



Short Term Alternatives Implementation Plan



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Chapter 1. Introduction

On November 28, 2006, the Union City City Council and members of the public provided input on a variety of alternatives designed to increase ridership on Union City Transit. The recommendations included changes in system marketing and fare structure, and a number of potential service revisions. Based on Council and staff input these recommendations have been divided into two groups – short term recommendations that can be implemented within existing resources and longer term recommendations that require additional resources. While the short term recommendations may require small increases in the department’s budget, they do not require major capital purchases, or new buses, which take considerable time and financing to implement. These longer term recommendations should continue to be considered, especially as the department updates its Short Range Transit Plan.

Short Term Improvements should be able to be implemented within one year, and should help to increase ridership within one year after implementation. Because these improvements are modest they are expected to increase ridership by about 5% in their first year.

It should be noted that it is often difficult to determine the reason for ridership increases or decreases. For example, in a declining economy, ridership may decrease, but would presumably decrease LESS if these improvements are implemented. In an improving economy, as has been the case in the past year, transit ridership generally increases. Union City Transit, as well as other transit operators in the Bay Area, has seen transit ridership increase of between 3 and 5%. Implementing these improvements should help Union City Transit be “ahead of the curve” assuming that trend continues.

One key area that could be measured is the impact on youth ridership. Reducing the youth fare should have a key benefit for youth riders, and should begin to show results fairly quickly.

The Short and Long Term Improvements Include:

Phase I: Short Term Improvements (Chapter 2)

High Priority

- Bus Stop Sign replacement
- Service changes to Routes 1A, 1B, and 3
- Youth Discount Fare Program
- Website Enhancements
- Bus Wrap Contest
- Sunday-only service to Sikh Temple

Phase II: Long Term Improvements (Chapter 3)

Further Examination

- Union City Boulevard Route
- Rider Appreciation Day
- Real-time Information
- Marketing Assistance Contract
- West side Circulator
- Bus Stop Amenities
- Smaller Buses
- Bus Branding

Chapter 2. Short Term Improvements Implementation Plan

This chapter provides a detailed implementation plan for each of the short term alternatives. This section is intended to be used as a step-by-step guide to assist the Union City Transit (UCT) Manager with introducing the enhancements. It is important to note that these improvements are not presented in any priority order, as all should be implemented as soon as possible, and certainly within the coming year.

Bus Stop Signs

Bus stop signs allow a transit agency to provide riders with basic information about the system and are excellent marketing tools for promoting transit use and attracting new riders. Many of Union City Transit's (UCT) bus stop signs are old and faded and need replacing to "freshen up" the UCT image to both riders and non-riders.

The following represents the implementation plan for bus stop sign replacement:

- 1. Create a comprehensive bus stop database.** A bus stop database should be created to provide an inventory of all the bus stop signs in the system. Each bus stop sign should be identified as high, medium or low priority for replacement. The high priority signs should be replaced immediately during Phase I of this process. The medium and low priority signs would then be replaced during a clearly set timeline. If staff does not have sufficient time to create the bus stop database, then it should be included as a task in the next Short Range Transit Plan. A consultant can create a comprehensive bus stop database for about \$15,000. This database would go beyond looking at signs, but would assess the condition and amenities at each stop, which would be very useful in making capital decisions in the future. All of the bus stops would be added to a GIS database and the bus stop locations would be identified by GPS data points.

The bus stop inventory can be completed independently of the other tasks listed below.

- 2. Order new signs and decals and schedule replacements.** UCT staff should distinguish which bus stops need new signs and which stops just need new decals. In some cases, the sign itself is in good condition, however the decal has become faded or dirty and needs replacement. Decals are less expensive and often easier to replace. UCT is already working with the public works department to replace worn decals as it becomes aware of problems. Once the highest priority signs have been replaced, UCT and the public works department should set a schedule for inspection and routine replacement of decals on an on-going basis. This task has already been completed by Union City in-house Public Works crews.

3. **Schedule an on-going bus stop sign maintenance program.** A bus stop sign schedule should be created for future maintenance and replacement. Depending on the wear and tear of the signs, UCT may want to take an inventory of signs every two years.

Cost Estimate for Phase I of Sign Replacement

Figure 2-1 Bus Stop Replacement Costs

Product/Task	Cost	Quantity	Total
Bus stop sign	\$40	300	\$12,000
Bus stop sign decal	\$5	1,000	\$5,000
Installation of signs/decals	\$25	300	\$7,500
Bus stop database by consultant	\$15,000	N/A	\$15,000
Total			\$39,500

Service Improvements

Very modest changes to existing routes are recommended in the short term, avoiding service changes that will require additional buses or substantial additional service hours. The goal of these changes is to increase ridership by reflecting the best of transit route planning: straightening routes, shifting service to more arterials and removing large one-way loops.

Route changes include:

- **Create two independent routes – 1A and 1B which will improve coverage on the west side of the City and will create two-way routes to replace existing one-way loops.** The new routing reduces the large one-way loop through the neighborhood and creates bi-directional service along Alvarado Boulevard and the northern portion of Union City Boulevard. The routing avoids penetrating residential streets with large transit buses; eliminates circuitous out of direction travel and maintains convenient service. Travel times from the neighborhood to the Four Corners Shopping Center and Union Landing will be decreased with the proposed changes. Furthermore, the routes will run more reliably, which will eliminate the on-time performance issues reported in the last SRTP and by stakeholders.

The Route 1A will follow the same routing as the current route from Union City BART to the intersection of Dyer and Alvarado Niles. The route then continues south on Dyer, west on Alvarado, south on Union City Boulevard to Dyer, then north along Dyer, west on Regents to serve Union City Boulevard back to the same routing to the Union Landing Transit Center. See Figure 2-2 for a map of the route. The 1B will follow the same routing as the current route from Union City BART to the intersection of Dyer and Alvarado Niles. The route then continues south on Dyer,

southeast on Meteor, south on Delores, southwest on Union City Boulevard, north on Rocklin to Danville, west on Jean back to Delores. From the intersection of Jean and Delores the route continues bi-directional service back to Union Landing and to BART. It is important to note that only the Route 1A will operate on Sundays. Service to residential areas southeast of Dyer Street will no longer have Sunday service.

UCT may consider operating a branch system on Sundays in order to provide coverage to the west side neighborhood. In this scenario, each trip on Sundays would alternate between Route 1A and 1B, thus providing the neighborhood with two-hour frequencies. The main portion of the route between the Four Corners Shopping Center and BART and BART and the Sikh Temple would still have service every hour.

A third option would involve operating only the 1A Route on Sundays and providing a demand/response flex service into the southern portion of the neighborhood. UCT could build an extra five to 10 minutes into the schedule to allow for flexible service from the Union City Boulevard and Dyer stop to the Delores and Rocklin area. Riders from the southern part of the neighborhood would call dispatch to inform the driver to travel to their stop.

- **Extend Route 1A service on Sundays to the Sikh Temple in Fremont.** Service to the Sikh Temple provides a unique opportunity for Union City Transit to reach out to an ethnic community that could provide new riders beyond the Sunday service. The Temple members have offered to translate and help provide marketing materials at no cost to Union City Transit and will provide fare assistance to their riders on an introductory basis.

The proposed routing of the new service would begin at the Union City BART station. In the eastbound direction, the route would continue north on Decoto from the BART station, east on Mission, south at Gurdwara to Terrace Drive. The bus stop at Gurdwara and Terrace Drive is about 100 feet from the entrance to the Sikh Temple. The route would then travel west on Terrace Drive, north on King Avenue, and west on Mission back to Decoto. The route would operate from 8:00 AM to 6:00 PM on Sundays. The extension would add about 15 minutes to the route. A map of the route is displayed in Figure 2-3.

- **Streamline Route 3 by serving the Tropics on request only and eliminating the industrial loop.** Route 3 provides an important link between the BART station, the residential area along the Almaden corridor and the retail areas on Industrial Parkway and at Union Landing. However, one of the challenges for the route is that it travels into too many unproductive areas, which has resulted in very low productivity.

