



## **NAPA VALLEY TRANSPORTATION AUTHORITY Board Agenda Letter**

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**TO:** Board of Directors  
**FROM:** Kate Miller, Executive Director  
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**SUBJECT:** Public Hearing and Approval of Phase I Implementing Revisions to the Vine Regional and Express Service

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### **RECOMMENDATION**

That the Napa Valley Transportation Authority (NVTA) Board hold a Public Hearing and approve Phase I implementing revisions to the Vine Regional and Express Services effective April 28, 2019.

### **COMMITTEE RECOMMENDATION**

None

### **EXECUTIVE SUMMARY**

After a multi-year planning effort, NVTA staff is recommending that the NVTA Board approve substantial changes to the Vine system. Implementation of the new service will happen in two phases. Phase I will alter and expand the current regional and express service offered by the Vine. Phase II will incorporate changes to the local City of Napa service.

### **PROCEDURAL REQUIREMENTS**

1. Open Public Hearing
2. Staff Report
3. Public Comment
4. Close Public Hearing
5. Motion, Second, Discussion and Vote

**FISCAL IMPACT**

Is there a Fiscal Impact? Yes. Operational costs will increase by \$49,660 a month between the start of Phase I and the start of Phase II.

Future fiscal impact: Upon the implementation of Phase II staff anticipates costs will return to the same levels seen before the start of Phase I.

Consequences if not approved: Vine service will operate using existing operational patterns.

**CEQA REQUIREMENTS**

**ENVIRONMENTAL DETERMINATION:** The proposed action is not a project as defined by 14 California Code of Regulations 15378 (California Environmental Quality Act (CEQA) Guidelines) and therefore CEQA is not applicable.

**BACKGROUND AND DISCUSSION**

The service recommendations will be roll out in two phases. Phase I will not alter the current local service in the City of Napa. Phase 1 changes to the Vine include changes to the Route 10, Route 11, Route 21, and Route 29 as well as the addition of the Routes 10X and 11X. With Board approval, these changes will go into effect April 21, 2019. The specific details of these changes are included on Attachment 1 of this report.

Phase II will include all changes under Phase I with the inclusion of the service recommendations for local service in the City of Napa. Changes to the local service are scheduled to begin July of 2019. NVRTA staff will present the Phase II recommendations for the NVRTA Boards approval in May.

NVRTA staff is proposing a two-phase implementation to create a better customer experience. We learned from the service changes made in December 2012 that changing the entire system overnight can cause a lot of confusion and distress among riders. NVRTA staff hopes to make the transition to the Vine Vision changes both easy to understand and a positive experience for riders.

NVRTA is also building a new transit website. This site will be more user friendly, provide information on schedules and routing in an easy to access and understand format. The current website is sufficient to inform the public about the changes under Phase I. However, staff feels the current website is insufficient in helping the public understand the more extensive changes that will occur in Phase II. The new website is scheduled to be completed in June 2019. The timeline for the website revisions will provide ample opportunity for the public to become oriented on the new site before Phase II changes

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are implemented. Changes in July will also not disrupt service for the many students who use the Vine.

In recent months, NVTA has received an increase in the number of comments about the original service plan for the local routes in the City of Napa. Staff believes these comments warrant careful consideration. Staff is working with the City to address these comments and concerns and will continue to do so leading up to the Phase II rollout.

### **SUPPORTING DOCUMENTS**

Attachments:   (1) Phase I Implementation Plan  
                      (2) New Regional Service Map

# VINE VISION PHASE I

## DRAFT IMPLEMENTATION PLAN



# NVTA

NAPA VALLEY TRANSPORTATION AUTHORITY

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## Section 1: Executive Summary

The Napa Valley Transportation Authority (NVTa) has been providing a wide variety of transit services to the diverse communities throughout Napa County for the past eighteen years. Over this time period, the system has undergone incremental changes until December of 2012, when the system was completely reconfigured. Route alignment was changed but the approach to service design did not change. The service continued to be coverage-based and focused on providing service during traditional commute times and mid-day.

The alignment changes significantly boosted ridership for the Vine, but we live in a dynamic community and from time to time, service parameters need to be altered to keep pace with land use changes, demographic changes, and technological advancements. To address some of these changes, NVTa staff embarked on a comprehensive operational analysis (COA). A COA reevaluates a transit system, looking towards the future using projections on ridership demand, geographic and demographic changes, and advances in technology.

### 1.1 Why change the service now?

Over the past three years the Vine has experienced year-over-year ridership loss. Transit ridership has been trending downward across the Bay Area and the state. A recent study conducted by the University of California Los Angeles (UCLA) Institution of Transportation Studies analyzed ridership trends in the LA Metro area. Their findings suggest that downward trends in transit ridership are being primarily driven by a healthy job market and the proliferation of easy to access car loans. This was found to be especially true in the demographic factors most associated with individuals with a higher propensity of transit use. Those factors align with the propensity analysis completed in the Market Assessment of the comprehensive operational analysis. Based on these similarities it is not hard to assume that the same factors driving down ridership in the LA Metro area are also affecting ridership in the Bay Area. The study also determined that the overall trips taken on transit fluctuate more based on “core” riders taking more or less trips than adding more new riders to the system. Core riders shifting away from transit as their primary source of mobility can have a dramatic effect, especially on a small transit system like the Vine.

The overarching goal of any transit agency is to provide services that are attractive and useful to the residents it serves. The measure of success for this goal, is the number of trips taken on the system. The Vine Vision process took a step back and reevaluated the historical approach used to serve the residents of the Napa Valley. The primarily rural and suburban land uses of the County of Napa create challenges for deploying effective and attractive transit service. The current Vine service is heavily weighted towards geographic coverage. The sprawling nature of the Vine’s service area engenders this type of service design in an attempt to provide close access to transit to as many people as possible. While close access transit for all may seem ideal, it does not provide a service that is actually useful to the residents who use transit. Given unlimited resources this model could work, but we do not live in that world. The limitation of funds and capital require planners to be prudent in how they use the resources they have. Transit cannot be all things, to all people - but like many public services, if planned and deployed correctly, it can be useful to most people.

NVTa staff set out to see where transit service will be most used and consider what attributes will help retain or attract new riders. Focusing service in places where the most need and want for transit service exists is not a new idea; however, actually knowing where to apply service has been a difficult task in the past. NVTa has invested in several new technologies to facilitate a better understanding of rider behavior, as well as the



travel behavior of the general public. Applying the data collected through these technologies, NVTA staff is confident in using this information to strategically focus transit resources and correct the ridership downturn.

NVTA staff is employing a two-prong approach to boost ridership. Staff has identified regional service as having the most promise for attracting and retaining new riders. Creating more direct regional trips in and around Napa County is attractive to the stressed commuter who no longer wishes to be sitting behind the wheel in traffic. Local service in the City of Napa has less potential for attracting new riders to the system. Transit serving suburban areas can rarely compete with the convenience and directness of a personal automobile. The new local service NVTA is proposing, focuses on retaining the “core” riders the Vine currently has and encouraging those riders to use the system more often. Staff intends to accomplish this by making routes more linear and minimizing the need to transfer between routes.





