

## Chapter 7

# Institutional and Management Alternatives

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*This chapter presents the institutional changes and coordination opportunities such as integrated fare transfer policy with RT and other connecting transit providers, tax-free transit subsidies for employees, rideshare matching services, and vanpool incentive program. Also included in this chapter are coordination opportunities with other providers, particularly with the Sacramento Regional Transit District (RT), the operator of the region's light rail system, as well as major employers and transportation management associations. There is also an overview of the current organization, management structure and staffing of the City's Transit Division. The management alternatives presented in this chapter includes the need for additional staff to handle dial-a-ride dispatching as well as marketing and outreach. Also included are detailed descriptions of fare handling procedures, recordkeeping and data collection, and performance monitoring to improve the overall management of the City's transit operations.*

### **Institutional Changes**

The biggest institutional change is the extension of the Sacramento Regional Transit District (RT)'s light rail system into the City of Folsom. When the light rail extension to Folsom opens in October 2005, the City of Folsom will be required to reimburse RT for a portion of the operating and maintenance costs associated with the light rail segment between the Hazel and Historic Folsom stations. The City and RT have been renegotiating the terms of the original Operations and Maintenance Agreement that was executed in 1997. On June 27, 2005, the RT Board approved the second amendment to the Operations and Maintenance Agreement with the City of Folsom. A copy of this agreement is included in *Appendix H*.

Since January 2005, the City of Folsom joined the RT Board with one seat as a "regional" member, with the right to fully participate in all RT discussions but with the right and ability to vote only on items of "regional" significance. The roles and responsibilities of the new "regional" members are and will be under development. (*This was made possible through Darrell Steinberg's Bill AB 466 that was passed in 2004.*)

### **Coordination Opportunities with Other Providers**

As a member of the Transit Coordinating Committee (TCC), Folsom Stage Line has opportunities to exchange information between the other transit operators in the SACOG region. The TCC typically meets bi-monthly. At these meetings, Folsom Stage Line may learn of joint procurement, joint marketing or other resource sharing opportunities. Generally, areas with the greatest potential for coordination include contracting for service, shared maintenance, shared vehicle use, and joint training. Within the City of Folsom, there are a few other providers that offer limited transportation (e.g., nursing homes, senior retirement communities, social services). The Folsom Cordova Unified School District (FCUSD) operates its own school bus transportation system. However, due to the volatile State budget, the FCUSD's transportation funding is not secure. The Folsom Stage Line has worked with the FCUSD's transportation

department in the past to provide supplemental fixed-route (tripper transfer) service primarily used by Folsom High School students who live outside the FCUSD's service boundaries. It is recommended that Folsom Stage Line maintain on-going communication with FCUSD's transportation department to keep abreast of future school expansion and changes in the school bus routes (including potential service reductions) if funding is reduced in the future.

### **Integrated Fare Transfer Policy with RT (and other connecting providers)**

One potential barrier to increased use of both Folsom Stage Line and RT light rail service is that passengers currently utilizing both systems must pay the full fare for each system. If passengers wish to purchase prepaid fares, they are required to buy the appropriate fare media for each system. With RT's fare structure changing significantly in September 2005, RT is in the process of updating transfer agreements with other regional operators including establishing a new transfer agreement with the City of Folsom. RT is working to have Folsom's transfer agreement ready for RT Board adoption by August 22. The plan is to have Folsom accept all RT fare media since they are going to operate only a local bus service. However, RT recently implemented a similar agreement with El Dorado Transit that RT decided to discontinue when it found that most EDT commuter passengers were buying RT fare media (that cost substantially less than EDT commuter fares) to ride exclusively on EDT, and that the revenue sharing would be inequitable for RT. Another alternative that is being explored is the feasibility of a universal transit fare card that could be used on multiple systems.

