

**ANNUAL REPORT OF THE
WEST SAN LEANDRO SHUTTLE
BUSINESS IMPROVEMENT DISTRICT
FOR FISCAL YEAR 2013-14**



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Executive Summary & Recommendation

On November 14, 2013, the Advisory Board worked in conjunction with City staff and the Executive Director of the San Leandro Transportation Management Organization (SLTMO) to complete a review of the Annual Report of the shuttle service (LINKS) supported by the West San Leandro Shuttle Business Improvement District (BID). The Annual Report includes a brief history of LINKS and the BID, ridership statistics; it's current and planned operations, a review of FY 2012-13 expenditures, a review of the recommended budget and the proposed BID assessments for Fiscal Year 2013-14. After a comprehensive study of LINKS, the Advisory Board recommends the following to continue operations and improve the financial performance of the shuttle:

1. Continue outreach and marketing to keep the business community informed of the shuttle service. The Executive Director shall continue to market the program to companies in the BID area using a variety of marketing and communication efforts.
2. Continue to pursue additional grant funding for FY 2013-14 and beyond, such as the Transportation Fund for Clean Air (TFCA) grant funding administered by the Bay Area Air Quality Management District (BAAQMD) and Alameda County Transportation Commission (ACTC), and Lifeline grant funding administered by the Metropolitan Transportation Commission (MTC).
3. Continue to make improvements to the service to better meet employer/employee needs, including: route modifications; bus benches and updated signs; and technologies to make the service more user friendly such as bus tracking applications and Wi-Fi access.
4. Increase the BID base fee rate and the per employee assessment rate equal to the Consumer Price Index (CPI) in FY 2013-14 as provided for in Ordinance No. 2009-002. For FY 2013-14 the CPI factor is 2.7 percent. This would result in the BID Base Rate increasing from \$26.01 to \$26.73, and the BID Rate per Employee increasing from \$11.32 to \$11.63. Businesses with five or fewer employees, landlords, and non-profits will continue to be exempt from the BID assessment.

LINKS Shuttle Program History

In 2001, in response to a shortage of public transportation in San Leandro and a desire for adequate public transportation by the West San Leandro business community, the Redevelopment Agency of the City of San Leandro partnered with the Chamber of Commerce and the San Leandro Industrial Roundtable to provide the LINKS shuttle service. The new LINKS shuttle service was funded through Redevelopment funds and grants.

The San Leandro Transportation Management Organization (SLTMO), a 501 C (4) non-profit corporation, was formed to handle the day-to-day operations and to provide operational oversight of LINKS. The primary purpose of LINKS is to provide free transportation for employees to the industrial area of west San Leandro.

In 2004, the SLTMO proposed a long-term revenue plan to provide sustainable funding for the LINKS. The funding model included contributions from the business community, grant funding and financial support from the Agency on an as-needed basis. For FY 2004-05, the SLTMO asked the City Council to establish a BID to assess the business community served by the LINKS an annual fee to pay for a portion of the operating costs. With this guaranteed revenue source, the SLTMO would continue to seek grant opportunities to fund the remainder of the LINKS budget.

After completing appropriate notices and public hearings as required by State law, on June 21, 2004, the City Council adopted Ordinance No. 2004-013 establishing the BID. The BID included a total of 380 businesses within the service area and was projected to generate \$135,000 in revenue. The FY 2004-05 BID assessment was set at a base fee of \$25, plus \$10.56 per employee. Businesses with five or fewer employees, landlords, and non-profits were exempt. The BID assessment imposed by the ordinance was to sunset after four years and expired on June 30, 2009.

During FY 2004-05, the SLTMO and the City continued to pursue all available grant opportunities. The City was again successful in obtaining a grant from the BAAQMD; and the SLTMO, in partnership with the Davis Street Family Resource Center (DSFRC), obtained a second two-year LIFT grant. Since the LIFT grant from MTC was provided to fund transportation for DSFRC clients, the SLTMO expanded the LINKS route and extended the hours of service in January 2005 to include the DSFRC, located on Teagarden Street. The change in the service route to include DSFRC required the original BID to be re-formed to include additional businesses that lie within one-quarter mile of the expanded service area.

In FY 2008-09, anticipating the expiration of the BID, the BID Advisory Board and the SLTMO recommended that the City Council re-establish the BID for another five year period. Similar to the process in June 2004, notice was sent to over 380 businesses within the BID service area and a public hearing was held as required by State law. The City Council adopted Ordinance No. 2009-002 re-establishing the BID for the five year period of July 2009 to June 30, 2014.

In FY 2011-12, the assessment for the base and per employee fees was increased for the first time using the CPI factor as authorized in Ordinance No. 2009-002. In FY 2012-13 the BID assessments were raised by the CPI factor of 2.6 percent resulting in the BID Base Rate of \$26.01 and Per Employee Rate of \$11.32.

LINKS Operation

LINKS service consists of a 6.25 mile loop through the central and western areas of San Leandro bounded by Davis Street on the north, Doolittle Drive on the west, Farallon Drive on the south and San Leandro Boulevard on the east. (See Exhibit B – Route Map) The 23 stops along the route are at easily accessible sites of major employers, with each run originating and terminating at the Downtown San Leandro BART station. The LINKS service was designed to coordinate with other public transit services (AC Transit and BART) to encourage commuters to leave their cars at home and to provide comprehensive service to commuters.

Due to budget constraints and the expiration of the grant to service DSFRC, LINKS evening operating hours were reduced in FY 2012-13 by one of the two previously extended hours. LINKS currently operates with two 32-passenger unleaded gasoline-fueled buses from 5:45 a.m. to 9:45 a.m. and 3:00 p.m. to 7:00 p.m., Monday–Friday. (Evening operating hours were reduced from 8:00 p.m. to 7:00 p.m.)

Also in 2012-13, using Measure B Bike and Pedestrian grant funds, LINKS added bike racks to the buses. Bike rack use has continued to grow since they were installed in June 2013.

Bike Rack Users

July – 33

Aug – 60

Sept – 88

The bike racks allow those riders not within walking distance of their destination to use LINKS.

LINKS Shuttle Ridership

LINKS ridership in FY 2012-13 totaled 191,646, averaging 15,971 rides per month. There was a slight drop in ridership from the prior year total of 193,570 rides. To put the drop into perspective it is helpful to look at the daily ridership. The average number of rides per day in 2011-12 was 745, compared to 737 rides per day in 2012-13. Over the last year, LINKS experienced ongoing impacts related to prolonged and extensive construction along the LINKS route and staff was expecting a more significant drop in ridership. See attached, Exhibit A – LINKS Ridership.

LINKS continues to serve as a vital connection for employees from BART to their places of employment on Davis Street, Doolittle Drive, Farallon Drive, Fairway Drive, Wicks Boulevard, and Alvarado Street.

Marketing and Outreach

Marketing and outreach efforts continued with brochures in both English and Spanish. The brochures were provided to companies that requested them for their employees. The LINKS website (www.sanleandrolinks.com) continues to provide easy access to service information. The LINKS website domain is in the process of being transferred to the City, improving the ability to quickly update the website with current information.

Rider Survey

A Rider Survey was conducted in August 2013. For details, see Exhibit D - Survey Report and Exhibit E - Survey Power Point Presentation. Following are a few highlights from the 2013 Rider Survey:

1. Three-quarters of the riders use LINKS to commute to work.
2. One-half of the riders live in San Leandro.
3. Most of the riders are low-income and 79% say that it would be a financial hardship if LINKS were not available.
4. 80% Rate the Service good to excellent. While satisfaction is very high, it was higher in 2010 when 90% said the shuttle was good to excellent.
5. It appears that the small drop in satisfaction is related to the increase shuttle loop time due to traffic congestion caused by road improvements.
6. The most common suggestion was, "Just keep the service running."

The survey results suggest the following conclusions:

- Shuttle riders continue to be very satisfied with LINKS.
- LINKS receives high marks in all areas.
- The survey suggests review of the schedule, although the findings were not specific.
- Schedule modifications to consider are: route, frequency, tracking availability.

Fiscal Year 2012-13 Expenditures and Income

Expenditures for FY 2012-13 were \$267,693, within the budgeted amount projected for the year (see attached Exhibit C, LINKS Budget.)

Income for the fiscal year was \$238,371 with the Lifeline and TFCA Grant reimbursements, and BID fees received. Income was less than projected because some grant reimbursements were received after the close of the fiscal year.

LINKS Proposed Operations for Fiscal Year 2013-14

The primary purpose of LINKS will continue to be to provide free transportation for employees to the industrial area of west San Leandro. The next year will be a busy time for LINKS with a number of opportunities and challenges.

- BID Re-establishment – The current BID expires on June 30, 2014. Over the next six months, LINKS and City staff will be following the procedure to re-establish the LINKS BID. In preparation, the SLTMO is conducting an interest survey of businesses not currently in the BID area for possible expansion.
- Kaiser LINKS Shuttle – The SLTMO, along with MV Transportation, were recently awarded a contract to provide shuttle services for the new Kaiser Permanente facility in San Leandro. The Kaiser contract will cover some LINKS overhead expenses, the larger service will make LINKS competitive for grants, and LINKS will benefit from operating

efficiencies. In addition, a unified service will help with branding and be less confusing to the public.

- AC Transit Partnership - AC Transit has proposed a pilot program in partnership with LINKS. The pilot program would provide \$100,000 per year for three years to LINKS. Conditions of the partnership would include AC Transit branding on the LINKS Shuttles and cross promotion, but no route changes.
- Next Generation Study – The City of San Leandro recently completed an analysis of needs in the West San Leandro Industrial area titled the "Next Generation Study". The purpose of the study was to determine how the city can capitalize on developments such as the LitSanLeandro fiber optic loop and the new Kaiser Permanente Hospital Complex, and put its industrial acreage to greater use and benefit. Although LINKS provides critical transportation in the industrial area, the study findings indicate that a shorter route and bus stops would make LINKS more user friendly.
- Shuttle Improvements – Taking information from the 2013 LINKS Rider Survey and the Next Generation Study, the SLTMO is looking into a number of improvements for the LINKS service, including:
 - Route modifications to better meet employer/employee needs.
 - The addition of benches and updated signs.
 - Technologies to make the service more user friendly such as bus tracking apps and Wi-Fi access.

Fiscal Year 2013-14 Proposed Budget

The SLTMO successfully applied for a FY 2013-14 Transportation Fund and Clear Air (TFCA) grant for LINKS. The grant is for \$30,000 per year for two-years beginning July 2013.

LINKS currently has a Lifeline Cycle 2 Grant in the amount of \$370,000 which has a remaining balance \$49,387. This grant was due to expire, whether all of the grant funds were expended or not. Staff worked with MTC and received approval to extend the Lifeline grant term to December 2014 to allow full recovery of the awarded funds.

In March 2012, the SLTMO applied for a Lifeline Cycle 3 Grant in the amount of \$336,000. The three year grant which would start in FY 2013-14 has been recommended by ACTC and is pending approval. Unfortunately, this grant along with other federal grants has been held up due to objections filed by labor unions. ACTC believes that the JARC funds will eventually be released. However, if the elapsed portion of the funds is not reinstated, the LINKS JARC grant could be reduced to approximately \$200,000. Alameda County Transportation Commission (ACTC) and Metropolitan Transportation Commission (MTC) have vigorously protested the failure to release the funds and are providing regular updates to grantees.

SLTMO continues to pursue a variety of grant funding, however, grant funding is unpredictable. In addition, grant reimbursements can only be drawn as a percentage of the total expense for the reporting period. The reimbursement process creates a cash flow problem making it necessary to have a strong reserve balance at all times.

Proactive measures taken to reduce costs and secure grants have helped to stabilize funding for LINKS. The loss of Redevelopment funding to fill the cash flow gap resulting from the grant reimbursement process will continue to pose a challenge for LINKS. With the instability of grant funding and the loss of Redevelopment funds, it is necessary to increase revenue by increasing the BID rates.

