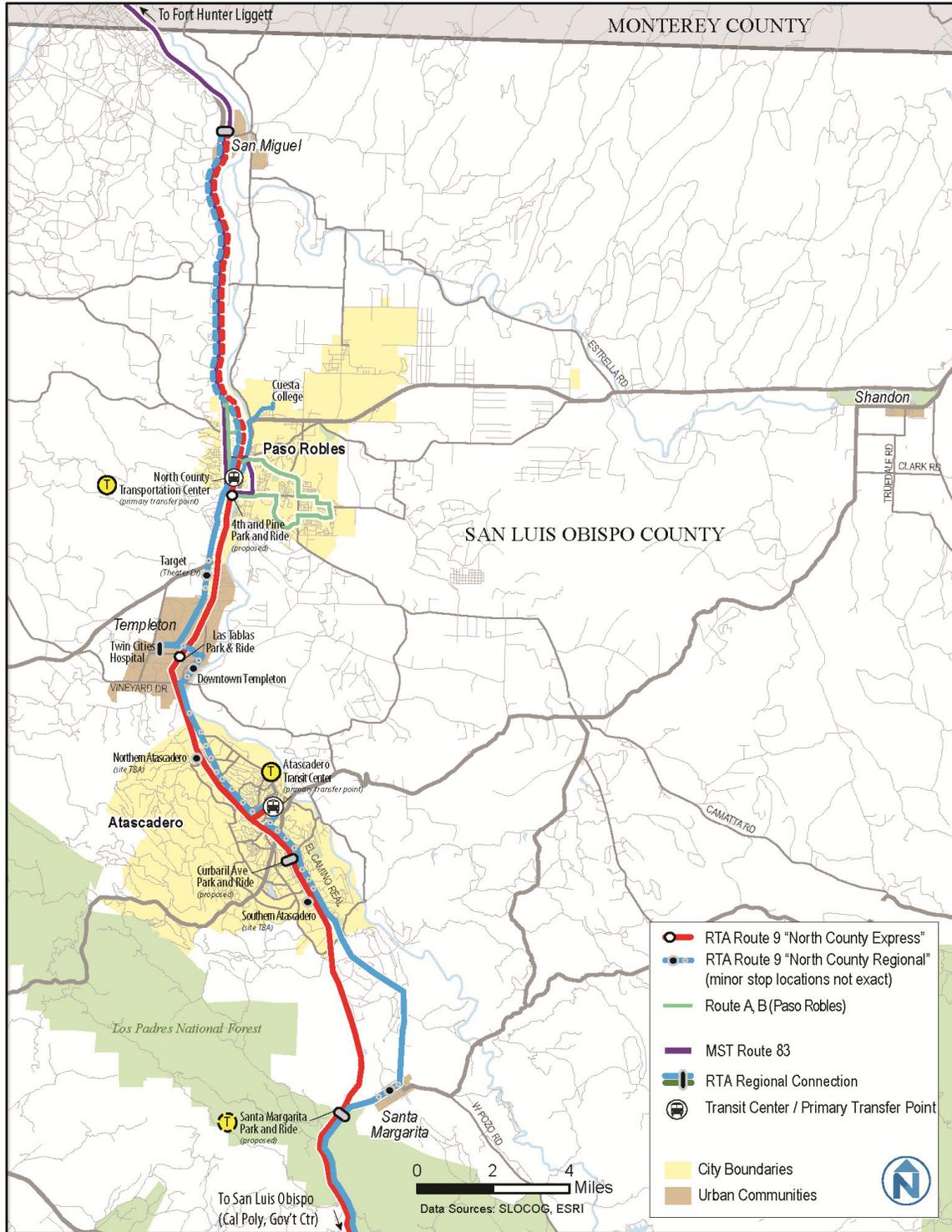
●	Fully meets or exceeds	4
●	Partially meets	3
●	Partially does not meet	2
●	Does not meet	1

Figure 1-3 Alternative 3B: Weekday Service by Existing or Proposed Stop



Note: Routes A and B in Paso Robles are not shown on this graphic but connect to RTA Route 9 at the North County Transportation Center.

Figure 1-4 Alternative 3B: Consolidated Fixed Route North County Service



SERVICE EXPANSION OPTIONS

If additional funds are available for further enhancing transit services, then the following recommended transit expansion options should be considered.

- **Additional Express Trips** – More express service was stated as a desired service improvement. If the preferred alternative does not include additional express service in North County, it should be considered as a high priority. The cost for providing one express round trip is approximately \$50,000 annually.
- **Expanded Service Hours** – One of the top service expansion priorities among existing passengers was the expansion of service hours. One hour earlier service and service later in the evening should be considered for Regional Route 9 and local service in Paso Robles on Routes A and B.
- **Sunday Service** – Since local routes A and B in Paso Robles do not operate on Sunday, a limited service schedule on these routes would be desirable.
- **Service on Highway 41 to Morro Bay** - Options to test this service are a vanpool program and traditional or flexible fixed route service operating only during summer months to attract residents and tourists alike.
- **Service Highway 46 - Shandon to Paso Robles** – Options include a flexible fixed route service operating on a regular schedule with deviations anywhere in Shandon to pick up or drop off passengers. Other options might include a volunteer driver community van or a targeted carpool program tailored to the small low income, Hispanic community.

ORGANIZATIONAL STRUCTURE

An important element of the North County Transit Plan was to review the current organizational structure of North County transit services and explore coordination, integration or consolidation alternatives that could improve the efficiency and effectiveness of transit services. To initiate this effort, the consultant conducted individual interviews with key stakeholders. Based on the feedback from these interviews, the goals and objectives developed for this Plan and the consultant’s experience with transit service coordination and consolidation, four organizational alternatives were developed and are summarized below:

1. **Status Quo with more formalized Coordination** – The three separate transit providers would remain independent under this option. The only change would be to formalize existing arrangements with the existing North County Urbanized Area Technical Committee to further support the Committee for greater coordination and joint marketing under the leadership of the North County Policy Committee.
2. **Administrative Consolidation** – This option would be to consolidate Atascadero and Paso Robles’ administrative functions with RTA to streamline administrative functions. RTA would serve as the lead agency and would absorb the cities’ transit-related administrative functions, alleviating city staff of these responsibilities. From a practical perspective, consolidating administrations would be challenging and require significant effort from all three agencies. Given that the potential cost savings are minimal, the North County Transit Plan Committee did not support this option.
3. **Partial Consolidation** – This option would consolidate all fixed route services (Paso Robles fixed route services and the Atascadero-operated El Camino Shuttle and the Saturday Traveler) plus the Paso Robles Express Dial-A-Ride with RTA. A partially

consolidated system would allow for more efficient operations because all routes would be part of one transit system and local and regional services could be better integrated. *Based on the qualitative service benefits of consolidating fixed route services and potential cost savings, the Committee has determined Option 3B to be the preferred alternative.*

4. Full Consolidation – A fully consolidated transit system in North County would consolidate local and regional transit services under a single agency inclusive of fixed route and Dial-A-Ride services. This would require a single administrative structure and policy board that combines all transit services in a way that allows it to operate as one system. This plan has made major strides in advancing full consolidation with the proposed first step of merging fixed route services and Paso Robles Dial-Ride under an RTA operation. This will make this longer-term option easier and potentially more politically acceptable to transition to a fully consolidated system at a future date.

FINANCIAL PLAN

Cost Comparison

An important element of the financial plan was to demonstrate the estimated cost savings under fixed route consolidation and consolidation of Paso Robles Dial-A-Ride. Based on an agreed upon set of conservative assumptions, costs were projected and fixed route savings estimated at just under \$364,000¹ as displayed in Figure 1-5. The major reasons for the cost savings under a fixed route consolidation are twofold: 1) there is a reduction in service hours because there is no longer duplicative service on El Camino Real with one consolidated Route 9 and 2) The fixed costs² associated with the fixed route services of Atascadero and Paso Robles would be minimal.

Dial-A-Ride costs are projected to be \$48,000 higher than existing Dial-A-Ride costs under a Paso Robles Dial-A-Ride consolidation (Alternative 3B) because Atascadero has estimated their fixed costs would increase when their dial-a-ride is a stand-alone service (i.e., the City would no longer operate *both* fixed route and dial-a-ride service).

¹ Costs are presented in FY 2014/15 dollars because it is assumed it will require two years to complete the consolidation process.

² Fixed costs refer to cost elements such as office space, administrative support, computer maintenance costs and other non-variable cost items.

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Figure 1-5 Comparative Costs

		Alt 1	Alt 2	Alt 3A	Alt 3B
All Figures Projected to FY 2014/15	Existing Service based on 2010/2011 service levels	Minor Shift To Express Service	Focus on Express Service	Consolidated Fixed Route Service	Consolidated Fixed Route Service incl. Paso Express DAR
Fixed Route Service					
Estimated Fixed Route Costs					
RTA	\$1,087,099	\$1,114,284	\$1,111,894	\$1,747,692	\$1,747,692
Paso Robles	\$803,351	\$803,351	\$803,351		
El Camino Shuttle & Sat. Traveler	\$221,108	\$221,108	\$222,582		
Est. Fixed Route Total Costs	\$2,111,558	\$2,138,743	\$2,137,826	\$1,747,692	\$1,747,692
Fixed Route cost savings (compared to existing services)		\$27,185	\$26,268	(\$363,866)	(\$363,866)
Dial-A-Ride Service					
Estimated DAR Route Costs					
Runabout	\$540,193	\$540,193	\$540,193	\$540,193	\$692,126
Paso Express DAR	\$162,459	\$162,459	\$162,459	\$162,459	
Atascadero DAR	\$437,806	\$437,806	\$437,806	\$485,819	\$485,819
Est. DAR Total Costs	\$1,140,458	\$1,140,458	\$1,140,458	\$1,188,471	\$1,177,945
DAR cost savings (compared to existing services)		\$0	\$0	\$48,013	\$37,487
Total savings (compared to existing services)		\$27,185	\$26,268	(\$315,853)	(\$326,379)

Notes:

Service hours and service miles for each alternative are estimated by Nelson\Nygaard.

Costs are calculated on a fixed, hourly and mileage cost basis for each alternative. Inflation factor is 3%.

Costs are based on 2009/2010 and 2010/11 figures provided by each service provider; March 2012.

25% of total Runabout hours, miles and costs are attributed to North County.

Alternatives 3A and 3B eliminates fixed costs for Paso Express and Atascadero Fixed Route services and assumes RTA fixed costs remain the same.

Costs are shown in FY 14/15 because consolidation in Alternatives 3A and 3B are not slated to occur until FY 14/15. All alternatives (including existing) are shown in FY 14/15 dollars.

In Alternatives 3A and 3B, fixed DAR costs from Paso DAR are eliminated and replaced with the estimated DAR fixed costs based on the Nipomo DAR plus existing Runabout Fixed Costs.

Cost Projections and Funding Plan

Operating costs were projected separately for fixed route and dial-a-ride service for the preferred service alternative (3B) for seven years, beginning in FY 2012/13 through FY 2018/19. The costs assume status quo service for the first two years while steps are taken to implement the consolidated service plan. In the first two years of the plan, fixed route costs are estimated at approximately \$2 million and then decrease to about \$1.75 million in year 3 under the consolidated service plan. With constant service levels in the remaining four years of the plan, costs gradually increase to \$1.9 million in FY 2018/19.

Dial-a-ride service costs are approximately \$1.08 million in the first two years of the plan and then in year 3, there is a slight jump in costs due to increased fixed costs Atascadero expects to incur when operating its dial-a-ride as a stand-alone service. Service levels for dial-a-ride remain the same in each year of the plan.

The capital element outlines the number and type of vehicles required to support the consolidated service plan. New Park-and-Ride facilities are needed to support enhanced express service although they are not essential for service start-up and are programmed in outer years of the plan.

Revenues to support transit service in North County are assumed to be the same sources relied upon today with modest gains consistent with the 2010 RTP. The seven-year funding plan presented in Figure 1-6 compares the total operating and capital costs to expected funding sources. It demonstrates that funds are adequate to support the service and capital plan plus allow for additional transit enhancements, return local funds to the cities or a combination.

IMPLEMENTATION PLAN

The implementation strategy discusses the steps that need to be taken to implement the recommendations in the plan and the sequence in which they could be carried forward. It will require a wide range of activities, most of which will be led by RTA with the cooperation and coordination of the Cities of Atascadero and Paso Robles and SLOCOG. Early endorsement and support from policy makers and agency management will be a critical component for moving forward with consolidating services.

In addition to the essential administrative first steps, the major tasks involved in implementing the recommended service plan focus on service planning, operations, marketing/public information, and capital and financial planning. Following the introduction of the new service in FY 2014/15, monitoring the effects on ridership, revenues and other key indicators will be critical.

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Figure 1-6 Summary of Costs and Funding

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Federal Funding							
FTA 5307	\$732,160	\$761,446	\$791,904	\$823,580	\$856,524	\$890,785	\$926,416
FTA STIC	\$272,174	\$285,782	\$300,071	\$315,075	\$330,829	\$347,370	\$364,739
FTA Summary	\$1,004,334	\$1,047,229	\$1,091,976	\$1,138,655	\$1,187,352	\$1,238,155	\$1,291,155
State Funding							
TDA Summary (LTF+STA)	\$2,239,638	\$2,269,396	\$2,299,673	\$2,330,480	\$2,361,829	\$2,393,733	\$2,426,205
Cuesta Subsidy	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Fares Summary	\$622,509	\$628,334	\$624,776	\$630,624	\$636,530	\$642,495	\$648,520
Total Revenues	\$3,866,481	\$3,944,960	\$4,016,425	\$4,099,759	\$4,185,711	\$4,274,383	\$4,365,880
OPERATING COSTS							
Total Operating Costs	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Fixed Route							
Atascadero ECS	\$211,053	\$215,528	\$-	\$-	\$-	\$-	\$-
Paso Express	\$785,819	\$802,140	\$-	\$-	\$-	\$-	\$-
RTA Route 9	\$1,041,116	\$1,063,856	\$1,747,692	\$1,785,548	\$1,824,234	\$1,863,767	\$1,904,168
Subtotal	\$2,037,988	\$2,081,525	\$1,747,692	\$1,785,548	\$1,824,234	\$1,863,767	\$1,904,168
Dial-a-Ride							
Atascadero DAR	\$419,878	\$428,747	\$485,819	\$496,031	\$506,460	\$517,110	\$527,986
Paso DAR	\$155,800	\$159,094	\$-	\$-	\$-	\$-	\$-
Runabout	\$517,917	\$528,936	\$692,126	\$706,753	\$721,693	\$736,952	\$752,536
Subtotal	\$1,093,595	\$1,116,778	\$1,177,945	\$1,202,784	\$1,228,153	\$1,254,062	\$1,280,522
Total Operating Costs	\$3,131,584	\$3,198,303	\$2,925,637	\$2,988,333	\$3,052,386	\$3,117,829	\$3,184,690
Total Capital Costs	\$256,875	\$573,278	\$539,691	\$1,102,726	\$774,314	\$551,906	\$445,757
Total Costs	\$3,388,459	\$3,771,581	\$3,465,328	\$4,091,058	\$3,826,700	\$3,669,735	\$3,630,447
SUMMARY							
Total Revenues	\$3,866,481	\$3,944,960	\$4,016,425	\$4,099,759	\$4,185,711	\$4,274,383	\$4,365,880
Total Costs	\$3,388,459	\$3,771,581	\$3,465,328	\$4,091,058	\$3,826,700	\$3,669,735	\$3,630,44
Annual Balance	\$478,022	\$173,379	\$551,097	\$8,701	\$359,011	\$604,648	\$735,433
Cumulative Balance	\$478,022	\$651,401	\$1,202,498	\$1,211,199	\$1,570,210	\$2,174,858	\$2,910,291

Notes:

Except for Atascadero, the 5307 dollars have historically been set aside for operating assistance. The level of capital funding that Atascadero Transit has used varied from year to year-see current POP table below

The Cuesta College subsidy (\$40K) is split based on Two Quarters FY 11/12 actual ridership. The amounts to each organization are: \$5,939 (14.8%) to Atascadero, \$27,366 (68.4%) to Paso Robles and \$6,695 (16.7%) to RTA. There is no year to year growth in this college subsidy that provides for free rides to Cuesta students on all three systems

General passenger ridership for fixed route and Dial-A-Ride is assumed to grow at a rate of 1% per year

The preferred alternative is scheduled for partial service consolidation occurring in fiscal year 2014-2015.

2 PLANNING CONTEXT

This chapter provides an overview of several important planning documents that have been completed in the past few years as well as current initiatives that have direct relevance to the North County Transit Plan. While the focus of this plan review is on transit and transportation services, other elements that could have an impact on the development of this plan are also noted.

- **North County Transit Study (2004).** As the predecessor to this planning effort, the 2004 North County Transit Study focused largely on regional coordination issues and inter-system connections. Some of the key findings relevant to the current effort include the differences in service span and fare structures for each system, a lack of resource sharing, and various service inefficiencies that increase vehicle travel times and make transfers to regional services difficult. The study's most significant recommendations—combining of El Camino Shuttle and Route C and elimination of Route 9 service to North Cuesta College—were implemented through the creation of the North County Shuttle in August 2006.
- **SLOCOG Regional Transportation Plan.** SLOCOG's Regional Transportation Plan (RTP), provides policy guidance for transportation decision-making and a blueprint for long-term transportation investments. Other policy guidance includes encouragement for “regional deployment of a Bus Rapid Transit network along main commute corridors enabling the delivery of more competitive travel times and more attractive bus transit services” (Policy PT9). All sub-regional plans, such as this, must address operational and physical planning for Bus Rapid Transit (BRT) service. The RTP also seeks to increase the number of trips between Paso Robles and San Luis Obispo as well as provide 30 minute headways along the El Camino Real corridor.

Specific projects planned for investment in North County include Park-and-Ride lots at 4th/Pine (Paso Robles), the Atascadero Zoo/Hwy 41, and San Miguel Park-and-Ride (lot expansion) as well as the El Camino Real Traffic Signalization Project.

- **Atascadero Transit Short Range Transit Plan (2004).** Atascadero's SRTP provides detailed recommendations focused on operational and capital improvements such as service consolidation (El Camino Shuttle and Route C), service expansion to underserved populations (along Morro Road), and expanded weekday DAR service span. Key capital improvements recommended in the plan include construction of a new transit center in Atascadero and installation of automatic vehicle location software and enhanced passenger amenities. Another key finding was the city lacks effective transit marketing.
- **Park-and-Ride Lot Development Study (2008).** This study evaluated the condition of all Park-and-Ride facilities in San Luis Obispo County and made specific recommendations for improvement. Several potential expansion sites are also identified of Park-and-Ride facilities in North County, including the Target in Paso Robles, four locations in Atascadero (Bank of America, Albertsons, Kmart and Church of the Nazarene), and Trader Joe's in Templeton. The Highway 58/101 Park-and-Ride lot in

Santa Margarita has also been identified for possible expansion through other studies of the Highway 101 corridor.

- **Paso Robles Abbreviated Short Range Transit Plan (2006).** The Paso Robles Abbreviated SRTP develops 5-year priority recommendations that respond to changing market needs, prioritizes service changes, and develops a financial plan for public transportation services. This plan found that the transit dependent population in Paso Robles is growing, various routes duplicated service to Cuesta College, increased DAR service to medical destinations is needed, and that the city/region needs a more versatile and user-friendly fare media. The SRTP's service plan nearly mirrors the current operating environment with timed transfers between Route A and B, North County Shuttle, and Route 9; although opportunities for optimal timed transfers do not currently exist.
- **2010 RTA Short Range Transit Plan.** RTA's Short Range Transit Plan included a comprehensive overview of existing services in San Luis Obispo County, including a review of the existing planning context. The Plan summarized a full system evaluation and an analysis of local transit demand. As part of its Service Plan, the SRTP identified three options to guide transit service and investment over five years differentiated by anticipated levels of demand and funding (Recommended Service Plan, Constrained Service Option, and Recommended Expanded Service Option). In general, the Recommended Service Plan proposed eliminating redundant or underutilized stops or runs and adjusting schedules to facilitate better connectivity with other RTA routes and other services. The Plan also recommended streamlining service through local educational institutions by designating one stop per campus at Cal Poly and Cuesta College. Finally, the SRTP outlined financial, management, and marketing plans to implement the recommended service adjustments.
- **2010/2011 Unmet Transit Needs Assessment (2010).** The Unmet Transit Needs Report is an effort spearheaded by SLOCOG to compile and evaluate requests from local jurisdictions and transportation providers to fill deficiencies in transit service. Several unmet needs specific to the North County region were identified in this report, although none were deemed to reasonably meet the "Unmet Needs" screening criteria. A sample of these included:
 - Fare reduction and free rides for seniors
 - Provide additional RTA Route 9 express bus to eliminate standing and wait times
 - Retain weekend and evening service levels for North County Shuttle
 - Provide earlier Paso Express runs that coordinate transfers with 5:50 AM Route 9 run at the North County Transportation Center
 - Las Tablas Park-and-Ride expansion

Another key initiative that must be considered during this planning process is the construction of a new transit center in Atascadero due to begin construction in the summer of 2012 and scheduled for completion in the fall of 2012. Future service must be coordinated with this important regional transit hub's development. There has yet to be any service planning or planned route restructuring related to the new transit center.

3 COMMUNITY PROFILE AND DEMOGRAPHIC OVERVIEW

NORTH SAN LUIS OBISPO COUNTY

North San Luis Obispo County (North County hereafter) includes the incorporated cities of Paso Robles and Atascadero as well as the unincorporated County communities of Templeton, Santa Margarita, San Miguel, and Shandon. The study area shown in Figure 3-1 has a combined population of 68,477, roughly a quarter of all County residents. Paso Robles and Atascadero, the major transit generating communities in North County, have a combined 2010 population of 56,610 and have accounted for the majority of the County's growth since 2005.¹ These two cities are projected to absorb 75% of North County's growth over the next decade. The City of Paso Robles, the second largest city in San Luis Obispo County, makes up 11% of the county's total population and is considered a major driver of the County's economic growth due to its manufacturing, specifically the wine industry. Atascadero is the third largest city in San Luis Obispo County and is home to the largest employer in North County (Atascadero State Hospital) as well as a wide variety of retail uses along El Camino Real. North County is served by a variety of industries and commercial services. County-wide, the employment sector is most influenced by Government jobs, Leisure and Hospitality, Retail, and Education/Health services. Several health care service providers are located in North County such as the Twin Cities Community Hospital, located in Templeton.

North County is bisected by Highway 101, which provides connections south to San Luis Obispo and coastal communities, and north to Monterey County. Highways 41 and 46 are east-west highway connections in North County and connect the Pacific Coast Highway (CA 1) with Interstate 5. Highway 58 runs east-west as well, providing an additional connection from Santa Margarita to Interstate 5. Central to the region's economic health are the influence of its major public institutions, which include California Polytechnic State University and Cuesta Community College in San Luis Obispo and Cuesta Community College North Campus in Paso Robles.

NORTH COUNTY LAND USE AND GROWTH

Land Use Character

North County's settlement pattern has largely developed into five nodal urban centers along key transportation corridors, mainly Highway 101 and El Camino Real (the main historic north-south route in California). The area's land use is largely rural in nature with corridor oriented-development occurring at the five nodes including, Paso Robles, Atascadero, San Miguel,

¹ SLOCOG Long-Range Socio-Economic Projections (2009 – Revised version)

Templeton, and Santa Margarita. Roughly 8.4% of North County’s land area is considered urbanized. Although these nodes may be considered ‘urbanized,’ their land use patterns consist of relatively higher-density commercial corridors surrounded by low-density residential development. In fact, these suburban/rural areas constitute a majority of the ‘urbanized’ areas in North County. Because the City of San Luis Obispo is the major cultural and employment center in the region, the vast open spaces between urbanized areas equate to long commutes for many of North County’s residents, relatively high congestion, and growing travel times for both the drive alone and transit travel markets.

Major Employers and Transit Generators

Like many cities in the region and throughout California, the major employers include governments, public institutions, and educational facilities. The top three largest employers in North County are listed below with their location, industry sector and total number of employees:²

- Atascadero State Hospital: State Department of Mental Health– 2,200 employees
- Paso Robles Public Schools: Education – 831 employees
- Atascadero Unified School District: Education – 655 employees

Several major retail outlets in North County such as Albertson’s, Target, Von’s, and Wal-Mart generate a significant number of jobs; however, their employment data is collected countywide and therefore does not represent the communities specifically within North County. Big box retailers like the ones in North County typically employ between 200-400 full- and part-time people. In addition, the County’s Department of Social Services and Twin Cities Community Hospital provide employment in the area. The major activity centers that attract a significant number of transit trips in North County has been juxtaposed with local and regional transit service and are graphically displayed in the next chapter (in Figure 4-3 and Figure 4-4). A comprehensive list of generators is found in the Appendices by land use type and place.

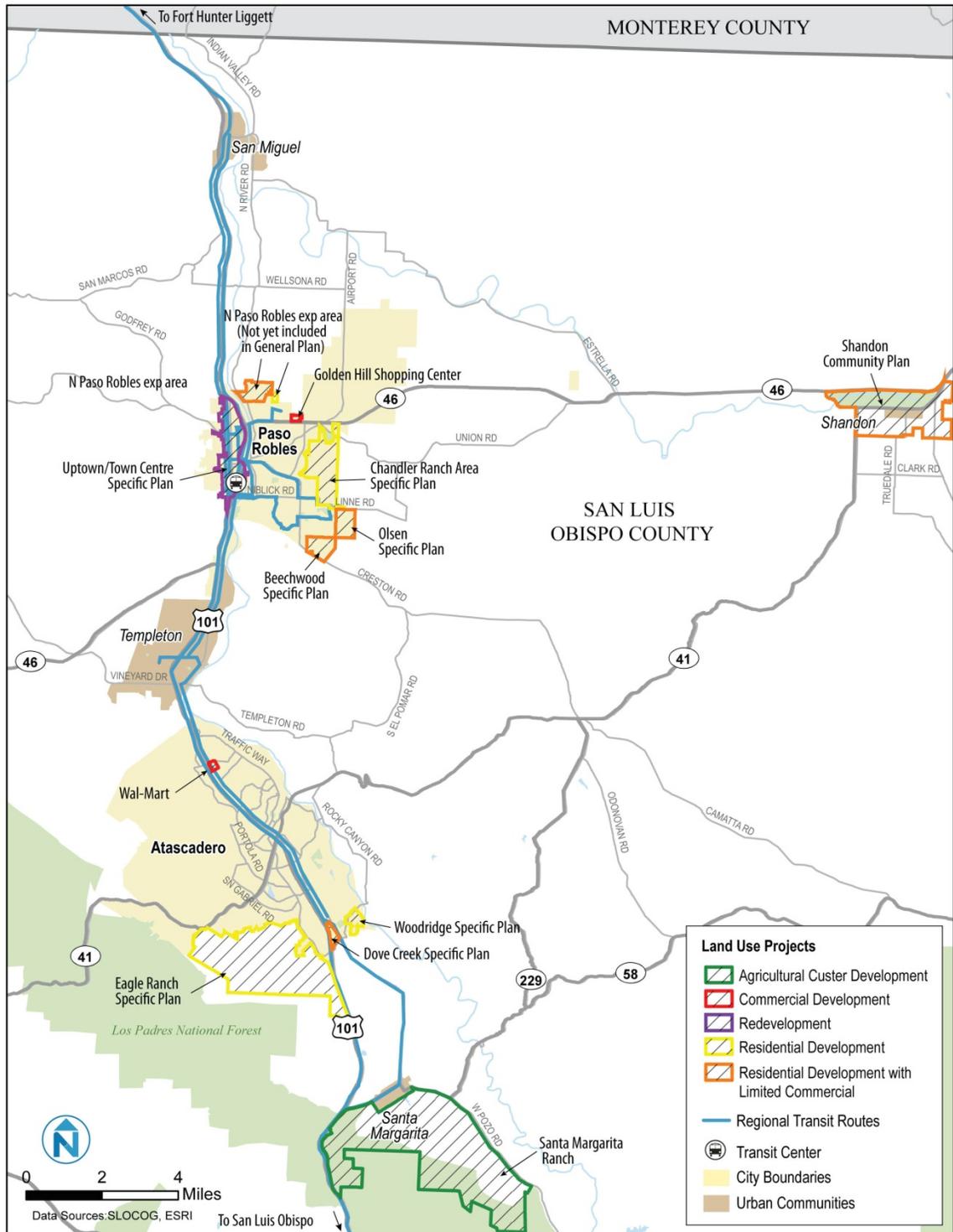
Planned Developments

Figure 3-1 shows areas and specific sites identified in a variety of North County’s specific plans slated for residential, commercial, and agricultural intensification. Even partial build-out of specific planning areas, including the Eagle Ranch, Chandler Ranch, Beechwood, Olsen, and North Paso Robles development opportunities, would leave large portions of this new development underserved by transit service. The Dove Creek residential development in Atascadero, which already has 141 units constructed, will have 179 units once complete. The majority of these land use plans project between 25% and 30% build-out by 2020. Eagle Ranch will only have 10% build-out by 2020. The future Wal-Mart in North Atascadero and the newly developed Regency Center (retail) in Paso Robles are anticipated to generate ridership because of their proximity to North Cuesta College.

² San Luis Obispo Chamber of Commerce website, 2011 data accessed at:
http://slochamber.org/cm/Doing_Business_in_SLO/Economic%20Profile/2010Top20Employers.html

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Figure 3-1 Planned Developments



NORTH COUNTY TRAVEL BEHAVIOR

About 74% of North County residents drive alone to work based on the 2005-2009 American Community Survey. This is exactly the same percentage as the total county drive alone mode share. Thirteen percent of residents in North County carpool compared to 11% for San Luis Obispo County as a whole. Only 1% of residents use public transit to get to work, compared to 1.2% for San Luis Obispo County overall. A small share of residents walk (2.6%) and bike (0.5%) to work, while 2.6% of residents work at home.

In general, North County's residents live relatively close to their job site. According to the American Community Survey, roughly half (47%) take between 10 and 25 minutes to get to work. Although the primary commute flow emanating from North County's communities end in San Luis Obispo, one-fifth of North County residents travel less than 10 minutes to access their workplace, which indicates that a large segment of the commute flows occur between North County communities. The 2009 Local Employment Dynamics (LED) data from the U.S. Census confirms North County's internal journey-to-work flows as well as commute patterns between North County outlying areas including San Luis Obispo and the number of employees that travel into North County to access jobs. Roughly 43% of employees who work in North County live outside the area, while 52% of those living in North County travel out of the area to access work. About 14,000 North County residents both live and work within the study area.

The primary work destinations for North County residents are Atascadero, Paso Robles, and San Luis Obispo. Roughly 12% and 6% of those living within Atascadero commute to Paso Robles and San Luis Obispo, respectively. Similarly, of Paso Robles' nearly 10,000 employed residents about 11% commute to Atascadero and 4% commute to San Luis Obispo for work. For perspective of the magnitude of San Luis Obispo's travel demand into North County, nearly 3,500 of the City's residents flow into North County for work on a daily basis. *This represents a third of all commuter ingress into North County.*

Population and Employment

The distribution and density of population and employment are an integral part of the transit planning process. Transit demand is generally highest in areas where both population and employment density are high. Figure 3-3 shows the population density for North County communities in 2010 at the block group level. The majority of the area's high density population clusters are focused around the area's major transit corridors—specifically the area north and south of downtown Paso Robles and along El Camino Real. However, some residents living in the relatively dense neighborhoods between Niblick Road and Creston Road in Paso Robles must walk as much as a half-mile to access fixed route transit service. Likewise, several relatively high density census blocks in Atascadero must cross the pedestrian barrier at Highway 101 with limited crossings to access transit along El Camino Real.

Growth Trends

According to recent SLOCOG population and employment growth projections, the rate of growth in San Luis Obispo County from 2010 to 2020 will occur more quickly within North County than in the County as a whole. North County is slated to exhibit a 5.5% increase in population and 13.6% increase in employment over the next 10 years versus the County's 5.7% population and 12.7% employment growth over the same time period.

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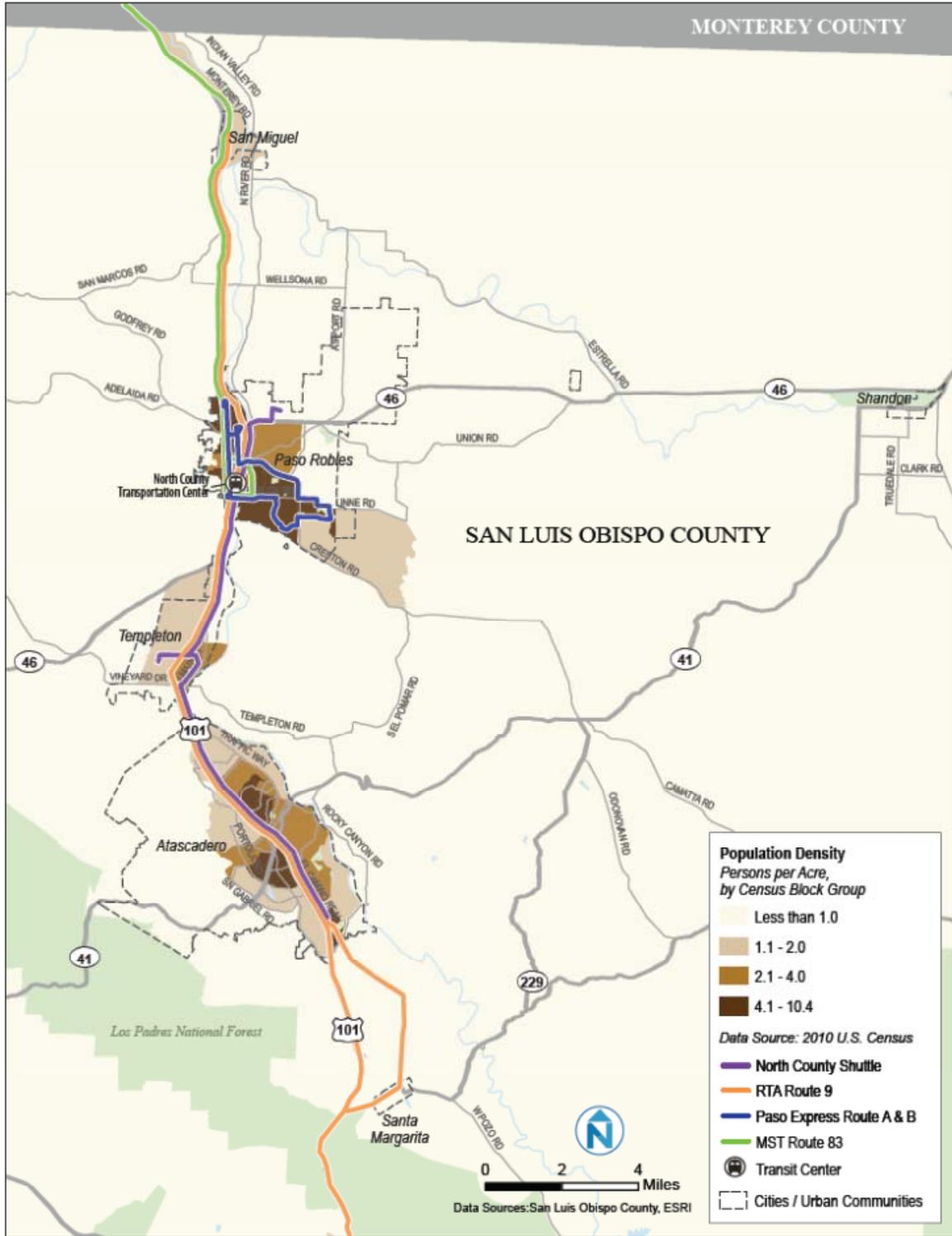
Figure 3-2 North County Projected Population and Employment (Medium Growth)

North County City / Community	2010 Employment	2020 Employment	% Change	2010 Population	2020 Population	% Change
Atascadero	7,320	8,280	13.1%	26,986	27,766	2.9%
Paso Robles	15,140	17,100	12.9%	29,624	32,137	8.5%
San Miguel	470	520	10.6%	2,337	2,442	4.5%
Santa Margarita	340	400	17.6%	1,259	1,307	3.8%
Templeton	3,290	3,860	17.3%	6,976	7,291	4.5%
Shandon	n/a	n/a	n/a	1,295	1,296	0.1%
North County Total	26,560	30,160	13.6%	68,477	72,238	5.5%
SLO County Total	100,590	113,380	12.7%	272,106	287,568	5.7%

Source: SLOCOG Long-Range Socio-Economic Projections, AECOM-ERA (2009 – Revised version)

Note: Projections used are medium level growth assumptions.

Figure 3-3 North County Population Density, 2010



DEMOGRAPHIC OVERVIEW

This section reviews current demographic information in North County. A particular focus is on key population segments that typically have the greatest propensity to need and use public transit services including the following demographic characteristics:

- Senior and youth population
- Persons with disabilities
- Low income households
- Households with zero vehicle ownership
- Households with limited English speaking skills

The presentation of relevant data in this section is based largely on a series of density maps that show the distribution of key markets that typically correlate with higher transit dependency.³ Experience shows that the density of people, jobs and service will drive transit demand more than other factors. It should be noted that our analysis defines transit markets based on a single characteristic, thus some individuals will be included in one or more demographic group. For example, an older adult who is also disabled and is classified as low income will be included in three separate demographic groups. Figure 3-5 through Figure 3-9 display the demographic densities of these population groups.

Senior and Youth Populations

Older adults (65 years and above, shown in Figure 3-5) and youth (five to 17 years old – shown in Figure 3-6) typically utilize public transportation more frequently than the general population. Older adults often exhibit higher demand for transit as they become less capable or willing to drive themselves, or can no longer afford to own a car on a fixed income. Young people without driver's licenses or those unable to drive need transit service for school and after school activities, part-time jobs and access to recreation and entertainment particularly during the summer months.⁴

A relatively large number of elderly residents reside in the southeast corner of Atascadero (in the vicinity of Rancho del Bordo senior housing), as well as along El Camino Real just north of Highway 41. Another pocket of seniors is located directly southwest of downtown Paso Robles near several community health services. Youth concentrations on the other hand are clustered throughout most of the communities including medium densities in San Miguel and Santa Margarita. This confirms that North County's population is relatively youthful and dependent on either parents for rides or public transportation if a car or drop-off situation is not available.

³ With the exception of the newly released 2010 Census population data, all other data is gathered from block groups from the American Community Survey's 2005-2009 Estimates.

⁴ It should be noted that older adults and youth do not always utilize public transportation in the same ways. For example, older adults tend to use public transportation during the middle of the day for shopping and medical appointments, while youth tend to use public transportation to get to and from school, for after school activities and on weekends. It should also be noted that national trends show that a lower proportion of younger adults are embracing "car culture" – or the need to own their own vehicle – that defined earlier generations.

Persons with Disabilities

Persons with disabilities often are heavily dependent on public transit service. Figure 3-4 below shows that about 16% of North County’s incorporated city population (age five or older) has one or more disabilities, which is markedly higher than the county as a whole. This equates to over 4,000 individuals in North County, not including the communities of Templeton, San Miguel, Santa Margarita, and Shandon.

While many individuals with a disability do not require special transportation, a certain percentage of the disabled population have what is defined by the Census as a “Go-outside-home” disability. This definition includes only people who indicated that they travel outside the home and that it was difficult for them to shop or visit a doctor’s office, indicating that they are likely to require transportation assistance to meet their basic mobility needs. About 6%, or nearly 2,500 individuals in Paso Robles or Atascadero, have a go-outside-home disability. Atascadero is home to a disproportionate percentage of the disabled population when compared to the county and state.

Figure 3-4 Disability status in North County Cities

	Paso Robles	Atascadero	San Luis Obispo County	California
Total with a disability (age 5+)	3,621	4,390	33,013	4,271,000
% with one or more disabilities	14.4%	17.7%	13.9%	12.9%
Total with a go-outside-home disability (age 16+)	914	1,567	9,844	1,381,953
% with a go-outside-home disability	4.4%	7.5%	4.8%	5.0%

Source: American Community Survey, 2005-2007

Note: This is the most recent year of Disability data collection. Census “Places” are the most detailed geography available.

Low Income Households

North County’s low income population, displayed in Figure 3-7, roughly corresponds with the area’s senior population—a population that is typically bound to a low fixed income. These pockets are located in southwest Paso Robles and buffering the El Camino Real corridor. Another lower density block group of low income households is located north of the North County Transportation Center, near the majority of the city’s multi-family housing and mid-rise housing stock.

Households with No Vehicles

One of the most influential indicators of transit dependency is whether a household has access to a car. This indicator may represent households without the economic means of owning and operating a vehicle, as well as households with individuals that are unable to drive, such as senior citizens and persons with disabilities.

Figure 3-8 illustrates the distribution of carless households. For the most part, only a small segment of households within North County census blocks are carless. There is a relatively high density pocket of carless households immediately southwest of downtown Paso Robles. This likely corresponds with the location of the area’s senior population.

Linguistically Isolated Households

According to the U.S. Census Bureau, a linguistically isolated household is one in which no person over the age of 14 speaks English at least “very well”. This is an indicator of the ability for upward social mobility and correlates closely to income. Thus, this can be another indicator of a household’s relative dependency to transit. As shown in Figure 3-9, high density pockets of linguistically isolated households are located in southeast Paso Robles and north of downtown Paso Robles. Another concentration of this population straddles the El Camino Real corridor in Atascadero. It should be noted that the communities of Shandon and San Miguel may be statistically underrepresented compared to the demographic reality because of their rural environment and seasonal workforce.

Figure 3-5 Senior Population (over 65 years old)

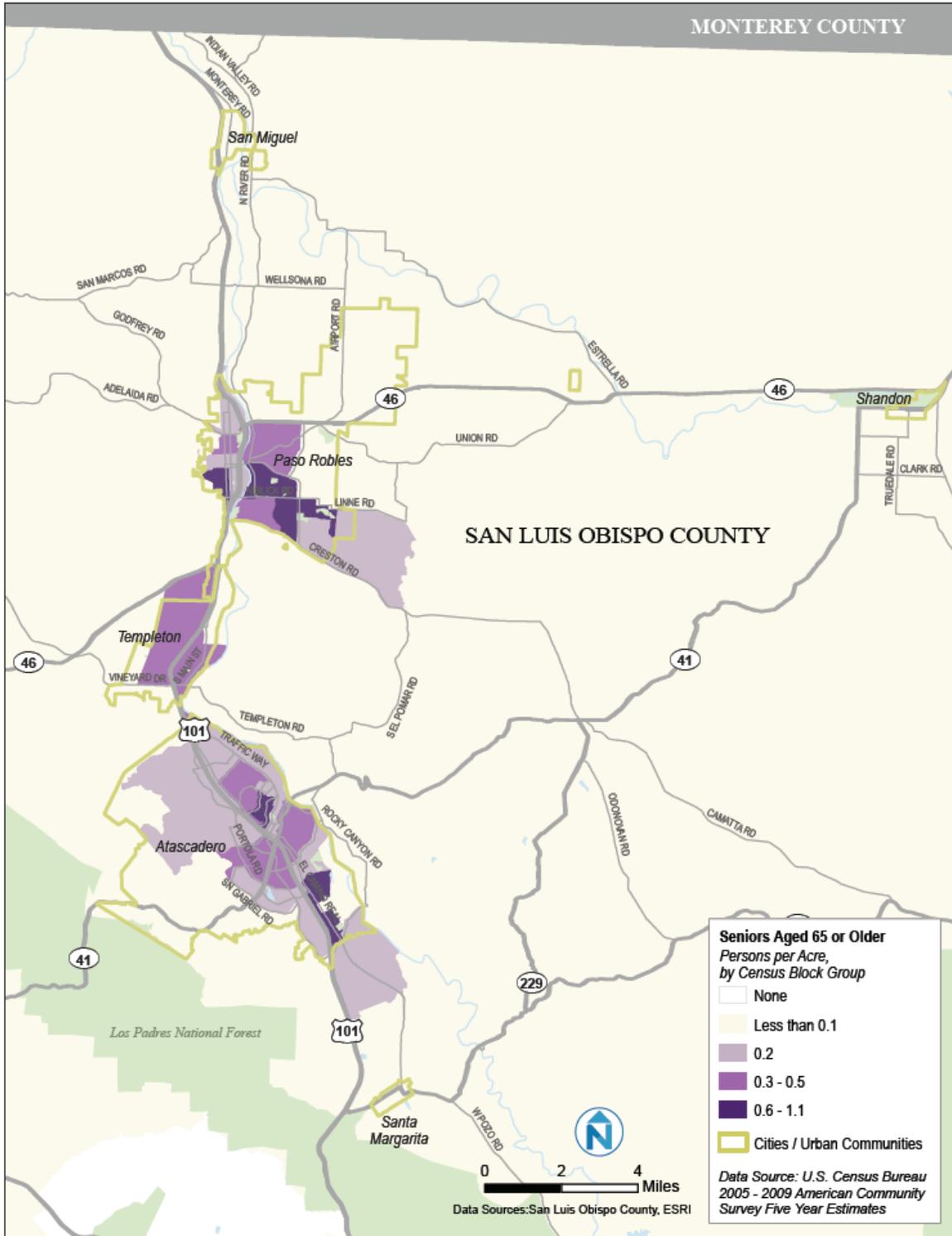


Figure 3-6 Youth Population (under 18 years old)

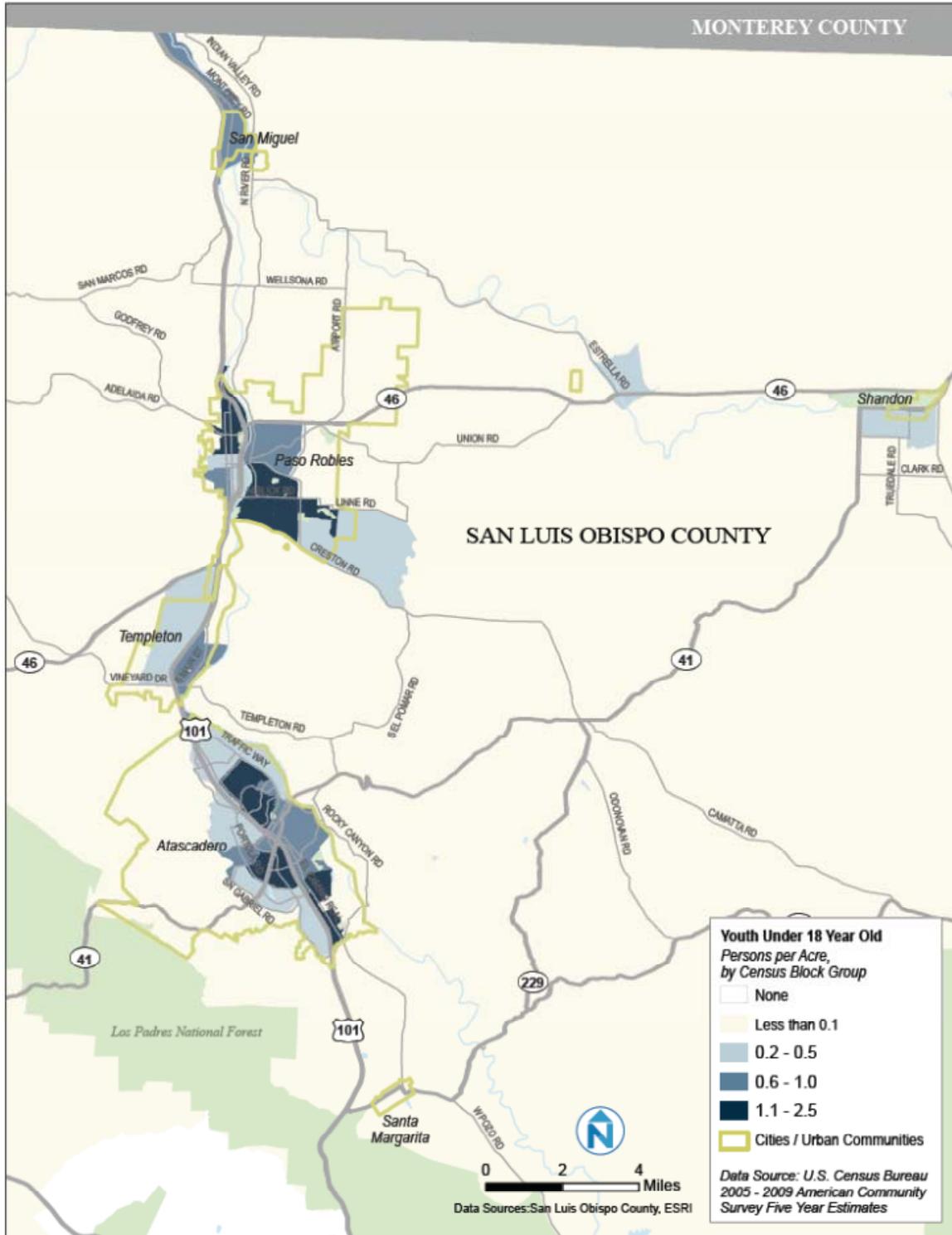


Figure 3-7 Low Income Households

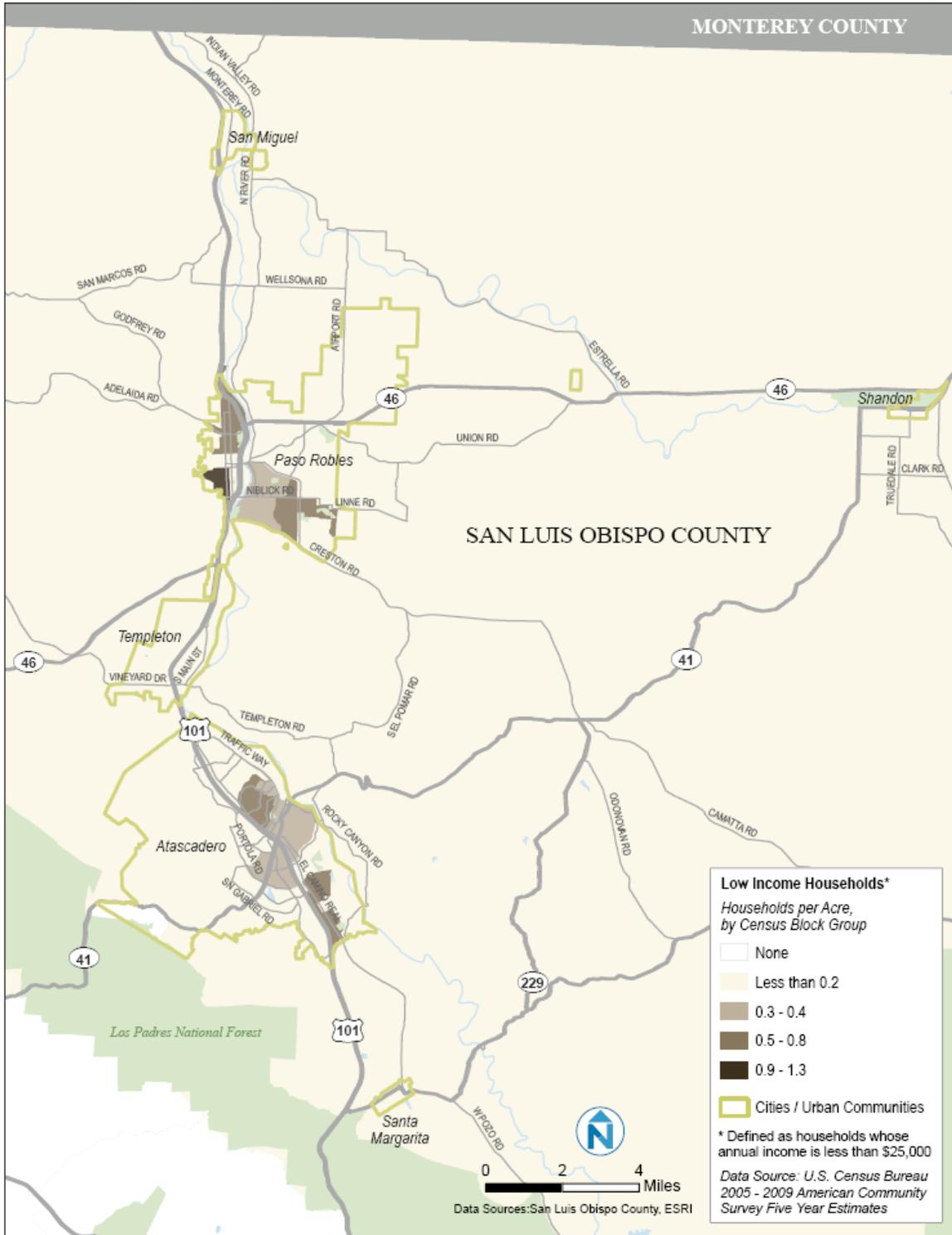


Figure 3-8 Carless Households

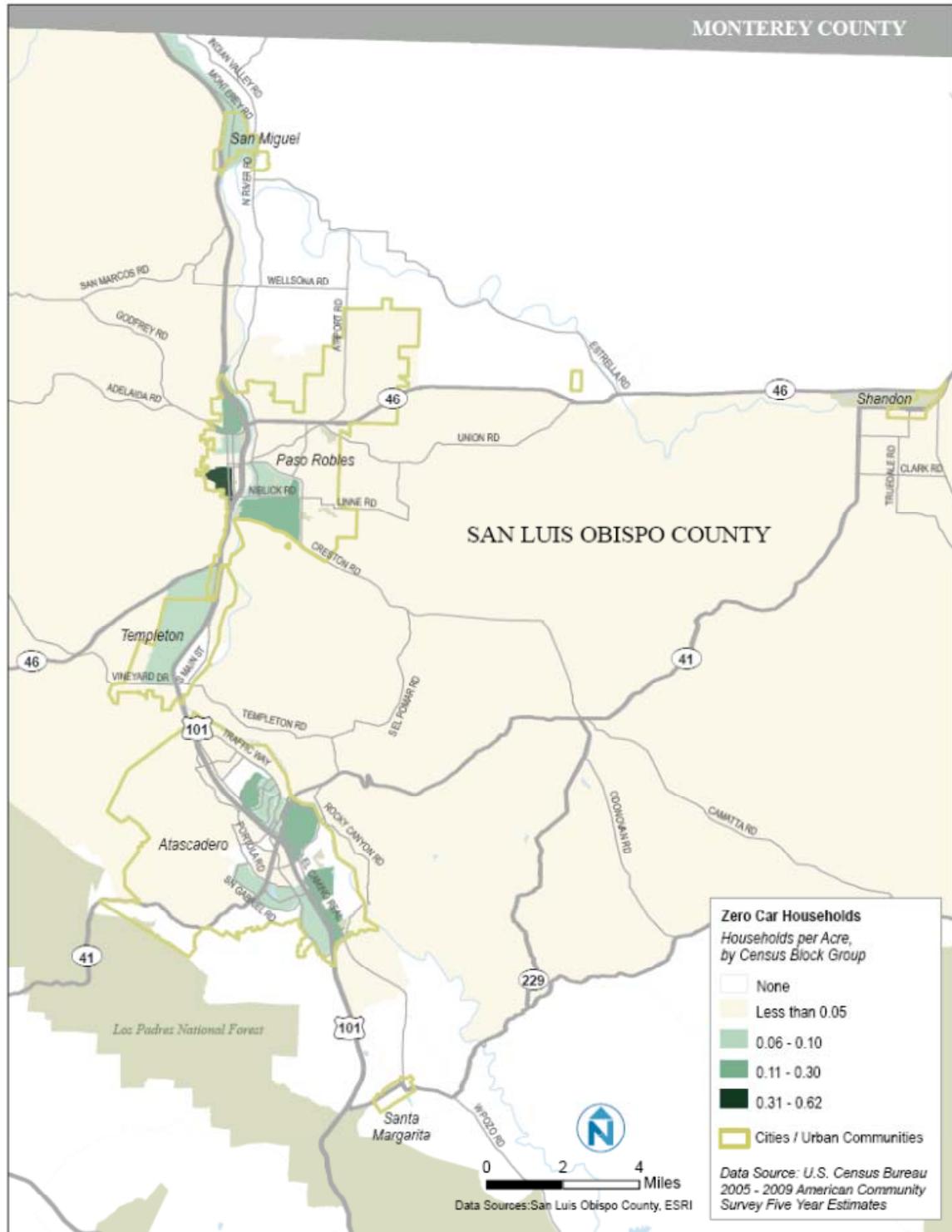
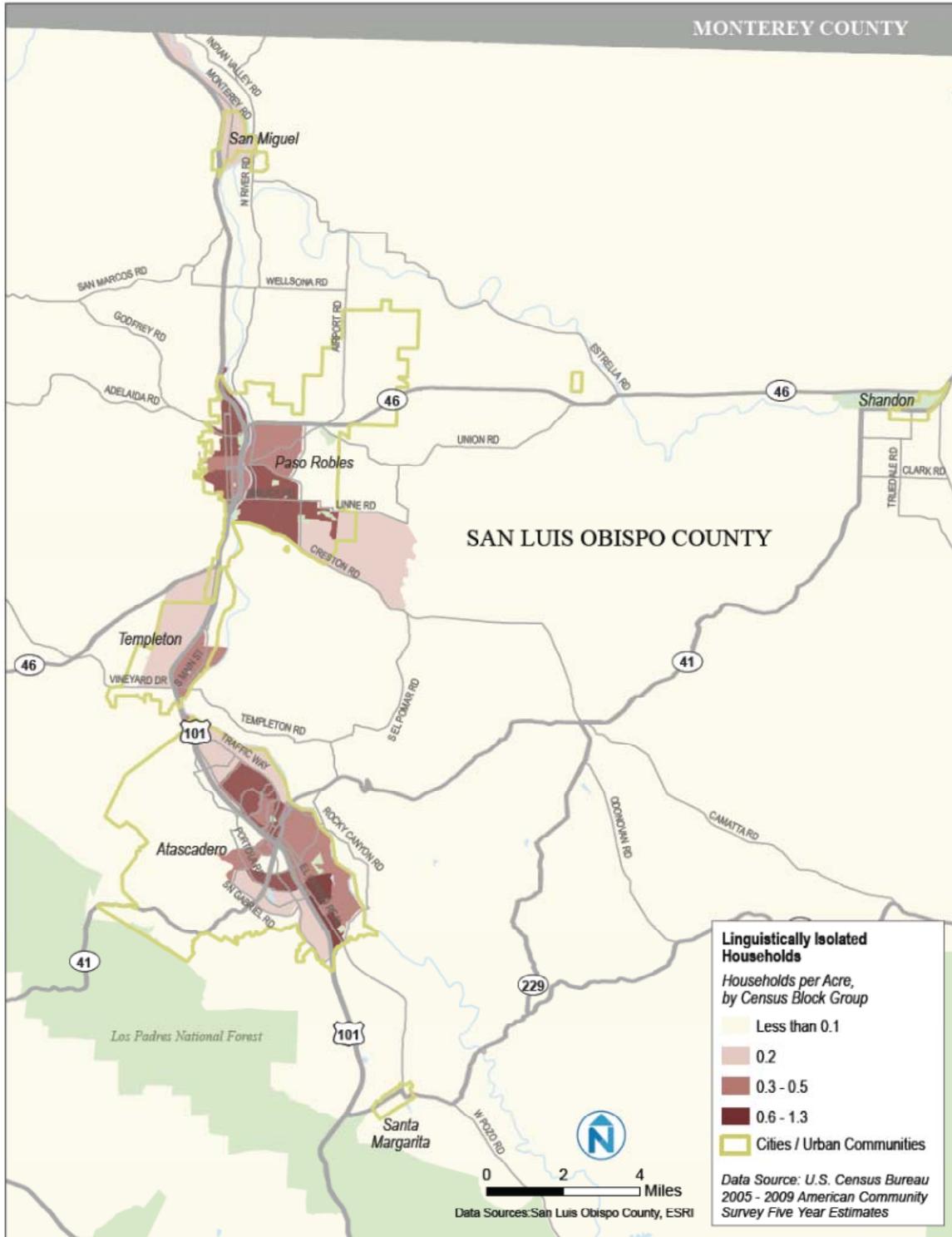


Figure 3-9 Linguistically Isolated Households



4 EXISTING TRANSPORTATION SERVICES

In this chapter, existing public and private transportation services in North County are profiled. The first part of the chapter is devoted to the fixed route services followed by the Dial-A-Ride services and other transportation providers. The chapter also discusses performance trends and presents maps displaying each service.

FIXED ROUTE SERVICES

The mix of local and regional fixed route services is presented below and displayed graphically at different scales in Figure 4-2, Figure 4-3, and Figure 4-4.

RTA Route 9

San Luis Obispo Regional Transit Authority (RTA) is a joint powers agency comprised of the Cities of San Luis Obispo, Morro Bay, Atascadero, Arroyo Grande, Paso Robles, Grover Beach, Pismo Beach and the County of San Luis Obispo. RTA's fixed route transit system provides regional transit linkages throughout San Luis Obispo County.

RTA's Route 9, shown in Figure 4-2, provides hourly north-south service between Paso Robles and San Luis Obispo with limited service to San Miguel. Route 9 operates a 14-hour service span on weekdays between 5:30 AM to 7:30 PM. Saturday and Sunday service is also offered from 8:00 AM to 6:30 PM and 8:00 AM to 5:30 PM respectively. Morning and evening limited-stop express service is also offered on weekdays. Route 9's major transfer points are located at the route's anchors—the North County Transportation Center and the San Luis Obispo Transit Center – as well as the Las Tablas Park-and-Ride and Atascadero City Hall. RTA owns, operates, and maintains a fleet of 20 vehicles (see the first Appendix for current fleet composition).

RTA Fares

One-way fares on Route 9 are distance-based ranging between \$1.50 and \$3.00 as listed in Figure 4-1 below. Several unlimited ride pass options are available including a regional day pass (\$5.00), a regional 31-day pass (\$60), an RTA-only 31-day pass (\$40), and an RTA-only 7-day pass (\$14). Both the regional and RTA 31-day passes have eligibility-based 50% discounts for students (K-12), seniors (65-79), persons with disabilities/Medicarecard holders. Seniors over the age of 80 are offered unlimited free rides.

