



Tulare County Association of Governments

Visalia Transit 2022 Short Range Transit Plan

FINAL REPORT
APRIL 2022



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Introduction

The City of Visalia's 2022 Short Range Transit Plan (S RTP) is intended to achieve two goals. First, an objective evaluation of both current and recent program performance employing quantitative (measurable) performance criteria as well as subjectively utilizing performance criteria adopted by the City of Visalia as well as Moore & Associates' 30-plus year public transit consulting experience. Second, a five-year "road map" intended to guide the continuing development of the City's public transit program.

The resulting Operations Plan (Chapter 7) presents sixteen recommendations intended to enhance the day-to-day performance of Visalia Transit, enhance the transit customer experience thereby supporting customer retention, advance new and innovative service alternatives thereby responding to the mobility needs and priorities voiced by the Visalia community (including potential transit riders), and guide the City's future transit investments (operations and capital), thereby supporting the continued viability of its transit program.

As the Short Range Transit Plan project approached completion, the nation began its third year confronting the challenges and impacts of the COVID-19 pandemic. The impact which the pandemic has had on the lives of Visalia residents cannot be understated. Two particular aspects stand out. First, the community's travel needs, priorities, and preferences have changed demonstrably – and are likely to remain this way for many years to come. Historically, the majority of public transit trips could be attributed to 1) accessing work or employment, 2) accessing education/training, 3) accessing healthcare services, and 4) accessing shopping. The impacts of the COVID-19 pandemic have materially changed the historic travel behavior resulting in significant declines in transit ridership (in Visalia as well as nationally). The number of Americans working remotely has increased exponentially and full return to traditional (large population) employment settings is not anticipated. Educational institutions (including College of the Sequoias) have successfully implemented distance-learning options, thereby eliminating a long-time source of Visalia Transit weekday ridership. To address the impacts of the pandemic, hospitals and medical clinics (including doctor offices) have changed the very way they operate, in many instances restricting access to facilities for large portions of the population. Utilization of tele-care services has become an increasingly common substitute to the traditional (in-person) doctor's office visit. This development has particularly impacted the City's dial-a-ride ridership. Lastly, the pandemic has accelerated the development and availability of home delivery services. Today Visalia residents can choose to have ready-to-eat meals, their weekly groceries, and even new vehicles delivered directly to their residences. So, for many, the "need" to complete multiple shopping trips in a typical week is no more.

So what does this mean for long-time transit providers such as the City of Visalia? Three words: Adaptation. Diversification. Innovation.

As a long-time public transit-focused consulting firm, Moore & Associates does not subscribe to the belief that the days of traditional public transit are over. Rather we believe the pandemic serves as an opportunity (an accelerant?) for the overall re-imagining of how public transit can respond to the needs

of its existing customers, while also implementing innovative and cost-effective services designed to address the mobility needs and priorities of the larger community. While many Visalia residents continue to rely on Visalia Transit for their day-to-day travel needs, an emerging market segment has expressed a desire for something beyond the 40-foot bus which is typically limited for travel along key arterials.

Presented here are eight complementary chapters which serve to document Visalia Transit's recent performance; give voice to the mobility needs and priorities of transit riders as well as the community at-large; and advance a series of Administrative, Operations, Capital/Technology, and Marketing/Outreach recommendations intended to support the continued development of Visalia Transit; while also providing Financial and Capital Plans outlining how the proposed recommendations can be realized.

In closing, it is our fond hope both the Visalia city council and its staff come to view the Short Range Transit Plan as more than simply a "box-checking" exercise. Rather, it has been Moore & Associates' goal to provide the City with a practical "blueprint" intended to both guide and enhance the City's transit service across the next five years.

Chapter 1: Goals, Objectives, and Performance Standards

This chapter advances performance measures governing the public transit programs provided by the City of Visalia. Performance measures are also included for the role of public transit in the community, including land-use, planning, and regional connectivity. Establishment of performance measures allows progress toward goals to be tracked and achieved.

In order to evaluate the effectiveness of any transit program, it must be measured against specific goals and standards appropriate to the services it provides and the environment in which it operates. These performance measures are composed of goals, objectives, tactics, and performance standards.

- Goals are statements that qualify the desired results. They are the end toward which efforts are directed. They are general and timeless, yet theoretically attainable.
- Objectives provide quantifiable measures of the goals. They are more precise and capable of both attainment and measurement.

Once goals and objectives are identified, performance measures can be defined, as well as performance standards against which to measure success.

- Performance measures indicate how the objective will be quantified (i.e., Operating Cost per Passenger, completion of a marketing plan, or compliance with ADA standards).
- Performance standards set quantifiable targets for achieving the adopted goals (i.e., minimum annual ridership growth, bus stop amenity thresholds, or maintenance guidelines).

The following sections detail Visalia Transit's adopted mission and vision statements (as developed in the prior Short Range Transit Plan), identify and refine program goals, and provide measures and standards with which to evaluate progress toward those goals.

1.1 Mission and Vision

An organization defines its overall purpose and vision for the future through mission and vision statements. A mission statement describes what the organization does, for whom, and to what benefit. A vision statement is a forward-thinking statement that provides guidance and inspiration across the next five to ten years. Mission and vision statements for Visalia Transit are provided below.

Mission: *The overriding purpose of Visalia Transit is to provide a safe, efficient, effective, reliable, and accessible public transportation network that provides economic, social, and environmental value to the community and serves all segments of the population in the City of Visalia, Goshen, Farmersville, Exeter, and surrounding areas.*

Vision: *Visalia Transit is a leader in applying new technology and innovative solutions toward future progress in improving the value, efficiency, and effectiveness of its services and the economic vitality of the community. VT's services keep pace with growth in populations and incorporate new areas, while maintaining efficiency and effectiveness throughout the system. VT provides leadership for public transportation services in City of Visalia and partnering communities.*

1.2 Program Goals and Objectives

As stated above, goals are broad statements providing direction for Visalia Transit. They are supported by measurable objectives. The prior Short Range Transit Plan (completed in 2017) carried forward the four goals included in the prior SRTP. They were:

- **Goal 1:** Operate a high-quality public transportation system (safe, reliable, effective, efficient, and accessible).
- **Goal 2:** Address the growing demand for new services and implement efficient and cost-effective solutions to meet the increasing public transportation needs of the community.
- **Goal 3:** Provide leadership in public transportation for the City, nearby communities, and the industry.
- **Goal 4:** Educate the public about transit services in the area and the benefits of public transportation to the Visalia community.

Despite recent challenges as well as the “new normal” resulting from the COVID-19 pandemic, Moore & Associates believes these four goals continue to provide an appropriate and relevant framework for Visalia Transit. However, Moore & Associates has restructured the objectives, measures, and standards to more closely reflect the current transit program’s operating environment as well as governance and funding considerations. We also added goals to address technology and sustainability.

- **Goal 5:** Enhance the transit customer experience and service productivity through the use of technology.

- **Goal 6:** Support environmental responsibility through sustainable practices.

The primary difference between goals and objectives is that objectives can be measured. There may not be a clear way to determine if the City is “operating a high-quality public transportation system” (goal), however, the City can measure whether the service is reliable (objective). To that end, we have identified supporting objectives for each goal.

- **Goal 1:** Operate a high-quality public transportation system (safe, reliable, effective, efficient, and accessible).
 - **Objective 1:** Improve operational efficiency.
 - **Objective 2:** Improve operational performance.
 - **Objective 3:** Maintain a high degree of reliability.
 - **Objective 4:** Maintain a high degree of safety.
 - **Objective 5:** Identify cost-effective service alternatives for low-performing/low-productivity routes.
 - **Objective 6:** Maintain full staffing and improve driver recruitment and retention.
 - **Objective 7:** Increase Dial-A-Ride service productivity.
- **Goal 2:** Address the growing demand for new services and implement efficient and cost-effective solutions to meet the increasing public transportation needs of the community.
 - **Objective 1:** Increase transit’s “footprint” throughout the city of Visalia.
 - **Objective 2:** Introduce transit service to new commercial development through financial partnerships with developers, employers, and tenants.
 - **Objective 3:** Continue to function as a key link within the regional transit network.
 - **Objective 4:** Identify new modes or services to balance increased demand for service with cost.
- **Goal 3:** Provide leadership in public transportation for the City, nearby communities, and the industry.
 - **Objective 1:** Identify alternate operational funding sources to reduce reliance on passenger fares.
 - **Objective 2:** Earn transit industry recognition.
 - **Objective 3:** Continue to position Visalia Transit as a quality public transit operator within the region.
- **Goal 4:** Educate the public about transit services in the area and the benefits of public transportation to the Visalia community.
 - **Objective 1:** Expand Visalia Transit’s customer base beyond the historic transit-dependent riders.
 - **Objective 2:** Enhance Visalia Transit’s image within the Visalia community at-large.
 - **Objective 3:** Improve customer satisfaction.

- **Goal 5:** Enhance the transit customer experience and service productivity through the use of technology.
 - **Objective 1:** Continue to provide and enhance mobile access to trip planning and real-time vehicle tracking.
 - **Objective 2:** Enhance accessibility to non-cash fare media options.
 - **Objective 3:** Reduce the average revenue vehicle age and mileage.
- **Goal 6:** Support environmental responsibility through sustainable practices.
 - **Objective 1:** Reduce transit's environmental impact through strategic fleet replacement.

1.3 Performance Measures and Standards

Performance measures were developed based on historic system performance and planning activities as well as individual service performance and operations management. The following tables link the objectives to adopted performance measures whenever possible. Actual performance is then compared with recommended performance standards where available. Recommended performance measures and standards are included herein to support the Short Range Transit Plan's implementation. Actual performance is discussed further in Chapter 3, System Performance Analysis.

In crafting this chapter, Moore & Associates concluded some of the performance standards included in the City's prior SRTP appeared to be quite ambitious, even before the challenges of the COVID-19 pandemic. While aspirational goals can have a role within a performance measurement and standards framework, they must be realistic. For example, we believe inclusion of a productivity standard (e.g., passengers/VRH) that is nearly ten times greater than recent (pre-COVID) actual productivity performance is of little value. Therefore, some (prior) quantitative standards and/or measures have been revised accordingly. Finally, should a performance or productivity goal be met consistently, then it will need to be adjusted to encourage increased performance or productivity.

Goal	Objective	Performance Measure(s)	Prior SRTP Performance Standard	Recommended Performance Standard
1. Operate a high-quality public transportation system (safe, reliable, effective, efficient, and accessible).	Improve operational efficiency.	Cost/VRH by mode (year-over-year comparison)	Base year + CPI	Base year + CPI
	Improve fixed-route operational performance.	Passengers/VRH by individual route (year-over-year comparison, assessed quarterly)	15 passengers/VRH (10 passengers/VRH for new services in operation for less than 2 years)	10% improvement over prior year (8 passengers/VRH for first 2 years of operation)
	Maintain a high degree of reliability.	On-time performance	Fixed-route: greater than 95% DAR: greater than 90%	Fixed-route: greater than 95% DAR: greater than 90%
		Missed trips	Fixed-route: less than 1.0% DAR: less than 2.0%	Fixed-route: less than 1.0% DAR: less than 2.0%
		Miles between road calls	Fixed-route: 14,000 miles DAR: 10,000	Fixed-route: 14,000 miles DAR: 10,000
	Maintain a high degree of safety.	Preventable accidents per 100,000 miles	Less than 1.5	Less than 1.5
		Passenger injuries per 100,000 miles	Less than 1.0	Less than 1.0
	Identify cost-effective service alternatives for low-performing/low-productivity routes.	Identify routes with high Cost/VRH and low Passengers/VRH	Not measured	Low-performing/low-productivity routes identified and alternatives considered
		Implementation of alternatives	Not measured	Alternatives implemented
	Maintain full staffing and improve driver recruitment and retention.	Open staff positions	Not measured	Lower turnover and higher retention rate from baseline

Goal	Objective	Performance Measure(s)	Prior SRTP Performance Standard	Recommended Performance Standard
1. Operate a high-quality public transportation system (safe, reliable, effective, efficient, and accessible).	Increase Dial-A-Ride service productivity.	Passengers/VRH (year-over-year comparison, assessed quarterly)	Greater than 3.0 passengers/VRH	Greater than 2.0 passengers/VRH
	Increase transit's "footprint" throughout the city of Visalia.	Percentage of households within reasonable walking distance of a transit stop	Fixed-route: 90% of residents within ¼ mile of a bus stop	Fixed-route: 90% of residents within ¼ mile of a bus stop
2. Address the growing demand for new services and implement efficient and cost-effective solutions to meet the increasing public transportation needs of the community.	Introduce transit service to new commercial development through financial partnerships with developers, employers, and tenants.	Number of partnerships	Not measured	Number of partnerships
		Implementation of service extension/expansion	Not measured	Number of new locations/new employers served
	Continue to function as a key link within the regional transit network.	Number of transfers to other transit operators	Not measured	At least 2,000 annually
		Average wait time for inter-agency transfers	Not measured	Less than 20 minutes

Goal	Objective	Performance Measure(s)	Prior SRTP Performance Standard	Recommended Performance Standard
2. Address the growing demand for new services and implement efficient and cost-effective solutions to meet the increasing public transportation needs of the community.	Identify new modes or services to balance increased demand for service with cost.	Implementation of new modes/services	Not measured	Number of new modes/services launched or piloted
		Performance/productivity of new modes/services	Not measured	Cost/VRH Passengers/VRH
3. Provide leadership in public transportation for the City, nearby communities, and the industry.	Identify alternate operational funding sources to reduce reliance on passenger fares.	Amount of locally-generated supplemental revenues	Not measured	Greater than or equal to prior year
	Earn transit industry recognition.	Inclusion in industry publications	Not measured	One or more within Plan's horizon
		Selection for industry awards	Not measured	One or more within Plan's horizon
	Continue to position Visalia Transit as a quality public transit operator within the region.	Number of community outreach and engagement activities	Not measured	Greater than or equal to the number of activities pre-pandemic

Goal	Objective	Performance Measure(s)	Prior SRTP Performance Standard	Recommended Performance Standard
4. Educate the public about transit services in the area and the benefits of public transportation to the Visalia community.	Expand Visalia Transit's customer base beyond the historic transit-dependent.	Bi-annual customer survey – alternatives to transit	Not measured	Percentage of respondents indicating both possession of a driver license and access to a personal vehicle or those indicating a viable alternative to transit greater than baseline.
	Enhance Visalia Transit's image within the Visalia community at-large.	Bi-annual customer survey – perception of transit	Not measured	Rating of 3.0 or better (on a 4-point scale) with respect to approval of/support for transit.
		Community survey – perception of transit	Not measured	Rating of 3.0 or better (on a 4-point scale) with respect to approval of/support for transit.
	Improve customer satisfaction.	Bi-annual customer survey – satisfaction	Rating of 3.0 or better	Rating of 3.0 or better (on a 4-point scale) with respect to overall satisfaction.
		Complaints per 100,000 customer boardings	Fixed-route: Less than 100	Fixed-route: Less than 100

Goal	Objective	Performance Measure(s)	Prior SRTP Performance Standard	Recommended Performance Standard
5. Enhance the customer experience and service productivity through the use of technology.	Continue to provide and enhance mobile access to trip planning and real-time vehicle tracking.	Mobile app downloads	Not measured	Number of downloads increases over previous year
	Enhance accessibility to non-cash fare media options.	Reduction in call center volume	Not measured	Number of calls less than previous year
	Reduce the average revenue vehicle age and mileage.	Pass sales	Not measured	Overall pass sales greater than previous year
		Introduction of mobile ticketing	Not measured	Increased usage year-over-year once introduced
		Average vehicle age	Not measured	Lower than previous year
6. Support environmental responsibility through sustainable practices.		Average vehicle mileage	Not measured	Lower than previous year
	Reduce transit's environmental impact through strategic fleet replacement.	Fleet mix of Zero-Emission Buses (ZEBs). Compliance with ICT legislation.	Not measured	Greater than 8.1% of Visalia Transit fixed-route fleet (baseline)

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Chapter 2: Summary of Surveys

The purpose of this chapter is to provide a brief summary of the key data arising from the projects three survey activities: 1) dial-a-ride customer survey, 2) fixed-route (local bus service) customer survey, and 3) community survey.

2.1 Dial-A-Ride Survey

To assess dial-a-ride customer satisfaction as well as program performance, Moore & Associates conducted a self-administered survey of recent dial-a-ride customers. A bilingual questionnaire was distributed via first class mail to 465 individuals listed within the City's dial-a-ride user database. The survey mailer included a postage-paid reply envelope to facilitate survey return. To encourage participation, each person responding in advance of the stipulated response deadline was entered into a random drawing for one of three 50-dollar VISA gift cards.

Subsequent to the mailing, approximately 20 mailers were returned as "non-deliverable". This means the actual sample size was 445. Seventy valid responses were received translating to a participation rate of approximately 16 percent.

Based on the survey data, Moore & Associates created a profile of the "typical" Visalia Transit dial-a-ride user. Key characteristics include:

- Is age 62 years or above (65 percent).
- Ride three or more times weekly (38 percent).
- Resides within Visalia (83 percent).
- Most common trip purpose is to access healthcare services (56 percent).
- Doesn't drive/no longer drives (63 percent).
- Has access to the internet (52 percent), uses text messaging (52 percent), and owns a smart phone (56 percent).
- Indicates a high satisfaction (combined "excellent" and "good" ratings) regarding the City's DAR service (90 percent).

Based on the customer profile along with the overall survey data, we conclude 1) there is very high overall customer satisfaction, 2) there is little potential for possible mode-shift to the City's fixed-route bus service, and 3) the program policies and procedures appear to be effective.

2.2 Fixed-Route Survey

In early September 2021, a team of bilingual surveyors conducted an intercept survey across all Visalia Transit's local service lines. The survey fielding did not include the V-Line service linking Visalia and Fresno, nor the SEKI service linking Visalia and Sequoia National Park. Persons not wishing to complete the survey while onboard the bus had the option of completing the survey online. To encourage participation, each person responding in advance of the stipulated response deadline was entered into a random drawing for a series of VISA gift cards.

Despite a ridership decline of approximately 40 percent (due chiefly to the impacts of the COVID-19 pandemic), a sample size of nearly 400 was achieved. This translates to a data confidence level of 95 percent and a margin of error of five percent.

Based on the survey data, Moore & Associates created a profile of the "typical" Visalia Transit local bus service rider. Key characteristics include:

- Is age 18-44 (48 percent).
- Is currently employed (32 percent).
- Most common trip purpose is to access "work/employment" (26 percent).
- Lacks access to a personal vehicle (79 percent).
- Lives in a household with an annual income of less than \$25,000 (38 percent).
- Rides three or more times weekly (50 percent).
- Most preferred services enhancements:
 - "Later service hours" (37.5 percent) and "More weekend service" (34.5 percent)
- Indicates a very high satisfaction (combined "excellent" and "good ratings") regarding the City's local bus service (93.2 percent).

Based on the customer profile along with the overall survey data, we conclude 1) there is very high customer satisfaction, 2) there is a high degree of transit-dependency exhibited by the core customer group, and 3) introduction of the preferred service improvement would result in ridership growth (that is, additional weekly rides by the core customer group).

2.3 Community Survey

The community survey had several objectives including: 1) assess awareness as well as recent use of Visalia Transit, 2) identify potential "motivators" as well as "barriers" (perceived as well as actual) regarding current as well as future/potential use of Visalia Transit, 3) collect basic demographic data specific to survey participants, and 4) identify opportunities for potential Visalia Transit service enhancements.

Survey fielding was conducted in September 2021 at locations of significant public activity throughout the Visalia Transit local service area as well as online. Printed survey questionnaires were also available at each of the Community workshops.

Three community workshops were conducted in September 2021 to present the Plan's preliminary findings, and as an opportunity for Visalia residents to discuss their mobility needs and priorities. The sessions were held at the Visalia Convention Center as well as the College of the Sequoias main campus. Real-time Spanish interpretation was available at each session.

The online survey was promoted via 1) City of Visalia social media messaging, 2) display advert in the *Visalia Times-Delta*, and 3) a direct mailer (postcard) to nearly 29,000 households throughout Visalia. A response or participation incentive was included (i.e., random drawing for a selection of VISA gift cards). At the conclusion of the survey participation period, nearly 250 valid responses were received (nearly 2.5 times the survey sample achieved during the City's 2017 Short Range Transit Plan project).

Based on the survey data, Moore & Associates created a "respondent profile." Key characteristics include:

- Most common usage barrier: "Prefer to drive own vehicle" (54 percent).
- Ready access to a personal vehicle (84 percent).
- Greatest motivator to (potential) future transit use: "Change in personal circumstances" (45 percent).
- Propensity to use public transit in the future (86 percent).
- Preferred channel for receiving public transit information: "website/Internet" (46 percent).
- Believes public transit provides a valuable community service (88 percent).
- Believes public transit supports the local economy (85 percent).
- Believes public transit is an important service for seniors and persons with disabilities (93 percent).

Based on the respondent profile as well as the overall survey data, we conclude:

- 1) Visalia Transit is perceived as a valuable community service (by both riders and non-riders alike).
- 2) The personal vehicle remains the greatest competition to public transit.
- 3) Visalia Transit is positively positioned as a future mobility option within a significant portion of current non-riders.
- 4) Targeted marketing (e.g., single-vehicle households, households within close proximity of a Visalia Transit service line) would likely be more effective than the recent "broad brush" approach to Visalia Transit marketing.
- 5) The "motivators" of greatest potential (vis-à-vis attracting non-transit riders) are convenience, ease-of-use, and savings.

The full survey narrative with data exhibits is included in Plan's appendix.

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Chapter 3: System Performance Analysis

The purpose of this chapter is to provide an assessment of current and past system performance. This chapter includes a fare structure review (including peer review), service performance analysis by mode, evaluation of progress toward existing service standards, and evaluation of organizational structure.

3.1 Fare Structure Review

The current fare structure has been in effect since February 1, 2021. The local and demand-response fare structure is relatively simple. The local fixed-route service offers a base cash fare as well as one-day, seven-day, and 31-day passes at two different fare levels (general public and discounted).

All discounted fare categories are eligible for the same discounted fare. A separate promotional pass (Half-off Pass) has limited availability to new riders. Monthly and mid-monthly regional T-Passes are also honored on Visalia Transit's local service.

Exhibit 3.1.1 Fixed-route fare structure – local service

	General Public	Discounted*	Children ⁺
Visalia Transit			
Cash fare (one-way)	\$1.75	\$0.85	Free
Day pass	\$3.50	\$2.50	N/A
7-day pass	\$14.00	\$7.50	N/A
31-day pass	\$50.00	\$30.00	N/A
Half-off Pass (HOP) [^]	\$25.00	N/A	N/A
Monthly Regional T-Pass	\$55.00	N/A	N/A
Mid-month Regional T-Pass	\$30.00	N/A	N/A

**Discounted fares available to seniors (age 65+), persons with disabilities, Medicare cardholders, and active military (and families).*

+Up to two children age 6 or younger ride free with a fare-paying passenger. Additional children must pay the full cash fare.

^The Half-off Pass is available to new riders only.

Purchase of any monthly pass (or reloadable fare card) makes the user eligible for the Rider Rewards program, which offers discounts or special offers at affiliated merchants throughout Visalia. Riders simply present their bus pass to participating businesses to receive the rewards.

Visalia Transit does not currently offer a transfer but does offer a day pass. The general public day pass is priced equal to two one-way fares, while the discounted day pass is nearly the same as three one-way

fares. Federal Transit Administration guidance regarding the Americans with Disabilities Act (ADA)¹ does not address reduced fares on fixed-route service, only providing guidance specific to fare pricing for ADA complementary paratransit service. However, this inconsistency between the value provided by the day pass could be viewed as discriminatory. Similar issues are noted for the seven-day and 31-day passes.

Visalia Transit also operates two external services: V-Line and Sequoia Shuttle. V-Line offers a general public and discounted fare, although the requirements for the discounted fare are slightly different than the local service routes (For example, students are eligible for the V-Line discounted fare). Four fare products are available – the one-way base fare as well as 10-, 20-, and 40-ride punch passes. Sequoia Shuttle offers a single fare for all riders – a \$20 round-trip fare between Visalia and Sequoia National Park. Bus service inside the park is free.

Exhibit 3.1.2 Fixed-route fare structure – external services

	General Public	Discounted*
V-Line		
One-way/single ride	\$10.00	\$9.00
10-ride punch pass	\$90.00	\$80.00
20-ride punch pass	\$160.00	\$140.00
40-ride punch pass	\$280.00	\$240.00
Sequoia Shuttle		
External shuttle (round-trip)	\$20.00	N/A
Internal shuttle	Free	Free

**V-Line discounted fares available to students, seniors, persons with disabilities, and veterans.*

Visalia Transit’s demand-response service offers just three fare products: cash fare, monthly Fast Pass, and 10-ride punch pass. There are two fare levels (general public and discounted) for the cash fare and punch pass. The monthly Fast Pass is available to ADA-certified riders only.

Exhibit 3.1.3 Demand-response fare structure

	Discounted*	General Public	Children ⁺
Cash fare (one-way)	\$2.25	\$4.00	Free
Monthly fast pass (ADA only)	\$75.00	N/A	N/A
10-ride punch pass	\$22.50	\$40.00	N/A

**Discounted fares available to seniors (age 65+), persons with disabilities, Medicare cardholders, and active military.*

+Up to two children age 6 or younger ride free with a fare-paying passenger. Additional children must pay the full cash fare.

¹ FTA Circular 4710.1, “Americans with Disabilities Act (ADA): Guidance.” Federal Transit Administration, U.S. Department of Transportation, 4 November 2015.

During the first eight months of FY 2020^{2,3} (July 2019 through February 2020), only 36.6 percent of fixed-route riders paid full-fare (either cash or by purchasing a full-fare pass). Nearly 30 percent (29.5 percent) of riders traveled on a reduced fare (senior, disabled, military, or free). Regional T-Pass users comprised 14 percent of riders, while another 13.3 percent traveled using a College of the Sequoias transit sticker. Less than two percent of all riders used a Half-Off Pass (HOP), while less than one percent transferred from the former Tulare County Transit service.

Day passes were the most popular pass type, and were used on 28.9 percent of rides. Monthly passes (including the ADA Fast Pass and Rider Rewards pass) were used on 16.8 percent of rides. Weekly passes were the least used, comprising just 7.1 percent of rides. Together, use of these three passes far outweighed cash fares, which were used on just 13.9 percent of rides.

Overall, more than two-thirds of the rides made during this period (68.7 percent) reflect a purchased pass of some kind. If the College of the Sequoias pass is added to this, that figure rises to 81.9 percent. It is apparent multi-ride passes are very appealing to Visalia Transit customers. This should be taken into account as fare adjustments are considered in the future.

Fare collection was suspended between April 8, 2020 and January 2021 in response to the COVID-19 pandemic. Fare collection resumed on February 1, 2021. During the last five months of FY 2021, there was a higher incidence in the use of cash fares. This is likely due to the uncertain nature of the COVID-19 pandemic, which undoubtedly influenced decisions about whether or not to invest in a multi-ride pass, as well as the near total elimination of College of the Sequoia rides from the mix of fare payment options. During those months, 22.2 percent of rides were paid using cash, while 71.7 percent were paid with a pass. Day passes were the most frequently used, followed by monthly passes.

Peer Fare Review

For the peer fare review, we identified four peers operating within central California, each in an environment similar to Visalia. The peers are Golden Empire Transit (GET) (Bakersfield), Fresno Area Express (Fresno), The Bus (Merced County), and Kings Area Rural Transit (KART) (Kings County). Tulare Intermodal Express (TIME) was also included, as it is Visalia's closest neighbor.

It should be noted Tulare has joined with other transit operators in Tulare county to form Tulare County Regional Transit. At the time of the Plan's preparation, it was unclear what the consolidated fare structure would be.

Visalia has the highest fixed-route base fare at \$1.75, followed by GET (\$1.65), Merced and TIME (\$1.50), KART (\$1.25), and Fresno (\$1.00). Fresno and TIME offer a free transfer; all other peers, as well as Visalia, offer a day pass instead. Visalia and Merced offer the best value general public day pass (equal to two one-way fares). KART's general public day pass is equal to 3.2 times the base one-way fare.

² It should be noted the data shown here was recorded prior to the fare change in February 2021.

³ This time frame was used for analysis as it represents "normal" operations prior to the start of the COVID-19 pandemic in March 2020.

All peers offer a variety of non-cash fare media as well as cash fares. Four of the five peers offer reduced or discounted fixed-route fares for seniors, persons with disabilities, and Medicare cardholders. The fifth (Merced) implemented a program that allows it to provide rides to those groups for free. All offer some form of free rides for young children, although Fresno allows all children up to age 12 to ride for free. Most offer free or reduced fares for active military and/or veterans as well. Merced, TIME, and KART offer discounted student monthly passes.

Visalia's ADA paratransit fare is the second-lowest of the peers. The lowest is Fresno, which at \$1.25 is just 25 cents higher than the fixed-route fare. At \$2.25, Visalia's ADA fare is closest to KART (\$2.50) and TIME (\$2.00), with GET and Merced both priced at \$3.00. Only Visalia and TIME offer a general public fare for Dial-A-Ride. Visalia is one of just two peers that provides an unlimited monthly pass for ADA paratransit, although Fresno's is priced significantly lower. Four of the peers (including Visalia) offer a 10-ride pass for paratransit.

Given Visalia Transit's current fare structure (pricing), there is likely to be little customer tolerance for a fare increase. The exception may be if Visalia Transit can provide a significant benefit to customers that will accompany the fare change. In other words, it is unlikely a fare increase would be tolerated for simply continuation of the current service level.

Exhibit 3.1.4 Peer fares

	Visalia Transit	Tulare (TIME)	Bakersfield (GET)	Fresno (FAX)	Merced (The Bus)	Kings County (KART)
Fixed-Route						
Base one-way fare (general public)	\$1.75	\$1.50	\$1.65	\$1.00	Local: \$1.50; Intercity: \$3.00	Local: \$1.25 Out of town: \$1.75
Discounted/reduced one-way fare	Senior (65+): \$0.85 Medicare: \$0.85 Disabled: \$0.85 Children: Free (6 and under; up to 2) Active military: \$0.85	Senior (65+): \$0.75 Medicare: \$0.75 ADA: \$0.75 Active military: \$0.75 Children: Free (5 and under; up to 2) ADA PCA: Free	Senior (65+): \$0.80 Medicare: \$0.80 Disabled: \$0.80 Children: Free (under age 6; up to 3)	Senior (65+): \$0.50 Medicare: \$0.50 Disabled: \$0.50 Children: Free for age 12 and under Active military: Free Veteran: Free	Senior: Free Disabled: Free Children: Free (under 46 inches) Active military: Free Veteran: Free	Senior: \$0.60 local/ \$0.85 out of town Disabled: \$0.60 local/ \$0.85 out of town Children: Free (6 years and under) Active military: \$0.60 local/ \$0.85 out of town Veteran: \$0.60 local/ \$0.85 out of town
Transfers	None	Free	None	Free; up to 2 transfers in a single direction within 90 minutes	None	None
Day pass	Regular: \$3.50 Reduced: \$2.50	None	Regular: \$3.55 Reduced: \$1.70	None	Local: \$3.00 Intercity: \$6.00	Local: \$4.00 Out of town: \$5.50
7-day pass	Regular: \$14.00 Reduced: \$7.50	None	None	None	Local: \$20.00	None
15-day pass	None	None	Regular: \$30.00 Reduced: \$13.75	None	None	None

	Visalia Transit	Tulare (TIME)	Bakersfield (GET)	Fresno (FAX)	Merced (The Bus)	Kings County (KART)
31-day/monthly pass	Regular: \$50.00 Reduced: \$30.00	Regular: \$40.00 Reduced: \$20.00 Student: \$33.00	Regular: \$45.00 Reduced: \$22.00	Regular: \$36.00 Reduced: \$18.00	Local: \$60.00 Local (student): \$45.00	Local (regular): \$50.00 Out of town (regular): \$60.00 Local (reduced): \$40.00 Out of town (reduced): \$50.00
10-ride pass	None	None	None	Regular: \$9.00 Reduced: \$4.50	None	Local: \$10.00 Out of town: \$14.00
Dial-A-Ride/ADA Paratransit						
Base one-way fare (general public)	\$4.00	\$3.25	None	None	None	None
Discounted/reduced one-way fare	ADA: \$2.25 Senior (65+): \$2.25 Disabled: \$2.25 Medicare: \$2.25 Active military: \$2.25	ADA: \$2.00 PCA: Free Children (7 and under with fare-paying adult): \$1.25 Children without fare-paying adult: \$2.50	ADA: \$3.00	ADA: \$1.25 Companion: \$1.25 PCA: Free	Local: \$3.00 Intercity: \$6.00	ADA: \$2.50 (\$5.00 if outside service area) Companion: \$2.50 Children: \$2.50 PCA: Free
Monthly pass	ADA: \$75.00	None	None	ADA: \$36.00	None	None
10-ride pass	Regular: \$40.00 Reduced: \$22.50	General public: \$32.50 ADA: \$20.00	ADA: \$30.00	None	None	\$25.00

3.2 Evaluation of System Performance

Fixed-Route Service

In reviewing fixed-route performance, Moore & Associates sought to use metrics that would look at pre-COVID and later-COVID performance; the former for historic comparison and the latter for current performance. Therefore, we elected to utilize the following time periods in the system analysis:

- Year 1: March 2018 – February 2019
- Year 2: March 2019 – February 2020
- Year 3: January 2021 – June 2021

Although data for Year 3 does not represent a full year, extrapolation to a full 12 months is provided, and calculation of performance indicators based on the actual data allows for an accurate comparison.

The City of Visalia does not track operating cost by route. Therefore, in order to calculate this metric, Moore & Associates used the total operating cost for each period above divided by the total number of vehicle revenue hours operated during that period. That cost per hour was then applied to the number of vehicle revenue hours operated by each route to get operating cost by route.

Fixed-route system

Visalia Transit currently operates 13 local routes. Route 3 service ended in January 2020. As such, no route-specific analysis was provided within this section since it is no longer operating. Route 17 service was launched on October 10, 2021. Given this route operated outside of the dates used within this section, no route-specific analysis is provided in this section. As a result, only 12 routes are profiled herein.

In the years immediately prior to onset of the COVID pandemic, Visalia Transit's fixed-route service operated approximately 1.8 million vehicle revenue miles and between 125,000 and 150,000 vehicle revenue hours annually. Ridership was strongest in Year 1, decreasing 10 percent in Year 2. Fare revenues decreased accordingly in the second year, though operating cost also decreased slightly. Following the upheaval of the initial months of the COVID-19 pandemic, Year 3 shows significant decreases in all metrics, with ridership being the most significantly impacted (down nearly 70 percent).

Exhibit 3.2.1 presents system performance metrics for the three years discussed previously. Two sets of metrics are shown for Year 3. The first represents actual performance for the specified eight-month period. The second extrapolates the data for 12 months based on the first eight months of the year. This was done to provide a more "apples-to-apples" comparison with the first two years.

Exhibit 3.2.1 Fixed-route Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	129,575.03	125,304.32	54,859.68	109,807.82
Vehicle revenue miles	1,793,781.03	1,761,113.83	819,683.00	1,639,366
Ridership	1,302,051	1,169,871	248,422	496,844
Fare revenue	\$583,204.81	\$553,137.05	\$152,964	\$305,927
Operating cost	\$10,058,243.80	\$10,735,600.90	\$5,267,101.37	\$10,534,202.76

Exhibit 3.2.2 Fixed-route vehicle revenue miles/vehicle revenue hour

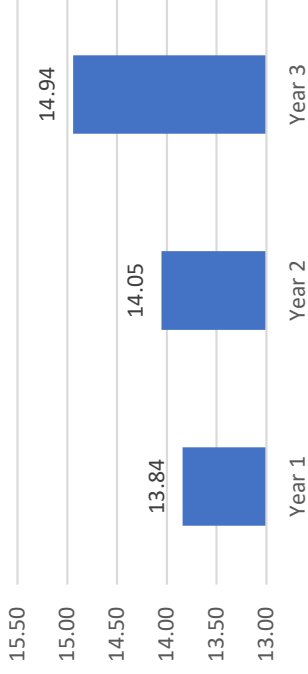


Exhibit 3.2.4 Fixed-route passengers/vehicle revenue mile

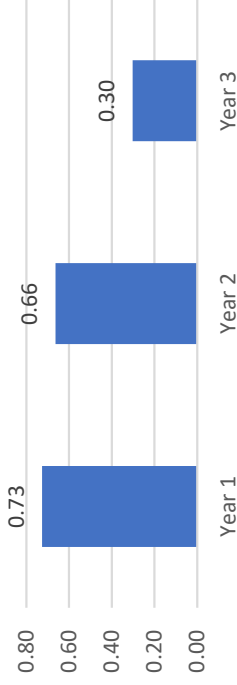


Exhibit 3.2.6 Fixed-route operating cost/vehicle revenue hour

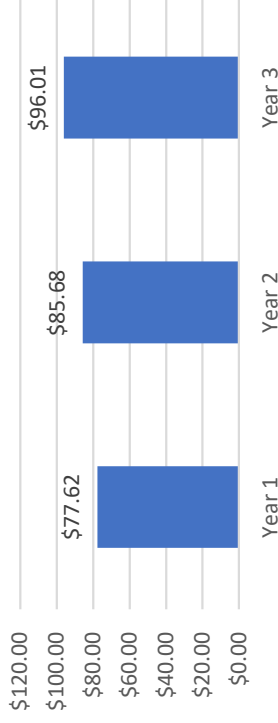


Exhibit 3.2.3 Fixed-route passengers/vehicle revenue hour

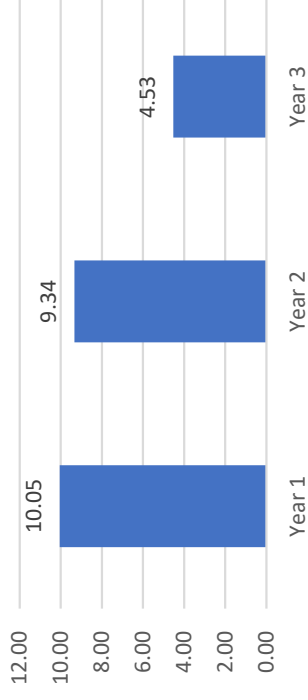


Exhibit 3.2.5 Fixed-route average fare/passenger

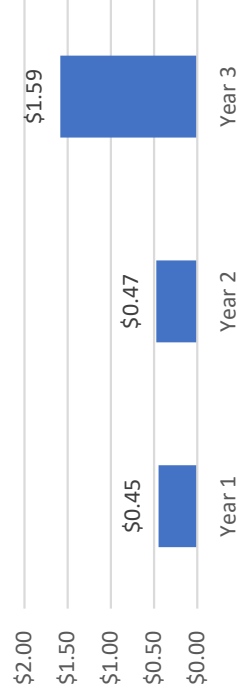


Exhibit 3.2.7 Fixed-route operating cost/passenger

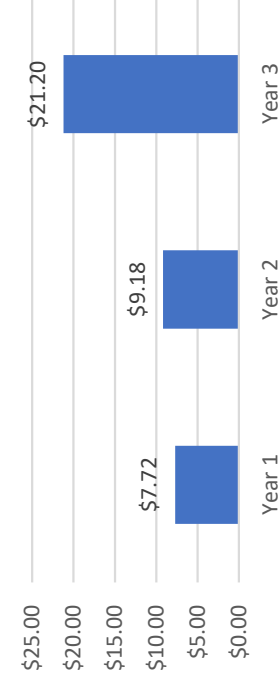
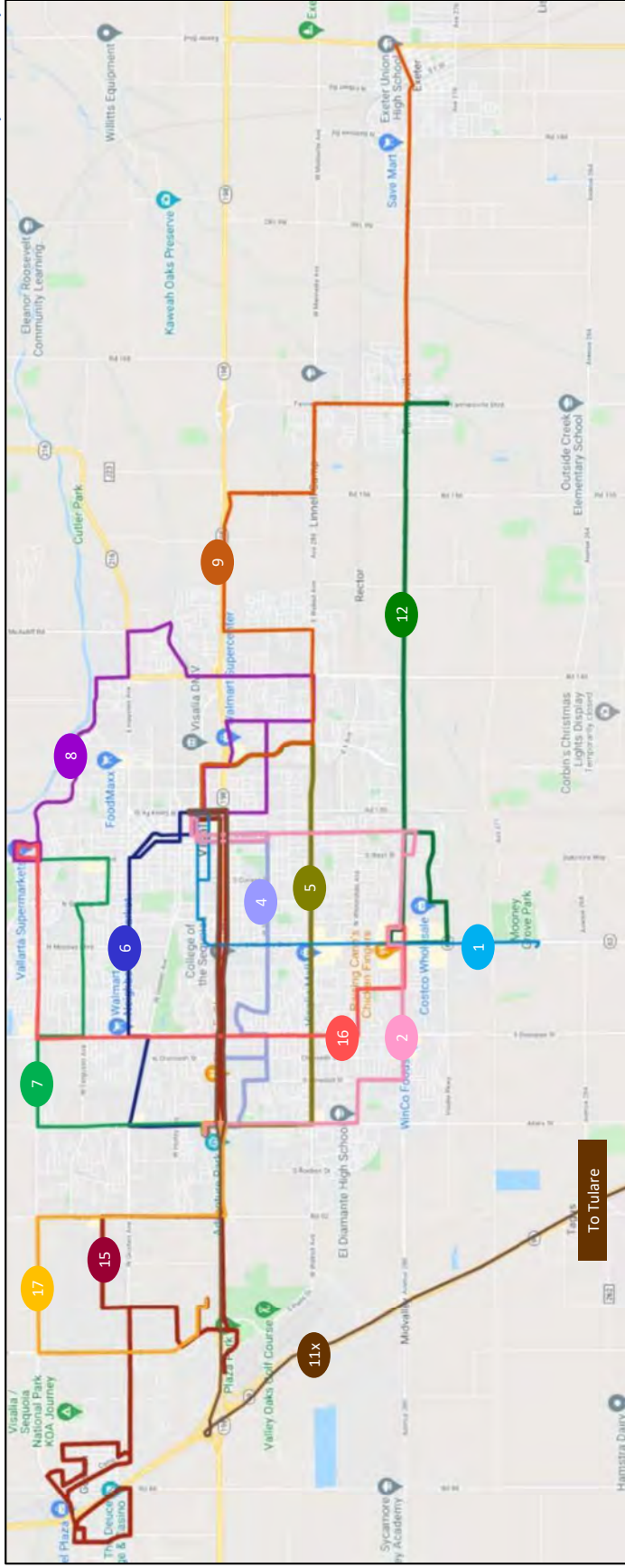


Exhibit 3.2.8 Fixed-route system map



Route 1

Route 1 travels between the Visalia Transit Center in downtown Visalia and Government Plaza via Mooney Blvd. The route also serves Recreation Park, College of the Sequoias, Visalia Mall, and Sequoia Mall. Service is provided between 6:00 a.m. and 9:48 p.m. Monday through Friday, and between 8:00 a.m. and 7:00 p.m. on Saturday and Sunday. Weekday frequency is 15 minutes throughout most of the day, increasing to 30 minutes after 7:00 p.m. Frequency on Saturday and Sunday is 20 minutes.

Exhibit 3.2.9 Route 1 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	19,430.19	19,215.70	9,523.99	19,047.98
Vehicle revenue miles	203,121.53	202,528.00	101,342.00	202,684.00
Ridership	377,419.00	340,857.00	71,471.00	142,936
Fare revenue	\$113,048.10	\$109,656.18	\$34,651.68	\$69,303.36
Operating cost	\$1,508,265.81	\$1,646,328.60	\$814,402.36	\$1,828,804.72

With respect to productivity (defined as passengers per vehicle revenue hour), Route 1 has consistently ranked as the most productive. Prior to onset of the COVID pandemic, Route 1's passengers/revenue hour stood at 19.42 in Year 1 and 17.74 in Year 2. While this indicator dropped to 7.50 in Year 3, Route 1 still outperforms all other routes.

Route 2

Route 2 travels between the Visalia Transit Center in downtown Visalia and the Visalia Medical Clinic primarily via Court, Caldwell, and Akers. The route also serves Kaweah Delta Urgent Care. Service is provided between 6:00 a.m. and 9:46 p.m. Monday through Friday, and between 8:00 a.m. and 6:46 p.m. on Saturday and Sunday. Frequency is 30 minutes across all service days.

Exhibit 3.2.10 Route 2 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	14,806.16	30,242.13	6,989.55	13,979.10
Vehicle revenue miles	171,235.60	187,023.38	84,305.00	168,610.00
Ridership	151,621.00	136,421.00	36,238.00	72,476.00
Fare revenue	73,112.66	\$70,130.40	\$34,651.68	\$69,303.36
Operating cost	\$1,351,263.38	\$1,364,126.03	\$671,069.69	\$1,342,139.38

With respect to productivity (defined as passengers per vehicle revenue hour), Route 2 has been somewhat inconsistent. Prior to onset of the COVID pandemic, Route 2's passengers/revenue hour stood at 10.24 (sixth of 13 routes) in Year 1 and 4.51 (tenth of 13 routes) in Year 2. This indicator rebounded to 5.18 in Year 3, placing Route 2 as third out of 12 routes.

Route 4

Route 4 travels between the Visalia Transit Center in downtown Visalia and the Visalia Medical Clinic primarily via Court, Tulare, and Akers. Service is provided between 6:00 a.m. and 9:51 p.m. Monday through Friday, and between 8:00 a.m. and 6:51 p.m. on Saturday and Sunday. Frequency is generally 30 minutes on all service days, dropping to 60 minutes during later evening hours on weekdays.

Exhibit 3.2.11 Route 4 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	9,940.23	9,805.02	4,695.80	9,391.60
Vehicle revenue miles	114,803.00	114,323.00	57,410.00	114,820.00
Ridership	114,523.00	98,642.00	22,673.00	45,346.00
Fare revenue	\$57,240.39	\$50,511.11	\$14,221.18	\$28,442.36
Operating cost	\$925,451.63	\$937,524.83	\$450,845.7	\$901,691.54

With respect to productivity (defined as passengers per vehicle revenue hour), Route 4 has been consistently in the top half with respect to ranking. Prior to onset of the COVID pandemic, Route 4's passengers/revenue hour stood at 11.52 (fourth of 13 routes) in Year 1 and 10.06 (fifth of 13 routes) in Year 2. This indicator stood at 4.83 in Year 3, placing Route 4 as sixth out of 12 routes.

Route 5

Route 5 travels between the Visalia Transit Center in downtown Visalia and the Visalia Medical Clinic primarily via Ben Maddox, Walnut, and Akers. Service is provided between 6:00 a.m. and 9:55 p.m. Monday through Friday, and between 8:00 a.m. and 6:55 p.m. on Saturday and Sunday. Frequency is 30 to 45 minutes throughout the day on weekdays and 30 minutes on Saturday and Sunday.

Exhibit 3.2.12 Route 5 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	10,381.91	10,192.53	4,927.72	9,855.44
Vehicle revenue miles	141,440.00	140,539.00	70,120.00	140,240.00
Ridership	75,236.00	73,087.00	20,494.00	40,988.00
Fare revenue	\$36,944.71	\$36,885.27	\$13,612.84	\$27,225.68
Operating cost	\$940,063.25	\$968,492.68	\$473,112.51	\$946,225.02

With respect to productivity (defined as passengers per vehicle revenue hour), Route 5 has been consistently in the lower half with respect to ranking. Prior to onset of the COVID pandemic, Route 5's passengers/revenue hour stood at 7.25 (ninth of 13 routes) in Year 1 and 7.17 (eighth of 13 routes) in Year 2. This indicator stood at 4.16 in Year 3, placing Route 5 as seventh out of 12 routes.

Route 6

Route 6 travels between the Visalia Transit Center in downtown Visalia and the Visalia Medical Clinic primarily via Second and Third, Houston, Goshen, and Akers. Service is provided between 6:00 a.m. and 9:55 p.m. Monday through Friday, and between 8:00 a.m. and 6:55 p.m. on Saturday and Sunday. Frequency is 60 minutes across all service days.

Exhibit 3.2.13 Route 6 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	10,179.74	8,959.75	2,646.27	5,292.54
Vehicle revenue miles	173,859.00	208,218.22	29,434.00	58,686.00
Ridership	61,965.00	54,915.00	16,559.00	33,118.00
Fare revenue	\$37,247.43	\$34,366.65	\$9,523.84	\$19,047.68
Operating cost	\$927,771.25	\$1,815,587.44	\$254,069.52	\$508,139.04

With respect to productivity (defined as passengers per vehicle revenue hour), Route 6 toward the bottom with respect to ranking prior to onset of the COVID pandemic. Route 6's passengers/revenue hour stood at 6.09 (tenth of 13 routes) in Year 1 and 6.13 (ninth of 13 routes) in Year 2. However, this indicator stood at 6.26 in Year 3, placing Route 6 as second out of 12 routes.

Route 7

Route 7 travels between the Visalia Medical Clinic and the Target Shopping Center primarily via Akers, Riggan, Ferguson, and Dinuba Rd. Service is provided between 6:00 a.m. and 9:48 p.m. Monday through Friday, and between 8:00 a.m. and 5:48 p.m. on Saturday and Sunday. Frequency is 60 minutes across all service days.

Exhibit 3.2.14 Route 7 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	17,821.97	15,496.15	2,519.08	5,038.16
Vehicle revenue miles	230,047.90	207,958.00	37,627.00	75,254.00
Ridership	158,534.00	131,726.00	4,089.00	8,178.00
Fare revenue	\$74,048.70	\$63,171.44	\$2,350.31	\$4,700.62
Operating cost	\$1,579,765.25	\$923,326.20	\$241,867.95	\$483,735.90

With respect to productivity (defined as passengers per vehicle revenue hour), Route 7 stood in the middle with respect to ranking prior to onset of the COVID pandemic. Route 7's passengers/revenue hour stood at 8.90 (seventh of 13 routes) in Year 1 and 8.50 (sixth of 13 routes) in Year 2. However, this indicator dropped to 1.62 in Year 3, placing Route 7 as eleventh out of 12 routes.

Route 8

Route 8 travels between the Target Shopping Center and the Visalia Transit Center in downtown Visalia primarily via St. John's Parkway, Lovers Lane, Walnut, Tulare, and Santa Fe. Service is provided between 6:00 a.m. and 10:07 p.m. Monday through Friday, and between 7:45 a.m. and 6:52 p.m. on Saturday and Sunday. Frequency is 30 to 45 minutes throughout the day across all service days.

Exhibit 3.2.15 Route 8 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	8,934.59	9,180.94	4,916.05	9,832.10
Vehicle revenue miles	111,587.00	117,842.23	73,796.00	147,592.00
Ridership	75,636.00	68,937.00	19,830.00	9,660.00
Fare revenue	\$32,711.54	\$32,892.06	\$11,593.38	\$23,186.76
Operating cost	\$818,940.50	\$877,094.29	\$471,992.07	\$943,984.14

With respect to productivity (defined as passengers per vehicle revenue hour), Route 8 has been consistently in the lower half with respect to ranking. Prior to onset of the COVID pandemic, Route 8's passengers/revenue hour stood at 8.47 (eighth of 13 routes) in Year 1 and 7.51 (seventh of 13 routes) in Year 2. In Year 3, this indicator stood at 4.03, placing Route 8 as eighth out of 12 routes.

Route 9

Route 9 travels between the Visalia Transit Center in downtown Visalia and Exeter via Farmersville. Service is provided between 6:00 a.m. and 8:47 p.m. Monday through Friday, and between 8:00 a.m. and 6:17 p.m. on Saturday and Sunday. Frequency is 45 minutes on weekdays and 90 minutes on Saturday and Sunday.

Exhibit 3.2.16 Route 9 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	8,266.03	8,050.50	3,995.10	7,910.20
Vehicle revenue miles	151,302.00	149,600.00	77,973.00	155,946.00
Ridership	87,253.00	85,099.00	20,438.00	40,876.00
Fare revenue	\$62,998.35	\$66,281.21	\$18,302.49	\$36,604.98
Operating cost	\$748,360.38	\$770,281.61	\$379,730.84	\$759,461.68

With respect to productivity (defined as passengers per vehicle revenue hour), Route 9 has been consistently in the top half with respect to ranking. Prior to onset of the COVID pandemic, Route 9's passengers/revenue hour stood at 10.56 (fifth of 13 routes) in Year 1 and 10.57 (fourth of 13 routes) in Year 2. This indicator stood at 5.17 in Year 3, placing Route 9 as fourth out of 12 routes.

Route 11X

Route 11X is an express route traveling between the Visalia Transit Center in downtown Visalia and the Tulare Transit Center in downtown Tulare, with additional stops at the County Civic Center and College of the Sequoias. Service is provided between 6:30 a.m. and 9:30 p.m. Monday through Friday, and between 8:30 a.m. and 6:30 p.m. on Saturday and Sunday. Frequency is generally 30 minutes across all service days.