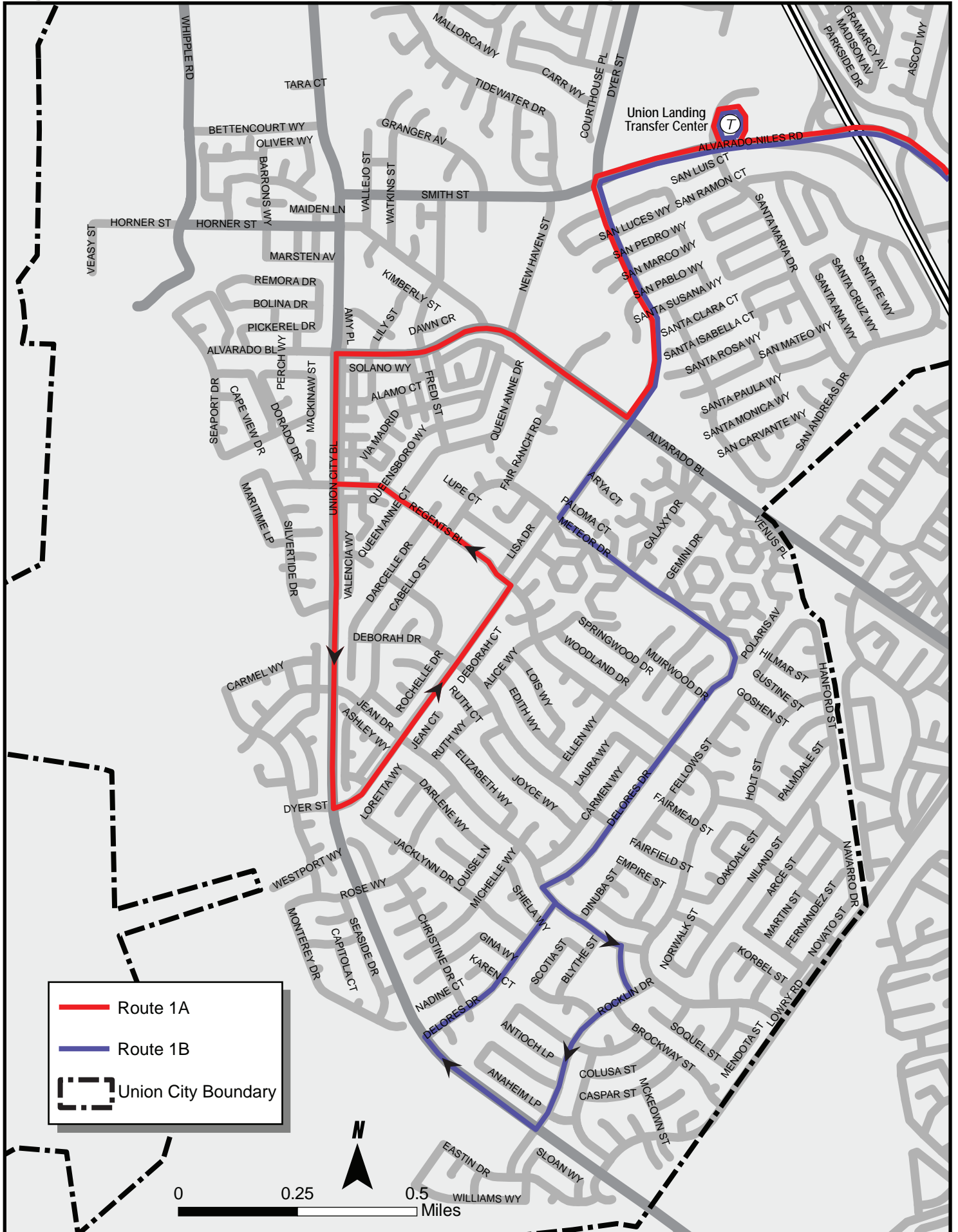
The proposed routing provides a straighter more direct service (see Figure 2-4). The route would now operate from the BART station to Alvarado Niles directly to Medallion, thus eliminating the industrial area loop on Western and Pacific. The route would continue south on Medallion to Almaden where the proposed deviation

request light will be visible. A blinking light indicates that riders are waiting at the Tropics bus stop. Route 3 will only deviate to the Tropics when someone is waiting or a when a passenger needs to be dropped off. All other trips will continue north on Almaden from Medallion without having to penetrate the Tropics, thus saving time on the route for other passengers. The route will then continue along the current routing to Whipple, Industrial Parkway and Union Landing via Dyer.

The call light system recommendation is conceptual and may pose operational and engineering challenges since it will not be staffed 24 hours a day. In addition, the recommendation is still pending approval of the Union City Engineering Department.

UCT may consider introducing a deviated fixed route system instead of the call light. In this scenario, the route would only deviate to the Tropics when a resident calls the UCT dispatcher for a pick up or when a passenger informs the bus driver that they need to be dropped off at the Tropics. All other trips will stay on Almaden and Medallion.

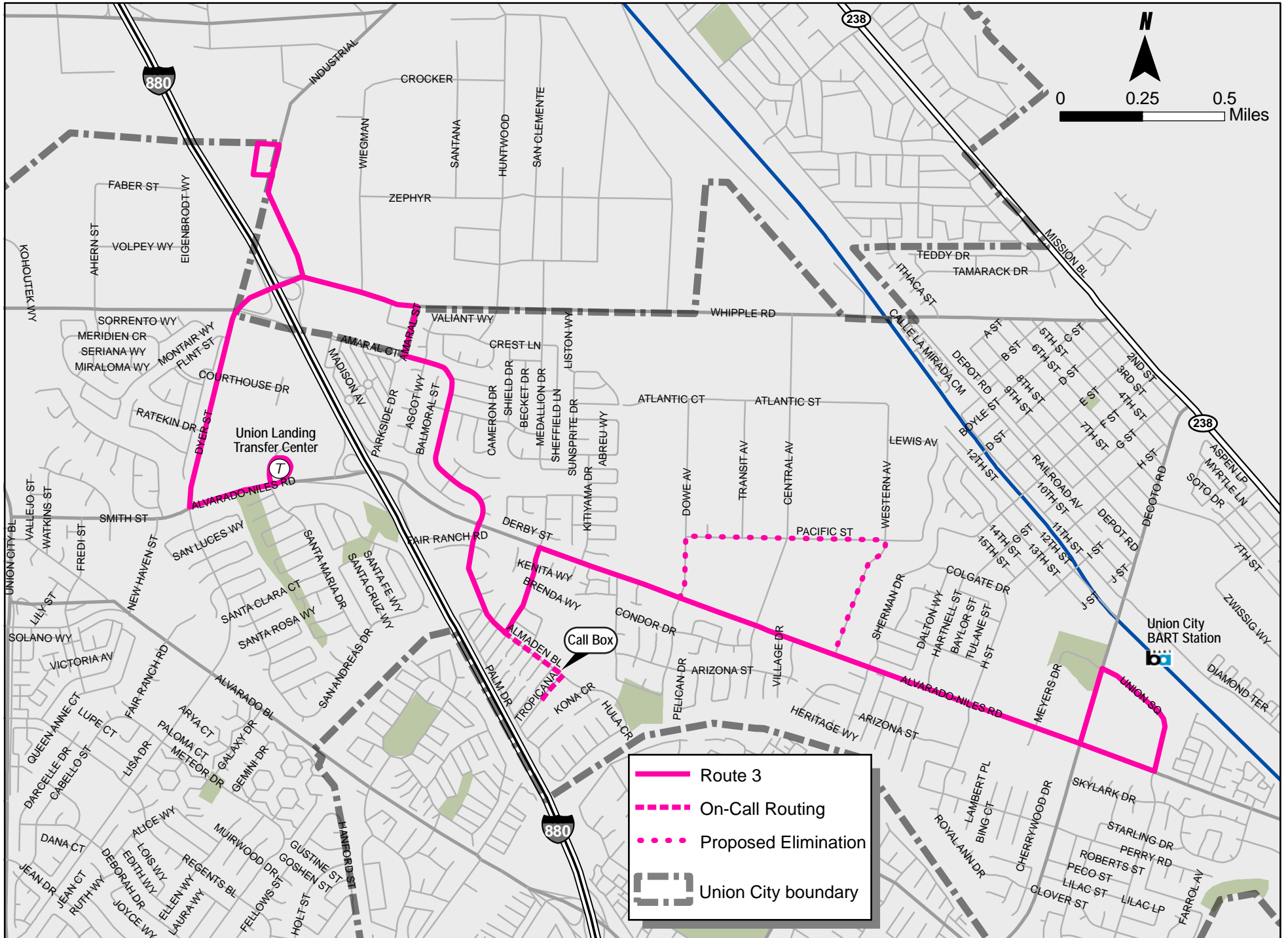
Figure 2-2: Routes 1A and 1B in Westside Neighborhood