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Figure 4-1 RTA Route 9 One-way Distanced-based Fare Structure

	San Luis Obispo	Santa Margarita / Atascadero	Templeton / Paso Robles	San Miguel
San Luis Obispo	\$1.50	\$2.00	\$2.50	\$3.00
Santa Margarita / Atascadero	\$2.00	\$1.50	\$2.00	\$2.50
Templeton / Paso Robles	\$2.50	\$2.00	\$1.50	\$2.00
San Miguel	\$3.00	\$2.50	\$2.00	\$1.50

Figure 4-2 North County Fixed Route Overview

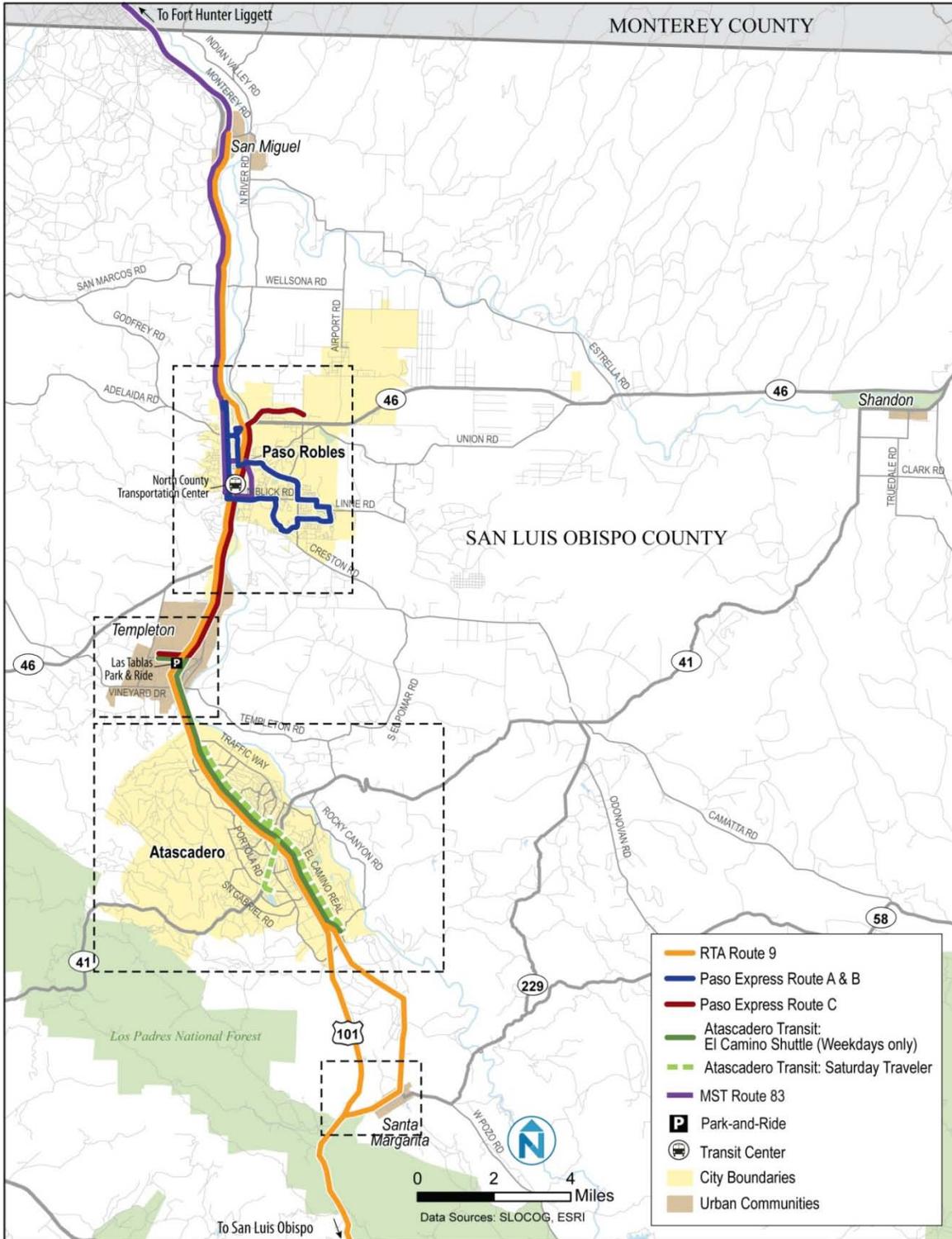


Figure 4-3 Fixed Route Overview in Paso Robles

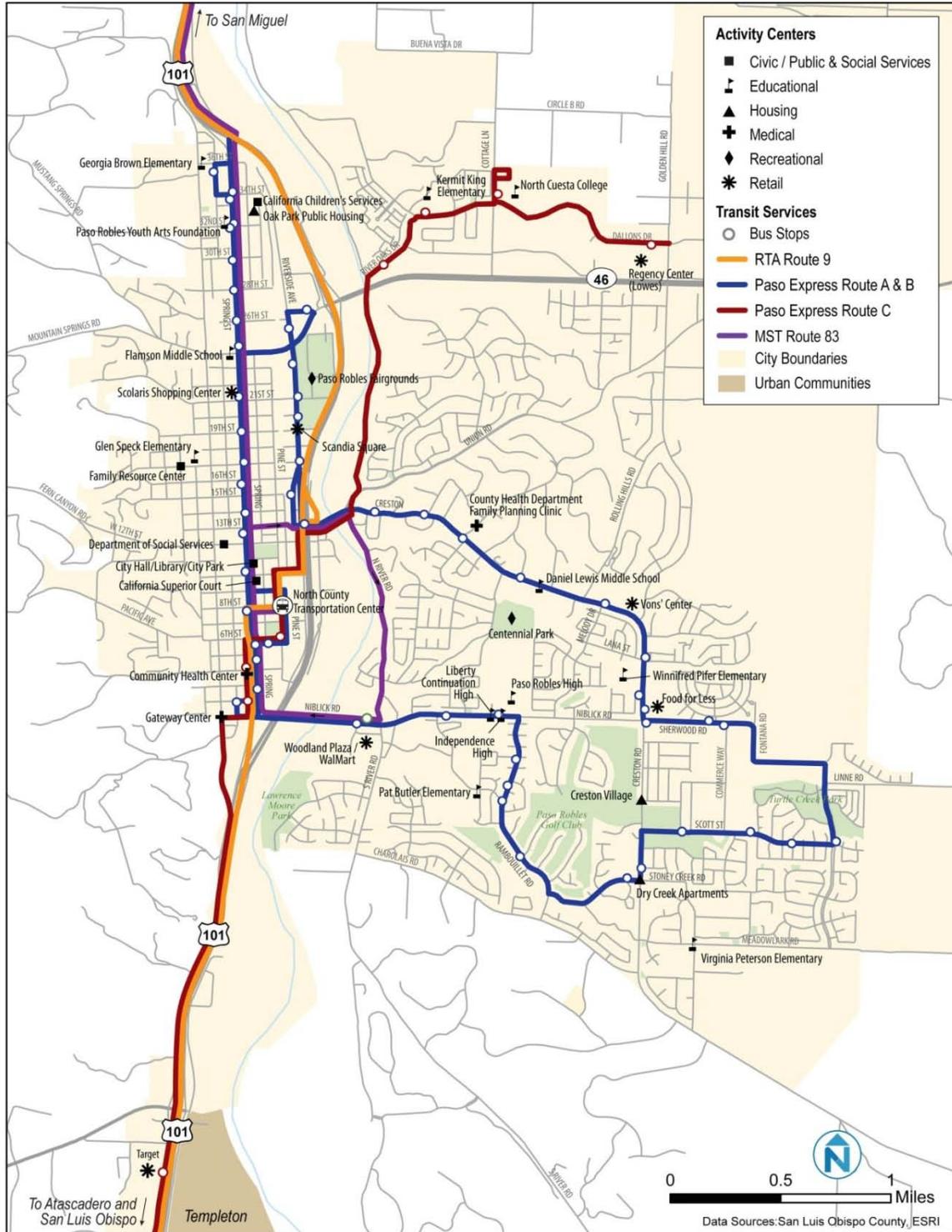
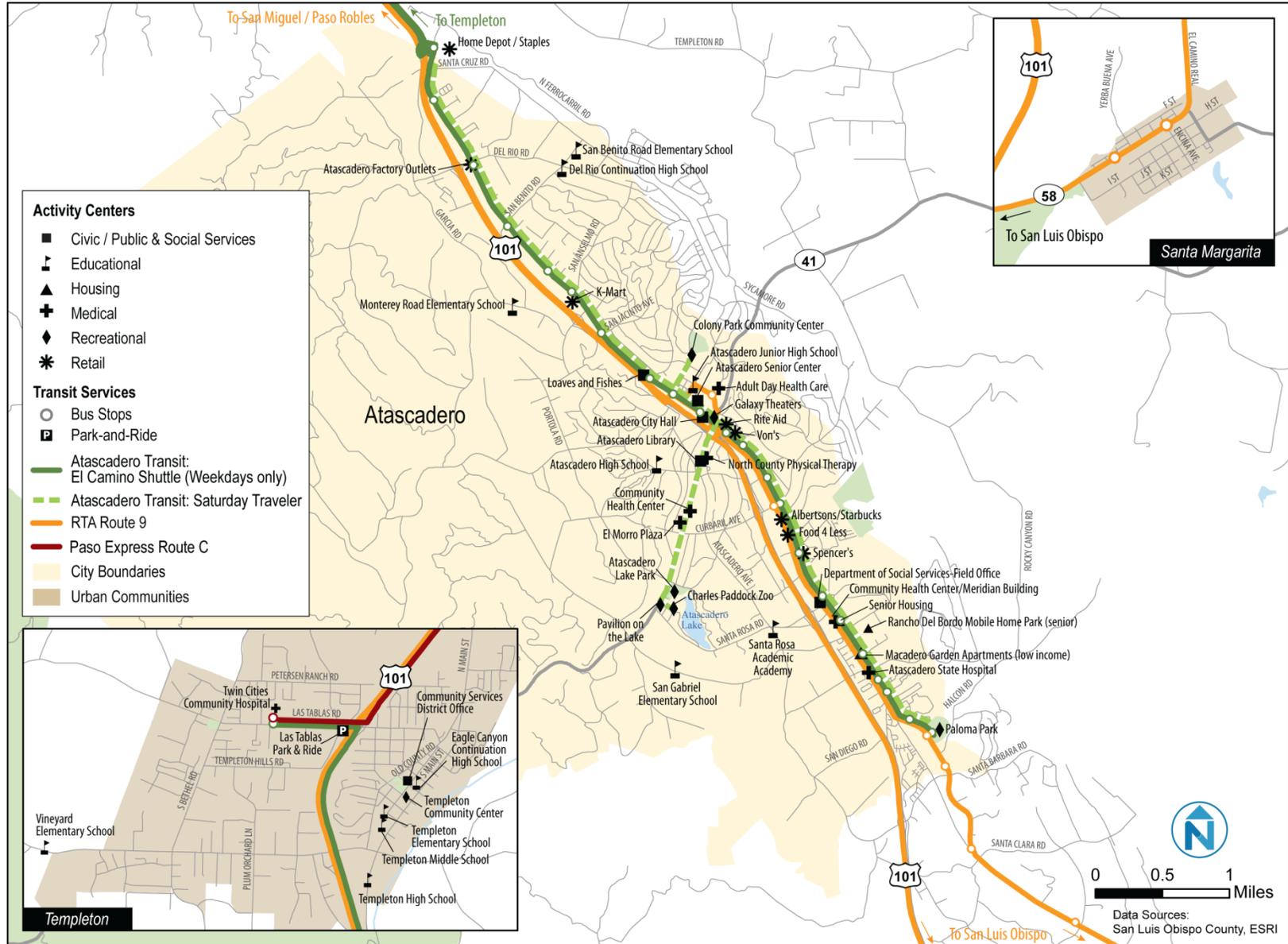


Figure 4-4 Fixed Route Overview in Atascadero and Unincorporated Communities



RTA Route 9 Performance

Below is a summary of key findings related to Route 9’s ridership, productivity and performance using various service and cost performance indicators. Figure 4-5 also presents RTA Route 9’s monthly ridership trends for FY 2010/11. Figure 4-6 compiles important performance data for through FY 2010/11. Figure 4-7 displays the key annual productivity and cost effectiveness trends for a six year period.

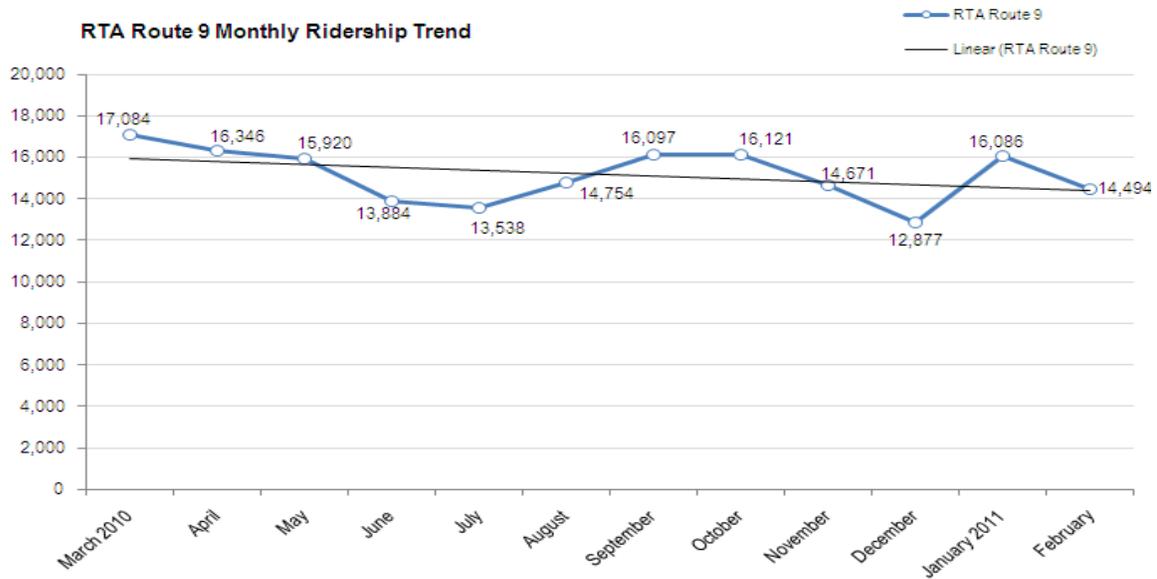
Ridership and Productivity

Over the twelve month period between March 2010 and February 2011, Route 9 ridership varied between roughly 17,000 passengers and just under 13,000 riders per month. During this period, ridership waned slightly with a near symmetrical 3,000 decline and increase in ridership between October 2010 and January 2011. Interestingly, the route’s productivity (passengers per hour) increased steadily in the last six years from about 14 hourly passenges to nearly 20 hourly passengers in FY 2010/11.

Cost Effectiveness Indicators

RTA Route 9’s average subsidy, or the difference between the operating costs covered by fare revenue and the actual cost per trip was \$6.73 in FY 09/10 and \$4.34 in FY 2010/11. Farebox recovery changed significantly in the last six years. After an initial decline in FY 2006/07, it has been gradually climbing and reached 24% in FY 2010/11.

Figure 4-5 Route 9 Monthly Ridership Trends, FY10/11



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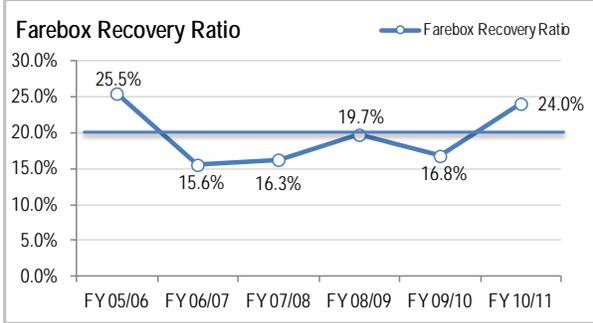
Figure 4-6 RTA Route 9 Five-Year Performance Data, 2006 - 2011

	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	FY 10/11	Trends					
							FY 05/06 – 06/07	FY 06/07 – 07/08	FY 07/08 – 08/09	FY 08/09 – 09/10	FY 05/06 – 09/10	FY 05/06 – 10/11
Operating Data												
Ridership	130,176	141,608	159,035	186,232	174,551	188,160	8.8%	12.3%	17.1%	-6.3%	34.1%	44.5%
Revenue Hours	9,112	9,838	10,112	10,098	9,910	9,743	8.0%	2.8%	-0.1%	-1.9%	8.8%	6.9%
Revenue Miles	213,508	275,967	303,383	303,770	294,640	288,645	29.3%	9.9%	0.1%	-3.0%	38.0%	35.2%
Operating Costs	749,905	872,509	1,007,316	1,203,699	1,411,187	1,074,554	16.3%	15.5%	19.5%	17.2%	88.2%	43.3%
Farebox Revenue	190,918	135,697	163,830	237,539	236,985	258,387	-28.9%	20.7%	45.0%	-0.2%	24.1%	35.3%
Performance Indicators												
Cost Efficiency												
Operating Cost per Revenue Hour	\$82.30	\$88.69	\$99.61	\$119.20	\$142.40	\$110.29	7.8%	12.3%	19.7%	19.5%	73.0%	34.0%
Cost Effectiveness												
Operating Cost per Passenger	\$5.76	\$6.16	\$6.33	\$6.46	\$8.08	\$5.71	7.0%	2.8%	2.0%	25.1%	40.3%	-0.9%
Farebox Recovery Ratio	25.5%	15.6%	16.3%	19.7%	16.8%	24.0%	-38.9%	4.6%	21.3%	-14.9%	-34.0%	-5.5%
Average Fare per Passenger	\$1.47	\$0.96	\$1.03	\$1.28	\$1.36	\$1.37	-34.7%	7.5%	23.8%	6.4%	-7.4%	-6.4%
Average Subsidy per Passenger	\$4.29	\$5.20	\$5.30	\$5.19	\$6.73	\$4.34	21.2%	1.9%	-2.2%	29.7%	56.7%	1.0%
Service Efficiency												
Passengers per Revenue Hour	14.29	14.39	15.73	18.44	17.61	19.31	0.8%	9.3%	17.3%	-4.5%	23.3%	35.2%
Passengers per Revenue Mile	0.61	0.51	0.52	0.61	0.59	0.65	-15.8%	2.2%	17.0%	-3.4%	-2.8%	6.9%

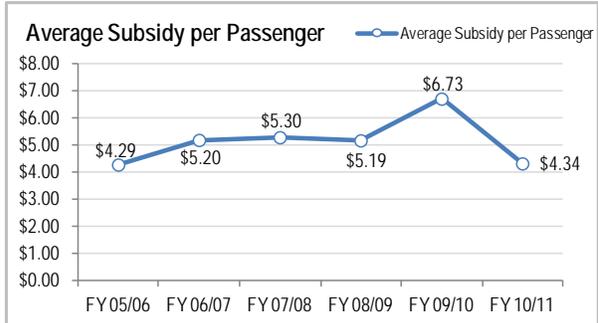
Source: San Luis Obispo RTA

Figure 4-7 RTA Route 9 Performance Indicators

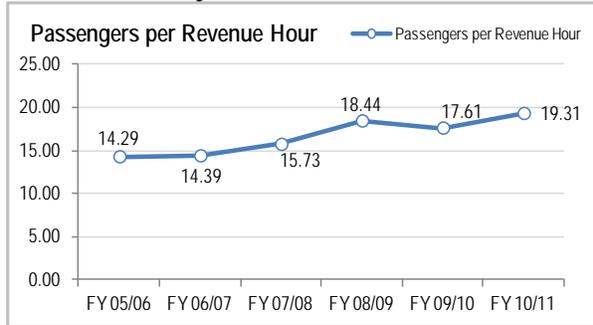
Cost Effectiveness Indicator



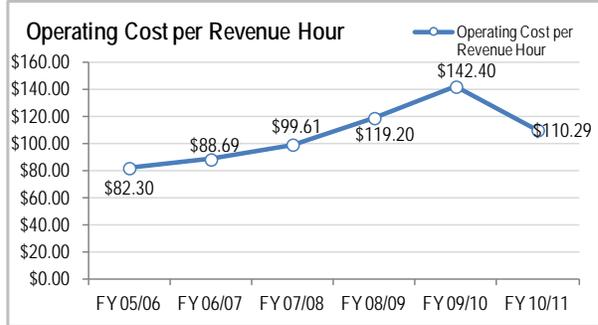
Cost Effectiveness Indicator



Service Efficiency Indicator



Cost Efficiency Indicator



Source: San Luis Obispo RTA

North County Shuttle

North County Shuttle (NCS) was a jointly operated fixed route transit service between Paso Express and Atascadero Transit serving destinations between Atascadero and Paso Robles, most notably downtown Atascadero, Twin Cities Community Hospital in Templeton, the North County Transportation Center, and North Cuesta College. Prior to this collaboration, two routes were offered by each agency—Route C and the El Camino Shuttle—which forced a transfer in Templeton to connect the two cities. Upon elimination of the North County Shuttle on July 1, 2011, these routes were reinstated. As shown in Figure 4-3 and Figure 4-4, NCS ran primarily along El Camino Real in Atascadero, Main Street in Templeton, Las Tablas Road in Templeton, Highway 101, and Riverside Drive in Paso Robles.

NCS offered hourly service on weekdays from 7:00 AM to 7:00 PM. Saturday service was also offered with a shorter service span between 10:30 AM and 4:30 PM. No stops were made at Cuesta College on Saturdays.

Atascadero Transit provided one vehicle for North County Shuttle service with one back up, while Paso Express had two vehicles and one spare for use by all services (including Dial-A-Ride). To see additional details on NCS transit vehicles, see the first Appendix.

NCS Fares

The regular one-way fare on the North County Shuttle was \$1.25, while discounted fares of \$0.60 were offered to seniors 65 and over, Medicare card holders, and persons with disabilities. Children under the age of 3, Seniors 80 and over and Cuesta College students were able to ride for free. In addition, NCS customers were able to transfer onto Paso Express A and B routes free of charge at the North County Transportation Center. The RTA Regional Day Pass and 31-Day Pass were also accepted on the North County Shuttle.

NCS Performance

Below is a summary of key findings related to North County Shuttle's ridership, productivity and performance using various barometers for effective service. Performance data presented below aggregates data from both Atascadero Transit and Paso Express. Figure 4-8 demonstrates monthly ridership trends over the past 12 months for both Paso Express and Atascadero Transit's reported performance for the NCS service. Figure 4-9 displays the key annual productivity and cost effectiveness trends over the past four years, while Figure 4-10 compiles important performance data for that same operating period.

Ridership and Productivity

North County Shuttle's ridership fluctuated greatly over the last year (between April 2010 and March 2011) with a high of over 8,300 riders and a monthly low of just under 4,900 riders in December because Cuesta College was on break.¹ Moreover, NCS experienced a gradual increase in passengers per revenue hour (8.0%) over the past 4 years. In FY 09/10, NCS service operated by both Atascadero Transit and Paso Express accommodated slightly over 12 riders per hour.

Cost Effectiveness Indicators

The route's subsidy per passenger jumped almost every year over the last four years increasing by about 54%. Of particular note was Atascadero Transit and Paso Express's ability to consistently operate NCS service that surpassed the 20% farebox recovery ratio standard for urbanized areas for the past four years. Farebox recovery ratio for FY 09/10 was 26.4% and peak over the study time-period at an impressive 39.0%. NCS' operating cost per revenue hour consistently increased over the past four years (41%), Cost per hour between 2009 and 2010 was pegged at about \$58.

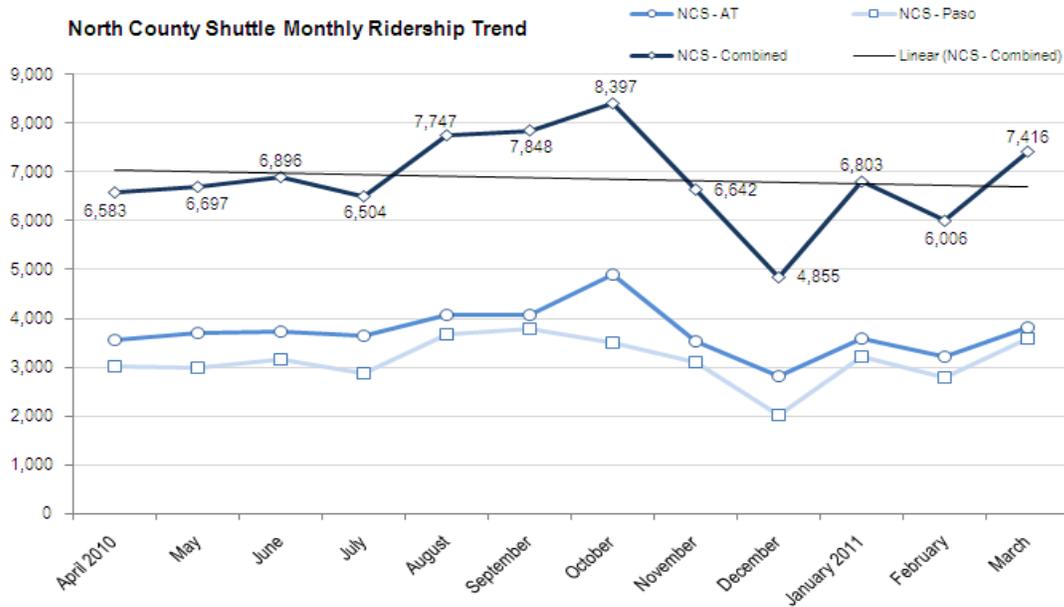
Elimination of Service and Replacement Routes

Effective July 1, 2011, the North County Shuttle as a cooperative service was eliminated, and subsequently replaced by Paso Express Route C, which operates between North Cuesta College campus in Paso Robles and Twin Cities Community Hospital in Templeton; and the Atascadero Transit El Camino Shuttle, which operates between Paloma Park in Atascadero and Twin Cities Community Hospital in Templeton. To complete a trip between Atascadero and Paso Robles, passengers may transfer between the two routes in Templeton. Please refer to the "July 1, 2011 Service Changes" section on Page 4-14 for more information.

¹ These figures encompass ridership generated from both Atascadero Transit and Paso Express operations.

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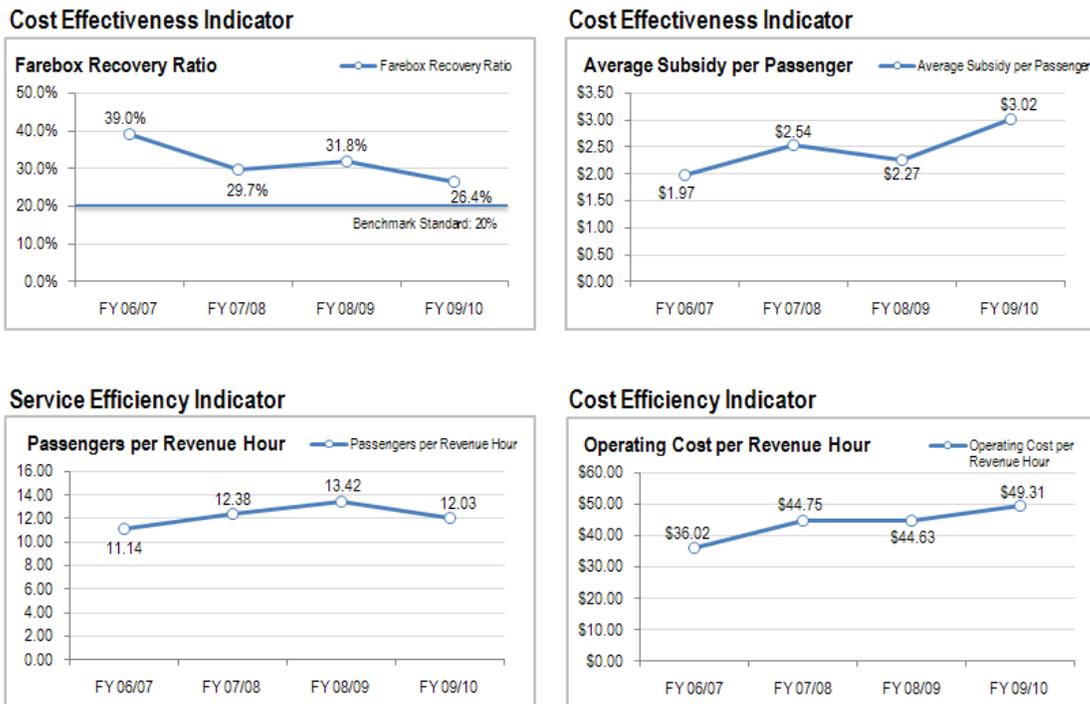
Figure 4-8 North County Shuttle Monthly Ridership Trends, FY10/11



Source: Atascadero Transit, Paso Express

Notes: This graph includes both Atascadero Transit and Paso Express' share of NCS month-by-month ridership data in order to get a complete picture of NCS productivity.

Figure 4-9 North County Shuttle Performance Indicators



Source: Atascadero Transit; Paso Express

Notes: Revenues for FY 06/07 onward include financial contributions of \$1,695 per month from Cuesta College.

Figure 4-10 North County Shuttle Four-Year Performance Data, 2007 - 2010²

	FY 06/07	FY 07/08	FY 08/09	FY 09/10	Trends			
					FY 06/07 – 07/08	FY 07/08 – 08/09	FY 08/09 – 09/10	FY 06/07 – 09/10
Operating Data								
Ridership	71,338	83,797	90,246	79,814	17.4%	7.7%	-11.6%	11.8%
Revenue Hours*	6,408.00	6,771.00	6,724.00	6,633.00	5.7%	-0.7%	-1.4%	3.5%
Revenue Miles	65,624.00	65,294.00	66,320.00	66,138.00	-0.5%	1.6%	-0.3%	0.8%
Operating Costs	\$262,326.00	\$354,753.00	\$353,861.00	\$383,003.00	35.23%	-0.25%	8.24%	46.0%
Farebox Revenue	\$89,981.00	\$89,853.00	\$95,516.00	\$86,202.00	-0.1%	6.3%	-9.8%	-4.2%
Performance Indicators								
Cost Efficiency								
Operating Cost per Revenue Hour	\$40.94	\$52.39	\$52.63	\$57.74	27.97%	0.46%	9.71%	41.04%
Cost Effectiveness								
Operating Cost per Passenger	\$3.68	\$4.23	\$3.92	\$4.80	15.13%	-7.38%	22.38%	30.50%
Farebox Recovery Ratio	39.0%	29.7%	31.8%	26.4%	-23.9%	7.3%	-17.2%	-32.4%
Average Fare per Passenger	\$1.26	\$1.07	\$1.06	\$1.08	-14.9%	-1.3%	2.0%	-14.3%
Average Subsidy per Passenger	\$2.42	3.16	\$2.86	\$3.72	30.85%	-9.44%	29.90%	53.92%
Service Efficiency								
Passengers per Revenue Hour	11.14	12.38	13.42	12.03	11.1%	8.4%	-10.3%	8.0%

Source: Atascadero Transit; Paso Express; SLOCOG FY 2006-2009 TDA Triennial Performance Audit

Notes: *Revenue miles indicated above is for Atascadero Transit's share of the service only.

Revenues for FY 06/07 onward includes financial contributions of \$1,695 per month from Cuesta College.

Information from FY05/06 unavailable for this service.

Paso Express

Paso Express provides fixed route service within the City of Paso Robles city limits with service to major activity centers such as local schools, social services, and commercial centers (See Figure 4-3). Transfers to RTA and NCS services were made available at the North County Transportation Center. Paso Express operates Route A, B and C (replacement for North County Shuttle service effective July 1, 2011; see more information below). ³ Route A and B operate 12-hour service spans on Monday through Saturday from 7:00 AM to 7:00 PM. All Paso Express routes operate on hourly headways, but Routes A and B leave the North County Transportation Center (traveling in opposite directions) every 30 minutes.

² Note: Data was only available for both agencies for the past four years.

³ The Mid-Day service was terminated in March 2011 due to very low demand in spite of grant funding availability from the Job Access and Reverse Commute (JARC) program.

Paso Express utilizes six transit vehicles for its fixed route service. There is also a back-up vehicle for use by all services (including Dial-A-Ride).

Paso Express Fares

Paso Express has a straightforward fare structure with one-way fares of \$1.25 and discounted fares of \$.60 for senior riders (65-79 years of age), persons with disabilities, and Medicare card holders. Unlimited monthly and daily pass options are available for \$40 and \$2.50, respectively. These are discounted by 50% for seniors, persons with disabilities, and Medicare card holders. Seniors age 80 and above may apply for a VIP Pass, which offers unlimited free rides on RTA, SCAT, SLO Transit, Paso Express, and North County Shuttle. Ten dollar “debited” punch passes are also available for use on both the fixed route and Dial-A-Ride systems making boarding quicker and fare payment more convenient.

Paso Express Performance

Below is a summary of key findings related to Paso Express’ fixed route ridership, productivity and performance using various barometers for effective service. Figure 4-13 displays the key annual productivity and cost effectiveness trends over the past five years, while Figure 4-12 compiles important performance data for that same operating period. Figure 4-11 demonstrates Paso Express’ monthly ridership trends over the past 12 months.

Ridership and Productivity

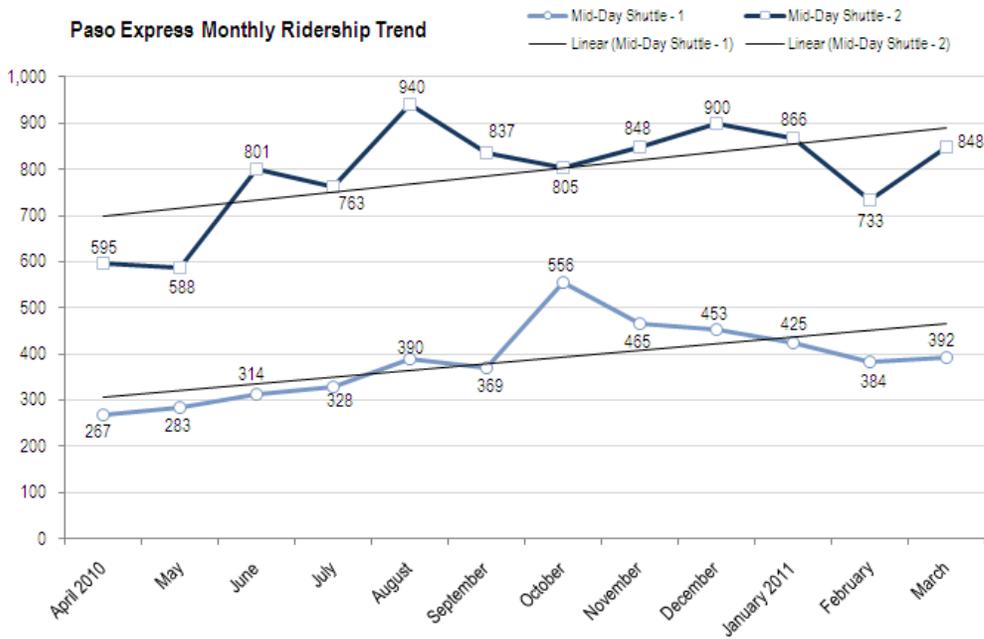
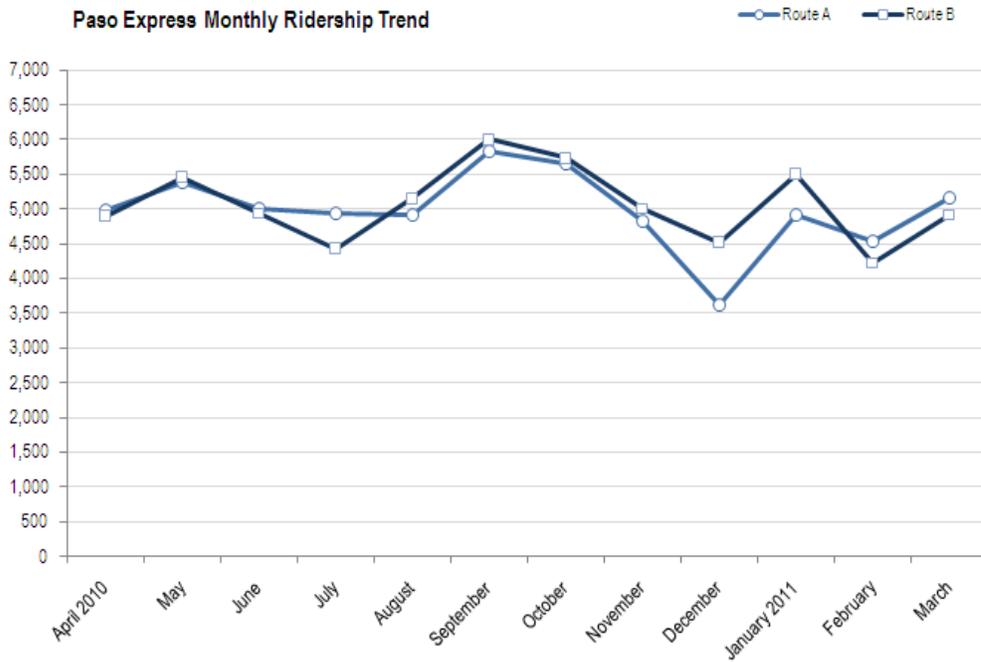
According to Paso Express’ most recent fiscal year data, Route A/B ridership has held steady in FY10/11 both averaging roughly 5,000 passengers per month. Both Route A and B exhibited sharp 2-month ridership drops from October 2010 to December 2010, which is typical for this time of year. However, the Mid-Day Shuttle routes both saw steady increases in ridership over the year. Paso Express as a system saw its ridership increase 15.6% over the past five years.

The system made improvements in productivity (passengers per hour) over the past five years, yet it saw a steep 22% drop in productivity between FY08/09 and FY09/10—although still carrying a respectable 14 passengers per hour.

Cost Effectiveness Indicators

Paso Express does not reach the required 20% farebox recovery ratio for urbanized area transit systems. The average farebox recovery for Paso Express over the past five years was 17.8% and dropped nearly 7% during this time period. Between FY 08/09 and FY 09/10, ridership declined by 9% yet service hours increased 17%, resulting in a drop in productivity from 18 to 14 hourly passengers. This ridership decline contributed to the increase in the subsidy per passenger which rose 10% in the last five years landing at \$3.88 in FY09/10. The upward cost per hour trend (about 11%) since FY05/06 reversed in FY09/10 with a 15% drop in operating cost per hour from FY08/09.

Figure 4-11 Paso Express Fixed Route Monthly Ridership Trends, FY10/11



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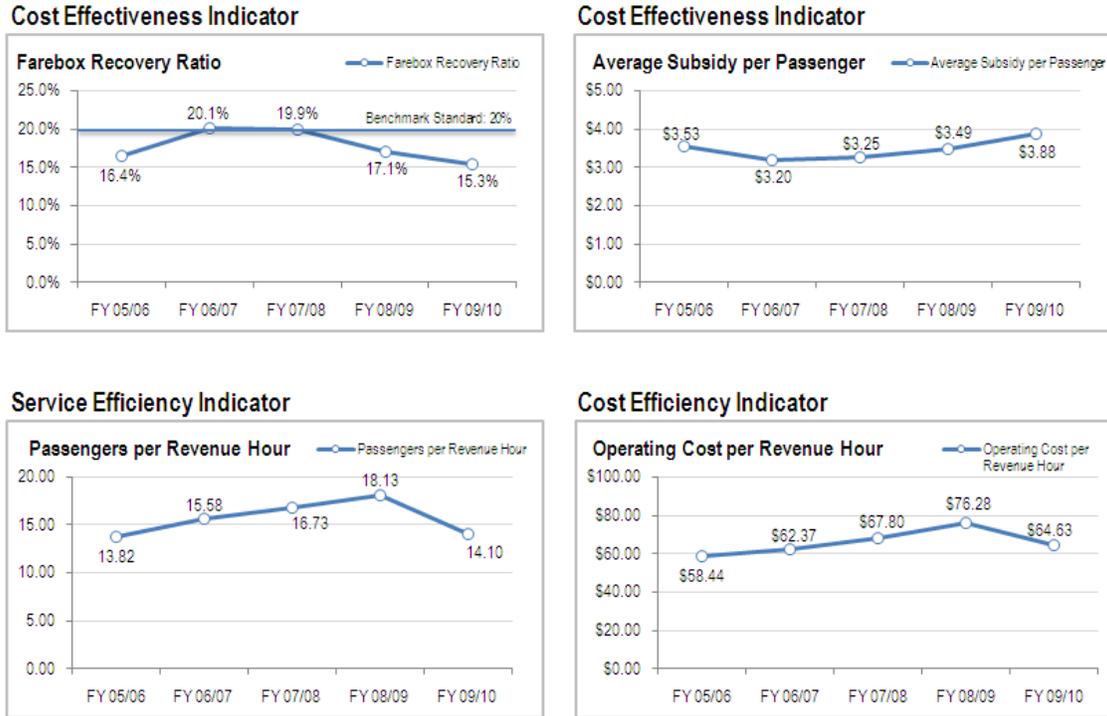
Figure 4-12 Paso Express Fixed Route Five-Year Performance Data, 2006 - 2010

	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	Trends				
						FY 05/06 – 06/07	FY 06/07 – 07/08	FY 07/08 – 08/09	FY 08/09 – 09/10	FY 05/06 – 09/10
Operating Data										
Ridership	153,911	176,343	186,480	195,385	177,852	14.6%	5.7%	4.8%	-9.0%	15.6%
Revenue Hours	11,135.00	11,315.00	11,145.00	10,778.00	12,618.00	1.6%	-1.5%	-3.3%	17.1%	13.3%
Revenue Miles	169,302.00	161,334.00	164,580.00	158,312.00	170,372.00	-4.7%	2.0%	-3.8%	7.6%	0.6%
Operating Costs	\$650,765.00	\$705,759.00	\$755,606.00	\$822,146.00	\$815,562.00	8.5%	7.1%	8.8%	-0.8%	25.3%
Farebox Revenue	\$107,021.00	\$142,017.00	\$150,006.00	\$140,305.00	\$125,066.00	32.7%	5.6%	-6.5%	-10.9%	16.9%
Performance Indicators										
Cost Efficiency										
Operating Cost per Revenue Hour	\$58.44	\$62.37	\$67.80	\$76.28	\$64.63	6.7%	8.7%	12.5%	-15.3%	10.6%
Cost Effectiveness										
Operating Cost per Passenger	\$4.23	\$4.00	\$4.05	\$4.21	\$4.59	-5.3%	1.2%	3.8%	9.0%	8.5%
Farebox Recovery Ratio	16.4%	20.1%	19.9%	17.1%	15.3%	22.4%	-1.3%	-14.0%	-10.1%	-6.8%
Average Fare per Passenger	\$0.70	\$0.81	\$0.80	\$0.72	\$0.70	15.8%	-0.1%	-10.7%	-2.1%	1.1%
Average Subsidy per Passenger	\$3.53	\$3.20	\$3.25	\$3.49	\$3.88	-9.5%	1.6%	7.5%	11.3%	9.9%
Service Efficiency										
Passengers per Revenue Hour	13.82	15.58	16.73	18.13	14.10	12.8%	7.4%	8.3%	-22.2%	2.0%
Passengers per Revenue Mile	0.91	1.09	1.13	1.23	1.04	20.2%	3.7%	8.9%	-15.4%	14.8%

Source: City of Paso Robles

Notes: Farebox revenue includes direct transit operating subsidy by Cuesta College.
All operating data are aggregates of Routes A/B, Mid-Day 1/2, and NCS routes.

Figure 4-13 Paso Express Fixed Route Performance Indicators



Source: City of Paso Robles

TRANSFER CENTERS IN NORTH COUNTY

The North County Transportation Center located at 8th and Pine in Paso Robles serves as North County’s most visible transit asset. The Transportation Center provides a facility where Paso Express and other regional transit services can safely load and unload passengers off-street and where buses can stop and layover as needed. The Transportation Center also provides a location for transfers between Paso Express, Monterey-Salinas Transit (MST) Route 83 (described in more detail below in the Other Transportation Services section), and RTA Route 9 as well as intermodal connections to Amtrak and intercity bus lines.

Another significant transfer location and critical regional transportation facility is the Las Tablas Park-and-Ride in Templeton. Located at the southeast corner of the intersection of Bennet Way and Las Tablas Road, Las Tablas Park-and-Ride is a surface parking lot that provides 46 total spaces. This was increased from 33 in June 2007.

A new transit center at the east side of Atascadero’s temporary City Hall on Capistrano Avenue is scheduled for completion in the fall of 2012. The design includes space for three bus bays and a potential Park-and-Ride across the street.

July 1, 2011 Service Changes

Effective July 1, 2011, North County Shuttle service between Atascadero and Paso Robles has been discontinued and replacement services are provided in the Shuttle's absence—Paso Express Route C and El Camino Shuttle.

El Camino Shuttle

The El Camino Shuttle, operated by Atascadero Transit, offers hourly service on weekdays only with a looped route along El Camino Real. The route spans between Twin Cities Community Hospital and Dove Creek/Paloma Park. Transit service into downtown Templeton has been discontinued.

In addition to the El Camino Shuttle, a new Saturday fixed route service called the Saturday Traveler provides trips between Dove Creek/Paloma Park and Home Depot with a northbound deviation to Colony Park Community Center and a southbound deviation to Atascadero Lake Park and Zoo. The service operates hourly from 10:00 AM to 6:30 PM from Labor Day to Memorial Day and from 10:00 AM to 4:30 PM the rest of the year.

Regular fares are \$1.50 each way; those eligible for discounts (seniors aged 65 to 79 and Disabled/Medicare Card holders) pay half fare, \$0.75. Seniors 80 years of age and above and Cuesta College students with valid ID may travel free of charge.

Paso Express Route C

Paso Express commenced operation of Route C, a fixed route between North Cuesta College and Twin Cities Community Hospital in Templeton. Major stops include the Las Tablas Park-and-Ride, Target Center, Gateway Center, and the North County Transportation Center. Route C operates on an hourly basis from 7:00 AM to 7:00 PM, Monday through Friday, and from 10:15 AM to 4:15 PM on Saturdays. If a user prefers not to use RTA Route 9, travel by public transportation between Atascadero and Paso Robles will require a transfer at Las Tablas Park-and-Ride similar to the connection required prior to the creation of the North County Shuttle.

DIAL-A-RIDE SERVICES

There are four general public Dial-A-Ride (DAR) services offered in North County (Atascadero Transit DAR, Paso Express DAR, RTA Shandon/Paso DAR, RTA Templeton DAR) and an ADA paratransit service called Runabout that operates throughout San Luis Obispo County. Each service is discussed below.

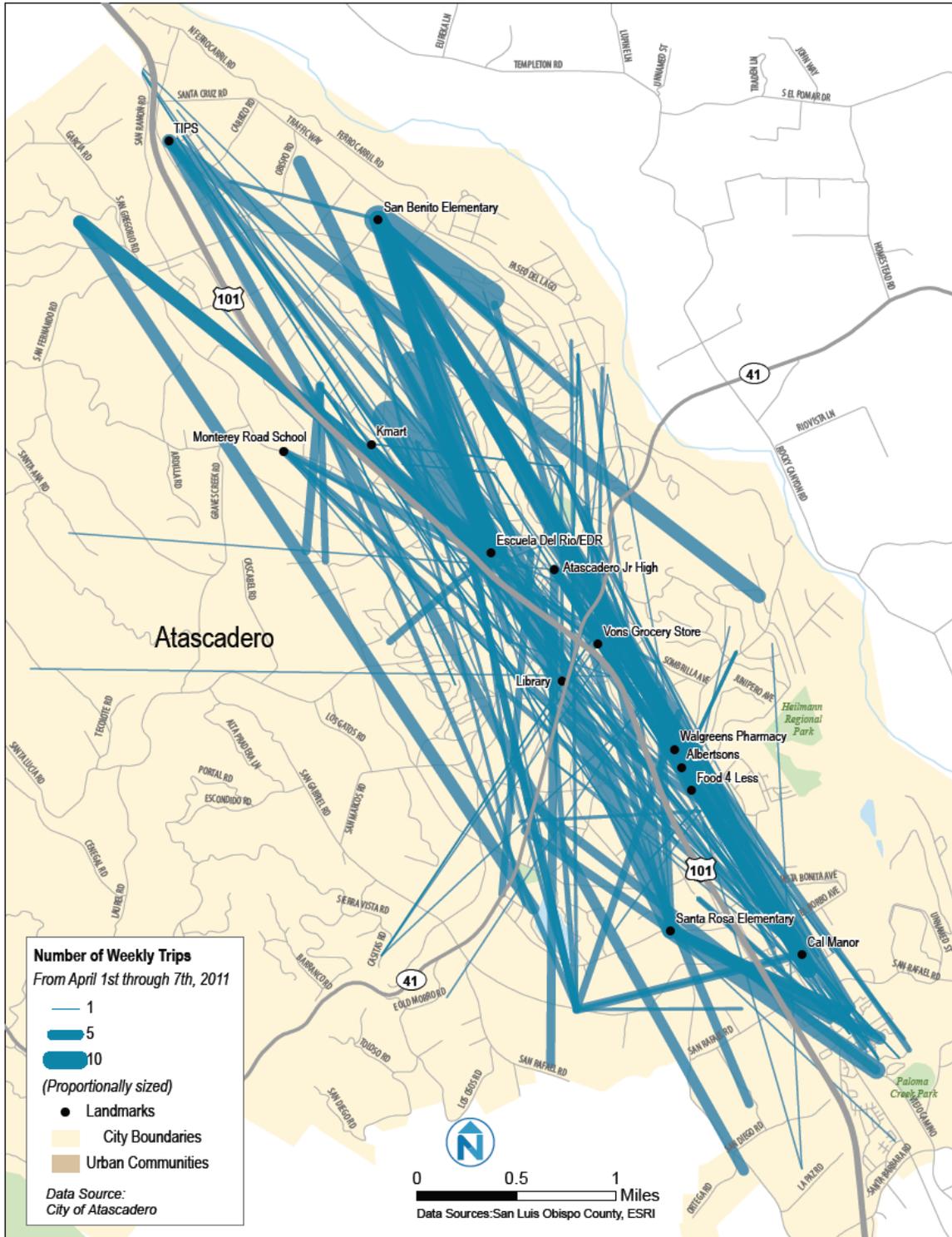
Atascadero Transit DAR

Atascadero Transit offers a general public demand responsive service for travel between any origin and destination within Atascadero's city limits. The service is offered for all trip types and operates weekdays only between 7:30 AM and 4:00 PM. The DAR fare structure is zone-based and summarized in Figure 4-15. Zone 1 fares cover the majority of the neighborhoods and commercial districts along the El Camino Real corridor, while the western half and the far southeast and northeast corners of the city lie within Zone 2.

Reservations are required and may be scheduled in advance. On-demand or last minute scheduling is offered contingent upon availability seats. Atascadero Transit uses three vehicles for demand response service and has one additional vehicle as a spare.

As illustrated in Figure 4-14, the most frequented destinations for Atascadero Transit’s Dial-A-Ride service include the Von’s and the shopping centers along El Camino Real which features retail destinations like Food-4-Less, Albertsons, and Walgreen’s. Santa Rosa Elementary School, San Benito Elementary School, and Escuela del Rio are also major destinations for the Atascadero Transit DAR service. The preponderance of DAR trips to local schools indicates that there is clearly transit demand to these locations, especially among students.

Figure 4-14 Atascadero Transit DAR Origin-Destination Patterns



Atascadero Transit DAR Fares

Atascadero Transit DAR fares increased effective July 1, 2011; most notably, general fares for Zone 1 trips doubled from \$2.50 to \$5.00 for the general population and from \$1.50 to \$2.50 for discount eligible customers. Children under the age of 4 may ride the service free of charge when accompanied by a full fare paying rider.

Figure 4-15 Atascadero Transit Dial-A-Ride Zone Fares

	Effective July 1, 2011			
	Zone 1	Zone 2	Zone 1	Zone 2
General	\$2.50	\$5.00	\$5.00	\$8.00
Senior/Persons with Disabilities/Medicare	\$1.50	\$3.00	\$2.50	\$5.00

Atascadero Transit DAR Performance

Below is a summary of key findings related to Atascadero Transit DAR’s ridership, productivity and performance using various barometers for effective service. Figure 4-16 compiles important performance data for that same operating period while Figure 4-17 displays Atascadero Transit DAR’s key annual productivity and cost effectiveness trends over the past five years.

Ridership and Productivity

Annual ridership in FY09/10 increased by 3.7% since FY08/09—hovering at roughly 25,000 passengers. Over the past five years, on the other hand, ridership declined by about 6%. In addition, Atascadero Transit DAR has seen slight decreases in productivity since 2005 (15% drop for passengers per hour and a 7% decline for passengers per mile). In FY09/10 Atascadero Transit DAR carried about 4.6 passengers per hour.

Cost Effectiveness Indicators

Atascadero Transit DAR’s subsidy per passenger trip for FY09/10 is \$12.58, which has increased 20% over the past five years. Since 2006, the service has had a farebox recovery ratio of approximately 14% (most recent year), which falls below the 20% standard for general public operation in an urbanized area. However, in recent years, due to the high farebox ratio of the fixed route service, the combined performance of the DAR and the fixed route has remained above 20%. It should be noted that Atascadero Transit DAR increased their fares on July 1 2011, which will likely have a positive impact on the system’s farebox recovery ratio, although proven fare elasticities would suggest that this may negatively impact ridership and productivity.

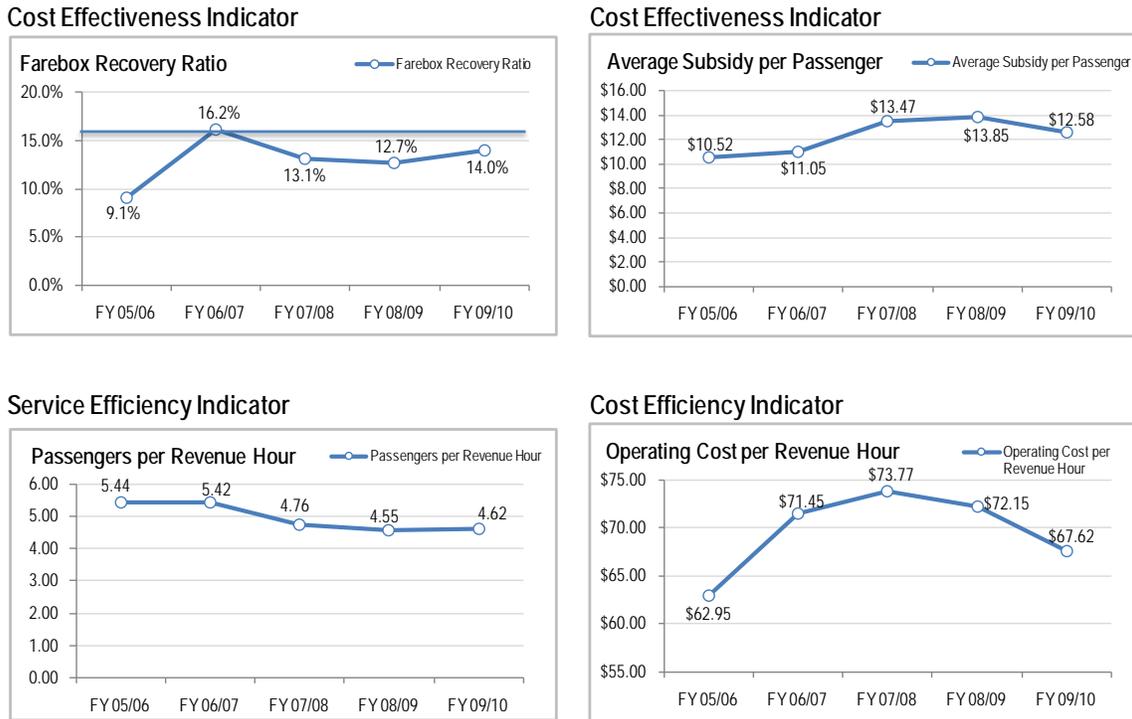
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Figure 4-16 Atascadero Transit DAR Five-Year Performance Data, 2006 - 2010

	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	Trends				
						FY 05/06 – 06/07	FY 06/07– 07/08	FY 07/08 – 08/09	FY 08/09– 9/10	FY 05/06 – 09/10
Operating Data										
Ridership	26,830	26,612	24,576	24,224	25,124	-0.8%	-7.7%	-1.4%	3.7%	-6.4%
Revenue Hours	4,933.55	4,909.29	5,167.54	5,324.25	5,435.22	-0.5%	5.3%	3.0%	2.1%	10.2%
Revenue Miles	73,811.00	76,757.00	74,170.00	74,742.00	74,448.00	4.0%	-3.4%	0.8%	-0.4%	0.9%
Operating Costs	\$310,553.00	\$350,775.00	\$381,220.00	\$384,156.00	\$367,546.00	13.0%	8.7%	0.8%	-4.3%	18.4%
Farebox Revenue	\$28,384.77	\$56,748.88	\$50,078.16	\$48,734.58	\$51,375.09	99.9%	-11.8%	-2.7%	5.4%	81.0%
Performance Indicators										
Cost Efficiency										
Operating Cost per Revenue Hour	\$62.95	\$71.45	\$73.77	\$72.15	\$67.62	13.5%	3.2%	-2.2%	-6.3%	7.4%
Cost Effectiveness										
Operating Cost per Passenger	\$11.57	\$13.18	\$15.51	\$15.86	\$14.63	13.9%	17.7%	2.2%	-7.8%	26.4%
Farebox Recovery Ratio	9.1%	16.2%	13.1%	12.7%	14.0%	77.0%	-18.8%	-3.4%	10.2%	52.9%
Average Fare per Passenger	\$1.06	\$2.13	\$2.04	\$2.01	\$2.04	101.6%	-4.4%	-1.3%	1.6%	93.3%
Average Subsidy per Passenger	\$10.52	\$11.05	\$13.47	\$13.85	\$12.58	5.1%	22.0%	2.8%	-9.1%	19.7%
Service Efficiency										
Passengers per Revenue Hour	5.44	5.42	4.76	4.55	4.62	-0.3%	-12.3%	-4.3%	1.6%	-15.0%
Passengers per Revenue Mile	0.36	0.35	0.33	0.32	0.34	-4.6%	-4.4%	-2.2%	4.1%	-7.2%

Source: Atascadero Transit, SLOCOG FY 2006-2009 TDA Triennial Performance Audit

Figure 4-17 Atascadero Transit Dial-A-Ride Performance Indicators



Sources: Atascadero Transit; SLOCOG

Paso Express Dial-A-Ride

Paso Express Dial-A-Ride (DAR) is a general public demand responsive service for travel between any pick-up and drop-off point within Paso Robles' city limits. The service currently runs on weekdays between 6:00 AM and 7:00 PM and on Sundays between 8:00 AM and 3:30 PM. These operating characteristics changed effective July 1, 2011 with reduced service span: the Dial-A-Ride now operates between 7:00 AM and 1:00 PM, Monday through Friday only.

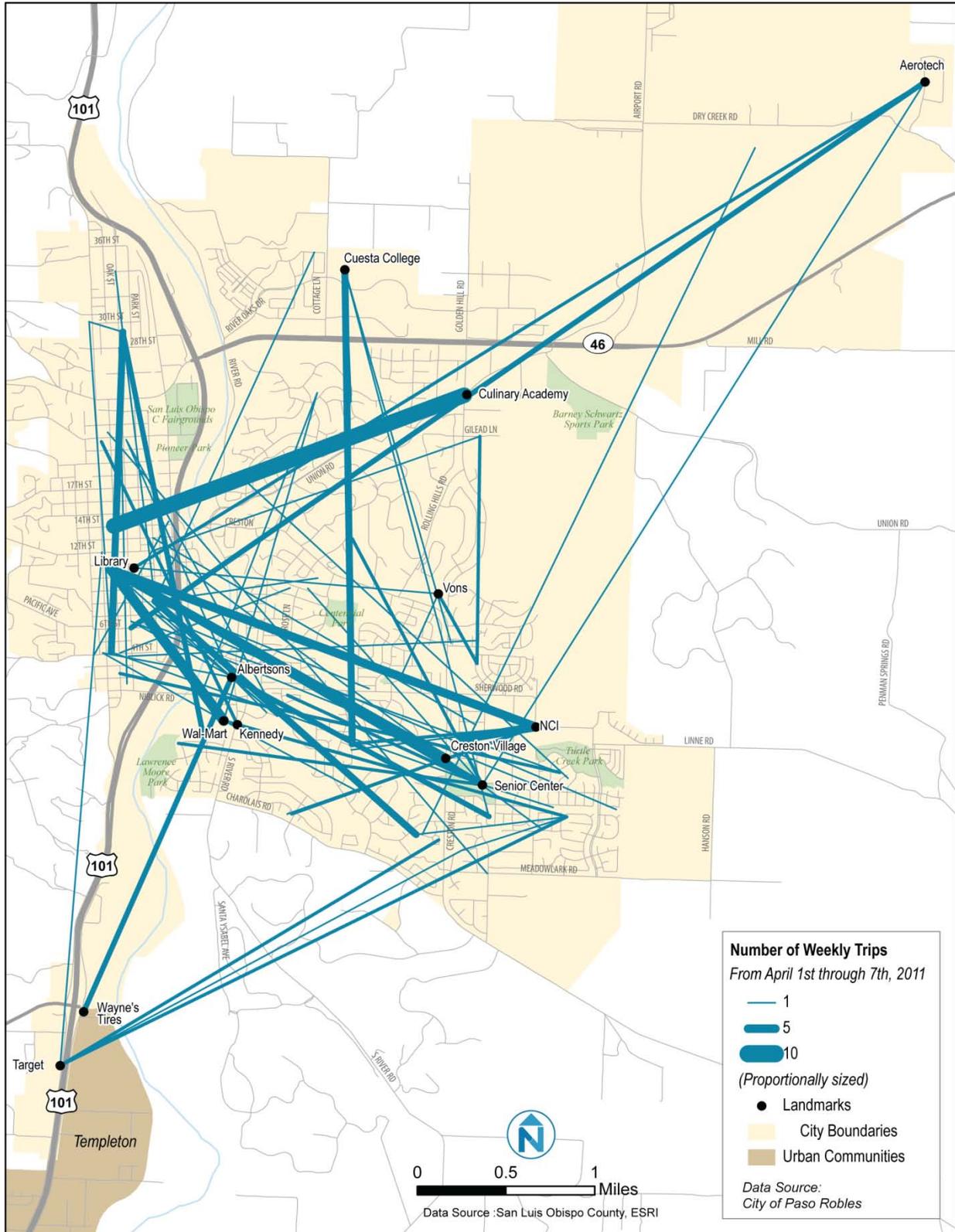
Rides are available for all trip types including medical appointments and shopping. Trips must be reserved at least two hours in advance for same day pick-ups. Customers may place reservations up to one week in advance. Paso Express uses two vehicles for its Dial-A-Ride service and has one back-up vehicle as a spare for all services. All DAR vehicles are equipped with wheelchair lifts.

Figure 4-18 displays the most frequented destinations for Paso Express' Dial-A-Ride service. These include select locations in downtown Paso Robles, the Paso Robles Library, the Paso Robles Senior Center, Wal-Mart, Creston Village, and NCI Affiliates in southeast Paso Robles.

Paso Express DAR Fares

The DAR fare structure is \$4.00 for one-way trips with a 50% discount (\$2.00) for seniors (65+), persons with disabilities, and Medicare card holders. Children under 42" tall may ride the service free of charge. Ten dollar punch passes are also accepted for Dial-A-Ride fares. As of July 1, 2011, Paso Express DAR raised its fares to \$4.00 for one-way trips and a \$2.00 discount rate for eligible customers. Although these increases will likely have a positive impact on the system's farebox recovery ratio, proven fare elasticities suggest that this may negatively impact ridership and productivity.

Figure 4-18 Paso Express DAR Origin-Destination Patterns



Paso Express DAR Performance

Below is a summary of key findings related to Paso Express DAR’s ridership, productivity and performance using various indicators displayed in the following figures. Figure 4-19 displays Paso Express DAR’s key annual productivity and cost effectiveness trends over the past five years, while Figure 4-20 compiles important performance data for that same operating period.

Ridership and Productivity

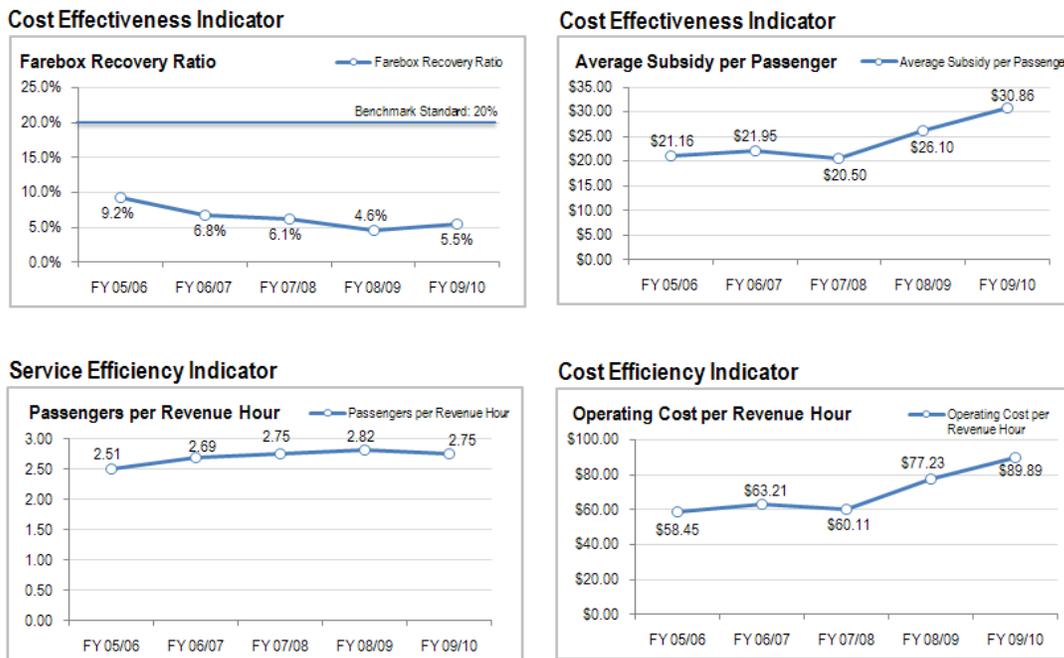
Paso Express DAR attracted roughly 7,900 trips in FY09/10, which adhered to the system’s recent decline in ridership—a 5-year decline of 12%. Conversely, the system’s indicators of productivity have remained relatively stable over the five year period with passengers per revenue hour increasing slightly to 2.8 riders per hour—a 10% increase over this timeframe.

Cost Effectiveness Indicators

The Paso Express Dial-A-Ride system recovered slightly less than 6% of its operating costs from fares in 2009-2010. The low average fare per passenger (see Figure 4-20) is one factor in the low farebox recovery ratio for Paso Express. Paso exhibits a downward trend in its farebox recovery ratio decreasing by around 40% over the last five years. It should be noted that DAR fares have recently increased which will likely increase the farebox recovery ratio.

In addition, operating cost per hour and subsidy per passenger have both seen precipitous increases in the last five years (54% and 46%, respectively). Additionally, the operating cost per passenger increased about 19% between FY08/09 and FY 09/10. The cost of Dial-A-Ride service is \$32.65 per trip for Paso Express DAR; and the average fare per passenger indicator rose nearly 42% from FY08/09 to FY09/10. These operating cost increases are likely due to rising fuel prices and insurance costs that are occurring throughout the transit industry.