Per the approved Ordinance, the BID may be increased annually by the Consumer Price Index (CPI). This Fiscal Year's CPI factor is 2.7 percent which would result in the BID Base Rate increasing from \$26.01 to 26.73, and the BID Rate per Employee increasing from \$11.32 to 11.63. Businesses with five or fewer employees, landlords, and non-profits would remain exempt from the BID.

The LINKS budget can be found in Exhibit C. Following is a summary of key elements of the LINKS budget:

- BID revenue is projected at \$132,000 in FY 2013-14 with the recommended 2.7 percent CPI increase in the BID rates, covering less than half the \$304,800 operating costs of the shuttle service.
- Fiscal Years 2013-14 and 2014-15 are projected to have a year-end balance of \$50,349 and \$349 respectively. Based on current commitments, the 2015-16 Budget projects a deficit. The SLTMO is currently working on several projects which will potentially address the budget deficit including the Kaiser Shuttle contract and proposed partnership with AC Transit, in addition to possible grants.
- The current BID expires June 30, 2014. Fiscal year 2014-15 and 2015-16 assumes that the BID is re-established at rates increased by a projected CPI. An increase in the BID rate will be considered as part of the renewal process.
- The loss of Redevelopment funding to fill the cash flow gap resulting from the grant reimbursement process continues to pose a challenge for LINKS.
- The Lifeline Cycle 3 Grant in the amount of \$336,000 which was approved for award by ACTC has been put on hold at the federal level. MTC anticipates that funds will eventually be released, but it is possible that the grant might be reduced to \$200,000.

Business Improvement District Overview

In FY 2008-09, the City Council re-established the BID for another five year period, as previously explained in this report. The BID is a levied benefit assessment on businesses within the BID Area, the proceeds of which shall be used for the public purposes benefits the businesses in the BID, pursuant to the Parking and Business Improvement Area Law of 1989 Section 36500 et seq. of Division 18 of the California Streets and Highways Code. All of the assessments imposed by the BID Ordinance shall be reviewed by the City Council annually based upon the annual reports prepared by the advisory board appointed pursuant to Sections 36530 and 36533 of the California Streets and Highways Code. Pursuant to Section 36533(c), the City Council

may approve the report as filed by the advisory board or may modify any particular contained in the report and approve it as modified.

In previous years prior to the economic recession the BID typically generated between \$135,000 to \$145,000 for LINKS operations and administrative costs. In FY 2011-12 the BID generated approximately \$130,000. The decline in revenue and loss of Redevelopment contribution has made it necessary to raise the BID rates.

As part of the BID process, the City Council has appointed two City staff designees and three to five business representatives to serve on the West San Leandro Shuttle Business Improvement District Advisory Board (Advisory Board) to review the performance of the LINKS, the specific program supported by the West San Leandro Shuttle Business Improvement District.

The five to seven member Advisory Board appointed by the San Leandro City Council includes the City's Engineering and Transportation Director and the Director of Finance (or their designees). The business members appointed to the Advisory Board are Dora Wong of Coca Cola Bottling Company, Alexandra Vasquez, Peterson Companies, Mike Adelson, Mr. Plastics and Steve Magidson, Docustream. The Advisory Board's duties include review of the LINKS performance and budget, and a recommendation for BID assessment rate.

Recommendation - Business Improvement District Fiscal Year 2013-14 Assessment

With respect to the BID assessment for FY 2013-14, the Advisory Board recommends that the San Leandro City Council adopt a BID assessment which is adjusted by the Consumer Price Index (CPI), 2.7 percent. This would result in the BID Base Rate increasing from \$26.01 to \$26.73, and the BID Rate per Employee increasing from \$11.32 to \$11.63. Businesses with five or fewer employees, landlords, and non-profits would remain exempt from the BID.

EXHIBIT A – Ridership Statistics

EXHIBIT B – Route Map

EXHIBIT C – Budget

EXHIBIT D – 2013 Rider Survey

EXHIBIT E – 2013 Rider Survey – PowerPoint Summary

EXHIBIT A

Ridership Statistics

EXHIBIT A - LINKS Ridership in Fiscal Years

REVISED: 8-5-13

Fiscal Year	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Avg/Mo	Avg/Day
FY02							3,460	3,543	6,186	7,687	7,649	7,253	35,778	5,963	275
FY03	7,879	8,740	10,452	12,562	10,721	8,826	9,243	7,554	8,499	8,967	8,682	7,744	109,869	9,156	423
FY04	7,629	7,418	9,028	9,033	7,248	7,853	9,339	12,223	14,841	12,007	12,443	12,659	121,721	10,143	468
FY05	8,664	9,213	11,373	10,505	11,216	10,265	11,890	13,361	15,485	14,394	14,948	14,718	146,032	12,169	562
FY06	12,178	13,927	13,625	14,254	14,320	14,649	14,782	14,478	16,307	15,324	14,984	14,681	173,509	14,459	667
FY07	13,439	17,047	16,781	19,735	17,925	18,357	18,096	16,252	17,310	17,583	19,227	17,938	209,690	17,474	807
FY08	14,038	12,550	12,125	14,554	13,121	11,979	11,656	10,895	14,539	14,719	14,115	15,839	160,130	13,344	616
FY09	17,115	13,720	13,021	14,554	10,904	11,532	10,553	10,197	10,903	10,703	10,400	11,464	145,066	12,089	568
FY10	11,569	10,884	11,942	13,229	11,549	10,465	9,417	11,445	13,125	13,229	12,014	13,639	142,507	11,876	548
FY11	12,893	13,707	16,483	19,525	18,861	16,108	13,836	11,643	16,472	14,032	11,640	12,445	177,645	14,804	663
FY12	12,529	12,307	13,051	17,047	15,763	17,378	15,678	15,993	17,556	17,850	20,072	18,346	193,570	16,131	745
FY13	19,499	17,334	15,915	16,896	15,689	14,913	17,253	14,551	15,331	16,537	15,088	12,640	191,646	15,971	737

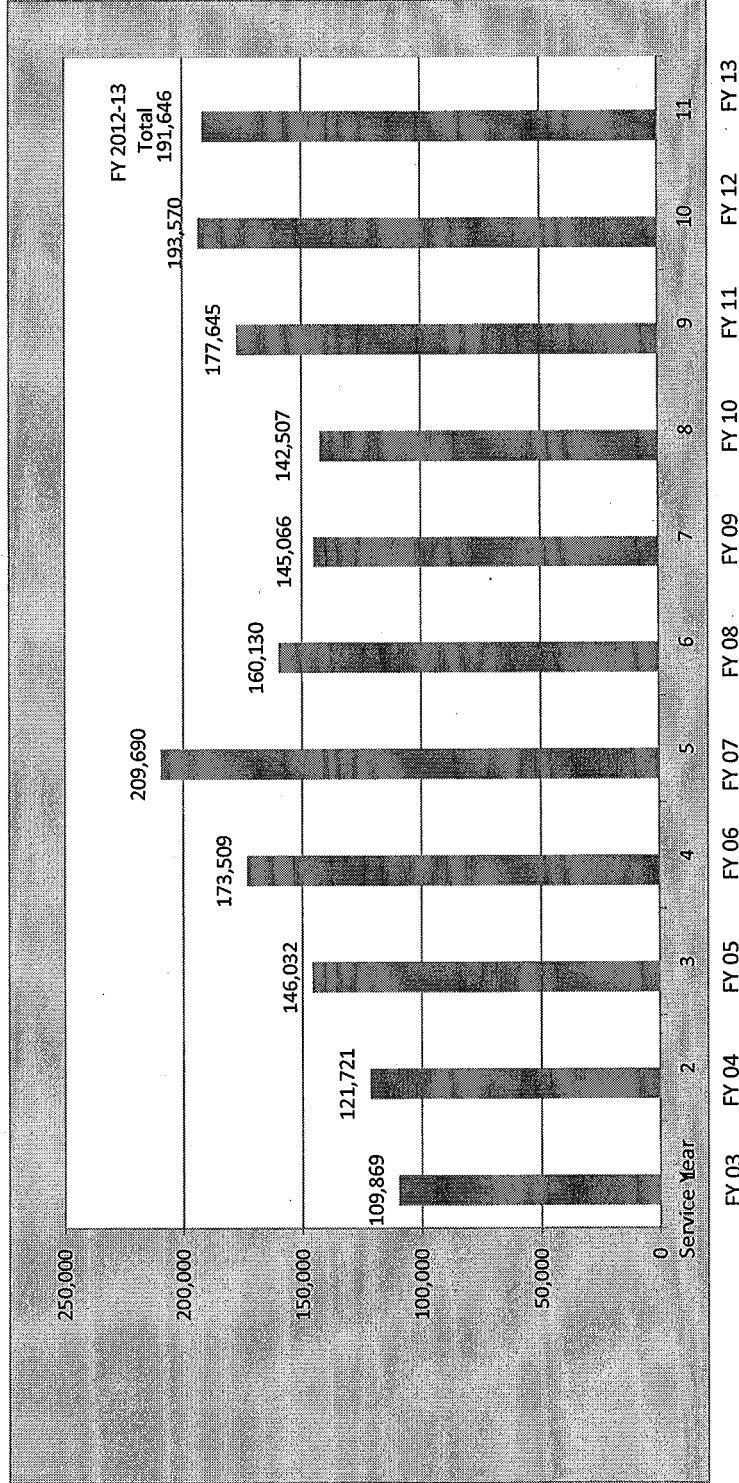
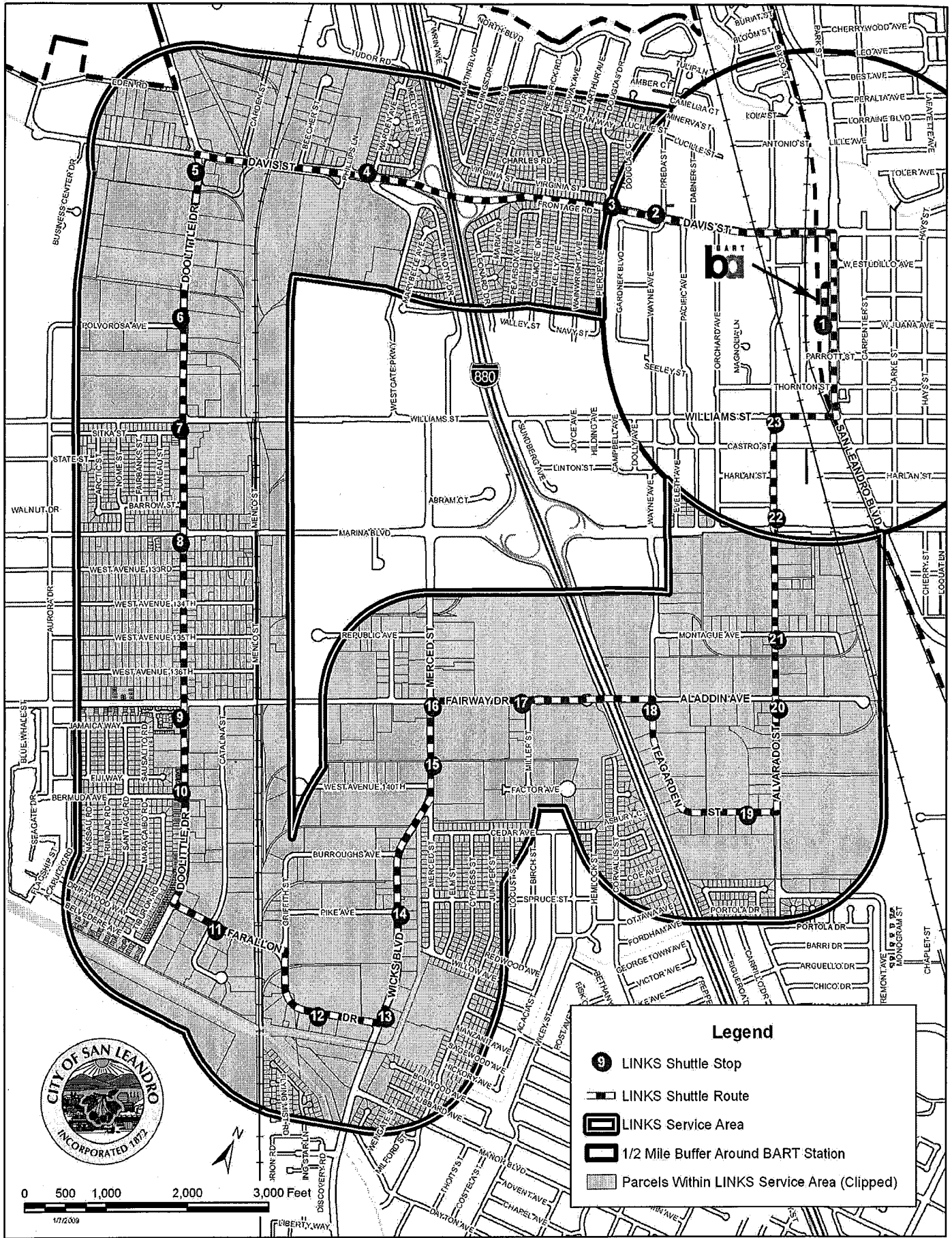


