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City of Escalon (eTrans)
Short Range Transit Plan
FY 2017/18 - 2027/28
FINAL REPORT

Adopted by the City of Escalon City Council.

City of Escalon
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The preparation of this SRTP has been funded in part by a grant from the United States Department of Transportation (USDOT), through Section 5304 of the Federal Transit Act. The contents of this SRTP reflect the views of the City of Escalon, and are not necessarily those of USDOT, the Federal Transit Administration (FTA), or the San Joaquin Council of Governments (SJCOG). The City of Escalon is solely responsible for the accuracy of information presented in this SRTP.

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Executive Summary

ES.1 Purpose of the Short Range Transit Plan

Periodically, transit operators prepare Short Range Transit Plans (SRTPs), a document that describes current operations, system finance and plans for future operations. SRTPs serve as input into the regional transportation planning required by Federal transportation statutes and carried out by metropolitan transportation planning agencies, including the San Joaquin Council of Governments (SJCOG).

In partnership with cities, transit operators and other local agencies, SJCOG develops a long-range Regional Transportation Plan (RTP) and a Transportation Improvement Program (TIP) that implements the RTP and programs Federal, state, regional and local funds to adopted transportation projects. In order to obtain funding, each transit operator much periodically prepare, update as needed, adopt and submit an SRTP.

In addition to Federal, state and local funding allocations through the Transportation Development Act (TDA), San Joaquin County’s Measure K provides regional transportation funding through a local voter-approved sales tax. The financial plan in each SRTP describes how Measure K funds would be used. In keeping with SJCOG requirements, the SRTP documents the following:

- Describes existing service operations, performance and identified unmet transit needs in the study area.
- Establishes a baseline describing the operational and financial performance of existing transit service, including an evaluation of system efficiency, effectiveness, equity of service provision and financial performance.
- Reviews and updates system goals, objectives and standards to improve their suitability and relevance.
- Obtains and evaluates decision-maker, stakeholder and general public input regarding transit needs.
- How the City of Escalon participates in SJCOG transportation-related committees, including its Technical Advisory Committee, Social Services Transportation Advisory Committee, and the Interagency Transit Committee, as well as San Joaquin Regional Transit District (RTD) committees including the Coordinated Human Services Transportation Plan Working Group and Advisory Access Committee.
- Proposes new or revised transit services, evaluated against proposed efficiency, effectiveness and equity criteria.
- Develops and documents options projected to improve the efficiency, effectiveness and equity of existing transit.
• Develops a priority list for funding new or restructured transit services, including identification of potential new funding sources, if any.

The previous Short Range Transit Plan was completed in FY 2010-12. This SRTP updates that document, serves as a blueprint for Escalon’s Transit Program for the next 10 years, and is designed to meet the requirements of funding agencies at the regional, state and federal levels. The analysis must justify the recommended course of action and examine the feasibility of meeting new unmet transit needs such as serving newly growing areas and neighborhoods.

**ES.2 Description of eTrans Service**

As of July 1, 2017, eTrans service includes a dial-a-ride operating within City limits, and deviated fixed route service, Route 1, between the Escalon Park & Ride Lot in downtown Escalon and a connection in North Modesto with Modesto Area Express (MAX) and Stanislaus Regional Transit (StaRT). MAX and StaRT connect to destinations in Modesto and Stanislaus County. eTrans service to the unincorporated rural area surrounding Escalon was discontinued since RTD chose not to provide funding. RTD General Public Dial-A-Ride serves this area, with passengers making reservations up to a week in advance through July 31, 2017.

RTD County Hopper Route 95 between Escalon, Manteca, Lathrop, and French Camp was discontinued in October 2009 due to low ridership. Service to the Lawrence Livermore Labs via RTD’s San Joaquin Commuter Route 168 originating in Escalon ended in June 2007 due to low ridership.

eTrans serves an estimated 7,205 persons within Escalon city limits, which covers about 2.2 square miles. In contrast, the U.S. Census Bureau estimates that there were 7,523 residents of Escalon as of July 1, 2015. This compares to 7,132 counted in the 2010 U.S. Census. Until November 27, 2009, eTrans served both Escalon and the surrounding rural unincorporated, a total area of approximately 25 square miles, generally within a radius of three miles of the Escalon city center. eTrans continues to provide connections on request with the StaRT Dial-A-Ride at Jacob Myers Park in Riverbank. The eTrans service area is now the 2.2 square miles of Escalon city limits with deviated fixed route service traveling through rural Stanislaus County and the northern portion of the City of Modesto.

**ES-2.1 eTrans Overview**

Transit service in Escalon began operation in October 1977. Escalon Dial-A-Ride was administered by the Community Services Department and operated with two vehicles and two drivers employed by the City. Hours of service on Monday-Friday were 8:00 a.m.—5:00 p.m., and on Saturdays between 10:00 a.m. and 2:00 p.m. Service was also provided to Modesto every Monday, Wednesday, and Friday and to Stockton every second Tuesday.

---

1 January 1, 2017 California Department of Finance estimate.
of the month. Service to the former Amtrak station in Riverbank was also available on request.

Escalon’s City Manager’s Office now manages and oversees eTrans. The service contractor, RTD, provides vehicle operations and maintenance, including bus operators through its subcontractor, MV Transportation, Inc. The City pays for fuel and other direct costs incurred by eTrans operations.

The transit program is overseen by a part-time Transit Coordinator reporting to the City Manager / City Clerk / Human Resources Administrator, who in turn is directly responsible to the Escalon City Council. The City Council awards service contracts, and approves operating and capital budgets, fares, service changes, and other policies impact eTrans operations.

eTrans service is summarized in Figure ES-1 and the overall service area is shown in Figure ES-2. eTrans service also includes Route 1 between Escalon and Modesto. eTrans Escalon Dial-A-Ride also serves as the complimentary paratransit service for the Escalon area under Americans with Disabilities Act (ADA) regulations. To use this aspect of the service, patrons must be certified eligible to use ADA service. To become ADA-certified, potential patrons must complete an ADA Certification Application, which is then processed by the City of Escalon.

**Figure ES.1 Summary of eTrans Service, effective July 2015**

<table>
<thead>
<tr>
<th>Route</th>
<th>Area Served</th>
<th>Reservations &amp; Frequencies</th>
<th>Weekday</th>
<th>Weekends</th>
</tr>
</thead>
<tbody>
<tr>
<td>DAR</td>
<td>2.2 square mile area within Escalon city limits</td>
<td>15 min. minimum reservation time and up to 7 days advance with service to Riverbank</td>
<td>9:12 a.m.-11:32 a.m., 12:32 p.m.-1:12 p.m., 2:12 p.m.-3:32 p.m.</td>
<td>No Service</td>
</tr>
<tr>
<td>1</td>
<td>Escalon – North Modesto along McHenry Avenue, and a clockwise loop along Keimnan Avenue, Dale Road, and Standiford Avenue with service in east Escalon area on a limited basis.</td>
<td>3 southbound trips, 3 northbound trips, 8 round trips (March-June 2012), 6 round trips (June 2012-June 2015)</td>
<td>Leave Downtown Escalon at 8:20 a.m., 1:20 p.m. &amp; 4:20 p.m. Northbound 30 min. later from North Modesto</td>
<td>No Service</td>
</tr>
</tbody>
</table>
Figure ES.2. eTrans Riders Guide Map, Effective July 2015
ES.2 Vision & Mission Statements

Chapter Two outlines updated goals, objectives and standards that are recommended for Escalon’s transit program, based on standards adopted by the Escalon City Council. Realistic goals and practical objectives and service standards are key elements of an Short Range Transit Plan, serving as a foundation for development of service strategies and delivery of transit service. Transit is a means to an end. In a rural community such as Escalon, transit primarily serves the travel needs of persons without automobiles, and secondarily provides an alternative to driving.

Objectives and policy statements supporting goals should be achievable, in turn supported by realistic service standards providing measurable benchmarks of transit system performance. The adopted mission statement for the City of Escalon is:

_Taking pride in our community through quality service._

This is supported by the _eTrans_ program mission and vision statements that were adopted in the Short Range Transit Plan originally completed in 2008:

**Vision Statement**

eTrans will provide Escalon residents and visitors with basic mobility and a useful alternative to travel by motor vehicle, both within the community and connecting with nearby communities.

**Mission Statement**

The mission of eTrans is to provide a comprehensive transit service for the residents and visitors of Escalon that is clean, accessible, reliable, economical and safe.

The transit vision and mission statements are carried over from previous SRTPs and are based on a number of transit-specific goals, objectives and standards that were outlined in the 2005 Escalon General Plan as summarized in Figure 2.1.

Only a few Escalon residents used transit according to the 2010 Census, and none used transit on their journey to work. Attracting choice transit users is a small rural community such as Escalon is a difficult task, particularly given the wide dispersal of work and other destinations documented in Chapter 1. Transit is most successful where trip destinations and travel patterns are concentrated, and transit can offer frequent services and travel times competitive with driving.

It is very difficult both operationally and economically to provide a transit alternative that meets these criteria even in a much larger urban area, such as Modesto with its limited congestion compared to Sacramento, the Bay Area, or Stockton. As a result, Escalon’s transit market is primarily “transit dependent” persons, that is, those who don’t own motor vehicles, or live in a household with a vehicle but lack reliable regular access. These markets include seniors, persons with disabilities, youth, and low-income persons who cannot afford a vehicle. The main function of _eTrans_ is serving the transit dependent for the journey to work and other kinds of trips.
ES.3 eTrans Operating Performance

Figure ES-3 summarizes overall eTrans overall operating trends for the last seven fiscal years, e.g., from FY 2009-10 through FY 2016-17, the period ending June 30, 2017. Total operating expenses in FY 2009-10 including City costs totaled $69,709, decreasing significantly as service was reduced in FY 2010-11 to $58,972, but then increasing by 30.5% to $76,961 in FY 2011-12 as service was increased. Cost increased to $115,288 further as service levels were nearly doubled in FY 2012-13 reflecting expansion of Route 1 between Escalon and North Modesto from three to seven round trips, then a reduction to six round trips a few months later.

This level of service continued through FY 2014-15. Service was reduced to the prior level in July 2015 reflecting a reduction in Route 1 service frequencies to previous levels due to failure to increase ridership in proportion to increased service levels.

During the seven years covered by Figure 3.1, overall eTrans ridership started at around 4,000 annual passenger trips, with 4,065 annual passenger trips recorded in FY 2009-10, 3,879 in FY 2010-11, and 3,627 in FY 2011-12. Ridership began to decline in FY 2012-13 reflecting a reduction in Dial-A-Ride trips. Dial-A-Ride ridership varied somewhat during the following years, resulting in carrying 1,416 rides in FY 2016-17.

Route 1 ridership in FY 2016-17 declined somewhat compared to ridership in FY 2009-10, with 1,016 and 721 passenger trips, respectively. Route 1 ridership peak at 1,844 passenger trips in FY 2012-13, the year after service levels were increased to North Modesto, e.g., up about 80% over FY 2010-11. However, this increase in ridership declined well behind service level increases, which were up more than 200% in FY 2012-13, FY 2013-14 and FY 2014-15 compared to FY 2009-10 and FY 2010-11.

As a result, the eTrans operating deficit soared and farebox cost recovery ratio declined dramatically. As a result, Route 1 service was reduced to previous levels in FY 2015-16, also reflecting a slight decline in Route 1 passenger trips in FY 2014-15.

Average daily ridership remained at 13-16 daily trips from FY 2009-10 to FY 2013-14, then declined to an average of 8-9 from Fy's 2014-15 through FY 2016-17. Annual revenue vehicle hours (RVH) ranged from 1,314 annual RVH in FY 2009-10, 887 in FY 2010-11, 1,243 in FY 2011-12, 2,306 in FY 2013-14, 2,374 in FY 2014-15, 1,543 RVH in FY 2015-16 and 1,583 during FY 2016-17.

Overall productivity declined during this time, from about 3.1 passengers/RVH in FY 2009-10 increasing to 4.4 in FY 2010-11, and fluctuating to 1.3 by FY 2016-17.
### TDA INDICATORS

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Escalon Dial-A Ride Passenger Trips*</td>
<td>3,021</td>
<td>2,763</td>
<td>2,269</td>
<td>1,298</td>
<td>1,711</td>
<td>836</td>
<td>1,140</td>
<td>1,416</td>
</tr>
<tr>
<td>Route 1 Passenger Trips</td>
<td>1,064</td>
<td>1,116</td>
<td>1,358</td>
<td>1,844</td>
<td>1,614</td>
<td>1,396</td>
<td>986</td>
<td>721</td>
</tr>
<tr>
<td><strong>Total Passenger Trips</strong></td>
<td>4,085</td>
<td>3,879</td>
<td>3,627</td>
<td>3,142</td>
<td>3,325</td>
<td>2,232</td>
<td>2,126</td>
<td>2,137</td>
</tr>
<tr>
<td>Revenue Vehicle Hours (RVH) - Dial-A-Ride</td>
<td>803</td>
<td>318</td>
<td>220</td>
<td>665</td>
<td>776</td>
<td>770</td>
<td>737</td>
<td>723</td>
</tr>
<tr>
<td>Revenue Vehicle Hours (RVH) - Route 1</td>
<td>511</td>
<td>569</td>
<td>1,023</td>
<td>1,641</td>
<td>1,598</td>
<td>1,634</td>
<td>806</td>
<td>860</td>
</tr>
<tr>
<td><strong>Revenue Vehicle Hours (RVH) - System Total</strong></td>
<td>1,314</td>
<td>887</td>
<td>1,243</td>
<td>2,306</td>
<td>2,374</td>
<td>2,404</td>
<td>1,543</td>
<td>1,583</td>
</tr>
<tr>
<td>Revenue Vehicle Miles (RVM) - Dial-A-Ride</td>
<td>4,940</td>
<td>3,226</td>
<td>2,265</td>
<td>3,174</td>
<td>3,571</td>
<td>2,458</td>
<td>4,512</td>
<td>4,795</td>
</tr>
<tr>
<td>Revenue Vehicle Miles (RVM) - Route 1</td>
<td>13,071</td>
<td>16,116</td>
<td>37,242</td>
<td>37,242</td>
<td>35,919</td>
<td>36,739</td>
<td>18,946</td>
<td>19,195</td>
</tr>
<tr>
<td><strong>Revenue Vehicle Miles (RVM) - System Total</strong></td>
<td>19,117</td>
<td>16,353</td>
<td>26,764</td>
<td>40,416</td>
<td>38,490</td>
<td>39,197</td>
<td>23,458</td>
<td>22,990</td>
</tr>
<tr>
<td>Operating Expense - Escalon Dial-A-Ride*</td>
<td>$49,451</td>
<td>$23,772</td>
<td>$19,462</td>
<td>$33,259</td>
<td>$38,809</td>
<td>$42,102</td>
<td>$40,593</td>
<td>$34,911</td>
</tr>
<tr>
<td>Operating Expense - Route 1</td>
<td>$20,167</td>
<td>$35,201</td>
<td>$57,499</td>
<td>$82,028</td>
<td>$79,888</td>
<td>$89,301</td>
<td>$44,376</td>
<td>$41,911</td>
</tr>
<tr>
<td><strong>Estimated Total Operating Expense</strong></td>
<td>$69,709</td>
<td>$58,972</td>
<td>$76,961</td>
<td>$115,288</td>
<td>$118,698</td>
<td>$131,404</td>
<td>$84,969</td>
<td>$76,822</td>
</tr>
<tr>
<td>Total Fares/Op Rev Collected - Dial-A-Ride</td>
<td>$2,790</td>
<td>$3,932</td>
<td>$611</td>
<td>$2,302</td>
<td>$462</td>
<td>$335</td>
<td>$1,636</td>
<td>$1,717</td>
</tr>
<tr>
<td>Total Fares/Op Rev Collected - Route 1</td>
<td>$2,885</td>
<td>$1,935</td>
<td>$4,693</td>
<td>$3,128</td>
<td>$3,541</td>
<td>$3,227</td>
<td>$1,428</td>
<td>$857</td>
</tr>
<tr>
<td><strong>Total Fares/Op Rev Collected - System Total</strong></td>
<td>$5,790</td>
<td>$5,867</td>
<td>$5,304</td>
<td>$5,430</td>
<td>$4,004</td>
<td>$3,562</td>
<td>$3,562</td>
<td>$2,574</td>
</tr>
<tr>
<td><strong>Total Weekdays</strong></td>
<td>4,085</td>
<td>3,226</td>
<td>2,265</td>
<td>3,174</td>
<td>3,571</td>
<td>2,458</td>
<td>3,142</td>
<td>3,325</td>
</tr>
<tr>
<td>Average Fare Per Passenger - Dial-A-Ride</td>
<td>$0.92</td>
<td>$1.42</td>
<td>$0.27</td>
<td>$1.77</td>
<td>$0.27</td>
<td>$0.40</td>
<td>$1.43</td>
<td>$1.21</td>
</tr>
<tr>
<td>Average Fare Per Passenger - Route 1</td>
<td>$2.71</td>
<td>$1.73</td>
<td>$3.46</td>
<td>$1.70</td>
<td>$2.19</td>
<td>$2.31</td>
<td>$1.45</td>
<td>$1.19</td>
</tr>
<tr>
<td>Average Fare Per Passenger - Total</td>
<td>$1.42</td>
<td>$1.51</td>
<td>$1.46</td>
<td>$1.73</td>
<td>$1.63</td>
<td>$1.60</td>
<td>$1.68</td>
<td>$1.20</td>
</tr>
</tbody>
</table>

* includes limited service to unincorporated area in FY 2009-10
Sources: City of Escalon, San Joaquin RTD n.a. Not available # Or cost policy. See text
ES.3.1 Overall eTrans Operating & Performance Trends

During FY 2016-17, eTrans operated two distinct services:

- Escalon Dial-A-Ride, providing door-to-door transportation within the 2.2 square mile Escalon city limits, plus an on-request connection with StaRT Riverbank Dial-A-Ride and Eastside Shuttle buses at Jacob Myers Park in Riverbank.

- Route 1, a deviated fixed route providing three round trips daily between Escalon and north Modesto. Service was increased to seven round trips effective August 6, 2012, and then cut back to the previous 3 round trips in July 2015.

Figure ES.4 eTrans Patronage Trends, FY 2009-10 to FY 2016-17

Figure ES-4 summarizes monthly ridership and the annual total for each eTrans service during FY 2016-17.
The performance of each eTrans service varies dramatically in contrast with one another as well as the overall eTrans system total for FY 2016-17, despite all service being provided by only one vehicle. Figure ES-4 illustrates passengers per revenue vehicle hour (RVH). Figure ES-5 shows average speed (MPH) for each eTrans service.
Net Operating Subsidy per Passenger is presented for each service and the system total in Figure ES-7.

Farebox Cost Recovery for each eTrans service and system total is shown in Figure ES-8 below.

Figure ES.7  eTrans Passengers per Revenue Vehicle Hour, FY 2016-17

Figure ES.8. eTrans Net Operating Subsidies Per Passenger, FY 2016-17
ES-3.2 eTrans Services - Productivity Indicators

This SRTP Update calculates operating expenses for each type of eTrans service somewhat differently than the data charts maintained by City staff. Costs are allocated based on RVH for each type of service. This results in significantly lower unit costs for Escalon Dial-A-Ride, but much higher overall costs for County Dial-A-Ride and Route 1. It is important to note that Figure 3.1 and subsequent charts only reflects direct contract costs, not overall City costs which are reflected in annual budgets.

Allocating costs by RVH is a transit industry standard practice, and is a more accurate reflection of resource allocation than the method previously employed.

Based on the RVH-based cost allocation methodology, overall subsidy per passenger was the lowest for Escalon Dial-A-Ride, $23.44 per passenger during FY 2016-17.

eTrans Route 1 between Escalon and Modesto had a significantly higher subsidy per passenger than Escalon Dial-A-Ride, averaging $56.94 for all of FY 2016-17. This is a significant increase from FY 2009-10, reflecting declining ridership and productivity despite a doubling of service levels between FY 2011-12 and FY 2014-15.

The overall eTrans farebox cost recovery ratio was 3.4% during FY 2016-17, a 25% improvement from FY 2014-15. Month-to-month variations in farebox cost recovery for each eTrans service and the system total are shown in Figure 3.7. Farebox recovery was slightly better for eTrans Dial-A-Ride at 4.9%, while Route 1 averaged 2.0% for all of FY 2016-17. This is a major decline compared to FY 2009-10, when the Route 1 farebox recovery ratio averaged 14.3%.

Generally, eTrans managed to pick up all passengers within 15 minutes from the time requested were placed 99% of the time. The City monitors on-time performance every
month through a random time check process. Service was also on-time 99% of the time at schedule time points for the deviated fixed route, e.g., \textit{eTrans} Route 1 between Escalon and Modesto.

\textbf{ES.3.3 \textit{eTrans} Services - Financial Indicators}

This SRTP Update calculates operating expenses for each type of \textit{eTrans} service somewhat differently than the data charts maintained by City staff. Costs are allocated based on RVH for each type of service. This results in significantly lower unit costs for Escalon Dial-A-Ride, but much higher overall costs for County Dial-A-Ride and Route 1. \textbf{It is important to note that Figure 3.1 and subsequent charts only reflects direct contract costs, not overall City costs which are reflected in annual budgets.}

Allocating costs by RVH is a transit industry standard practice, and is a more accurate reflection of resource allocation than the method previously employed.

Based on the RVH-based cost allocation methodology, overall subsidy per passenger was the lowest for Escalon Dial-A-Ride, $23.44 per passenger during FY 2016-17.

\textit{eTrans} Route 1 between Escalon and Modesto had a significantly higher subsidy per passenger than Escalon Dial-A-Ride, averaging $56.94 for all of FY 2016-17. This is a significant increase from FY 2009-10, reflecting declining ridership and productivity despite a doubling of service levels between FY 2011-12 and FY 2014-15.

The overall \textit{eTrans} farebox cost recovery ratio was 3.4\% during FY 2016-17, a 25\% improvement from FY 2014-15. Month-to-month variations in farebox cost recovery for each \textit{eTrans} service and the system total are shown in Figure 3.7. Farebox recovery was slightly better for \textit{eTrans} Dial-A-Ride at 4.9\%, while Route 1 averaged 2.0\% for all of FY 2016-17. This is a major decline compared to FY 2009-10, when the Route 1 farebox recovery ratio averaged 14.3\%.

Generally, \textit{eTrans} managed to pick up all passengers within 15 minutes from the time requested were placed 99\% of the time. The City monitors on-time performance every month through a random time check process. Service was also on-time 99\% of the time at schedule time points for the deviated fixed route, e.g., \textit{eTrans} Route 1 between Escalon and Modesto.

\textbf{Conclusion.} \textit{eTrans} performance and productivity has been declining for the past several years, operating costs and subsidies per passenger have been increasing significantly. Decisive action is needed to correct these trends, perhaps even a complete revision of service delivery methods, such as using private ridesharing services such as Uber and Lyft, and/or enhanced regional partnerships with RTD for provision of service to Escalon residents.

\textbf{ES.4 Recommended Escalon Transit Service Plan}

\textbf{ES.4.1 Background}

- The City of Escalon funds and administers a public transportation service under the brand name “\textit{eTrans}”. The City contracts for \textit{eTrans} service with RTD. In turn,
RTD subcontracts direct operations to MV Transportation. *eTrans* suffers from a number of challenges outlined below.

- **Extremely limited service.** *eTrans* employs a single full-time driver. This means that a single vehicle operates on Monday to Friday only, from approximately 8:00 a.m. to 5:00 p.m., including a one-hour break in the middle of the day. This single driver and vehicle split their time between Route 1, a deviated fixed route connecting Escalon to Modesto, and Escalon Dial-A-Ride, a call-in demand responsive service for trips within Escalon.

**Figure ES.10 Current *eTrans* Service Schedule. Service is very limited.**

<table>
<thead>
<tr>
<th>To Modesto - Southbound</th>
<th>To Escalon - Northbound</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>eTrans Route 1 Schedule - Escalon to Modesto to Escalon (Monday - Friday Only)</strong></td>
<td></td>
</tr>
<tr>
<td>Padlock Mobile Home Park (Depart)</td>
<td>Calhoun Ave, A, Jackson Ave, &amp; Orleans Pharmacy</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>8:12</td>
<td>8:17</td>
</tr>
<tr>
<td>8:20</td>
<td>8:22</td>
</tr>
<tr>
<td>8:22</td>
<td>8:23</td>
</tr>
<tr>
<td>8:25</td>
<td>8:34</td>
</tr>
<tr>
<td>8:42</td>
<td>8:45</td>
</tr>
<tr>
<td><strong>Escalon Dial-A-Ride Service between 9:12 a.m. to 11:32 p.m. and 12:32 p.m. to 1:12 p.m. - Call 209.541.6645 for a ride.</strong></td>
<td></td>
</tr>
<tr>
<td>1:12</td>
<td>1:17</td>
</tr>
<tr>
<td>1:20</td>
<td>1:22</td>
</tr>
<tr>
<td>1:23</td>
<td>1:25</td>
</tr>
<tr>
<td>1:34</td>
<td>1:42</td>
</tr>
<tr>
<td>1:45</td>
<td>1:45</td>
</tr>
<tr>
<td><strong>Escalon Dial-A-Ride Service between 2:12 p.m. to 3:32 p.m. - Call 209.541.6645 for a ride.</strong></td>
<td></td>
</tr>
<tr>
<td>4:12</td>
<td>4:17</td>
</tr>
<tr>
<td>4:20</td>
<td>4:22</td>
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<tr>
<td>4:23</td>
<td>4:25</td>
</tr>
<tr>
<td>4:34</td>
<td>4:42</td>
</tr>
<tr>
<td>4:45</td>
<td>4:45</td>
</tr>
</tbody>
</table>

**Figure ES.11 Average Daily Boardings on *eTrans*.**

Extremely low ridership. *eTrans* ridership is low and has been declining in recent years. *eTrans* currently provides 8 to 9 rides per day on average, more or less evenly split between Route 1 and Dial-A-Ride. *Dial-A-Ride* trip data suggests that three users make 40% of all trips.

Ridership is very low and declining (since 2012 for Route 1, since 2010 for Dial-A-Ride).

- **Very low underlying demand.** Demographics suggest that underlying demand for public transportation is very low. Escalon’s population is small (7,205 persons), spread out at relatively low densities, with no special concentration of high-need populations.
  - Comparable communities with higher transit ridership tend to have:
• Much lower incomes and/or larger high-need populations (e.g. Woodlake, 36% children under 18 and per capita income <$13,000; Rio Vista, 32% seniors over 65 and 13% persons with disabilities).

• Somewhat higher levels of service (e.g. Rio Vista, 50% more service than Escalon; Guadalupe, 135% more service than Escalon).

• However, experience suggests that demand for eTrans services is not very sensitive to service quantity. When Route 1 service increased from 3 to 8 daily round trips in early 2012 and was extended to Vintage Faire Mall, productivity actually declined, from approximately two boardings per hour, to just one boarding per hour.

• **Multiple funding sources subject to competing policy goals.** eTrans is primarily funded by California LTF, FTA Section 5311, and local Measure K. Each of these sources comes with a distinct set of objectives and requirements.

  • LTF funds are distributed by SJCOG. These funds must be used for public transit service, to the extent that there are “unmet needs that are reasonable to meet”. Beyond this criterion, transit service effectively competes with street and road maintenance for LTF funds.\(^3\)

  • Section 5311 funds are distributed by formula to rural communities throughout the United States. When used to fund operations, they may not cover more than 55.30% of net operating costs, in California due to the sliding scale.

  • Measure K funds received by the City for transit purposes must specifically be used to provide a public transit connection to and from Modesto.

• **High cost per ride.** Ultimately, the combination of low ridership and a fixed hourly cost of providing service means that the average cost of providing a ride is very high. In 2017, the average cost per ride was $58.13 for Route 1 and $24.65 for Escalon Dial-A-Ride.

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\(^3\) Furthermore, the criteria used by SJCOG to determine what needs are “reasonable to meet” do not rely on a single objective standard. In particular, the cost-effectiveness and performance criteria are different for each transit agency. Performance criteria (such as farebox recovery and average cost per ride) for eTrans have been lower than they for other agencies in San Joaquin County. If eTrans were required to meet the same performance criteria as other agencies, the needs eTrans is serving could be deemed unreasonable.
ES.4.2 Key Choices and Tradeoffs

Given the problems presented above, the City faces several key questions:

- **Service vs. No Service.** Should the City be funding transit service at all, and if so at what level?

- **City Ownership vs. Outside Provider.** Should the City maintain ownership of eTrans, or purchase service from an outside provider?

- **Scheduled Service vs. Demand Response.** If the City continues to fund service, should it be funding a scheduled route, or an on-demand point-to-point system?

- **Transit vs. Subsidized Rides.** If the City would like to continue meeting transit needs, should it fund a transit service, or subsidize the cost of taxi and/or fares for Transportation Network Companies (TNC) such as Uber and Lyft?

ES.4.3 Stakeholder Outreach and Policy Direction

The following insights were gained through the early outreach process, which included outreach to stakeholders, employers, public meetings and surveys:

- **eTrans** users are few but very dependent on the service for basic mobility to shopping and errands. Most **eTrans** users (including nearly all Dial-A-Ride users) are elderly and/or persons with disabilities.

- A significant part of the market for **eTrans** services may have faded away over the years as non-emergency medical transportation has been taken over by Consolidated Transportation Service Agencies, which Stanislaus County has one called MOVE.
• Transit service to Modesto would be more useful if it arrived earlier in the morning. There is also interest in reaching Manteca and Stockton, for which no service currently exists.

• The current eTrans service can’t serve a commute to a full-time job, because people need to fit the entirety of their trip within the service hours of a single driver’s shift. It’s not possible to reach most jobs in Modesto before 9:00 a.m., and one needs to return to Escalon by 4:30 p.m. Conversely, someone reaching Escalon from Modesto wouldn’t be able to reach their job before 9:15 a.m., and would need to leave by 4:00 p.m.

Following a presentation of eTrans service alternatives to the City Council, Jarrett Walker and Associates and the eTrans Transit Coordinator received the following policy direction:

• **Reduce transit funding** to free up more LTF, but don’t eliminate service entirely.

• **Focus on service by an outside partner** rather than on maintaining service under the eTrans brand.

• Focus on developing service partnerships with RTD, Uber and/or Lyft.

Extensive discussions were held between JWA, the eTrans Transit Coordinator, and RTD, Uber and Lyft through Summer 2017. The conclusions drawn from this process were that:

• **RTD is open to extending and redesigning service on its County Hopper Route 91** to extend service to Escalon and Modesto. JWA has designed a service plan preliminarily approved by RTD.

• **RTD is pursuing the development of an app-based ride-hailing service** for rural areas of San Joaquin County, that would serve Escalon in the future. This service might either complement or replace the existing pilot partnership with Uber.

• Uber is open to working with the City, in the context of its existing pilot partnership with RTD. However, **residents of Escalon already have access to the benefits of the Uber/RTD partnership** (i.e. a $5.00 RTD-subsidized discount to reduce the cost of Uber trips). It might be possible to establish an additional subsidy for trips specifically starting and/or ending in the City, with funding from the City.

• **Lyft does not have capacity to establish a partnership with the City of Escalon** at this time.

### ES 4.4 Recommended Service Scenario

Based on the policy direction provided by City Council and subsequent discussions on possible service partnerships, a service scenario has emerged that combines:

• **New RTD County Hopper Route 95 (Stockton-Manteca-Escalon-Modesto).** Route 1 would be replaced by an RTD service, that will increase the range of available destinations from Escalon by providing service to Manteca and Stockton as well as Modesto. It will also provide transportation on a schedule that will be
better aligned with educational and job opportunities in Modesto. This service would be a reconfiguration of the existing RTD County Hopper Route 91, made possible by a contribution of Measure K and Federal Transit Administration (FTA) Section 5311 funds by the City.

- **Limited Escalon Dial-A-Ride.** Rather than providing multiple short service periods five days per week, the service would operate in longer spans on fewer days, for a total service of 12 hours per week (i.e. a 35% cut from existing service). This service would be a continuation of existing Escalon Dial-A-Ride funds, paid for primarily with California LTF funds by the City.

In addition, the following optional elements may be considered:

- **Optional: Weekend RTD County Hopper Route 795.** This would serve the same communities as the County Hopper Route 95, but with a reduced schedule (2 daily round trips) on Saturdays and Sundays. This service would be a reconfiguration of RTD’s existing County Hopper Route 797. Based on preliminary discussions, it would require a contribution of the City of Escalon’s LTF funds to be possible.

- **Optional: BART Feeder Service (pilot).** This would be a pilot program to extend RTD’s BART feeder service to Escalon. This would involve one bus leaving Escalon every morning at 5:00 a.m. and returning to Escalon around 7:15 p.m. If RTD deemed the pilot to be successful, this could then be extended indefinitely. Based on preliminary discussions, this service would not require a financial contribution from the City of Escalon.