Figure 4-19 Paso Express Dial-A-Ride Performance Indicators



Source: Paso Express

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Figure 4-20 Paso Express DAR Five-Year Performance Data, 2006 - 2010

	FY 05/06	FY 06/07	FY 07/08	FY 08/09	FY 09/10	Trends				
						FY 05/06 – 06/07	FY 06/07 – 07/08	FY 07/08 – 08/09	FY 08/09 – 09/10	FY 05/06 – 09/10
Operating Data										
Ridership	8,973	10,203	10,784	9,606	7,887	13.7%	5.7%	-10.9%	-17.9%	-12.1%
Revenue Hours	3,577.00	3,800.00	3,918.00	3,403.00	2,865.00	6.2%	3.1%	-13.1%	-15.8%	-19.9%
Revenue Miles	33,846.00	38,259.00	41,949.00	38,783.00	34,013.00	13.0%	9.6%	-7.5%	-12.3%	0.5%
Operating Costs	\$209,064.00	\$240,200.00	\$235,518.00	\$262,829.00	\$257,546.00	14.9%	-1.9%	11.6%	-2.0%	23.2%
Farebox Revenue	\$19,229.00	\$16,243.00	\$14,429.00	\$12,147.00	\$14,154.00	-15.5%	-11.2%	-15.8%	16.5%	-26.4%
Performance Indicators										
Cost Efficiency										
Operating Cost per Revenue Hour	\$58.45	\$63.21	\$60.11	\$77.23	\$89.89	8.2%	-4.9%	28.5%	16.4%	53.8%
Cost Effectiveness										
Operating Cost per Passenger	\$23.30	\$23.54	\$21.84	\$27.36	\$32.65	1.0%	-7.2%	25.3%	19.3%	40.2%
Farebox Recovery Ratio	9.2%	6.8%	6.1%	4.6%	5.5%	-26.5%	-9.4%	-24.6%	18.9%	-40.2%
Average Fare per Passenger	\$2.14	\$1.59	\$1.34	\$1.26	\$1.79	-25.7%	-16.0%	-5.5%	41.9%	-16.3%
Average Subsidy per Passenger	\$21.16	\$21.95	\$20.50	\$26.10	\$30.86	3.8%	-6.6%	27.3%	18.3%	45.9%
Service Efficiency										
Passengers per Revenue Hour	2.51	2.69	2.75	2.82	2.75	7.0%	2.5%	2.6%	-2.5%	9.7%
Passengers per Revenue Mile	0.27	0.27	0.26	0.25	0.23	0.6%	-3.6%	-3.7%	-6.4%	-12.5%

Source: Paso Express

Part of the service changes implemented by the City of Paso Robles on July 1, 2011 include:

- Increasing DAR fares
- Eliminating the Sunday DAR service for budgetary reasons
- Significantly reducing the Paso Robles DAR service span to end weekday service at 2:00 PM.

Other North County Demand Responsive Services

RTA Runabout

RTA Runabout is San Luis Obispo County's ADA complementary paratransit service providing door-to-door trips to ADA eligible customers between origins and destinations located within $\frac{3}{4}$ -mile of regular fixed route services. Fares for one-way trips are variable by the trip length and location amounting to double the regular one-way fixed route fare for the same trip distance. General public service is also provided on a space available basis at a premium fare structure (\$5 per one-way trip plus \$.50 for each service area zone crossing). Service is offered everyday with a 15 $\frac{1}{2}$ -hour weekday service span (6:00 AM – 9:30 AM), a 12-hour service span on Saturday (8:00 AM – 8:00 PM) and 11 hour service span on Sunday (8:00 AM – 7:00 PM).

All Runabout vehicles are equipped with wheelchair lift equipment.

RTA Templeton DAR

The Templeton DAR, operated by RTA, provides door-to-door demand responsive service to various locations within Templeton such as Villa Paseo, Twin Cities Community Hospital, and the Las Tablas Park-and-Ride for regional transit connections into Paso Robles, Atascadero, and San Luis Obispo. The one-way fare is \$2.00 per trip. Service operates on Tuesday, Thursday, and Saturday between 8:00 AM and 5:00 PM. Reservations are required with limited opportunities for same day requests.

RTA Shandon/Paso DAR

The Shandon/Paso DAR, operated by RTA, provides door-to-door demand responsive service on Monday, Wednesday, and Friday between 8:00 AM and 5:00 PM. The service offers travel anywhere within Shandon and to select locations in Paso Robles for \$4.00 per one-way trip. Reservations are required with limited opportunities for same day requests. Demand for that service has been very low at less than one rider per vehicle hour and very poor cost effectiveness (farebox ratio below 2%). This has prompted a triennial performance audit of discontinuing that service. RTA and the County have maintained the service to date.

OTHER TRANSPORTATION SERVICES

Connecting Transit Service

Monterey-Salinas Transit (MST) offers bus service with 58 routes within 280 square miles of Monterey and Santa Cruz Counties to the north of the study area. With particular relevance to this report, MST operates Route 83 (Fort Hunter Liggett-Paso Robles Express), which connects with RTA Route 9, Paso Express, and the North County Shuttle replacement route at the Paso Robles Transit Center. Route 83 offers four trips per day during the week and two trips per day on weekends. Service is provided by MST directly except for two trips per weekday that are provided by RTA under a contract with MST.

Park-and-Ride Facilities

Based on the 2008 Park-and-Ride Lot Development Study, there are a total of 273 Park-and-Ride stalls located throughout North County. There are 9 separate Park-and-Ride facilities ranging

from 15 stalls to 48 stalls, although few are directly served by transit. The following is a list of those facilities, their location and number of stalls:

- North County Transportation Center, Paso Robles, 40 spaces
- Walmart, Paso Robles, 28 spaces
- Las Tablas Park-and-Ride, Templeton, 42 spaces
- St. Williams Church, 6401 Santa Lucia Rd., Atascadero, 48 spaces
- Capistrano/Highway 41, Atascadero, 38 spaces
- Curbaril/San Luis Ave., Atascadero, 34 spaces
- Santa Rosa Road/Highway 101, Atascadero, 15 spaces
- Santa Barbara Road/San Antonio Road, Atascadero, 12 spaces
- Highway 58/Highway 101, Santa Margarita, 16 spaces

It should be noted that four of the nine Park-and-Ride facilities in North County are not directly served by transit.

Public School Transportation

The Paso Robles Joint Unified School District offers public school transportation to K-5 students living within 3 miles of their school site and Grade 6-12 students living within five miles of their school site. The district operates five bus routes in total. This service was eliminated in June of 2010 due to the expansion of district transportation boundaries without adequate financial planning, but was later reinstated in August of 2010 after the passing of H.R. 1568—federal education jobs legislation with provisions for funding public school transportation. The district also recently instituted a \$1 per day fare to close their \$123,000 transportation budget shortfall.

In addition, Atascadero Unified School District currently provides eight routes. However, the current budget crisis has created a proposal to eliminate home-to-school bus routing and to institute school-to-school routes where students are dropped off or walk to their nearest school site and are then transported to their school. Not all schools are directly served by these routes; therefore transfers onto other school buses will be required for some students. Other Atascadero schools such as Creston Elementary, Del Rio Continuation School, and Santa Rosa Road Academic Academy have three routes with limited “zone” stops. This service is available to either 1) non-junior high or high school students within the city limits, or 2) any student outside of the city limits.

Shandon Joint Unified School District and San Miguel Joint Unified School District each operate their own school bus routes within their school district boundaries. Templeton Unified School District eliminated home-to-school transportation in 2009, but still offers transportation for special education eligible recipients.

Ride-On Transportation

Ride-On is a San Luis Obispo-based Transportation Management Association (TMA) that offers countywide vanpool and ridematching services, a variety of shuttles to various destinations, and transportation resources and information on alternative transportation options. The vanpool program currently operates over 30 vanpools throughout the county. The Airport Shuttle provides rides to the San Luis Obispo Airport and Amtrak Station.

As part of the Ride-On mandate as the Consolidated Transportation Services Agency, a door-to-door senior transportation shuttle is also offered serving North County on Monday and Wednesday between 9:00 AM and 5:00 PM. One-way fare is priced at \$3.00. Advanced reservations are recommended, but not required. Medical trips can also be made using the Medical Shuttle, which is 100% subsidized for eligible Medi-Cal recipients. In FY 2010/11, the CTSA program carried approximately 15,000 person trips to/from North County.

SLO Regional Rideshare

The San Luis Obispo County Council of Governments sponsors a transportation program called SLO Regional Rideshare aimed at reducing single occupancy vehicle trips within the county. SLO Regional Rideshare's website, located at www.rideshare.org, provides information regarding alternative transportation options. Some key transit-related programs include:

- Schedule information, Google Transit features, and other transit marketing and information resources (maps, rider resources, transit pass sales)
- ADA Paratransit and Dial-A-Ride information
- Senior Transportation Options Program that provides travel information, transit educational experiences, and customized trip planning assistance for seniors
- Mobility Management Program that facilitates trip scheduling and transit information retrieval
- Referrals for vanpool formation and ridematching program for carpools
- Bicycle information, education, and encouragement programs

Private Transportation Providers

Amtrak

Located within the North County Transportation Center/Paso Robles Intermodal Center, the Amtrak Depot is North County's epicenter for daily intercity rail service with connections to Los Angeles, Oakland, Sacramento, Portland, Oregon, and Seattle, Washington. In addition, Amtrak's Thruway Bus Service, an intercity bus service, provides connections to the peripheral rail stations not served by local rail lines. Some of the available routes include Route 17 between Santa Maria and Hanford, Route 18A between Oakland and Santa Barbara, and Route 21 with service between San Jose and Santa Barbara.

Greyhound Bus Lines

Greyhound, a nationwide intercity/interstate bus service, stops in Paso Robles and Atascadero. This "long haul" transportation company serves destinations throughout California and the surrounding western states. The North County Transportation Center is the official site of North County's Greyhound depot with baggage and packaging services. Paso Robles' City Council recently discontinued their ticket office agreement with Greyhound, so full ticketing services has shifted to a pick-up/drop-off point with prepaid tickets. The depot serves multiple Greyhound routes and is open daily between 11:00 AM and 3:00 PM. Another Greyhound stop is located in Atascadero, which is considered a limited service bus stop and houses no ticketing, baggage, or package express services.

Taxis

North County Taxi is the only taxi service located within North County. All other services are based in San Luis Obispo and the Beach Cities. North County Taxi is also listed by Ride On and SLO Regional Rideshare's Guaranteed Ride Home/Emergency Ride Home programs as a preferred vendor.

Larger taxicab companies based in San Luis Obispo provide some service to outlying communities within North County. These companies do not have vehicles equipped with ramps or lifts to accommodate disabled passengers. They include:

- Yellow Cab
- Beach Cities Taxi
- San Luis Obispo Taxi
- San Luis Obispo Cab Company
- Surf Cab
- 234 Cab
- Green Rides Cab Company

Social Service Providers

North County is home to a variety of social service transportation providers that range in scope from trip assistance to mobility education. Below is a short list of some the region's most visible social service providers:

- **Friendly Rides 4 Seniors** – A volunteer organization designed to meet the needs of non-driving, homebound seniors. The service operates on weekdays within a 15 mile radius of Paso Robles and provides service to Paso Robles, Atascadero, Templeton, San Miguel and other nearby areas. This program was recently shifted under the Wilshire Foundation senior volunteer driver program, partly funded by a New Freedom grant administered by Ride-On Transportation.
- **Turning Point of Central California** – Centered in Atascadero, TPCC provides transportation assistance to a variety of vulnerable populations including the developmentally disabled, homeless, jobless, and mental health patients, among many others.
- **Escuela del Rio** – A non-profit organization based out of Atascadero that provides mobility training and transportation assistance to those with severe to moderate developmental challenges.
- **Ride-On** – As mentioned earlier, Ride-On offers an affordable, door-to-door senior shuttle service on Mondays and Wednesdays between any home origin in North County and the City of San Luis Obispo. Ride-On as the CTSA provides contract services to the Tri Counties Regional Center, serving the needs of developmentally disabled adults countywide, including within North County.
- **NCI Affiliates** – A non-profit organization based in Paso Robles that provides support services for developmentally disabled adults throughout the region; NCI operates its own fleet to distribute their clients to day work sites out of their Paso Robles offices. Ride On Transportation also provides contract transportation service to NCI for some of their eligible clients to reach the facility from home, where they transfer to the NCI vehicles.

ORGANIZATIONAL STRUCTURE AND ADMINISTRATION

Figure 4-21 summarizes the administrative structure of the transit services and is briefly discussed below. Further detail and analysis of the organizational structure of the services, as well as potential opportunities to enhance coordination of services, is covered by Chapter 9.

Figure 4-21 Administration Comparison

Transit Service	Atascadero Transit Dial-A-Ride	Paso Express Dial-A-Ride	North County Shuttle	Regional Transit Authority (Route 9)
Agency	City of Atascadero	City of Paso Robles	City of Atascadero and City of Paso Robles	San Luis Obispo Regional Transit Authority
Policy Board	Atascadero City Council	Paso Robles City Council	Atascadero and Paso Robles City Councils	RTA Board of Directors (5 members from the Board of Supervisors; 7 members from each of the JPA member cities)
Management Structure	Administrative Assistant & Public Works Director; report to City Council	Transit Services Coordinator & Administrative Services Director; report to City Council	Transit Management Staff at each of the Cities per the MOU	Executive Director reports to the Board
Day-to-Day Operations Operations	Contract Operator (First Transit)	Contract Operator (First Transit)	Contract Operator (First Transit)	In-house operation
Day-to-Day Operations Dispatch	In-house operation	Contract Operator (First Transit)	Contract Operator (First Transit)	In-house operation
Day-to-Day Operations Maintenance	Contract Operator (Outside Vendor)	In-house operation (City Public Works)	Both in-house (Atascadero) and contracted (Paso Express)	In-house operation
Union Status	Non union	Non union	Non union	Union

Atascadero Transit Dial-A-Ride (DAR)

Atascadero DAR is administered by the City of Atascadero Public Works Department. The Administrative Assistant provides administration and oversight of the service and supervision of the Dispatch office. This position reports to the Director of Public Works for the City of Atascadero. Policy direction is provided by the City Council. First Transit is the contract operator that operates the service. Dispatch is provided in-house by City staff. All vehicles are owned and maintained by the City of Atascadero.

Paso Express

Like Atascadero DAR, Paso Express Dial-A-Ride is operated and dispatched under contract to First Transit and all vehicles are owned and maintained by the City of Paso Robles. The Transit Services Coordinator provides administration and oversight of the service. He reports to the Administrative Services Director for the City of Paso Robles. The City Council provides policy direction.

North County Shuttle

In 2006, the Cities of Atascadero and Paso Robles entered into a Memorandum of Understanding (MOU) to provide intercity fixed route service connecting the two cities. The cities contracted with First Transit to operate and provide dispatching for the service, while Atascadero Transit maintained NCS vehicles and Paso Express' NCS vehicles were maintained by Paso Robles City employees. The MOU is scheduled terminated on July 1, 2011. Technical oversight was provided by transit management staff at each city.

San Luis Obispo Regional Transit Authority

RTA is a JPA (Joint Powers Authority) that operates fixed route bus service connecting cities throughout San Luis Obispo County and extending into northern Santa Barbara County. RTA also operates Runabout, the ADA complementary paratransit service. RTA currently has a staff of eight administrative employees including an Executive Director and a Director of Finance and Administration. If RTA were to assume day-to-day operations for all of North County transit services then two new positions would be needed. There would be a Transit Supervisor and Road Supervisor for operations based in North County, modeled after similar positions in South County. Ideally, the Transit Supervisor would be a position similar to that currently served by the Paso Robles Transit Services Coordinator. Day-to-day service is operated in house.

5 RIDECHECK ANALYSIS AND ON-BOARD PASSENGER SURVEY

In May 2011, Nelson\Nygaard conducted on-board surveys on the North County Shuttle, Paso Express (fixed route and Dial-A-Ride), Atascadero Transit Dial-A-Ride, and RTA's Route 9. Ridechecks were also conducted on the North County Shuttle, RTA Route 9, and Paso Express Routes A and B. A summary of the results of these surveys is provided below. It should be noted that on-board survey collection for Paso Express Dial-A-Ride and Atascadero Transit Dial-A-Ride was conducted with a longer period of time to ensure a sufficient number of responses were gathered for the analysis.

RIDECHECK ANALYSIS

Methodology

In order to identify North County's key boarding and alighting locations and transit generating land uses, Nelson\Nygaard conducted an on-board ridecheck for a single weekday period on Paso Express Route A and B, North County Shuttle, and RTA Route 9. The data collection was conducted on two normal operating weekdays—Tuesday May 3, 2011 and Wednesday May 4, 2011. The ridecheck entailed counting every passenger that boarded and alighted each service for all runs that make up a single weekday. Infants were not counted as passengers, but were noted on the ridecheck form. The second Appendix summarizes all ridecheck data obtained and indicates key boarding and alighting locations and the maximum load carried by stop. For Route 9 and Paso Express A/B, bicycle loading events were also tracked by stop location.

This ridecheck is intended to tally all boardings and alightings for a *typical* service day. Particular attention was paid to ensure college student transit users were adequately accounted for during the survey week.

RTA Route 9

Boarding, Alighting and Load Summary

Figure 5-1 summarizes all of Route 9's boardings for both the northbound and southbound directions. Ridership is relatively strong throughout the El Camino Real corridor and at each of the major transit generating nodes including the North County Transportation Center, Las Tablas Park-and-Ride, Atascadero City Hall, Cal Poly San Luis Obispo, and the San Luis Obispo Transit Center. The portion of Route 9 between downtown Atascadero and Paloma Creek and all portions within the City of San Luis Obispo are by far the strongest segments. Weaker portions of the route lie just north of Santa Margarita, where population and employment density is lowest. The

highest southbound boarding location is at North County Transportation Center, while the most productive northbound boarding location is at San Luis Obispo's Transit Center.

Figures 5-2, 5-3, and 5-4 show total boardings and alightings by stop, along with maximum daily passenger load by stop for the northbound and southbound directions. In the northbound direction, total passenger loads peak around Monterey Street at the Peach Tree Inn, where this remains constant until passenger alight at the North County Transportation Center. Very little boardings or alightings occur in Santa Margarita and south Atascadero. The southbound direction is essentially a mirror of this pattern, with loads peaking early in Paso Robles and remaining constant until riders arrive in San Luis Obispo. In this direction, however, the total volume of boardings and alightings are less than what is observed in the northbound direction.

These graphics indicate that boardings are for highly peaked regional trips and are anchored by the two major transportation hubs in the region.

Boarding by Time of Day

As illustrated in Figure 5-4 and Figure 5-5 both northbound and southbound boardings are greatest in the early morning and early evening. A clear peak travel period occurs during express route runs in each direction. These graphs clearly indicate that the northbound direction exhibits only one clear PM peak, while the southbound direction exhibits both an early AM and PM peak travel period.

Figure 5-1 Daily Boarding Counts - RTA Route 9

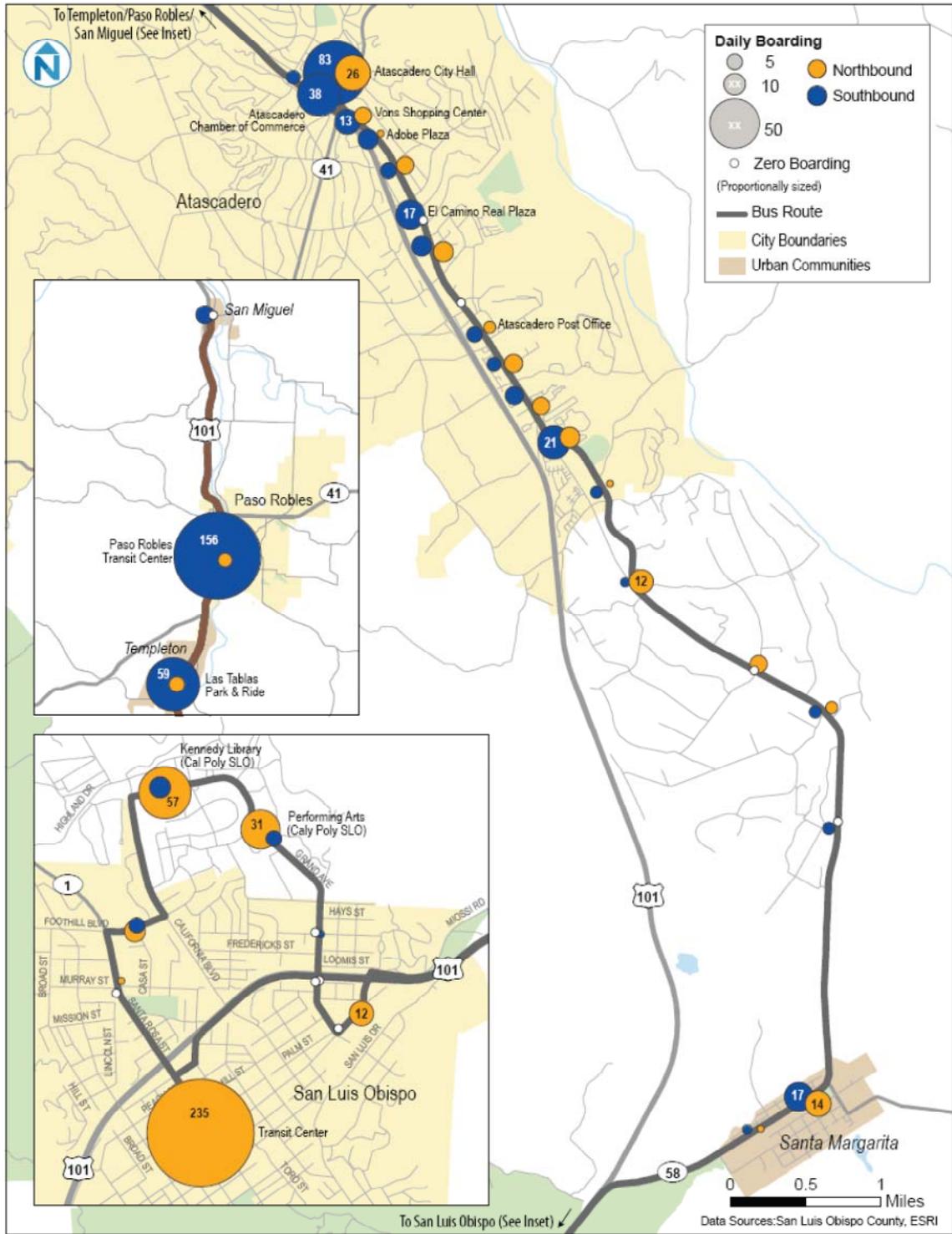


Figure 5-2 Weekday Northbound RTA Route 9 - Boarding, Alighting, and Max Load by Stop

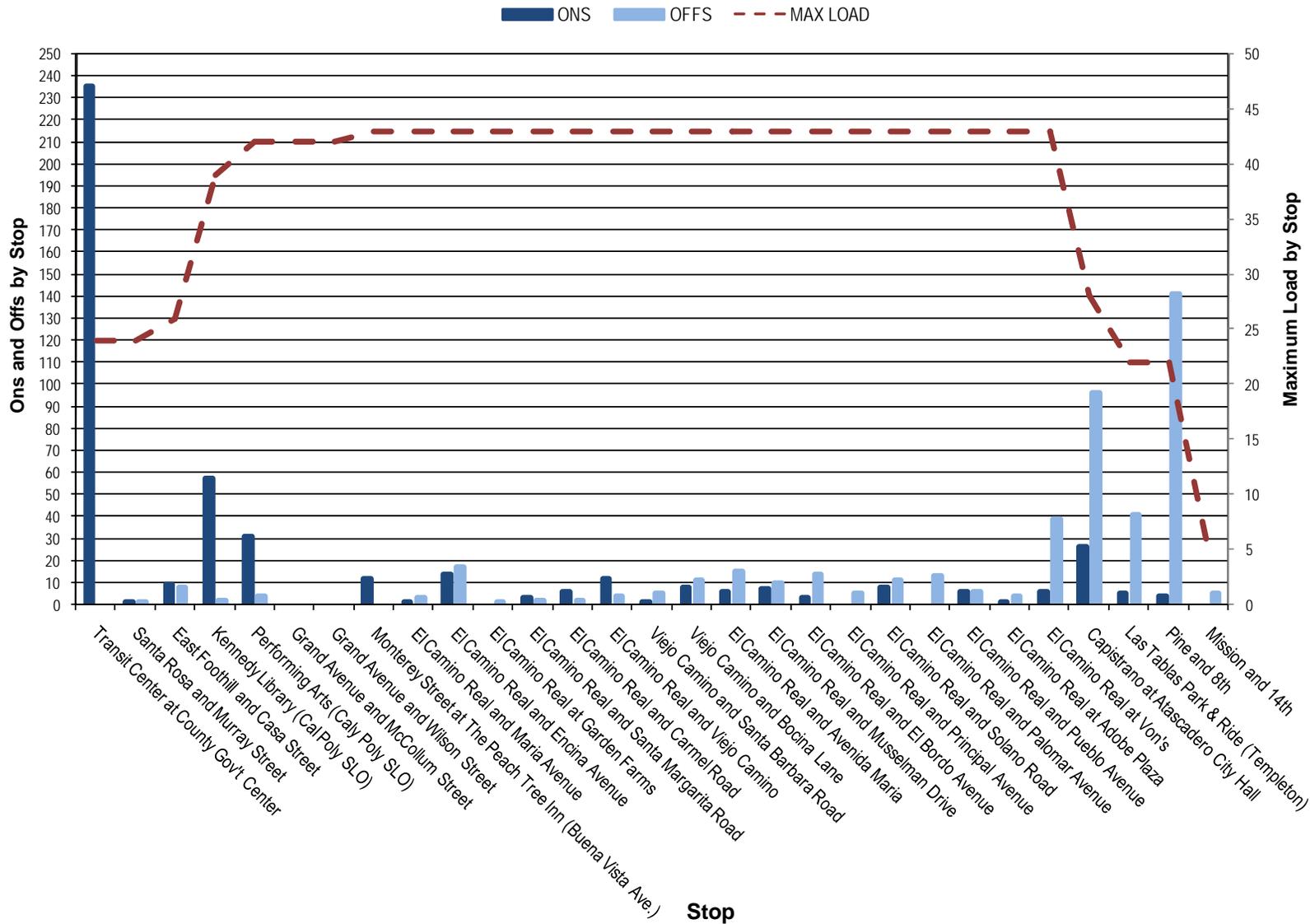


Figure 5-3 Weekday Southbound RTA Route 9 - Boarding, Alighting, and Max Load by Stop

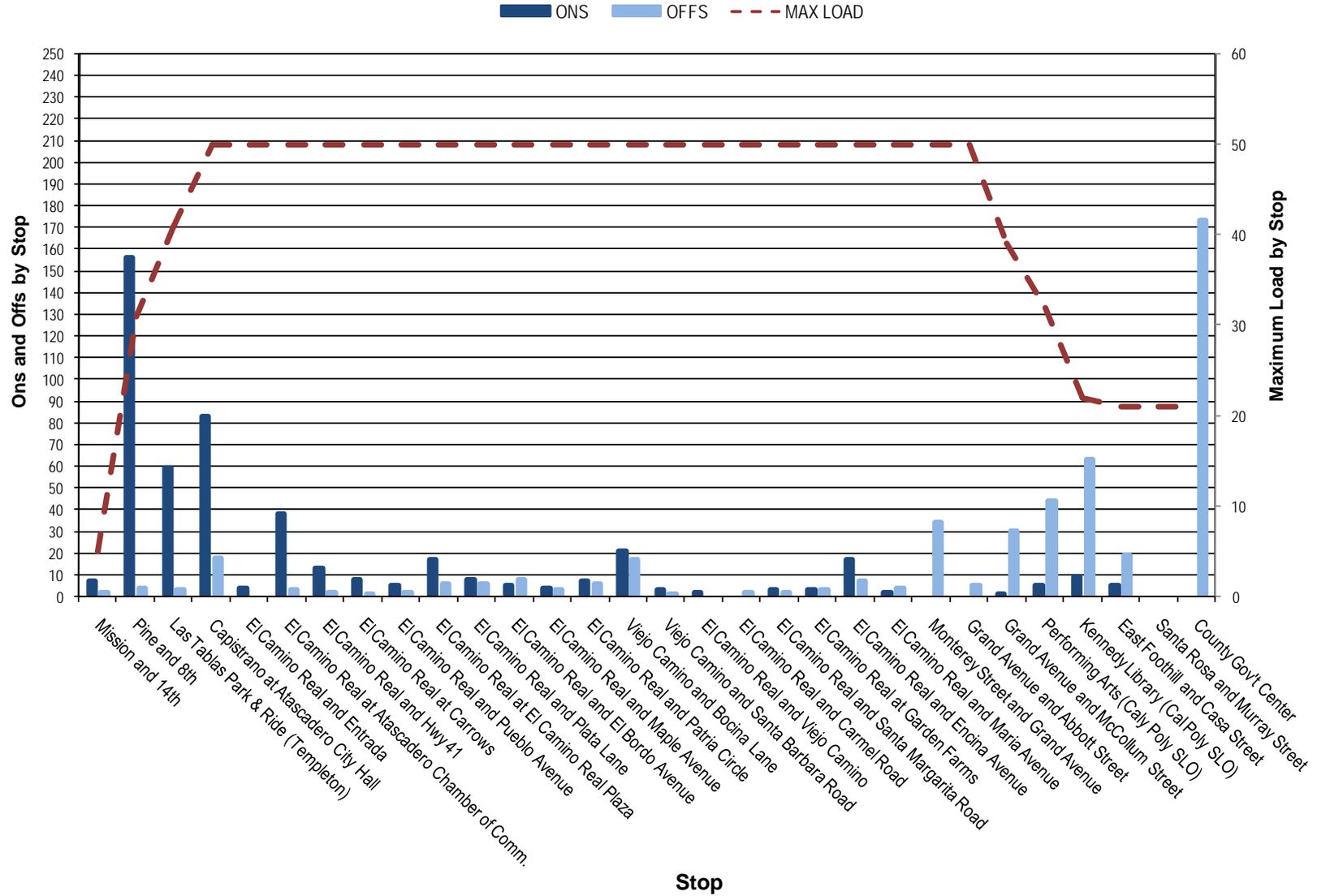
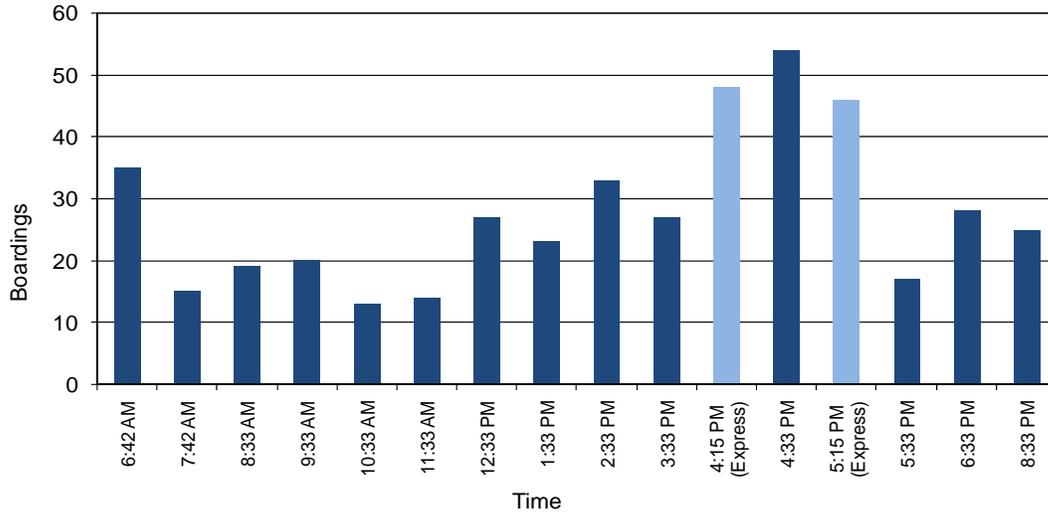
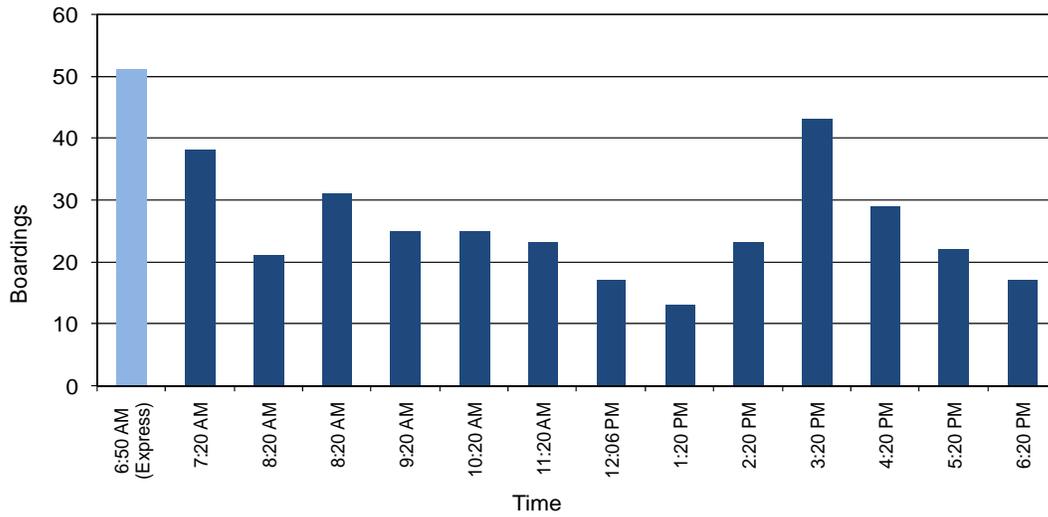


Figure 5-4 Weekday Northbound RTA Route 9 Boardings by Time of Day



Note: Light blue bars indicate express runs.

Figure 5-5 Weekday Southbound RTA Route 9 Boardings by Time of Day



Note: Light blue bars indicate express runs.

North County Shuttle

Boarding, Alighting and Load Summary

Figure 5-6 summarizes all of North County Shuttle’s boardings for both the northbound and southbound directions. Ridership in general is relatively low throughout the route, except at key activity nodes and transfer points such as the North County Transportation Center, North Cuesta College (southbound only), and various stops along El Camino Real’s commercial plazas in south Atascadero (northbound only). The portion of northbound NCS between Paloma Creek and Atascadero City Hall is considered the strongest segment. In the southbound direction, boarding is generally lighter except at the north end of the route. The highest southbound boarding location is at Cuesta College, while the most boardings in the northbound direction occur at El Camino Real and Avenida Maria.

Figure 5-7 and Figure 5-8 show total boardings and alightings by stop, along with maximum daily passenger load by stop for NCS’ northbound and southbound directions. Total passenger loads in the northbound direction peaks around the Post Office in Atascadero. After this point, the load fluctuates between 10 and 14 riders until arriving at Cuesta College. Very little boardings or alightings occur between Templeton (Main and 1st) and central Atascadero (at around El Camino Real and Rosario). The southbound direction’s maximum load peaks at two points in Atascadero—once at El Camino just north of K-Mart and at El Camino Real and Rosario. Loads sag on either end of the route at these points. The total volume of boardings and alightings tend to lag behind boardings and alightings in the northbound direction.

Boarding by Time of Day

As illustrated in Figure 5-9 and Figure 5-10, both northbound and southbound directions observe relatively flat boarding patterns with barely noticeable peak travel periods. The northbound NCS exhibits a peak between 8:00 AM and 9:00 AM and at around 3:00 PM for evening return trips. The southbound direction only peaks at 4:00 PM. These graphs clearly indicate NCS’ lack of strong boarding patterns and low ridership throughout the day.

Figure 5-6 Daily Boarding Counts - North County Shuttle

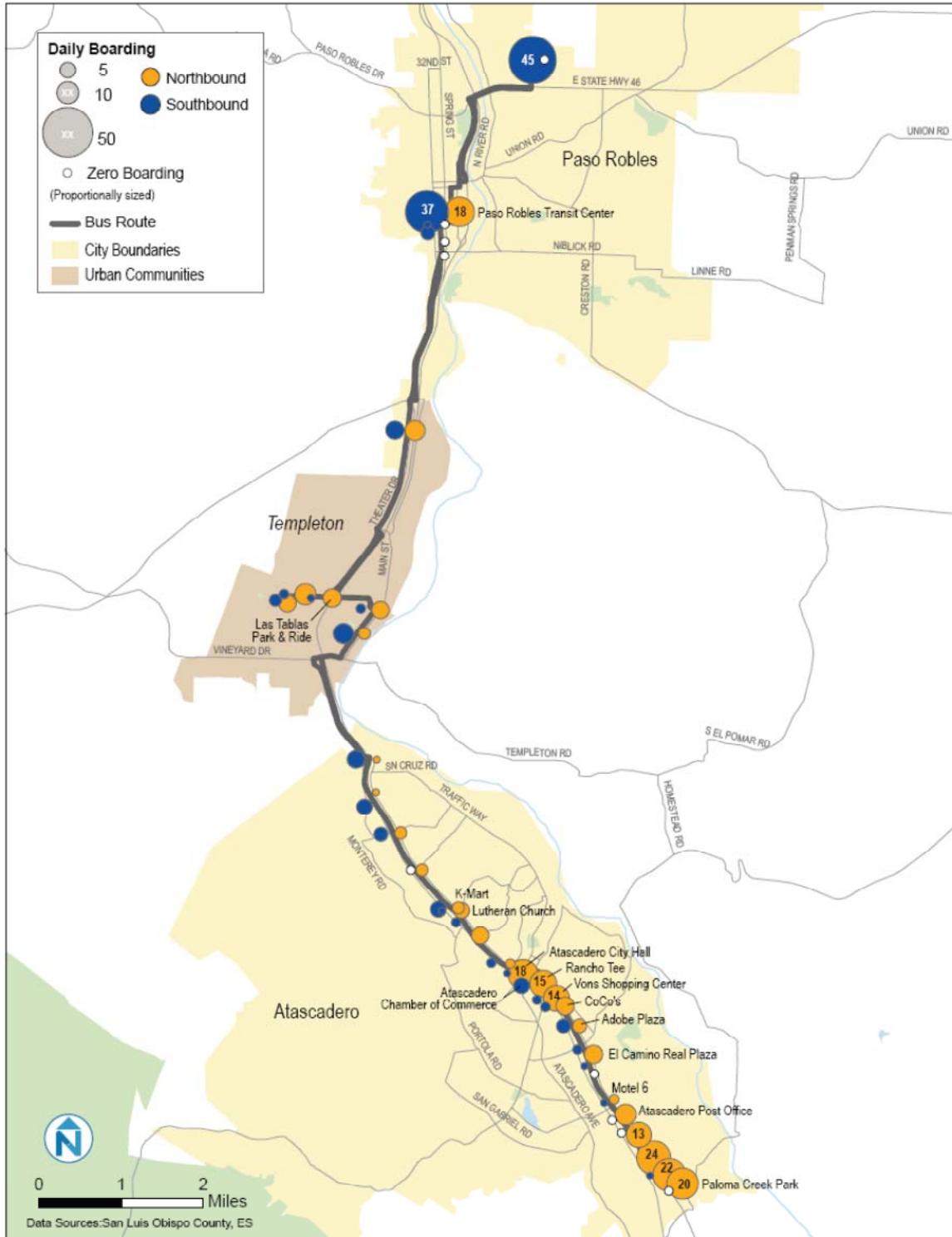


Figure 5-7 Weekday Northbound North County Shuttle - Boarding, Alighting, and Max Load by Stop

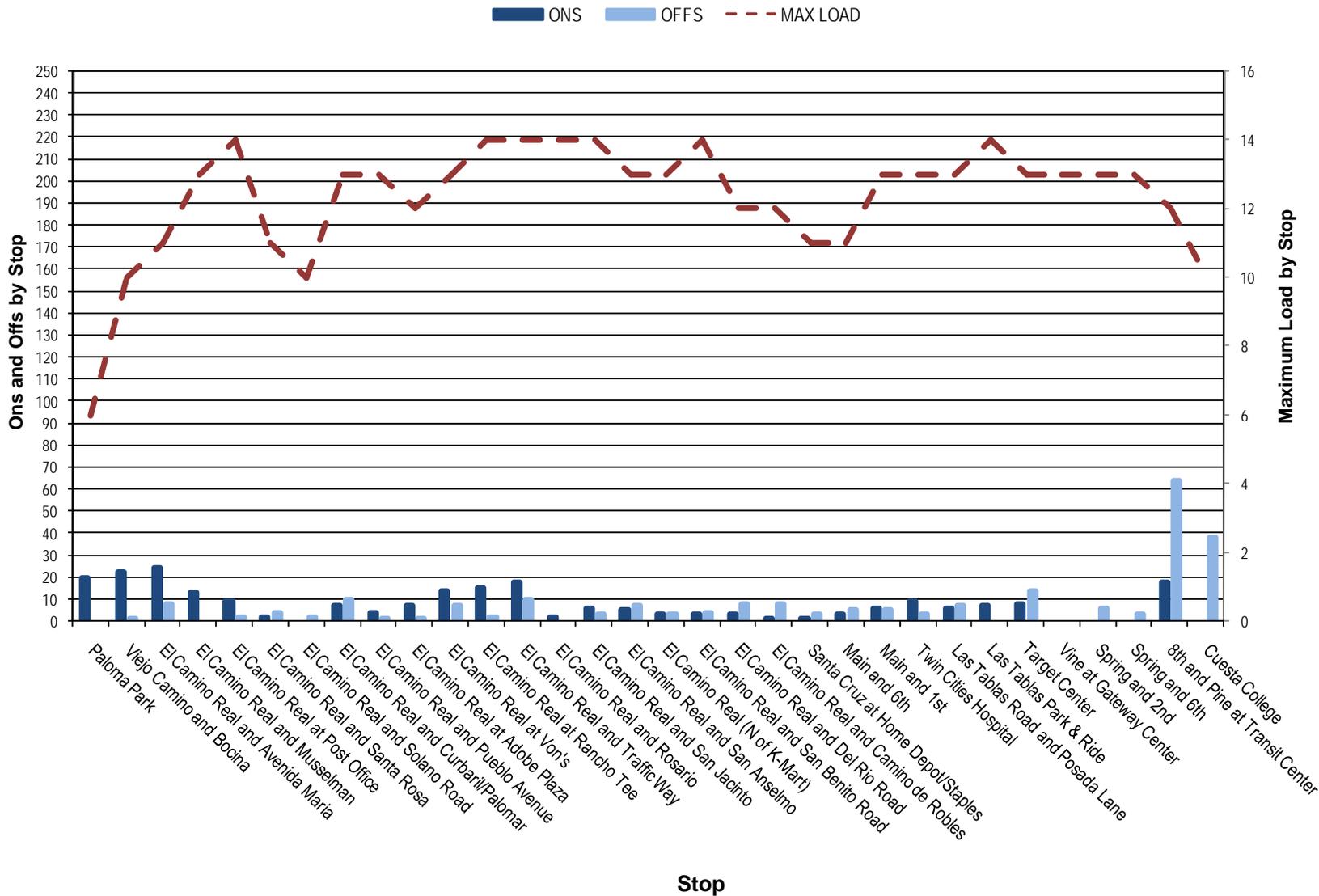
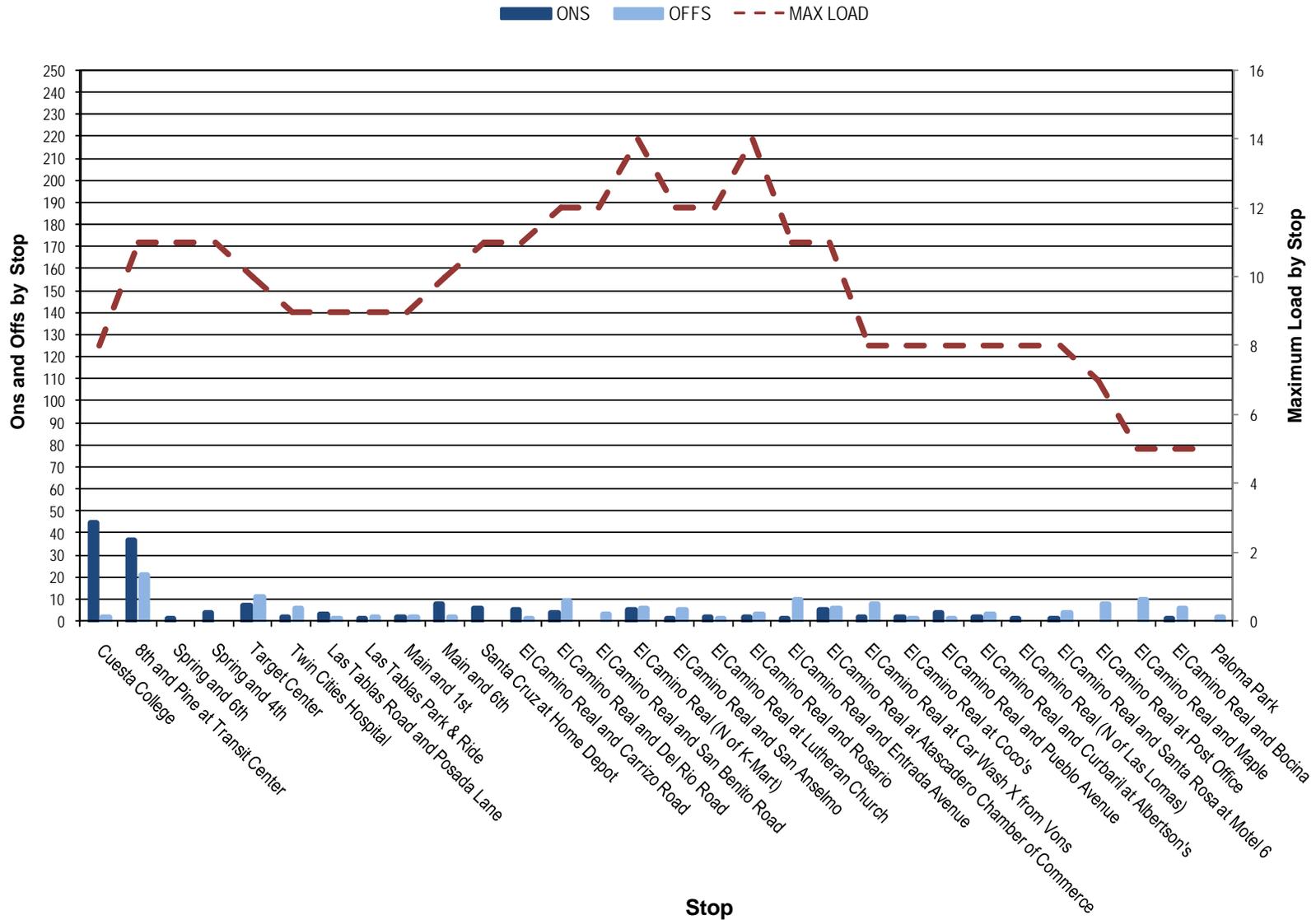


Figure 5-8 Weekday Southbound North County Shuttle - Boarding, Alighting, and Max Load by Stop



Boarding by Time of Day

Figure 5-9 Weekday Northbound North County Shuttle Boardings by Time of Day

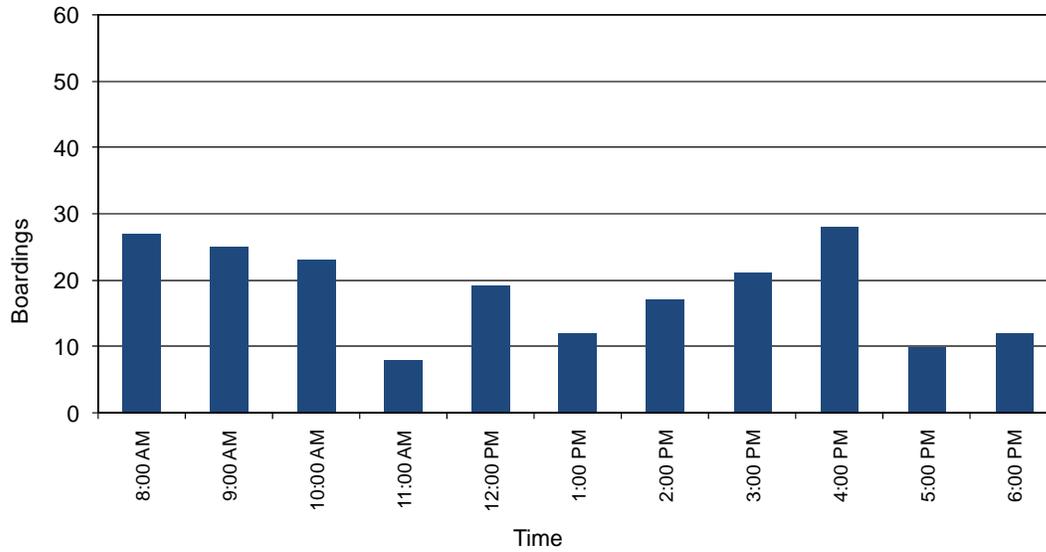
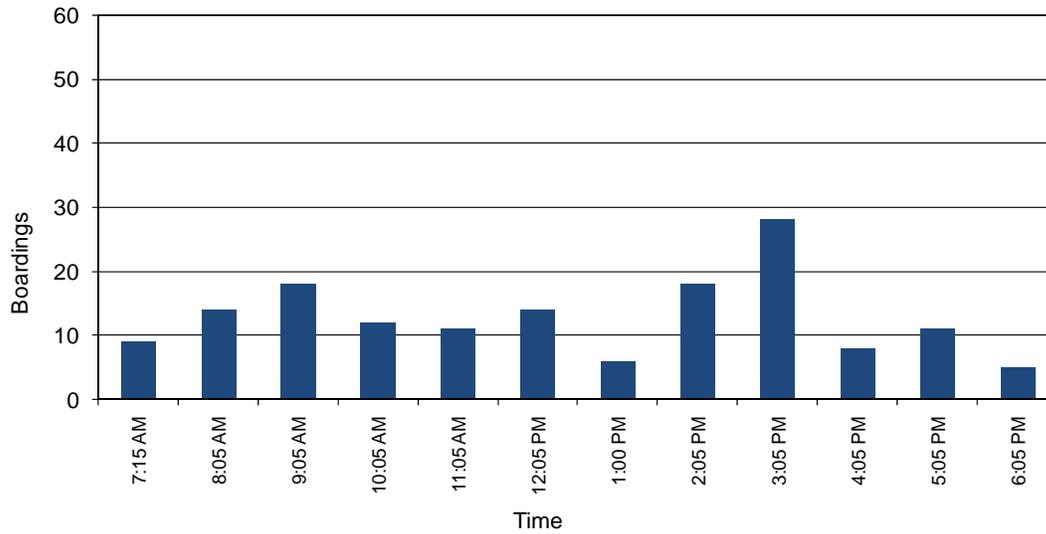


Figure 5-10 Weekday SB North County Shuttle Boardings by Time of Day



Paso Express Routes A and B

Boarding, Alighting and Load Summary

Figure 5-11 summarizes all of Paso Express' boardings for Route A and B. Ridership is relatively strong throughout the each route's entire length. Paso Robles activity centers, unsurprisingly, generate the majority of boardings. These nodes include the North County Transportation Center, Laguna Terrace, Creston Village, Albertson's, and Paso Robles High School. The portion of both Route A and B between 24th Street and 36th Street just north of central Paso Robles is clearly the strongest segment of each route. Weaker portions of the route fall within the residential neighborhoods along Scott Street, Creston Road, and in the vicinity of the County Fairgrounds. The highest Route A boarding location is at Creston Village, while the most productive Route B boarding location is at Laguna Terrace, which houses a large portion of the city's transit dependent population.

Figure 5-12 and Figure 5-13 show total boardings and alightings by stop, along with maximum daily passenger load by stop for both loops. For Route A, total passenger loads crests at Winifred Piford School. Max load on this route fluctuates wildly, with a significant valley (12 riders) at Georgia Brown School. Very few boardings or alightings occur along the entirety of Riverside, just north of the Transportation Center. Route B exhibits a maximum load at 2nd and Oak with a low at around Daniel Lewis School. Much like Route A, max load fluctuates along its course, which signals that boarding patterns are not clearly defined and transit generators are interspersed throughout the city.

Boarding by Time of Day

As demonstrated in Figure 5-14 and Figure 5-15, both Route A and Route B boardings are greatest in the early morning and late afternoon. Route A clearly peaks at 7:00 AM and 3:00 PM, while Route B exhibits its highest boarding levels between 7:30 AM and 8:30 AM. These boarding trends correspond with local school schedules and the steady mid-day boarding levels reflect shopping trips and personal errands.

Figure 5-11 Daily Boarding Counts – Paso Express Route A/B



Figure 5-12 Weekday Paso Express Route A - Boarding, Alighting, and Max Load by Stop

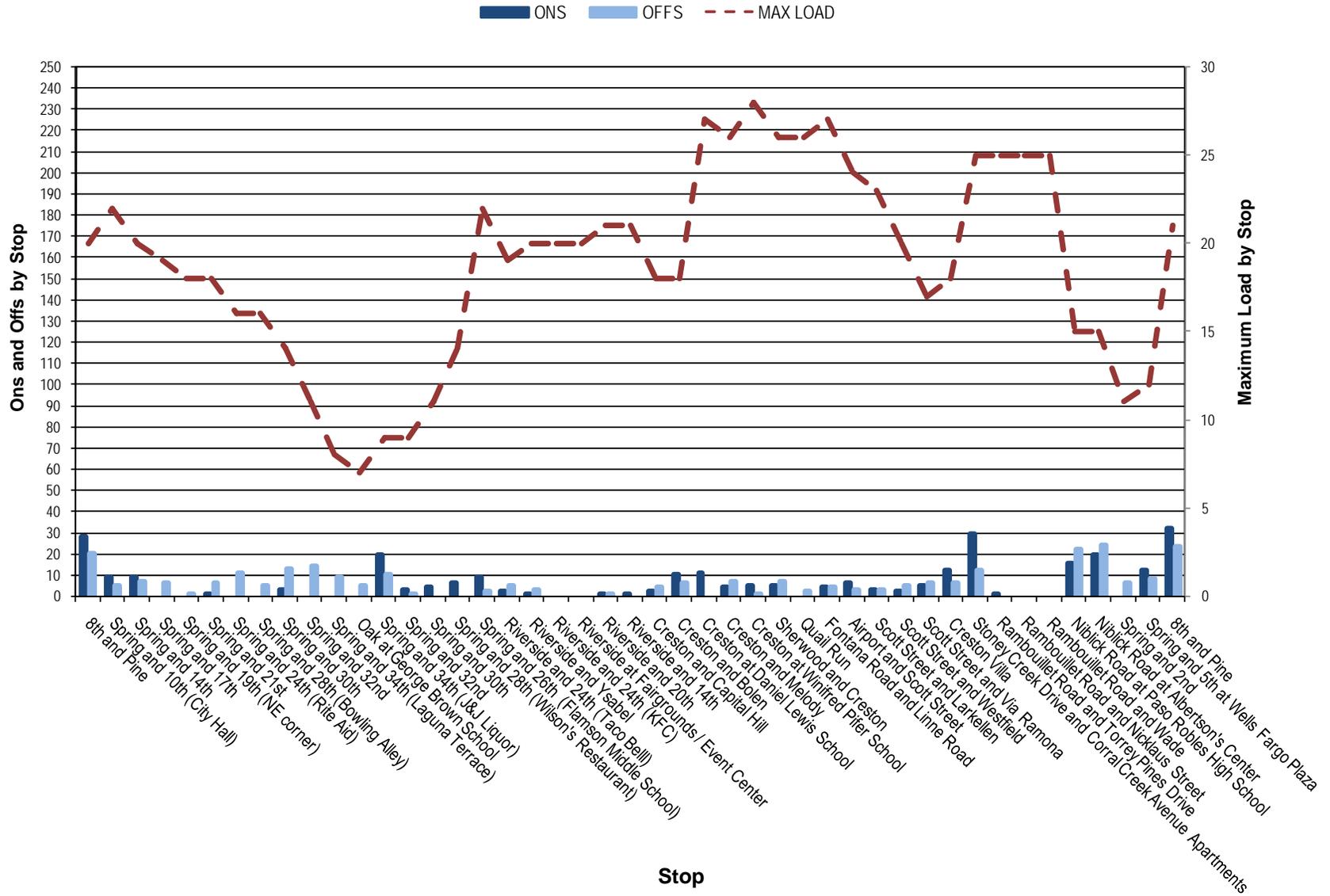
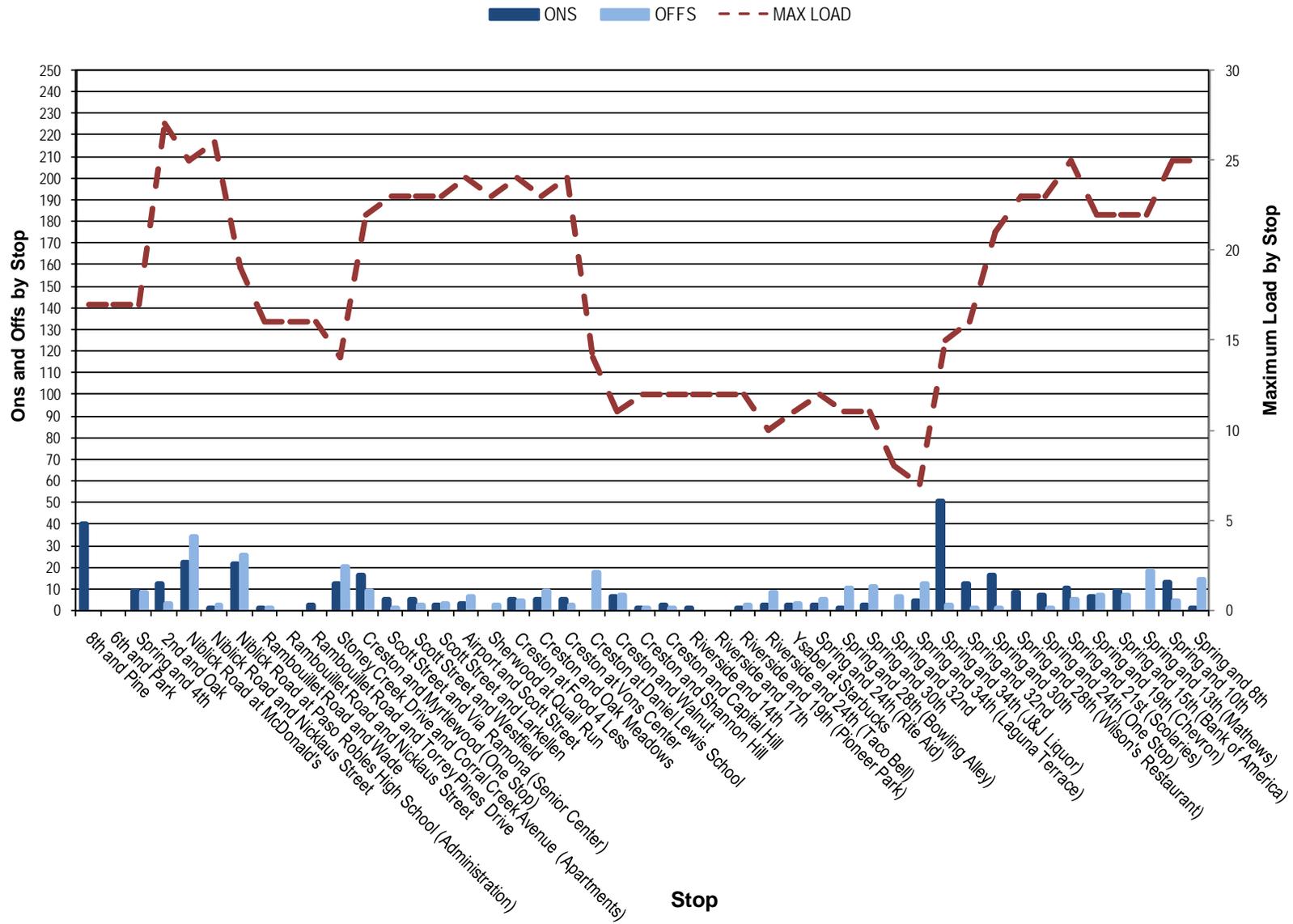


Figure 5-13 Weekday Paso Express Route B - Boarding, Alighting, and Max Load by Stop



Boarding by Time of Day

Figure 5-14 Weekday Paso Express Route A Boardings by Time of Day

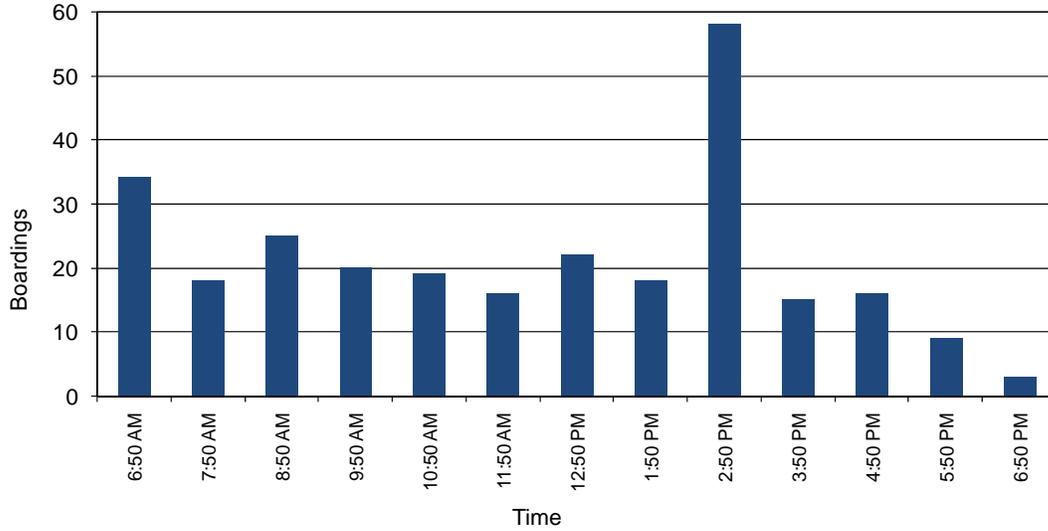
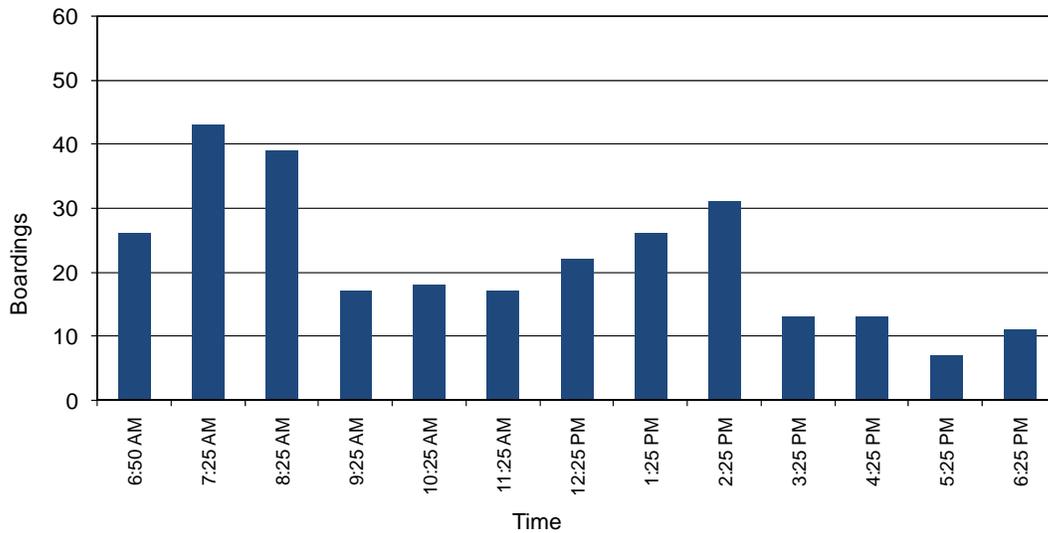


Figure 5-15 Weekday Paso Express Route B Boardings by Time of Day



ON-BOARD PASSENGER SURVEYS

An on-board survey is the best way to obtain information about existing riders and their travel choices. The passenger survey asked detailed questions about how each passenger completes his or her trip and opinions on the existing services. The survey also collected information on riders' personal characteristics, such as age, income, employment status, and modes of access to the transit services.

Methodology

Surveyors administered surveys to passengers on the North County Shuttle, Paso Express Routes A and B, and RTA Route 9 on May 3, 4 and 5, 2011. Surveys asked respondents to provide information about their *one-way* trip, and were asked to only fill out a survey once. Questions ranged from asking passengers about the basics of their particular trip (origin, destination, mode of access) to asking their opinion about the quality of transit service. Demographic information was also fielded, and a summary of these data follows below.

Passengers on the RTA's Route 9 and Paso Express were asked the same set of questions; however, because the North County Shuttle is to be discontinued in July 2011, the last three questions on this survey asked passengers about how they planned to travel after the service changes.

Note that in the survey, bus service and amenity ratings were listed as numbers from 1 ("poor") to 5 ("very good"), with the middle number 3 accompanied by the description, "average". For interpretative purposes, all numbers have been replaced by descriptions: 2 and 4 have been replaced by "below average" and "good", respectively.