EXHIBIT B

Route Map



LINKS Service Area and Route

EXHIBIT C

Budget

EXHIBIT C - LINKS BUDGET		FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16
	11/7/2013	Actual	Actual	Actual	Budget	Budget (3)	Budget (3)
Income:							
TFCA Grant - FY 13/14 Two-Year Grant (\$60,000)		-	66,605	47,500	30,000	30,000	30,000 (4)
Lifeline Grant* Cycle 2 Grant extended to Dec 2014 and will be fully expended.		96,602	72,681	62,458	138,257	-	-
Lifeline Grant Cycle 3 (\$336,000) Recommended by ACTC, Pending Approval (1)		-	-	-	-	100,800	114,240
Business Improvement District (2)		121,000	131,210	128,413	132,000	147,000	151,363
RDA Contribution		50,000	50,000	-	-	-	-
Total Income:		267,602	320,496	238,371	300,257	277,800	295,603
Expenses:							
MV Transportation		266,083	238,175	228,317	250,000	273,000	282,342
Executive Director		24,000	24,000	26,000	24,000	24,000	24,000
SLTMO Staff			0	6,750	18,000	18,000	18,000
Consulting (Audit and Rider Survey)		5,000	0	2,038	5,000	5,000	5,000
Marketing, Advertising, and Misc.		324	0	2,220	2,300	2,300	2,300
Insurance, Tax Return, Bank Charges, Non-Profit Fees		1,795	1797	2,368	2,000	2,000	2,000
City Administration and Accounting		3,500	3,500	0	3,500	3,500	3,500
Total Expenses:		300,702	267,472	267,693	304,800	327,800	337,142
Net Income		-33,100	53,024	-29,322	-4,543	-50,000	-41,539
Year End Balance		49,348	102,372	54,892	50,349	349	-41,190
Adjustment: Prior Year End Closing			-18,158				
Adjusted Year End Balance			84,214	54,892	50,349	349	-41,190
(1) Lifeline Grant Cycle 3, three-year grant has been approved but is pending and may be reduced to \$200,000. Grant is budgeted at \$200,000.							
(2) FY 2013-14 BID assumes 2.7% CPI increase.							
(3) Current BID expires June 30, 2014. FY 14/15 & FY 15/16 assumes that the BID is re-established.							
(4) The SLTMO will apply for FY 2014-15 TFCA grant. The SLTMO is typically awarded \$30,000 - \$45,000/yr.							
Note: Budget does not include projected revenue from the pending Kaiser contract or proposed partnership with AC Transit.							

EXHIBIT D

2013 Rider Survey

**San Leandro LINKS
2013
Shuttle Rider Survey**

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August 2013**

**San Leandro LINKS
2013 Shuttle Rider Survey**

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Appendix - Questionnaire

San Leandro LINKS 2013 Shuttle Rider Survey

Executive Summary

- On most metrics, results are similar to the last survey, conducted in 2010.
- A total of 207 riders were surveyed on three July days in the morning and afternoon.
- Four out of five riders use the shuttle to commute to work.
- 62% of shuttle riders live in San Leandro or Oakland.
- Shuttle riders travel an average of 11.8 miles from their homes to work, including the shuttle trip.
- 82% ride the shuttle every day; 65% ride the shuttle in the morning *and* the afternoon.
- Most ride BART or AC Transit before using LINKS.
- If LINKS were unavailable, most would switch to AC Transit, or AC Transit with BART, but 10% would start driving alone.
- Eight out of ten say that losing LINKS would present a financial hardship for them; 3% would be unable to work at their current location.
- Riders continue to be well-satisfied with the service; 80% rated the LINKS shuttle good or excellent. The drivers are quite popular with 65% of riders again giving them an “excellent” rating.
- Nearly half of riders say the shuttle is too crowded to be comfortable at least once or twice a week. This is a significant increase since 2010.
- The fact that the shuttle is free is most important to riders, followed by the schedule and frequency, and convenience.
- Two-thirds of shuttle riders who ride BART have been using this combination of modes for more than one year.
- The most commonly suggested way to improve the LINKS shuttle is to extend the hours in the evening.

San Leandro LINKS 2013 Shuttle Rider Survey

Background

The LINKS Shuttle provides free round-trip service from the San Leandro BART station to employers in West San Leandro. The LINKS shuttle serves employers by aiding retention and hiring. After more than a dozen years of operation, ridership remains steady. The rider study measures satisfaction and use to determine ways to improve the shuttle service. The survey was conducted annually from 2006-2008, in 2010, and now in 2013.

Funding for the shuttle has been provided by various agencies, including the City of San Leandro Redevelopment Agency, a West San Leandro Business Improvement District (BID), a Low Income Federal Transportation (LIFT) grant, as well as grants from the Bay Area Air Quality Management District and the Metropolitan Transportation Commission.

Survey Methodology

The survey was administered to shuttle riders on July 16, 17 and 29 during the morning and afternoon hours of shuttle operation. A total of 207 responses were collected, the highest survey response in the history of the survey.

In the years that the survey has been conducted, the questionnaire has deliberately been kept the same to enable comparability. Most questions are similar; there are a couple of new ones. A copy of the questionnaire is included in the Appendix.

Trip Purpose

Four out of five riders use the shuttle to commute, a level comparable to most previous years. The proportion of riders using the shuttle for errands/shopping increased to 8%, and the proportion riding for school is at 5%. Other reasons cited by 6% include “gym,” “church” and “doing volunteer work.” Table 1 shows the trip purpose.

Table 1 – Purpose of Trip

Purpose	2006	2007	2008	2010	2013
Commute to Work	87%	78%	93%	76%	80%
Errands/Shopping*	-	4%	3%	6%	8%
School	5%	12%	1%	6%	5%
Davis Street Family Resource Center**	-	4%	1%	4%	1%
Other	6%	2%	1%	9%	6%
Total	100%	100%	100%	100%	100%

*Category included “library” 2006-2010

**Category included “or other social services agency” in 2013

Home Locations

All respondents were asked their home Zipcodes. Nearly half of shuttle riders (47%) live in San Leandro, as in 2010. Fifteen percent live in Oakland, fewer than in 2010. Nearly all respondents live in the East Bay, most in areas that BART services. Table 2 shows the cities that shuttle riders live in.

Table 2 – Shuttle Riders’ Home Locations

City	Number	Percent
San Leandro	98	47%
Oakland	31	15%
San Francisco	13	6%
Fremont	8	4%
Hayward	5	2%
Alameda	4	2%
Vallejo	4	2%
Other	44	22%
Total	207	100%

Shuttle riders travel an average of 11.8 miles from their homes to their destination using the shuttle. This question was asked for the first time in 2013, so there aren’t comparable statistics from previous years.

Daily Shuttle Use

On average, 85% of shuttle riders ride the shuttle each day. This is consistent with prior years. Ridership on Tuesdays and Wednesdays is higher than on other days of the week. Table 3 shows the days that riders use the shuttle.

Table 3 – Daily Shuttle Use

Average	Mon	Tue	Wed	Thurs	Fri
85%	84%	88%	88%	84%	82%

As in past years, most shuttle riders (65%) use the shuttle in the morning and the afternoon. Fifteen percent say they only ride in the morning, and 20% say they only ride in the afternoon.

Mode Use with Shuttle

Two-thirds of shuttle riders (68%) ride BART prior to getting on the shuttle. Fifteen percent walk from home. Nine percent ride AC Transit, the lowest level in survey history. Table 4 shows the modes of transportation riders use prior to the shuttle.

Table 4 – Mode Just Prior to Shuttle

Prior Commute Mode	2006	2007	2008	2010	2013
Ride BART	64%	59%	68%	67%	68%
Walk from home	19%	12%	7%	13%	15%
Ride AC Transit	11%	20%	18%	10%	9%
Walk from work	2%	6%	4%	6%	4%
Drive alone to LINKS stop	1%	1%	-	1%	1%
Carpool from home*	n/a	n/a	n/a	n/a	1%
Other	3%	2%	3%	3%	3%
Total	100%	100%	100%	100%	100%

*Presented as an option in 2013

Alternatives to LINKS

If the LINKS shuttle were not available, half (54%) would use AC Transit, either in conjunction with BART, a bike or alone. Sixteen percent would use BART. Eleven percent would walk or bike the whole way to work and 10% would drive alone. Since 2006, the proportion of shuttle riders who perceive LINKS as an exact substitute for AC Transit has fluctuated, but generally fell from a high of 37% to the current low of 24%. Table 5 shows the alternatives to LINKS.

Table 5 – Alternative to LINKS

Alternative to LINKS	2007	2008	2010	2013
BART and AC Transit	23%	21%	23%	25%
Take AC Transit	32%	37%	28%	24%
BART and walk	9%	10%	13%	16%
Walk or bike all the way to work	9%	8%	9%	11%
Drive alone	11%	13%	8%	10%
AC Transit and bicycle	5%	-	6%	5%
Couldn't continue working at this location	5%	6%	4%	3%
Get dropped off by car	3%	1%	4%	3%
BART and bicycle	2%	2%	3%	2%
Carpool or vanpool	1%	1%	2%	1%
Total	100%	100%	100%	100%

Financial Hardship

In 2013, 79% say that losing LINKS would present a financial hardship for them. This is similar to 2010, but lower than in 2007-2008, perhaps reflecting the general economic recovery. Only 3% say they couldn't continue working at their current location if LINKS disappeared.

Most people who ride LINKS are low-income, or have incomes below Bay Area averages. Approximately 80% say their annual household income is less than \$52,000. As most respondents live in multi-person households, a significant proportion are living below the official poverty level.

Evaluating the Shuttle

Riders rated four aspects of the shuttle service – overall quality, schedule, comfort/safety and driver courtesy. A five-point scale was used, where “1” represented poor, and “5” represented excellent. Satisfaction with the shuttle has always been extremely high and this year is no exception.

Overall Quality

Shuttle riders are very pleased with the shuttle service. About 80% gave high scores, with over half (57%) saying the shuttles are excellent. While satisfaction is very high, it was much higher in 2010 when 91% said the shuttle was good or excellent.

Table 6 – Overall Quality of Shuttle Service

Overall Quality Rating	Percent
1 – Poor	1%
2-Fair	2%
3 - Average	18%
4- Good	23%
5 – Excellent	57%

Schedule

Most riders (64%) feel the schedule is good or excellent, but this is the weakest area among those evaluated. Satisfaction with the schedule declined notably this year. Some customers wrote in that they wished the shuttle operated on a strict schedule, rather than an estimated circuit.

Table 7 – Schedule

Schedule	Percent
1 – Poor	4%
2-Fair	10%
3 - Average	22%
4- Good	22%
5 – Excellent	42%

Comfort/Safety

Comfort and safety get high marks, with over eight out of ten (84%) rating them as good or excellent.