Exhibit 3.2.17 Route 11X Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	4,885.47	4,840.26	2,398.74	4,797.48
Vehicle revenue miles	154,196.00	157,755.00	77,844.00	155,688.00
Ridership	60,161.00	57,364.00	11,908.00	23,816.00
Fare revenue	\$30,827.44	\$31,164.10	\$8,910.18	\$17,820.36
Operating cost	\$483,176.75	\$458,307.42	\$230,304.05	\$460,608.10

With respect to productivity (defined as passengers per vehicle revenue hour), Route 11X has been consistently in the top half with respect to ranking. Prior to onset of the COVID pandemic, Route 11X's passengers/revenue hour stood at 12.31 (third of 13 routes) in Year 1 and 11.85 (third of 13 routes) in Year 2. This indicator stood at 4.96 in Year 3, placing Route 11X as fifth out of 12 routes.

Route 12

Route 12 travels between Sequoia Mall in Visalia and Farmersville primarily via Caldwell/Visalia Rd. and Mooney Blvd. Service is provided between 6:00 a.m. and 9:37 p.m. Monday through Friday, and between 7:57 a.m. and 6:37 p.m. on Saturday and Sunday. Frequency is 60 minutes across all service days.

Exhibit 3.2.18 Route 12 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	4,979.48	5,033.15	2,508.56	5,017.12
Vehicle revenue miles	89,062.00	72,856.00	36,722.00	73,444.00
Ridership	28,926.00	19,971.00	5,306.00	10,612.00
Fare revenue	\$22,811.24	\$14,951.00	\$4,366.08	\$8,732.16
Operating cost	\$463,294.13	\$490,328.78	\$240,847.92	\$481,695.84

With respect to productivity (defined as passengers per vehicle revenue hour), Route 12 has been consistently in the lower half with respect to ranking. Prior to onset of the COVID pandemic, Route 12's passengers/revenue hour stood at 5.81 (eleventh of 13 routes) in Year 1 and 3.97 (eleventh of 13 routes) in Year 2. In Year 3, this indicator stood at 2.12, placing Route 12 as tenth out of 12 routes.

Route 15

Route 15 travels between the Visalia Transit Center in downtown Visalia and Goshen via Mineral King/Noble, Shirk, Doe, and Goshen. The route also serves the Visalia Medical Clinic, Visalia Airport, Plaza Park, and Industrial Park. Service is provided between 6:00 a.m. 10:20 p.m. Monday through Friday, and between 7:30 a.m. and 6:35 p.m. on Saturday and Sunday. Frequency is 45 minutes on all service days.

Exhibit 3.2.19 Route 15 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	4,537.04	5,500.26	4,913.10	9,826.20
Vehicle revenue miles	74,569.00	89,240.00	94,337.00	188,674.00
Ridership	13,982.00	18,084.00	12,429.00	24,858.00
Fare revenue	\$6,609.31	\$9,493.73	\$9,716.39	\$19,432.78
Operating cost	\$439,187.00	\$520,514.28	\$471,708.83	\$943,417.66

With respect to productivity (defined as passengers per vehicle revenue hour), Route 15 has been consistently in the lower half with respect to ranking. Prior to onset of the COVID pandemic, Route 15's passengers/revenue hour stood at 3.08 (twelfth of 13 routes) in Year 1 and 3.29 (twelfth of 13 routes) in Year 2. In Year 3, this indicator stood at 2.53, placing Route 15 as ninth out of 12 routes.

Route 16

Route 16 travels between Sequoia Mall and the Target Shopping Center via Caldwell, Demaree, and Riggins. The route also serves the Riverway Sports Park on request. Service is provided between 6:00 a.m. and 9:51 p.m. Monday through Friday, and between 8:00 a.m. and 6:51 p.m. on Saturday and Sunday. Service frequency is 30 minutes on weekdays and 60 minutes on Saturday and Sunday.

Exhibit 3.2.20 Route 16 Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	9,833.01	9,763.90	4,865.72	9,731.44
Vehicle revenue miles	116,881.00	124,763.00	78,773.00	157,546.00
Ridership	17,824.00	18,358.00	6,987.00	13,974.00
Fare revenue	\$10,069.22	\$10,939.99	\$5,086.33	\$10,172.66
Operating cost	\$904,163.75	\$955,921.95	\$467,159.86	\$934,319.72

With respect to productivity (defined as passengers per vehicle revenue hour), Route 16 has been consistently last with respect to ranking. Prior to onset of the COVID pandemic, Route 16's passengers/revenue hour stood at 1.81 in Year 1 and 1.88 in Year 2. In Year 3, this indicator stood at 1.44.

Fixed-Route Key Performance Indicators

Route 11 is the most productive in terms of revenue miles per revenue hour (Exhibit 3.2.21). This is due to the intercity nature of the route, which travels between Visalia and Tulare and has very limited stops. Prior to the COVID-19 pandemic, Route 6 saw good performance with this metric. Since COVID, Routes 9 and 15 are the next highest performers after Route 11.

Route 1 is consistently the most productive in terms of passengers per revenue hour (Exhibit 3.2.22), and is the only route to meet the standard of 15 passengers per hour. Prior to onset of the COVID pandemic, Routes 11 and 4 were the next-highest performing. However, since COVID, Route 6 has become the second-highest performer, followed by Routes 2 and 9.

Not surprisingly, Route 1 is also the most productive route with respect to passengers per revenue mile (Exhibit 3.2.23). It is one of just two routes (the other is Route 4) that have been above one passenger per mile within the three years analyzed. Route 1 continued to be the highest performer after COVID (0.71), followed by Route 6 (0.56).

While higher performance- and passenger-related metrics indicate higher productivity, lower cost-related metrics indicate better cost efficiency.

Operating cost per revenue hour (Exhibit 3.2.24) is consistent across all routes for each year, as it was used as the basis for determining operating cost by route.

Prior to onset of the COVID pandemic, Route 1 had the lowest cost per passenger (Exhibit 3.2.25), followed by Route 11. Route 16 had the highest cost, followed by Route 15. Since COVID, Route 1 has continued to be the most efficient route, followed by Route 6. Routes 16 and 7 have the highest costs.

Average fare per passenger (Exhibit 3.2.26) is based on fare revenues by route and does not include pass purchases from other locations. Prior to onset of the COVID pandemic, Routes 12 and 9 had the highest average fare per passenger. Routes 1 and 2 had the lowest. Since COVID, Routes 2 and 9 have had the highest fare per passenger, while Routes 1 and 7 had the lowest. This metric is likely to be greatly impacted by reduced fare cash riders and free riders, which are applied to each route. As noted in the fare review, the incidence of pass usage is relatively high, and since those purchases are not applied to individual routes, the average fare is somewhat artificially lower. The significant increase in average fare per passenger since COVID is likely due to the increase in the percentage of passengers paying a cash fare.

Key performance indicators for all routes are presented in Exhibits 3.2.21 through 3.2.26. Only Years 1 and 3 are labeled to enhance readability.

Exhibit 3.2.21 Fixed-route vehicle revenue miles/vehicle revenue hour by route

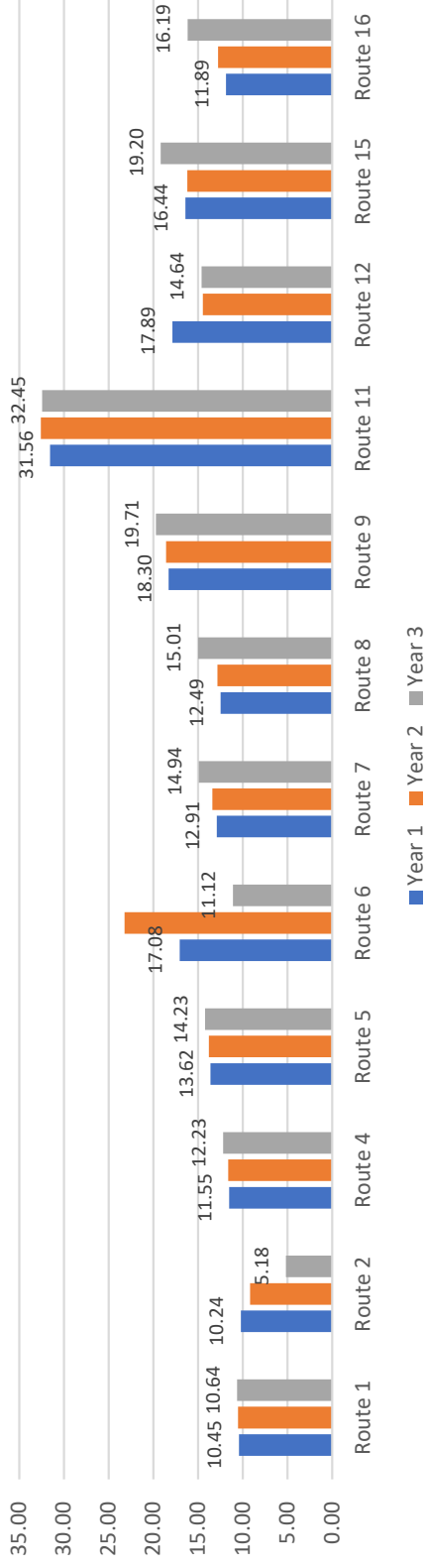


Exhibit 3.2.22 Fixed-route passengers/vehicle revenue hour by route

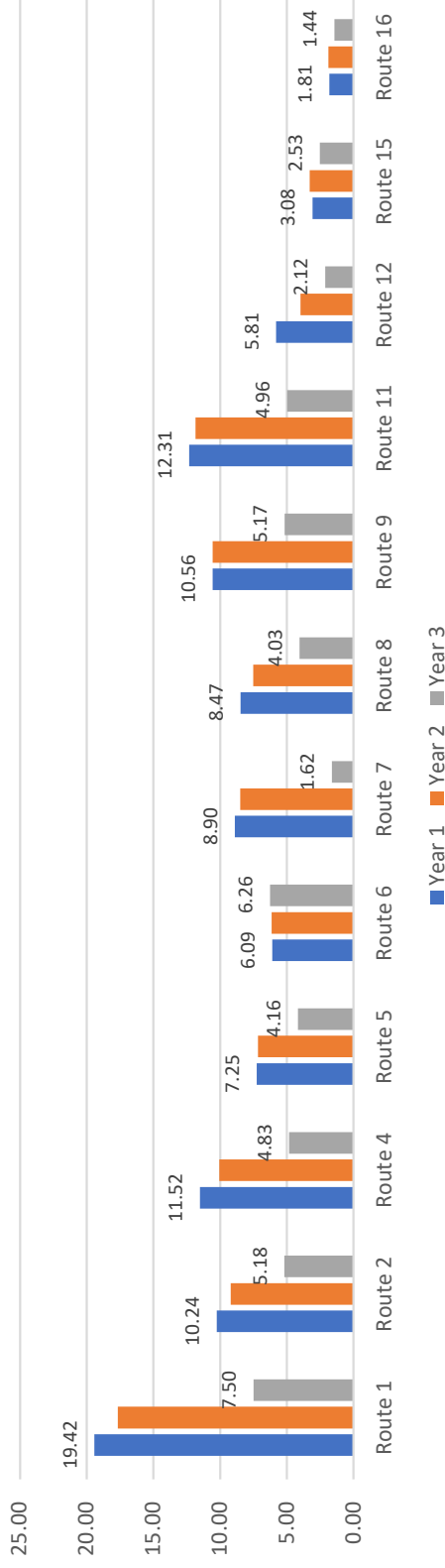


Exhibit 3.2.23 Fixed-route passengers/vehicle revenue mile by route

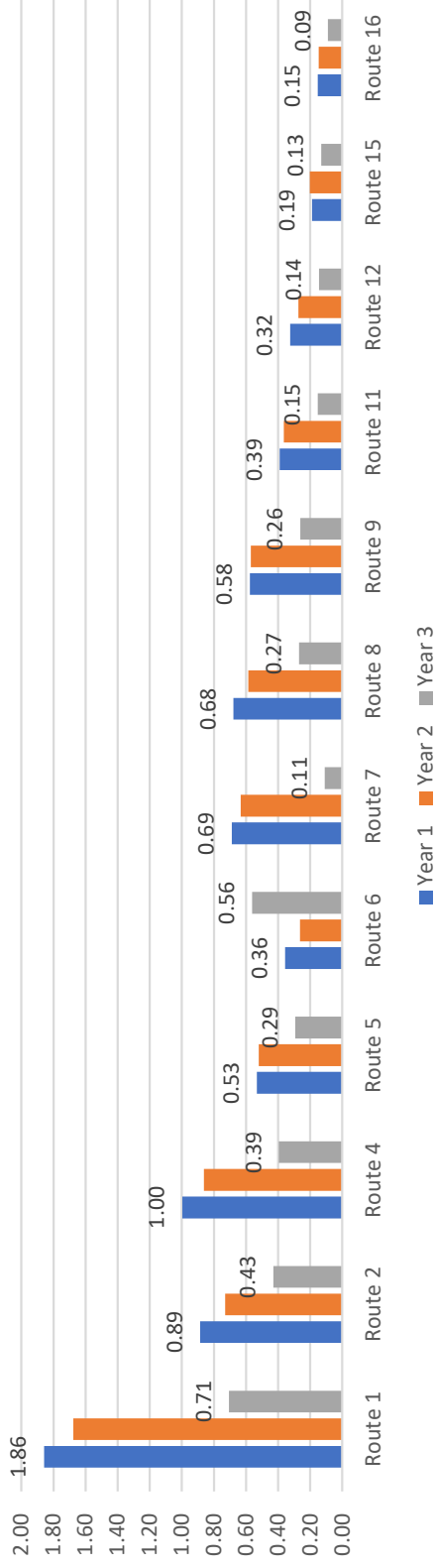


Exhibit 3.2.24 Fixed-route operating cost/vehicle revenue hour by route

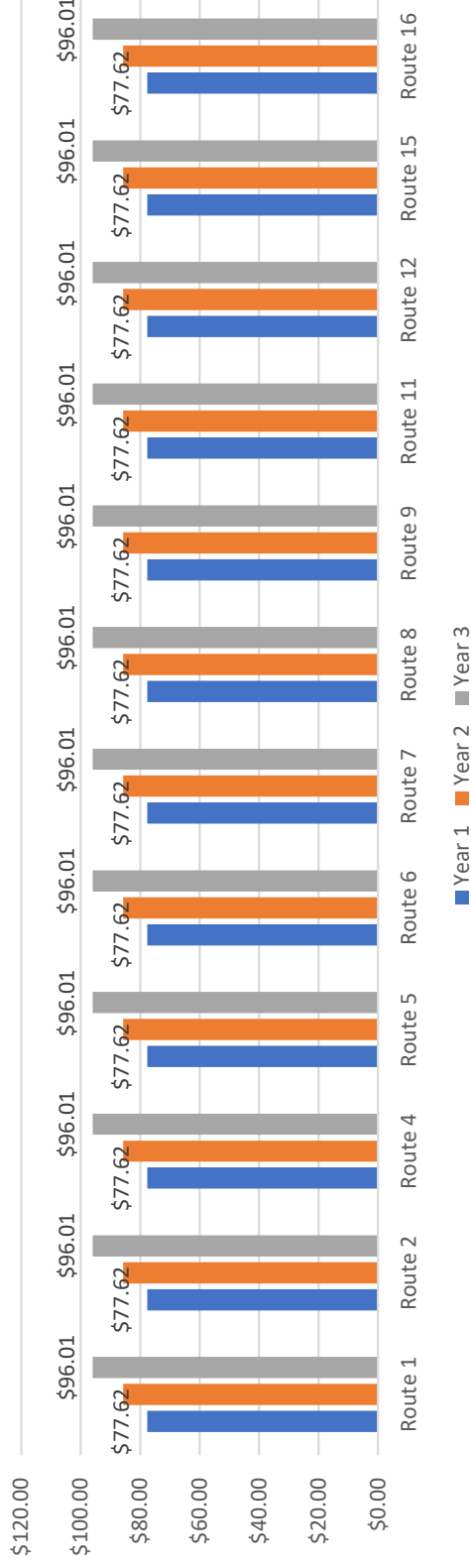


Exhibit 3.2.25 Fixed-route operating cost/passenger by route

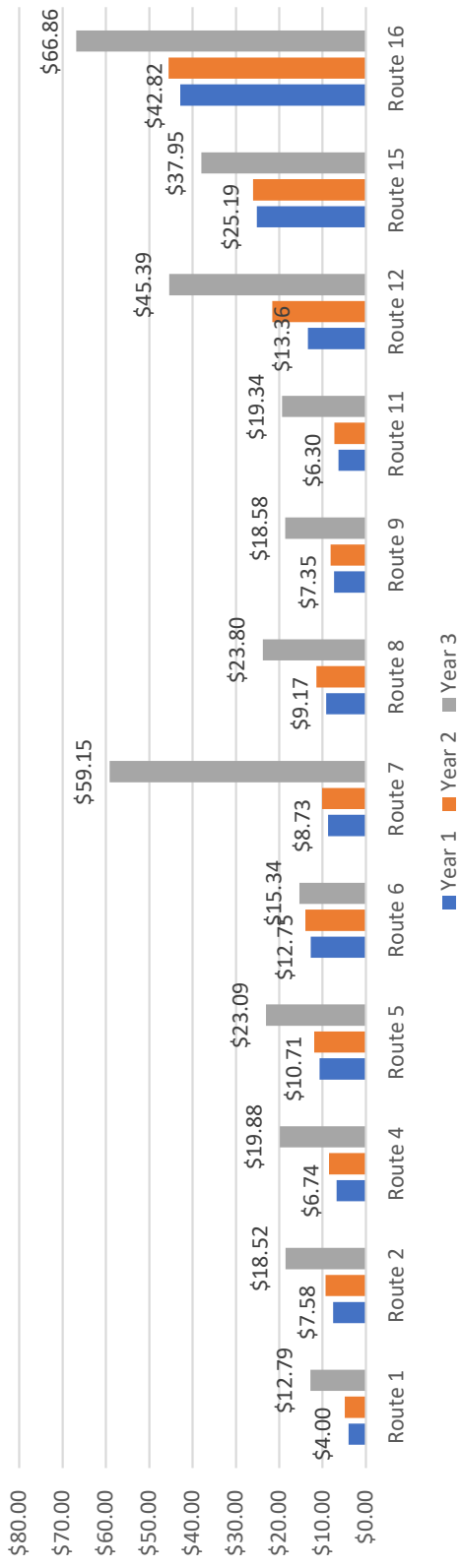
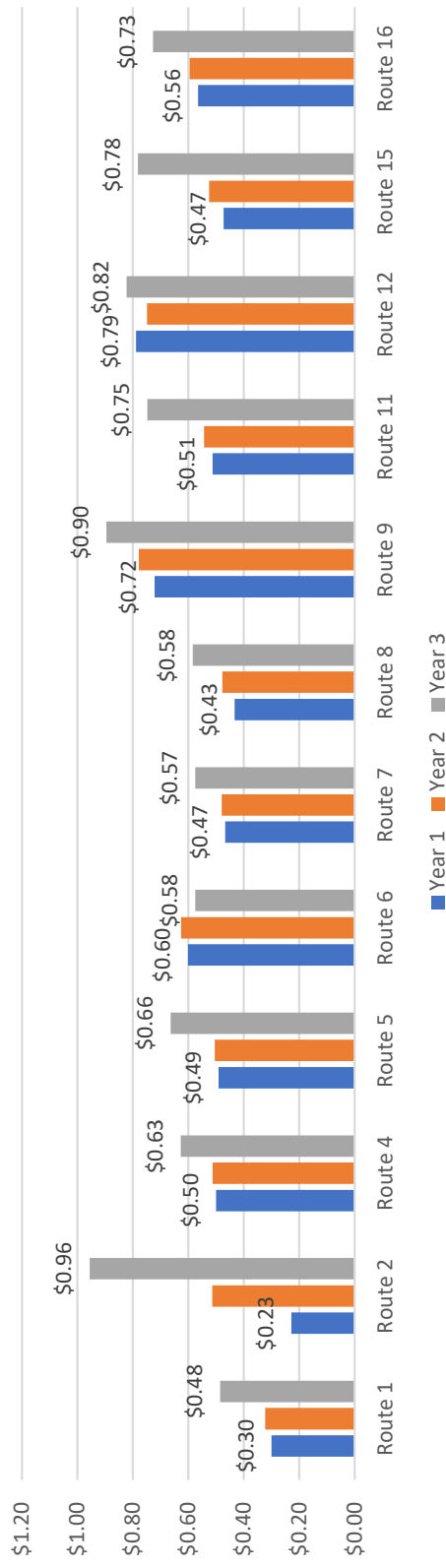


Exhibit 3.2.26 Fixed-route average fare/passenger by route



Dial-A-Ride Service

The City's Dial-A-Ride service is a curb-to-curb service primarily for persons with disabilities who are ADA-certified. The service also accepts same-day reservations from the general public on a space-available basis. Dial-A-Ride operates from 6:00 a.m. to 9:30 p.m. Monday through Friday and from 8:00 a.m. to 6:30 p.m. Saturday and Sunday.

Exhibit 3.2.27 Dial-A-Ride Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	12,903.04	12,609.33	3,498.75	6,997.49
Vehicle revenue miles	178,615.00	185,006.00	50,199.00	100,398.00
Ridership	38,918.00	39,908.00	6,444.00	12,888.00
Fare revenue	\$72,473.36	\$81,096.74	\$26,709.29*	\$64,102.30
Operating cost	\$1,026,128.68	\$1,103,316.38	\$341,267.59	\$682,535.17

**January through May 2021 only.*

As a demand-response service, Dial-A-Ride revenue hours, revenue miles, and operating cost is directly dependent on demand. As such, lower ridership translates to lower operating cost (unlike fixed-route service, where the service operates largely the same regardless of ridership).

Exhibit 3.2.28 Dial-A-Ride vehicle revenue miles/vehicle revenue hour

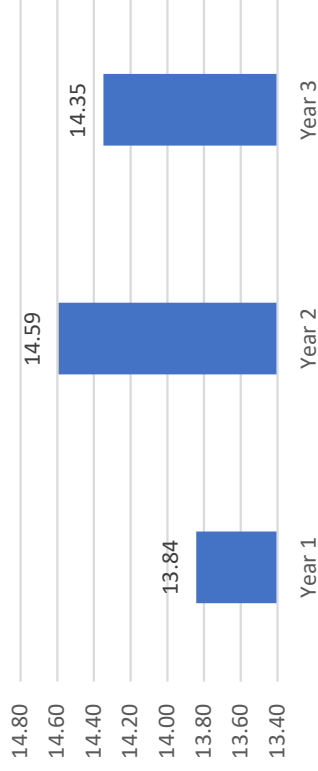


Exhibit 3.2.30 Dial-A-Ride passengers/vehicle revenue mile

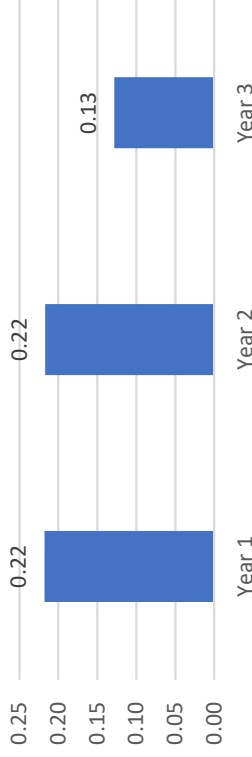


Exhibit 3.2.32 Dial-A-Ride operating cost/vehicle revenue hour

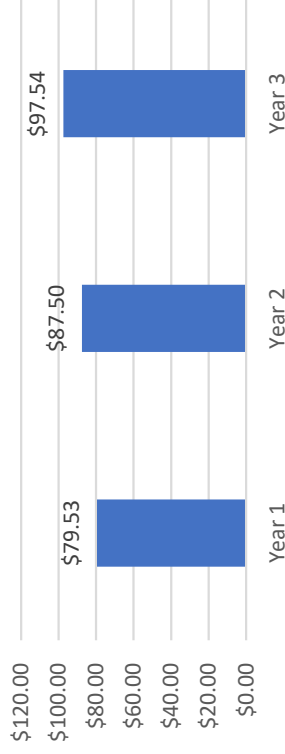


Exhibit 3.2.29 Dial-A-Ride passengers/vehicle revenue hour

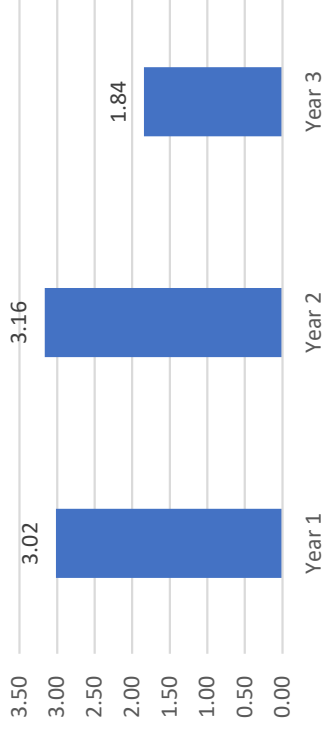


Exhibit 3.2.31 Dial-A-Ride average fare/passenger

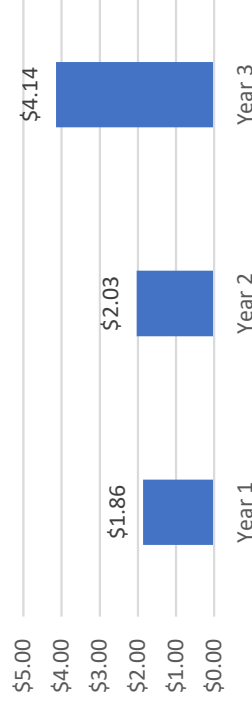
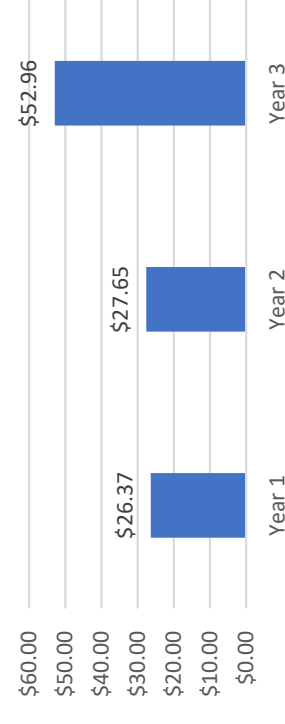


Exhibit 3.2.33 Dial-A-Ride operating cost/passenger



V-Line

The V-Line travels between the Visalia Transit Center in downtown Visalia and Courthouse Park in Fresno, with additional stops at the Visalia Municipal Airport, Fresno Yosemite International Airport, and California State University-Fresno. Northbound service is operated six times each day, with departures from the Visalia Transit Center at 4:00 a.m., 6:00 a.m., 9:00 a.m., 1:00 p.m., 4:00 p.m., and 6:30 p.m. Southbound service departs the Fresno Airport at 5:00 a.m., 7:00 a.m., 10:00 a.m., 2:00 p.m., 5:00 p.m., and 7:30 p.m. The service operates on the same schedule seven days per week.

Exhibit 3.2.34 V-Line Performance Metrics

	Year 1	Year 2	Year 3 (6 months)	Year 3 (12 months est.)
Vehicle revenue hours	7,046.87	6,856.44	2,915.40	5,830.80
Vehicle revenue miles	271,155.80	251,281.00	113,736.00	227,472.00
Ridership	28,820.00	28,167.00	3,287.00	6,574.00
Fare revenue	\$226,019.70	\$231,594.37	\$17,230.55*	\$41,353.32
Operating cost	\$404,735.97	\$599,938.65	\$284,369.09	\$568,738.18

*January through May 2021 only.

Exhibit 3.2.35 V-Line vehicle revenue miles/vehicle revenue hour

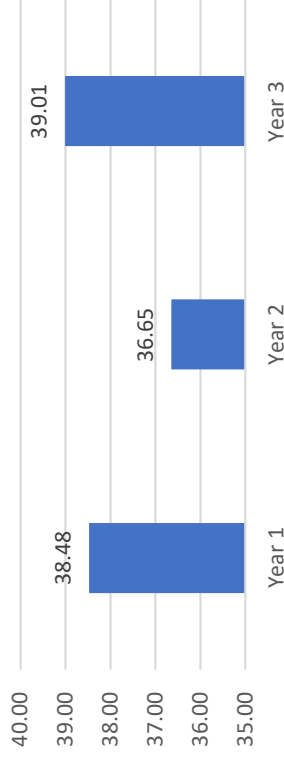


Exhibit 3.2.37 V-Line passengers/vehicle revenue mile

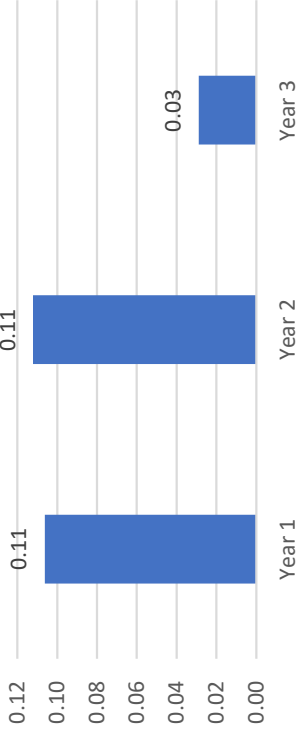


Exhibit 3.2.39 V-Line operating cost/vehicle revenue hour

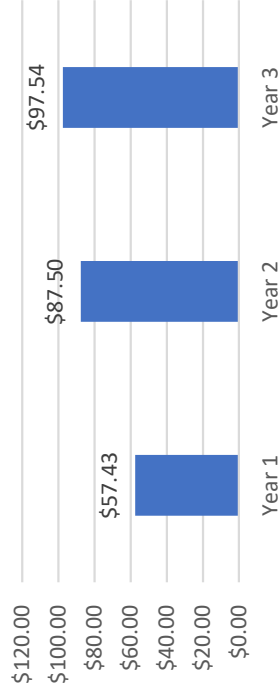


Exhibit 3.2.36 V-Line passengers/vehicle revenue hour

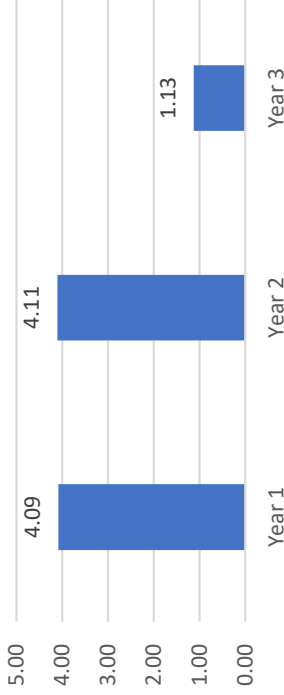


Exhibit 3.2.38 V-Line average fare/passenger

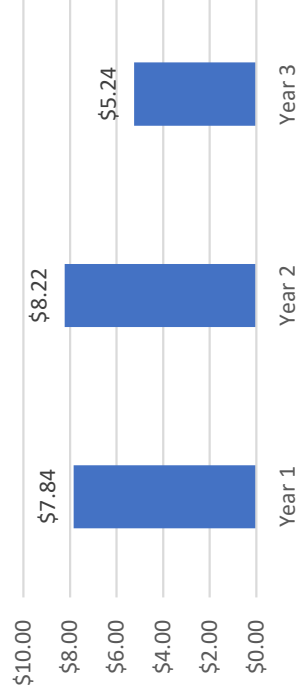
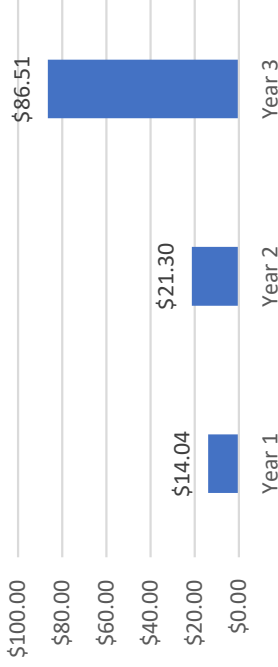


Exhibit 3.2.40 V-Line operating cost/passenger



Sequoia Shuttle

The Sequoia Shuttle is a seasonal service operated by the City through a partnership with the National Park Service. The service includes both internal and external components. Internally, larger vehicles operate on four routes within the park to transport visitors at no charge. Externally, smaller vehicles are used to transport visitors from Visalia to the Park. Reservations and round-trip tickets are required for the external service.

Time periods are shown differently for the Sequoia Shuttle than for other routes. Season 11 represents operations in 2017, Season 12 in 2018, and Season 13 in 2019. The Sequoia Shuttle did not operate in 2020 or 2021 due to the COVID-19 pandemic. It is expected to resume operations for the 2022 season.

Exhibit 3.2.41 Sequoia Shuttle – External Shuttle Performance Metrics

	Season 11	Season 12	Season 13
Vehicle revenue hours	6,268.09	7,203.24	3,241.31
Vehicle revenue miles	99,052.00	112,487.00	73,980.00
Ridership	12,326.00	13,488.00	6,175.00
Operating cost	\$438,766.30	\$504,226.80	\$227,811.89

Exhibit 3.2.42 Sequoia Shuttle – Internal Shuttle Performance Metrics

	Season 11	Season 12	Season 13
Vehicle revenue hours	12,450.74	11,810.53	13,046.13
Vehicle revenue miles	174,266.00	168,290.00	212,913.00
Ridership	794,603.00	867,646.00	940,164.00
Operating cost	\$935,914.96	\$956,874.16	\$955,987.97

Exhibit 3.2.43 External shuttle vehicle revenue miles/vehicle revenue hour

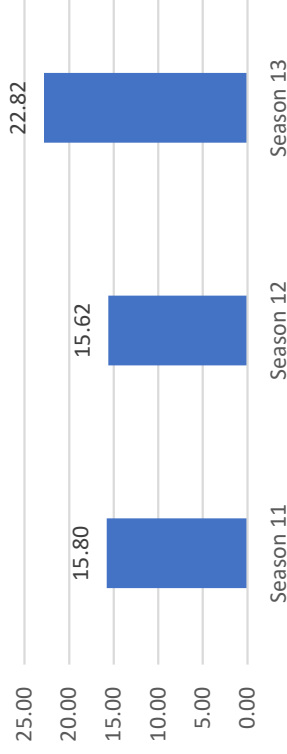


Exhibit 3.2.44 External shuttle passengers/vehicle revenue hour

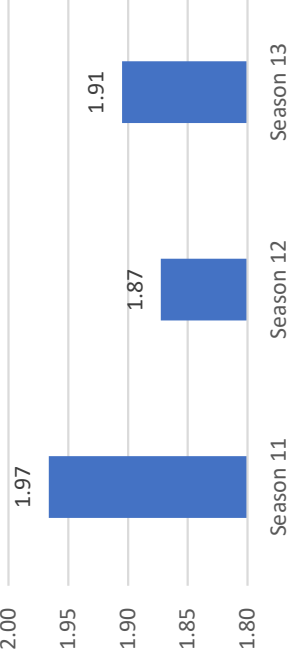


Exhibit 3.2.45 External shuttle passengers/vehicle revenue mile

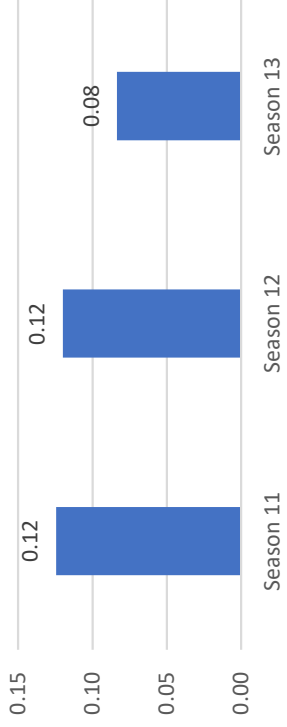


Exhibit 3.2.46 External shuttle operating cost/vehicle revenue hour

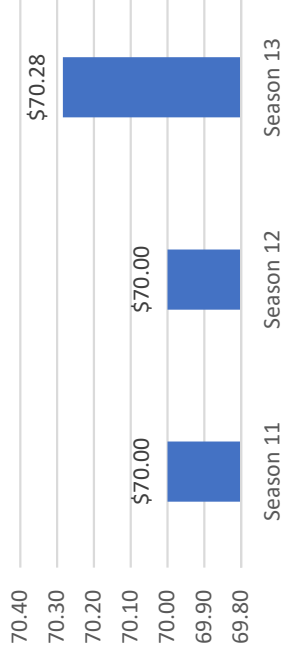


Exhibit 3.2.47 External shuttle operating cost/passenger

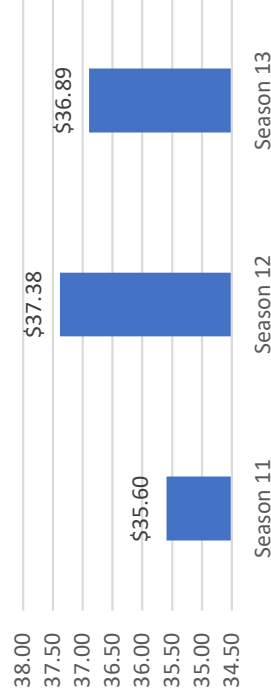


Exhibit 3.2.48 Internal shuttle vehicle revenue miles/vehicle revenue hour

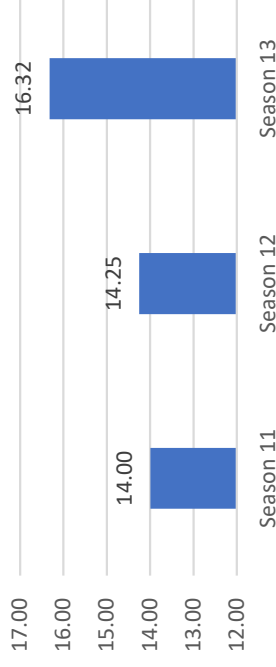


Exhibit 3.2.49 Internal shuttle passengers/vehicle revenue hour

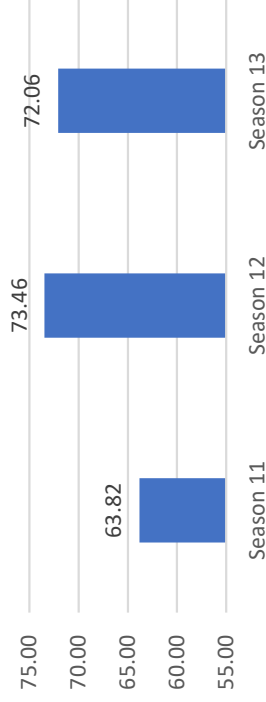


Exhibit 3.2.50 Internal shuttle passengers/vehicle revenue mile

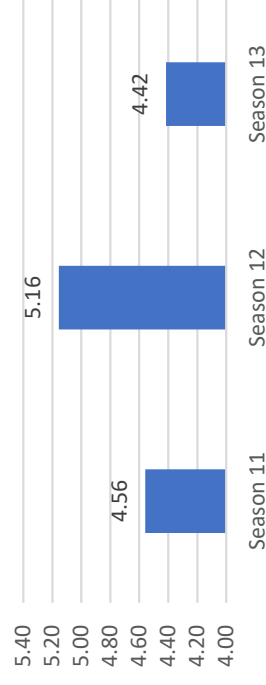


Exhibit 3.2.51 Internal shuttle operating cost/vehicle revenue hour

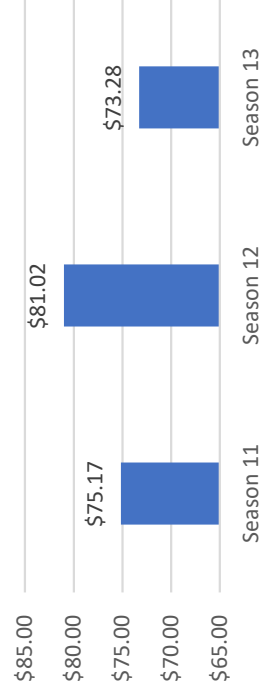
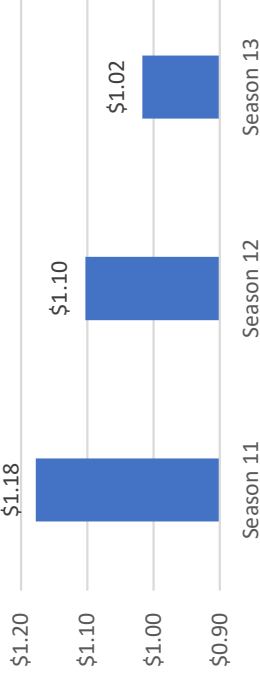


Exhibit 3.2.52 Internal shuttle operating cost/passenger



3.3 Progress in Achieving Service Standards

Data regarding two key performance measures is assessed herein. The first, operating cost per vehicle revenue hour, reflects a performance standard of base year plus Consumer Price Index (CPI). This means a modest increase (typically between one and three percent) is expected year-over-year. The fixed-route service saw an increase of 10.4 percent between Year 1 and Year 2, and a 12.1 percent increase between Year 2 and Year 3. Dial-A-Ride saw a similar increase in cost per vehicle revenue hour.

With respect to passengers per vehicle revenue hour, fixed-route had a standard of 15 or more passengers per hour, while the standard for Dial-A-Ride was three passengers per hour. The fixed-route service was not meeting this standard either before or after the start of the pandemic. Route 1 was the only route to meet the standard prior to the pandemic, though the former Route 3 came close (14.15 and 14.74 in Years 1 and 2, respectively). The Dial-A-Ride service was meeting the standard prior to the pandemic, but not subsequently.

Exhibit 3.3.1 Status of performance standards

Performance Measure	Prior Performance Standard	Performance by Mode	Status
Cost/vehicle revenue hour	Base year + CPI	Fixed-route: <ul style="list-style-type: none"> Year 1: \$77.62 Year 2: \$85.68 Year 3: \$96.01 DAR: <ul style="list-style-type: none"> Year 1: \$79.53 Year 2: \$87.50 Year 3: \$97.54 	Fixed-route: 10.4% change in Year 2 was much higher than CPI. Higher 12.1% change in Year 3. DAR: 10% change in Year 2 was much higher than CPI. Higher 11.5% change in Year 3.
Passengers/vehicle revenue hour	Fixed-route: ≥15 DAR: >3.0	Fixed-route: <ul style="list-style-type: none"> Year 1: 10.05 Year 2: 9.34 Year 3: 4.53 DAR: <ul style="list-style-type: none"> Year 1: 3.02 Year 2: 3.16 Year 3: 1.84 	Fixed-route: Standard was not being met prior to COVID-19 pandemic. DAR: Standard was being met prior to COVID-19 pandemic.

3.4 Evaluation of Organizational Structure

The City of Visalia's Transit Division is within the City's Administration Department. A full-time Transit Manager oversees the Transit Division, reporting to the Assistant City Manager. Two analyst positions report directly to the Transit Manager: Financial Analyst and Management Analyst. The Financial Analyst manages a Senior Accounting Assistant and two Office Assistants. The Management Analyst manages a Senior Office Assistant and Community Outreach Coordinator. The Transit Manager also provides oversight to Building Technicians and Maintenance staff.

Exhibit 3.4.1 City of Visalia Transit organizational chart



The Transit Manager has been in place for approximately three years. This is her first position within the Transit industry.

The Management Analyst has been employed with the City for approximately two years. While he has prior experience working with a larger transit operator, this position was chiefly fleet maintenance oriented. At Visalia, his primary responsibility is day-to-day oversight of the Transit Operations and Maintenance contractor.

The Financial Analyst recently celebrated her twenty-first anniversary with the City; nearly all of which has been transit finance related. As such, the Financial Analyst brings a significant and valuable body of knowledge to the City's transit program.

In addition to managing the various functions typically associated with a mid-size public transit program, the City is responsible for customer service functions supporting the full slate of transit operators within Tulare County. This function includes both a call center as well as staffing a customer service "window" at the City's downtown transit center.

Based on our interaction with the City's three management staff, it appears there is an excessive workload for both the Transit Manger and the Management Analyst. Management of a public transit program has become increasingly complex across the past decade. The level and complexity of local, state, and federal compliance requirements has increased steadily. The requirements and demands of transit-related technology (i.e., service monitoring, ITS, customer-facing information, etc.) has grown increasingly complex and specialized.

Given the preceding, Moore & Associates offers three near-term recommendations: 1) consider recruitment of second Management Analyst, preferably a mid-career professional; 2) consider enrolling Management Analyst(s) in the Transit and Paratransit Management Certificate program offered by the University of the Pacific⁴; and 3) arrange Syncromatics software (vendor) training for the Management Analyst.

Exhibit 3.4.2 First Transit organizational chart



Staffing levels for First Transit are dictated by the terms and conditions of a contract in-effect between the City of Visalia and First Transit.

⁴ The incumbent Transit Manager completed this course in 2019.

Chapter 4: Facilities and Equipment Analysis

The purpose of this chapter is threefold: 1) summarize existing City of Visalia transit infrastructure, 2) provide an objective evaluation of said infrastructure, and 3) present recommendations for enhancing the infrastructure to ensure its capacity to support the City's continued transit operation across the next five years. The scope of the City's transit infrastructure includes six elements:

- 1) Transit operations and maintenance facility,
- 2) Downtown Visalia Transit Center,
- 3) Transit revenue fleet,
- 4) Non-revenue (or supporting) fleet,
- 5) Technology (hardware as well as software), and
- 6) Network of bus stops.

Preparation of this chapter included consultant field observations; discussions with TCAG, City staff, and First Transit staff; review of the City's 2018 Transit Asset Management Plan; review of the City's (Transit) 2020 Capital Improvement Plan; and review of the City's 2017 Short Range Transit Plan.

4.1 Operations and Maintenance Facility

In 2007, the City took occupancy of a purpose-built transit and maintenance operations facility located near the cross-streets of North Ben Maddox Way and East Goshen Avenue. The cost of design and construction was approximately \$11 million, funded chiefly via federal transportation dollars. The facility includes four primary elements: 1) offices, etc. for the City's transit operations contractor, 2) transit fleet maintenance facility inclusive of nine bays, 3) adjoining compressed natural gas fueling facility, and 4) combination open-air and covered parking for the various transit vehicles.

The maintenance facility includes nine enclosed stalls as well as a wash rack. Of these, seven are used as service bays with mobile lifts. An additional service bay features a four-post lift and a ninth bay is utilized as a fire bay.

The compressed natural gas fueling facility was initially constructed in 2007 at a cost of \$1.7 million. A CNG fueling expansion project was completed in 2017 at a cost of \$2 million. The facility is believed to be 30 percent over capacity, and a \$2 million upgrade is planned. The current fuel island features half-inch fueling nozzles (instead of the desired ¾-inch nozzles). In close proximity (outside security fencing) to the transit fueling island is a publicly-accessible compressed natural gas (CNG) fueling station.

As with any active facility that is nearly 15 years old, the City's Transit Operations and Maintenance Facility has begun to show its age. The facility roof often leaks during rainy weather, the bus washer is beyond its useful life, and the fleet shop is at capacity. Other areas warranting attention include installation of an

updated fall protection system, upgrade of the (CNG fuel) vapor detection system, resurfacing of the employee parking lot, and repair or replacement of the gates surrounding the employee parking lot. Within the fenced transit parking area there are numerous examples of deteriorating concrete, poor/inoperative drainage, and various landscaping issues (i.e., new tree wells, damaged planters, etc.).

4.2 Downtown Transit Center

The transit center has four contributing elements:

- 1) Original transit facility (constructed in 2003, cost: \$4.7 million),
- 2) Phase II expansion (2012, cost \$2.2 million),
- 3) Adjoining administration building (2012, cost: \$1.1 million), and
- 4) A quartet of City-owned parking facilities located in proximity to the downtown transit center.

A slate of multi-year improvements is included within the City's (Transit) Capital Improvement Plan.

In addition to Visalia Transit, the transit center is served by the recently formed Tulare Regional Transit Agency (including elements of the former Tulare County and Tulare City services), the Sequoia-Kings Canyon National Park shuttle (Sequoia Shuttle), the V Line (linking Visalia and Fresno), Kings Area Regional Transit (Visalia-Hanford service), and Greyhound.

The initial phase of the transit center included 5 bus bays, while the second phase added a further 2 bays. The adjacent three-story administration building includes public restrooms, public lobby with seating, and a transit/transportation information counter. Now approaching the ten-year mark, the admin building is slated for exterior and interior rehab as well as full exterior painting in 2023.

4.3 Transit Fleet

At the time of the 2022 Short Range Transit Plan's update, the Visalia Transit fleet was comprised of 49 fixed-route buses, 11 paratransit vehicles, and five commuter coaches. A detailed fleet listing is included within Appendix E along with the proposed fleet replacement schedule.

With respect to the fixed-route fleet, future purchases will focus on battery-electric vehicles. Phase I vehicle charging infrastructure is in place at the Transit Operations and Maintenance Facility.

Minimum service-life categories for buses and vans

Category	Typical Characteristics				Minimum Life (Whichever comes first)	
	Length	Approx. GVW	Seats	Average Cost	Years	Miles
Heavy-duty large bus	35-48 ft and 60 ft artic	33,000 to 40,000	27 to 40	\$325,000 to over \$600,000	12	500,000
Heavy-duty small bus	30 ft	16,000 to 33,000	26 to 35	\$200,000 to \$325,000	10	350,000
Medium-duty and purpose-built bus	30 ft	16,000 to 26,000	22 to 30	\$75,000 to \$175,000	7	200,000
Light-duty mid-sized bus	25 to 35 ft	10,000 to 16,000	16 to 25	\$50,000 to \$65,000	5	150,000
Light-duty small bus, cutaway, and modified van	16 to 28 ft	6,000 to 14,000	10 to 22	\$30,000 to \$40,000	4	100,000

4.4 Non-Revenue Fleet

The City adheres to FTA guidance as it pertains to vehicle useful life. The non-revenue fleet includes a combination of Chevrolet Tahoes (chiefly field supervisory vehicles) and various utility trucks (to support fleet maintenance). As vehicles near the end of their forecast useful life, the City budgets for replacement. Expansion of the non-revenue fleet is not anticipated at this time.

4.5 Bus Stops

Visalia Transit's local service network includes 180 bus stops with 131 bus shelters. Bus stop maintenance is performed through a combination of City and contractor staff.

An increase in the number of bus stops during the next five years would be attributed chiefly to service extension to new residential and commercial development within Visalia Transit's local service area. Bus stop amenities will be repaired/replaced as needed.

4.6 Technology

Upgrade or replace fareboxes.

The current GFI fareboxes were purchased in 2013. Since that time there have been many advances in farebox technology including incorporation of “smart card” capability.

The overall reliability has declined while support costs for the current fareboxes has increased. These fareboxes appear to have reached the end of their practical service life and their respective age limits for Visalia Transit’s technological growth potential.

Given the complexity and cost associated with total farebox replacement, City staff has identified an opportunity to participate in a “purchase partnership” with other transit providers in the region. Among the anticipated benefits are reduced unit cost, improved technical support, and increased support for regional transit fare initiatives.

Syncromatics training for staff.

Syncromatics is a powerful web-based dispatch and vehicle tracking software. It includes a variety of software elements offering enhanced transit operations reporting, real-time customer/passenger information, information interface with customer digital signage (typically at transit centers), “next step” announcements to support ADA compliance, passenger counting (i.e., boarding and alighting activity), onboard WiFi capability, and paratransit dispatch support software.

During the course of preparation of the City’s 2022 Short Range Transit Plan, there were numerous instances where the consultant team attempted to acquire a variety of performance data through Visalia Transit’s current Syncromatics set-up. In some cases, we were advised the City does not own the related software module, in others there was an absence of module-specific staff training.

Chapter 5: Needs Assessment

5.1 Methodology

The primary goal of this chapter is to identify specific opportunities for continued Visalia Transit service development. In doing so, the objective is to help define how public transit throughout the Visalia urbanized area could be provided across the next five years (the SRTP's planning horizon). Simply put, where, when, and how "should" transit service be provided reflective of demand that is both quantifiable and sustainable based on the City's adopted transit vision, availability of supporting transit resources, anticipated changes in market conditions, input from TCAG and City staff, and the consultant's professional insight.

Demand for transit service is comprised of two elements: actual and latent. "Actual" takes into account current as well as recent transit ridership activity. "Latent" reflects "potential" demand, and an important comment regarding how this is calculated is warranted.

Many transit planning studies approach latent demand chiefly by quantifying the number of persons residing within a given area or neighborhood. In other words, five thousand individuals reside within a given geographic area. Therefore, annual latent demand would be derived by multiplying 5,000 by an estimated number of unlinked trips/capita. We believe this often results in a faulty demand forecast that is typically more optimistic than likely to actually develop. By contrast, Moore & Associates employs an approach based chiefly on "propensity" to use public transit. For example, while there may be 5,000 persons residing within a given area, the number of work-age adults is 2,000. And among these 2,000 work-age adults, vehicle ownership/access is 0.75 vehicles/person. Therefore, latent demand (that is, the likelihood to actually use public transit) is considerably less than the number of persons residing within the sample area.

When discussing transit demand analysis, we suggest our clients envision a spectrum composed of three sections. At one end of the spectrum are persons who are dedicated transit users, regardless of annual household income, number of vehicles in their household, etc. We often refer to this market segment as "always riders". At the other end of the spectrum are individuals who will never use public transit; even if there is a bus stop within a block of their residence and the ride is free. These are the "never riders". Which leaves us with the market segment possessing the greatest ridership potential: the "middle".