Finally, in the subsequent analysis of the survey results that follows, a demographic overview that combines data from all three services are presented first. These findings provide context for a more detailed analysis of ridership characteristics that, because each transit service serves a different function, is broken out by service.

Route Respondent Demographics – All Routes

This section presents significant demographic data from each of the three surveys grouped together to provide a context for each service's ridership trends. A summary of these data separated by service follows this section below.

The following figures provide an overview of respondents' (riders') age, household income, employment status, and whether they possess a driver license.

Age

Figure 5-16 Respondent Age

Age range	North County Shuttle	Paso Express	RTA Route 9
<i>n</i> =	34	48	147
12 or younger	0%	0%	1%
13-18	12%	15%	6%
19-24	32%	23%	20%
25-59	50%	56%	65%
60-74	3%	2%	8%
75+	3%	4%	0%

As shown in Figure 5-16, a majority of riders of all three services are between the ages of 25 and 59. Together, grade school, high school, and college-aged passengers (between the ages of 12 or younger and 24) amounted for 44% (North County Shuttle), 38% (Paso Express), and 27% (RTA Route 9) of respondents. Fewer elder persons (age 60 and above) responded to the survey overall, though there was a higher percentage of this group on RTA’s Route 9 than on the other services.

Income Level

Figure 5-17 Respondent Income Level

Income range	North County Shuttle	Paso Express	RTA Route 9
<i>n</i> =	28	32	134
Under \$10k	46%	63%	28%
\$10k-\$19,999	21%	13%	19%
\$20k-\$29,999	4%	6%	7%
\$30k-\$39,999	4%	3%	11%
\$40k-\$49,999	18%	9%	3%
\$50k-59,999	0%	6%	8%
Over \$60k	7%	0%	23%

The highest share of respondents on all three services reported a yearly income of under \$10,000, with a clear majority (63%) of respondents on the Paso Express routes reporting their income as under \$10,000. A majority of riders of the North County Shuttle and nearly half of the riders on RTA Route 9 earn less than \$20,000 per year. A possible explanation for these results is that a relatively high proportion of ridership comes from students, who may either be unemployed or working part-time while attending classes. The higher percentage of low-income riders in Paso Robles also correlates strongly with the city’s higher proportion of transit dependent riders (see Figure 5-37 and Figure 5-38 on Transit Dependency, Page 5-31). Nevertheless, the findings indicate that these bus routes are a critical means of access for riders who earn substantially less than the countywide median household income.

Also worthy of note was that nearly one-quarter of respondents on RTA’s Route 9 reported incomes over \$60,000; only seven percent of riders on the North County Shuttle and no riders at all on the Paso Express routes reported earnings within this category. This is likely attributable to choice riders commuting to jobs between North County and San Luis Obispo (or other destinations in San Luis Obispo County).

Employment Status

Figure 5-18 Respondent Employment Status

Employment status	North County Shuttle	Paso Express	RTA Route 9
<i>n</i> =	33	43	145
Employed full-time	21%	16%	48%
Employed part-time	24%	19%	24%
Not currently employed	21%	23%	15%
Student	55%	33%	22%
Retired	9%	12%	6%
Visitor to the area	0%	2%	2%
<i>Student & employed</i>	15%	0%	10%
<i>Retired & employed</i>	0%	0%	1%

Note: Percentages do not total 100% since passengers could provide more than one response.

The majority of respondents on the North County Shuttle were students, compared with one-third of those surveyed on the Paso Express and about one-fifth of those on RTA Route 9. Students who worked in addition to attending school accounted for 15% of respondents on the North County Shuttle and one out of ten of surveyed passengers on RTA Route 9.

While nearly half of respondents on Route 9 reported that they were employed full-time, significant percentages on all three services identified that they were not currently employed. In fact, over a fifth of respondents on the North County Shuttle and the Paso Express were found to be unemployed. This is likely attributed to the high student ridership and higher proportion of young riders.

Driver’s License

Figure 5-19 Respondent Driver’s License Status

Driver license status	North County Shuttle	Paso Express	RTA Route 9
<i>n</i> =	35	45	133
Yes	57%	36%	71%
No	43%	64%	29%

Whether respondents have a driver’s license affects to what extent they are dependent on alternate forms of transportation. Even if residents have access to a car, they may not be able to drive one, and transit therefore becomes a crucial form of local and regional connectivity.

A majority of respondents on both the North County Shuttle and RTA’s Route 9 were found to possess a driver’s license; however, over 60% of Paso Express riders did not have driver’s licenses. As shown below (See Figure 5-34 on Transit Use Characteristics, Page 5-29), this percentage matches the share of passengers who use transit five or more days a week. These results suggest that frequent and reliable transit is especially important to Paso Express riders.

Route Ridership Characteristics – North County Shuttle

Trip Purpose

As shown below in Figure 5-20, origins for respondents traveling on the North County Shuttle were found to vary primarily between home, school, and work. In fact, the highest percentage of respondents on the Shuttle was traveling from home (43%). An additional one-quarter boarded the bus after having left school and 17% reported beginning their trip from their place of work. No one reported beginning their trip from a medical or dental office. The few origins classified as “other” included the post office and a friend’s house.

Figure 5-20 North County Shuttle Respondents’ Trip Origin

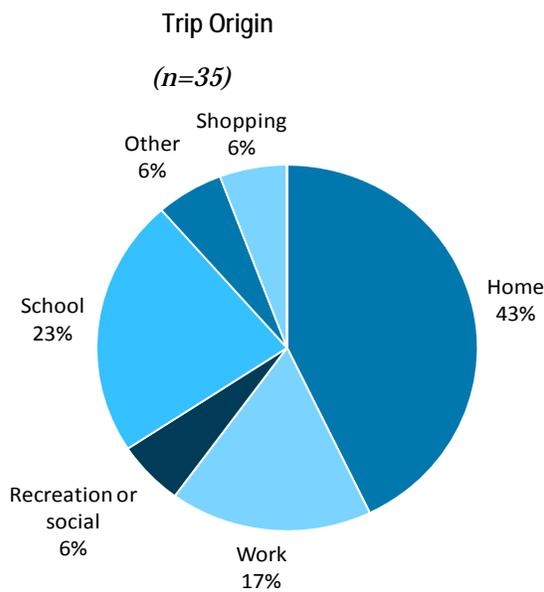
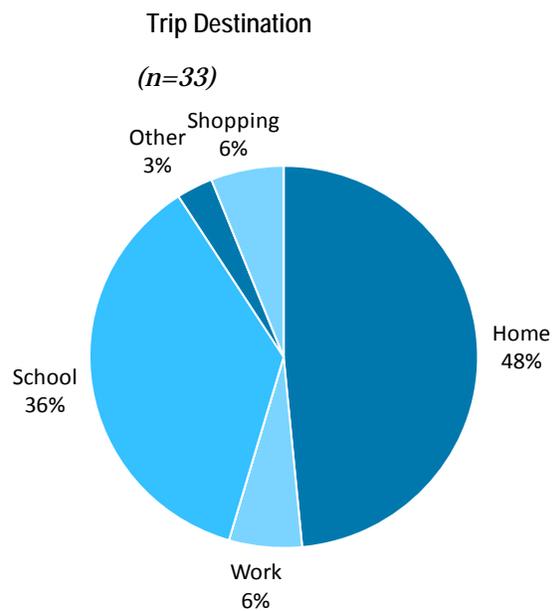


Figure 5-21 North County Shuttle Respondents’ Trip Destination



As shown above in Figure 5-21, respondents’ destinations were primarily split between home and school; nearly one-half of respondents stated that they boarded the NCS to travel home, and 36% reported that their destination was school (of those who identified which school, all reported Cuesta College). Few survey participants identified that they were traveling to work.

No one reported traveling to a medical or dental appointment.

Mode of Access To/From Bus

Determining the mode of access to and from the bus stop is important because it is one indication of how well the routes are penetrating the service area. In general, routes should strive to be more accessible by walking than any other mode of transportation, although all NCS buses are equipped with bike racks.

As shown in Figure 5-22, nearly two-thirds of respondents indicated that they walk to access the NCS. The median walking time was four minutes, but the longest walk to the bus was reported as 30 to 45 minutes. The next longest walking time was 20 minutes. About one-quarter of respondents reported accessing the Shuttle by transferring from another bus line. About one person in ten biked to the bus, and very few drove alone and parked.

Upon exiting the bus, nearly two-thirds of respondents walked to their destinations (see Figure 5-23 below) and the median walking time from the bus was five minutes. The longest walk was reported as 30 to 45 minutes.

Bus transfers from the NCS to another destination accounted for nearly 20% of respondents. About one in ten biked from the bus to their destination, and roughly ten percent were picked up from the bus stop.

Figure 5-22 Mode of Access To The North County Shuttle

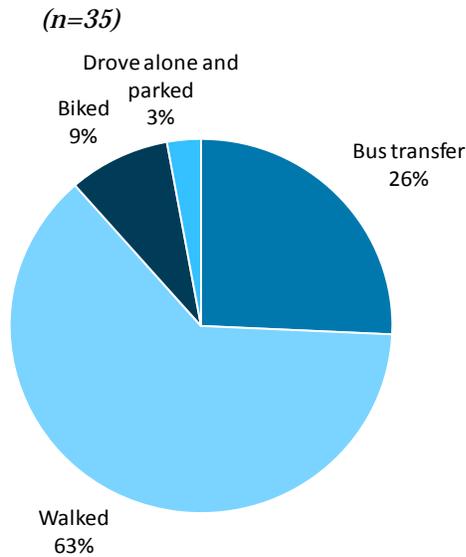
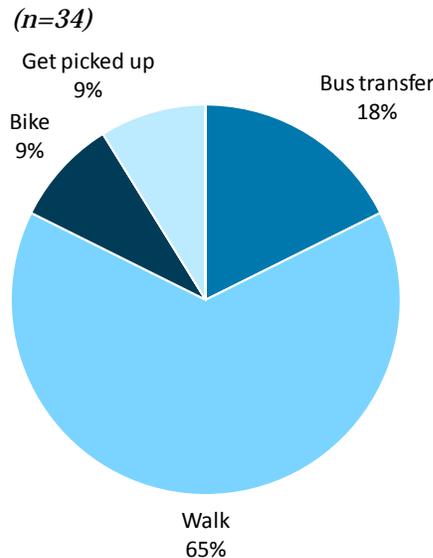


Figure 5-23 Mode of Access from the North County Shuttle to Destinations



Transit Use Characteristics

About half (50%) of respondents indicated that they ride the NCS five or more days every week and another third (35%) ride between two and four days a week. These results indicate that the large majority of passengers rely on this service.

In response to a separate question, roughly 70% of respondents reported that they were making a round trip on the bus route.

The length of time that current passengers have been using the Shuttle varied: while one-third have been riding for more than two years, nearly equal parts (25%) had either been riding for less than six months or from six months to a year. These results may correlate to the use of the service by college students, who may be relatively new to the area or may be using the service concurrent with their studies.

Figure 5-24 How Often Respondents Ride The North County Shuttle

(n=34)

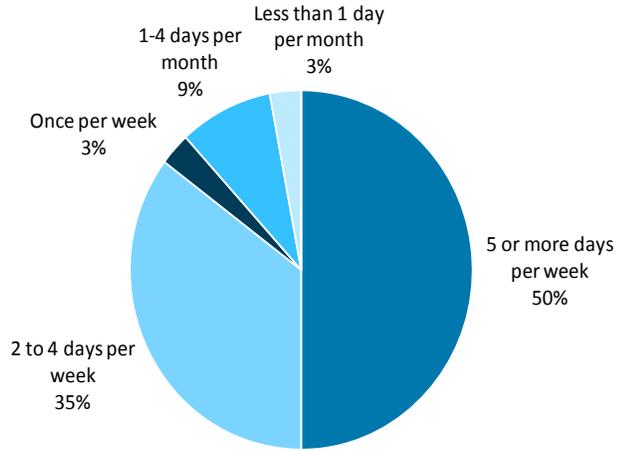
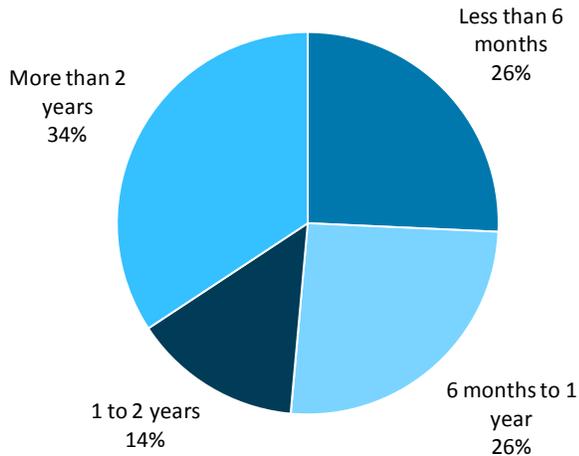


Figure 5-25 How Long Respondents Have Been Riding the Shuttle Service

(n=35)



About seven out of ten NCS riders indicated that they did not have easy access to a car. The relatively high percentage (69%) of people without convenient access to an automobile underscores the importance of the North County Shuttle service to its passengers, especially those who do not have viable alternate options.

While just over one-third of respondents (37%) reported having used their Cuesta College Student Pass as a form of discount payment, most of those surveyed paid with cash (40%). Transit passes together accounted for nearly 25% of transit payments, though only nine percent reported using the RTA's 31-Day Pass. No one reported using a punch pass.

Figure 5-26 North County Shuttle Respondents' Access To An Automobile

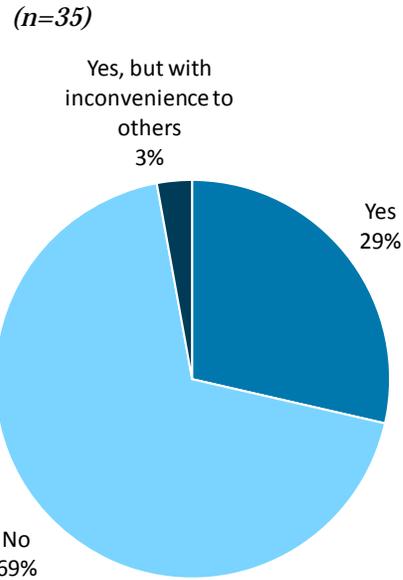
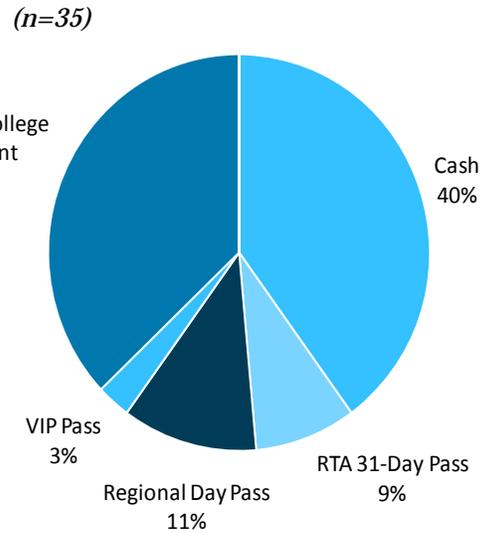
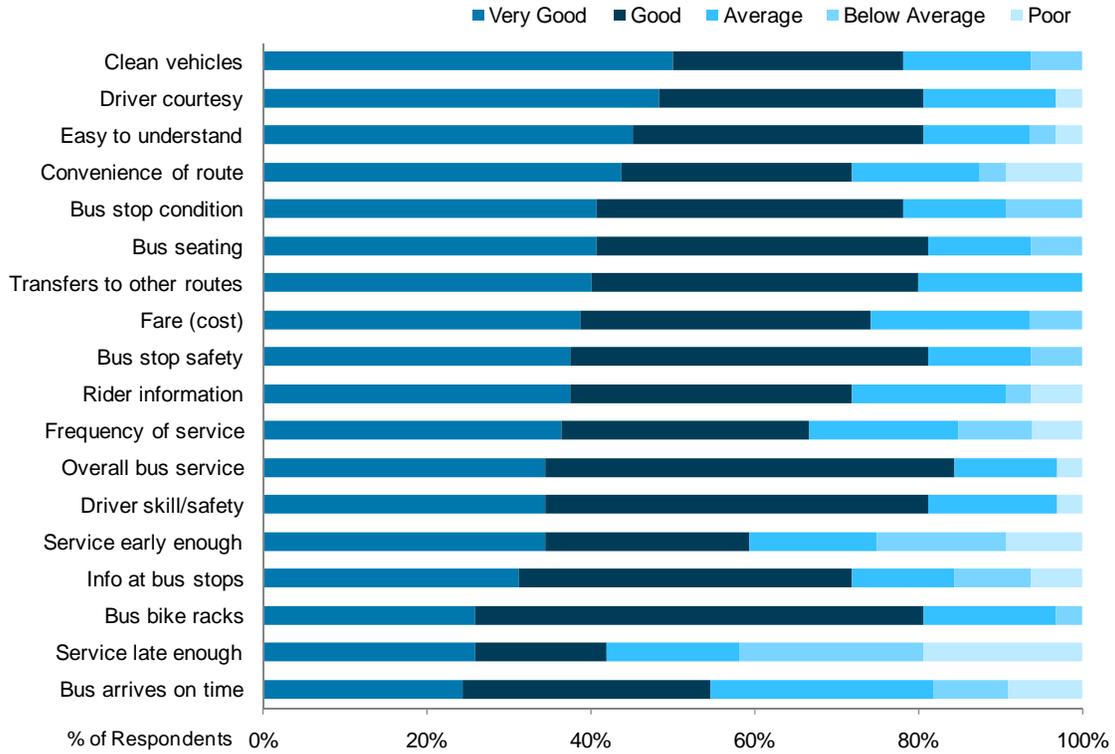


Figure 5-27 North County Shuttle Methods Of Payment



Passenger Satisfaction with Bus Service

Figure 5-28 North County Shuttle Service Ratings



Generally, riders rated the North County Shuttle service and amenities highly; half of respondents identified the service’s clean vehicles as “very good”, and over 40% rated three additional services as “very good”: driver courtesy, easy to understand service, and the convenience of the route. Several more amenities and services, including the evaluation of the service overall, were rated as either “very good” or “good” by more than 75% of respondents. More respondents assessed the bike bus racks as “good” (55%) than any other rating.

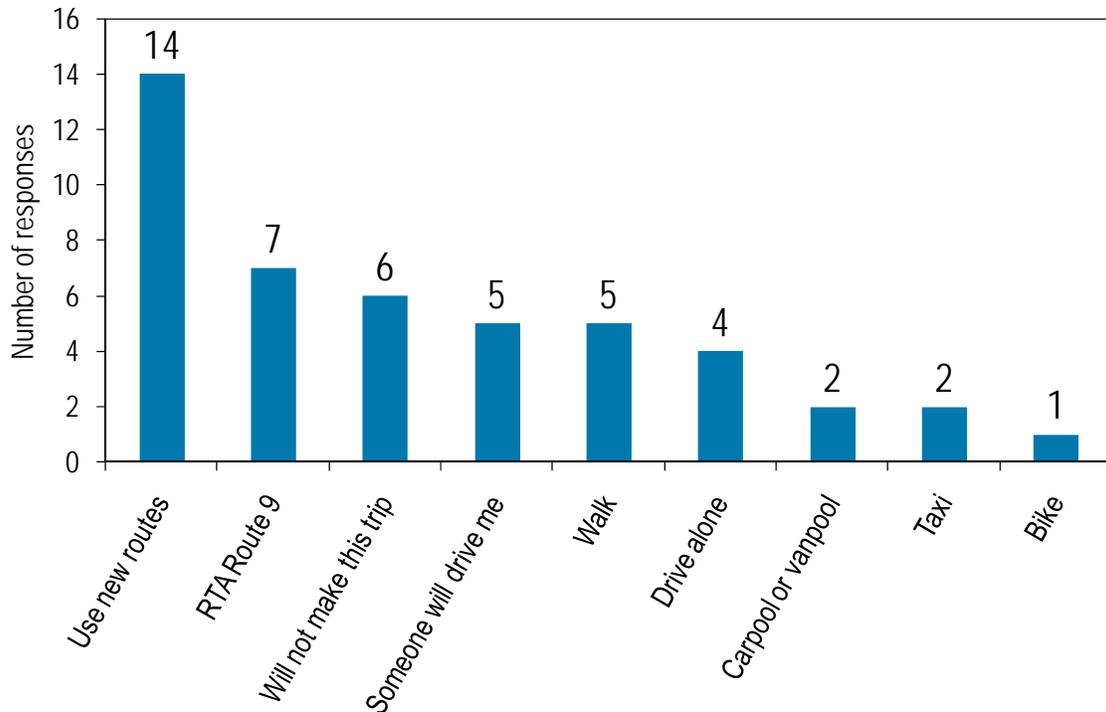
Still, some elements of the NCS were found to be lacking; an assessment of how late the service operated generated mixed reviews, as over 40% rated this service either “below average” or “poor”. One quarter of respondents noted that the Shuttle did not operate early enough, and rated this service either “below average” or “poor”.

Respondent Alternatives/Adjustments To Discontinued Service

As noted earlier, the North County Shuttle is scheduled to be discontinued in July 2011. At that point in time, travelers will be required to make a transfer in Templeton to travel between Paso Robles and Atascadero (unless they choose to use RTA Route 9). Because many rely on the service for travel throughout the region, the survey sought to gauge how current riders will adjust to the changes. Survey participants were asked three questions about the upcoming service change:

- How will you make the trip between Paso Robles and Atascadero after the service change? (Participants were given three picks from ten choices; some respondents made fewer than three choices.)
- Would you be willing to pay a higher one-way fare to help maintain the North County Shuttle?
- What are the top three locations you will be unable to reach when the North County Shuttle is discontinued?

Figure 5-29 How Respondents Expect To Travel After The North County Shuttle Is Discontinued
 (46 total responses)



The most popular alternative to the North County Shuttle as selected by survey participants was to use the new routes that will replace the Shuttle, even if those routes will require a transfer. Other chosen alternatives included using the RTA’s Route 9 service, which operates more of an express route from Atascadero to the North County Transportation Center in Paso Robles via Las Tablas Park-and-Ride in Templeton. While a total of six respondents concluded that they will not make the trip anymore once the Shuttle is discontinued, five people identified that they will walk a portion of the route, and another five anticipated that someone would drive them to their

destination. These results closely correlate with earlier findings that riders on this service are highly transit dependent.

Effects of the service change

Just over half of the survey respondents (19 out of 35) listed destinations that they would be unable to reach when the North County Shuttle is discontinued; per the survey instructions, these destinations were listed in order of priority. Ten of these 19 answerers (53%) indicated that the most important unreachable destination would be the Cuesta College (North County) campus, although these passengers did not understand that this will still be served by the newly established Paso Express Route C. These passengers are likely the same passengers who said they would be unable to make this trip (Figure 5-29).

Finally, over three-quarters (77%) of participants responded that they would be willing to pay a higher one-way fare to support continued service of the North County Shuttle, indicating that the service plays an important role in the community.

Route Ridership Characteristics – Paso Express

Trip Purpose

As shown in Figure 5-30, an overwhelming majority of respondents (nearly 80%) indicated that they were traveling on the Paso Express having left their place of residence. About equal numbers (seven and eight percent, respectively) reported a medical or dental appointment or shopping center as their point of origin. No one identified “other” origin points not listed.

When asked where they were traveling (full results in Figure 5-31), roughly 20% of respondents reported that they were going home, which corresponded to those from the previous question who had been coming from a medical appointment, a shopping trip, school, or work. Those traveling from home reported a wider variety of destinations: about three out of ten were traveling to work, and 17% each were headed to school and for shopping trips.

Figure 5-30 Paso Express Respondents’ Trip Origin
 (n=61)

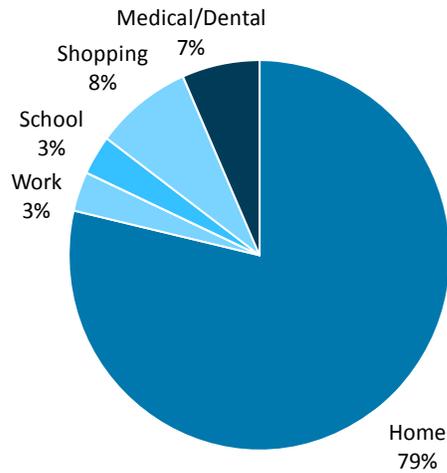
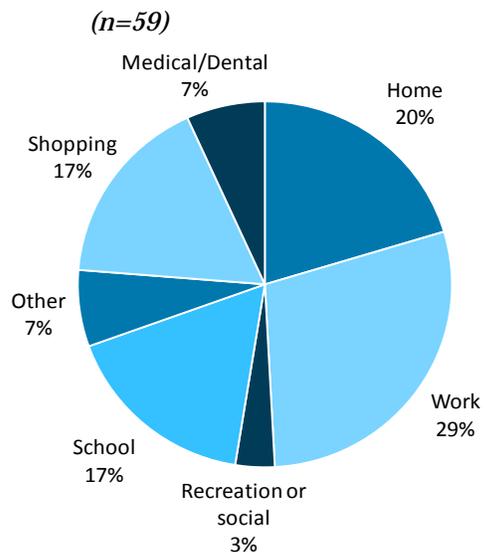


Figure 5-31 Paso Express Respondents’ Trip Destination
 (n=59)



Mode of Access To/From Bus

Determining the mode of access to and from Paso Express is important because it is one indication of how well the routes are penetrating the service area. In general, routes should strive to be more accessible by walking than any other mode of transportation.

Survey participants were asked how they traveled from their trip origin to the bus. A large majority (nearly three-quarters) of respondents was found to have walked; these riders' median walking time was five minutes, with the longest walk reported as 15 minutes. Paso Express routes run through many residential neighborhoods, connecting homes to places of work, schools, and shopping centers; these findings suggest that many traveling from home are also walking to the bus.

At the same time, one-fifth of respondents reported that they transferred from another bus; of those who provided more detail, three listed that they transferred from the North County Shuttle and two transferred from another Paso Express line. Small numbers reported having biked, driven themselves, or gotten dropped off. No one listed an "other" mode or traveled by wheelchair or scooter.

After getting off the bus, the majority of surveyed passengers (64%) walked to their destination. Of these riders, the median walking time was four minutes, and the longest walk to a destination was 30 minutes.

Another quarter of respondents transferred to another bus to reach their final destination. Very few were either picked up or biked from the bus. No one drove alone or took a wheelchair or scooter after getting off the bus.

Figure 5-32 Mode Of Access To Paso Express bus

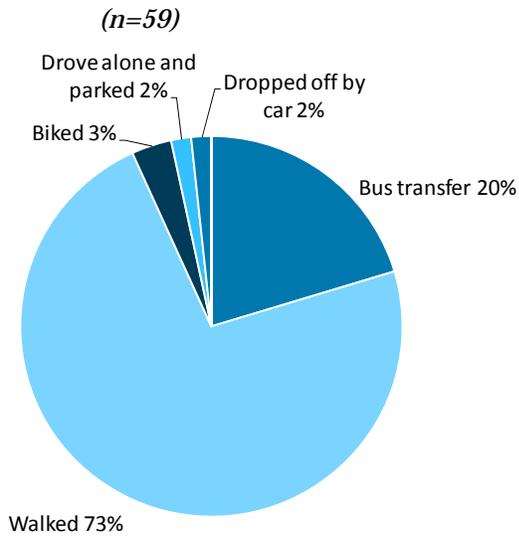
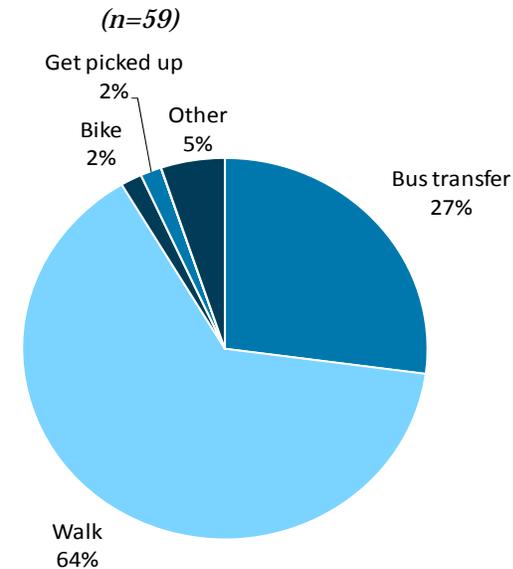


Figure 5-33 Mode Of Access From Paso Express Bus To Destination



Transit Use Characteristics/Dependency

Paso Express is used regularly by many passengers. Nearly 65% of respondents reported that they rode the service five or more days a week and another 28% reported riding the bus two to four days a week. Relatively few surveyed passengers reported light use of the service, and only one person (two percent) was a first time rider.

In response to a separate question, just over three-quarters of respondents reported that they were making a round trip on the bus route, further signifying that Paso Express is an important mode of access for repeated trips within the community.

In terms of longevity, shown in Figure 5-35 above, nearly half of respondents on the Paso Express (47%) reported having used the service for more than two years. Nearly equal amounts indicated that they have been riding transit for either one to two years (19%) or less than six months (22%).

Figure 5-34 How Often Paso Express Respondents Ride Transit
 (n=61)

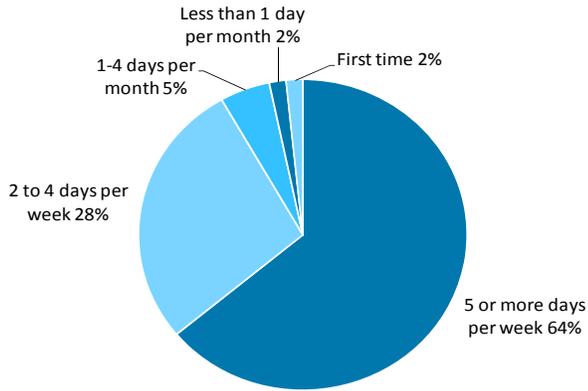
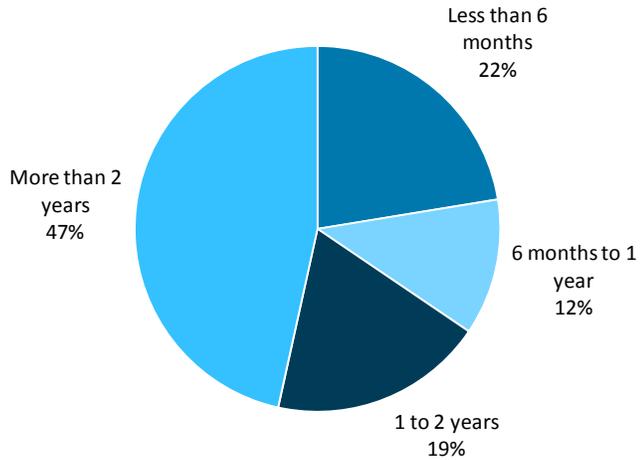
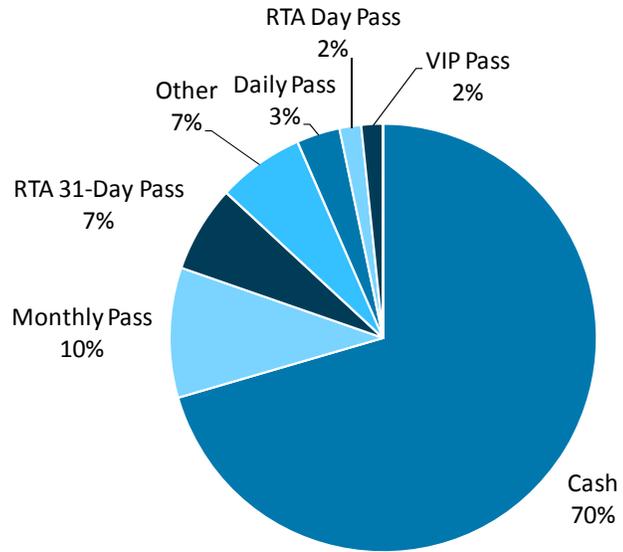


Figure 5-35 How Long Paso Express Respondents Have Been Riding Transit
 (n=58)



While the majority (70%) of Paso Express riders paid their fare in cash, ten percent of respondents reported using a monthly pass. Three out of the four “other” responses listed student ID discount cards as their method of payment.

Figure 5-36 Paso Express Methods Of Payment
(n=61)



Transit Dependency

As shown in Figure 5-37, very few riders (10 percent) on Paso Express have access to a car without posing an inconvenience to others. As a result, these passengers have few alternatives to transit service. However, when asked what they would do if Paso Express were not available, respondents identified a variety of options as viable modes of travel. As illustrated in Figure 5-38, equal parts (30% each) reported that they would either walk or get a ride with someone to reach their destination. Smaller portions anticipated that they would bike, drive alone, carpool, or hitchhike (five percent each), while 14% anticipated that they would not make the trip at all if there were no convenient transit service. This indicates that Paso Express riders are transit dependent, but they have options and many of their trips are relatively short.

Figure 5-37 Do Paso Express Respondents Have Access To An Automobile?

(n=58)

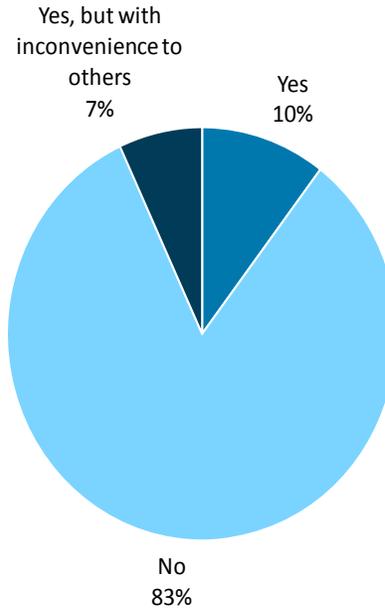
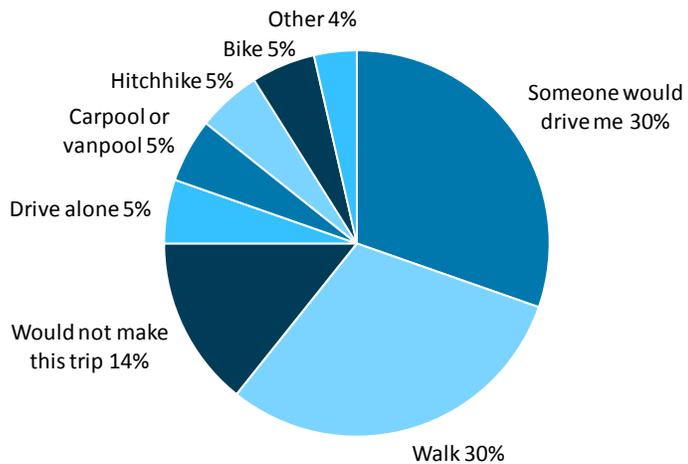


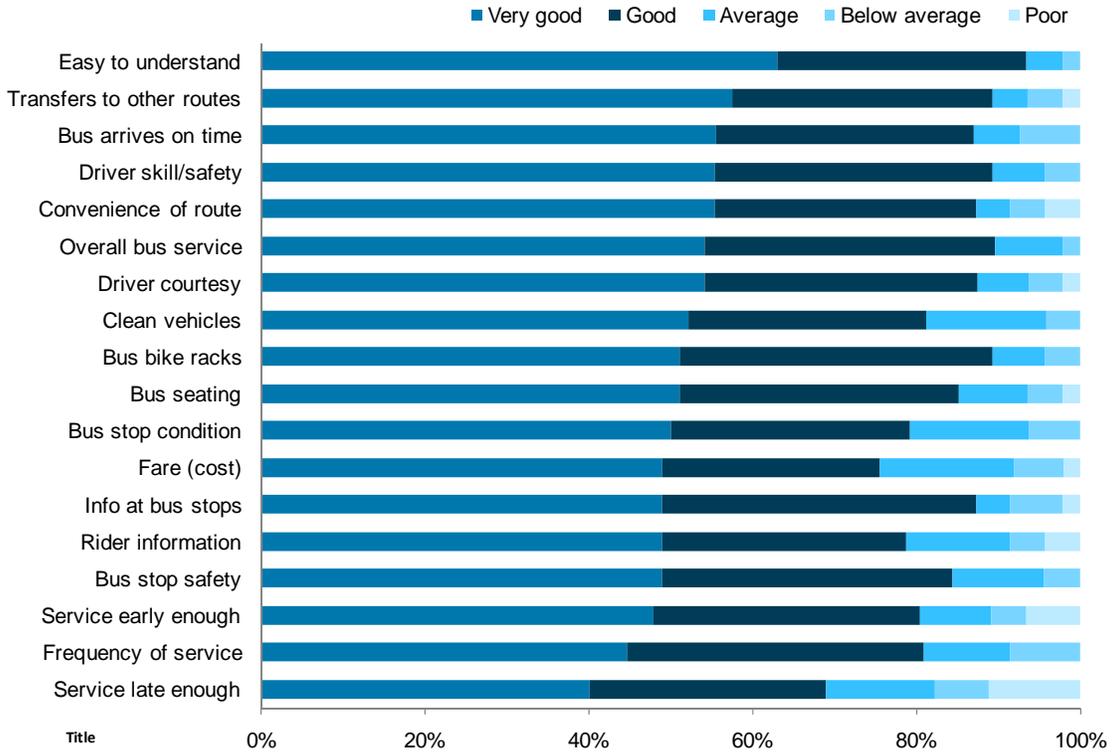
Figure 5-38 If The Paso Express Were Not Available, How Would You Have Made The Trip?

(n=56)



Passenger Satisfaction with Bus Service

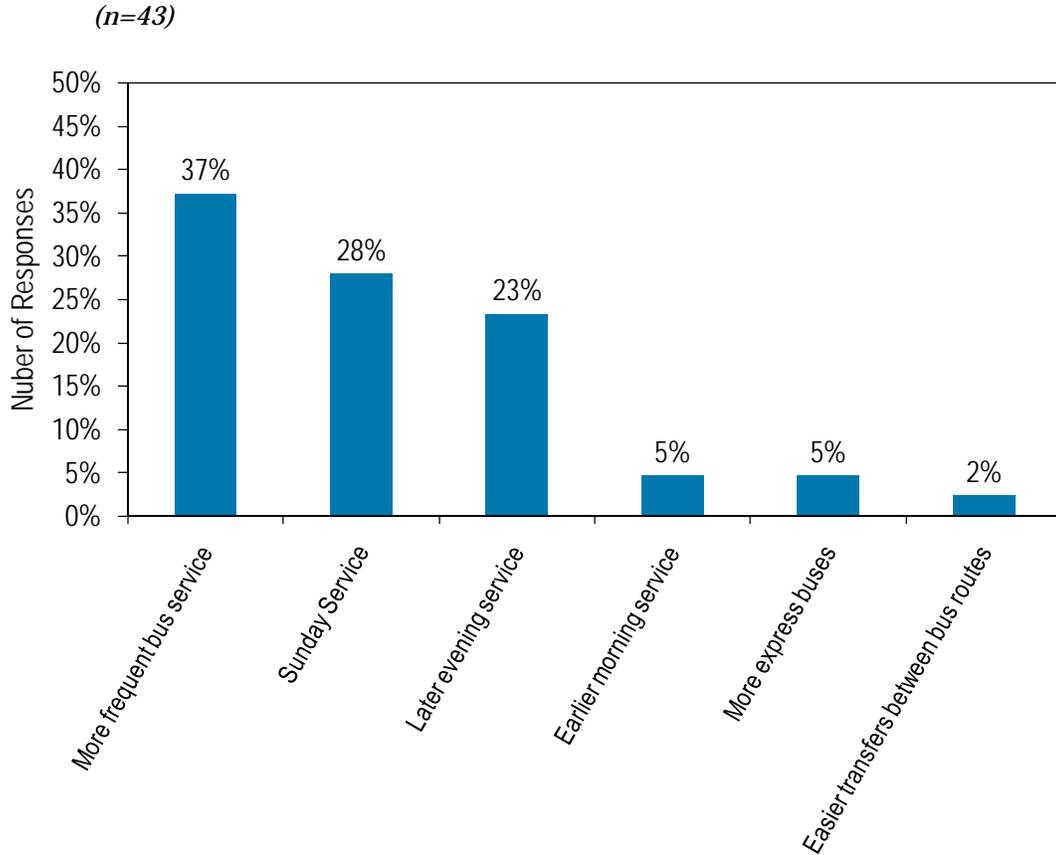
Figure 5-39 Paso Express Service Ratings



In general, riders are pleased with the quality of amenities and services provided by the Paso Express. Most services received either a “very good” or “good” rating, with nearly 90% of respondents giving high marks for qualities such as “system is easy to understand”, transfers to other routes, timeliness, driver skill/safety, and driver courtesy. Over half of respondents rated the overall Paso Express service as “very good.”

Future Service

Figure 5-40 Paso Express Respondents' Most Desired Service Improvements



Though service ratings were relatively positive, passengers felt that the agency could provide increased service. While one-third of respondents expressed a desire for more frequent bus service overall, approximately three in ten favored adding service on Sunday, and nearly one-quarter supported additional later evening service. Earlier morning service, more express buses, and easier transfers between bus routes were found to be less in demand by Paso Express riders.

Route Ridership Characteristics – RTA Route 9

Trip Purpose

As seen in Figure 5-41, most respondents were traveling on Route 9 from home (62%). A smaller percentage (17%) identified their place of work as their point of origin, while much smaller portions of riders (six percent each) reported that they were traveling from a recreational or social activity or from school. Few respondents were traveling from medical appointments or shopping trips.

Trip destinations were more varied (see Figure 5-42), although work was the most frequent endpoint, with nearly 40% of respondents identifying this as their destination. While nearly 30% of surveyed passengers identified that they were traveling home on Route 9, ten percent of respondents were traveling to a recreational or social activity, and eight percent were using the service to travel to school. The variety of trip origins and destinations suggests that the route acts as a vital connection for many people in the area.

Figure 5-41 RTA Route 9 Respondents' Trip Origin

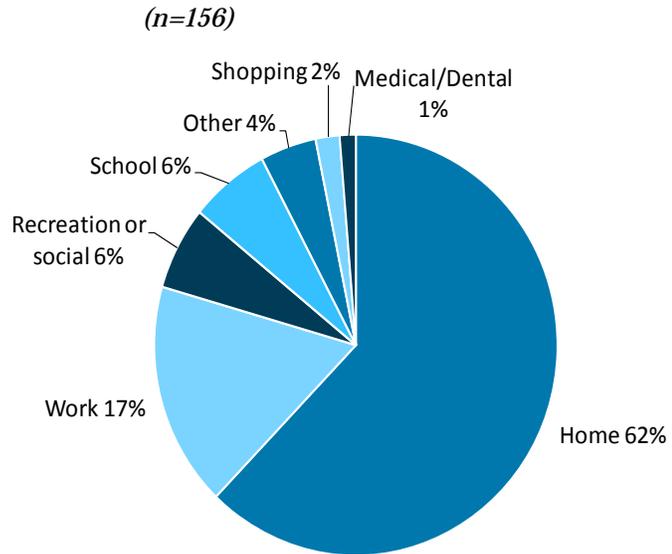
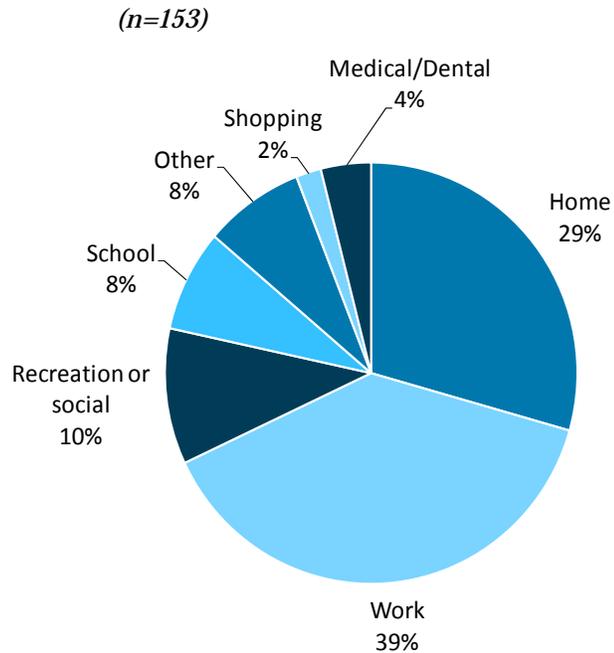


Figure 5-42 RTA Route 9 Respondents' Trip Destination



Mode of Access To/From Bus

Because Route 9 is at times a local and a regional route, riders' methods of access to the line varied across modes. Still, about half (46%) of passengers walk to access the route.

The median walking access time was seven and a half minutes, and the longest walk a respondent took to get to the bus was 45 minutes. A relatively high percentage of passengers (15%) biked to the bus, and another 10-20% drove alone and parked. Roughly 10% were dropped off by someone else. Route 9 survey results clearly feature a higher share of automobile access because of the Park-and-Rides served along the route (especially Las Tablas in Templeton).

As seen in Figure 5-44, a majority (51%) of respondents chose to walk to their destination after getting off the bus; while the longest walk was reported at 45 minutes, the median walking time to a final destination was eight minutes. Roughly equal shares of those surveyed reported biking (15%) or transferring to another bus (14%) to reach the end of their journey, and only nine percent of respondents drove alone from the bus to their final destination. Finally, no one reported traveling either to or from the bus by way of a wheelchair or scooter.

Figure 5-43 Mode of Access to RTA Route 9 Bus

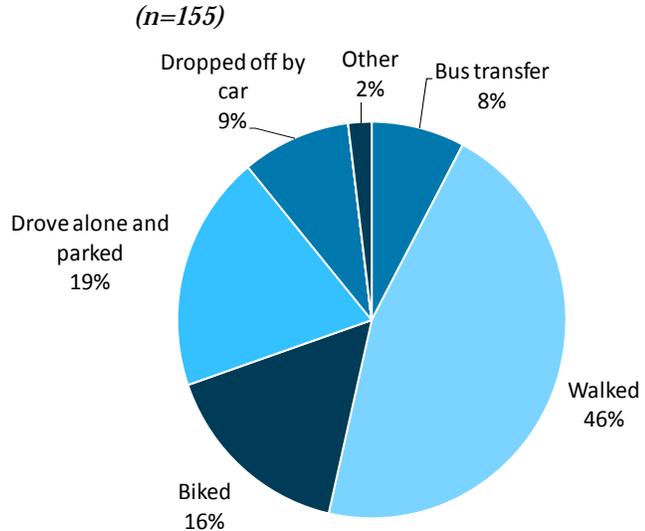
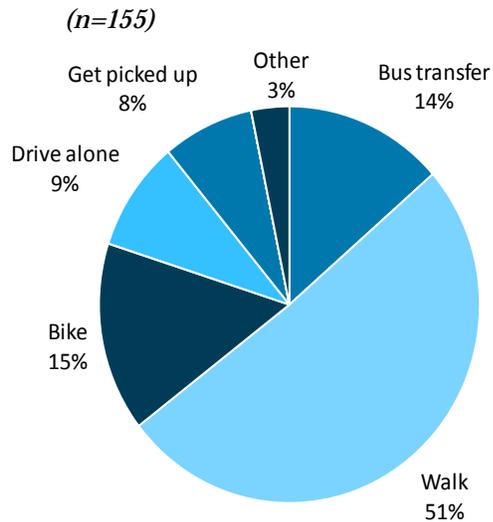


Figure 5-44 Mode of Access from RTA Route 9 Bus to Destination



Transit Use Characteristics/Dependency

As shown above in Figure 5-45, the majority of respondents identified that they ride transit frequently. 83% of respondents reported riding the bus 2 or more days a week; over 40% reported that they ride transit 5 or more days per week. Moreover, in response to a subsequent question, over 80% of respondents reported that they were making a round trip on the bus route, indicating that Route 9 not only serves many repeat passengers, but is clearly providing a commute service as well.

Confirming results from Figure 5-45 above, Figure 5-46 provides an insight into how long respondents have been riding Route 9. Nearly one-half of Route 9 passengers have been riding transit for more than two years, while about one-fifth of respondents reported that they have been riding for 1 to 2 years. 18% have been riding for less than six months.

Regarding methods of payment, as shown in Figure 5-47, a very high percentage of riders (about 50%) reported that they used RTA's 31-Day Pass to pay for their bus ride. This correlates with the regular user of the route noted above, and clearly indicates that this route is a commuter service.

Figure 5-45 How Often RTA Route 9 Respondents Ride Transit

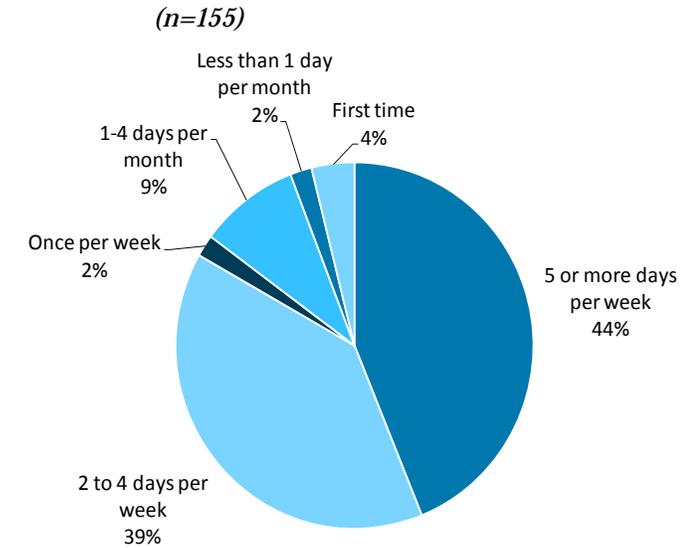


Figure 5-46 How Long RTA Route 9 Respondents Have Been Riding Transit

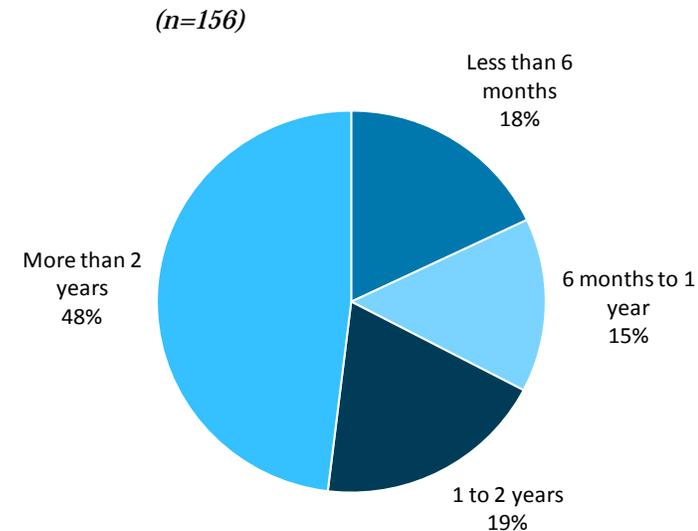
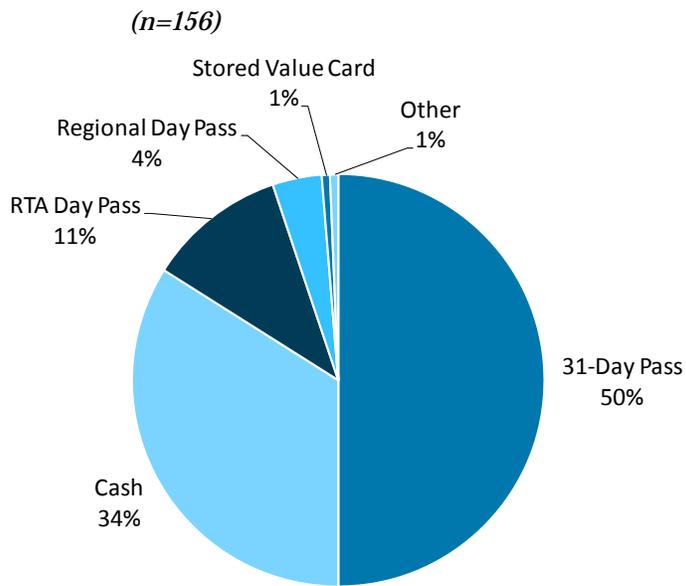


Figure 5-47 RTA Route 9 Methods Of Payment



Transit Dependency

Given both the frequency of daily and weekly travel as well as the longevity of service travel found among users of Route 9, it is useful to consider to what extent riders are dependent on this transit service. Unlike other services in North County, roughly the same amount of respondents on Route 9 identified having easy access to a car (41%) as no access to a car (43%). Another 16% indicated that a car would have been available, but only with inconvenience to others.

When asked to consider how they would make their trip if Route 9 were not available, 37% said they would drive alone, while about 20% reported that they would not make the trip at all. Interestingly, roughly the same amount of respondents identified carpooling, getting a ride from someone, and hitchhiking as viable alternatives to using this route. Given the regional nature of the route, it was not surprising to find that very few riders reported that biking and walking would replace their journey on Route 9.

These findings indicate that there is a mix of passengers using Route 9. While many are higher income, “choice” riders that have other travel options, perhaps an equal number of passengers do not have good travel options without this route and could be considered “transit dependent.”

Figure 5-48 Do RTA Route 9 Respondents Have Access To An Automobile?

(n=155)

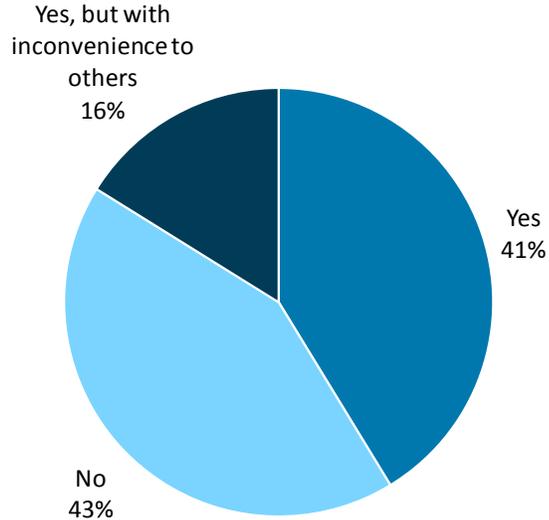
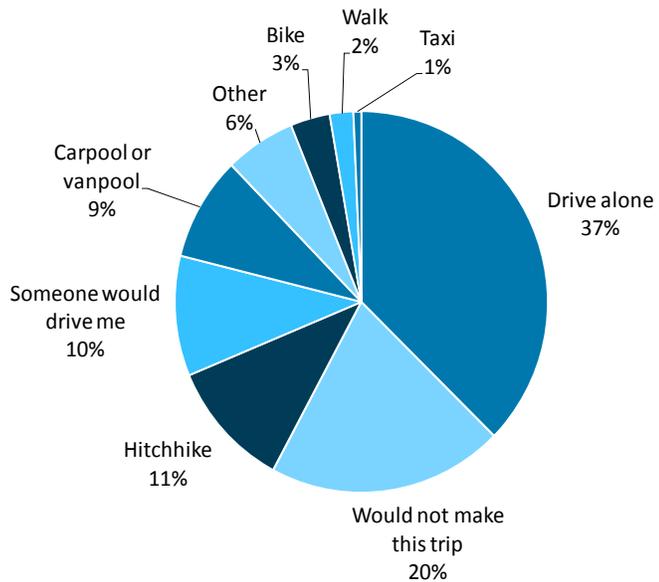


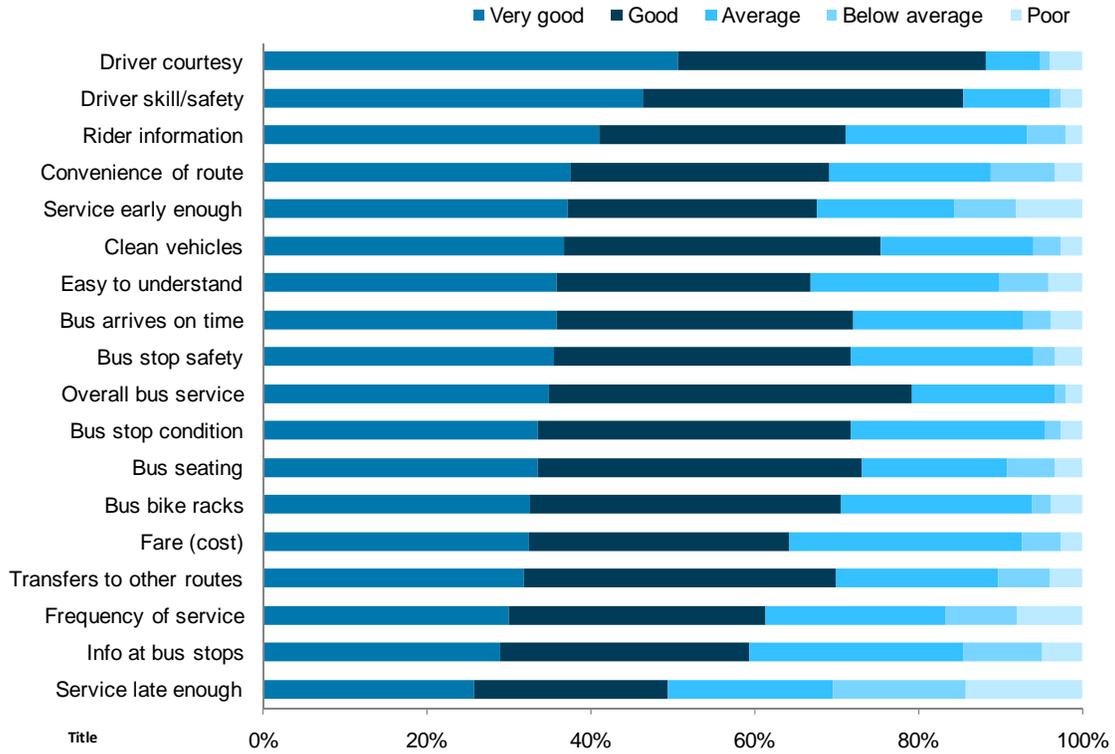
Figure 5-49 If RTA Route 9 Were Not Available, How Would You Have Made The Trip?

(n=147)



Passenger Satisfaction with Bus Service

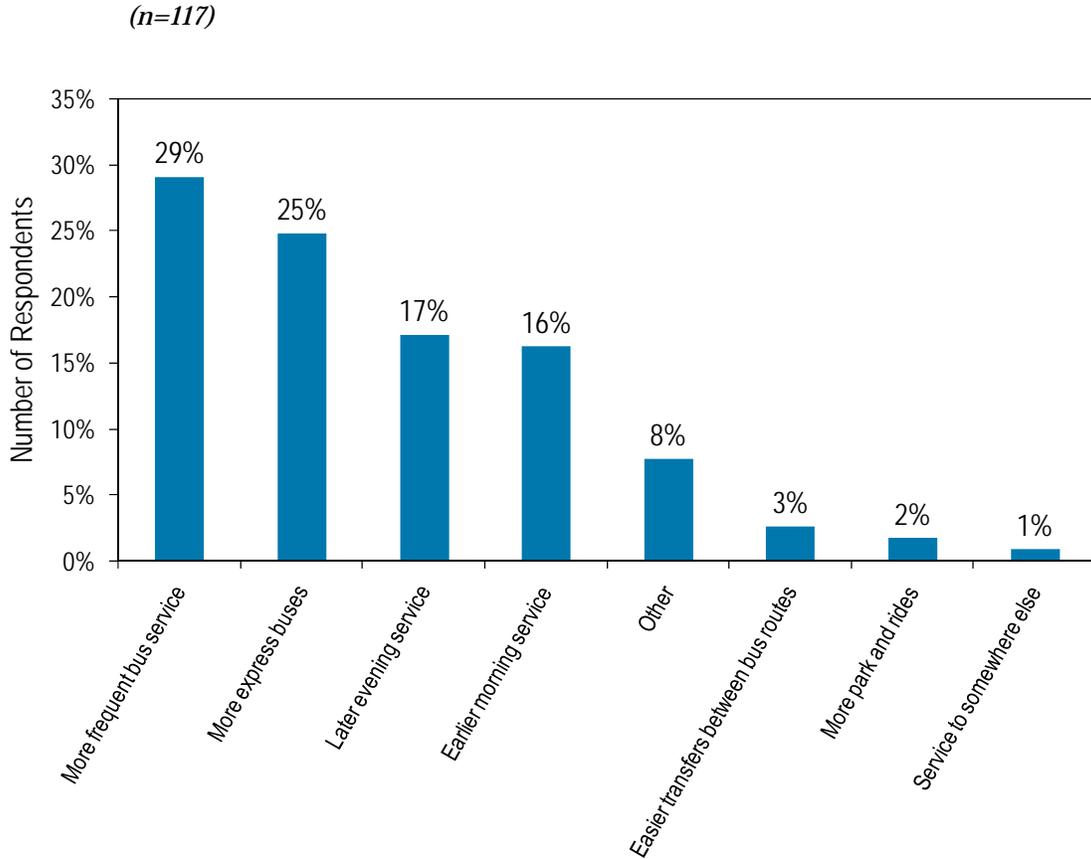
Figure 5-50 RTA Route 9 Service Ratings



Over 75% of survey respondents rated overall Route 9 service as either “good” or “very good” (with roughly 35% labeling it “very good”). While assessments of driver courtesy, driver skill/safety, and the quality of rider information received the highest ratings, nearly one-third of respondents rated “service late enough” as either “below average” or “poor” (with over ten percent labeling it “poor”). Judging by their “poor” ratings, riders also identified service frequency and “service early enough” as areas for improvement.

Future Service

Figure 5-51 RTA Route 9 respondents' most desired service improvements



In keeping with their service assessments, when asked to identify their most desired service improvements, many respondents picked items regarding service frequency and schedule expansion. In fact, the largest share of those surveyed (nearly 30%) identified “more frequent bus service” as their primary service improvement priority. Likewise, nearly identical portions chose “later evening service” and “earlier morning service” as their top picks for improvements.

Related to their request for more frequent service, one-quarter of survey respondents indicated that “more express buses” would improve service the most. This choice further supports the notion that Route 9 acts as a vital commuter link for transit users that are less transit dependent and more time sensitive.

6 GOALS AND OBJECTIVES AND PERFORMANCE STANDARDS

This chapter provides a set of goals, objectives and performance standards for transit services in North County. The goals and objectives are based on findings from the August 2011 Existing Conditions report, input and feedback from summer 2011 stakeholders' interviews and focus group participants, and guidance from the North County Urbanized Area Technical Committee. The goals and objectives are presented first followed by a discussion on the importance of performance standards and specific standards for the three types of services operated in North County.

Goal 1: Improve regional service and enhance local connections

Objectives

- **Improve Schedule coordination.** Coordinate schedules to minimize wait time for transferring between local and regional service.
- **Enhance Express service.** Provide express service between North County and the City of San Luis Obispo. Services should be designed to attract more choice riders to transit by including amenities such as modern transit vehicles, comfortable seating, wireless internet access¹, arrival and departure information, etc.
- **Minimize duplicative service.** Minimize local and regional service overlap where feasible to maximize service efficiency.
- **Maximize Opportunities for Park-and-Ride Lots.** Maximize ridership opportunities to express and regional services by expanding Park-and-Ride Lot opportunities throughout North County, particularly along the Highway 101 corridor.
- **Maintain or Expand Service to small communities.** Provide regional connections to the smaller communities in North County (Templeton, San Miguel and Santa Margarita) but scale service appropriate to the size and ridership of the community.
- **Consider East-West Service to coastal and inland routes.** Explore options to expand service to the coast along the 41 or 46 Corridors. Initial coastal service should be provided on a trial basis during summer months only.
- **Serve Major markets.** Provide regional service that meets all major market segments including students, transit dependent populations, choice riders, employees, shoppers and visitors/tourists.

¹ If affordable and available in rural portions of the County

- **Provide Multimodal connections.** Ensure multimodal connections between transit and bicycle/pedestrian facilities.

Goal 2: Improve mobility for local travel in North County

Objectives

- **Match Service hours and frequency to Local Needs.** Operate service during hours and days of the week that respond to community preferences and priorities, and are cost-effective to do so.
- **Serve new development.** Provide service to new growth areas and to serve development that can effectively support transit service. New service should be operated on a trial basis for up to 18 months to allow ridership to develop and achieve desired performance standards.
- **Tailor Services Appropriately.** Provide Dial-A-Ride service in areas where topography limits access to fixed-route service.
- **Serve Major markets.** Provide local service that meets major market segments including students, transit dependent populations, employees, shoppers and visitors/tourists.
- **Offer Transit amenities in support of existing and future services.** Provide high-quality transit amenities (benches, shelters, information, lighting) especially at high volume stops and key destinations in the local communities.

Goal 3: Increase the visibility of transit service and improve availability of public information

Objectives

- **Improve Information Availability.** Ensure that all transit information for North County is posted at the transfer locations (North County Transportation Center and new Atascadero Transit Center), key stops and major activity centers.
- **Consolidate Marketing/Public Information.** Develop one map and set of schedules for all transit services in North County to more effectively communicate available transit services.
- **Establish Partnerships.** Build support for transit through partnerships with local businesses, employers, schools, and other major institutions.