### **Universal Transit Fare Card Feasibility Study**

In July 2005, SACOG initiated preliminary project planning on a "Universal Transit Fare Card Feasibility Study" for the Sacramento Metropolitan Region. This study is partially funded through a Caltrans 5313(b) Statewide Transit Planning Study grant for \$225,000. The increasing trend in multi-jurisdictional transit trips within California's capital region reflects a critical need to provide a seamless, integrated transit network. A "universal pass" and integrated fare system among the region's 12 to 14 transit operators would make transit travel throughout the region more convenient and greatly enhance the attractiveness of transit as a viable mobility option. This study will determine the extent to which new technology in electronic fare collection such as proximity (smart) cards could be used to create a seamless, integrated regional transit network to better facilitate multi-jurisdictional transit trips. Members of SACOG's Transit Coordinating Committee (TCC), of which Folsom Stage Line is a member, will be asked to provide input into the development of the scope of work for a Request for Proposal (RFP) and to select a consultant(s) to conduct the study. The tentative schedule is to release the RFP in September/October 2005, evaluate the proposals and select the consultant in November, and to have the study completed by June 30, 2006. It may be of interest for Folsom Stage Line to participate in the working group.

### **Consolidation with Sacramento Regional Transit District (RT)**

Under RT's current enabling legislation, in order to have full voting rights on the RT Board, the City of Folsom would have to annex to the RT District, like Rancho Cordova, and thus, allow RT to claim all of the City of Folsom's TDA funding allocations. In return, RT would provide all transit services (bus, rail and paratransit) within the City of Folsom. Since the City of Folsom already has its own transit system, this would be a major institutional change and it's not clear what all the implications could be. An important question to ask would be at what level, if any, of local control would the City have over the

level of local service and the design of those services. In the short-term (at least for FY 2005/06), this plan recommends that the City continue to operate its local fixed-route and Dial-A-Ride services, and closely monitor the effectiveness and quality of the light rail service.

Another implication pertains to the Transit Equity Study led by RT and in which all of the local operators, including the City of Folsom, have been participating as members of the Technical Advisory Committee (TAC) and now the Executive Management Group and Mayor's and Board Chair Forum. This study explores issues related to transit service and alternate methods of allocating regional transit service costs. This process/project is under review (at the time this report was prepared) and progress should be closely monitored throughout the short-range transit planning period to protect the interests of Folsom.

## **Coordination with Major Employers and Transportation Management Associations**

There are several opportunities for the City of Folsom to coordinate with major employers and transportation management associations to jointly promote alternative transportation options. The following section describes the various programs that have been successful in encouraging more commuters to use public transit and other modes instead of driving alone to work. The reality is that public transit may not be the preferred transportation alternative for everyone. However, the City could expand its public outreach by provide informing not only about Folsom Stage Line bus service, and RT's light rail service, but also the other transportation alternative resources that are available including rideshare matching (e.g. carpools) and vanpools. This information could be included on the City's web site with direct links to other websites (e.g. SACOG's Rideshare and Vanpool programs, the Highway 50 Corridor TMA).

### **Tax-Free Transit Subsidies for Employees**

Several areas have seen success in increasing the use of alternatives to driving alone by encouraging large employers to develop and implement incentive programs. Typically, employers that actively encourage alternatives to driving alone have a higher percent of employees participating in carpools and other alternatives to the single-occupant vehicle. Employers that offer transit subsidies and that actively market these subsidies generally can reach a rate of about four percent of employees using transit. Employer participation in such programs in California has declined since the requirement for employers to have trip-reduction programs was eliminated. However, many large employers have continued their efforts by coordinating rides, marketing the benefits of transit, and providing incentives to their employees to utilize the various alternatives. The State of California, which is the largest employer in downtown Sacramento, provides most employees with a monthly transit subsidy of up to \$65.00.

Folsom's largest employer is Intel, which employs more than 6,500 employees at the Intel campus on Iron Point Road at Prairie City Road. Intel management has initiated discussion with RT and Folsom Stage Line to coordinate efforts to provide feeder bus service between the Iron Point light rail station and the Intel campus. Intel is planning to offer a monthly transit subsidy of \$30 to all Intel employees as an incentive to use transit for their commute instead as an alternative to driving alone.