**Note that a subsidized rides program using a ride-hailing service (e.g. Uber, Lyft) is not recommended** in this plan, for the following reasons:

- The City has extremely limited resources for public transportation, but **ride-hailing partnerships remain highly experimental. An entire new program could become defunct after a year.** Sources of uncertainty include:
  - Both Uber and Lyft indicated that they have insufficient drivers in Escalon to ensure acceptable waiting times. They cited this as a primary reason why they are not able to enter a direct service partnership with the City at this time.
  - The viability of the TNC business model as a whole remains unproven. Large TNCs continue to be supported entirely by venture capital and post huge operating losses every quarter.
  - At this time, federal funds can only be used for 1-year pilot programs. All this means any ride-hailing subsidy program established by the City could go defunct after a single year.
  - Because a subsidized ride-hailing program would be a publicly-funded transportation service, it **would need to comply with ADA and Title VI regulations.**
• At minimum, this would require the City to invest in complementary service for persons with disabilities, and to ensure the availability of cash payment options.

• Given the limited resources mentioned above, it is not possible to provide even a limited Dial-A-Ride service and a subsidized rides program while also saving LTF funds for streets and roads.

ES.4.4.1 New RTD County Hopper Route 95

County Hopper Routes 91 and 95 - Recommended Configuration

In the present service configuration, RTD County Hopper Route 91 connects Stockton, Manteca and Ripon several times per day. Following discussions with RTD, this Transit Service Plan recommends reconfiguring the schedule to provide a restructured service including both a new Route 91 (Stockton-Manteca-Ripon-Modesto) and a new Route 95 (Stockton-Manteca-Escalon-Modesto). In addition to the numerous service benefits for Stockton, Manteca and Ripon, the new Route 95 would provide the following:

• 4x/day service from Escalon to Manteca/Stockton
  • Arrival in Escalon at 7:20 a.m., 11:25 a.m., 4:25 p.m. and 7:25 p.m.
  • Departure from Escalon at 8:30 a.m., 1:30 p.m., 4:30 p.m. and 6:30 p.m.

• 4x/day service between Escalon and Modesto
  • Departure at 7:25 a.m., 11:30 a.m., 4:30 p.m. and 7:30 p.m.
  • Arrival in Escalon at 8:25 a.m., 1:25 p.m., 4:25 p.m. and 6:25 p.m.

• All trips would be timed to allow no-wait transfers to Manteca Transit, by arriving in Manteca 5 minutes before the hour.

Note that the earliest morning arrival at Vintage Faire Mall would therefore be 7:55 a.m. (7:40 a.m. at Walmart), with the last departure from Vintage Faire Mall at 5:55 p.m. (6:10 p.m. at Walmart). This extended span of service could make it possible to rely on the County Hopper service for transportation to Modesto Junior College and/or to hold a daytime job in Modesto.

Preliminary funding discussions between RTD and the City have placed the City’s contribution to this service at $80,974 for FY 2018-19. This is based on the following parameters:

• Total Annual Revenue Hours: 7,374

• Escalon to contribute to the variable cost of service hours within Escalon, and connecting Escalon to Modesto, approximately 18.421% of total hours.

• Preliminary estimate of future RTD service provider variable hourly rate at $59.61 per hour.

• Total Escalon Contribution: 7,374 hours * 18.421% * $59.61 = $80,973.
It is anticipated that Escalon’s contribution to the service would come from **Measure K funding and FTA Section 5311 funds**, as follows. The exact contributions in Measure K vs. FTA Section 5311 funds would vary slightly from year to year going forward, but general funding distribution is likely to continue in a similar fashion.

- FY 2018 Measure K available funds: $38,171 (47.1%)
- Section 5311 funding match: $40,376 (49.9%).
- City of Escalon TDA – LTF Funds: $2,426 (3.0%)
- Note: In addition, the City would provide a capital contribution of at least one vehicle to be used for this route or future mobility-on-demand services.

As noted previously, Measure K funding must be used for service to Modesto. In addition, current agreements require any Measure K funded service to be matched by another funding source to the tune of at least 25%. This would comply with both requirements. Furthermore, note that this would not use the entirety of the City’s Section 5311 allocation, which SJCOG has set at $40,376 per year, or 10% of the total 5311 allocation for San Joaquin County.

The full conceptual schedule for Routes 91 and 95 (including the contingent scenario described below) is provided in Appendix F.

**County Hopper Route 91 - Contingent Scenario for Lower Funding Level**

If RTD is unable to fund the full recommended level of service on the extended *County Hopper* Routes 91 and 95, it would be possible to run a service with only 3 daily departures and arrivals from both Modesto and Manteca/Stockton (and a corresponding reduction in service for Ripon). This service would conserve the benefits of extending the span of service to allow earlier arrival and later departure from Modesto, but would reduce the flexibility available to non-commuters by eliminating one mid-day trip in each direction.

- Departures to Manteca/Stockton at 8:30 a.m., 1:30 p.m. and 6:30 p.m. only.
- Arrivals from Manteca/Stockton at 7:20 a.m., 11:25 a.m. and 4:25 p.m.
- Departures to Modesto at 7:25 a.m., 11:30 a.m. and 4:30 p.m. only.
- Arrivals from Modesto at 8:25 a.m., 1:25 p.m. and 6:25 p.m.

This lower level of service would require a correspondingly lower contribution from the City of Escalon, approximately **$50,546 in FY 2018**, distributed as follows:

- FY 2018 Measure K available funds: $38,171 (65.2%)

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4 Typically, FTA section 5311 funds are allocated by Caltrans to SJCOG, and then allocated to each rural transit agency (i.e. RTD and the City of Escalon). However, a letter of understanding between RTD and the City of Escalon currently provides that RTD will provide funds equivalent to Escalon’s 5311 allocation.

5 Note that there is an alternative scenario wherein RTD County Hopper 95 would operate as an independent route, with a schedule unrelated to Route 91. At an equivalent level of service to Escalon, this scenario would cost the City of Escalon up to $85,306, i.e. it would require a further $4,333 of LTF funds.
• Section 5311 Funding match: $20,375 (34.8%).

• In this scenario, $20,001 would remain in Section 5311 funds for other services.

**County Hopper Route 95 - Contingent Scenario for More Service**

The baseline and contingent scenarios outlined above are based on a preliminary estimate of $59.61 as the variable hourly rate for RTD County Hopper services.

However, this rate is subject to change based on RTD’s current procurement for contracted transportation services. If the final rate is in the range of 47.00/hour, the City of Escalon would be able to pay for its share of a service 5x/day to Modesto, and 5x/day to Manteca and Stockton, with 97% Measure K and FTA Section 5311 funds as described for the 4x/day scenario above. This is, however, also assuming that the added other costs of this service could be borne by the other involved parties (RTD, and potentially the Cities of Ripon and Manteca).

Because this scenario relies on a hypothetical rate that is not a safe assumption at this stage, it is not yet possible to give exact costs for this contingent scenario.

**ES.4.4.2 Limited Escalon Dial-A-Ride**

Given the extremely limited transportation options available to eTrans’ existing set of customers, this plan recommends maintaining a “minimum service” from of Dial-A-Ride within the City as a form of insurance against total isolation for vulnerable seniors and persons with disabilities.

At least initially, this service would continue to be operated by RTD’s selected contractor for rural services (i.e. the same contractor in charge of the County Hopper), in a vehicle owned by the City, possibly under the eTrans brand. In the longer term, it may be possible to turn over full administration of the program to RTD, but this will require a more comprehensive renegotiation of existing agreements.

The exact schedule of operation should be determined in consultation with the most likely users of the service. However, the overall level of service would be scaled back to 12 hours per week, and we recommend the following criteria be respected at all times:

- Service should generally be provided in periods of at least three consecutive hours. In other words, service could be provided in one of three ways:
  - 2 days per week, 6 hours per day.
  - 3 days per week, 4 hours per day.
  - 4 days per week, 3 hours per day.

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6 Alternatively, if the final rate is in the rate of $47/hour, the City would be able to pay for its share of a 5x/day Route 95 service independent of Route 91, as the costs of an interlined or independent scenarios would be almost the same (within $1,000 per year).
In any case, **service should be provided between 10:00 a.m. and 1:00 p.m. on Tuesdays and Thursdays** to provide access to and from the Senior Lunch Program.

In longer consecutive service periods (esp. for 4 or 6 hours), it may be possible to expand the reach of Dial-A-Ride to allow users to reach selected locations in Modesto and/or Riverbank. Potential examples include major medical facilities or regional shopping destinations.

This should be done with care to avoid overlapping with the market for the new *County Hopper* Route 95. For example, not undercutting Route 95 with a weekday DAR connection to Vintage Faire Mall.

If the operator contracted by RTD can provide service on weekends, **we would recommend considering a 4-hour service period on Saturday, offering users the possibility to travel to Modesto**, on a day when Route 95 will not be available and most regional retail destinations are open. The need for this may be reduced if the Weekend RTD *County Hopper* Route 795 is implemented (see below).

The estimated FY 2018 operating cost for this service would be as follows:

**Figure ES.13 FY 2018 Operating Costs, Escalon Dial-A-Ride 12 hours/week**

<table>
<thead>
<tr>
<th>Category</th>
<th>Item</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>Transit Coordinator Wages, Social Security, Unemployment Insurance</td>
<td>$3,500</td>
<td>60% of existing</td>
</tr>
<tr>
<td></td>
<td>Print &amp; Reproduction</td>
<td>$2,000</td>
<td>Rider Guide &amp; Flyers 67% of existing</td>
</tr>
<tr>
<td></td>
<td>Special/Misc Expenses</td>
<td>$1,000</td>
<td>33% of existing</td>
</tr>
<tr>
<td></td>
<td>Advertisement - Legal</td>
<td>$300</td>
<td>Required Public Notices</td>
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<tr>
<td></td>
<td>Membership/Dues</td>
<td>$540</td>
<td>CalACT, CTAA</td>
</tr>
<tr>
<td></td>
<td>Central Government Charge</td>
<td>$6,000</td>
<td></td>
</tr>
<tr>
<td>Variable Operations</td>
<td>RTD Hourly Variable Costs</td>
<td>$37,197</td>
<td>$59.61/hour estimate, 624 hours per year, includes fuel, communications and maintenance</td>
</tr>
<tr>
<td><strong>Total Estimated Operating Cost</strong></td>
<td></td>
<td><strong>$50,537</strong></td>
<td></td>
</tr>
</tbody>
</table>

This operating cost would be funded from LTF funds allocated to the City of Escalon. Likely annual fare revenues are estimated in the range of $1,000-2,000. **Because of the high level of uncertainty around this revenue, it is recommended that this amount not be included in the initial budgeting process.**
Transit Service Changes in Escalon

New Regional Service to Modesto and Stockton

San Joaquin RTD will operate County Hopper Route 95, a new route connecting Escalon to Stockton, Manteca, and Modesto, four times per day, Monday to Friday. Route 95 will replace eTrans Route 1, and will operate more frequently and go more places.

At other times, Route 95 can deviate up to one mile from its route to serve you, if you reserve by calling RTD a day in advance.

Local Service: Dial-a-Ride and County Hopper
eTrans will still serve dial-a-ride trips within the City of Escalon, but only three days per week, from 10 AM to 2 PM.

Figure ES.14 Proposed RTD County Hopper Route 95 Serving Escalon
ES.4.4.3 Optional: Weekend RTD County Hopper Route 791

If there is significant demand for weekend service, the City of Escalon could decide to participate in funding a weekend version of County Hopper Routes 91 and 95 to Ripon and Escalon. Preliminary discussions with RTD have suggested that the following level of service would be possible:

- **2x/day service from Escalon to Manteca/Stockton**
  - Departure from Escalon at 10:25 a.m. and 4:25 p.m.
  - Arrival in Escalon at 12:15 p.m. and 6:15 p.m.
- **2x/day service between Escalon and Modesto**
  - Departure from Escalon at 12:15 p.m. and 6:15 p.m.
  - Arrival in Escalon at 10:25 a.m. and 4:25 p.m.

This would be possible by restructuring service from the existing RTD County Hopper Route 797. However, would require 3.7 hours of added transit service per weekend day, or about 385 hours per year. **It is not yet clear what portion of the cost of this added service would need to be paid by the City of Escalon, but the total variable cost could be as high as $22,950.** This would be provided entirely in LTF funds, in which case the City would no longer be saving any more LTF funds relative to existing service.

ES.4.4.4 Optional: BART Feeder Pilot

San Joaquin RTD currently operates Commuter Route 150 from Tracy Transit Station to Dublin/Pleasanton BART. Route 150 also includes a feeder bus from the Manteca Transit Center to the Tracy Transit Station that departs at 4:25 a.m. and 5:25 a.m., and returns passengers to Manteca at 5:48 p.m., 6:48 p.m. and 7:48 p.m.

This optional pilot would extend one morning and one evening run of the Manteca feeder so that passengers could commute from Escalon to the San Francisco Bay Area on transit. If the pilot were implemented, it would involve extending the BART feeder service to Manteca such that:

- One bus would leave Escalon at 5:00 p.m., five days per week.
- One bus would arrive in Escalon at 8:18 p.m., five days per week.

This service would be provided on an experimental basis for a six-month period by RTD. If enough regular riders used the service, it would then be extended indefinitely.

ES.4.4.5 Summary of Operating Costs and Funding Sources

The full breakdown of operating costs borne by the City of Escalon arising from this plan is summarized below in Table 3. Note that the typical LTF allocation for eTrans in recent years has been in the range of $70,000 to $80,000. Savings in this plan result largely from a reduction in administrative costs, and consolidation of Dial-A-Ride service into 12 hours per week organized in longer service periods on fewer days.
**Figure ES.15 FY 2018 Cost Basis-Direct Operating Costs Covered by Escalon**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Administration Costs</td>
<td>$13,340</td>
<td>Escalon LTF/STA: $13,311</td>
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<tr>
<td>RTD County Hopper Route 95</td>
<td>$80,973</td>
<td>Measure K: $38,171</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FTA 5311: $40,376</td>
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<td></td>
<td></td>
<td>Escalon LTF/STA: $2,426</td>
</tr>
<tr>
<td>Limited Dial-A-Ride</td>
<td>$37,197</td>
<td>Escalon LTF: $37,197</td>
</tr>
<tr>
<td>Optional Sat/Sun RTD County Hopper Route 795</td>
<td>$22,950</td>
<td>Escalon LTF: $22,950</td>
</tr>
<tr>
<td>Optional BART Feeder Pilot</td>
<td>$0</td>
<td>At RTD’s discretion.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No funds from Escalon.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$131,510</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Total including Optional Services</strong></td>
<td><strong>$154,460</strong></td>
<td></td>
</tr>
</tbody>
</table>

**ES.5 eTrans Budget Impacts & Performance**

**5.1 Overview**

This chapter presented the recommended 10-year transit financial and capital plan for the City of Escalon's Transit Program. These plans are based on the recommended service plan outlined in Chapter 4. Specific recommendations have also been developed following FTA and SJCOG guidelines, requiring a transit plan to be “financially constrained,” e.g., that service is provided within available financial resources.

The Financial Plan assumes that beginning in FY 2018-19, current eTrans Escalon Dial-A-Ride service would be reduced to 4 hours per day three days per week, and Route would service would be replaced by enhanced RTD County Hopper Route 95 service designed to connect Stockton, Manteca, Escalon and Ripon with Modesto. Proposed schedules for this enhanced service is outlined in Appendix F.

*County Hopper* Route 95 service would provide a total of five round trips daily between Escalon, Modesto, Manteca and Stockton—a significant enhancement from current eTrans Route 1 service which is limited by its separate operation from other RTD-provided services. The Financial Plan also includes an option to expand RTD *County Hopper* service to weekends, with two daily round trips.

The Financial Plan identifies existing and likely funding sources, projects fare revenues, and summarizes economic and institutional assumptions behind the financial projections. The Capital Plan is based on a permanent loan of existing eTrans vehicles to RTD to cover *County Hopper* service to Escalon, as well as providing targeted eTrans Dial-A-Ride. In addition to periodic vehicle replacements, an annual allowance of $2,500 for ongoing minor capital expenses such bus stop signs, office equipment, etc. is also included in the Capital Plan.
ES.5.2 San Joaquin County Measure K Transportation Sales Tax

Chapter 5 includes a discussion of how San Joaquin County Measure K transportation sales taxes are estimated and allocated to the City of Escalon and other transit operators.

ES 5.3 Simplifying the eTrans Fare Structure

Chapter 5 recommends simplifying the eTrans fare structure for the proposed Dail-A-Ride program to match the RTD fare structure for County Hopper services.

ES.5.4 Projected 10-Year Escalon Transit Program Financial Plan

eTrans Dial-A-Ride patronage is expected to remain similar to current eTrans Dial-A-Ride patronage despite reduced service from five to three days per week. However, no fare revenues have been projected in the FY 2018-19 budget since it less than $2,000 annually is expected. Future budgets may be adjusted to reflect actual experience.

For the purpose of calculating annual TDA claims for transit, all other sources are summed first, including expectations of special grants, with the balance assumed to come from TDA funds. FTA funds are projected to grow at 2.3% annually, reflecting reduced rates of growth and proposed Trump Administration adjustments to transit spending growth.

Operating expenses are also projected to grow 3.0% annually, somewhat more than the historic Consumer Price Index (CPI), but reflecting the historic rate of transit operating cost increases in California.

As previously mentioned, it is assumed each year that all Measure K funding allocated to the City of Escalon would be used to support Escalon’s share of enhanced RTD County Hopper Route 95 service from Escalon to Modesto, Manteca and Stockton. There should be a substantial increase in patronage from Escalon compared to current eTrans Route 1 service, since five round trips would be provided to Modesto (up from three). Five round trips would also be provided to Manteca and including through, no-transfer service to Stockton. However, no estimate of County Hopper ridership or patronage revenues attributed to Escalon is included, since RTD will retain all County Hopper Route 95 farebox revenues except for fares between Escalon and Modesto, which would be credited to the City of Escalon.

As of July 1, 2017, since the State Controller’s Office recognizes as all transit operators as Section 99314-eligible, eTrans will now receive STA revenue-based 99314 funds based on fare revenue collected.

Figure ES.14 illustrates the recommended Financial Plan for eTrans from FY 2018-19 through FY 2027-28. This incorporates the assumptions discussed above, and include minor changes recommended by the SRTP consultant, as well estimated impacts on required subsidy revenues focusing on FTA Section 5311, and TDA LTF funds.

Figure ES.15 illustrated the impact on the Escalon transit program finances of the provision of enhanced County Hopper services on Saturdays and Sundays, which is assumed to begin in FY 2020 if RTD chooses to proceed.
ES.5.5 Ten Year Escalon Transit Program Capital Plan

A total of $2,500 annually has been allocated in the Financial Plan for minor capital items as previously mentioned. It has also been assumed that ongoing vehicle replacements would be funded through RTD, since RTD is providing all services under contract to the City as recommended in this SRTP, including continued, reduced eTrans Dial-A-Ride service. See Chapter 5.

ES.6 Recommended eTrans Marketing Plan

Chapter 7 outlines and summarizes the recommended plan for marketing and publicizing improved eTrans transit service to the greater Escalon community. The plan recognizes that eTrans is currently not that well-known among most Escalon residents except for seniors. It recommends a low cost “guerilla” approach aimed at teenagers, community college students and transit-dependent workers appropriate for the City’s very limited transit budget.

To some extent, increasing the community’s awareness of eTrans service is a “chicken or the egg” question. Current operations are limited to between 8:00 a.m. and 5:00 p.m., times mainly useful to seniors and others who don’t travel to work or school. Beginning service earlier and ending later will expand potential eTrans patronage to include students and transit-dependent workers. However, such potential customers cannot be expected to use the bus unless they know about proposed service improvements. This is the challenge facing the eTrans marketing program.

With the changes recommended in this SRTP, RTD will continue to have primary responsibility for marketing improved County Hopper Route 95 including expanded services to Escalon, as it does now for existing County Hopper routes. While Escalon would be much better served by County Hopper Route 95 than by current eTrans Route 1 service, Escalon constitutes only about 1% of the total population served by County Hopper Route 95. In contrast, Escalon would provide about 14% of total operating subsidies for County Hopper Route 95 through its share of Measure K and FTA Section 5311 apportionments, since the smaller communities of Escalon, Ripon and Manteca will be the main origins of County Hopper Route 95 patronage, while Modesto and Stockton are the major destinations of riders originating in these smaller communities.

Marketing revised eTrans Dial-A-Ride service will continue to be a focus of the City’s transit marketing activities, also outlined below.
## Proposed Escalon Transit Budget, FY 2018-19 to FY 27-28 (no weekend service)

### Table: Projects and Costs

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>FY 2018-19</td>
<td>Misc. Grants</td>
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<td>$37,139</td>
<td>$41,085</td>
<td>$45,135</td>
<td>$49,386</td>
<td>$53,904</td>
<td>$59,911</td>
<td>$64,277</td>
<td>$69,414</td>
<td>$74,726</td>
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<td>FY 2019-20</td>
<td>Optional Weekends</td>
<td>$3,974</td>
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<td>$5,227</td>
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<td>FY 2020-21</td>
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<td>$2,900</td>
<td>$3,000</td>
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<tr>
<td>FY 2021-22</td>
<td>Supplies &amp; Other Services</td>
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<td>$5,178</td>
<td>$5,722</td>
<td>$6,341</td>
<td>$7,034</td>
<td>$7,803</td>
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<td>$9,550</td>
<td>$10,531</td>
<td>$11,612</td>
<td>$12,805</td>
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<td>FY 2022-23</td>
<td>General Government Charge (Overhead)</td>
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<td>$1,737</td>
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<td>$2,303</td>
<td>$2,540</td>
<td>$2,804</td>
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<td>FY 2023-24</td>
<td>State of Good Repair (Capital)</td>
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<td>$11,332</td>
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<td>FY 2025-26</td>
<td>Balance</td>
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<td>$529,303</td>
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<td>$615,303</td>
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</tbody>
</table>

*Updated: 2/14/18 9:37*
Figure ES.17 Proposed Escalon Transit Budget, FY 18-19 to FY 27-28 (with weekend service)
Escalon would continue to have the primary responsibility for marketing revised eTrans Dial-A-Ride service within the City. The City should also partner with RTD in promoting enhanced County Hopper Route 95 service to local residents through targeted marketing such as water bill inserts, website and newsletter articles, and other similar information provision.

Escalon’s current transit marketing standards are summarized below, with recommended updates highlighted in bold type:

**Figure ES-18 Revised Escalon Transit Program Marketing Standards**

<table>
<thead>
<tr>
<th>E. MARKETING</th>
<th>[Status FY 2015-16]</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The following information should be made available to transit users of Escalon: Route or service area, and timetabled information including fare schedules. A detailed user guide brochure explaining eTrans Dial-A-Ride the system/service and how to use it.</td>
<td>eTrans produces the eTrans Rider’s Guide, which also includes information on connections to/from MAX, Start, RTD and Modesto Area Dial-A-Ride (MADAR). Outline the details of connecting to RTD County Hopper Route 95 and other transit services.</td>
</tr>
<tr>
<td>2. Special efforts should be made to promote and/or publicize the transit service to the market segment at which the service is directed (e.g., seniors and persons with disabilities, students, commuters, etc.) or to market segments with ridership potential.</td>
<td>The City has established a regular program of distributing information to individuals, senior centers, and other locations with likely riders. This should continue for both eTrans Dial-A-Ride and the RTD County Hopper Route 95 extension to Escalon.</td>
</tr>
<tr>
<td>3. The City should make information regarding its service available to users of private intercity transit services (e.g., Greyhound) and their operators.</td>
<td>Standard met with information provided to private service providers in Stockton &amp; Modesto. Continue this practice.</td>
</tr>
</tbody>
</table>

The previous eTrans Marketing Plan outlined in the 2012 SRTP Update included several marketing recommendations. Based on this SRTP's recommended changes in how the City of Escalon should deliver public transit service, the following revised list of Marketing Recommendations has been developed:

- **Recommendation 2017-1:** Continue to display the eTrans phone number prominently on eTrans Dial-A-Ride (or RTD) vehicles used for revised eTrans Dial-A-Ride service.

- **Recommendation 2017-2:** In concert with RTD, the telephone information number, website and mobile app information for County Hopper service should also be displayed on RTD vehicles as appropriate, but also promoted in suitable city information such as water bill inserts.

- **Recommendation 2017-3:** In cooperation with RTD, all bus stops should have posted/maintained schedules, plus NextBus display(s) at key locations.

- **Recommendation 2017-4:** Establish an ongoing eTrans presence at Escalon community events to promote revised eTrans Dial-A-Ride service and RTD County Hopper Route 95, including production of promotional items, schedules and other materials for distribution to interested members of the public.
• **Recommendation 2017-5**: Place supplemental eTrans information on the City’s eTrans website, including information regarding new County Hopper Route 95 service to Escalon residents.

• **Recommendation 2017-6**: Consider publication of simple eTrans Dial-A-Ride and County Hopper Route 95, sized at 3.67”x 8.5” “rack cards” or 1- or 2-fold brochures, aimed specifically at Escalon residents with timetable and fare information for use on vehicles and in brochure racks at various outlets.

• **Recommendation 2017-7**: In cooperation with RTD, pursue all appropriate, inexpensive or free media outlets to promote both services, including press releases about service changes, special events, no service days, etc.

Escalon should continue to implement the above strategies to market the modified eTrans Dial-A-Ride service and new RTD County Hopper Route 95 service to City residents. Recent activities have included the following, which are recommended for continuation:

• Updating flyers on buses.
• Distributing the updated Ride Guide to various businesses in Escalon and Modesto.
• Posting flyers at various businesses in Escalon.
• Updating the website with current information.
• Advertising in the Escalon Times with a possible shopper insert with schedule for eTrans DAR and County Hopper Route 95, or a regular advertisement.
• Coordinating with Escalon Recreation about field trips that could be taken on eTrans.
• Presentations at schools, Heritage House, the Senior Lunch Program, Escalon Library, various churches and service clubs.
• Coordinating with Galaxy Theaters for a monthly promotional day for Escalon residents.
• Promote “Stuff the Bus” charity food drive in partnership with Big Boy Market.
• Install bus schedules inside the infoposts at each of the bus stops.
• Participating at special events and parades in Escalon, such as Park Fete, Christmas on Main, Veterans Day Parade, Senior Day and other community events.
• Issue press releases as appropriate.
• Insert transit information in utility bills promoting eTrans, including schedules.
• Place information in the City’s newsletter.
• Distribute Rider Guides once a year throughout the community.

RTD also has an established Marketing Plan process that is updated annually. RTD employs strategies similar to Escalon’s for promoting all of its services, including local routes within Stockton, commuter routes, Metro Hopper routes, and County Hopper routes between the various San Joaquin County communities. An abridged list of these include:

• Continue “The places you can go on RTD!” tagline to concentrate on the routes that can mathematically drive the greatest change in overall ridership. [now includes Escalon].
• Merge in a sub-tagline “No parking, no problem!”
- Add storytelling to paid social media advertising, especially about alternatives to finding parking.
- Build ridership through promotion of the RTD van pool program and TNC subsidized program via social media ads, email blasts, and *Port Of Call* magazine.
- Develop supporting materials for FREEdom Pass campaign to encourage migration from Dial-A-Ride to Fixed Route service. Use mascot, Freddy, in wheelchair to generate attention, awareness, and focus.
- Increase analysis, from Business Analysis and Service Development to monitor, evaluate, and adjust initiatives as needed based on new criteria.
- Continue multimedia “blitz” effect while adjusting focus to reflect learning from our 2016 Community Survey. *[Add Escalon to survey area covered]*.
- Extend and increase advertising on Facebook and seek other online cost-efficient opportunities that approach Facebook in effectiveness, e.g., Twitter and Snap Chat.
- Research, test, and evaluate newer alternative marketing options such as “geofencing.”
- FREE trial days – one per quarter, each publicized with a single ad medium to create analytics for traditional marketing media.
- FREE samples (1-day Community Pass) at all RTD and community events where RTD participates. *[This should also include appropriate Escalon events]*.
- FREE rides to events – tie-ins with select media friendly community events such as Stocktoncon. *[also events in Escalon, e.g., those that residents of other communities may be interested in, thus generating ridership from a wider base than just Escalon residents]*.
- Seek more opportunities to execute the bus rebranding initiative to promote great brand awareness including a bus reserved for local artists to paint, change, and continually update.
- Continue cost-efficient advertising “swap” opportunities such as those with Delta College, The Stockton Ports baseball team, and the Stockton Heat hockey team.
- Investigate cross-promotional opportunities with BART, Sacramento RT, ACE, and Dibs (Commute Connection), including multi-modal pass opportunities such as the Clipper Pass used in the Bay Area. *[this would include Escalon with trial BART feeder extension]*.
- Seek money saving opportunities by repurposing / reusing creative production across various media.
- Seek opportunities to attract new riders via employer and university pass programs.
- Continue and boost use of promotional videos on RTD website and on social media.
- Develop messaging including revised “How to ride” brochures / webpage that sell-in fare restructuring as an added convenience due to more valid time for 1-ride fares.
- Position fare restructuring as “Flex Fares” pointing to extended valid time for one-ride passes, ride-all-you-want with others benefits.
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Overview of eTrans

1.1 Purpose of the Short Range Transit Plan

Periodically, transit operators prepare Short Range Transit Plans (SRTPs), a document that describes current operations, system finance and plans for future operations. SRTPs serve as input into the regional transportation planning required by Federal transportation statutes and carried out by metropolitan transportation planning agencies, including the San Joaquin Council of Governments (SJCOG).

In partnership with cities, transit operators and other local agencies, SJCOG develops a long-range Regional Transportation Plan (RTP) and a Transportation Improvement Program (TIP) that implements the RTP and programs Federal, state, regional and local funds to adopted transportation projects. In order to obtain funding, each transit operator must periodically prepare, update as needed, adopt and submit an SRTP.

In addition to Federal, state and local funding allocations through the Transportation Development Act (TDA), San Joaquin County’s Measure K provides regional transportation funding through a local voter-approved sales tax. The financial plan in each SRTP describes how Measure K funds would be used. In keeping with SJCOG requirements, the SRTP documents the following:

- Describes existing service operations, performance and identified unmet transit needs in the study area.
- Establishes a baseline describing the operational and financial performance of existing transit service, including an evaluation of system efficiency, effectiveness, equity of service provision and financial performance.
- Reviews and updates system goals, objectives and standards to improve their suitability and relevance.
- Obtains and evaluates decision-maker, stakeholder and general public input regarding transit needs.
- How the City of Escalon participates in SJCOG transportation-related committees, including its Technical Advisory Committee, Social Services Transportation Advisory Committee, and the Interagency Transit Committee, as well as San Joaquin Regional Transit District (RTD) committees including the Coordinated Human Services Transportation Plan Working Group and Access Advisory Committee.
- Proposes new or revised transit services, evaluated against proposed efficiency, effectiveness and equity criteria.
- Develops and documents options projected to improve the efficiency, effectiveness and equity of existing transit.
Develops a priority list for funding new or restructured transit services, including identification of potential new funding sources, if any.

The previous Short Range Transit Plan was completed in FY 2010-12. This SRTP updates that document, serves as a blueprint for eTrans for next 10 years, and is designed to meet the requirements of funding agencies at the regional, state and federal levels. The analysis must justify the recommended course of action and examine the feasibility of meeting new unmet transit needs such as serving newly growing areas and neighborhoods.

The remainder of this chapter describes eTrans service and the eTrans service area population and demographics.

1.2 Description of eTrans

Escalon Transit Services was renamed eTrans in 2008. eTrans service was provided by the RTD from December 1984 through November 27, 2009 under contract with the City of Escalon. Storer Transit Systems of Modesto replaced the RTD effective on Monday, November 30, 2009. RTD, through its subcontractor, MV Transportation, Inc. of Dallas, Texas again began operations of eTrans under contract replacing Storer due on June 1, 2012 due to cost and related operational issues.

As of July 1, 2017, eTrans service includes a dial-a-ride operating within City limits, and deviated fixed route service, Route 1, between the Escalon Park & Ride Lot in downtown Escalon and a connection in North Modesto with Modesto Area Express (MAX) and Stanislaus Regional Transit (StaRT). MAX and StaRT connect to destinations in Modesto and Stanislaus County. eTrans service to the unincorporated rural area surrounding Escalon was discontinued since RTD chose not to provide funding. RTD General Public Dial-A-Ride serves this area, with passengers making reservations up to a week in advance through July 31, 2017.

RTD County Hopper Route 95 between Escalon, Manteca, Lathrop, and French Camp was discontinued in October 2009 due to low ridership. Service to the Lawrence Livermore Labs via RTD’s San Joaquin Commuter Route 168 originating in Escalon ended in June 2007 due to low ridership.

eTrans serves an estimated 7,2051 persons within Escalon city limits, which covers about 2.2 square miles. In contrast, the U.S. Census Bureau estimates that there were 7,523 residents of Escalon as of July 1, 2015. This compares to 7,132 counted in the 2010 U.S. Census. Until November 27, 2009, eTrans served both Escalon and the surrounding rural unincorporated, a total area of approximately 25 square miles, generally within a radius of three miles of the Escalon city center. eTrans continues to provide connections on request with the StaRT Dial-A-Ride at Jacob Myers Park in Riverbank. The eTrans service area is

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1 January 1, 2017 California Department of Finance estimate.
now the 2.2 square miles of Escalon city limits with deviated fixed route service traveling through rural Stanislaus County and the northern portion of the City of Modesto.