Goal 4: Develop a short-term and long-term framework for administration of local and regional transit services

Objectives

- **Explore Service Consolidation.** Identify initial steps that would be needed to consolidate Paso Robles and Atascadero fixed-route transit services with the RTA.
- **Explore Administration Consolidation.** Where practical, consolidate administrative transit functions between the Cities of Atascadero, Paso Robles and RTA.

- **Support Incentives for Consolidation.** Develop and implement incentives to encourage transit service consolidation.
- **Be ready for Longer-Term Opportunities.** Explore options for full consolidation of all transit services in North County. Primary options include consolidation with RTA or formation of a Joint Powers Authority (JPA).

Goal 5: Provide transit service that is cost-effective and financially sustainable

Objectives

- **Meet minimum Farebox recovery ratios.** Regularly evaluate fare structure and policies to ensure that farebox recovery ratios are met for local and regional services and achieve consistency with state TDA mandates for urban areas.
- **Optimize use of Existing Funds.** Maximize opportunities to secure all existing funding sources.
- **Improve Operating Cost-effectiveness.** Develop strategies to improve the overall cost-effectiveness of fixed-route and Dial-a-Ride services and a process for reviewing performance and making adjustments.
- **Track and Improve Service efficiency by service type.** Develop standards for service efficiency for the various types of transit service in North County (express, regional, local, demand response) and a process for reviewing and making modifications where standards are consistently not being met.
- **Assess potential for New funding sources.** Explore the feasibility of new funding sources that are dedicated to transit operations and provide a steady and reliable source of revenue.
- **Strive for Equitable cost sharing.** Ensure that formulae for agencies are equitable for sharing in the cost of regional services.
- **Build Reserve funds.** Strive to build a transit reserve fund for unexpected fluctuations in transit revenues and to help fund capital purchases.

PERFORMANCE STANDARDS

To address the goals and objectives listed above, North County transit providers and SLOCOG will need to work together to ensure all services are working together seamlessly. If successful, residents and visitors in North County will benefit by improved mobility within the Cities of Paso Robles and Atascadero, for regional travel within North County, and regional travel throughout San Luis Obispo County (and beyond).

To achieve the goals and objectives, it is important to define measures and standards, as defined below:

- A **measure** is a basis for comparison; a reference point against which other factors can be evaluated. For the North County Transit Plan, an example measure would be ridership per revenue hour.

- A **standard** is defined as a recommendation that leads or directs a course of action to achieve a certain goal. An example of a performance standard is 20 passengers per revenue hour.

This section provides three separate types of standards for North County: Service Standards, Coordination and Administration Standards and Service Design Standards.

Service Standards

Performance measures and standards are not only valuable tools for assessing progress towards achieving the goals and objectives, but how to allocate scarce resources. By providing a consistent set of design and performance standards, transit staff and their policy boards will have consistent direction on how to allocate, prioritize and deploy current and future services. Their use in the service planning and allocation process will avoid potentially inequitable, and possibly inefficient, allocations of service. Without such standards, there is little rationale for telling constituents “yes” or “no” when necessary.

Proposed service standards assume a short-term horizon, allowing North County transit providers to track progress over the next five to seven years. The performance standards generally comply with the basic performance indicators required by the National Transit Database (NTD) and are largely consistent with operating and cost data already collected as required by TDA.

Finally, it is important to stress that the performance measurement process should be instructive without being overly burdensome. If staff time devoted to measuring and tracking performance is too onerous, it is unlikely that they will be used. As such, a core set of performance standards are presented here that can be reasonably monitored, measured and reported given limited staff resources.

Service standards, presented in Figure 1, have been developed for the different service types in North County:

- **Local Fixed Route Performance and Design Standards** offers a set of performance measures and standards for use on local fixed routes in Paso Robles and Atascadero, along with a suggested methodology for the routine evaluation of fixed route services. This section also considers standards for the design of local fixed route services. Service design standards provide a policy basis for route design decisions, providing consistency in the way services are provided that support established goals and objectives.
- **Regional Fixed Route Performance and Design Standards** are intended for regional routes that operate longer distances. Similar to the standards for local fixed route service, they provide benchmark measures for monitoring service effectiveness and provide a quantifiable structure for how existing regional services should perform and future services should be implemented. It should be noted that regional fixed route services should mirror those established by the RTA Strategic Business Plan.
- **Local Dial-A-Ride Standards** offer guidance for general public demand-response service provided in Paso Robles and Atascadero. Dial-a-Ride services have unique performance monitoring requirements that are different from fixed routes. The service design standards do not apply to the Dial-A-Ride services.

The exception is when calculating farebox recovery ratios. Rather than proposing standards for service type, the farebox recovery ratio standards are at a system level. That is, the farebox recovery ratio standard for local services, combining *local* fixed route and dial-a-ride services, in an urbanized area is 20%. For regional service, RTA Route 9 in North County is a blend of local and rural services with a farebox recovery ratio standard of 16%.

Figure 6-1 Proposed North County Service Standards

Quality/ Reliability Measures	Proposed Service Standards
Boarding Passengers per Revenue Hour	<ul style="list-style-type: none"> ▪ Local Fixed Route Service-15 passengers/hour ▪ Regional Fixed Route Service - 21 passengers/hour ▪ Local Dial-A-Ride Service – 3 passengers/hour
Passengers per Mile	<ul style="list-style-type: none"> ▪ Local Fixed Route Service - 1.0 passengers/mile ▪ Regional Fixed Route Service – 1.25 passengers/mile ▪ Local Dial-A-Ride Service – 0.3 passengers/mile
Farebox Recovery	<ul style="list-style-type: none"> ▪ Local Fixed Route System for Urbanized Area – 20% ▪ RTA Route 9 – 16%
On Time Performance	<p>Local and Regional Fixed Route Service:</p> <ul style="list-style-type: none"> ▪ No bus shall depart a formal time point before the time published in the schedule. ▪ 90% on-time performance for all services <p>Local Dial-A-Ride:</p> <ul style="list-style-type: none"> ▪ Percent of trips picked up within 20 minutes of scheduled pick up time ▪ 90% on-time performance for all services
Passenger Complaints / Boardings	<p>All Services:</p> <ul style="list-style-type: none"> ▪ The number of complaints shall not exceed 0.01% of the total boardings. The benchmark is 7.5 complaints/100,000 boardings.
Accidents / Bus Miles Operated	<p>All Services:</p> <ul style="list-style-type: none"> ▪ Fewer than 2 accidents/100,000 revenue miles ▪ Fewer than 1 preventable accident/100,000 revenue miles
Maintenance	<p>All Services:</p> <ul style="list-style-type: none"> ▪ The number of road calls should not exceed 0.007% of total revenue miles operated. The benchmark is 7 road calls/100,000 revenue miles.
	<ul style="list-style-type: none"> ▪ At least 85% of all regular fleet vehicles should be available for operations at all times
	<ul style="list-style-type: none"> ▪ The ratio of spare vehicles to regular fleet vehicles should be less than at 20%
	<ul style="list-style-type: none"> ▪ 95% of vehicle inspections shall be completed on time and comply with CHP inspections

Quality/Reliability Measures	Proposed Service Standards
Bus Trips Cancelled	<p>Local and Regional Fixed Route Service:</p> <ul style="list-style-type: none"> No bus trips shall be cancelled. The benchmark is zero tolerance. <p>Local Dial-A-Ride:</p> <ul style="list-style-type: none"> No scheduled trip should be cancelled. The benchmark is zero tolerance.

Coordination and Administration Standards

When more than one transit agency operates within a service area, coordinating services is an important objective. While there are several existing coordination programs and activities between the North County operators, increasing demand for inter-regional travel suggests that further coordination of services would benefit transit riders, agency and city staff and the general public. Since standards in this area are difficult to quantify, some suggested standards can be measured with a “yes” or “no”.

The proposed standards addressing coordination and administration are presented in Figure 6-2 below.

Figure 6-2 Proposed North County Coordination and Administration Standards

Coordination Measures	Proposed Coordination Standards	Proposed Lead Agency
Transit Service Coordination	<ul style="list-style-type: none"> Regional transit service should provide riders with a “one seat ride” when traveling between cities and communities in North County and the City of San Luis Obispo 	<ul style="list-style-type: none"> SLOCOG
Schedule Coordination	<ul style="list-style-type: none"> When transferring buses is required for travel between origins and destinations, then the wait time should be no more than 15 minutes. 	<ul style="list-style-type: none"> Cities of Atascadero and Paso Robles
Funding Coordination	<ul style="list-style-type: none"> Establish cooperative funding strategy between cities, RTA and SLOCOG. Develop equitable funding agreements that will not need to be renegotiated regularly. 	<ul style="list-style-type: none"> SLOCOG
Administration Coordination	<ul style="list-style-type: none"> Determine the implications and benefits of full coordination between Atascadero and Paso Robles and RTA for RTA to provide administrative services and day-to-day operations. 	<ul style="list-style-type: none"> SLOCOG
Marketing Coordination	<ul style="list-style-type: none"> One map for all North County transit services should be posted on cities, RTA and SLOCOG websites and distributed at passenger facilities (stops, Park-and-Rides, etc.) throughout North County. 	<ul style="list-style-type: none"> Cities of Atascadero and Paso Robles

Service Design Standards

Service design standards are critical planning tools that are used to guide modification of existing services or expansion of new services. Service design standards also help transit providers justify service decisions and communicate those decisions to local jurisdictions and interest groups.

Typically, transit agencies need to consider a full range of interrelated social, political and economic factors when they make major service decisions. At their core, however, service design standards identify strategies for maximizing ridership. While ridership is critically important, issues of equity and broader community impacts cannot be ignored. It is assumed, therefore, that the two Dial-A-Ride are designed to address coverage based goals. As such, the following service design standards are proposed for fixed route transit services only.

1. **Directness.** Routes should be as straight as the street pattern allows. These direct paths make for the most direct, likely the fastest, possible trip, and therefore tend to be useful to the more people than circuitous routes. Even if a trip requires changing buses, it is likely to be more direct and faster than a trip using circuitous service. One other factor is simply the human factor. Humans prefer to maintain orientation. Routes that follow circuitous pathways easily lose riders orientation implying to their subconscious that they are “lost in woods.” Not only is this uncomfortable, but it reinforces the conception that the trip is taking longer than it actually should be.
2. **Frequency.** The elapsed time between consecutive buses on a route is one of the most important determinants of ridership. More frequent service attracts more passengers assuming a market is present. A very infrequent route requires customers to plan trips around the bus schedule. A very frequent route allows riders to travel whenever they want, without a schedule, allowing transit to approach the convenience that a road offers to a motorist: it is there exactly when customers want and need it.
3. **Consistency.** A consistent pattern to the schedule is strongly recommended. While frequency may vary during the day according to demand, it should not vary with apparent randomness from one trip to the next. Whenever possible, routes should also have frequencies that divide evenly into an hour, such as every 15, 30, or 60 minutes.
4. **Simplicity.** Straight routes are also easily associated with one or two major arterials. The naming, presentation, and planning of such routes should encourage the idea that the route is an integral part of the street. Simplification is a key value in creating networks that people can navigate easily to make many kinds of trips.
5. **Walk Distances.** Although opinions differ about how far one should be asked to walk to a transit stop, the industry experience overwhelmingly indicates that the vast majority of riders will walk up to ¼ mile for bus service. Each transit route should be seen, then, as serving a band ½ mile wide (up to ¼ mile to each side of the route), except where the road network prevents reasonably direct pedestrian access.
6. **Minimum Bus Stop Design.** All bus stops should be clearly marked with proper signage including the designated route number(s). Benches should be considered for individual stops where the average daily boarding exceeds 30 passengers. Priority should be given to bus stops serving senior apartments, activity centers, and group residences designed for persons with disabilities.
7. **Recovery Time.** All route schedules should include a minimum of 10% recovery time to ensure on-time performance.

8. **New Service.** This can include the introduction of a new route, the expansion of an existing route, and an increase in service frequency. New service should be introduced if anticipated hourly productivity will meet the performance standards established for the service. New service should be operated on a trial basis for up to 18 months to allow ridership to develop but should be monitored in six month intervals.

SUMMARY

Performance measures and standards help articulate the goals, objectives and priorities of a transit service and its policy board. As such, they reflect the tradeoffs among competing policy objectives often faced by transit managers. Foremost among these conflicts is that of operating productive service within neighborhoods where transit is well used with the need to serve all citizens of the communities that support transit services through their local taxes. Establishing system goals for efficiency, productivity, and service quality help agencies benchmark or compare performance against best practices, identify opportunities for improvement, and guide the allocation of resources.

The measures used to make these comparisons are critically important. They need to be reliable indicators of agency success and also understandable and meaningful to decision makers, planners, and lay people alike. Standards establish a benchmark for performance relative to a performance measure to ascertain the effectiveness of individual services or the system as a whole. These outcomes should be tracked over time to ascertain whether services are meeting stated objectives and standards, or whether there are any negative trends that warrant closer examination of service practices. While it is probably most useful for an agency to monitor its own service characteristics over time, it can also be useful to compare system outcomes with those of its peers, industry standards or best practices.

7 PUBLIC OUTREACH

Public outreach activities for the North County Transit Plan were conducted in two phases. The first phase, completed in July 2011, consisted of a focus group; this session was by invitation only, the meeting was not publicized as was done in January 2012. The purpose of this focus group was to share preliminary findings from the Existing Conditions Report and obtain input before developing service scenarios and organizational alternatives.

Phase Two of the outreach process consisted of two public meetings held in January 2012, one in Atascadero and one in Paso Robles. At these two meetings, an update on the planning process and proposed service alternatives was presented and feedback was solicited from attendees. These meetings were attended by members of the public, bus riders and employees of North County transit services, and city representatives.

The meeting details for both phases are listed in Figure 7-1 below. The sign-up sheets for these meetings are found in the Appendix.

Figure 7-1 Public Outreach and Stakeholder Meetings

Location	Date	Time	No. of Attendees	Meeting Type
Atascadero City Hall	July 13, 2011	2:00-4:00 PM	19	Public
Paso Robles Library	January 18, 2012	5:30-7:30 PM	9	Public
Atascadero City Hall	January 19, 2012	1:30-3:30 PM	7	Public

Phase 1

Focus Group

The primary purpose of the July 13th meeting was to share information from the Existing Conditions Report issued in June and to solicit suggestions about future transit needs in North County. SLOCOG requested participation through email invitations and a total of 19 people participated, representing a cross section of agencies and organizations. The meeting began with the consultant team presenting an overview of the purpose and scope of the North County Plan and a summary of highlights from the Existing Conditions Report. Following the presentation, participants were asked to break into two groups. Each group was asked to discuss perceptions of transit services in North County, what works well, and what doesn't, and to suggest desired improvements. As a final step, they were asked to prioritize the requested improvements, although not everyone was able to get to this step. Both groups identified similar concerns, and a summary of the groups' major themes is presented below. Figure 7-2 shows how the groups prioritized these issues.

Expanded Service

- Add service later in the day and earlier in the morning on all systems; Paso Express should run from 6:00 AM to 7:00 PM
- Dial-A-Ride should operate longer hours Monday through Friday; at least during peak hours, not just 7:00 AM to 1:00 PM
- There are few travel opportunities in the evening
- Buses need to run as long as bars are open
- Late night service needed for swing shift workers
- Later RTA Route 9 service needed to accommodate Cuesta College 10 PM class dismissals

Fares

- “Senior” should be uniformly defined among all transit agencies
- Ages four and under should ride for free with a paid adult
- Students are paying \$10 per day for rides to school; is this the “right” amount?
- Students should ride at same rate as seniors
- Consider bulk/family discount passes

Transit Coordination

- Transfers involve long waits
- Cities of Paso Robles and Atascadero don't work very well together
- System is confusing with all the fixed routes

Transit Operations

- Not enough stops in Atascadero
- Provide some bus stops off main routes for families with small children

New/Enhanced Services Requested

- Service to Shandon
- Through downtown Templeton along Main Street
- From Atascadero to Margarita and to San Miguel
- Service along 46 East Corridor, from Paso to Cambria with connections to other small communities
- Along 41 to Morro Bay

Public Information/Marketing

- One centralized telephone number for all North County transit services
- 511, Google Transit should be better advertised (but not all riders have computer access)
- Paso Robles website is difficult to use and out of date
- Increase marketing/public information of all services – ideas include:
 - Student/PTA packets send home with kids
 - Educate students at schools
 - Provide schedules, info, transit planning, and sell passes at Cuesta College
 - Map, schedules in phone books

- Map, schedules available at gas stations and retail stores, senior and youth centers
- Educate employers on the value of transit
- New name (El Camino) for North County Shuttle is confusing

Service Policies

- Three-bag policy limit is constraint on the shuttle

Cuesta College Issues

- Should Cuesta College students be allowed to use pass for trips other than to/from school?

Figure 7-2 Prioritized Desired Service Improvements

Priority One Desired Improvements
Later Evening/Earlier Morning Services
Increased Service Frequency
Increased Weekend Service
New/Enhanced Services <ul style="list-style-type: none"> ▪ From Atascadero to Margarita ▪ From Atascadero to San Miguel
Better Transfer Coordination
Public Information/Marketing
Priority Two Desired Improvements
Same Day Service on Dial-A-Ride
Service along Main Street through Templeton
New Services <ul style="list-style-type: none"> ▪ On 46 East ▪ Along 41 to Morro Bay
Priority Three Desired Improvements
Service Policies (change 3-bag limit)
Cuesta College Issues

Stakeholder Meeting

On July 14, 2011 a breakfast meeting was held with technical staff and elected officials from the cities of Atascadero and Paso Robles and with SLOCOG staff and Board members. Similar to the public focus group meeting, this meeting began with a brief presentation on the objectives of the North County Transit Plan and a summary of key findings from the Existing Conditions Report. Then participants were asked to help identify deficiencies and possible improvements to transit service in North County. Most responses could be grouped under the headings of either service-related concerns or organizational and funding opportunities. A summary of the responses are listed below.

Service-Related Questions and Concerns

- What is the most efficient way to provide both local and regional service without overlapping and duplicating service?
- Dial-A-Ride service is preferred in Atascadero; the topography there is a barrier to fixed-route service.
- “High end” service between North County and the City of San Luis Obispo could include over-the-road coaches, fewer stops for faster travel times, Wi-Fi service, and other amenities.
- What is the appropriate type and level of service for San Miguel? For Shandon? For Templeton?
- Evaluate opportunities for transit connections to Highway 41 (Atascadero to Morro Bay). Consider service to employers and to tourists/visitors.
- Explore whether it makes sense for some of the 16 daily RTA runs to skip direct service to the university to provide faster service downtown.
- Consider later RTA and Paso service to match Cal Poly and Cuesta College class ending times. (Note that the north campus of Cuesta is planning to expand enrollment.)
- Park-and-Ride lots should be considered a feeder opportunity for connections from outlying areas on Route 9.
- Include a discussion about desirable supporting services (such as Guaranteed Ride Home, ticket sales through employment, bus turn-outs to speed up service, etc.) that can promote transit ridership.
- Explore the option of variable fares (express versus local). What is the best way to set a reasonable level for fares (service type, commensurate with neighbors and comparable services)?
- Changes in school bus transportation due to state funding cuts could create new opportunities for transit.
- More/better outreach/public access to information about existing transit and ridesharing services is needed.

Organizational and Funding Opportunities

- The SCAT model may be a desirable approach for North County transit operators.
- Consider advantages and disadvantages of pay-as-you-go versus financing options for capital investments.

Phase 2

Public meetings

The objective of the public meetings held in the second phase were to present three alternative service scenarios based on input received during the first phase. Two public meetings were held in January, 2012, one in Atascadero and one in Paso Robles. The public was invited to attend via email invitations, public notices on the SLOCOG website, and flyers posted on the buses.

These meetings began with a power point presentation that updated the status of the project and presented the three alternative service scenarios. Then attendees were given a chance to ask questions and discuss the various scenarios. As a final step, they were asked to express a

preference for one of the three scenarios. The questions and concerns raised at the meetings are grouped in four categories and listed below.

Service-Related Questions and Concerns

- Support for regional service to Twin Cities hospital and La Posada Lane: this would be a seamless connection and an improvement over current services. It would warrant use of smaller vehicles than the current 40 foot buses (all Alternatives).
- Consider reinstating service in Templeton.
- Current RTA services do not go to hospital; requires a long strenuous walk to get there. Request to shift timed transfer between Paso and Atascadero buses from Las Tablas Park-and-Ride to hospital.
- No reliable connections between current El Camino Shuttle and Paso Express Route C
- Will RTA regional bus (Alternative 3) provide same level of service as current El Camino Shuttle? Can it handle motorized scooters?
- Support for more RTA express buses to minimize standing on buses (would require more vehicles).
- Current Paso Express Routes A and B satisfactory but require long walks outside of Spring Street corridor.
- Senior Shuttle is faster and offers more direct service for medical appointments in San Luis Obispo than RTA with transfer to SLO Transit each way.
- Under the enhanced funding scenario, fixed route deviation might be appropriate for a seasonal Highway 41-Atascadero-Morro Bay beach connector.
- Support for Alternative 3: seamless service within and between communities, with fewer transfers within a single system. Would especially benefit North Atascadero residents, including senior housing complexes, mobile home parks, and a group home for disabled.
- Lack of RTA coverage along North El Camino Real is a significant gap in regional transit service.
- Suggestion was made to use Highway 41 beach connector as a special pilot service operated by Ride-On Transportation.

Fares

- Increased fares on Atascadero DAR in July 2011 are a barrier; especially for youth who have no option (Atascadero school district simultaneously eliminated some school bus service). Suggestion to offer discount youth fares on DAR.
- The 20% farebox recovery ratio requirement is difficult for Atascadero and Paso DAR to achieve measured as a stand-alone service; currently meet requirement by combining with local fixed route.
- Support for Regional Day Pass

Park-and-Ride

- Las Tablas facility at capacity; more Park-and Ride lots needed
- New or enhanced lots could have an impact on scheduling

Public Information/Marketing

- Difficult to figure out which service is appropriate for trips, especially for seniors:
 - Too many separate services/brochures
 - 511 not well known
 - City website links to Atascadero Transit are difficult to find
- Develop a unified transit brochure for North County:
 - Easier-to-read schedules
 - Better information dissemination
 - One centralized phone number
 - Joint marketing
 - Use Rideshare.org and Google Transit Trip Planner
 - Place flyers at checkout stands in grocery stores
- Proposed shift of regional timed transfers to Atascadero Transit Center from Las Tablas Park-and-Ride would need to be clearly explained to riders
- Suggestion to brand express service to distinguish it from proposed regional service
- Suggestion to hold another meeting in downtown SLO to engage more RTA riders

Preferences and Priorities

Following discussion of the three service scenarios, meeting participants were asked to state their preferred scenario. Attendees generally preferred Alternative 3, which proposed consolidating all fixed-route service in North County under the RTA. There was some discussion of creating a fourth alternative that combined some of the elements of Alternatives 2 and 3 (both consolidating services and offering express routes). Participants were then asked to choose which of the proposed service enhancements they favor and should be considered top priority. It was generally agreed that among the three options (later evening service, adding Sunday service, or introducing a Highway 41 connector), the addition of a Sunday schedule to provide service seven days a week was most important. A suggestion was also made that a Highway 41 beach connector should be operated as a special pilot service with Ride-On Transportation providing day-to-day operations.

Summary and Conclusions

The three public outreach meetings garnered a wide variety of comments from people concerned about the future of public transit in North County. During both Phase 1 and Phase 2 similar themes emerged, which can be grouped into a few key areas of concern. First, riders are frustrated with the current system that requires multiple transfers between routes and systems and want to travel seamlessly between North County and San Luis Obispo. There is also enthusiasm for more limited-stop express service, especially into downtown San Luis Obispo and for restoring service to downtown Templeton. Complaints about the challenges in obtaining up-to-date and easily accessible information on North County transit services in written and electronic formats was a common theme and was accompanied by many suggestions for improvements in this area. There was also interest in testing a summer pilot service along Highway 41 to offer access to the coast for residents and tourists alike.

8 SERVICE ALTERNATIVES

INTRODUCTION

This chapter outlines several alternatives for improving transit services in North County and identifies a preferred alternative through public comment and consensus from the North County Technical Committee.

The service alternatives have been developed based on findings from the Existing Conditions report (submitted in July 2011 that included survey results from existing passengers), feedback from various focus groups and stakeholder interviews, and direction received from the Technical Committee. The alternatives are based on two different funding levels: baseline funding and enhanced funding, as described below.

- **Baseline Funding.** This is based on the financial growth assumptions of the December 2010 Regional Transportation Plan.
- **Enhanced Funding.** This builds off the Baseline and assumes moderately increased LTF contributions from the City of Atascadero (up to 2% share a year before inflation) and an increased share of Small Transit Intensive Cities (STIC) funding to the North County Urbanized Area.

Three service alternatives correspond to the Baseline funding scenario and a third corresponds to Enhanced funding. This chapter provides an overview of the three Baseline service alternatives.

At the end of this chapter, the service alternatives are summarized and compared to how they satisfy the goals and objectives presented in the Chapter 6.

BACKGROUND AND SERVICE CONSIDERATIONS

As with other areas in San Luis Obispo County, North County encompasses a large geographic area with a wide array of travel patterns and needs. They can generally be classified into one of three groups:

- **Local.** This includes relatively short trips starting and ending within a single community. As the largest cities in North County, the majority of the local trips in North County take place in either Atascadero or Paso Robles.
- **Regional.** This includes trips between communities in North County. Not surprisingly, the primary regional travel flow in North County occurs between Atascadero and Paso Robles. Templeton is also a major destination for regional trips because of the Twin Cities Community Hospital. Other notable communities include San Miguel and Santa Margarita.

- **Interregional (Express)¹.** This includes longer distance travel between North County and other areas of San Luis Obispo and beyond. As the major travel destination in the county (county seat and home of Cal Poly), many of these trips are destined for the City of San Luis Obispo.

In addition to different travel needs, there is also a wide array of diverse user groups in North County. The primary categories that are the focus of this plan include:

- **Commuters.** This group consists largely of “discretionary” riders who have other travel options but use transit for various reasons, including cost of parking, cost of commuting, stress, etc. Commuters and workers are generally the most time-sensitive users of transit and they tend to use service primarily during peak travel periods on weekdays only.
- **Transit dependent.** This group consists of people who use transit because they have few other transportation options and use transit for many of their daily needs (work, school, shopping, etc.). While they also value their time, transit dependent users will often tolerate longer travel times and or waiting between trips because they have fewer transportation options.
- **College students.** This is a diverse group of users depending on what college they attend. College students generally are more like commuters in that they have transportation options but choose to use transit due to commuting or parking costs. This group is also sensitive to travel and wait times, but usually more flexible than commuters. And while college students use transit typically on weekdays (like commuters), their use of transit varies depending on class schedules.
- **Primary and secondary students.** Primary and secondary students generally need to travel at the beginning or end of the school day but may also require transportation for after-school activities. Morning trips tend to be earlier than the typical commute hour trips. Most of these trips take place locally during weekdays only.
- **Visitors and Tourists.** North County is increasingly becoming a destination for tourists and visitors, particularly due to the wine industry located there. In addition, North County residents have a desire to access the coast more directly.

While transit will never be able to serve all of the unique travel needs and user groups mentioned above, the focus of the alternatives is to better match travel needs and user groups with transit services. The goal is to ensure that the various transit services are meeting the different travel needs as efficiently and effectively as possible while staying focused on the needs of different user groups.

Key Service Findings

Based on the Existing Conditions report, focus groups and feedback from the Technical Committee, some of the key findings driving the service alternatives are as follows (grouped by geographic area or service). It should be noted that these issues focus on areas with existing transit service only. Key findings related to service expansion will be discussed when the Enhanced service alternative is developed.

Paso Robles (Paso Express)

¹ Presently, Express service exists during certain periods of the day in North County. Current express service is uni-directional and is peak-period only.

- **Dial-A-Ride**
 - Good productivity (3 passengers per hour), but low farebox recovery (5%)²
 - Strong support among existing users
- **Fixed Route**
 - Moderate productivity and good coverage on Paso Express fixed routes A, B and to a lesser extent, on Route C. Route C connects important nodes within Paso Robles, but has fewer transit trip generators along its route.
 - Strong support among existing transit users for Paso Express
 - Scheduled connections to RTA Route 9 at North County Transportation Center and at Las Tablas Park-and-Ride
 - Scheduled connection to El Camino Shuttle at Las Tablas Park-and-Ride

Atascadero (Atascadero Transit)

- **Dial-A-Ride**
 - Very high productivity (close to 5 passengers per hour) for a demand responsive service
 - Strong support among existing users as well as City leaders
 - Viewed as a good model for serving local needs within the city
- **Fixed Route (El Camino Shuttle)**
 - Moderate productivity based on North County Shuttle data
 - Good local coverage along most viable transit corridor in the city
 - Scheduled connections with Route C (Paso Express) and RTA Route 9 at Las Tablas Park-and-Ride
 - Connections to RTA Route 9 available but not timed in downtown Atascadero, and the El Camino Shuttle does not serve the stop on Capistrano.

Regional (RTA Route 9)

- Strongest productivity (18 passengers per revenue hour) in North County, but below RTA's goal of 21 passengers per revenue hour (RTA 2012 Strategic Business Plan)
- No direct service to the only regional hospital in North County (Twin Cities Community Hospital)
- Overcrowding on some trips, especially express trips
- Strong desire among existing riders for more express trips and faster service
- Expressed need for longer service hours

² This figure is from FY 2009/10. A farebox increase on both the Dial-A-Ride and Fixed Route services was implemented in 2011.

Service Considerations

Based on the findings discussed above, as well as the goals and objectives presented in the previous chapter, the following are the primary service considerations that have shaped the service alternatives:

- **Route 9 and service in the Highway 101 corridor.** While Route 9 is intended to be a regional service, it currently provides local *and* regional service in Atascadero, and a mix of regional and intercity service to Templeton, Santa Margarita, San Miguel, and Paso Robles. In other words, the existing route attempts to serve too many of the diverse needs and markets in North County, but in doing so, is not serving any of them really well. This finding is supported by feedback from stakeholders and existing riders, many of whom say a priority for North County should be faster and more direct service in the Highway 101 corridor. This is further supported by the first goal in RTA's 2012 Strategic Business Plan: *"Provide market-driven service that meets the needs of the communities that we serve but that will also attract discretionary riders,"* as well as by the fact that, by a large margin, the most productive trips on Route 9 are the express trips.
- **Service duplication in Atascadero.** As noted above, Route 9 operates as a local service on the most developed portions of El Camino Real in Atascadero, providing hourly service on weekdays and service every 3-4 hours on weekends. Because weekday service operates at approximately the same time as the El Camino Shuttle, this portion of the route is viewed as duplicative to many stakeholders. Further, when passengers on the former North County Shuttle were asked what they would do when the service was discontinued, an equal number said they would use either Route 9 or the new El Camino Shuttle. This further indicates that transit riders in Atascadero view these two services similarly and will likely take the first bus that comes along due to the duplication of service. One passenger who completed the on-board survey on Route 9 acutely wrote: "Do not share resources with redundant local North County agencies. Aside from expresses, put all resources into Route 9 making all stops without transfers. This would allow more expresses without reducing local service, greater frequency, and protecting & expanding span of service."
- **Very high level of service to Santa Margarita.** Also noted above, Route 9 provides regional service to Santa Margarita via El Camino Real. While Santa Margarita has good ridership activity for its size, and clearly justifies some level of service, it does not support the same level of service as the larger communities in North County. This disproportionate level of service is largely a function of geography as Santa Margarita is simply "on the way" between San Luis Obispo and southern Atascadero. In addition, during the midday periods, there is very little relative demand in Santa Margarita as compared to other portions of Route 9.
- **Unreliable timed transfers at Las Tablas Park-and-Ride.** Based on comments from existing riders, as well as observations during several time periods, the timed transfers at Las Tablas have at times been unreliable, resulting in missed connections and/or delayed service. The City of Paso Robles has made recent schedule adjustments to the Paso Express timetables to mitigate this reliability issue.
- **Service to Templeton.** When the North County Shuttle was discontinued, service to downtown Templeton and cross connections between downtown Templeton and the Twin Cities Community Hospital was abandoned. As such, restoring service to Templeton and nearby housing is viewed as a regional priority.

- **Service to the new Atascadero Transit Center.** When the new Atascadero Transit Center opens in the coming six months subject to the release of the state capital funds (Proposition 1-B), it will be important to fully use this new facility. Therefore, another important objective for the service alternatives is emphasizing this location as a transfer facility and/or the hub of transit service in Atascadero.
- **Improved service to San Miguel residents.** One option to improve connections for San Miguel residents is to serve Spring Street in Paso Robles on express trips only. This allows workers living in San Miguel and destined for central Paso Robles a single-seat ride. This has a minimal impact on service costs and is recommended in all alternatives presented below.

SERVICE ALTERNATIVES

This section presents the three Baseline service alternatives along with service expansion options that could be incorporated into the preferred service alternative.

Each Baseline service alternative has been documented to the following level of detail:

- Schematic of services by stop
- Route map
- Service levels by day and time period (weekdays)
- Conceptual schedules (for regional and express service), shown in the Appendices
- Estimated operating costs
- Estimated capital costs and fleet requirements
- Ridership estimates

A detailed financial plan over the seven year period of the plan is presented for the preferred alternative in Chapter 10.

Existing Service Overview

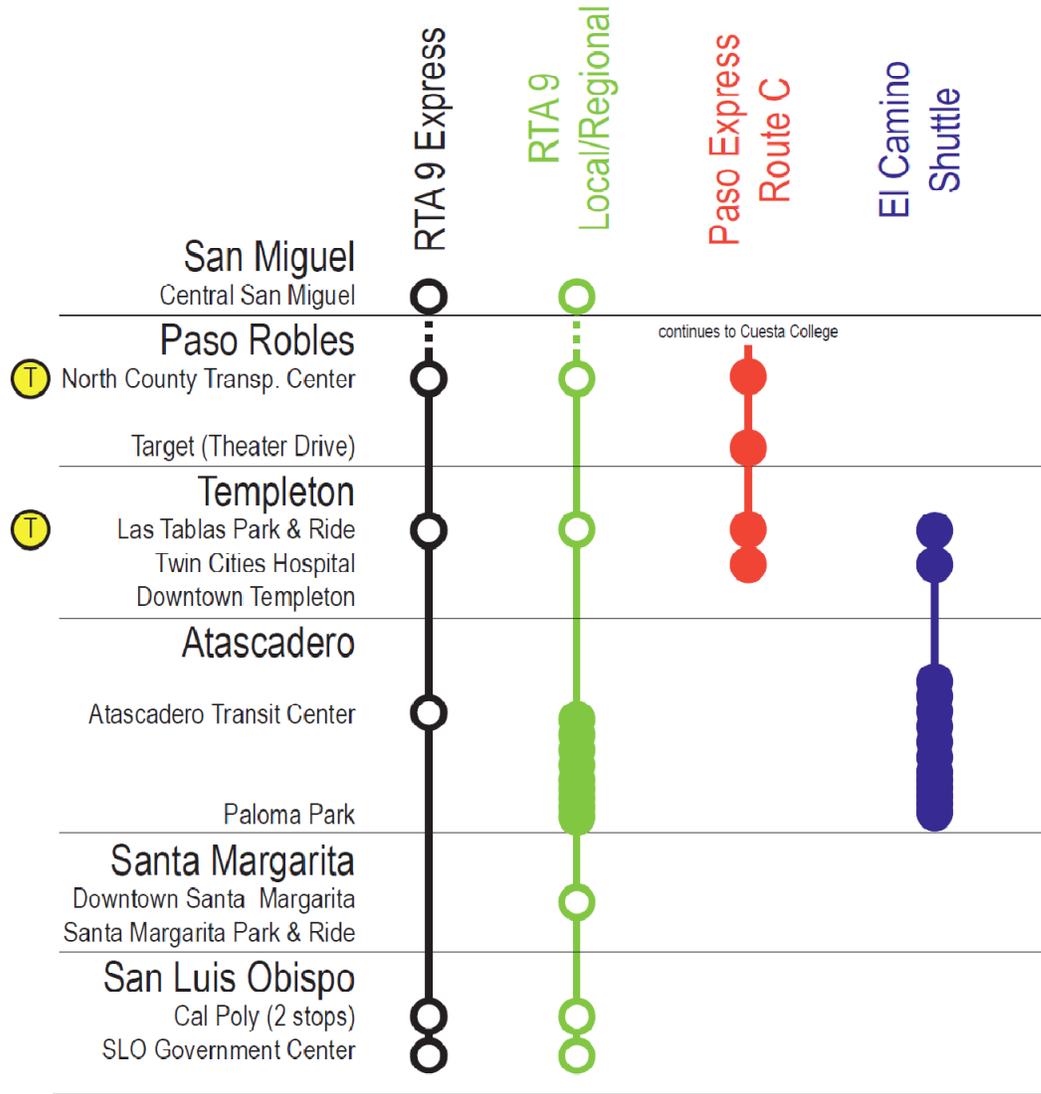
To better understand the context of the service alternatives, an overview of existing services is provided below in Figures 8-1 and 8-2. Figure 8-1 shows the total number of weekday trips operated by direction and time period for all fixed route services operating in North County. Figure 8-2 illustrates the existing weekday services per stop by service type and time of day.

Figure 8-1 Existing Weekday Service Levels

Time Periods	RTA Route 9 Express		RTA Route 9 Regional/ Local		Paso Express Routes A & B		Paso Express Route C		Atascadero Transit El Camino Shuttle	
	<i>SB</i>	<i>NB</i>	<i>SB</i>	<i>NB</i>	<i>CCW</i>	<i>CW</i>	<i>SB</i>	<i>NB</i>	<i>SB</i>	<i>NB</i>
Early (before 5:59 AM)	1	-	-	-	-	-	-	-	-	-
AM Peak (6:00 AM-8:59 AM)	2	-	3	3*	2	2	2	2	2	2
Midday (9:00 AM – 2:59 PM)	-	-	6	6	6	6	6	6	6	6
PM Peak (3:00 PM – 6:00 PM)	-	2	3	3	3	3	3	3	3	3
Evening (after 6:00 PM)	-	-	1	2	1	1	1	1	1	1
Total Weekday Trips	3	2	13	14	12	12	12	12	12	12

* Two AM peak trips in the Northbound direction do not serve the stops at Cal Poly.

Figure 8-2 Schematic of Existing North/South Services by Stop (Weekday)



Note: Paso Express Routes A and B are not shown on this graphic but connect to Paso Express Route C and RTA Route 9 at the North County Transportation Center. In all proposed alternatives, there are no changes to the operational routing of Routes A and B. Dashed lines on Route 9 indicate periodic service to San Miguel.

Existing Ridership Levels

Based on annual ridership on RTA Route 9, Paso Express (Routes A, B and C) and the El Camino Shuttle (including the Saturday Traveler), ridership on the existing fixed route system is approximately 369,000. FY 2010/11 ridership for the different services is as follows:

- RTA Route 9: 175,000 (FY 2010/11: 188,160)
- El Camino Shuttle/Saturday Traveler: 42,000
- Paso Express Routes A and B: 120,000
- Paso Express Route C: 32,000

- **Total Annual Ridership: 369,000**

Later in this chapter, ridership estimates and assumptions are presented for each alternative based on these existing figures. The ridership figures are also presented in the Financial Plan (Chapter 10).

Alternative 1: Partial Service Delineation (Baseline Funding)

Alternative 1 (Partial Service Delineation) is similar to the existing service model but begins to shift regional resources towards faster and more direct service in the Highway 101 corridor. This alternative derives its name from its goal to begin separating out the functions of the various routes, specifically Route 9. The primary change in this alternative is to Route 9, though there is also an option to modify the El Camino Shuttle and Paso Express Route C. Route 9 would “delineate” between its “express” service which would focus on the number of stops that would enable it to make relatively efficient stops with a focus on travel time, while the “regional” service would make more frequent stops with a focus on connecting regional destinations. No changes to Paso Express Routes A and B, or the Dial-A-Ride services in Paso Robles or Atascadero, are recommended. Some key features of this alternative are:

- **Twice as much express service on Route 9 compared to existing levels:**
 - This alternative includes six southbound and five northbound express trips on weekdays, which includes one new reverse commute express trip in each direction during peak periods.
 - Two of the express trips in the southbound direction and one express trip in the northbound direction would offer very limited stops and a faster travel time. The limited stop express trips would save an estimated 12 minutes in each direction.
- **Regional service focused on two timed-transfer locations:**
 - Timed transfers to local services (El Camino Shuttle and Paso Express) would be at the North County Transportation Center and the Atascadero Transit Center. The existing timed transfer at Las Tablas Park-and-Ride is eliminated, though this stop would continue to be served by all express regional services. Eliminating the timed transfer at Las Tablas allows the two local services (Paso Express and El Camino Shuttle) to be rescheduled around the regional Route 9 schedule rather than the current timed transfer connection in Templeton.
- **Less frequent midday service on the regional service (between approximately 8:30 AM and 3:30 PM)**
 - Due to low demand, and duplication with the El Camino Shuttle, the resources currently spent on hourly service during the midday are redirected to the additional express trips. Service in both directions would be every two hours during the midday and remain hourly during the peak periods.
- **Limited stop service in Atascadero between Viejo Camino at Bocina and Atascadero Transit Center**
 - The regional service would continue along the current alignment via El Camino Real through Santa Margarita and Atascadero, but stops in Atascadero would be limited to key stops only. Based on the Existing Conditions report, these stops would include:
 - Atascadero Transit Center

- El Camino/Highway 41 (Von's northbound and Chamber of Commerce southbound)
- El Camino/Curbaril
- El Camino/Santa Rosa
- El Camino/San Rafael
- Viejo Camino/Bocina Lane
- Another goal of this change is to promote Route 9 as a regional service and not for local trips within Atascadero (the El Camino Shuttle should be able to handle the passenger loads).
- **Service to downtown Templeton on the regional route**
 - Replacing the segment of downtown Templeton previously served by the North County Shuttle, the regional route would now serve Main Street before continuing west on Las Tablas Road. Service would be hourly during peak periods and every two hours during the midday.
- **Service to Twin Cities Community Hospital / Posada Lane on the regional route**
 - The regional route would also serve the only regional hospital in North County -Twin Cities Community Hospital in Templeton and the medical offices on Posada Lane. Las Tablas Park-and-Ride would also be served, but only on Las Tablas Road rather than pulling into the Park-and-Ride on every trip (though this requires safe stop locations on both sides of Las Tablas, which are currently not available). Another option is to serve Las Tablas P&R on the outbound trips to avoid potentially unsafe pedestrian crossings of Las Tablas Road.
- **Medium-sized vehicle on the regional route**
 - Largely due to demand, but also because it would be difficult to turn a large vehicle around at the Twin Cities Community Hospital or on Posada Lane, a medium-sized cutaway vehicle as compared to the existing Route 9 vehicle is proposed on the regional route only. While smaller vehicles are not necessarily more cost-effective compared to the large vehicles currently used on Route 9, smaller vehicles may be perceived as a better use of resources. Large vehicles currently used on Route 9 would be used only for the express trips. In the future, higher-capacity vehicles, such as articulated vehicles, may be appropriate in this corridor.
- **Option for Paso Express Route C and El Camino Shuttle to eliminate service to Templeton**
 - Twin Cities Community Hospital is an important regional destination, and as such, service to the hospital by both the El Camino Shuttle and Paso Express Route C eliminates the need for passengers to make a transfer. However, because the regional Route 9 would serve downtown Templeton and the Twin Cities Community Hospital in this alternative, and timed connections to the regional Route 9 would be available at each city's transit center, Paso Express Route C and the El Camino Shuttle would not need to continue serving Templeton. At the discretion of each city, the El Camino Shuttle could terminate at the Staples on El Camino Real and the Paso Robles Route C could terminate at the Target and time spent serving Templeton could be spent elsewhere in each city. It should be noted that the major drawback to the two local routes not connecting in Templeton is for Cuesta College students. Under this

scenario, some students boarding the El Camino Shuttle in Atascadero could be required to transfer twice: first to the RTA route at the Atascadero Transit Center and again at the North County Transportation Center to Paso Express Route C. This would only occur if a passenger was not able to board the regional Route 9 at one of the limited stop locations in Atascadero.

▪ **Park-and-Ride facilities**

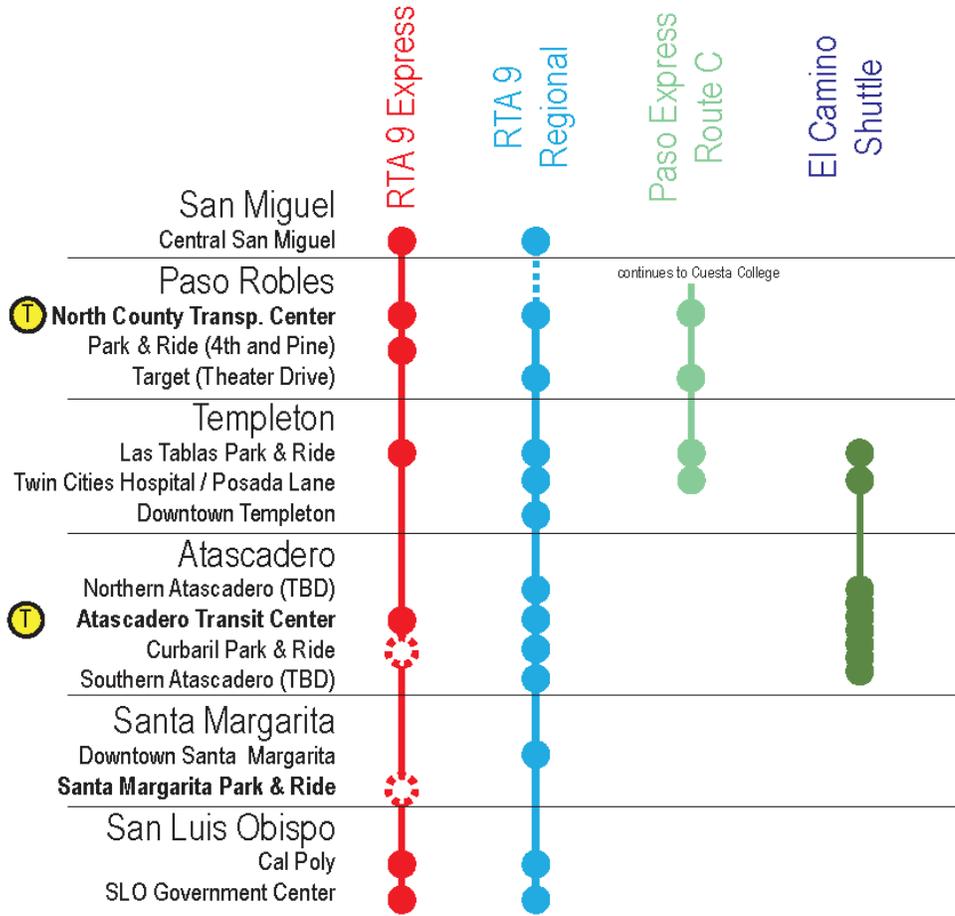
- There are several opportunities for expanding Park-and-Ride capacity in North County that would support the additional express service discussed above. In addition to the Las Tablas Park-and-Ride, the following locations could be considered (listed in priority order):
 - **Downtown Paso Robles.** While the North County Transportation Center currently has about 40 Park-and-Ride spaces, a new facility in the vicinity of the transit center would help support express service. One option is a very basic off-street facility near the intersection of 4th and Pine, several blocks south of the existing transit center. While the location would need to be identified and availability of the property assessed, this facility initially could provide very basic parking and stop amenities with the option to construct further upgrades at a later time (such as shelters, more formal paved parking, etc.). Another option would be to explore additional diagonal parking along Pine between 6th and 4th Streets (pending agreement with the city's traffic engineering department).
 - **Atascadero Park-and-Ride.** Due to the geography and development patterns in Atascadero, there are very few good options for an additional Park-and-Ride or expansion of an existing facility. It is assumed for this plan that a medium-sized Park-and-Ride location with easy access to Highway 101 will be identified for Atascadero residents. Potential options include:
 - **Near the new Atascadero Transit Center.** Ideally, a Park-and-Ride facility would be located near the new Transit Center to allow a single stop in Atascadero for the express trips. While few opportunities exist in this area, one possibility that could be explored includes the Bank of America parking lot. The existing Park-and-Ride lot on Highway 41 is likely too long of a walk for most people.
 - **Curbaril Park-and-Ride, Atascadero.** This existing Park-and-Ride lot could be served by the express trips, but as noted in the 2010 RTA Short Range Transit Plan, it would be difficult to serve in the northbound direction. Given the existing configuration, the best option would be to exit Highway 101 at Curbaril and continue east before stopping in the northbound direction on El Camino Real. Passengers would then be required to cross at the stoplight and use the sidewalk on the north side of Curbaril to access the Park-and-Ride lot. In the southbound direction, the bus could use Pueblo Avenue and San Luis Avenue to directly access the Park-and-Ride. Another option would be to expand this facility and create freeway stops. This would require extensive new pedestrian and transit facilities to ensure safe pedestrian access to this facility, and is thus a longer-term strategy that could be envisioned towards the end of the planning horizon of this document.

- **Highway 58 /Highway 101, Santa Margarita.** This existing Park-and-Ride facility is located just east of Highway 101 on the south side of Highway 58. This facility is not currently served by transit. As discussed in SLOCOG’s Regional Transportation Plan, this facility could be redesigned and expanded to support transit users, but transit access to the facility is difficult. As discussed below under the Capital Costs section, there will be a capital cost associated with turning buses around at this facility. Because demand for a Park-and-Ride at this location is likely low, this location is a longer-term option toward the end of the seven-year planning horizon of this Plan
- **10th and K Street, San Miguel.** This existing facility has capacity for approximately 20 vehicles. While capacity could be expanded, this facility will likely suffice for the life of this plan.

Figure 8-3 below provides a schematic of each north-south service in Alternative 1 and identifies stops that the service would make. It should be noted that the Paso Express Route C and the El Camino Shuttle are still shown serving Templeton, which is optional depending on local preference as Route 9 would effectively serve the major destinations in Templeton. It is also important to note that the service span for each route is similar in this alternative compared to existing services. Excluded from this Figure are the two other Paso Express local fixed routes, for which no major change in coverage is assumed.

Figure 8-4 is a map of Alternative 1 and Figure 8-5 shows the number of trips throughout the day for each fixed-route service in North County.

Figure 8-3 Alternative 1 (Partial Service Delineation)
Weekday North South Services by Existing or Proposed Stop



Note: Paso Express Routes A and B are not shown on this graphic but connect to Paso Express Route C and RTA Route 9 at the North County Transportation Center. In alternative 1, there are no proposed changes to Routes A and B. Routes C and the El Camino Shuttle remain the same but have the option to truncate their service to no longer serve Templeton.

Figure 8-4 Alternative 1-Partial Service Delineation

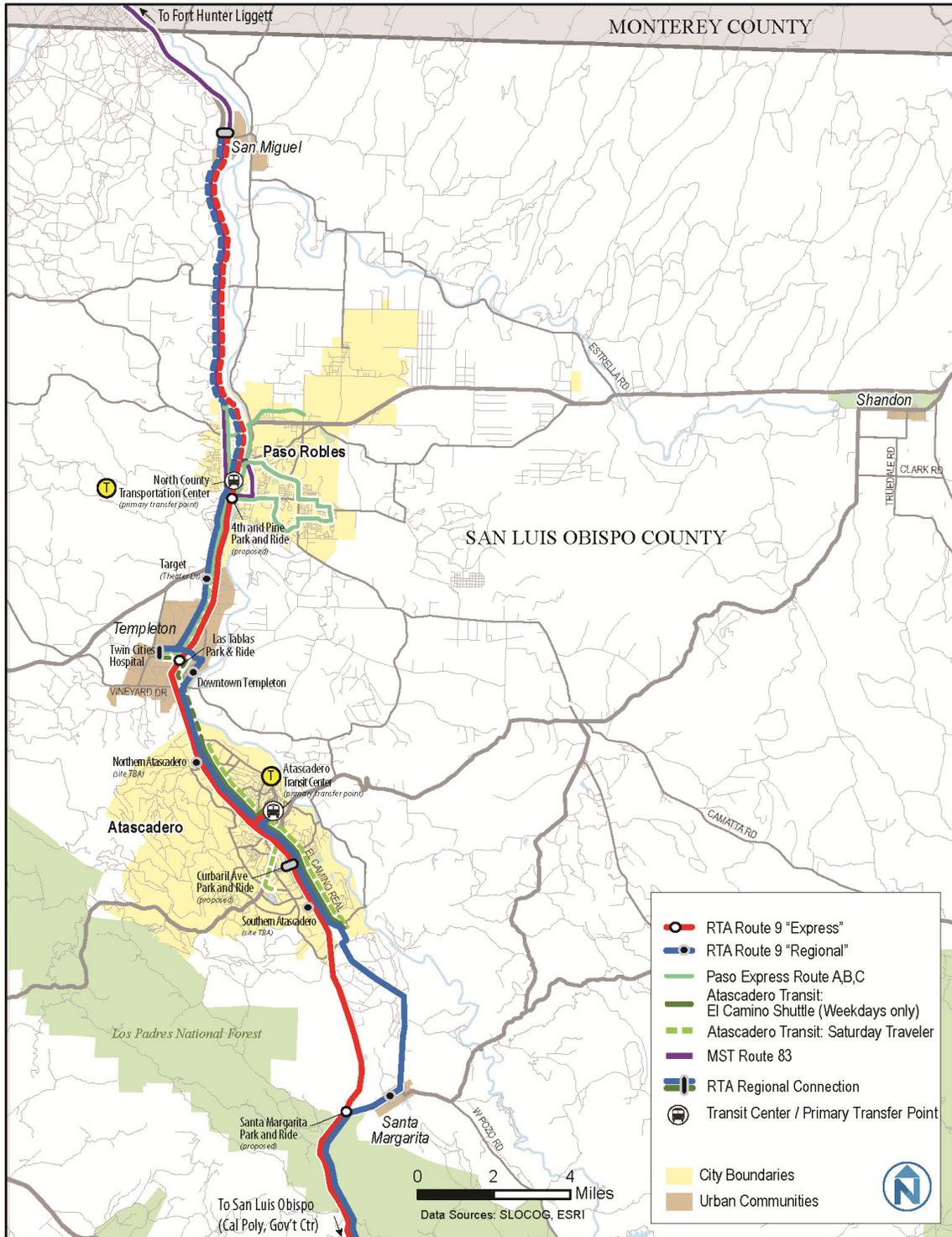


Figure 8-5 Alternative 1 (Partial Service Delineation) Projected Weekday Service Levels

Time Periods	RTA Route 9 Express		RTA Route 9 Regional/ Local		Paso Express Routes A & B		Paso Express Route C		Atascadero Transit El Camino Shuttle	
	SB	NB	SB	NB	CW	CCW	SB	NB	SB	NB
Direction →										
Early (before 5:59 AM)	1	-	-	-	-	-	-	-	-	-
AM Peak (6:00 AM-8:59 AM)	4	1	3	3	2	2	2	2	2	2
Midday (9:00 AM – 2:59 PM)	-	-	3	3	6	6	6	6	6	6
PM Peak (3:00 PM – 6:00 PM)	1	4	3	3	3	3	3	3	3	3
Evening (after 6:00 PM)	-	-	1	2	1	2	1	1	1	1
Total Weekday Trips	6	5	10	11	12	12	12	12	12	12

Estimated Operating Costs

Conceptual schedules for the regional and express routes were developed to ensure that total revenue service hours are similar to existing services. Based on the conceptual schedules, Alternative 1 is not anticipated to result in an increase in revenue service hours over existing levels. It should be noted, however, that the additional express service could warrant additional service hours on the local services to provide better feeder services.

Operating cost projections are presented in the financial element, Chapter 10 of this plan.

Capital Needs and Fleet Requirements

To fully implement this alternative, several capital investments are required:

- **Fleet Expansion.** To operate the higher level of express service in the Highway 101 corridor, additional vehicles will be required. It is estimated that 1 or 2 additional express vehicles would be required. Assuming a cost of \$475,000 each for a modern 40-foot vehicle, this would be between \$475,000-\$950,000
- **Park-and-Ride Expansion.** With the introduction of additional express service, and the fact that existing Park-and-Ride facilities are well utilized, some expansion is recommended to support this alternative. It is estimated that an additional 75 to 100 spaces would be appropriate. In the near term, the most likely candidates for expansion include the 4th and Pine area in Paso Robles and the Curbaril Park-and-Ride in Atascadero, though the viability of both locations would need to be assessed further. Southern portions of Atascadero may present challenges for Park-and-Ride expansion since there are few available sites that also allow for direct transit access.

- **Branding and Marketing.** To promote the express service and to better advertise how all services in North County complement each other, a single county-wide brochure (map and schedules) is recommended for North County. This brochure could be completed in-house by SLOCOG or RTA staff, or completed by an outside consultant. It is estimated that this would cost approximately \$15,000, excluding printing costs.
- **Real-time arrival and departure information.** One of the objectives in RTA's 2012 Strategic Business Plan is to conduct a needs assessment and cost-benefit analysis for an Intelligent Transportation Systems (ITS) program in the county. Another objective is to secure funding for this program that could provide benefit to both the regional services as well as the local services in Paso Robles and Atascadero. ITS opportunities will also be evaluated in the future as part of the 2012 Bus Rapid Transit Study.

Ridership Estimates

Fixed route ridership for Alternative 1 is estimated to be 383,000, or approximately 3.8% higher than existing fixed route ridership (369,000). Ridership estimates are based on existing annual figures and then adjusted using the following factors:

- **Restored service to downtown Templeton.** Route 9 in this alternative serves downtown Templeton, which is currently unserved. Based on ridership from the North County Shuttle, it is estimated that approximately 20 additional boardings would occur daily, or about 5,500 additional boardings throughout the year.
- **Additional express trips on Route 9.** This alternative includes three to four additional express trips per weekday, depending on the direction. Based on the ridership conducted on Route 9, it is estimated that annual Route 9 ridership would increase by about 30% due to the additional express trips, or an increase of about 52,500 riders per year.
- **Less midday service on Route 9.** This alternative assumes service on Route 9 every two hours during the midday (in order to offer additional express trips). While ridership is lower during the midday compared to the peak period, this would reduce annual riders by an estimated 25% or a decrease of about 43,750 riders per year.

Alternative 2: Focus on Express Service (Baseline Funding)

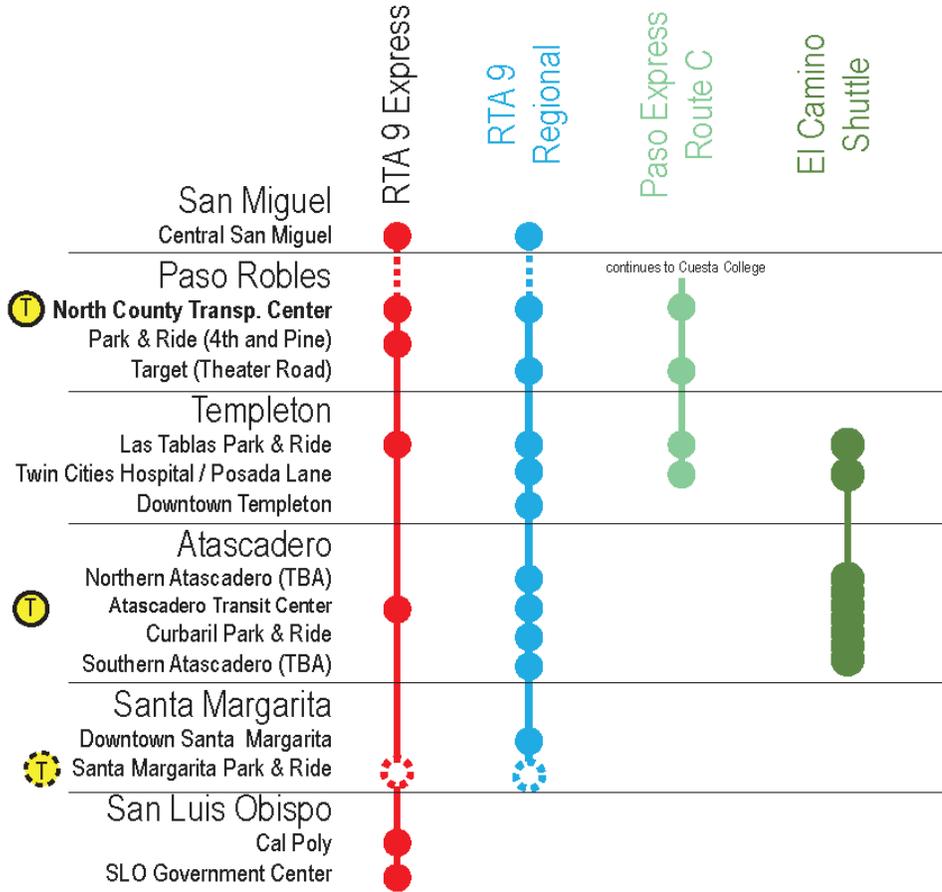
This alternative further directs resources in the Highway 101 corridor to express service and proportionately reduces the amount of midday regional service. As with Alternative 1, minimal changes are recommended for Paso Express or the El Camino Shuttle and no changes are recommended to the two Dial-A-Ride services in each city. The most significant change in this alternative is shortening the regional route to operate only between Santa Margarita and San Miguel. Doing so allows for additional express trips throughout the day and better connections between the regional route and El Camino Shuttle at the Atascadero Transit Center.

All of the same elements from Alternative 1 apply to Alternative 2, with the following modifications:

- **Additional express service.** This alternative includes more than twice as many express trips over Alternative 1 and 10-11 more daily express trips compared to existing conditions.
- **Reduced regional service.** The regional Route 9 service would be further reduced to allow for additional express trips. Rather than providing service to San Luis Obispo, all regional Route 9 trips would travel only from Santa Margarita to Paso Robles (or San Miguel) one trip per day. Regional Route 9 would turn around at the new Santa Margarita Park-and-Ride at Highway 58/Highway 101 where transfers to the express service to San Luis Obispo can be made (see below). It should be noted that a major capital investment would be required to allow a bus to turn around in Santa Margarita.
- **Timed transfers.** As with Alternative 1, all timed transfers would be made between the Regional Route 9 and the local routes (El Camino Shuttle and Paso Express) at either the Atascadero Transit Center or North County Transportation Center. But because the regional route has been shortened, the northbound express trips would be timed to connect to the northbound regional route in Santa Margarita, and similarly the southbound regional route would be timed to connect to the southbound express trips. The regional route would also be timed to serve Atascadero at the same time every hour in both directions, allowing the El Camino Shuttle to do the same. It should be noted, however, that timed connections in both directions between both routes could create a potential accumulation issue since the Atascadero Transit Center will only have 3 bus bays.
- **Park-and-Rides.** This alternative is only recommended once the Santa Margarita Park-and-Ride is fully functional. The minimum configuration would allow a small transit center (similar to the Las Tablas Park-and-Ride) where small and large transit vehicles can facilitate transfers and turn around.

Figure 8-6 illustrates the proposed services by stop by service type and time of day for Alternative 2. The schematic does not include the two other local fixed routes in the City of Paso Robles, which are assumed to have the same alignment and service levels. A map of this Alternative is shown in Figure 8-7 and weekday service levels are presented in Figure 8-8.

Figure 8-6 Alternative 2 (Focus on Express Service) Weekday North South Service by Existing or Proposed Stop



Note: Paso Express Routes A and B are not shown on this graphic but connect to Paso Express Route C and RTA Route 9 at the North County Transportation Center. In alternative 2, there are no proposed routing changes to Routes A and B but it is possible that some schedule adjustments would be made. Routes C and the El Camino Shuttle remain the same but have the option to truncate their service to no longer serve Templeton.