## **ECO-Pass Programs**

Another effort undertaken by large transit agencies in metropolitan areas is to encourage transit use by working closely with area employers. Two successful programs, both known as “ECO Pass,” were developed by the Santa Clara Valley Transportation Authority in Silicon Valley and the Denver Regional Transit District. In short, these programs allow employers to purchase discounted monthly or annual passes for their employees, which provide open access to transit and transit-related services every day of the week. In addition, these programs are supplemented by other amenities (such as “Guaranteed Ride Home” or carpooling programs) that make using transit service a viable choice for commuters. The primary advantage to the program for the employee is that he or she does not have to deal with paperwork (e.g. applying for a reimbursement); instead, they automatically receive the pass. Finally, these programs are tax deductible to employers, as well as tax free to employees for up to \$105/month for each employee or \$1,260/year (*2005 IRS qualified transportation fringe benefits*). It can be offered as a pretax benefit, saving even more in payroll taxes. The Sacramento Regional Transit District (RT) is currently developing an ECO-Pass program for Sacramento area employers.

## **Transportation Management Associations**

There are nine transportation management associations (TMAs) within the SACOG six-county region. TMAs enable employers in a defined geographic area to work together to solve local transportation needs. A TMA is a dues-paying membership group that consists of employers, developers, property managers, and local government officials. The two TMAs that Folsom Stage Line could coordinate with are the 50 Corridor TMA which includes Folsom employer members and the Sacramento TMA which primarily covers the downtown Sacramento employment centers where many Folsom residents work (e.g. State of California).

## **Rideshare Matching Services**

Transit services across the country have increasingly become involved in promoting carpooling and vanpooling programs within their communities. This expansion in transit’s traditional role has been justified as an alternative means in improving residents’ transportation options and furthering community goals, such as reducing traffic congestion and air quality problems.

The benefits of ridesharing are more easily seen by those people who commute distances of 15 miles or more. In addition to the travel corridor between Folsom and Sacramento, a Folsom Stage Line Ridesharing Program could also increase mobility options between Rancho Cordova and Folsom.

A ridesharing promotion program need not require a large commitment. A reasonable pilot program could be provided using a quarter-time staff position, along with several thousand dollars for marketing materials. A computer database for rideshare matching can be purchased for \$250 to \$12,000, depending on the capabilities. A simple, low cost system would be appropriate for the initial implementation. The staff person would be responsible for making presentations to employee and civic groups to promote ridesharing, for establishing “rideshare coordinators” at key work sites, and for preparing displays of the marketing materials at work sites, libraries, and other community centers. Clerical staff could be used to enter rideshare clients into the database and to do the matching.

The provision of ridesharing services as part of a transit agency also allows the agency to gain a very clear understanding of actual transportation needs within the service area. Information regarding requests for ridesharing (both those served and those unserved) can be invaluable in identifying appropriate areas and

times for transit services. The improvement in transit operations made possible by this “in-house” information gained through the ridesharing program could well exceed the costs of such a program.

An alternative to offering rideshare services with internal staff, the City can promote the other rideshare services that are offered within the Sacramento area. The Sacramento Area Council of Governments (SACOG) provides rideshare-matching services for commuters who travel to or from Sacramento, Sutter, Yolo, Yuba, Placer, and El Dorado Counties. SACOG maintains a regional ridematching database with over 2,500 commuters who want to share a ride and plans to combine databases with the San Francisco Bay Area, which will add more than 9,000 more commuters to the database. The Sacramento area Transportation Management Associations also offer rideshare matching services for their employer members.