Table 8 – Comfort/Safety

Comfort/Safety	Percent
1 – Poor	1%
2-Fair	2%
3 - Average	13%
4- Good	24%
5 – Excellent	60%

Driver Courtesy

Driver courtesy remains a strength; 85% give the driver high marks.

Table 9 – Driver Courtesy

Driver Courtesy	Percent
1 – Poor	2%
2-Fair	1%
3 - Average	12%
4- Good	20%
5 – Excellent	65%

Summary of Ratings

Higher scores indicate higher satisfaction. Every year, the shuttle gets high ratings, with only slight changes from year to year. However, in 2013, we see a meaningful drop in overall quality (from 4.6 to 4.3) which appears to be driven by dissatisfaction with the schedule (falls from 4.3 to 3.9). Table 10 on the following page summarizes the ratings.

Table 10 – Summary of Ratings

Attribute	2007	2008	2010	2010
Overall Quality	4.4	4.5	4.6	4.3
Schedule	4.1	4.2	4.3	3.9
Comfort/Safety	4.5	4.4	4.5	4.4
Driver Courtesy	4.7	4.7	4.5	4.5

Effects of Increased Ridership

More riders say that the shuttle is too crowded to be comfortable at least once or twice a week.

The percentage of riders who say this never happens has dropped from 55% to 44%, a significant change from 2010. Table 11 shows the frequency of crowded shuttles.

Table 11 – Shuttle Crowding

Frequency	2008	2010	2013
Never	49%	55%	44%
Once or twice a week	35%	26%	37%
Three to five times a week	6%	10%	10%
More than five times a week	2%	2%	1%
Not sure, ride infrequently	8%	8%	8%

Most Important Feature of the LINKS Service

Over half of the respondents (57%) said the most important aspect of the LINKS shuttle is that it is free. Fourteen percent say that the schedule is the most important feature, while 10% cite convenience. In 2010, fewer people cited “free” and more people cited the schedule. It’s interesting that the schedule is less important while dissatisfaction has increased. Table 12 shows the most important features.

Table 12 - Important Aspect of the LINKS Service

	Percent
Free	57%
Schedule/frequency	14%
Convenient	10%
Reliable	8%
Route	8%
Safe	3%
Total	100%

How Heard about LINKS Shuttle

Shuttle riders are most likely to become aware of the LINKS shuttle because they saw it going by (45%). One-quarter (23%) heard about it through a coworker and 19% learned of the shuttle from their employer. Since 2010, it appears that more people are learning about the shuttle through work. Table 13 shows how people hear about LINKS.

Table 13 – How Heard about LINKS

	2010	2013
Saw it going by	48%	45%
Coworker	19%	23%
Employer	13%	19%
Other	16%	10%
Internet	2%	3%
Newspaper	2%	1%
Total	100%	100%

In 2013, 94% said their primary language is English, 4% said Spanish, and 2% said “other.”

Spare the Air Days

Since 2010, the proportion of people who are aware of Spare the Air Days fell from 86% to 79%.

Among those who are aware of Spare the Air Days, 39% said they used the LINKS shuttle because of Spare the Air Days. They may be riding the shuttle anyway, however.

BART Riders and the LINKS Shuttle

To better assess how LINKS contributes to BART ridership, those shuttle riders who also use BART were asked a series of questions. Respondents were asked “at which BART station do you begin your trip?” As in past years, San Leandro is the leader by a wide margin, with Fruitvale a distant second. Only one or two respondents use the other BART stations. Table 14 shows the BART stations where shuttle riders’ trips originate.

Table 14 – BART Origin Station

Station	Number	Percent
San Leandro	57	40%
Fruitvale	11	8%
Other	73	52%
Total	141	100%

Trip to BART

BART riders are most likely to get to the origin station by walking (40%) or by taking the bus (39%). These numbers include people who ride AC Transit to the San Leandro BART station, then switch to the shuttle. The mode BART commuters use to get to the station has remained stable for several years of surveys. Table 15 shows the way BART riders get to the station.

Table 15 – Trip to BART

Trip to BART	Percent
Walked all the way to BART	40%
Bus	39%
Dropped off	10%
Drove alone	5%
Carpooled	3%
Bicycle	1%
Total	100%

Distance to Origin Station

As in 2010, six out of ten BART riders (61%) travel less than three miles to the closest BART station. Distances travelled to BART haven't changed since 2010. Table 16 shows the distances.

Table 16 – Distance to Origin Station

Distance to Origin Station	Percent
Less than one mile	25%
One to three miles	36%
Three to five miles	16%
More than five miles	24%
Total	100%

How Long Commuters Have Been Using BART and LINKS

A total of 35% of shuttle riders who use BART have been commuting this way for less than one year, far fewer than the 48% in 2010. Two-thirds (66%) have been commuting this way for more than one year, compared to 53% in 2010. While there weren't meaningful changes between 2008 and 2010, 2013 commuters have been commuting this way for longer. Table 17 shows how long commuters have been using BART and LINKS.

Table 17 – Time Using BART and LINKS

Time	2010	2013
Six months or less	28%	21%
More than 6 months, less than 1 year	20%	14%
One to three years	26%	32%
More than three years	27%	34%
Total	100%	100%

Ways to Improve LINKS Service

This year, respondents were asked if they would be more likely to use extended hours in the morning or the evening, if funding were available. Nearly half (46%) said evening. Another 36% said morning, and 18% said neither. (Table 18)

Table 18 – Preferred Extended Hours

	Time	Percent
Morning		36%
Evening		46%
Neither		18%
	Total	100%

The most common suggestion to improve LINKS was to extend hours, especially in the evening. Many people asked for a pull cord or bell to notify the driver that they wanted to stop. Other suggestions included:

- Have two shuttles going opposite directions
- Have a regular schedule, and stick to it
- Run on weekends
- No children allowed
- GPS tracking so people can wait inside
- Windows that open

Many respondents stated, however, that they just wanted the shuttle to keep running.

Conclusions

Shuttle riders continue to be very satisfied with the service. They give it high marks in all areas, and the only real suggestions for improvement are to offer more service. If further funding becomes available, LINKS should first consider extending the evening hours.



San Leandro LINKS Rider Survey

Please complete this survey to help us improve the LINKS shuttle service. Thank you.

1. What was your reason for riding the shuttle today?
 Commute to work If yes, where do you work _____
 Errands/shopping/medical
 School
 Davis Street Family Resource Center or other social services agency
 Other (please specify) _____

2. What is your home ZIP code? _____

3. When you use LINKS, what is the distance from your home to work (or other destination)?
 _____ Miles

4. Which days do you ride the shuttle? (please circle all that apply)
 Mon Tue Wed Thu Fri

5. Do you ride the shuttle in the...
 Morning only Afternoon only Both morning and afternoon

6. Before you got on the shuttle today, did you....
 Ride BART Walk from work
 Ride AC Transit Drive alone to the LINKS shuttle stop
 Carpool from home Walk from home
 Other (please specify) _____

7. If it weren't for the LINKS shuttle, how would you travel to work? (pick one)
 Drive alone Take AC Transit and bicycle
 Take AC Transit Carpool or vanpool
 Take BART and AC Transit Get dropped off by car
 Take BART and walk Walk or bicycle all the way to work
 Take BART and bicycle Couldn't continue working at this location

8. If the LINKS shuttle were eliminated, would it create a financial hardship for you?
 Yes No

9. Please rate the shuttle service on the following factors: (circle one number in each row)

	Poor		Average		Excellent
Overall Quality	1	2	3	4	5
Schedule	1	2	3	4	5
Comfort/Safety	1	2	3	4	5
Driver Courtesy	1	2	3	4	5

10. Which aspect of the LINKS service is *most* important to you? Please check only *one*.

Free Safe
 Schedule/ frequency Reliable
 Route Convenient

11. In a typical week, how often is the shuttle bus too crowded to be comfortable?

Never
 Once or twice a week
 Three to five times a week
 More than five times a week
 Not sure, ride infrequently

12. What is your preferred language, for future written communications? _____

13. How did you hear about the LINKS Shuttle?

- Employer
- Newspaper
- Coworker
- Internet (please specify) _____
- Saw it going by
- Other (please specify) _____

14. Are you aware of "Spare the Air" Days?

- Yes
- No

If yes, do you use the LINKS shuttle because of "Spare the Air" Days?

- Yes
- No

15. How many people are in your household? _____

16. Approximately what is your annual household income? (Please circle one.)

- | | |
|--|--|
| <input type="checkbox"/> 0-\$17K | <input type="checkbox"/> \$41K- \$45K |
| <input type="checkbox"/> \$18K-\$22K | <input type="checkbox"/> \$46K-\$52K |
| <input type="checkbox"/> \$23K-\$27K | <input type="checkbox"/> \$53K - \$58K |
| <input type="checkbox"/> \$28K - \$34K | <input type="checkbox"/> \$59K-\$69K |
| <input type="checkbox"/> \$35K- \$40K | <input type="checkbox"/> \$70K or more |

BART Riders Only:

17. At which BART station do you begin your trip? _____

18. How did you get to the BART station from your home? (select one)

- Drove alone
- Motorcycle/moped
- Carpooled
- Bicycle
- Walked all the way to BART
- Dropped off (someone else drove me)
- Bus

19. How far is it from your home to the BART station you entered?

- Less than one mile
- One to three miles
- Three to five miles
- More than five miles

20. How long have you been using this BART/shuttle combination for your commute?

- Six months or less
- More than six months, but less than one year
- One to three years
- More than three years

21. If funding were available, would you be more likely to use extended hours in the morning or evening?

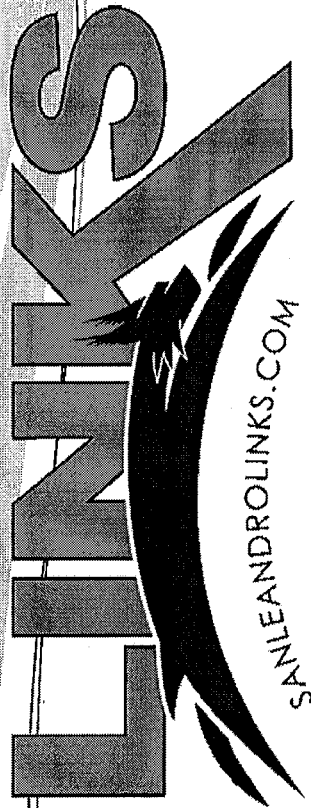
- Extended Hours – Morning
- Extended Hours – Evening
- Neither

How can we improve the LINKS service?

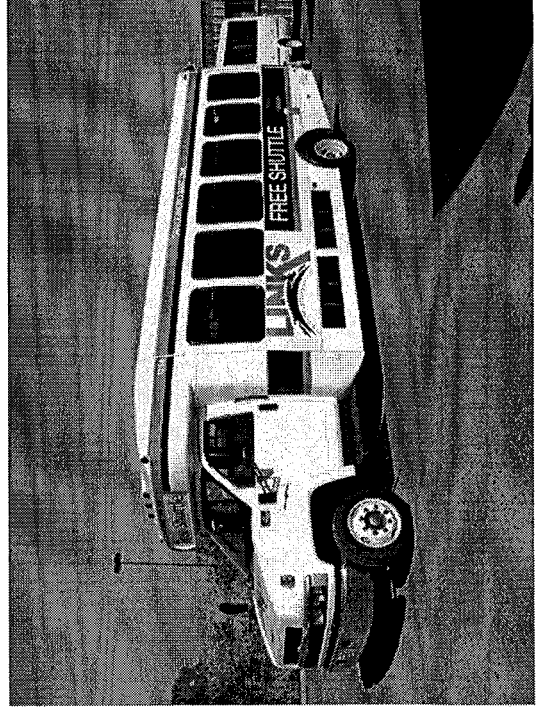
Thank you for your participation.