## Section 2: The Planning Process

NVTA staff held several outreach events to gather and receive feedback from the public on the COA. NVTA staff also completed research and developed documents to gain a better understanding of the market the Vine serves and to assess the Vine's operational performance. The information informed the planning process and ultimately framed the services proposed in this document.

### 2.1 Market Assessment

The Market Assessment was the first document completed in the COA process. The Market Assessment analyzed the current and future market the Vine serves. It built a profile for the current and untapped demand for transit in the County of Napa. The analysis in the Market Assessment assisted NVTA staff in creating a profile of a resident's propensity to use transit, as well as a transit demand index. Studying these elements helped isolate residential and employment densities that warrant the greatest need for transit and areas that have the greatest potential for greater transit use. It is important to understand these factors as they provide staff a starting point to reallocate service across the Napa Valley.

### 2.2 Technical Analysis

The data collected for the Technical Analysis helped create a baseline for all future planning efforts in the COA. Route performance was reviewed to better understand where service is underutilized or where demand is high requiring a service increase. Travel behavior for current Vine riders was also analyzed using data from automated passenger counters (APCs) and a transfer matrix.

### 2.3 Needs Assessment

After the completion of the Market Assessment and the Technical Analysis, staff conducted a rider and resident survey. The intent of the survey was to find out what system attributes will retain and attract riders. The top results were compiled into a Needs Assessment Document. Each identified need was assigned a "solution". The solutions guided planners in the route redesign process as they focused service in areas with residents that have the highest propensity for using transit.

### 2.4 Express Bus Study

In November of 2017 the NVTA Board adopted a service recommendation plan for NVTA's regional services. The purpose of the plan was to create recommendations to speed up regional service along the major corridors in Napa Valley. The recommendations consist of both operational and capital improvements. Although the Express Bus Study is not a part of the official COA process, its findings do inform the recommendations for the Vine's regional services in this document.



### 2.5 Outreach and Public Feedback

During the planning process NVRTA staff engaged the public through several means to elicit feedback. Staff interviewed stakeholders during the first phases of the comprehensive operational analysis. In tandem with the Market Assessment, a rider survey was issued to help staff better understand who the Vine was currently serving. In March of 2018 staff issued another survey to riders and residents. This survey helped staff determine what parts of the service worked for the current riders and what could be improved. Non-riders who responded indicated what improvements could be made to entice them to use the bus. After staff deliberation and scenario planning staff unveiled the changes to the public in July 2018. Staff held five public meetings to receive feedback on the proposed service. The plans were also made available online for comment. Over the next several months, staff worked to encourage the public to comment on the service. The Vine Vision was also the primary focus of the NVRTA Board Retreat held in September 2018. The retreat provided a forum for the public and Board to comment on the changes giving staff final direction on the service.



## Section 3: Service Implementation Process

The service recommendations will be rolled out in two phases. Phase I includes the recommendations for the Route 10, Route 11, Route 10X, Route 11X, Route 21, and Route 29 as outlined in the Service Recommendations section of this document. Pending Board approval these changes will go into effect in late April of 2019.

Phase II will include all changes under Phase I and include the service recommendations for local service in the City of Napa. Changes to the local service will begin in July of 2019. NVRTA staff will present the Phase II recommendations for the Board's approval in May.

NVRTA staff is proposing a two phase implementation to create a better customer experience. Staff learned from the December 2012 service redesign that changing the entire system overnight caused riders some confusion and distress. Riders did not initially understand how to use the newly designed system and became frustrated. Easing into the changes provide the riding public the opportunity to become familiar with the changes more gradually.

NVRTA is also building a new transit website. This site will be more user friendly, providing information on schedules and routing in an easy to access and understand format. The new website is scheduled to be finished in June 2019. Beginning the changes under Phase II in July will allow riders the opportunity to orient themselves on the new site. Changes in July will also not disrupt service for the many students who use the Vine. The existing website is temporarily sufficient for the changes in Phase I - those route changes proposed to begin in April - as these services create greater frequencies but largely emulate existing routes.

Delays relating to implementing Phase II of the proposed service changes will allow staff to consider additional comments received about the original service plan for the local routes in the City of Napa. Staff believes these comments warrant careful consideration. Some of these comments may lead to alterations in the service plan that has been previously presented to the Board and NVRTA's various committees. Staff also recognizes that additional vehicles are needed to provide the proposed service changes. Details about the fleet issues are outlined in the next section.

### 3.1 Vehicle Needs

The addition of new routes, requires that more hours of service be allocated to the Vine's commuter and regional service. It's NVRTA's intent to provide more comfortable vehicles for longer trips – these tend to be larger vehicles with padded seats. Committing specific type vehicles to specific routes requires that there be more vehicles in the fleet overall. Figure X.X below shows a breakout of current Vine fleet vehicles and their appropriate service. Both phases of the Vine Vision plan require eleven (11) vehicles for peak local service and twenty-one (20) for peak regional and commuter service. Consequently, NVRTA is short seven (6) vehicles for regional peak service. This number represents the number of vehicles needed for peak “pull-out”.

NVRTA will also need to maintain a spare ratio to allow vehicles to be rotated for routine maintenance and be put into service should a bus breakdown while on route. To ensure a high quality of service, NVRTA intends to have spare ratios for each sub-fleet (i.e. fleet needed for each type of service) creating a like-for-like exchange of vehicles. It is NVRTA's desire to have a 10% spare ratio for each sub-fleet. A 10% spare ratio is calculated based on the peak pull-out by service type. A 10% requirement brings NVRTA's total fleet needs by service type to twenty-four (24) buses for regional service and thirteen (13) vehicles for local service.



Staff rounds up to the next whole number to ensure vehicle availability in all scenarios. Local service is adequately covered with the current fleet. However, regional service is not. NVTa has been playing catch up on its fleet replacement over the past seven years (prior to this effort, the average fleet age was almost twenty years now the average fleet age is roughly five years), consequently there has been very little revenue to address capital needs for the Vine's regional service. To minimize costs, NVTa staff have identified a number of used buses both in and outside the region. NVTa and Transdev (Vine contractor) are assessing the vehicles available, and evaluating the improvements the buses would need in order to put them into Vine revenue service. The used vehicles would act as a stopgap measure until NVTa can purchase new vehicles. Estimated completion date for purchasing these vehicles is August 2019.