### **SACOG Vanpool Incentive Program**

As of March 1, 2004, and as long as funding is available, SACOG is offering a \$2,000 subsidy to new start-up vanpools commuting to workplaces within Sacramento, Sutter, Yolo, Yuba, El Dorado, or Placer Counties. SACOG will pay \$300 for six consecutive months directly to an authorized vanpool vendor (currently Enterprise or VPSI) for each qualifying vanpool, with the savings passed on to the vanpool members. After six consecutive months of operation, a \$200 gas card bonus will be mailed directly to the primary driver. A qualifying vanpool must have a minimum of at least six committed passengers. All of the TMAs in the SACOG region are partners and are helping to promote this program to the region’s employers.

### **Current Organization/Management Structure and Staffing**

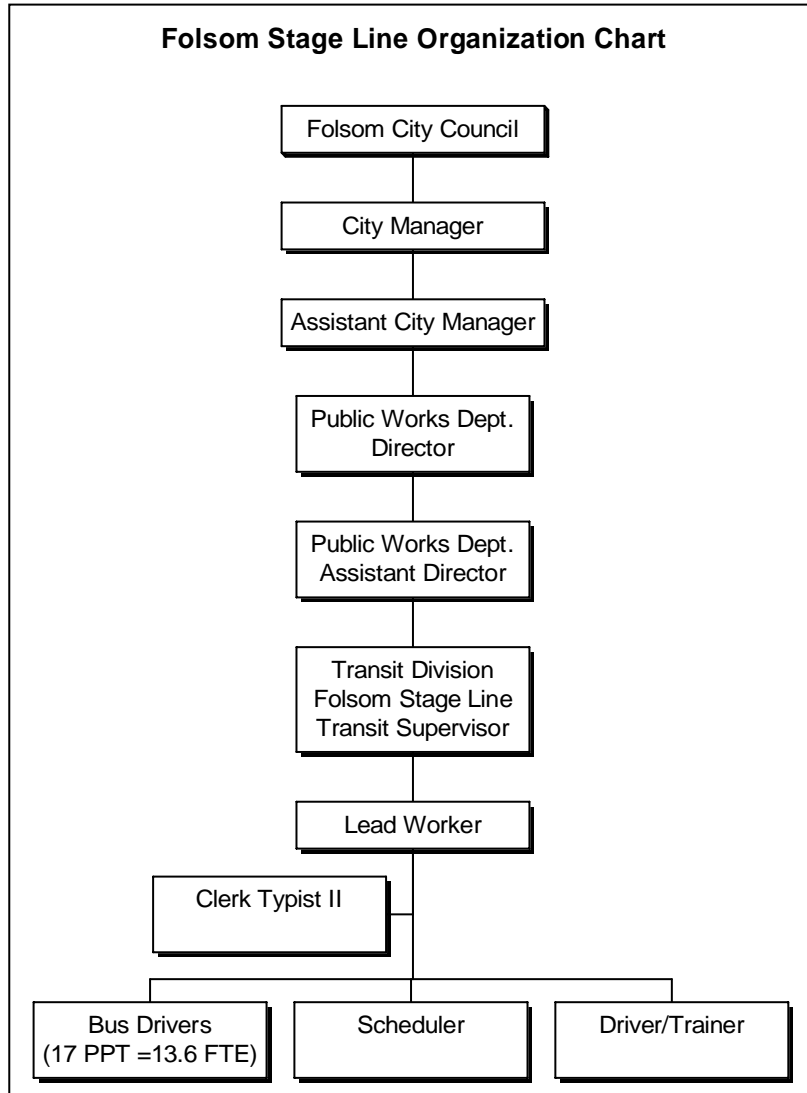
Folsom Stage Line is the Transit Division within the City of Folsom’s Department of Public Works Department. The Transit Supervisor is currently responsible for daily supervision of all transit operations and personnel, overall transit management, planning and budgeting, grant preparation and administration, reporting and performance monitoring, marketing activities, training, and counting of fare revenue. The Lead Worker supports the Transit Supervisor in the areas of road supervision, performance monitoring and training. The Scheduler handles dial-a-ride dispatching, reservations and scheduling with assistance of part-time bus drivers (when they are not on the road).