In preparing the demand forecast Moore & Associates employed a multi-prong approach. First, the consultant reviewed overall population growth trends derived chiefly from data and estimates available from the federal decennial census as well as the American Community Survey. Second, demographic analysis specific to historically ride-dependent populations including seniors, persons with disabilities, low-income individuals, zero- and/or one-vehicle households, and youth was completed. Third, input received from TCAG and City staff including recent TDA Article 8 public testimony was reviewed. Fourth, input received through a variety of bilingual surveys from transit users as well as the community at-large, as well as workshops was analyzed. Fifth, the consultant's professional insights.

In preparing the Needs Assessment, Moore & Associates also considered land-use or development patterns inclusive of near-term (i.e., five years) residential as well as commercial development throughout the Visalia urbanized area.

Taken collectively, this information translates to an objective assessment of Visalia Transit's current service offerings vis-à-vis actual as well as latent and future demand.

5.2 Background

Public transit service was initiated by the City of Visalia in 1981. For the first several years the service operated chiefly within city limits. However, over the years transit service has been extended into neighboring communities (e.g., Exeter, Farmersville, Goshen) through various cooperative funding agreements. An estimated population of 140,000 resides within Visalia Transit's 40-square mile local service area.

Given its age of 40 years, Visalia Transit is considered to be a "mature" transit system. The local service route network (consisting of 13 routes) has remained largely unchanged for several years, and transit service is provided within reasonable walking distance of approximately 65 percent of Visalia households. It is unlikely the local service area will expand significantly within the next five years, and given recent land-use patterns much of the near-term development is "infill" in nature.

Visalia Transit's local service employs a hub-and-spoke design, with nearly every route "pulsing" through the City's downtown transit center (East Oak Avenue/Santa Fe Street), thereby facilitating convenient bus-to-bus connections.

Historically, school-age youth represent a significant ridership component. As such Visalia Transit provides scheduled service within close proximity of nearly all local schools including College of the Sequoias, San Joaquin Valley College, Fresno Pacific, Visalia Adult School, and Brandman University.

Similar to almost every public transit provider in America, Visalia Transit has been impacted by the ongoing COVID-19 pandemic. The four key impacts are significant reduction in annual ridership, ongoing challenges recruiting and retaining qualified drivers, significant decline in annual fare revenue, and suspension of the Sequoia Shuttle service. While the City has received a variety of one-time federal transportation funding to help offset the loss of fare revenues, it is currently unclear how post-pandemic transit funding in California will be addressed. Further, based on transit market research nationally, it is unlikely Visalia Transit ridership activity will return to pre-pandemic levels for several years if ever. Therefore, the overall goal of this current SRTP is to optimize current Visalia Transit operational performance, while identifying cost-effective solutions to address demand (aka "need") that is perceived to be quantitatively significant as well as sustainable.

5.3 Demographic Analysis

Prior to the onset of the COVID-19 pandemic in California, Tulare County was one of the faster-growing areas in the state. Visalia's population increased between 4.0 and 5.25 percent annually. Much of the residential growth was associated with new residential developments, many of which are located beyond the city's core.

Interestingly, residential real estate prices have continued to increase across the past 18 months, suggesting Californians are investing in their primary residences versus external (often discretionary) expenditures such as travel. While the true impact of the pandemic on population growth is unknown at present, for purposes of this analysis, Moore & Associates has forecast near-term year-to-year growth at four percent.

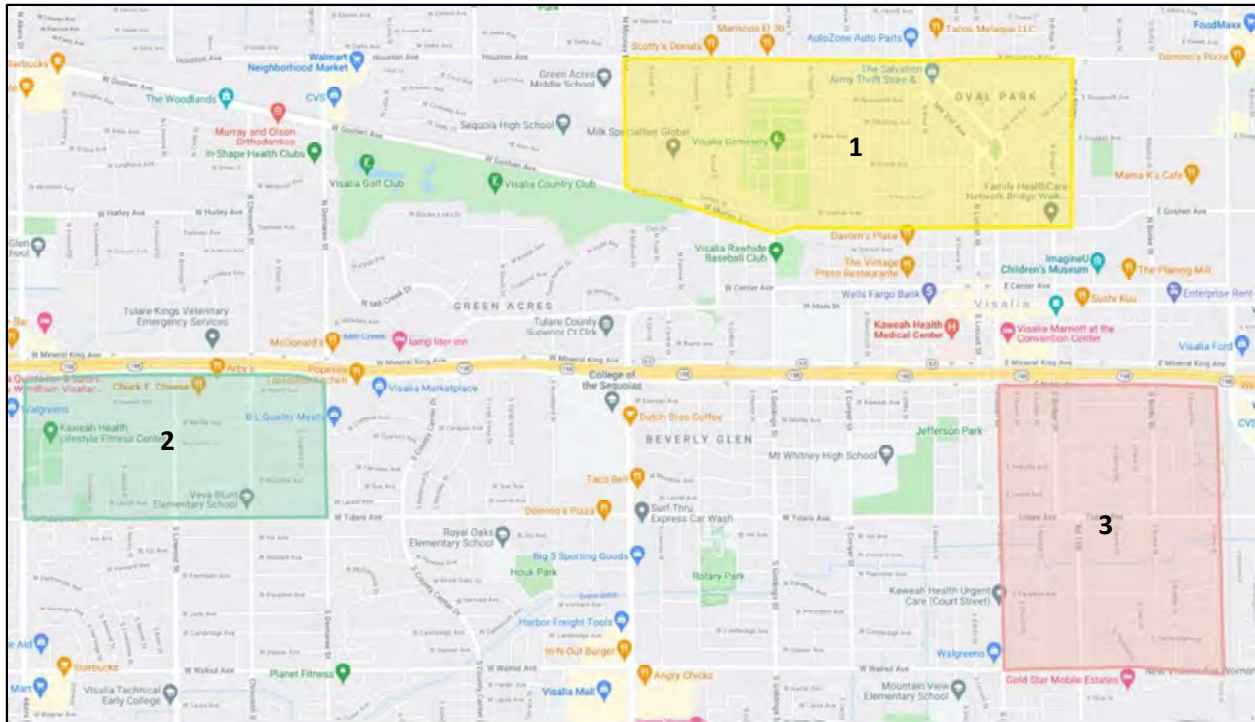
Similar to other medium-size urban areas within California, we anticipate the "aging in place" trend in Visalia will continue as before, attributable in part to the relative affordability of housing as well as the overall "quality of life" available in and around Visalia. Again, similar to "profile seniors" throughout the state, many within this demographic will continue to own and operate personal vehicles into their 70s; eventually transitioning to mobility options such as dial-a-ride.

Based on the 2019 American Community Survey, the three primary communities (Visalia, Farmersville, and Exeter) which compose the Visalia urbanized area reported similar numbers of zero- and single-vehicle households. The absence of vehicle ownership and/or access often translates to transit-dependency.

In Exeter and Farmersville this demographic attribute is present throughout both cities. By contrast, in Visalia the incidence of zero- or single-vehicle households is more clearly defined/chiefly noted in three neighborhoods (cited below). Visalia has the lowest number of zero-vehicle households of the three cities within Visalia Transit's local service area. Visalia is at least 40 percent lower than Exeter and Farmersville.

There are three Visalia neighborhoods which also coincide with areas of lower annual household income. They are 1) Oval Park (bounded by Houston Avenue, Santa Fe Street, Goshen Avenue, and Mooney Boulevard); 2) the area/neighborhood bounded by Noble Avenue, Demaree Street, Tulare Avenue, and Akers Street; and 3) the area/neighborhood bounded by Noble Avenue, Edison Street/Cotta Street, Walnut Avenue, and Court Street/Locust Street. The first is served by Visalia Transit Route 6; the second by Visalia Transit Routes 2, 4, and 5; while the third is served by Visalia Transit Route 3.

Exhibit 5.3.1 Lower-income neighborhoods



5.4 Community Workshops

In September 2021, the consultant team hosted three community workshops: one at the College of Sequoias main campus, and two at the Visalia Convention Center. Spanish-language interpretation was available at each session. Here are what we believe to be the key takeaways from the three sessions:

Desire for service to the Global Learning Charter School (former Fairview Elementary School). School site was served formerly via a stop at Giddings and Robin, which was less than a quarter-mile from the school. Now children must use Route 7 and alight at Giddings and Ferguson, which is more than a half-mile from the school and requires crossing a main thoroughfare.

- 1) Preference for smaller vehicles operating throughout Visalia neighborhoods. Less noise and visual “footprint.” Perceived as “more inviting” to use.
- 2) Request for more/larger bike racks on buses, as well as increased promotion of the transit-cycling connection.
- 3) Preference to focus service (including more service frequency) on higher ridership routes. Anything less than 30-minute service frequency is not attractive.

- 4) Use smaller vehicles (as circulators) to travel throughout neighborhoods. To connect (feed) with larger buses operating on trunk lines/higher ridership routes.
- 5) Revise the V Line service to include a stop at Fresno Airport.

5.5 Community Survey

Survey fielding was conducted in September 2021 at locations of significant public activity (e.g., public buildings, shopping centers, etc.) throughout the Visalia Transit local service area. The bilingual survey was also available online as well as at each of the community workshop sessions. At the conclusion of the survey participation period nearly 250 valid responses had been received (nearly 2.5 times that achieved during the City's 2017 Short Range Transit Plan project).

The greatest motivator to (potential) future transit use is associated with a "change in personal circumstances" (45 percent), which the consultant defines chiefly as loss of driver license and/or loss of access to a personal vehicle. Eighty-six percent of all survey respondents indicated a propensity to use public transit sometime in the future. Taken collectively, these findings positively position Visalia Transit as a likely future mobility option.

Survey responses included requests for several potential service enhancements which, if implemented, could result in increased (local service) ridership. These include (not in hierarchical order): 1) a preference for smaller vehicles such as the 15-passenger vans, 2) installation of a bus stop on McAuliff between Mills Creek and Mineral Way, 3) travel training (i.e., how to use the service, plan a trip, etc.), 4) bus stop improvements (e.g., benches, shelters, signage, lighting, etc.), 5) re-introduction of Visalia Transit's former Routes 7a and 7b (including stops near Town Meadows, Oak Meadows, and Target), 6) return to fare-free policy, 7) link between College of the Sequoias' main campus and COS Tulare and COS Hanford, 8) installation of a bus stop on Ben Maddox and Santa Fe Avenue (between Walnut and Caldwell), 9) service to Plaza Drive, 10) reduced distance between bus stops, and 11) service to the Fresno Airport.

5.6 Dial-A-Ride Survey

A full discussion of the survey results is included in Chapter 2. Among the key takeaways are:

- 65 percent of respondents were age 62 and older.
- Most common trip purpose is to access "healthcare services" (56 percent).
- Little potential for mode-shift to City's fixed-route service.

Despite the perception of limited mode-shift potential, technological advances in paratransit ride-matching and dispatching suggests an opportunity for continued increases in service productivity and efficiency. That is, providing the same number of requested trips using fewer vehicles and/or fewer total Vehicle revenue hours.

5.7 Fixed-Route Survey

A full discussion of the survey results is included in Chapter 2. Among the key takeaways are:

- 52 percent of respondents are age 45 and older.
- Most common trip purpose is access to “work/employment” (26 percent).
- Most preferred service enhancement: “later service hours” (38 percent) and “more weekend service” (35 percent).
- High degree of transit-dependency (79 percent lack access to a personal vehicle).
- Introduction of the preferred service improvement would likely result in additional ridership.

The majority of surveyed riders can be considered work-age adults, and 32 percent indicated being employed. We believe this is particularly significant given the timing of the survey and the perceived impact which the pandemic has had on many retail and service businesses within Visalia. Based on reported annual income, we conclude many Visalia Transit riders are employed within the retail and service sectors. Such employment typically includes work hours outside the traditional “8 to 5” business day. As such, the availability of transit service into the late evening/night has historically been a “most-requested” service enhancement.

Given the significant reduction in historic transit demand attributable to the pandemic combined with Moore & Associates’ conservative approach to transit service development, we recommend the City consider approaching the ongoing requests for “extended evening” transit service on an incremental as well as trial basis. That is, we do not believe it would be fiscally responsible to introduce such service across all Visalia Transit local service routes.

Historic ridership data reveals two or three local service routes transport the majority of transit riders. One approach could be to focus on extending the weekday service span of Route 1 until 10:00 p.m. on a trial basis for, say, 60 to 90 days. To maximize mobility options for this target market segment (i.e., persons working until 9:00 p.m.), the additional fixed-route service could be supplemented by either a trial (short-term) agreement with a local Transportation Network Company (e.g., taxi or shuttle) or utilize a couple of Visalia Transit dial-a-ride vehicles to provide “first and last mile” coverage within a clearly defined service area.

Visalia Transit enjoys a high customer service satisfaction rating based on input from actual recent customers. This is true for both the fixed-route and dial-a-ride services, and is particularly noteworthy given some of the service delivery challenges which transit providers such as Visalia Transit have experienced due to the ongoing COVID-19 pandemic. Further, based on the community survey (the respondents of which were largely not recent Visalia Transit users), Visalia Transit enjoys a positive perception within the community at-large and is perceived as a valuable community service (even by non-riders).

At least 70 percent of Visalia is “covered” by transit, and approximately 65 percent of Visalia households are within reasonable walking distance of a Visalia Transit route. Transit service coverage in Exeter, Farmersville, and Goshen is considerably less than Visalia, chiefly attributable to the amount of transit service each community is willing to purchase.

Potential recommendations arising from the fixed-route survey

Neighborhood circulator

To increase the percentage of Visalia households within reasonable walking distance of transit would require a change in service delivery. We believe the most-effective means of accomplishing this would be through incremental introduction of neighborhood circulators operating within defined geographic parameters. For example, a single vehicle would operate within a defined neighborhood/area providing on-demand service. Once or twice hourly (determined chiefly by the size of the service area), the “neighborhood circulator” would connect with one of Visalia Transit’s “trunk line” routes/service providing seamless connections for down-line travel. While this service approach would likely increase the number of two-seat trips, it would bring transit service closer to a larger share of Visalia Transit households.

To support public acceptance of the “neighborhood circulator” service concept we recommend the transfer or connection should be provided at no-cost. At first blush it may appear the City would be sacrificing a potentially large number of transit fares. However, if the ridership pattern for the proposed “neighborhood circulators” mirrors the overall Visalia Transit system, the majority of (ongoing) transit riders would likely enhance the multi-ride fare options.

As is our practice with new transit services we recommend the “neighborhood circulator” experiment be approached on a trial or demonstration project basis, and that realistic service performance targets be agreed upon in advance of service initiation.

Former Route 7a/7b

One of the primary outcomes of the City’s 2017 Short Range Transit Plan was the significant redesign of then Routes 7a and 7b. Yet despite the passage of nearly five years, there is still a desire among transit riders and former riders to reinstate the former route alignment.

While the City is still planning to create a satellite transit center off South Mooney Boulevard, how such a development will impact the overall local service network is unknown to the consultant. (Note: We believe the primary objective is to eliminate the need of transit riders in the City’s southwest quadrant to travel to the downtown transit center in order to make certain bus-to-bus transfers.) Despite the above, we believe introduction of the satellite transit center provides an opportunity to reinstate at least portions of the former Route 7.

New developments

As part of the SRTP service planning process Moore & Associates reviewed 23 near-term residential or commercial development sites within Visalia to determine how each could potentially be served by Visalia Transit. Collectively, these 23 projects are expected to be completed within the next five years; a period which coincides with the SRTP's planning horizon.

Seven Visalia Transit routes travel within relative proximity of the various emerging developments: Routes 5, 7, 8, 9, 15, 16, and 17. Except for Route 9 (current recovery time: 13 minutes), each of the remaining six routes has a current recovery time ranging from zero to 10 minutes. "Recovery time" is synonymous with layover time (i.e., the time available before the start of the next run. As background, ten minutes is the minimum standard for transit recovery time. Therefore, in order to provide transit service that is within reasonable walking distance of (any of) the proposed developments we believe the City has three options: 1) increase the number of buses operating on a given route, thereby increasing both recovery time as well as service frequency; 2) delete low-productivity portions of existing routes (essentially sacrificing existing riders in order to attract potential riders); or 3) create a new route with appropriate run-time and recovery time. Selection of any of these options is likely to increase Visalia Transit's overall operating costs.

In October 2021 the City introduced Route 17 which offers 30-minute frequency (with zero recovery time). This newest route provides service on weekdays from 6:00 a.m. to 9:30 p.m.; and on weekends from 8:00 a.m. to 5:30 p.m. Ridership activity on Route 17 was approximately 200 rides within the first two weeks.

According to Federal Highway Administration (FHWA) research most people are willing to walk for five to ten minutes (or approximately 1/4- to 1/2-mile) to a transit stop. Therefore, in order to encourage transit usage, safe and convenient pedestrian facilities should be provided within 1/4- to 1/2-mile of transit stops. (Note: Bicyclists are often willing to ride significantly further than 1/2-mile to access transit stops/facilities depending on local topography.)

Route 17 travels within reasonable walking distance of four of the 23 new developments: Iron Ridge subdivision, Crowley Park, Hilton Homes, and Seefried Properties. A fifth development (Marcin Properties) is approximately 3/4-mile from the Route 17 alignment.

In assessing the 23 new developments, Moore & Associates opted to place each property into one of three categories: Category 1 (within reasonable walking distance of an existing Visalia Transit route), Category 2 (more than 1/2-mile from an existing transit route, yet having an opportunity for a relatively minor route adjustment or modification), and Category 3 (not near an existing transit route, and would require a new route or significant route modification).

Category 1

- Reserve at Ritchie Ranch
- Iron Ridge subdivision
- Crowley Park (depending on building/site location)
- Hilton Homes 2 Suite

- Carleton Acres
- Future high school
- San Joaquin Valley Homes (Greystone subdivision, Phase 3)
- Seefried Properties
- Parkwood
- Myrtle Avenue Senior Apartments
- Country Club Plaza
- Untitled (Ben Maddox and Caldwell)
- Untitled (SEC: Visalia Parkway and Mooney)
- Orchard Walk West (Phase 2)
- The Commons

Category 2

- Crandell subdivision
- Pratt Family Ranch
- Crowley Park (depending on building/site location)
- Cap Rock: Phase 2
- Ritchie land annexations
- Sequoia Bend Estates
- Marchin Place
- Brackenwood II (The Grove)

Category 3

- Barn and Wood TSM

Summary of recent “Unmet Transit Needs” public comments

As a recipient of State Transportation Development Act (TDA) funding, the City is required to conduct an annual public hearing to solicit public input regarding potential “unmet transit needs.” To round out Chapter 5: Needs Assessment, the consultant reviewed a TCAG summary of the most recent public comments from the TDA Article 8 public hearings. Inclusion of this information within the Needs Assessment does not constitute a positive finding of “unmet need” as defined by the TDA and/or the Tulare County Association of Governments. These include:

- Prepare an inventory of bus stops.
- Extend weekday evening service by three hours.
- Reinstate the former Route 7. Several requests.
- Introduce service along Ben Maddox between Walnut and Caldwell. Create a bus stop at Monte Verde.
- Display the driver’s names inside the front of each dial-a-ride vehicle.
- Introduce bus service to Fresno State. Multiple requests.
- Introduce service along Houston.

- Introduce service to Fresno Airport.
- Use smaller buses/vehicles.
- Non-specific requests for increased service frequency.
- Introduce service on or near Golden West.

Chapter 6: Service Recommendations

The objective of this chapter is to present a selection of potential service and program enhancement opportunities specific to the City of Visalia's public transit program. The recommendations presented herein reflect input received through the various public and community engagement activities, input from City and TCAG staff, demographic and financial forecasts, and the consultant's professional observations and insights.

The recommendations cover five broad categories: 1) administrative and policy, 2) operations, 3) marketing and public communications, 4) funding and coordination, and 5) capital and infrastructure.

Administrative and policy recommendations focus on regional partnerships and planning efforts. Operational recommendations include service optimization, route realignments, selective expansions, and improvements to service frequency. Marketing and public communications recommendations focus on the communication of service information. Funding and coordination consider opportunities for partnerships between various public and private entities (chiefly within the Visalia Urbanized Area). Finally, capital and infrastructure recommendations address vehicle/fleet, transit maintenance facilities, bus stop improvements, and the Active Transportation Network.

Recommendations

1. Increase staffing.

The City of Visalia's Transit Division is within the City's Administration Department. A full-time Transit Manager oversees the Transit Division, reporting to the Assistant City Manager. Two analyst positions report directly to the Transit Manager: Financial Analyst and Management Analyst. The Financial Analyst manages a Senior Accounting Assistant and two Office Assistants. The Management Analyst manages a Senior Office Assistant and Community Outreach Coordinator. The Transit Manager also provides oversight to Building Technicians and Maintenance staff.

The Transit Manager has been in place for approximately three years. The Management Analyst has been employed with the City for approximately two years. While he has prior experience working with a larger transit operator, his position was chiefly fleet maintenance oriented. At Visalia, his primary responsibility is day-to-day oversight of the Transit Operations and Maintenance contractor.

The Financial Analyst recently celebrated her twenty-first anniversary with the City; nearly all of which has been transit finance-related. As such, the Financial Analyst brings a significant and valuable body of knowledge to the City's transit program.

In addition to managing the various functions typically associated with a mid-size public transit program, the City is responsible for customer service functions supporting the full slate of transit operators within Tulare County. This function includes a call center as well as staffing a customer service counter at the City's downtown transit center.

Based on our interaction with the City's three management staff, it appears there is an excessive workload for both the Transit Manager and the Management Analyst. Management of public transit programs has become increasingly complex across the past decade. The level and complexity of local, state, and federal compliance requirements has increased steadily. The requirements and demands of transit-related technology (i.e., service monitoring, ITS, customer-facing information, etc.) has grown increasingly complex and specialized.

Given the preceding, Moore & Associates offers three near-term recommendations: 1) consider recruitment of second Management Analyst, preferably a mid-career professional; 2) consider enrolling Management Analyst(s) in the Transit and Paratransit Management Certificate program offered by the University of the Pacific; and 3) arrange Syncromatics software (vendor) training for the Management Analyst and other staff as warranted by respective responsibilities (discussed further in Recommendation 3).

2. Upgrade or replace fareboxes.

The current GFI fareboxes were purchased in 2013. Since that time there have been many advances in farebox technology including incorporation of "smart card" capability.

The overall reliability has declined while support costs for the current fareboxes has increased. These fareboxes appear to have reached the end of their practical service life, and their respective age limits for Visalia Transit's technological growth potential.

Given the complexity and cost associated with total farebox replacement, City staff has identified an opportunity to participate in a "purchase partnership" with other transit providers in the region. Among the anticipated benefits are reduced unit cost, increased technical support, and increased support for regional transit fare initiatives.

3. Syncromatics training for staff.

Syncromatics is a powerful web-based dispatch and vehicle tracking software. It includes a variety of software elements offering enhanced transit operations reporting, real-time customer/passenger information, information interface with customer digital signage (typically at transit centers), "next step" announcements to support ADA compliance, passenger counting (i.e., boarding and alighting activity), onboard WiFi capability, and paratransit dispatch support software.

During the course of preparation of the City's 2022 Short Range Transit Plan, there have been numerous instances where the consultant team has attempted to acquire a variety of performance data through Visalia Transit's current Syncromatics set-up. In some cases, we were advised the City does not own the related software module, in others there was an absence of module-specific staff training.

Simply put, good decisions start with good information (data). Having ready access to quality performance data such as accurate boarding and alighting counts, on-time performance by individual bus stops, and vehicle tracking information support quality and effective transit service planning.

We recommend the City retain a qualified professional to objectively evaluate the continued usefulness of the current Syncromatics software, identify options for software upgrade and/or replacement, evaluate cost options for obtaining the desired (future) software, and research the cost and availability of Syncromatics training for Visalia Transit staff.

4. Bus stop amenities improvements.

The bus stop serves as the "front door" to the community's public transit service. For this recommendation, "bus stop amenities improvements" refer to street furniture, path of access, signage, etc.

A system-wide Bus Stop Improvement Plan should include a comprehensive inventory of all bus stops within the Visalia Transit service area, including a description and condition of the amenities at each location (i.e., bench, shelter, lighting, trash receptacle, transit service information, etc.), as well as which route(s) serve the stop.

Once the inventory has been compiled, improvements should be prioritized based on daily activity level, ADA compliance, and overall condition. Amenities which are damaged or worn should be prioritized for replacement, and high-activity stops should be prioritized for the addition/installation of amenities. New stops added as a result of a service change or expansion should be prioritized for the installation of amenities.

At a minimum every stop should feature a pole and appropriate signage. A unique numeric identifier should also be included. Further every stop should include either a customer service phone number or a link (QR code) to the Visalia Transit website.

5. Implement neighborhood circulators as feeders to trunk routes.

Public requests for smaller vehicles which could go deeper into neighborhoods was revealed through both the community survey and the community workshops.

At present, approximately 65 percent of the households in Visalia are within “reasonable walking distance” (defined as within a half mile) of a Visalia Transit bus stop. Time and time again transit market research confirms that “ease of accessibility” is a key decision factor (among non-riders evaluating the viability of transit patronage). The availability (and awareness) of a bus stop within close proximity of the potential rider’s residence weighs heavily in the decision-making process.

The current Visalia Transit route network covers approximately 70 percent of the city of Visalia. While minor routing adjustments will continue to be made to address operational issues as well as the completion of new residential and commercial development, Visalia Transit is essentially a mature transit system with an overall effective route network. Historically transit alignments have been located along key arterials throughout Visalia.

Increasing the percentage of Visalia households within reasonable walking distance of transit would require a significant change in service delivery. We believe the most cost-effective means of accomplishing this would be through incremental introduction of neighborhood circulators operating within defined geographic parameters. For example, a single vehicle would operate within a defined neighborhood/area providing on-demand service. Once or twice hourly (determined chiefly by the size of the service area), the “neighborhood circulator” would connect with one of Visalia Transit’s “trunk line” routes providing seamless connections for down-line travel. While this service approach would likely increase the number of two-seat trips, it would bring transit service closer to a larger share of Visalia Transit households.

To support public acceptance of the “neighborhood circulator” service concept we recommend the transfer or connection be provided at no-cost. At first blush it may appear the City would be sacrificing a potentially large number of transit fares. However, if the ridership pattern for the proposed “neighborhood circulators” mirrors that of the overall Visalia Transit system, the majority of (ongoing) transit riders would likely embrace multi-ride fare options (i.e., passes).

As is our practice with new transit services we recommend the “neighborhood circulator” concept be approached on a trial or demonstration project basis, and that realistic service performance targets be agreed upon in advance of service initiation.

6. Maintain minimum 30-minute service frequency throughout service day on Routes 1 and 2. Implement 15- to 20-minute service frequency during AM and PM peak service.

Transit market research conducted across the years reveals service frequency is among the top three decision factors (among non-riders) when evaluating the potential for transit use. This research also confirms 30-minute service frequency is the minimum desired service standard.

Across the past several years Visalia Transit has made significant inroads enhancing service frequency on its highest productivity (i.e., highest ridership) routes: Routes 1 and 2. Collectively, these two routes account for approximately 43 percent of total system ridership in an average month.

At the time of the 2022 SRTP update, the service frequency on Route 1 was 15 minutes from 600 a.m. to 700 p.m. (weekdays), and 30 minutes from 700 p.m. to 900 p.m. (weekdays). Weekend service has a 20-minute frequency between 800 am to 600 p.m.

The current service frequency on Route 2 is 30 minutes for both weekday and weekend service. The service span for Route 2 is 600 a.m. to 830 p.m. on weekdays, and 800 a.m. to 530 p.m. on weekends.

We recommend the City maintain the current service frequency on Route 1, and consider implementing increased service frequency (weekdays only) on Route 2 on a trial or demonstration project basis. The ideal would be to match Route 1's service frequency from 600 a.m. to 700 p.m. (weekdays only). If this is not possible, we recommend 15-minute service frequency be offered from 700 a.m. to 1000 a.m., and again from 300 p.m. to 700 p.m. (weekdays only).

Moore & Associates does not recommend any change to service frequency for Routes 1 and 2 specific to weekend service.

7. Consider utilizing dial-a-ride vehicles to provide weekday evening "first and last mile" coverage.

The majority of participants in the fixed-route/transit rider survey were deemed to be work-age adults, with 32 percent indicating being employed. The consultant believes this to be particularly significant given the timing of the survey as well as the perceived impact which the pandemic has had on many retail and service businesses throughout Visalia.

Based on reported annual income, we conclude many Visalia Transit riders are employed within the local retail and service sectors. Such employment typically includes work hours outside the traditional "8 to 5" business day. As such, the availability of transit service into the late evening/night has historically been a "most requested" service enhancement.

Given the significant reduction in transit demand attributable to the pandemic combined with the consultant's conservative approach to transit service development, we recommend the City consider approaching the ongoing requests for "extended evening" transit service on an incremental as well as trial basis. That is, we do not believe it would be fiscally responsible to introduce such service across all Visalia Transit local service routes given the significant differences in individual route productivity (i.e., ridership).

While Routes 1 and 2 offer both extensive coverage as well as good service frequency, there are still many portions of the City left "uncovered." Therefore, to maximize mobility options for the target market segment (i.e., persons working until 900 p.m. at local businesses), we recommend either utilization of a

couple of City dial-a-ride vehicles so as to provide essentially “first and last mile” coverage, or a trial (short-term) agreement with Uber, Lyft, or a local taxi company. Upon fare payment, riders would be offered a “voucher” valid for the connecting ride. Such a “voucher” would be valid for a limited period of time (say, 800 p.m. to 1000 p.m. on weekdays), only on the day of issue, and only within the defined service area.

Given the trial nature of the recommended service we recommend the City define a relatively limited (initial) service area (for example, within two miles of the route alignments of Routes 1 and 2.) Alternatively, the trial service area could be defined further so as to focus on a specific quadrant within the city of Visalia.

8. Evaluate return of Route 7 to prior alignment.

One of the primary outcomes of the City’s 2017 SRTP was the redesign of then Routes 7a and 7b. Yet despite the passage of nearly five years, there is still a desire among both transit riders as well as former riders to reinstate the former route alignment.

While the City is planning to create a satellite transit center off Mooney Boulevard, how such a development will impact the overall local service network is unknown to the consultant. (We believe the primary objective is to eliminate the need of transit riders in the City’s southwest quadrant to travel to the downtown transit center in order to make certain bus-to-bus transfers.)

Despite the above, we believe introduction of the satellite transit center provides an opportunity to re-evaluate the current Route 7 routing and to identify cost-effective options for addressing requests for increased service. For example, destinations which are now unserved due to the modification of Route 7 include Town Meadows senior housing and Oak Meadows senior housing, linking to Target and other nearby shopping establishments.

9. Work with COS to establish an inter-campus shuttle. School days only.

Historically, individuals enrolled and/or employed at the College of the Sequoias’ main campus (Mooney Blvd, Visalia) have represented a significant component of Visalia Transit’s overall ridership.

Obviously, this has changed during the last couple of years as the majority of College of the Sequoias’ classes have transitioned to virtual formats. The desire for an inter-campus shuttle was revealed through the community survey and the onboard (transit rider) survey.

While introduction of a single-seat express service linking College of the Sequoias’ main campus with its Tulare satellite campus would be the ideal, a few public transit options currently exist. For example, Visalia Transit Route 11x links the downtown Visalia Transit Center with the Tulare Transit Center via Mooney Boulevard. This route offers 30-minute service frequency on weekdays between 630 a.m. and 900 p.m.

The former Tulare Transit Route 7 (now operated by Tulare County Regional Transit Agency) links College of the Sequoias' Tulare campus with the Tulare Transit Center. This provides a two-seat ride with a free transfer.

Visalia Transit Route 1 links the downtown Visalia Transit Center with Government Plaza on Mooney Boulevard. Here, transit patrons can connect with TCAT Route 40 which serves the College of the Sequoias' Tulare campus.

While the consultant believes this request from the public warrants further review, we believe further consideration should be contingent on three factors: 1) resumption of in-person classes at both the main College of the Sequoias' campus and the Tulare satellite campus, 2) objective quantification of likely demand (usage), and 3) identification of a sustainable funding arrangement between the City and College of the Sequoias.

10. Support and increase awareness of the bus-bike connection.

Providing an effective interface between public transit and bicycling typically results in an expanded "transit footprint" within a given community. This is particularly promising given the relatively level topography present throughout the Visalia Transit local service area. The catalyst for this recommendation was discussion arising at one of the project's community workshops as well as the community survey.

At the time of the 2022 SRTP update, all Visalia Transit fixed-route buses were equipped with easy-to-use bike racks capable of holding two bikes. There is currently a two-position bike rack on the front of each bus. While some large metropolitan area transit operators have installed three-position bike racks, doing so has raised concerns regarding (allowable) overall vehicle length.

In the consultant's professional opinion this request suggests two opportunities. First, increased targeted promotion of the marketing/public communications regarding the availability of bike racks, production of a bilingual online "how to" video, and the potential importance of the bus-bike connection. Second, increase in bicycle infrastructure (e.g., racks, storage pods) at transit centers as well as at high transit activity locations. Some Moore & Associates' clients have secured funding from Caltrans to support the purchase, installation, maintenance, and promotion of bus-bike infrastructure.

11. Introduce fixed-route service to new developments.

As part of the SRTP service planning process, Moore & Associates reviewed 23 near-term residential or commercial development sites within Visalia to determine how each could potentially be served by Visalia Transit. Collectively, these 23 projects are expected to be completed within the next five years; a period which coincides with the SRTP's planning horizon.

Seven Visalia Transit routes travel within relative proximity of the various emerging developments: Routes 5, 7, 8, 9, 15, 16, and 17. Except for Route 9 (current recovery time: 13 minutes), each of the remaining six routes has a current recovery time ranging from zero to 10 minutes. “Recovery time” is synonymous with layover time (i.e., the time available before the start of the next run).

As background, ten minutes is the minimum standard for transit recovery time. Therefore, in order to provide transit service that is within reasonable walking distance of (any of) the proposed developments we believe the City has three options: 1) increase the number of buses operating on a given route, thereby increasing both recovery time and service frequency; 2) delete low-productivity portions of existing routes (essentially sacrificing existing riders in order to attract potential riders); or 3) create a new route with appropriate run-time and recovery time. Selection of any of these options is likely to increase Visalia Transit’s overall operating costs.

In October 2021 the City introduced Route 17, which offers 30-minute frequency (with zero recovery time) between Visalia Medical Clinic and Kelsey/Hillsdale. This newest route provides service on weekdays from 6:00 a.m. to 9:30 p.m.; and on weekends from 8:00 a.m. to 5:30 p.m. Ridership activity on Route 17 was approximately 200 rides within the first two weeks.

According to Federal Highway Administration (FHWA) research, most people are willing to walk for five to ten minutes (or approximately one-quarter to one-half mile) to a transit stop. Therefore, in order to encourage transit usage, safe and convenient pedestrian facilities should be provided within one-quarter to one-half mile of transit stops. (Note: Bicyclists are often willing to ride significantly further than one-half mile to access transit stops/facilities depending on local topography.)

Route 17 travels within reasonable walking distance of four of the 23 developments: Iron Ridge subdivision, Crowley Park, Hilton Homes, and Seefried Properties. A fifth development (Marcin Properties) is approximately three-quarters of a mile from the Route 17 alignment.

The Needs Assessment (Chapter 5) identifies the 23 developments; segregates them into one of three “proximity” categories; and suggests possible route modification opportunities.

12. Install driver name placards inside the front of DAR vehicles.

The catalyst for this recommendation was the Dial-A-Ride customer survey conducted in August 2021.

The performance of the dial-a-ride driver team is a key contributor to actual as well as perceived customer satisfaction. Given the highly customized nature of the dial-a-ride service, the relationship between the driver and the customer is critical. Successful bonding can start with knowing the driver’s name. To support this, we recommend installation of driver name placards on the front interior panel of each dial-a-ride vehicle. This is a low-cost “improvement,” and commonplace at many paratransit providers. In some instances, both first and last names are displayed; in others, simply the driver’s first name.

13. Repair to maintenance facility (yard) concrete.

The City's Transit Operations and Maintenance Center was constructed in 2007. Since that time, the size and composition of the transit fleet have changed, the fleet's fueling needs have changed, and fleet technological needs have changed.

While the core facility has significant "useful life" remaining, both the structures as well as surrounding yard warrant repair and/or rehabilitation. Based on a cursory review of the facility, the consultant noted many areas of cracking/broken concrete, cracking curbs and gutters, ineffective drainage, and ineffective fleet parking space allocation. The area around the fuel island is cracking due to settling of adjacent pavement. The growth/maturation of on-site trees and vegetation warrant repair/expansion of tree wells as well as planters throughout the property.

We also recommend a comprehensive review of the entire property/facility to ensure current security requirements and protocols are being addressed.

14. Institute travel training program.

Travel training, as a mobility-enhancing strategy, has become increasingly commonplace, especially for medium to large transit programs. This is especially true for transit programs which serve significant numbers of seniors and/or persons with disabilities. Effective travel training serves to mitigate the barrier of the "unknown," assisting new or infrequent transit users to increase their comfort levels (and often that of their family members and/or caregivers).

Travel training programs serve a dual purpose. First, they raise awareness about what transit options are available; and second, they teach the skills needed to effectively use public transit. Travel training can be provided on an individual or group basis. This would enable social service organizations and other programs to host travel training sessions for their clients. Initial activities should focus on historically ride-dependent populations, including seniors, persons with disabilities, and low-income individuals. Some areas of emphasis should include how to use the demand-response (dial-a-ride) service as well as how to navigate the fixed-route bus network.

Moore & Associates believes many social service organization clientele warrant an additional educational step: on-site mobility or travel training. This would involve a qualified Visalia Transit representative visiting social service locations throughout the local service area to conduct short informational presentations, question/answer sessions, and "hands-on demonstrations" (e.g., how a wheelchair lift works, securing mobility devices, how to pay for a transit ride, rider behavior protocol, etc.).

In conducting successful travel training activities across the past 20 years, our approach has included a "tool kit" of service materials, a supply of free-ride tickets, a short (large font) presentation/discussion guide, and question/comment cards (for attendees too shy to verbally ask questions). We recommend limiting the group size to 12 and capping the session duration at 75 minutes. Given the likely target of the

proposed travel training sessions would be mobility-limited/disadvantaged individuals, having an actual dial-a-ride vehicle and a driver also attend has helped break through the unfamiliarity or hesitancy barrier.

Finally, we recommend (initially) conducting two sessions/month, preferably assigning the same “trainer” as there is a rhythm which will emerge following completion of the first few sessions.

15. Ensure transit website and GTFS information is kept up-to-date.

Assign monitoring and updating Visalia Transit information to a dedicated staff member. Ensuring accurate and up-to-date transit information plays a critical role for the selection of transit by potential riders and non-riders. We recommend a monthly review of both the transit website content and the GTFS feed be completed. Perhaps the most likely person to complete this would be the Transit Community Outreach Coordinator.

16. Enhance Transit website.

While the City’s transit website includes many of the components which the consultant believes is important to support existing customers and attract potential customers, it is important to stay abreast of the latest technology. Potential website enhancements could include providing all content in Spanish and building a new transit-specific website that remains part of the overall City of Visalia website but can also be accessed directly through www.VisaliaTransit.com, which is already owned by the City.

Another potential enhancement is offering transit fare media sales via the transit website.

17. Consider utilizing smaller vehicles, especially for lower productivity routes and/or neighborhood circulators.

The catalyst for this recommendation was the community workshops as well as the community survey (chiefly non-transit riders).

One of the more common criticisms of public transit voiced by (chiefly) non-transit users is the perception that the sponsoring entity “continues to drive large, empty buses around town.” This perception has been heightened given the overall decline in transit ridership attributable to the pandemic. Critics often also perceive “large buses” as noisy as well as dirty (i.e., polluting). In reality, the Visalia Transit fleet is now “cleaner” and “quieter” than ever before. Nonetheless, some of the criticisms warrant consideration.

As noted elsewhere in this chapter, two or three of Visalia Transit’s local service routes transport the lion’s share of the total ridership. It is unlikely this situation will change absent a full-scale service redesign.

While the pandemic has certainly presented numerous challenges to public transit providers, we believe it can also be seen as an “agent for change” in a positive sense. Of the more obvious opportunities is an overall review of service delivery.

Several Visalia Transit routes have relatively low ridership (productivity), and are very likely to remain so. Essentially, they provide “coverage” within a given portion of the overall service network. We suspect it is these low-ridership routes that often lead to the perception of “operating empty buses,” especially if the observation is made during off-peak periods (i.e., outside AM and PM commute times).

Moore & Associates envisions two opportunities here. First, substitution of smaller vehicles for larger buses on historically low-productivity routes. Given pre-pandemic as well as recent passengers/revenue hour data, utilization of a smaller vehicle (say, 12 to 15 seats) would adequately/effectively match current as well as forecast demand. While the City pays a fixed-hourly fee to its operations contractor, there is potential for cost savings based on fuel (miles per gallon), vehicle cost (smaller vehicle = lower purchase cost), and potentially lower labor cost (lower vehicle capacity, lower GVW, and no need for air brake certification).

18. Introduce service along Ben Maddox between Walnut and Caldwell.

Requests for the introduction of fixed-route transit service along Ben Maddox between Caldwell Avenue and Walnut Avenue were revealed via the community survey. The distance between Caldwell and Walnut Avenues is approximately 1.2 miles.

At present, three Visalia Transit routes travel through the area: 1) Route 5 has a stop at Walnut Avenue and Ben Maddox, then continues north on Ben Maddox; 2) Route 9 also has a stop on Walnut Avenue and Ben Maddox, then continues north on Ben Maddox; and 3) Route 12 travels east/west on Caldwell Avenue, with stops (southwest corner and northeast corner) at Caldwell and Ben Maddox.

The areas adjacent to Ben Maddox are chiefly residential, with some commercial along Ben Maddox itself. None of the three Visalia Transit routes serving this area have sufficient additional run-time to allow/support a route modification. Therefore, we conclude the most cost-effective means of responding to this public request would be via a trial neighborhood circulator serving both sides of Ben Maddox between Caldwell Avenue on the south and Walnut Avenue on the north. Such an arrangement could provide timed connections with one of more of the current routes traveling through the area.

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Chapter 7: Operations Plan

Chapter 7: Operations Plan is intended to provide further details regarding the recommendations presented in Chapter 6: Service Recommendations. Prior to its inclusion herein, the slate of 18 recommendations was discussed with City of Visalia Transit Staff as well as TCAG's project manager. From these discussions, revisions to the "List of 18" were made: 1) expand the list to include a recommendation specific to transit security, 2) include additional discussion specific to ITS/technology opportunities, and 3) include a recommendation specific to the fielding of an on-demand trial service within Visalia Transit's local service area.

In addition to providing implementation details, Chapter 7 also includes a recommended (relative) prioritization of the individual recommendations (e.g., short-term, medium-term, or long-term), and the identification of potential funding source(s) (where appropriate). Short-term is defined as within the next 18 months, medium-term as within 18 months to three years, and long-term as within three to five years.

In preparing Short Range Transit Plans for numerous clients throughout California and the West, the Operations (or Implementation) Plan chapter of the project report has been likened to a five-year "roadmap" or "punch list" for the continuing development of the client's respective public transit program. We hope the City of Visalia will come to view its SRTP in a similar manner.

Lastly, to enhance the utility of Chapter 7, the recommendations included herein have been segregated into four broad categories: 1) Administrative (including policies), 2) Operations, 3) Capital/Technology, and 4) Marketing and Community Outreach.

A summary of the recommendations is provided in Exhibit 7.0.1.

Exhibit 7.0.1 Prioritized recommendations

#	Recommendation	Category	Short, medium, long-term
1	Increase staffing.	Administrative	Short
2	Increase security.	Administrative	Short
3	Install driver name placards inside the front of DAR vehicles.	Administrative	Short
4	Implement neighborhood circulators as feeders to trunk routes.	Operations	Medium
5	Maintain minimum 30-minute service frequency throughout service day on Routes 1 and 2. Implement 15- to 20-minute service frequency during AM and PM peak service.	Operations	Short
6	Consider utilizing dial-a-ride vehicles to provide weekday evening “first and last mile” coverage.	Operations	Short
7	Work with COS to establish an inter-campus shuttle. School days only.	Operations	Long
8	Introduce transit service to new developments.	Operations	Medium
9	Consider utilizing smaller vehicles, especially for lower productivity routes and/or neighborhood circulators.	Operations	Medium
10	Introduce service along Ben Maddox between Walnut and Caldwell.	Operations	Medium
11	Upgrade or replace fareboxes.	Capital	Medium
12	Syncromatics training for staff.	Capital	Short
13	Bus stop amenities improvements.	Capital	Medium
14	Transit Operations and Maintenance Facility.	Capital	Short/Medium
15	Support and increase awareness of the bus-bike connection.	Marketing	Short
16	Institute travel training program.	Marketing	Short
17	Enhance transit website/Ensure transit website and GTFS information is kept up-to-date.	Marketing	Short

7.1 Administrative

1. Increase staffing.

As cited in Section 3.4, Visalia Transit would benefit from additional 1.0 FTE to assist with increasingly complex oversight and reporting requirements. Moore & Associates recommends recruitment of an additional Management Analyst, preferably a mid-career professional with public transit experience especially project management and preferably technology oriented. Among the responsibilities which could be delegated to such a person would be: 1) heading up the farebox replacement project, 2) increasing in-house knowledge/capabilities regarding the Syncromatics platform, and 3) oversight of the proposed Bus Stop Improvement initiative. The total compensation range for this position would likely be between \$75,000 and \$100,000 annually.

We also recommend the City’s Management Analysts (current staff and future hires) be enrolled in the Transit and Paratransit Management Certificate program offered by the University of the Pacific (Stockton, CA). Since Fall 2020, this formerly in-person professional development opportunity has introduced a “virtual” or online equivalent. The certificate program is composed of eight courses. Each one-day class includes four hours of asynchronous (prep) work and three hours of synchronous (virtual class) work. The fee for each class is \$425, and an eight-class tuition of \$2,695 is also available. Caltrans awards two scholarships annually covering 50 percent of the class registration fees.

Lastly, Moore & Associates recommends the City negotiate with Syncromatics for staff training specific to the hardware and software currently in use by Visalia Transit. Further details are included within Recommendation 5.

Exhibit 7.1.1 Cost of additional staff and training

	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Additional salary & benefits	\$87,500	\$87,500	\$87,500	\$87,500	\$87,500
Training/certificate program	\$5,390	\$2,695	\$2,695	\$500	\$500
Total	\$92,890	\$90,195	\$90,195	\$88,000	\$88,000

2. Install driver name placards inside the front of dial-a-ride vehicles.

The catalyst for this recommendation was the Dial-A-Ride customer survey conducted in August 2021.

The performance of the dial-a-ride driver team is a key contributor to actual as well as perceived customer satisfaction. Given the highly personalized nature of the dial-a-ride service, the relationship between the driver and the customer is critical. Successful bonding can start with knowing the driver’s name. To support this, we recommend installation of driver name placards on the front interior panel of each dial-a-ride vehicle. This is a low-cost “improvement,” and commonplace at many paratransit providers. In some instances, both first and last names are displayed; in others, simply the driver’s first name.

7.2 Operations

3. *Implement neighborhood circulators as feeders to trunk routes.*

The Texas A&M Transportation Institute defines circulator bus transit as a short-distance, circular, fixed-route transit mode linking riders within an area (neighborhood) with major destinations. Across the past couple of decades, two forms of circulator bus transit have emerged: downtown circulators (think the former Visalia Towne Trolley) and neighborhood circulators.

A neighborhood circulator typically provides service within low-density suburban communities. In doing so it provides access to popular local destinations such as schools, grocery stores, and shopping centers. Neighborhood circulators help residents get to their favorite local destinations without the need to use a personal vehicle (car). This service mode typically results in many benefits including decreasing single-occupant vehicle trips, reducing greenhouse gas emissions, and fostering the development (or redevelopment of) suburban spaces, all the while enhancing community (neighborhood) mobility.

At present approximately 65 percent of Visalia households are within “reasonable walking distance” (defined as within a half mile) of a Visalia Transit bus stop. Time and time again transit market research confirms “ease of accessibility” is a key decision factor among potential transit riders evaluating use of public transit. The availability (and awareness) of a bus stop within close proximity of the potential rider’s residence weighs heavily in the decision-making process.

Increasing the percentage of Visalia households within reasonable walking distance of transit service could entail a significant change in service delivery. We believe the most cost-effective means of accomplishing this would be through incremental introduction of neighborhood circulators operating within defined geographic parameters. For example, a single vehicle would operate within a defined neighborhood/area providing on-demand service. Once or twice hourly (determined chiefly by the size of the service area), the “neighborhood circulator” would connect with one of Visalia Transit’s “trunk line” routes providing seamless connections for down-line travel. While this service approach would likely increase the number of two-seat trips, it would bring transit service closer to a larger share of Visalia Transit households.

To support public acceptance of the “neighborhood circulator” service concept we recommend the transfer or connection be provided at no-cost. At first blush it may appear the City would be sacrificing a potentially large number of transit fares. However, if the ridership pattern for the proposed “neighborhood circulators” mirrors that of the overall Visalia Transit system, the majority of (ongoing) transit riders would likely embrace multi-ride fare options (i.e., monthly passes).

As is our philosophy regarding new transit services, we recommend the “neighborhood circulator” concept be approached on a trial or demonstration project basis, and that quantifiable service performance targets be agreed upon in advance of service initiation.

4. Maintain minimum 30-minute service frequency throughout service day on Routes 1 and 2. Implement 15–20-minute service frequency during AM and PM peak service.

Transit market research conducted across the years reveals service frequency is among the top three decision factors (among non-riders) when evaluating the potential for transit use. This research also indicates 30-minute service frequency is the minimum desired service standard.

Across the past several years Visalia Transit has made significant inroads enhancing service frequency on its highest productivity (i.e., highest ridership) lines: Routes 1 and 2. Collectively, these two routes account for approximately 43 percent of total system ridership in an average month.

At the time of the 2022 SRTP update, the service frequency on Route 1 was 15 minutes from 6:00 a.m. to 7:00 p.m. (weekdays), and 30 minutes from 7:00 p.m. to 9:00 p.m. (weekdays). Weekend service has a 20-minute frequency between 8:00 a.m. to 6:00 p.m.

The current service frequency on Route 2 is 30 minutes for both weekday and weekend service. The service span for Route 2 is 6:00 a.m. to 8:30 p.m. on weekdays, and 8:00 a.m. to 5:30 p.m. on weekends.

We recommend the City maintain the current service frequency on Route 1, and consider implementing increased service frequency (weekdays only) on Route 2 on a trial or demonstration project basis. The ideal would be to match Route 1's service frequency from 6:00 a.m. to 7:00 p.m. (weekdays only). If this is not possible, we recommend 15-minute service frequency be offered from 7:00 a.m. to 10:00 a.m., and again from 3:00 p.m. to 7:00 p.m. (weekdays only).

Moore & Associates does not recommend any change to service frequency for Routes 1 and 2 specific to weekend service.

5. Consider providing extended weekday evening service on Routes 1 and 2. Introduce "first and last mile" coverage.

The majority of respondents to the Fall 2021 customer/transit rider survey were deemed to be work-age adults, with 32 percent indicating being currently employed. Further, based on reported annual income, we conclude many Visalia Transit riders are employed within the local retail and service sectors. Such employment typically includes work hours and days outside the traditional Monday through Friday "8 to 5" business day.

Coincidentally, public requests for extension of transit service into late evening/night hours has been a recurring request for at least the last three to five years (based on review of the TCAG's TDA Article 8 "unmet transit needs" public testimony).

Visalia Transit Routes 1 and 2 collectively account for approximately 43 percent of total system ridership during an average month. At the time of the 2022 SRTP update, Route 1 operated until 9:00 p.m. on weekdays, while Route 2 operated until 8:30 p.m. on weekdays.

To address the mobility needs of persons holding late evening/night employment, we recommend the City extend weekday service on Route 1 and 2 until 10:00 p.m. on a trial or demonstration project basis.

While Routes 1 and 2 provide considerable coverage, there are still many portions of the City that would not be accessible via transit. Therefore, to maximize mobility options for Visalia residents working until 9:00 p.m. at local businesses, we recommend introduction of a trial “first and last mile” service limited to connections from/to Routes 1 and 2 from 8:00 p.m. until 10:00 p.m. on weekdays. To accomplish this, we recommend the City either provide said service itself using a pair of City-owned dial-a-ride vehicles or enter into a short-term agreement with Uber, Lyft, or a local taxi company.

The following exhibits illustrate potential coverage areas for connecting or feeder services with Route 1 and Route 2.