EXHIBIT E

2013 Rider Survey – PowerPoint Summary

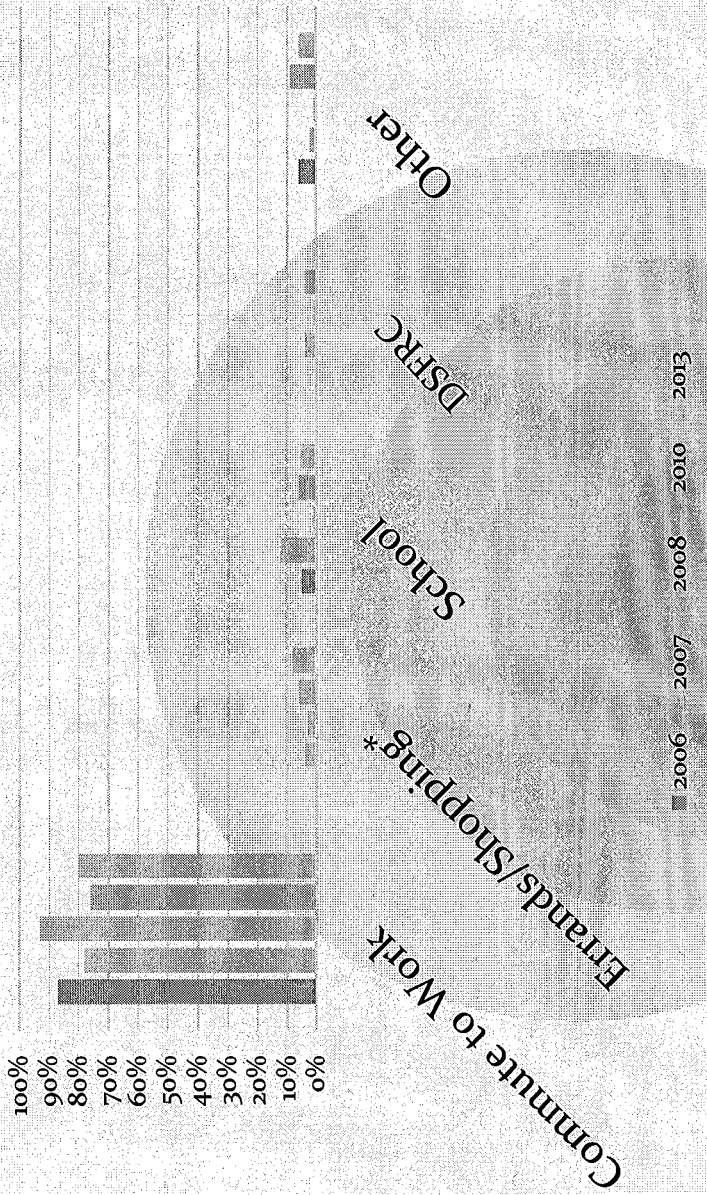


Rider Survey 2013



207 Riders Surveyed
Morning & Evening Shuttles
July 16, 17, 29, 2013

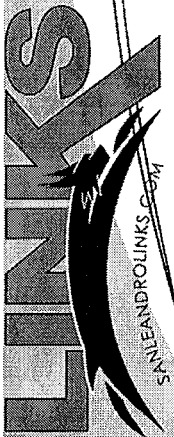
Trip Purpose



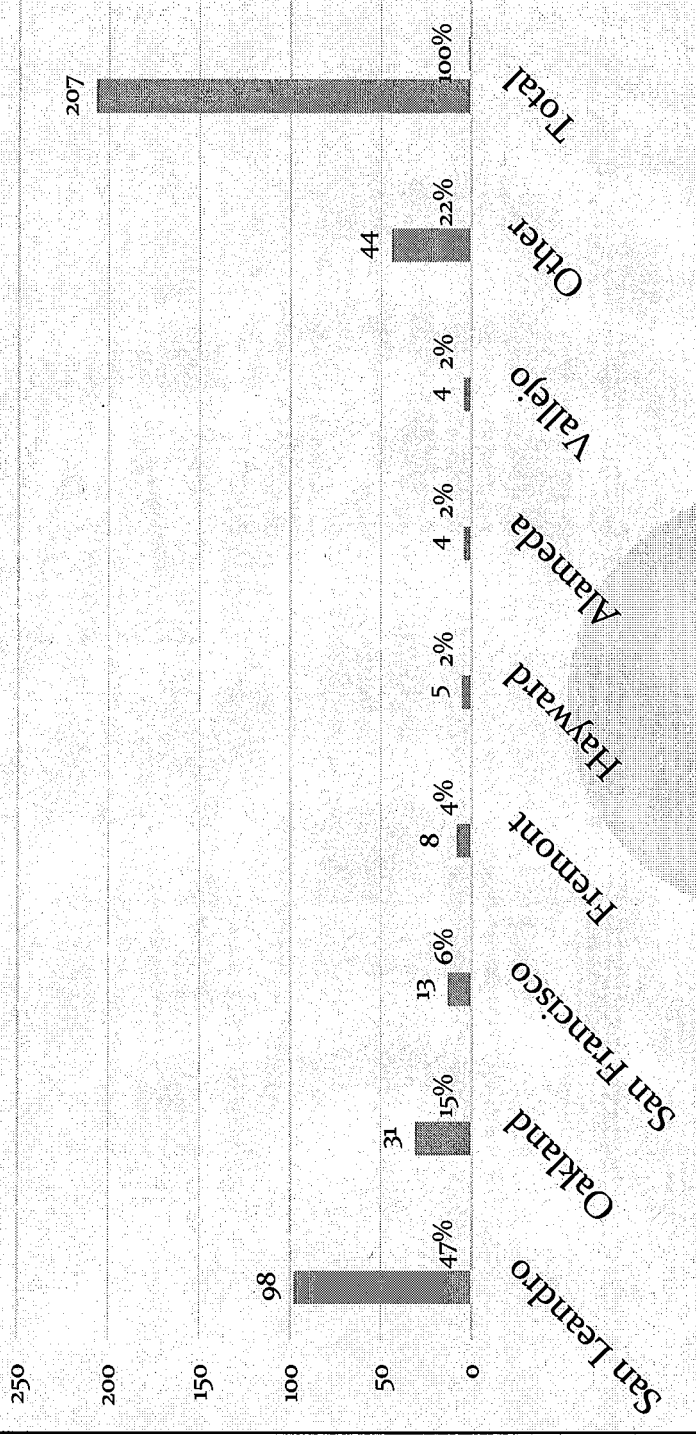
4 of 5 Riders use LINKS to commute to work

of Riders using LINKS to shop/run errands increased

Other reasons cited for using LINKS: church, gym, volunteer work

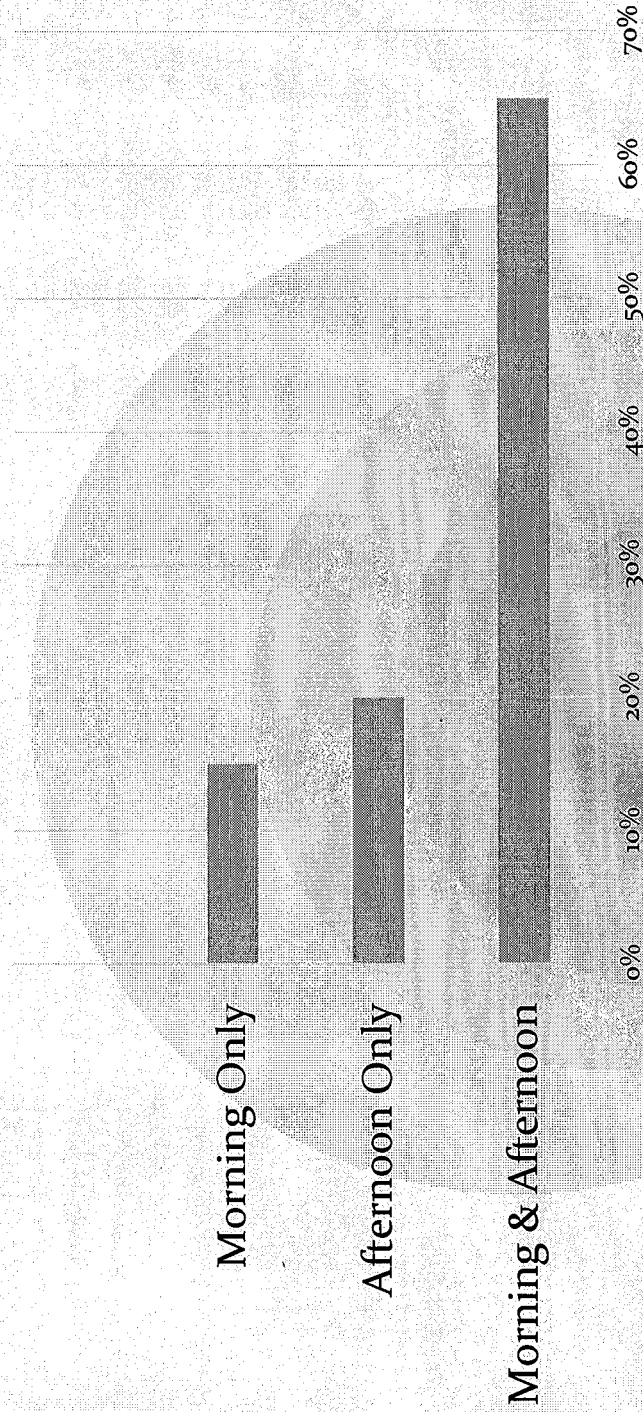


LINKS Rider's Home Locations



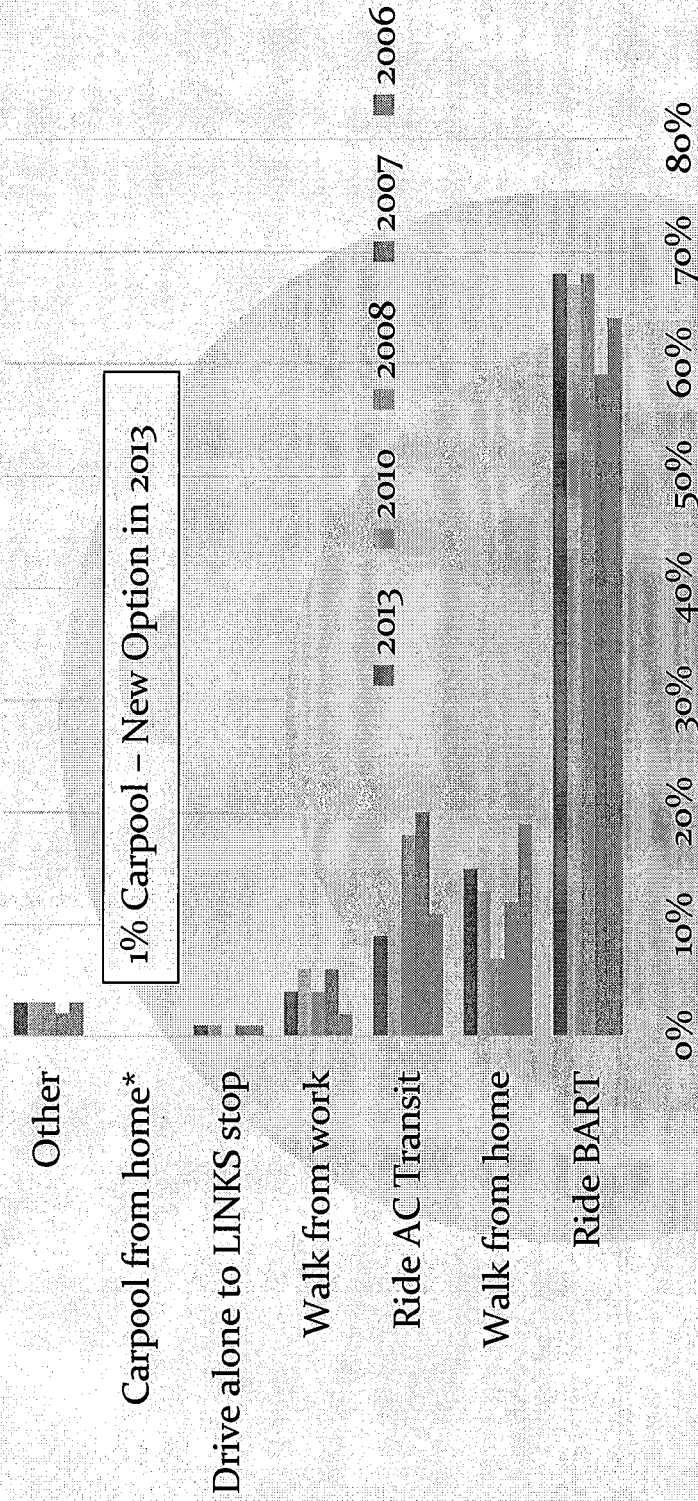
Half of the LINKS riders are from San Leandro
Riders travel average of 11.8 miles from home to
their destination.