Figure 8-7 Alternative 2 (Focus on Express Service)

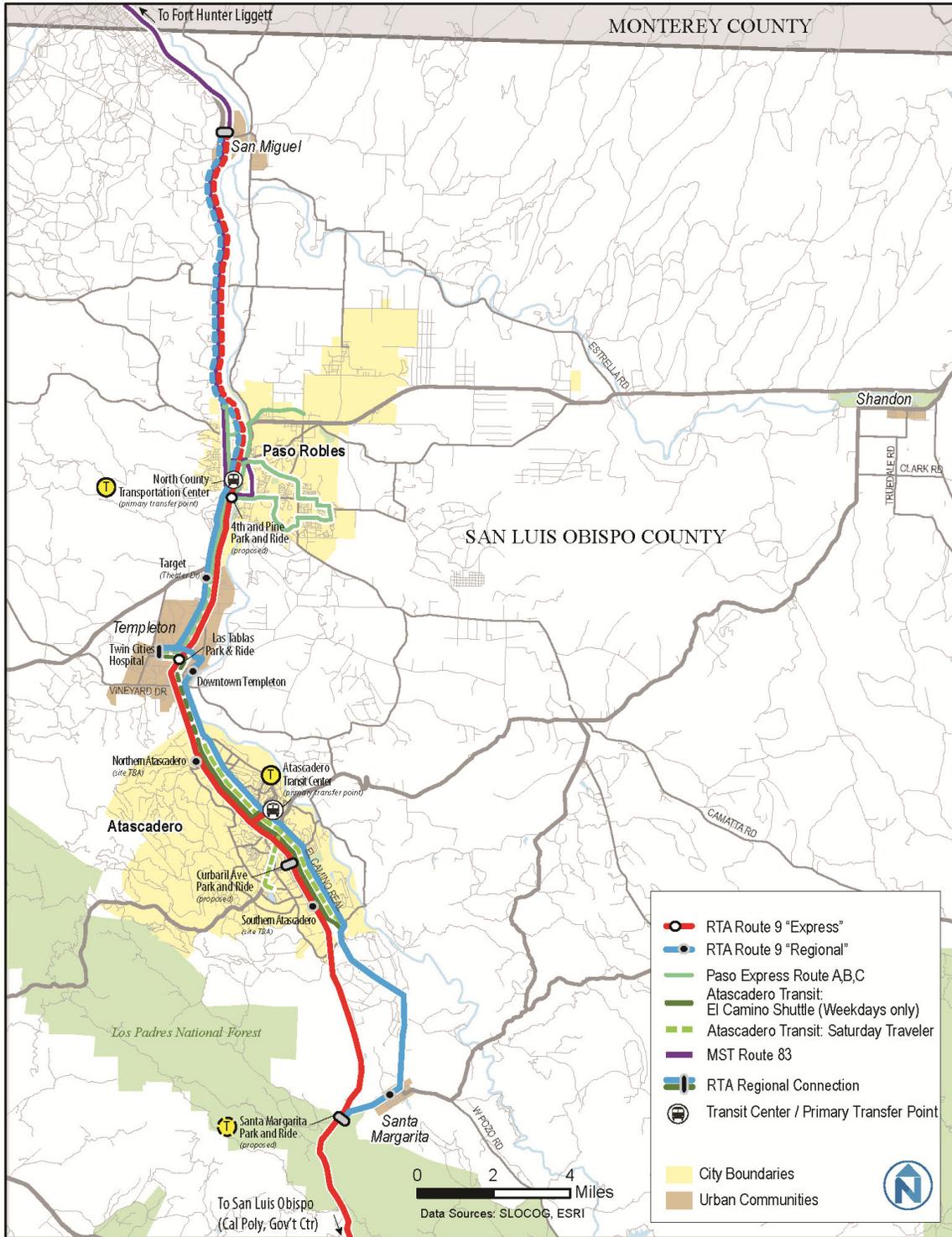


Figure 8-8 Alternative 2 (Focus on Express Service) Projected Weekday Service Levels

Time Periods	RTA Route 9 Express		RTA Route 9 Regional		Paso Express Routes A & B		Paso Express Route C		Atascadero Transit El Camino Shuttle	
	SB	NB	SB	NB	CW	CCW	SB	NB	SB	NB
Direction →										
Early (before 5:59 AM)	1	-	-	-	-	-	-	-	-	-
AM Peak (6:00 AM-8:59 AM)	7	2	2	1	2	3	2	2	2	2
Midday (9:00 AM – 2:59 PM)	3	3	3	3	6	6	6	6	6	6
PM Peak (3:00 PM – 6:00 PM)	1	6	2	2	3	3	3	3	3	3
Evening (after 6:00 PM)	1	3	-	1	1	2	1	1	1	1
Total Weekday Trips	13	14	7	7	12	12	12	12	12	12

Estimated Operating Costs

As a Baseline alternative, Alternative 2 does not assume an increase in revenue service hours. Conceptual schedules have been developed for this alternative to ensure that the total revenue service hours are comparable to existing levels.

Capital Needs and Fleet Requirements

To fully implement this alternative, several capital cost elements are required:

- **Fleet Expansion.** To operate the higher level of express service in the Highway 101 corridor, it is estimated that three additional vehicles will be required. Two of the vehicles are assumed to be smaller cutaway vehicles (for the regional service), while the remaining additional vehicles would be for express service. The following summarizes vehicle needs and estimates costs for each vehicle type:
 - **Regional cutaway vehicles.** It is recommended that the regional service use a vehicle that is similar to one previously used for the North County Shuttle. This vehicle is a Chevrolet El Dorado with capacity for about 30 passengers. The estimated cost of these vehicles is approximately \$150,000. With one spare vehicle, the total cost for the three vehicles would be approximately \$450,000.
 - **Express vehicles.** Costs for larger vehicles suitable for the express service can vary greatly. For the purposes of this plan, the cost per vehicle can roughly be assumed to be \$475,000, which assumes a 40-foot vehicle that can accommodate approximately 40 seated passengers. Assuming the need for 2-3 additional vehicles for express service, this would be between \$950,000-\$1,425,000.

- **Park-and-Ride Expansion.** With an extensive amount of express service, this alternative assumes that Park-and-Ride capacity in North County would need to be expanded by 250-300 spaces. This assumes that 75% of existing Park-and-Ride capacity along this route is dedicated to express transit service. Figure 8-9 list the existing Park-and-Ride facilities in North County. The following Park-and-Ride facilities are recommended for further planning and development:

Figure 8-9 Existing Park-and-Ride Facilities in North County

Location	Approximate Vehicle Capacity	City
San Miguel (10 th and K St.)	10	San Miguel
Multi-modal Transit Center in Paso	40*	Paso Robles
Woodland Plaza/Niblick Rd	28	Paso Robles
Las Tablas Rd	66	Templeton
Route 41 East	38	Atascadero
St. Williams Church	65	Atascadero
Curbaril Rd	47	Atascadero
Santa Rosa	15	Atascadero
Santa Barbara Rd	12	Atascadero
Santa Margarita	16	Santa Margarita

Note: among the 40 spaces, there are 20 spaces at the North County Transportation Center (on site) and 20 spaces at the commuter lot (off Pine Street)

- **4th and Pine (Paso Robles).** This facility is anticipated to be the largest Park-and-Ride in North County and could be developed to accommodate 150-200 vehicles. While this site had been recognized as a candidate lot in the 2010 Regional Transportation Plan, the City of Paso Robles is no longer contemplating acquiring the property owned by Union Pacific and using it as a new Park-and-Ride lot. In addition, the property south of 4th Street is privately owned rather than owned by a public entity (making potential acquisition for a Park-and-Ride less likely). Thus further planning and evaluation will be warranted for a new lot serving express buses in the vicinity of 4th and Pine
- **Atascadero Park-and-Ride.** As noted above, several options exist in Atascadero for a Park-and-Ride facility.
 - **Bank of America.** This option would be preferred since it is a short distance to the Atascadero Transit Center and are already paved lots. While some costs may be associated with leasing these parking lots, estimating this cost is difficult without initiating discussions with property owners.
 - **Curbaril Park-and-Ride.** This facility has a total capacity of 47 spaces, though it is currently well-utilized despite not being served directly by transit. This facility has already been expanded.

- **Santa Margarita Park-and-Ride.** Such a facility (sited at a different location than the informal carpool lot adjacent to Highway 101) has been identified as a condition of approval for the Santa Margarita Ranch. However the planning and development for that new facility has not yet begun.

Ridership Estimates

Fixed route ridership for Alternative 2 is estimated to be 391,000, or approximately 6% higher than existing fixed route ridership (369,000). Ridership estimates are based on existing annual figures and adjusted based on the following factors:

- **Restored service to downtown Templeton.** As with Alternative 1, Route 9 in this alternative serves downtown Templeton, which is currently not served. Based on ridership from the North County Shuttle, it is estimated that approximately 20 additional boardings would occur daily, or about 5,500 additional boardings throughout the year.
- **High level of express service on Route 9.** This alternative includes almost exclusively express service on weekdays, which is a dramatic departure from the existing service. Based on the ridership conducted on Route 9, it is estimated that annual Route 9 ridership would increase by about 70% due to the additional express trips, or an increase of about 122,500 riders per year.
- **Less midday service on Route 9.** This alternative assumes service on Route 9 every two hours during the midday (in order to offer additional express trips). While ridership is lower during the midday compared to the peak period, this would reduce annual riders by an estimated 60% or a decrease of about 105,000 riders per year.

Alternative 3: Consolidated Fixed Route North County Service (Baseline Funding)

This alternative assumes that all fixed route transit services in North County are operated by RTA, including the Saturday Traveler in Atascadero. As with the other alternatives, the alignment and service levels on Paso Express Routes A and B would not be modified. The two Dial-A-Ride services in Paso Robles and Atascadero would remain unchanged and would continue to be operated by each city.

The primary goal of this alternative is to eliminate duplication among the existing fixed route services operated by the three separate service providers. As such, the most significant change in this alternative is the replacement of the El Camino Shuttle and Paso Express Route C. By pooling fixed route resources in North County, services are not duplicative of each other and resources are saved or freed up to provide additional service throughout the day (with express service being the priority). As with Alternatives 1 and 2, this alternative focuses on addressing as many of the service considerations (discussed above) as possible. The following is a summary of the key service features in this alternative:

- **North County regional route.** This route would function as RTA's Route 9, but would be modified to provide service to downtown Templeton, Posada Lane and the Twin Cities Community Hospital in Templeton, and Cuesta College in Paso Robles. Because this route would serve all local stops in Atascadero, there is no need to provide the El Camino Shuttle along the same alignment. Similarly, Paso Express Route C would no longer need to be provided as Route 9 would also serve Theater Drive between Templeton and Paso Robles.

It should be noted that two potential issues were identified early in the planning process from this new alignment, but a solution was identified:

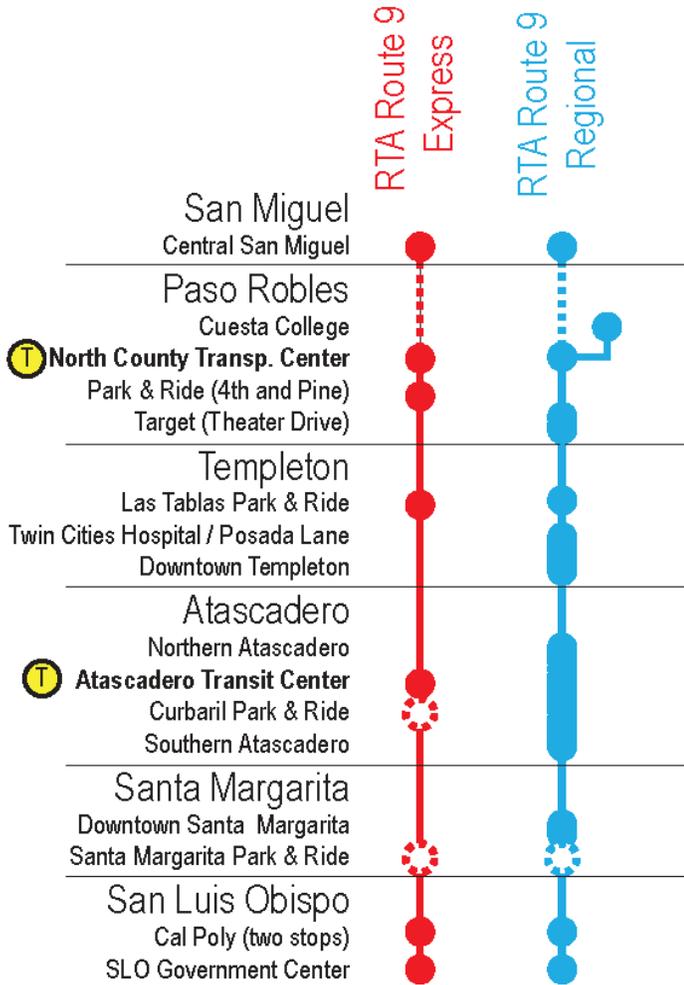
- **Turning a standard 40-foot bus around near the Twin Cities Community Hospital or Posada Lane.** Several options were explored by RTA, including turning a bus around on Posada Lane or at the Community Hospital, or using streets farther west. While it was confirmed that this would be tight with a large bus, RTA staff felt that one of the two options is feasible.
- **Providing a stop in the northbound direction on Theater Drive.** Because of a lack of a sidewalk and no good crossing opportunities, it is not possible to make a stop in the northbound direction on Theater Drive in front of the Target store (the southbound direction does not have the same constraint). In addition, a stop in the Target parking lot is not possible with a large bus. Thus, it was agreed that the best location was to site a stop on the north end of the shopping center where Theater Drive has recently been realigned. It was assumed that any stop on Theater Drive in the northbound direction would include a safe pedestrian crossing.
- **Resource savings.** Because the resources utilized for the El Camino Shuttle and Paso Express Route C are no longer necessary in this alternative, this frees up operating costs – even if these additional resources are not used to provide additional service. Thus, it is possible to provide more express trips than provided by the existing service. The exact number of additional express trips would be based on the Financial Plan (see Chapter 10), but is estimated to be two or three additional trips in each direction. If this is the preferred use of these additional resources, it is proposed that half of the additional

express trips start at the Atascadero Transit Center while the other half start in Paso Robles and also serve the Las Tablas Park-and-Ride in Templeton.

- **Timed transfers.** All timed transfers in this alternative would be made between the regional route and local routes A and B in Paso Robles at the North County Transportation Center. The only other location where timed connections are important in this alternative is at the San Luis Obispo Government Center.
- **Park-and-Rides.** While not essential, a new Park-and-Ride in Paso Robles (near 4th and Pine) and near the Atascadero Transit Center would further support the additional express service provided in this alternative.

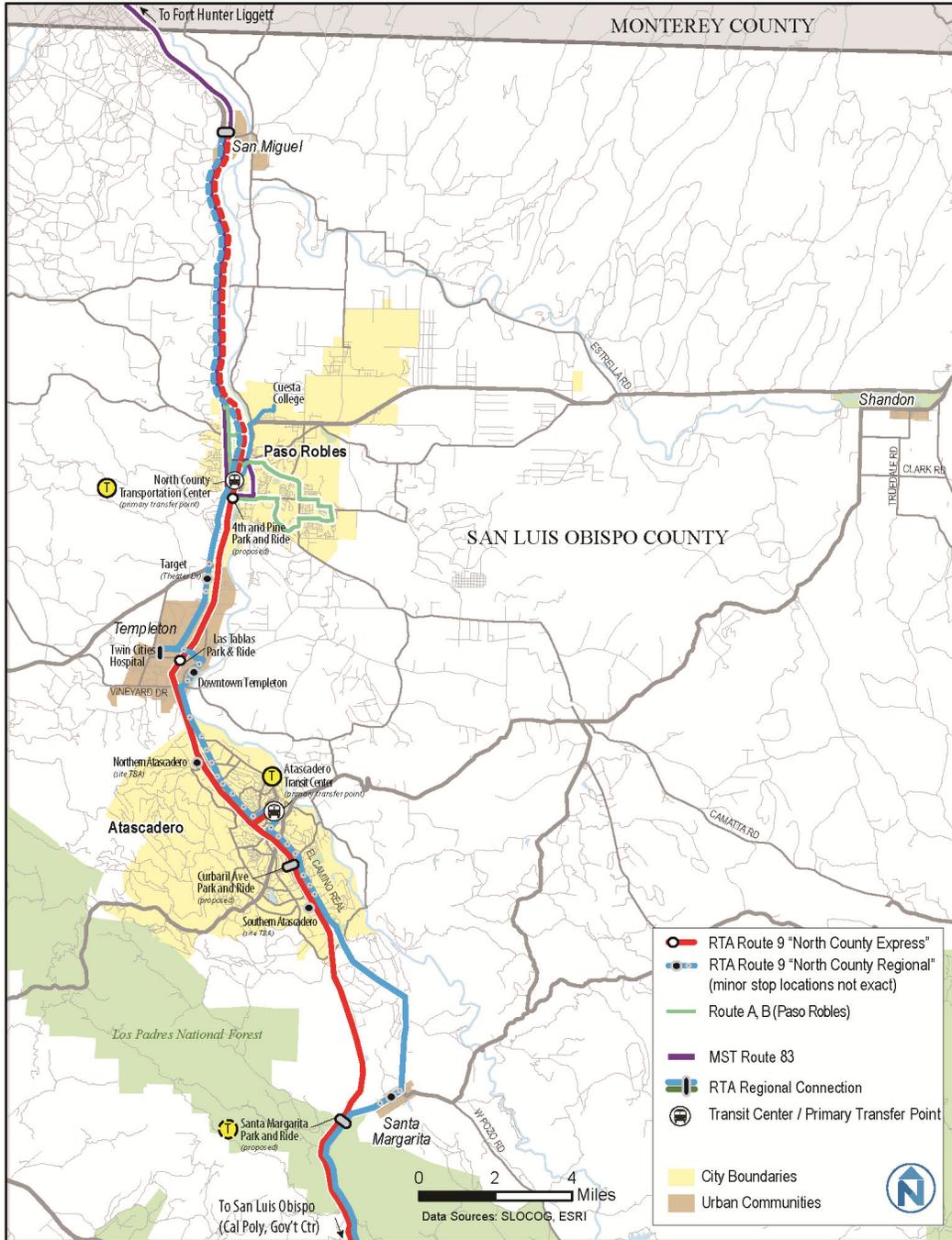
Figure 8-10 illustrates the proposed services by stop by service type and time of day for Alternative 3. The schematic does not include the Routes A and B in Paso Robles since their alignment is assumed to remain identical to the existing configuration. A map of Alternative 3 is provided in Figure 8-11 and weekday service levels by route are presented in Figure 8-12. Saturday service on the regional route would operate every three hours (and be provided with one bus), and no express services would be provided. Saturday service on Routes A and B in Paso Robles would operate the same as weekday service. Sunday service in North County would only be provided on the regional route and operate every four hours (and operated with one bus). With limited demand, no express service would be provided on weekends.

Figure 8-10 Alternative 3: Weekday Service by Existing or Proposed Stop



Note: Paso Express Routes A and B are not shown on this graphic but connect to Paso Express Route C and RTA Route 9 at the North County Transportation Center. In alternative 3, there are no proposed routing changes to Routes A and B but it is possible that some schedule adjustments would be made. Route C would no longer travel past the North County Transportation Center to the south and would only provide service between the NCTC and the Regency Center area (via Cuesta College)

Figure 8-11 Alternative 3: Consolidated Fixed Route North County Service



Note: Paso Express Routes A and B would have similar routing while Route C would travel between the North County Transportation Center and the Regency Area (via Cuesta College). The "North County Regional" (Route 9 Regional) would continue be the consolidated equivalent service to both the El Camino Shuttle and the southern portion of Paso Express Route C. The minor stops on the North County Regional are not exact, but are representative of existing service provided by the El Camino Shuttle, Paso Express Route C with expanded service to downtown Templeton.

Figure 8-12 Alternative 3 Projected Weekday Service Levels

Time Periods	North County Express		North County Regional		Routes A & B (Paso Robles)	
	SB	NB	SB	NB	CW	CCW
Early (before 5:59 AM)	1	-	-	-	-	-
AM Peak (6:00 AM-8:59 AM)	2-4 *	-	3	3 **	2	3
Midday (9:00 AM – 2:59 PM)	1	1	6	6	6	6
PM Peak (3:00 PM – 6:00 PM)	-	2-4 *	3	3	3	3
Evening (after 6:00 PM)	-	-	1	2	1	2
Total Weekday Trips	4-6	3-5	13	14	12	12

* The number of additional express trips would be based on the resources currently spent on the El Camino Shuttle.

** Three AM peak trips in the Northbound direction do not serve the stops at Cal Poly.

*** Modified to only operate between the North County Transportation Center and Regency Center area. Service would operate every 30 minutes.

Estimated Operating Costs

As with the other alternatives, Alternative 3 does not assume an increase in revenue service hours over what is currently being spent in North County. Conceptual schedules have been developed for this alternative to ensure that the total revenue service hours are comparable to existing levels.

Capital Needs and Fleet Requirements

To fully implement this alternative, several capital cost elements are required:

- **Fleet Expansion.** If the resources saved by consolidating fixed route services are invested in additional service, it is recommended to invest in additional express services. Similar to Alternative 1, a slightly higher level of express service in the Highway 101 corridor would require an estimated need for one additional vehicle for express service. As with the other alternatives, the estimated cost per vehicle can roughly be assumed to be \$400,000-\$500,000, which assumes a 40-foot vehicle that can accommodate approximately 40 seated passengers. In the future, beyond the planning horizon of this Plan, express vehicles with higher capacity may be appropriate, such as a 60-passenger articulated vehicle.
- **Park-and-Ride Expansion.** Assuming a slightly higher level of express service, this alternative would also need additional Park-and-Ride capacity in North County. As with Alternative 1, the following Park-and-Ride facilities are recommended for further planning and development:
 - **4th and Pine (Paso Robles).** In addition to the existing Park-and-Ride spaces at the North County Transportation Center (40), this area could slowly transition to offering more Park-and-Ride space. As described in Alternative 1, additional Park-and-Ride capacity could be explored on Pine Street (diagonal parking) or eventually in an off-street Park-and-Ride facility on an underutilized lot.

- **Atascadero Park-and-Ride.** Several options exist in Atascadero for a Park-and-Ride facility.
 - **Bank of America.** This option would be preferred since it is a short distance to the Atascadero Transit Center and is already a paved lot. While some costs may be associated with leasing this parking lot, estimating this cost is difficult without initiating discussions with the property owner.
 - **Curbaril Park-and-Ride.** This facility has a total capacity of 47 spaces, though it is currently well-utilized despite not being served directly by transit. This facility has already been expanded.
 - **Santa Margarita Park-and-Ride.** Such a facility (at a different location than the informal carpool lot adjacent to Highway 101) has been identified as a condition of approval for the Santa Margarita Ranch. However, the planning and development for that new facility has not yet begun.

Ridership Estimates

Fixed route ridership for Alternative 3 is estimated to be 387,000, or approximately 5% higher than existing fixed route ridership (369,000). Ridership estimates are based on existing annual figures and adjusted using the following factors:

- **Restored service to downtown Templeton.** As with Alternatives 1 and 2, Route 9 in this alternative serves downtown Templeton, this is currently unserved. Based on ridership from the North County Shuttle, it is estimated that approximately 20 additional boardings would occur daily, or about 5,500 additional boardings throughout the year.
- **All existing El Camino Shuttle and Paso Route C riders would use Route 9.** Because no other fixed route service would be available in this corridor, and Route 9 would serve all major destinations served by the El Camino Shuttle and Paso Route C, it is assumed that all existing riders would use Route 9. Existing ridership on these two routes is about 74,000.
- **Single fixed route service.** While it is difficult to estimate the ridership impact of consolidating from three providers to a single provider, Route 9 would offer a single-seat ride between all major destinations in North County. For this reason, it was assumed that ridership would increase by a marginal amount – estimated for the purposes of this plan to be 5%. This increase would account for approximately 18,000 additional riders annually.

Rapid Bus and Bus Rapid Transit

In recent years attention has been paid to the potential development of Bus Rapid Transit (BRT) in San Luis Obispo County. SLOCOG is currently studying the feasibility of BRT service along the Highway 101 corridor. While the study is still underway, there are some guidelines for BRT service that are relevant for this plan.

Although characteristics can vary greatly, BRT generally refers to rail-like service that is provided with buses and that is less expensive to construct than rail service. However, while costs are lower than rail, BRT systems can still be expensive and implementation can take a number of years.

In order to provide many of the same benefits as BRT or rail service, some transit systems have begun operating “Rapid Bus” service. This type of service includes the elements of BRT that can be implemented on existing roadways, but at a lower cost and in a much shorter timeframe.

Figure 8-13 below provides a comparison of different elements associated with Rapid Bus and BRT.

Figure 8-13 Comparison of Rapid Bus and BRT

	Rapid Bus	BRT
Frequent Service	√	√
Bus Signal Priority	√	√
Headway-Based Schedules	√	√
Simple Route Layout	√	√
Less Frequent Stops	√	√
Integrated with Local Bus Service	√	√
Unique Identity for Service	√	√
Level Boarding and Alighting		√
High Capacity Buses		√
Exclusive Bus Lanes		√
Off-Vehicle Fare Payment		√

Over time, it is envisioned that the express service in North County could transition to either Rapid Bus or Bus Rapid Transit. Without a significant capital cost, the following elements could be implemented in the short-term to make the service more attractive to potential users:

- **Special Vehicles.** This could include unique vehicles that differentiate the express service from the regional route and the local bus services.
- **Intelligent Transportation System (ITS) Technologies.** This includes Automatic Vehicle Location (AVL), which can be used to maintain consistent spacing between buses and keep them on schedule.
- **Real Time Passenger Information.** Utilizing ITS technologies, real-time passenger information can be presented to passengers on display boards at the stations. This information notifies passengers when buses will actually arrive or depart, which reduces some of the uncertainty that is often associated with bus service.
- **Passenger Amenities.** This could include enhanced stations that more closely resemble rail stations. In North County, this has been envisioned as dedicated freeway express stops with access to Park-and-Ride facilities. Other amenities that could attract more choice riders include Wi-Fi service on buses.
- **Special Branding.** This could include branding the express route and regional route from each other so that passengers understand that these are very different services. An example would be the “North County Express” for the express services and maintain the RTA numbering convention (i.e., Route 9) for the regional route.

Figure 8-14 below provides a summary of each service alternative for comparison purposes.

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Figure 8-14 Comparison of Service Alternatives

Service Element	Existing Services	Alternative 1 (Partial Service Delineation)	Alternative 2 (Focus on Express Service)	Alternative 3 (Consolidated Fixed Route North County Service)
Key Service Features	<ul style="list-style-type: none"> ▪ Route 9 providing hourly regional/local service with several peak period express trips ▪ Hourly service on El Camino Shuttle ▪ Hourly service on Paso Express Routes A, B and C ▪ Local Dial-A-Ride in Paso Robles and Atascadero 	<ul style="list-style-type: none"> ▪ Doubling of express service with new reverse commute express trip ▪ Reduction of midday service frequency on Route 9 ▪ Limited stop service on regional Rte. 9 ▪ Restored service to downtown Templeton and Twin Cities Community Hospital area on Route 9 ▪ Option to shorten El Camino Shuttle and Paso Express Route C by not serving Templeton 	<ul style="list-style-type: none"> ▪ Tripling of express service with service throughout the day in both directions ▪ Initial step towards rapid bus or Bus Rapid Transit service ▪ Shortened regional route between Santa Margarita and Paso Robles ▪ Limited stop service on the regional Route 9 ▪ Restored service to downtown Templeton and Twin Cities Community Hospital area on Route 9 ▪ Option to shorten El Camino Shuttle and Paso Express Route C by not serving Templeton ▪ Smaller vehicles on the regional and local services 	<ul style="list-style-type: none"> ▪ A single fixed route transit operator, eliminating duplication of service ▪ Hourly regional service between San Luis Obispo and Paso Robles ▪ Restored service to downtown Templeton and Twin Cities Community Hospital area on regional service ▪ Resource savings could be invested in additional express service during peak periods
Express Trips in the Highway 101 Corridor	<ul style="list-style-type: none"> ▪ 3 Southbound ▪ 2 Northbound 	<ul style="list-style-type: none"> ▪ 6 Southbound ▪ 5 Northbound 	<ul style="list-style-type: none"> ▪ 13 Southbound ▪ 14 Northbound 	<ul style="list-style-type: none"> ▪ 3 Southbound ▪ 2 Northbound ▪ Service could be expanded with additional resources saved in this alternative
Regional Trips in the Highway 101 Corridor (Route 9 Regional)	<ul style="list-style-type: none"> ▪ 13 Southbound ▪ 14 Northbound 	<ul style="list-style-type: none"> ▪ 10 Southbound ▪ 11 Northbound 	<ul style="list-style-type: none"> ▪ 7 Southbound ▪ 7 Northbound 	<ul style="list-style-type: none"> ▪ 13 Southbound ▪ 14 Northbound
Peak Vehicle Requirements	<ul style="list-style-type: none"> ▪ 5 for express and regional service 	<ul style="list-style-type: none"> ▪ 5 vehicles for express service ▪ 3 vehicles for regional service 	<ul style="list-style-type: none"> ▪ 7 vehicles for express service ▪ 2 vehicles for regional service 	<ul style="list-style-type: none"> ▪ 5 for express and regional service
Operating Cost Impacts	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ Minimal increase 	<ul style="list-style-type: none"> ▪ Minimal increase 	<ul style="list-style-type: none"> ▪ Significant cost savings

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Service Element	Existing Services	Alternative 1 (Partial Service Delineation)	Alternative 2 (Focus on Express Service)	Alternative 3 (Consolidated Fixed Route North County Service)
Major Capital Needs	<ul style="list-style-type: none"> ▪ n/a 	<ul style="list-style-type: none"> ▪ Expansion of existing Park-and-Ride facilities in Paso Robles and Atascadero ▪ ITS investments and real-time passenger information 	<ul style="list-style-type: none"> ▪ New Park-and-Ride facilities in Paso Robles (4th and Pine), Atascadero (near Transit Center or Curbaril Park-and-Ride) and Santa Margarita (Highway 58 and Highway 101) ▪ ITS investments and real-time passenger information ▪ Modern BRT or over-the-road coaches for express service ▪ High-quality passenger amenities at key stops 	<ul style="list-style-type: none"> ▪ Expansion of existing Park-and-Ride facilities in Paso Robles and Atascadero ▪ ITS investments and real-time passenger information ▪ If resource savings are invested in express service, one additional vehicle
Advantages	<ul style="list-style-type: none"> ▪ Consistent hourly service on Route 9 to most communities along Highway 101 ▪ Timed transfers to Paso Express at the North County Transportation Center and to Paso Express and El Camino Shuttle at Las Tablas P&R 	<ul style="list-style-type: none"> ▪ Additional peak period express trips ▪ One new reverse commute express trip ▪ Limited stops on Route 9 regional trips improves travel time ▪ Full utilization of the new Atascadero Transit Center ▪ Restored service to downtown Templeton 	<ul style="list-style-type: none"> ▪ Significant increase in express service through North County and to SLO with express trips throughout the day in both directions (including reverse commute) ▪ Expanded Park-and-Ride facilities expand options to discretionary riders ▪ Full utilization of the Atascadero Transit Center ▪ Restored service to downtown Templeton 	<ul style="list-style-type: none"> ▪ Consistent hourly service on the regional route between San Luis Obispo and Paso Robles ▪ Removes duplication of service that exists on portions of El Camino Real and on southern portion of Paso Express Route C ▪ Allows for a unified branding of all fixed route services in North County ▪ Restored service to downtown Templeton
Disadvantages	<ul style="list-style-type: none"> ▪ Duplication of local service in Atascadero ▪ Overcrowding on Route 9 express trips ▪ Low ridership on midday Route 9 trips ▪ Disproportionate service to Santa Margarita ▪ Lack of service to downtown Templeton ▪ No service to Twin Cities Community Hospital on Route 9 	<ul style="list-style-type: none"> ▪ Reduced regional service in the midday (from hourly to every two hours) ▪ Some passengers in Atascadero who do not board at a limited stop may have to make two transfers to travel to Paso Robles ▪ Some additional capital needs for express buses ▪ Timed connections from Route 9 regional trips to El Camino Shuttle not timed in both directions 	<ul style="list-style-type: none"> ▪ Reduced regional service throughout the day (from hourly to every two hours) ▪ Transfer required in Santa Margarita to travel from Route 9 regional to SLO ▪ Significant capital needs for additional express buses ▪ Need for interagency agreement on multiple transfer fare payments 	<ul style="list-style-type: none"> ▪ Perceived loss of control over service and policy oversight in Atascadero and Paso Robles ▪ Potential capital needs for additional express buses (but only if resource savings are invested in additional service) ▪ Need for interagency agreement on how to best operate, plan and allocate for transit service in North County

SELECTION OF A PREFERRED SERVICE ALTERNATIVE

In early 2012, the three alternatives discussed above were presented to the North County Urbanized Area Technical Committee and to the public at public meetings held in Paso Robles and Atascadero. Flyers were placed on the buses and notices were distributed in multiple venues throughout North County to encourage community input. The goal of these meetings was to solicit comment and feedback on the three service alternatives. Ultimately it was the role of the North County Urbanized Area Technical Committee to officially select a preferred alternative that would be presented to the various decision makers in North County for adoption of the plan.

Based on input received at the public meetings and subsequent discussions with the North County Urbanized Area Technical Committee, it was clear that Alternative 3 was the most favorable alternative. However, prior to selecting this as the preferred alternative, the North County Urbanized Area Technical Committee agreed that it was important to develop a modification of Alternative 3 that also consolidates the Paso Robles Dial-A-Ride service to be operated by RTA as a service similar to the Nipomo Dial-A-Ride model. This alternative was referred to Alternative 3B while the Alternative 3 presented earlier in this chapter was renamed Alternative 3A.

Service Alternatives Evaluation Matrix

To assist the North County Urbanized Area Technical Committee in selecting a preferred alternative, an evaluation matrix was developed that compared the three alternatives to assess how well they satisfy the goals and objectives presented in Chapter 6. Other important criteria to evaluate the merits of each alternative include ridership estimates, projected operating costs and farebox recovery ratio for fixed route and dial-a-ride service. Figure 8-15 below presents this matrix.

Figure 8-15 Service Alternatives Evaluation Matrix

	Alternative 1 Minor Shift to Express; Local Services remain unchanged	Alternative 2 Major Shift to Express; less midday service on Rte 9; local services remain unchanged	Alternative 3A All local and regional fixed routes merged into RTA; no more duplication on ECR; local DAR's remain unchanged	Alternative 3B Same as 3A except Paso Express Dial a Ride merges into RTA
Improve schedule coordination	●	●	●	●
Enhance express service	●	●	●	●
Minimize duplicative service	●	●	●	●
Maximize opportunities for Park & Ride Lots	●	●	●	●
Maintain or expand service to small communities	●	●	●	●
Provide multimodal connections	●	●	●	●
Explore service consolidation	●	●	●	●
Support incentives for consolidation	●	●	●	●
Public support	●	●	●	●
Committee support	●	●	●	●
Ridership Estimates	●	●	●	●
Fixed Route Ridership (Plan year 3)	383,000	391,000	387,000	387,000
Dial-a-Ride Ridership	20,000	20,000	20,000	20,000
Operating Costs	●	●	●	●
Fixed Route Farebox Recovery Ratio	●	●	●	●
Average Rating	●	●	●	●
Average Score	2.5	2.9	3.5	3.6

●	Fully meets or exceeds	4
●	Partially meets	3
●	Partially does not meet	2
●	Does not meet	1

Based on this evaluation matrix and ongoing discussions with the North County Technical Committee, a preferred alternative – Alternative 3B – was selected.

PREFERRED SERVICE ALTERNATIVE

To summarize, the preferred alternative – Alternative 3B – includes full consolidation of all fixed route services in North County as well as the local dial-a-ride operated in Paso Robles. The dial-a-ride in Atascadero would continue to be operated by the City of Atascadero (through a service contract with a private operator). A schematic of the weekday stops is shown in Figure 8-16 and a map of the route is displayed in Figure 8-17. Service levels are listed in Figure 8-18.

Saturday services in the preferred alternative will largely be the same as existing service levels. Paso Express Routes A and B and the Saturday Traveler will continue to operate exactly as they are currently³. Route 9 will continue to operate the same service span on Saturday and Sunday as the existing operation, except the route would be modified to also serve downtown Templeton and the Twin Cities Community Hospital. In addition, Paso Express Route C, which currently operates from 10:15 AM until 4:15 PM, would be replaced by Route 9.

The Financial Plan in Chapter 10 presents operating and capital cost projections over the seven year period of the plan. Chapter 11 provides implementation steps and a timeline for the preferred alternative over the seven-year period.

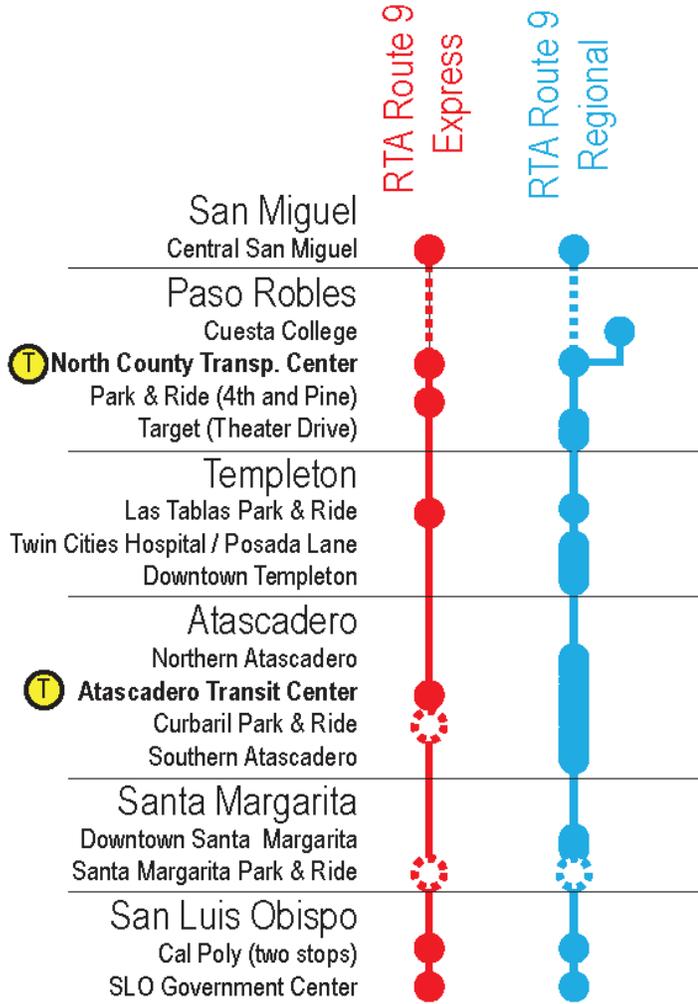
Route 9 Service Implementation Considerations

It should be noted that as the modifications in the Preferred Alternative are refined and implemented, several options could be explored:

- **Direct regional service to downtown San Luis Obispo.** Because the regional Route 9 service is going to be longer than the existing route, some additional time will may be required to ensure the timing of the route makes the most efficient use of that vehicle (with an appropriate amount of recovery time and good connections to other RTA routes). One option that might be considered is to directly serve downtown San Luis Obispo rather than deviate all trips through the Cal Poly campus. SLO Transit offers very frequent and extensive service within San Luis Obispo – either from Monterey Street/Grand Avenue or from the SLO Government Center.
- **Split express trips between downtown SLO and Cal Poly.** Currently, all express trips on Route 9 serve the Cal Poly campus before connecting to other RTA and SLO Transit routes at the SLO Government Center. One option, which was suggested by some existing passengers, is to provide some express trips directly to downtown San Luis Obispo and other trips that serve the Cal Poly campus and then downtown San Luis Obispo. As noted above, SLO Transit provides frequent and extensive service throughout San Luis Obispo, so passengers on the express trips to downtown SLO easily get to the Cal Poly campus.

³ The Saturday Traveler provides a unique route within Atascadero on Saturdays only. This exact service would continue to operate in the preferred alternative. More information about the route can be found at: http://www.atascadero.org/files/Saturday_Traveler_-_Fall__Winter_Schedule.pdf

Figure 8-16 Alternative 3B: Weekday Service by Existing or Proposed Stop



Note: Routes A and B in Paso Robles are not shown on this graphic but connect to RTA Route 9 at the North County Transportation Center.

Figure 8-17 Alternative 3B: Consolidated Fixed Route North County Service

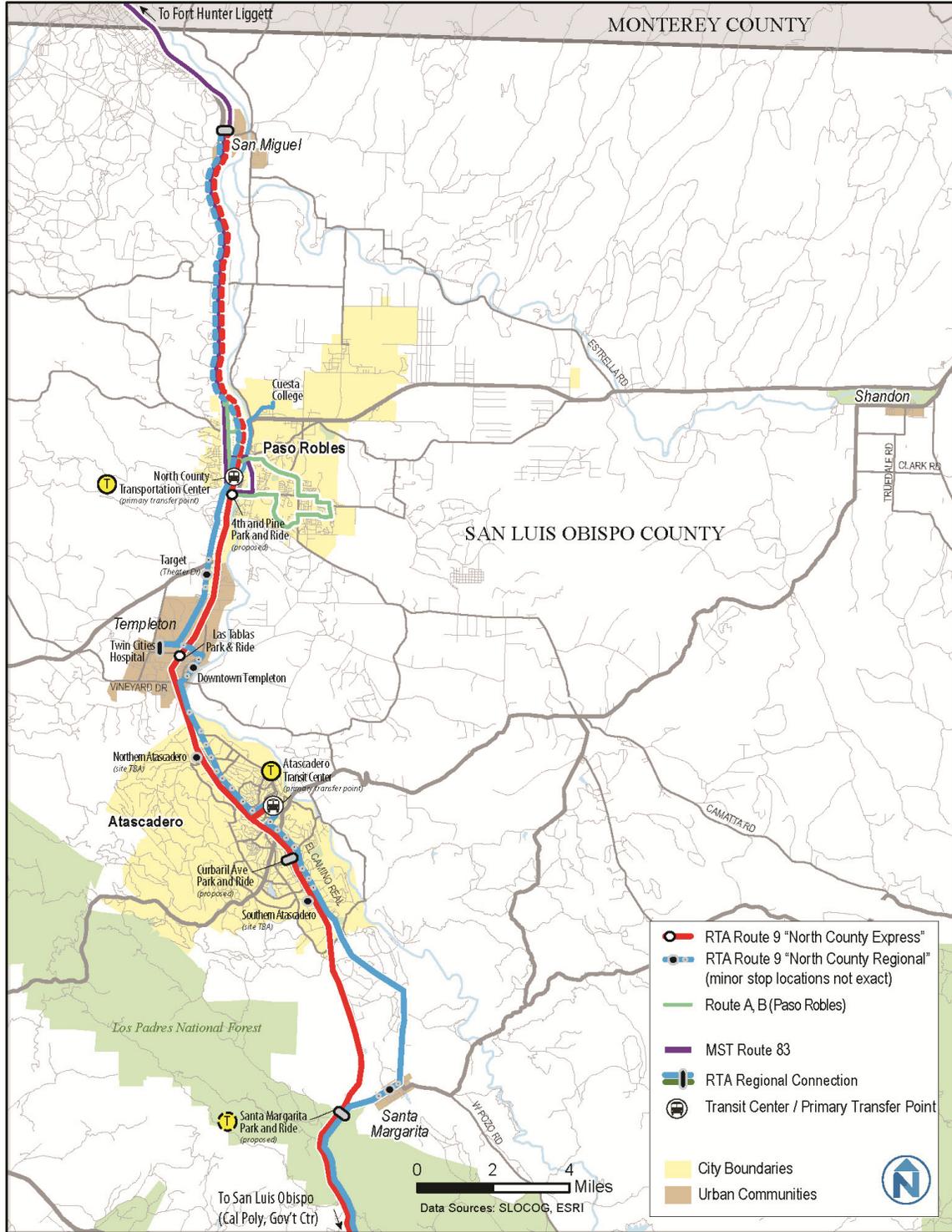


Figure 8-18 Alternative 3B Projected Weekday Service Levels

Time Periods	RTA Route 9 Express		RTA Route 9 Regional		Routes A & B (Paso Robles)	
	SB	NB	SB	NB	CW	CCW
Early (before 5:59 AM)	1	-	-	-	-	-
AM Peak (6:00 AM-8:59 AM)	2	-	3	3 *	2	3
Midday (9:00 AM – 2:59 PM)	-	-	6	6	6	6
PM Peak (3:00 PM – 6:00 PM)	-	2	3	3	3	3
Evening (after 6:00 PM)	-	-	1	2	1	2
Total Weekday Trips	3	2	13	14	12	12

* Three AM peak trips in the Northbound direction do not serve the stops at Cal Poly.

SERVICE EXPANSION OPTIONS

This section presents a series of transit expansion options for the preferred alternative if additional resources become available. This list of options was compiled based on needs identified from existing transit users (through the May 2011 on-board passenger survey), the August 2011 Existing Conditions Report, July 2011 stakeholder input and feedback from the Technical North County Urbanized Area Committee. The expansion service options listed below are **not in priority** order but do represent the most likely service expansion options.

It should be noted that the planned June 2012 service changes include one extra express trip in the afternoon and a two hour service span increase on Saturday (one extra round trip).

Additional Express Trips

As noted above, the preferred alternative results in cost savings largely due to consolidation of fixed route services in North County. However, the preferred alternative does not include additional express service in North County – one of the primary needs expressed among existing riders. As such, any cost savings achieved by consolidating services or increased funding could be reinvested in additional express services in North County. The cost for providing one express round trip is approximately \$50,000 annually.

Expanded Service Hours

One of the top service expansion priorities among existing passengers was the expansion of service hours, with an equal emphasis on earlier service and service later in the evening. As such, a number of options are presented:

- **Route 9 (Regional service)**
 - Weekday service two hours earlier in the southbound direction and one hour earlier in the northbound direction (850 annual service hours)
 - Weekday service two hours later in both directions (1,100 annual service hours)

- Weekend service one hour earlier in both directions (250 annual service hours)
- Weekend service one hour later in both directions (250 annual service hours)
- **Routes A and B in Paso Robles**
 - Weekday service one hour earlier in both directions (500 annual service hours)
 - Weekday service one hour later in both directions (500 annual service hours)
 - Saturday service one hour earlier in both directions (220 annual service hours)
 - Saturday service one hour later in both directions (220 annual service hours)

Sunday Service

The Local routes A and B in Paso Robles do not operate on Sunday (RTA Route 9 provides limited service on Sunday with three round trips). The following options assume a limited service schedule on Sunday on the local services only:

- **Sunday service Routes A and B in Paso Robles.** It is assumed that Sunday service would operate during the same hours as Saturday service (10:15 AM – 4:15 PM).
- **Sunday service in Atascadero.** This assumes that the Sunday service would operate a similar schedule to the Saturday Traveler.

Highway 41 – Atascadero to Morro Bay

A number of stakeholders and policy-makers indicated that service between Atascadero and Morro Bay should be a regional priority. Currently, RTA operates a number of routes through Morro Bay, including Routes 15 (Morro Bay to San Simeon), Routes 11/13 (South San Luis Obispo-Los Osos-Morro Bay) and Routes 12/14 (Morro Bay-Cuesta College-San Luis Obispo with limited service to Cal Poly). Many of these services operate every hour on weekdays, with the exception of some express trips during peak hours into San Luis Obispo and a 30 minute frequency during semesters between the main Cuesta campus and downtown San Luis Obispo (Rtes 12 and 14 combined).

To test the connection between Atascadero and Morro Bay, there are several potential options:

- **Summer Vanpool Program.** This option could be set up as a subscription-only service where small vanpool vehicles, based out of local park-and-rides (such as the Curbaril P&R in Atascadero), are operated only for specialized trips. Service would only be available on weekdays and would only be provided if demand exists.
- **Traditional fixed/flexible fixed route.** This service should initially operate only during the summer months. Service would be provided every two hours on weekdays only from approximately 8:00 AM until 5:00 PM. Timed transfers would be made at the existing Morro Bay City Park transfer center as well as at the new Atascadero Transit Center. This service would have the added benefit of providing fixed-route service on Morro Road in Atascadero, which is the only currently unserved area in Atascadero with some potential to support weekday fixed route transit service.

Highway 46 – Paso Robles to Shandon

The connection between Paso Robles and Shandon via Highway 46 was mentioned by several stakeholders as another preference for regional service.

The Shandon/Paso Dial-A-Ride currently offers reservation-based door-to-door service between Shandon and Paso Robles on Monday, Wednesday and Friday from 8:00 AM and 5:00 PM. The awareness about the availability of this travel option is very limited based on poor ridership performance. The April 2011 triennial performance audit recommended that this limited DAR service be eliminated.

One option would be to expand the Dial-A-Ride service to operate five days a week. Another option would be to offer a flexible fixed route service operating on a regular schedule. Initially, service every two hours could be tested on weekdays only from approximately 8:00 AM – 5:00 PM. As with the existing Dial-A-Ride, this service would be able to deviate anywhere in Shandon to pick up or drop off passengers.

9 ORGANIZATIONAL CONSIDERATIONS

An important element of the North County Transit Plan was to review the current organizational structure of North County transit services and explore coordination, integration or consolidation alternatives that could improve the efficiency and effectiveness of transit services. To initiate this effort, the consultant conducted individual interviews with key stakeholders. Based on the feedback from these interviews, the goals and objectives developed for this Plan and the consultant's experience with transit service coordination and consolidation, organizational alternatives were presented for the Committee's consideration.

The first section of this chapter presents the major themes that emerged from the stakeholder interviews. The second half identifies and describes alternative organizational structures and the major advantages and disadvantages of each and concludes with a recommended strategy to consolidate transit services in North County.

STAKEHOLDER INTERVIEWS

The purpose of these interviews was to provide a forum where people could speak freely on this sensitive subject without worrying that their opinions or concerns would be criticized in a public forum. Telephone interviews were conducted in August and September 2011 with the following individuals:

- City of Atascadero
 - Valerie Humphrey, Administrative Assistant
 - Russ Thompson, Public Works Director
 - Jim Lewis, Assistant City Manager
 - Tom O'Malley, Mayor, and RTA and SLOCOG Board
- City of Paso Robles
 - Michael Seden-Hansen, Transit Services Coordinator
 - Jim Throop, Administrative Services Director
 - Jim App, City Manager
 - Fred Strong, City Council Member
- RTA
 - Phil Moores, Operations Manager
 - Frank Mecham, Board Member
 - Jim Patterson, Board Member

- SCAT
 - Jim Guthrie, Board Member
- SLOCOG
 - Eliane Guillot-Wilson, Transportation Planner
 - Peter Rodgers, Administration Director
- Other
 - Ed King, Former Executive Director, RTA

A copy of the interview guide used during these discussions is found in the sixth Appendix. The length of the interviews varied tremendously, with some lasting only 15 –20 minutes, while others lasted nearly an hour. To ensure that all responses remain confidential, the results of the interviews are discussed by topic rather than presenting individual responses. This section presents the concerns and major themes they expressed with respect to transit service priorities, coordination and consolidation, organizational issues and other related topics.

Major Strengths and Weaknesses

Four major themes emerged when stakeholders described the strengths and weaknesses of the current North County transit structure that consists of three separate public transit providers. The themes and an overview of each are summarized below. Figure 9-1 presents a sample of comments from each category representing the various stakeholders.

- **Local Control and Flexibility** – Nearly all stakeholders acknowledged that the current three-system structure guarantees local control over service and budgets. Stakeholders consider these qualities as very positive because it enables agencies to plan services that are financially feasible and sustainable and respond to local needs and make service adjustments in an expeditious manner.
- **Service Coordination** – There was general sentiment that the three transit providers are doing a good job of coordinating services. However, some stakeholders noted that service is confusing from the passenger’s perspective because of the different providers. The elimination of the North County shuttle service was also noted as confusing to passengers.
- **Service Duplication/ Redundancy** – Many stakeholders commented about duplicative service especially along El Camino in Atascadero while others noted duplication in administrative and other support functions with the three-system structure.
- **Cost-Effectiveness** – The term “economies of scale” was voiced by many stakeholders. They noted that the existing structure is not the most cost-effective way to administer and deliver transit services. There is a perception that if services were consolidated, then there would be some cost savings.
- **General Comments** – There were some astute observations that transit agency staff and policy-makers are working in good faith and want what is best for the transit riding public. Several stakeholders also commented on the Cuesta College agreement and how well it serves North County students.

Figure 9-1 Sample Comments on Strengths and Weaknesses of Current Structure of North County Transit Services

Category	Strengths	Weaknesses
Local Control and Flexibility	<ul style="list-style-type: none"> ▪ Having local control means we understand our community needs and how best to accommodate them ▪ Transit providers have direct knowledge of client needs ▪ Local control ensures that we can address high priority service needs ▪ We can be responsive to local needs; easy to make service modifications ▪ We offer a very personalized service 	<ul style="list-style-type: none"> ▪ The three providers are not equal in terms of size or financial resources ▪ Sometimes there are service gaps with each agency focusing on their own service needs
Service Coordination	<ul style="list-style-type: none"> ▪ Intercity connectivity is a strength because North County residents have the ability to travel between cities and small communities ▪ We have a good set-up for coordinating funding with RTA in the lead for administering federal funding rather than each entity preparing their own FTA applications 	<ul style="list-style-type: none"> ▪ Service is complicated from the user's perspective ▪ Riders can get confused with three different providers ▪ In splitting the North County shuttle as of July 1, 2011, it requires a transfer, making it less convenient for passengers than riding one shuttle service
Service Duplication/Redundancy	<ul style="list-style-type: none"> ▪ Local service makes more stops on El Camino than regional service which is intended to serve longer distance travel 	<ul style="list-style-type: none"> ▪ Routes are duplicated on El Camino in Atascadero which results in competition between RTA regional service and local Atascadero service ▪ There are competing provincial interests
Cost Effectiveness	<ul style="list-style-type: none"> ▪ Transit services are an economical alternative to driving especially longer distances. 	<ul style="list-style-type: none"> ▪ We should consolidate services, garner greater efficiencies, and benefit from economies of scale ▪ Each service has their own dispatchers, a wasteful duplication of effort ▪ Not always the most efficient use of funds especially with redundant routes ▪ We have tweaked the existing services as much as we can given the number of providers; it just makes everything cost more
General Comments	<ul style="list-style-type: none"> ▪ We are able to serve Cuesta College without students having to pay on the bus ▪ Partnering with Cuesta College is positive; we were able to move 18,000 students last year ▪ There is "good will" – everyone wants what's best for the transit rider 	<ul style="list-style-type: none"> ▪ Regional agency is looking at how pieces fit together – and smaller agencies focus on local service

Priorities for Improving Services

Stakeholders were asked to state their top three priorities for improving service in the short term (next three years) and longer term. Responses were essentially the same for both time periods.

For local services, maintaining local preference for service delivery was strongly expressed by the two cities along with some assurance on future funding levels. It was noted that it is increasingly difficult to plan and budget for local services without having a good handle on the anticipated level of funding in the short and longer term. Others noted that in this fiscally constrained environment, it is important to “hold onto” the revenues currently devoted to transit. Paso Robles staff felt a high priority for local service was to replace older vehicles that have reached their useful life and to provide more passenger amenities. Without state and federal funding sources, these important capital investments cannot be realized.

Atascadero City staff expressed concern about the ongoing issue of how best to serve riders along the El Camino Real given that two providers serve this important corridor. Atascadero staff and city council stakeholders emphasized their strong preference to maintain Dial-A-Ride service. They believe it “serves them well” given their hilly terrain, which makes fixed route service “very challenging”. Adjusting the farebox recovery ratio requirement for local Dial-A-Ride service is a high priority for Atascadero. Other stakeholders noted that an important priority is to take advantage of the new Atascadero Downtown Transit center to the maximum extent possible.

Express service is considered a priority by nearly all stakeholders with the goal of shorter travel time between Paso Robles and Atascadero and the City of San Luis Obispo. This type of service should feature “high end” vehicles and other passenger amenities such as WI-FI, guaranteed seating and connections to conveniently located Park-and-Ride facilities.

Tapping into the tourist market and providing new opportunities for local residents, especially youth, should be explored with a service between Morro Bay and Atascadero. A few stakeholders suggested that this could be a demonstration service during the summer months to test this new market. This service could provide opportunities to form new partnerships with the private sector tourist industry.

Improved customer service was expressed as a high priority by many stakeholders. Difficulty in navigating the three separate systems is challenging according to several stakeholders especially because there is not one place to obtain transit information. Some stakeholders noted that it can be confusing to passengers, especially seniors and persons using the system for the first time. One stakeholder commented that a “Ridership Development Group” was recently formed and should advance the move to a more unified message to the public.

Coordination Goal

One of the goals from the *2004 North County Transit Study* was:

Where cost-effective, the operations and management of transit services should be coordinated.

Stakeholders were asked if they supported this goal and what it meant to them. Response was mixed. One stakeholder replied by explaining that the term “cost effective” would need to be defined. Coordinating services requires time and commitment and could potentially end up costing more money. This stakeholder further explained that consolidation may not be cost effective because the hourly cost of service for the two cities is significantly less than RTA hourly

costs. Another stakeholder thought this goal was outdated and that seven years ago, coordination was a laudable goal, but today, North County should go one step further with coordination and pursue consolidation. This sentiment was further supported by another stakeholder comment which was that “operations and management of transit services should be integrated” and coordination doesn’t go far enough on the continuum. Another stakeholder said that coordination should be viewed as a small step in the transition process to move toward full consolidation no later than 2016. Obtaining local buy-in to support potential transit service consolidation was expressed by more than one stakeholder. Others expressed concern and even fear that a consolidated system might prevent local services from being tailored to constituents.

Organizational Alternatives

Consolidation represents one end of a “continuum” that ranges from cooperation and coordination at one end of the spectrum to merging the agencies under one authority at the other end of the spectrum. There are several options in between. Stakeholders were asked to provide their perspectives on institutional alternatives ranging from the status quo independent systems to sub-regional or full consolidation as options for the near and longer term. No clear consensus emerged about this sensitive topic. Samples of the divergent comments are listed in Figure 9-2 below.

Figure 9-2 Perspectives on Organizational Alternatives

Partial integration is the most practical option for North County.
It is not realistic to expect the Cities of Atascadero and Paso Robles to form a Joint Powers Authority (JPA) in the short-term or longer-term.
The SLOCOG Board strongly supports integration and consolidation of transit services.
I support an overall regional organization to serve all of North County including outlying areas such as Templeton and Shandon.
The status quo works for us.
Longer-term, I favor sub-regional consolidation because Paso Robles may be interested in partnering with RTA.
People should not lose sight of the fact that they already have representation on the RTA Board and have the ability to influence decisions. This would be the case under a consolidated system under RTA.
Full consolidation – is what I support!
Complete consolidation would be major issue and would not be supported by Atascadero Staff or Council.

Many stakeholders noted that RTA is currently handling some of the administrative functions for the two city services such as grant administration. It was suggested by a few stakeholders that RTA could assume additional responsibilities. For example, RTA has significant expertise in vehicle maintenance and has the “people power” to perform additional vehicle maintenance.

Existing coordination works well according to some stakeholders and should continue. The Transit Managers Operating Group, the Regional Day and 31-Day Pass, and joint marketing were cited as examples of successful coordination. Other stakeholders noted coordination failed with

the break-up of the North County shuttle resulting in a service that requires passengers to transfer unnecessarily.

A few shareholders noted that RTA costs are significantly higher than the two city services and are rising faster than Atascadero and Paso Robles service costs. Atascadero stakeholders expressed a major concern that if services were consolidated under an RTA operation, day-to-day operating costs would be higher than if they continue to operate on their own.

Essential Elements to Support Plan

Stakeholders were asked to identify the necessary elements to support increased transit coordination in North County. Responses to this question reveal three distinct areas:

- **Strong Local Control** – A common theme among stakeholders is the need for local control, both in terms of service and funding. The cities, especially Atascadero, feel strongly that they want to make decisions about what type of local service they provide for their residents. Local control also extends to funding and budgeting. Some stakeholders expressed discontent with the “off the top” funding allocation for RTA which diminishes the amount of funding left for local services.
- **Responsive to Constituents** – Nearly without exception, stakeholders voiced their opinions that transit service in North County must respond to the needs and preferences of the public. It was generally understood that from the riders’ perspective, service is confusing to navigate because of the three separate systems. Making it easier to obtain transit information for existing and especially potential riders should be an important element of increased transit coordination.
- **Practical Cost Effective Recommendations** – The Plan should be practical and cost effective. Many stakeholders felt that it is important for the Plan to identify a series of phased, cost effective and practical recommendations.

OPTIONS FOR ORGANIZATIONAL STRUCTURES

This section presents four different organizational options for consideration. The first two options would retain the three separate transit providers with the existing governance framework. The third option would be a consolidation of fixed-route services. A longer-term option would be full consolidation of all services.

Status Quo with Enhanced Coordination

The status quo option maintains the three separate transit providers in North County. Each provider would continue to independently administer and operate service in their jurisdiction (or service area) and they would continue to establish their own fares, hours of operation, and service plans. This option assumes no consolidation of services but allows for increased coordination through a more formalized structure than exists today.

The first step would be to formalize and expand the existing North County Urbanized Area Technical Committee to provide continued guidance, a formal sounding board for issues of common concern and to enhance coordination in North County. This Committee would acknowledge SLOCOG, RTA and the two cities’ continued commitment toward increased coordination and cooperation. Formal agendas and meeting summaries should be prepared to document discussions and actions taken and to ensure that tasks are followed up by designated

parties. This Committee currently meets three times a year; it should increase to quarterly meetings.

One of the first tasks of the Committee in its expanded role would be to address two key objectives of this North County Transit Plan: 1) consolidate marketing/public information and 2) improve availability of information. Through marketing coordination, the cities and RTA may be able to reduce duplicative efforts and further extend the awareness of transit services in North County. As an initial step, the Committee should jointly leverage resources and collaborate with the Regional Rideshare’s Marketing, Outreach and Ridership Development Group (an ad hoc committee under the regional mobility management program focusing on fixed route related coordination) to develop a comprehensive transit brochure, map or website that includes all transit services in North County. While Google Transit provides information about all transit services in the county, not all information is updated in a timely manner. The rideshare.org website has a trip planner function, although it is regionally targeted rather than North County specific.

This comprehensive source of information should be distributed widely and posted on (or linked to) each provider’s web site. It will provide a single source for information about all services in North County and simplify the services for current and potential users. It will also mean one location for social service agencies, schools and hospitals to get transit information for their clients. Other coordinated marketing activities that could be pursued by this Committee are a shared advertising campaign (joint marketing efforts, newspaper advertisements and radio spots) or development of a unifying theme and image for public information, such as shared vehicle design and bus stops.

511 is a three digit telephone phone number throughout San Luis Obispo County that provides consolidated transportation information on road conditions, public transportation, ridesharing and roadside assistance in English and Spanish. Further coordination efforts undertaken by the North County Urbanized Area Technical Committee would be to establish one phone number specifically for North County transit services. One centralized call center in North County would provide an opportunity to coordinate trips across city boundaries and facilitate transfers between local and regional services. This could provide some cost savings by reducing the duplication of administrative functions at each city. A centralized call center may serve as another important step in moving towards further coordination and possibly full consolidation.

The major advantages and disadvantages of maintaining the status quo but with enhanced coordination are summarized in Figure 9-3 below.

Figure 9-3 Major Advantages and Disadvantages of Status Quo Option with Enhanced Coordination

Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Maintains transit operator autonomy ▪ Formalizes coordination activities ▪ Improves and simplifies transit information and makes it easier from the passenger perspective 	<ul style="list-style-type: none"> ▪ Will require significant “upfront” commitment and staff resources ▪ Does not eliminate duplicative services along the southern end of El Camino Real in Atascadero ▪ Maintains three separate transit agencies ▪ Does not eliminate or reduce duplicative administrative functions

Recommendation

Even though there are some desirable features of this option, it would be a very small step forward in advancing service coordination and would not address the administrative or service duplication that exists today. For these reasons, the consultant did not recommend this option and the North County Transit Plan Committee concurred with this recommendation.

Administrative Consolidation

The administrative function of a transit agency refers to the routine tasks in overseeing a systems' daily operation, as well as the planning, financing and overall performance monitoring of the service. Administrative coordination is typically when one agency is responsible for the day-to-day administration of one or more transit services. Under this option in North County, the RTA would assume administrative responsibility for the transit services in Atascadero and Paso Robles. The RTA would perform all or nearly all functions including planning, budgeting, grant writing, monitoring and reporting, record keeping, etc. The major benefits of consolidating administrative functions is that only one agency rather than three would be required to prepare and/or submit documents such as the Short Range Transit Plans (SRTPs), State Controller's Reports, fiscal audits, Triennial Performance Audits, Productivity Improvement Programs and other periodic regional, state and federal requirements. A summary of the major advantages and disadvantages of consolidating administrations is highlighted in Figure 9-4 below.

Figure 9-4 Major Advantages and Disadvantages of Administrative Coordination

Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Maintains transit operator autonomy ▪ Eliminates duplicative administration functions ▪ Reduces or eliminates reporting requirements for the Cities of Paso Robles and Atascadero ▪ Allows for dedicated staff to focus exclusively on transit issues ▪ May "free up" City staff to work on other transportation or Public Works activities ▪ May reduce administrative costs for Cities of Paso Robles and Atascadero 	<ul style="list-style-type: none"> ▪ Will require negotiations and a detailed Memorandum of Understanding (MOU) with performance expectations and payment structure ▪ Will require ongoing communication and coordination between the cities and RTA ▪ Does not eliminate duplicative services along the southern end of El Camino Real in Atascadero ▪ Maintains three separate transit agencies

Under administrative consolidation, policy oversight would continue to be provided by the Atascadero City Council and the Paso Robles City Council. The City Councils would retain decision-making control over their service and control of funding priorities. RTA, as the lead agency would absorb the cities' transit-related administrative functions, alleviating city staff of these responsibilities. This approach to coordination is not common, although it may be practical and relevant in North County. It generally follows the South County model in which the cities are organized as a Joint Powers Authority (JPA) yet have no staff of their own to administer the service on a day-to-day basis. The JPA contracts with the RTA to administer (and operate) the SCAT service. The JPA continues to serve as the oversight policy board. This arrangement works well in South County and may serve as a successful model for North County, although the SCAT model is a more advanced form of consolidation than envisioned with this option and relies heavily on the fact that there was an established JPA in place among four entities, while there is

no JPA in place in North County except for the 5307 Grant Program under the North County Technical and Policy Committees focused on the Federal funding allocation and programming.