Exhibit 7.2.1 Potential Route 1 “home-end” first-last mile service area

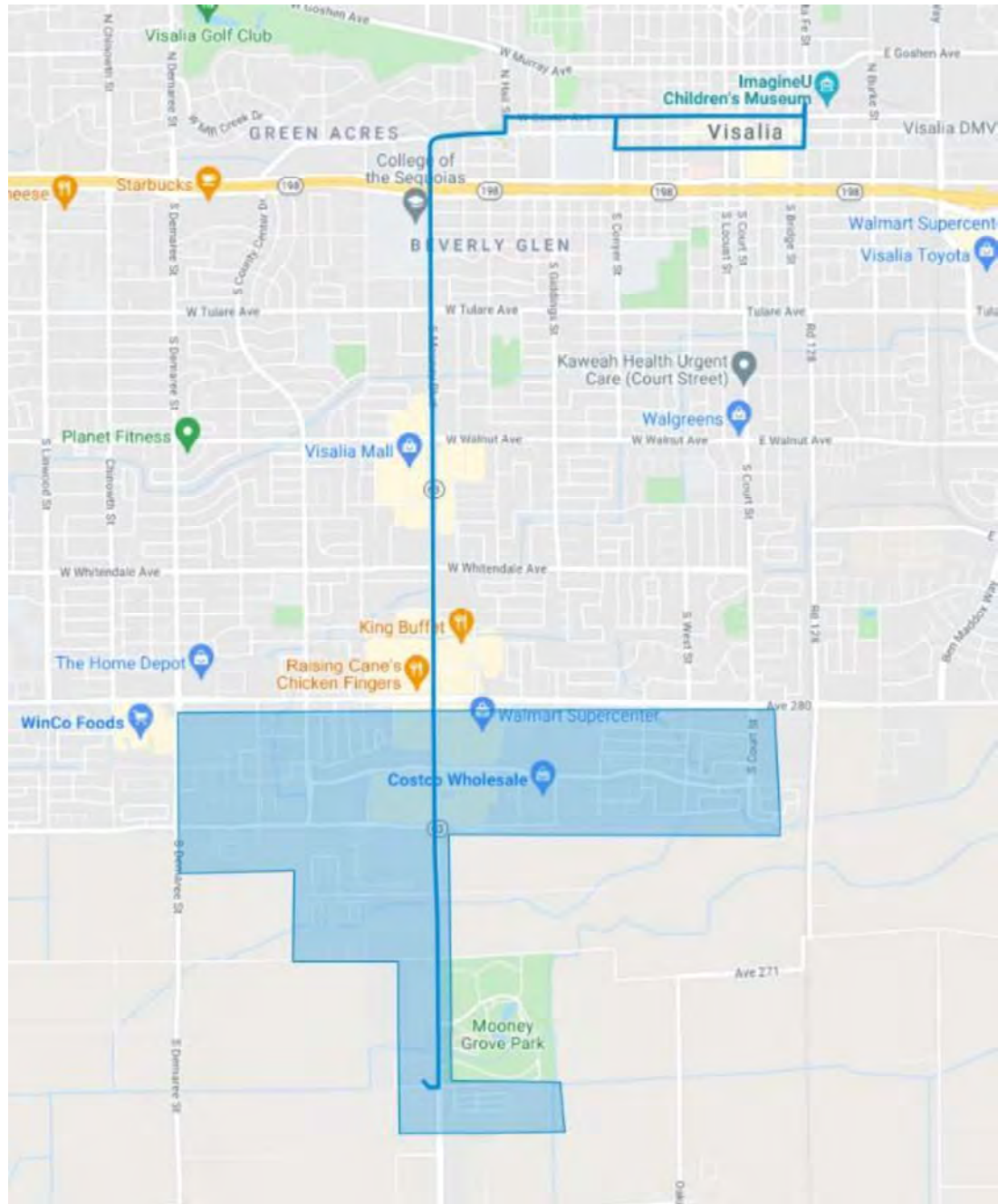
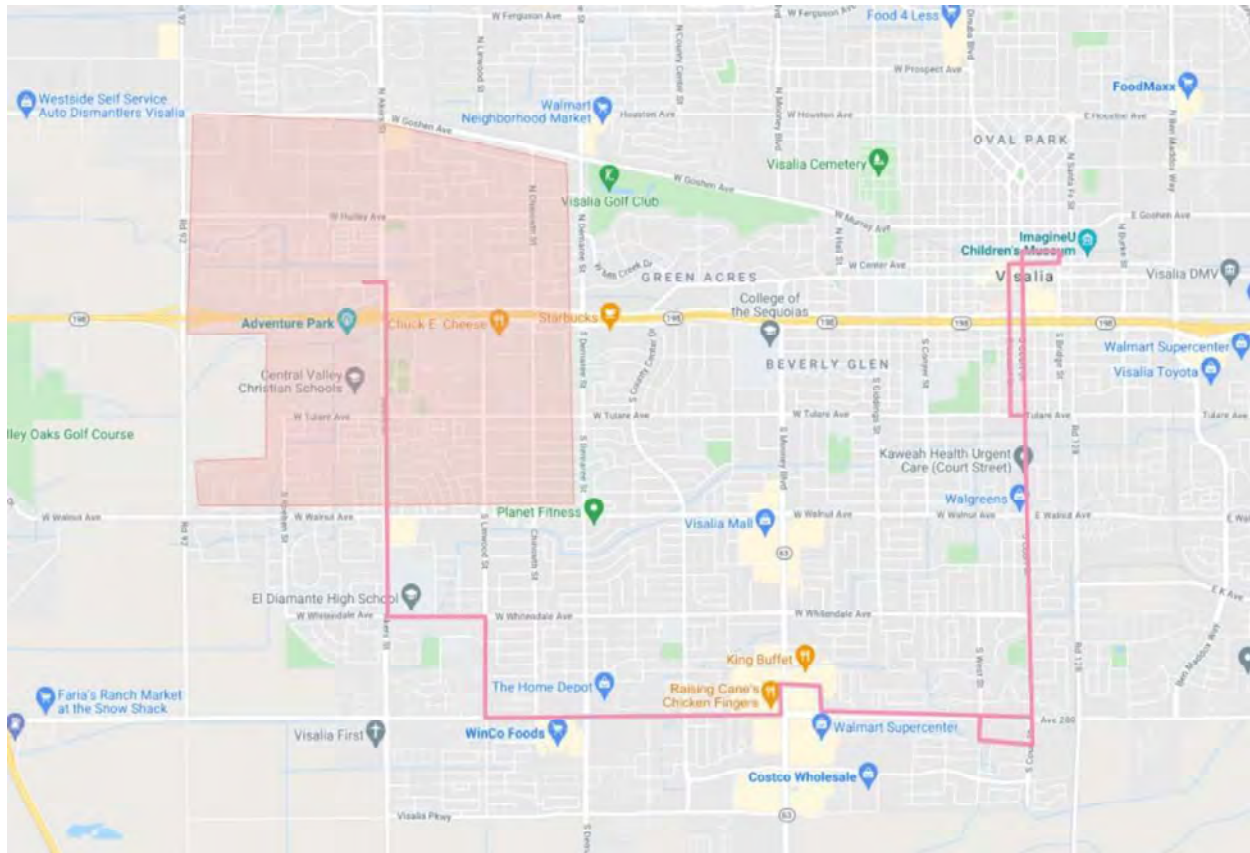


Exhibit 7.2.2 Potential Route 2 “home-end” first-last mile service area



Upon fare payment riders would be offered a “voucher” valid for a connecting ride. This “voucher” would be valid for a specified period of time (from 8:00 p.m. to 10:00 p.m. on weekdays), only on the day of issue, and only within the defined service area. Given the trial nature of the recommended service enhancement we recommend the City define (using geo-fencing software) a relatively limited (initial) service area. For example, within two miles of the “home end” portions of Routes 1 and 2. Alternatively the trial service area could be defined further so as to focus on a specific quadrant within the city of Visalia.

The trial “first and last mile” service would provide on-demand service between a Route 1 or 2 bus stop and a single destination within the designated service area. Prospective riders would be responsible for reserving the desired “first and last mile” trip. Lastly, it is assumed this service would operate on a “shared-ride” basis.

6. Work with COS to establish an inter-campus shuttle (school days only).

Historically, individuals enrolled and/or employed at the College of the Sequoias' main campus (Mooney Blvd, Visalia) have represented a significant component of Visalia Transit's total ridership.

Obviously, this has changed during the last couple of years as the majority of College of the Sequoias classes have transitioned to virtual formats. The desire for an inter-campus shuttle was revealed through the community survey and the onboard (transit rider) survey.

While introduction of a single-seat express service linking the College of the Sequoias' main campus with its Tulare satellite campus would be the ideal, a few public transit options currently exist. For example, Visalia Transit Route 11x links the downtown Visalia Transit Center with the Tulare Transit Center via Mooney Boulevard. This route offers 30-minute service frequency on weekdays between 6:30 a.m. and 9:00 p.m. 0630 and 2100 hours.

While the consultant believes this request from the public warrants consideration, we believe doing so should be contingent on three factors: 1) resumption of in-person classes at both the main College of the Sequoias campus and the Tulare satellite campus, 2) objective quantification of likely demand (usage), and 3) identification of a sustainable funding arrangement between the City and College of the Sequoias.

7. Introduce transit service to new developments.

As part of the 2022 SRTP update process, Moore & Associates reviewed 23 near-term residential or commercial development sites within Visalia to determine how each could potentially be served by Visalia Transit. Collectively these 23 projects are expected to be completed within the next five years; a period which coincides with the SRTP's planning horizon.

The Needs Assessment (Chapter 5) identifies the 23 developments; segregates them into one of three "proximity" categories; and suggests possible route modification options. In each instance an additional vehicle would be needed to provide adequate run-time to serve one or more of the new developments.

Alternatively, the City could consider implementing a flexible route, on-demand service to provide enhanced mobility for persons residing or employed at one or more of the new residential or commercial development locations.

The think-tank Eno Center for Transportation defines on-demand service as utilization of shared vehicles through a tech-enabled application such as TripShot, Via, or TripSpark. Here the vehicle will deviate from its route to a pick-up point within walking distance of the requester. Routes can be fully dynamic and adjusted in real-time based on traffic and demand or can change over the span of a few days.

8. Consider utilizing smaller vehicles, especially for lower productivity routes and/or neighborhood circulators.

The catalyst for this recommendation was the community workshops as well as the community survey (chiefly non-transit riders).

One of the more common criticisms of public transit voiced by (chiefly) non-transit users is the perception the City “continues to drive large, empty buses around town.” This perception has been heightened given the overall decline in transit ridership attributable to the pandemic. Critics often also perceive “large buses” as noisy as well as dirty (i.e., polluting). In reality, the Visalia Transit fleet is now “cleaner” and “quieter” than ever before. Nonetheless, some of the criticisms warrant consideration.

As noted elsewhere in this chapter, a handful of Visalia Transit’s local service routes transport the lion’s share of the total ridership. It is unlikely this situation will change absent a full-scale service redesign.

While the pandemic has certainly presented numerous challenges to public transit providers, we believe it can also be seen as an “agent for change” in a positive sense. Of the more obvious opportunities is an overall review of service delivery.

Several Visalia Transit routes have relatively low ridership (productivity), and are likely to remain so. Essentially, they provide “coverage” within a given portion of the overall service network. We suspect it is these low-ridership routes that often lead to the perception of “operating empty buses,” especially if the observation is made during off-peak periods (i.e., outside morning and afternoon peak travel times).

Moore & Associates envisions two opportunities here. First, substitution of smaller vehicles for larger buses on historically low-productivity routes. Given pre-pandemic as well as recent rides/revenue hour data, utilization of a smaller vehicle (say, 12 to 15 seats) would effectively accommodate current as well as forecast demand. While the City pays a fixed-hourly fee to its operations contractor, there is potential for cost savings based on fuel (miles per gallon), vehicle cost (smaller vehicle = lower purchase price), and potentially lower labor cost (lower vehicle capacity, lower GVW, and no need for air brake certification).

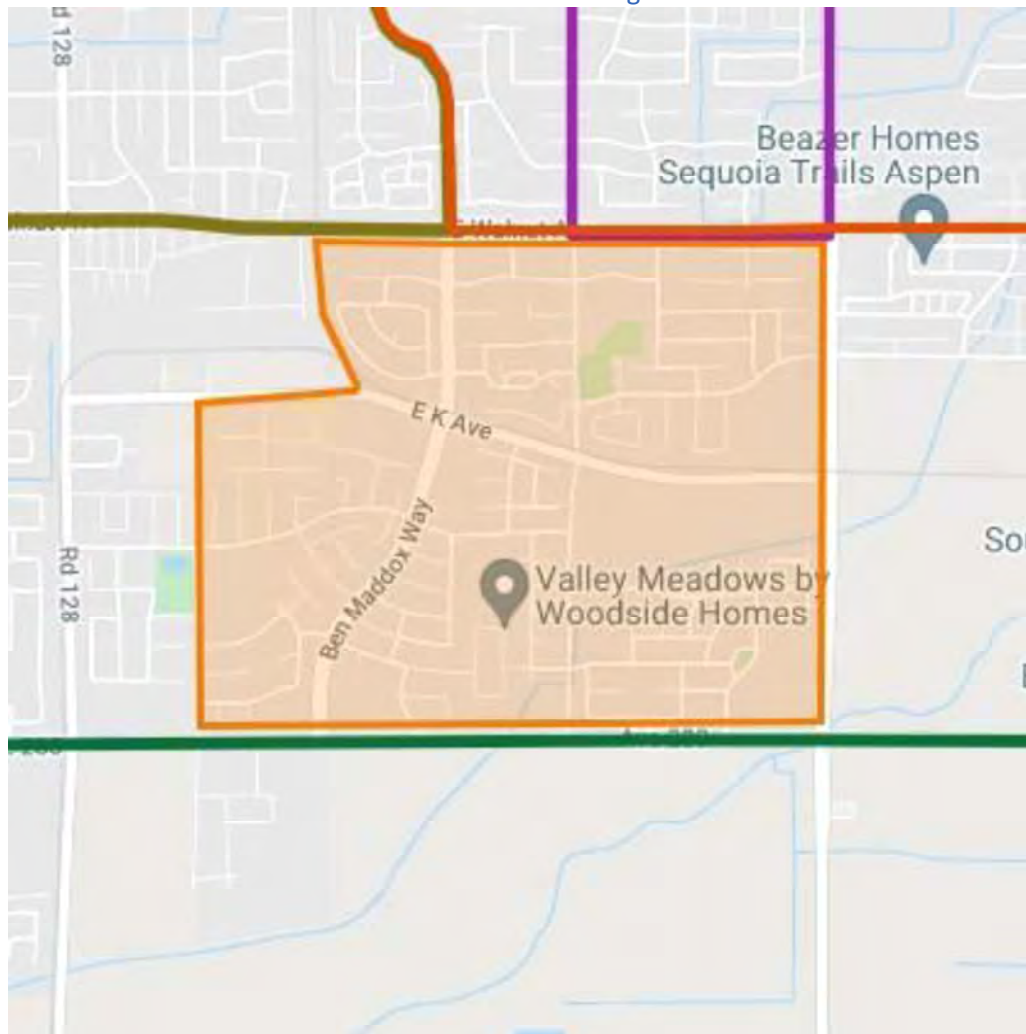
9. Introduce service along Ben Maddox between Walnut and Caldwell.

Requests for the introduction of transit service along Ben Maddox between Caldwell Avenue and Walnut Avenue were revealed via the community survey as well as recent TDA “Unmet Needs” public comments. The distance between Caldwell and Walnut Avenues is approximately 1.2 miles.

At present, three Visalia Transit routes travel through the area: 1) Route 5 has a stop at Walnut Avenue and Ben Maddox, then continues north on Ben Maddox; 2) Route 9 also has a stop on Walnut Avenue and Ben Maddox, then continues north on Ben Maddox; and 3) Route 12 travels east/west on Caldwell Avenue, with stops (southwest corner and northeast corner) at Caldwell and Ben Maddox.

The areas adjacent to Ben Maddox are chiefly residential, with some commercial along Ben Maddox itself. None of the three Visalia Transit routes serving this area has sufficient additional run-time to support a route modification. Therefore, we conclude the most cost-effective means of responding to this public request would be via a trial neighborhood circulator serving both sides of Ben Maddox between Caldwell Avenue on the south and Walnut Avenue on the north. Such an arrangement could provide timed connections with one of more of the current routes traveling through the area. See the map below for depiction of the proposed coverage area.

Exhibit 7.2.3 Potential Ben Maddox neighborhood circulator service area



7.3 Capital/Technology

10. Upgrade or replace fareboxes.

As discussed in Section 4.6, Visalia Transit's current GFI Odyssey fareboxes have reached the end of their useful life, having declined in reliability while incurring increased maintenance costs.

Moore & Associates believes purchase and installation of replacement "smart technology" fareboxes should be near the top of Visalia Transit's CY 2022 Capital Plan. The only reasonable contrary viewpoint would be if the City anticipates near-term adoption of a fare-free policy.

Given the complexity and cost associated with full-fleet farebox replacement, City staff has identified an opportunity to participate in a "purchasing partnership" with other transit providers in the region. Among the anticipated benefits are reduced unit cost, improved technical support, and the potential for participation in regional transit fare initiatives.

As noted within the increased staffing recommendations, we recommend one of the core responsibilities assigned to the proposed additional Management Analyst be procurement of the planned fareboxes. Once the specifics of the new farebox have been agreed upon, we also recommend all Transit staff attend "basic" farebox training (to be provided by the selected vendor). And that the current and future Management Analysts complete advanced training specific to farebox software data collection and reporting capabilities.

Training specific to farebox hardware maintenance and repair should be delegated to the City's transit operations contractor.

11. Syncromatics training for staff.

As noted in Section 4.6, the Syncromatics platform is a valuable resource for operations- and fleet-related data. However, the ability to effectively use this data requires training in report generation and other database activities.

During the course of preparing the City's 2022 SRTP Update, we concluded there is a need for current transit staff to obtain comprehensive training regarding the Syncromatics platform and its individual software components. We believe the best means of accomplishing this is via vendor-provided training conducted at the transit administration center. In addition, determining what information the City ultimately wants or needs from the Syncromatics system can help tailor training and report development specific to the program's needs.

We also recommend the City hire a qualified consultant to objectively evaluate the continued usefulness of the current Syncromatics software, identify options for software upgrade and replacement, evaluate cost options for purchase of future Syncromatics software modules, and assist the Transit Manager with securing Syncromatics onsite training for City staff.

12. Bus stop amenities improvements.

The bus stop serves as the “front door” to Visalia’s public transit service. As such the siting (location), condition, and amenities found therein play a considerable role in the safety and satisfaction of current riders (customers) as well as the attraction of future customers. Well-designed bus stops also play a role in ADA compliance.

A successful system-wide Bus Stop Improvement Plan requires commitment to an ongoing process typically requiring many years and often significant capital investment to accomplish. (Note use of the word “investment” versus “expenditure.”)

An effective Bus Stop Improvement Plan begins with a comprehensive inventory of all bus stops including a description and condition evaluation of all amenities (i.e., benches, shelters, lighting, signage/info-posts, trash receptacles, etc.) located at the individual stop. The inventory should also identify which route(s) serve the individual bus stop.

Fortunately, the City already has a recent inventory of Visalia Transit bus stops which could serve as the foundation for a broader Bus Stop Improvement Plan initiative. The next step would be to complete a more in-depth evaluation of each stop 1) noting the condition of the respective amenities, 2) the linkage between the individual stop and the surrounding pedestrian network (i.e., adjoining sidewalks, nearby crosswalks, etc.), and 3) an evaluation of ADA accessibility (e.g., inclusion of curb cuts, concrete pad to support mobility device usage, appropriate mobility device “turning radii,” etc.). (Note: Online resources include Project Access and National Aging and Disability Center websites.)

Improvements should be prioritized based on average daily activity, ADA compliance, and overall condition. Larger transit providers often include staffing responsible for bus stop cleaning, maintenance, and repair. Smaller operators often approach this task through a combination of in-house staffing (cleaning) as well as outsourcing (maintenance and repair).

Moore & Associates believes every bus stop should include a pole, appropriate signage, and either a customer service phone number or a link (QR code) to the Visalia Transit website. We also recommend a unique numeric identifier be assigned to each stop.

As noted above, successful Bus Stop Improvement Plans involve an ongoing, multi-year effort. Therefore, we recommend Visalia Transit establish an annual “investment” amount to support the “improvement” capital effort. Many transit operators within California have been successful in securing grant funding to supplement (or accelerate) their respective Bus Stop Improvement Plan initiative. Some transit providers have also developed partnership initiatives with local businesses and community organizations to “sponsor” or “adopt” one or more bus stops.

13. Transit Operations and Maintenance Facility

The City's Transit Operations and Maintenance Facility was constructed in 2007. Since that time, the size and composition of the transit fleet has changed, the fleet's fueling needs have changed, and the program's technological needs have changed.

As a recipient of federal transportation funding the City is required to prepare and adopt a Transit Asset Management plan every four years. The most recent Plan (2018) was prepared in-house and included both an inventory and condition evaluation of the broad array of Visalia Transit facilities. The TAM Plan also identified a list of out-year "repairs and replacements" as well as corresponding cost estimates. Intermediate inventory updates are prepared annually as part of the FTA's National Transit Database reporting.

While the core facility has significant "useful life" remaining, both structures (operations offices and fleet maintenance facility) warrant repair and/or rehabilitation. An in-depth facility condition analysis is beyond the scope of the S RTP update. However, among the deficiencies noted are a leaky roof, ineffective drainage throughout the bus yard, numerous areas of broken or cracked concrete, and ineffective fleet parking/space allocation. Given the scope of this matter as well as the potential cost, we recommend the City consider retaining a consultant specializing in transit facilities to conduct a thorough analysis and prepare a multi-year improvement plan.

With respect to security, the Transit Operations and Maintenance Facility features perimeter fencing along with controlled access. There are numerous security cameras placed throughout the property (although their operational condition was not evaluated). A controlled-access employee parking lot is located at the front of the facility, although there are concerns as to the operational condition of the entry gates.

Visalia Transit is currently transitioning to a zero-emission fleet (battery-electric buses). To support this effort, numerous vehicle chargers and supporting infrastructure have been (and will continue to be) installed at the Transit Operations and Maintenance Facility. However, there will still be a need to maintain both the transit and community access compressed natural gas (CNG) fueling facilities. Visalia Transit staff has begun compiling a "punch list" of desired repairs and improvements. It is likely such activities will be addressed across multiple years, although funding for the initial phase has been identified.

7.4 Marketing/Outreach

14. Support and increase awareness of the bus-bike connection.

According to the American Public Transportation Association’s “Recommended Practice: Bicycle and Transit Integration,” integrating bicycles with transit services can benefit transit providers, communities, and transit customers. The combination helps form a connected network of transportation options that fosters affordable mobility, equity, health, and sustainable communities.

Providing an effective interface between Visalia Transit and the local cycling community has potential for expanding transit’s “footprint” within Visalia Transit’s local service area. This is particularly promising given the relatively level topography present throughout the local service area. At the time of the 2022 SRTP update, all Visalia Transit fixed-route buses were equipped with easy-to-use bike racks capable of holding two bicycles. The racks are installed on the front of each bus.

We envision two activities to support implementation of this recommendation. First, increased targeted promotion regarding the availability of bike racks, production of a bilingual “how to” video for placement on the Visalia Transit website, and periodic outreach with local cycling organizations. Second, enhancing the City’s cycling infrastructure (e.g., bike racks, storage pods) at transit centers as well as high transit activity centers.

Some of Moore & Associates’ clients have secured funding from Caltrans to support the purchase, installation, maintenance, and promotion of their transit-cycling initiatives.

15. Institute travel training program.

Travel training, as a mobility-enhancing strategy, has become increasingly commonplace, especially for transit providers whose customer base includes a significant number of seniors and/or persons with disabilities. Effective travel training can often mitigate the barrier of the “unknown,” assisting new or infrequent transit riders by increasing their comfort levels (and often those of their respective family members and/or caregivers).

Travel training serves a dual purpose. First, it raises awareness about what transit options are available; and second, it teaches the skills needed to effectively use public transit. Travel training can be provided on an individual or group basis. This would enable social service organizations and other entities to host travel training sessions for their respective clienteles, members, etc. Initial activities should focus on historically ride-dependent populations, including seniors, persons with disabilities, and low-income individuals. Areas of emphasis should include how to use the demand-response (dial-a-ride) service as well as how to navigate the fixed-route bus network.

Across the past 20 years, Moore & Associates has both created “turn-key” travel training programs for its clients as well as administrated and conducted such activities on their behalf. Our recommended approach includes creation of a “tool kit” of presentation materials, supply of free-ride tickets,

presentation and/or discussion guide, and question/comment cards (for attendees too shy to verbally ask questions).

We recommend identifying a staffer within your organization as the primary travel trainer. In the case of Visalia Transit, the most likely candidate could be the newly hired Community Outreach Specialist. We have found the most successful travel training sessions are limited to 10 or 12 participants and are capped at 75 minutes. Sessions typically include a short information presentation, question-and-answer session, and “hands-on” demonstration onboard a transit vehicle (e.g., how a wheelchair lift works, securing mobility devices, transit rider behavior protocol, etc.).

Some Moore & Associates’ clients have secured funding from Caltrans to create and maintain an ongoing travel training program. Finally, we offer three recommendations: 1) Identify and assign the same “trainer” as there is a “rhythm” which will emerge following completion of the first few sessions, 2) include a second person (preferably bilingual) who can assist with greeting attendees, session set-up, and in-field demonstrations; and 3) conduct participant follow-up four weeks after the presentation to assess the impact of the travel training.

16. Enhance transit website/ensure transit website and GTFS information are kept up-to-date.

Ensuring accurate and up-to-date transit information is readily available to current riders and prospective riders alike should be a cornerstone goal of any transit provider. Transit market research continues to underscore the important role that information accessibility plays in the decision by potential riders to use transit.

To achieve this goal, we recommend a monthly review of Visalia Transit’s website and GTFS feed, preferably by City staff on a rotating basis. The objective here is to evaluate the site and feed from the perspective of an average person (not a “transit insider”). Is the content presented in an easy-to-understand, logical manner? Is key service information presented such that it supports easy decision-making by prospective riders? Does the site support easy trip planning? To ensure the monthly review is conducted in an effective manner, we recommend creation of a one-page “review sheet” to be completed by the assigned reviewer. Such a document would also likely be useful in communicating requested changes to the staff tasked with site maintenance.

At the time of the SRTP update, the Visalia Transit website included many of the components deemed important to benefit both existing transit riders as well as attract prospective riders.

Potential site enhancements could include a full parallel site/content in Spanish as well as online sales of transit fare media (especially monthly passes and other multi-ride media).

Chapter 8: Financial and Capital Plans

The purpose of this chapter is to develop status quo Financial and Capital Plans that will serve as a baseline for assessing the impact of recommendations introduced as part of the Operations Plan. The Financial and Capital Plans provided herein are based largely on budget and planning documents provided by the City of Visalia. Assumptions used in calculating revenues and expenses for future years of the five-year planning horizon are detailed in Section 8.2. The Financial and Capital Plans inclusive of the cost of the recommendations are presented in Sections 8.3 and 8.5.

8.1 Transit Funding Sources

Funding for Operations

The primary funding sources for transit operations are local, state, and federal transportation programs. Specifically, these include:

- FTA Section 5307 – This is FTA formula funding for transit operators serving urbanized areas. For urbanized areas with populations greater than 200,000, the formula is based on a combination of bus revenue vehicle miles, bus passenger miles, fixed guideway revenue vehicle miles, and fixed-guideway route miles as well as population and population density. Federal funding under this program covers up to 50 percent of the net project cost of transit operations.
- FTA Section 5310 – Federal funding under this section is currently used to fund the Transit Call Center and travel training activities.
- Local Transportation Fund – The Local Transportation Fund (LTF) provides funding under the State of California’s Transportation Development Act (TDA), also called the Mills-Alquist-Deddeh Act (SB 325). LTF funds are derived from a quarter-cent of the state-wide general sales tax. These tax revenues are returned to each county in which they are collected, and the counties then apportion LTF funds within the county based on population.
- State Transit Assistance Fund – The State Transit Assistance (STA) Fund also provides funding under the TDA. STA funds are derived from a sales tax on gasoline and diesel fuel. The State Controller allocates half of the funds based on population and the other half based on transit operator revenues for the prior fiscal year. In 2017, Senate Bill 1 provided a separate category of funding for State of Good Repair projects under the STA.
- Measure R – Measure R is a local half-cent sales tax for transportation approved by Tulare County voters in 2006. Half of all Measure R funds are dedicated to regional transportation projects, while an additional 35 percent are allocated to local projects. The remaining funds are intended for transit, bike, and environmental uses to support air quality.
- National Park Service – Funding through the National Park Service comprises much of the funding for the Sequoia Shuttle program.

FTA Section 5311(f) funds have previously been used for operation of the external Sequoia Shuttle services. However, the service no longer qualifies for these funds.

Additional funding sources include state and local programs and locally generated revenues. These include:

- Fare revenues and ticket sales – These revenues are generated from user fares and pass/ticket sales.
- Low-Carbon Transit Operations Program – The Low-Carbon Transit Operations Program (LCTOP) was established in 2014 to provide operating and capital assistance to transit operators to reduce greenhouse gas emissions and improve mobility, especially among disadvantaged communities. LCTOP is administered by Caltrans in coordination with the California Air Resources Board (ARB) and State Controller’s Office.
- CNG sales – In addition to using compressed natural gas (CNG) to fuel its transit fleet, the City also collects revenues from the sale of CNG at a public fueling facility.
- Cap-and-Trade Program – The Cap-and-Trade Program, administered by the California Air Resources Board (ARB), provides incentives for the reduction in greenhouse gas emissions through the use of carbon credits. Carbon credits represent the reduction or removal of one metric ton of carbon dioxide from the atmosphere. The City earns carbon credits through the sale and use of compressed natural gas (CNG).
- Advertising – The City realizes revenues by selling advertising space on its transit vehicles.
- Lease/rental revenues – Additional revenues are earned through lease agreements for space at the Visalia Transit Center and for lease of the City’s trolley vehicle.

Other operating revenue sources may include interest earnings, the sale of equipment or vehicles, rebates, and gains on investments.

Funding for Capital

The primary funding sources for transit capital projects are state and federal programs. Specifically, these include the following, many of which are the same sources used to fund operations:

- FTA Section 5307 – Federal funding under this formula grant program covers up to 80 percent of the net project cost of capital projects or purchases.
- FTA Section 5339 – Federal funding under this program can be used for bus and bus facility purchase, replacement, and rehabilitation. The City currently receives an annual (non-competitive) apportionment that partially funds its Capital Improvement Plan.
- Local Transportation Fund – LTF funds can be used for capital as well as operating purposes.
- State Transit Assistance Fund – STA funds used by the City for capital purposes are primarily those received through the State of Good Repair program under Senate Bill 1.
- National Park Service – Funding through the National Park Service comprises much of the funding for the purchase of vehicles for the Sequoia Shuttle program.

Other federal grant programs, such as FTA Section 5339 Bus and Bus Facilities, are competitive grants which can be used to replace, rehabilitate, and purchase transit vehicles; construct bus-related facilities; and improve technology to result in low- or no-emission vehicles or facilities.

8.2 Baseline Financial Plan

The baseline Financial Plans (Exhibits 8.2.1 through 8.2.5) include operating expenses and revenues for the City's general transit services, the Sequoia Shuttle program, the V-Line service, and the Green Line call center. Financial Plans for individual transit accounts are provided, as well an aggregated Financial Plan for the transit program as a whole. The following assumptions were used:

- A two-percent increase per annum for farebox sales and ticket sales (except for the Sequoia Shuttle, which assumes a five-percent increase beginning in FY 2023/24).
- A conservative 1.5-percent increase per annum for LTF, STA, and other state grant programs.
- A five-percent increase per annum for CNG sales revenues.
- A two-percent increase per annum for federal funding sources.
- A two-percent increase per annum for salary- and wage-related expenses.
- A four-percent increase per annum for contracted transit operations.
- A two-percent increase per annum for utilities.

Exhibit 8.2.1 Combined Visalia Transit Baseline Financial Plan

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
OPERATING	Actual	Actual	Actual	Actual/Est.	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
REVENUES/REIMBURSEMENTS										
<i>Operating revenues</i>	\$21,855,411.00	\$17,491,431.00	\$20,997,000.35	\$8,176,895.78	\$14,358,600.00	\$14,588,883.00	\$14,806,667.61	\$15,028,963.85	\$15,255,880.12	\$15,487,528.03
<i>Reimbursements</i>	\$581,939.00	\$710,541.00	\$727,255.34	\$529,674.01	\$610,000.00	\$610,000.00	\$610,000.00	\$610,000.00	\$610,000.00	\$610,000.00
Total revenues/reimbursements	\$22,437,350.00	\$18,201,972.00	\$21,724,255.69	\$8,706,569.79	\$14,968,600.00	\$15,198,883.00	\$15,416,667.61	\$15,638,963.85	\$15,865,880.12	\$16,097,528.03
EXPENDITURES										
<i>Salaries & benefits</i>	\$866,032.00	\$907,875.00	\$885,117.96	\$877,064.67	\$1,063,200.00	\$1,084,220.00	\$1,105,660.40	\$1,127,529.61	\$1,149,836.20	\$1,172,588.92
<i>Operating expenditures</i>	\$13,010,713.00	\$15,010,829.00	\$12,449,930.92	\$10,859,422.43	\$15,012,300.00	\$15,502,234.00	\$16,011,621.08	\$16,541,236.48	\$17,091,886.38	\$17,664,409.17
<i>Services provided</i>	\$430,645.00	\$549,355.00	\$446,712.53	\$254,016.24	\$537,300.00	\$537,300.00	\$537,300.00	\$537,300.00	\$537,300.00	\$537,300.00
<i>Allocations</i>	\$3,570,551.00	\$3,624,420.00	\$3,645,795.16	\$389,482.44	\$3,224,700.00	\$3,224,700.00	\$3,224,700.00	\$3,224,700.00	\$3,224,700.00	\$3,224,700.00
Total Expenditures	\$17,877,941.00	\$20,092,479.00	\$17,427,556.57	\$12,379,985.78	\$19,837,500.00	\$20,348,454.00	\$20,879,281.48	\$21,430,766.09	\$22,003,722.58	\$22,598,998.10
Surplus (deficit)	\$4,559,409.00	(\$1,890,507.00)	\$4,296,699.12	(\$3,673,415.99)	(\$4,868,900.00)	(\$5,149,571.00)	(\$5,462,613.88)	(\$5,791,802.24)	(\$6,137,842.46)	(\$6,501,470.06)

Exhibit 8.2.2 Transit Operations Baseline Financial Plan (Account 4551)

OPERATING REVENUES/REIMBURSEMENTS	FY 2018 Actual	FY 2019 Actual	FY 2020 Actual	FY 2021 Actual	FY 2022 Budget	FY 2023 Proposed	FY 2024 Proposed	FY 2025 Proposed	FY 2026 Proposed	FY 2027 Proposed
4551-41010 Sales and use taxes	\$783,200.00	\$783,200.00	\$783,200.00	\$0.00	\$783,200.00	\$783,200.00	\$783,200.00	\$783,200.00	\$783,200.00	\$783,200.00
4551-42430 State Grants			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-42470 COVID-19			\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-44501 Farebox sales	\$626,352.00	\$594,657.00	\$409,897.18	\$137,823.99	\$590,000.00	\$601,800.00	\$613,836.00	\$626,112.72	\$638,634.97	\$651,407.67
4551-44502 Ticket sales	\$769,949.00	\$769,787.00	\$706,817.22	\$223,921.97	\$785,000.00	\$800,700.00	\$816,714.00	\$833,048.28	\$849,709.25	\$866,703.43
4551-45055 CNG sales	\$431,263.00	\$160,715.00	\$1,274,968.90	\$820,470.51	\$225,000.00	\$236,250.00	\$248,062.50	\$260,465.63	\$273,488.91	\$287,163.35
4551-45056 Carbon credits	\$536,987.00	\$551,218.00	\$391,963.47	\$390,304.65	\$550,000.00	\$550,000.00	\$550,000.00	\$550,000.00	\$550,000.00	\$550,000.00
4551-45304 Interest earnings			\$10,990.59	\$682.73	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-45360 Sale of advertising space	\$184,652.00	\$165,062.00	\$129,879.32	\$96,225.78	\$165,100.00	\$165,100.00	\$165,100.00	\$165,100.00	\$165,100.00	\$165,100.00
4551-45376 Facilities rental	\$263,699.00	\$240,885.00	\$249,697.48	\$68,112.08	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00
4551-46115 Trolley lease fees	\$4,641.00	\$6,173.00	\$2,812.20	\$0.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
4551-48617 Rebate revenue	\$1,248.00	\$1,375.00	\$879.71	\$393.88	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4551-48620 Misc. revenue	\$1,215.00	\$3,980.00	\$0.00	\$527.59	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-48630 Cash (over)/short	\$620.00	\$174.00	\$34.01	\$9.71	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-48700 Reimbursement City expenses	\$7,054.00	\$6,508.00	\$5,574.17	\$0.00	\$6,700.00	\$6,700.00	\$6,700.00	\$6,700.00	\$6,700.00	\$6,700.00
4551-48919 Subrogation recovery	\$68.00	\$38,842.00	\$1,354.62	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-62001 Investment earnings (In)	\$228,381.00	\$276,294.00	\$368,186.93	\$247,142.72	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00
4551-62003 Investment gain/loss	\$5,184.00	\$19,282.00	\$1,259.18	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-62021 Fair market value gains/loss	(\$101,758.00)	\$167,578.00	\$193,146.15	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-64285 Sale of equipment	\$14,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-64288 Sale of vehicles	\$6,600.00	\$0.00	\$1,100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-66045 State grants	\$137,077.00	\$55,175.00	\$10,250.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-66056 Local Trans Fd SB 325 - Capital	\$0.00	\$20,251.00	\$216,246.16	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-66058 FTA - Capital	\$4,358,263.00	\$2,351,786.00	\$1,507,051.00	\$1,270,075.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-66066 Local Trans Fd SB 325 - Operating	\$7,479,369.00	\$5,301,147.00	\$4,434,246.85	\$0.00	\$3,540,400.00	\$3,593,506.00	\$3,647,408.59	\$3,702,119.72	\$3,757,651.51	\$3,814,016.29
4551-66067 State Transit Assist SB 620 - Operating	\$676,473.00	\$2,324,157.00	\$1,399,481.22	\$0.00	\$1,176,100.00	\$1,176,100.00	\$1,176,100.00	\$1,176,100.00	\$1,176,100.00	\$1,176,100.00
4551-66068 FTA - Operating	\$7,786,382.00	\$3,881,450.00	\$7,774,190.45	\$5,879,406.00	\$3,900,800.00	\$3,978,816.00	\$4,058,392.32	\$4,139,560.17	\$4,222,351.37	\$4,306,798.40
4551-66076 Local Trans Fd SB 325 - Planning	\$8,280.00	\$0.00	\$0.00	\$1,200.00	\$110,000.00	\$110,000.00	\$110,000.00	\$110,000.00	\$110,000.00	\$110,000.00
Total revenues less Capital	\$24,209,598.00	\$17,719,696.00	\$19,873,226.81	\$9,136,296.61	\$12,206,300.00	\$12,376,172.00	\$12,549,513.41	\$12,726,406.51	\$12,906,936.01	\$13,091,189.14
Total revenues	\$19,851,336.00	\$15,347,659.00	\$18,149,929.65	\$7,866,221.61	\$12,206,300.00	\$12,376,172.00	\$12,549,513.41	\$12,726,406.51	\$12,906,936.01	\$13,091,189.14
4551-69500 Services provided reimbursement	\$569,329.00	\$677,980.00	\$692,297.97	\$529,674.01	\$600,000.00	\$600,000.00	\$600,000.00	\$600,000.00	\$600,000.00	\$600,000.00
4551-99060 Charges - Capital projects	\$2,664.00	\$32,561.00	\$34,957.37	\$0.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
Total reimbursements	\$571,993.00	\$710,541.00	\$727,255.34	\$529,674.01	\$610,000.00	\$610,000.00	\$610,000.00	\$610,000.00	\$610,000.00	\$610,000.00
Total operating revenues/reimbursements	\$20,423,329.00	\$16,058,200.00	\$18,877,184.99	\$8,395,895.62	\$12,816,300.00	\$12,986,172.00	\$13,159,513.41	\$13,336,406.51	\$13,516,936.01	\$13,701,189.14
EXPENDITURES										
Salaries & benefits										
4551-51101 Salary & wages - regular	\$561,676.00	\$600,658.00	\$579,128.50	\$521,472.89	\$662,100.00	\$675,342.00	\$688,848.84	\$702,625.82	\$716,678.33	\$731,011.90
4551-51103 Salary & wages - lump sum nonPERSable	\$0.00	\$0.00	\$0.00	\$8,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-51120 Salary & wages - hourly	\$11,956.00	\$31,658.00	\$9,945.00	\$3,342.50	\$14,000.00	\$14,280.00	\$14,565.60	\$14,856.91	\$15,154.05	\$15,457.13
4551-51130 Salary & wages - overtime	\$341.00	\$2,036.00	\$842.39	\$778.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-51175 Salary & wages - incentive pay	\$4,396.00	\$2,977.00	\$3,115.80	\$2,734.98	\$2,700.00	\$2,754.00	\$2,809.08	\$2,865.26	\$2,922.57	\$2,981.02
4551-51190 Salary & wages - vacation/sick/cm	\$36,168.00	(\$3,207.00)	\$17,686.67	\$20,456.88	\$8,000.00	\$8,160.00	\$8,323.20	\$8,489.66	\$8,659.46	\$8,832.65
4551-51196 Salary & wages - gift certs.	\$149.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

OPERATING	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	Actual	Actual	Actual	Actual	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
4551-51210 FB - Employer Pers - Misc.	\$33,369.00	\$32,760.00	\$36,527.11	\$36,237.31	\$45,700.00	\$46,614.00	\$47,546.28	\$48,497.21	\$49,467.15	\$50,456.49
4551-51211 FB - Employer Pers - Misc. UFL	\$76,514.00	\$94,029.00	\$101,820.33	\$103,792.40	\$126,500.00	\$129,030.00	\$131,610.60	\$134,242.81	\$136,927.67	\$139,666.22
4551-51220 FB - Worker's Comp Misc.	\$6,762.00	\$8,247.00	\$7,690.76	\$9,205.14	\$7,800.00	\$7,956.00	\$8,115.12	\$8,277.42	\$8,442.97	\$8,611.83
4551-51230 FB - Employer health benefits	\$91,567.00	\$112,753.00	\$110,968.79	\$132,071.90	\$178,000.00	\$181,560.00	\$185,191.20	\$188,895.02	\$192,672.92	\$196,526.38
4551-51235 FB - Retiree health alloc.	\$4,205.00	\$2,678.00	\$2,521.97	\$2,031.66	\$1,900.00	\$1,938.00	\$1,976.76	\$2,016.30	\$2,056.62	\$2,097.75
4551-51237 FB - Health & wellness	\$0.00	\$3,685.00	\$3,628.38	\$2,965.12	\$4,300.00	\$4,386.00	\$4,473.72	\$4,563.19	\$4,654.46	\$4,747.55
4551-51250 FB - State unemployment	\$0.00	\$0.00	\$325.00	\$24,357.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-51260 FB - FICA	\$8,251.00	\$9,020.00	\$8,523.58	\$7,592.98	\$9,900.00	\$9,900.00	\$9,900.00	\$9,900.00	\$9,900.00	\$9,900.00
4551-51290 FB - Deferred comp Im	\$239.00	\$633.00	\$198.85	\$0.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4551-51296 FB - Survivor benefits	\$205.00	\$218.00	\$214.83	\$195.77	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
4551-51350 Emp Ben - Cell phone reimb.	\$1,830.00	\$1,920.00	\$1,980.00	\$1,830.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00
4551-51910 Contract employees	\$1,027.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total salaries & benefits	\$838,655.00	\$900,065.00	\$885,117.96	\$877,064.67	\$1,063,200.00	\$1,084,220.00	\$1,105,660.40	\$1,127,529.61	\$1,149,836.20	\$1,172,588.92
Operating expenditures										
4551-52010 New employee expenses	\$385.00	\$1,205.00	\$441.06	\$161.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-52020 Recruitment costs	\$1,781.00	\$899.00	\$1,284.00	\$1,630.24	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-52030 Education assistance	\$0.00	\$0.00	\$263.25	\$1,200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-52040 Clothing & personal expenses	\$175.00	\$300.00	\$489.91	\$209.13	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4551-52100 Membership - organization	\$13,596.00	\$4,964.00	\$6,505.00	\$7,505.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
4551-52110 Membership - employee	\$0.00	\$705.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-52150 Mileage allowance	\$60.00	\$75.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-52480 Safety supplies	\$0.00	\$23.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-52500 Transportation	\$37.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-52520 Breakroom supplies/food	\$962.00	\$489.00	\$1,136.26	\$636.24	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
4551-52750 Recognition	\$300.00	(\$170.00)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-52800 Business meetings	\$118.00	\$351.00	\$0.00	\$5.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
4551-52810 Conferences/seminars	\$2,003.00	\$4,124.00	\$2,454.93	(\$500.00)	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00
4551-52820 Training	\$2,541.00	\$6,877.00	\$1,645.71	\$1,536.99	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00
4551-52830 Organizational development	\$69.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-52840 General community support	\$9,874.00	\$9,540.00	\$6,200.41	\$4,130.93	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00	\$9,000.00
4551-53010 Office supplies	\$1,706.00	\$1,558.00	\$878.92	\$1,242.58	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4551-53200 Postage	\$134.00	\$0.00	\$22.69	\$35.36	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-53210 UPS expenses	\$252.00	\$635.00	\$286.78	\$46.84	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-53400 Publications/subscriptions	\$6,621.00	\$18,806.00	\$44,381.28	\$20,854.10	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
4551-54010 Special departmental supplies	\$3,359.00	\$315.00	\$180.82	\$1,718.17	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4551-54020 Supplies	\$413.00	\$2.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-54100 Misc. other expenses	\$276,986.00	\$280,165.00	\$97,946.92	\$30,497.89	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
4551-54200 Equipment supplies and maintenance	(\$699.00)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-54820 Transit tickets	\$0.00	\$938.00	\$292.88	\$276.28	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
4551-54940 Uniforms	\$75,295.00	\$97,600.00	\$111,080.14	\$34,998.39	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00	\$75,000.00
4551-55100 Professional & specialized services	\$25,425.00	\$36,709.00	\$154,919.60	\$139,645.75	\$163,500.00	\$163,500.00	\$163,500.00	\$163,500.00	\$163,500.00	\$163,500.00
4551-55201 Contracted services	\$0.00	\$0.00	\$3,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-55210 Contracts - audits	\$0.00	\$0.00	\$0.00	\$540.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-55220 Contracts - legal fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-55230 Contracts - landscape maintenance	\$18,115.00	\$10,998.00	\$15,960.92	\$10,999.09	\$20,500.00	\$20,500.00	\$20,500.00	\$20,500.00	\$20,500.00	\$20,500.00
4551-55236 Contracts - tree maintenance	\$0.00	\$0.00	\$4,612.50	\$4,462.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

OPERATING	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	Actual	Actual	Actual	Actual	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
4551-55250 Contracts - alarm service	\$2,887.00	\$4,729.00	\$10,515.12	\$2,770.73	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4551-55290 Contracts - pest control	\$720.00	\$720.00	\$642.00	\$751.00	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00
4551-55320 Contracts - security	\$177,222.00	\$185,595.00	\$194,908.16	\$237,445.06	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
4551-55340 Contracts - mail service	\$1,646.00	\$1,724.00	\$1,839.40	\$1,788.88	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00
4551-55350 Contracts - bus services	\$5,590,157.00	\$7,240,506.00	\$8,115,150.89	\$8,033,808.98	\$9,908,000.00	\$10,304,320.00	\$10,716,492.80	\$11,145,152.51	\$11,590,958.61	\$12,054,596.96
4551-55375 Contracts - vanpool services	\$234,074.00	\$228,007.00	\$203,773.00	\$144,325.08	\$220,000.00	\$220,000.00	\$220,000.00	\$220,000.00	\$220,000.00	\$220,000.00
4551-55390 Contracts - equipment repairs	\$244,839.00	\$576,196.00	\$82,762.59	\$45,010.84	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
4551-55410 Contracts - copier leases	\$2,833.00	\$3,228.00	\$1,425.39	\$1,138.92	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00	\$1,800.00
4551-55450 Permit fees		\$219.00	\$1,195.88	\$30.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
4551-55520 Computer software support	\$0.00	\$662.00	\$3,965.25	\$19,429.36	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00	\$3,500.00
4551-55600 Advertising	\$37,329.00	\$34,883.00	\$23,419.80	\$22,387.50	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00
4551-55610 Promotions	\$87,995.00	\$69,231.00	\$50,900.47	\$34,000.20	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00	\$60,000.00
4551-55620 Promotional materials	\$7,727.00	\$3,003.00	(\$1,500.00)	\$0.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
4551-55630 Promotional campaigns	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-55610 Bank administrative fees	\$337.00	\$213.00	\$470.41	\$0.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
4551-55850 Radio maintenance	\$0.00	\$0.00	\$1,720.00	\$1,983.92	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
4551-56010 Gasoline	\$0.00	\$11,821.00	\$18,242.86	\$16,277.94	\$22,000.00	\$22,000.00	\$22,000.00	\$22,000.00	\$22,000.00	\$22,000.00
4551-56020 Diesel	\$53,755.00	\$13,668.00	\$6,451.96	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-56070 Credit card gas purchases	\$246.00	\$45.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-56090 CNG fuel	\$911,032.00	\$1,015,006.00	\$1,088,506.74	\$1,086,866.82	\$1,050,000.00	\$1,050,000.00	\$1,050,000.00	\$1,050,000.00	\$1,050,000.00	\$1,050,000.00
4551-56101 Edison (electric)	\$200,410.00	\$212,617.00	\$226,536.69	\$243,340.63	\$253,700.00	\$258,774.00	\$263,949.48	\$269,228.47	\$274,613.04	\$280,105.30
4551-56110 Natural gas	\$19,938.00	\$21,595.00	\$11,237.98	\$13,574.66	\$23,500.00	\$23,970.00	\$24,449.40	\$24,938.39	\$25,437.16	\$25,945.90
4551-56130 Refuse/sewer	\$15,077.00	\$13,819.00	\$11,331.71	\$10,215.95	\$14,500.00	\$14,790.00	\$15,085.80	\$15,387.52	\$15,695.27	\$16,009.17
4551-56150 Telephone	\$16,811.00	\$19,694.00	\$17,724.66	\$15,105.80	\$18,000.00	\$18,360.00	\$18,727.20	\$19,101.74	\$19,483.78	\$19,873.45
4551-56151 Telephone - computer line	\$1,267.00	\$2,030.00	\$1,132.89	\$2,318.51	\$1,300.00	\$1,300.00	\$1,300.00	\$1,300.00	\$1,300.00	\$1,300.00
4551-56151 Telephone - cellular/wireless	\$3,149.00	\$3,836.00	\$3,551.98	\$3,491.86	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00
4551-56156 Telephone - fax	\$734.00	\$964.00	\$836.22	\$827.13	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00
4551-56157 Telephone - online services	\$456.00	\$472.00	\$836.07	\$733.82	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00	\$800.00
4551-56159 Telephone - commission fee	\$1,541.00	\$1,548.00	\$1,559.36	\$1,434.42	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
4551-57090 Bad debts	\$1,290.00	\$0.00	\$55.00	\$425.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-57100 Bad debts	\$1,254.00	\$6,372.00	(\$1,581.22)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-57160 Grants	\$3,248,641.00	\$2,698,330.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-57190 Bond interest	\$470.00	\$300.00	\$129.67	\$0.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4551-57290 Credit card usage fee	\$5,609.00	\$5,487.00	\$4,449.76	\$1,414.15	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00	\$5,400.00
4551-57850 Other charges	\$0.00	\$0.00	\$6,615.81	\$7,277.39	\$6,600.00	\$6,600.00	\$6,600.00	\$6,600.00	\$6,600.00	\$6,600.00
4551-71010 Equipment	\$14,700.00	\$50,857.00	\$14,989.72	\$9,200.01	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-71020 Improvements	\$0.00	\$0.00	\$0.00	\$14,524.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-71040 Software	\$3,808.00	\$23,565.00	\$18,284.62	\$17,776.66	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-73010 COVID-19	\$0.00	\$0.00	\$1,431.34	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total operating expenditures	\$11,327,914.00	\$12,928,200.00	\$10,577,576.16	\$10,251,507.41	\$12,541,800.00	\$12,944,314.00	\$13,362,804.68	\$13,797,908.63	\$14,250,287.85	\$14,720,630.78
Services provided										
4551-69266 Deputy city manager	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-69267 Risk liability	\$0.00	\$0.00	\$11,627.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-69332 Service provided - Legal out of scope	\$0.00	\$849.00	\$0.00	\$3,557.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-69333 Fleet maintenance - fuel	\$11,146.00	\$1,816.00	\$3,483.56	\$4,244.05	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00	\$3,600.00
4551-69336 Parks other	\$0.00	\$8,251.00	\$5,091.45	\$0.00	\$8,300.00	\$8,300.00	\$8,300.00	\$8,300.00	\$8,300.00	\$8,300.00