Figure 3.1: Current Operable Vine Fleet

Make/Model	Year	Service Typology
Gillig Phantom 40'	2003	Regional
Gillig Phantom 40'	2003	Regional
El Dorado 40' Diesel	2013	Regional
El Dorado 40' Diesel	2013	Regional
El Dorado 40' Diesel	2013	Regional
El Dorado 40' Diesel	2013	Regional
El Dorado 35' Diesel	2013	Local
El Dorado 35' Diesel	2013	Local
El Dorado 35' Diesel	2013	Local
El Dorado 35' Diesel	2013	Local
El Dorado 35' Diesel	2013	Local
New Flyer 35' LFR	2009	Local
New Flyer 35' LFR	2010	Local
New Flyer 35' LFR	2010	Local
Chevy ARBOC 28'	2011	Local
Chevy ARBOC 28'	2011	Local
Chevy ARBOC 28'	2011	Local
Chevy ARBOC 28'	2012	Local
Chevy ARBOC 28'	2012	Local
Chevy ARBOC 28'	2012	Local
El Dorado 35' CNG	2013	Local
El Dorado 35' CNG	2013	Local
El Dorado 35' CNG	2013	Local
El Dorado 35' CNG	2013	Local
El Dorado 35' Diesel	2016	Local
El Dorado 35' Diesel	2016	Local
El Dorado 40' Diesel	2016	Regional
El Dorado 40' Diesel	2016	Regional
El Dorado 40' Diesel	2016	Regional
El Dorado 40' Diesel	2016	Regional
El Dorado 40' Diesel	2016	Regional
El Dorado 40' Diesel	2016	Regional



### 3.2 Stop Improvements

As part of the service redesign NVTa will be relocating and enhancing stops throughout the system. Each stop will have a new designation sign (or “flag”) bearing the new Vine branding. NVTa will also be updating shelters throughout the system, as well as adding new shelters for high use stops in accordance with NVTa’s bus stop plan. NVTa will begin reviewing and relocating stops to the far side of intersections where feasible. This process will help speed up transit trip times considerably as vehicles will be able to safely get through signals before stopping to board and alight passengers. NVTa will consolidate some stops into a single location. Removing stop redundancies will improve travel time across the system. Most of these improvements will be focused in the City of Napa, but NVTa will also be looking at other jurisdictions for opportunities to improve access to transit.



## Section 4: Financial Implications

The overall goal of the Vine Vision process is to reallocate resources to areas of the Vine service that show the greatest potential for growth while maintaining service in areas with concentration of population-dependent or areas that show greater transit propensity. The services proposed under the Vine Vision aim to maintain a steady-state operational budget. Using Remix planning software NVTA staff was able to hone in on maximizing the amount of service it can provide given the current budget for transit operations.

### 4.1 Operating Costs

As stated previously it was NVTA's goal to redesign service without increasing operational costs. However, the budget neutral approach was predicated on implementing all changes in a single phase. With an April implementation of Phase I NVTA will need to bear an increase of \$40,000 to \$40,000 per month until Phase II. With Phase II beginning in July of 2019 the total annual cost increase for fiscal year 18/19 will be between \$90,000 and \$120,000 or a little under two percent of the annual Vine budget. This amount falls within the contingency that NVTA builds into the annual operating budget for the Vine.

### 4.2 Capital Costs

NVTA staff does not anticipate any capital cost directly related to Phase I of the Vine Vision service redesign, although over time it is staff's desire to standardize and green the fleet to insure the greatest flexibility. Improvements to bus stops and their amenities will occur but these efforts are not directly attributable to Vine Vision and are part of NVTA's general strategy to improve the system.



### 4.3 Fares

Structure fares will be modified to be in line with the new services. Figure X.X below outlines the new fare structure under Phase I. Changes will be minor, mostly due to name changes. The new “Express” category will replace the Route 21 category, applying to that route as well as the Routes 10X and 11X. Actual costs will remain the same.

Figure 4.1: Fare Changes

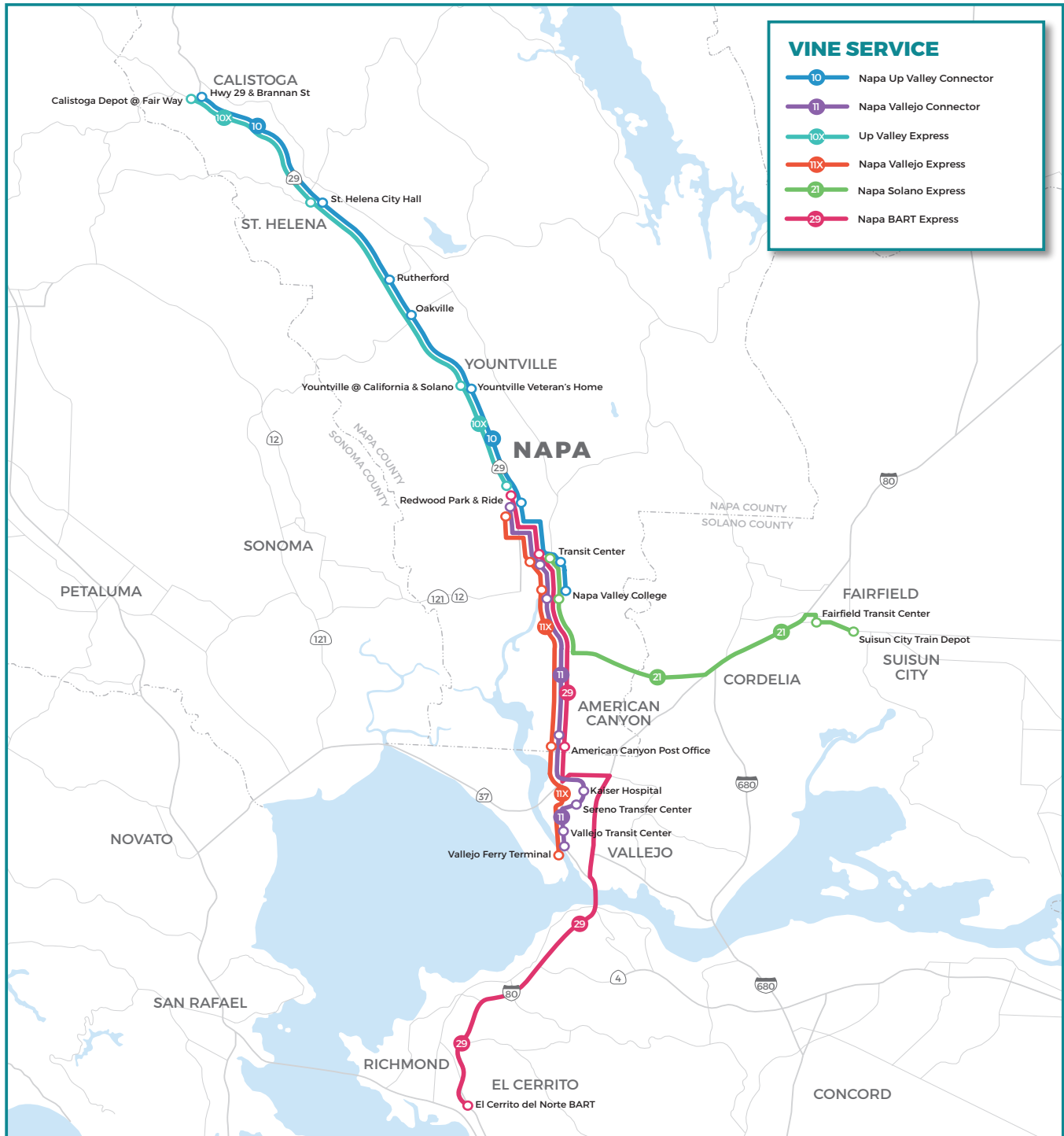
<b>Current</b>	<b>Cash</b>	<b>31-Day Pass</b>	<b>20-Ride Pass</b>	<b>Day Pass</b>
<b>Adult</b>	\$1.60	\$53.00	\$29.00	\$6.50
<b>Youth</b>	\$1.10	\$26.50	\$20.00	\$4.50
<b>Half</b>	\$0.80	\$26.00	\$14.50	\$3.25
<b>Route 21</b>	\$3.00	See Above	2 deductions	See Above
<b>Route 29</b>	\$5.50	\$120.00	3 deductions	N/A