With support staffing provided by Department of Public Works administrative personnel and by operations personnel on an “as available” basis only, Folsom’s level of support staffing is at the low end of the spectrum. Performance monitoring is insufficient as noted in the recent TDA triennial performance audit report. Other agencies that contract their operations, the contractors provide road supervision, driver training, day-to-day management, and even planning so that transit management personnel can focus on grant administration, reporting, performance monitoring, marketing, and planning. In Folsom’s case, even with the addition of the Lead Worker position, the current Transit Supervisor’s time is consumed with day-to-day management, grants administration, planning, and budgeting. Thus, there will continue to be gaps in the areas of marketing/outreach and performance data collection, monitoring, and analysis.

Another indicator of understaffing is the fact that Folsom Dial-a-Ride users must call by 2:00 p.m. to request rides for the following day because the Scheduler must ‘close’ the phones at 2 p.m. in order to manually perform scheduling and print out manifests for the following day without working overtime. Folsom Stage Line tried to use RouteMatch, an automated dial-a-ride reservations and scheduling

software package, but found it unsuitable, and will be replacing it with another application, Trapeze Lite, by 2006. Folsom Stage Line’s current organization structure is shown on *Figure 24*.

**FIGURE 24**



## Management Alternatives

### Staffing

The expansion of light rail service into Folsom will require the expansion of the Folsom Stage Line’s ADA paratransit service hours. Currently (August 2005), Folsom Stage Line’s Dial-A-Ride service provides paratransit service Monday through Friday from 7:30 a.m. to 5:30 p.m. RT will be operating light rail service within Folsom on weekdays from approximately 4:45 a.m. to 7:00 p.m., on Saturdays from 7:00 a.m. to 7:00 p.m., and on Sundays from 9:45 a.m. to 7:00 p.m.

Paratransit ADA require that complementary paratransit service is provided during the same service hours as the fixed-route service. In order to serve this expanded requirement for ADA paratransit service, the City will need to add three part-time dispatchers to cover the weekday early morning and evening hours, and weekend hours. This additional staff will also allow the City to move toward operation of a more “real time” demand responsive service. A sample weekly dispatcher schedule is shown in *Table 47*. In addition to expanded dispatch staffing, the expanded service will require additional bus drivers, ranging from three to seven full-time equivalents depending on the service alternatives that the City decides to implement. Additional staff will also be needed for driver and road supervision during the expanded hours of service.

**TABLE 47: Sample Weekly Dial-A-Ride Dispatcher Schedule**

Work Shift	Hrs.	Mon	Tue	Wed	Thu	Fri	Sat	Sun
4:30 a.m. to 8:30 a.m.	4.0	PT1	PT1	PT1	PT1	PT1		
8:15 a.m. to 4:15 p.m.	8.0	FT	FT	FT	FT	FT		
4:00 p.m. to 7:30 p.m.	3.5	PT2	PT2	PT2	PT3	PT3		
6:45 a.m. to 1:15 p.m.	6.5						PT2	PT2
1:00 p.m. to 7:30 p.m.	6.5						PT3	PT3
FT (Full-Time Dispatcher)	40	8	8	8	8	8		
PT1 (Part-Time Dispatcher 1)	20	4	4	4	4	4		
PT2 (Part-Time Dispatcher 2)	23.5	3.5	3.5	3.5			6.5	6.5
PT3 (Part-Time Dispatcher 3)	20				3.5	3.5	6.5	6.5
<b>Total Hours</b>	<b>103.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>15.5</b>	<b>13.0</b>	<b>13.0</b>

## Marketing/Outreach

Marketing in its broadest context should be viewed as a management philosophy focusing on identifying and satisfying customers’ wants and needs. The basic premises of successful marketing are providing the right product (or service), offering it at the right price, and adequately promoting or communicating the existence and appropriateness of the product or service to potential customers. Unfortunately, for too many persons, the word “marketing” is associated only with the advertising and promotional efforts that accompany “selling” the product or service to a customer. Instead, such promotional efforts are only a part of an overall marketing strategy. Without a properly designed and developed product or service offered at the right price, the expenditure of promotional monies is often ill advised.