1.2.1 eTrans Overview

Transit service in Escalon began operation in October 1977. Escalon Dial-A-Ride was administered by the Community Services Department and operated with two vehicles and two drivers employed by the City. Hours of service on Monday-Friday were 8:00 a.m.–5:00 p.m., and on Saturdays between 10:00 a.m. and 2:00 p.m. Service was also provided to Modesto every Monday, Wednesday, and Friday and to Stockton every second Tuesday of the month. Service to the former Amtrak station in Riverbank was also available on request.

The current eTrans organization chart as of July 1, 2017 is presented in Figure 1.1.

Escalon’s City Manager’s Office now manages and oversees eTrans. The service contractor, RTD, provides vehicle operations and maintenance, including bus operators through its subcontractor, MV Transportation, Inc. The City pays for fuel and other direct costs incurred by eTrans operations.

As noted earlier, the City of Escalon participates in SJCOG transportation related committees, including its Technical Advisory Committee, Social Services Transportation Advisory Committee, and the Interagency Transit Committee, as well as RTD committees including the Coordinated Human Services Transportation Plan Working Group and Access Advisory Committee.

The transit program is overseen by a part-time Transit Coordinator reporting to the City Manager / City Clerk / Human Resources Administrator, who in turn is directly responsible to the Escalon City Council. The City Council awards service contracts, and approves operating and capital budgets, fares, service changes, and other policies impact eTrans operations.

eTrans service is summarized in Figure 1.2 and the overall service area is shown in Figure 1.3. eTrans service also includes Route 1 between Escalon and Modesto. eTrans Escalon Dial-A-Ride also serves as the complimentary paratransit service for the Escalon area under Americans with Disabilities Act (ADA) regulations. To use this aspect of the service, patrons must be certified eligible to use ADA service. To become ADA-certified, potential patrons must complete an ADA Certification Application, which is then processed by the City of Escalon.
1.2.2 eTrans Escalon Dial-A-Ride

In 1984, the City desired to reduce its direct involvement with transit. The Stockton Metropolitan Transit District (SMTD), now RTD, proposed to operate Escalon Dial-A-Ride service under contract with the City, which was approved by the Escalon City Council effective January 1, 1985. Service was reduced to Monday-Friday from 10:00 a.m. to 3:00 p.m. and the Modesto and Stockton services were discontinued.

On November 10, 2002, a connection was established between Escalon Dial-A-Ride and the Riverbank-Oakdale Transit Authority (ROTA) Dial-A-Ride, allowing passengers to travel between Escalon, Riverbank, and Oakdale. This service is now provided by Stanislaus Regional Transit (StaRT) Dial-A-Ride serving Riverbank, which replaced ROTA in 2013. The transfer point is located at Jacob Myers Park in Riverbank; ROTA Dial-A-Ride will pick up and drop off passengers at this location and take them to destinations anywhere within the StaRT Dial-A-Ride service area in Riverbank, as will eTrans within Escalon city limits.

Also in November 2002, Escalon Dial-A-Ride fares were increased to match fares for comparable services provided by RTD. On September 11, 2004, fares were modified again in order to increase the farebox cost recovery ratio for RTD services, including Escalon Dial-A-Ride and RTD’s County Hopper Route 95 and eTrans Route 96 that served Escalon. On October 5, 2008, fares again were modified to improve the farebox recovery ratio of all RTD transit services, including eTrans and unincorporated county area service. Fares were increased to a uniform $3.00 per ride for serving those boarding in or traveling to the unincorporated county area.
Effective November 30, 2009, eTrans provided door-to-door service only within the Escalon city limits and also connects to StaRT Dial-A-Ride by request at Jacob Myers Park in Riverbank. Buses are scheduled to provide dial-a-ride service several times per day Monday through Friday 9:12 a.m.–3:30 p.m. No Saturday, Sunday or holiday service is operated. Holidays include New Years Day, Dr. Martin Luther King, Jr. Day, Presidents’ Day, Memorial Day, Independence Day, Labor Day, Veterans’ Day, Thanksgiving Day, and Christmas Day.

Service previously provided outside City limits was reimbursed to the City of Escalon by RTD, but was discontinued due to RTD opting to provide the service through its Dial-A-Ride subcontractor. No City funds were used to subsidize service except when traveling to or from Modesto via Route 1. eTrans is used primarily by the “transit dependent,” e.g., those who have no other means of transportation due to age, income, or disability. Most eTrans riders are senior or a person with a disability.

Service operates during three periods during the day, between the three route deviation trips made to north Modesto.

1.2.3 eTrans Route 1 - Escalon-Modesto

Modesto service was reintroduced in May 1998 as a result of an identified unmet transit need. Service ran every Friday to Vintage Faire Mall in northwest Modesto, but patronage never materialized. Service was reduced in January 1999 to every second Wednesday of each month.

On April 2, 2002, the Modesto service was expanded to operate between Escalon and the intersection of McHenry and Standiford Avenues in north Modesto, where connections are available to MAX local bus service and StaRT intercity bus network. At the same time, a transfer agreement with MAX and StaRT began, along with a fare increase from $1.50 to $1.60 matching intercity express and general public dial-a-ride fares. The service ran three times daily, and is provided by diverting the eTrans bus from dial-a-ride service during those times, resulting in no additional vehicles needed for provision of this service.

On November 10, 2002, this service was designated Route 96, which is consistent with RTD’s countywide bus route numbering system, and was rescheduled to connect to the new RTD County Hopper Route 95 service between Escalon, Manteca, Lathrop, and French Camp. Bus stop signs were also installed along the route.

On September 11, 2004, Route 96 fares were increased again to help increase RTD’s overall farebox cost recovery.

On June 5, 2005, RTD restructured its intercity and County Hopper routes within cities outside the official RTD boundaries, which led to the elimination of some route segments which impacted Route 95. Route 96 was again rescheduled to continue the coordinated connection with County Hopper Route 95 in Escalon.

On January 5, 2008, RTD restructured Route 96 to better connect with County Hopper Route 95 since direct service between Escalon, Lathrop and French Camp was eliminated, as well as Saturday service.
On October 5, 2008, RTD fares were modified again to improve RTD’s overall farebox return ratio, but Route 96 fares remained the same. Route 96 was also renamed eTrans Route 1 at this time to reduce confusion with RTD routes.

In October 2009, County Hopper Route 95 between Escalon and Manteca was discontinued due to low ridership.

Effective March 5, 2012, eTrans Route 1 was expanded to seven round trips per day on a deviated fixed route between Escalon and North Modesto via McHenry Avenue, with service extended into a counter-clockwise one-way loop westbound on Keirnan Avenue, southbound on Dale Road, and eastbound back to McHenry Avenue near Target. This added service to the Kaiser Permanente Medical Center on Dale Avenue, a transfer point with the Ripon Blossom Express, Vintage Faire Mall including the northwest Modesto MAX transfer point at the mall, and miscellaneous destinations along Standiford Avenue. This service was cut back in July 2012 to six round trips daily, eliminating two round trips to Modesto with little or no ridership. In July 2015, Route 1 was cut back to the three daily round trips daily reflecting low ridership which failed to meet expectations.

1.2.4 Fare Structure

The eTrans fare structure is relatively complex for a small system, as shown in Figure 1.4. With changes recommended in Chapter 4, simplification of eTrans fares may be warranted. As required by SJCOG and TDA regulations, transfer agreements have been established with adjacent transit systems. These systems include to MAX, StaRT intercity routes, and local services provided by StaRT.

When RTD operated the transit system, connections between eTrans and other RTD services were possible. This is no longer the case as of November 30, 2009, except through RTD General Public Rural Dial-A-Ride service, which was terminated on July 31, 2017.
Figure 1.4  eTrans Fare Structure

### Fare Information
(Fares effective June 18th, 2012)

#### Local Fares (Within Escalon and to Riverbank)

<table>
<thead>
<tr>
<th>Fare Category</th>
<th>Adult (18-64)</th>
<th>Student (5-17) or College Student with ID.</th>
<th>Seniors (65 &amp; Older), Persons with Disabilities &amp; Medicare Card Holders</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Way Fare</td>
<td>$1.50</td>
<td>$1.50</td>
<td>$0.75</td>
</tr>
<tr>
<td>Route 1 Upgrade from Local Fare (with Transfer, EZ DayPass, 31-Day EZPass &amp; 10-Ride EZPass)</td>
<td>$1.50</td>
<td>$1.50</td>
<td>No Charge</td>
</tr>
<tr>
<td>EZ DayPass (Unlimited rides on the day issued – Day Passes purchase from bus operator)</td>
<td>$4.00</td>
<td>$4.00</td>
<td>$2.00</td>
</tr>
<tr>
<td>10-Ride EZPass (Good for 10 uses anytime)</td>
<td>$14.00</td>
<td>$12.00</td>
<td>$7.00</td>
</tr>
<tr>
<td>31-Day EZPass (Unlimited rides for 31 days from first day of use)</td>
<td>$65.00</td>
<td>$40.00</td>
<td>$35.00</td>
</tr>
</tbody>
</table>

#### Intercity Fares (Between Escalon & Modesto and Outside Escalon)

<table>
<thead>
<tr>
<th>Fare Category</th>
<th>Adult (18-64)</th>
<th>Student (5-17) or College Student with ID.</th>
<th>Seniors (65 &amp; Older), Persons with Disabilities &amp; Medicare Card Holders</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Way Fare</td>
<td>$3.00</td>
<td>$3.00</td>
<td>$1.50</td>
</tr>
<tr>
<td>Route 1 Deviations (within 3/4 mile radius of route)</td>
<td>+ $1.00</td>
<td>+ $1.00</td>
<td>+ $1.00</td>
</tr>
<tr>
<td>EZ DayPass (Unlimited rides on the day issued – Day Passes purchase from bus operator)</td>
<td>$6.00</td>
<td>$6.00</td>
<td>$2.00</td>
</tr>
<tr>
<td>10-Ride EZPass (Good for 10 uses anytime)</td>
<td>$30.00</td>
<td>$30.00</td>
<td>$7.00</td>
</tr>
<tr>
<td>31-Day EZPass (Unlimited rides for 31 days from first day of use)</td>
<td>$75.00</td>
<td>$75.00</td>
<td>$35.00</td>
</tr>
<tr>
<td>Stanislaus County Transfers to MAX, StaRT, and Modesto Area Dial-A-Ride</td>
<td>+ .25</td>
<td>+ .25</td>
<td>+ .25</td>
</tr>
</tbody>
</table>

Fares for eTrans are determined by the City of Escalon. Previous fare and pass price increases were implemented on November 10, 2002, September 11, 2004 and October 5, 2008 by RTD. The Escalon City Council ratified the fares adopted by the RTD Board of Directors in FY 2010-11, including a new Modesto EZ DayPass. Fares were revised effective June 18, 2012 as shown in Figure 1.4.

### 1.2.5 System Funding

Operations funding for eTrans comes from fares, TDA Local Transportation Fund (LTF), State Transit Assistance (STA), Federal Transit Administration (FTA) Section 5311 rural
funding and San Joaquin County Measure K, administered by SJCOG. The City previously applied for competitive funding through Caltrans for FTA Sections 5316 and 5317 funding. TDA funds are derived from a 0.25% portion of state sales taxes collected in each county, which are dedicated to transit operating and capital first, and secondarily to streets and road projects. Section 5311 funds are apportioned to rural transit and systems in small urban areas of less than 50,000 residents.

Escalon applies for TDA, Measure K and FTA Section 5311 funding annually. In FY 2016-17, Section 5311 covered about 38% of transit and capital expenses. Passenger fares contribute about 3% of the operating budget, TDA funds 47%, and 12% from Measure K. eTrans historically did not use any STA revenue-based (99314) funds since the system’s status as a TDA LTF Article 8 recipient made it ineligible for that source. As of FY 2010-11, the City has received $5,000 annually of population-based STA funded allocated to SJCOG. FY 2016-17 was the last year that the City received this funding due to the funds being reallocated to RTD and the San Joaquin Regional Rail Commission (SJRRC), operator of Altamont Corridor Express (ACE) trains.

As of July 1, 2017, since the State Controller’s Office recognizes as all transit operators as Section 99314-eligible, eTrans will now receive STA revenue-based 99314 funds based on fare revenue collected.

1.3 Operations and Equipment

RTD operates service for Escalon using vehicles owned by the City. The contract calls for provision of bus operators, dispatching and maintenance services.

In May 2007, the previous 1998 model vehicle used by RTD for eTrans service was replaced by a 2003 El Dorado National Aerotech high floor, 22-foot, 12-passenger “cutaway” vehicle. In turn, the Aerotech was replaced on November 30, 2009 by a City-owned 18-passenger, 24-foot, 2009 Starcraft Allstar bus with 2 wheelchair positions. This vehicle was purchased at a cost of $68,000 and was replaced in FY 2016-17 with a smaller minivan.

The previous contract through RTD (e.g., prior to the Storer Transit Systems contract) was subcontracted to Ms. Rita Gwin of Escalon for eTrans bus operator services; Ms. Gwin retired in 2009. This contractual arrangement was in place between December 1984 and July 2009. RTD then used unionized labor from its Stockton facility through the end of the RTD contract in November 2009. Contract payments to RTD were primarily based on the cost of the driver, multiplied by the number of hours operated, multiplied by a billing rate as originally agreed in December 1984. This cost also included operations and maintenance overhead for RTD. The hourly contract rate for driver services remained at $11.44 per hour for 2,368 annual service hours since 1985, through June 30, 2009. On July 1, 2009 through November 27, 2009, a modified rate was established at the request of RTD to bring costs in line with 2009 dollars, until eTrans operation were assumed by Storer Transit Systems.
In turn, service was taken over by RTD from Storer effective June 1, 2012. This change was made due to high operations costs by Storer and the need to have improved performance measures. The eTrans fleet is now due for replacement in the next few years.

The City of Escalon also owns and operates the Downtown Park & Ride Lot, which has sufficient off-street space for two buses, a passenger shelter and waiting area with NextBus signage and sufficient park and ride spaces for approximately 50 automobiles. Another park & ride lot for up to 20 vehicles is located at Yosemite Drive and State Route 120, provided through a lease agreement with Crossroads Plaza shopping center. The Downtown Park & Ride Lot was served by RTD County Hopper Route 95 and San Joaquin Commuter Route 168 between Escalon and the Lawrence Livermore Laboratory in Alameda County until cancellation of both routes due to low ridership.

**Figure 1.5 Typical eTrans Vehicle**

![Figure 1.5 Typical eTrans Vehicle](image1)

### 1.4 The Service Area

#### 1.4.1 Location & Summary Demographics

The City of Escalon is located in California’s Central Valley 15 miles east of Manteca and 20 miles southeast of Stockton in southeastern San Joaquin County. See Figure 1.6. Escalon is halfway between the San Francisco Bay Area and Yosemite National Park on State Route 120. Escalon is less than a 25-minute drive from Stockton, Modesto, and Manteca, with direct access to all modes of transportation.

**Figure 1.6 Escalon Location Map**

![Figure 1.6 Escalon Location Map](image2)
Escalon is an attractive city of 7,205 persons in a very productive agricultural area of San Joaquin County, comprising 2.2 square miles. The City is surrounded by scenic agricultural land and open spaces. Figure 1.7 near the end of this Chapter summarizes demographic data for Escalon from the 2010 U.S. Census. Escalon continues to foster its goal of maintaining a vibrant and diversified community. The City’s Mission Statement of “Taking pride in our community through quality service” is apparent through the aggressive policies adopted to preserve a family atmosphere and high quality of life. In 2010, the population of Escalon was 7,132 people according to the U.S. Census at an average density of 3,242 per square mile. See Figure 1.7.

According to the American Community Survey (ACS) for 2015 (latest available data), as of 2015, Escalon’s population was 7,320. This was divided into 51.2% male and 48.8% female. The median age of Escalon residents was 37.4 years, slightly higher than the California average of 35.8 years. According to the ACS, the estimated median income of Escalon households was $52,125, about 15% lower than the California household median of $61,818. Estimated per capita income in 2015 was $18,419 which is 10% below the California average of $20,470.

The average household size in 2015 was 2.83 persons; 65.4% of Escalon households were families. In 2015, an estimated 15.0% of all Escalon households had incomes below the poverty level, compared to the 16.3% statewide average for the same year. Extreme poverty (e.g., 50% of poverty level or below) was widespread with 10.4% of households in Escalon compared to the California statewide average of 7.1%. Figure 1.7 shows detailed summary data for Escalon from the 2010 U.S. Census, and Census Bureau estimates for 2015.

Many urban services are not available locally in Escalon, but are located within 10 miles, primarily in the Modesto urbanized area. This underscores the need for useable transit connections between Escalon and Modesto. Four major hospitals are within a 15-minute drive of Escalon, including Memorial Medical Center, Stanislaus Surgical Hospital, Doctors Medical Center and Kaiser Permanente-Modesto Medical Center.

No institutions of higher learning are located in Escalon, but four campuses are located within 25 miles: Modesto Junior College (about 10 miles away), California State University, Stanislaus 21 miles away in Turlock and a Stockton campus 25 miles away, University of the Pacific in Stockton about 20 miles away, and San Joaquin Delta College about 25 miles away in Stockton.
### Figure 1.7 Escalon, CA. 2010 U.S. Census 2010 & 2015 ACS Estimates Fact Sheet, p.1

<table>
<thead>
<tr>
<th>People</th>
<th>Escalon city, California</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Population</strong></td>
<td></td>
</tr>
<tr>
<td>Population estimates, July 1, 2016, (V2016)</td>
<td>NA</td>
</tr>
<tr>
<td>Population estimates, July 1, 2015, (V2015)</td>
<td>7,523</td>
</tr>
<tr>
<td>Population estimates base, April 1, 2010, (V2016)</td>
<td>NA</td>
</tr>
<tr>
<td>Population estimates base, April 1, 2010, (V2015)</td>
<td>7,132</td>
</tr>
<tr>
<td>Population percent change - April 1, 2010 (estimates base) to July 1, 2016, (V2016)</td>
<td>NA</td>
</tr>
<tr>
<td>Population percent change - April 1, 2010 (estimates base) to July 1, 2015, (V2015)</td>
<td>5.5%</td>
</tr>
<tr>
<td>Population, Census, April 1, 2010</td>
<td>7,132</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age and Sex</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons under 5 years, percent, July 1, 2015, (V2015)</td>
<td>X</td>
</tr>
<tr>
<td>Persons under 5 years, percent, April 1, 2010</td>
<td>6.7%</td>
</tr>
<tr>
<td>Persons under 18 years, percent, July 1, 2015, (V2016)</td>
<td>X</td>
</tr>
<tr>
<td>Persons under 18 years, percent, April 1, 2010</td>
<td>27.1%</td>
</tr>
<tr>
<td>Persons 65 years and over, percent, July 1, 2015, (V2015)</td>
<td>X</td>
</tr>
<tr>
<td>Persons 65 years and over, percent, April 1, 2010</td>
<td>12.6%</td>
</tr>
<tr>
<td>Female persons, percent, July 1, 2015, (V2015)</td>
<td>X</td>
</tr>
<tr>
<td>Female persons, percent, April 1, 2010</td>
<td>51.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Race and Hispanic Origin</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>White alone, percent, July 1, 2015, (V2015) (a)</td>
<td>X</td>
</tr>
<tr>
<td>White alone, percent, April 1, 2010 (a)</td>
<td>81.8%</td>
</tr>
<tr>
<td>Black or African American alone, percent, July 1, 2015, (V2015) (a)</td>
<td>X</td>
</tr>
<tr>
<td>Black or African American alone, percent, April 1, 2010 (a)</td>
<td>0.4%</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone, percent, July 1, 2015, (V2015) (a)</td>
<td>X</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone, percent, April 1, 2010 (a)</td>
<td>1.1%</td>
</tr>
<tr>
<td>Asian alone, percent, July 1, 2015, (V2015) (a)</td>
<td>X</td>
</tr>
<tr>
<td>Asian alone, percent, April 1, 2010 (a)</td>
<td>1.3%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone, percent, July 1, 2015, (V2015) (a)</td>
<td>X</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone, percent, April 1, 2010 (a)</td>
<td>0.3%</td>
</tr>
<tr>
<td>Two or More Races, percent, July 1, 2015, (V2015)</td>
<td>X</td>
</tr>
<tr>
<td>Two or More Races, percent, April 1, 2010</td>
<td>3.8%</td>
</tr>
<tr>
<td>Hispanic or Latino, percent, July 1, 2015, (V2015) (b)</td>
<td>X</td>
</tr>
<tr>
<td>Hispanic or Latino, percent, April 1, 2010 (b)</td>
<td>27.0%</td>
</tr>
<tr>
<td>White alone, not Hispanic or Latino, percent, July 1, 2015, (V2015)</td>
<td>X</td>
</tr>
<tr>
<td>White alone, not Hispanic or Latino, percent, April 1, 2010</td>
<td>68.8%</td>
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<table>
<thead>
<tr>
<th>Population Characteristics</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Veterans, 2011-2015</td>
<td>387</td>
</tr>
<tr>
<td>Foreign born persons, percent, 2011-2015</td>
<td>12.3%</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Housing</th>
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<tbody>
<tr>
<td>Housing units, July 1, 2015, (V2016)</td>
<td>X</td>
</tr>
<tr>
<td>Housing units, April 1, 2010</td>
<td>2,610</td>
</tr>
<tr>
<td>Owner-occupied housing unit rate, 2011-2015</td>
<td>69.8%</td>
</tr>
<tr>
<td>Median value of owner-occupied housing units, 2011-2015</td>
<td>$231,000</td>
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<tr>
<td>Median selected monthly owner costs with a mortgage, 2011-2015</td>
<td>$1,907</td>
</tr>
<tr>
<td>Median selected monthly owner costs without a mortgage, 2011-2015</td>
<td>$409</td>
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<tr>
<td>Median gross rent, 2011-2015</td>
<td>$1,100</td>
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<tr>
<td>Building permits, 2015</td>
<td>X</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Families and Living Arrangements</th>
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</thead>
<tbody>
<tr>
<td>Households, 2011-2015</td>
<td>2,690</td>
</tr>
<tr>
<td>Persons per household, 2011-2016</td>
<td>2.82</td>
</tr>
<tr>
<td>Living in same house 1 year ago, percent of persons age 1 year+, 2011-2015</td>
<td>87.2%</td>
</tr>
<tr>
<td>Language other than English spoken at home, percent of persons age 5 years+, 2011-2015</td>
<td>10.3%</td>
</tr>
</tbody>
</table>
Figure 1.7 Escalon, CA. 2010 U.S. Census 2010 & 2015 ACS Estimates Fact Sheet, p.2

<table>
<thead>
<tr>
<th>Education</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>High school graduate or higher, percent of persons age 25 years+ (2011-2015)</td>
<td>88.3%</td>
</tr>
<tr>
<td>Bachelor's degree or higher, percent of persons age 25 years+ (2011-2015)</td>
<td>16.8%</td>
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</table>

<table>
<thead>
<tr>
<th>Health</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>With a disability, under age 65 years, percent (2011-2015)</td>
<td>6.4%</td>
</tr>
<tr>
<td>Persons without health insurance, under age 65 years, percent</td>
<td>△ 6.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Economy</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>In civilian labor force, total, percent of population age 16 years+ (2011-2015)</td>
<td>59.7%</td>
</tr>
<tr>
<td>In civilian labor force, female, percent of population age 16 years+ (2011-2015)</td>
<td>56.9%</td>
</tr>
<tr>
<td>Total accommodation and food services sales, 2012 ($1,000) (c)</td>
<td>3,117</td>
</tr>
<tr>
<td>Total health care and social assistance receipts/revenue, 2012 ($1,000) (c)</td>
<td>D</td>
</tr>
<tr>
<td>Total manufacturers shipments, 2012 ($1,000) (c)</td>
<td>D</td>
</tr>
<tr>
<td>Total merchant wholesaler sales, 2012 ($1,000) (c)</td>
<td>13,919</td>
</tr>
<tr>
<td>Total retail sales, 2012 ($1,000) (c)</td>
<td>63,445</td>
</tr>
<tr>
<td>Total retail sales per capita, 2012 (c)</td>
<td>$8,732</td>
</tr>
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<table>
<thead>
<tr>
<th>Transportation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mean travel time to work (minutes), workers age 16 years+ (2011-2015)</td>
<td>25.9</td>
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</table>

<table>
<thead>
<tr>
<th>Income and Poverty</th>
<th></th>
</tr>
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<tbody>
<tr>
<td>Median household income (in 2015 dollars), 2011-2015</td>
<td>$52,125</td>
</tr>
<tr>
<td>Per capita income in past 12 months (in 2015 dollars), 2011-2015</td>
<td>$24,969</td>
</tr>
<tr>
<td>Persons in poverty, percent</td>
<td>△ 15.0%</td>
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<table>
<thead>
<tr>
<th>Businesses</th>
<th>Escalon city, California</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total employer establishments, 2014</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Total employment, 2014</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Total annual payroll, 2014 ($1,000)</td>
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<td></td>
</tr>
<tr>
<td>Total employment, percent change, 2013-2014</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Total nonemployer establishments, 2014</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>All firms, 2012</td>
<td>446</td>
<td></td>
</tr>
<tr>
<td>Men-owned firms, 2012</td>
<td>159</td>
<td></td>
</tr>
<tr>
<td>Women-owned firms, 2012</td>
<td>213</td>
<td></td>
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<tr>
<td>Minority-owned firms, 2012</td>
<td>48</td>
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<tr>
<td>Nonminority-owned firms, 2012</td>
<td>381</td>
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<tr>
<td>Veteran-owned firms, 2012</td>
<td>F</td>
<td></td>
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<tr>
<td>Nonveteran-owned firms, 2012</td>
<td>416</td>
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</table>

<table>
<thead>
<tr>
<th>Geography</th>
<th>Escalon city, California</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Population per square mile, 2010</td>
<td>3,059.5</td>
<td></td>
</tr>
<tr>
<td>Land area in square miles, 2010</td>
<td>2.30</td>
<td></td>
</tr>
<tr>
<td>Metropolitan or Micropolitan Statistical Area</td>
<td>None</td>
<td></td>
</tr>
<tr>
<td>FIPS Code</td>
<td>0602700</td>
<td></td>
</tr>
</tbody>
</table>

The geographic level of poverty and health estimates are not comparable to other geographies levels of these estimates. Some estimates presented here come from sample data, and thus have sampling errors that may render some apparent differences between geographies statistically indistinguishable. Click the Quick Info icon to the left of each row in TABLE view to learn about sampling error.

The vintage year (e.g., 2015) refers to the final year of the series (2010 thru 2015). Different vintage years of estimates are not comparable.

- (a) Includes persons reporting only one race
- (b) Hispanics may be of any race, so also are included in applicable race categories
- (c) Economic Census—Puerto Rico data are not comparable to U.S. Economic Census data
- △ Suppressed to avoid disclosure of confidential information
- F Fewer than 25 firms
- FN Footnote on this item in place of data
- NA Not available
- S Suppressed: does not meet publication standards
- X Not applicable
- Z Value greater than zero but less than half unit of measure shown
1.4.2 Population Trends

Ecalon’s population increased from 5,963 persons at the 2000 U.S. Census to an estimated 7,185 as of January 1, 2010\(^3\), up about 20.0% since 2000. Population characteristics for Ecalon from the 2010 Census and estimates for 2015 are summarized in Figure 1.7. For more recent socioeconomic estimates for Ecalon, please refer to the previous section. Recent growth trends in the 21st Century by year are summarized in Figure 1.8.

Ecalon’s population growth has slowed in the past few years as a result of the housing sector decline and the current (as of November 2009) economic slowdown. The February 2004 document *City of Ecalon General Plan Update Background Report*\(^4\), estimated that Ecalon would grow to an estimated 8,350 persons by 2010 based on the assumption that Ecalon’s share of San Joaquin County population in 2000 would remain constant as the City and County grew through 2025. However, the 2010 U.S. Census recorded 7,132 people, roughly 1,200 persons less than the estimate used by the *General Plan Update Background Report*.

The population and household growth estimates used by Ecalon’s *General Plan Update* are shown below in Figure 1.9. Ecalon’s total population was expected to double between 2000 and 2025; however, this growth estimate now appears to be on the high side. After 2009, Ecalon’s population actually declined slightly in the wake of the 2008-2009 “Great Recession.”

Ecalon’s growth rate has continued to be well below original *General Plan* estimates; the California Department of Finance estimated a total of 7,042 Ecalon residents in 2015, compared to the *General Plan* estimate of 9,550, e.g., 2,500 less than predicted. For 2017, the Department of Finance is 7,205 residents. At the current rate of growth between 2015 and 2017, Ecalon will have approximately 7,400 to 7,500 residents. Estimates for FY 2015 and 2015 were recalculated due to changing populations trends since the “Great Recession.

---


As pointed out in the General Plan Update Background Report, most residential units in Escalon consist of detached single family houses; the percentage of single family units increased from 75.8% in the 1990 Census to 81.9% in the 2000 Census. Similarly, owner-occupied units increased from 69.9% of all housing units in 1990 to 75.3% in 2000 and about 76% in 2015. Communities with high percentages of owner-occupied housing tend to have a low proportion of transit-dependent residents. Communities with high proportions of renters tend to be less affluent and have less access to automobiles, and thus are generally more transit-dependent.

### 1.4.3 The Journey to Work

As shown in Figures 1.10 and 1.11, employed Escalon residents commute to widely scattered locations. While only 13.0% remain within the community according to the 2014 U.S. Census commuting pattern data, 25.1% commuted to Stanislaus County (primarily Modesto), 31.5% commuted to other locations within San Joaquin County (primarily the unincorporated county and Stockton), 12.1% to the San Francisco Bay Area, and 5.3% to Sacramento County.

Those employed within Escalon tend to commute much shorter distances than employed Escalon residents. Escalon residents hold 22.0% of Escalon jobs, followed by 39.7% from Stanislaus County, primarily from Modesto, Riverbank and Oakdale. San Joaquin County residents living outside Escalon hold 25.0% of Escalon’s jobs, dominated by those from the unincorporated area with relatively few workers from the cities of Manteca, Stockton and Lathrop.