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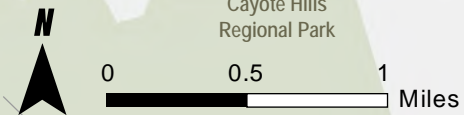
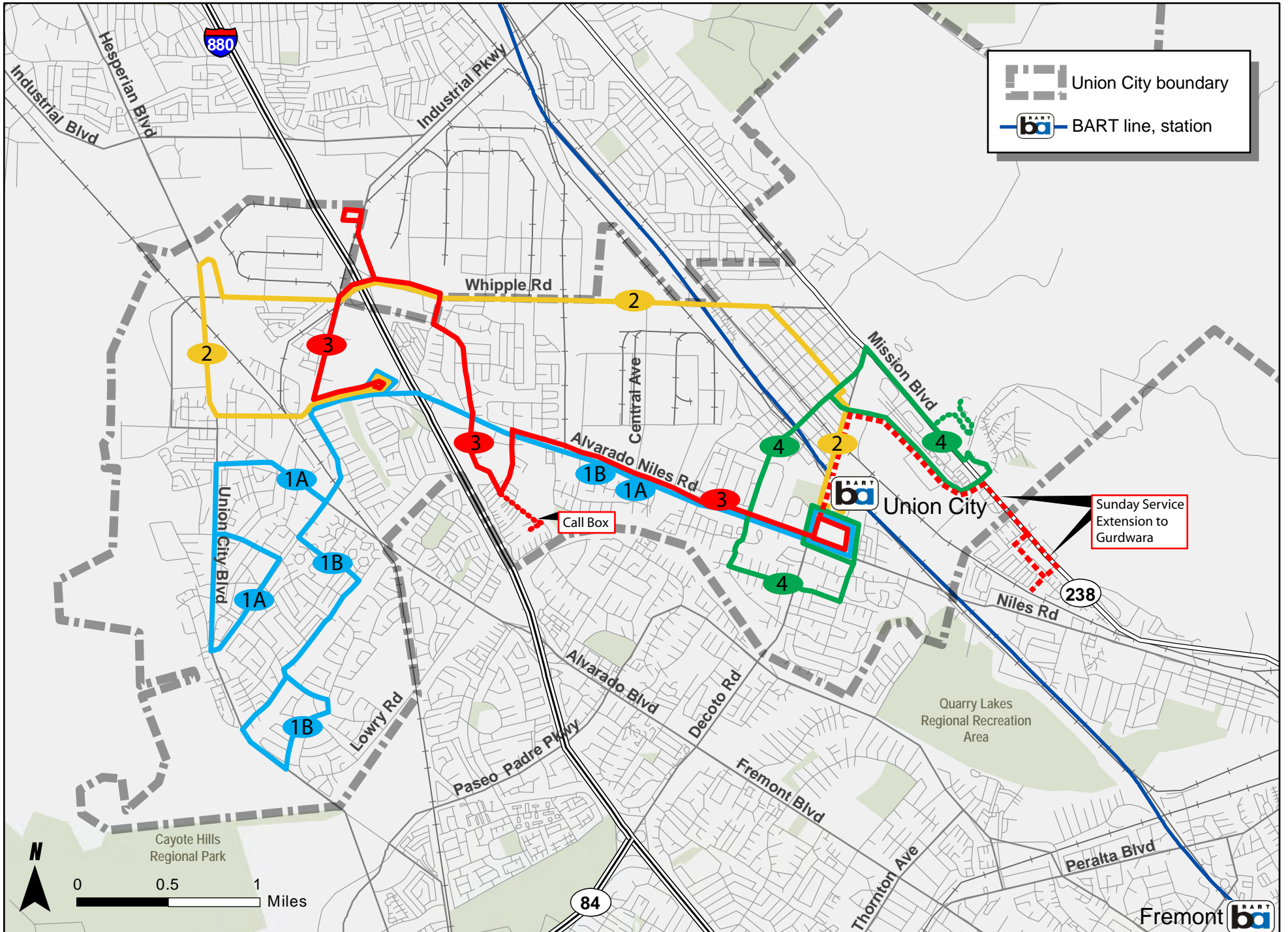
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Figure 2-4: Updated Route 3



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Figure 2-5: Union City Proposed System Map



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Implementation Plan for Service Improvements

The UCT Transit Manager and the MV contract services manager will need to work together through the service update process in order to ensure a smooth transition. Although the changes proposed are minimal, they require a coordinated effort from management and operations.

The following represents the implementation plan for the west side service changes:

- 1. Drive the proposed routes during various times of the day in order to determine the necessary travel time between stops.** Dwell time, recovery time and layover should also be included in the cycle times. Nelson\Nygaard has completed initial travel time analysis and believes that the proposed route changes can be implemented within existing service hours, with the exception of extending Route 1A on Sundays.
- 2. Update schedules and maps.** Nelson\Nygaard has provided the conceptual schedule for each route in the Appendix of this report. Once schedules are finalized, new route maps will need to be printed. In addition, special marketing materials should be developed in Punjabi with the assistance of the Sikh Temple who has agreed to be a partner with UCT on the Route 1A Sunday extension.
- 3. Cut the runs and create new driver paddles for Sundays.** A new schedule will need to be created based on the cycle time from the BART station to the Gurdwara and Terrace. MV Transportation will need to cut new runs for Route 1A drivers on Sundays.
- 4. UCT should operate only the Route 1A on Sundays.** Although this routing will discontinue Sunday service for passengers living along the Route 1B, it will provide improved Sunday service for other residents as the buses will operate bidirectional service at 60-minute frequencies instead of the current one-way loop every 60-minutes. Portions of the 1B will still be within a $\frac{1}{4}$ mile walk of Route 1A (see Figure 2-6). UCT may also consider some form of flex service to the southern part of the neighborhood on Sundays.
- 5. Purchase and install a call box system for service to the Tropics on Route 3.** The current Route 3 travels to the Tropics on every trip. This deviation takes approximately six minutes, so that passengers who are traveling beyond the Tropics are taken on a long deviation, lengthening their travel time. In total about eight boardings per day are served by this deviation. While service in this area is still needed, this service recommendation will streamline the Route 3 by allowing the bus to avoid this deviation unless it is requested. Passengers on-board the bus may request a deviation on boarding. Using this system, two-way service to the Tropics can be preserved, while improving the transit travel times for most riders.