OPERATING	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
	Actual	Actual	Actual	Actual	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
4551-69337 Fleet sublet	\$1,751.00	\$4,192.00	\$165.91	\$447.63	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00	\$4,200.00
4551-69338 Buildings other	\$52.00	\$210.00	\$35.30	\$5,794.76	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4551-69340 Fleet labor	\$823.00	\$10,430.00	\$3,356.94	\$849.22	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
4551-69341 Fleet parts	\$225.00	\$2,927.00	\$2,985.45	\$454.42	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
4551-69345 Conv Center	\$80.00	\$80.00	\$80.00	\$0.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
4551-59349 CNG fuel usage	\$46,320.00	\$47,723.00	\$37,463.75	\$19,419.07	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
4551-69363 Fire services	\$0.00	\$390.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-69365 Police services	\$42.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-69366 Recreation services	\$1,000.00	\$0.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4551-69380 Investment services fee	\$3,426.00	\$4,144.00	\$5,522.76	\$3,707.14	\$1,700.00	\$1,700.00	\$1,700.00	\$1,700.00	\$1,700.00	\$1,700.00
Total services provided	\$64,865.00	\$81,012.00	\$69,812.12	\$38,473.29	\$66,100.00	\$66,100.00	\$66,100.00	\$66,100.00	\$66,100.00	\$66,100.00
Allocations										
4551-92920 Allocation - Depreciation - Buildings	\$602,459.00	\$602,459.00	\$602,459.35	\$0.00	\$502,500.00	\$502,500.00	\$502,500.00	\$502,500.00	\$502,500.00	\$502,500.00
4551-92930 Allocation - Depreciation - Improvements	\$76,561.00	\$76,561.00	\$76,599.58	\$0.00	\$76,600.00	\$76,600.00	\$76,600.00	\$76,600.00	\$76,600.00	\$76,600.00
4551-92940 Allocation - Depreciation - Equipment	\$121,766.00	\$255,405.00	\$370,582.01	\$0.00	\$120,400.00	\$120,400.00	\$120,400.00	\$120,400.00	\$120,400.00	\$120,400.00
4551-92943 Allocation - Depreciation - Vehicles	\$1,608,999.00	\$1,549,283.00	\$1,480,158.64	\$0.00	\$1,658,400.00	\$1,658,400.00	\$1,658,400.00	\$1,658,400.00	\$1,658,400.00	\$1,658,400.00
4551-94121 Allocation - G/G - Risk- Liability	\$1,404.00	\$4,320.00	\$9,588.00	\$2,851.20	\$2,900.00	\$2,900.00	\$2,900.00	\$2,900.00	\$2,900.00	\$2,900.00
4551-94141 Allocation - G/G - Information services	\$267,396.00	\$344,904.00	\$354,072.00	\$128,894.28	\$128,900.00	\$128,900.00	\$128,900.00	\$128,900.00	\$128,900.00	\$128,900.00
4551-94142 Allocation - G/G - Geo. Info. Services	\$17,100.00	\$10,728.00	\$11,880.00	\$9,135.48	\$9,100.00	\$9,100.00	\$9,100.00	\$9,100.00	\$9,100.00	\$9,100.00
4551-94143 Allocation - G/G - Telephone service	\$3,636.00	\$5,400.00	\$5,820.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-94182 Allocation - IT replacement	\$40,310.00	\$19,101.00	\$18,015.97	\$0.00	\$19,100.00	\$19,100.00	\$19,100.00	\$19,100.00	\$19,100.00	\$19,100.00
4551-97401 Allocation - Transit admin	\$3,980.00	\$21,017.00	\$13,372.45	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-98015 Allocation - Deputy city manager	\$83,448.00	\$74,040.00	\$28,704.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-98030 Allocation - Fin - Management	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4551-98070 Allocation - GS Director	\$0.00	\$0.00	\$0.00	\$12,849.72	\$12,900.00	\$12,900.00	\$12,900.00	\$12,900.00	\$12,900.00	\$12,900.00
4551-98102 Allocation - City clerk	\$10,212.00	\$9,996.00	\$9,984.00	\$14,718.72	\$14,700.00	\$14,700.00	\$14,700.00	\$14,700.00	\$14,700.00	\$14,700.00
4551-98105 Allocation - Legal fees - In scope	\$1,896.00	\$2,592.00	\$3,228.00	\$7,602.12	\$7,600.00	\$7,600.00	\$7,600.00	\$7,600.00	\$7,600.00	\$7,600.00
4551-98130 Allocation - G/G - Fin - Budget &	\$52,944.00	\$35,496.00	\$61,788.00	\$4,940.76	\$4,900.00	\$4,900.00	\$4,900.00	\$4,900.00	\$4,900.00	\$4,900.00
4551-98132 Allocation - G/G - Fin - Accounting	\$24,528.00	\$19,068.00	\$14,412.00	\$56,772.24	\$56,800.00	\$56,800.00	\$56,800.00	\$56,800.00	\$56,800.00	\$56,800.00
4551-98135 Allocation - G/G - Fin - Materials	\$37,752.00	\$29,700.00	\$15,900.00	\$15,520.68	\$15,500.00	\$15,500.00	\$15,500.00	\$15,500.00	\$15,500.00	\$15,500.00
4551-98331 Allocation - P/W - Building other	\$126,096.00	\$86,580.00	\$99,036.00	\$21,363.24	\$21,400.00	\$21,400.00	\$21,400.00	\$21,400.00	\$21,400.00	\$21,400.00
4551-98332 Allocation - P/W - Parks other	\$1,596.00	\$2,976.00	\$2,988.00	\$95,736.96	\$95,700.00	\$95,700.00	\$95,700.00	\$95,700.00	\$95,700.00	\$95,700.00
Total allocations	\$3,082,083.00	\$3,149,626.00	\$3,178,588.00	\$372,547.32	\$2,749,600.00	\$2,749,600.00	\$2,749,600.00	\$2,749,600.00	\$2,749,600.00	\$2,749,600.00
Total expenditures	\$15,313,517.00	\$17,058,903.00	\$14,711,094.24	\$11,539,592.69	\$16,420,700.00	\$16,844,234.00	\$17,284,165.08	\$17,741,138.24	\$18,215,824.05	\$18,708,919.71
Surplus (deficit)	\$5,109,812.00	\$1,000,703.00	\$4,166,090.75	\$3,143,697.07	(\$3,604,400.00)	(\$3,858,062.00)	(\$4,124,651.67)	(\$4,404,731.73)	(\$4,698,888.04)	(\$5,007,730.57)
Carryover from prior year			\$5,109,812.00	\$8,275,199.75	\$5,131,502.68	\$1,527,102.68	\$0.00	\$0.00	\$0.00	\$0.00
Net surplus (deficit)		\$4,109,109.00	\$8,275,199.75	\$5,131,502.68	\$1,527,102.68	(\$2,330,959.32)	(\$4,124,651.67)	(\$4,404,731.73)	(\$4,698,888.04)	(\$5,007,730.57)

Exhibit 8.2.3 Sequoia Shuttle Baseline Financial Plan (Account 4553)

OPERATING	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
REVENUES	Actual	Actual	Actual	Actual	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
4553-44502 Ticket sales	\$348.00	\$106,760.00	\$63,394.00	\$0.00	\$45,000.00	\$65,000.00	\$68,250.00	\$71,662.50	\$75,245.63	\$79,007.91
4553-44503 SEKI-Shuttle Seq/Kings	\$1,476,394.00	\$1,447,130.00	\$917,836.00	\$45,765.00	\$1,450,000.00	\$1,479,000.00	\$1,508,580.00	\$1,538,751.60	\$1,569,526.63	\$1,600,917.16
4553-45504 SEKI 5311(f) revenue	\$0.00	\$67,644.00	\$52,160.84	\$92,923.09	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-45365 Sponsorship	\$3,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-48617 Rebate revenue	\$50.00	\$134.00	\$187.26	\$33.13	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-48620 Misc. revenue	(\$8.00)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-66066 Local Trans Fd SB 325 - Operating	\$0.00	\$0.00	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total revenues	\$1,479,784.00	\$1,621,668.00	\$1,083,578.10	\$138,721.22	\$1,495,000.00	\$1,544,000.00	\$1,576,830.00	\$1,610,414.10	\$1,644,772.26	\$1,679,925.07
EXPENDITURES										
Operating expenditures										
4553-52520 Breakroom supplies/food	\$126.00	\$133.00	\$183.82	\$0.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4553-52800 Business meetings	\$304.00	\$293.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-52820 Training	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-52840 General community support	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-53010 Office supplies	\$0.00	\$254.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-53200 Postage	\$0.00	\$0.00	\$0.00	\$62.99	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-54010 Special departmental supplies	\$7.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-54200 Equipment supplies & maintenance	\$7,490.00	\$11,873.00	\$6,359.87	\$3,289.47	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
4553-55010 Rents & leases	\$9,093.00	\$16,598.00	\$19,050.55	\$308.00	\$28,000.00	\$28,560.00	\$29,131.20	\$29,713.82	\$30,308.10	\$30,914.26
4553-55100 Professional & specialized services	\$20,830.00	\$24,515.00	\$13,427.88	\$3,600.00	\$23,000.00	\$23,460.00	\$23,929.20	\$24,407.78	\$24,895.94	\$25,393.86
4553-55201 Contracted services	\$3,565.00	\$8,050.00	\$2,250.00	\$0.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00	\$6,000.00
4553-55300 Contracts - filters	(\$24,196.00)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-55350 Contracts - bus services	\$1,164,598.00	\$1,271,954.00	\$1,179,957.65	\$0.00	\$1,320,000.00	\$1,372,800.00	\$1,427,712.00	\$1,484,820.48	\$1,544,213.30	\$1,605,981.83
4553-55390 Contracts - equipment repairs	\$37,434.00	\$38,394.00	\$0.00	\$3,451.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00	\$30,000.00
4553-55600 Advertising	\$43,338.00	\$41,601.00	\$24,675.00	\$0.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
4553-55610 Promotions	\$3,340.00	\$3,507.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-55620 Promotional materials	\$8,778.00	\$4,319.00	\$0.00	\$0.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00	\$4,000.00
4553-55630 Promotional campaigns	\$475.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-55830 Registration fees	\$0.00	\$10.00	\$190.00	\$196.03	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4553-56010 Gasoline	\$0.00	\$1,343.00	\$123.22	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4553-56020 Diesel	\$0.00	\$171.00	\$0.00	\$0.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4553-56150 Telephone	\$495.00	\$319.00	\$240.66	\$19.91	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
4553-56151 Telephone - computer line	\$732.00	\$548.00	\$432.80	\$643.22	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00
4553-57100 Bad debts	\$0.00	\$0.00	\$0.00	\$208.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-57290 Credit card usage fee	\$21.00	\$278.00	\$106.50	\$0.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
4553-71010 Equipment	\$0.00	\$1,849.00	\$654.00	\$1,070.10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-71040 Software	\$539.00	\$93.00	\$70.00	\$42.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
Total operating expenditures	\$1,276,969.00	\$1,436,102.00	\$1,247,721.95	\$12,890.72	\$1,457,400.00	\$1,511,220.00	\$1,567,172.40	\$1,625,342.09	\$1,685,817.34	\$1,748,689.95
Services provided										
4553-69263 Transit - admin	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-69333 Fleet maintenance - fuel	\$49,518.00	\$79,249.00	\$48,679.94	\$0.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00	\$85,000.00
4553-69340 Fleet labor	\$0.00	\$2,903.00	\$6,332.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-69366 Recreation services	\$1,000.00	\$1,000.00	\$0.00	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
OPERATING	Actual	Actual	Actual	Actual/Est.	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
4553-69370 Transit - admin	\$20,829.00	\$128,616.00	\$62,320.22	\$509.84	\$128,600.00	\$128,600.00	\$128,600.00	\$128,600.00	\$128,600.00	\$128,600.00
Total services provided	\$71,347.00	\$211,768.00	\$117,332.62	\$509.84	\$214,600.00	\$214,600.00	\$214,600.00	\$214,600.00	\$214,600.00	\$214,600.00
Allocations										
4553-92940 Allocation - Depreciation - Equipment	\$0.00	\$146.00	\$1,750.05	\$0.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4553-92943 Allocation - Depreciation - Vehicles	\$395,116.00	\$382,860.00	\$373,888.22	\$0.00	\$382,900.00	\$382,900.00	\$382,900.00	\$382,900.00	\$382,900.00	\$382,900.00
4553-94182 Allocation - IT replacement	\$2,947.00	\$2,019.00	\$0.01	\$0.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
4553-98102 Allocation - City clerk	\$468.00	\$528.00	\$864.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4553-98130 Allocation - G/G - Fin - Budget &	\$1,908.00	\$1,416.00	\$2,436.00	\$2,121.60	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00	\$2,100.00
4553-98132 Allocation - G/G - Fin - Accounting	\$1,488.00	\$1,272.00	\$1,152.00	\$1,674.00	\$1,700.00	\$1,700.00	\$1,700.00	\$1,700.00	\$1,700.00	\$1,700.00
4553-98135 Allocation - G/G - Fin - Materials	\$0.00	\$0.00	\$2,892.00	\$1,027.08	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Total allocations	\$401,927.00	\$388,241.00	\$382,982.28	\$4,822.68	\$389,900.00	\$389,900.00	\$389,900.00	\$389,900.00	\$389,900.00	\$389,900.00
Total Expenditures	\$1,750,243.00	\$2,026,111.00	\$1,748,036.85	\$18,223.24	\$2,061,900.00	\$2,115,720.00	\$2,171,672.40	\$2,229,842.09	\$2,290,317.34	\$2,353,189.95
Surplus (deficit)	(\$270,459.00)	(\$404,443.00)	(\$664,458.75)	\$120,497.98	(\$566,900.00)	(\$571,720.00)	(\$594,842.40)	(\$619,427.99)	(\$645,545.08)	(\$673,264.88)
Carryover from prior year		\$0.00	\$0.00	\$0.00	\$120,497.98	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Net surplus (deficit)		(\$404,443.00)	(\$664,458.75)	\$120,497.98	(\$446,402.02)	(\$571,720.00)	(\$594,842.40)	(\$619,427.99)	(\$645,545.08)	(\$673,264.88)

Exhibit 8.2.4 Transit Call Center Baseline Financial Plan (Account 4554)

OPERATING	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
REVENUES	Actual	Actual	Actual	Actual	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
4554-48617 Rebate revenue	\$10.00	\$39.00	\$16.74	\$80.56	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-48620 Misc. revenue	(\$32,640.00)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-66050 Local grants	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	Flat
4554-66066 Local Trans Fd SB 325 - Operating	\$0.00	\$0.00	\$0.00	\$0.00	\$15,000.00	\$15,225.00	\$15,453.38	\$15,685.18	\$15,920.45	\$16,159.26
4554-66068 FTA - Operating	\$0.00	\$311,816.00	\$170,994.76	\$152,965.11	\$187,300.00	\$191,046.00	\$194,866.92	\$198,764.26	\$202,739.54	\$206,794.33
Total revenues	(\$32,630.00)	\$311,855.00	\$171,011.50	\$153,045.67	\$202,300.00	\$206,271.00	\$210,320.30	\$214,449.43	\$218,660.00	\$222,953.59
EXPENDITURES										
Salaries & benefits										
4555-51910 Contract employees	27,377.00	7,810.00	0.00	0.00	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total salaries & benefits	27,377.00	7,810.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Operating expenditures										
4554-52010 New employee expenses	\$0.00	\$22.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-52040 Clothing & personal expenses	\$0.00	\$0.00	\$466.01	(\$125.99)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-52100 Membership - organization	\$0.00	\$0.00	\$0.00	\$275.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-52810 Conferences/seminars	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-52820 Training	\$253.00	\$5,219.00	\$526.00	\$656.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
4554-52840 General community support	\$0.00	\$175.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-53010 Office supplies	\$0.00	\$289.00	\$83.39	\$82.34	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
4554-53200 Postage	\$0.00	\$0.00	\$17.11	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-53400 Publications/subscriptions	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-54010 Special departmental supplies	\$111.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-54020 Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-54200 Equipment supplies & maintenance	\$0.00	\$0.00	(\$360.00)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-55100 Professional & specialized services	\$1,848.00	\$0.00	\$195.39	\$37.58	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4554-55310 Contracts - decorating services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-55350 Contracts - bus services	\$8,692.00	\$5,124.00	\$832.06	\$1,750.69	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
4554-55520 Computer software support	\$0.00	\$0.00	\$817.36	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-55600 Advertising	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-55610 Promotions	\$0.00	\$1,478.00	\$702.29	\$0.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
4554-55620 Promotional materials	\$0.00	\$0.00	\$0.00	\$2,811.77	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-55630 Promotional campaigns	\$250.00	\$0.00	\$4,690.00	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4554-55850 Radio maintenance	\$0.00	\$0.00	\$360.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-56101 Edison (electric)	\$143.00	\$177.00	\$141.91	\$128.93	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
4554-56110 Natural gas	\$196.00	\$253.00	\$220.71	\$489.39	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00	\$300.00
4554-56150 Telephone	\$1,412.00	\$1,142.00	\$759.53	\$318.80	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4554-56157 Telephone - cellular/wireless	\$35,577.00	\$35,178.00	\$30,560.78	\$27,276.06	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00	\$35,000.00
4554-71010 Equipment	\$0.00	\$0.00	\$0.00	\$2,595.07	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-71040 Software	\$0.00	\$0.00	(\$1,012.75)	\$599.88	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total operating expenditures	\$48,492.00	\$49,057.00	\$38,999.79	\$36,895.52	\$47,000.00	\$47,000.00	\$47,000.00	\$47,000.00	\$47,000.00	\$47,000.00

OPERATING	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
<i>Services provided</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Actual</i>	<i>Budget</i>	<i>Proposed</i>	<i>Proposed</i>	<i>Proposed</i>	<i>Proposed</i>	<i>Proposed</i>
4554-69120 Lease - Transit	\$33,653.00	\$18,880.00	\$17,722.80	\$0.00	\$19,000.00	\$19,000.00	\$19,000.00	\$19,000.00	\$19,000.00	\$19,000.00
4554-69363 Fire services	\$0.00	\$65.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-69370 Transit - Admin	\$207,354.00	\$133,994.00	\$162,485.23	\$173,492.35	\$134,000.00	\$134,000.00	\$134,000.00	\$134,000.00	\$134,000.00	\$134,000.00
Total services provided	\$241,007.00	\$152,939.00	\$180,208.03	\$173,492.35	\$153,000.00	\$153,000.00	\$153,000.00	\$153,000.00	\$153,000.00	\$153,000.00
<i>Allocations</i>										
4554-98102 Allocation - City clerk	\$0.00	\$528.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4554-98130 Allocation - G/G - Fin - Budget &	\$672.00	\$528.00	\$1,092.00	\$801.96	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00
4554-98132 Allocation - G/G - Fin - Accounting	\$468.00	\$468.00	\$480.00	\$407.76	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
4554-98135 Allocation - G/G - Fin - Materials	\$0.00	\$0.00	\$0.00	\$1,027.08	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4554-98331 Allocation - P/W - Building other	\$8,304.00	\$5,700.00	\$6,516.00	\$7,858.08	\$6,500.00	\$6,500.00	\$6,500.00	\$6,500.00	\$6,500.00	\$6,500.00
4554-98332 Allocation - P/W - Parks other	\$108.00	\$192.00	\$192.00	\$177.72	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00	\$200.00
Total allocations	\$9,552.00	\$7,416.00	\$8,280.00	\$10,272.60	\$9,300.00	\$9,300.00	\$9,300.00	\$9,300.00	\$9,300.00	\$9,300.00
Total expenditures	\$299,051.00	\$209,412.00	\$227,487.82	\$220,660.47	\$209,300.00	\$209,300.00	\$209,300.00	\$209,300.00	\$209,300.00	\$209,300.00
Surplus (deficit)	(\$331,681.00)	\$102,443.00	(\$56,476.32)	(\$67,614.80)	(\$7,000.00)	(\$3,029.00)	\$1,020.30	\$5,149.43	\$9,360.00	\$13,653.59
Carryover from prior year		\$0.00	\$102,443.00	\$45,966.68	\$0.00	\$0.00	\$0.00	\$1,020.30	\$6,169.73	\$15,529.73
Net surplus (deficit)		\$102,443.00	\$45,966.68	(\$21,648.12)	(\$7,000.00)	(\$3,029.00)	\$1,020.30	\$6,169.73	\$15,529.73	\$29,183.32

Exhibit 8.2.5 V-Line Baseline Financial Plan (Account 4555)

OPERATING	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
REVENUES/REIMBURSEMENTS	Actual	Actual	Actual	Actual	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
4555-44501 Farebox sales	\$61,667.00	\$68,464.00	\$53,093.31	\$15,272.55	\$80,000.00	\$81,600.00	\$83,232.00	\$84,896.64	\$86,594.57	\$88,326.46
4555-44502 Ticket sales	\$114,758.00	\$141,773.00	\$135,229.00	\$3,631.00	\$43,000.00	\$43,860.00	\$44,737.20	\$45,631.94	\$46,544.58	\$47,475.47
4555-48617 Rebate revenue	\$25.00	\$12.00	\$18.79	\$3.73	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-64288 Sale of vehicles	\$0.00	\$0.00	\$1,200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-66045 State grants	\$380,471.00	\$0.00	\$1,402,940.00	\$0.00	\$332,000.00	\$336,980.00	\$342,034.70	\$347,165.22	\$352,372.70	\$357,658.29
4555-66058 FTA - Capital	\$0.00	\$0.00	\$997,206.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total revenues	\$556,921.00	\$210,249.00	\$2,589,687.10	\$18,907.28	\$455,000.00	\$462,440.00	\$470,003.90	\$477,693.80	\$485,511.85	\$493,460.23
Total revenues less Capital	\$556,921.00	\$210,249.00	\$1,592,481.10	\$18,907.28	\$455,000.00	\$462,440.00	\$470,003.90	\$477,693.80	\$485,511.85	\$493,460.23
4555-69900 Services provided reimbursement	\$9,946.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total reimbursements	\$9,946.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total operating revenues/reimbursements	\$566,867.00	\$210,249.00	\$1,592,481.10	\$18,907.28	\$455,000.00	\$462,440.00	\$470,003.90	\$477,693.80	\$485,511.85	\$493,460.23
EXPENDITURES										
Operating expenditures										
4555-52520 Breakroom supplies/food	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-52800 Business meetings	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-52840 General community support	\$225.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-53200 Postage	\$20.00	\$134.00	\$35.75	\$0.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00	\$100.00
4555-53210 UPS expenses	\$25.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-54010 Special departmental supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-54100 Misc. other expenses	\$0.00	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-54200 Equipment supplies and maintenance	\$15,549.00	\$2,208.00	\$360.00	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4555-54820 Transit tickets	\$1,351.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-55100 Professional & specialized services	\$4,432.00	\$5,191.00	\$16,367.66	\$7,650.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
4555-55201 Contracted services	\$0.00	\$726.00	\$203.40	\$423.75	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
4555-55350 Contracts - bus services	\$301,653.00	\$527,539.00	\$546,057.10	\$526,284.10	\$840,000.00	\$873,600.00	\$908,544.00	\$944,885.76	\$982,681.19	\$1,021,988.44
4555-55390 Contracts - Equipment repairs	\$2,677.00	\$25,895.00	\$4,615.00	\$0.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
2555-55520 Computer software support	\$0.00	\$0.00	\$0.00	\$1,200.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
4555-55600 Advertising	\$24,826.00	\$35,771.00	\$14,152.78	\$19,487.50	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00
4555-55610 Promotions	\$4,404.00	\$6,624.00	\$665.00	\$0.00	\$65,000.00	\$65,000.00	\$65,000.00	\$65,000.00	\$65,000.00	\$65,000.00
4555-55620 Promotional materials	\$1,034.00	\$2,616.00	\$0.00	\$500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00	\$2,500.00
4555-55850 Radio maintenance	\$0.00	\$0.00	\$810.00	\$2,333.23	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-57090 Commission fee	\$0.00	\$0.00	\$60.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-71010 Equipment	\$266.00	\$596.00	\$93.58	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-71040 Software	\$876.00	\$150.00	\$2,212.75	\$250.20	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total operating expenditures	\$357,338.00	\$607,470.00	\$585,633.02	\$558,128.78	\$966,100.00	\$999,700.00	\$1,034,644.00	\$1,070,985.76	\$1,108,781.19	\$1,148,088.44
Services provided										
4555-69349 CNG fuel usage	\$37,115.00	\$53,316.00	\$45,579.92	\$37,748.14	\$53,300.00	\$53,300.00	\$53,300.00	\$53,300.00	\$53,300.00	\$53,300.00
4555-69366 Recreation services	\$0.00	\$1,000.00	\$800.00	\$0.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
4555-69370 Transit - admin	\$16,311.00	\$49,320.00	\$32,979.84	\$3,792.62	\$49,300.00	\$49,300.00	\$49,300.00	\$49,300.00	\$49,300.00	\$49,300.00
Total services provided	\$53,426.00	\$103,636.00	\$79,359.76	\$41,540.76	\$103,600.00	\$103,600.00	\$103,600.00	\$103,600.00	\$103,600.00	\$103,600.00

OPERATING	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Allocations	Actual	Actual	Actual	Actual	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
4555-92943 Allocation - Depreciation - Vehicles	\$74,169.00	\$74,169.00	\$74,168.88	\$0.00	\$74,200.00	\$74,200.00	\$74,200.00	\$74,200.00	\$74,200.00	\$74,200.00
4555-98102 Allocation - City clerk	\$468.00	\$1,056.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4555-98130 Allocation - G/G - Fin - Budget &	\$1,284.00	\$1,164.00	\$1,128.00	\$1,045.56	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00	\$1,100.00
4555-98132 Allocation - G/G - Fin - Accounting	\$1,068.00	\$1,332.00	\$648.00	\$794.28	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00	\$600.00
4555-98135 Allocation - G/G - Fin - Materials	\$0.00	\$1,416.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total allocations	\$76,989.00	\$79,137.00	\$75,944.88	\$1,839.84	\$75,900.00	\$75,900.00	\$75,900.00	\$75,900.00	\$75,900.00	\$75,900.00
Total Expenditures	\$487,753.00	\$790,243.00	\$740,937.66	\$601,509.38	\$1,145,600.00	\$1,179,200.00	\$1,214,144.00	\$1,250,485.76	\$1,288,281.19	\$1,327,588.44
Surplus (deficit)	\$79,114.00	(\$579,994.00)	\$851,543.44	(\$582,602.10)	(\$690,600.00)	(\$716,760.00)	(\$744,140.10)	(\$772,791.96)	(\$802,769.34)	(\$834,128.21)
Carryover from prior year		\$79,114.00	\$0.00	\$851,543.44	\$268,941.34	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Net surplus (deficit)		(\$500,880.00)	\$851,543.44	\$268,941.34	(\$421,658.66)	(\$716,760.00)	(\$744,140.10)	(\$772,791.96)	(\$802,769.34)	(\$834,128.21)

8.3 Impact of Recommendations on Financial Plan

This section presents cost estimates for the individual recommendations presented in Chapters 6 and 7 and identifies the year of implementation. For ease of review, we have utilized the Combined Financial Plan, which clearly identifies the costs of each recommendation. The specific account to which the cost applies is noted in the narrative discussion.

For operating costs projected beyond the FY 2022/23 contracted operating rates, we have assumed a five percent annual increase. All operations recommendations were calculated using FY 2022/23 rates and escalated according to year of implementation.

Recommendation 1 – Increase staffing.

This would add one additional staffer at an annual compensation level (salary plus benefits) of approximately \$110,000 beginning in FY 2022/23. There would also be training costs for this staffer as well as existing staff for a total of approximately \$12,780 across the next five years (beginning in FY 2022/23). Training costs beyond FY 2026/27 are not estimated at this time. These additional costs are included in Account 4551 (Transit Operations).

Exhibit 8.3.1 Recommendation 1 financial impact

	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Additional salary & benefits	\$110,000	\$110,000	\$110,000	\$110,000	\$110,000
Training/certificate program	\$5,390	\$2,695	\$2,695	\$1,000	\$1,000
Total	\$115,390	\$112,695	\$112,695	\$111,000	\$111,000

Recommendation 2 – Install driver name placards inside the front of dial-a-ride vehicles.

At the time of this report, the cost for removeable nameplates and mounted brackets was approximately ten dollars per nameplate and ten dollars per bracket. Assuming a fleet of 11 dial-a-ride vehicles and 20 drivers, the cost to implement this would be approximately \$350. As this one-time expense could be covered under the existing budget for supplies or equipment, no additional funds have been budgeted for this recommendation. Nameplates for new dial-a-ride drivers may be included in onboarding costs. Alternatively, paper nameplates could be printed on cardstock in-house as needed, which would limit the expenditure to the cost of the 11 mounting brackets (or approximately \$110).

Recommendation 3 – Implement neighborhood circulators as feeders to trunk routes.

While specific neighborhood circulators have yet to be designed, we have budgeted for a six-month demonstration project for FY 2022/23 which would include 1,872 vehicle revenue hours. This provides 12 hours of service per day, five days per week, for 26 weeks. Using the dial-a-ride cost per vehicle revenue hour of \$38.887 for FY 2022/23, this translates to a total hour cost of \$72,796 for the demonstration project. Visalia Transit's operations contract also includes a fixed cost per vehicle revenue mile of \$0.405. Using the City's FY 2020/21 performance data, we calculated an average fixed-route performance of 14.88 vehicle service miles per vehicle revenue hour. For 1,872 vehicle revenue hours, this translates to 30,008 vehicle service miles, for a total mileage cost of \$11,281. This would result in a total cost for the demonstration project of \$84,077. (If this service were added to Visalia Transit's regular service, it would result in an annual cost of \$168,154, assuming FY 2022/23 rates.) The cost of the demonstration project is included in Account 4551 (Transit Operations) for FY 2022/23 only.

Recommendation 4 – Maintain minimum 30-minute service frequency throughout service day on Routes 1 and 2. Implement 15–20-minute service frequency during AM and PM peak service.

Adding frequency to Route 2 for a six-month demonstration period would result in the addition of 1,690 additional vehicle revenue hours. For all-day service, using the fixed-route cost per vehicle revenue hour of \$39.547 for FY 2022/23, this translates to a total hour cost of \$66,834 for the demonstration project. Visalia Transit's operations contract also includes a fixed cost per vehicle revenue mile of \$1.058. Using the City's FY 2020/21 performance data, we calculated an average performance of 12.10 vehicle service miles per vehicle revenue hour for Route 2. For 1,690 vehicle revenue hours, this translates to 20,449 vehicle service miles, for a total mileage cost of \$21,635. This would result in a total cost for the demonstration project of \$88,469. (If this service were added to Visalia Transit's regular service, it would result in an annual cost of \$176,938, assuming FY 2022/23 rates.)

For peak-hour only service, which would add only 910 vehicle revenue hours during the demonstration period, this translates to a total hour cost of \$36,988. Using the average performance of 12.10 vehicle service miles per vehicle revenue hour for 910 vehicle revenue hours, this translates to 11,011 vehicle service miles, for a total mileage cost of \$11,650. This would result in a total cost for the demonstration project of \$48,638. (If this service were added to Visalia Transit's regular service, it would result in an annual cost of \$97,276, assuming FY 2022/23 rates.)

The cost of the all-day demonstration project is included in Account 4551 (Transit Operations) for FY 2022/23 only.

Recommendation 5 – Consider providing extended weekday evening service on Routes 1 and 2. Introduce "first and last mile" coverage.

This recommendation has two separate strategies to be considered. The first is the extension of weekday evening service on Routes 1 and 2 until 10:00 p.m. on a six-month trial basis. This would add 130 vehicle revenue hours and an estimated 1,368 vehicle service miles to Route 1, resulting in a cost of \$6,588 for the demonstration period. It would add 195 vehicle service miles and an estimated 2,360 vehicle service miles for Route 2, resulting in a cost of \$10,209 for the demonstration period. The total cost to implement this strategy for the six-month demonstration period would be \$16,797. Annual cost of implementation would be \$33,594 (using FY 2022/23 rates). The cost of the demonstration project is included in Account 4551 (Transit Operations) for FY 2022/23 only.

This assumes the FY 2022/23 fixed-route cost per vehicle revenue hour of \$39.547 and cost per vehicle service mile of \$1.058. The average vehicle service miles per vehicle revenue hour (FY 2021) is 10.52 for Route 1 and 12.10 for Route 2.

The second strategy is the introduction of "first/last mile service" connecting the home-end portions of Routes 1 and 2 with rider destinations. The cost estimates provided here assume the service would be provided using City-owned dial-a-ride vehicles rather than contracting with Uber, Lyft, or a local taxi company. This assumes four hours of service per day, five days per week, for 26 weeks, using two vehicles. This translates to 1,040 vehicle revenue hours and 15,475 vehicle service miles, for a total cost of \$46,709 for the demonstration period. Annual cost of implementation would be \$93,418 (using FY 2022/23 rates).

This assumes the FY 2022/23 dial-a-ride cost per vehicle revenue hour of \$38.887 and cost per vehicle service mile of \$0.405. The average vehicle service miles per vehicle revenue hour (FY 2021) for the fixed-route service is 14.88. The cost of the demonstration project is included in Account 4551 (Transit Operations) for FY 2022/23 only.

Recommendation 6 – Work with COS to establish an inter-campus shuttle (school days only).

The cost of Recommendation 7 is dependent on a variety of factors including routing (which will determine vehicle revenue hours and miles), frequency, service span, and days of operation. With this many unknowns, it is impossible to calculate a proposed cost. As such, no cost estimate is provided for this recommendation.

Recommendation 7 - Introduce transit service to new developments.

While specific routes have yet to be designed, we have budgeted for a six-month demonstration project for FY 2022/23 which would include 1,560 vehicle revenue hours. Per vehicle, this provides 12 hours of service per day, five days per week, for 26 weeks. Using the dial-a-ride cost per vehicle revenue hour of \$38.887 for FY 2022/23, this translates to a total hour cost of \$60,664 for the demonstration project. Visalia Transit's operations contract also includes a fixed cost per vehicle revenue mile of \$0.405. Using the City's FY 2020/21 performance data, we calculated an average fixed-route performance of 14.88 vehicle service miles per vehicle revenue hour. For 1,560 vehicle revenue hours, this translates to 23,213 vehicle service miles, for a total mileage cost of \$9,401. This would result in a total cost for the demonstration project of \$70,065 per vehicle deployed. (If this service were added to Visalia Transit's regular service, it would result in an annual cost of \$140,130 per vehicle deployed, assuming FY 2022/23 rates.) The cost of the demonstration project is included in Account 4551 (Transit Operations) for FY 2022/23 only.

Recommendation 8 – Consider utilizing smaller vehicles, especially for lower productivity routes and/or neighborhood circulators.

The financial impact of Recommendation 9 is difficult to quantify. It is tied primarily to fuel usage and long-term vehicle replacement costs, which cannot be effectively estimated at this time. As such, no cost estimate is provided for this recommendation.

Recommendation 9 – Introduce service along Ben Maddox between Walnut and Caldwell.

While a specific route has yet to be designed, we have budgeted for a six-month demonstration project for FY 2022/23 which would include 1,560 vehicle revenue hours. This provides 12 hours of service per day, five days per week, for 26 weeks. Using the dial-a-ride cost per vehicle revenue hour of \$38.887 for FY 2022/23, this translates to a total hour cost of \$60,664 for the demonstration project. Visalia Transit's operations contract also includes a fixed cost per vehicle revenue mile of \$0.405. Using the City's FY 2020/21 performance data, we calculated an average fixed-route performance of 14.88 vehicle service miles per vehicle revenue hour. For 1,560 vehicle revenue hours, this translates to 23,213 vehicle service miles, for a total mileage cost of \$9,401. This would result in a total cost for the demonstration project of \$70,065. (If this service were added to Visalia Transit's regular service, it would result in an annual cost of \$140,130, assuming FY 2022/23 rates.) The cost of the demonstration project is included in Account 4551 (Transit Operations) for FY 2022/23 only.

Recommendation 10 – Upgrade or replace fareboxes.

The capital cost to upgrade or replace fareboxes for the fleet is yet to be determined.

Recommendation 11 – Syncromatics training for staff.

There is likely to be an additional fee (over and above existing costs) for the additional training. As such, we have budgeted a one-time cost of \$3,000 for this recommendation. This cost is included in Account 4551 (Transit Operations) for FY 2022/23 only.

Recommendation 12 – Bus stop amenities improvements.

Actual costs to implement this recommendation will be largely dependent on repairs and maintenance needed, the current status of bus stop amenities, and what types of amenities are to be added. Therefore, we are recommending a placeholder budget of \$35,000 per year (for a five-year total of \$175,000). It would be up to the City to determine an annual workplan for bus stop improvements. This recommendation will be addressed within the Capital Plan.

Recommendation 13 – Transit Operations and Maintenance Facility.

The capital cost to repair and/or rehabilitate the Transit Operations and Maintenance Facility is yet to be determined. Costs under this recommendation include development of an analysis and multi-year improvement plan as well as the improvements themselves. Improvements would be budgeted in the Capital Plan.

Recommendation 14 – Support and increase awareness of the bus-bike connection.

There are two strategies identified under this recommendation. The first is to raise awareness of the bike-bus connection, which would be undertaken largely through marketing. We have budgeted a one-time cost of \$7,500 for marketing activities and the development of collateral in support of this recommendation.

The second strategy is the improvements to the City's bicycling infrastructure at the transit center and other high-activity transit locations. We believe development of these capital improvements should be tied to grant funding from Caltrans or other sources, which will also determine the project budget. This strategy would be budgeted in the Capital Plan.

Recommendation 15 – Institute travel training program.

We recommend budgeting up to \$25,000 annually to implement a travel training program. This is another recommendation that would be eligible for grant funding, which could cover trainer and driver staff hours, use of a vehicle, marketing and outreach, free-ride coupons, etc. For example, travel training is an eligible "non-traditional" project under FTA Section 5310. The expenses would be budgeted under Account 4554 (Transit Call Center).

Recommendation 16 – Enhance transit website/ensure transit website and GTFS information are kept up to date.

Such enhancements and the maintenance of GTFS information should be covered under existing budgets for marketing and website maintenance.

Exhibit 8.3.2 Combined Visalia Transit Financial Plan with Recommendations

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
OPERATING				Actual/Est.	Budget	Proposed	Proposed	Proposed	Proposed	Proposed
REVENUES/REIMBURSEMENTS										
<i>Operating revenues</i>										
<i>Reimbursements</i>	\$21,855,411	\$17,491,431	\$20,997,000	\$8,176,896	\$14,358,600	\$14,588,883	\$14,806,668	\$15,028,964	\$15,255,880	\$15,487,528
	\$581,939	\$710,541	\$727,255	\$529,674	\$610,000	\$610,000	\$610,000	\$610,000	\$610,000	\$610,000
Total revenues/reimbursements	\$22,437,350	\$18,201,972	\$21,724,256	\$8,706,570	\$14,968,600	\$15,198,883	\$15,416,668	\$15,638,964	\$15,865,880	\$16,097,528
EXPENDITURES										
<i>Salaries & benefits</i>										
Recommendation #1 - Salary	\$866,032	\$907,875	\$885,118	\$877,065	\$1,063,200	\$1,084,220	\$1,105,660	\$1,127,530	\$1,149,836	\$1,172,589
<i>Operating expenditures</i>										
Recommendation #1 - Training	\$13,010,713	\$15,010,829	\$12,449,931	\$10,859,422	\$15,012,300	\$15,502,234	\$16,011,621	\$16,541,236	\$17,091,886	\$17,664,409
Recommendation #3 - Operating								\$2,695	\$1,000	\$1,000
Recommendation #4 - Operating						\$88,469	\$0	\$0	\$0	\$0
Recommendation #5 - Evening						\$0	\$35,274	\$0	\$0	\$0
Recommendation #5 - First/Last Mile						\$0	\$49,044	\$0	\$0	\$0
Recommendation #7 - Operating						\$0	\$0	\$77,247	\$0	\$0
Recommendation #9 - Operating						\$0	\$0	\$77,247	\$0	\$0
Recommendation #11 - Training						\$3,000	\$0	\$0	\$0	\$0
Recommendation #14 - Marketing						\$7,500	\$0	\$0	\$0	\$0
Recommendation #15 - Travel training						\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
<i>Services provided</i>	\$430,645	\$549,355	\$446,713	\$254,016	\$537,300	\$537,300	\$537,300	\$537,300	\$537,300	\$537,300
<i>Allocations</i>	\$3,570,551	\$3,624,420	\$3,645,795	\$389,482	\$3,224,700	\$3,224,700	\$3,224,700	\$3,224,700	\$3,224,700	\$3,224,700
Total Expenditures	\$17,877,941	\$20,092,479	\$17,427,557	\$12,379,986	\$19,837,500	\$20,587,813	\$21,101,295	\$21,722,954	\$22,139,723	\$22,734,998
Surplus (deficit)	\$4,559,409	(\$1,890,507)	\$4,296,699	(\$3,673,416)	(\$4,868,900)	(\$5,388,930)	(\$5,684,627)	(\$6,083,991)	(\$6,273,842)	(\$6,637,470)

8.4 Capital Improvement Plan

The baseline Capital Improvement Plan (Exhibit 8.4.1) reflects existing capital projects and vehicle purchases already identified by the City. Recurring annual expenses are shown through a planning horizon of FY 2026/27.

Exhibit 8.4.1 Baseline Capital Improvement Plan

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Capital Revenues							
Beginning cash balance	\$2,317,400.00	\$4,258,200.00	\$5,328,600.00	\$2,505,600.00	\$3,558,150.00	\$1,517,650.00	\$409,450.00
Local Transportation Funds	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00
FTA 5339	\$597,300.00	\$597,300.00	\$597,300.00	\$597,300.00	\$597,300.00	\$597,300.00	\$597,300.00
SB 1	\$218,500.00	\$218,500.00	\$218,500.00	\$218,500.00	\$218,500.00	\$218,500.00	\$218,500.00
National Park Service contract	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00
Other grant funding TBD			\$20,000.00				
Total available	\$4,903,200.00	\$6,844,000.00	\$7,934,400.00	\$5,091,400.00	\$6,143,950.00	\$4,103,450.00	\$2,995,250.00
Capital Projects							
Transit center doors (CP0331)	\$100,000.00						
Bus stop & shelter improvements (CP9635)	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Consultant feasibility study (CP0448)	\$50,000.00						
Repair Transit Center and Ops Facility concrete (CP0332)	\$80,000.00						
Replace 4-post lift (EQ0161)	\$20,000.00						
Install fall protection in maintenance bays (CP0449)	\$20,000.00						
Satellite bus transfer facility (CP9572)		\$500,000.00	\$2,000,000.00				
Short- and long-range planning studies (CP9259)		\$125,000.00	\$25,000.00		\$200,000.00	\$25,000.00	
Transit bicycle lockers (CPNEW)			\$20,000.00				
Replace Sequoia Shuttle buses (VH0226)	\$250,000.00	\$250,000.00	\$250,000.00	\$250,000.00	\$250,000.00	\$250,000.00	\$250,000.00
Radio antenna and repeater (EQ0162)	\$30,000.00						
New propane forklift (VH0227)	\$25,000.00						
Replace Sequoia Shuttle trailers (annual) (VH0187)	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
Replace CNG fixed-route buses with battery-electric buses (VH0135)		\$505,400.00					
Transit operations facility large bus lifts (EQ0163)		\$65,000.00		\$68,250.00		\$71,500.00	
Replace CNG fixed-route buses with battery-electric buses (VHNEW1)			\$3,063,800.00	\$1,045,000.00			
Expand charging infrastructure (CPNEW)				\$100,000.00	\$900,000.00		
Replace CNG fixed-route buses with battery-electric buses (VHNEW2)					\$3,206,300.00	\$3,277,500.00	
Total projects	\$645,000.00	\$1,515,400.00	\$5,428,800.00	\$1,533,250.00	\$4,626,300.00	\$3,694,000.00	\$320,000.00
Balance/reserve	\$4,258,200.00	\$5,328,600.00	\$2,505,600.00	\$3,558,150.00	\$1,517,650.00	\$409,450.00	\$2,675,250.00

8.5 Impact of Recommendations on Capital Improvement Plan

Only one capital recommendation is budgeted on the City's Capital Improvement Plan. This is Recommendation 13, which calls for a bus stop improvement program. These costs are programmed alongside the City's existing bus stop and shelter improvement project (CP9635) beginning in FY 2022/23.

Depending upon the success of the demonstration projects for the neighborhood shuttles and "first and last mile" connector service, there may be a future need for additional cutaway buses. However, we do not recommend purchasing additional vehicles for the City's dial-a-ride fleet before a need has been identified.

Exhibit 8.5.1 Capital Improvement Plan with Recommendations

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Capital Revenues							
Beginning cash balance	\$2,317,400.00	\$4,258,200.00	\$5,328,600.00	\$2,470,600.00	\$3,488,150.00	\$1,412,650.00	\$269,450.00
Local Transportation Funds	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00	\$1,500,000.00
FTA 5339	\$597,300.00	\$597,300.00	\$597,300.00	\$597,300.00	\$597,300.00	\$597,300.00	\$597,300.00
SB 1	\$218,500.00	\$218,500.00	\$218,500.00	\$218,500.00	\$218,500.00	\$218,500.00	\$218,500.00
National Park Service contract	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00	\$270,000.00
Other grant funding TBD			\$20,000.00				
Total available	\$4,903,200.00	\$6,844,000.00	\$7,934,400.00	\$5,056,400.00	\$6,073,950.00	\$3,998,450.00	\$2,855,250.00
Capital Projects							
Transit center doors (CP0331)	\$100,000.00						
Bus stop & shelter improvements (CP9635)	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00	\$50,000.00
Recommendation #13 - Bus stops			\$35,000	\$35,000	\$35,000	\$35,000	\$35,000
Consultant feasibility study (CP0448)	\$50,000.00						
Repair Transit Center and Ops Facility concrete (CP0332)	\$80,000.00						
Replace 4-post lift (EQ0161)	\$20,000.00						
Install fall protection in maintenance bays (CP0449)	\$20,000.00						
Satellite bus transfer facility (CP9572)		\$500,000.00	\$2,000,000.00				
Short- and long-range planning studies (CP9259)		\$125,000.00	\$25,000.00		\$200,000.00	\$25,000.00	
Transit bicycle lockers (CPNEW)			\$20,000.00				
Replace Sequoia Shuttle buses (VH0226)	\$250,000.00	\$250,000.00	\$250,000.00	\$250,000.00	\$250,000.00	\$250,000.00	\$250,000.00
Radio antenna and repeater (EQ0162)	\$30,000.00						
New propane forklift (VH0227)	\$25,000.00						
Replace Sequoia Shuttle trailers (annual) (VH0187)	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00	\$20,000.00
Replace CNG fixed-route buses with battery-electric buses (VH0135)		\$505,400.00					
Transit operations facility large bus lifts (EQ0163)		\$65,000.00		\$68,250.00		\$71,500.00	
Replace CNG fixed-route buses with battery-electric buses (VHNEW1)			\$3,063,800.00	\$1,045,000.00			
Expand charging infrastructure (CPNEW)				\$100,000.00	\$900,000.00		
Replace CNG fixed-route buses with battery-electric buses (VHNEW2)					\$3,206,300.00	\$3,277,500.00	
Total projects	\$645,000.00	\$1,515,400.00	\$5,463,800.00	\$1,568,250.00	\$4,661,300.00	\$3,729,000.00	\$355,000.00
Balance/reserve	\$4,258,200.00	\$5,328,600.00	\$2,470,600.00	\$3,488,150.00	\$1,412,650.00	\$269,450.00	\$2,500,250.00

Appendix A | Rider Survey

Multiple approaches to community engagement were employed throughout the preparation of the City's Short Range Transit Plan to ensure broad representation from persons residing and/or employed throughout the Visalia Transit service area. This included surveys specific to fixed-route riders and demand-response patrons, a survey of the community at-large, and community workshops.

In early September 2021, a team of trained bilingual surveyors conducted a transit rider survey across all Visalia Transit local service lines. The survey effort did not include Visalia Transit's V-Line service linking Visalia and Fresno, nor the SEKI service linking Visalia and Sequoia National Park.

Despite a ridership decline of approximately 40 percent, a sample size of nearly 400 was achieved. This translates to a confidence level of 95-percent and margin of error of five percent.

While the bilingual survey team was prepared to assist Visalia Transit customers complete the survey onboard the bus if so requested, riders were also offered the option of completing the survey online after completing their ride. Business cards with a QR code linking to the online survey were provided.

Based on the collective survey data, the "profile" rider of Visalia Transit's fixed-route (local bus) service is:

- Age 18-44 (48 percent)
- Employed (32 percent)
- Rides the bus to travel to/from work (26 percent)
- Lacks access to a personal vehicle (79 percent)
- Lives in a household with an annual income of less than \$25,000 (38 percent)
- Rides 3-4 day/week (26 percent)
- Pays cash for their bus ride (47 percent)

At the time of the survey, scheduled service was provided on 12 distinct route alignments. All routes operated Monday through Sunday. Service is provided in Visalia, Farmersville, Exeter, and Goshen. Interline time-transfers are available at the downtown Visalia Transit Center (Oak and Santa Fe), Tulare City transit center, and at an informal transfer center on Mooney Blvd.

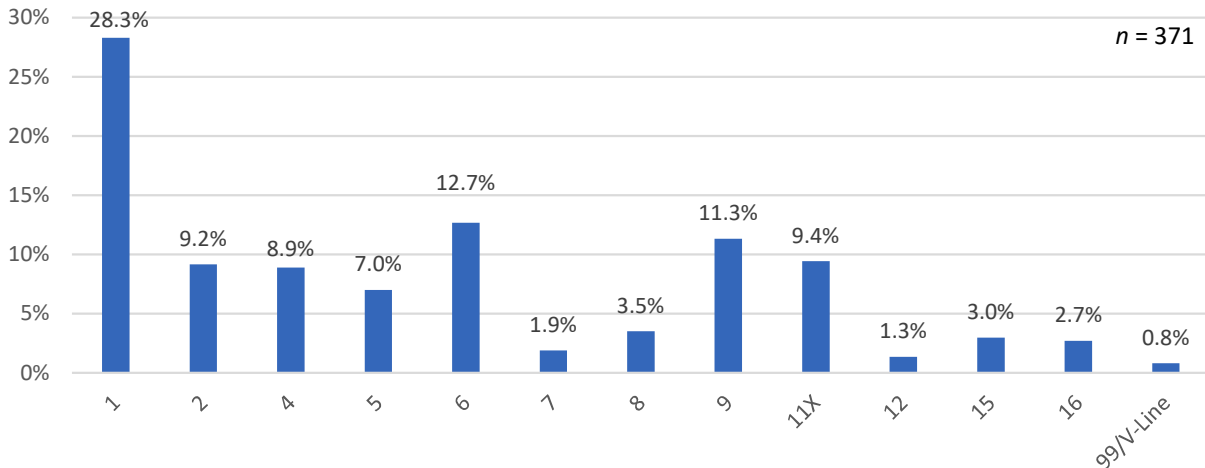
Q1: Which route are you riding?

The three routes which generated the highest survey participation were Routes 1 (28.3 percent), Route 6 (12.7 percent), and Route 9 (11.3 percent). On an aggregate basis these three routes accounted for more than half (52.3 percent) of all valid surveys realized.

While the survey fielding plan did not employ a stratified sampling methodology (given the impacts which the pandemic has had on historic Visalia Transit ridership patterns), these three routes happen to be the routes of greater ridership activity.

During FY2020/21, the top three ridership routes were Route 1 (159,000), Route 2 (81,000) and Route 4 (53,000). By contrast, Route 9 ranked fifth and Route 6 ranked seventh.

Exhibit A.1 Rider survey participation by route



Q2: Where did you board the bus for this trip?

Survey participants were asked to identify the location of their bus ride origin or starting point using either cross-streets or a local landmark. Not surprisingly, the two transit centers were identified as the most common trip starting points: Visalia (21.5 percent) and Tulare (5.1 percent). These were followed by five other “locations”:

- Mooney Blvd (12 boarding points) (6.9 percent),
- Farmersville (8 boarding points) (2.4 percent),
- Ben Maddox (7 boarding points) (2.1 percent),
- Houston (7 boarding points) (2.1 percent), and
- College of Sequoias (1.5 percent).

Q3. Where do you plan to get off this bus?

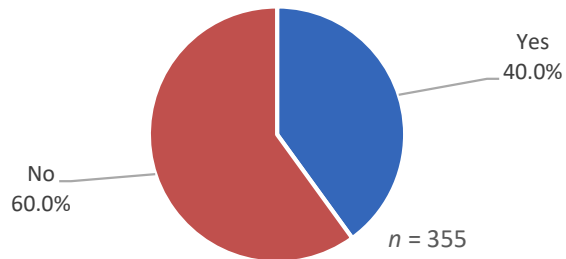
Here again, survey participants were asked to identify the location of where they ended their bus ride using either cross-streets or a local landmark. Not surprisingly, the two transit centers were identified as the most common trip end-points: Visalia (26.4 percent) and Tulare (3.6 percent). These were followed by Mooney Blvd (5.4 percent), Farmersville (3.0 percent), Walmart (3750 S. Mooney Blvd) (2.1 percent); and downtown Visalia, Goshen, and Orchard/Mooney.