A major advantage of this approach is that it addresses the key concerns of Atascadero staff and policy makers by not blending funding or losing control over its TDA allocation. Another issue for Atascadero is meeting the 20% farebox ratio which may also be a challenge for Paso Robles Dial-A-Ride. This approach addresses one of the objectives of this Plan which is to “consolidate administrative transit functions where practical”. Another advantage with this approach is its ability to streamline administrative functions. If RTA were to perform some or all of the administrative tasks it is currently conducting for SCAT and its own service, then it would reduce or eliminate duplicative functions currently performed by both RTA and city staff. Some of the routine tasks include capital improvement programming, annual state and federal reporting requirements, grant writing and marketing, and public information. Taking over these administrative tasks could be considered a first phase. Like the SCAT model, this arrangement would require an agreement for contract services to identify the specific functions RTA would assume and an agreed upon payment for services. If successful, then a longer-term option could be for RTA to assume additional tasks of overseeing/managing day-to-day operations. Proceeding with a phased approach was identified as important by many stakeholders.

Under this administrative consolidation option, there is the potential to reduce Atascadero and Paso Robles' annual administrative costs. Although administrative costs typically account for only 15%- 20% of total operating costs for most transit services, it still could mean a minor savings for Atascadero and Paso Robles. Figure 9-5 provides a breakdown of the administrative costs for each service and their percentages relative to their total operating costs. The line item administrative costs were obtained from each service provider based on their FY 2010/11 year end expenses. In FY 2010/11, Atascadero spent approximately \$100,500 on administration, representing about 16% of total operating costs (\$610,446 for fixed route and DAR Service). Administrative costs for Paso Robles were reported at \$171,037 or 16% of total operating costs. For Route 9, RTA estimated administrative costs at \$164,400, or just under 15% of its operating costs. Since it is very difficult to project how staff assignments, which represent the lion's share of administrative costs, could be shifted to other duties and potentially reduce costs allocated to transit service, this analysis does not attempt to do so. Instead, a guideline is recommended to control costs with a ceiling that would limit administration costs to 15% of total operating costs. This would mean that each city would be obligated to contribute no more than 15% of their total operating costs to RTA for administering their service. As with any new inter-governmental agreement, it should be revisited on a regular basis to ensure the arrangement is fair and equitable to each party.

Figure 9-5 Administrative Costs

	Atascadero		Paso Robles		RTA Route 9	
	FTE	Estimated Cost	FTE	Estimated Cost	FTE	Estimated Cost
Personnel/Staff Position						
Administrative Assistant	0.5	\$38,533	0.0			
Public Works Director	0.05	\$8,251	0.0			
Transit Services Coordinator	n/a	\$0	1.0	\$112,500		
Administrative Services Director & Finance Overhead		\$51,578	0.2	\$35,000		
Others - Clerical Asst III	0.05	\$2,132	0.0			
Subtotal		\$100,494		\$147,500		\$113,605
Other Administrative Expenses						
Communications	n/a	\$0	n/a	\$0		\$0
Office Expense/Supplies	n/a	\$0	n/a	\$825		\$28,122
Copy and Printing Expenses	n/a	\$0	n/a	\$6,120		\$0
Advertising/Marketing	n/a	\$0	n/a	\$4,425		\$9,395
Support Services	n/a	\$0	n/a	\$11,667		\$13,277
CHP, DMV Physicals	n/a	\$0	n/a	\$500		\$0
Subtotal		\$0		\$23,537		\$50,795
Total Administrative Expenses		\$100,494		\$171,037		\$164,400
Total Operating Costs (Fixed Route & DAR)		\$608,590		\$1,077,391		\$1,122,981
Percent (%) of Total Operating Costs		16.5%		15.9%		14.6%

Sources: Cities of Atascadero and Paso Robles and RTA, March 2012. FY 2010/11 costs

Recommendation

From a practical perspective, consolidating administrations would be challenging and require significant effort from all three agencies. Given that the potential cost savings are minimal, the North County Transit Plan Committee does not recommend this option.

Fixed-Route (Limited) Consolidation

This option would be an initial step to consolidate transit services in North County. It would consolidate Paso Robles fixed route services and the Atascadero-operated El Camino Shuttle and the Saturday Traveler with RTA. It addresses one of the plan’s objectives to explore consolidation of Paso Robles and Atascadero fixed route services with RTA. This could be the first phase with a subsequent phase to add Dial-A-Ride service at a later date. A full or partially consolidated system would allow for more efficient operations because all (or most) routes would be part of one transit system and local and regional services could be better integrated. Similarly, services would be designed without regard to jurisdictional boundaries and all services in North County would be branded as RTA, which improves operational efficiency. Figure 9-6 summarizes the advantages and disadvantages of this option.

Figure 9-6 Major Advantages and Disadvantages of Fixed Route (Limited) Consolidation

Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Eliminates some duplication of service on Theater Road in Paso Robles (Route C) ▪ Simplifies routing, fare payment, branding and scheduling from the passenger’s perspective ▪ Unifies all fixed route service in North County under a single brand (RTA) ▪ Improves inter-city connections in North County, especially to Templeton ▪ Potential for cost savings by eliminating some duplicative services ▪ More efficiently utilizes vehicles in North County 	<ul style="list-style-type: none"> ▪ Maintains three separate transit agencies ▪ Dial-A-Ride services would be operated by the respective cities ▪ Requires difficult negotiations to agree on a unit cost for RTA to operate fixed route service ▪ May need to transition Paso Robles Transit Services Coordinator to RTA ▪ Challenge of maintaining vehicles dedicated to North County (would increase deadhead mileage or require North County maintenance contractor) ▪ Will be difficult for Atascadero Dial-A-Ride to achieve 20% farebox recovery ratio as a stand-alone service. ▪ Cities direct control over routing and scheduling may be diminished

Under a partially consolidated system, Paso Robles’ Route C, the two fixed route services operated by Atascadero (El Camino Shuttle and the Saturday Traveler) would be covered by RTA’s Regional service. Similarly the Paso Express Routes A and B would become part of the RTA operations. In this consolidation scenario, RTA’s regional route would operate along the same alignment as Paso Express Route C as well as along the entire length of El Camino Real in Atascadero, replacing the need for the El Camino Shuttle. The RTA Regional route would also serve downtown Templeton and the Twin Cities Hospital, which would connect all major destinations in North County with a single route. This change would then free up operating dollars to provide more express service in the Highway 101 corridor. This is consistent with the Service Alternative 3-B presented in Chapter 8.

Fixed-route services in Paso Robles and Atascadero are currently operated by a private non-union contractor. Atascadero uses in house staff for dispatch operations for its Dial-A-Ride service. Paso Robles uses in house staff for its fleet storage and maintenance. RTA’s services are an in-house union operation. If RTA were to assume responsibility for day-to-day operations of Paso Robles and Atascadero fixed-route services, then RTA would make special cost considerations to alleviate concerns about RTA’s higher cost structure. RTA currently has a staff of eight

administrative employees including an Executive Director and a Director of Finance and Administration. If RTA were to assume day-to-day operations for all of North County transit services then two new positions would be needed. There would be a Transit Supervisor and Road Supervisor for operations based in North County, modeled after similar positions in South County. Ideally, the Transit Supervisor would be a position similar to that currently served by the Paso Robles Transit Services Coordinator.

Estimated cost savings under a fixed route consolidated service were reviewed by the North County Transit Plan Committee and they concurred with the estimate of (\$363,900) per year. For a comparison of existing and projected costs, please see Figure 10-1 in the Financial Plan chapter.

Although some stakeholders have expressed interest in consolidating fixed-route transit services with RTA, there are numerous logistical and financial considerations that would be required for such a transition. To promote and encourage consolidation, one of the objectives of this Plan is to “develop and implement incentives to encourage transit service consolidation”. SLOCOG has already taken initial steps to do so with its approval of State Transit Assistance (STA) programming for FY 2011/12 by creating a category of funding called “Regional Integration.” It is based on the SLOCOG Board’s desire to “better integrate transit services through the regional system in order to reduce duplication and reward efficiencies.” A total amount of \$200,000 was awarded based on the recipient’s degree of integration. These funds should be used to help with this transition. A similar policy will be in place in future years with the option to increase the total amount of STA dollars toward that incentive-based program.

Recommendation

Based on the numerous service benefits of consolidating fixed route services as described above, plus the estimated cost savings of \$364,000 per year make this option very attractive from the consultant’s perspective. The only drawbacks are that the Dial-A-Ride services are not included in this consolidation option. Although they could be transitioned under a consolidated system at a future date, it may not be practical for the Dial-A-Ride services to remain stand alone and operated separately by each city. However, moving forward with fixed route consolidation is a giant leap forward and is strongly recommended by the consultant. The North County Transit Plan Committee endorsed this recommendation with the addition of Paso Robles Express Dial-A-Ride as part of the consolidation (See Alternative 3-B, Chapter 8).

Full Consolidation – Longer Term Option

A fully consolidated transit system in North County would consolidate local and regional transit services under a single agency inclusive of fixed route and Dial-A-Ride services. This would require a single administrative structure and policy board that combines all transit services in a way that allows it to operate as one system. Under a fully consolidated system, one administrative body would be responsible for management and oversight of day-to-day operations. One policy board would govern this consolidated system. A fully consolidated system would allow for a more efficient and effective service design because all routes would be part of one transit system that would be designed regardless of jurisdictional boundaries. Under one system, route duplication would be eliminated. There would be one uniform fare structure that would include local and regional fares. In essence, the two cities in this option would no longer be involved in the day-to-day activities of administering or operating a transit service. Although a funding formula will still be necessary, there could be more flexibility with regard to how funds are spent so that overall

service is as efficient and effective as possible. A summary of the advantages and disadvantages of this option are presented in Figure 9-7 below.

Figure 9-7 Major Advantages and Disadvantages of Full Consolidation

Advantages	Disadvantages
<ul style="list-style-type: none"> ▪ Simplifies routing, fare payment, branding and scheduling from the passenger’s perspective ▪ Features uniform fare instruments ▪ Unifies all services in North County under a single brand (RTA) ▪ Provides a well-coordinated public image for public transit ▪ Offers seamless travel throughout North County and all of San Luis Obispo County ▪ Has potential for cost savings by eliminating some duplicative services ▪ Coordinates Dial-A-Ride and fixed route transfers and connections ▪ More efficiently utilizes vehicles in North County ▪ Blends all fixed route farebox ratio with RTA, i.e. lower than 20% (revenue hour weighted ratio) 	<ul style="list-style-type: none"> ▪ May need to modify some personnel assignments ▪ Would need a storage and maintenance facility in North County ▪ Responsiveness to service issues for Paso Robles and Atascadero residents may be slower under an RTA Board compared to City Council

Recommendation

The consultant recommends moving towards full consolidation of all transit services in North County. Taking baby steps by first consolidating fixed route services is desirable and will make it easier and potentially more politically acceptable to transition to fully consolidated service in North County.

SUMMARY AND RECOMMENDATIONS

Figure 9-8 summarizes key elements of each option discussed in this chapter. The first option is based on the status quo with more formalized transit coordination. The second option is to consolidate Atascadero and Paso Robles’ administrative functions with RTA to streamline administrative functions and respond to City preferences to remain independent and retain complete control over service design and TDA allocation. The third option is to take initial steps to consolidate fixed-route transit services with RTA similar to Service Alternative # 3. A longer-term option is to move toward a full consolidation of all services in North County, including the Atascadero DAR service.

Figure 9-8 Summary of Alternatives

Alternative	1 Enhanced Coordination- North County Urbanized Area Technical Committee	2 Administrative Consolidation	3 Fixed Route (Limited) Consolidation	4 Full Consolidation
Total number of transit systems	3	3	3	1
Change in Administration?	No	Yes	No	Yes
Change in Operation?	No	No	Yes	Yes
Change in Transit oversight/policy bodies?	No	No	No	Yes
Agreement or MOU Required?	Yes	Yes	Yes	Yes
Other	Opportunities for further improved coordination	Builds upon successes of administrative consolidation efforts in South County	Service Planning without regard to jurisdiction; eliminates route duplication	Service Planning without regard to jurisdiction; eliminates route duplication

As a first step, the consultant team recommends working with the North County Urbanized Technical and Policy Committees to develop a plan for moving forward with the agreement to consolidate fixed route services and Paso Robles Dial-A-Ride under RTA. This will require a Memorandum of Understanding (MOU) between the parties that spells out the requirements and financial arrangements between the Cities of Atascadero and Paso Robles and RTA (for additional details on an implementation timelines, please refer to Chapter 11). Another key element to support and promote consolidation will be development of a public information and marketing campaign to announce the change in service. Based on the consultant team’s experience in consolidating transit services, it is estimated that it may take up to two years to execute the agreements and implement a consolidated fixed route service in North County with Paso Robles Dial-A-Ride operated by RTA. Closely tracking and monitoring service performance and costs will be important to showcase its success and encourage staff and policy makers to move to a fully consolidated system in the longer-term. SLOCOG’s continued leadership and guidance and financial incentives are essential to help move toward the ultimate goal of full transit consolidation in North County.

10 FINANCIAL PLAN

INTRODUCTION

The financial element for the North County Transit Plan is the subject of this chapter. It begins by reviewing the methodology and key assumptions in developing operating cost projections. The next section compares operating costs for existing service with the four service alternatives to demonstrate operating cost savings associated with the preferred alternative (for descriptions of the service alternatives please refer to Chapter 8). The next section presents operating cost projections and capital improvement projects for the preferred alternative. Funding sources currently used to pay for the operating and capital costs are assumed to be available in the seven-year planning horizon, from FY 2012/13 through FY 2018/19. This chapter concludes with a review of potential funding opportunities that could be pursued to supplement existing funds.

OPERATING COSTS

Methodology

A methodology employing fixed plus variable costs was used to develop operating costs for each service provider. Fixed costs are expenses that are not dependent on the level of service and are often referred to as overhead costs. Typical fixed costs for the three transit providers are office space rental, communications, training, and computer maintenance. Variable costs are expenses that vary with the level or quantity of service. These costs fluctuate with the number of service hours and miles operated by the three transit providers. For example, labor costs vary depending on the level of service. Contractor costs for Atascadero and Paso Robles are dependent on the number of hours operated whereas operator (driver) costs for RTA fluctuate based on their hours of operation. Fuel is considered a mileage-based cost because it varies with the number of miles operated. Using FY 2010/11 operating costs for the three transit providers, costs were assigned to three categories: 1) fixed costs, 2) hourly costs and 3) mileage costs and were the basis for comparing costs between the alternatives and for the seven-year projections of the preferred scenario. This cost structure for each of the three service providers is presented in the Appendix.

Assumptions

Using the methodology described above, operating costs were projected with the following key assumptions.

Assumptions:

- Service hours and miles for fixed route and Dial-A-Ride service remain unchanged for the first two years.
- Consolidation of fixed route service and Paso Robles Dial-A-Ride would be implemented in Year 3 of the plan (FY 2014/15).
- A reduction in fixed route service hours would occur in Year 3 of the plan from just under 24,000 annual hours (for all three service providers) to 19,042 under an RTA operation.
- Atascadero and Paso Robles would no longer incur fixed costs associated with fixed route service. RTA would continue to incur its fixed costs.
- Dial-A-Ride service hours remain unchanged for the seven year timeframe.
- In Year 3, Paso Robles Dial-A-Ride service would merge with RTA. Costs to operate Paso Robles Dial-A-Ride are consistent with the costs it charges for the Nipomo Dial-A-Ride which are lower than RTA's fully allocated costs.
- Paso Robles would no longer incur fixed costs for Dial-A-Ride when RTA operates the service.
- Fixed costs and hourly costs are assumed to increase at two percent per year. An inflation factor of 2.5% is applied to mileage costs because of the recent surge in fuel costs.

Cost Comparison

Figure 10- 1 presents operating costs for existing services and for the four service scenarios in FY 2013/14 dollars. The reason for presenting costs in year 3 of the plan is because consolidation of services in Alternatives 3A and 3B is assumed to take two years to complete. Figure 10-1 presents a breakdown of service hours and costs separately for fixed route and Dial-A-Ride services. Cost savings for each alternative are compared to existing costs. Fixed route savings are estimated at just under \$364,000. The major reasons for the cost savings are twofold: 1) there is a reduction in service hours because there is no longer duplicative service on El Camino Real with one consolidated Route 9 and 2) Atascadero and Paso Robles would no longer incur fixed costs¹ associated with their fixed route services.

Dial-A-Ride costs are approximately \$48,000 higher under Alternatives 3A and 3B because Atascadero has estimated their fixed costs would increase when their Dial-A-Ride is a stand-alone service (i.e., the City would no longer operate *both* fixed route and Dial-A-Ride service).

The estimated \$364,000 cost savings and the elimination of service duplication along El Camino Real are major factors in selecting Alternative 3B as the preferred scenario. The savings could be used for additional Route 9 express service, later evening service, other transit service enhancements or could be returned to the cities as annual savings in their operating transit budgets or a combination.

Graphic presentation of the service levels (service hours) and costs are displayed in Figure 10-2.

¹ Fixed costs refer to cost elements such as office space, administrative support, computer maintenance costs and other non-variable cost items.

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Figure 10-1 Comparison of Existing Services and Service Alternatives

		Alt 1	Alt 2	Alt 3A	Alt 3B
All Figures Projected to FY 2014/15	Existing Service based on 2010/2011 service levels	Minor Shift To Express Service	Focus on Express Service	Consolidated Fixed Route Service	Consolidated Fixed Route Service incl. Paso Express DAR
Fixed Route Service					
Fixed Costs					
RTA Route 9	\$177,951	\$177,951	\$177,951	\$177,951	\$177,951
Paso Express	\$199,800	\$199,800	\$199,800	\$0	\$0
El Camino Shuttle & Sat. Traveler	\$48,013	\$48,013	\$48,013	\$0	\$0
Total Fixed Route Fixed Costs	\$425,764	\$425,764	\$425,764	\$177,951	\$177,951
Fixed Route Service Hours					
RTA Route 9	9,743	10,169	10,122		
Paso Express	10,750	10,740	10,740		
El Camino Shuttle & Sat. Traveler	3,410	3,410	3,410		
Total Fixed Route Service Hours	23,903	24,319	24,272	19,042	19,042
Fixed Route Service Miles					
RTA Route 9	288,645	309,453	320,444		
Paso Express	150,000	150,898	150,898		
El Camino Shuttle & Sat. Traveler	64,722	64,722	64,722	415,763	415,763
Total Fixed Route Service Miles	503,367	525,073	536,064	415,763	415,763
Estimated Fixed Route Costs					
RTA	\$1,087,099	\$1,114,284	\$1,111,894		
Paso Robles	\$803,351	\$803,351	\$803,351		
El Camino Shuttle & Sat. Traveler	\$221,108	\$221,108	\$222,582	\$1,747,692	\$1,747,692
Est. Fixed Route Total Costs	\$2,111,558	\$2,138,743	\$2,137,826	\$1,747,692	\$1,747,692
<i>Fixed Route savings between 3B alternatives</i>		\$391,050	\$390,134		
<i>Fixed Route cost savings (compared to existing services)</i>		\$27,185	\$26,268	(\$363,866)	(\$363,866)
Dial-A-Ride Service					
DAR Route Fixed Costs					
Runabout	\$84,746	\$84,746	\$84,746	\$84,746	\$145,351
Paso Express DAR	\$104,567	\$104,567	\$104,567	\$104,567	
Atascadero DAR	\$168,609	\$168,609	\$168,609	\$216,622	\$216,622
Total DAR Fixed Costs	\$357,922	\$357,922	\$357,922	\$405,935	\$361,973

Figure 10-1 Comparison of Existing Services and Service Alternatives (continued)

	Existing Service based on 2010/2011 service levels	Alt 1 Minor Shift To Express Service	Alt 2 Focus on Express Service	Alt 3A Consolidated Fixed Route Service	Alt 3B Consolidated Fixed Route Service incl. Paso Express DAR
All Figures Projected to FY 2014/15					
DAR Route Service Hours					
Runabout	5,282	5,282	5,282	5,282	6,634
Paso Express DAR	1,352	1,352	1,352	1,352	-
Atascadero DAR	5,435	5,435	5,435	5,435	5,435
Total DAR Service Hours	12,069	12,069	12,069	12,069	12,069
DAR Route Service Miles					
Runabout	111,159	111,159	111,159	111,159	128,050
Paso Express DAR	16,891	16,891	16,891	16,891	-
Atascadero DAR	74,448	74,448	74,448	74,448	74,448
Total DAR Service Miles	202,498	202,498	202,498	202,498	202,498
Estimated DAR Route Costs					
Runabout	\$540,193	\$540,193	\$540,193	\$540,193	\$692,126
Paso Express DAR	\$162,459	\$162,459	\$162,459	\$162,459	
Atascadero DAR	\$437,806	\$437,806	\$437,806	\$485,819	\$485,819
Est. DAR Total Costs	\$1,140,458	\$1,140,458	\$1,140,458	\$1,188,471	\$1,177,945
DAR cost savings (compared to existing services)		\$0	\$0	\$48,013	\$37,487
Total North County Transit Costs	\$3,252,016	\$3,279,200	\$3,278,284	\$2,936,163	\$2,925,637
Total savings (compared to existing services)		\$27,185	\$26,268	(\$315,853)	(\$326,379)

Notes:

Service hours and service miles for each alternative are estimated by Nelson\Nygaard.

Costs are calculated on a fixed, hourly and mileage cost basis for each alternative.

Costs are based on 2009/2010 and 2010/11 figures provided by each service provider; March 2012.

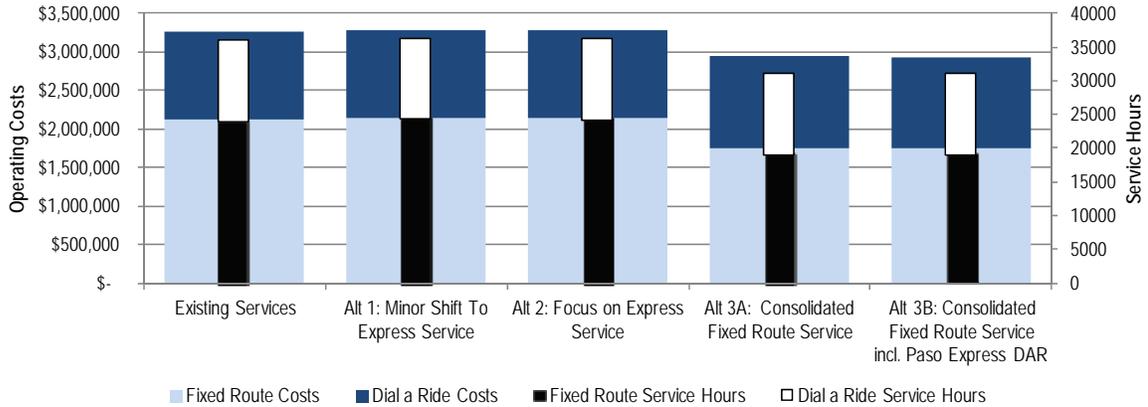
25% of total Runabout hours, miles and costs are attributed to North County. Service hours and miles in Alternative 3B are combined for Runabout and Paso Robles Dial-A-Ride.

Alternatives 3A and 3B eliminates fixed costs for Paso Express and Atascadero Fixed Route services and assumes RTA fixed costs remain the same.

Costs are shown in FY 14/15 because consolidation in Alternatives 3A and 3B are not slated to occur until FY 14/15. All alternatives (including existing) are shown in FY 14/15 dollars.

In Alternatives 3A and 3B, fixed DAR costs from Paso DAR are eliminated and replaced with the estimated DAR fixed costs based on the Nipomo DAR plus existing Runabout Fixed Costs.

Figure 10-2 Comparative Costs: Existing Services and Service Alternatives (FY 2014/15 Dollars)



OPERATING COST PROJECTIONS

Fixed Route and Dial-A-Ride Operating Costs

Based on the methodology and assumptions defined above, operating costs have been projected for fixed-route and Dial-A-Ride services for the next seven years. Figure 10-3 shows the service hours and miles separately for fixed route and Dial-A-Ride services and the estimated operating costs. In the first two years of the plan, fixed route costs are estimated at approximately \$2 million and then decrease to about \$1.75 million in year 3 under the consolidated service plan. With constant service levels in the remaining four years of the plan, costs gradually increase to \$1.9 million in FY 2018/19.

Dial-a-Ride service costs are approximately \$1.08 million in the first two years of the plan and then in year 3, there is a slight jump in costs due to increased fixed costs Atascadero expects to incur when operating its Dial-A-Ride as a stand-alone service. Service levels for Dial-A-Ride remain the same in each year of the plan. By FY 2018/19, costs are projected at just under \$1.3 million. Total costs for North County transit services at the end of the seven year time frame are just under \$3.2 million. The increase in costs over the seven year period is about \$53,000 (reflecting an increase of only 1.7%) due to the cost savings in year 3 when fixed route services are consolidated under RTA.

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Figure 10-3 Seven-Year Operating Cost Projections: Fixed Route and Dial-A-Ride Services

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Service Hours							
<i>Fixed Route</i>							
Atascadero ECS	3,410	3,410					
Paso Express	10,740	10,740					
RTA	9,743	9,743	19,042	19,042	19,042	19,042	19,042
<i>Dial-A-Ride</i>							
Atascadero DAR	5,435	5,435	5,435	5,435	5,435	5,435	5,435
Paso DAR	1,352	1,352	1,352	1,352	1,352	1,352	1,352
Runabout	5,282	5,282	5,282	5,282	5,282	5,282	5,282
Service Miles							
<i>Fixed Route</i>							
Atascadero ECS	58,752	58,752					
Paso Express	150,898	150,898					
RTA	288,645	288,645	415,763	415,763	415,763	415,763	415,763
<i>Dial-A-Ride</i>							
Atascadero DAR	74,448	74,448	74,448	74,448	74,448	74,448	74,448
Paso DAR	16,891	16,891	16,891	16,891	16,891	16,891	16,891
Runabout	111,159	111,159	111,159	111,159	111,159	111,159	111,159
Fixed Costs							
<i>Fixed Route</i>							
Atascadero ECS	\$46,149	\$47,072					
Paso Express	\$192,042	\$195,882					
RTA	\$171,041	\$174,462	\$177,951	\$181,510	\$185,140	\$188,843	\$192,620
<i>Dial-A-Ride</i>							
Atascadero DAR	\$162,062	\$165,303	\$216,622	\$220,954	\$225,373	\$229,881	\$234,479
Paso DAR	\$100,507	\$102,517					
Runabout	\$81,455	\$83,084	\$145,351	\$148,258	\$151,223	\$154,248	\$157,333
Service Hours Cost							
<i>Fixed Route</i>							
Atascadero ECS	\$113,971	\$116,250					
Paso Express	\$472,862	\$482,319					
RTA	\$486,552	\$496,283	\$989,350	\$1,009,137	\$1,029,319	\$1,049,906	\$1,070,904
<i>Dial-A-Ride</i>							
Atascadero DAR	\$163,464	\$166,734	\$170,068	\$173,470	\$176,939	\$180,478	\$184,087

Figure 10-3 Seven-Year Operating Cost Projections: Fixed Route and Dial-A-Ride Services (continued)

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Paso DAR	\$19,682	\$20,076					
Runabout	\$304,209	\$310,293	\$389,744	\$397,539	\$405,490	\$413,600	\$421,872
Service Miles Cost							
<i>Fixed Route</i>							
Atascadero ECS	\$50,933	\$52,206					
Paso Express	\$120,916	\$123,938					
RTA	\$383,523	\$393,111	\$580,392	\$594,902	\$609,774	\$625,019	\$640,644
<i>Dial-A-Ride</i>							
Atascadero DAR	\$94,352	\$96,711	\$99,129	\$101,607	\$104,147	\$106,751	\$109,420
Paso DAR	\$35,611	\$36,502					
Runabout	\$132,253	\$135,559	\$157,030	\$160,956	\$164,980	\$169,104	\$173,332

Summary of Operations Costs							
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
<i>Fixed Route</i>							
Atascadero ECS	\$211,053	\$215,528					
Paso Express	\$785,819	\$802,140					
RTA	\$1,041,116	\$1,063,856	\$1,747,692	\$1,785,548	\$1,824,234	\$1,863,767	\$1,904,168
Subtotal	\$2,037,988	\$2,081,525	\$1,747,692	\$1,785,548	\$1,824,234	\$1,863,767	\$1,904,168
<i>Dial-A-Ride</i>							
Atascadero DAR	\$419,878	\$428,747	\$485,819	\$496,031	\$506,460	\$517,110	\$527,986
Paso DAR	\$155,800	\$159,094					
Runabout	\$517,917	\$528,936	\$692,126	\$706,753	\$721,693	\$736,952	\$752,536
Subtotal	\$1,093,595	\$1,116,778	\$1,177,945	\$1,202,784	\$1,228,153	\$1,254,062	\$1,280,522
Total North County Transit Costs	\$3,131,584	\$3,198,303	\$2,925,637	\$2,988,333	\$3,052,386	\$3,117,829	\$3,184,690

Note: The preferred alternative is scheduled for partial service consolidation occurring in fiscal year 2014-2015.

CAPITAL COST PROJECTIONS

The primary capital needs for North County transit services is replacing vehicles when they reach their useful life. One-time marketing and branding costs are included as a capital cost item for about \$30,000 in the first year of the plan. Park-and-Ride expansion facilities in Paso Robles in FY2015/16 and in Atascadero in FY 2018/19 are proposed in the capital plan for \$509,000 and \$375,000 respectively. The capital projects and their costs are presented in Figure 10-4 and summarized below.

Figure 10-4 Seven-Year Capital Cost Projections: Fixed Route and Dial-A-Ride Services

Capital Costs	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Atascadero							
DAR Vehicle Replacement			\$66,909				
DAR Vehicle Replacement				\$68,582			
DAR Vehicle Replacement					\$70,297		
DAR Vehicle Replacement (Backup)		\$65,278					
Paso Robles							
Paso Robles Replacement Vehicle	\$76,875						
Paso Robles Replacement Vehicle	\$150,000						
Paso Robles Replacement Vehicle			\$157,594				
Paso Robles Replacement Vehicle			\$157,594				
Paso Robles Replacement Vehicle			\$157,594				
Paso Robles Replacement Vehicle					\$165,572		
RTA							
Fixed Route Replacement				\$525,313			
Fixed Route Replacement					\$538,445		
Fixed Route Replacement						\$551,906	
Fleet Expansion (Alternative 3) - one 40ft vehicle		\$500,000					
Other Capital Costs							
Branding and Marketing (All alternatives)	\$30,000						
Bus stop signage and poles		\$8,000					
Park-and-Ride Expansion, 75-100 spaces				\$508,831			\$445,757
Total Capital Expenditures	\$256,875	\$573,278	\$539,691	\$1,102,726	\$774,314	\$551,906	\$445,757

Notes:

Vehicle replacements are made in the first portion of the fiscal year.

RTA Fixed Route Vehicle Costs are based on per unit vehicle costs from RTA Short Range Transit Plan and agency feedback.

Capital inflation rates are based on 2.5% inflation per year.

Park-and-Ride expansion is based on an estimate of \$6300/stall (average based on other recent Park-and-Ride construction in the area). Estimate based on 75-space Park-and-Ride lot in Paso Robles in FY 2015-16. Atascadero Park-and-Ride proposed for FY 2018-19. Exact Park-and-Ride locations not yet determined.

Under alternative 3B, consolidation is slated to occur for Paso Robles fixed route and DAR services and Atascadero's fixed route services. The above capital plan assumes that vehicle replacements in years under consolidation would be administered by RTA.

The preferred alternative is scheduled for partial service consolidation occurring in fiscal year 2014-2015.

Vehicle Replacements and Expansion

As shown in Figure 10-4, four of Atascadero's Dial-A-Ride vehicles are scheduled for replacement in the next seven years. Since fixed route services are consolidated in year 3, vehicles used on the El Camino Shuttle and Saturday Traveler were not proposed for replacement.

Instead, one expansion vehicle is proposed for RTA in FY 2013/14 in advance of the proposed service consolidation in FY 2014/15. To operate the higher level of express service in the Highway 101 corridor, it is estimated that one additional vehicle will be needed. The estimated cost of this 40-foot vehicle is \$500,000. RTA also will need to replace four of its 40 foot vehicles in this planning period. In the future, beyond the seven-year planning horizon, express vehicles with higher capacity may be appropriate, such as a 60-passenger articulated vehicle.

Six of Paso Robles fixed route vehicles will need to be replaced. After the fixed route services are consolidated under RTA and Paso Robles Dial-A-Ride is merged with Runabout, it is likely that RTA will assume responsibility for vehicle procurement and these assets may be transferred to RTA. It should be noted that not all vehicles are proposed for replacement in the year they are ready for retirement. Vehicle replacements have been spread out in some cases to ensure the financial plan is feasible and sustainable in each of the seven years.

Other Capital Improvements

Based on planned increases in RTA Express services, the capital plan proposes an expansion of Park-and-Ride facilities in Paso Robles and Atascadero. The costs presented in Figure 10-4 include approximately 75 spaces for commuters in Paso Robles and a yet to be determined amount in Atascadero. Specific sites in Paso Robles and Atascadero have not been finalized as of March 2012. However, two locations have been discussed:

- **Paso Robles** -In addition to the existing Park-and-Ride spaces at the North County Transportation Center (40), the vicinity of the 4th and Pine intersection could be considered for offering more Park-and-Ride space. Prior to any significant expansion of the 4th and Pine facility, additional Park-and-Ride capacity could be expanded on Pine Street (diagonal parking) near Robins Field Park as an intermediary measure. Potential improvements near Robins Field Park would likely include fence upgrades (to reduce potential of errant balls hitting parked vehicles) and other circulation/stripping improvements.
- **Atascadero** - A potential future Park-and-Ride location that has been discussed is the Bank of America site near Capistrano Avenue. This Park-and-Ride facility has an estimated cost of \$350,000 and would be proposed in the last year of the plan (FY 2018/19).

Marketing

In order to ensure that the public is well aware of the future service changes and how it may impact their travel decisions, the capital plan includes a small amount for a consolidated North County transit service brochure and map in advance of the planned consolidation. Outputs of this marketing effort should include map and branding changes, advertising and general public outreach.

Additional Considerations

The following capital projects should be considered in the future, but are not formally included in this capital plan. Six new bus stop signs and poles are identified in the capital plan in FY 2013/14 in downtown Templeton, Twin Cities Hospital, Posada Lane and others in advance of implementing the consolidated service plan. Key considerations include:

- Turning a standard 40-foot bus around near the Twin Cities Community Hospital or Posada Lane. Several options are being explored by RTA, including at the end of Posada Lane, at the Community Hospital, or using streets farther west.
- Providing a stop in the northbound direction on Theater Drive. Because there is no sidewalk nor good crossing opportunities, it is not possible to make a stop in the northbound direction on Theater Drive in front of the Target (the southbound direction does not have the same constraint). Therefore, a stop within the Target parking lot would need to be explored or a stop would be made on the north end of the shopping center where Theater Drive has recently been realigned. A significant issue with a stop on Theater Drive in the northbound direction is the need for a safe pedestrian crossing.

SUMMARY OF COSTS AND FUNDING

The seven-year funding plan presented in Figure 10-5 compares the total operating and capital costs to expected funding sources. The top half of the figure shows federal and state funds, passenger fare revenues and the Cuesta College subsidy. A total of \$3.8 million in revenues is anticipated in the first year and this amount increases over the seven year timeframe to \$4.3 million by FY 2012/19. The bottom portion of the figure presents a summary of the operating and capital costs by year with totals ranging from a low of \$3.4 million in the first year to a high of \$4.0 million in FY 2015/16 because of large capital expenses.

The bottom two rows of Figure 10-5 show annual and cumulative year balances. In FY 2012/13, the projected balance is approximately \$500,000. The annual and cumulative balance jumps precipitously in year 3 due to savings with the consolidated service plan. Annual and cumulative funding balance varies from year to year in future years primarily due to the timing of vehicle replacements and other capital expenses. Given the size of the projected cumulative balance (over \$1 million in year 3 of the plan), additional service enhancements are affordable. As outlined in the Service Plan (see Chapter 8, page 8-36), more express service, later evening or more frequent service, local service on Sunday plus introducing new service along Highway 41 to the coast are some of the recommended improvements that are financially feasible.

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Figure 10-5 Summary of Costs and Funding

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Federal Funding							
FTA 5307	\$732,160	\$761,446	\$791,904	\$823,580	\$856,524	\$890,785	\$926,416
FTA STIC	\$272,174	\$285,782	\$300,071	\$315,075	\$330,829	\$347,370	\$364,739
FTA Summary	\$1,004,334	\$1,047,229	\$1,091,976	\$1,138,655	\$1,187,352	\$1,238,155	\$1,291,155
State Funding							
TDA Summary (LTF+STA)	\$2,239,638	\$2,269,396	\$2,299,673	\$2,330,480	\$2,361,829	\$2,393,733	\$2,426,205
Passenger Fares							
Fixed Route							
Atascadero	\$37,660	\$38,037					
Paso Robles	\$164,297	\$165,940					
RTA	\$245,143	\$247,594	\$446,645	\$451,111	\$455,622	\$460,179	\$464,780
Dial-A-Ride							
Atascadero DAR	\$87,751	\$88,629	\$89,515	\$90,410	\$91,314	\$92,227	\$93,150
Paso Robles DAR	\$18,061	\$18,242					
RTA-Runabout	\$29,597	\$29,893	\$48,616	\$49,102	\$49,593	\$50,089	\$50,590
Passenger Fares Subtotal	\$135,409	\$136,763	\$138,131	\$139,512	\$140,908	\$142,317	\$143,740
Other Revenues							
Cuesta Subsidy	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Fares Summary	\$622,509	\$628,334	\$624,776	\$630,624	\$636,530	\$642,495	\$648,520
Total Revenues	\$3,866,481	\$3,944,960	\$4,016,425	\$4,099,759	\$4,185,711	\$4,274,383	\$4,365,880
OPERATING COSTS							
Total Operating Costs	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Fixed Route							
Atascadero ECS	\$211,053	\$215,528					
Paso Express	\$785,819	\$802,140					
RTA Route 9	\$1,041,116	\$1,063,856	\$1,747,692	\$1,785,548	\$1,824,234	\$1,863,767	\$1,904,168
Subtotal	\$2,037,988	\$2,081,525	\$1,747,692	\$1,785,548	\$1,824,234	\$1,863,767	\$1,904,168
Dial-A-Ride							
Atascadero DAR	\$419,878	\$428,747	\$485,819	\$496,031	\$506,460	\$517,110	\$527,986
Paso DAR	\$155,800	\$159,094					
Runabout	\$517,917	\$528,936	\$692,126	\$706,753	\$721,693	\$736,952	\$752,536
Subtotal	\$1,093,595	\$1,116,778	\$1,177,945	\$1,202,784	\$1,228,153	\$1,254,062	\$1,280,522
Summary of Operations Costs							
Total Operating Costs	\$3,131,584	\$3,198,303	\$2,925,637	\$2,988,333	\$3,052,386	\$3,117,829	\$3,184,690
Total Capital Costs	\$256,875	\$573,278	\$539,691	\$1,102,726	\$774,314	\$551,906	\$445,757
Total Costs	\$3,388,459	\$3,771,581	\$3,465,328	\$4,091,058	\$3,826,700	\$3,669,735	\$3,630,447

Figure 10-5 Summary of Costs and Funding (continued)

SUMMARY							
	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Total Revenues	\$3,866,481	\$3,944,960	\$4,016,425	\$4,099,759	\$4,185,711	\$4,274,383	\$4,365,880
Total Costs	\$3,388,459	\$3,771,581	\$3,465,328	\$4,091,058	\$3,826,700	\$3,669,735	\$3,630,447
Annual Balance	\$ 478,022	\$ 173,379	\$ 551,097	\$ 8,701	\$ 359,011	\$ 604,648	\$ 735,433

Notes:

Except for Atascadero, 5307 funds have historically been set aside for operating assistance. The level of capital funding that Atascadero Transit has used varied from year to year(see current POP table below).

The Cuesta College subsidy (\$40K) is split based on Two Quarters FY 11/12 actual ridership. The amounts to each organization are: \$5,939 (14.8%) to Atascadero, \$27,366 (68.4%) to Paso Robles and \$6,695 (16.7%) to RTA. There is no year to year growth in this college subsidy that provides for free rides to Cuesta students on all three systems.

General passenger ridership is assumed to grow at a rate of 1% per year.

The preferred alternative is scheduled for partial service consolidation occurring in fiscal year 2014-2015.

Existing Funding Sources

Funds for this plan come from four primary sources:

- Federal Transit Administration (FTA) Section 5307 funds and Small Transit Intensive Cities (STIC)
- State Transportation Development Act (TDA) and State Transit Assistance (STA) funds
- Fare revenues
- Cuesta College

The North County operators have received funding from each source described in the following section, and it is anticipated that these funding sources will continue in the seven year time frame. These sources and our assumptions in projecting the level of funding expected in the next seven years are discussed below.

Federal Funds

The Federal Transportation Bill which passed in 2005 is known as the “Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users”(SAFETEA-LU) and was originally set to expire in 2009; however, it has been extended until a new six year federal transportation bill is approved.

Section 5307 Urban Area Funds

For urbanized areas with populations over 200,000, funds are apportioned and flow directly to a designated recipient selected locally to apply for and receive Federal funds. SLOCOG is the designated grantee for North County and allocates the funds between the three North County operators based on an agreed upon formula that includes annual riders and level of service. Section 5307 funding apportionments can be used for capital projects and typically fund 80% of the costs. Except for Atascadero, the 5307 dollars have historically been set aside for operating assistance. In the first year of the plan, approximately \$732,000 is projected to be available in North County. Consistent with the Regional Transportation Plan (RTP), this plan assumes that under this baseline funding scenario, 5307 funds would increase 5% per year. In the last year of the plan, 5307 funds are expected to grow to \$926,000.

Small Transit Intensive Cities (STIC) Formula Funds

SAFETEA-LU has a provision in the FTA Urbanized Area Formula program (Section 5307) to distribute funds to urbanized areas with populations over 50,000 but under 200,000 in population. Under the formula for STIC, funds are apportioned to urbanized areas (UZAs) with a population between 50,000 and 200,000 that meet or exceed the industry average level of service for all UZAs with a population of at least 200,000 but less than 1,000,000. Based on the number of passenger miles RTA operates, the agency is eligible for STIC funding. The amount allocated to RTA is based on the prior year ridership and service hours reported through the National Transit Database. \$272,000 is the expected amount in FY 2012/13 with an increase of 1% per year. Since becoming eligible for 5307 funding, Atascadero has received \$1,743,579 of which \$1,496,060 has been spent for operating assistance.

State, Regional, and Local Funds

Transportation Development Act (TDA) Funds

For most California transit services, TDA funds are the largest single source of operating revenue; services in North County are no exception. Between 50 to 75% of Local Transportation Fund (LTF) revenues subsidize the cost to operate services. The LTF revenues are derived from a one-quarter cent sales tax, which is collected by the Board of Equalization and administered locally through the San Luis Obispo Council of Governments (SLOCOG) which returns it to local jurisdictions. Since this funding is tied directly to tax revenues that fluctuate with the state of the economy, TDA allocations have not grown as rapidly in recent years. Therefore, the forecast in this Plan is to assume conservative growth at 3% per year. TDA funds can be used for capital expenditures or operations or a combination thereof, and, importantly, they provide an important source of local match for federal capital funding.

State Transportation Assistance (STA) Funds

State Transportation Assistance funding is derived from a statewide sales tax levied on gasoline and diesel fuel. STA funds are appropriated by the California State Legislature to the State Controller's Office who allocates the funding to planning agencies such as the SLOCOG. State law specifies that STA funds be used to provide financial assistance for public transit, including capital programs and operations.

However, in an attempt to balance the State's financial problems, the Governor suspended the State Transit Improvement Fund for five years. This action began in 2008-09, was challenged in the courts and a settlement was reached that provides some funding at lower levels than in previous years. Approximately \$368,000 in STA funds are estimated for FY 2012/13 with an annual inflation factor of 2%.

Cuesta College Subsidy

Cuesta College provides an annual subsidy of \$40,000 to the North County transit services so students can ride free of charge on all three services. The Cuesta College subsidy is split based on the first two quarters of FY 2011/12 ridership. The percentage share and level of subsidy for each service provider are listed below.

Transit Service	Percentage Share	Dollar Amount
Atascadero	15.8%	\$6,336
Paso Robles	67.5%	\$26,994
RTA	16.7%	\$6,670

The financial plan assumes the \$40,000 contribution from Cuesta College remains unchanged in the next seven years

Passenger Fare Revenues and Farebox Recovery Ratio

Figure 10-6 presents ridership, passenger revenues and projected farebox recovery ratio separately for fixed route and Dial-A-Ride services for the next seven years. Ridership estimates are based on existing annual ridership figures and modified slightly to account for expected ridership gains from improved and consolidated service. Ridership is then increased by 1% every year for the life of the plan.

Fare revenues were based on ridership estimates for each service and then an average fare per passenger for each service was applied to local and regional fixed route services. First quarter FY 2011/12 ridership and passenger fare revenue data were used for these projections. In July 2011 Atascadero raised its Dial-A-Ride fare to \$5.00 for the general public with a discounted fare of \$2.50 which has a very positive impact on the farebox recovery ratio. If all fixed route services are consolidated, then it may be challenging for Atascadero Dial-A-Ride to achieve its required farebox recovery ratio as a stand-alone service.

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Figure 10-6 Ridership and Farebox Recovery Ratio

	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Ridership Estimates							
Fixed Route							
Atascadero	42,315	42,738					
Paso Robles	153,548	155,084					
RTA	180,252	182,055	386,672	390,539	394,444	398,389	402,372
<i>Subtotal</i>	<i>376,115</i>	<i>379,877</i>	<i>386,672</i>	<i>390,539</i>	<i>394,444</i>	<i>398,389</i>	<i>402,372</i>
Dial-A-Ride							
Atascadero DAR	25,885	26,144	26,406	26,670	26,936	27,206	27,478
Paso Robles DAR	7,887	7,966	8,046	8,126	8,207	8,289	8,372
Runabout	7,660	7,737	7,814	7,892	7,971	8,051	8,131
Farebox Revenue							
Fixed Route							
Atascadero	\$37,660	\$38,037					
Paso Robles	\$164,297	\$165,940					
RTA	\$245,143	\$247,594	\$446,645	\$451,111	\$455,622	\$460,179	\$464,780
<i>Subtotal</i>	<i>\$447,100</i>	<i>\$451,571</i>	<i>\$446,645</i>	<i>\$451,111</i>	<i>\$455,622</i>	<i>\$460,179</i>	<i>\$464,780</i>
Dial-A-Ride							
Atascadero DAR	\$87,751	\$88,629	\$89,515	\$90,410	\$91,314	\$92,227	\$93,150
Paso Robles DAR	\$18,061	\$18,242					
Runabout	\$29,597	\$29,893	\$48,616	\$49,102	\$49,593	\$50,089	\$50,590
<i>Subtotal</i>	<i>\$135,409</i>	<i>\$136,763</i>	<i>\$138,131</i>	<i>\$139,512</i>	<i>\$140,908</i>	<i>\$142,317</i>	<i>\$143,740</i>
Alternative 3B - Farebox Recovery Ratio							
Fixed Route							
Atascadero	18%	18%					
Paso Robles	21%	21%					
RTA	24%	23%	26%	25%	25%	25%	24%
<i>Combined</i>	<i>22%</i>	<i>22%</i>	<i>26%</i>	<i>25%</i>	<i>25%</i>	<i>25%</i>	<i>24%</i>
Dial-A-Ride							
Atascadero DAR	21%	21%	18%	18%	18%	18%	18%
Paso Robles DAR	12%	11%					
Runabout	6%	6%	7%	7%	7%	7%	7%
<i>Combined</i>	<i>12%</i>	<i>12%</i>	<i>12%</i>	<i>12%</i>	<i>11%</i>	<i>11%</i>	<i>11%</i>

Notes:

The preferred alternative is scheduled for partial service consolidation occurring in fiscal year 2014-2015.

North County Runabout ridership is estimated based on 2010 NTD Data. The Runabout ridership estimated above reflects approximately 25% of Runabout's total ridership.

On July 1, 2011 there was a significant fare increase resulting in a substantial drop in ridership, and a reduction in service hours for Atascadero Dial-A-Ride.

POTENTIAL NEW FUNDING SOURCES

The financial plan assumes no new funding sources. Formula funds are projected to increase at a modest pace in the next seven years. Discretionary funds are competitive and are not guaranteed and tend to be used for capital improvement projects. No new federal or state funds are anticipated even with reauthorization of the new federal transportation bill expected later in 2012. In this current economic climate of fiscal austerity, it is challenging for North County transit providers to increase service to desired levels and pay for desired capital improvements.

Potential funding sources that can be pursued to supplement transit service and pay for capital investments are presented in Figure 10-7. The figure first presents federal funding opportunities followed by potential new revenues derived from state, regional and local sources. It then reviews opportunities for generating private funds. For each funding source identified in the figure, its purpose is stated, how funds can be used and their applicability for service needs and capital requirements is discussed. Some of the revenue sources are currently being explored, although there are no firm commitments at this time.

Figure 10-7 Potential Funding Sources

Program Fund Source	Funding Purpose	Allowable Use of Funds	Applicability for North County Service and Capital Enhancements	Comments
Federal Fund Sources				
FTA Section 5309 Capital Program (Congressional Earmarks)	Provides Federal funds for bus and bus facilities and New Rail Starts	Transit capital projects	Potential for funding replacement vehicles, new transit centers and future BRT capital requirements	Work with Congressional delegation to secure federal funding for high priority large-scale capital projects in the transportation bill (2012). Projects may be positioned to receive "earmarks" in the next funding cycle if they are high profile and have local and regional support. There is a subset of Section 5309, "State of Good Repair," that does not require an earmark but is competitive nationally.
FTA Small Starts	To funds corridor based bus projects that cost less than \$250M and more than \$75M	Transit capital projects	Potential for funding BRT or LRT capital investments	Small Starts funding is very competitive, and has high administrative and reporting requirements. Projects with transit supportive policies, economic development and strong local commitment are strong competitors.

Figure 10-7 Potential Funding Sources (continued)

Program Fund Source	Funding Purpose	Allowable Use of Funds	Applicability for North County Service and Capital Enhancements	Comments
Federal Fund Sources (continued...)				
FTA Section 5316 Job Access and Reverse Commute (JARC) Program	Provides funding for local programs that offer job access for low-income individuals	50% of operating costs and 80% for capital costs	Potential for new service that is oriented for low income residents to travel to work sites	JARC funds are distributed to states on a formula basis, depending on that state's rate of low-income population, and then are awarded within the state following a competitive process.
FTA Section 5317 New Freedom Program	To support new public transit services beyond ADA requirements, including transportation to and from employment	50% of operating costs and 80% for capital costs	Potential for new service that is oriented to people with disabilities to overcome barriers for traveling to work sites	New Freedom funds are distributed to states on a formula basis, and then are awarded within the state following a competitive process.
TIGGER (Recovery Act)	Federal funding program for transit agencies pursuing projects to reduce energy consumption or greenhouse gas emissions.	Capital projects only	Potential for vehicle replacements or other capital infrastructure improvements	This program was part of the 2009 American Recovery and Reinvestment Act. It is unclear if this program will be part of a reauthorization of the Federal Transportation Act.
State, Regional and Local Fund Sources				
Safe Routes to School Grant Funding Program	Projects to increase safety and accessibility for students to use sustainable forms of transportation to get to school	Capital projects only	Funds could be used to pay for infrastructure improvements	RTA could partner with school districts and submit a SRTS grant application for infrastructure and other related improvements

Figure 10-7 Potential Funding Sources (continued)

Program Fund Source	Funding Purpose	Allowable Use of Funds	Applicability for North County Service and Capital Enhancements	Comments
State, Regional and Local Fund Sources (continued...)				
Vehicle Registration Fee (VRF) -SB 83 was signed into law in October 2009.	This law authorizes a countywide transportation planning agency to propose an annual VRF of up to \$10 on motor vehicles registered within the County. The revenue generated would be used for specific transportation programs and projects identified in an Expenditure Plan	VRF may only be used to pay for programs and projects that bear a relationship or benefit to the owners of motor vehicles paying the fee and are consistent with a regional transportation plan.	Fees shall be used to fund projects and programs that improve existing transportation infrastructure or provide alternatives to driving	SLOCOG can elect to place a VRF before the voters. It would provide San Luis Obispo County the opportunity to obtain a dedicated local funding source for transportation improvements that benefit or mitigate the automobile. The measure must be approved by a majority of voters.
Sales Tax Measure (countywide tax dedicated to transportation purposes known as self-help counties)	Self-help counties generates sales tax revenues to fund high priority transportation projects such as streets/roads improvements, transit enhancements or other projects of significance in San Luis Obispo County	With the passage of a local sales tax measure, an Expenditure Plan lists all transportation related projects and programs that are to be funded with sales tax revenues.	An Expenditure Plan in San Luis Obispo County could include transit improvements such as BRT, new transit center or other projects or programs that resonate well with the voters	Since self-help counties have control over locally raised sales tax revenues, they can influence the types of transportation projects that benefit their residents.

Figure 10-7 Potential Funding Sources (continued)

Program Fund Source	Funding Purpose	Allowable Use of Funds	Applicability for North County Service and Capital Enhancements	Comments
State, Regional and Local Fund Sources (continued...)				
Parcel tax	A parcel tax is a tax on property owners for specific purposes, such as road maintenance or transit improvements. As with all specific purpose taxes, a parcel tax would require a 2/3 majority vote.	Revenues can be used for any allowable purpose under the enabling legislation	Tax revenues can be used to support operations or for capital investments	A number of transit agencies in California use parcel taxes to help fund their services. For example, AC Transit in the San Francisco Bay Area levies an annual per parcel tax. Total annual revenue from the parcel tax is approximately \$65 million. The Bay Area Rapid Transit District (BART) assesses each parcel in the district an ad valorem tax as opposed to a fixed annual amount.
Transportation Impact Fee	This is a one-time fee on new residential and non-residential development to mitigate impacts from increased congestion	Primarily capital projects; also operations in some situations Like all developer fees, transportation fees must show a nexus between the development and specified improvement or service provided.	The City of San Luis Obispo has an impact fee (July 2011) on new development.	Depending upon the rate of new development approvals, this could be a good source of funds for transit capital projects, especially those linked to infrastructure improvements along major corridors. With the passage of AB 147 this year, transportation mitigation impact fees now include transit, bicycle and pedestrian facilities in addition to road improvements.

Figure 10-7 Potential Funding Sources (continued)

Program Fund Source	Funding Purpose	Allowable Use of Funds	Applicability for North County Service and Capital Enhancements	Comments
Private Sector Sources				
Public/Private Partnerships	Direct or in-kind contributions can provide important marginal support for transit services. Public/private partnerships can increase overall funding by leveraging "outside" dollars	Flexible	Support operations and/or pay for capital improvements	Examples of public/private partnerships are presented for universities colleges, retailers and employers. These include a U-Pass Program and Eco Pass. Other possibilities include hospitals, and other institutions. Public/partnerships can be effective to fund shelter installation and maintenance.
Retail and Merchant Contributions	Retailers may share in the cost of transportation improvements especially if one-time capital improvements or contributions.	Flexible	Primarily capital projects; also operations in some situations	May require agreement between RTA, the Cities and private interests - - public/private partnerships.
Employer Contributions	Employers may share in the cost of transportation improvements if beneficial to their employees.	Flexible	Primarily capital projects; also operations especially to subsidize transit passes	Employers sometimes are willing to underwrite transportation to support their workers getting to/from worksite especially large employers like Atascadero State Hospital.
Partnerships with Advertising Agencies	To increase operating revenue and/or provide passenger amenities	Flexible	Could be an effective strategy to partner with the private sector for a small but important element of its infrastructure	AC Transit and MUNI in the San Francisco Bay Area have contracts with Clear Channel to provide shelters and other passenger amenities. Another option is to sell advertising on buses – either panels or bus wraps.

SUMMARY AND CONCLUSIONS

This chapter presented a comparison of existing service costs for the four service scenarios and an estimate of operational and capital costs to implement the preferred service scenario (Alternative 3B). The funding plan demonstrated that existing funding sources can fully cover all operating and capital costs in the next seven years given the savings with the consolidated service plan and spreading out capital investments. It has also identified potential revenue sources to further enhance local and regional transit services in North County. To summarize:

- By consolidating fixed route and Dial-A-Ride services, approximately \$364,000 in operating cost savings are projected when compared to services operated by three separate providers.
- Service would remain status quo for the first two years of the plan while steps are taken to consolidate services. The new service plan (referred to Alternative 3B, the preferred service scenario) is proposed for implementation in FY 2014/15.
- A three-tiered methodology is employed for projecting operating costs that includes: 1) fixed costs, 2) hourly costs and 3) mileage costs. This approach provides an in-depth review of all cost elements for each of the three service providers.
- The capital element outlines the number and type of vehicles required to support the consolidated service plan. New Park-and-Ride facilities are needed to support enhanced express service, although they are not essential for service start-up and are programmed in outer years of the plan.
- Revenues to support transit service in North County are assumed to be the same sources in the next seven years with modest gains consistent with the 2010 RTP. The financial plan demonstrates that funds are adequate to support the service and capital plan plus allow for additional transit enhancements, return local funds to the cities, or a combination.

11 IMPLEMENTATION PLAN

This chapter discusses the steps that need to be taken to implement the consolidated fixed route and Dial-A-Ride service plan (also referred to as the preferred service alternative), and the sequence in which they should be carried forward. The implementation plan provides guidance in several key areas including administration, marketing and public information, service operations, capital and financial planning, and monitoring. To transition from the current three separate transit services to a consolidated fixed route service structure operated by the RTA requires a wide range of activities with the Cities of Atascadero and Paso Robles, RTA and SLOCOG cooperatively working together. Other agencies in San Luis Obispo County such as Regional Rideshare and Cuesta College will also have a role in the process.

Figure 11-1 presents an implementation timeline to proceed with the consolidation of fixed route services and Paso Robles Dial-A-Ride service under RTA. Atascadero Dial-A-Ride would still be operated by the City of Atascadero. The major steps in this timeline are organized in five categories and discussed below.

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Figure 11-1 Implementation Timeline

	FY 2012-13				FY 2013-14				FY 2014-15				FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	1st Qtr	2nd Qtr	3rd Qtr	4th Qtr	All Qtrs	All Qtrs	All Qtrs	All Qtrs
Administration																
Expand the role of the North County Urbanized Area Technical Committee to oversee service consolidation (1)																
Develop and implement Memorandum of Understanding (MOU) between parties for consolidated service																
Seek Policy Board (s) approval for MOU and execute																
Develop protocol for reporting transit updates and performance trends to Policy Boards																
Develop and implement staff transition plan																
Service/Operations																
Continue Status Quo Services																
Test drive new Route 9 and refine alignment as needed																
Coordinate with Cuesta College to ensure Route 9 service meets class schedules.																
Finalize schedules																
Recruit, hire and train drivers and administrative staff																
Implement Consolidated Service Plan (Alt. 3-B)													Ongoing			
Refine service schedules as needed																
Evaluate option for consolidating Atascadero Dial-A-Ride																
Marketing/Public Information																
Develop consolidated North County transit brochure/map																
Establish one centralized call number for North County transit services																
Update websites to reflect consolidated services																
Develop and implement joint marketing/public information materials																
Conduct kick-off event to launch consolidated transit service																
Capital and Financial Planning																
Purchase Replacement Vehicles																
Acquire one 40 ft. Expansion Vehicle																
Plan for Park N Ride Lot at 4th/Pine, Paso Robles																
Explore capital improvements related to turn-around on Posada Lane																
Install new bus stop signs in downtown Templeton, Twin Cities Hospital, Posada Lane, Theater Drive, downtown Paso Robles to Cuesta College																
Study Park N Ride options in Atascadero																
Develop strategy for allocating funds based on operating cost savings"																
Transfer assets (as needed)																
Explore opportunities for discretionary grants at the federal, state and regional levels of government																
Explore local revenue enhancements opportunities(sales tax, vehicle registration fee, etc)																
Monitoring After Implementation of Consolidated Service																
Determine if services are meeting RTA performance standards													Ongoing			
Adjust service and make other revisions as necessary																
Monitor service on quarterly basis													Ongoing			
Report to policy boards																

(1) Members of this Committee are the same representatives that served on the North County Technical Committee in the development of this plan.

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Administration

An initial task is to expand and formalize the role of the Technical Committee¹ formed for this study to oversee the process of consolidating fixed route services and Paso Robles Dial-A-Ride under the RTA. It may be valuable to include a RTA policy board member on this committee to ensure that policy issues of critical importance are addressed by the committee.

Although the analysis and recommendations outlined in the Service Plan (Chapter 8) and the Organizational Review (Chapter 9) conclude that the RTA should assume the role of day-to-day operations, this will be a major policy decision and will require a formal inter- governmental agreement or Memorandum of Understanding (MOU) and policy board approvals. At a minimum the MOU agreement will need to address the following elements:

- Timeline and terms of the agreement
- Financial agreements (operating costs, fixed costs and other cost elements to be defined)
- Transfer of assets (if necessary)
- Cost sharing (formula) for vehicle needs and other capital investments
- Decision making process for future service, fare and other policy changes
- Assistance for Atascadero Dial-A-Ride to attain and maintain the required 15% farebox recovery ratio.
- Formal communication channels
- Reporting requirements

Since there are many details that will need to be ironed out, it is expected that this process could take up to 18 months to finalize and obtain approval from all policy boards.

If RTA were to assume day-to-day operations for all of North County transit services then two new positions would be needed. There would be a Transit Supervisor and Road Supervisor for operations based in North County, modeled after similar positions in South County. Ideally, the Transit Supervisor would be a position similar to that currently served by the Paso Robles Transit Services Coordinator. The timeline provides up to nine months for this step with the goal of having the position filled and ready to begin work at the start of FY 2014/15 when the new service plan is scheduled for implementation.

Service Operations

The timeline shows that existing services would continue for a period of two years. This allows time to complete all of the preliminary steps required to consolidate services. From a service planning perspective, there are several major tasks that have been identified for the introduction of the service plan with a start-up in July 2014.

While conceptual schedules have been prepared for this plan, further plan refinement is necessary. This includes test driving all routes, finalizing running times and developing a final schedule. To ensure that the schedule is coordinated with class times for Cuesta College, it is advisable to meet with representatives from the college before finalizing the schedule.

¹ Representatives on this Committee are the same as members on the North County Urbanized Area Technical Committee

Training operating and administrative personnel about the new service is a critical step. RTA will need to hire drivers to operate the newly consolidated services; it is anticipated that the existing First Transit employee will be provided ample time to apply for these new positions prior to the actual start-up date. All existing and newly hired operators need the knowledge and technical skills to implement RTA's policies and procedures for the safe, reliable and courteous operation of fixed route transit vehicles and for Dial-A-Ride service. Human relations skills are particularly essential to assist in dealing with passengers, especially seniors and people with disabilities.

Operator training and orientation is critical to the effective ongoing operation and for the introduction of new services. New services and service changes should be reviewed with operators so that they can both implement the changes and assist their passengers in adjusting to the changes. Implementation of the consolidated fixed route service plan offers a strategic opportunity for RTA to introduce an enhanced operator-training program.

The plan calls for Atascadero Dial-A-Ride to continue as a stand-alone service. It may be valuable and cost effective to transition the service to an RTA operation at a future date. After one year of experience with RTA operating the Paso Robles Dial-A-Ride, it would be a good time to explore RTA operation of the Atascadero Dial-A-Ride, since data will be available on costs, service quality and other measures to qualitatively evaluate RTA service provision.

Marketing/Public Information

Marketing and public information is critical to inform existing and potential riders about the service. Consolidating operations provides an opportunity to revisit transit information including the availability and distribution of written materials. Therefore several tasks are identified to review and update information to ensure that the public has good information about the available transit services in North County.

Providing information to better serve the customer is one of the key tenets of transit marketing. In addition to a new consolidated transit brochure and map, telephone information is necessary to inform customers about available services. Telephone service also allows for troubleshooting when necessary. In addition, it may be valuable to advertise one telephone number on the buses, bus stop signs and any print advertisements. This ensures that individuals with questions about North County transit services always have access to a customer service phone number.

The internet is a major source for transit information. An updated website should include maps, service information, service changes and special events information. The site should be maintained regularly and information should be updated when new service is implemented. The site address should be listed and advertised on all publications and news releases, as well as on the bus.