Obviously, the marketing program must fit within budgetary limitations of any organization. According to the American Public Transit Association, transit providers typically budget between 0.75 and 3.0 percent of their gross budget on marketing promotions (excluding salaries), with the majority around two percent. Although this is slightly less than most private sector businesses, public sector organizations can rely more heavily on media support for their public relations programs. In general, the development of specific marketing initiatives is a more short-range planning issue than a long-range issue.

One aspect of marketing that is crucial to the success of any services changes is to increase the public’s awareness of any changes before they are implemented. A modest marketing program, focusing on low-cost means of increasing public awareness, is needed to provide Folsom residents with information about Folsom Stage Line’s new local feeder bus service to the RT light rail stations in Folsom. This increased awareness of the transit services available could potentially translate into higher demand for local transit

services, that could increase ridership and fare revenues and strengthen Folsom Stage line's position as an important aspect of the city's services.

The initiation of changes in transit service could tap new passenger markets. Folsom Stage Line should coordinate with RT's public information and marketing staff to develop a joint promotion of the extension of light rail service into Folsom and the Folsom Stage Line's new local feeder bus service to the new light rail stations in Folsom. Marketing of such services should include newspaper advertising and a major promotion that will attract feature article coverage. The kickoff promotion could include free coffee and doughnuts for the first morning departures, followed by a noon ribbon cutting. Flyers should be placed in shopping centers for at least the first six months of expanded service. A promotional campaign should be targeted at the major employment centers located near the new light rail stations and served by Folsom's new local feeder bus service.

Folsom Stage Line should continue to provide an Internet web page that includes rider information, with links to other City of Folsom departments, current Folsom Stage Line schedules and routes, and bus stop locations. This marketing tool should be updated as changes to the system are implemented. It is also recommended to maintain the direct link to "Transit Services" from the "Services" menu option on the City's home page.

With the current staff resources available, Folsom Stage Line has a limited marketing and outreach program. Schedules are available at key locations around the City (e.g., City Hall, Chamber of Commerce, some grocery stores) and when operations staff are available, they will make presentations to interested groups about Folsom Stage Line. A more active approach would be to contract with a professional transit marketing consultant to develop a comprehensive multi-year marketing plan that would have the potential to:

- Raise community awareness of Folsom Stage Line services available
- Increase ridership
- Create new partnerships that could provide additional capital and/or operations funding for Folsom Stage Line

Included in *Appendix J* are some suggested components of transit marketing programs that have been successful in other small urban transit systems.

## **Fare Handling Procedures**

The goals of transit fare handling should be accuracy, efficiency, and most importantly minimizing the potential for fraud. The fare handling procedure should be designed in such a way that employees are not tempted by an easy opportunity to commit fraud. The key rule in this regard is, as much as possible, two people should be involved whenever the cash is being collected or transferred. This provides additional control and protects the individuals involved.

Establishing strict fare handling procedures is even more important in the beginning of a new service, such as integration of Folsom Stage Line bus service with RT's light rail system. By implementing strict controls from the beginning, all levels of fare handling will prove to be efficient, accurate, and with the least possibility for fraud.

Currently (August 2005), only the vehicles used to operate the dial-a-ride service are equipped with fareboxes. Passengers boarding the commuter buses or the trolleys, pay their fare in one of three ways: 1) show the driver their monthly pass, 2) hand the driver a ticket for a one-way ride, 3) hand the driver cash for a one-way ride. The driver deposits the cash or ticket in a money pouch, and then records the passenger boardings and fare payment methods on the daily log sheet.