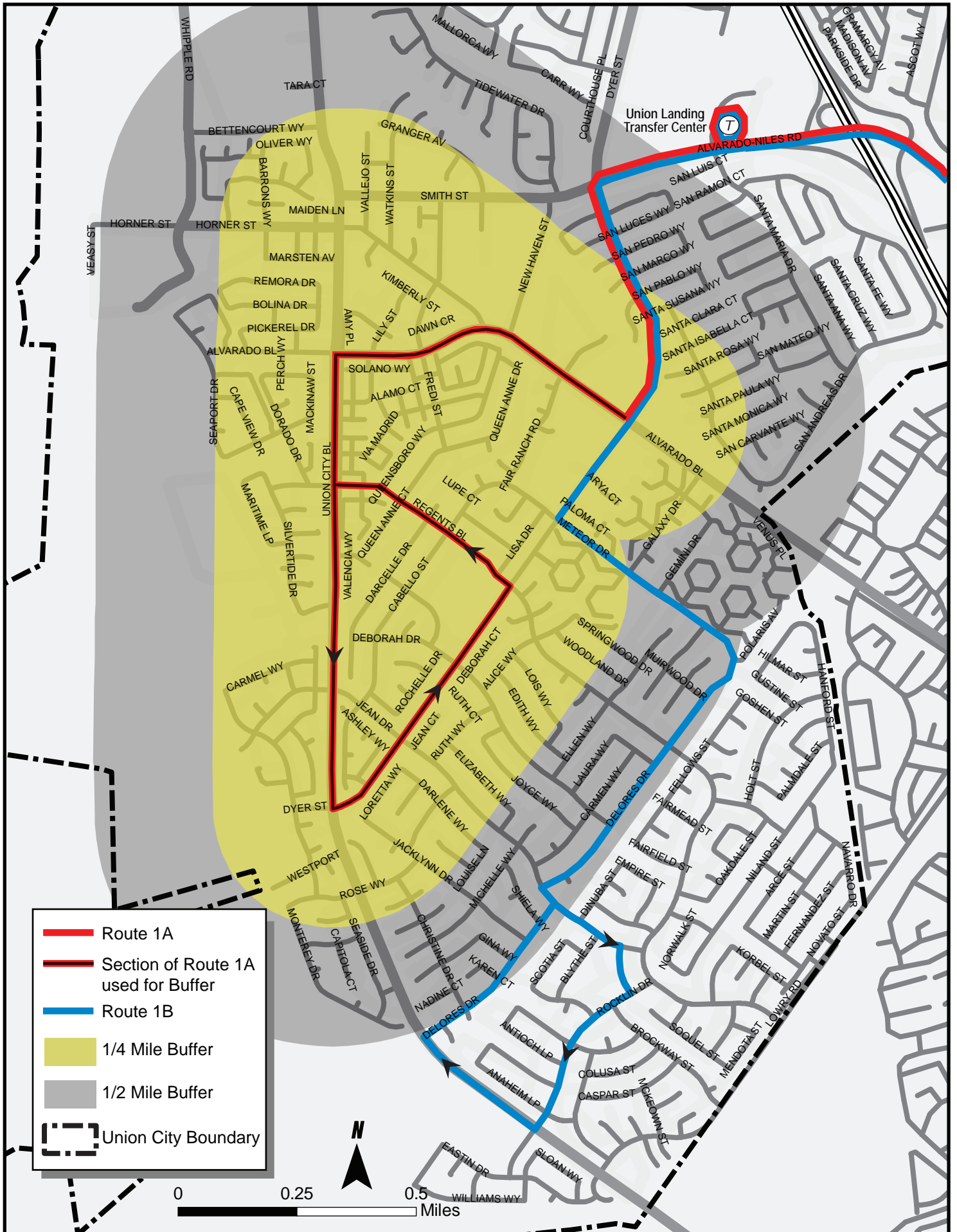
To implement this recommendation, a call box system similar to the one used at Masonic Home will need to be purchased. A deviation light should be installed in the public right-of-way between the sidewalk and curb on Almaden near Medallion so it is visible to bus operators approaching the intersection from both directions. In addition, a call box will need to be set up outside the office of The Tropics. UCT will be responsible for maintaining both the call box and the deviation light. Approval of the call box system is pending review by the Union City Engineering Department. Because this recommendation may require a longer lead time than the Route 1 changes, it may be implemented in a second phase of service improvements.

6. **Remove bus stop signs and amenities from eliminated stops.** Several bus stops along Regents on the Routes 1A and 1B and on Pacific and Western on Route 3 will need to be removed. The Public Works Department should remove the signs and amenities before the roll out of new service. Initially, these signs should be “bagged” with a covering that says – “This stop will be eliminated on DATE”. A new route map should be provided at these stops so that riders can see where they will need to catch the bus. An information phone number should also be provided. Ultimately, these signs and poles can be re-used for new stops.
7. **Install bus stops signs and amenities at new stops.** UCT staff will need to determine where to locate new bus stops on the portions of the 1A and 1B that are not currently being served. Signs and poles from discontinued stops can be re-used for the new bus stops.

For the extension to the Sikh Temple, a new bus stop will need to be installed at the cul de sac in front of the Temple. Permitting this stop will require coordination with the City of Fremont. This area will need to be signed and painted for “No Parking” on Sundays. If UCT does not obtain the necessary permitting, an alternate stop for the Temple would be located at Gurdwara and Terrace. This stop is about 100 feet from the Temple entrance.

8. **Market the service changes.** Announcements and flyers on buses promoting the changes are crucial for getting buy-in from riders. The changes will need to be announced well in advance of the planned service changes. A list of discontinued and added bus stops should also be included in the literature. The service changes should also be announced through a public meeting before implementation.
9. **Work with the Sikh Temple to ensure ridership on the Sunday extension to the Temple.** The route is designed to provide direct bus service from the west side of Union City, which is home to a substantial Sikh community, to the Sikh Temple. AC Transit also plans to offer service to the Sikh Temple from the Union City BART station in April 2007. However the direct service on Route 1A is designed to provide a single seat ride to the Temple without having to transfer at the BART station. This service is considered a Pilot Program and is intended to be a partnership with the Sikh community.

Figure 2-6: Sunday Service 1/4 Mile Walking Buffer



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The Sikh Temple has offered to translate UCT materials to Punjabi and provide a variety of incentives to get their members to ride transit. To maintain this service beyond the demonstration period of one year, the route should carry enough passengers so that productivity (passengers/hour) on this route is maintained even though hours are increased. Given the number of service hours, 70 new passengers per day will be required on Sundays to maintain the status quo¹. It is important to note that 70 passengers per day is a low estimate as productivity has increased over the past year. The pilot program should be designed so that no additional action is required to terminate service after one year if ridership goals are not met.

Cost Estimate for Service Changes

There will be no direct costs incurred for the service changes, with the exception of the extension of Route 1A to the Sikh Temple, discussed in the following section. There will be a cost of about \$8,000 to purchase and install the new call box system at Almaden and Medallion. There will be an additional cost of about \$10,000 for creating a new system map and providing marketing for the service revisions. In addition, UCT will also have an on-going cost of \$150 per month to maintain the call light.

Cost of Service to Sikh Temple

The service would add an extra bus to the route. Total cost to operate the extra bus would add about \$33,000 annual operating costs.² It would also cost about \$5,000 for the capital costs involved with adding bus stop to the route. It is difficult to quantify the costs of extending the ADA paratransit service area, since it is not clear if this extension will attract paratransit rides, however some additional paratransit cost (not expected to exceed \$5,000 per year) could be incurred.

Youth Discount Fare Program

Union City Transit currently does not offer a discount cash fare for youth riders. Youth riders pay the same \$1.50 as the adult fare. This provides a disincentive for youth riders to take Union City Transit in the Alvarado Niles corridor, where AC Transit charges \$.85 a trip. By introducing a youth fare at the same level as AC Transit, UCT would have a better chance of attracting youth riders. The Transit Alternatives Study recommended that UCT adopt a new fare policy of \$.85 cash fare and \$25 monthly pass for passengers 17 years old and under.

¹ UCT bus operators are currently timing the Sikh Temple extension. If the new route can be operated with the same service hours that are currently used for Route 1A on Sundays, UCT should measure the productivity of the route by passengers per mile instead of passengers per hour. During the demonstration period, the Sikh Temple will need to increase ridership based on the number of miles the extension adds to the route.

² Annual operating costs are based on the following estimates: number of weekends per year (52), number of service hours per weekend (10) and cost per hour based on MTC Quarterly Report (\$63.70).

The monthly passes could be sold directly through the schools as a convenience to students and to reduce the UCT administrative staff responsibilities. The following represents the implementation plan for the youth fare program:

- 1. Find a vendor to print monthly passes.** UCT currently prints all monthly passes in-house. Although this method is cost-effective, printing in-house limits the design capabilities of the fare media and makes UCT vulnerable to reproduced passes. It is important that all fare pass media include a foil hologram in order to greatly reduce the chances of counterfeiting passes.
- 2. Coordinate pass sales with school district.** Transit staff should work with the New Haven School District to organize the pass sales at the high school and possibly middle schools. UCT will need to send an agreed upon number of youth passes to the school district along with an invoice. The invoice should show the number of passes being sent and the cost of each pass. The school representative will need to indicate the total amount of money collected that month and the number of unused passes being returned. The completed statement and the extra passes would then be sent back to UCT with a check for the amount collected that month. The process of sending out passes and processing the monthly statements can be time consuming and it may be a challenge for UCT with its limited staff resources.

Selling passes through schools may not be necessary if Union City Transit has the capability to sell passes on-line as discussed in the next section.

- 3. Market the fare changes.** Flyers on buses and at schools promoting the fare changes will be critical in getting the word out. The announcements should include when the changes will occur, where youth can purchase the monthly passes, and the cost of the new fares. It is also important for the schools to help promote the new fare program to the students. To ensure that current riders are aware of the changes, car cards inside the bus should clearly announce the changes well in advance. Announcements should be sent to all area Middle and High Schools, to either be posted or sent home with students.
- 4. Educate drivers about the changes.** Drivers should be informed of the changes prior to implementation. In addition, all fare machines should be updated to reflect the fare changes.
- 5. Update fare pricing on buses and all printed materials.** Fares listed on printed materials can be updated during the next service change. Fares posted on buses or fare machines should be changed prior to the roll out of the new fare system. Ideally, all fare and service changes would be done simultaneously, to avoid the need to duplicate materials and to void the feeling that things are “constantly changing”.