In all these areas, the work places of employed Escalon residents are widely dispersed, making it virtually impossible to provide transit service competitive with driving.
Figure 1.10 Where Employed Escalon Residents Work, 2014 (map)
<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th></th>
<th>2008</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
<td>Share</td>
<td>Count</td>
<td>Share</td>
</tr>
<tr>
<td><strong>Total All Jobs</strong></td>
<td>2,845</td>
<td>100.0%</td>
<td>2,696</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>SAN JOAQUIN COUNTY, CA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Escalon city, CA</td>
<td>1,267</td>
<td>44.5%</td>
<td>1,186</td>
<td>44.0%</td>
</tr>
<tr>
<td>Stockton city, CA</td>
<td>296</td>
<td>10.4%</td>
<td>241</td>
<td>8.9%</td>
</tr>
<tr>
<td>Manteca city, CA</td>
<td>109</td>
<td>3.8%</td>
<td>114</td>
<td>4.2%</td>
</tr>
<tr>
<td>Ripon city, CA</td>
<td>37</td>
<td>1.3%</td>
<td>56</td>
<td>2.1%</td>
</tr>
<tr>
<td>Tracy city, CA</td>
<td>34</td>
<td>1.2%</td>
<td>55</td>
<td>2.0%</td>
</tr>
<tr>
<td>Lodi city, CA</td>
<td>35</td>
<td>1.2%</td>
<td>55</td>
<td>2.0%</td>
</tr>
<tr>
<td>Lathrop city, CA</td>
<td>26</td>
<td>0.9%</td>
<td>22</td>
<td>0.8%</td>
</tr>
<tr>
<td>Other Locations/Unincorporated</td>
<td>361</td>
<td>12.7%</td>
<td>301</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>STANISLAUS COUNTY, CA</strong></td>
<td>714</td>
<td>25.1%</td>
<td>668</td>
<td>24.8%</td>
</tr>
<tr>
<td>Modesto city, CA</td>
<td>380</td>
<td>13.4%</td>
<td>325</td>
<td>12.1%</td>
</tr>
<tr>
<td>Oakdale city, CA</td>
<td>66</td>
<td>2.3%</td>
<td>80</td>
<td>3.0%</td>
</tr>
<tr>
<td>Turlock city, CA</td>
<td>11</td>
<td>0.4%</td>
<td>37</td>
<td>2.1%</td>
</tr>
<tr>
<td>Salida CDP, CA</td>
<td>65</td>
<td>2.3%</td>
<td>51</td>
<td>1.9%</td>
</tr>
<tr>
<td>Riverbank city, CA</td>
<td>21</td>
<td>0.7%</td>
<td>47</td>
<td>1.7%</td>
</tr>
<tr>
<td>Other Locations/Unincorporated</td>
<td>171</td>
<td>6.0%</td>
<td>128</td>
<td>4.0%</td>
</tr>
<tr>
<td><strong>SAN FRANCISCO BAY AREA</strong></td>
<td>344</td>
<td>12.1%</td>
<td>375</td>
<td>13.9%</td>
</tr>
<tr>
<td>Alameda County, CA</td>
<td>144</td>
<td>5.1%</td>
<td>139</td>
<td>5.2%</td>
</tr>
<tr>
<td>Contra Costa County, CA</td>
<td>65</td>
<td>2.3%</td>
<td>80</td>
<td>3.0%</td>
</tr>
<tr>
<td>Santa Clara County, CA</td>
<td>57</td>
<td>2.0%</td>
<td>79</td>
<td>2.9%</td>
</tr>
<tr>
<td>San Francisco County, CA</td>
<td>46</td>
<td>1.6%</td>
<td>43</td>
<td>1.5%</td>
</tr>
<tr>
<td>San Mateo County, CA</td>
<td>32</td>
<td>1.1%</td>
<td>34</td>
<td>1.3%</td>
</tr>
<tr>
<td><strong>SACRAMENTO COUNTY, CA</strong></td>
<td>151</td>
<td>5.3%</td>
<td>136</td>
<td>5.0%</td>
</tr>
<tr>
<td><strong>FRESNO COUNTY, CA</strong></td>
<td>22</td>
<td>0.8%</td>
<td>30</td>
<td>1.1%</td>
</tr>
<tr>
<td><strong>LOS ANGELES COUNTY, CA</strong></td>
<td>39</td>
<td>1.4%</td>
<td>30</td>
<td>1.1%</td>
</tr>
<tr>
<td><strong>All Other Locations</strong></td>
<td>308</td>
<td>10.8%</td>
<td>274</td>
<td>10.2%</td>
</tr>
</tbody>
</table>

Source: U.S. Census American Community Survey. Adapted from [https://onthemap.ces.census.gov/](https://onthemap.ces.census.gov/)
Figure 1.12 Where Those Employed Within Escalon Live (map)
Figure 1.13 Where Those Employed Within Escalon Live, 2014 & 2008 (table)

<table>
<thead>
<tr>
<th>Location</th>
<th>2014 Count</th>
<th>2014 Share</th>
<th>2008 Count</th>
<th>2008 Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total All Jobs</td>
<td>1,677</td>
<td>100.0%</td>
<td>1,786</td>
<td>100.0%</td>
</tr>
<tr>
<td>SAN JOAQUIN COUNTY, CA</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Escalon city, CA</td>
<td>369</td>
<td>22.0%</td>
<td>366</td>
<td>20.5%</td>
</tr>
<tr>
<td>Stockton city, CA</td>
<td>52</td>
<td>3.1%</td>
<td>52</td>
<td>2.9%</td>
</tr>
<tr>
<td>Manteca city, CA</td>
<td>49</td>
<td>2.9%</td>
<td>48</td>
<td>2.7%</td>
</tr>
<tr>
<td>Ripon city, CA</td>
<td>35</td>
<td>2.1%</td>
<td>41</td>
<td>2.3%</td>
</tr>
<tr>
<td>Lodi city, CA</td>
<td>15</td>
<td>0.9%</td>
<td>12</td>
<td>0.7%</td>
</tr>
<tr>
<td>Lathrop city, CA</td>
<td>11</td>
<td>0.7%</td>
<td>8</td>
<td>0.4%</td>
</tr>
<tr>
<td>Tracy city, CA</td>
<td>8</td>
<td>0.5%</td>
<td>6</td>
<td>0.3%</td>
</tr>
<tr>
<td>All other locations, unincorporated</td>
<td>249</td>
<td>14.8%</td>
<td>275</td>
<td>15.4%</td>
</tr>
<tr>
<td>STANISLAUS COUNTY, CA</td>
<td>665</td>
<td>39.7%</td>
<td>739</td>
<td>41.4%</td>
</tr>
<tr>
<td>Modesto city, CA</td>
<td>228</td>
<td>13.6%</td>
<td>340</td>
<td>19.0%</td>
</tr>
<tr>
<td>Oakdale city, CA</td>
<td>90</td>
<td>5.4%</td>
<td>86</td>
<td>4.8%</td>
</tr>
<tr>
<td>Riverbank city, CA</td>
<td>142</td>
<td>8.5%</td>
<td>80</td>
<td>4.5%</td>
</tr>
<tr>
<td>Turlock city, CA</td>
<td>33</td>
<td>2.0%</td>
<td>37</td>
<td>2.1%</td>
</tr>
<tr>
<td>Ceres city, CA</td>
<td>29</td>
<td>1.7%</td>
<td>33</td>
<td>1.8%</td>
</tr>
<tr>
<td>East Oakdale CDP, CA</td>
<td>8</td>
<td>0.5%</td>
<td>16</td>
<td>0.9%</td>
</tr>
<tr>
<td>Salida CDP, CA</td>
<td>20</td>
<td>1.2%</td>
<td>11</td>
<td>0.6%</td>
</tr>
<tr>
<td>Bystrom CDP, CA</td>
<td>8</td>
<td>0.5%</td>
<td>7</td>
<td>0.4%</td>
</tr>
<tr>
<td>Waterford city, CA</td>
<td>12</td>
<td>0.7%</td>
<td>6</td>
<td>0.3%</td>
</tr>
<tr>
<td>All other locations, unincorporated</td>
<td>95</td>
<td>5.7%</td>
<td>123</td>
<td>7.0%</td>
</tr>
<tr>
<td>MERCED COUNTY, CA</td>
<td>41</td>
<td>2.4%</td>
<td>36</td>
<td>2.0%</td>
</tr>
<tr>
<td>SACRAMENTO COUNTY, CA</td>
<td>5</td>
<td>0.3%</td>
<td>26</td>
<td>1.5%</td>
</tr>
<tr>
<td>CALAVERAS COUNTY, CA</td>
<td>13</td>
<td>0.8%</td>
<td>22</td>
<td>1.2%</td>
</tr>
<tr>
<td>TUOLUMNE COUNTY, CA</td>
<td>20</td>
<td>1.2%</td>
<td>22</td>
<td>1.2%</td>
</tr>
<tr>
<td>ORANGE COUNTY, CA</td>
<td>4</td>
<td>0.2%</td>
<td>15</td>
<td>0.8%</td>
</tr>
<tr>
<td>ALAMEDA COUNTY, CA</td>
<td>19</td>
<td>1.1%</td>
<td>14</td>
<td>0.8%</td>
</tr>
<tr>
<td>MARIPOSA COUNTY, CA</td>
<td>4</td>
<td>0.2%</td>
<td>13</td>
<td>0.7%</td>
</tr>
<tr>
<td>SANTA CLARA COUNTY, CA</td>
<td>3</td>
<td>0.1%</td>
<td>13</td>
<td>0.7%</td>
</tr>
<tr>
<td>All Other Locations</td>
<td>115</td>
<td>6.9%</td>
<td>78</td>
<td>4.4%</td>
</tr>
</tbody>
</table>
Figure 1.14 Employed Escalon Residents Travel by Direction & Distance 2014

Job Counts by Distance/Direction in 2014
All Workers

Figure 1.15 Employed Workers in Escalon Travel by Direction, by Distance 2014

Job Counts by Distance/Direction in 2014
All Workers
Analysis

As previously noted, the work locations of employed Escalon residents are widely dispersed. Only 369 (13.0%) out of 2,845 employed persons in 2014 both live and work within the community. Slightly more (380, 13.4%) work in Modesto, 296 (10.4%) work in Stockton, and 109 (3.8%) work in Manteca. Overall, a total of 2,476 employed residents work outside Escalon, a slight decline from the 2008 analysis in the previous SRTP.

As shown in Figure 1.14, the largest outflow of commuters is to the west towards Manteca, Tracy and the Bay Area, with 700 (24.6%) individuals (about the same number of commuters as the analysis for 2008, but a slightly smaller percentage). By far the largest share of commuters is to the San Francisco Bay Area, a total of 380 individuals including Bay Area counties not listed—12.1% of all employed Escalon residents. Most travel more than 25 miles each way to work, with nearly a third traveling 50 miles or more each way.

This pattern probably reflects several factors: (1) the relative lack of high-paying jobs in Escalon; (2) larger urban areas such as the San Francisco Bay Area, Stockton, and Sacramento generally have higher wages than rural areas and the Modesto and Riverbank/Oakdale areas; and (3) many are willing to commute long distances to obtain not only higher pay, but also live in an attractive rural community such as Escalon.

The next largest commute direction is northwest to Stockton and Lodi, with roughly 700 persons, 25.0% of all Escalon workers. Commuting to Stanislaus County constitutes about 25.1% of employed Escalon residents. Other commute travel directions out of Escalon are appreciably smaller. A total of 151 (5.3%) traveled north towards the Sacramento region, a significant decline from the analysis of 2008 data. Travel volumes to east and northeast rural San Joaquin County remained very similar.

In contrast to the “out-commute,” the majority of those employed within Escalon travel less than 15 miles to work, including 369 Escalon residents. Unlike the out-commute, the directions of the Escalon “in-commute are dominated by the Modesto and Riverbank/Oakdale areas (southwest/south, and southeast/east, respectively). These directions account for about two-thirds of the total employed within Escalon. Escalon employment appears to be dominated by the large food processing plants, as shown in Figure 1.16 (note: the dots showing employment locations are approximate).

Given these travel patterns, the transit market for workers remaining within Escalon is negligible. The largest market for commute travel outside the community is to/from the Modesto area, but even that market is limited. Given Escalon’s relatively small population and limited out-commute in all directions, the role of eTrans service is as a connector, providing basic, if limited service to work, medical, shopping and other opportunities for transit-dependent residents.

The importance of excellent connections is paramount. This includes MAX, Ripon Blossom Express, plus through RTD service to Manteca and Stockton. The Escalon-Manteca market by itself is too small for even minimum transit services, shown by the 2009 discontinuance of RTD County Hopper Route 95 and the 2013 discontinuance of RTD Rural Connection, twice, in the summer and winter of that year.
Figure 1.16 Employment Locations Within Escalon, 2014
Goals, Objectives & Standards

2.1 Vision & Mission Statements

This chapter outlines updated goals, objectives and standards that are recommended for Escalon’s transit program, based on standards adopted by the Escalon City Council. Realistic goals and practical objectives and service standards are key elements of an Short Range Transit Plan, serving as a foundation for development of service strategies and delivery of transit service. Transit is a means to an end. In a rural community such as Escalon, transit primarily serves the travel needs of persons without automobiles, and secondarily provides an alternative to driving.

Objectives and policy statements supporting goals should be achievable, in turn supported by realistic service standards providing measurable benchmarks of transit system performance. The adopted mission statement for the City of Escalon is:

*Taking pride in our community through quality service.*

This is supported by the *eTrans* program mission and vision statements that were adopted in the Short Range Transit Plan originally completed in 2008:

**Vision Statement**

*eTrans will provide Escalon residents and visitors with basic mobility and a useful alternative to travel by motor vehicle, both within the community and connecting with nearby communities.*

**Mission Statement**

*The mission of *eTrans* is to provide a comprehensive transit service for the residents and visitors of Escalon that is clean, accessible, reliable, economical and safe.*

The transit vision and mission statements are carried over from previous SRTPs and are based on a number of transit-specific goals, objectives and standards that were outlined in the 2005 *Escalon General Plan* as summarized in Figure 2.1.

Only a few Escalon residents used transit according to the 2010 Census, and none used transit on their journey to work. Attracting choice transit users is a small rural community such as Escalon is a difficult task, particularly given the wide dispersal of work and other destinations documented in Chapter 1. Transit is most successful where trip destinations and travel patterns are concentrated, and transit can offer frequent services and travel times competitive with driving.

It is very difficult both operationally and economically to provide a transit alternative that meets these criteria even in a much larger urban area, such as Modesto with its limited congestion compared to Sacramento, the Bay Area, or Stockton.
As a result, Escalon’s transit market is primarily “transit dependent” persons, that is, those who don’t own motor vehicles, or live in a household with a vehicle but lack reliable regular access. These markets include seniors, persons with disabilities, youth, and low-income persons who cannot afford a vehicle. The main function of eTrans is serving the transit dependent for the journey to work and other kinds of trips.

Figure 2.1. 2005 Escalon General Plan

Goals: 6.4 Transit and Rail

1. Ensure choices among modes of travel and give priority to each mode when and where it is most appropriate.
2. Provide incentives for the use of transit, carpools and vanpools.
3. Improve the speed and efficiency of mass transit in the City and enhance the current status of the existing rail system including connections to rail passenger service.
4. The transportation facilities are interdependent, and efforts shall be made to ensure an efficient system by coordination of local and regional efforts. The regional and local transit links must be closely related and synchronized to provide maximum efficiency and transfers.
5. Coordinate the City’s dial-a-ride system with regional transit services.
6. Arterials and Collectors will be designed to allow transit vehicles to pull out of traffic. This policy may be implemented with either a continuous parking lane with bus stops, or with special bus pull-out lanes.
7. Give a high priority to public transportation systems which are responsive to the needs of the commuter, aged, handicapped and disadvantaged.

2.2 Service Standards

The establishment and monitoring of service performance standards is an important function of transit management. Federal and state regulatory requirements often determine standards. An example is the minimum 10% farebox cost recovery ratio requirement for rural transit systems set by California’s TDA and that are evaluated in triennial performance audits (In San Joaquin County, SJCOG has adopted alternative performance measures for TDA LTF Article 8 claimants). See Figure 2.2 for recommended eTrans performance under these TDA-related measures and how the system met these during FY 2015-16.
Efficiency Standards Under TDA

Efficiency standards use operating and financial data to measure transit performance. Ideally, such standards are few in number, transparent, easy to understand, and easy to use. The following standards are used to evaluate services funded by the TDA and are codified in state law.

Operating Cost Per Passenger. Total operating and administrative expenses are divided by total “unlinked boardings” (total passengers including transfers, free rides, etc.) The subsidy cost per passenger is calculated by subtracting total farebox and other operating revenues from total operating expense, and dividing by total passengers.

Chapter 3, Service Evaluation, discusses operating cost per passenger standards in detail.

Operating Cost Per Revenue Vehicle Hour (RVH). Total expenses are divided by total RVH. “Revenue vehicle hours” means the total time that a vehicle is available in service for passengers, by definition excluding “deadhead” time to or from the bus garage, time for fueling, driver breaks between scheduled times, and so forth.

Passengers Per Revenue Vehicle Hour (RVH). Total boarding passengers (unlinked trips) are divided by total RVH. This measure is very useful for judging the productivity of a given transit service and essential for developing functional service design standards and benchmarks. Passengers per RVH can be calculated for different types of service and different time periods, such as local and regional fixed routes and flex-routes, as well as for peak commute times, midday, evenings, and weekends. This measure should be adjusted annually to ensure that the minimum farebox recovery ratio continues to be met.

Farebox Cost Recovery Ratio. This measure is determined by dividing total operating expense by total farebox and other operating revenues. TDA requires a minimum of 20% for general public transit service in urban areas over 50,000, and 10% for rural transit and services dedicated to serving seniors and persons with disabilities, including ADA complementary paratransit. TDA rules allow transit operators to meet minimum farebox cost recovery standards by dedicating additional local funds to supplement fare and operating revenues. A high “farebox plus local support” ratio is also favorable for attracting additional state and regional funding. SB 508 made changes to the farebox recovery ratio calculations.

In the case of Escalon, once the City began use of Measure K transportation sales tax funding, that source counts as “local support” towards this ratio under TDA regulations. Chapter 3 discusses these measures in more detail.
### ESCALON TRANSIT STANDARDS, Part A

<table>
<thead>
<tr>
<th>A. ACCESSIBILITY</th>
<th>eTrans Status: FY 2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Within City limits, at least 70% of the population should be within ¼ mile or a five-minute walking distance from a fixed route, or 100% of the population should be served by a general public Dial-A-Ride service.</td>
<td>100% of Escalon residents are within ¾ mile of deviated fixed route service, e.g., eTrans Route 1. 100% Dial-A-Ride coverage within 2.2-sq. mile service area (city limits) and on-request connections to StaRT at Jacob Myers Park in Riverbank.</td>
</tr>
<tr>
<td>2. Transit service should be provided between major activity centers.</td>
<td>Standard met.</td>
</tr>
<tr>
<td>3. In census tracts where there is a concentration of transit dependent persons, 90% of dwelling units should be within ¼ mile of fixed transit routes or be fully served by door-to-door demand responsive transit for seniors and persons with disabilities.</td>
<td>Standard met.</td>
</tr>
<tr>
<td>4. Vehicles equipped with wheelchair lifts or ramps shall be available to persons with disabilities wherever transit service is provided.</td>
<td>Standard met.</td>
</tr>
<tr>
<td>5. The City, which uses State or Federal funds, shall operate in conformity with all appropriate laws requiring transit services to persons with disabilities (required documents showing such conformity shall be available to SJCOG).</td>
<td>Standard met.</td>
</tr>
<tr>
<td>6. Door-to-door demand responsive transit is provided in the City limits for all seniors and persons with disabilities.</td>
<td>Standard met. 100% coverage within 2.2-square mile service area (city limits).</td>
</tr>
</tbody>
</table>
### ESCALON TRANSIT STANDARDS, Part B

#### B. CONVENIENCE

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
</table>
| 1. | Maintain average operating speeds for fixed route, and deviated fixed route service, as follows:  
(a) urbanized area: 13 miles per hour;  
(b) non-urbanized areas: 18 miles per hour | Urbanized area: not applicable. Speed exceeds 18 mph in Escalon and on eTrans Route 1 to/from Modesto. |
| 2. | In urbanized areas, design routes and schedules to efficiently serve the maximum number of persons. | Not applicable. RECOMMEND DELETION |
| 3. | No more than 30% of passengers should be required to transfer in fixed route service. Where transfer rates between lines within the same transit system exceeds 30%, the potential for providing direct routing should be investigated. | Not applicable. RECOMMEND DELETION |
| 4. | Provided timed transfers at all transfer points. | eTrans has timed transfers with MAX and Modesto Area Dial-A-Ride at McHenry & Standiford Ave in Modesto, at Vintage Faire Mall in northwest Modesto, and StaRT Dial-A-Ride at Jacob Myers Park in Riverbank and McHenry Avenue in Modesto, and Ripon Blossom Express at Kaiser Permanente Modesto Medical Center in northeast Modesto. |
| 5. | Maximum headways for fixed-route service in urbanized areas should be as follows:  
(a) On high demand routes and time periods: 60 minutes.  
(b) In other cases: 120-240 minutes. | eTrans Route 1 frequency is approximately every 180 minutes, providing three round trips between Escalon and north Modesto. |
| 6. | Demand-responsive transit should provide the following level of service:  
(a) Immediate response systems:  
   i. Average wait time for immediate response passengers – 15 minutes  
   ii. Average deviation between estimated and actual pick-up times – 10 min.  
   (b) Advance reservation systems:  
   i. Average deviation between estimated and actual pick-up times – 15 min.  
   ii. Advance reservation requirements for local general public – 15 minutes.  
   iii. Advance reservation requirements for deviated fixed route – 7 days ahead of trip time. | Passengers can request pick-ups up to 15 minutes before requested time.  
   Up to 15 minutes deviation from stated pick-up times is standard practice for Escalon Dial-A-Ride.  
   eTrans has a 15 minutes minimum reservation time.  
   Standard met. |
| 7. | Designate bus stops at all major activity centers in urbanized areas and/or where boarding passengers exceed 5 per day. | Standard met. Several bus stops are located at high traffic locations within Escalon. |
| 8. | Other fixed route service should maximize the efficiency of one directional service. | Not applicable. RECOMMEND DELETION |
## ESCALON TRANSIT STANDARDS, Parts C-F

<table>
<thead>
<tr>
<th>C. RELIABILITY</th>
<th>eTrans Status: FY 2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Schedule adherence: Buses should not depart earlier than time indicated on fixed schedule. Arrivals more than 5 minutes late should be minimized.</td>
<td>99% of service on-time</td>
</tr>
<tr>
<td>2. Programmed trips and/or vehicles: &lt;br&gt;(a) 100% of scheduled trips should be provided on fixed route systems. Where temporary vehicle shortages exist, preference should be given to routes serving transit dependent areas. &lt;br&gt;(b) 100% of programmed vehicles should be provided on daily basis in demand-responsive systems.</td>
<td>Standard met.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>D. COMFORT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A seat should be available for every passenger except during peak hours.</td>
<td>Standard met.</td>
</tr>
<tr>
<td>2. Provide passenger shelters at designated bus stops in urbanized areas where boarding passengers total more than 50 per day or where exposure to weather conditions is particularly severe.</td>
<td>Standard met. Shelter located at Escalon Park &amp; Ride Lot, as well as six bus stop locations in Modesto served by Route 1.</td>
</tr>
<tr>
<td>3. Equip all vehicles with air-conditioning to provide an acceptable level of comfort during summer months, and heating during winter.</td>
<td>Standard met.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E. PERFORMANCE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Attempt to meet the productivity recommendations as determined by SJCOG.</td>
<td>In FY 2016-17 operating cost/RVH was $48.53, passengers per RVH 1.3, and subsidy per passenger $34.74</td>
</tr>
<tr>
<td>2. Achieve and maintain appropriate farebox ratios through combination of operating revenues and local match.</td>
<td>Maintained 3.35% farebox cost recovery, when combined with local revenues was well above TDA requirements.</td>
</tr>
<tr>
<td>3. New routes &amp; services should meet the above standards after the first full fiscal year of operation.</td>
<td>Not applicable.</td>
</tr>
<tr>
<td>4. Expansion of existing transit services should meet one-half of the above performance standards during first six months.</td>
<td>Not applicable.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>F. MARKETING</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The following information should be made available to transit users of Escalon: &lt;br&gt;– Route or service area, and timetable information including fare schedules. &lt;br&gt;– A detailed user guide explaining the system/service and how to use it</td>
<td>eTrans produces the eTrans Rider’s Guide, which also includes information on connections to/from MAX, StaRT, RTD, Modesto Area Dial-A-Ride (MADAR), and Ripon Blossom Express.</td>
</tr>
<tr>
<td>2. Special efforts should be made to promote and/or publicize the transit service to the market segment at which the service is directed (e.g., seniors and persons with disabilities) or to market segments with ridership potential.</td>
<td>The City has established a regular program of distributing information to individuals, senior centers, and other locations with likely riders.</td>
</tr>
<tr>
<td>3. The City should make information regarding its service available to users of private intercity transit services (e.g., Greyhound) and their operators.</td>
<td>Standard met with information provided to private service providers in Stockton &amp; Modesto.</td>
</tr>
</tbody>
</table>
### ESCALON TRANSIT STANDARDS, Part G

<table>
<thead>
<tr>
<th>G. MANAGEMENT</th>
<th>eTrans Status: FY 2015-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The following basic information is essential for transit system management and should be collected on a monthly basis: (a) total passengers carried by route; (b) revenue passengers carried by route; (c) vehicle hours of service provided by route; (d) vehicle miles of service operated by route; (e) in-service vehicle breakdowns; and (f) passenger complaints.</td>
<td>This data is compiled monthly for RTD and is provided to the Transit Coordinator.</td>
</tr>
<tr>
<td>2. The following information should be assembled at least semi-annually and in response to passenger complaints and/or driver reports of operational problems: (a) schedule adherence by route (fixed routes); (b) response times (Dial-A-Ride); (c) pick-up time deviation (Dial-A-Ride); (d) service refusals (Dial-A-Ride)</td>
<td>Data is compiled on a monthly basis, and is summarized in the eTrans Annual Report.</td>
</tr>
<tr>
<td>3. Buses should be considered for replacement according to FTA Circular 9040.1g. The number of spare buses should not exceed 20% of the total fleet size.</td>
<td>The City has three vehicles in its fleet, though only one is in service at a time. 100% spare ratio, which is unavoidable given small size of the eTrans operation.</td>
</tr>
<tr>
<td>4. Information on user characteristics and attitudes should be updated every 3-5 years by the use of on-board surveys.</td>
<td>Surveys were completed in 2001, 2002, 2004, 2005, and 2007 by City of Escalon staff and in 2009, 2011 and 2017 by a consultant. Results of the 2017 onboard survey is summarized in Appendix A, On-Board Surveys.</td>
</tr>
<tr>
<td>5. Maintenance, an important element of management, should be documented in a transit maintenance plan.</td>
<td>Maintenance is provided by RTD under a detailed fleet maintenance plan specified in interagency agreements.</td>
</tr>
</tbody>
</table>
System & Service Evaluation

This chapter summarizes recent operating and financial trends of the eTrans system as a whole, individual services, evaluates system strengths and weaknesses, opportunities and constraint, in reference to eTrans key objectives outlined in Chapter 2 and the travel markets that the system serves.

3.1 Overall Operating & Financial Trends

Figure 3.1 summarizes overall eTrans overall operating trends for the last seven fiscal years, e.g., from FY 2009-10 through FY 2016-17, the period ending June 30, 2017. Total operating expenses in FY 2009-10 including City costs totaled $69,709, decreasing significantly as service was reduced in FY 2010-11 to $58,972, but then increasing by 30.5% to $76,961 in FY 2011-12 as service was increased. Cost increased to $115,288 further as service levels were nearly doubled in FY 2012-13 reflecting expansion of Route 1 between Escalon and North Modesto from three to seven round trips, then a reduction to six round trips a few months later. This level of service continued through FY 2014-15. Service was reduced to the prior level in July 2015 reflecting a reduction in Route 1 service frequencies to previous levels due to failure to increase ridership in proportion to increased service levels. In FY 2016-17 direct operating costs totaled $76,822. It is important to note that Figure 3.1 and subsequent charts only reflects direct contract costs, not overall City costs which are reflected in annual budgets.

During the seven years covered by Figure 3.1, overall eTrans ridership started at 4,065 annual passenger trips recorded in FY 2009-10, 3,879 in FY 2010-11, and 3,627 in FY 2011-12. Ridership began to decline in FY 2012-13 reflecting a reduction in Dial-A-Ride trips. Dial-A-Ride ridership varied somewhat during the following years, resulting in carrying 1,416 rides in FY 2016-17.

Route 1 ridership in FY 2016-17 declined somewhat compared to FY 2009-10, with 986 and 721 passenger trips, respectively. Route 1 ridership peak at 1,844 passenger trips in FY 2012-13, the year after service levels were increased to north Modesto, e.g., up about 80% over FY 2010-11. However, this increase in ridership declined well behind service level increases, which were up more than 200% in FY 2012-13, FY 2013-14 and FY 2014-15 compared to FY 2009-10 and FY 2010-11. As a result, the eTrans operating deficit soared and farebox cost recovery ratio declined dramatically. As a result, Route 1 service was reduced to previous levels in FY 2015-16 continuing through FY 2016-17, also reflecting a slight decline in Route 1 passenger trips in FY 2014-15.

Average daily ridership remained at 13-16 daily trips from FY 2009-10 to FY 2013-14, then declined to about 8-9 from FY 2014-15 through FY 2016-17. Annual revenue vehicle hours (RVH) ranged from 1,314 annual RVH in FY 2009-10, 887 in FY 2010-11, 1,243 in FY 2011-12, 2,306 in FY 2013-14, 2,374 in FY 2014-15, 1,543 RVH in FY 2015-16 and 1,583
in FY 2016-17. Productivity declined during this time, from about 3.1 passengers/RVH in FY 2009-10 and up to 4.4 in FY 2010-11, and declining to 1.3 by FY 2016-17.

Figure 3.1 eTrans System Statistics & Performance FY 2009-10 to FY 2016-17

<table>
<thead>
<tr>
<th>Escalon Dial-A Ride Passenger Trips*</th>
<th>3,021</th>
<th>2,763</th>
<th>2,269</th>
<th>1,298</th>
<th>1,171</th>
<th>1,711</th>
<th>836</th>
<th>1,140</th>
<th>1,416</th>
</tr>
</thead>
<tbody>
<tr>
<td>Route 1 Passenger Trips</td>
<td>1,064</td>
<td>1,116</td>
<td>1,358</td>
<td>1,844</td>
<td>1,614</td>
<td>1,396</td>
<td>986</td>
<td>721</td>
<td></td>
</tr>
<tr>
<td>Total Passenger Trips</td>
<td>4,085</td>
<td>3,879</td>
<td>3,627</td>
<td>3,142</td>
<td>3,325</td>
<td>2,232</td>
<td>2,126</td>
<td>2,137</td>
<td></td>
</tr>
<tr>
<td>Revenue Vehicle Hours (RVH) - Dial-A-Ride</td>
<td>803</td>
<td>318</td>
<td>220</td>
<td>665</td>
<td>776</td>
<td>770</td>
<td>737</td>
<td>723</td>
<td></td>
</tr>
<tr>
<td>Revenue Vehicle Hours (RVH) - Route 1</td>
<td>511</td>
<td>569</td>
<td>1,023</td>
<td>1,641</td>
<td>1,598</td>
<td>1,634</td>
<td>806</td>
<td>860</td>
<td></td>
</tr>
<tr>
<td>Revenue Vehicle Hours (RVH) - System Total</td>
<td>1,314</td>
<td>887</td>
<td>1,243</td>
<td>2,306</td>
<td>2,374</td>
<td>2,404</td>
<td>2,448</td>
<td>1,543</td>
<td>1,583</td>
</tr>
<tr>
<td>Revenue Vehicle Miles (RVM) - Dial-A-Ride</td>
<td>4,940</td>
<td>3,226</td>
<td>2,265</td>
<td>3,174</td>
<td>2,571</td>
<td>2,458</td>
<td>4,512</td>
<td>4,795</td>
<td></td>
</tr>
<tr>
<td>Revenue Vehicle Miles (RVM) - Route 1</td>
<td>13,071</td>
<td>18,116</td>
<td>37,242</td>
<td>37,242</td>
<td>35,919</td>
<td>36,739</td>
<td>18,946</td>
<td>19,195</td>
<td></td>
</tr>
<tr>
<td>Revenue Vehicle Miles (RVM) - System Total</td>
<td>19,117</td>
<td>16,353</td>
<td>26,764</td>
<td>40,416</td>
<td>38,490</td>
<td>39,197</td>
<td>23,458</td>
<td>22,900</td>
<td></td>
</tr>
<tr>
<td>Operating Expense - Escalon Dial-A-Ride*</td>
<td>$49,451</td>
<td>$23,772</td>
<td>$19,462</td>
<td>$33,259</td>
<td>$38,809</td>
<td>$42,102</td>
<td>$40,593</td>
<td>$34,911</td>
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</tr>
<tr>
<td>Operating Expense - Route 1</td>
<td>$20,167</td>
<td>$35,201</td>
<td>$57,499</td>
<td>$82,028</td>
<td>$79,886</td>
<td>$89,301</td>
<td>$44,376</td>
<td>$41,911</td>
<td></td>
</tr>
<tr>
<td>Estimated Total Operating Expense</td>
<td>$69,709</td>
<td>$58,972</td>
<td>$76,961</td>
<td>$115,288</td>
<td>$118,698</td>
<td>$131,404</td>
<td>$84,969</td>
<td>$76,822</td>
<td></td>
</tr>
<tr>
<td>Total Fares/Op Rev Collected - Dial-A-Ride</td>
<td>$2,790</td>
<td>$3,932</td>
<td>$611</td>
<td>$2,302</td>
<td>$462</td>
<td>$335</td>
<td>$1,636</td>
<td>$1,717</td>
<td></td>
</tr>
<tr>
<td>Total Fares/Op Rev Collected - Route 1</td>
<td>$2,885</td>
<td>$1,935</td>
<td>$4,693</td>
<td>$3,128</td>
<td>$3,541</td>
<td>$3,227</td>
<td>$1,428</td>
<td>$857</td>
<td></td>
</tr>
<tr>
<td>Total Fares/Op Rev Collected - System Total</td>
<td>$5,790</td>
<td>$5,867</td>
<td>$5,304</td>
<td>$5,430</td>
<td>$4,004</td>
<td>$3,562</td>
<td>$2,574</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Weekdays</td>
<td>252</td>
<td>252</td>
<td>251</td>
<td>252</td>
<td>252</td>
<td>251</td>
<td>251</td>
<td>254</td>
<td></td>
</tr>
<tr>
<td>Total Weekend Ridership</td>
<td>4,085</td>
<td>3,879</td>
<td>3,627</td>
<td>3,142</td>
<td>3,325</td>
<td>2,232</td>
<td>2,126</td>
<td>2,137</td>
<td></td>
</tr>
<tr>
<td>Average Weekday Ridership</td>
<td>16</td>
<td>15</td>
<td>14</td>
<td>12</td>
<td>9</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Average Fare Per Passenger - Dial-A-Ride</td>
<td>$0.92</td>
<td>$1.42</td>
<td>$0.27</td>
<td>$1.77</td>
<td>$0.27</td>
<td>$0.40</td>
<td>$1.43</td>
<td>$1.21</td>
<td></td>
</tr>
<tr>
<td>Average Fare Per Passenger - Route 1</td>
<td>$2.71</td>
<td>$1.73</td>
<td>$3.46</td>
<td>$1.70</td>
<td>$2.19</td>
<td>$2.31</td>
<td>$1.45</td>
<td>$1.19</td>
<td></td>
</tr>
<tr>
<td>Average Fare Per Passenger - Total</td>
<td>$1.42</td>
<td>$1.51</td>
<td>$1.46</td>
<td>$1.73</td>
<td>$1.63</td>
<td>$1.60</td>
<td>$1.68</td>
<td>$1.20</td>
<td></td>
</tr>
</tbody>
</table>