<b>New</b>	<b>Cash</b>	<b>31-Day Pass</b>	<b>20-Ride Pass</b>	<b>Day Pass</b>
<b>Adult</b>	\$1.60	\$53.00	\$29.00	\$6.50
<b>Youth</b>	\$1.10	\$26.50	\$20.00	\$4.50
<b>Half</b>	\$0.80	\$26.00	\$14.50	\$3.25
<b>Express</b>	\$3.00	See Above	2 deductions	See Above
<b>BART</b>	\$5.50	\$120.00	3 deductions	N/A

## Section 5: Phase I Recommendations

The following section will provide details on each proposed route change from the Vine Vision process. The details for the routes include a brief description of what will change, the frequency of the route, the span over service (the earliest and latest departures), major destinations, and the needs the route addresses as identified in the Needs Assessment.

Figure 5.1: Regional System Map







### Route 10: Up Valley Connector

The Route 10 pattern will remain relatively unchanged. The biggest change will be to weekend service where the route will now extend south of the Transit Center to Soscol and Kansas providing access to the South Napa Marketplace on the weekends. Timepoints at Zinfandel Lane, Rutherford, Oakville, and Washington & Mulberry in Yountville have been eliminated. These locations are not safe locations for routes to dwell should the bus reach those locations early. The elimination should also help improve on-time performance. Route 10 will be limited to service every hour, however overall greater frequency will occur going Up Valley because of the addition of the Route 10X.

#### Frequency:

Weekdays: Every 60 minutes

Saturdays: Every 60 minutes

Sundays: Every 60 minutes

#### Span of service:

Weekdays: 5:30AM – 9:50PM

Saturdays: 7:00AM – 8:35PM

Sundays: 7:00AM – 7:00PM

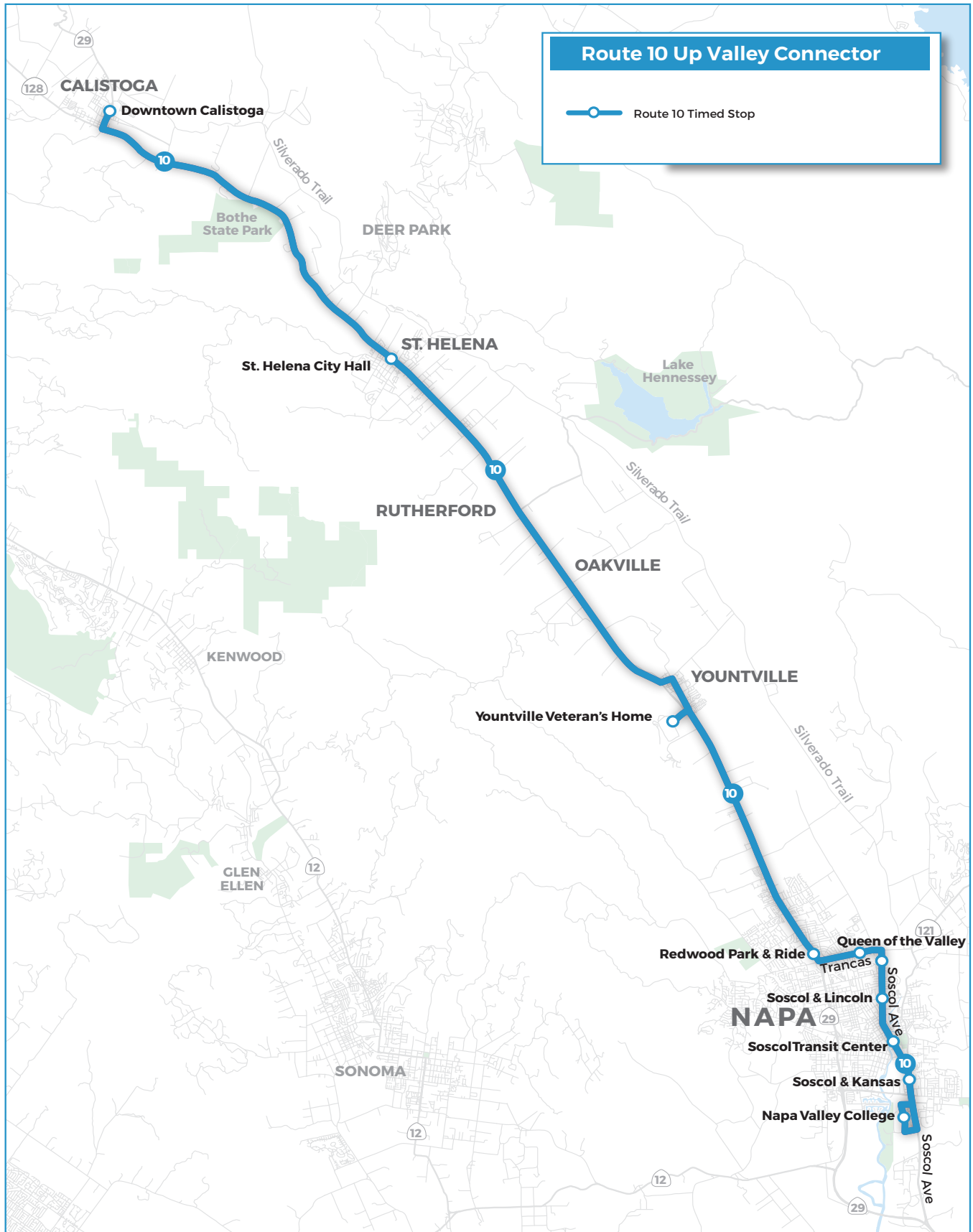
#### Major Destinations:

- Soscol Gateway Transit Center
- Napa Valley College
- Walmart
- Queen of the Valley
- Bel Aire Plaza
- Redwood Park and Ride
- Yountville
- St. Helena
- Calistoga

#### Addresses the following needs from the Needs Assessment:

- ☒ Transit in closer proximity
- ☒ Strong anchor points
- ☒ Improved connections between services
- ☒ More reliable service

Figure 5.2: Route 10 Up Valley Connector





### Route 10X: Up Valley Express

The Route 10X will provide express service between the City of Napa and the City of Calistoga. The route will operate as a replacement for the northern portion of the current Route 29 that was removed. In Phase I of the service redesign the route will only operate during the peak commute hours. It will also provide a timed transfer to the Route 11X to provide a connection to the Vallejo ferry from the Up Valley communities.

#### Frequency:

Weekdays: Irregular departures, every 30 minutes to every 60 minutes.