Cost Estimate for Youth Fare Discount

Printing monthly passes will be the most expensive part of the fare program. According to other transit agencies in the area, the monthly set up fee to print passes ranges from about \$350 to \$600.

In addition, UCT may lose some revenue at the beginning of the youth pass program as passes will cost less and the number of passes sold may not increase substantially until after a few months of the initial changes. We estimate the loss of revenue to be no more than \$700.

Figure 2-7 Cost per Month for Printing Passes

Product	Cost	Quantity	Total
Printer's set up fee for monthly passes	\$400	1	\$400
Cost per pass to print	\$0.25	150	\$38
Total			\$438

Web Enhancements

Union City Transit's current website is a very basic web page on the City's site with a few links to scanned images and information. The website should be redesigned to include more interactive features and downloadable schedules and maps. Most importantly the website should have its own page independent of the City's website with a simple web address, creating a more distinct identity for the users.

The following represents the implementation plan for web enhancements:

- 1. Outline the website changes.** What does UCT want to include in the website? Should the changes include e-sales, a new URL, a new logo, etc.?
- 2. Find a web designer.** A Request for Proposal would ensure that UCT finds the exact skill set needed for the website re-design. An experienced web designer should cost between \$10,000 and \$15,000, depending on the amount of time it takes to complete the project.
- 3. Decide on a new URL.** The new URL could include www.unioncitytransit.org or www.unioncitybus.gov. Securing a domain name is very inexpensive and can be purchased for less than \$15 a year through websites such as www.godaddy.com or www.yahoo.com.
- 4. Coordinate web sales with Union City Finance Department.** On-line sales will not only help increase the number of passes sold each month by UCT, but it can also be beneficial to other departments in the City. For example, registration for the City's recreation classes and membership to the new gym could all be done on-line. UCT

staff, the web designer, and a representative from the finance department will need to work together to initiate on-line sales from the City's website.

5. **Market the monthly pass on-line sales feature.** UCT will need to get the word out about the new web sales feature. Advertisements on buses and information on the website are inexpensive and simple ways to inform passengers.

Cost Estimate for Web Enhancements

The cost of hiring a web designer will make up most of the expenses for web enhancements. We estimate the total cost for the web enhancements should run about \$12,000. It is important to note that the Finance Department is currently reviewing the idea of web sales for all City departments. UCT will not be able to implement on-line sales without the approval of the Finance Department.

Bus Wrap Contest

A bus wrap contest is a great way to involve the community and the youth with the transit system. Local students submit designs for the bus wrap and UCT will select the two winning designs. The roll out of the winning bus designs could be introduced in conjunction with another City event or celebration.

The following represents the implementation plan for the bus wrap contest:

1. **Assign staff time to plan the contest.** A part-time staff person should be hired to organize and plan the event as well as assist with marketing the new youth fares and service changes. This position would be responsible for working directly with the New Haven School District and the bus wrap vendor.
2. **Find a bus wrap vendor.** The winning designs will be sent to a bus wrap vendor. The vendor is responsible for transferring the artwork to the cling wrap, producing the wrap, and installing and removing the wrap. The total production costs vary from about \$8,000 to \$10,000 depending on the vendor. The vendor should be selected through the procurement (RFP) process.
3. **Coordinate contest with School District.** UCT and the school district will need to work together to administer the design contest. Students should have a set period of time to submit their designs to the transit agency. Schools should have announcements and signs advertising the contest and explaining the rules. Contest rules and information should also be made available on the UCT website.
4. **Roll out wrapped buses at a City event.** This is an opportunity to get the community involved and to spread the word about UCT. Local newspapers and organizations should be invited to stir up excitement about the contest and the transit system.

Cost Estimate for Bus Wrap Contest

The overall costs consist of the bus wrap vendor and the part-time marketing assistant. The table below provides a cost estimate for two wrapped buses and a part-time staff person.

Figure 2-8 Bus Wrap Contest Costs

Product	Cost	Total
2 Bus Wraps	\$20,000	\$20,000
Part-time Staff	\$12,000	\$12,000
Total		\$32,000

Summary of Short Term Transit Alternatives

The short term preferred alternatives described above represent a package of marketing, fare, and service updates that are designed to increase Union City Transit's ridership. For the most part, these transit alternatives are moderate changes that should positively impact ridership without a large increase in operating and capital expenses. However, the moderate changes to the current system are most likely to produce a moderate increase in the number of riders³.

Implemented as a package, the short term alternatives should provide about a 5% increase in ridership over the first year of implementation. The improvements to the website including on-line pass sales and the competitive pricing of the youth passes along with a more aggressive marketing approach should produce results within the first few months after implementation. In most cases, service changes may take up to a year to show results.

Based on our cost estimates, the 5% improvement will come at a cost of about \$65,000 over the course of a year plus about \$87,000 in one-time only costs that include the website overhaul and the purchase of the call box (see Figure 2-9).

³ City staff is reviewing the recommendations to see how operationally viable some options are. This implementation plan does not take into account the current year's budget. There are no funds identified or appropriated for these new programs. This will need to be evaluated in the upcoming Short Range Transit Plan.

Figure 2-9 Total Annual Cost of Preferred Alternatives

Transit Alternative	Cost	Quantity (# of Months)	Total
One-Time Costs			
Bus Stop Signs and Bus Stop Database	\$39,500	N/A	\$39,500
Purchase and Install Call Light	\$8,000	N/A	\$8,000
Decreased Revenues at Outset of Youth Fare Program	\$700	N/A	\$700
Web Enhancements	\$12,000	N/A	\$12,000
Part-time Staff	\$12,000	N/A	\$12,000
Printing Marketing Materials (schedules, etc.)	\$10,000	N/A	\$10,000
Bus Stop at Sikh Temple	\$5,000	N/A	\$5,000
Subtotal			\$87,200
On-going Costs			
Call Light Maintenance per month	\$150	12	\$1,800
Extending ADA Coverage with Sikh Extension	\$5,000	N/A	\$5,000
Printing Monthly Passes	\$438	12	\$5,256
Bus Wraps	\$20,000	N/A	\$20,000
Sunday Only Service to Sikh Temple- Operating Costs	\$33,000	N/A	\$33,000
Subtotal			\$65,056
Total			\$152,256

Capital Costs

Capital costs are highest in the first year with costs making up \$62,000 of the one-time cost total. However, this estimate includes new bus stops and decals and the estimate may be slightly offset by funds already allocated for routine bus stop maintenance. In the next year, costs will only need to cover basic maintenance and miscellaneous capital expenses.

Operating Costs

The operating cost projections are based on the recommended service changes for the City Council's Preferred Alternatives. In the short term scenario, the only operating cost is for the Sunday service to the Sikh Temple, a total of about \$33,000. Since the service to the Temple is a one year Demonstration Project, these projected operating costs may be eliminated after the first year. This route extension should be funded through a combination of TDA funds and UCT reserves.

Revenue Sources

The primary revenue sources supporting UCT are 1) Transportation Development Act Funds (TDA), 2) Federal Transit Administration (FTA) Section 5311, and 3) passenger fare revenues.

Capital funding sources generally come from Federal capital grants which require matching funds from state and local sources. TDA funds are typically used as local match to Federal capital grants.

The bus stop signs and the call box recommended in this scenario could be funded through a FTA Capital Investment Grant with some matching funds from UCT reserves. All other expenses may need to be funded through the reserves for the first year of the short term alternative program.

MTC may be able to offer some regional support as part of its service coordination project, especially for bus stop improvements at multi-modal facilities such as the BART station and joint AC Transit/Union City Transit stops. Another new opportunity for funding may come from the State Transportation Bonds, which will provide capital funding for transit operators.

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Chapter 3. Long Term Improvements

This chapter describes the Long Term Transit Improvements recommended by the City Council. The longer term improvements require major capital purchases or significant increases to operating costs. These longer term recommendations should be considered by UCT during the next update to the Short Range Transit Plan.