Time of Day Riders Use LINKS Morning and/or Afternoon Shuttle



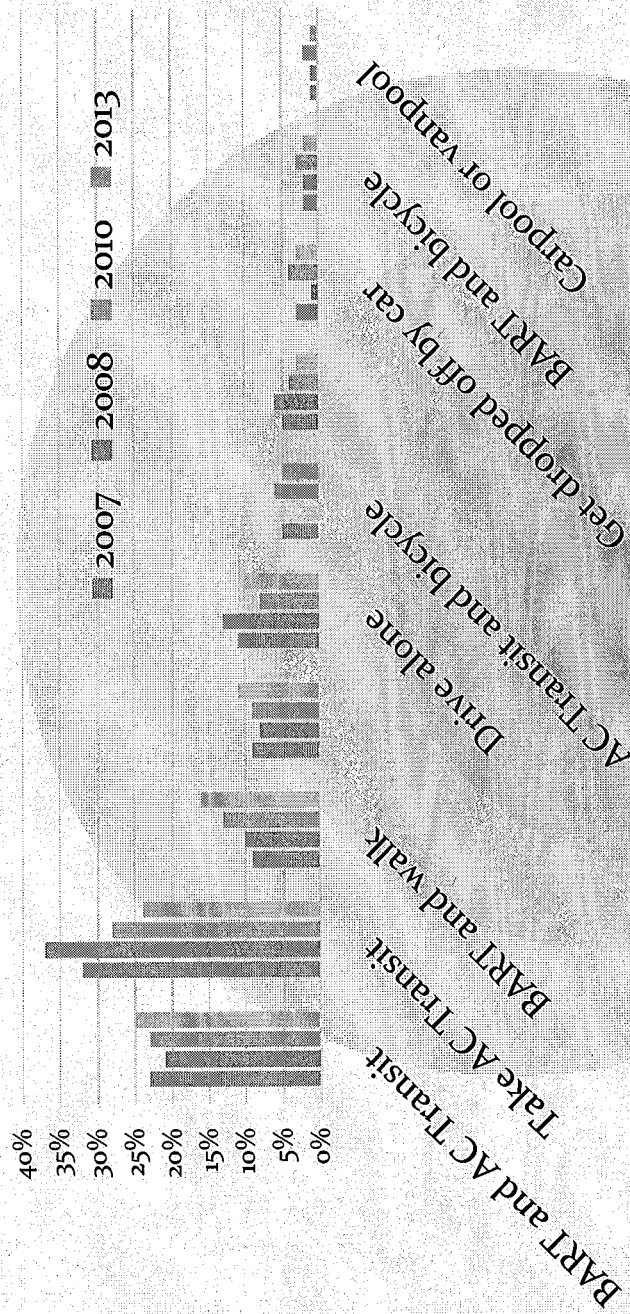
Two-thirds of the riders use the service in the morning and afternoon

Mode of Transportation to LINKS

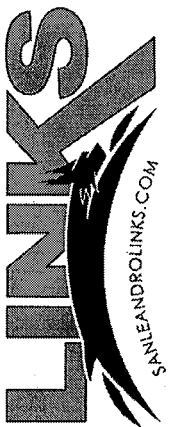


- Two-thirds (68%) ride BART prior to getting on LINKS
- 15% Walk from Home
- 9% Walk from AC Transit, the lowest level in survey history

If LINKS Was Not Available Riders Would Use.....



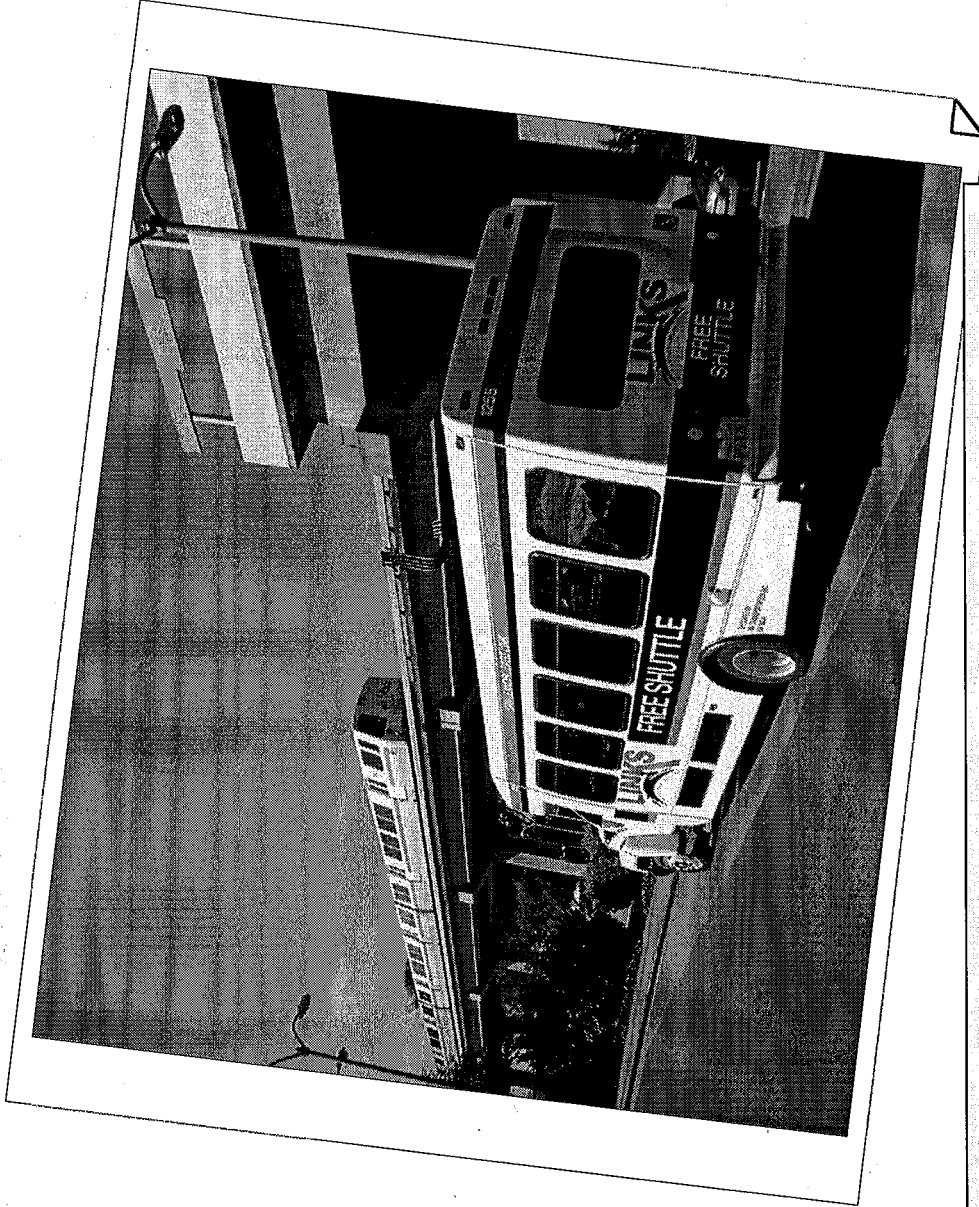
- 54% would use AC Transit, with BART, a Bike or alone.
- 11% would walk or bike
- 10% would drive alone



**Impact on
Riders if LINKS
were not
Available...**

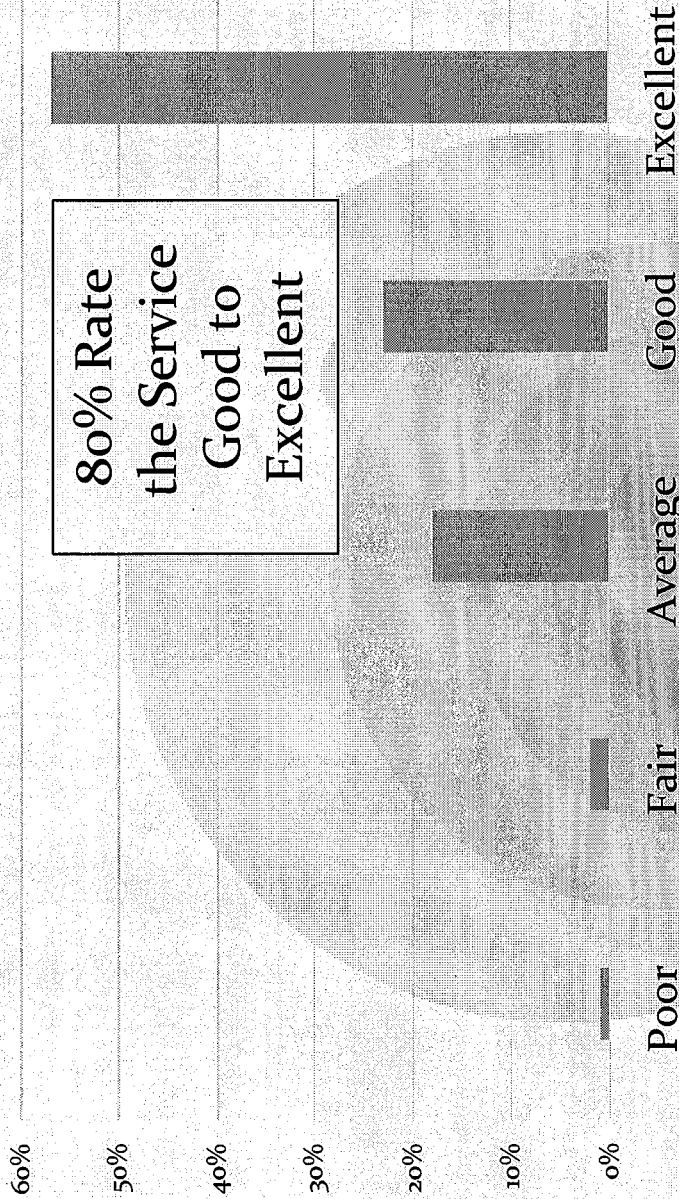
79% - Financial
Hardship

3% - Could not
continue working
at current location



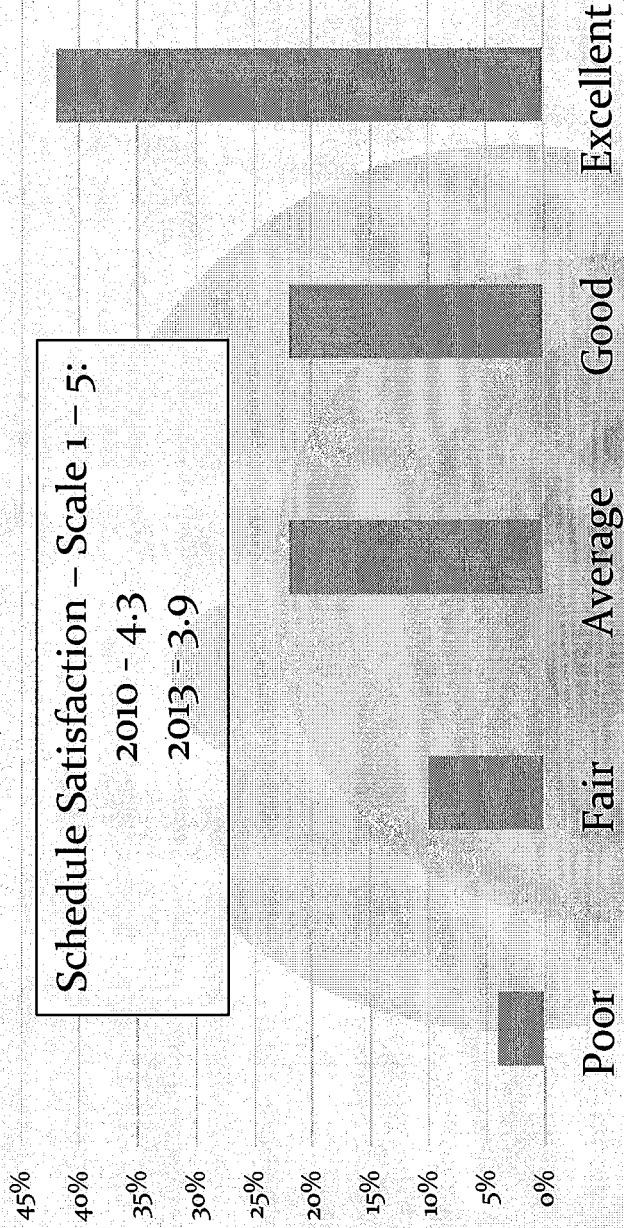
Most riders are low-income
80% - Annual household income less than \$52,000