To assure revenue security, all buses and vans should be equipped with lockable vault fareboxes. In addition, all drivers should be required to count boarding passengers by fare type. This should not present problems to demand-response drivers who normally maintain logs of their passenger and travel activity. For fixed route and commuter services, multiple button passenger counters should be used to facilitate easy counting as passengers board buses. Drivers should record all counter readings at the beginning and end of their run or work assignment. Comparing this count with the farebox revenues provides a key check against fraud, and also provides valuable counts of passenger activity. These counts will also be a key component to any transfer agreement and fare revenue sharing with RT.

The suggested procedure for handling the Folsom Stage Line's ticketing and fare collection are as follows:

- Passengers should still be provided with opportunity to pay their fare upon boarding the bus.
- Sacramento employers' Bus Pass Coordinators, or individuals, may order tickets through the mail by the 15th of the prior month. These orders must be accompanied with payment in full, and need to be sent to the Folsom Stage Line's administrative office.
- All revenues received through the mail should be counted, documented, and turned into the City Finance Department on a daily basis, with a receipt given in return.
- All monies (checks and cash) turned into the City Finance Department should be documented on a monthly basis by the Finance Department and monthly accounting reports given to the Transit Manager.
- Currently (August 2005), Folsom Stage Line fare media may only be purchased at the Raley's supermarket located on Riley Street and Folsom City Hall. Folsom Stage Line will look for opportunities to expand its fare outlets (e.g. new Raley's on Blue Ravine Road, BelAir Market on East Bidwell Street).

### **Controlling the Deposit**

A key to minimizing the potential for fraud is to make deposits as quickly as possible. The longer that cash and checks are on the premises, the greater the chance the money could be lost or stolen. Once the deposit is made, there is no longer any risk related to the physical handling of the cash and/or checks. The importance of this rule cannot be overstated. The practice of daily deposits can also increase the interest earned on the organization's funds. In addition, a single person should be given the responsibility for ensuring that all cash and/or checks are deposited with the City Finance Office daily.

## Recordkeeping and Data Collection

Improved data collection and evaluation of ridership and financial trends are essential components of a well-organized administrative office. Accurate recordkeeping of daily and monthly trends in ridership and revenues will help to “fine-tune” the service, as well as provide decision makers with a better understanding of transit issues.

The following data collection efforts need to be established and maintained faithfully:

- **Daily Ridership and Revenue Tracking** – Through the use of a counter board, drivers should be required to track the number of passengers and the revenue received for each run/day that they operate. Categories of passengers by type include: elderly, disabled, youth, general public, and wheelchair. A tally should also be kept of the number of fares paid by fare category, including any pass usage. This data should be tracked on a spreadsheet computer program, so that totals by day, by route, by month, and by year can be easily compiled.
- **Passenger Survey Information** – An important data collection effort is to conduct a passenger survey on at least an annual basis. This survey should be performed in order to provide useful information regarding passengers’ needs for and perception of transit services, the effectiveness of marketing materials, and to give passengers a sense that their input is important for the transit system as a whole. While conducting the survey may seem time consuming, transit operators typically find it relatively simple to administer once the forms and procedures have been established. An on-board survey could also be a component of the revenue sharing and tracking arrangements in a transfer agreement with RT or other transit providers.
- **Boarding and Alighting Counts** – At least on an annual basis, a daylong count of boarding and alighting activity by stop for each of the services operated should be conducted. Important information to be collected through this effort includes: identifying the most important stops; ranking bus stops for potential passenger amenities such as shelters or benches; and identifying the point along the route where the maximum load occurs.
- **On-Time Performance and Missed Trips** – On the daily ridership and revenue logs, drivers should also record the time each run is started and ended. This information should also be entered into a spreadsheet and tracked to help identify potential problems. On the Dial-A-Ride service, a similar log should track scheduled and actual pick-up times.
- **Fare Revenues** – Revenue tracking is a key element of data collection and analysis. It is important for internal financial security and to assure funding sources. The drivers’ daily trip sheets, discussed above, provide the necessary information to track revenue by route and by type of revenue. It is also important to track the pass sales locations, so the effectiveness of each pass outlet can be identified.