The following is a prioritized list of the long term transit alternatives:

Real Time Information: With a real time information system, passengers waiting at stops are informed about the actual time it will take for the next bus to arrive. This information can also be made available via the internet, so that passengers can see how much time they have before their bus arrives. Real time information has been shown to increase transit ridership by about 5% in places where it has been implemented without other substantial service improvements.

UCT can work with a vendor to install the transponders on buses, install digital signs at stops and update the network with necessary hardware and software. Implementation is primarily done through the vendor with very little work by UCT staff.

NextBus would cost about \$100,000 to set up on the entire fleet and in seven shelters and \$2,400 a month for system operations. Shelter maintenance costs would likely increase at shelters where NextBus is deployed to keep signs clean and free from vandalism. The cost breakdown is displayed in the figure below.

Figure 3-1 NextBus Costs

Service/Item	One-Time Cost	Total Cost	Service/Item	Cost	Total Monthly Cost
GPS Hardware for Bus*	\$3,050 per bus (15 buses)	\$45,750	Monthly Administrative Charge	\$110 per bus and sign (22 buses and signs)	\$2,420
Website	\$6,000 per route (5 routes)	\$30,000			
Software	\$100 per bus (15 buses)	\$1,500			
Digital Bus Stop Sign*	\$3,300 per sign (7 signs)	\$23,100			
Total		\$100,350			\$2,420/month

*Includes installation

Marketing Assistance Contract: The UCT staff does not have a marketing position and most outreach is done only when time is available at other positions. Over the years UCT has been operating without really focusing on marketing the bus service to the community. New marketing strategies will need to be adopted to reach out to the community and to build and maintain a positive reputation.

Without the necessary staff time to dedicate to marketing, UCT should consider hiring a consultant to assist with marketing strategies and planning. A marketing consultant can cost from about \$20,000 to help establish a basic plan to about \$60,000 to assist with implementation and creating brochures, etc. A Request for Proposal should be released to find a consultant with the necessary experience and approach.

Bus Stop Amenities: Union City Transit should develop criteria for adding amenities to stops based on the volume of passengers that utilize the stop. Additional factors can also play an important role in the process, such as proximity to senior housing and if the shelters (or other amenities) are funded by other sources. Amenities can be added based on needs shown through the bus stop database as recommended in the short term alternatives. UCT should work with the Public Works Department to coordinate the implementation of new amenities.

A typical high volume bus stop should include:

- Bench
- Shelter
- Route Information
- Trash Receptacle
- Lighting

The estimated cost to outfit a bus stop in the UCT system is about \$17,000. This total is based on the following costs:

Figure 3-2 Total Bus Stop Enhancement Costs

Product	Cost	Installation	Total
Sign and Post	\$200	\$100	\$300
Bench	\$1,000	\$450	\$1,450
Shelter	\$10,000	\$3,500	\$13,500
Map and Schedule Holder	\$700	\$300	\$1,000
Trash Can	\$300	N/A	\$300
Total			\$16,550

Smaller Buses: Smaller buses will be able to carry the necessary passenger loads while providing a better fit for services in the neighborhoods on Routes 3 and 4. Providing a user friendly bus will encourage riders of all types and levels of physical ability.

UCT should put out a Request for Proposal for 30 foot low floor buses either with a diesel or hybrid engines. A total of two buses would be required for Routes 3 and 4. The new 30 foot low floor buses cost approximately \$450,000 per vehicle and could be funded largely through federal funds, if they are purchased as bus replacements. Finding capital funds for fleet expansion, rather than replacement is more difficult, and may not be realistic without also expanding service.

Rider Appreciation Day: An annual rider appreciation day would be a single “free fare” day on Union City Transit, combined with small giveaways of Union City gifts. The Rider Appreciation Day would also give the City an opportunity to provide information about the service and emphasize the positive elements of public transit and its value to the community.

As with any special event, staff time is needed to organize, plan and implement the event. Most importantly, the greatest cost will be the loss of farebox revenue for the free fare day. Average daily farebox receipts for Union City Transit are currently about \$1,400. Additional costs could be approximately \$25,000. The cost of the event could be paid for through a combination of funding by business sponsors and UCT reserves.

Rider appreciation day events were not included in the short term program because they have little long term impact on ridership; however, a rider appreciation event tied to another public event such as the opening of the sports facility could be considered in the short term.

Bus Branding: Creating a new and unique identity or “brand” for UCT buses should improve the transit system’s image. Bus branding should go beyond the logo and exterior of the buses. The new design can also be displayed on the shelters, the bus stop signs, the marketing materials and the website. Bus branding does not have to be implemented at one time. The implementation process can take several years to paint or replace buses and update shelters and decals.

The cost to re-paint a bus is about \$8,000 per vehicle. For a fleet of about 15 buses, the total would be \$120,000. Bus stop signs could be updated during the scheduled replacement process.

Union City Boulevard Route: Union City Boulevard is the only major arterial in Union City without transit service. The planned route would also provide a direct link to the transit generators in South Hayward such as medical centers and the BART station Service (see Figure 3-3 below). UCT discontinued a similar service approximately three years ago due to lack of ridership. However, new development, especially west of Union City Boulevard and near Lido Faire may now make service feasible. In addition, the proposed route would operate all day instead of the peak-only service of the previous Route 5. Prior to

implementation, UCT would need to market the route to the public, update schedules and maps, create a schedule and cut runs for the drivers.

The new Union City Boulevard service would add operating costs for two additional buses on weekdays or a total of about \$596,000 per year. The cost of adding new bus stops along the route will be at least \$90,000.

Westside Circulator: A mid-day only shuttle that circulates in the Westside neighborhood should be introduced when operating resources are available. The route would provide service to the Kaiser Hospital on Union City Boulevard, Union Landing, Four Corners Shopping Centers, and the Pioneer neighborhood. The service could operate as a flex route, providing limited fixed stops and a demand response door to door service in the flex zones.

As with any new service, UCT would need to time the route, identify bus stops and flex zones, market the route to the public, update schedules and maps, create a schedule and cut runs for the drivers. UCT should introduce the service at 60-minute headways with one bus in service. The route should operate from 9:30 AM to 3:30PM Mondays through Fridays.

The new Westside Circulator service would add operating costs for one additional bus on weekdays or a total of about \$100,000 per year.

Figure 3-3: Union City Blvd Route



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APPENDIX A

UCT CONCEPTUAL SCHEDULES

1A Alvarado Niles

Union City Blvd/Dyer

Weekdays

<i>Bus #</i>	Leave BART	Union Landing <i>0:14</i>	Alvarado & Union City Blvd <i>0:07</i>	Dyer & Regents <i>0:05</i>	Union Landing <i>0:08</i>	Arrive BART <i>0:14</i>	<i>0:48</i>
101	4:35 AM	4:49 AM	4:56 AM	5:01 AM	5:09 AM	5:23 AM	
102	5:05 AM	5:19 AM	5:26 AM	5:31 AM	5:39 AM	5:53 AM	
101	5:35 AM	5:49 AM	5:56 AM	6:01 AM	6:09 AM	6:23 AM	
102	6:05 AM	6:19 AM	6:26 AM	6:31 AM	6:39 AM	6:53 AM	
101	6:35 AM	6:49 AM	6:56 AM	7:01 AM	7:09 AM	7:23 AM	
102	7:05 AM	7:19 AM	7:26 AM	7:31 AM	7:39 AM	7:53 AM	
101	7:35 AM	7:49 AM	7:56 AM	8:01 AM	8:09 AM	8:23 AM	
102	8:05 AM	8:19 AM	8:26 AM	8:31 AM	8:39 AM	8:53 AM	
102	9:05 AM	9:19 AM	9:26 AM	9:31 AM	9:39 AM	9:53 AM	
102	10:05 AM	10:19 AM	10:26 AM	10:31 AM	10:39 AM	10:53 AM	
102	11:05 AM	11:19 AM	11:26 AM	11:31 AM	11:39 AM	11:53 AM	
102	12:05 PM	12:19 PM	12:26 PM	12:31 PM	12:39 PM	12:53 PM	
102	1:05 PM	1:19 PM	1:26 PM	1:31 PM	1:39 PM	1:53 PM	
102	2:05 PM	2:19 PM	2:26 PM	2:31 PM	2:39 PM	2:53 PM	
103	2:35 PM	2:49 PM	2:56 PM	3:01 PM	3:09 PM	3:23 PM	
102	3:05 PM	3:19 PM	3:26 PM	3:31 PM	3:39 PM	3:53 PM	
103	3:35 PM	3:49 PM	3:56 PM	4:01 PM	4:09 PM	4:23 PM	
102	4:05 PM	4:19 PM	4:26 PM	4:31 PM	4:39 PM	4:53 PM	
103	4:35 PM	4:49 PM	4:56 PM	5:01 PM	5:09 PM	5:23 PM	
102	5:05 PM	5:19 PM	5:26 PM	5:31 PM	5:39 PM	5:53 PM	
103	5:35 PM	5:49 PM	5:56 PM	6:01 PM	6:09 PM	6:23 PM	
102	6:05 PM	6:19 PM	6:26 PM	6:31 PM	6:39 PM	6:53 PM	
102	7:05 PM	7:19 PM	7:26 PM	7:31 PM	7:39 PM	7:53 PM	
102	8:05 PM	8:19 PM	8:26 PM	8:31 PM	8:39 PM	8:53 PM	
102	9:05 PM	9:19 PM	9:26 PM	9:31 PM	9:39 PM	9:53 PM	