#### Span of service:

Weekdays: 5:00AM – 9:30AM, 4:00PM – 8:15PM

Saturdays: No Service

Sundays: No Service

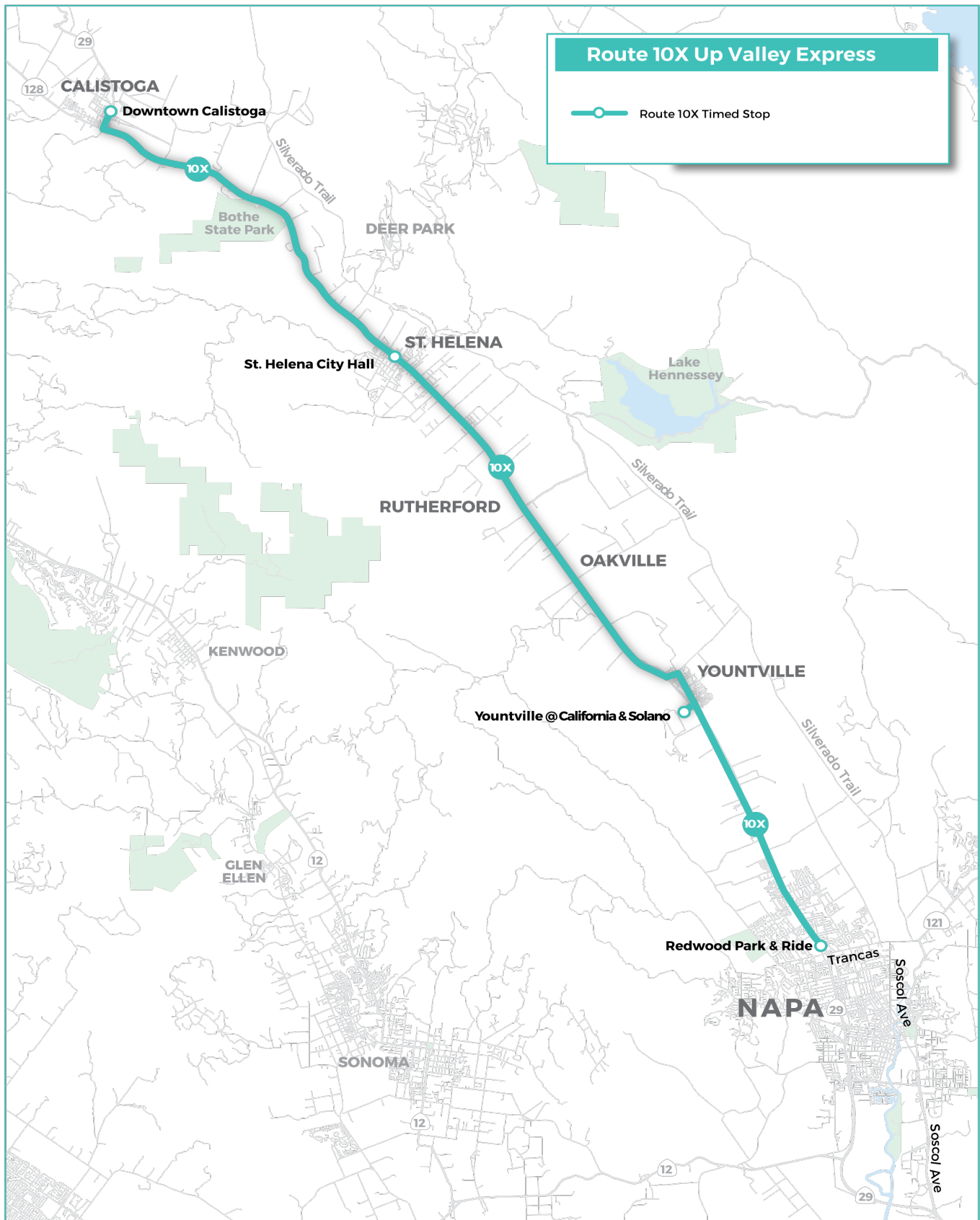
#### Major Destinations:

- Redwood Park and Ride
- Yountville Park and Ride
- St. Helena City Hall
- Downtown Calistoga

#### Addresses the following needs from the Needs Assessment:

- ☒ More direct service
- ☒ Strong anchor points
- ☒ Improved connections between services
- ☒ More reliable service

Figure 5.3: Route 10X Up Valley Express





### Route 11: Napa Vallejo Connector

The Route 11 pattern will be relatively unchanged. There is an opportunity to alter the way the route serves the Walmart in American Canyon. The Walmart only has direct service in the northbound direction. Having direct service in both directions could provide an increase in ridership and improve pedestrian safety. The span of service was also expanded earlier and later in an experiment to see if later service is truly in demand.

#### Frequency:

Weekdays: Every 60 minutes

Saturdays: Every 60 minutes

Sundays: Every 60 minutes

#### Span of service:

Weekdays: 4:30AM – 11:00PM

Saturdays: 8:20AM – 8:20PM

Sundays: 8:20AM – 8:20PM

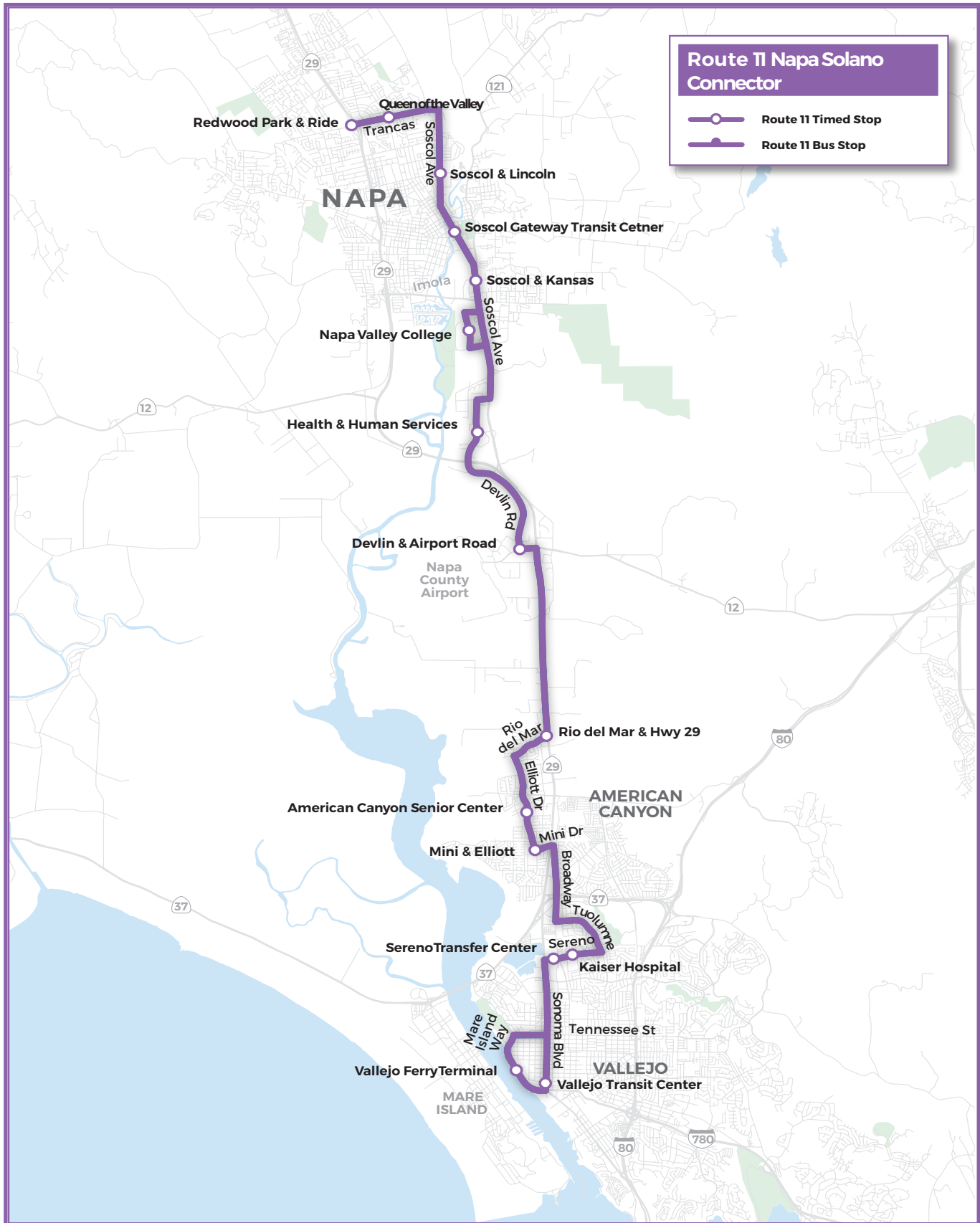
#### Major Destinations:

- Vallejo Ferry Terminal
- Kaiser Vallejo
- Sutter Hospital
- Walmart (American Canyon)
- Napa County Health and Human Services
- Napa Valley College
- Socol Gateway Transit Center
- Walmart (Napa)
- Queen of the Valley
- Bel Aire Plaza
- Redwood Park and Ride

#### Addresses the following needs from the Needs Assessment:

- ☒ Transit in closer proximity
- ☒ Strong anchor points
- ☒ Improved connections between services
- ☒ More reliable service

Figure 5.4: Route 11 Napa Vallejo Connector





### Route 11X: Napa Vallejo Express

The primary purpose of the Route 11X is to provide express service to the Vallejo Ferry from the City of Napa. In Phase I, the route will only operate during the commute periods syncing with ferry departures in the morning and ferry arrivals in the afternoon.

#### **Frequency:**

Weekdays: Every 35 minutes

#### **Span of service:**

Weekdays: 5:25AM – 7:45AM, 4:15PM – 6:55PM

Saturdays: No Service

Sundays: No Service

#### **Major Destinations:**

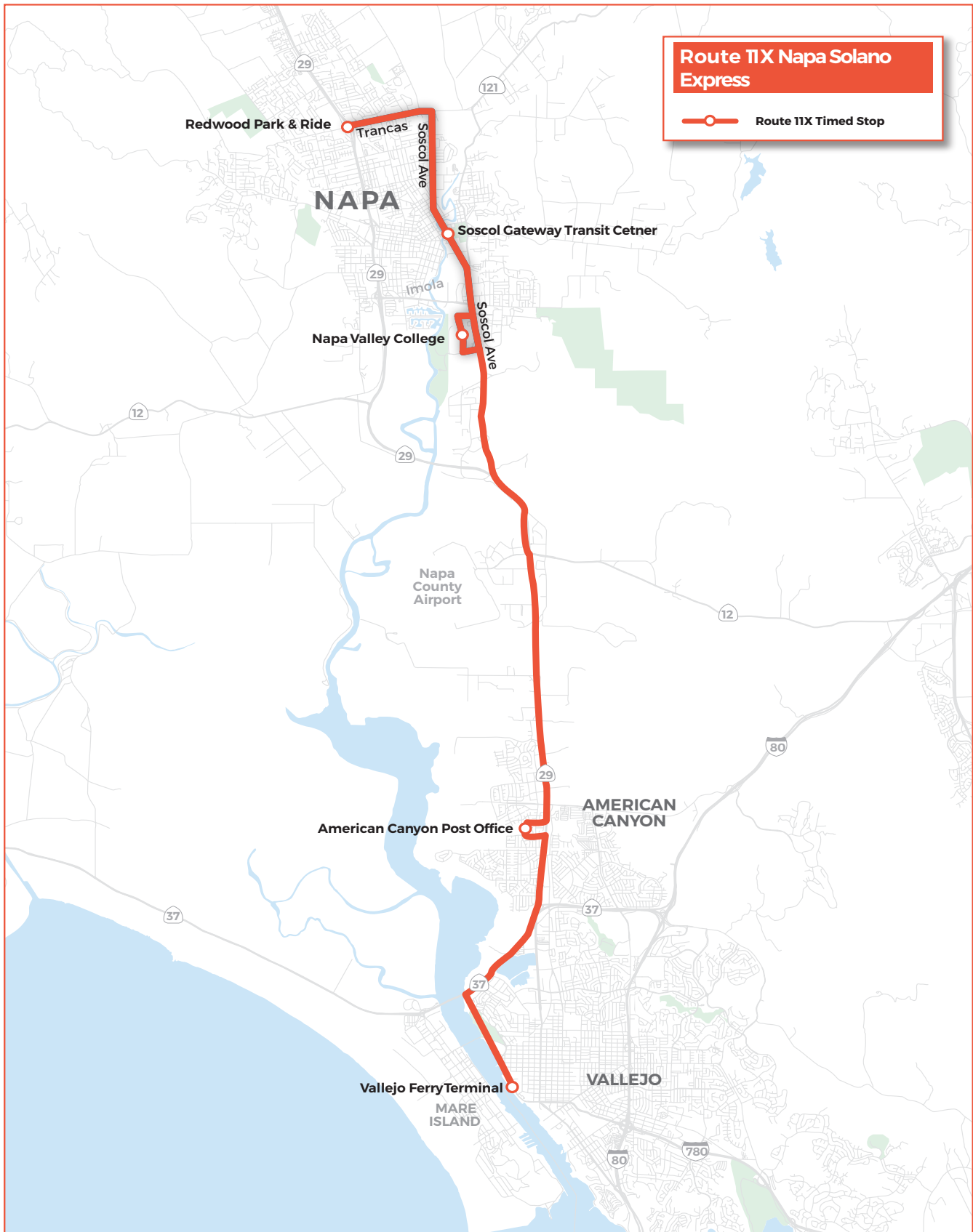
- Redwood Park and Ride
- Solsol Gateway Transit Center
- Napa Valley College
- American Canyon Park and Ride
- Vallejo Ferry Terminal

#### **Addresses the following needs from the Needs Assessment:**

- ☒ More direct service
- ☒ Strong anchor points
- ☒ Improved connections between services
- ☒ More reliable service



Figure 5.5: Route 11X Napa Vallejo Express







### Route 21: Napa Solano Express

The Route 21 provides service between Napa, Fairfield, and Suisun. The route will be aligned to provide more direct service, by-passing Napa County Health and Human Services. It will continue to serve Napa Valley College.