TDA INDICATORS

<table>
<thead>
<tr>
<th>Passengers per RVH - Dial-A-Ride</th>
<th>3.8</th>
<th>8.7</th>
<th>10.3</th>
<th>2.0</th>
<th>2.2</th>
<th>1.1</th>
<th>1.5</th>
<th>2.0</th>
<th>0.8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passengers per RVH - Route 1</td>
<td>2.1</td>
<td>2.0</td>
<td>1.3</td>
<td>1.1</td>
<td>1.0</td>
<td>0.9</td>
<td>1.2</td>
<td>1.3</td>
<td>0.8</td>
</tr>
<tr>
<td>Passengers per RVH - System Total</td>
<td>2.0</td>
<td>3.1</td>
<td>4.4</td>
<td>2.9</td>
<td>1.4</td>
<td>1.4</td>
<td>0.9</td>
<td>1.4</td>
<td>1.3</td>
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<tr>
<td>Passengers per RVM - Dial-A-Ride</td>
<td>0.61</td>
<td>0.86</td>
<td>1.00</td>
<td>0.41</td>
<td>0.67</td>
<td>0.34</td>
<td>0.25</td>
<td>0.30</td>
<td></td>
</tr>
<tr>
<td>Passengers per RVM - Route 1</td>
<td>0.08</td>
<td>0.06</td>
<td>0.04</td>
<td>0.05</td>
<td>0.04</td>
<td>0.04</td>
<td>0.05</td>
<td>0.04</td>
<td></td>
</tr>
<tr>
<td>Passengers per RVM - System Total</td>
<td>0.2</td>
<td>0.21</td>
<td>0.24</td>
<td>0.14</td>
<td>0.08</td>
<td>0.09</td>
<td>0.06</td>
<td>0.09</td>
<td>0.09</td>
</tr>
<tr>
<td>Operating Cost / Pass. - Route 1</td>
<td>$18.95</td>
<td>$31.54</td>
<td>$42.34</td>
<td>$44.48</td>
<td>$49.50</td>
<td>$63.97</td>
<td>$45.01</td>
<td>$58.13</td>
<td></td>
</tr>
<tr>
<td>Operating Cost / Pass. - System Total</td>
<td>$22.50</td>
<td>$17.06</td>
<td>$16.20</td>
<td>$21.22</td>
<td>$36.69</td>
<td>$35.70</td>
<td>$58.87</td>
<td>$39.97</td>
<td>$35.95</td>
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<tr>
<td>Operating Cost / RVM - Dial-A-Ride</td>
<td>$61.58</td>
<td>$74.75</td>
<td>$88.46</td>
<td>$50.01</td>
<td>$50.01</td>
<td>$54.68</td>
<td>$55.08</td>
<td>$48.29</td>
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<tr>
<td>Operating Cost / RVH- Route 1</td>
<td>$39.47</td>
<td>$61.86</td>
<td>$56.20</td>
<td>$49.99</td>
<td>$49.99</td>
<td>$54.67</td>
<td>$55.06</td>
<td>$48.71</td>
<td></td>
</tr>
<tr>
<td>Operating Cost / RVM – TOTAL#</td>
<td>$45.00</td>
<td>$52.99</td>
<td>$66.49</td>
<td>$61.93</td>
<td>$49.99</td>
<td>$50.00</td>
<td>$54.66</td>
<td>$55.07</td>
<td>$48.53</td>
</tr>
<tr>
<td>Farebox Recovery Ratio – Dial-A-Ride</td>
<td>5.6%</td>
<td>16.5%</td>
<td>3.1%</td>
<td>6.9%</td>
<td>1.2%</td>
<td>0.8%</td>
<td>4.0%</td>
<td>4.9%</td>
<td></td>
</tr>
<tr>
<td>Farebox Recovery Ratio – Route 1</td>
<td>14.3%</td>
<td>5.5%</td>
<td>8.2%</td>
<td>3.8%</td>
<td>4.4%</td>
<td>3.6%</td>
<td>3.2%</td>
<td>2.0%</td>
<td></td>
</tr>
<tr>
<td>Farebox Recovery Ratio – TOTAL#</td>
<td>10.0%</td>
<td>8.31%</td>
<td>9.95%</td>
<td>6.89%</td>
<td>4.71%</td>
<td>3.37%</td>
<td>2.71%</td>
<td>4.19%</td>
<td>3.35%</td>
</tr>
<tr>
<td>Operating Subsidy Per Passenger - Dial-A-Ride</td>
<td>($15.45)</td>
<td>($7.16)</td>
<td>($8.31)</td>
<td>($23.85)</td>
<td>($22.41)</td>
<td>($49.96)</td>
<td>($34.17)</td>
<td>($23.44)</td>
<td></td>
</tr>
<tr>
<td>Operating Subsidy Per Passenger - Route 1</td>
<td>($16.24)</td>
<td>($29.81)</td>
<td>($38.89)</td>
<td>($42.79)</td>
<td>($47.30)</td>
<td>($61.66)</td>
<td>($43.56)</td>
<td>($56.94)</td>
<td></td>
</tr>
<tr>
<td>Operating Subsidy Per Passenger - TOTAL</td>
<td>$7.40</td>
<td>($15.65)</td>
<td>($13.69)</td>
<td>($19.76)</td>
<td>($34.96)</td>
<td>($34.49)</td>
<td>($57.28)</td>
<td>($38.29)</td>
<td>($34.74)</td>
</tr>
</tbody>
</table>

* includes limited service to unincorporated area in FY 2009-10
Sources: City of Escalon, San Joaquin RTD n.a. Not available # Or cost policy. See text
Annual revenue vehicle miles (RVM) followed the increase in total RVH, from 19,117 RVM during FY 2009-10 peaking at 40,416 during FY 2012-13 and relatively steady through FY 2014-15, and then declining to 22,990 revenue miles in FY 2016-17, reflecting the cutback of Route 1 service to previous levels of 3 round trips per day. Passengers per RVM increased slightly from 0.21 during FY 2009-10 to 0.24 in FY 2010-11, then dropping off significantly to 0.14 to 0.09 during subsequent years, and 0.08 in FY 2016-17.

3.2 Performance of Individual eTrans Services

During FY 2015-16, eTrans operated two distinct services:

- Escalon Dial-A-Ride, providing door-to-door transportation within the 2.2 square mile Escalon city limits, plus an on-request connection with StaRT Riverbank-Dial-A-Ride and Eastside Shuttle buses at Jacob Myers Park in Riverbank.

- Route 1, a deviated fixed route providing three round trips daily between Escalon and a transfer point with MAX and StaRT located in north Modesto. Service was increased to seven round trips effective August 6, 2012, and then cut back to the previous 3 round trips in July 2015.

Figure 3.2 eTrans Overall Ridership Trends, FY 2009-10 to FY 2016-17

![Figure 3.2 eTrans Overall Ridership Trends, FY 2009-10 to FY 2016-17](image)

Figure 3.3 summarizes monthly ridership and the annual total for each eTrans service during FY 2016-17.
The performance of each eTrans service varies dramatically in contrast with one another as well as the overall eTrans system total for FY 2016-17, despite all service being provided by only one vehicle. Figure 3.4 illustrates passengers per RVH. Figure 3.5 shows average speed (MPH) for each eTrans service.
Net Operating Subsidy per Passenger is presented for each service and the system total in Figure 3.5.

Farebox Cost Recovery for each eTrans service and system total is shown in Figure 3.6 below.

**Figure 3.5. eTrans Passengers per Revenue Vehicle Hour, FY 2016-17**

**Figure 3.6. eTrans Net Operating Subsidy Per Passenger, FY 2016-17**
### 3.2.1 eTrans Services - Productivity Indicators

Escalon Dial-A-Ride service within Escalon city limits accounts for most eTrans passengers, as shown in Figure 3.2. Since FY 2009-10, Dial-A-Ride ridership has declined significantly reflecting discontinuation of a senior lunch program in FY 2010-11. The lunch program was restarted in FY 2013-14 but only for two days per week compared to three previously. However, in recent years, passengers have taken generally between 70 and 95 trips per month, e.g., from approximately 3-5 riders per day.

During FY 2009-10 eTrans operated County Dial-A-Ride service in the rural area surrounding Escalon. Due to a change in operations contractor in FY 2009-10, RTD decided to discontinue County Dial-A-Ride upon takeover of the eTrans contract by Storer Transit Systems effective November 30, 2009 (though this contract was returned to RTD in FY 2011-12). RTD provided this service through a contract with a service contractor through July 31, 2017. eTrans Dial-A-Ride connections with StaRT services at Jacob Myers Park in Riverbank is still provided, though this connection has few users.

From FY 2012-13 through FY 2014-15, eTrans Route 1 service averaged about 130-140 passenger trips per month, or 5-7 daily passengers. In FY 2015-16 service was reduced back to the previous three round trips and ridership declined to about 80 passengers per month, or on average 3-4 daily through FY 2016-17.

Route 1 deviated fixed route between Escalon and Modesto currently averages about 1.2 passengers/RVH during FY 2016-17 for the eTrans operations time allocated to the service. Route 1’s productivity during FY 2009-10 was about 2.1 passengers per revenue vehicle hour, and fairly steady at this level until declining to around 0.9-1.0 passengers/ RVH during operation of expanded Route 1 service. During FY 2016-17, Route 1’s average speed was 22 MPH, much higher than the overall eTrans average of 14.5 MPH.
The Escalon Dial-A-Ride portion of eTrans averaged between 1.0 and 2.0 passengers/RVH in FY 2015-16, depending on the month. Over the entire fiscal year, Dial-A-Ride productivity averaged 1.5 passengers/RVH; this compares with 3.8 passengers/RVH during FY 2009-10 which reflects the fact that the senior lunch program operated during that time. Low productivity is explained partly by a large percentage of idle vehicle and driver time, also illustrated by an average speed of 6.61 MPH (Figure 3.3) for FY 2016-17.

3.2.2 eTrans Services - Financial Indicators

This SRTP Update calculates operating expenses for each type of eTrans service somewhat differently than the data charts maintained by City staff. Costs are allocated based on RVH for each type of service. This results in significantly lower unit costs for Escalon Dial-A-Ride, but much higher overall costs for County Dial-A-Ride and Route 1. **It is important to note that Figure 3.1 and subsequent charts only reflects direct contract costs, not overall City costs which are reflected in annual budgets.**

Allocating costs by RVH is a transit industry standard practice, and is a more accurate reflection of resource allocation.

Based on the RVH-based cost allocation methodology, overall subsidy per passenger was the lowest for Escalon Dial-A-Ride, $23.44 per passenger during FY 2016-17.

*eTrans* Route 1 between Escalon and Modesto had a significantly higher subsidy per passenger than Escalon Dial-A-Ride, averaging $56.94 for all of FY 2016-17. This is a significant increase from FY 2009-10, reflecting declining ridership and productivity despite a doubling of service levels between FY 2011-12 and FY 2014-15.

The overall *eTrans* farebox cost recovery ratio was 3.4% during FY 2016-17, a 25% improvement from FY 2014-15. Month-to-month variations in farebox cost recovery for each *eTrans* service and the system total are shown in Figure 3.7. Farebox recovery was slightly better for *eTrans* Dial-A-Ride at 4.9%, while Route 1 averaged 2.0% for all of FY 2016-17. This is a major decline compared to FY 2009-10, when the Route 1 farebox recovery ratio averaged 14.3%.

Generally, *eTrans* managed to pick up all passengers within 15 minutes from the time requested were placed 99% of the time. The City monitors on-time performance every month through a random time check process. Service was also on-time 99% of the time at schedule time points for the deviated fixed route, e.g., *eTrans* Route 1 between Escalon and Modesto.

3.3 Cost Efficiency Objectives

This SRTP Update, like the previous FY 2011-12 document, recommends that *eTrans* strive to recover a minimum 10% farebox cost recovery ratio including a combination of fares and local match as required by TDA (which can include San Joaquin County Measure K funding). However, due to alternative performance measure requirements established by SJCOG, *eTrans* is only required to meet those performance measures. The TDA allows for agencies such as SJCOG to adopt alternative performance measures.
Since FY 2009-10, eTrans has recovered between 2.7% and 10.0% of its total operating costs from fare revenues, but generally declining as the years passed and productivity declined due to ineffective service expansion. In FY 2016-17, farebox cost recovery ratio was 3.4%, better than FY 2014-15 but still significantly below the earlier years reviewed in this chapter. Increasing fare revenues is important because maintenance, fuel and labor expenses continue to increase, but also to meet performance standards established by TDA and SJCOG.

Fuel prices and City overhead and administration expenses associated with transit all contribute to operating expenses. Costs have also increased significantly since the previous operating contract with Storer Transit Systems, placing pressure on the farebox cost recovery ratio.

According to Section 99405 of the TDA, county transportation planning agencies can establish alternative performance measures for certain transit operators to replace the standard TDA farebox recovery ratio requirement for Article 8 claimants. In 1983, SJCOG implemented a policy for alternative performance measures that apply to transit agencies in the County that contract out transit service including Escalon, Tracy, Manteca and Lodi. All these agencies claim Article 8 LTF funds.

TDA claims are required to include a comparison of three performance measures adopted by SJCOG during FY 2009-10. If the TDA claimant cannot meet two of the three performance measures, the transit portion of the claim is frozen at the previous year’s level. This SJCOG methodology is reapplied each fiscal year, as outlined below:

The Transit Systems Performance Objectives assess each transit operator’s performance over a three-year period based on the following three indicators:

- **Operating Cost / Revenue Hour** – highlights the cost effectiveness of providing service and sets a maximum threshold for cost per revenue hour.

- **Passengers / Revenue Hour** – highlights the utilization of the service and sets a minimum threshold for passengers per revenue hour.

- **Subsidy (Operating Cost – Fare Revenue) / Passenger** – is a comprehensive indicator measuring operating cost, fare revenue, and ridership and sets a maximum threshold for subsidy per passenger.

The claimants must meet two of the three performance objectives or be within a five percent margin at the end of the three year period. Interim targets are established to gauge the performance of the system and promote improvements. Performance within the specified range is considered acceptable and enables the operator to claim their full allocation of TDA funds. Performance outside the range results in a warning and a request for an action plan reach compliance.

The performance objectives are developed by forecasting the operating costs, ridership, and fare revenue. Operating costs are forecast based on the California Department of Finance (DOF) Consumer Price Indices (CPI) forecasts. Ridership and fare revenue is forecast at the historical population growth rate of the City as provided by the California DOF. Revenue hours are assumed to remain constant. The resulting forecasts are used to measure the transit operator’s actual performance during the three-year period.

The methodology accounts for inflation in operating costs based on CPI and other unforeseen costs by allowing a five percent not to exceed buffer at the end of the three-year period. Significant or
unpredictable cost increases (e.g., fuel) may be eligible for exclusion per TDA statutes. Examples of significant cost increase could include the initiation of a new type of bus service, the extension of an existing route by more than 25 percent, or annual fuel and insurance premiums costs greater than CPI. Planned upgrades to the transit system should be implemented with the intent of satisfying the TDA provision for performance measures.

Counting additional funds designated from San Joaquin County Measure K (renewed 0.5% sales tax for transportation in 2011) as local match to fares, thus bringing the potential eTrans farebox recovery ratio to substantially higher than 10%, despite additional operating expenses for added Escalon-Modesto service. Figure 3.8 illustrates the revised objectives for eTrans operating expenses per hour and maximum subsidy per passenger for FY 2013-14 through FY 2017-18 established by SJCOG.

**Figure 3.8** SJCOG Cost, Productivity & Subsidy Targets FY 2013-14 through FY 2017-18

<table>
<thead>
<tr>
<th>Operator</th>
<th>Fiscal Year</th>
<th>Cost / Hour</th>
<th>Passengers / Hour</th>
<th>Subsidy / Passenger</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target</td>
<td>Maximum (+5%)</td>
<td>Target</td>
<td>Minimum (-5%)</td>
</tr>
<tr>
<td>Escalon</td>
<td>FY 2013/14 Audited</td>
<td>$124.89</td>
<td>1.4</td>
<td>$87.49</td>
</tr>
<tr>
<td></td>
<td>FY 2015/16</td>
<td>$128.03</td>
<td>1.4</td>
<td>$89.01</td>
</tr>
<tr>
<td></td>
<td>FY 2016/17</td>
<td>$131.77</td>
<td>1.4</td>
<td>$90.61</td>
</tr>
<tr>
<td></td>
<td>FY 2017/18</td>
<td>$134.37</td>
<td>$141.51</td>
<td>1.4</td>
</tr>
<tr>
<td>Lodi</td>
<td>FY 2013/14 Audited</td>
<td>$131.82</td>
<td>7.4</td>
<td>$17.01</td>
</tr>
<tr>
<td></td>
<td>FY 2015/16</td>
<td>$135.14</td>
<td>7.4</td>
<td>$17.36</td>
</tr>
<tr>
<td></td>
<td>FY 2016/17</td>
<td>$138.61</td>
<td>7.5</td>
<td>$17.73</td>
</tr>
<tr>
<td></td>
<td>FY 2017/18</td>
<td>$142.25</td>
<td>$149.36</td>
<td>7.5</td>
</tr>
<tr>
<td>Manteca</td>
<td>FY 2013/14 Audited</td>
<td>$109.70</td>
<td>5.3</td>
<td>$5.64</td>
</tr>
<tr>
<td></td>
<td>FY 2015/16</td>
<td>$112.46</td>
<td>5.4</td>
<td>$5.57</td>
</tr>
<tr>
<td></td>
<td>FY 2016/17</td>
<td>$115.35</td>
<td>5.5</td>
<td>$5.57</td>
</tr>
<tr>
<td></td>
<td>FY 2017/18</td>
<td>$118.38</td>
<td>$124.30</td>
<td>5.7</td>
</tr>
<tr>
<td>Ripon</td>
<td>FY 2013/14 Audited</td>
<td>$98.98</td>
<td>2.7</td>
<td>$35.54</td>
</tr>
<tr>
<td></td>
<td>FY 2015/16</td>
<td>$101.47</td>
<td>2.7</td>
<td>$36.14</td>
</tr>
<tr>
<td></td>
<td>FY 2016/17</td>
<td>$104.07</td>
<td>2.7</td>
<td>$36.77</td>
</tr>
<tr>
<td></td>
<td>FY 2017/18</td>
<td>$106.81</td>
<td>$112.15</td>
<td>2.7</td>
</tr>
<tr>
<td>Tracy</td>
<td>FY 2013/14 Audited</td>
<td>$85.81</td>
<td>6.1</td>
<td>$13.30</td>
</tr>
<tr>
<td></td>
<td>FY 2015/16</td>
<td>$87.97</td>
<td>6.1</td>
<td>$13.57</td>
</tr>
<tr>
<td></td>
<td>FY 2016/17</td>
<td>$90.22</td>
<td>6.2</td>
<td>$13.85</td>
</tr>
<tr>
<td></td>
<td>FY 2017/18</td>
<td>$92.60</td>
<td>$97.23</td>
<td>6.2</td>
</tr>
</tbody>
</table>

It should be noted that financial data for Figures 3.1 through 3.7 show actual fares collected, but only direct contracting costs, e.g., not including other City costs. Thus the annual target for Cost/ Hour is not comparable. Similarly, the estimates for Net Subsidy Per Passenger are also not comparable due to the difference in financial reporting.
In FYs 2013-14, FY 2014-15, FY 2015-16 and FY 2016-17, Passengers/Hour averaged 1.4, 0.9, 1.4 and 1.3, respectively, meeting the SJCOG productivity targets only in FY 2014-15.

### 3.5 Program Accomplishments in FY 2015-16

While the City of Escalon contracts for eTrans service with RTD for operations, City staff still is responsible for a series of management and oversight activities to ensure the continued smooth operation of eTrans. During FY 2015-16, these staff activities and accomplishments included:

The following events occurred in Fiscal Year 2015-2016:

1. Continued enhanced marketing efforts with schools, community groups and governmental social service agencies.
2. Updated the City’s transit webpage within the City’s website at [http://cityofescalon.org/departments/transit-services/](http://cityofescalon.org/departments/transit-services/)
3. Participated in SJCOG Interagency Transit Committee/Social Services Transportation Advisory Committee, Technical Advisory Committee, Unmet Transit Needs Committee, Modesto ADA Advisory Committee and StanCOG Social Services Transportation Advisory Committee.
4. Submitted the TDA Claim for FY 15/16 and received payment by SJCOG.
6. Updated infoposts throughout the City.
7. Continued grant compliance, reimbursements and quarterly reports for FTA Section 5311 programs grants received by the City.
9. Coordinated the 7th annual Stuff the Bus event with Lodi GrapeLine, Manteca Transit and RTD and generated 3,098 lbs. of food from this effort. This is an increase by 979 lbs. from FY 2014-2015. This partnership with Big Boy Market has generated interest from the community and helps increase awareness of eTrans services. KWIN 98.3 held an event at Big Boy Market.
11. Completed FY 2015-2016 TDA Fiscal Audit in conjunction with SJCOG.
12. Valley Outdoor Advertising started as the City’s new advertising contractor to sell ads on eTrans buses. Al Seaton services was terminated and he was sent to collections due to non-payment to the City.
13. Participated in the development of SJCOG’s Regional Transit Systems Plan and new funding policy considerations.
15. Worked to provide live real time feed data to Google.
16. Worked with SJCOG to provide data for the FY 2012-2015 TDA triennial performance audit.
17. Started participating in the Central Valley Transit Managers group.
18. Executed new transit planning MOU with SJCOG.

3.6 Service Evaluation Summary & Conclusions

Unlike the SRTP Update completed in FY 2011-12, this Update describes its conclusions about service and alternative service provisions in Chapter 4, Service Options and Proposed Operating Plan.

eTrans performance and productivity has been declining for the past several years, operating costs and subsidies per passenger have been increasing significantly. Decisive action is needed to correct these trends, perhaps even a complete revision of service delivery methods, such as using private ridesharing services such as Uber and Lyft, and/or enhanced regional partnerships with RTD for provision of service to Escalon residents.
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Recommended Escalon Transit Service Plan

This chapter outlines the recommended elements of the Transit Service Plan as part of the overall Short Range Transit Plan. This chapter explains:

- The issues faced by the City of Escalon in providing transit service.
- The trade-offs to consider in changing that service.
- The stakeholder outreach process conducted by City staff and consultants.
- The policy direction provided by City Council.
- The recommended service scenario, given these inputs.

4.1 Background

The City of Escalon funds and administers a public transportation service under the brand name “eTrans”. The City contracts for eTrans service with RTD. In turn, RTD subcontracts direct operations to MV Transportation. eTrans suffers from a number of challenges outlined below.

- **Extremely limited service.** eTrans employs a single full-time driver. This means that a single vehicle operates on Monday to Friday only, from approximately 8:00 a.m. to 5:00 p.m., including a one-hour break in the middle of the day. This single driver and vehicle split their time between Route 1, a deviated fixed route connecting Escalon to Modesto, and Escalon Dial-A-Ride, a call-in demand responsive service for trips within Escalon.

**Figure 4.1 Current eTrans Service Schedule. Service is very limited.**

Extremely low ridership. eTrans ridership is low and has been declining in recent years. eTrans currently provides 8 to 9 rides per day on average, more or less evenly split between Route 1 and Dial-A-Ride. Dial-A-Ride trip data suggests that three users make 40% of all trips.
Figure 4.2 Average Daily Boardings on eTrans.

Ridership is very low and declining (since 2012 for Route 1, since 2010 for Dial-A-Ride).

- **Very low underlying demand.** Demographics suggest that underlying demand for public transportation is very low. Escalon’s population is small (7,205 residents), spread out at relatively low densities, with no special concentration of high-need populations.

- Comparable communities with higher transit ridership tend to have:
  - Much lower incomes and/or larger high-need populations (e.g. Woodlake, 36% children under 18 and per capita income <$13,000; Rio Vista, 32% seniors over 65 and 13% persons with disabilities).
  - Somewhat higher levels of service (e.g. Rio Vista, 50% more service than Escalon; Guadalupe, 135% more service than Escalon).

- However, experience suggests that demand for eTrans services is not very sensitive to service quantity. When Route 1 service increased from 3 to 8 daily round trips in early 2012 and was extended to Vintage Faire Mall, productivity actually declined, from approximately two boardings per hour, to just one boarding per hour.
Figure 4.3 Escalon vs. Comparable Communities

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Escalon</td>
<td>7,042</td>
<td>2,232</td>
<td>2,403</td>
<td>Modesto: 11 mi</td>
<td>$24,969</td>
<td>27.1%</td>
<td>12.5%</td>
<td>6.4%</td>
</tr>
<tr>
<td>Rio Vista</td>
<td>7,826</td>
<td>11,778</td>
<td>3,588</td>
<td>Antioch: 17 mi</td>
<td>$35,828</td>
<td>15.6%</td>
<td>32.3%</td>
<td>12.6%</td>
</tr>
<tr>
<td>Woodlake</td>
<td>7,525</td>
<td>20,417</td>
<td>1,875</td>
<td>Visalia: 16 mi</td>
<td>$12,706</td>
<td>36.1%</td>
<td>7.3%</td>
<td>6.1%</td>
</tr>
<tr>
<td>Guadalupe</td>
<td>7,218</td>
<td>105,572</td>
<td>5,633</td>
<td>Santa Maria: 9 mi</td>
<td>$14,838</td>
<td>34.2%</td>
<td>8.0%</td>
<td>6.7%</td>
</tr>
</tbody>
</table>

Similar communities with higher transit ridership tend to have much larger high-need populations, and to provide more service.

Figure 4.4 Population Density of Escalon

Figure 4.5 Population Density of Seniors in Escalon
Overall density is low, and there are no high concentrations of special needs. In other words, the market for a high-ridership service is both weak and difficult to serve.

- **Multiple funding sources subject to competing policy goals.** *eTrans* is primarily funded by California LTF, FTA Section 5311, and local Measure K. Each of these sources comes with a distinct set of objectives and requirements.
  
  - LTF funds are distributed by SJCOG. These funds must be used for public transit service, to the extent that there are “unmet needs that are reasonable to meet”. Beyond this criterion, transit service effectively competes with street and road maintenance for LTF funds\(^1\).
  
  - Section 5311 funds are distributed by formula to rural communities throughout the United States. When used to fund operations, they may not cover more than 55.30% of net operating costs, in California due to the sliding scale.
  
  - Measure K funds received by the City for transit purposes must specifically be used to provide a public transit connection to and from Modesto.

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\(^1\) Furthermore, the criteria used by SJCOG to determine what needs are “reasonable to meet” do not rely on a single objective standard. In particular, the cost-effectiveness and performance criteria are different for each transit agency. Performance criteria (such as farebox recovery and average cost per ride) for *eTrans* have been lower than they for other agencies in San Joaquin County. If *eTrans* were required to meet the same performance criteria as other agencies, the needs *eTrans* is serving could be deemed unreasonable.
• **High cost per ride.** Ultimately, the combination of low ridership and a fixed hourly cost of providing service means that the average cost of providing a ride is very high. In 2015, the average cost per ride was $47.00 for Route 1 and $37.00 for Escalon Dial-A-Ride.

![Figure 4.7 Cost Per Boarding, San Joaquin and Stanislaus Transit Systems](image)

Route 1 is extremely costly on a per-ride basis, and DAR costs are relatively high.

### 4.2 Key Choices and Tradeoffs

Given the problems presented above, the City faces several key questions:

- **Service vs. No Service.** Should the City be funding transit service at all, and if so at what level?
  - Given the high average cost per ride and the low farebox recovery, one could make the argument that eTrans serves needs that are no longer reasonable to meet. This would argue for transferring LTF funds to street and road maintenance.

- Nonetheless, the City would still be eligible for Measure K funds to provide service to Modesto, as well as a matching amount of FTA Section 5311 funds.

- **City Ownership vs. Outside Provider.** Should the City maintain ownership of eTrans, or purchase service from an outside provider?
  - To date, the City has owned, administered and branded eTrans as its own transit system. Because the City owns the system, it incurs capital and administrative costs (e.g. buses, bus stops, communications, advertising, etc.). The City also incurs the general liability associated with providing a transportation service.
• However, the City has relied on RTD to operate the service, maintain vehicles, and verify that service meets state and federal standards. Since 2012, RTD has taken an oversight role and subcontracted operations to MV Transportation.

• Given that the City does not have the capacity to directly operate service, it could choose to divest itself of eTrans and purchase service under the RTD brand.

• **Scheduled Service vs. Demand Response.** If the City continues to fund service, should it be funding a scheduled route, or an on-demand point-to-point system?

  • *eTrans* currently attempts to do both of those things. Because *eTrans* employs only one driver, that imposes serious constraints on both Route 1 and Escalon Dial-A-Ride.

  • Measure K funding must be used to provide service to Modesto. Because of the distances involved, intercity services generally require some level of scheduling, even when they do door-to-door pickup and drop-off.

  • Existing riders have expressed frustration with the limited schedule (3 times per day) of Route 1, and the long times between runs. Other stakeholders have pointed out that the earliest morning run from Route 1 runs too late to allow local students to attend Modesto Junior College.

• **Transit vs. Subsidized Rides.** If the City would like to continue meeting transit needs, should it fund a transit service, or subsidize the cost of taxi and/or fares for Transportation Network Companies (TNC) such as Uber and Lyft?

  • Transit service implies a fixed cost structure, primarily related to the cost of employing salaried drivers. When ridership is low, that translates to a very high cost per ride.

  • The entry of smartphone-enabled TNCs into the California market has sparked widespread interest in transit/TNC partnerships. RTD recently launched a partnership with Uber to replace rural general public dial-a-ride with a $5.00 discount on Uber rides.

  • However, any publicly funded transportation service must be able to provide equivalent service to people with disabilities. This means any subsidized TNC service would need to be accompanied by a concurrent and “equivalent” ADA-compliant service.

  • In addition, federal civil rights law (Title VI) requires that any public transit service must also be able to accept payment from persons who only use cash.

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2 Also, any service must be accessible to those with limited access to banking and/or technology.

3 Americans with Disabilities Act.
This means alternative solutions must exist for those who do not have access to a smartphone and a credit or debit card.

4.3 Stakeholder Outreach and Policy Direction

The following outreach activities were performed during the course of this project:

- Jarrett Walker & Associates (JWA) and publictransit.us developed a rider survey for users of Route 1 and Escalon Dial-A-Ride. The eTrans Transit Coordinator and bus operator distributed those surveys to riders in January and February 2017.

- On March 31, 2017, JWA led an Escalon Transit Choices Workshop, including a presentation an overview of transit choices, key issues and trade-offs to a broad group of local and regional stakeholders.

- During April and May 2017, publictransit.us pursued further outreach to employers as well as the Escalon Unified School District.

- On May 15, 2017, JWA presented key issues and a set of eTrans service alternatives in a public meeting attended by existing bus riders, and at a public City Council meeting.

- Following policy direction from the City Council, JWA and the Transit Coordinator pursued outreach with Uber, Lyft, and RTD from June to September 2017.

The survey and full survey results, as well as the presentations given and workshop summary, are available as Appendices A to E in this document.

The following insights were gained through the early outreach process:

- eTrans users are few but very dependent on the service for basic mobility to shopping and errands. Most eTrans users (including nearly all Dial-A-Ride users) are seniors and/or persons with disabilities.

- A significant part of the market for eTrans services may have faded away over the years as non-emergency medical transportation has been taken over by Consolidated Transportation Service Agencies. Stanislaus County has one in operation called MOVE.

- Transit service to Modesto would be more useful if it arrived earlier in the morning. There is also interest in reaching Manteca and Stockton, for which no fixed route service currently exists.

- The current eTrans service can’t serve a commute to a full-time job, because people need to fit the entirety of their trip within the service hours of a single driver's shift. It’s not possible to reach most jobs in Modesto before 9:00 a.m., and one needs to

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4 Local participants included representatives of Escalon Community Ambulance, the Escalon Branch Library, We Escalon, Kraft Heinz, the Escalon Times, the City of Escalon Development Services, and the City Manager. Regional participants included representatives of San Joaquin RTD, the Modesto Area Express, the San Joaquin Council of Governments and StanCOG.
return to Escalon by 4:30 p.m. Conversely, someone reaching Escalon from Modesto wouldn’t be able to reach their job before 9:15 a.m., and would need to leave by 4:00 p.m.

Following a presentation of eTrans service alternatives to the City Council, JWA and the Transit Coordinator received the following policy direction:

- **Reduce transit funding** to free up more LTF, but don’t eliminate service entirely.
- **Focus on service by an outside partner** rather than on maintaining service under the eTrans brand.
- Focus on developing service partnerships with RTD, Uber and/or Lyft.

Extensive discussions were held between JWA, the Transit Coordinator, and RTD, Uber and Lyft through Summer 2017. The conclusions drawn from this process were that:

- **RTD is open to extending and redesigning service on its County Hopper Route 91** to extend service to Escalon and Modesto. JWA has designed a service plan preliminarily approved by RTD.
- **RTD is pursuing the development of an app-based ride-hailing service** for rural areas of San Joaquin County, that would serve Escalon in the future. This service might either complement or replace the existing pilot partnership with Uber. This service would be contracted by RTD.
- Uber is open to working with the City of Escalon, in the context of its existing pilot partnership with RTD. However, **residents of Escalon already have access to the benefits of the Uber/RTD partnership** (i.e. a $5.00 RTD-subsidized discount to reduce the cost of Uber trips). It might be possible to establish an additional subsidy for trips specifically starting and/or ending in the City of Escalon, with funding from the City.
- **Lyft does not have capacity to establish a partnership with the City of Escalon** at this time.