1A Alvarado Niles

Union City Blvd/Dyer

Saturdays

<i>Bus #</i>	Leave BART	Union Landing <i>0:14</i>	Alvarado & Union City Blvd <i>0:07</i>	Dyer & Regents <i>0:05</i>	Union Landing <i>0:08</i>	Arrive BART <i>0:14</i>	0:48
<i>101</i>	7:05 AM	7:19 AM	7:26 AM	7:31 AM	7:39 AM	7:53 AM	
<i>101</i>	8:05 AM	8:19 AM	8:26 AM	8:31 AM	8:39 AM	8:53 AM	
<i>101</i>	9:05 AM	9:19 AM	9:26 AM	9:31 AM	9:39 AM	9:53 AM	
<i>101</i>	10:05 AM	10:19 AM	10:26 AM	10:31 AM	10:39 AM	10:53 AM	
<i>101</i>	11:05 AM	11:19 AM	11:26 AM	11:31 AM	11:39 AM	11:53 AM	
<i>101</i>	12:05 PM	12:19 PM	12:26 PM	12:31 PM	12:39 PM	12:53 PM	
<i>101</i>	1:05 PM	1:19 PM	1:26 PM	1:31 PM	1:39 PM	1:53 PM	
<i>101</i>	2:05 PM	2:19 PM	2:26 PM	2:31 PM	2:39 PM	2:53 PM	
<i>101</i>	3:05 PM	3:19 PM	3:26 PM	3:31 PM	3:39 PM	3:53 PM	
<i>101</i>	4:05 PM	4:19 PM	4:26 PM	4:31 PM	4:39 PM	4:53 PM	
<i>101</i>	5:05 PM	5:19 PM	5:26 PM	5:31 PM	5:39 PM	5:53 PM	
<i>101</i>	6:05 PM	6:19 PM	6:26 PM	6:31 PM	6:39 PM	6:53 PM	

1A Alvarado Niles *Union City Blvd/Dyer - Gurdwara*

Sundays

	Leave BART	Union Landing	Rocklin/ Brockway	Jean/ Delores	Union Landing	Arrive BART		Leave BART	Arrive Gurdwara/ Terrace	Leave Gurdwara/ Terrace	Arrive BART		
<i>Bus #</i>		<i>0:14</i>	<i>0:09</i>	<i>0:05</i>	<i>0:09</i>	<i>0:14</i>	<i>0:51</i>	<i>Bus #</i>	<i>0:04</i>	<i>0:15</i>	<i>0:30</i>	<i>0:15</i>	
<i>from corp yard</i>	101	8:05 AM	8:19 AM	8:28 AM	8:33 AM	8:42 AM	8:56 AM	101	9:00 AM	9:15 AM	9:45 AM	10:00 AM	
<i>from corp yard</i>	102	9:05 AM	9:19 AM	9:28 AM	9:33 AM	9:42 AM	9:56 AM	102	10:00 AM	10:15 AM	10:45 AM	11:00 AM	
	101	10:05 AM	10:19 AM	10:28 AM	10:33 AM	10:42 AM	10:56 AM	101	11:00 AM	11:15 AM	11:45 AM	12:00 PM	
	102	11:05 AM	11:19 AM	11:28 AM	11:33 AM	11:42 AM	11:56 AM	102	12:00 PM	12:15 PM	12:45 PM	1:00 PM	
	101	12:05 PM	12:19 PM	12:28 PM	12:33 PM	12:42 PM	12:56 PM	101	1:00 PM	1:15 PM	1:45 PM	2:00 PM	
	102	1:05 PM	1:19 PM	1:28 PM	1:33 PM	1:42 PM	1:56 PM	102	2:00 PM	2:15 PM	2:45 PM	3:00 PM	
	101	2:05 PM	2:19 PM	2:28 PM	2:33 PM	2:42 PM	2:56 PM	101	3:00 PM	3:15 PM	3:45 PM	4:00 PM	
	102	3:05 PM	3:19 PM	3:28 PM	3:33 PM	3:42 PM	3:56 PM	102	4:00 PM	4:15 PM	4:45 PM	5:00 PM	<i>to corp yard</i>
	101	4:05 PM	4:19 PM	4:28 PM	4:33 PM	4:42 PM	4:56 PM	101	5:00 PM	5:15 PM	5:45 PM	6:00 PM	<i>to corp yard</i>

This schedule is based on the current routing of the 1A in the westside neighborhood.

Bus can layover @ Gurdwara/Terrace or at Corp. Yard

1B Alvarado Niles

Meteor/Delores

Weekdays

Bus #	Leave BART	Union Landing <i>0:14</i>	Meteor & Dyer <i>0:06</i>	Union City Blvd & Delores <i>0:08</i>	Union Landing <i>0:10</i>	Arrive BART <i>0:14</i>	<i>0:52</i>
201	4:50 AM	5:04 AM	5:10 AM	5:18 AM	5:28 AM	5:42 AM	
202	5:20 AM	5:34 AM	5:40 AM	5:48 AM	5:58 AM	6:12 AM	
201	5:50 AM	6:04 AM	6:10 AM	6:18 AM	6:28 AM	6:42 AM	
202	6:20 AM	6:34 AM	6:40 AM	6:48 AM	6:58 AM	7:12 AM	
201	6:50 AM	7:04 AM	7:10 AM	7:18 AM	7:28 AM	7:42 AM	
202	7:20 AM	7:34 AM	7:40 AM	7:48 AM	7:58 AM	8:12 AM	
201	7:50 AM	8:04 AM	8:10 AM	8:18 AM	8:28 AM	8:42 AM	
202	8:20 AM	8:34 AM	8:40 AM	8:48 AM	8:58 AM	9:12 AM	
201	8:50 AM	9:04 AM	9:10 AM	9:18 AM	9:28 AM	9:42 AM	
201	9:50 AM	10:04 AM	10:10 AM	10:18 AM	10:28 AM	10:42 AM	
201	10:50 AM	11:04 AM	11:10 AM	11:18 AM	11:28 AM	11:42 AM	
201	11:50 AM	12:04 PM	12:10 PM	12:18 PM	12:28 PM	12:42 PM	
201	12:50 PM	1:04 PM	1:10 PM	1:18 PM	1:28 PM	1:42 PM	
201	1:50 PM	2:04 PM	2:10 PM	2:18 PM	2:28 PM	2:42 PM	
201	2:50 PM	3:04 PM	3:10 PM	3:18 PM	3:28 PM	3:42 PM	
203	3:20 PM	3:34 PM	3:40 PM	3:48 PM	3:58 PM	4:12 PM	
201	3:50 PM	4:04 PM	4:10 PM	4:18 PM	4:28 PM	4:42 PM	
203	4:20 PM	4:34 PM	4:40 PM	4:48 PM	4:58 PM	5:12 PM	
201	4:50 PM	5:04 PM	5:10 PM	5:18 PM	5:28 PM	5:42 PM	
203	5:20 PM	5:34 PM	5:40 PM	5:48 PM	5:58 PM	6:12 PM	
201	5:50 PM	6:04 PM	6:10 PM	6:18 PM	6:28 PM	6:42 PM	
203	6:20 PM	6:34 PM	6:40 PM	6:48 PM	6:58 PM	7:12 PM	
201	6:50 PM	7:04 PM	7:10 PM	7:18 PM	7:28 PM	7:42 PM	
203	7:20 PM	7:34 PM	7:40 PM	7:48 PM	7:58 PM	8:12 PM	
201	7:50 PM	8:04 PM	8:10 PM	8:18 PM	8:28 PM	8:42 PM	
203	8:20 PM	8:34 PM	8:40 PM	8:48 PM	8:58 PM	9:12 PM	