Q4. Does this one-way trip include a transfer or connection to another bus route?

Forty percent of the survey participants indicated making one or more bus-to-bus connections in order to complete the surveyed trip.

Based on recent similar transit market research conducted in other medium-size California public transit settings, this incidence of transfer is higher than average. While Visalia Transit does not offer a free or reduced local service transfer option, pricing of its day pass (which allows unlimited rides on the day of issuance) is only twice that of the cash fare, one-way ride. Therefore, for the price of a round-trip, a transit rider could purchase a day-pass and enjoy unlimited rides. This is a very attractive alternative to the traditional free or reduced bus-to-bus transfer.

Exhibit A.2 Use of transfer/connection to another bus



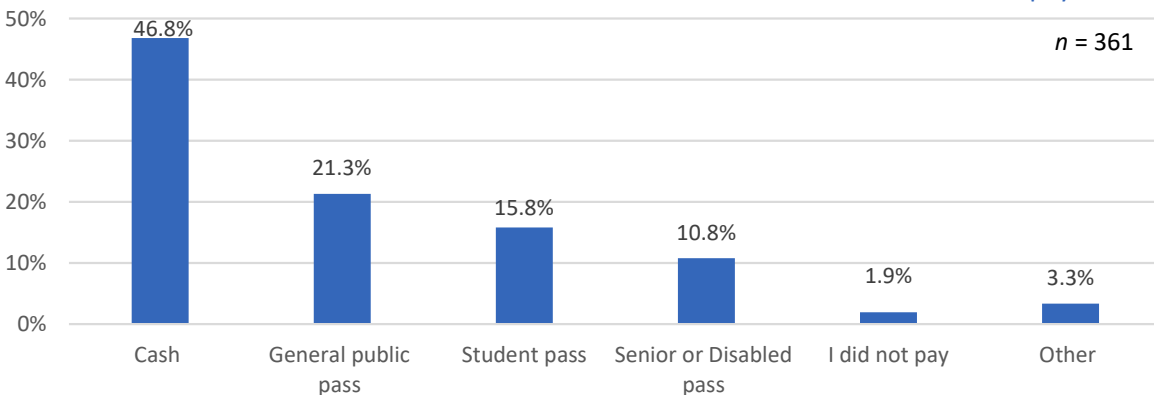
While the scope of the Short Range Transit Plan did not include a formal transfer analysis, the transit rider survey revealed five of the 12 Visalia Transit routes accounted for the greatest incidence of inter-route transfer activity: Routes 1,2,4,9, and 11X.

Also of interest was the incidence of transfer between Visalia Transit and Tulare County Area Transit. Two “connecting” routes were cited most frequently: Route 10 (to Dinuba), which originates at the Visalia Transit Center; and Route 40 (to Lindsay/Porterville), which originates at Government Plaza on South Mooney Blvd.

Q5. How did you pay for this ride?

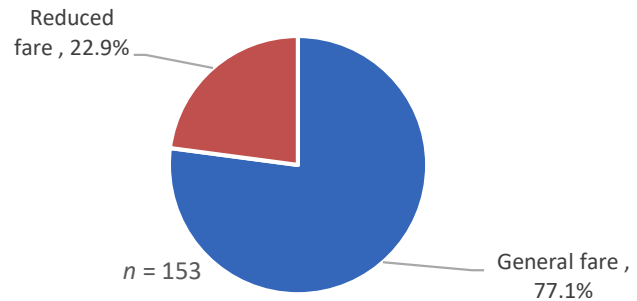
In addition to the cash fare, Visalia Transit offers a variety of pass or multi-ride fare options. “Cash” (46.8 percent) was by far the most common method of fare payment. Three other fare payment options garnered significant responses: “general public pass” (21.3 percent), “student pass” (15.8 percent), and “senior/disabled pass” (10.8 percent). Of those riders surveyed, only 1.5 percent cited the “monthly pass.”

Exhibit A.3 Fare payment method



Of those indicating “paying cash, 77.1 percent cited the “general fare” while 22.9 percent indicated “reduced fare.”

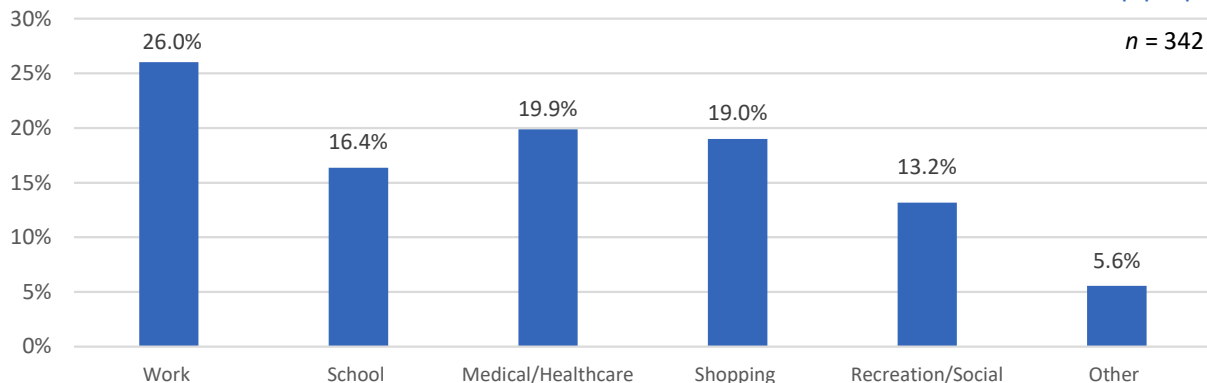
Exhibit A.4 Reduced fare usage



Q6. What is the main reason you are riding the bus today?

Both “work” and “school” are frequently recurring trip reasons, which contribute to the high number of weekly rides associated with the “profile rider.” Four “trip purposes” stood out: “work” (26 percent), “medical/healthcare” (19.9 percent), “shopping” (19 percent), and “school” (16.4 percent).

Exhibit A.5 Trip purpose

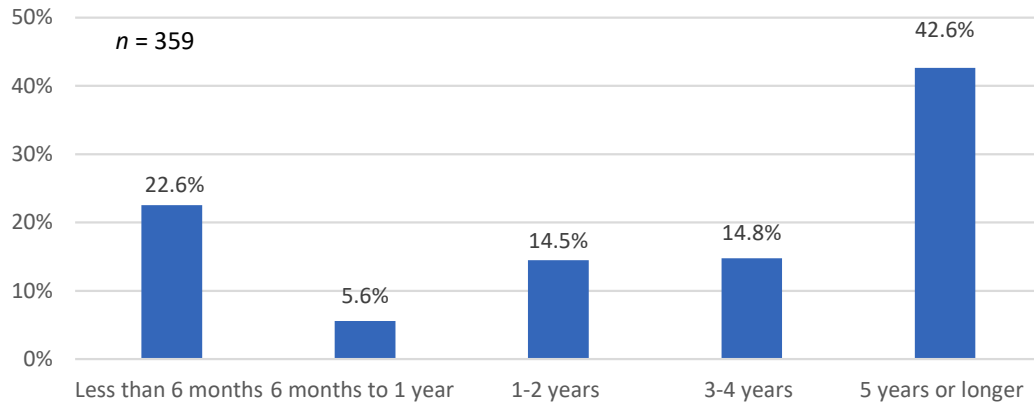


Q7. How long have you been riding Visalia Transit?

While survey participants were offered five response options from which to choose, the majority of responses fell into the two “extremes”: “less than six months” (22.6 percent) and “five years or longer” (42.6 percent).

The rate of rider retention (within the population surveyed) declined approximately 75 percent (for the category “6 months to one year”). Perhaps this is reflective of the significant change in personal travel behavior arising from the pandemic.

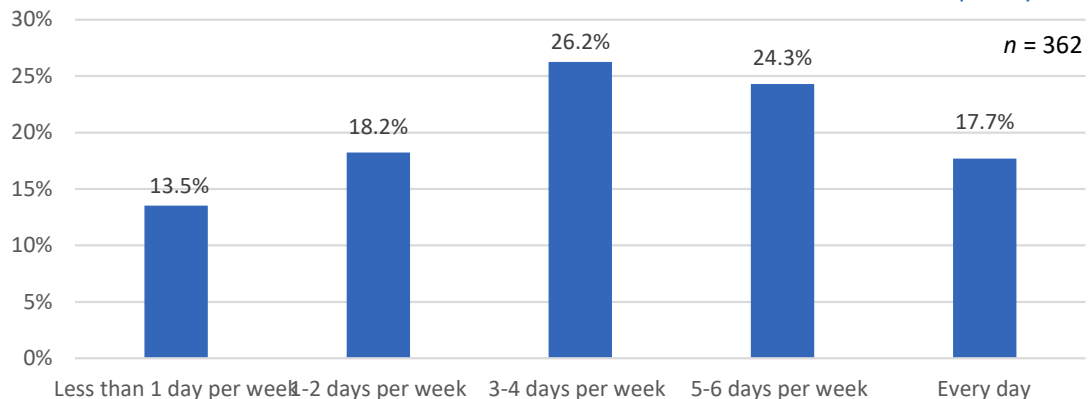
Exhibit A.6 Duration of patronage



Q8. How many times per week do you ride Visalia Transit?

Two response options garnered the greatest response: “3-4 days/week” (26.2 percent) and “5-6 days/week” (24.3 percent). On an aggregate basis these two response options account for nearly half of the total respondent pool. This suggests a dedicated/high-use customer base.

Exhibit A.7 Frequency of use



Q9. Do you currently use any of the following travel options in a typical month?

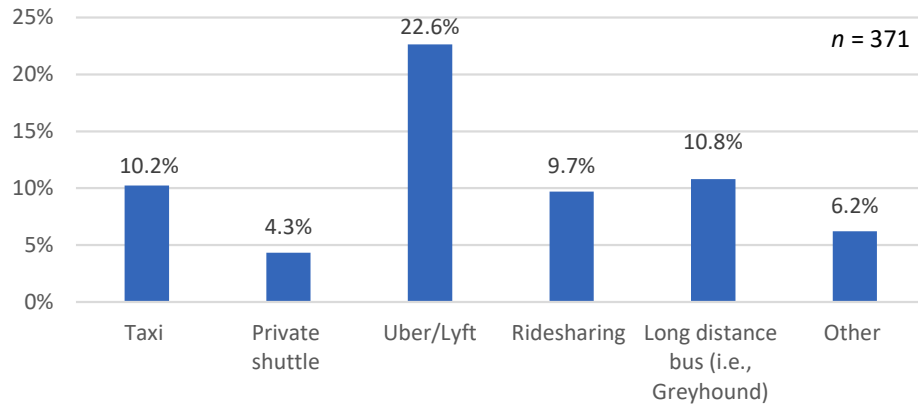
Selection of multiple responses was allowed, so the survey response tallies exceed one hundred percent.

Four response options were greatest: “Uber/Lyft” (22.6 percent), “long distance bus/Greyhound” (10.8 percent), “taxi” (10.2 percent), and “ridesharing” (9.7 percent). Among the “Other” option, “Tulare County Area Transit” was the most common response (2.4 percent).

Given Visalia Transit’s service span, the number of persons selecting “Uber/Lyft” and/or “taxi” was somewhat surprising given the relationship between cost/ride and the “profile rider’s” annual household income of less than \$25,000. However, usage of Transportation Network Companies could be tied to weekend evening and/or late-night weekday mobility needs.

Given Greyhound serves the downtown Visalia Transit Center, connectivity with Greyhound’s long distance bus network is not surprising given the low incidence of vehicle ownership noted for the “profile rider.” The other north-south long distance travel option (within the San Joaquin Valley) is Amtrak, which is located in Hanford some 20 miles distant.

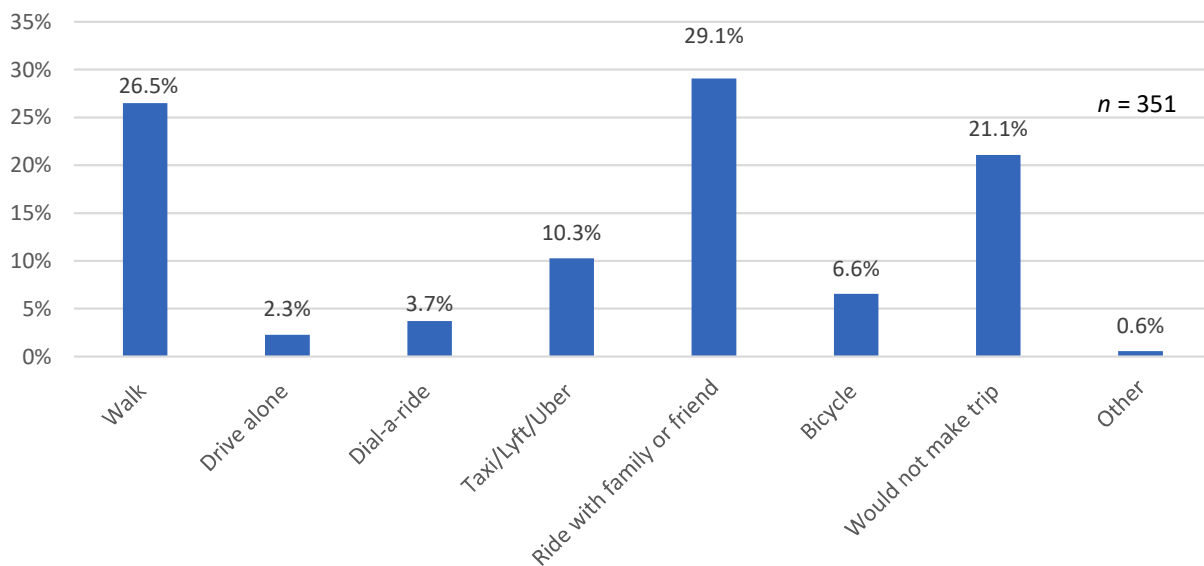
Exhibit A.8 Use of other travel options



Q10. If Visalia Transit had NOT been available today how would you have made this trip?

Survey participants were asked to select only one response option. Three answers stood out: “walk” (26.5 percent), “ride with family or friend” (29.1 percent), and “would not make (this) trip” (21.1 percent). Only 2.3 percent selected “drive alone”, while “dial-a-ride” garnered 3.7 percent. Here again, this is not surprising given the “profile rider” data specific to vehicle ownership/access as well as an annual household income.

Exhibit A.9 Alternatives to transit



Q11. Survey participants were invited to indicate their satisfaction regarding a variety of Visalia Transit service attributes using four evaluation criteria: excellent, good, fair, and poor.

The “overall” service rating (combined “excellent” and “good”) was 99.2 percent, which is high compared with other recent similar transit market research conducted in California.

While the other seven individual service attributes scored 80 percent or higher, “safe operation” and “onboard cleanliness” stood out.

Four areas for potential improvement are “hours of operation” and “service frequency”. Addressing either of these would require the expenditure of additional transit operating dollars. However, two other attributes (“driver courtesy” and “availability of bus service information” would not likely require significant expenditures.

Exhibit A.10 On-time performance

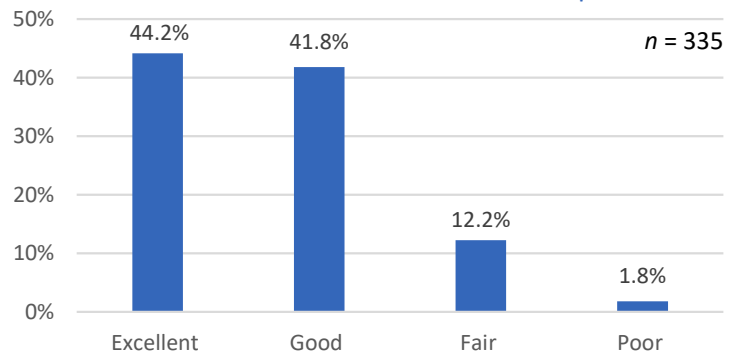


Exhibit A.11 Service frequency

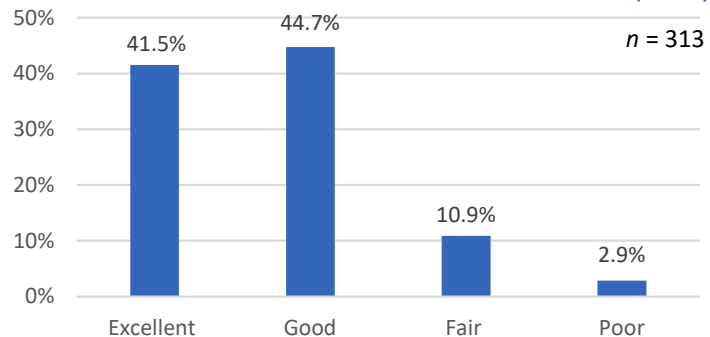


Exhibit A.12 Hours of operation

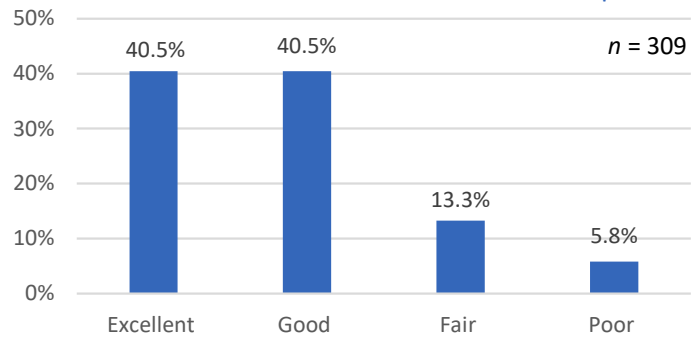


Exhibit A.13 Availability of service information

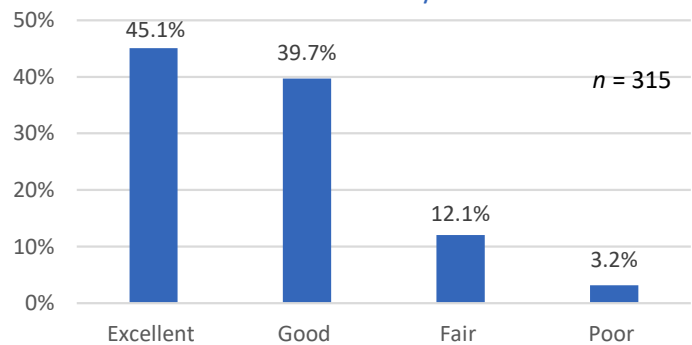


Exhibit A.14 Driver courtesy

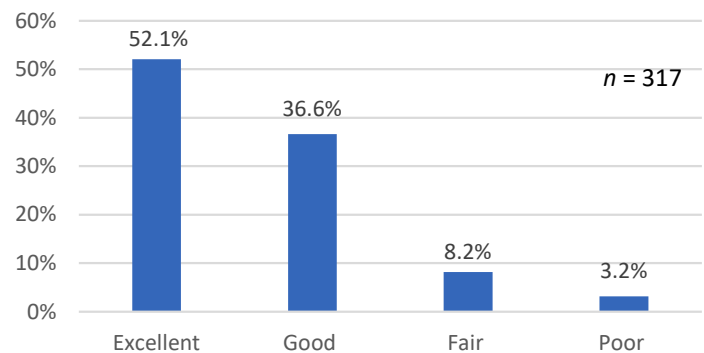


Exhibit A.15 Safe operation of vehicle

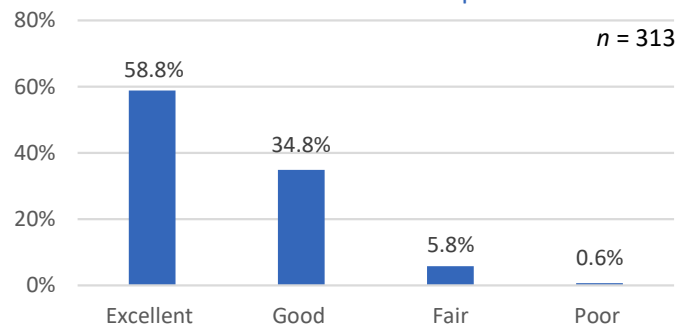


Exhibit A.16 Onboard cleanliness

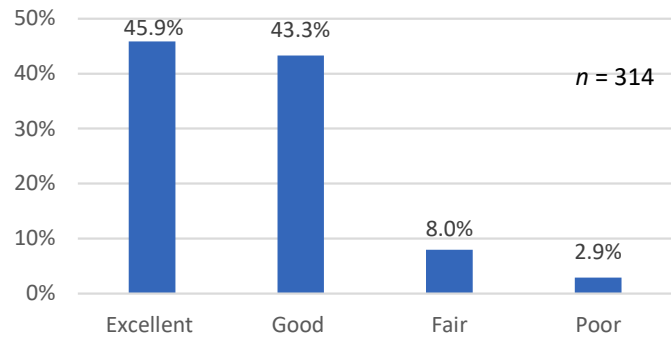
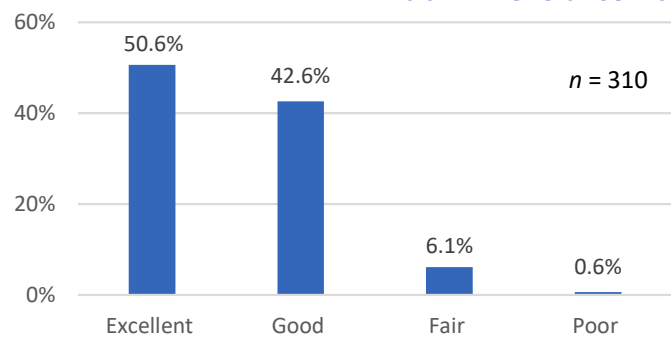


Exhibit A.17 Overall service

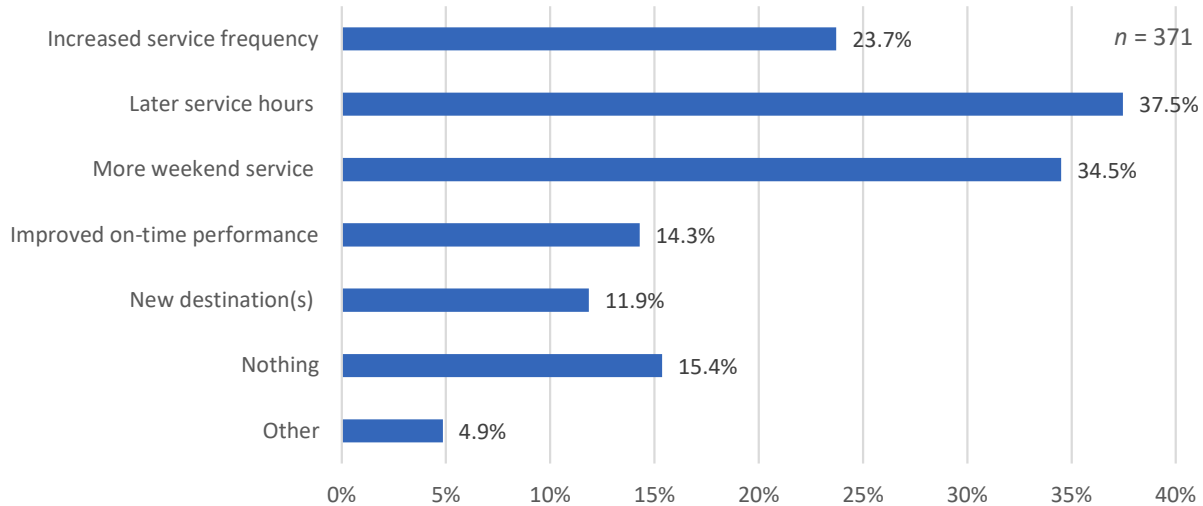


Q12. Which of the following potential changes would be most significant for you?

Survey participants were invited to select up to three responses. Therefore, the response totals exceed 100 percent.

Three potential service enhancement opportunities stand out: “later service hours” (37.5 percent), “more weekend service” (34.5 percent), and “increased service frequency” (23.7 percent). “New destinations” realized 11.9 percent. All were single responses except for “Houston and Ben Maddox” which had three. This destination is not currently served (directly) by Visalia Transit, the nearest service point being Route 8 along St. John’s Parkway. The North Pointe shopping center is located on Ben Maddox north of Houston.

Exhibit A.18 Preferred service change

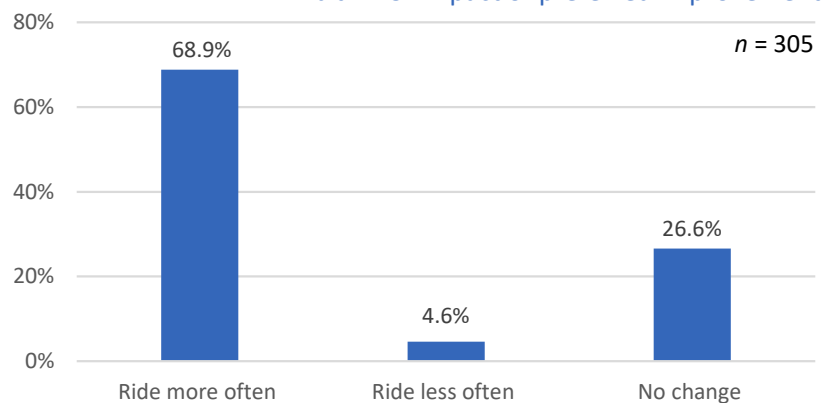


Q13. If the improvements you selected in Question 12 were introduced, how would it affect your use of public transit?

Nearly 70 percent of those survey participants identifying a preferred service improvement indicated implementing same would cause them to ride more often. This is quite favorable when compared with other recent transit market research conducted in California. We estimate this could result in an additional 25,000 unlinked trips annually.

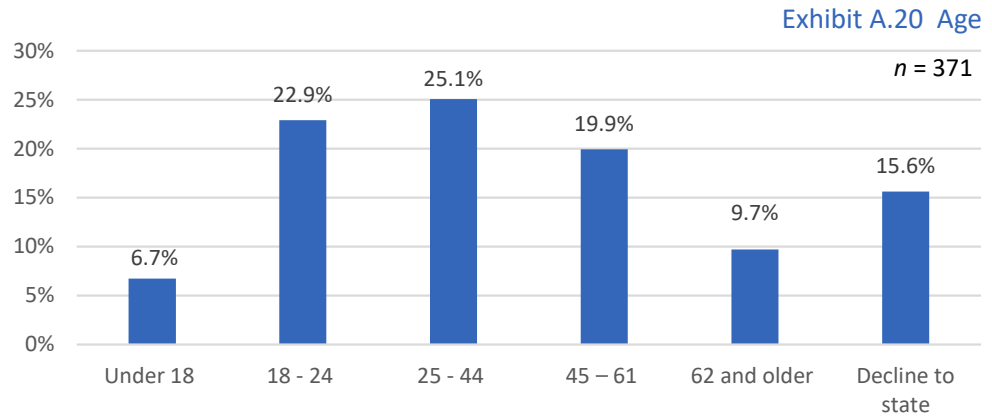
Somewhat surprising is that an additional 26.6 percent indicated implementation of the desired improvement would have no impact on their transit travel behavior.

Exhibit A.19 Impact of preferred improvement



Q14. How old are you?

Based on 2019 census data, the average resident age in Visalia was 32 years. Nearly 30 percent of all residents were under 18 years of age; while approximately 12 percent were 65 years and older.

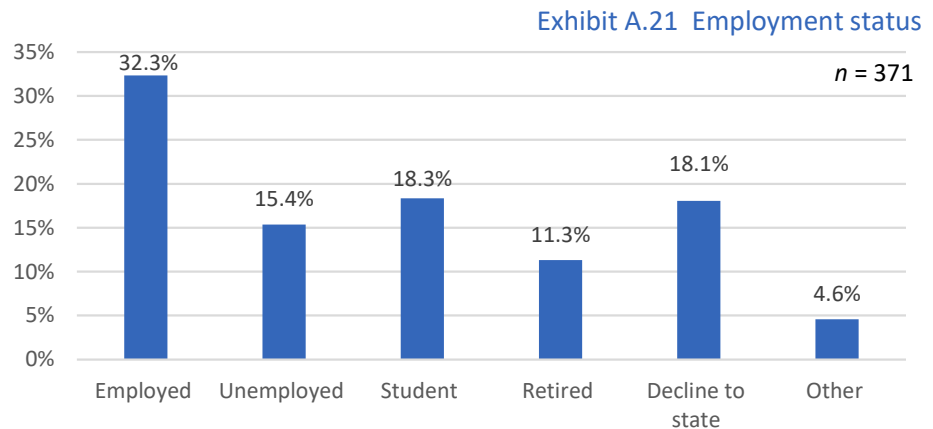


Q15. Which of the following best describes your employment status?

Within the “Other” category, the “disabled” option was selected by 3.2 percent.

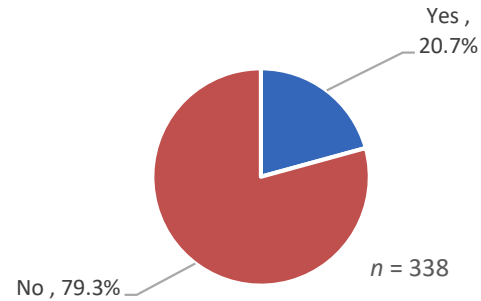
Based on 2019 census data for Visalia, 61 percent of persons age 16 and above were employed.

According to the 2019 census, 12 percent of Visalia’s total population identified as “disabled.” This figure declined to nine percent for persons 65 years and older.



Q16. Do you have access to a personal vehicle?

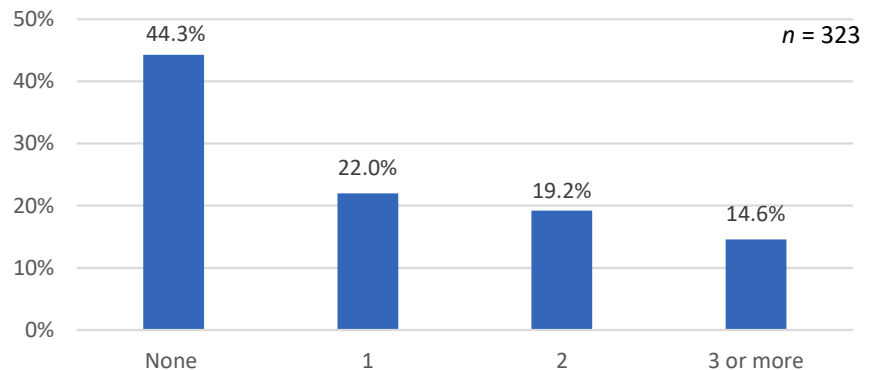
Exhibit A.22 Availability of access to a personal vehicle



Q17. How many vehicles/cars are in your household?

According to 2019 census data, 5.1 percent Visalia households indicated no vehicle ownership, while 32.4 percent reported having one vehicle.

Exhibit A.23 Number of vehicles in household



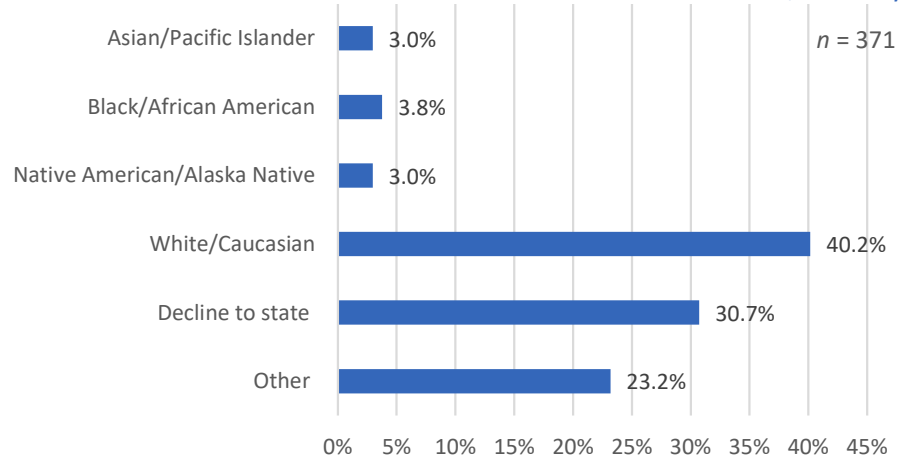
Q18. With which of the following do you most closely identify?

Survey participants were permitted to make multiple selections from amongst the various demographic response options. As such, the response tallies exceed 100 percent.

Within the “Other” category, 21.3 percent selected “Hispanic/Latino.”

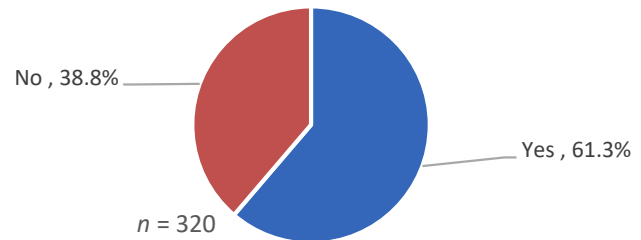
By contrast, 52.2 percent of Visalia’s total population identified as “Hispanic/Latino,” based on 2019 census data.

Exhibit A.24 Race/ethnicity



Q19. Do you identify as Hispanic or Latino (of any race)?

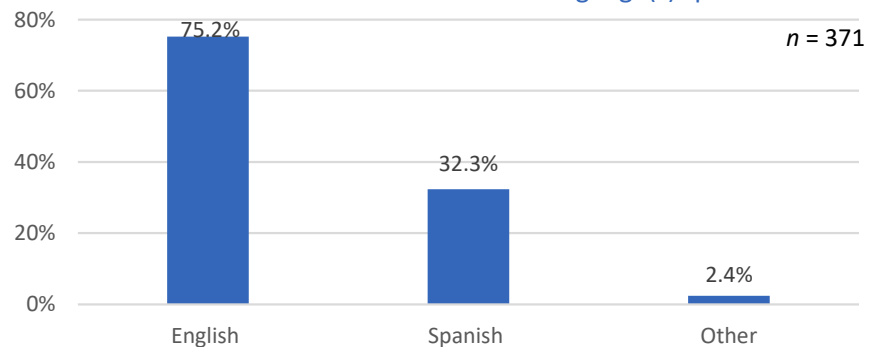
Exhibit A.25 Identification as Hispanic/Latino



Q20. Which of the following language(s) is spoken in your home?

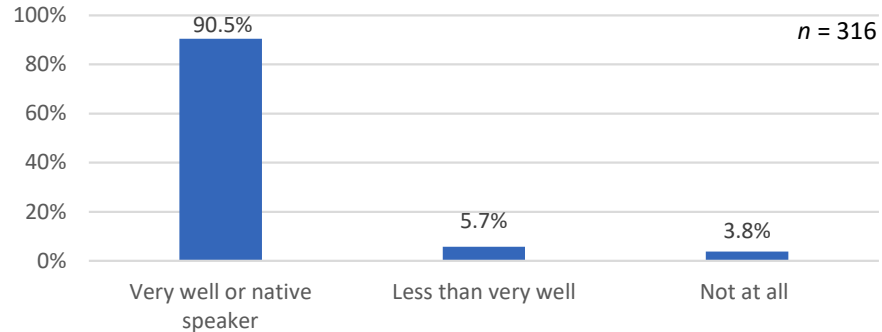
Survey participants were permitted to make multiple selections from among the various language options. Therefore, the response tallies exceed 100 percent. According to 2019 census data, 35.3 percent of Visalia households reported speaking a language other than English at home.

Exhibit A.26 Language(s) spoken at home



Q21. How well do you speak English?

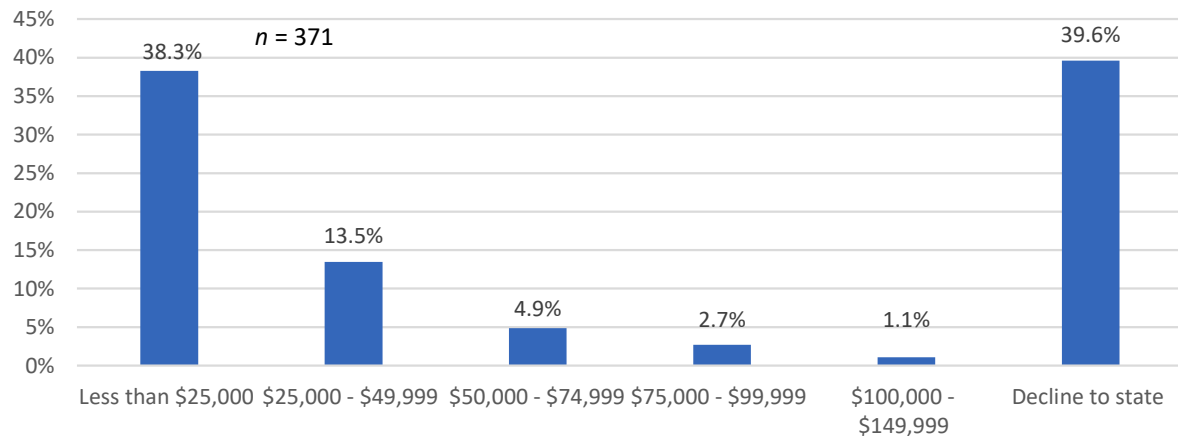
Exhibit A.27 English proficiency



Q22. What is your annual household income?

Nearly 40 percent of all survey participants selected “decline to state.” According to 2019 census data, the average Visalia annual household income was \$62,263.

Exhibit A.28 Annual household income



Q23. How many individuals (including yourself) live in your household?

According to 2019 census data, the average Visalia household included 3.02 persons.

Exhibit A.29 Household size

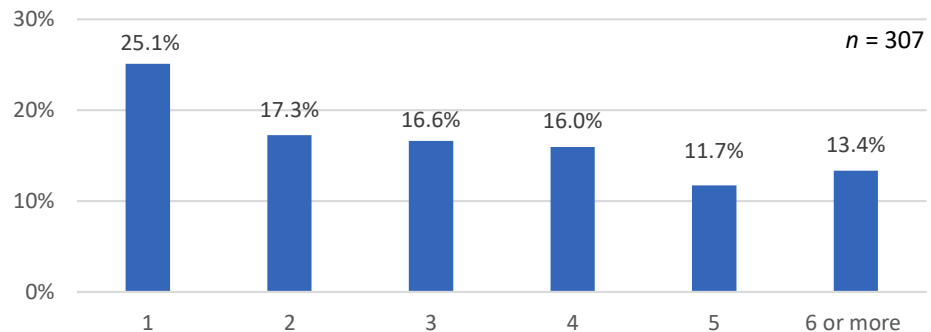


Exhibit A.30 Rider survey instrument (English)

<i>For Staff Use</i>	<i>Route:</i>	<i>Date:</i>	<i>Time:</i>	<i>AM/PM</i>
Visalia Transit 2021 Customer Survey				
<p>The City of Visalia is preparing an update of its Short Range Transit Plan. The Plan has three goals: 1) objective assessment of the current transit service; 2) identify practical, cost-effective strategies for enhancing the transit service, and 3) optimize the value of the community's investment in the transit program.</p> <p>Please complete this short survey and return it to either the surveyor or driver before you leave the bus today. Your responses should focus on the trip you are making now. Our surveyors are available to help you complete the survey form if you wish. Each customer completing the survey will be entered into a random drawing for a series of \$25 VISA gift cards. Thank you for helping improve the community's public transit service.</p>				
<u>Section 1: Tell us about THIS ONE-WAY TRIP.</u>				
<p>1. Which route are you riding now?</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"><input type="checkbox"/> 1</div> <div style="width: 50%;"><input type="checkbox"/> 6</div> <div style="width: 50%;"><input type="checkbox"/> 11X</div> <div style="width: 50%;"><input type="checkbox"/> 99/V-Line</div> <div style="width: 50%;"><input type="checkbox"/> 2</div> <div style="width: 50%;"><input type="checkbox"/> 7</div> <div style="width: 50%;"><input type="checkbox"/> 12</div> <div style="width: 50%;"><input type="checkbox"/> 4</div> <div style="width: 50%;"><input type="checkbox"/> 8</div> <div style="width: 50%;"><input type="checkbox"/> 15</div> <div style="width: 50%;"><input type="checkbox"/> 5</div> <div style="width: 50%;"><input type="checkbox"/> 9</div> <div style="width: 50%;"><input type="checkbox"/> 16</div> </div>				
<p>2. Where did you board the bus for THIS trip? (cross- streets or landmark)</p> <p>_____</p>				
<p>3. Where do you plan to get off THIS bus? (cross-streets or landmark)</p> <p>_____</p>				
<p>4. Does this one-way trip include a transfer to or from another bus route?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>				
<p>4a. If Yes, please identify the connecting route.</p> <p>_____</p>				
<p>5. How did you pay for THIS ride?</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"><input type="checkbox"/> Cash</div> <div style="width: 50%;"><input type="checkbox"/> General public pass</div> <div style="width: 50%;"><input type="checkbox"/> Student pass</div> <div style="width: 50%;"><input type="checkbox"/> Senior or Disabled pass</div> <div style="width: 50%;"><input type="checkbox"/> Token</div> <div style="width: 50%;"><input type="checkbox"/> I did not pay.</div> <div style="width: 50%;"><input type="checkbox"/> Other (specify): _____</div> </div>				
<p>5a. If you paid Cash, what fare category applies to you?</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"><input type="checkbox"/> General fare</div> <div style="width: 50%;"><input type="checkbox"/> Reduced fare</div> </div>				
<p>Continued on back →</p>				
<u>Section 2. Tell us about your travel habits.</u>				
<p>6. What is the main reason you are riding the bus today?</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"><input type="checkbox"/> Work</div> <div style="width: 50%;"><input type="checkbox"/> School</div> <div style="width: 50%;"><input type="checkbox"/> Medical/Healthcare</div> <div style="width: 50%;"><input type="checkbox"/> Shopping</div> <div style="width: 50%;"><input type="checkbox"/> Recreation/Social</div> <div style="width: 50%;"><input type="checkbox"/> Other (specify): _____</div> </div>				
<p>7. How long have you been riding Visalia Transit?</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"><input type="checkbox"/> Less than 6 months</div> <div style="width: 50%;"><input type="checkbox"/> 3-4 years</div> <div style="width: 50%;"><input type="checkbox"/> 6 months to 1 year</div> <div style="width: 50%;"><input type="checkbox"/> 5 years or longer</div> <div style="width: 50%;"><input type="checkbox"/> 1-2 years</div> </div>				
<p>8. How many time per week do you ride Visalia Transit?</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"><input type="checkbox"/> Less than 1 day per week</div> <div style="width: 50%;"><input type="checkbox"/> 1-2 days per week</div> <div style="width: 50%;"><input type="checkbox"/> 3-4 days per week</div> <div style="width: 50%;"><input type="checkbox"/> 5-6 days per week</div> <div style="width: 50%;"><input type="checkbox"/> Every day</div> </div>				
<p>9. Do you currently use any of the following travel options in a typical month? (Select all that apply.)</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"><input type="checkbox"/> Taxi</div> <div style="width: 50%;"><input type="checkbox"/> Private shuttle</div> <div style="width: 50%;"><input type="checkbox"/> Uber/Lyft</div> <div style="width: 50%;"><input type="checkbox"/> Ridesharing</div> <div style="width: 50%;"><input type="checkbox"/> Long distance bus (i.e., Greyhound)</div> <div style="width: 50%;"><input type="checkbox"/> Other (specify): _____</div> </div>				
<u>Section 3. Share your opinion about Visalia Transit and its services.</u>				
<p>10. If Visalia Transit had NOT been available TODAY, how would you have made THIS TRIP? (Select only one.)</p> <div style="display: flex; flex-wrap: wrap;"> <div style="width: 50%;"><input type="checkbox"/> Walk</div> <div style="width: 50%;"><input type="checkbox"/> Drive alone</div> <div style="width: 50%;"><input type="checkbox"/> Dial-a-ride</div> <div style="width: 50%;"><input type="checkbox"/> Taxi/Lyft/Uber</div> <div style="width: 50%;"><input type="checkbox"/> Ride with family or friend</div> <div style="width: 50%;"><input type="checkbox"/> Bicycle</div> <div style="width: 50%;"><input type="checkbox"/> Would not make trip</div> <div style="width: 50%;"><input type="checkbox"/> Other (specify): _____</div> </div>				

11. Please rate the following aspects of Visalia Transit.

	Excellent	Good	Fair	Poor
Bus runs on-time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How often the bus runs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus service hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of bus service information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driver courtesy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safe operation of vehicle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Onboard cleanliness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Which of the following potential changes would be important to you? (Select up to three.)

- ☐ Increased service frequency
☐ Later service hours
☐ More weekend service
☐ Improved on-time performance
☐ New destination(s): (specify): _____

- ☐ Nothing
☐ Other (specify): _____

13. If the improvements you selected in Question 12 were introduced, how would it affect your use of public transit?

- ☐ Ride more often ☐ Ride less often
☐ No change

Section 4. Tell us about you.

14. How old are you?

- ☐ Under 18 ☐ 45 – 61
☐ 18 – 24 ☐ 62 and older
☐ 25 - 44 ☐ Decline to state

15. Which of the following best describes your employment status?

- ☐ Employed ☐ Unemployed
☐ Student ☐ Decline to state
☐ Retired ☐ Other (specify): _____

16. Do you have access to a personal vehicle?

- ☐ Yes ☐ No

17. How many vehicles/cars are in your household?

- ☐ None ☐ 1 ☐ 2 ☐ 3 or more

18. With which of the following do you most closely identify? (Check all that apply.)

- ☐ Asian/Pacific Islander
☐ Black/African American
☐ Native American/Alaska Native
☐ White/Caucasian
☐ Decline to state
☐ Other (specify): _____

19. Do you identify as Hispanic or Latino (of any race)?

- ☐ Yes ☐ No

20. Which of the following language(s) is spoken in your home? (Check all that apply.)

- ☐ English ☐ Spanish
☐ Other (specify): _____

21. How well do you speak English?

- ☐ Very well or native speaker ☐ Not at all
☐ Less than very well

22. What is your annual household income?

- ☐ Less than \$25,000 ☐ \$100,000 - \$149,999
☐ \$25,000 - \$49,999 ☐ \$150,000 or higher
☐ \$50,000 - \$74,999 ☐ Decline to state
☐ \$75,000 - \$99,999

23. How many individuals (including yourself) live in your household?

- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 or more

Thank you for taking the time to complete this survey. Your feedback is important to us. If you wish to be entered into a random drawing for a series of \$25 VISA gift cards, please provide your contact information. All contact information will remain confidential.

First Name: _____

Phone or Email: _____

Exhibit A.31 Rider survey instrument (Spanish)

Encuesta para los usuarios de Visalia Transit 2021

La municipalidad de Visalia está preparando una actualización para el plan de acción *Short Range Transit Plan*. El plan tiene tres metas: 1) hacer una evaluación objetiva del servicio de transporte actual; 2) identificar estrategias prácticas y rentables para mejorar el servicio de transporte y 3) optimizar el valor de la inversión de la comunidad en el programa de transporte.

Le pedimos que complete esta pequeña encuesta y se la devuelva al encuestador o al conductor antes de bajarse del autobús. **Las respuestas deben estar basadas en su viaje actual.** Nuestros encuestadores están a su disposición en caso de que necesite ayuda para completar el formulario de la encuesta. Cada cliente que complete la encuesta participará de un sorteo para ganar una serie de tarjetas de regalo VISA de \$25. Gracias por ayudarnos a mejorar el servicio de transporte público de la comunidad.

Sección 1: Cuéntenos sobre ESTE VIAJE DE IDA.

1. ¿Sobre qué línea está circulando?

- ☐ 1 ☐ 6 ☐ 11X ☐ 99/V-Line
☐ 2 ☐ 7 ☐ 12
☐ 4 ☐ 8 ☐ 15
☐ 5 ☐ 9 ☐ 16

2. ¿Dónde se tomó el autobús para hacer ESTE viaje? (cruce de calles o punto de referencia)

3. ¿Dónde planeas bajarte de ESTE autobús? (cruce de calles o punto de referencia)

4. ¿Este viaje incluye una transferencia desde o hacia un autobús de otra línea?

- ☐ Sí ☐ No

4a. Si la respuesta es sí, identifique la línea de conexión.

5. ¿Cómo pago por ESTE viaje?

- ☐ Efectivo ☐ Pase para todo el público
☐ Pase para estudiantes ☐ Pase para personas mayores o con discapacidades
☐ Bono ☐ No pagué.
☐ Otro (especifique): _____

5a. Si pagó en efectivo, ¿en qué categoría de tarifas entra?

- ☐ Tarifa general ☐ Tarifa reducida

6. ¿Cuál es el motivo principal por el que está tomando el autobús hoy?

- ☐ Trabajo ☐ Escuela
☐ Salud/Atención médica ☐ Compras
☐ Recreación/Social
☐ Otro (especifique): _____

Sección 2: Cuéntenos sobre su relación con los viajes.

7. ¿Hace cuánto que usa Visalia Transit?

- ☐ Menos de 6 meses ☐ De 3 a 4 años
☐ De 6 meses a 1 año ☐ 5 años o más
☐ De 1 a 2 años

8. ¿Cuántas veces a la semana usa Visalia Transit?

- ☐ Menos de 1 día por la semana
☐ De 1 a 2 días por la semana
☐ De 3 a 4 días por semana
☐ De 5 a 6 días por semana
☐ Todos los días

9. ¿Usa alguna de estas opciones de transporte en un mes habitual? (Elija todas las opciones que correspondan).

- ☐ Taxi ☐ Autobús privado
☐ Uber/Lyft ☐ Vehículo compartido
☐ Autobús de larga distancia (p. ej. Greyhound)
☐ Otro (especifique): _____

Sección 3: Comparta su opinión sobre Visalia Transit y los servicios que ofrece.

10. Si Visalia Transit NO estuviera disponible HOY, ¿cómo hubiera hecho ESTE VIAJE? (Elija una opción).

- ☐ Caminando ☐ En automóvil solo/a
☐ Dial-a-ride ☐ Taxi/Lyft/Uber
☐ En automóvil con familia o un amigo/a
☐ Bicicleta ☐ No hubiera viajado
☐ Otro (especifique): _____

Sigue en el dorso →

11. Evalúe los siguientes aspectos de Visalia Transit.

	Excelente	Bueno	Suficiente	Malo
El autobús es puntual	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frecuencia del autobús	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Horarios de servicio del autobús	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disponibilidad de información sobre el servicio del autobús	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Amabilidad del conductor o la conductora	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seguridad del vehículo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Limpieza de la unidad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Servicio en general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. ¿Cuál de los siguientes cambios serían importantes para usted? (Elija hasta tres).

- ☐ Aumento de la frecuencia de los servicios
- ☐ Extensión de los horarios hasta más tarde
- ☐ Aumento de servicios durante el fin de semana
- ☐ Mejorar la puntualidad
- ☐ Destinos nuevos: (especifique): _____
- ☐ Nada
- ☐ Otro (especifique): _____

13. Si se implementaran los cambios que eligió en la pregunta 12, ¿cómo afectarían su uso del transporte público?

- ☐ Lo usaría más ☐ Lo usaría menos
- ☐ No cambiaría

Sección 4: Cuéntenos sobre usted

14. ¿Qué edad tiene?

- ☐ Menos de 18 ☐ Entre 45 y 61
- ☐ Entre 18 y 24 ☐ Más de 62
- ☐ Entre 25 y 44 ☐ Prefiero no decirlo

15. ¿Cuál de las siguientes opciones describe mejor su situación laboral?

- ☐ Empleado ☐ Desempleado
- ☐ Estudiante ☐ Prefiero no decirlo
- ☐ Jubilado ☐ Otro (especifique): _____

16. ¿Tienes acceso a un vehículo personal?

- ☐ Sí ☐ No

17. ¿Cuántos vehículos/automóviles hay en su domicilio?

- ☐ Ninguno ☐ 1 ☐ 2 ☐ 3 o más

18. ¿Con cuál de las siguientes opciones se identifica más? (Elija todas las que correspondan).

- ☐ Asiático/nativo de la Polinesia
- ☐ Negro/afroamericano
- ☐ Americano nativo/nativo de Alaska
- ☐ Blanco/caucásico
- ☐ Prefiero no decirlo
- ☐ Otro (especifique): _____

19. ¿Se identifica como latino o hispanohablante?

- ☐ Sí ☐ No

20. ¿Cuál de los idiomas se hablan en su domicilio? (Elija todas las que correspondan).

- ☐ Inglés ☐ Español
- ☐ Otro (especifique): _____

21. ¿Cuál es su nivel de inglés?

- ☐ Muy bueno o nativo ☐ No hablo inglés
- ☐ No tan bueno

22. ¿Cuál es su ingreso familiar anual?

- ☐ Menos de \$25 000 ☐ \$100 000 y \$149 999
- ☐ \$25 000 y \$49 999 ☐ \$150 000 o más
- ☐ \$50 000 y \$74 999 ☐ Prefiero no decirlo
- ☐ \$75 000 y \$99 999

23. ¿Cuántos individuos (incluido/a usted) viven en su domicilio?

- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5 ☐ 6 o más

Gracias por tomarse el tiempo para completar esta encuesta. Su opinión es importante para nosotros. Si desea participar de un sorteo para ganar una serie de tarjetas de regalo VISA de \$25, escriba su información de contacto a continuación. La información de contacto no se divulgará.