### 4.4 Recommended Service Scenario

Based on the policy direction provided by City Council and subsequent discussions on possible service partnerships, a service scenario has emerged that combines:

- **New RTD County Hopper Route 95 (Stockton-Manteca-Escalon-Modesto).** Route 1 would be replaced by an RTD service, that will increase the range of available destinations from Escalon by providing service to Manteca and Stockton as well as Modesto. It will also provide transportation on a schedule that will be better aligned with educational and job opportunities in Modesto. This service would either be a reconfiguration of the existing RTD County Hopper Route 91, or an entirely new route. In any case, it would be made possible by a contribution of
Measure K and FTA Section 5311 funds by Escalon, and by a separate contribution of LTF funds from San Joaquin County.

- **Limited Escalon Dial-A-Ride.** Rather than providing multiple short service periods five days per week, the service would operate in longer spans on fewer days, for a total service of 12 hours per week (i.e. a 35% cut from existing service). This service would be a continuation of existing Escalon Dial-A-Ride funds, paid for primarily with California LTF funds by the City of Escalon.

In addition, the following optional elements may be considered:

- **Optional: Weekend RTD County Hopper Route 795.** This would serve the same communities as the *County Hopper* Route 95, but with a reduced schedule (2 daily round trips) on Saturdays and Sundays. This service would be a reconfiguration of RTD’s existing *County Hopper* Route 797. Based on preliminary discussions, it would require a contribution of the City’s LTF funds to make this possible.

- **Optional: BART Feeder Service (pilot).** This would be a pilot program to extend RTD’s BART feeder service to Escalon. This would involve one bus leaving Escalon every morning at 5:00 a.m. and returning to Escalon around 7:15 p.m. If RTD deemed the pilot to be successful, this could then be extended indefinitely. Based on preliminary discussions, this service would not require a financial contribution from the City, as it would be funded by Measure K.

**Note that a subsidized rides program using a ride-hailing service (e.g. Uber, Lyft) is not recommended** in this plan, for the following reasons:

- The City has extremely limited resources for public transportation, but **ride-hailing partnerships remain highly experimental. An entire new program could become defunct after a year.** Sources of uncertainty include:
  - Both Uber and Lyft indicated that they have insufficient drivers in Escalon to ensure acceptable waiting times. They cited this as a primary reason why they are not able to enter a direct service partnership with the City at this time.
  - The viability of the TNC business model as a whole remains unproven. Large TNCs continue to be supported entirely by venture capital and post huge operating losses every quarter.
  - At this time, federal funds can only be used for 1-year pilot programs. All this means any ride-hailing subsidy program established by the City could go defunct after a single year. However, Caltrans will not support the use of FTA Section 5311 funds for this type of service at this time.
  - Because a subsidized ride-hailing program would be a publicly-funded service, it **would need to comply with ADA and Title VI regulations.**
  - At minimum, this would require the City to invest in complementary service for persons with disabilities, and to ensure the availability of cash payment options.
Given the limited resources mentioned above, it is not possible to provide even a limited Dial-A-Ride service and a subsidized rides program while also saving LTF funds for streets and roads.

### 4.4.1 New RTD County Hopper 95

#### County Hopper Routes 91 and 95 - Recommended Configuration

In the present service configuration, RTD County Hopper Route 91 connects Stockton, Manteca and Ripon several times per day. Following discussions with RTD, this Transit Service Plan recommends reconfiguring the schedule to provide a restructured service including both a new Route 91 (Stockton-Manteca-Ripon-Modesto) and a new Route 95 (Stockton-Manteca-Escalon-Modesto). In addition to the numerous service benefits for Stockton, Manteca and Ripon, the new Route 95 would provide the following:

- **4x/day service from Escalon to Manteca/Stockton**
  - Arrival in Escalon at 7:20 a.m., 11:25 a.m., 4:25 p.m. and 7:25 p.m.
  - Departure from Escalon at 8:30 a.m., 1:30 p.m., 4:30 p.m. and 6:30 p.m.

- **4x/day service between Escalon and Modesto**
  - Departure at 7:25 a.m., 11:30 a.m., 4:30 p.m. and 7:30 p.m.
  - Arrival in Escalon at 8:25 a.m., 1:25 p.m., 4:25 p.m. and 6:25 p.m.

- **All trips would be timed to allow no-wait transfers to Manteca Transit**, by arriving in Manteca 5 minutes before the hour.

Note that the earliest morning arrival at Vintage Faire Mall would therefore be 7:55 a.m. (7:40 a.m. at Walmart), with the last departure from Vintage Faire Mall at 5:55 p.m. (6:10 p.m. at Walmart). This extended span of service could make it possible to rely on the County Hopper service for transportation to Modesto Junior College and/or to hold a daytime job in Modesto.

**Preliminary funding discussions between RTD and the City have placed the City’s contribution to this service at $80,974 for FY 2018-19.** This is based on the following parameters:

- Total Annual Revenue Hours: 7,374
- Escalon to contribute to the variable cost of service hours within Escalon, and connecting Escalon to Modesto, approximately 18.421% of total hours.
- Preliminary estimate of future RTD service provider variable hourly rate at $59.61 per hour.
- Total Escalon Contribution: 7,374 hours * 18.421% * $59.61 = $80,973.
It is anticipated that the City’s contribution to the service would come from **Measure K funding and FTA Section 5311 funds**, as follows. The exact contributions in Measure K vs. FTA Section 5311 funds would vary slightly from year to year going forward, but general funding distribution is likely to continue in a similar fashion.

- FY 2018 Measure K available funds: $38,171 (47.1%)
- Section 5311 funding match: $40,376 (49.9%).
- City of Escalon TDA – LTF Funds: $2,426 (3.0%)
- Note: In addition, the City would provide a capital contribution of at least one vehicle to be used for this route or future mobility-on-demand services.

As noted previously, Measure K funding must be used for service to Modesto. In addition, current agreements require any Measure K funded service to be matched by another funding source to the tune of at least 25%. This would comply with both requirements. Furthermore, note that this would not use the entirety of the City’s Section 5311 allocation, which SJCOG has set at $40,376 per year, or 10% of the total 5311 allocation for San Joaquin County.

The full conceptual schedule for Routes 91 and 95 (including the contingent scenario described below) is provided in Appendix F.

**County Hopper Route 91 - Contingent Scenario for Lower Funding Level**

If RTD is unable to fund the full recommended level of service on the extended *County Hopper* Routes 91 and 95, it would be possible to run a service with only 3 daily departures and arrivals from both Modesto and Manteca/Stockton (and a corresponding reduction in service for Ripon). This service would conserve the benefits of extending the span of service to allow earlier arrival and later departure from Modesto, but would reduce the flexibility available to non-commuters by eliminating one mid-day trip in each direction.

- Departures to Manteca/Stockton at 8:30 a.m., 1:30 p.m. and 6:30 p.m. only.
- Arrivals from Manteca/Stockton at 7:20 a.m., 11:25 a.m. and 4:25 p.m.
- Departures to Modesto at 7:25 a.m., 11:30 a.m. and 4:30 p.m. only.
- Arrivals from Modesto at 8:25 a.m., 1:25 p.m. and 6:25 p.m.

This lower level of service would require a correspondingly lower contribution from the City of Escalon, approximately **$50,546 in FY 2018**, distributed as follows:

- FY 2018 Measure K available funds: $38,171 (65.2%)

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5 Typically, FTA section 5311 funds are allocated by Caltrans to SJCOG, and then allocated to each rural transit agency (i.e. RTD and the City of Escalon). However, a letter of understanding between RTD and the City of Escalon currently provides that RTD will provide funds equivalent to Escalon’s 5311 allocation.

6 Note that there is an alternative scenario wherein RTD County Hopper 95 would operate as an independent route, with a schedule unrelated to Route 91. At an equivalent level of service to Escalon, this scenario would cost the City of Escalon up to $85,306, i.e. it would require a further $4,333 of LTF funds.
• Section 5311 Funding match: $20,375 (34.8%).
• In this scenario, $20,001 would remain in Section 5311 funds for other services.

**County Hopper Route 95 - Contingent Scenario for More Service**

The baseline and contingent scenarios outlined above are based on a preliminary estimate of $59.61 as the variable hourly rate for RTD County Hopper services.

However, this rate is subject to change based on RTD’s current procurement for contracted transportation services. If the final rate is in the range of 47.00/hour, the City of Escalon would be able to pay for its share of a service 5x/day to Modesto, and 5x/day to Manteca and Stockton, with 97% Measure K and FTA Section 5311 funds as described for the 4x/day scenario above. This is, however, also assuming that the added other costs of this service could be borne by the other involved parties (RTD, and potentially the City of Ripon).

Because this scenario relies on a hypothetical rate that is not a safe assumption at this stage, it is not yet possible to give exact costs for this contingent scenario.

**4.4.2 Limited Escalon Dial-A-Ride**

Given the extremely limited transportation options available to eTrans’ existing set of customers, this plan recommends maintaining a “minimum service” from Dial-A-Ride within the City as a form of insurance against total isolation for vulnerable seniors and persons with disabilities.

At least initially, this service would continue to be operated by RTD’s selected contractor for rural services (i.e. the same contractor in charge of the County Hopper), in a vehicle owned by the City, possibly under the eTrans brand. In the longer term, it may be possible to turn over full administration of the program to RTD, but this will require a more comprehensive renegotiation of existing agreements.

The exact schedule of operation should be determined in consultation with the most likely users of the service. However, the overall level of service would be scaled back to 12 hours per week, and we recommend the following criteria be respected at all times:

- Service should generally be provided in periods of at least three consecutive hours. In other words, service could be provided in one of three ways:
  - 2 days per week, 6 hours per day.
  - 3 days per week, 4 hours per day.
  - 4 days per week, 3 hours per day.

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7 Alternatively, if the final rate is in the rate of $47/hour, the City would be able to pay for its share of a 5x/day Route 95 service independent of Route 91, as the costs of an interlined or independent scenarios would be almost the same (within $1,000 per year).
• In any case, **service should be provided between 10:00 a.m. and 1:00 p.m. on Tuesdays and Thursdays** to provide access to and from the Senior Lunch Program.

• In longer consecutive service periods (esp. for 4 or 6 hours), it may be possible to expand the reach of Dial-A-Ride to allow users to reach selected locations in Modesto and/or Riverbank. Potential examples include major medical facilities or regional shopping destinations.

• This should be done with care to avoid overlapping with the market for the new *County Hopper* Route 95. For example, not undercutting Route 95 with a weekday DAR connection to Vintage Faire Mall.

• If the operator contracted by RTD can provide service on weekends, **we would recommend considering a 4-hour service period on Saturday, offering users the possibility to travel to Modesto**, on a day when Route 95 will not be available and most regional retail destinations are open. The need for this may be reduced if the Weekend RTD *County Hopper* Route 795 is implemented (see below).

The estimated FY 2018 operating cost for this service would be as follows:

**Figure 4.8 FY 2018 Operating Costs, Escalon Dial-A-Ride 12 hours/week**

<table>
<thead>
<tr>
<th>Category</th>
<th>Item</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>Transit Coordinator Wages, Social Security, Unemployment Insurance</td>
<td>$3,500</td>
<td>60% of existing</td>
</tr>
<tr>
<td></td>
<td>Print &amp; Reproduction</td>
<td>$2,000</td>
<td>Rider Guide &amp; Flyers 67% of existing</td>
</tr>
<tr>
<td></td>
<td>Special/Misc Expenses</td>
<td>$1,000</td>
<td>33% of existing</td>
</tr>
<tr>
<td></td>
<td>Advertisement - Legal</td>
<td>$300</td>
<td>Required Public Notices</td>
</tr>
<tr>
<td></td>
<td>Membership/Dues</td>
<td>$540</td>
<td>CalACT, CTAA</td>
</tr>
<tr>
<td></td>
<td>Central Government Charge</td>
<td>$6,000</td>
<td></td>
</tr>
<tr>
<td>Variable Operations</td>
<td>RTD Hourly Variable Costs</td>
<td>$37,197</td>
<td>$59.61/hour estimate, 624 hours per year, includes fuel, communications and maintenance</td>
</tr>
<tr>
<td></td>
<td><strong>Total Estimated Operating Cost</strong></td>
<td><strong>$50,537</strong></td>
<td></td>
</tr>
</tbody>
</table>

This operating cost would be funded from LTF funds allocated to the City of Escalon. Likely annual fare revenues are estimated in the range of $1,000-2,000. **Because of the high level of uncertainty around this revenue, it is recommended that this amount not be included in the initial budgeting process.**
Transit Service Changes in Escalon

New Regional Service to Modesto and Stockton
San Joaquin RTD will operate County Hopper Route 95, a new route connecting Escalon to Stockton, Manteca, and Modesto, four times per day, Monday to Friday. Route 95 will replace eTrans Route 1, and will operate more frequently and go more places.

Local Service: Dial-a-Ride and County Hopper
eTrans will still serve dial-a-ride trips within the City of Escalon, but only three days per week, from 10 AM to 2 PM. At other times, Route 95 can deviate up to one mile from its route to serve you, if you reserve by calling RTD a day in advance.
4.4.3 Optional: Weekend RTD County Hopper Route 791

If there is significant demand for weekend service, the City of Escalon could decide to participate in funding a weekend version of County Hopper Routes 91 and 95 to Ripon and Escalon. Preliminary discussions with RTD have suggested that the following level of service would be possible:

- **2x/day service from Escalon to Manteca/Stockton**
  - Departure from Escalon at 10:25 a.m. and 4:25 p.m.
  - Arrival in Escalon at 12:15 p.m. and 6:15 p.m.

- **2x/day service between Escalon and Modesto**
  - Departure from Escalon at 12:15 p.m. and 6:15 p.m.
  - Arrival in Escalon at 10:25 a.m. and 4:25 p.m.

This would be possible by restructuring service from the existing RTD County Hopper Route 797. However, would require 3.7 hours of added transit service per weekend day, or about 385 hours per year. **It is not yet clear what portion of the cost of this added service would need to be paid by the City of Escalon, but the total variable cost could be as high as $22,950.** This would be provided entirely in LTF funds, **in which case the City would no longer be saving any more LTF funds relative to existing service.**

4.4.4 Optional: BART Feeder Pilot

San Joaquin RTD currently operates Commuter Route 150 from Tracy Transit Station to Dublin/Pleasanton BART. Route 150 also includes a feeder bus from the Manteca Transit Center to the Tracy Transit Station that departs at 4:25 a.m. and 5:25 a.m., and returns passengers to Manteca at 5:48 p.m., 6:48 p.m. and 7:48 p.m.

This optional pilot would extend one morning and one evening run of the Manteca feeder so that passengers could commute from Escalon to the San Francisco Bay Area on transit. If the pilot were implemented, it would involve extending the BART feeder service to Manteca such that:

- One bus would leave Escalon at 5:00 p.m., five days per week.
- One bus would arrive in Escalon at 8:18 p.m., five days per week.

This service would be provided on an experimental basis for a six-month period by RTD. If enough regular riders used the service, it would then be extended indefinitely.

4.4E Summary of Operating Costs and Funding Sources

The full breakdown of operating costs borne by the City of Escalon arising from this plan is summarized below in Table 3. Note that the typical LTF allocation for eTrans in recent years has been in the range of $70,000 to $80,000. Savings in this plan result largely from
a reduction in administrative costs, and consolidation of Dial-A-Ride service into 12 hours per week organized in longer service periods on fewer days.

**Figure 4.10 FY 2018 Cost Basis - Direct Operating Costs Covered by Escalon**

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
<th>Funding Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed Administration Costs</td>
<td>$13,340</td>
<td>Escalon LTF/STA: $13,311</td>
</tr>
<tr>
<td>RTD County Hopper Route 95</td>
<td>$80,973</td>
<td>Measure K: $38,171</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FTA 5311: $40,376</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Escalon LTF/STA: $2,426</td>
</tr>
<tr>
<td>Limited Dial-A-Ride</td>
<td>$37,197</td>
<td>Escalon LTF: $37,197</td>
</tr>
<tr>
<td>Optional Sat/Sun RTD County Hopper Route 795</td>
<td>$22,950</td>
<td>Escalon LTF: $22,950</td>
</tr>
<tr>
<td>Optional BART Feeder Pilot</td>
<td>$0</td>
<td>At RTD’s discretion. No funds from Escalon.</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$131,510</td>
<td><strong>Total LTF/STA: $52,934</strong></td>
</tr>
<tr>
<td><strong>Total including Optional Services</strong></td>
<td>$154,460</td>
<td><strong>Total LTF: $75,884</strong></td>
</tr>
</tbody>
</table>
Recommended Financial & Capital Plan

5.1 Overview

This chapter presented the recommended 10-year transit financial and capital plan for the City of Escalon’s Transit Program. These plans are based on the recommended service plan outlined in Chapter 4. Specific recommendations have also been developed following FTA and SJCOG guidelines, requiring a transit plan to be “financially constrained,” e.g., that service is provided within available financial resources.

The Financial Plan assumes that beginning in FY 2018-19, current eTrans Escalon Dial-A-Ride service would be reduced to four hours per day three days per week, and Route would service would be replaced by enhanced RTD County Hopper Route 95 service designed to connect Stockton, Manteca, Escalon and Ripon with Modesto. Proposed schedules for this enhanced service is outlined in Appendix F.

*County Hopper* Route 95 service would provide a total of five round trips daily between Escalon, Modesto, Manteca and Stockton—a significant enhancement from current *eTrans* Route 1 service which is limited by its separate operation from other RTD-provided services. The Financial Plan also includes an option to expand RTD *County Hopper* service to weekends, with two daily round trips.

The Financial Plan identifies existing and likely funding sources, projects fare revenues, and summarizes economic and institutional assumptions behind the financial projections. The Capital Plan is based on a permanent loan of existing *eTrans* vehicles to RTD to cover *County Hopper* service to Escalon, as well as providing targeted *eTrans* Dial-A-Ride for 4 hours per day three days per week. An annual allowance for ongoing minor capital expenses such as office equipment, bus stop signage and and other requirements is also included in the Capital Plan.

5.2 San Joaquin Co. Measure K Transportation Sales Tax

In the renewal of the San Joaquin County local option transportation sales tax approved by voters in March 2008, Measure K, a total of 19% of total tax proceeds was earmarked to maintain and expand “Inter-City Bus and Elderly/Handicapped Service,” as specified by the *Measure K Ordinance & Expenditure Plan*. Of this earmarked 19%, the San Joaquin Regional Transit District (RTD) is entitled to a minimum of 50% of total funds, with the rest apportioned to the remaining communities based on population share. Escalon is entitled to 0.53% of the total 19% intercity and the elderly and handicapped transit share for providing transit service to and from Modesto.

The original San Joaquin County Measure K 2011 spending plan approved by voters included a setaside of 0.53% of the total amount for transit in Escalon. This amount was
originally estimated at $55,160 in FY 2010-11 for Escalon, but is now an estimated $31,631 in FY 2011-12, due to dramatically reductions in sales tax revenue projections resulting from the “Great Recession” between 2008 and 2012, and consistently lagging previous sales tax estimated since that time.

By FY 2017-18, estimated Measure K funds available to the City of Escalon had grown to an estimated $36,517, far short of original estimated in 2008 when Measure K was renewed by San Joaquin County voters.

Quoting the relevant provisions of the Measure K Ordinance & Expenditure Plan:

**Bus Transit**

Bus Transit includes interregional/intra-city commute, inter-city, and elderly/persons with disabilities bus service. Inter-city and Elderly/Persons with Disabilities Service promotes both bus service between the cities within San Joaquin County for all trip purposes and specialized elderly/persons with disabilities bus service throughout San Joaquin County. Interregional/Intra-city Commute Service includes bus programs to promote peak hour, commute service. To address needs in the next two funding categories, the Authority shall prepare and update every five years a 20-year Regional Transit Systems Plan to allocate monies from this program to promote the ridership on and the efficiency of peak hour, commute time and intercity bus service. The San Joaquin Regional Transit District is to receive a minimum of 50% of the funds allocated from this program for implementing the projects identified above in conformance with the Regional Transit Systems Plan. Local jurisdiction transit programs are eligible to apply for funding provided that, with the exception of local jurisdictions less than 75,000 in population, the San Joaquin Regional Transit District and the San Joaquin Regional Rail Commission, none of their Transportation Development Act (TDA) local transportation funding (LTF) is claimed or reclaimed under Public Utilities Code, Chapter 4, Article 8, Section 99400a for local streets and roads purposes, excluding pedestrian and bicycle facilities.

An amount equal to 50% of the City of Ripon’s and the City of Escalon’s share of the transit category based upon population will be made available for transit service to the Modesto area from those communities. Any funds not used by the Cities of Ripon and Escalon will be made available for regional transit purposes. [Emphasis added]

Figure 5.1 summarizes estimated Measure K funding earmarked for the City of Escalon—and targeted for providing connections to and from Modesto. While SJCOG has an objective of programming at least 80% of available Measure K funding as shown in Figure 5.1, the Financial Plan assumes all available funding would be applied to Escalon’s share of enhanced County Hopper Route 95 service, as well as a share of continuing but reduced eTrans DAR service.
Figure 5.1 SJCOG’s Measure K Estimate & 80% Target, City of Escalon

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Bus Transit Share (49%)</th>
<th>Transit Share (0.53%)</th>
<th>Programming Target (80%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>$6,890,000</td>
<td>$36,517</td>
<td>$29,214</td>
</tr>
<tr>
<td>2019</td>
<td>$7,200,189</td>
<td>$38,161</td>
<td>$30,529</td>
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<tr>
<td>2020</td>
<td>$7,519,811</td>
<td>$39,855</td>
<td>$31,884</td>
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<tr>
<td>2021</td>
<td>$7,864,151</td>
<td>$41,680</td>
<td>$33,344</td>
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<tr>
<td>2022</td>
<td>$8,218,113</td>
<td>$43,556</td>
<td>$34,845</td>
</tr>
<tr>
<td>2023</td>
<td>$8,587,925</td>
<td>$45,161</td>
<td>$36,413</td>
</tr>
<tr>
<td>2024</td>
<td>$8,974,340</td>
<td>$47,564</td>
<td>$38,051</td>
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<tr>
<td>2025</td>
<td>$9,382,642</td>
<td>$49,728</td>
<td>$39,782</td>
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<tr>
<td>2026</td>
<td>$9,809,623</td>
<td>$51,991</td>
<td>$41,593</td>
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<tr>
<td>2027</td>
<td>$10,236,981</td>
<td>$54,256</td>
<td>$43,405</td>
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<tr>
<td>2028</td>
<td>$10,722,642</td>
<td>$56,830</td>
<td>$45,464</td>
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</table>

5.3 Simplifying the eTrans Fare Structure

Figure 5.2 compares the existing eTrans fare structure with RTD’s fare structure. As noted in Chapter 1, eTrans fares are complex for a very small transit operation. eTrans local fares within Escalon are essentially the same as RTD’s, but are complicated by intercity fares for fixed route service to Modesto and other points outside Escalon.

Figure 5.2 eTrans Fare Structure vs. RTD Fare Structure
The key recommendation of this SRTP is that the City partner with RTD to provide expanded *County Hopper* service between Stockton, Manteca and Modesto via Escalon, with existing *eTrans* Dial-A-Ride service consolidated to three to four hours per day on 3-4 days per week. For consistency, it is also recommended that *eTrans* Route 1 fares be abolished in favor of the standards RTD fares for *County Hopper* service. Local *eTrans* Dial-A-Ride fares should be retained, but with adjustments upward to reflect rising expenses whenever RTD changes fares. Figure 5.3 illustrates these recommendations.

**Figure 5.3 Recommended *eTrans* Fare Structure with *County Hopper* Route 95**

<table>
<thead>
<tr>
<th>Fare</th>
<th>Full</th>
<th>Discount¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RTD County Hopper Services</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1-Ride Cash at Farebox</td>
<td>$1.50</td>
<td>$0.75</td>
</tr>
<tr>
<td>1-Ride Pass</td>
<td>$1.50</td>
<td>$0.75</td>
</tr>
<tr>
<td>1-Day Pass</td>
<td>$4.00</td>
<td>$2.00</td>
</tr>
<tr>
<td>County Hopper Deviations²</td>
<td>$1.00</td>
<td>$1.00</td>
</tr>
<tr>
<td>31-Day Pass</td>
<td>$65.00</td>
<td>$30.00</td>
</tr>
<tr>
<td>31-Day Student Pass³</td>
<td>$40.00</td>
<td>n/a</td>
</tr>
<tr>
<td><strong>eTrans Dial-A-Ride</strong></td>
<td></td>
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</tr>
<tr>
<td>1-Ride Cash at Farebox</td>
<td>$1.50</td>
<td>$0.75</td>
</tr>
<tr>
<td>EZ Day Pass</td>
<td>$4.00</td>
<td>$2.00</td>
</tr>
<tr>
<td>31-Day Pass</td>
<td>$65.00</td>
<td>$30.00</td>
</tr>
</tbody>
</table>

1. Discount Fare valid only for seniors (age 65 or older), Medicare card holders and Certificate of Eligibility card holders (e.g., persons with disabilities).
2. *County Hopper* deviations can also be bought as a 10-ride $10.00 pass.
3. Student Fare valid only for children age 5-17 and college students with valid ID.

Since the recommended fare structure is identical to RTD’s *County Hopper* fares, it is recommended that RTD fare media be used for *eTrans* Dial-A-Ride, which would allow seamless transfers for patrons needing to use Dial-A-Ride and *County Hopper* services. As the contract operators of Dial-A-Ride service, fares paid on Dial-A-Ride buses would be counted and credited to Dial-A-Ride as if it were another RTD route.
5.4 Projected 10-Year Escalon Transit Program Financial Plan

*eTrans* Dial-A-Ride patronage is expected to remain similar to current *eTrans* Dial-A-Ride patronage despite reduced service from five to three days per week. However, no fare revenues have been projected in the FY 2018-19 budget since it less than $2,000 annually is expected. Future budgets may be adjusted to reflect actual experience.

For the purpose of calculating annual TDA claims for transit, all other sources are summed first, including expectations of special grants, with the balance assumed to come from TDA funds. FTA funds are projected to grow at 2.3% annually, reflecting reduced rates of growth and proposed Trump Administration adjustments to transit spending growth.

Operating expenses are also projected to grow 3.0% annually, somewhat more than the historic Consumer Price Index (CPI), but reflecting the historic rate of transit operating cost increases in California.

As previously mentioned, it is assumed each year that all Measure K funding allocated to the City of Escalon would be used to support Escalon’s share of enhanced RTD *County Hopper* Route 95 service from Escalon to Modesto, Manteca and Stockton. There should be a substantial increase in patronage from Escalon compared to current *eTrans* Route 1 service, since five round trips would be provided to Modesto (up from three). Five round trips would also be provided to Manteca and including through, no-transfer service to Stockton. However no estimate of *County Hopper* ridership or patronage revenues attributed to Escalon is included, since RTD will retain all *County Hopper* Route 95 farebox revenues.

As of July 1, 2017, since the State Controller’s Office recognizes as all transit operators as Section 99314-eligible, *eTrans* will now receive STA revenue-based 99314 funds based on fare revenue collected.

Figure 5.5 after Section 5.4 below illustrates the recommended Financial Plan for *eTrans* from FY 2009-10 through FY 2018-19. This incorporates the assumptions discussed above, and include minor changes recommended by the SRTP consultant, as well as the impacts on required subsidy revenues focusing on FTA 5311, and TDA LTF/STA funds.

Figure 5.6 illustrated the impact on the Escalon transit program finances of the provision of enhanced *County Hopper* services on Saturdays and Sundays, which is assumed to begin in FY 2020 if RTD chooses to proceed.

No estimates have been made for possible extension of RTD feeder services to BART, since such regional services are provided at RTD’s discretion.

5.5 Ten Year Escalon Transit Program Capital Plan

A total of $2,500 annually has been allocated in the Financial Plan for minor capital items as previously mentioned. It has also been assumed that ongoing vehicle replacements would be funded through RTD, since RTD is providing all services under contract to the City as recommended in this SRTP, including continued, reduced *eTrans* Dial-A-Ride service. See Chapter 4 service recommendations.
Escalon has applied for Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) funding to replace two eTrans buses. For larger buses such as Bus #2, the replacement interval is every five years. For minivan conversions such as Bus #3, the replacement cycle is every four years.

In the future, the City will have to identify other funding sources such as the new SB-1 State Transit assistance State of Good Repair funding, for example.

**Figure 5.4 Escalon Transit Program, 10-Year Capital Plan FY 2017-18 to FY 2027-28**

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Description</th>
<th>Fiscal Year</th>
</tr>
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<tbody>
<tr>
<td>Replace Escalon Bus #2</td>
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<tr>
<td>Replace Escalon Bus #3</td>
<td>Purchase replacement bus</td>
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</tr>
<tr>
<td>Annual Capital Allowance</td>
<td>Minor Capital Projects</td>
<td>$2,500</td>
</tr>
<tr>
<td>Grand Total, Annual</td>
<td></td>
<td>$182,500</td>
</tr>
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</table>
Table 5.5  Escalon Transit Financial Plan, FY 2017-18 to FY 2027-28 (No weekend service)
## Proposed Escalon Transit Budget, FY 2018-19 to FY 2027-28

### WITH WEEKEND HOPPER SERVICE

<table>
<thead>
<tr>
<th></th>
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<td>Miscellaneous Grants</td>
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<td>San Joaquin Co. Measure K funds - SJCOG estimates</td>
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<td>$39,316</td>
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<tr>
<td>Miscellaneous Revenues/Advertising</td>
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<tr>
<td>Passenger Fares &amp; Tolls</td>
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<td>Transportation Development Act (TDA)</td>
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<td><strong>PROJECTED EXPENDITURES</strong></td>
<td></td>
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<tr>
<td>Transportation Development Act (TDA) Capital - Minor Projects</td>
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<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
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<tr>
<td>TDA Capital - Local Match (11.4%, less State of Good Repair)</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Low Carbon Transit Operations - PUC 99314</td>
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<td>$217</td>
<td>$244</td>
<td>$251</td>
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<td>$309</td>
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<td>State Transit Assistance (STA) - applied to eTrans DAR</td>
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<td>$1,244</td>
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<td>FTA Section 5311 Rural Formula Grants</td>
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<td>State of California PTMSEA Capital Funding (to FY 2017-18)</td>
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<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
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<td>SB1-1 State of Good Repair (Capital) PUC 9313 &amp; 99314</td>
<td>$0</td>
<td>$2,499</td>
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<td>State of Good Repair - Cumulative, Vehicle Replacement Match</td>
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<td>$9,082</td>
<td>$12,714</td>
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<td>$27,315</td>
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<td>$34,632</td>
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<td>FTA 5311 Capital - Vehicle Replacement</td>
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<td>$7,082</td>
<td>$11,714</td>
<td>$16,348</td>
<td>$20,000</td>
<td>$23,657</td>
<td>$27,315</td>
<td>$30,974</td>
<td>$34,632</td>
<td>$38,290</td>
<td>$41,948</td>
</tr>
<tr>
<td><strong>TOTAL REVENUES</strong></td>
<td>$349,210</td>
<td>$154,468</td>
<td>$161,594</td>
<td>$166,366</td>
<td>$171,283</td>
<td>$176,346</td>
<td>$183,933</td>
<td>$192,467</td>
<td>$198,225</td>
<td>$204,035</td>
<td>$207,081</td>
</tr>
</tbody>
</table>

| **PROJECT EXPENDITURES**  |                                               |         |              |              |              |              |              |              |              |              |              |
| Employee Services         | $6,137                                        | $6,000  | $6,189       | $6,369       | $6,555       | $6,753       | $6,959       | $7,164       | $7,379       | $7,601       | $7,828       |
| General Government Charge (Overhead) | $5,376                                        | $6,005  | $6,189       | $6,369       | $6,555       | $6,753       | $6,959       | $7,164       | $7,379       | $7,601       | $7,828       |
| Other Fixed Costs         | $1,500                                        | $3,955  | $4,074       | $4,196       | $4,322       | $4,453       | $4,585       | $4,723       | $4,864       | $5,011       | $5,151       |
| **Total, Fixed Administration Costs** | $11,713                                       | $13,346 | $13,740      | $14,152      | $14,577      | $15,014      | $15,465      | $15,926      | $16,407      | $16,899      | $17,408      |
| **TOTAL EXPENSES**        | $349,210                                      | $154,468 | $161,594     | $166,366     | $171,283     | $176,346     | $183,933     | $192,467     | $198,225     | $204,035     | $207,081     |
| Balance                   | $0                                            | $0      | $0           | $0           | $0           | $0           | $0           | $0           | $0           | $0           | $0           |

* For RTD operated Hopper services, fare revenues retained by RTD starting in FY 2018-19
* projected to increase ~3% per year; FTA funding increases ~2.3% annually per Section 5311 increase from FY 2017 to FY 2018
** Escalon share of RTD Hopper Route 95 net operating subsidy e.g., 15.894% per agreement between Escalon and RTD

Table 5. Escalon Transit Financial Plan, FY 2017-18 to FY 2027-28 (with weekend service)
Recommended Marketing Strategies

6.1 Overview

This chapter outlines and summarizes the recommended approach to marketing public transit service to the Escalon community in light of the significant changes to service recommended in this SRTP. These include the proposed extension of RTD’s County Hopper Route 95 to Escalon and revised eTrans Dial-A-Ride service designed to serve seniors and persons with disabilities on three days per week.

In the previous SRTP completed in 2012, a comprehensive marketing and publicity program was developed and recommended. At that time, increased frequencies between Escalon and north Modesto via eTrans Route 1 was expected to increase patronage significantly. Instead, patronage only increased slightly despite an increase from three to eight daily round trips in March 2012.