Finally, a comprehensive information and advertising campaign is recommended in advance of introducing the new service in July 2014. The North County Transit Committee's goal in advance of introducing the service should be to blanket the community with information about the new service.

Capital and Financial Planning

A critical step in preparing for the start-up of consolidated fixed route service is to make sure there are the correct number and type of vehicles ready for deployment. RTA will lead this effort by reviewing the available fleets and after test driving all of the routes to ensure the size of the

vehicles are appropriate for all turning movements, especially near Twin Cities Hospital. Before new service is introduced, new bus stop signs should be installed in downtown Templeton, Twin Cities Hospital, Posada Lane, Theater Drive, and downtown Paso Robles to Cuesta College.

Although not necessary for the start-up of new service in FY 2014/15, a new off-street Park-and-Ride facility in Paso Robles is desirable at a future date. A location near the intersection of 4th and Pine has been identified and will be further explored in the outer years of the plan. Another Park-and-Ride facility may be needed in Atascadero and is also recommended for study toward the end of the seven-year timeframe.

Operating costs for the recommended service plan are projected to realize an annual savings of approximately \$364,000 when compared to costs for existing fixed route service. The Committee should explore and make a recommendation to the policy boards on how to re-invest these savings which could include additional Route 9 express trips, other transit investments, a return of funds to the cities for other transportation purposes, or a combination of these options. This is a critical policy question and is among one of the most important considerations in consolidating service.

With a new federal funding transportation bill forthcoming, the Committee should explore opportunities for federal discretionary grants that could be used for desirable capital investments or to fund demonstration services such as service along Highway 41 from Atascadero to Morro Bay. Finally, there are several opportunities for new funding at the local and regional level which should be pursued to supplement state and federal funding.

Monitoring After Implementation

Once the new service is in place, performance should be monitored. Close attention should also be given to running times, to ensure that the routes are cycling as planned. Small schedule adjustments, such as shifting a few minutes from one time point to another, are sometimes in order after three months of observations. However no significant changes should be made for one year except in cases of cycle failure, safety problems, or overloads and pass-ups.

Determining how successful a service change is should be based on a review of many service performance factors over a one- to two-year period. The traditional measures should be calculated such as passengers per hour, on-time performance and farebox recovery and determined if they meet desired performance standards. Quarterly and/or annual performance reports including quantitative and qualitative measures should be presented to the Atascadero and Paso Robles City Councils, the RTA and SLOCOG Board of Directors.

CONCLUSION

Implementing the North County Transit Plan will require a wide range of activities, most of which will be led by RTA with the cooperation and coordination of the Cities of Atascadero and Paso Robles and SLOCOG. Early endorsement and support from policy makers and agency management will be a critical component for moving forward with consolidating services.

In addition to the essential administrative first steps, the major tasks involved in implementing the recommended service plan focus on service planning, operations, marketing/public information, and capital and financial planning. Following the introduction of the new service in FY 2014/15, monitoring the effects on ridership, revenues and other key indicators will be critical.

APPENDIX FOR CHAPTER 3

Major Activity Centers in North County

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North County Activity Centers

City/ Community	Activity Center	Address
Civic		
Atascadero	Atascadero City Hall	6907 El Camino Real
Atascadero	Atascadero Library	SR-41-Atascadero Avenue
Atascadero	Fire Station #1	6005 Lewis Avenue
Atascadero	Fire Station #2	9801 West Front Street
Atascadero	Atascadero Police Department	5505 El Camino Real
Templeton	Community Services District Office	420 Crocker Street
Paso Robles	City Hall-Library-City Park	1000 Spring Street
Educational		
Atascadero	Atascadero High School	1 High School Road
Atascadero	Monterey Road Elementary School	3355 Monterey Road
Atascadero	San Benito Road Elementary School	4300 San Benito Road
Atascadero	San Gabriel Elementary School	9500 San Gabriel Road
Atascadero	Santa Rosa Academic Academy	8655 Santa Rosa Road
Atascadero	Atascadero Junior High School	6500 Lewis Avenue
Atascadero	Del Rio Continuation High School	4507 Del Rio Road
Paso Robles	Georgia Brown Elementary School	525 38th Street
Paso Robles	Paso Robles Youth Arts Foundation	3201 Spring St
Paso Robles	North County Learning Center	504 28th St
Paso Robles	Flamson Middle School	655 24th Street
Paso Robles	Glen Speck Elementary School	401 17th Street
Paso Robles	Paso Robles High School	801 Niblick Road
Paso Robles	Liberty Continuation High School	810 Niblick Road
Paso Robles	Pat Butler Elementary School	700 Nicklaus
Paso Robles	Virginia Peterson Elementary School	2501 Beachwood Drive
Paso Robles	Daniel Lewis Middle School	900 Creston Road
Paso Robles	Winnifred Pifer Elementary School	1350 Creston Road
Paso Robles	Kermit King Elementary School	700 Schoolhouse Circle
Paso Robles	North Cuesta College campus	2800 Buena Vista
Templeton	Templeton Elementary School	215 8th Street
Templeton	Vineyard Elementary School	2121 Vineyard Drive
Templeton	Templeton Middle School	925 Old Country Road
Templeton	Templeton High School	1200 South Main Street
Templeton	Eagle Canyon Continuation High School	964 Old Country Road
Low-Income Housing		
Atascadero	Macadero Garden Apartments (low income)	10205 El Camino Real
Paso Robles	Oak Park Public Housing	3201 Pine Street
Paso Robles	Dry Creek Apartments	Creston Road-Stoney Creek Drive

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City/ Community	Activity Center	Address
Medical		
Atascadero	Adult Day Health Care	5855 Capistrano Avenue
Atascadero	Community Health Center	7512 Morro Road
Atascadero	North County Physical Therapy	6713 Morro Road
Atascadero	San Luis Sports Therapy	7325 El Camino Real
Atascadero	El Morro Plaza	7730 Morro Road
Atascadero	Community Health Center/Meridian Building	9700 El Camino Real
Paso Robles	Community Health Center	345 Spring Street
Paso Robles	County Health Department-Family Planning Clinic	723 Walnut Drive
Templeton	Twin Cities Community Hospital	1100 Las Tablas Road
Paso Robles	Gateway Center	1st Street & South Vine St.
Public Services		
Paso Robles	California Superior Court	901 Park Street
Paso Robles	State Department of Motor Vehicles	841 Park Street
Recreational		
Atascadero	Pavilion on the Lake	9325 Pismo Avenue
Atascadero	Skate Park	5493 Traffic Way
Atascadero	Colony Park Community Center	5599 Traffic Way
Atascadero	Galaxy Theaters	6917 El Camino Real
Atascadero	Atascadero Lake Park	Highway 41 at Pismo Avenue
Atascadero	Paloma Park	Viejo Camino
Atascadero	Charles Paddock Zoo	9305 Pismo Avenue
Paso Robles	Sherwood Park	Scott Street & Via Ramona
Paso Robles	Centennial Park	600 Nickerson Road
Paso Robles	Paso Robles Fairgrounds	2198 Riverside Avenue
Templeton	Templeton Community Center	601 South Main Street
Retail		
Atascadero	Home Depot	905 El Camino Real
Atascadero	Von's	7135 El Camino Real
Atascadero	Walgreens	8005 El Camino Real
Atascadero	Big Lots	2300 El Camino Real
Atascadero	Big 5	2300 El Camino Real
Atascadero	Starbucks	7055 El Camino Real
Atascadero	Starbucks	925 El Camino Real
Atascadero	Staples	815 El Camino Real
Atascadero	CVS	8320 El Camino Real
Atascadero	Rite Aid	7055 El Camino Real
Atascadero	Gary Bang Harley Davidson	7935 San Luis Avenue
Atascadero	Food 4 Less	8360 El Camino Real
Atascadero	Albertsons/Starbucks	8200 El Camino Real

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City/ Community	Activity Center	Address
Retail (continued...)		
Atascadero	K-Mart	3980 El Camino Real
Atascadero	Spencer's	8665 El Camino Real
Atascadero	Atascadero Factory Outlets	Del Rio Road-El Camino Real
Paso Robles	Scolaris Shopping Center	2121 Spring St
Paso Robles	Food for Less	Sherwood Rd-Creston Road
Paso Robles	Scandia Square	14th Street-Riverside Ave
Paso Robles	Target' s Shopping Center	2305 Theatre Drive
Paso Robles	Vons' Center	Creston Road & Golden Hill Road
Paso Robles	Woodland Plaza (Kohl's, Wal Mart, Big 5, Albertsons)	Niblick Rd & South River Rd
Senior Housing		
Atascadero	Senior Housing	9705 El Camino Real
Atascadero	Rancho Del Bordo Mobile Home Park (senior)	10025 El Camino Real
Paso Robles	Quail Run	1400 Quail Run
Paso Robles	Creston Village	1919 Creston Road
Social Services		
Atascadero	Department of Social Services-Field Office	9425 El Camino Road
Atascadero	Atascadero Senior Center	5904 East C East Mall
Atascadero	Loaves and Fishes	5411 El Camino Real
Paso Robles	California Children's Services	3303 Pine Street
Paso Robles	Department of Social Services	530 12th Street
Paso Robles	Family Resource Center	1802 Chestnut

APPENDIX FOR CHAPTER 4

Transit Fleet Inventory

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North County Transit Service - Fleet Inventory

Agency	Service Type	Year	Make	Model	Capacity	Funding	Retirement
Paso Express	Backup - All services	2002	Ford E-450	El Dorado	21	TDA	2012
	Paso Express - Fixed Route	2002	Ford E-450	El Dorado	21	TDA	2012
	Paso Express - Fixed Route	2003	Ford E-450	El Dorado	21	TDA	2012
	Paso Express - Fixed Route	2004	Ford E-450	El Dorado	21	TDA	2013
	Paso Express - Fixed Route	2006	Chevrolet	El Dorado	29	TDA	2013
	Paso Express - Fixed Route	2007	Chevrolet	El Dorado	30	TDA	2014
	Paso Express - Fixed Route	2007	Chevrolet	El Dorado	31	TDA	2014
	Paso Express – DAR	2002	Ford E-450	El Dorado	21	TDA	2012
	Paso Express – DAR	2003	Ford E-450	El Dorado	22	TDA	2012
	North County Shuttle	2007	Chevrolet	El Dorado	29	TDA	2014
	North County Shuttle	2009	Chevrolet	El Dorado	32	TDA	2016
Atascadero Transit	North County Shuttle	2007	Ford	-	20	5307	2013
	North County Shuttle*	2011	Chevrolet	-	31	ARRA	2016
	North County Shuttle - Backup	2002	Ford	-	20	TDA	2011
	DAR	2007	Ford	-	20	TDA	2014
	DAR	2009	Ford	-	20	5307	2015
	DAR	2010	Ford	-	20	TDA	2016
	DAR – Backup	2005	Ford	-	20	ARRA	2013
RTA	Fixed Route	1995	Gillig	Phantom	43	n/a	n/a
	Fixed Route	1995	Gillig	Phantom	43	n/a	n/a
	Fixed Route	1997	Gillig	Phantom	43	n/a	n/a
	Fixed Route	1997	Gillig	Phantom	43	n/a	n/a
	Fixed Route	1997	Gillig	Phantom	43	n/a	n/a

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Agency	Service Type	Year	Make	Model	Capacity	Funding	Retire-ment
	Fixed Route	1999	Gillig	Phantom	43	n/a	n/a
	Fixed Route	1999	Gillig	Phantom	43	n/a	n/a
	Fixed Route	1999	Gillig	Phantom	43	n/a	n/a
	Fixed Route	1999	Gillig	Phantom	43	n/a	n/a
	Fixed Route	1999	Gillig	Phantom	43	n/a	n/a
	Fixed Route	2003	Gillig	Phantom	43	n/a	n/a
	Fixed Route	2003	Gillig	Phantom	43	n/a	n/a
	Fixed Route	2003	Gillig	Phantom	43	n/a	n/a
	Fixed Route	2003	Gillig	Phantom	43	n/a	n/a
	Fixed Route	2003	Gillig	Phantom	43	n/a	n/a
	Fixed Route	2003	Gillig	Phantom	43	n/a	n/a
	Fixed Route – Trolley	2007	Supreme	Trolley	29	n/a	n/a
	Fixed Route	2008	Gillig	Phantom	43	n/a	n/a
	Fixed Route	2008	Gillig	Phantom	43	n/a	n/a

* Vehicle is on order and is anticipated for June 2011 arrival.

APPENDIX FOR CHAPTER 5

Ridecheck Data

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North County Shuttle NB Weekday				TOTAL OFFS	TOTAL ONS	MAX LOAD
STOP ID	TIME POINT ID	STREET	AT/CROSS STREET	TOTAL OFFS	TOTAL ONS	MAX LOAD
Atascadero						
31	18	Paloma Park		0	20	6
32	X	Viejo Camino	Bocina	1	22	10
33	X	El Camino Real	Avenida Maria	8	24	11
34	X	El Camino Real	Musselman	0	13	13
35	X	El Camino Real	Post Office	2	9	14
36	19	El Camino Real	Santa Rosa	4	2	11
37	X	El Camino Real	Solano Road	2	0	10
38	20	El Camino Real	Curbaril/Palomar	10	7	13
39	X	El Camino Real	Pueblo Avenue	1	4	13
40	X	El Camino Real	Adobe Plaza	1	7	12
41	21	El Camino Real	Von's	7	14	13
42	22	El Camino Real	Rancho Tee	2	15	14
43	23	El Camino Real	Traffic Way	10	18	14
44	X	El Camino Real	Rosario	0	2	14
45	X	El Camino Real	San Jacinto	3	6	14
46	24	El Camino Real	San Anselmo	7	5	13
47	X	El Camino Real	N of K-Mart	3	3	13
48	X	El Camino Real	San Benito Road	4	3	14
49	25	El Camino Real	Del Rio Road	8	3	12
50	X	El Camino Real	Camino de Robles	8	1	12
51	26	Santa Cruz	Home Depot/Staples	3	1	11
Templeton						
52	27	Main	6th	5	3	11
53	X	Main	1st	5	6	13
54	28	Twin Cities Hospital		3	9	13
55	X	Las Tablas Road	Posada Lane	7	6	13
56	29	Las Tablas Park & Ride		0	7	14
57	30	Target Center		14	8	13
Paso Robles						
58	X	Vine	Gateway Center	0	0	13
59	X	Spring	2nd	6	0	13
60	X	Spring	6th	3	0	13
61	31	8th	Pine at Transit Center	64	18	12
62	32	Cuesta College		38	0	10
			TOTAL	229	236	395

North County Shuttle SB Weekday				TOTAL OFFS	TOTAL ONS	MAX LOAD
STOP ID	TIME POINT ID	STREET	AT/CROSS STREET	TOTAL OFFS	TOTAL ONS	MAX LOAD
Paso Robles						
1	1	Cuesta College		2	45	8
2	2	8th	Pine at Transit Center	21	37	11
3	X	Spring	6th	0	1	11
4	X	Spring	4th	0	4	11
Templeton						
5	3	Target Center		11	7	10
6	4	Twin Cities Hospital		6	2	9
7	X	Las Tablas Road	Posada Lane	1	3	9
8	5	Las Tablas Park & Ride		2	1	9
9	X	Main	1st	2	2	9
10	6	Main	6th	2	8	10
Atascadero						
11	7	Santa Cruz	Home Depot	0	6	11
12	X	El Camino Real	Carrizo Road	1	5	11
13	8	El Camino Real	Del Rio Road	9	4	12
14	X	El Camino Real	San Benito Road	3	0	12
15	X	El Camino Real	N of K-Mart	6	5	14
16	9	El Camino Real	San Anselmo	5	1	12
17	10	El Camino Real	Lutheran Church	1	2	12
18	X	El Camino Real	Rosario	3	2	14
19	11	El Camino Real	Entrada Avenue	10	1	11
20	12	El Camino Real	Atascadero Chamber of Commerce	6	5	11
21	13	El Camino Real	Car Wash X from Vons	8	2	8
22	X	El Camino Real	Coco's	1	2	8
23	X	El Camino Real	Pueblo Avenue	1	4	8
24	14	El Camino Real	Curbaril at Albertson's	3	2	8
25	X	El Camino Real	N of Las Lomas	0	1	8
26	15	El Camino Real	Santa Rosa at Motel 6	4	1	8
27	16	El Camino Real	Post Office	8	0	7
28	X	El Camino Real	Maple	10	0	5
29	X	El Camino Real	Bocina	6	1	5
30	17	Paloma Park		2	0	5
			TOTAL	134	154	287

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RTA Route 9 Local/Exp NB Weekday				TOTAL OFFS	TOTAL ONS	MAX LOAD	
STOP ID	TIME POINT ID	STREET	AT/CROSS STREET				
San Luis Obispo							
31	10	Transit Center	County Gov't Center	0	235	24	
32	X	Santa Rosa	Murray Street	1	1	24	
33	11	East Foothill	Casa Street	8	9	26	
34	12	Kennedy Library Caly Poly SLO		2	57	39	
35	X	Performing Arts Caly Poly SLO		4	31	42	
36	X	Grand Avenue	McCollum Street	0	0	42	
37	X	Grand Avenue	Wilson Street	0	0	42	
38	X	Monterey Street	The Peach Tree Inn Buena Vista Ave.	0	12	43	
Santa Margarita							
39	X	El Camino Real	Maria Avenue	3	1	43	
40	13	El Camino Real	Encina Avenue	17	14	43	
41	X	El Camino Real	Garden Farms	1	0	43	
42	X	El Camino Real	Santa Margarita Road	2	3	43	
43	X	El Camino Real	Carmel Road	2	6	43	
Atascadero							
44	X	El Camino Real	Viejo Camino	4	12	43	
45	X	Viejo Camino	Santa Barbara Road	5	1	43	
46	14	Viejo Camino	Bocina Lane	11	8	43	
47	X	El Camino Real	Avenida Maria	15	6	43	
48	X	El Camino Real	Musselman Drive	10	7	43	
49	X	El Camino Real	El Bordo Avenue	14	3	43	
50	X	El Camino Real	Principal Avenue	5	0	43	
51	X	El Camino Real	Solano Road	11	8	43	
52	X	El Camino Real	Palomar Avenue	13	0	43	
53	X	El Camino Real	Pueblo Avenue	6	6	43	
54	X	El Camino Real	Adobe Plaza	4	1	43	
55	X	El Camino Real	Von's	39	6	43	
56	15	Capistrano	Atascadero City Hall	96	26	28	
Templeton							
57	16	Las Tablas Park & Ride Templeton		41	5	22	
Paso Robles							
58	17	Pine	8th	141	4	22	
San Miguel							
59	18	Mission	14th	5	0	5	
				TOTAL	460	462	1090

RTA Route 9 Local SB Weekday				TOTAL OFFS	TOTAL ONS	MAX LOAD	
STOP ID	TIME POINT ID	STREET	AT/CROSS STREET				
San Miguel							
1	1	Mission	14th	2	7	5	
Paso Robles							
2	2	Pine	8th	4	156	31	
Templeton							
3	3	Las Tablas Park & Ride Templeton		3	59	41	
Atascadero							
4	4	Capistrano	Atascadero City Hall	18	83	50	
5	X	El Camino Real	Entrada	0	4	50	
6	X	El Camino Real	Atascadero Chamber of Commerce	3	38	50	
7	X	El Camino Real	Hwy 41	2	13	50	
8	X	El Camino Real	Carrows	1	8	50	
9	X	El Camino Real	Pueblo Avenue	2	5	50	
10	X	El Camino Real	El Camino Real Plaza	6	17	50	
11	X	El Camino Real	Plata Lane	6	8	50	
12	X	El Camino Real	El Bordo Avenue	8	5	50	
13	X	El Camino Real	Maple Avenue	3	4	50	
14	X	El Camino Real	Patria Circle	6	7	50	
15	5	Viejo Camino	Bocina Lane	17	21	50	
16	X	Viejo Camino	Santa Barbara Road	1	3	50	
17	X	El Camino Real	Viejo Camino	0	2	50	
Santa Margarita							
18	X	El Camino Real	Carmel Road	2	0	50	
19	X	El Camino Real	Santa Margarita Road	2	3	50	
20	X	El Camino Real	Garden Farms	3	3	50	
21	6	El Camino Real	Encina Avenue	7	17	50	
22	X	El Camino Real	Maria Avenue	4	2	50	
San Luis Obispo							
23	X	Monterey Street	Grand Avenue	34	0	50	
24	X	Grand Avenue	Abbott Street	5	0	50	
25	X	Grand Avenue	McCollum Street	30	1	39	
26	X	Performing Arts Caly Poly SLO		44	5	32	
27	7	Kennedy Library Caly Poly SLO		63	9	22	
28	8	East Foothill	Casa Street	19	5	21	
29	X	Santa Rosa	Murray Street	0	0	21	
30	9	Transit Center	San Luis Obispo County Government Center	173	0	21	
				TOTAL	468	485	1283

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Paso Express Route A Weekday				TOTAL OFFS	TOTAL ONS	MAX LOAD
STOP ID	TIME POINT ID	STREET	AT/CROSS STREET			
1	1	8th	Pine	20	28	20
2	2	Spring	10th (City Hall)	5	9	22
3	X	Spring	14th	7	9	20
4	X	Spring	17th	6	0	19
5	X	Spring	19th (NE corner)	1	0	18
6	3	Spring	21st	6	1	18
7	4	Spring	24th (Rite Aid)	11	0	16
8	X	Spring	28th (Bowling Alley)	5	0	16
9	X	Spring	30th	13	3	14
10	X	Spring	32nd	14	0	11
11	5	Spring	34th (Laguna Terrace)	9	0	8
12	X	Oak	George Brown School	5	0	7
13	6	Spring	34th (J&J Liquor)	10	19	9
14	X	Spring	32nd	1	3	9
15	X	Spring	30th	0	4	11
16	X	Spring	28th (Wilson's Restaurant)	0	6	14
17	7	Spring	26th (Flamson Middle School)	2	9	22
18	X	Riverside	24th (Taco Bell)	5	2	19
19	8	Riverside	Ysabel	3	1	20
20	X	Riverside	24th (KFC)	0	0	20
21	9	Riverside	Fairgrounds / Event Center	0	0	20
22	X	Riverside	20th	1	1	21
23	10	Riverside	14th	0	1	21
24	X	Creston	Capital Hill	4	2	18
25	X	Creston	Bolen	6	10	18
26	11	Creston	Daniel Lewis School	0	11	27
27	X	Creston	Melody	7	4	26
28	12	Creston	Winifred Pifer School	1	5	28
29	X	Sherwood	Creston	7	5	26
30	X	Quail Run		2	0	26
31	X	Fontana Road	Linne Road	4	4	27
32	13	Airport	Scott Street	3	6	24
33	X	Scott Street	Larkellen	3	3	23
34	X	Scott Street	Westfield	5	2	20
35	14	Scott Street	Via Ramona	6	5	17
36	X	Creston Villa		6	12	18
37	15	Stoney Creek Drive	Corral Creek Avenue Apartments	12	29	25
38	X	Rambouillet Road	Torrey Pines Drive	0	1	25
39	X	Rambouillet Road	Nicklaus Street	0	0	25
40	16	Rambouillet Road	Wade	0	0	25
41	17	Niblick Road	Paso Robles High School	22	15	15
42	18	Niblick Road	Albertson's Center	24	19	15
43	X	Spring	2nd	6	0	11
44	X	Spring	5th Wells Fargo Plaza	8	12	12
1	1	8th	Pine	23	32	21
TOTAL				273	273	847

Paso Express Route B Weekday				TOTAL OFFS	TOTAL ONS	MAX LOAD
STOP ID	TIME POINT ID	STREET	AT/CROSS STREET			
44	19	8th	Pine	0	40	17
45	20	8th	Park	0	0	17
46	21	Spring	4th	8	9	17
47	X	2nd	Oak	3	12	27
48	22	Niblick Road	McDonald's	34	22	25
49	X	Niblick Road	Nicklaus Street	2	1	26
50	23	Niblick Road	Paso Robles High School Administration	25	21	19
51	24	Rambouillet Road	Wade	1	1	16
52	X	Rambouillet Road	Nicklaus Street	0	0	16
53	X	Rambouillet Road	Torrey Pines Drive	0	2	16
54	25	Stoney Creek Drive	Corral Creek Avenue Apartments	20	12	14
55	26	Creston	Myrtlewood One Stop	9	16	22
56	27	Scott Street	Via Ramona Senior Center	1	5	23
57	X	Scott Street	Westfield	2	5	23
58	X	Scott Street	Larkellen	3	2	23
59	28	Airport	Scott Street	6	3	24
60	X	Sherwood	Quail Run	2	0	23
61	X	Creston	Food 4 Less	4	5	24
62	X	Creston	Oak Meadows	9	5	23
63	29	Creston	Vons Center	2	5	24
64	30	Creston	Daniel Lewis School	17	0	14
65	X	Creston	Walnut	7	6	11
66	X	Creston	Shannon Hill	1	1	12
67	X	Creston	Capital Hill	1	2	12
68	31	Riverside	14th	0	1	12
69	X	Riverside	17th	0	0	12
70	32	Riverside	19th Pioneer Park	2	1	12
71	X	Riverside	24th Taco Bell	8	2	10
72	33	Ysabel	Starbucks	3	2	11
73	34	Spring	24th Rite Aid	5	2	12
74	X	Spring	28th Bowling Alley	10	1	11
75	X	Spring	30th	11	2	11
76	X	Spring	32nd	6	0	8
77	X	Spring	34th Laguna Terrace	12	4	7
78	35	Spring	34th J&J Liquor	2	50	15
79	X	Spring	32nd	1	12	16
80	36	Spring	30th	1	16	21
81	X	Spring	28th Wilson's Restaurant	0	8	23
82	37	Spring	24th One Stop	1	7	23
83	X	Spring	21st Scolarians	5	10	25
84	X	Spring	19th Chevron	7	6	22
85	37	Spring	15th Bank of America	7	9	22
86	X	Spring	13th Mathews	18	0	22
87	38	Spring	10th	4	13	25
88	X	Spring	8th	14	1	25
44	19	8th	Pine	37	1	17
TOTAL				311	323	830

APPENDIX FOR CHAPTER 7

Public Outreach and Stakeholder Meetings

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Name	Organization/Affiliation
Trena Wilson	RTA
Omar McPherson	RTA
Anna Lacy	RTA
Holly Cooper	Rider
Mike Anderson	ATAS
Edie c. Cook	Rider
Susi Castro	Paso Express
Kelly Jenal Stainbrook	Paso Robles Public Schools
Adam Harding	AHI
Carlos Olveda	NCI/AHI
Corrine Twyman	NCI Affiliates
Stefanie Keller	DSS-PASO
Kathy Huber	DSS-ATAS
Fred Myroe	
Amy Pike	CUESTA
Diane Limo	CUESTA
Carrie Brown	RTA
Valerie Humphrey	ATASCADERO
Eliane Guillot	SLOCOG

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Name	Organization/Affiliation
Holly Cooper	Rider DAR
Trena Wilson	SLORTA
Omar McPherson	SLORTA
Fred Munroe	SLO Transit
Michael Seden-Hansen	City of PR
Amy Gilman	Patterson, BOS
Lacy Fortman	Citizen

Name	Organization/Affiliation
Mike Anderson	ATAS. Dial A Ride
Lorraine Friedman	
Vicki Reeder	Sun Cent
Gloria Wilson	Cuesta College Grassroots
Eric Greening	CTAC, SSTAC, RTAC
Michael Seden-Hansen	City of Paso Robles
Valerie Humphrey	City of Atas
Daniel Delavega	RTA/bus driver
Phil Moores	RTA

APPENDIX FOR CHAPTER 8

Conceptual Service Schedules

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Existing - Southbound

Bus #		Mission at 14th	Pine at 8th	Las Tablas P&R	Capistrano at City Hall	Viejo Camino at Bocina	El Camino at Encina	Cal Poly Library	Santa Rosa at Foothill	Transit Center	Total (Min)	Miles
1	<i>Express</i>		5:30 AM	5:40 AM	5:48 AM	-	-	6:13 AM	6:17 AM	6:22 AM	52	30.5
2	<i>Reg/Local</i>		6:20 AM	6:30 AM	6:38 AM	6:48 AM	7:01 AM	7:18 AM	7:22 AM	7:27 AM	67	32.2
3	<i>Express</i>	6:21 AM	6:35 AM	6:45 AM	6:53 AM	-	-	7:18 AM	7:22 AM	7:27 AM	66	40.5
4	<i>Express</i>		6:50 AM	7:00 AM	7:08 AM	-	-	7:33 AM	7:37 AM	7:42 AM	52	30.5
5	<i>Reg/Local</i>		7:20 AM	7:30 AM	7:38 AM	7:48 AM	8:01 AM	8:18 AM	8:22 AM	8:27 AM	67	32.2
1	<i>Reg/Local</i>		8:20 AM	8:30 AM	8:38 AM	8:48 AM	9:01 AM	9:18 AM	9:22 AM	9:27 AM	67	32.2
2	<i>Reg/Local</i>		9:20 AM	9:30 AM	9:38 AM	9:48 AM	10:01 AM	10:18 AM	10:22 AM	10:27 AM	67	32.2
3	<i>Reg/Local</i>		10:20 AM	10:30 AM	10:38 AM	10:48 AM	11:01 AM	11:18 AM	11:22 AM	11:27 AM	67	32.2
1	<i>Reg/Local</i>		11:20 AM	11:30 AM	11:38 AM	11:48 AM	12:01 PM	12:18 PM	12:22 PM	12:27 PM	67	32.2
2	<i>Reg/Local</i>	12:06 PM	12:20 PM	12:30 PM	12:38 PM	12:48 PM	1:01 PM	1:18 PM	1:22 PM	1:27 PM	81	42.2
3	<i>Reg/Local</i>		1:20 PM	1:30 PM	1:38 PM	1:48 PM	2:01 PM	2:18 PM	2:22 PM	2:27 PM	67	32.2
1	<i>Reg/Local</i>		2:20 PM	2:30 PM	2:38 PM	2:48 PM	3:01 PM	3:18 PM	3:22 PM	3:27 PM	67	32.2
2	<i>Reg/Local</i>		3:20 PM	3:30 PM	3:38 PM	3:48 PM	4:01 PM	4:18 PM	4:22 PM	4:27 PM	67	32.2
3	<i>Reg/Local</i>		4:20 PM	4:30 PM	4:38 PM	4:48 PM	5:01 PM	5:18 PM	5:22 PM	5:27 PM	67	32.2
1	<i>Reg/Local</i>		5:20 PM	5:30 PM	5:38 PM	5:48 PM	6:01 PM	6:18 PM	6:22 PM	6:27 PM	67	32.2
2	<i>Reg/Local</i>		6:20 PM	6:30 PM	6:38 PM	6:48 PM	7:01 PM	7:18 PM	7:22 PM	7:27 PM	67	32.2
											17.58	530.1

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		Existing - Northbound										Total (Min)	Miles
		T	Santa Rosa			Viejo			T	T	Mission at		
Bus #		Transit Center	at Stenner Glen Apts	Cal Poly Library	El Camino at Encina	Camino at Bocina	Capistrano at City Hall	Las Tablas P&R	Pine at 8th	14th			
1	Reg/Local Short	6:42 AM			6:58 AM	7:08 AM	7:20 AM	7:30 AM	7:40 AM			58	29.5
2	Reg/Local Short	7:42 AM			7:58 AM	8:08 AM	8:20 AM	8:30 AM	8:40 AM			58	29.5
3	Reg/Local	8:33 AM	8:37 AM	8:42 AM	8:58 AM	9:08 AM	9:20 AM	9:30 AM	9:40 AM			67	32.2
1	Reg/Local	9:33 AM	9:37 AM	9:42 AM	9:58 AM	10:08 AM	10:20 AM	10:30 AM	10:40 AM			67	32.2
2	Reg/Local	10:33 AM	10:37 AM	10:42 AM	10:58 AM	11:08 AM	11:20 AM	11:30 AM	11:40 AM	11:54 AM		81	42.2
3	Reg/Local	11:33 AM	11:37 AM	11:42 AM	11:58 AM	12:08 PM	12:20 PM	12:30 PM	12:40 PM			67	32.2
1	Reg/Local	12:33 PM	12:37 PM	12:42 PM	12:58 PM	1:08 PM	1:20 PM	1:30 PM	1:40 PM			67	32.2
2	Reg/Local	1:33 PM	1:37 PM	1:42 PM	1:58 PM	2:08 PM	2:20 PM	2:30 PM	2:40 PM			67	32.2
3	Reg/Local	2:33 PM	2:37 PM	2:42 PM	2:58 PM	3:08 PM	3:20 PM	3:30 PM	3:40 PM			67	32.2
1	Reg/Local	3:33 PM	3:37 PM	3:42 PM	3:58 PM	4:08 PM	4:20 PM	4:30 PM	4:40 PM			67	32.2
4	Express	4:15 PM	4:19 PM	4:24 PM			4:49 PM	4:57 PM	5:07 PM			52	30.5
2	Reg/Local	4:33 PM	4:37 PM	4:42 PM	4:58 PM	5:08 PM	5:20 PM	5:30 PM	5:40 PM			67	32.2
5	Express	5:15 PM	5:19 PM	5:24 PM			5:49 PM	5:57 PM	6:07 PM	6:21 PM		66	40.5
3	Reg/Local	5:33 PM	5:37 PM	5:42 PM	5:58 PM	6:08 PM	6:20 PM	6:30 PM	6:40 PM			67	32.2
1	Reg/Local	6:33 PM	6:37 PM	6:42 PM	6:58 PM	7:08 PM	7:20 PM	7:30 PM	7:40 PM			67	32.2
2	Reg/Local	8:33 PM	8:37 PM	8:42 PM	8:58 PM	9:08 PM	9:20 PM	9:30 PM	9:40 PM			67	32.2
											17.53	526.40	

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Alternative 1 - Southbound

Bus #		T		T										Total (Min)	Miles		
		Mission at 14th	Pine at 8th	Paso Robles P&R	Twin Cities Hospital	Downtown Templeton	Las Tablas P&R	Atascadero Transit Center	Curbaril P&R	Viejo Camino at Bocina	El Camino at Encina	Santa Margarita P&R	Cal Poly Library			Santa Rosa at Foothill	Transit Center
E-1	<i>Express</i>		5:30 AM	5:32 AM	-	-	5:40 AM	5:48 AM	5:52 AM	-	-	6:01 AM	6:17 AM	6:21 AM	6:26 AM	56	30.7
R-2	<i>Reg/Local</i>		6:13 AM		6:24 AM	6:30 AM	6:38 AM		6:48 AM	7:01 AM		7:18 AM	7:22 AM	7:27 AM	74	34.6	
E-2	<i>Express</i>	6:21 AM	6:35 AM	6:37 AM	-	-	6:45 AM	6:53 AM	-	-	-	-	-	7:15 AM	54	38.6	
E-3	<i>Express</i>		6:50 AM	6:52 AM	-	-	7:00 AM	7:08 AM	7:12 AM	-	-	7:21 AM	7:37 AM	7:41 AM	7:46 AM	56	30.7
E-4	<i>Express</i>		7:05 AM	7:07 AM	-	-	7:15 AM	7:23 AM	-	-	-	-	-	7:45 AM	40	28.6	
R-3	<i>Reg/Local</i>		7:13 AM		7:24 AM	7:30 AM	7:38 AM		7:48 AM	8:01 AM		8:18 AM	8:22 AM	8:27 AM	74	34.6	
L-5	<i>Express</i>		7:50 AM	7:52 AM	-	-	8:00 AM	8:08 AM	-	-	-	8:33 AM	8:37 AM	8:42 AM	52	30.5	
R-1	<i>Reg/Local</i>		8:13 AM		8:24 AM	8:30 AM	8:38 AM		8:48 AM	9:01 AM		9:18 AM	9:22 AM	9:27 AM	74	34.6	
R-2	<i>Reg/Local</i>		10:13 AM		10:24 AM	10:30 AM	10:38 AM		10:48 AM	11:01 AM		11:18 AM	11:22 AM	11:27 AM	74	34.6	
R-1	<i>Reg/Local</i>	11:59 AM	12:13 PM		12:24 PM	12:30 PM	12:38 PM		12:48 PM	1:01 PM		1:18 PM	1:22 PM	1:27 PM	88	44.6	
R-2	<i>Reg/Local</i>		2:13 PM		2:24 PM	2:30 PM	2:38 PM		2:48 PM	3:01 PM		3:18 PM	3:22 PM	3:27 PM	74	34.6	
R-3	<i>Reg/Local</i>		3:13 PM		3:24 PM	3:30 PM	3:38 PM		3:48 PM	4:01 PM		4:18 PM	4:22 PM	4:27 PM	74	34.6	
R-1	<i>Reg/Local</i>		4:13 PM		4:24 PM	4:30 PM	4:38 PM		4:48 PM	5:01 PM		5:18 PM	5:22 PM	5:27 PM	74	34.6	
R-2	<i>Reg/Local</i>		5:13 PM		5:24 PM	5:30 PM	5:38 PM		5:48 PM	6:01 PM		6:18 PM	6:22 PM	6:27 PM	74	34.6	
E-1	<i>Express</i>		5:30 PM	5:32 PM	-	-	5:40 PM	5:48 PM	-	-	-	6:13 PM	6:17 PM	6:22 PM	52	30.5	
R-3	<i>Reg/Local</i>		6:13 PM		6:24 PM	6:30 PM	6:38 PM		6:48 PM	7:01 PM		7:18 PM	7:22 PM	7:27 PM	74	34.6	
															17.73	545.6	

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Alternative 1 - Northbound

		T			T										T			
Bus #		Transit Center	Santa Rosa at Stenner Glen Apts	Cal Poly Library	Santa Margarita P&R	El Camino at Encina	Viejo Camino at Bocina	Curbaril P&R	Atascadero TC	Las Tablas P&R	Downtown Templeton	Twin Cities Hospital	Paso Robles P&R	Pine at 8th	Mission at 14th	Total (Min)	Miles	
R-1	<i>Reg/Local Short</i>	6:42 AM	-	-	6:56 AM	6:58 AM	7:08 AM	-	7:20 AM	-	7:28 AM	7:34 AM	-	7:45 AM	-	63	32.1	
E-1	<i>Express</i>	7:00 AM	7:04 AM	7:09 AM	-	-	-	-	7:34 AM	7:42 AM	-	-	7:50 AM	7:52 AM	-	52	30.5	
R-2	<i>Reg/Local Short</i>	7:42 AM	-	-	7:56 AM	7:58 AM	8:08 AM	-	8:20 AM	-	8:28 AM	8:34 AM	-	8:45 AM	-	63	32.1	
R-3	<i>Reg/Local</i>	8:33 AM	8:37 AM	8:42 AM	8:56 AM	8:58 AM	9:08 AM	-	9:20 AM	-	9:28 AM	9:34 AM	-	9:45 AM	-	72	34.6	
R-1	<i>Reg/Local</i>	10:33 AM	10:37 AM	10:42 AM	10:56 AM	10:58 AM	11:08 AM	-	11:20 AM	-	11:28 AM	11:34 AM	-	11:45 AM	11:59 AM	86	44.6	
R-2	<i>Reg/Local</i>	12:33 PM	12:37 PM	12:42 PM	12:56 PM	12:58 PM	1:08 PM	-	1:20 PM	-	1:28 PM	1:34 PM	-	1:45 PM	-	72	34.6	
R-1	<i>Reg/Local</i>	2:33 PM	2:37 PM	2:42 PM	2:56 PM	2:58 PM	3:08 PM	-	3:20 PM	-	3:28 PM	3:34 PM	-	3:45 PM	-	72	34.6	
R-2	<i>Reg/Local</i>	3:33 PM	3:37 PM	3:42 PM	3:56 PM	3:58 PM	4:08 PM	-	4:20 PM	-	4:28 PM	4:34 PM	-	4:45 PM	-	72	34.6	
E-2	<i>Express</i>	4:15 PM	4:19 PM	4:24 PM	4:40 PM	-	-	4:49 PM	4:53 PM	5:01 PM	-	-	5:09 PM	5:11 PM	-	56	30.7	
R-3	<i>Reg/Local</i>	4:33 PM	4:37 PM	4:42 PM	4:56 PM	4:58 PM	5:08 PM	-	5:20 PM	-	5:28 PM	5:34 PM	-	5:45 PM	-	72	34.6	
E-3	<i>Express</i>	4:45 PM	4:49 PM	4:54 PM	-	-	-	-	5:19 PM	5:27 PM	-	-	5:35 PM	5:37 PM	-	52	30.5	
E-4	<i>Express</i>	5:00 PM	-	-	-	-	-	-	5:22 PM	5:30 PM	-	-	5:38 PM	5:40 PM	-	40	28.6	
E-5	<i>Express</i>	5:15 PM	5:19 PM	5:24 PM	5:40 PM	-	-	5:49 PM	5:53 PM	6:01 PM	-	-	6:09 PM	6:11 PM	6:25 PM	70	40.7	
R-1	<i>Reg/Local</i>	5:33 PM	5:37 PM	5:42 PM	5:56 PM	5:58 PM	6:08 PM	-	6:20 PM	-	6:28 PM	6:34 PM	-	6:45 PM	-	72	34.6	
R-2	<i>Reg/Local</i>	6:33 PM	6:37 PM	6:42 PM	6:56 PM	6:58 PM	7:08 PM	-	7:20 PM	-	7:28 PM	7:34 PM	-	7:45 PM	-	72	34.6	
R-3	<i>Reg/Local</i>	8:33 PM	8:37 PM	8:42 PM	8:56 PM	8:58 PM	9:08 PM	-	9:20 PM	-	9:28 PM	9:34 PM	-	9:45 PM	-	72	34.6	
																17.63	546.6	

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Alternative 2 - Southbound

Bus #	Reg/Local	T		T				T			T			Total (Min)	Miles		
		Mission at 14th	Pine at 8th	Paso Robles P&R	Twin Cities Hospital	Downtown Templeton	Las Tablas P&R	Atascadero Transit Center	Curbaril P&R	Viejo Camino at Bocina	El Camino at Encina	Santa Margarita P&R	Cal Poly Library			Santa Rosa at Foothill	Transit Center
E-1	Express	-	5:30 AM	5:32 AM	-	-	5:40 AM	5:48 AM	5:52 AM	-	-	6:01 AM	6:17 AM	6:21 AM	6:26 AM	56	30.7
R-1	Regional	-	6:14 AM	-	6:25 AM	6:31 AM	-	6:39 AM	-	6:49 AM	7:02 AM	7:04 AM	-	-	-	50	22.7
E-2	Express	6:21 AM	6:35 AM	6:37 AM	-	-	6:45 AM	6:53 AM	6:57 AM	-	-	7:06 AM	7:22 AM	7:26 AM	7:31 AM	70	40.7
E-3	Express	-	6:45 AM	6:47 AM	-	-	6:55 AM	7:03 AM	-	-	-	-	-	-	7:25 AM	40	28.6
E-4	Express	-	6:50 AM	6:52 AM	-	-	7:00 AM	7:08 AM	-	-	-	-	-	-	7:30 AM	40	28.6
E-5	Express	-	7:05 AM	7:07 AM	-	-	7:15 AM	7:23 AM	7:27 AM	-	-	-	7:52 AM	7:56 AM	8:01 AM	56	30.5
E-6	Express	-	7:20 AM	7:22 AM	-	-	7:30 AM	7:38 AM	-	-	-	-	-	-	8:00 AM	40	28.6
E-1	Express	-	7:50 AM	7:52 AM	-	-	8:00 AM	8:08 AM	8:12 AM	-	-	8:21 AM	8:37 AM	8:41 AM	8:46 AM	56	30.7
R-1	Regional	-	8:14 AM	-	8:25 AM	8:31 AM	-	8:39 AM	-	8:49 AM	9:02 AM	9:04 AM	-	-	-	50	22.7
E-2	Express	-	8:35 AM	8:37 AM	-	-	8:45 AM	8:53 AM	8:57 AM	-	-	9:06 AM	9:22 AM	9:26 AM	9:31 AM	56	30.7
R-1	Regional	-	10:14 AM	-	10:25 AM	10:31 AM	-	10:39 AM	-	10:49 AM	11:02 AM	11:04 AM	-	-	-	50	22.7
E-1	Express	-	10:35 AM	10:37 AM	-	-	10:45 AM	10:53 AM	10:57 AM	-	-	11:06 AM	11:22 AM	11:26 AM	11:31 AM	56	30.7
R-2	Regional	12:00 PM	12:14 PM	-	12:25 PM	12:31 PM	-	12:39 PM	-	12:49 PM	1:02 PM	1:04 PM	-	-	-	64	22.7
E-2	Express	-	12:35 PM	12:37 PM	-	-	12:45 PM	12:53 PM	12:57 PM	-	-	1:06 PM	1:22 PM	1:26 PM	1:31 PM	56	30.7
R-2	Regional	-	2:14 PM	-	2:25 PM	2:31 PM	-	2:39 PM	-	2:49 PM	3:02 PM	3:04 PM	-	-	-	50	22.7
E-1	Express	-	2:35 PM	2:37 PM	-	-	2:45 PM	2:53 PM	2:57 PM	-	-	3:06 PM	3:22 PM	3:26 PM	3:31 PM	56	30.7
R-2	Regional	-	4:14 PM	-	4:25 PM	4:31 PM	-	4:39 PM	-	4:49 PM	5:02 PM	5:04 PM	-	-	-	50	22.7
E-1	Express	-	4:35 PM	4:37 PM	-	-	4:45 PM	4:53 PM	4:57 PM	-	-	5:06 PM	5:22 PM	5:26 PM	5:31 PM	56	30.7
R-2	Regional	-	6:14 PM	-	6:25 PM	6:31 PM	-	6:39 PM	-	6:49 PM	7:02 PM	7:04 PM	-	-	-	50	22.7
E-2	Express	-	6:35 PM	6:37 PM	-	-	6:45 PM	6:53 PM	6:57 PM	-	-	7:06 PM	7:22 PM	7:26 PM	7:31 PM	56	30.7
															17.63	561.50	

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Alternative 3 - Southbound

Bus #	Service	Mission at 14th	Cuesta College	Pine at 8th	Theater Dr (Target)	Twin Cities Hosp.*	Las Tablas P&R	Downtown Templeton	El Camino & San Ramon	Atascadero TC	Viejo Camino at Bocina	El Camino at Encina	Cal Poly Library	Santa Rosa at Foothill	Transit Center	Total (Min)	Miles
	Reg/Local		0:10	0:10	0:07	0:05	0:03	0:03	0:03	0:08	0:10	0:13	0:17	0:04	0:05		
	Express		0:10	0:14			0:10			0:08			0:25	0:04	0:05		
1	Express			5:30 AM	-	-	5:40 AM	-	-	5:48 AM	-	-	6:13 AM	6:17 AM	6:22 AM	52	30.5
2	Reg/Local		6:00 AM	6:10 AM	6:17 AM	6:22 AM	6:25 AM	6:28 AM	6:31 AM	6:39 AM	6:49 AM	7:02 AM	7:19 AM	7:23 AM	7:28 AM	78	37.3
3	Express	6:21 AM		6:35 AM	-	-	6:45 AM	-	-	6:53 AM	-	-	7:18 AM	7:22 AM	7:27 AM	66	40.5
4	Express			6:50 AM	-	-	7:00 AM	-	-	7:08 AM	-	-	7:33 AM	7:37 AM	7:42 AM	52	30.5
5	Reg/Local		7:00 AM	7:10 AM	7:17 AM	7:22 AM	7:25 AM	7:28 AM	7:31 AM	7:39 AM	7:49 AM	8:02 AM	8:19 AM	8:23 AM	8:28 AM	78	37.3
1	Reg/Local		8:00 AM	8:10 AM	8:17 AM	8:22 AM	8:25 AM	8:28 AM	8:31 AM	8:39 AM	8:49 AM	9:02 AM	9:19 AM	9:23 AM	9:28 AM	78	37.3
2	Reg/Local		9:00 AM	9:10 AM	9:17 AM	9:22 AM	9:25 AM	9:28 AM	9:31 AM	9:39 AM	9:49 AM	10:02 AM	10:19 AM	10:23 AM	10:28 AM	78	37.3
3	Reg/Local		10:00 AM	10:10 AM	10:17 AM	10:22 AM	10:25 AM	10:28 AM	10:31 AM	10:39 AM	10:49 AM	11:02 AM	11:19 AM	11:23 AM	11:28 AM	78	37.3
1	Reg/Local		11:00 AM	11:10 AM	11:17 AM	11:22 AM	11:25 AM	11:28 AM	11:31 AM	11:39 AM	11:49 AM	12:02 PM	12:19 PM	12:23 PM	12:28 PM	78	37.3
2	Reg/Local	12:00 PM		12:10 PM	12:17 PM	12:22 PM	12:25 PM	12:28 PM	12:31 PM	12:39 PM	12:49 PM	1:02 PM	1:19 PM	1:23 PM	1:28 PM	88	40.5
3	Reg/Local		1:00 PM	1:10 PM	1:17 PM	1:22 PM	1:25 PM	1:28 PM	1:31 PM	1:39 PM	1:49 PM	2:02 PM	2:19 PM	2:23 PM	2:28 PM	78	37.3
1	Reg/Local		2:00 PM	2:10 PM	2:17 PM	2:22 PM	2:25 PM	2:28 PM	2:31 PM	2:39 PM	2:49 PM	3:02 PM	3:19 PM	3:23 PM	3:28 PM	78	37.3
2	Reg/Local		3:00 PM	3:10 PM	3:17 PM	3:22 PM	3:25 PM	3:28 PM	3:31 PM	3:39 PM	3:49 PM	4:02 PM	4:19 PM	4:23 PM	4:28 PM	78	37.3
3	Reg/Local		4:00 PM	4:10 PM	4:17 PM	4:22 PM	4:25 PM	4:28 PM	4:31 PM	4:39 PM	4:49 PM	5:02 PM	5:19 PM	5:23 PM	5:28 PM	78	37.3
1	Reg/Local		5:00 PM	5:10 PM	5:17 PM	5:22 PM	5:25 PM	5:28 PM	5:31 PM	5:39 PM	5:49 PM	6:02 PM	6:19 PM	6:23 PM	6:28 PM	78	37.3
2	Reg/Local		6:00 PM	6:10 PM	6:17 PM	6:22 PM	6:25 PM	6:28 PM	6:31 PM	6:39 PM	6:49 PM	7:02 PM	7:19 PM	7:23 PM	7:28 PM	78	37.3

* Includes deviation to Pasada Ln.

19.90 589.6

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San Luis Obispo Council of Governments

Alternative 3 - Northbound

		T														Total (Min)	Miles	
Bus #	Reg/Local Short	Transit Center	Santa Rosa at Stenner Glen Apts	Cal Poly Library	El Camino at Encina	Viejo Camino at Bocina	Atascadero TC	El Camino & San Ramon	Downtown Templeton	Las Tablas P&R	Twin Cities Hosp.	Theater Drive (Target)	Pine at 8th	Cuesta College	Mission at 14th			
	Reg/Local Short				0:16	0:10	0:12	0:08	0:04	0:03	0:04	0:05	0:07	0:09	0:14			
	Reg/Local		0:04	0:05	0:16	0:10	0:12	0:08	0:04	0:03	0:04	0:05	0:07	0:09	0:14			
	Express		0:04	0:05	0:16	0:10	0:25			0:08			0:10	0:09	0:14			
1	Reg/Local Short	6:42 AM	-	-	6:58 AM	7:08 AM	7:20 AM	7:28 AM	7:32 AM	7:35 AM	7:39 AM	7:44 AM	7:51 AM	8:00 AM			78	34.6
2	Reg/Local Short	7:42 AM	-	-	7:58 AM	8:08 AM	8:20 AM	8:28 AM	8:32 AM	8:35 AM	8:39 AM	8:44 AM	8:51 AM	9:00 AM			78	34.6
3	Reg/Local	8:33 AM	8:37 AM	8:42 AM	8:58 AM	9:08 AM	9:20 AM	9:28 AM	9:32 AM	9:35 AM	9:39 AM	9:44 AM	9:51 AM	10:00 AM			87	37.3
1	Reg/Local	9:33 AM	9:37 AM	9:42 AM	9:58 AM	10:08 AM	10:20 AM	10:28 AM	10:32 AM	10:35 AM	10:39 AM	10:44 AM	10:51 AM	11:00 AM			87	37.3
2	Reg/Local Short	10:33 AM	-	-	10:49 AM	10:59 AM	11:11 AM	11:19 AM	11:23 AM	11:26 AM	11:30 AM	11:35 AM	11:42 AM		11:56 AM		87	44.6
3	Reg/Local	11:33 AM	11:37 AM	11:42 AM	11:58 AM	12:08 PM	12:20 PM	12:28 PM	12:32 PM	12:35 PM	12:39 PM	12:44 PM	12:51 PM	1:00 PM			87	37.3
1	Reg/Local	12:33 PM	12:37 PM	12:42 PM	12:58 PM	1:08 PM	1:20 PM	1:28 PM	1:32 PM	1:35 PM	1:39 PM	1:44 PM	1:51 PM	2:00 PM			87	37.3
2	Reg/Local	1:33 PM	1:37 PM	1:42 PM	1:58 PM	2:08 PM	2:20 PM	2:28 PM	2:32 PM	2:35 PM	2:39 PM	2:44 PM	2:51 PM	3:00 PM			87	37.3
3	Reg/Local	2:33 PM	2:37 PM	2:42 PM	2:58 PM	3:08 PM	3:20 PM	3:28 PM	3:32 PM	3:35 PM	3:39 PM	3:44 PM	3:51 PM	4:00 PM			87	37.3
1	Reg/Local	3:33 PM	3:37 PM	3:42 PM	3:58 PM	4:08 PM	4:20 PM	4:28 PM	4:32 PM	4:35 PM	4:39 PM	4:44 PM	4:51 PM	5:00 PM			87	37.3
4	Express	4:15 PM	4:19 PM	4:24 PM	-	-	4:49 PM	-	-	4:57 PM	-	-	5:07 PM	5:16 PM	-		61	30.5
2	Reg/Local	4:33 PM	4:37 PM	4:42 PM	4:58 PM	5:08 PM	5:20 PM	5:28 PM	5:32 PM	5:35 PM	5:39 PM	5:44 PM	5:51 PM	6:00 PM			87	37.3
5	Express	5:15 PM	5:19 PM	5:24 PM	-	-	5:49 PM	-	-	5:57 PM	-	-	6:07 PM	6:16 PM	6:21 PM		66	40.5
3	Reg/Local	5:33 PM	5:37 PM	5:42 PM	5:58 PM	6:08 PM	6:20 PM	6:28 PM	6:32 PM	6:35 PM	6:39 PM	6:44 PM	6:51 PM	7:00 PM			87	37.3
1	Reg/Local	6:33 PM	6:37 PM	6:42 PM	6:58 PM	7:08 PM	7:20 PM	7:28 PM	7:32 PM	7:35 PM	7:39 PM	7:44 PM	7:51 PM	8:00 PM			87	37.3
2	Reg/Local	8:33 PM	8:37 PM	8:42 PM	8:58 PM	9:08 PM	9:20 PM	9:28 PM	9:32 PM	9:35 PM	9:39 PM	9:44 PM	9:51 PM	10:00 PM			87	37.3
																22.05	595.1	

APPENDIX FOR CHAPTER 9

Stakeholder Interview Guide

North County Transit Plan (NCTP) Interview Guide for Organizational Structure Evaluation

The existing transit services are now administered by three separate entities:

- 1) City of Atascadero,
- 2) City of Paso Robles and
- 3) San Luis Obispo Regional Transit Authority (RTA).

An important element of this North County Transit Plan (NCTP) Update is to review the current organizational structure of North County transit services and evaluate several conceptual coordination, integration or consolidation scenarios that could improve the efficiency of transit services. While there are opportunities to further coordinate, integrate or potentially consolidate transit services in North County, our experience is that this is a challenging process. To initiate this effort, we are conducting interviews with key stakeholders.

The questions in this interview guide cover a broad range of issues and are meant to provide general guidance for our discussion. We may have other questions, and you may have answers that are not on this outline. Individuals can speak to us in confidence. Results of the interviews will be summarized anonymously. Our main purpose is to allow individuals to speak freely about their concerns so we can proceed with this task with a broad understanding of issues and priorities for organizing transit services in North County.

1. North County has three different public transit providers (two cities and the RTA). What do you think are the three major strengths and weaknesses of the current structure?
2. Several goals were developed as part of the 2004 North County Transit Study. One of the goals addresses coordination. Current coordination activities between the three operators include: the Regional 31 Day and the Regional Day Passes good on all services; shared bus stops in Atascadero, Templeton and Paso Robles; a few timed transfers at select major stops; participation in marketing and outreach coordination facilitated by Regional Rideshare; RTA procurement for ARRA electronic farebox project as well as on-going communication between staff at the three agencies including collaboration in developing this Plan.

The coordination goal states:

- Where cost-effective, the operations and management of transit services should be coordinated.
 - a. Do you support this statement and what does it mean to you?

- b. If there was an implementation strategy that would save money, retain local control over services offered and the transit budget, is it something that you could support?
 3. There are several institutional alternatives under consideration. Full consolidation of services represents one end of a “continuum” that ranges from cooperation and coordination at one end of the spectrum to merging the agencies under one authority at the other end of the spectrum. The three transit services currently coordinate in several areas as described above representing one end of the spectrum. Consolidating the three transit services under one agency reflects the other end of the spectrum. There are several options in between. Several institutional alternatives listed below are for discussion purposes. Some elements might raise thought-provoking questions.

- | |
|---|
| <ol style="list-style-type: none">a. Status Quo-Independent Systemsb. Limited Coordination (joint marketing, improved fare integration, etc)c. Partial Integration by Function (example: RTA handles vehicle procurement for all)d. Limited consolidation (Local cities pay RTA to run the two local transit services- similar to the South County Area Transit model)e. Sub-regional consolidation (Local cities pay RTA to run an integrated local service) |
|---|

Do any of those alternatives have merit in the near term or long-term? Please explain.

4. What do you think are the top three priorities in the short-term (within next three years) and longer-term for improving local and regional services?
5. There are growing needs for intercity transit services in North County. How should responsibilities and/or costs for providing intercity services be shared?
6. What do you think would be the major benefits and weaknesses of further coordinating services?
7. In order to support increased coordination of transit services in North County between the Cities of Atascadero and Paso Robles; what would you need to be included? *(For example, strong local control over services and funding, representation on policy board, job security, etc.)*
8. What haven't we covered that's important to you?
9. Any other comments, questions or concerns?

APPENDIX FOR CHAPTER 10

Baseline Operating Costs

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BASELINE OPERATING COSTS								
				25% of total Runabout costs are attributed to North County				
RTA	ROUTE 9				RUNABOUT			
	<i>Expense Items</i>	<i>Fixed Costs</i>	<i>Service Hours</i>	<i>Service Miles</i>	<i>Expense Items</i>	<i>Fixed Costs</i>	<i>Service Hours</i>	<i>Service Miles</i>
	Labor - Admin	\$113,605			Labor	\$54,329		
	Office Space Rental				Office Space Rental			
	Administrative Support (Legal, Accounting, HR)	\$13,277			Administrative Support (Legal, Accounting, HR)	\$6,349		
	Op Expenses/Training and Development/Dues/Supplies	\$28,122			Op Expenses/Training and Development/Dues/Supplies	\$17,614		
	Marketing and Reproduction	\$9,395			Marketing and Reproduction	\$-		
	Insurance			\$58,648	Insurance			
	Labor - Ops		\$353,466		Labor - Ops		\$222,905	\$26,814
	Labor - Maintenance		\$89,571		Labor - Maintenance		\$55,349	
	Fuel			\$243,606	Fuel			\$59,470
	Maintenance (parts, supplies, materials)			\$62,789	Maintenance (parts, supplies, materials)			\$39,596
	Maintenance Contract Costs		\$22,425		Maintenance Contract Costs		\$14,142	
	Contingency		\$2,197		Contingency			
	Interest Expense				Interest Expense			
Management Contracts				Management Contracts				
Total	\$164,399	\$467,659	\$365,043	Total	\$78,292	\$292,396	\$125,880	
Unit Quantities		9,743	288,645	Unit Quantities		5,282	111,159	
Cost per Unit		\$48.00	\$1.26	Cost per Unit		\$55.36	\$1.13	
ATASCADERO	FIXED ROUTE				DAR			
	<i>Expense Items</i>	<i>Fixed Costs</i>	<i>Service Hours</i>	<i>Service Miles</i>	<i>Expense Items</i>	<i>Fixed Costs</i>	<i>Service Hours</i>	<i>Service Miles</i>
	Salaries and Benefits	\$4,134			Salaries and Benefits	\$37,209		
	Office Expenses	\$421			Office Expense	\$1,092		
	Advertising	\$1,119			Advertising	\$330		
	Computer Maintenance and Software	\$2,325			Computer Maintenance and Software	\$6,985		
	Insurance	\$3,846			Insurance	\$11,536		
	Occupancy	\$255			Occupancy	\$765		
	Communications	\$77			Communications	\$1,158		
	Operating Supplies	\$75			Operating Supplies	\$380		
	Vehicle and Equipment Operating Costs (No Fuel)			\$36,174	Vehicle and Equipment Operating Costs (No Fuel)			\$38,310
Fuel			\$19,939	Fuel			\$51,495	

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	SLOCOG				PASO ROBLES			
	<i>Expense Items</i>	<i>Fixed Costs</i>	<i>Service Hours</i>	<i>Service Miles</i>	<i>Expense Items</i>	<i>Fixed Costs</i>	<i>Service Hours</i>	<i>Service Miles</i>
	Mileage	\$8			Mileage	\$24		
	Contract Services - audit	\$775			Contract Services - audit	\$2,325		
	Contract Services (Laidlaw)		\$97,192		Contract Services (Laidlaw)		\$156,693	
	Contract Services (Bus Stop Cleaning/Trash)	\$-	\$1,110		Contract Services (Bus Stop Cleaning/Trash)		\$424	
	Professional Development	\$94			Professional Development	\$281		
	Department Service Charges (Public Works)	\$16,555			Department Service Charges (Public Works)	\$49,665		
	General Overhead Allocation	\$14,673			General Overhead Allocation	\$44,018		
	Total	\$44,357	\$98,302	\$56,113	Total	\$155,768	\$157,117	\$89,806
Unit Quantities		3,060	68,004	Unit Quantities		5,435	74,448	
Cost per Unit		\$32.12	\$0.83	Cost per Unit		\$28.91	\$1.21	
FIXED ROUTE				DAR				
<i>Expense Items</i>	<i>Fixed Costs</i>	<i>Service Hours</i>	<i>Service Miles</i>	<i>Expense Items</i>	<i>Fixed Costs</i>	<i>Service Hours</i>	<i>Service Miles</i>	
Labor - Maintenance	\$48,404			Salaries and Benefits	\$27,227			
Labor - Administration	\$119,622			Facilities\Equipment\Vehicle M&O			\$72,803	
Vehicle M & O			\$45,344	Drivers		\$43,153		
Maintenance Parts & Supplies		\$91,552		Dispatchers	\$16,810			
Fuel			\$89,401		\$7,616			
Contract Services		\$453,950		Contract Services	\$38,530			
Advertising	\$5,461			Training	\$422			
Training	\$617							
Depreciation								
Special Projects	\$1,908			Other	\$6,000			
Other	\$8,573							
Total	\$184,584	\$545,502	\$134,745	Total	\$96,604	\$43,153	\$72,803	
Unit Quantities		12,890	176,669	Unit Quantities		3,084	36,280	
Cost per Unit		\$42.32	\$0.76	Cost per Unit		\$13.99	\$2.01	

Notes:
Data provided by each service provider. Updated February 2012.
All costs based on FY 2010-2011 figures

SLOCOG NORTH COUNTY TRANSIT PLAN | Final Report
San Luis Obispo Council of Governments

DAR ONLY (AFTER FY 14-15)			
Expense Items	Fixed Costs	Service Hours	Service Miles
Salaries and Benefits	\$41,344	\$ -	\$ -
Office Expense	\$1,513	\$ -	\$ -
Advertising	\$1,450	\$ -	\$ -
Computer Maintenance and Software	\$9,310	\$ -	\$ -
Insurance	\$15,382	\$ -	\$ -
Occupancy	\$1,020	\$ -	\$ -
Communications	\$1,235	\$ -	\$ -
Operating Supplies	\$455	\$ -	\$ -
Vehicle and Equipment Operating Costs (No Fuel)	\$ -	\$ -	\$38,310
Fuel	\$ -	\$ -	\$51,495
Mileage	\$33	\$ -	\$ -
Contract Services - audit	\$3,100	\$ -	\$ -
Contract Services (Laidlaw)	\$ -	\$156,693	\$ -
Contract Services (Bus Stop Cleaning/Trash)	\$ -	\$424	\$ -
Professional Development	\$375	\$ -	\$ -
Department Service Charges (Public Works)	\$66,220	\$ -	\$ -
General Overhead Allocation	\$58,690	\$ -	\$ -
Total	\$200,125	\$157,117	\$89,806
Unit Quantities		5,435	74,448
Cost per Unit		\$28.91	\$1.21