1B Alvarado Niles

Meteor/Delores

Saturdays

<i>Bus #</i>	Leave BART	Union Landing <i>0:14</i>	Meteor & Dyer <i>0:06</i>	Union City Blvd & Delores <i>0:08</i>	Union Landing <i>0:10</i>	Arrive BART <i>0:14</i>	<i>0:52</i>
201	7:35 AM	7:49 AM	7:55 AM	8:03 AM	8:13 AM	8:27 AM	
201	8:35 AM	8:49 AM	8:55 AM	9:03 AM	9:13 AM	9:27 AM	
201	9:35 AM	9:49 AM	9:55 AM	10:03 AM	10:13 AM	10:27 AM	
201	10:35 AM	10:49 AM	10:55 AM	11:03 AM	11:13 AM	11:27 AM	
201	11:35 AM	11:49 AM	11:55 AM	12:03 PM	12:13 PM	12:27 PM	
201	12:35 PM	12:49 PM	12:55 PM	1:03 PM	1:13 PM	1:27 PM	
201	1:35 PM	1:49 PM	1:55 PM	2:03 PM	2:13 PM	2:27 PM	
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201	3:35 PM	3:49 PM	3:55 PM	4:03 PM	4:13 PM	4:27 PM	
201	4:35 PM	4:49 PM	4:55 PM	5:03 PM	5:13 PM	5:27 PM	
201	5:35 PM	5:49 PM	5:55 PM	6:03 PM	6:13 PM	6:27 PM	
201	6:35 PM	6:49 PM	6:55 PM	7:03 PM	7:13 PM	7:27 PM	

3 Almaden

Weekdays

<i>Bus #</i>	Leave BART	Medallion & Almaden <i>0:07</i>	Home Depot/FoodMaxx <i>0:08</i>	Union Landing <i>0:19</i>	Home Depot/FoodMaxx <i>0:08</i>	Medallion & Almaden <i>0:08</i>	Arrive BART <i>0:07</i>	<i>0:57</i>
301	4:55 AM	5:02 AM	5:10 AM	5:29 AM	5:37 AM	5:45 AM	5:52 AM	
302	5:55 AM	6:02 AM	6:10 AM	6:29 AM	6:37 AM	6:45 AM	6:52 AM	
301	6:55 AM	7:02 AM	7:10 AM	7:29 AM	7:37 AM	7:45 AM	7:52 AM	
302	7:55 AM	8:02 AM	8:10 AM	8:29 AM	8:37 AM	8:45 AM	8:52 AM	
301	8:55 AM	9:02 AM	9:10 AM	9:29 AM	9:37 AM	9:45 AM	9:52 AM	
302	9:55 AM	10:02 AM	10:10 AM	10:29 AM	10:37 AM	10:45 AM	10:52 AM	
301	10:55 AM	11:02 AM	11:10 AM	11:29 AM	11:37 AM	11:45 AM	11:52 AM	
302	11:55 AM	12:02 PM	12:10 PM	12:29 PM	12:37 PM	12:45 PM	12:52 PM	
301	12:55 PM	1:02 PM	1:10 PM	1:29 PM	1:37 PM	1:45 PM	1:52 PM	
302	1:55 PM	2:02 PM	2:10 PM	2:29 PM	2:37 PM	2:45 PM	2:52 PM	
301	2:55 PM	3:02 PM	3:10 PM	3:29 PM	3:37 PM	3:45 PM	3:52 PM	
302	3:55 PM	4:02 PM	4:10 PM	4:29 PM	4:37 PM	4:45 PM	4:52 PM	
301	4:55 PM	5:02 PM	5:10 PM	5:29 PM	5:37 PM	5:45 PM	5:52 PM	
302	5:55 PM	6:02 PM	6:10 PM	6:29 PM	6:37 PM	6:45 PM	6:52 PM	
301	6:55 PM	7:02 PM	7:10 PM	7:29 PM	7:37 PM	7:45 PM	7:52 PM	
302	7:55 PM	8:02 PM	8:10 PM	8:29 PM	8:37 PM	8:45 PM	8:52 PM	
301	8:55 PM	9:02 PM	9:10 PM	9:29 PM	9:37 PM	9:45 PM	9:52 PM	

3 Almaden

Saturdays

<i>Bus #</i>	Leave BART	Medallion & Almaden <i>0:07</i>	Home Depot/FoodMaxx <i>0:08</i>	Union Landing <i>0:19</i>	Home Depot/FoodMaxx <i>0:08</i>	Medallion & Almaden <i>0:08</i>
301	6:55 AM	7:02 AM	7:10 AM	7:29 AM	7:37 AM	7:45 AM
302	7:55 AM	8:02 AM	8:10 AM	8:29 AM	8:37 AM	8:45 AM
301	8:55 AM	9:02 AM	9:10 AM	9:29 AM	9:37 AM	9:45 AM
302	9:55 AM	10:02 AM	10:10 AM	10:29 AM	10:37 AM	10:45 AM
301	10:55 AM	11:02 AM	11:10 AM	11:29 AM	11:37 AM	11:45 AM
302	11:55 AM	12:02 PM	12:10 PM	12:29 PM	12:37 PM	12:45 PM
301	12:55 PM	1:02 PM	1:10 PM	1:29 PM	1:37 PM	1:45 PM
302	1:55 PM	2:02 PM	2:10 PM	2:29 PM	2:37 PM	2:45 PM
301	2:55 PM	3:02 PM	3:10 PM	3:29 PM	3:37 PM	3:45 PM
302	3:55 PM	4:02 PM	4:10 PM	4:29 PM	4:37 PM	4:45 PM
301	4:55 PM	5:02 PM	5:10 PM	5:29 PM	5:37 PM	5:45 PM
302	5:55 PM	6:02 PM	6:10 PM	6:29 PM	6:37 PM	6:45 PM

3 Almaden

Sundays

<i>Bus #</i>	Leave BART	Medallion & Almaden <i>0:07</i>	Home Depot/FoodMaxx <i>0:08</i>	Union Landing <i>0:19</i>	Home Depot/FoodMaxx <i>0:08</i>	Medallion & Almaden <i>0:08</i>	Arrive BART <i>0:07</i>	<i>0:57</i>
301	8:55 AM	9:02 AM	9:10 AM	9:29 AM	9:37 AM	9:45 AM	9:52 AM	
301	10:55 AM	11:02 AM	11:10 AM	11:29 AM	11:37 AM	11:45 AM	11:52 AM	
301	12:55 PM	1:02 PM	1:10 PM	1:29 PM	1:37 PM	1:45 PM	1:52 PM	
301	2:55 PM	3:02 PM	3:10 PM	3:29 PM	3:37 PM	3:45 PM	3:52 PM	
301	4:55 PM	5:02 PM	5:10 PM	5:29 PM	5:37 PM	5:45 PM	5:52 PM	

APPENDIX B

COMMENTS FROM UNION CITY
CITY COUNCIL MEETING
FEBRUARY 27, 2007

Comments from Union City City Council Meeting

February 27, 2007

General Public

- It is not fair that Union City Transit (UCT) is holding Sikh Temple extension to performance standards and not other routes.
- The schedules on the 1A and 1B need to be evenly spaced at Four Corners.
- Senior service is very important. UCT needs to have senior fare discounts in addition to the proposed youth discounts.
- UCT needs to share bus stops and signs with AC Transit.
- UCT needs to increase the frequencies on the routes.
- Do not cancel service to the Tropics. It would be best to have everyone from the Tropics call the dispatcher for a ride instead of using the call box.
- The service changes to UCT need to be cost effective.

City Council

- UCT will need to work with the Tropics to come up with the best way to serve the residents.
- The service to the Sikh Temple is a one-year Pilot Program. The service must meet the minimum performance goal of 70 additional boardings on Sundays.
- UCT needs to communicate better with the Tropics on the service changes.