Service was cut back to six daily round trips in July 2012, reflecting a lack of riders on two eTrans Route 1 round trips. In July 2015, service was again cut back from six to three round trips. Ridership did increase somewhat, but less than proportionately compared to service level increases, as well as an expansion of the area served in north Modesto from a MAX connection at Standiford and McHenry Avenues, to a loop including Vintage Faire Mall and the Kaiser Permanente Medical Center. However, since 2015 overall eTrans patronage has continued its ongoing decline. This has also increased operating expenses to more than $80.00 per passenger, which has proven unacceptable to City decision-makers.

Despite efforts to expand eTrans service to better serve community travel needs and after numerous marketing strategies, it must be concluded that the market for transit in Escalon is quite limited. This appears due to a number of factors, including:

1) Escalon’s low density, rural nature, also meaning that transit is simply not “on the radar” of most residents unlike in larger urban communities.

2) Escalon’s relative isolation from other communities, particularly larger urban areas such as Modesto, Manteca and Stockton.

3) In turn, this leads to widespread dispersal of trips made by Escalon residents, with relatively few trips in any given travel corridor to/from the community such as to Modesto, Manteca, Stockton, Tracy, Sacramento, the Bay Area, etc. Trips that do occur to/from Escalon and these destinations are also widely dispersed within each of those urban areas.

Based on eTrans ridership and financial trends, this SRTP recommends a “reboot” of eTrans. Recommended changes are:
• Cancellation of eTrans Route 1, replaced by an extension and enhancement of San Joaquin RTD County Hopper Route Route 95 to serve Escalon, but also with direct, no-transfer service to Modesto, Manteca and Stockton with connecting service possibly to Ripon. County Hopper Route 95 would operate a total of four weekday round trips in each direction, between Escalon and Modesto but also between Escalon, Manteca and Stockton with direct, no-transfer service.

• The relative cost for County Hopper Route 95 riders originating in Escalon is expected to dramatically decline from current unacceptable eTrans Route 1 results, mainly due to the combining of travel markets. That is, combining the relatively large travel markets between Modesto, Manteca and Stockton with Escalon markets is projected to result in an “economy of scale,” where many additional passengers will be on the bus in addition to trips to/from Escalon.

• Consolidation of eTrans Dial-A-Ride service from daily service on weekdays at varying times, to 4-hour service blocks three days per week. This should result in less confusion about when demand-responsive service is available, perhaps stabilizing ridership despite less overall service.

The changes listed above calls for a major change in marketing strategy.

6.2 Recommended Marketing Approach

With the changes recommended in this SRTP, RTD will continue to have primary responsibility for marketing improved County Hopper Route 95 including expanded services to Escalon, as it does now for existing County Hopper routes. While Escalon would be much better served by County Hopper Route 95 than by current eTrans Route 1 service, Escalon constitutes only about 1% of the total population served by County Hopper Route 95. In contrast, Escalon would provide about 14% of total operating subsidies for County Hopper Route 95 through its share of Measure K and FTA Section 5311 apportionments, since the smaller communities of Escalon, Ripon and Manteca will be the main origins of County Hopper Route 95 patronage, while Modesto and Stockton are the major destinations of riders originating in these smaller communities.

Escalon would continue to have the primary responsibility for marketing revised eTrans Dial-A-Ride service within the City. The City should also partner with RTD in promoting enhanced County Hopper Route 95 service to local residents through targeted marketing such as water bill inserts, website and newsletter articles, and other similar information provision. In addition, a transfer agreement between eTrans Dial-A-Ride and RTD for County Hopper and other services would be developed.

Escalon’s current transit marketing standards are summarized below, with recommended updates highlighted in bold type:
The previous \textit{eTrans} Marketing Plan outlined in the 2012 SRTP Update included several marketing recommendations. These were:

- \textbf{Marketing Recommendation 2012-1:} Display the \textit{eTrans} phone number far more prominently on \textit{eTrans} vehicles than current small lettering on the bus sides, while retaining sufficient area for placing advertisements. \textit{Done}.

- \textbf{Marketing Recommendation 2012-2:} Similarly, establish a separate domain name for \textit{eTrans} transit service, and display the name far more prominently than the current very small lettering on the bus sides. \textit{Done}.

- \textbf{Marketing Recommendation 2012-3:} Key bus stops served by \textit{eTrans} should have posted/maintained schedules, plus two-three locations with NextBus displays. \textit{Done}.

- \textbf{Marketing Recommendation 2012-4:} Establish an \textit{eTrans} presence at a minimum of 3-4 Escalon community events during the year, including production of promotional items, schedules and other materials for distribution to interested members of the public. \textit{Partially Done}.

- \textbf{Marketing Recommendation 2012-5:} Consider an annual, full-color 4-page tabloid publication designed to showcase and promote improved \textit{eTrans} services. An estimated 6,000 copies would be sufficient for about 3,00 inserts in the local weekly newspaper and its associated
“shopper,” and a sufficient supply for distribution onboard vehicles and at various venues in Escalon and Modesto. Done.

- **Marketing Recommendation 2012-6:** Place much of the complex information currently printed on the current eTrans schedule brochure on a new dedicated eTrans website, in order to simplify presentation of essential eTrans information. **Determined not to be needed.**

- **Marketing Recommendation 2012-7:** Consider publication of a simple eTrans 3.67”x8.5” “rack card” with timetable and fare information only, printed on cardstock, for use on board vehicles and in brochure racks where the larger tabloid publication isn’t appropriate or doesn’t fit. **Done.**

- **Marketing Recommendation 2012-8:** Consider and pursue all appropriate, inexpensive or free media outlets to continuously promote eTrans, including regularly issuing press releases regarding service changes, special events, holidays with no service, etc. **Done.**

Based on this SRTP’s recommended changes in how the City of Escalon should deliver public transit service, the following revised list of Marketing Recommendations has been developed:

- **Recommendation 2017-1:** Continue to display the eTrans phone number prominently on eTrans Dial-A-Ride (or RTD) vehicles used for revised eTrans Dial-A-Ride service.

- **Recommendation 2017-2:** In concert with RTD, the telephone information number, website and mobile app information for County Hopper service should also be displayed on RTD vehicles as appropriate, but also promoted in suitable city information such as water bill inserts.

- **Recommendation 2017-3:** In cooperation with RTD, all bus stops should have posted/maintained schedules, plus NextBus display(s) at key locations and included in RTD’s real-time transit information.

- **Recommendation 2017-4:** Establish an ongoing eTrans presence at Escalon community events to promote revised eTrans Dial-A-Ride service and RTD County Hopper Route 95, including production of promotional items, schedules and other materials for distribution to interested members of the public.

- **Recommendation 2017-5:** Place complex information currently printed in the eTrans Riders Guide on the City’s transit website, in order to simplify eTrans Dial-A-Ride and County Hopper Route 95 information.

- **Recommendation 2017-6:** Consider publication of simple eTrans Dial-A-Ride and County Hopper Route 95 sized at 3.67”x 8.5” “rack cards,” or 1- or 2-fold brochures, aimed specifically at Escalon residents with timetable and fare information for use on vehicles and in brochure racks at various outlets.
• **Recommendation 2017-7**: In cooperation with RTD, pursue all appropriate, inexpensive or free media outlets to promote both services, including press releases about service changes, special events, no service days, etc.

Escalon should continue to implement the above strategies to market the modified *eTrans* Dial-A-Ride service and new RTD *County Hopper* Route 95 service to City residents. Recent activities have included the following, which are recommended for continuation:

- Updating flyers on buses.
- Distributing the updated Ride Guide to various businesses in Escalon and Modesto.
- Posting flyers at various businesses in Escalon.
- Updating the website with current information.
- Advertising in the *Escalon Times* with a possible shopper insert with schedule for *eTrans* DAR and *County Hopper* Route 95, or a regular advertisement.
- Coordinating with Escalon Recreation about field trips that could be taken on *eTrans*.
- Presentations at schools, Heritage House, the Senior Lunch Program, Escalon Library, various churches and service clubs.
- Coordinating with Galaxy Theaters for a monthly promotional day for Escalon residents.
- Promote “Stuff the Bus” charity food drive in partnership with Big Boy Market and/or Mar Val’s Main Street Market.
- Install bus schedules inside the infoposts at each of the bus stops.
- Participating at special events and parades in Escalon, such as Park Fete, Christmas on Main, Veterans Day Parade, Senior Day and other community events.
- Issue press releases as appropriate.
- Insert transit information in utility bills promoting *eTrans*, including schedules.
- Place information in the City's newsletter.
- Distribute Rider Guides once a year throughout the community.

RTD also has an established Marketing Plan process that is updated annually. RTD employs strategies similar to Escalon’s for promoting all of its services, including local routes within Stockton, commuter routes, *Metro Hopper* routes, and *County Hopper* routes between the various San Joaquin County communities. An abridged list of these include:
• Continue “The places you can go on RTD” tagline to concentrate on the routes that can mathematically drive the greatest change in overall ridership. [now includes Escalon].
• Merge in a sub-tagline “No parking, no problem!”
• Add storytelling to paid social media advertising, especially about alternatives to finding parking.
• Build ridership through promotion of the RTD van pool program and TNC subsidized program via social media ads, email blasts, and Port Of Call magazine.
• Develop supporting materials for FREEdom Pass campaign to encourage migration from Dial-A-Ride to Fixed Route service. Use mascot, Freddy, in wheelchair to generate attention, awareness, and focus.
• Increase analysis, from Business Analysis and Service Development to monitor, evaluate, and adjust initiatives as needed based on new criteria.
• Continue multimedia “blitz” effect while adjusting focus to reflect learning from our 2016 Community Survey. [Add Escalon to survey area covered].
• Extend and increase advertising on Facebook and seek other online cost-efficient opportunities that approach Facebook in effectiveness, e.g., Twitter and Snap Chat.
• Research, test, and evaluate newer alternative marketing options such as “geofencing.”
• FREE trial days – one per quarter, each publicized with a single ad medium to create analytics for traditional marketing media.
• FREE samples (1-day Community Pass) at all RTD and community events where RTD participates. [This should also include appropriate Escalon events].
• FREE rides to events – tie-ins with select media friendly community events such as Stocktoncon. [also events in Escalon, e.g., those that residents of other communities may be interested in, thus generating ridership from a wider base than just Escalon residents].
• Seek more opportunities to execute the bus rebranding initiative to promote great brand awareness including a bus reserved for local artists to paint, change, and continually update.
• Continue cost-efficient advertising “swap” opportunities such as those with Delta College, The Stockton Ports baseball team, and the Stockton Heat hockey team.
• Investigate cross-promotional opportunities with BART, Sacramento RT, ACE, and Dibs (Commute Connection), including multi-modal pass opportunities such as the Clipper Pass used in the Bay Area. [this would include Escalon with trial BART feeder extension].
• Seek money saving opportunities by repurposing / reusing creative production across various media.
• Seek opportunities to attract new riders via employer and university pass programs.
• Continue and boost use of promotional videos on RTD website and on social media.
• Develop messaging including revised “How to ride” brochures / webpage that sell-in fare restructuring as an added convenience due to more valid time for 1-ride fares.
• Position fare restructuring as “Flex Fares” pointing to extended valid time for one-ride passes, ride-all-you-want with others benefits.
City of Escalon (eTrans)

10-Year Short Range Transit Plan

FY 2017-18 to FY 2027-2028

APPENDICES

February 2018
Contents

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Appendix B.  McHenry Avenue Improvement Project Surveys

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Appendix E.  Escalon Alternatives Presentation

Appendix F.  Escalon Service RTD Service Proposals
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Appendix A. eTrans Onboard Survey

The City of Escalon conducted onboard surveys of eTrans passengers in 2007, 2009, 2011, and 2017. The 2007 survey referred to “Escalon Transit Services” rather than eTrans at that time. For each survey effort, the bus operator handed out and collected the survey instruments. Similar surveys were also conducted in 2001, 2002, 2004 and 2005. The purpose of the 2007, 2009, 2011 and earlier surveys was to collect data about the existing ridership base, determine ways of improving service, and to obtain origin and destination information.

The surveys were designed to obtain the following information:

1. Where the passenger boarded and alighted the bus;
2. How they got to Escalon Transit Services or eTrans, and what mode of transportation they used when alighting from Escalon Transit Services?
3. Purpose of the trip; eTrans?
4. How long has the passenger been riding Escalon Transit Services or eTrans?
5. How do they rate Escalon Transit Service or eTrans?; and
6. Demographics including age and income.

Survey Results

There were 49 completed survey instruments in 2007, 19 for the 2009 effort, 30 for the 2011 survey, and 20 in the 2017 effort.

Individual results for selected questions are summarized in the remainder of this Chapter.

Figure A.1 Number of Surveys Returned

![Number of Surveys Returned](image)
**Question 1. Where are you coming from today?**

In 2007, a total of 35 survey respondents were coming from home; 15 out of 19 respondents to the 2009 survey were coming from home. In 2001, 23 came from home and 17 came from home in the 2017 survey.

**Figure A.2 (Question 1)**

**Question 2 - Where did you get on the bus? (Question 3 on 2017 survey)**

A large majority of respondents in all four surveys boarded the bus in Escalon, with a few passengers boarding in Modesto and Riverbank. A popular destination was the Escalon Park & Ride Lot and McHenry & Standiford Avenues in Modesto. Many other destinations were listed in all four surveys, some within Escalon and many in Modesto.

**Question 3 – How did you get to the bus where you got on this bus? (not including in 2017)**

This question was eliminated in the 2017 survey to reduce survey length.
**Question 4 – Where are you going to right now?**

In the 2007 survey, forty-one respondents were going home, 9 respondents were going to work, 2 respondents were going to school (Modesto Junior College), 2 respondents were going to recreation activities, 6 respondents were shopping, 9 respondents were going to medical appointments and 14 respondents had other destinations. In the 2009 survey, the plurality of respondent shopping, to medical/dental appointments, to home, while the remainder had other destinations. Later surveys had a preponderance of varying destinations, with a slight trend towards shopping.

**Figure A.3 (Question 4)**

**Question 5 – Where will you get off this bus?**

In all surveys, most respondents got off the bus in Escalon. Popular destinations included California at McHenry in Escalon, the Escalon Park & Ride Lot, McHenry and Standiford in Modesto, and banks in Escalon.

Outside Escalon, most popular drop-off locations were the eTrans bus stop in Modesto located near Target, the Modesto Kaiser Permanente Medical Center, and Vintage Faire Mall.

**Question 6 – How will you get from this bus to your final destination? (Not in 2017 survey)**

This question was eliminated in the 2017 survey to reduce survey length.

**Question 6 – If this bus were not available, how would you have made this trip? (2017)**

(Question 7 in 2011, 2009 and 2007 surveys)
In the 2007 survey, a total of 30 respondents stated that they would not make the trip if no bus service were available. Three respondents would drive alone, 12 respondents would find someone to drive them, 2 respondents would take a taxi (these were riders boarding in Modesto, since Escalon does not have a taxi system), 3 respondents would walk, 4 respondents would bike to their destination, and 4 respondents stated “other” such as riding Greyhound, BART, not being able to go to school or just would not go.

In the 2009 survey, 13 stated they would not have made the trip, 6 would have obtained a ride, 2 would have walked, and 1 would have carpooled or vanpooleled.

In the 2011 survey, 16 stated they would not have made the trip, 1 would have driven alone, 17 would obtain a ride from family or friends, 2 would carpool or called a taxi, 3 would have walked, and 2 would have rode a bicycle.

In the 2017 survey, 6 would have obtained rides, 2 would have walked, and 12 would not have made the trip.

**Figure A.4 (2017 - Question 6)**
**Question 7 – How often do you ride Route 1?** (Question 19 in 2007, 2009, 2011 surveys) (Questions 8 to 18 eliminated in 2017 survey to reduce length of survey).

As eTrans ridership declined significantly since the last survey conducted in 2011, there appears to be a slight trend towards more usage of eTrans by a core group of riders. Compared to prior years, in 2017 only two people used eTrans once per month or less, and there were no new riders surveyed.

**Figure A.5 (2017 - Question 7) Question 19 on prior surveys**

In 2007, 10 respondents regularly rode Escalon Dial-A-Ride; 18 respondents occasionally rode Escalon Dial-A-Ride and 8 respondents did not ride Escalon Dial-A-Ride often. Six respondents stated that was their first time riding Escalon Dial-A-Ride.

In 2009, five respondents regularly rode Escalon Dial-A-Ride, six rode occasionally, two “not very often” and one it was their first time.

In the 2011 survey, there were 4 regular riders, 13 occasional riders, 6 who rode “not very often” (equated for “one per month or less), and only one first-time rider.

In 2017, 12 rode several times per week, 4 rode several times per month, and 2 once per month or less.

**Figure A.6 (2017 - Question 8) Question 20 on prior surveys**


In 2007, two respondents were under 18, 8 respondents were between 18 and 24, 9 respondents were between 25 and 44, 8 were between 45 and 64, and 19 were over the age of 65.

In the 2009 survey, of the 17 total respondents to this question, three were age 18-24, two were 24-44, three were 45-64, and 9 were 65 years of age or over.

In the 2011 survey, of the total respondents to this question, 16 were age 65 or older, 4 between 45 and 64, 4 were 18-24, and none were under 18.

In the 2017 survey, 5 were under 18, 1 was 25-44, 5 were 45-64, and 10 age 65 or older.

**Figure A.7 (Question 9) Question 27 on prior surveys**

![Bar chart showing age distribution by year](chart.png)
Question 10 – Are you? (male or female) (Question 28 on 2007, 2009, 2011 surveys)

In the 2007 survey, total of 29 respondents (66%) were female and 15 (34%) were male. The majority of the male respondents were between 25 and 64 years old. All seniors age 65 and older were female.

In 2009, 10 of the 16 respondents were female, and 6 were male.

In the 2011 survey, 19 were female and 10 were male.

In the 2017 survey, 16 were female and 4 were male.

Figure A.8 (Question 10) Question 28 on prior surveys
**Question 11 – Are you disabled?** (no comparable question in 2007, 2009, and 2011 surveys)

This question was not asked in the 2007, 2009 and 2011 surveys.

In the 2017 survey, 7 respondents answered “yes” to this question, and 13 said “no.”

**Figure A.9 (Question 11)**

![Bar chart showing responses to question 11]

**Question 12 – What is your ethnic background?** (Question 30 in 2007, 2009 and 2011 surveys)

In the 2007 survey, 31 respondents identified themselves as White or Caucasian, 6 were Latino or Hispanic, 2 were Black or African American, 2 were Asian or Pacific Islander, 4 were American Indian/Aleutian, and 3 stated “other.” In the 2009 survey, 11 respondents identified themselves as White or Caucasian, and 4 as Latino or Hispanic. In the 2011 survey, 15 stated they were White or Caucasian, 4 Latino or Hispanic, and 1 Native American.

**Figure A.10 (Question 12)**

![Bar chart showing responses to question 12]
Question 13 – What was your total household income last year (before taxes) of all persons in your household? (Question 31 in all other surveys in 2007, 2019, and 2011).

This was a new question for the 2009 survey. Of 19 total respondents, only 7 answered Question 31. Six stated their annual household income was below $35,000 annually. One stated between $35,000 and $54,999.

In 2011, 121 respondents stated their household income was below $35,000, 3 between $35,000 and $54,999, and one over $100,000. Twelve respondents “declined to state.”

In the 2017 survey, 6 respondents stated their household income was below $35,000, 1 from $35,000 to $54,999, four between $55,000 and $74,999 and 9 didn’t answer.

Figure A.11 (Question 13)

![Bar chart showing household income for different income ranges across years 2007, 2009, 2011, and 2017.]

<table>
<thead>
<tr>
<th>Income Range</th>
<th>2007</th>
<th>2009</th>
<th>2011</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $35,000</td>
<td></td>
<td></td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>$35,000-$54,999</td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>$55,000-$74,999</td>
<td></td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>$75,000-$99,999</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Over $100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Refused or blank</td>
<td></td>
<td></td>
<td></td>
<td>9</td>
</tr>
</tbody>
</table>

Question 14 – If you have any other comments about eTrans, please feel free to write about them on the other side of this page. (After Question 31 in all other surveys in 2007, 2019, and 2011 surveys, with wording “Do you have any comments about Escalon Transit Services?”).

There were a total of six comments collected by the 2017 survey, and are listed below.

<table>
<thead>
<tr>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Great service!</td>
</tr>
<tr>
<td>Drivers for eTrans very courteous and helpful.</td>
</tr>
<tr>
<td>Without dial-a-ride would not be able to go places. Driver Tammy is great and always on time.</td>
</tr>
<tr>
<td>Drivers always on time, courteous, and helpful and have sense of humor.</td>
</tr>
<tr>
<td>You need to have more than one trip into Modesto; leaves you stranded for 5 3/4 hrs. If doctor's [appointment], stranded for 4 3/4 hours. Not good scheduling. Need 2 early morning trips to Modesto. And 2 in afternoon.</td>
</tr>
<tr>
<td>I wish there was a Saturday service so I could get to work by 9:15 am.</td>
</tr>
</tbody>
</table>
# 2017 eTrans Passenger Survey

Please fill out this brief survey. **IMPORTANT:** Please tell us about the one-way trip you are making now. If you have already completed a survey this week, please **DO NOT** complete another.

### 1. What service are you riding today?
- [x] Escalon Dial-A-Ride
- [ ] eTrans Route 1

### 2. Where are you coming from today?
- [ ] My home
- [ ] Shopping
- [ ] My job
- [ ] Medical/dental
- [ ] Social/recreation
- [ ] Childcare
- [ ] My school
- [ ] Other. Specify: ________________________________

### 3. Where did you get on this bus?
List the nearest intersection (example: McHenry Ave & First St, Escalon) OR the name of a specific location (example: Vintage Faire Mall, Modesto)

- [ ]

### 4. Where are you going right now?
- [ ] My home
- [ ] Shopping
- [ ] My job
- [ ] Medical/dental
- [ ] Social/recreation
- [ ] Childcare
- [ ] My school
- [ ] Other. Specify: ________________________________

### 5. Where will you get off this bus?
List the nearest intersection (example: McHenry Ave & 1st St, Escalon) OR the name of a specific location (example: Vintage Faire Mall, Modesto)

- [ ]

### 6. If this bus were not available, how would you have made this trip? (Mark all that apply.)
- [ ] I would have driven.
- [ ] I would have taken a taxi, Uber or Lyft.
- [ ] Someone would have driven me.
- [ ] I would have walked or biked.
- [ ] I would not have made this trip.
- [ ] Other. Specify: ________________________________

### 7. How often do you ride Route 1?
- [ ] Several times a week.
- [ ] Several times a month
- [ ] Once a month or less

### 8. How often do you ride Escalon Dial-A-Ride?
- [ ] Several times a week.
- [ ] Several times a month
- [ ] Once a month or less

### 9. What is your age?
- [ ] Under 18
- [ ] 18-24
- [ ] 25-44
- [ ] 45-64
- [ ] Over 65

### 10. Are you:  
- [ ] Male
- [ ] Female

### 11. Are you disabled?  
- [ ] Yes
- [ ] No

### 12. What is your ethnic background?
- [ ] Latino/Hispanic
- [ ] African American
- [ ] White/Caucasian
- [ ] Other ________________________________

### 13. What was the total household income last year (before taxes) of all persons in your household?
- [ ] Under $35,000
- [ ] $35,000 – $54,999
- [ ] $55,000 – $74,999
- [ ] $75,000 – $99,999
- [ ] Over $100,000

### 14. If you have any other comments about eTrans, please feel free to write about them on the other side of this page.

**Thank you for your time in filling out this survey! Please return to the bus operator.**
| Additional Comments: |  |
City of Escalon (eTrans)

10-Year Short Range Transit Plan

FY 2016-17 to FY 2026-27

APPENDIX B.

McHenry Avenue Corridor Improvements Project:

Project Survey – Responses as of May 16, 2017
Total responses received: 62
- 40 responses online
- 22 responses at the open house

1. How frequently do you travel along the McHenry Avenue corridor?

- 1-2 times a day: 39%
- Several times a week: 29%
- More than twice a day: 26%
- Less than once a month: 2%
- Once a week: 2%
- Once a month: 2%

2. What is the primary purpose of your trip(s) along the McHenry Avenue corridor?

- Commute to work: 39%
- Shop: 20%
- Medical: 14%
- Social: 11%
- Other: 7%
- I drive McHenry Avenue as part of my job: 2%
- School: 1%

Other:
- Medical, Shop, Social (all primary).
- Variety of reasons.
- Daily trip to post office and Starbucks ace hardware and such.
- I have family in Escalon.
- I live on McHenry Avenue.
- I live on McHenry Avenue.
3. What times of day do you travel along the McHenry Avenue corridor?

- Morning (7 – 9 a.m.)
- Early evening (5 – 7 p.m.)
- Afternoon (3 – 5 p.m.)
- Mid-morning (9 a.m. – 11 a.m.)
- Other (please specify)
- Early morning (5 – 7 a.m.)
- Early afternoon (1 – 3:00 p.m.)
- Midday (11 a.m. – 1 p.m.)

Other:
- All different times!!
- All times of the day.
- Anytime.
- It varies.
- Morning and evening.
- Throughout the day.
- Variety of times.
- Various times.
- Whenever I come to see my family.
- All times.
- On weekends.
- Weekends.

4. What modes of transportation do you use to travel along the McHenry Avenue corridor?

- Car, SUV, or pickup truck
- Other
- Motorcycle

Other:
- Pickup truck and semi-truck.
- Bicycle.
5. How many passengers are in your vehicle when you travel along the McHenry Avenue corridor?

- 54% One
- 37% Two
- 3% Three
- 1% Four
- 5% More than four

6. Do you use any of the following ride-sharing services to travel along the McHenry Avenue corridor?

- I do not use any ride-sharing services to travel along the McHenry Avenue corridor.
- Lyft
7. Would you be interested in taking an alternative travel mode along the McHenry Avenue corridor? If yes, please rank the modes in order of preference.

Other:
- I do not have an alternate travel mode.
- None.
- Rapid transit train.
- None.
- I will not be using alternative travel.
- I am not interested.
- Ride along.
- There is no other travel mode for me.
- I am not interested.
8. Using alternative travel modes can require changes in your schedule. What times would you most likely take an alternative mode of transportation?

- Mid-morning (9 a.m. – 11 a.m.)
- Morning (7 – 9 a.m.)
- Early evening (5 – 7 p.m.)
- Other
- Early afternoon (1 – 3:00 p.m.)
- Afternoon (3 – 5 p.m.)
- Midday (11 a.m. – 1 p.m.)
- Early morning (5 – 7 a.m.)

9. Do you live or work within walking distance of a bus stop that travels along the McHenry Avenue Corridor to your desired destination?

- No, I do not live near a bus stop.
- No, I do not work near a bus stop.
- Yes, I live near a bus stop.
- Yes, I work near a bus stop.
10. Where do you live?

- 82% Escalon
- 12% Other
- 4% Stockton
- 2% Modesto

*Other:*
- Del Rio West Zip 95356
- Riverbank
- Riverbank
- River road
- Outside of Ripon
- Ceres
- Ceres

11. What is your primary destination when traveling along the McHenry Avenue corridor?

- 49% Work
- 22% Shop
- 14% Social
- 12% Medical
- 3% School
Work:

- USPS on Sylvan.
- I commute to Salida.
- Modesto.
- Salida.
- Lathrop.
- Walmart.
- McHenry Avenue at Standiford.
- Downtown Modesto.
- Ranch in Modesto.
- Manteca.
- City of Modesto Wastewater Plant.
- Kiernan.
- Kaiser Modesto.
- Coffee road in Modesto.
- Stanislaus County.
- Volunteer work in downtown Modesto.
- Stanislaus County Health Services Agency.
- Agriculture.
- Modesto.
- Escalon Police Department.
- Gallo Winery on Yosemite in Modesto.
- Coffee Road in Modesto.
- Frito-Lay.
- Frito-Lay.
- Omega Pacific Inns.
- Emerald Avenue in Modesto.
- Whitmore & Crows Landing.
- Downtown.
- Salida.
- Modesto.
- Manteca.
- Construction company.
- East Modesto.
- 1010 10th Street to the Stanislaus County Building.

Shop:

- Family in Modesto, shop, doctor also in Modesto.
- Various areas in Modesto.
- Walmart, Ace Hardware, Escalon.
- Food Maxx.
- Restaurants, Walmart, Raley’s, Safeway, Costco, Lowes, Home Depot, Shopping Mall, etc.
- Mar-Val.
- Dale Road.
- On McHenry Avenue.
- Vintage Faire Area.
- Riverbank.
- Riverbank and Vintage Fair.
- Mall & McHenry Village.
- All over Modesto.
- The mall.
- The mall, McHenry Avenue, off Standiford, and Downtown.
- McHenry Avenue.
- Into Modesto.
Social:
- I am retired and I go to the post office daily and Starbucks and Ace Hardware and other places in town.
- To visit family.
- I live on McHenry Avenue.
- McHenry Avenue.
- Restaurants.
- Modesto.
- McHenry & Bowen.
- Restaurants.
- Theatre.
- Restaurants.
- North Modesto.
- Central Modesto.

Medical:
- Kaiser.
- Doctor’s appointment.
- Dentist appointment.
- Medical center.
- Kaiser.
- Kaiser.
- Kaiser.
- Kaiser.
- Kaiser.
- McHenry past Briggsmore.
- Coffee Road.

School:
- CSU Stanislaus/Modesto Junior College.
- Sports.

12. How far is your average trip when you travel along the McHenry Avenue corridor?

![Pie chart showing travel distances]

- **44%** for 10 – 20 miles
- **35%** for 5 – 10 miles
- **14%** for 20 – 30 miles
- **5%** for Less than 5 miles
- **2%** for More than 40 miles
13. How long does it take you to complete your average trip along the McHenry Avenue corridor?

- 15 – 30 minutes: 56%
- Less than 15 minutes: 15%
- 30 – 45 minutes: 26%
- 45 minutes – 1 hour: 3%

14. Is there a reasonable alternate route you could take if there is heavy traffic on McHenry Avenue?

- No, the other routes take me too far out of my way: 43%
- Yes: 57%

Yes:
- Through Riverbank.
- Santa Fe Road.
- Santa Fe to 108 to Oakdale Road / Sylvan.
- Ripon or Riverbank.
- Santa Fe to Riverbank.
- 99 or Santa Fe out of Riverbank.
- Through Riverbank.
- Santa Fe Road.
- Through Riverbank.
• Santa Fe through Riverbank but it’s out of the way and traffic is bad.
• Riverbank.
• Santa Fe Road.
• Through Ripon or Riverbank.
• Through Riverbank.
• Santa Fe to Riverbank.
• Riverbank.
• Riverbank.
• Ripon to Highway 99.

• Highway 120 to Jack Tone to Highway 99
• Ripon.
• Santa Fe Road.
• 1st Street / Main Santa Fe Road, Escalon to Riverbank to East Modesto via Oakdale Road.
• Through Riverbank.
• It depends.

15. How did you hear about this survey?

- Social media: 41%
- Postcard in the mail: 39%
- Other: 10%
- Email notification: 6%
- Project website: 2%
- Friend / family member: 2%
Appendix C.

Escalon Transit Choices Presentation
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Transit Choices Presentation

Introduction
Why are we here?

• The City of Escalon organizes a public transit system called eTrans.

• eTrans is funded by federal, state, and county funds.

• eTrans has very few riders.

• This has been identified as a problem.

• The City would like to explore alternative ways to organize eTrans.
What is a public transit system?

• Transportation service, available to anyone. Usually:
  – In a vehicle with a professional driver
  – Shared with other riders.
  – In exchange for a nominal fare.

• Two major types of service:
  – **Fixed route**: goes from A to B and back, with set stops on a set schedule.
  – **Demand responsive**: covers a certain area, provides on-demand rides.
  – A common compromise is the “flex route”, that can accommodate deviations up to ¾ mile at the passenger's request.

How does transit operate in Escalon?

• **Flex route**: eTrans Route 1
  – Escalon to Modesto (Vintage Faire Mall), 3 times per day, Monday to Friday.

• **Demand Response**: eTrans Dial-A-Ride
  – General public service.
  – Users can travel within City limits.
  – Requires phone reservation at least 15 minutes in advance.
How does transit operate in Escalon?

- eTrans Route 1 and Dial-A-Ride share the same driver and the same bus.
  - Dial-A-Ride is only available in 1 to 2 hour time windows.
  - Service limited to 8 hours per day, with a midday break.

- eTrans is organized by the City, but is operated by a private third party.
  - The city contracts with the San Joaquin Regional Transit District.
  - RTD sub-contracts the service to MV Transportation.

- This is not an unusual arrangement.
  - Small agencies often contract for service with larger providers.
  - It's often less expensive for service to be provided by a private operator.
How is transit funded in Escalon?

• Fares are nominal.
  – Approximately $4,000 per year.

• The bulk of operations funding comes from external sources.
  – California Local Transportation Funds (LTF): $72,000
  – Federal Transit Administration (Section 5311): $40,000
  – SJCOG (Measure K): $24,000
  – California State Transit Assistance (STA): $5,000

Note: California Local Transportation Funds

• Local Transportation Funds (LTF) come from Caltrans, but are distributed locally by the San Joaquin Council of Governments (SJCOG).

• The City of Escalon receives a share of LTF funds based on population.