Overall Quality Rating



While satisfaction is very high, it was higher in 2010 when 90% said the shuttle was good to excellent

Schedule Satisfaction



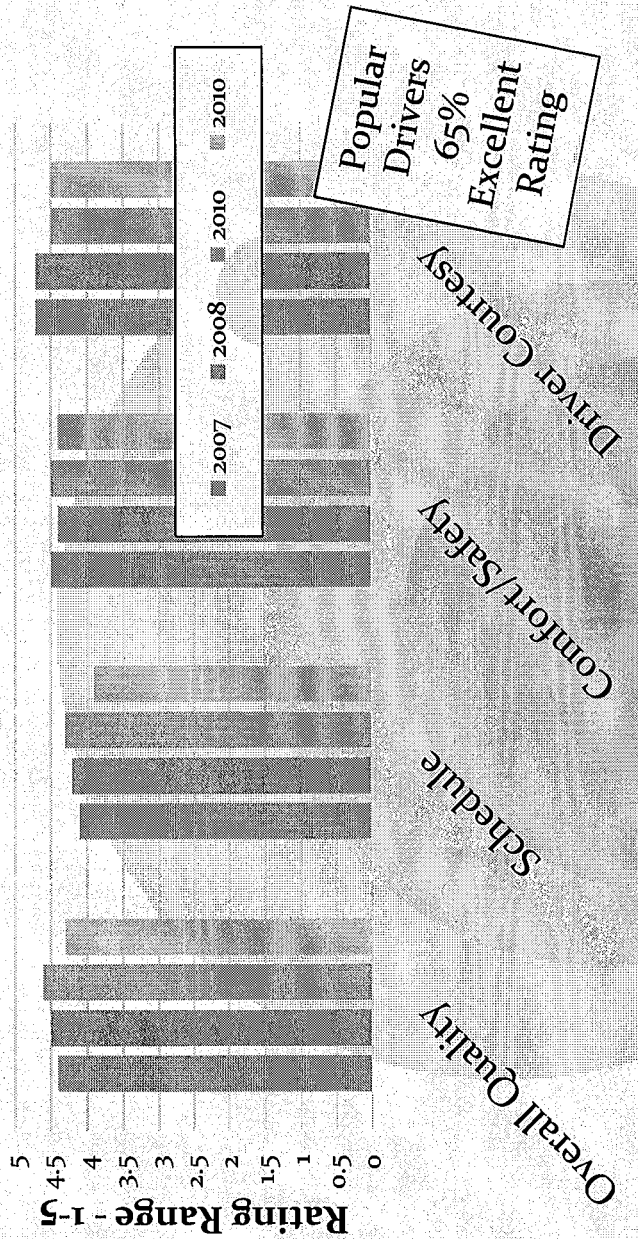
Key Finding

Most riders (64%) feel the schedule is good to excellent, but this is the weakest area evaluated

Satisfaction with the schedule declined notably

Some riders indicated they wished the shuttle operated on a strict schedule, rather than an estimated circuit

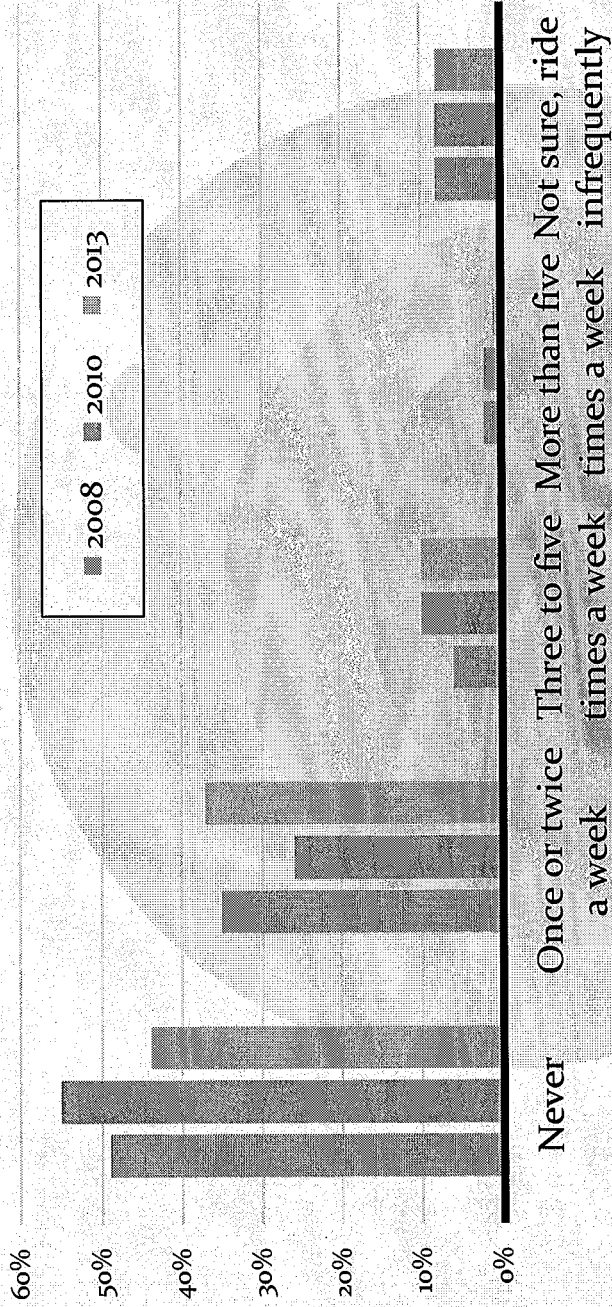
Summary of Ratings Year to Year Comparison



LINKS consistently gets high ratings, with only slight changes from year to year

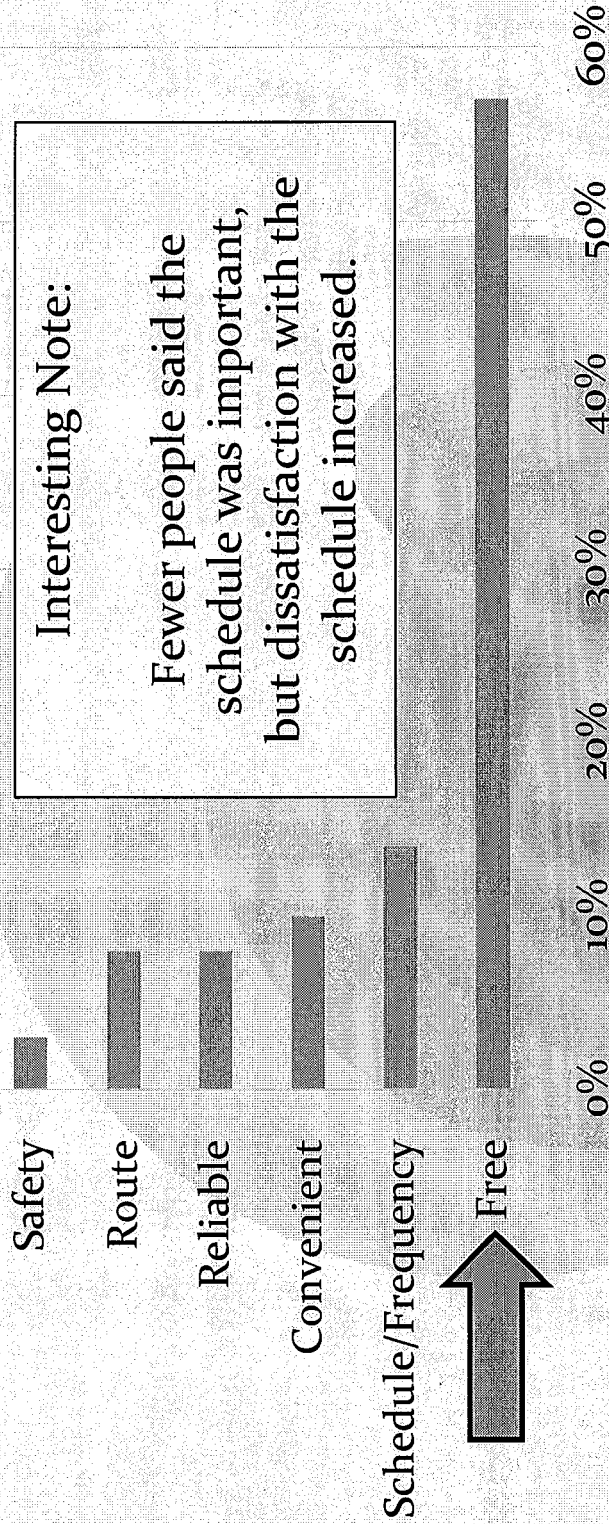
In 2013 drop in overall quality (4.6 to 4.3) which appears to be driven by dissatisfaction with the schedule (4.3 to 3.9)

Number of Times Riders Say LINKS Is Too Crowded to be Comfortable



Once or twice per week, LINKS is too full to be comfortable
 Higher than 2010, but similar to finding in 2008