Primer nombre: _____

Teléfono o correo electrónico: _____

Exhibit A.32 Rider survey car card

As a customer of Visalia Transit, your input is important.

Como cliente de Visalia Transit, su opinión es importante.

Surveyors will be onboard the vehicles September 8-11, 2021.
Los topógrafos estarán a bordo de los vehículos del 8-11 de septiembre de 2021.

Complete a short customer survey here www.visaliatransitsurvey.com.

Complete una breve encuesta para clientes aquí www.visaliatransitsurvey.com.

Scan here to take the survey online.

Escanee aquí para tomar el encuesta en línea.

➔





Complete the survey for chance to win

VISA GIFT CARD

Completa el cuestionario por la oportunidad de ganar

Exhibit A.33 Rider survey take-one card

2021 TRANSIT RIDER SURVEY




Please take the survey online
www.visaliatransitsurvey.com.

ENCUESTA DE PASAJEROS DE TRÁNSITO 2021




Responda la encuesta en línea
www.visaliatransitsurvey.com.

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Appendix B | Community Survey

One of the more important public engagement activities undertaken in support of the City's Short Range Transit Plan was the community survey.

The survey has several objectives including 1) assess awareness as well as recent use of Visalia Transit, 2) identify motivators as well as barriers (perceived as well as actual) regarding current and future use of Visalia Transit (and its associated services), 3) collect basic demographic data specific to survey participants, and 4) identify opportunities for potential Visalia Transit service enhancements.

Survey fielding occurred during September 2021. Data collection was via intercept surveying at locations of significant activity throughout the Visalia Transit local service area as well as online. Printed surveys were also available at each of the community workshops (Visalia Convention Center and College of the Sequoias).

The online survey was promoted via 1) City of Visalia social media messaging, 2) display advert in *Visalia Times-Delta*, and 3) a direct mailer (four-color postcard) to nearly 29,000 households throughout the city of Visalia. A response or participation incentive was included (e.g., random drawings for a selection of VISA gift cards).

At the conclusion of the agreed upon survey fielding period, nearly 250 valid responses were received, nearly 2.5 times the community survey sample achieved during with the City's 2017 Short Range Transit Plan.

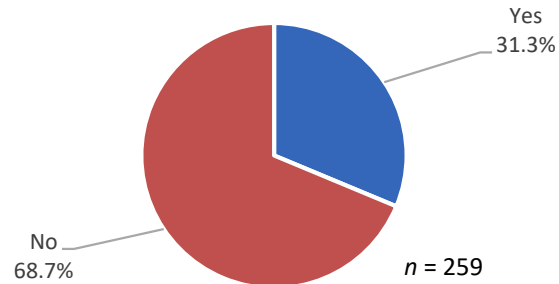
Based on the survey data, Moore & Associates created the following "profile" community survey participant:

- Most common barrier to use of public transit: Prefer to drive own vehicle (53.4 vehicle).
- Ready access to a personal vehicle (83.6 percent).
- Greatest motivator to potential future use of public transit: Change in personal circumstance (44.8 percent).
- Primarily drives alone (75 percent).
- Propensity to use public transit in the future (86.3 percent).
- Most common motivators for transit usage is lack of access to a personal vehicle/car (33.3 percent).
- Preferred method of receiving public transportation information: website/internet (45.7 percent).
- Has not used Visalia Transit or dial-a-ride within the 90 days prior to survey contact (68.7 percent).
- Is employed (44 percent).
- Speaks English at home (86.5 percent).
- Believes public transit offers a valuable community service (87.6 percent).
- Believes public transit supports the local economy (85.2 percent).
- Believes public transit is an important service for seniors and persons with disabilities (93.3 percent).

Q1. Have you ridden Visalia Transit or the Visalia dial-a-ride service within the last 90 days?

Slightly more than 30 percent of the respondents indicated some use of Visalia Transit services within the 90 days prior to the survey contact. This is neither surprising nor disappointing given the primary target of the community survey was residents without recent use of Visalia Transit.

Exhibit B.1 Transit usage within prior 90 days

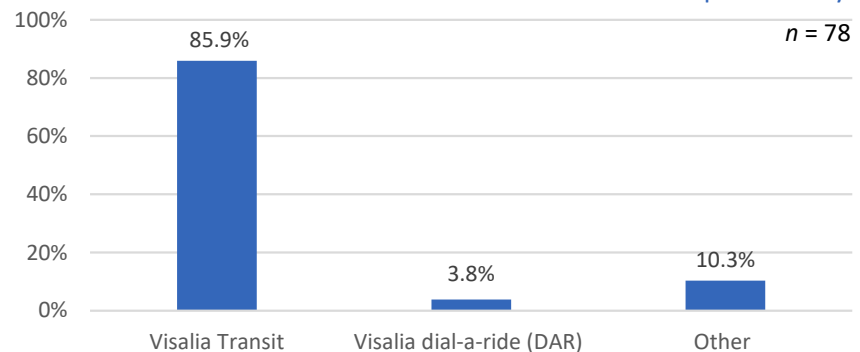


Q2. Which public transportation services have you used within the last 90 days?

Of those survey participants indicating some patronage of local public transportation within the 90 days prior to the survey contact, nearly 86 percent indicated use of Visalia Transit's local service (fixed-route). Again, not surprising given Visalia Transit's local service historically has had the great ridership of all public transit programs operating within Tulare county.

Among the "Other" responses were Tulare County Area Transit and the V-Line.

Exhibit B.2 Transit service used within prior 90 days

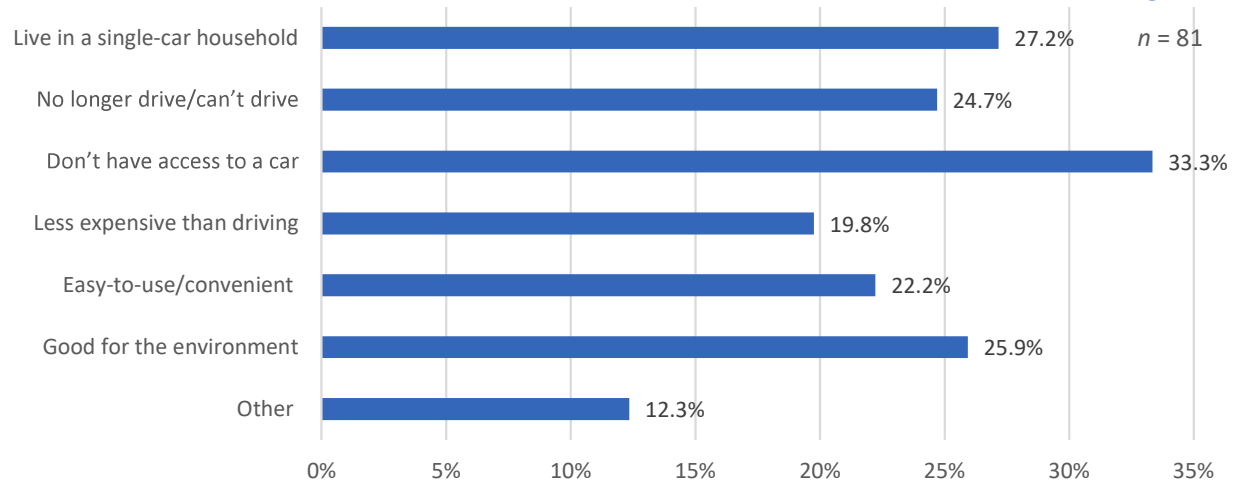


Q3. Why do you typically use public transportation?

"Lack of access to a car" was the top-ranked reason for using public transit/Visalia Transit. Interestingly, this was followed by "good for the environment" (which tied with "live in a single-car household" at 27.2 percent). Collectively, "no access to car" and "single-car household" accounted for 60 percent of all responses.

Response totals exceed 100 percent as survey participants were permitted to select up to three response options.

Exhibit B.3 Reason for riding transit

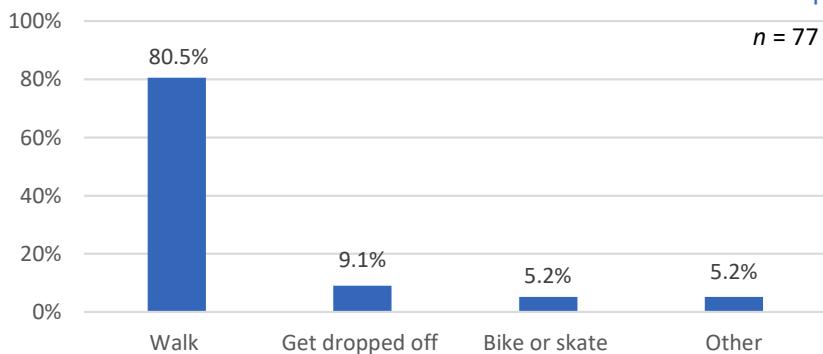


Q4. How do you typically travel to the bus stop?

The vast majority (80 percent) indicated “walking” as the most common method of travel to their trip-origin bus stop.

The topography of the Visalia Transit service area is flat, and many of the local service bus stops are within a quarter-mile of each other. Further, every Visalia Transit bus features front-loading bicycle racks, thereby supporting the bike-to-bus connection (i.e., “first and last mile”).

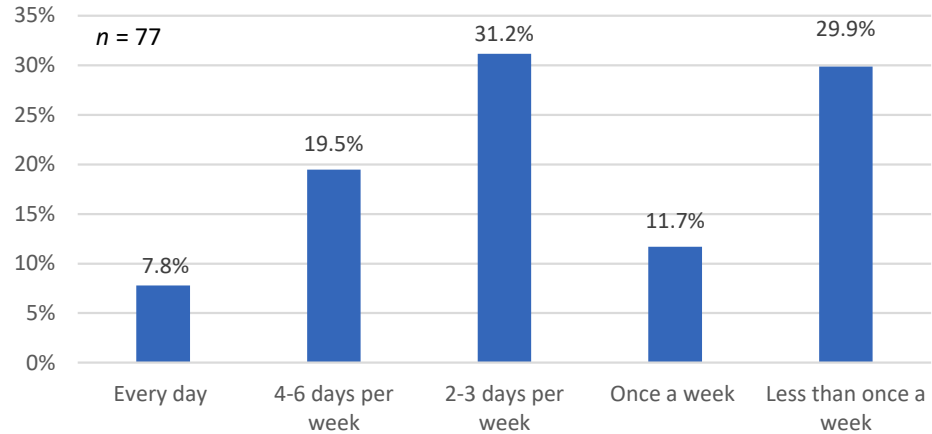
Exhibit B.4 Travel to bus stop



Q5. In a typical week, how often do you use public transportation?

With respect to “frequency of use,” “2-3 days/week” was the most common response (31.2 percent). Nearly eight percent indicated riding every day, while 11.7 percent cited “once weekly.”

Exhibit B.5 Frequency of use



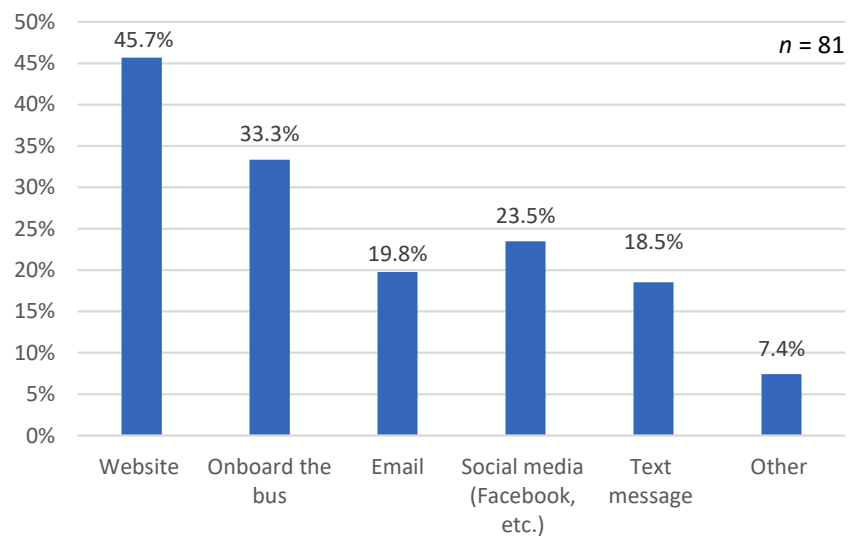
Q6. What is your preferred method of receiving information about public transportation?

Survey participants were asked to identify their preferred methods of receiving information regarding public transportation (specifically Visalia Transit). Given respondents were invited to select up to two options, the response tallies exceed 100 percent.

The two top-ranked responses were “website” (45.7 percent) and “onboard the bus” (33.3 percent). Fortunately, at the time of the survey fielding, Visalia Transit had a website reflective of the program and service information one would typically find on many similar-sized public transit operation throughout California.

Further, the interior of Visalia Transit buses featured numerous service information postings/displays.

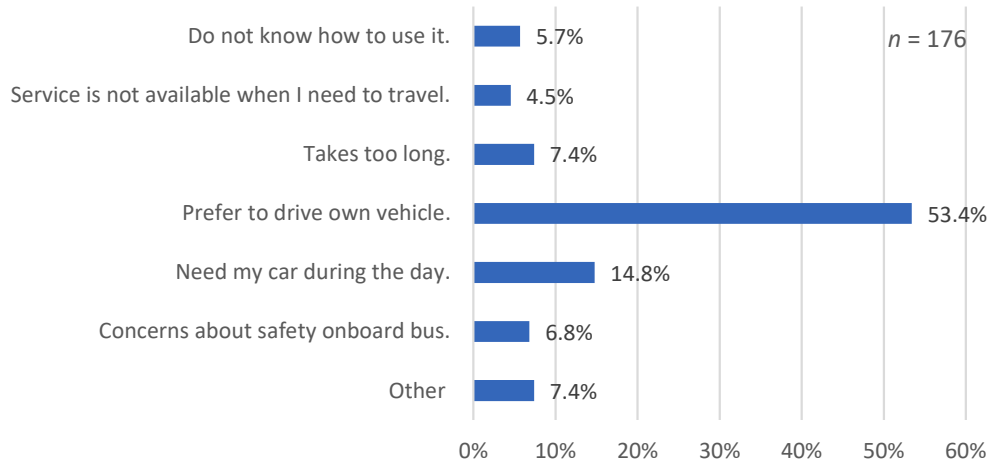
Exhibit B.6 Preferred method for receiving information



Q7. What is the main reason you do not use public transportation?

In conducting similar community (non-rider) surveys throughout California, seeking to identify barriers (perceived as well as actual) contributing to non-use of public transit very often comes down to two reasons. And the Visalia community survey was no different given “prefer to drive own vehicle” (53.4 percent) and “need my car during the day” (14.8 percent).

Exhibit B.7 Reason for not riding



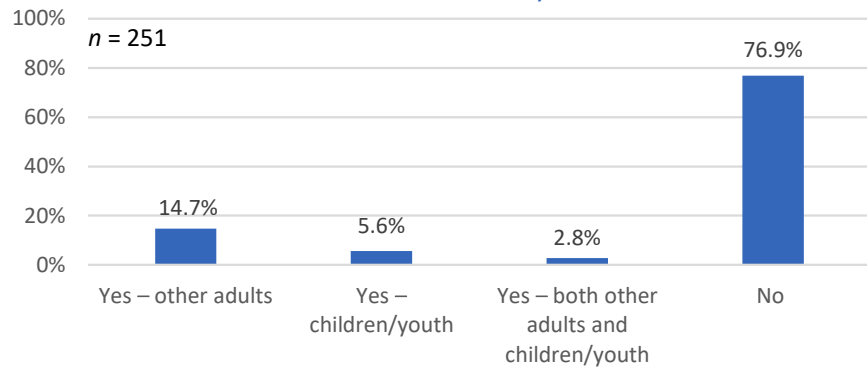
Many Californians have a long-standing “love affair” with their personal vehicle; be it an expensive import or a budget compact. For many, the personal vehicle signifies “personal freedom.” In essence, the personal vehicle (good, bad, or otherwise) is the “yard stick” by which other mobility alternatives are measured.

With respect to “need my car during the day”, upon closer examination this is often more of a “perceived” barrier than an “actual” one. Prior to the pandemic, the majority of the traditional American work force remained at/near its work site for most, if not all, of the work period/hours. Obvious exceptions include persons employed in outside sales or various fieldwork. Therefore, it becomes important for transit marketers to “drill down” so as to identify specifics regarding the perceived need for access to a personal vehicle during (normal) work hours.

Q8. Do any other persons in your household use public transportation?

Few of the respondents identified another member of their household as a transit user. This suggests a limited role (for the survey participant) as an “influencer” for future public transit patronage.

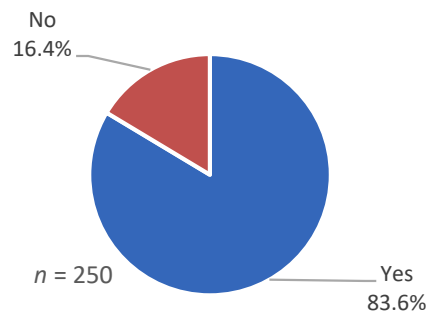
Exhibit B.8 Transit use by other household members



Q9. Do you have ready access to a car/personal vehicle?

Nearly eighty-five percent of total survey respondents indicated having “ready access” to a car/personal vehicle. This stands in stark contrast to the 20 percent of current Visalia Transit customers who indicated access to a personal vehicle.

Exhibit B.9 Access to a personal vehicle



Access to a personal vehicle, especially in a suburban or low-density communities such as Visalia, is often an indication of household income. In other words, there is a positive relationship between vehicle ownership (and by extension, number of vehicles per household) and total annual household income.

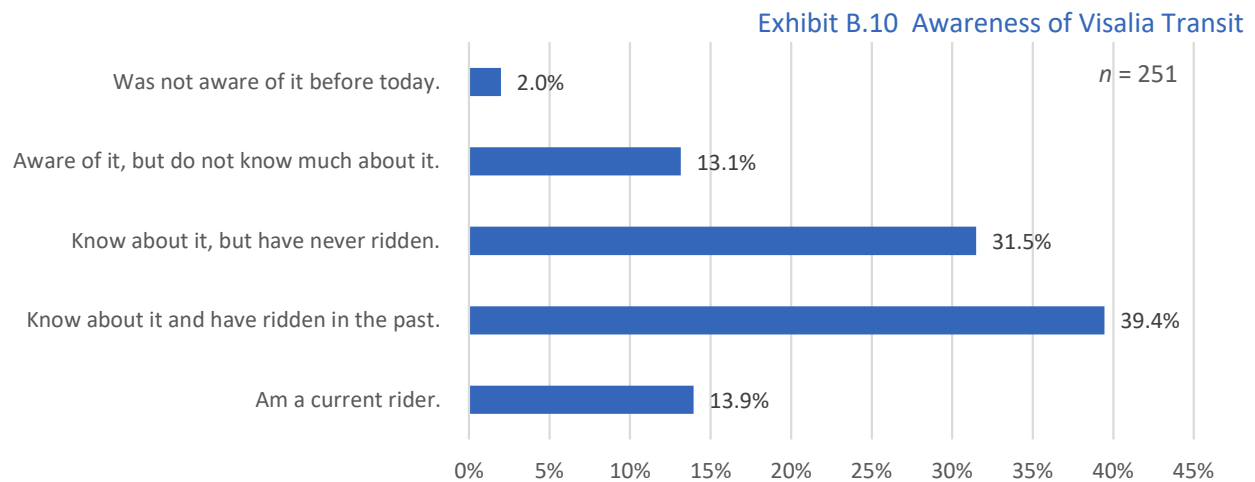
This widespread vehicle ownership also ties in with the suburban, largely single-family dwelling development found throughout Visalia. By contrast, a community featuring higher density, and a greater percentage of multi-family dwellings (i.e., apartments, condos, etc.) often clustered within a defined “city center” would likely result in higher transit ridership and a denser service development pattern.

As discussed within the report’s Planning sections, refocusing Visalia Transit so as to offer more frequent service (i.e., 20 minute headways) along higher productivity corridors would likely capture more transit trips from many of these suburban dwellers.

Q10. Which statements best describes your awareness of Visalia Transit?

With respect to brand awareness, nearly forty percent of all survey participants indicated “know about it, and have ridden in the past.” Considering this high brand awareness along with very positive perception of Visalia Transit as a valuable community service (87.6 percent) suggests there isn’t anything inherently wrong (or perceived wrong) with the current public transit program.

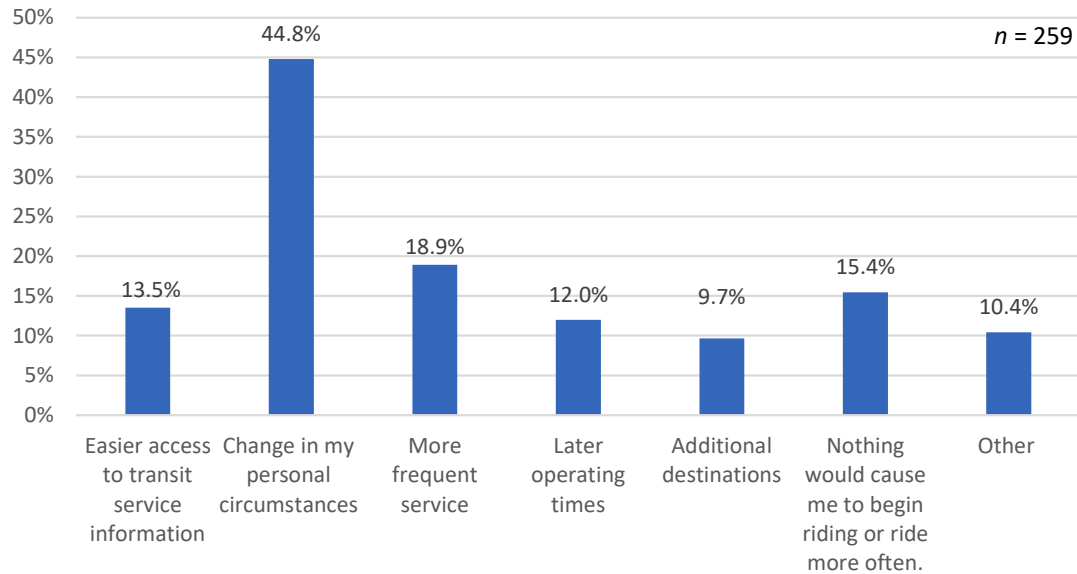
Further, nearly 40 percent of those surveyed indicated an (unaided) awareness of Visalia Transit, but no recent patronage of same. This suggest there is a realistic opportunity to recapture some of the former transit riders as well as a portion of the “yet to be initiated” prospective (transit) riders.



Q11. What change, if any, would cause you to either begin riding Visalia Transit or increase your use of Visalia Transit?

Similar to “transit barriers,” “transit motivators” include both actual (“more frequent service”) as well as perceived (“easier access to transit information” or “not convenient to use”). Adding “service frequency typically requires the expenditure of additional operating dollars. By contrast, addressing “perceived barriers typically has a lower cost.

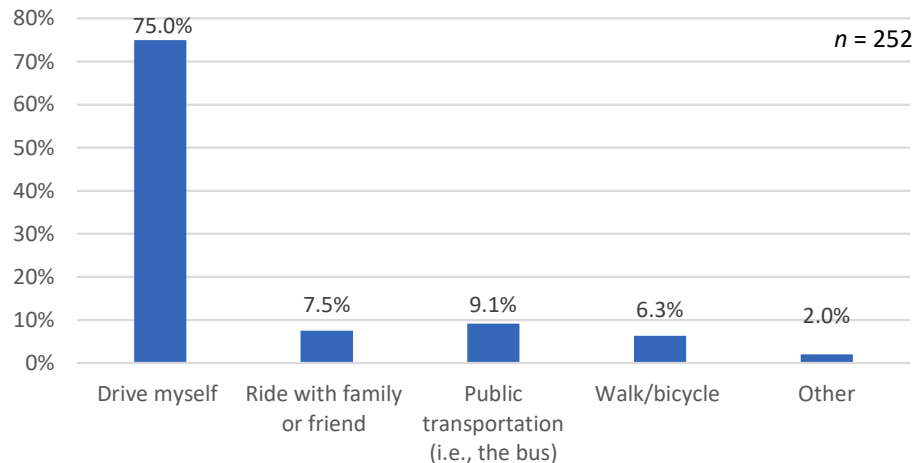
Exhibit B.11 Motivator to begin/increase transit usage



Q12. What is your primary means of transportation?

By contrast, 21 percent of persons participating in the recent Visalia Transit onboard (transit rider) survey reported access to a personal vehicle.

Exhibit B.12 Primary transportation mode



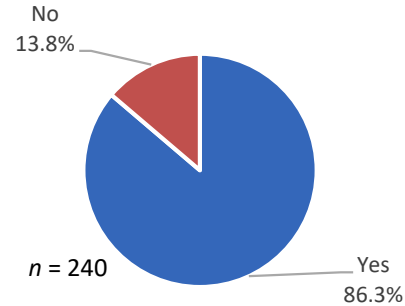
Q13. If the means of transportation you selected in Question 12 was no longer available, would you consider riding public transit?

This is a significant forecaster of potential future ridership growth. As discussed throughout this analysis, Visalia Transit is perceived positively by rider and non-rider alike. While there certainly are “improvement opportunities,” there does not appear to be any inherent issue or problem with the current service.

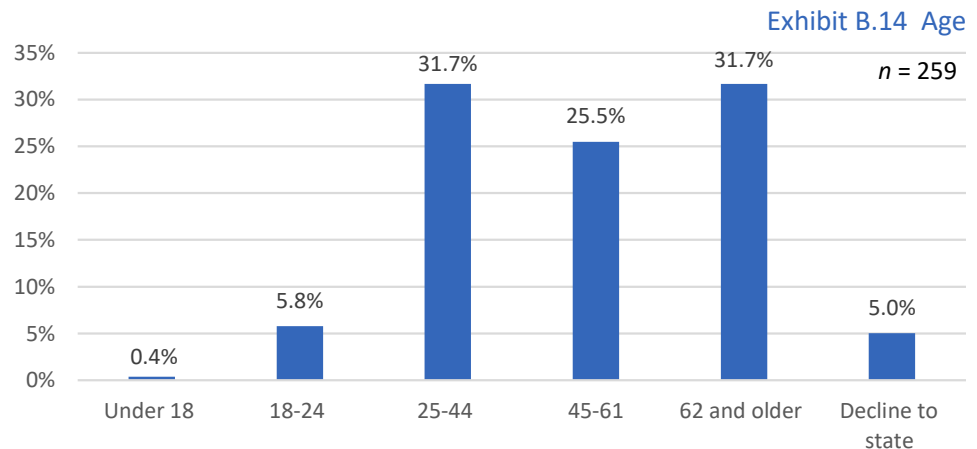
Like many other California communities, Visalia has experienced (and will likely continue to experience) an “aging in place” element.

To broaden the historic transit customer base, Moore & Associates recommends the City focus on 1) increased service frequency (especially along key arterials), 2) service delivery options (e.g., neighborhood circulators) which bring transit service closer to a greater percentage of Visalia households, and 3) marketing which focuses on “convenience” and “easy to use.”

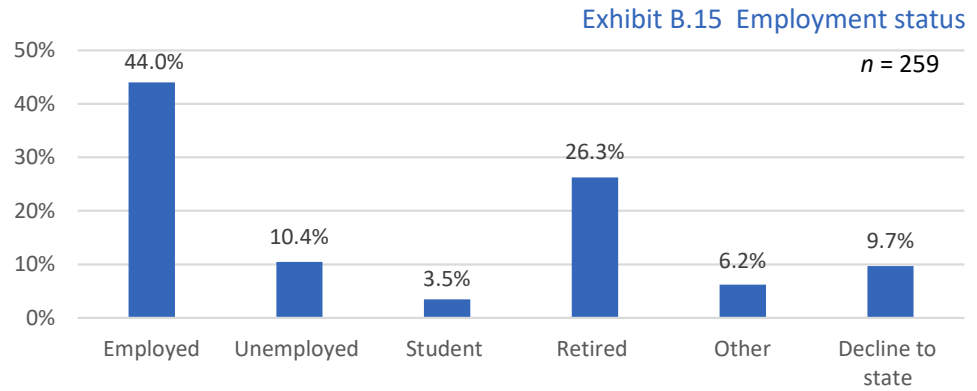
Exhibit B.13 Consideration of transit as alternative to primary transportation mode



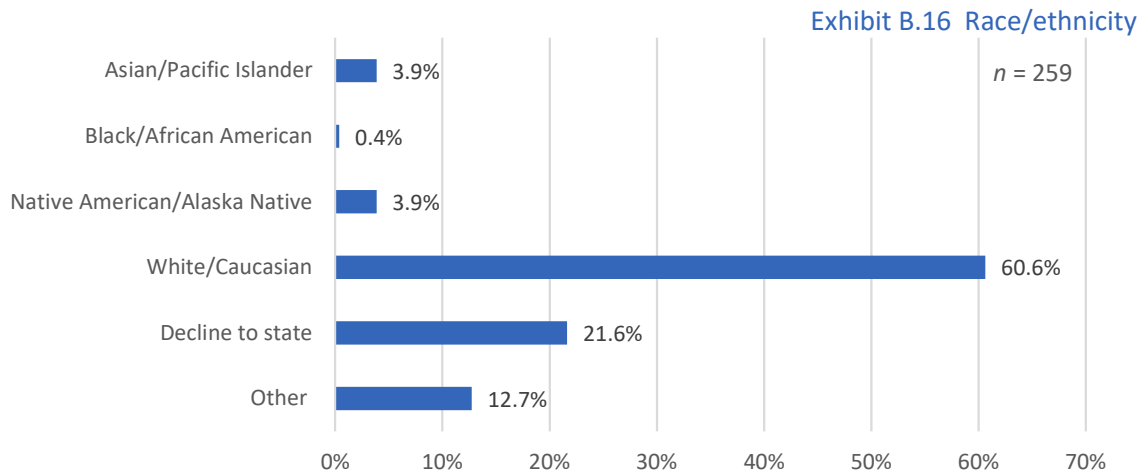
Q14. Which of the following includes your age?



Q15. Which of the following best describes your current employment status?

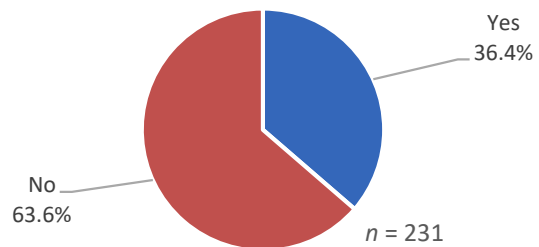


Q16. With which of the following do you most closely identify?



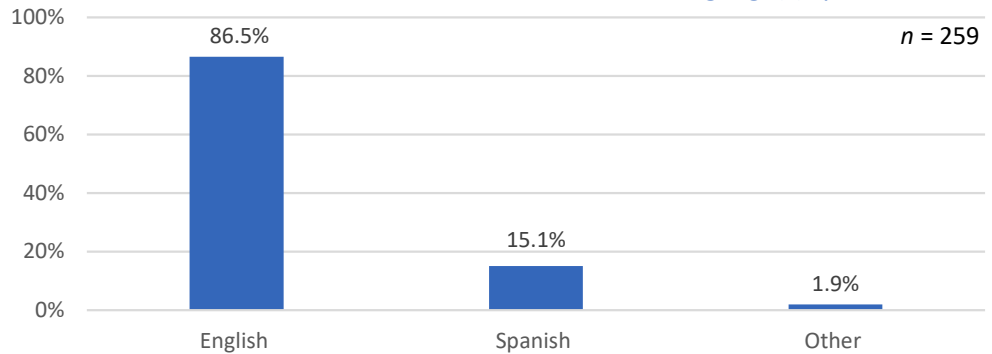
Q17. Do you identify as Hispanic or Latino?

Exhibit B.17 Identification as Hispanic/Latino



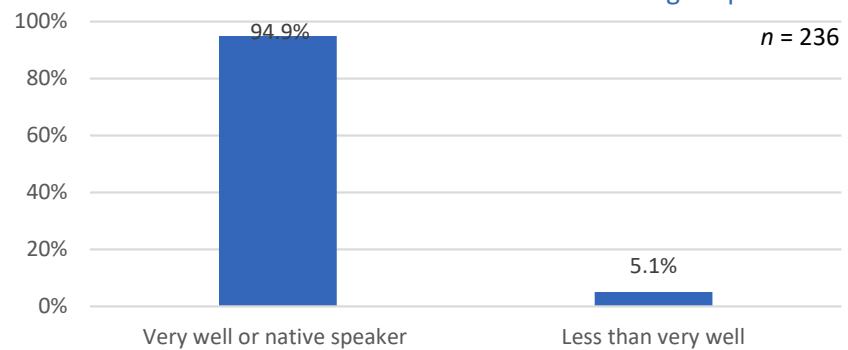
Q18. Which language(s) is spoken in your home?

Exhibit B.18 Language(s) spoken at home



Q19. How well do you speak English?

Exhibit B.19 English proficiency



Q20. Please indicate your opinion regarding the following statements about public transit in Visalia.

Exhibit B.20 "Was not aware of [transit] before today"

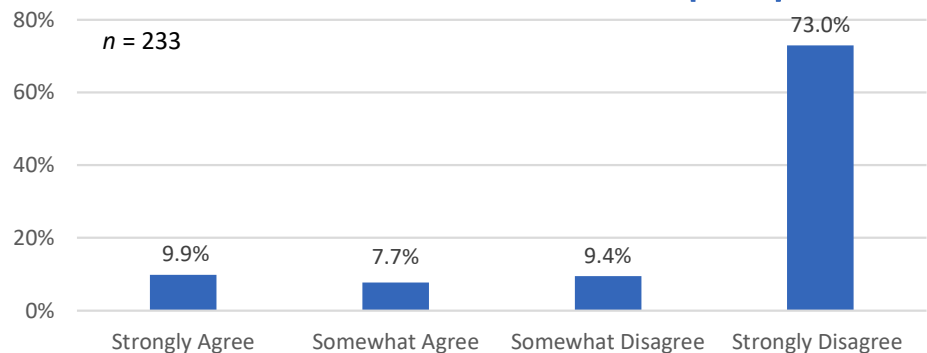


Exhibit B.21 Transit “offers a valuable community service”

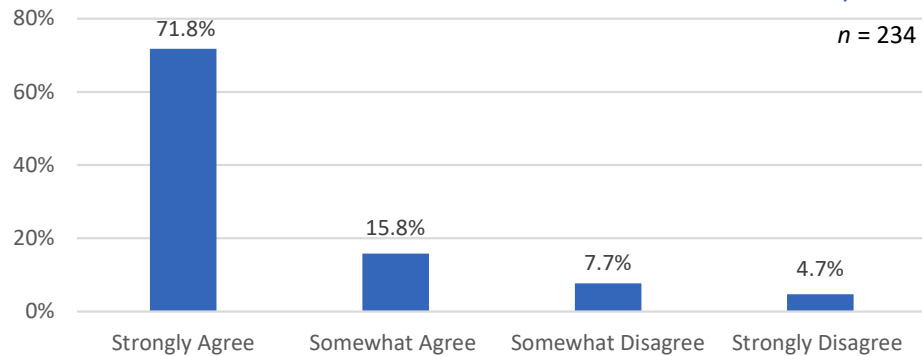


Exhibit B.22 Transit is “good for the community but not important to me”

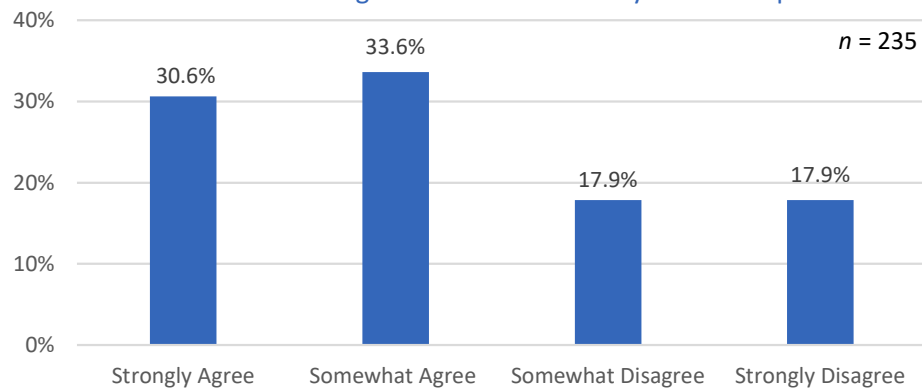


Exhibit B.23 Transit “supports the local economy”

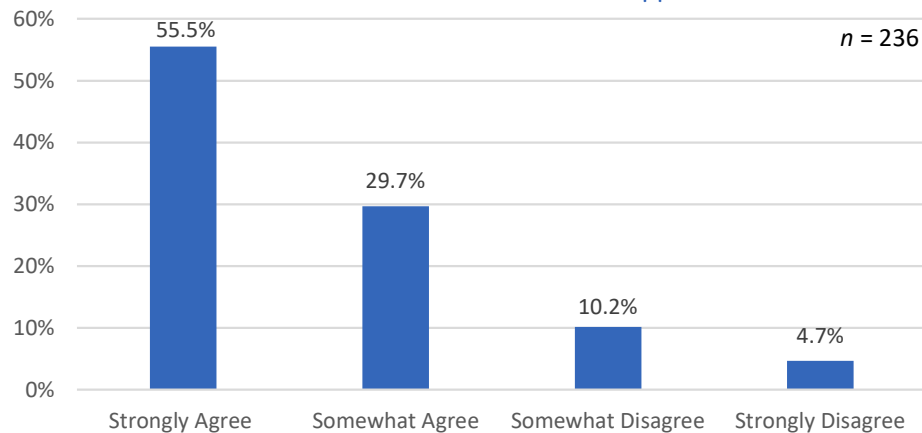


Exhibit B.24 Transit is “less expensive than driving”

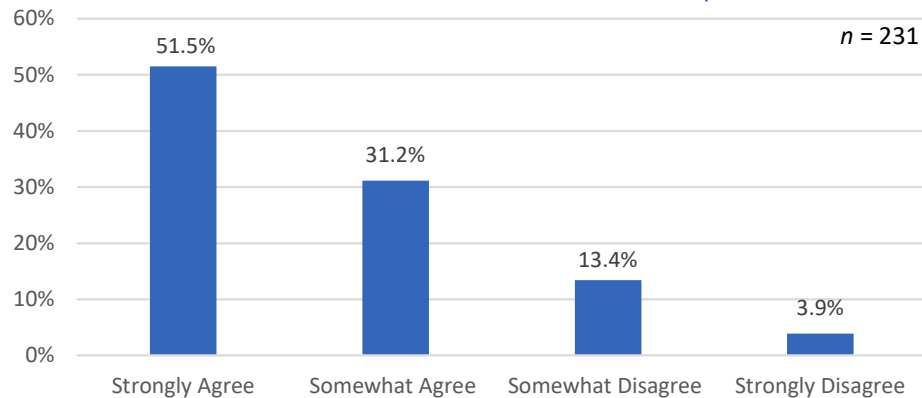


Exhibit B.25 Transit “reduces area traffic”

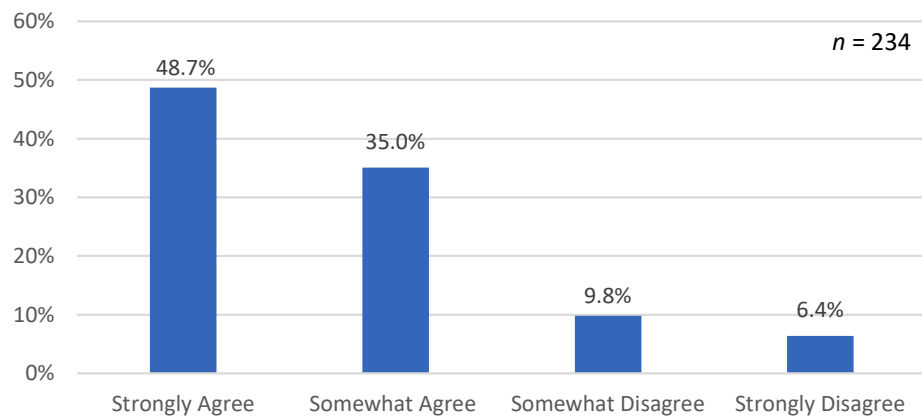


Exhibit B.26 Transit is “good for the environment”

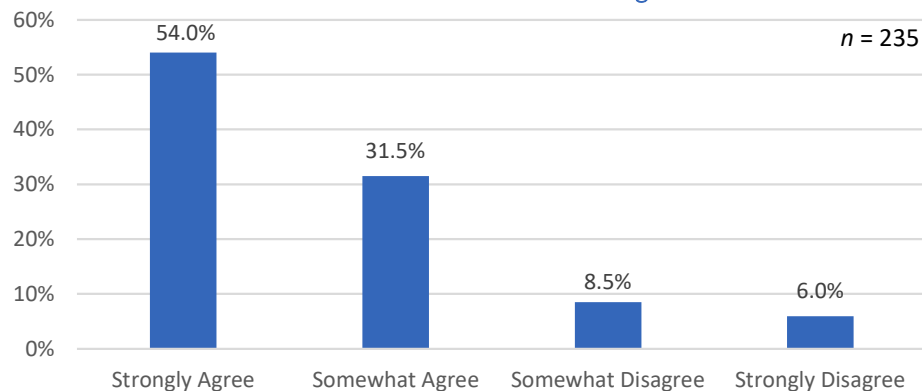


Exhibit B.27 Transit is an “important service for seniors and disabled persons”

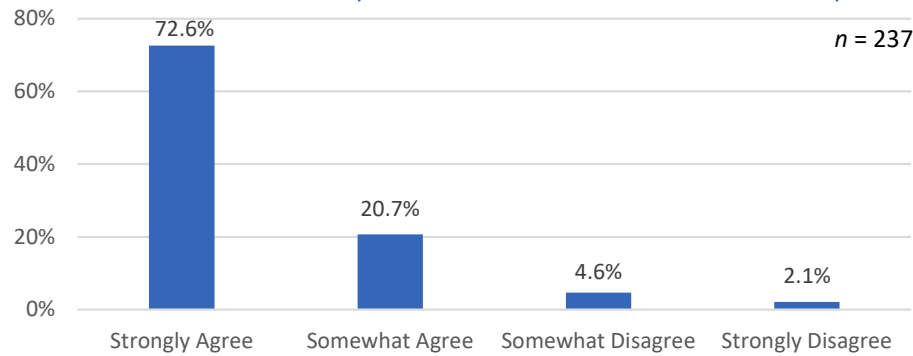


Exhibit B.28 Community survey instrument (English)

2021 Visalia Transit Community Survey

The City of Visalia is preparing an update of its Short Range Transit Plan. The Plan has three goals: 1) an objective assessment of the current transit service; 2) identify practical, cost-effective strategies for enhancing the transit service, and 3) optimize the value of the community's investment in its transit program.

As a resident of Visalia, your input is important to us, whether you presently use public transit or not. Complete this survey by **September 24, 2021** to be entered into a random drawing for a series of \$50 VISA gift cards!

1. Have you ridden either Visalia Transit or the Visalia dial-a-ride service within the last 90 days?

- ☐ Yes → Continue to Question 2
☐ No → Skip to Question 7

Transit Riders

2. Which public transportation services have you used in the last 90 days?

- ☐ Visalia Transit
☐ Visalia dial-a-ride (DAR)
☐ Other (specify): _____

3. Why do you typically use public transportation? (Check up to three.)

- ☐ Live in a single-car household
☐ No longer drive/can't drive
☐ Don't have access to a car
☐ Less expensive than driving
☐ Easy-to-use/convenient
☐ Good for the environment
☐ Other (specify): _____

4. How do you typically travel to the bus stop?

- ☐ Walk ☐ Get dropped off
☐ Bike or skate
☐ Other (specify): _____

5. In a typical week, how often do you use public transportation?

- ☐ Every day ☐ Once a week
☐ 4-6 days per week ☐ Less than once a week
☐ 2-3 days per week

6. What is your preferred method of receiving information about public transportation? (Select up to two.)

- ☐ Website ☐ Onboard the bus
☐ Email ☐ Social media (Facebook, etc.)
☐ Text message ☐ Other (specify): _____

Skip to Question 8

Non-riders

7. What is the main reason you do not use public transportation? (Select only one.)

- ☐ Do not know how to use it.
☐ Service is not available when I need to travel.
☐ Takes too long.
☐ Too expensive.
☐ Prefer to drive own vehicle.
☐ Need my car during the day.
☐ Concerns about safety onboard bus.
☐ Other (specify): _____

All respondents

8. Do any other persons in your household use public transportation?

- ☐ Yes – other adults
☐ Yes – children/youth
☐ Yes – both other adults and children/youth
☐ No

9. Do you have ready access to a car/personal vehicle?

- ☐ Yes
☐ No

10. Which statement best describes your awareness of Visalia Transit?

- ☐ Was not aware of it before today.
☐ Aware of it, but do not know much about it.
☐ Know about it, but have never ridden.
☐ Know about it and have ridden in the past.
☐ Am a current rider.

Continued on back →

11. What change, if any, would cause you to either begin riding Visalia Transit or increase your use of Visalia Transit? (Select up to two.)

- ☐ Easier access to transit service information
☐ Change in my personal circumstances
☐ More frequent service
☐ Later operating times
☐ Additional destinations (specify): _____
☐ _____
☐ Nothing would cause me to begin riding or ride more often.
☐ Other (specify): _____

12. What is your primary means of transportation?

- ☐ Drive myself
☐ Ride with family or friend
☐ Public transportation (i.e., the bus)
☐ Walk/bicycle
☐ Other (specify): _____

13. If the means of transportation you selected in Question 12 was no longer available, would you consider riding public transit?

- ☐ Yes ☐ No

14. Which of the following includes your age?

- ☐ Under 18 ☐ 45-61
☐ 18-24 ☐ 62 and older
☐ 25-44 ☐ Decline to state

15. Which of the following best describes your current employment status? (Select only one.)

- ☐ Employed ☐ Unemployed
☐ Student ☐ Retired
☐ Decline to state
☐ Other (specify): _____

16. With which of the following do you most closely identify? (Select all that apply.)

- ☐ Asian/Pacific Islander
☐ Black/African American
☐ Native American/Alaska Native
☐ White/Caucasian
☐ Decline to state
☐ Other (specify): _____

17. Do you identify as Hispanic or Latino?

- ☐ Yes ☐ No

18. Which language(s) is spoken in your home? (Select all that apply.)

- ☐ English
☐ Spanish
☐ Other (specify): _____

19. How well do you speak English?

- ☐ Very well or native speaker
☐ Less than very well

20. Please indicate your opinion regarding the following statements about public transit in the Visalia area:

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
Was not aware of it before today.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Offers a valuable community service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good for the community, but not important to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supports the local economy.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Less expensive than driving.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduces area traffic.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good for the environment.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Important service for seniors and disabled persons.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you for completing this survey. Your feedback is important. In order to be entered into a random drawing for a series of \$50 VISA gift cards, please provide your contact information. All contact information will remain confidential. Return your survey by **September 24, 2021**.

First name: _____

Phone or email: _____

Exhibit B.29 Community survey instrument (Spanish)

Encuesta para la comunidad de Visalia Transit 2021

La municipalidad de Visalia está preparando una actualización para el plan de acción *Short Range Transit Plan*. El plan tiene tres metas: 1) hacer una evaluación objetiva del servicio de transporte actual; 2) identificar estrategias prácticas y rentables para mejorar el servicio de transporte y 3) optimizar el valor de la inversión de la comunidad en el programa de transporte.

Como residente de Visalia, su opinión es importante para nosotros ya sea que use el transporte público o no. ¡Complete esta encuesta antes del **24 de septiembre de 2021** para participar del sorteo de una serie de tarjetas de regalo VISA de \$50!

1. ¿Ha usado los servicios de transporte de Visalia Transit o el servicio de dial-a-ride en los últimos 90 días?
- ☐ Sí → Siga con la pregunta 2
☐ No → Vaya a la pregunta 7

Para usuarios de transporte

2. ¿Qué tipo de servicio de transporte público ha utilizado durante los últimos 90 días?
- ☐ Visalia Transit
☐ Dial-a-ride (DAR) de Visalia
☐ Otro (especifique): _____
3. ¿Por qué utiliza el transporte público? (Marque hasta tres).
- ☐ En mi domicilio hay un solo automóvil.
☐ Ya no conduzco/no puedo conducir.
☐ No puedo acceder a un automóvil.
☐ Es más barato que conducir.
☐ Es fácil usarlo y conveniente.
☐ Es bueno para el medioambiente.
☐ Otro (especifique): _____
4. ¿Cómo va hasta la parada del autobús?
- ☐ Camino ☐ Me llevan
☐ Bici o patineta ☐ Otro (especifique): _____
5. En una semana habitual, ¿con qué frecuencia usa el transporte público?
- ☐ Todos los días ☐ Una vez por semana
☐ Entre 4 y 6 días a la semana
☐ Menos de una vez por semana
☐ Entre 2 y 3 días a la semana
6. ¿Cuál es su método preferido para recibir la información sobre el transporte público? (Elija hasta dos).
- ☐ Sitio web ☐ Arriba del autobús
☐ Correo electrónico ☐ Redes sociales (Facebook, etc.)
☐ Otro (especifique): _____

Vaya a la pregunta 8

- ☐ Mensaje de texto _____

Para no usuarios del transporte

7. ¿Cuál es el motivo principal por el que no usa el transporte público? (Elija solo una opción).
- ☐ No sé cómo usarlo.
☐ El servicio no está disponible cuando necesito viajar.
☐ Tarda mucho tiempo.
☐ Es muy caro.
☐ Prefiero conducir mi vehículo.
☐ Necesito mi automóvil durante el día.
☐ Me preocupa la seguridad al viajar en autobús.
☐ Otro (especifique): _____

Para todas las personas

8. ¿Alguna otra persona de su domicilio usa el transporte público?
- ☐ Sí, otros adultos.
☐ Sí, niños/jóvenes.
☐ Sí, adultos y niños/jóvenes.
☐ No
9. ¿Tiene acceso a un automóvil o vehículo propio?
- ☐ Sí
☐ No
10. ¿Cuál de estas afirmaciones describe mejor cuánto sabe de Visalia Transit?
- ☐ No sabía que existía hasta ahora.
☐ Sé que existe, pero no mucho más que eso.
☐ Sé que existe, pero nunca lo usé.
☐ Sé que existe y lo he usado anteriormente.
☐ Soy usuario actualmente.

Sigue atrás →

11. ¿Qué cambio en el servicio, si lo hubiera, haría que usted comience a usar Visalia Transit o que aumente su uso de Visalia Transit? (Elija hasta dos).
- ☐ Un acceso más fácil a la información de servicios de transporte
- ☐ Cambio de condiciones personales
- ☐ Mas frecuencia de los servicios
- ☐ Horarios de operación extendidos
- ☐ Más destinos (especifique): _____
- ☐ Nada hará que empiece a usarlo o a usarlo más.
- ☐ Otro (especifique): _____
12. ¿Cuál es su principal medio de transporte?
- ☐ Conduzco un vehículo propio
- ☐ Viajo con familia o un amigo/a
- ☐ Transporte público (p. ej. el autobús)
- ☐ Camino/uso bicicleta
- ☐ Otro (especifique): _____
13. Si los medios de transporte que seleccionó en la pregunta 12 no estuvieran disponibles, ¿usaría el transporte público?
- ☐ Sí ☐ No
14. ¿Qué edad tiene?
- ☐ Menos de 18 ☐ Entre 45 y 61
- ☐ Entre 18 y 24 ☐ Más de 62
- ☐ Entre 25 y 44 ☐ Prefiero no decirlo
15. ¿Cuál de las siguientes opciones describe mejor su situación laboral? (Elija solo una opción).
- ☐ Empleado ☐ Desempleado
- ☐ Estudiante ☐ Jubilado
- ☐ Prefiero no decirlo
- ☐ Otro (especifique): _____
16. ¿Con cuál de las siguientes opciones se identifica mejor? (Elija todas las que correspondan).
- ☐ Asiático/nativo de la Polinesia
- ☐ Negro/afroamericano
- ☐ Americano nativo/nativo de Alaska
- ☐ Blanco/caucásico
- ☐ Prefiero no decirlo
- ☐ Otro (especifique): _____
17. ¿Se identifica como latino o hispanohablante?
- ☐ Sí ☐ No
18. ¿Qué idiomas se hablan en su domicilio? (Elija todas las que correspondan).
- ☐ Inglés
- ☐ Español
- ☐ Otro (especifique): _____
19. ¿Cuál es su nivel de inglés?
- ☐ Muy bueno o nativo
- ☐ No tan bueno

20. Indique su opinión con respecto a las siguientes afirmaciones sobre el transporte público en el área de Visalia:

	Totalment e de acuerdo	Parcialment e de acuerdo	Disiento parcialment e	Disiento totalment e
No sabía que existía hasta ahora.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ofrece un servicio valioso para la comunidad.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bueno para la comunidad, pero no importante para mí.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Apoya a la comunidad local.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Más barato que conducir.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduce el tránsito.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bueno para el medioambiente.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Servicio importante para las personas mayores y con discapacidades.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Gracias por completar esta encuesta. Su opinión es importante. Para participar de un sorteo y ganar una serie de tarjetas de regalo VISA de \$50, escriba su información de contacto a continuación. La información de contacto no se divulgará. Devuelva la encuesta antes del **24 de septiembre de 2021**.