## Performance Monitoring Program

A strong performance monitoring reporting system is, in essence, a transit provider’s “report card” of service quality and quantity. This report should be prepared on a monthly basis and should include the following:

- Total ridership over the period, broken down by route

- Ridership, broken down by fare category
- Revenues by fare category
- Vehicle miles of service provided
- Vehicle hours of service provided
- Percent on-time performance
- Number/percent of missed trips
- Number of missed passengers
- Management activities conducted during the report period
- Training activities conducted during the report period
- Marketing efforts conducted during the report period
- Financial summary for the period, including budget versus actual expenditures
- Performance indicators, including passengers per mile, passengers per hour, cost per mile, and cost per hour
- Any press coverage and copies of any newspaper or magazine articles regarding the transit service that have appeared during the reporting period

Other indicators of service quality need to address specific issues, such as the number of passenger complaints and compliments received, frequency of bus cleaning (both interior and exterior), and frequency of bus shelter cleaning are also useful.

In addition to the most recent indicators, information on each of the quantitative indicators should be tracked through at least the previous year's values. Graphs should be prepared and included for total passengers, total revenues, passengers per vehicle hour, passengers per vehicle mile, cost per vehicle hour, and cost per vehicle mile. The results should be plotted by month, both for the current year and for corresponding months of the prior year, to identify trends in performance and the impact of seasonal fluctuations.

It is important to establish a light rail monitoring system when the service begins in October 2005 to ensure that bus and rail modes are fully coordinated for maximum effectiveness.

## **Privatization**

As the City analyzes its relationship with RT and assesses the City's future transit needs, part of that future could include some privatization. A general goal of any public organization is to ensure that public service needs are met in the most cost-effective means possible. While some jurisdictions find that "in-house" provision of transit services using public employees is most effective, others have discovered (particularly in the last ten years) that contracting all or parts of transit operation and management can increase the effectiveness of available transit resources. Even if a competitive contracting process results in the existing public agency's continuing to provide in-house services, this process has proven to be effective in improving public-sector performance. A competitive contracting process, in which in-house services are "bid" against contractor services, should be conducted on a regular basis.

## Summary of Recommendations

- Carefully monitor the implementation and success of the new relationship with the Sacramento Regional Transit District.
- Continue to improve coordination with all neighboring operators of transportation services (e.g., El Dorado Transit, Elk Grove Transit, Paratransit, Inc., Roseville Transit, Sacramento Regional Transit District) to assess opportunities for connecting services and establishing transfer points.
- Establish an integrated transfer fare policy with the Sacramento Regional Transit District.
- Participate and/or provide input in the Universal Transit Fare Card Feasibility Study by serving on the working group to develop the scope of work for the Request for Proposal.
- Coordinate with major employers in Folsom, such as Intel, to promote the new local feeder bus service to employees, and to determine the optimum schedule, based on employee start and end work times.
- Coordinate with the 50 Corridor TMA and the Sacramento TMA to promote Folsom Stage Line services to the TMA's employer members.
- Coordinate with the TMA's and SACOG to promote regional ridesharing (e.g., carpool) programs and SACOG's Vanpool Incentive program.
- Expand dispatching staff to cover the expanded hours required to operate complementary ADA paratransit service the same hours as the fixed-route service (e.g. light rail service hours).
- Add additional staff (e.g. bus drivers, road supervision, etc.) as part of the implementation of new services.
- Contract with a professional marketing consultant to develop a multi-year marketing plan for implementation in conjunction with the updated Short-Range Transit Plan.
- Equip all revenue vehicles with fareboxes, and carefully monitor the fare collection system to ensure that all fare revenue is being collected and deposited.
- Improve data collection, recordkeeping and reporting to include: daily ridership and revenue tracking, on-time performance and missed trips, annual passenger survey, annual boarding and alighting counts by stop.
- Improve the performance monitoring program to provide monthly data, listed in the Performance Monitoring Program section, which clearly informs management of how the transit system is performing in the current period compare to the same period last year.