Feature Most Important to Riders

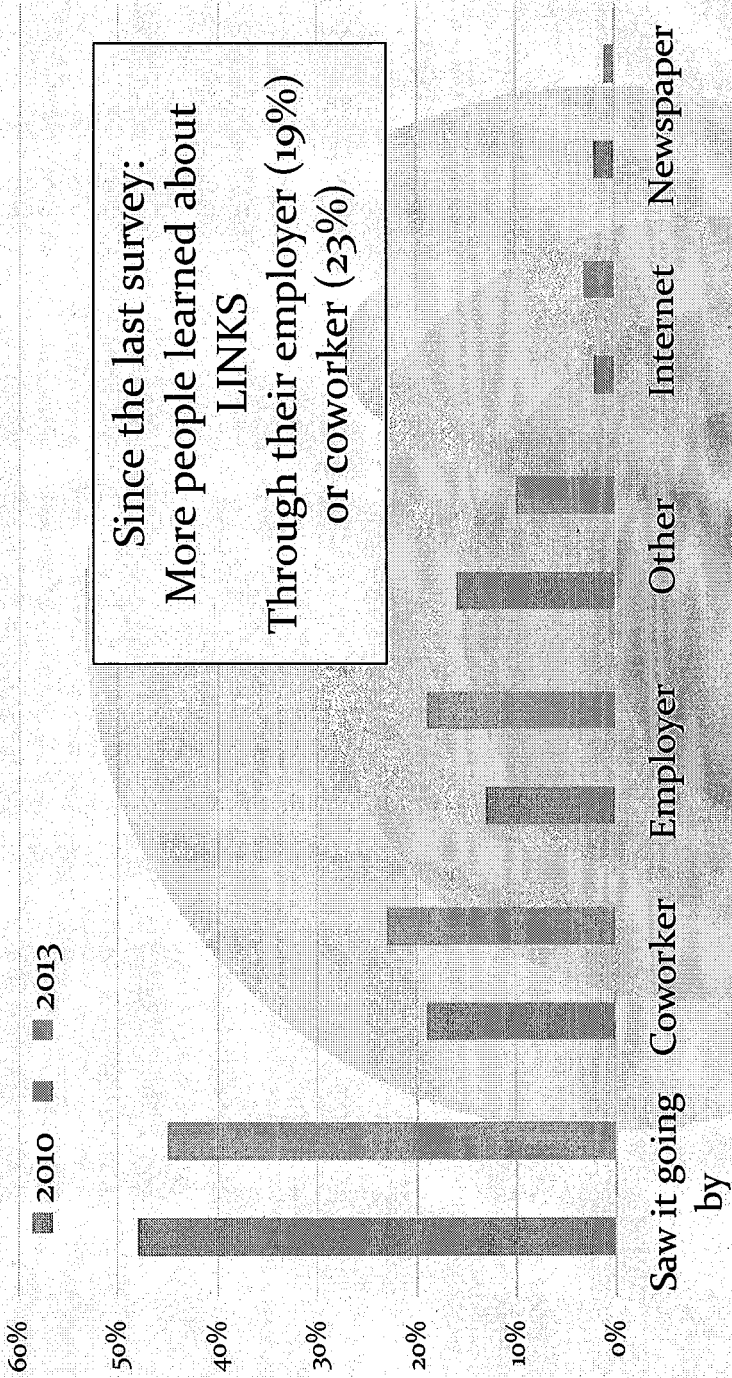


Most Important Feature In the Last Survey:

Fewer riders cited "free"

More people cited the schedule

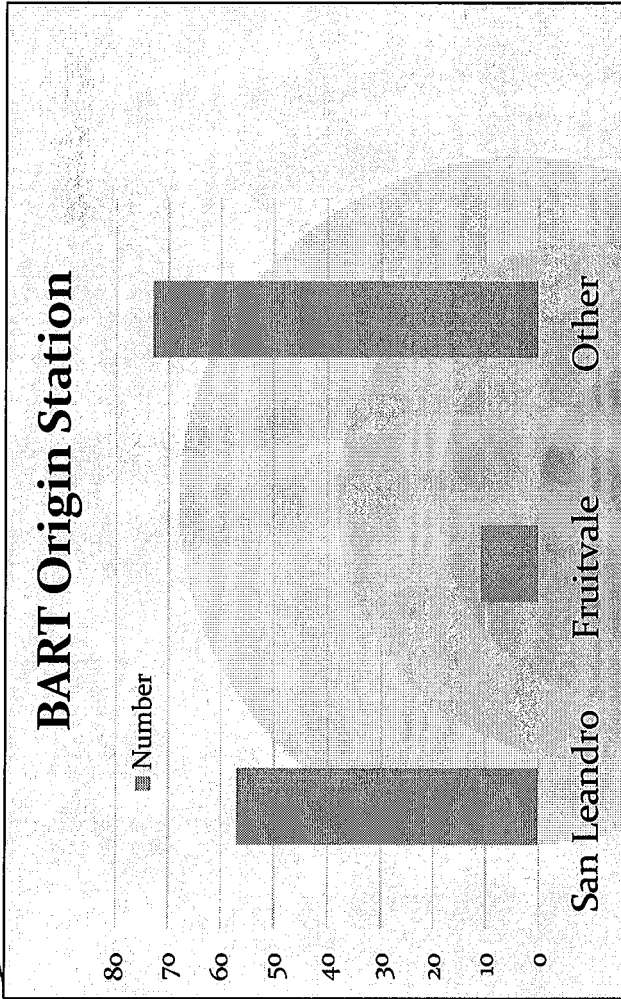
How Riders Learned About LINKS



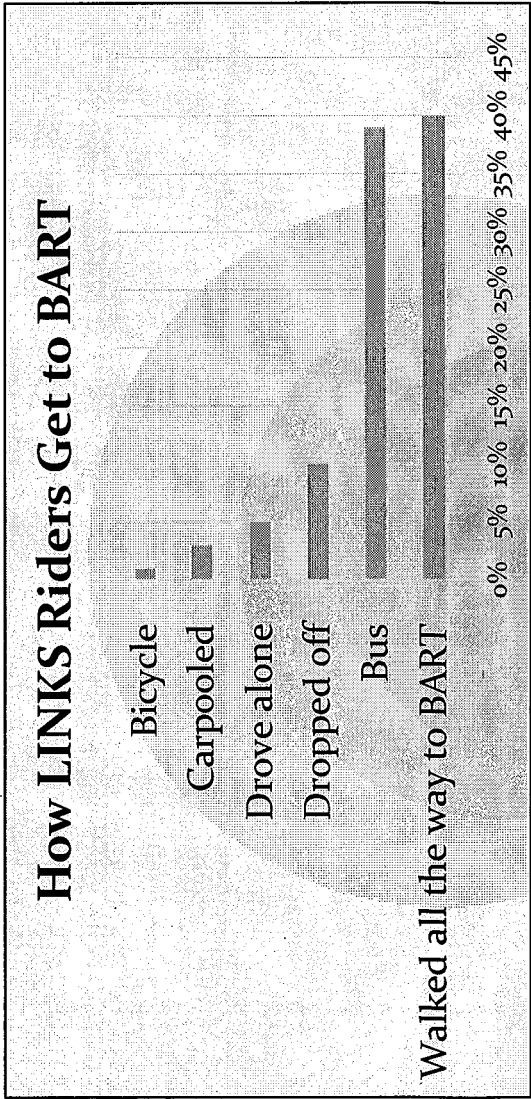
Riders most likely to learn about LINKS
 because they saw it going by

BART Connections

61% travel less than three miles to the closest BART station



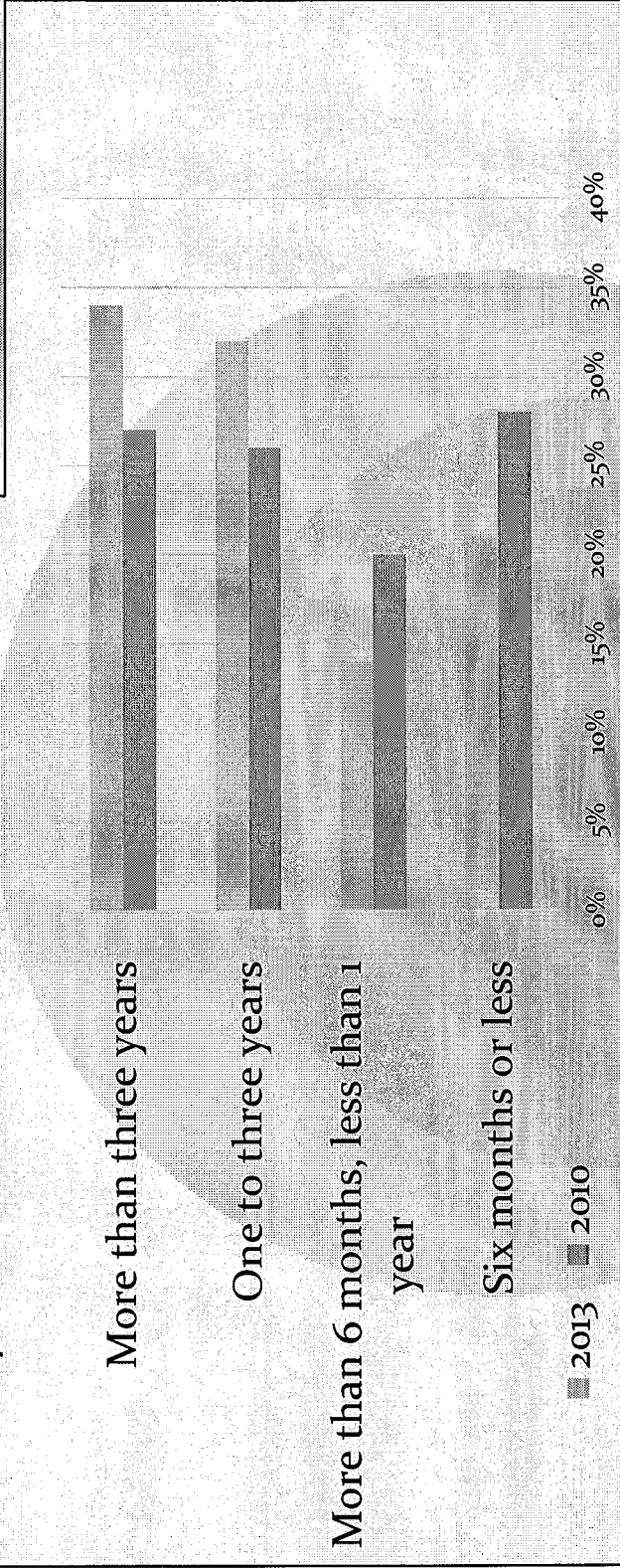
Riders are most likely to get to their origin BART station by walking (40%) or taking the bus (30%)





How Long Riders have Used BART/LINKS to Commute

BART Connections

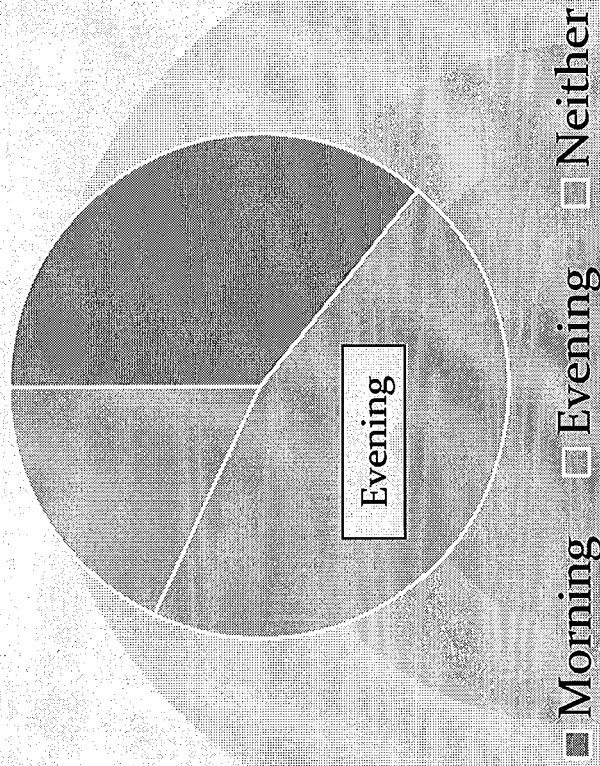


35% have been commuting using LINKS/BART for less than one year (compared to 48% in 2010)

Two-Thirds (66%) have been using the LINKS/BART connection for more than one year (compared to 53% in 2010)

Suggests that as the service ages, riders continue to use the LINKS/BART connection

If Funds Were Available - Preferred Extended Hours



Nearly half (46%) prefer extended evening hours
36% prefer morning hours

Rider Suggestions

- Have two shuttles going in opposite directions
- Operate on the Weekend
- Do not allow children
- GPS Tracking so riders can wait indoors
- Windows that open

Most Common
Suggestion:

“Just keep the service
running!”



Conclusions

- Shuttle Riders continue to be very satisfied with LINKS
- LINKS receives high marks in all areas
- The survey suggests review of the schedule, although the findings were not specific
- Schedule areas to consider could be: route, frequency, published schedule, tracking availability
- If funds were available, 46% prefer evening hours