• By law, the City must spend most LTF funds on public transit first.

• At present, the City uses only 30-35% of its LTF allocation for public transit.

• Approximately $160,000 per year of LTF funds go to streets and roads instead.

• This means any City decision to increase or decrease transit service may impact funds available for streets and roads.
Existing Ridership and Cost

How many people does eTrans serve?

- For the last two years, eTrans has provided about 2,200 rides per year, or about 9 rides per day on average.
- There has been significant decline in ridership in the last decade.
How many people does eTrans serve?

- Between May and October 2016:
  - Three individuals, who used the service 3 or more times per week on average, accounted for over 40% of all Escalon Dial-A-Ride trips.
  - A further 12 individuals, who use the service more than once per month, accounted for nearly 30% of all trips.
  - A further 60 individuals used the service once a month or less.
How productive is eTrans?

- Escalon Dial-A-Ride is performing near the national average for demand responsive service, at just under 2 rides per hour.

![Graph showing boardings per hour for Escalon Dial-A-Ride since late 2012]

How productive is eTrans?

- Route 1 has extremely low ridership by fixed route standards.
  - Approximately 1 ride per hour, compared to an average of 8 rides per hour on small rural transit systems in California.
  - On average, there is less than one person boarding on each run.

![Graph showing boardings per hour for eTrans Route 1 since 2009]
How much does eTrans cost to operate?

• At under $80 per hour of service, eTrans operating costs compare favorably to other systems in your area.

How much does eTrans cost to operate?

• However, because eTrans has so few riders, the cost per rider is very high, especially on eTrans Route 1.
eTrans ridership: Some things to note

• The last major expansion of service on Route 1 did not lead to much higher ridership.
  – Route 1 service was massively expanded in early 2012, from 3 to 8 runs per day and running farther into Modesto.
  – Ridership increased, but not in proportion to the service increase.
    • Boardings per hour have been stable around 1 since 2012.
  – Since 2012, shifts in service hours to Dial-A-Ride have reduced average daily ridership on Route 1 from 6 boardings per day to less than three.

eTrans ridership: Some things to note

• Dial-A-Ride daily ridership has declined significantly but may be recovering slightly due to restoring service in mid-2015.
  – Escalon Dial-A-Ride went from providing an average of 8 rides per day in 2010 to 2 rides per day in early 2015.
  – Service hours were expanded in July 2015, and Dial-A-Ride now provides approximately 3 rides per day on average.
eTrans ridership: Some things to note

• The introduction of Uber and Lyft service may have significantly reduced demand for Escalon Dial-A-Ride.
  – Uber and Lyft became available in the Modesto and Stockton areas (including Escalon) in April and May of 2014.
  – The number of rides provided on Escalon Dial-A-Ride went from around 5 per day in April 2014 to 2 per day in July 2014.
  – An Uber or Lyft ride within Escalon costs about $6. A ride to Vintage Faire Mall or Walmart costs about $12 to $15.
  – If enough drivers are available in Escalon, this might be low enough that people wanting a more convenient service were willing to switch over.

eTrans ridership: Some things to note

• There is significant overlap between riders on Route 1 and riders on Escalon Dial-A-Ride.
  – When service increased on Route 1 in early 2012, Route 1 went from 4 to 7 boardings per day from April to June.
  – In the same time period, daily boardings on Dial-A-Ride went from 5.5 to 2.5
  – This is also borne out by recent rider survey data.
Ridership is not the only goal of transit

- Performance measures based on ridership are not the only measures of transit success, but they are the measures that matter most to allocate California Local Transportation Funds.

- Transit service can be valuable merely for its presence as a last resort. This is called coverage service.

- What matters to effective coverage service is not the cost per ride, but the cost per service hour.

- As it exists today, eTrans can be described as a coverage service.
High ridership requires certain conditions

Four Geographic Indicators of High Ridership Potential

<table>
<thead>
<tr>
<th>Density</th>
<th>How many people, jobs, and activities are near each transit stop?</th>
</tr>
</thead>
<tbody>
<tr>
<td>+</td>
<td>Many people and jobs are within walking distance of transit.</td>
</tr>
<tr>
<td>-</td>
<td>Fewer people and jobs are within walking distance of transit.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Walkability</th>
<th>Can people walk to and from the stop?</th>
</tr>
</thead>
<tbody>
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Escalon is not set up for high ridership
Escalon is not set up for high ridership

Some people still need transit

• A variety of factors are associated with higher need for transit service. These include:
  
  – Poverty and/or low income.
  – Advanced age.
  – Lack of access to a vehicle.
  – Physical and/or mental disability.

• People with all the above conditions are present in Escalon, but not at disproportionate rates, e.g.:
  
  – 15% poverty in Escalon vs. 16% in California
  – 14% seniors in Escalon vs. 11% in California
Some people still need transit

- 2017 rider survey captured responses from 20 riders.
  - Almost all respondents were using the service for shopping, errands, or medical appointments. A couple were going to school, one to work.
  - 10 out of 11 Dial-A-Ride respondents were either disabled or over 65.
  - Route 1 respondents evenly distributed between under 18 and over 65.
  - 12 out of 20 respondents would not have been able to make this trip without eTrans.
  - Most respondents use both Dial-A-Ride and Route 1, but use Dial-A-Ride more frequently.
  - Six respondents gave written comments, four were positive, two asked for more service.

- This suggests that existing eTrans riders are highly dependent on the service.
Is coverage alone a good enough reason to run transit in Escalon?

- The transit planning process in California establishes a tenuous balance between ridership and coverage goals, through the Unmet Needs process.
  - Typically, new service is only funded by LTF when there is an “unmet need” that is “reasonable to meet”.
  - But there is no objective standard for the cost of service that is “reasonable to meet”. Is it $5 per ride, $10 per ride, $50 per ride?

- This brings up key questions:
  - Is there public support? Are the City and stakeholders willing to continue running eTrans as is, despite the high cost per ride?
  - If not, what would be the goal of an alternative system, and what would be an acceptable outcome?
A Tale of Three Towns

- Much like Escalon, Rio Vista and Guadalupe are towns of 7,000 in agricultural areas of California with a City-run transit system. But:

  - **Rio Vista** has
    - a much higher percentage of **seniors** than Escalon (40% vs. 14%)
    - a higher median income ($62k vs. $53k).

  - **Guadalupe** has
    - a higher **poverty** rate than Escalon (19% vs. 15%)
    - lower median income ($44k vs. $53k)
    - a much larger **minority** population (93% vs. 26%).

- Both Rio Vista and Guadalupe offer significantly more transit service than Escalon.

Rio Vista: more service, more coverage

- More of a resort and retirement community

- 3,600 annual hours of service

- 12,000 annual boardings
Rio Vista: more service, more coverage

• The Rio Vista Delta Breeze offers four different services, on a spectrum from flex route to pure Dial-A-Ride.

• Delta Breeze services connect to multiple communities 10-30 miles away, but don’t necessarily go to all communities every day.

• Most services only available for a few hours per day.

• Difference between Rio Vista and Escalon ridership not that great when considering difference in service hours and senior population.

Guadalupe: more service, more ridership

• More agricultural and low-wage labor than Escalon.

• 5,600 annual hours of service

• 106,000 annual boardings
Guadalupe: more service, more ridership

- Guadalupe Flyer focuses on a fixed route to Santa Maria, that operates:
  - Weekdays and Saturdays: 11 times per day from 6 AM to 8 PM
  - Sundays: 8 times per day, from 9 AM to 6 PM

- Most people in Guadalupe still drive for most daily needs, but it’s possible to rely on transit and hold a job or go to school every day.

- Guadalupe still provides Dial-A-Ride.

Another interesting example: Woodlake

- Like Guadalupe, significantly less wealthy community than Escalon (30% poverty)

- 8.5 hours per day of local Dial-A-Ride service only
  - ...but supplemented by a County bus route that runs every 30 minutes to Visalia

- 1,900 annual hours of service

- 20,000 annual boardings
Trade-off #1: Transit vs. Streets

- So long as the City provides eTrans, LTF funds will go to transit first. Streets and roads get what is left over.

- However, streets and roads have other funding sources.
  - Are the reasons to fund transit service in Escalon sufficient to justify $90k/year in lost revenue for streets?
  - Or, conversely, should Escalon actually invest significantly more in transit and less on streets?
  - Or is the current balance of street funding and transit about right for Escalon?
Trade-off #2: Fixed Route vs. Dial-A-Ride

- Does it make sense to invest more in fixed (or flex) route service, or more in demand-responsive service?

- What can be achieved with fixed routes depends enormously on the amount of transit funding available.
  - The 2012 experience strongly suggests that fixed route service isn’t a good investment in Escalon.
  - Achieving a Guadalupe-like level of service would require more external sources of funding.

- The usefulness and effectiveness of the existing Dial-A-Ride service is hampered by the fact that it shares a bus with a fixed route.
  - Short service windows mean many types of trips that could be provided by Dial-A-Ride are going to Uber/Lyft instead, or aren’t happening.

Trade-off #3: Transit vs. Subsidized Rides

- New service models involve replacing low-efficiency public transit routes with subsidized rides using taxis or TNCs, like Uber and Lyft.

- In concept, replacing buses with subsidized Uber rides is basically outsourcing Dial-A-Ride at a much lower cost.
  - For example, an Uber/Lyft ride to Modesto typically costs $20 from Escalon.
  - Even a 100% subsidy would be much cheaper (per ride) than existing service on Route 1.

- Some transit agencies in the United States have started offering subsidized rides in specific corridors to eliminate high-cost, low-ridership service.
  - This is often for “last mile service“ connecting to more frequent service.
Considerations for Subsidized Rides

- **Bus service implies a fixed cost structure**, even for Dial-A-Ride.
  - Fixed cost structure makes it easy to guarantee that a service will run, because everything has been budgeted 12 months at a time.
  - Subsidized rides mean that the transit system pays money to the provider every time someone rides. If demand is higher than anticipated, money can run out.

- Transit agencies must offer “equivalent service” to disabled and non-disabled customers.
  - TNCs don’t typically control their fleets and may not be able to guarantee the availability of wheelchair-accessible vehicles.

- Existing federal funding sources for transit service assume that a transit system operates a fleet of vehicles. It may not be possible to use federal funds for TNC service.

- The long-term financial viability of TNCs and TNC service is not proven. Recent reports suggest Uber may be subsidizing nearly 60% of the cost of each ride.
The Americans with Disabilities Act (ADA)

- The Americans with Disabilities Act (ADA) has important consequences on how public transit is provided in the United States.

- Public transit systems must provide equivalent access to persons with disabilities. This mostly means:
  - Fixed routes must be supplemented by ADA Paratransit service, providing on-demand rides between any two points with ¾ miles of a fixed route.
  - Demand responsive service must be accessible to persons with disability and provide the same level of service to those persons as it would to anyone else.

- These requirements encourage many small systems like eTrans to operate flex routes rather than fixed routes. Flex routes to count as demand responsive.

The Spectrum: Fixed Service to Demand Responsive
Imagine you are the transit planner for this fictional town. The dots scattered around the map are people and jobs; the streets shown are ones on which transit can be operated. The buses are the resources the town has to run transit.

Before you can plan transit routes, you must first decide what you want transit to do.

Ridership Goal
“Think like a business”

Coverage Goal
“Access for all”
Appendix D.

Escalon Transit Workshop Summary
On March 17, 2017, Daniel Costantino gave the Escalon Transit Choices Presentation to an assembled group of eTrans stakeholders and interested parties, and solicited feedback as described below.

Relevant follow-up actions are listed on Pages 4 and 5.

Attendees

The workshop was attended by the following persons:

- Mike Pitassi, Escalon Community Ambulance
- Jamie Turner, Escalon Branch Library
- Timothy Nessel, WeEscalon
- Samuel Conlin, KraftHeinz
- Alma Mercado, KraftHeinz
- Mary Jackson, Escalon Times
- Toan Tran, San Joaquin Regional Transit District (RTD)
- Nate Knodt, San Joquin RTD
- Adam Barth, Modesto Area Express (MAX)
- Ryan Niblock, San Joaquin Council of Governments (SJCOG)
- Melody Lin, SJCOG
- Stephen Hanamaikai, Stanislaus Council of Governments (StanCOG)
- Tammy Alcantor, City Manager, City of Escalon
- Dominique Romo, Development Services Manager, City of Escalon
- Tammy, eTrans vehicle operator
- John Andoh, Transit Coordinator, City of Escalon
- Michael D. Setty, publictransit.us
- Daniel Costantino, JWA

Presentation Summary
The Transit Choices presentation discussed some key cost and service performance measures for the existing eTrans system, notably:

- eTrans has an operating budget of approximately $150k per year, whose primary sources are California Local Transportation Funds (LTF) (50%), federal 5311 Rural Transit Assistance Program funds (28%), and San Joaquin County Measure K (16%).
- Escalon only invests 30-35% of its California LTF allocation into transit service. The remainder goes to streets.
- eTrans provides approximately 8 rides per day, evenly split between fixed route service to Modesto and local dial-a-ride. This number is down 50% in the last decade.
- Escalon Dial-a-Ride service is dominated by three individual users, who receive 40% of all rides.
- Escalon Dial-a-Ride productivity is near the national average, at nearly 2 boardings per service hour.
- eTrans Route 1 (to Modesto) productivity is shockingly low, at around 1 boarding per service hour (similar services in California average 8).
- eTrans service is not expensive per hour of service, but is very expensive when measured in dollars per ride provided.
- Current eTrans riders overwhelmingly use the service for shopping, errands and medical appointments.
- Basic built environment and demographic conditions in Escalon do not suggest an environment that would foster even relatively low transit ridership:
  - Overall population is small.
  - Proportion of high-need populations (seniors, low income, minorities) not especially high when compared to statewide and national averages.
  - Similarly-sized communities with higher transit ridership typically have either much lower median incomes, or much higher senior populations.

The presentation also compared the transit experience in Escalon to other similarly-sized rural cities in California, including:

- Guadalupe, CA (lower income, much higher minority population): 3x higher investment in transit service than Escalon, 50x higher annual ridership, service concentrated in a fixed route operating hourly 7 days per week.

- Rio Vista, CA (higher income, much higher senior population): 2x higher investment in transit service than Escalon, 5x higher annual ridership, service dispersed among multiple “routes”, nearly all of which have some type of demand-responsiveness built in, all of which have very limited hours of operation.

- Woodlake, CA (much lower income, much higher minority population): similar investment in City transit service than Escalon, 10x higher annual ridership. Service entirely provided as
dial-a-ride, but complements a County-operated transit route to Visalia operating 20+ times per day.

Finally, the presentation solicited feedback on the following set of trade-offs:

- **Transit vs. Streets**: Is it more important for California Local Transportation Funds (LTF) attributed to Escalon to go to transit, or to streets?

- **Fixed Route vs. Dial-a-Ride**: Does it make more sense to invest in fixed bus route service, or in demand responsive service?

- **Transit vs. Subsidized Rides**: Does it make more sense to continue operating a transit system with a fixed cost, or to provide subsidized taxi and/or TNC rides to potential transit users?

**Feedback Obtained**

Very limited direct feedback was received regarding the trade-offs presented. However, the following points were made:

- Representatives of KraftHeinz pointed out that the service does not serve commute needs. 35% of their workers come from Riverbank, and significant numbers come from other communities as well. KraftHeinz also has lots of seasonal workers, and operates 24-hours a day in three shifts in peak season. Second and third shift workers have lots of issues with lack of transportation.

- Stakeholders around the table pointed out likely similar situations at Eckert, another major employer in town. Hogan believed to be different because there is no seasonality in their manufacturing.

- There was some discussion of how non-emergency medical transport service and Consolidated Transportation Services Agencies (CTSAs) handle a lot of trips that might otherwise be provided through public transit, possibly reducing overall demand for public transit service like eTrans.

- Tammy Alcantor and Mike Pitassi pointed out that in a rural community like Escalon, the culture encourages self-reliance and makes it less likely that individuals would choose to put their transportation in the hands of a public service.

- Jamie Turner pointed out that she gets many questions regarding:
  - How people can use transit to reach Modesto Junior College (MJC)
  - How people can use transit to reach Manteca or Stockton
Tammy Alcantor added that eTrans lost passengers going to MJC when the 7:15 run of eTrans Route 1 was cut.

John Andoh indicated that the historic policy on transit funding in Escalon was to structure the transit service to limit its need of LTF funds to approximately $70,000 per year.

Some discussion around the table focused on how much local (in-town) vs. regional (intercity) service should be provided by eTrans.

- On the one hand, regional and intercity service in San Joaquin County is usually the responsibility of San Joaquin RTD.
- On the other hand, due to low ridership and limited budgets, RTD has not been able to justify providing intercity of Hopper service to Escalon in recent years.
- Also on the other hand, Escalon receives Measure K transit funding primarily with the focus of ensuring service between Escalon and Modesto.

Toan Tran indicated that RTD is considering using Uber/Lyft type providers to supplement and/or replace service provided under rural general public Dial-a-Ride.

- This was followed by some discussion regarding whether taxis are a necessary complement to ensure access under the Americans with Disabilities Act (ADA), and whether there are still taxi companies providing service to Escalon.

Action Items and Next Steps

Following this meeting, these actions are needed:

- The abstract trade-offs presented need to be turned into a more concrete set of alternatives for evaluation by City Council in the context of a public meeting.

  - JWA to develop a set of service alternatives for presentation to Council in early May. These alternatives will consider:
    - Level of LTF funding (zero vs. existing vs. $50k more)
    - Type of service (transit vs. subsidized ride vs. hybrid)

- More outreach to other stakeholders, including employers and schools, is required to fully understand the potential transit needs in the community and better define the alternatives.

  - Michael Setty to perform further stakeholder interviews through the end of March.
• As part of alternatives development, JWA to reach out to Uber and Lyft to further understand possibilities for TNC partnership.
Appendix E.
Escalon Alternatives Presentation
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Why are we here?

- The City of Escalon organizes a public transit system called eTrans.

- eTrans is funded by a mix of federal, state, and local funds.

- eTrans has few riders
How many people use eTrans?

- eTrans is providing 2,200 rides per year, or about 9 rides per day.
- This is down from about 16 rides per day a decade ago.
- Cost per ride is approximately $40.

How did this come about?

- eTrans has very limited operating resources. It can pay for 1 bus, 1 driver, 8 hours per day, 5 hours per week.

  - This severely limits who can use the system.
    - Can’t fit a full-time job inside the system’s service hours.
    - Challenging to fit a school day.
    - A single bus can only be one place at a time.

  - This means that the people who do use the system are few, but also that those still using the system are very dependent on it.
Upcoming: McHenry Avenue Challenges

• Road widening and bridge replacement scheduled to start in September 2017, and last for up to two years.

• This will cause traffic delays upwards of 25 minutes.

• eTrans will be forced to change its service to Modesto.

Key Questions

• Given the costs and benefits involved, does it still make sense for Escalon to fund a transit system?

• If so, what service would provide the best value to this community?

• If not, are there other transportation service models that would meet the City’s goals without organizing a transit system?
Basic Transit Service Types

- **Fixed Route**: the bus goes from A to B and back, with set stops on a set schedule.
  - Flex Route: deviations are possible with a reservation.

- **Dial-A-Ride**: on-demand rides by reservation, within a set area and set hours.
How does transit operate in Escalon?

- **Flex route:** eTrans Route 1
  - Escalon to Vintage Faire Mall, 3 times per day, Monday to Friday.

- **DAR:** eTrans Dial-A-Ride
  - General public service within City limits.
  - Requires phone reservation at least 15 minutes in advance.
  - 1-2 hours at a time, when Route 1 is not running.

How is the service used?

- The schedule (and responses to a recent rider survey) suggest that:
  - The service is primarily useful for errands, shopping, and medical appointments.
  - Long waits in Modesto, and short Dial-A-Ride service periods in Escalon, require users to have lots of time flexibility.
  - Mostly used by retired seniors and people with disabilities who have very limited incomes. Limited use by teenagers for school.
What happens once McHenry Ave is delayed by bridge work?

Route 1 and DAR stop working together

- Route 1 needs 65 minutes to reliably go to and come back from Vintage Faire Mall.

- Bridge work would delay that to at least 90 minutes. But it could be worse at times, and unpredictable.

- When the bus is late, Dial-A-Ride starts late. It’s easy to imagine less than 2 hours per day of Dial-A-Ride, less than 1 hour at a time.

- If that’s not enough time, Dial-A-Ride might prevent Route 1 from starting on time.
How do you fix this?

- Don’t go all the way to Vintage Faire.
  - **The benefit:** Stay closer to existing cycle time.
  - **The cost:** Much less connectivity to the rest of Modesto.

- Reroute via either Ripon or Riverbank.
  - **The benefit:** Reliable travel time, and new destinations served.
  - **The cost:** longer cycle, either Dial-A-Ride will be cut further, or service will be provided fewer days per week.

Routing Options – via Ripon
Routing Options – via Riverbank

If eTrans were perfect, would many people use it?
High ridership requires certain conditions

<table>
<thead>
<tr>
<th><strong>Density</strong></th>
<th>How many people, jobs, and activities are near each transit stop?</th>
</tr>
</thead>
<tbody>
<tr>
<td>+</td>
<td>Many people and jobs are within walking distance of transit.</td>
</tr>
<tr>
<td>-</td>
<td>Fewer people and jobs are within walking distance of transit.</td>
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Escalon is not set up for high ridership
Some people still need transportation

• A variety of factors are associated with higher need for transit service. These include:
  
  – Poverty / low income.
  – Advanced age.
  – Lack of access to a vehicle.
  – Physical and/or mental disability.

• People with all the above conditions are present in Escalon, but not at disproportionate rates, e.g.:
  
  – 15% poverty in Escalon vs. 16% in California
  – 14% seniors in Escalon vs. 11% in California
Two Dimensions to the Problem

- The City of Escalon needs to decide how much funding it is willing to allocate.

- Given a level of funding, the City needs to decide what types of service would provide the most value for money.

How is transit funded in Escalon?

- Operating budget is currently $150,000 per year.
  - Approximately $70,000 in California Local Transportation Funds (LTF). Would otherwise go to public works.
  - The other $80,000 can only be used on transit. Most of this must be used to provide service to Modesto.
Option Zero: Stop Providing Transit

• In other words, eTrans would shut down.

• The City would gain $70,000 per year for streets and roads.

• Would simplify City operations and reduce liability.

• Would leave current riders high and dry, and increase pressure on their friends and family.

• A few users may truly have no alternatives.

Option 1: Minimum Service

• The City would take advantage of the funds it can only use on transit to provide a lifeline.

• Service limited to 15 hours per week:
  – 2 days a week service to Modesto.
  – Half-day a week of service within Escalon.

• The City still gets an extra $70,000 for streets.

• Service is even more restricted than it is now.
Option 2: Keep Existing Funding

• Continue current level of funding, with 40 hours of service per week. Either:

• There would be trips to Modesto on fewer days, but Dial-A-Ride could operate in longer blocks.

• Does not cost the City any more money than it is currently allocating.

• Even so, there will be some impact on riders.

Option 3: Expand funding

• The City could decide to allocate more funding to eTrans. If the City allocated an extra $50,000 per year:

  – Service would expand to over 50 hours per week.

  – The existing service pattern could be maintained, but it would serve more places over a longer day.

  – Or, the City could decide to provide more service to Modesto (e.g. 5 days, 5 times per day, 7 AM – 6 PM).

  – Or, the City could decide to invest more in Dial-A-Ride (e.g. 5 days, 9 AM to 4:30 PM).
Other Things to Keep in Mind

Weekend Service

- To date, eTrans has always operated on weekdays.

- Weekday service is useful to access government services, medical services, and most jobs.

- Because the system is not commute-oriented, it might make sense to operate on the weekend instead.

- People in households with fewer cars than people could use weekend service to shop and socialize.
Subsidized Rides

- Low-efficiency transit can sometimes be replaced with subsidized rides using taxis or TNCs, like Uber and Lyft.

- Replacing buses with subsidized rides is basically outsourcing Dial-A-Ride at a lower cost.

- For example, an Uber or taxi ride to Modesto typically costs $20-30. Even a 95% subsidy would be cheaper (per ride) than existing service on Route 1.

- The City would need to negotiate an acceptable service agreement with the TNC(s) or taxicab company.

Subsidized Rides - Challenges

- The City pays the provider every time someone rides. If demand is higher than anticipated, money can run out.

- Transit agencies must offer “equivalent service” to disabled customers. TNCs usually can’t.

- TNCs don’t usually conduct driver drug and alcohol testing, and mostly require users to have a smartphone.

- Negotiating a service agreement with a TNC or taxicab company requires a budget. More so if you need to negotiate with both.

- The long-term financial viability of TNCs is not proven. Uber may be subsidizing nearly 60% of the cost of each ride.
Partnership with RTD

• San Joaquin RTD currently runs Route 91 service from Stockton to Manteca.

• RTD would likely consider extending service to Escalon and Modesto in exchange for some of the City’s transit funds.

• This could connect Escalon to both Modesto and Stockton, several times per day, and replace some or all eTrans service.

• RTD is starting a route restructure process, and may be open to negotiating in the next few months.
Appendix F.

Escalon - RTD Service Options
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I - Conceptual Timetable

II - Timed Connections

III - Service Blocks, Daily Hours and Vehicle Requirements

<table>
<thead>
<tr>
<th>Block</th>
<th>Block</th>
<th>Block</th>
<th>Block</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

IV - Annual Operating Cost ($59.61/hr prelim rate)

<table>
<thead>
<tr>
<th>Location</th>
<th>Cost</th>
<th>%</th>
<th>Runtime</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manteca Transit</td>
<td>$439,565</td>
<td>100%</td>
<td>9,159</td>
<td>35:55:00</td>
</tr>
<tr>
<td>Ripon - Modesto</td>
<td>$80,973</td>
<td>18.421%</td>
<td>28:55:00</td>
<td>20:25</td>
</tr>
<tr>
<td>Manteca - Escalon</td>
<td>$59,283</td>
<td>13.487%</td>
<td>20:00</td>
<td>19:00</td>
</tr>
<tr>
<td>Stockton - Manteca</td>
<td>$44,824</td>
<td>10.197%</td>
<td>13:55</td>
<td>12:00</td>
</tr>
<tr>
<td>Modesto - Ripon</td>
<td>$59,283</td>
<td>95%</td>
<td>7,374</td>
<td>28:55:00</td>
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<tr>
<td>Manteca - Stockton</td>
<td>$195,202</td>
<td>91/95</td>
<td>6,460</td>
<td>25:20:00</td>
</tr>
</tbody>
</table>

Vehicles In Service:

- Block 2 (or 3) could be operated by the same vehicle as Block 5.
- Block 1 (or 5) could be operated by the same vehicle as Block 6.
- Block 1 (or 5) could be operated by the same vehicle as Block 7.

Recommended Scenario - Restructured RTD Routes 91/95 - Stockton - Manteca - Modesto - Ripon (4x) and Ripon - Escalon (4x) (Depart)
### I - Conceptual Timetable

**Contingent Low Funding Scenario - Restricted RTD Routes 9/95 - Stockton - Modesto - Manteca - Ripon (3x)**

<table>
<thead>
<tr>
<th>Time</th>
<th>Escalon</th>
<th>Ripon</th>
<th>Manteca</th>
<th>Modesto</th>
</tr>
</thead>
<tbody>
<tr>
<td>06:00</td>
<td>06:00</td>
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</tbody>
</table>

**From**

- Escalon: 13th St. & Main St.
- Ripon: 4th St. & E. Main St.
- Manteca: 1st & Main St.
- Modesto: 101 Center

**To**

- Escalon: 13th St. & Main St.
- Ripon: 4th St. & E. Main St.
- Manteca: 1st & Main St.
- Modesto: 101 Center

### II - Service Blocks, Daily Hours and Vehicle Requirements

**Route 91 Southbound**

- **Manteca Transit**
  - Escalon - Modesto
  - Block: 1-2-3-4-5-6-7
  - Daily hours: 0:10:00 - 0:25:00
  - Monthly hours: 0:15:00 - 0:50:00
  - Annual hours: 6,099

**Route 91 Northbound**

- **Manteca Transit**
  - Stockton - Manteca
  - Block: 1-2-3-4-5-6-7
  - Daily hours: 0:10:00 - 0:25:00
  - Monthly hours: 0:15:00 - 0:50:00
  - Annual hours: 7,756

### III - Timed Connections

**Contingent Low Funding Scenario - Restricted RTD Routes 9/95 - Stockton - Modesto - Manteca - Ripon (3x)**

<table>
<thead>
<tr>
<th>Time</th>
<th>Escalon</th>
<th>Ripon</th>
<th>Manteca</th>
<th>Modesto</th>
</tr>
</thead>
<tbody>
<tr>
<td>06:00</td>
<td>06:00</td>
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<td>09:00</td>
<td>09:00</td>
<td>09:00</td>
</tr>
</tbody>
</table>

**From**

- Escalon: 13th St. & Main St.
- Ripon: 4th St. & E. Main St.
- Manteca: 1st & Main St.
- Modesto: 101 Center

**To**

- Escalon: 13th St. & Main St.
- Ripon: 4th St. & E. Main St.
- Manteca: 1st & Main St.
- Modesto: 101 Center

### IV - Annual Operating Cost ($56.97/HR + Option Rate)

<table>
<thead>
<tr>
<th>Route</th>
<th>Cost (K$)</th>
<th>Hours (K)$</th>
<th>$/HR</th>
<th>Cost %</th>
</tr>
</thead>
<tbody>
<tr>
<td>91S</td>
<td>347,095</td>
<td>6,099</td>
<td>57.0</td>
<td>79%</td>
</tr>
<tr>
<td>91N</td>
<td>40,425</td>
<td>7,756</td>
<td>5.2</td>
<td>7%</td>
</tr>
<tr>
<td>95N</td>
<td>32,061</td>
<td>100%</td>
<td></td>
<td>4%</td>
</tr>
</tbody>
</table>

**Note**

- All routes use a fleet of 3 unique vehicles.
- Peak, 1-2 buses all-day.
- Annual cost: $347,095
- Monthly cost: $7,424
- Daily cost: $618

---

November 10, 2017
Prepared by Jarrett Walker + Associates for the City of Escalon
I - Conceptual Timetable

Contingent High Funding Scenario - Restructured RTD Routes 91 - Stockton - Manteca - Modesto - Ripon (5x) and Escalon (5x)

II - Annual Operating Cost ($59.61/hr ops+fuel rate)

<table>
<thead>
<tr>
<th>Location</th>
<th>Time</th>
<th>Type</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ripon</td>
<td>5:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>6:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>6:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>7:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>7:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>8:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>8:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>9:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>9:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>10:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>10:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>11:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>11:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>12:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>12:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>13:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>13:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>14:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>14:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>15:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>15:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>16:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>16:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>17:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>17:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>18:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>18:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>19:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>19:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>20:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>20:30</td>
<td>In</td>
<td></td>
</tr>
<tr>
<td>Manteca</td>
<td>21:00</td>
<td>Out</td>
<td></td>
</tr>
<tr>
<td>Stockton</td>
<td>21:30</td>
<td>In</td>
<td></td>
</tr>
</tbody>
</table>

III - Service Blocks, Daily Hours and Vehicle Requirements

<table>
<thead>
<tr>
<th>Location</th>
<th>Block</th>
<th>Daily Hours</th>
<th>Vehicle Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ripon</td>
<td>1</td>
<td>8:00-17:00</td>
<td>3 buses, 1-2 buses all-day, minimum of 3 unique vehicles.</td>
</tr>
<tr>
<td>Manteca</td>
<td>2</td>
<td>7:00-18:00</td>
<td>4 buses, use same vehicle as either Block 3 or Block 4, and could then use the same vehicle as either Block 5 or Block 6.</td>
</tr>
<tr>
<td>Stockton</td>
<td>3</td>
<td>8:00-19:00</td>
<td>5 buses, use same vehicle as either Block 4 or Block 5, and could then use the same vehicle as Block 6.</td>
</tr>
<tr>
<td>Manteca</td>
<td>4</td>
<td>9:00-20:00</td>
<td>6 buses, use same vehicle as either Block 3 or Block 5, and could then use the same vehicle as Block 6.</td>
</tr>
<tr>
<td>Ripon</td>
<td>5</td>
<td>10:00-21:00</td>
<td>7 buses, use same vehicle as either Block 3 or Block 4, and could then use the same vehicle as Block 6.</td>
</tr>
<tr>
<td>Manteca</td>
<td>6</td>
<td>11:00-22:00</td>
<td>8 buses, use same vehicle as either Block 3 or Block 4, and could then use the same vehicle as Block 6.</td>
</tr>
<tr>
<td></td>
<td>06:00</td>
<td>06:15</td>
<td>06:30</td>
</tr>
<tr>
<td><strong>Modesto</strong></td>
<td>B</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td><strong>Escalon</strong></td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td><strong>Manteca</strong></td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td><strong>Stockton</strong></td>
<td>A</td>
<td>A</td>
<td>A</td>
</tr>
<tr>
<td><strong>Southbound</strong></td>
<td>B</td>
<td>A</td>
<td>A</td>
</tr>
</tbody>
</table>

**Notes:**
- Single Vehicle (4x)
- Two-Way Commute

---

**I - Conceptual Timetable**

**Northbound**

- Modesto
- Escalon
- Manteca
- Stockton

**Southbound**

- Modesto
- Escalon
- Manteca
- Stockton