**Frequency:**

Weekdays: Every 60 minutes

**Span of service:**

Weekdays: 6:30AM – 6:45PM

Saturdays: No Service

Sundays: No Service

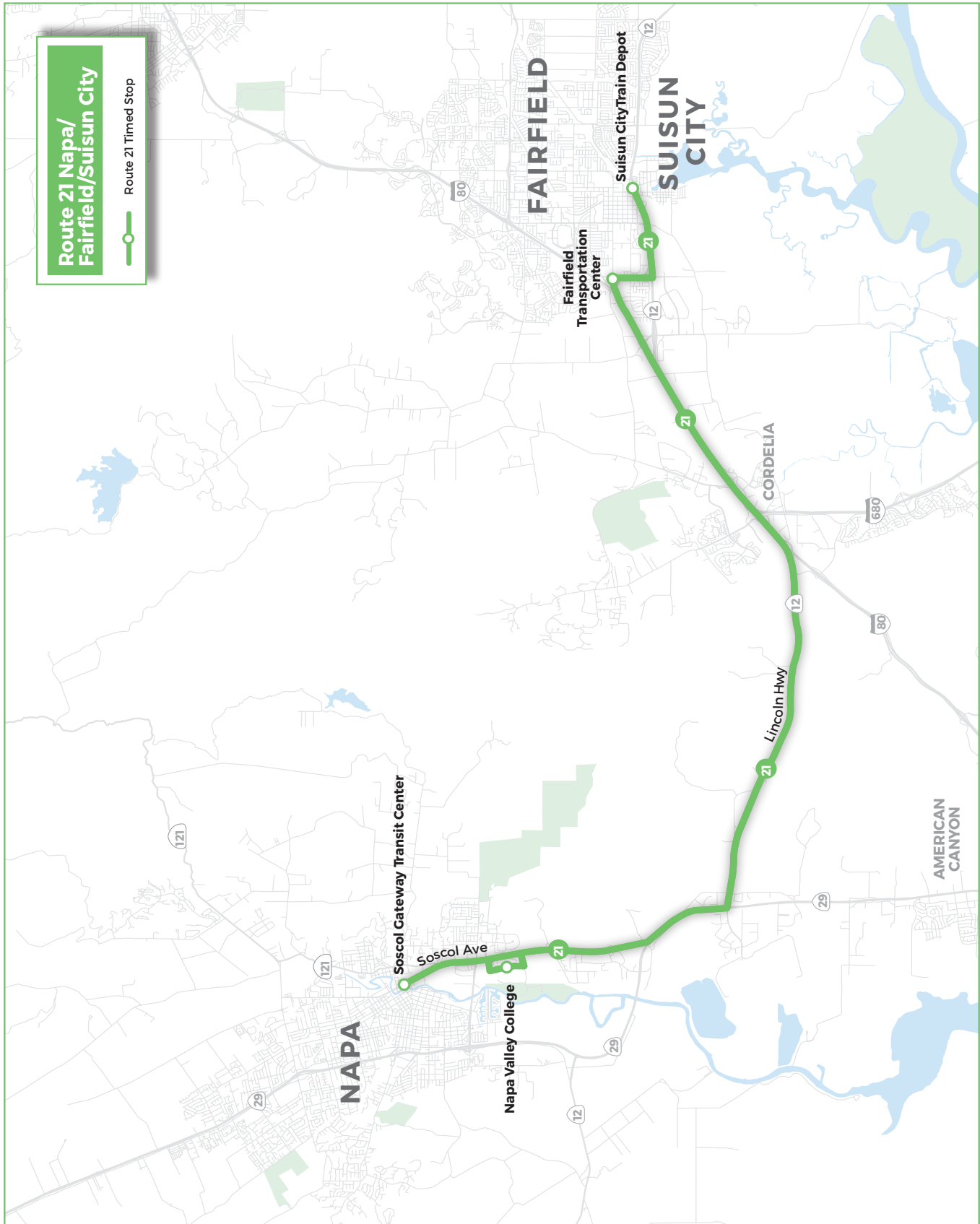
**Major Destinations:**

- Solsol Gateway Transit Center
- Napa Valley College
- Fairfield Transit Center
- Suisun City Train Depot

**Addresses the following needs from the Needs Assessment:**

- ☒ More direct service
- ☒ Strong anchor points
- ☒ Improved connections between services
- ☒ More reliable service

Figure 5.6: Route 21 Napa Solano Express





### Route 29: Napa BART Express

The Route 29 will go through a major service restructuring in Phase I. The route will no longer provide service north of the Redwood Park and Ride Lot (although as previously mentioned, more frequent service on the 10 and 10X up valley will allow Route 29 riders time options to transfer to the Route 29). The route will also no longer stop at Napa Valley College or the Vallejo Ferry. The primary purpose of the route will to provide service from Napa and American Canyon to the El Cerrito del Norte BART station. The frequency during the peak commute will increase to a bus every thirty minutes.

#### Frequency:

Weekdays: Every 30 minutes on peak, every 60 minutes off peak

#### Span of service:

Weekdays: 4:30AM – 7:45PM

Saturdays: No Service

Sundays: No Service

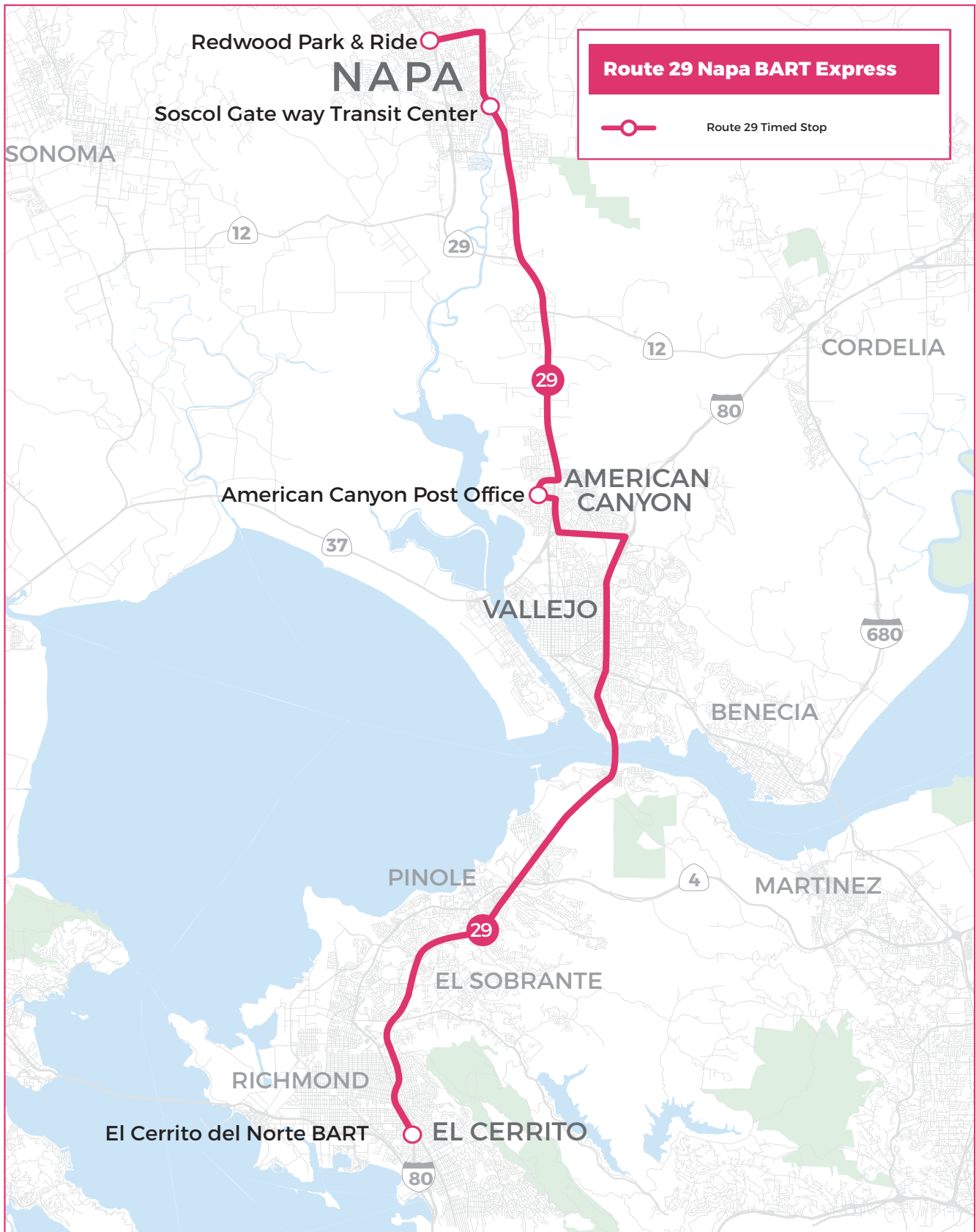
#### Major Destinations:

- Redwood Park and Ride
- Soslol Gateway Transit Center
- American Canyon Park and Ride
- El Cerrito del Norte BART

#### Addresses the following needs from the Needs Assessment:

- ☒ More direct service
- ☒ Strong anchor points
- ☒ Improved connections between services

Figure 5.6: Route 29 Napa BART Express





## Section 6: Performance Monitoring and Service Evaluation

It is important that all services NVTa is proposing under Vine Vision are fulfilling their intended purpose in the transit network. It is equally important that performance standards are met by each route and that the intended service is providing public utility. The following sections will lay out the groundwork for measuring public utility and service performance for Phase I. Phase II incorporates all aspects of the Phase I plan with special considerations for local service. Measuring the operational performance and public utility side by side will provide staff with a holistic view of performance. This holistic approach will also help staff have a more consistent approach for making service changes. The information collected will inform NVTa's new Performance Monitoring and Evaluation Program. This program will go into effect one year after the start of services in Phase I and Phase II. For the first year of service the Performance Monitoring Program will be a modified version.

### 6.1 First Year of Service Performance Monitoring and Evaluation

#### 6.1.1 Public Utility

NVTa staff recognize that some riders may not like all the changes to the Vine service. NVTa staff also recognizes that the agency needs to be responsive to comments but also that services need to be useful to the larger public. The process described below should allow time for the public to acclimate to the new system. Persistent comments will be recognized and staff will remedy the issues where possible based on the described process.

NVTa staff will continue to evaluate the system on predetermined intervals. Scheduling changes makes it easier for staff to manage the expectations of the public. This also ensures staff has an appropriate amount of time to make changes as necessary.

Changes to the schedules will occur after the first four months of service. These changes will occur with or without feedback as it is anticipated tweaks will need to be made for better on-time performance. Staff estimates that four months will give staff enough time to collect data and rework the schedules. It is the intention of staff to create a consistent pattern of schedule releases going forward. Local service is scheduled to be adjusted twice a year, while regional service will be adjusted four times a year as seasonal traffic patterns have a greater effect on these routes.

If needed, staff will begin planning changes to route patterns or services a year after the start of the new service to grant time for riders to be accustomed to the new service and provide adequate time to assess and propose adjustments. These changes will be implemented at the start of fiscal year 2020-21.

#### 6.1.2 Thresholds and Change Process

NVTa staff has established the following thresholds to ensure that the wants of a small subset of riders do not adversely affect service that is found useful by the majority of riders. Thresholds are measured as a percentage of average daily ridership. Each service change category has a different threshold based on the amount of potential disruption it may have on service. Meeting



a threshold is not a guarantee of service alteration due to extraneous factors like funding, drivers, and vehicle availability. Figure X.X below outlines each change category and its associated threshold.

Figure 6.1: Thresholds for Change

Type of Change	Threshold
Schedule Timing	Less than 1% of daily ridership
Change in Route Pattern	30% of daily ridership
Addition of Service	40% of daily ridership
Change in Departure Time	15% of daily ridership

The percentage of daily ridership is based on the average daily ridership for a specific route. Upon receiving the initial request from the public, NVTA staff will begin the response process upon receiving the initial service concern/change request from the public. Each type of change has a different process based on its magnitude. Change requests from the public must be consistent to achieve the threshold for change e.g. the number of requests for going down Main instead of Central must achieve the 30% threshold. The process for each of the four change categories are provided below.

### 6.1.3 Schedule Timing Process

Upon receiving the request NVTA staff will verify the timing issue using its vehicle tracking information. If the timing is off it will be adjusted with the next schedule release.

### 6.1.4 Change in Route Pattern Process

Upon receiving the initial request, NVTA staff will ask the requester to petition other riders to submit requests regarding the change they wish to see. Requests will be collected between the start of service and the one year mark. Staff will also complete ride-alongs to get feedback directly. If the 30% threshold is met staff will begin working on putting the change into action.

### 6.1.5 Addition of Service Process

Upon receiving the initial request, NVTA staff will ask the requester to petition other riders to submit requests regarding the change they wish to see. Requests will be collected between the start of service and the one year mark. Staff will also complete ride-alongs to get feedback. If the 40% threshold is met, staff will begin working on putting the change into action. Since additional service requires more money the 40% threshold is not a guarantee of change. Should no funds exist the service will not be put in place until dedicated funds are identified.

### 6.1.6 Change in Departure Times Process

Upon receiving the initial request, NVTA staff will ask the requester to petition other riders to submit requests regarding the change they wish to see. Requests will be collected up until



two months prior to the next schedule change. Staff will also complete ride-alongs to get feedback. If the 15% threshold is met staff will begin working on putting the change into action.

### **6.1.7 Service Performance**

During the first year of the new service NVT staff will monitor the performance of each route's key performance indicators (KPIs). The KPIs staff will review are: total ridership, riders per revenue hour, riders per revenue mile, farebox recovery, and subsidy per passenger. Staff will use these indicators to understand the direction service is headed and better anticipate where changes might be required at a later date. Service changes can have a dynamic effect on ridership. Any changes in ridership trends will take at least a year to materialize and two years to solidify. Due to this fact staff will not make changes to any service based on its KPI performance during the first year. Changes to service based on performance will begin one year after the start of service.