Primer nombre: _____

Teléfono o correo electrónico: _____

Exhibit B.30 Community survey take-one card



Exhibit B.31 Community survey direct mail postcard

Share your ideas. Help plan the future of public transit in Visalia.

Comparte tus ideas. Ayude a planificar el futuro del transporte público en Visalia.





Your participation is invited.

Tu participación está invitado.

Complete a short community survey for a chance to win one of several VISA gift cards!

\$50

¡Complete un breve encuesta comunitaria para un oportunidad de ganar uno de varios tarjeta regalos VISA!

Scan QR Code to be taken directly to the survey!
¡Escanear el código QR que se tomará directamente a la encuesta!



Help shape the future of Visalia Transit. Share your ideas, impressions, and priorities. Complete a short online survey.

Your opinion is important, whether or not you currently ride Visalia Transit. Complete the online survey by September 24, 2021 to be eligible for a random drawing for one of several \$50 VISA gift cards.

Ayude a moldear el futuro de Visalia Transit. Comparta sus ideas, sensaciones y prioridades. Complete una breve encuesta en línea.

Su opinión es importante, sin importar si viaja, o no, actualmente con Visalia Transit. Complete la encuesta en línea antes del 24 de septiembre de 2021 para participar de una rifa aleatoria por la posibilidad de ganar una de muchas tarjetas de regalo VISA de \$50.



VISALIA

425 E. Oak Ave., Suite 301
Visalia, CA 93291

Appendix C | Dial-A-Ride Survey

The City of Visalia provides curb-to-curb transportation for ADA-certified individuals (regardless of age) as well as non-ADA certified individuals (on a same-day, space-available basis).

The service is provided on a reservation-based, shared ride service. Persons with disabilities wishing to use the demand-response service must meet the qualifying criteria and obtain certification in advance of their first usage.

Visitors to Visalia who possess a valid ADA certification card from another public transit provider may use the Visalia Transit demand-response service while visiting the city.

Trip reservations can be made up to 14 days in advance. All Visalia Transit demand-response vehicles are equipped with lifts and/or access ramps, and can accommodate most types of wheelchairs, scooters, and other mobility devices.

One personal care attendant (PCA) may accompany one ADA fare-paying passenger free of charge, provided the PCA is picked up and dropped off at the same locations as the ADA rider. A PCA is someone who is essential to the ADA rider for their mobility as defined by the Americans with Disabilities Act.

A passenger may also request a rider for a qualifying companion. The companion must also be picked up and dropped off at the same locations as the qualifying rider. The companion must pay the same fare as the person they are accompanying.

Visalia Transit's demand-response service is provided throughout Visalia, Exeter, Farmersville, and Goshen (an unincorporated community in Tulare County). The service operates weekdays (6:00 am – 9:30 pm), and Saturday and Sunday (8:00 am – 6:30 pm). The demand-response service adheres to the same service holidays as the overall Visalia Transit program.

To assess demand-response customer satisfaction as well as program performance, Moore & Associates conducted a self-administered survey of recent demand-response patrons. A bilingual (Spanish/English), large-font survey questionnaire was mailed to nearly 500 Visalia Transit demand-response customers. The survey mailer included a bilingual questionnaire and prepaid reply envelope. To encourage survey participation each person responding in advance of the stipulated response deadline was entered into a random drawing for one of a series of 50-dollar VISA gift cards.

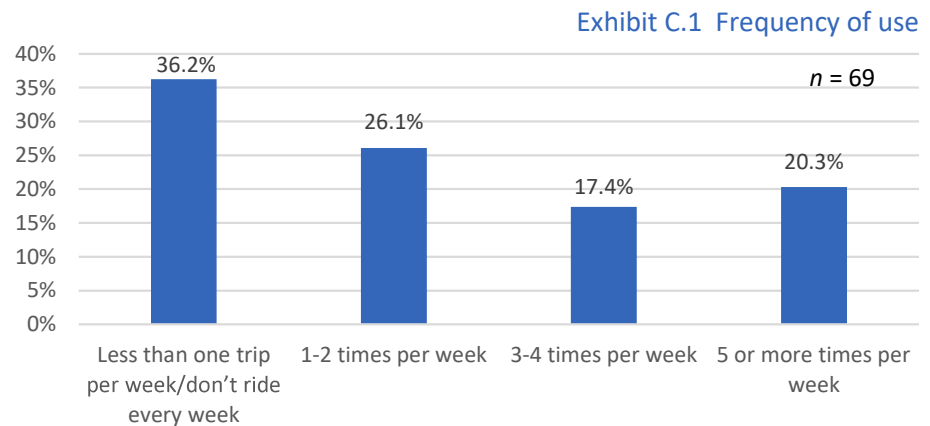
The mailer was distributed to 465 individuals registered within the City's demand-response customer database. A "participation window" of nearly three weeks was specified, and 65 valid responses were received. This translated to a response rate of nearly 15 percent. Presented herein are a series of exhibits summarizing the survey results.

Key Takeaways

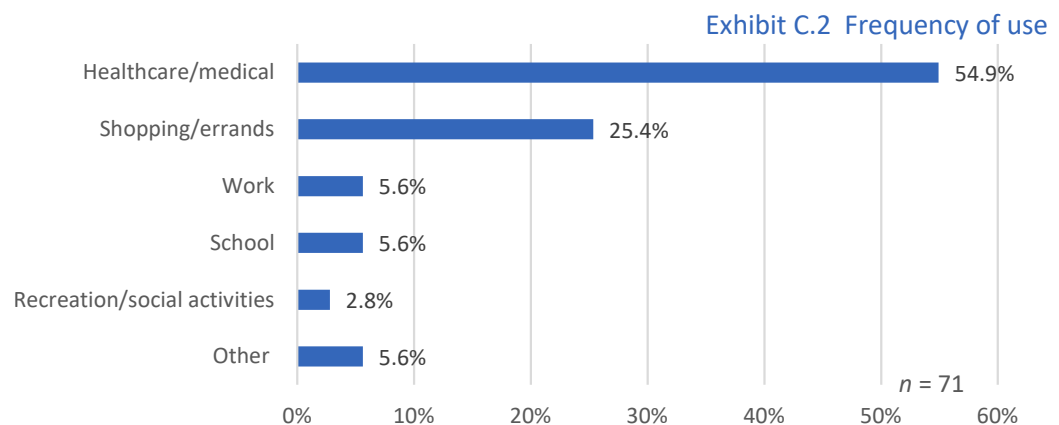
Based on the survey data, Moore & Associates was able to create a “snapshot” of the “typical” Visalia Transit demand-response rider. Characteristics of their “profile” customer include:

- Is age 62 years or older (65.1 percent).
- Rides no more than once weekly (37.1 percent), but has ridden within the past month.
- Resides within Visalia (83.1 percent).
- Uses the service most often to access healthcare services (56.3 percent).
- Typically rides alone (66.1 percent).
- Relies on the service due to limited transportation options (Doesn't drive/no longer drives: 62.5 percent).
- Also uses Visalia Transit's local bus service (44.2 percent).

Q1. How often do you ride Visalia Transit's demand-response (dial-a-ride) service?

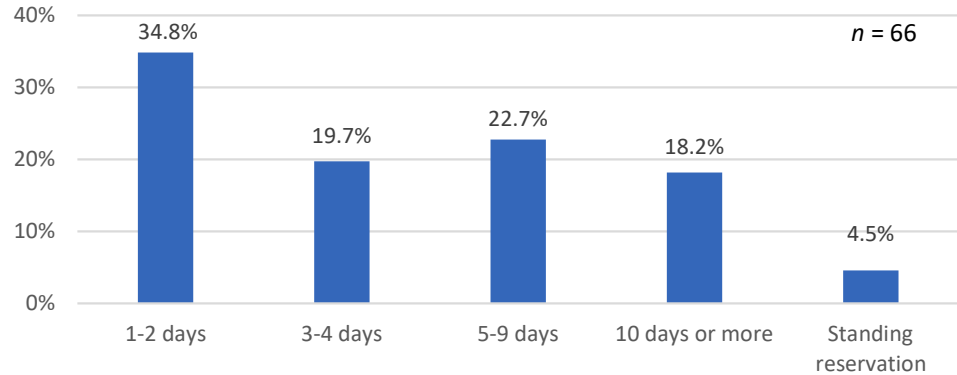


Q2. What is your most common trip purpose or destination when using Visalia Transit's demand-response service? (Choose only one.)



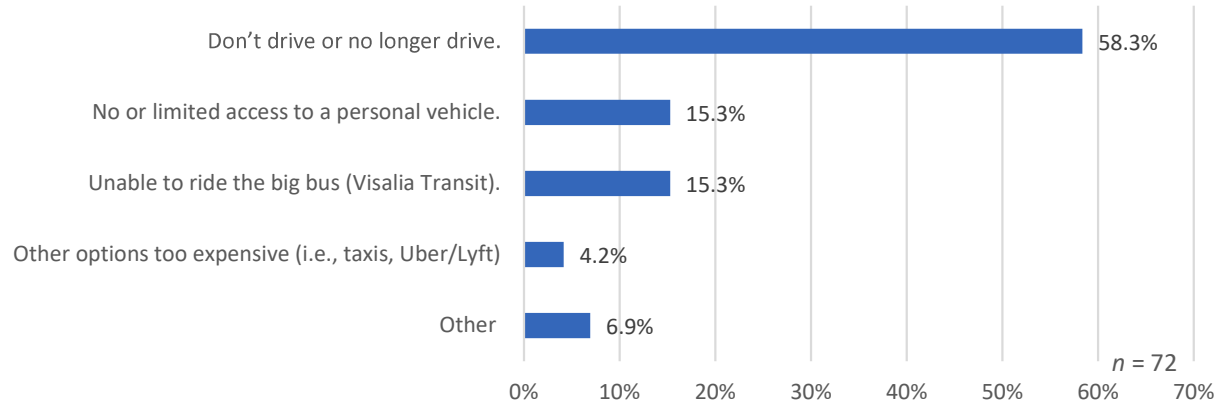
Q3. How many days in advance do you typically make your ride reservation?

Exhibit C.3 Length of advance reservation



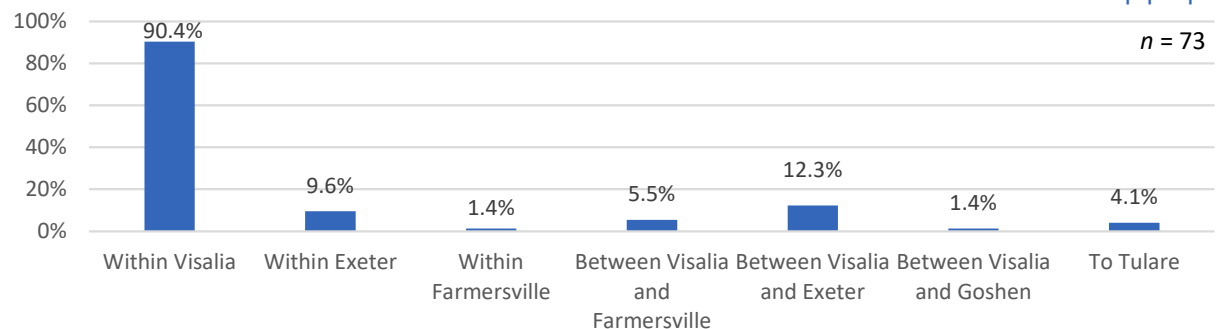
Q4. What is the main reason you use Visalia Transit's demand-response service instead of another form of transportation?

Exhibit C.4 Reason for riding



Q5. Where do you typically travel when using Visalia Transit's demand-response service? (select up to three)

Exhibit C.5 Trip purpose



Q6. Please indicate your satisfaction with respect to the follow Visalia Transit demand-response service characteristics.

Survey participants were asked to rate their satisfaction with various Visalia Transit service characteristic utilizing a four-point scale, with “excellent” being equal to four points and “poor” being equal to one point.

Exhibit C.6 Ease of reservation-making

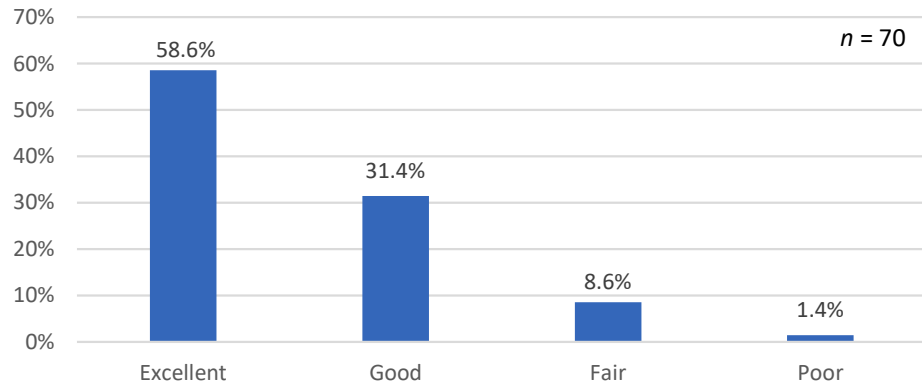


Exhibit C.7 Ability to obtain ride at desired time

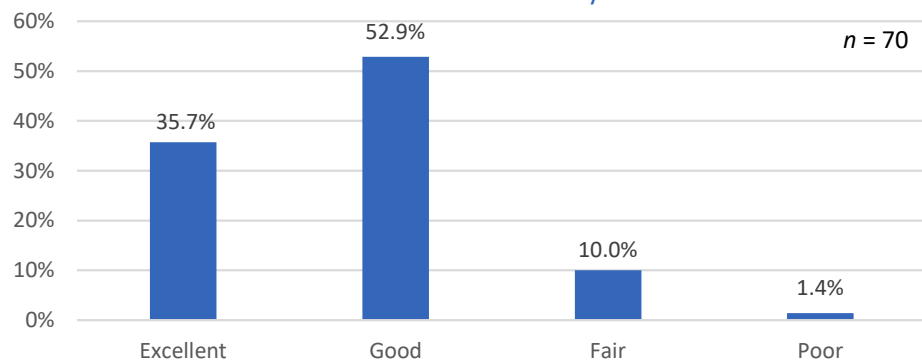


Exhibit C.8 On-time performance

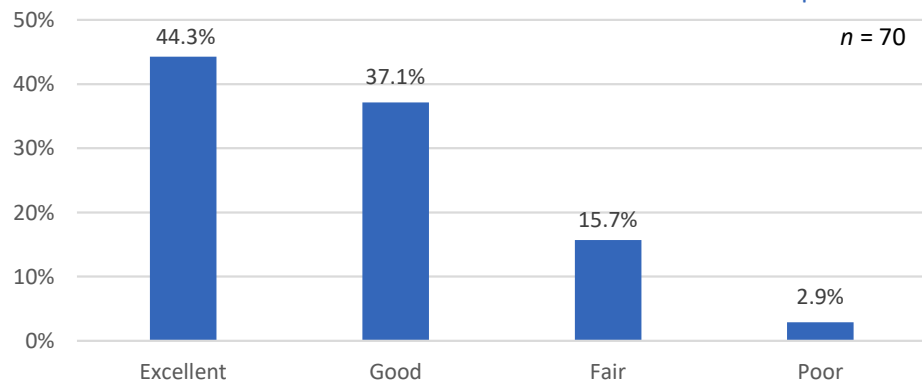


Exhibit C.9 Affordability/reasonableness of price

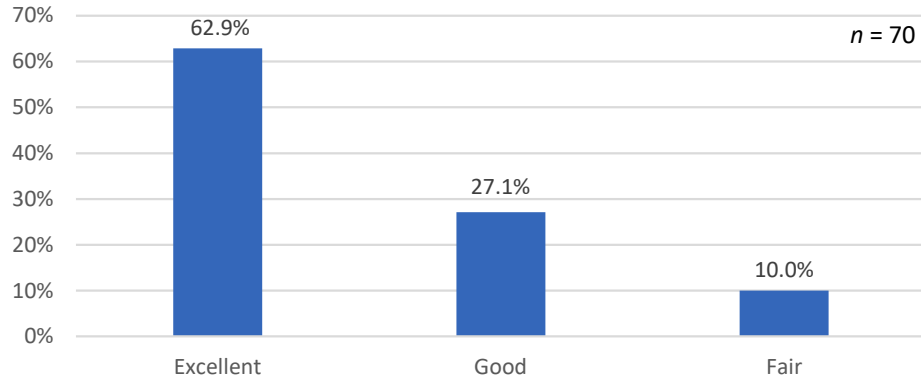


Exhibit C.10 Courtesy of customer service/reservation staff

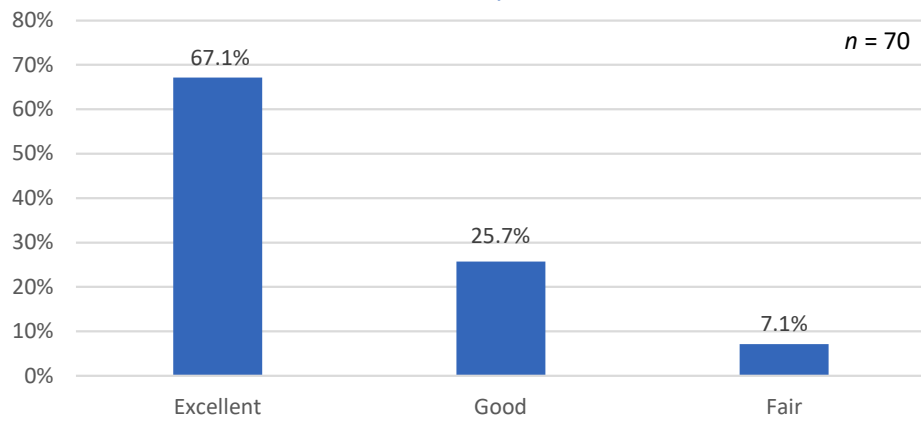


Exhibit C.11 Information provided to customers

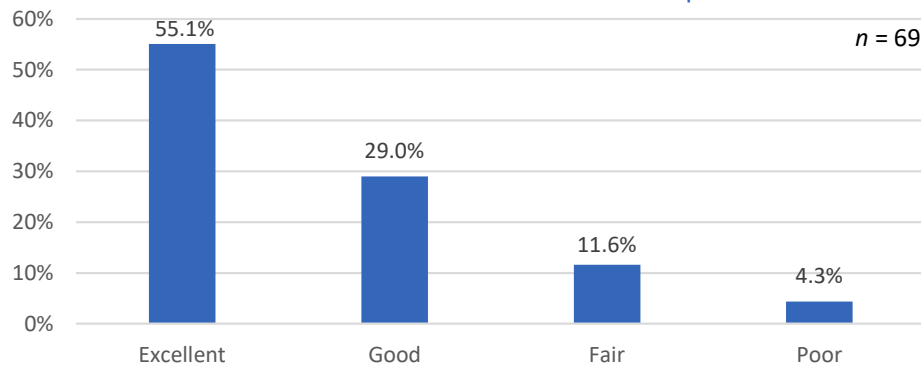


Exhibit C.12 Service hours

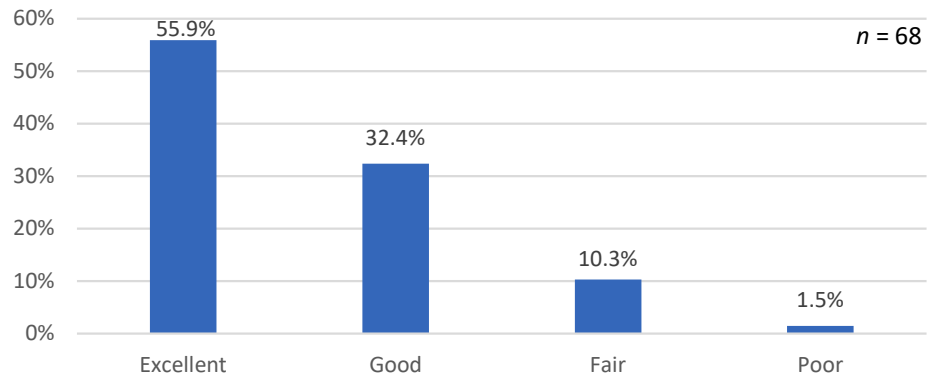


Exhibit C.13 Driver courtesy

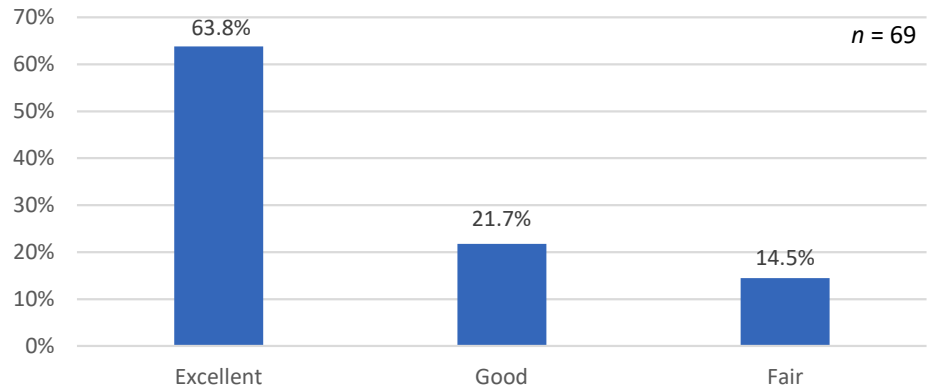


Exhibit C.14 Vehicle cleanliness (interior)

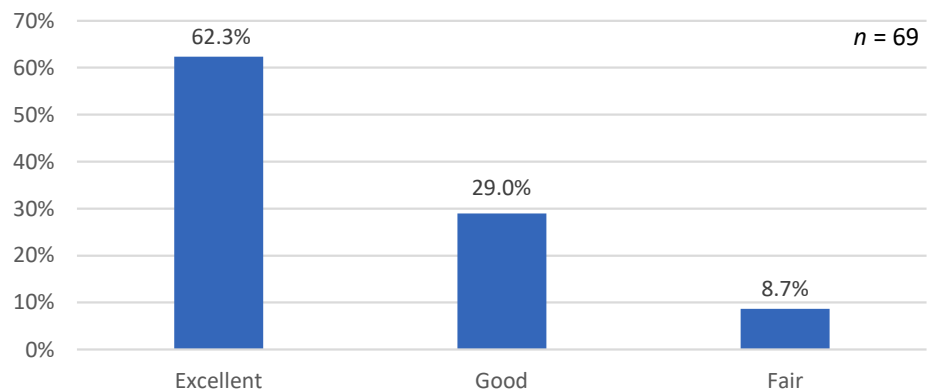


Exhibit C.15 Safety onboard vehicle

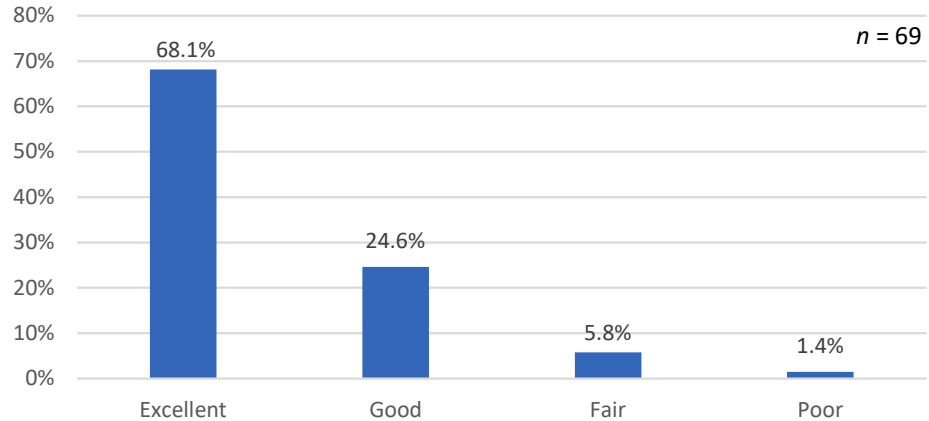
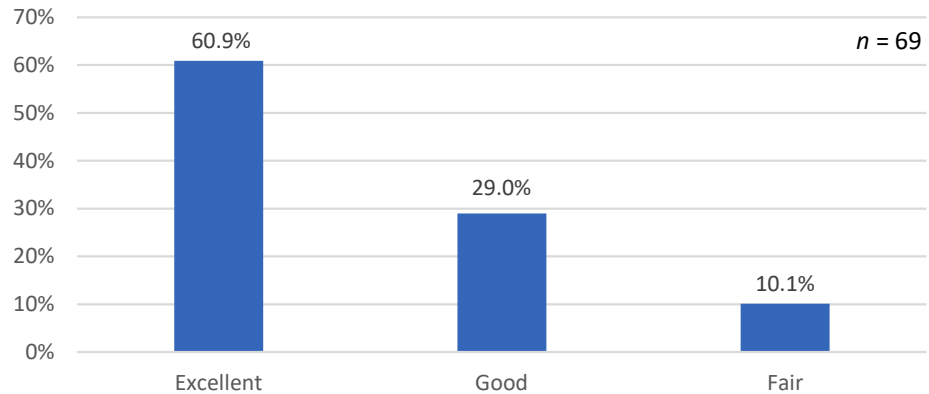


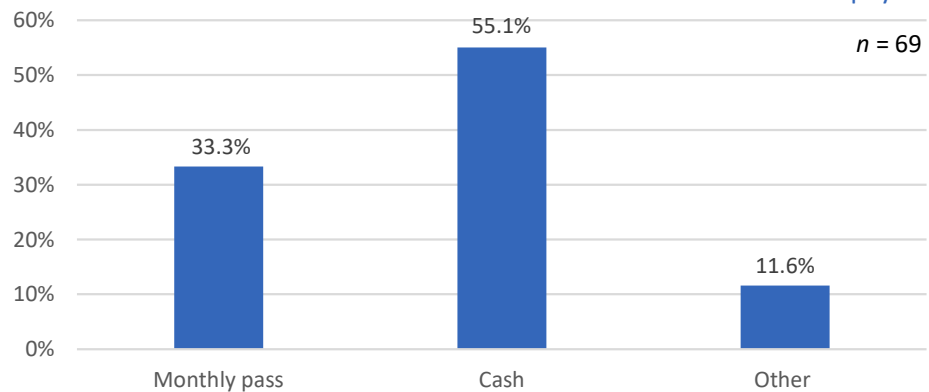
Exhibit C.16 Overall service



Q7. How do you typically pay for your ride on Visalia Transit's demand-response service?

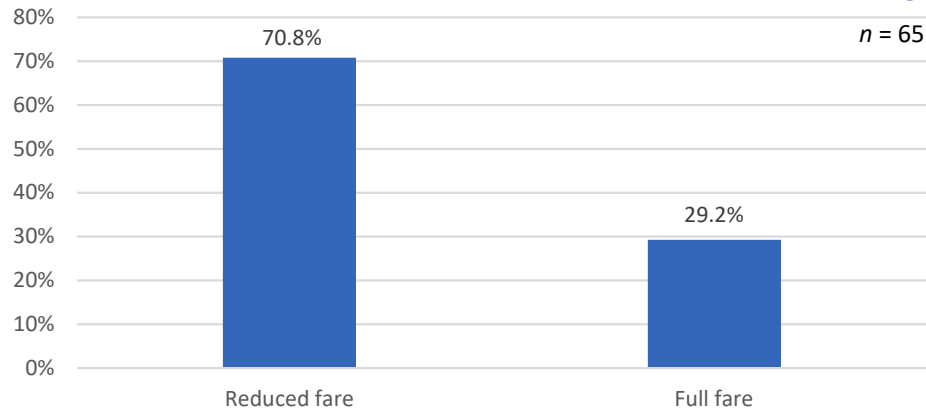
The most common "other" response was "punch pass."

Exhibit C.17 Fare payment



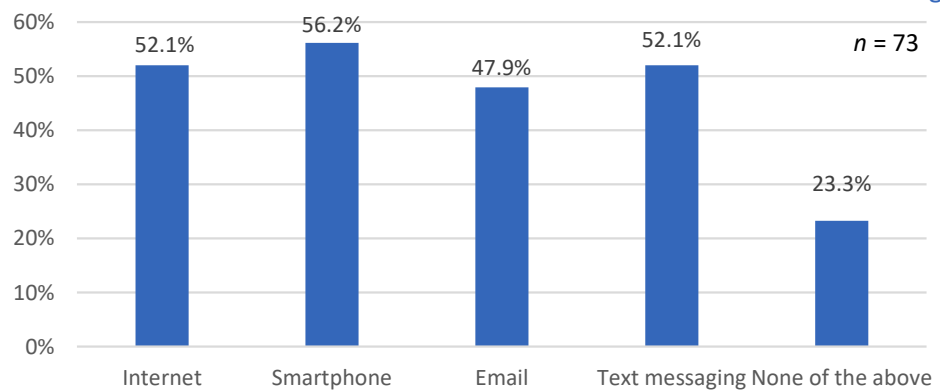
Q8. Which fare category typically applies to you?

Exhibit C.18 Fare category



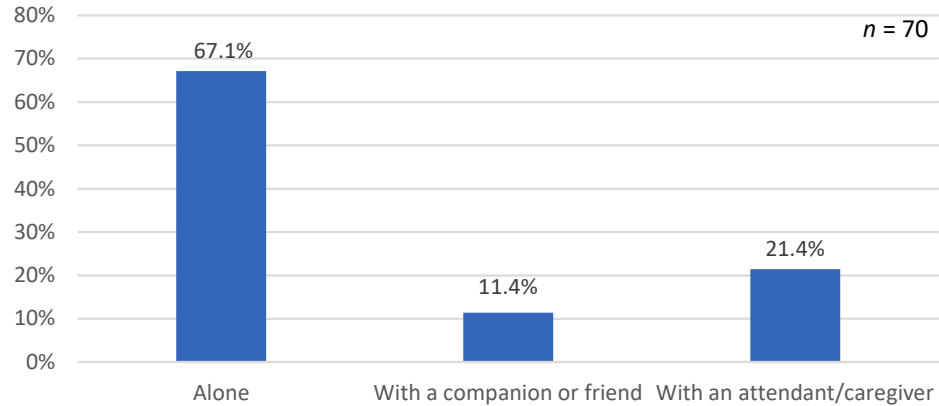
Q9. To which of the follow technology items do you have access? (Select all which apply.)

Exhibit C.19 Access to technology



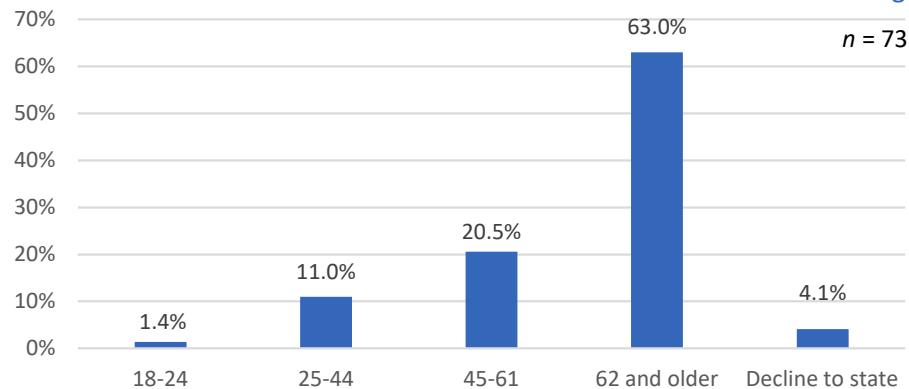
Q10. Do you typically travel on Visalia Transit's demand-response service....?

Exhibit C.20 Travel companion



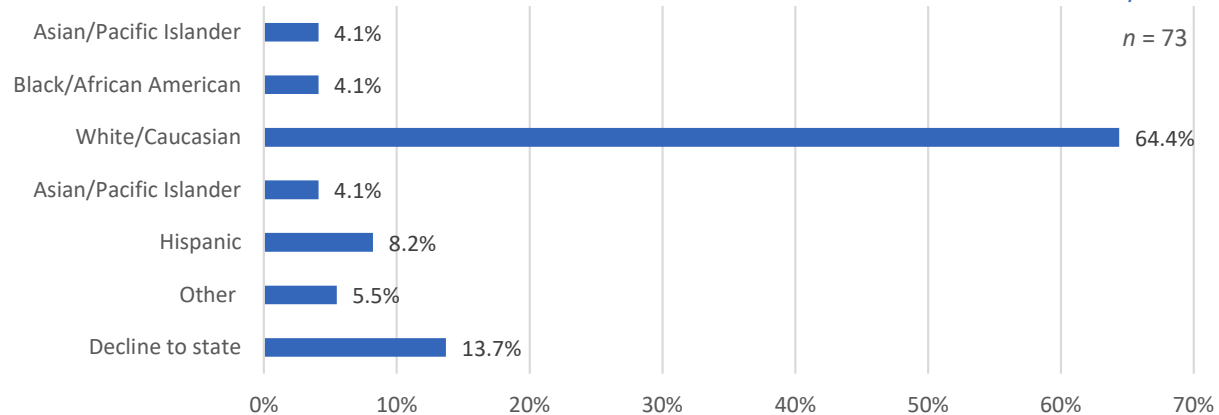
Q11. Which of the following include your age?

Exhibit C.21 Age



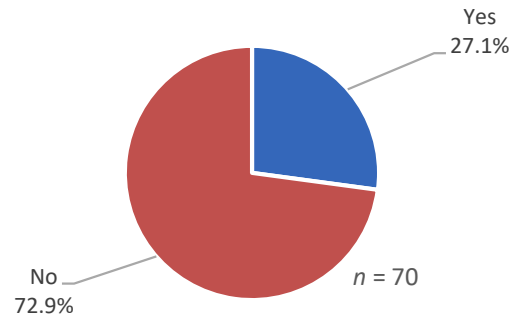
Q12. With which of the following do you most closely identify? (Select all that apply.)

Exhibit C.22 Race/ethnicity



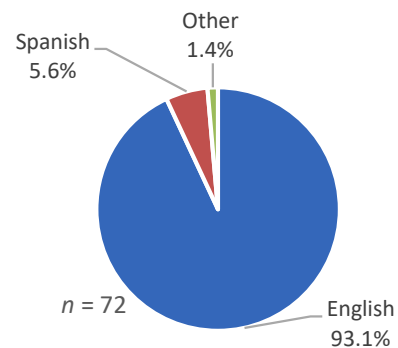
Q13. Do you identify as Hispanic or Latino (of any race)?

Exhibit C.23 Identification as Hispanic/Latino



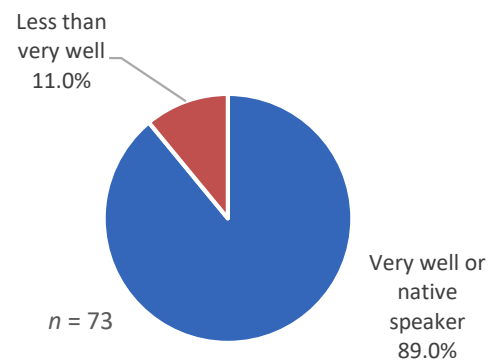
Q14. What is the primary language spoken in your home?

Exhibit C.24 Language spoken at home



Q15. How well do you speak English?

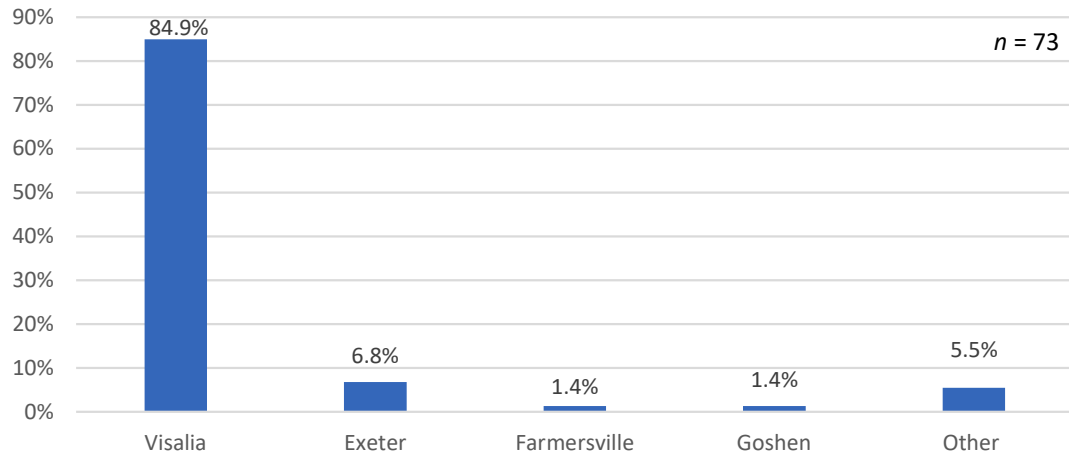
Exhibit C.25 English proficiency



Q16. In which community do you live?

“Other” translates to “outside Tulare County.”

Exhibit C.26 Home community



Q17. In a typical month do you use any of the following transportation services (other than dial-a-ride)?

Exhibit C.27 Use of other transportation modes

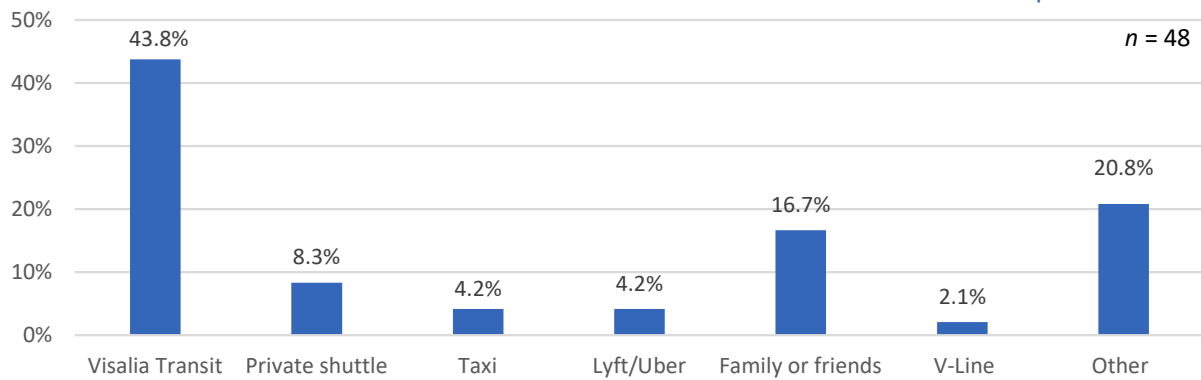


Exhibit C.28 Dial-A-Ride survey instrument

2021 Visalia Dial-A-Ride Customer Survey

The City of Visalia is preparing an update of its Short Range Transit Plan. The Plan has three goals: 1) objective assessment of the current transit service; 2) identify practical, cost-effective strategies for enhancing the transit service, and 3) optimize the value of the community's investment in its transit program.

As a recent customer of the Visalia dial-a-ride service your opinion is important. Please complete the enclosed survey and return it using the enclosed postage-paid envelope. Each completed survey received by July 30, 2021 will be entered into a random drawing for a series of \$50 VISA gift cards. Thank you for sharing your opinions and ideas.

We understand your travel habits may have changed due to the COVID-19 pandemic. If you are not currently using the dial-a-ride service, but used it prior to the pandemic, tell us about your travel habits prior to COVID-19.

1. How often do/did you ride the dial-a-ride service in a typical week?

- ☐ Less than one trip per week/don't ride every week
- ☐ 1-2 times per week
- ☐ 3-4 times per week
- ☐ 5 or more times per week

2. What is/was your most common trip purpose or destination when using the dial-a-ride service? (Choose only one.)

- ☐ Healthcare/medical
- ☐ Shopping/errands
- ☐ Work
- ☐ School
- ☐ Recreation/social activities
- ☐ Other (specify): _____

3. How many days in advance do/did you typically make your ride reservation?

4. What is/was the main reason you use the dial-a-ride service instead of another form of transportation?

- ☐ Don't drive or no longer drive.
- ☐ No or limited access to a personal vehicle.
- ☐ Unable to ride the big bus (Visalia Transit).
- ☐ Other options too expensive (i.e., taxis, Uber/Lyft)
- ☐ Other (specify): _____

5. Where do/did you typically travel when using the dial-a-ride service? (Select up to three.)

- ☐ Within Visalia
- ☐ Within Exeter
- ☐ Within Farmersville
- ☐ Between Visalia and Farmersville
- ☐ Between Visalia and Exeter
- ☐ Between Visalia and Goshen
- ☐ Other (specify): _____

Continued on back →

2021 Visalia Dial-A-Ride Customer Survey

6. Please rate each of the following aspects of the City's dial-a-ride service.

	Excellent	Good	Fair	Poor
Ease of reservation making	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to obtain ride at desired time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
On-time performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Affordability/Reasonableness of price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Courtesy of customer survey/reservation staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information provided to customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Service hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driver courtesy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vehicle cleanliness (interior)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety onboard vehicle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. How do/did you typically pay for your ride on dial-a-ride?

- ☐ Monthly pass
☐ Token
☐ Cash
☐ Other (specify): _____

8. Which fare category typically applies to you?

- ☐ Reduced fare
☐ Full fare

9. To which of the following do you have access? (Check all that apply.)

- ☐ Internet
☐ Smartphone
☐ Email
☐ Text messaging
☐ None of the above

10. Do/did you typically travel on the dial-a-ride...?

- ☐ Alone
☐ With a companion or friend
☐ With an attendant/caregiver

11. Which of the following includes your age?

- ☐ Under 18 ☐ 45-61
☐ 18-24 ☐ 62 and older
☐ 25-44 ☐ Decline to state

2021 Visalia Dial-A-Ride Customer Survey

12. With which of the following do you most closely identify? (Select all that apply.)

- ☐ Asian/Pacific Islander
- ☐ Black/African American
- ☐ Native American/Alaska Native
- ☐ White/Caucasian
- ☐ Decline to state
- ☐ Other (specify): _____

13. Do you identify as Hispanic or Latino?

- ☐ Yes ☐ No

14. What is the primary language spoken in your home?

- ☐ English
- ☐ Spanish
- ☐ Other (specify): _____

15. How well do you speak English?

- ☐ Very well or native speaker
- ☐ Less than very well
- ☐ Not at all

16. In which community/town do you live?

- ☐ Visalia
- ☐ Exeter
- ☐ Farmersville
- ☐ Goshen
- ☐ Other (specify): _____

17. In a typical month do/did you use any of the following transportation services (other than dial-a-ride)?

- ☐ Visalia Transit ☐ Private shuttle
- ☐ Taxi ☐ Lyft/Uber
- ☐ Other (specify): _____

Thank you for participating. To be entered into the random drawing, please provide your contact information. All contact information will remain confidential.

First name: _____

Phone or email: _____

Appendix D | Community Workshops

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Help plan the future of public transit service in Visalia.

Share your ideas, priorities, and impressions at one of three 90-minute workshops on Wednesday, September 8, 2021.

Wednesday, September 8

12:30 - 2:00 pm | College of the Sequoias, Building 1, Sequoia Room

3:30 - 5:00 pm | Visalia Convention Center

6:00 - 7:30 pm | Visalia Convention Center



Spanish interpretation will be provided • Light refreshments • Q&A session • Free 2-hour parking at the Visalia Convention Center • Two blocks from the Downtown Transit Center

Unable to attend? Have an idea or comment? Email TDonline@visalia.city



Ayude a planificar el futuro del servicio de transporte público en Visalia.

Comparta sus ideas, prioridades y impresiones en uno de los tres talleres de 90 minutos el miércoles 8 de septiembre de 2021.

miércoles, 8 de septiembre

12:30 - 2:00 pm | Colegio de las Sequoias, Edificio 1, Cuarto Sequoia

3:30 - 5:00 pm | Centro de convenciones Visalia

6:00 - 7:30 pm | Centro de convenciones Visalia



Se proporcionará interpretación en español • Refrescos •

Sesión de preguntas y respuestas • Estacionamiento gratuito durante 2 horas en el centro de convenciones Visalia • A dos cuadras del Downtown Transit Center

¿Incapaz de atender? ¿Tienes alguna idea o comentario?

Correo electrónico TDonline@visalia.city



Exhibit D.3 Community workshop newspaper advertisement (Visalia Times-Delta)

Help shape the future of bus service in Visalia.

Attend a community workshop:

Wednesday, September 8

12:30 pm College of the Sequoias,

BLD 1, Sequoia Room

3:30 pm Visalia Convention Center

6:00 pm Visalia Convention Center


To complete a short online survey,

visit

www.visaliacommunitysurvey.com

VS-0010722304-01

Exhibit D.4 Community workshop social media



Visalia Transit
September 1, 2021 · 🌐


As a customer of Visalia Transit, your input is important. Surveyors will onboard our vehicles from September 8-11, 2021. Complete the survey for a chance to WIN a \$25 Visa gift card.

COMPLETE THE SURVEY

FOR A CHANCE TO **WIN** A VISA CARD

👍👎👤 10

1 Comment 2 Shares




Visalia Transit
September 2, 2021 · 🌐

Help plan the future of public transit in Visalia! Attend one of the three workshops on Wednesday, September 8 to share your ideas and opinions. #workshop #visaliatransit #survey #keepmovingvisalia #youmatter

HELP PLAN THE FUTURE OF VISALIA TRANSIT!

ATTEND ONE OF OUR THREE WORKSHOPS



WHEN:
WEDNESDAY, SEPTEMBER 8TH

LOCATIONS:
12:30 - 2:00 PM | COLLEGE OF THE SEQUOIAS, BUILDING 1, SEQUOIA ROOM
3:30 - 5:00 PM | VISALIA CONVENTION CENTER
6:00 - 7:30 PM | VISALIA CONVENTION CENTER

👍👎👤 5

2 Comments



Visalia Transit
September 3, 2021

The City of Visalia is updating its Short Range Transit Plan. Help shape the future of our local bus service. Come share your ideas with us at one of the three workshops.

Help plan the future of public transit service in Visalia.

Share your ideas, priorities, and impressions at one of three 90-minute workshops on Wednesday, September 8, 2021.

Wednesday, September 8
12:30 - 2:00 pm | College of the Sequoias, Building 1, Sequoia Room
3:30 - 5:00 pm | Visalia Convention Center
6:00 - 7:30 pm | Visalia Convention Center

Special transportation will be provided • Light refreshments • GAA Vendors • Free 2-hour parking at the Visalia Convention Center • Two blocks from the Downtown Transit Center

Unable to attend? Here are ideas or comments? Email: TT@dmhvisalia.city

Ayude a planificar el futuro del servicio de transporte público en Visalia.

Comparta sus ideas, prioridades e impresiones en uno de los tres talleres de 90 minutos el miércoles 8 de septiembre de 2021.

miércoles, 8 de septiembre
12:30 - 2:00 pm | Colegio de las Secoias, Edificio 1, Cuarto Sequoia
3:30 - 5:00 pm | Centro de convenciones Visalia
6:00 - 7:30 pm | Centro de convenciones Visalia

Se proporcionará transporte gratuito en español • Refreshments • Sesión de preguntas y respuestas • Estacionamiento gratuito durante 2 horas en el centro de convenciones Visalia • 4 bloques del Downtown Transit Center

¿Incapaz de asistir? ¿Tiene alguna idea o comentario? Correo electrónico: TT@dmhvisalia.city




10




3 Shares



Visalia Transit
September 4, 2021

Share your thoughts with us at one of our three workshops: Wednesday, September 8
12:30-2:00 PM | College of the Sequoias, Building 1, Sequoia Room
03:30-5:00 PM | Visalia Convention Center
06:00-7:30 PM | Visalia Convention Center... See more

CAN'T MAKE IT?

Help change the Future

BY COMPLETING THE SURVEY BELOW:

WWW.VISALIACOMMUNITYSURVEY.COM

FOR A CHANCE TO WIN A \$25 VISA CARD!




6




4 Shares



Exhibit D.5 Community workshop comment card

Question/Comment Card


Use this card to submit a question or comment.

QUESTION/COMMENT:

Name (optional): _____

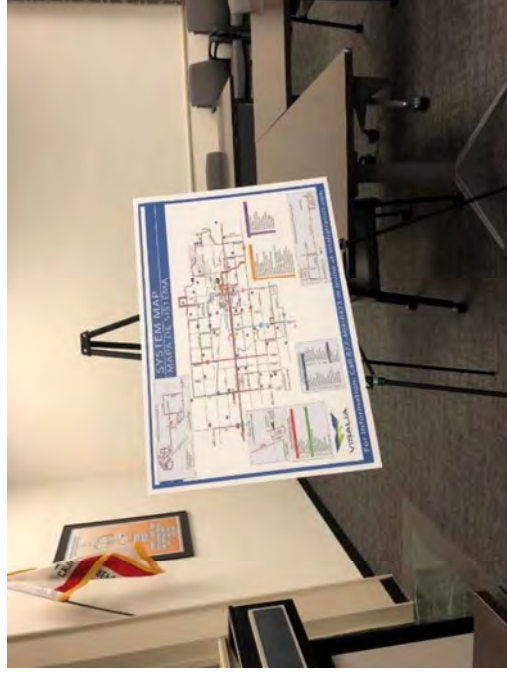
**Tarjeta de preguntas/
comentarios**

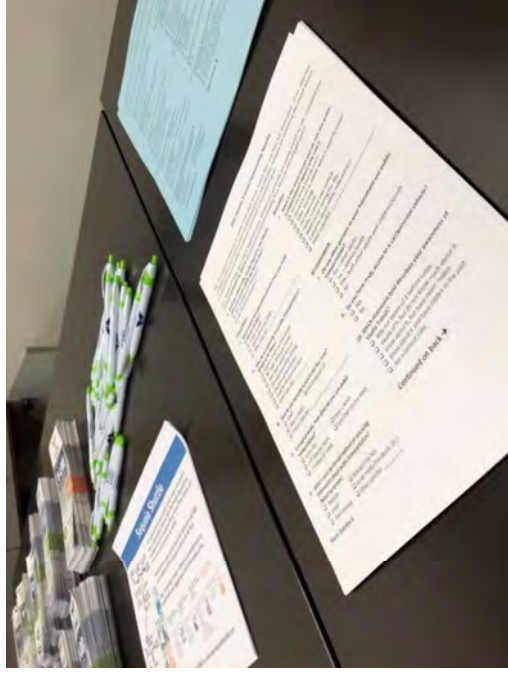

Utilice esta tarjeta para enviar una pregunta o comentario.

PREGUNTA/COMENTARIO:

Nombre (opcional): _____

Exhibit D.6 Community workshop photos





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Appendix E | Vehicle Inventory and Fleet Replacement Plan

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Exhibit D.1 Fleet inventory

Qty	Year	Make	Make/Model	Fuel	PAX	Service	Status
5	2006	Orion	S50	CNG	33	Fixed Route	Active
2	2008	Orion	S50	CNG	32	Fixed Route	Active
7	2008	Orion	S50	CNG	34	Fixed Route	Active
4	2010	Orion	S50	CNG	41	Fixed Route	Active
3	2010	Orion	S50	CNG	34	Fixed Route	Active
4	2013	Gillig	BRT	CNG	39	Fixed Route	Active
2	2016	Gillig		CNG	33	Fixed Route	Active
2	2009	Orion	VII	CNG	33	Fixed Route	Active
5	2016	Gillig		CNG	33	Fixed Route	Active
3	2018	Proterra	Proterra	Electric	40	Fixed Route	Active
1	2008	E450	Starcraft Allstar	CNG	18	DAR	Active
6	2011	Elkhart Coach	EC II	CNG	18	DAR	Active
4	2019	E450	Starcraft Allstar	CNG	19	DAR	Active
3	2008	Freightliner	Startrans	CNG	32	Trolley	Active
2	2013	Supreme	Classic	CNG	22	Trolley	Active
7	2007	Ford	Starcraft Allstar	Gasoline	16	SEKI	Active
2	2008	Ford	Starcraft Allstar	Gasoline	16	SEKI	Active
2	2009	Ford	Starcraft Allstar	Gasoline	16	SEKI	
4	2012	Gillig	Hybrid Diesel	Hybrid Diesel	31	SEKI	
2	2012	Gillig	Hybrid Diesel	Hybrid Diesel	26	SEKI	
2	2013	A-Z Buses	Cutaway	Gasoline	16	SEKI	
1	2015	Ford	Starcraft Allstar	Gasoline	20	SEKI	
3	2004	Gillig	S50	Diesel	31	SEKI	Active
3	2007	Ford	Glaval Cutaway	Gasoline	16	SEKI	
2	2018	Gillig	Hybrid Diesel	Hybrid-Diesel	26	SEKI	Active

Qty	Year	Make	Make/Model	Fuel	PAX	Service	Status
3	2016	Ford	Starcraft Allstar	CNG	20	V-Line	Active
2	2019	Gillig	BRT	CNG	39	V-Line	Active
1	2008	E450	Starcraft Allstar	CNG	18	LOOP Buses	Active

Exhibit D.2 Fleet replacement module, Transit Asset Management Plan (2018)

Total in Current Year \$		\$1,330,000.00		\$0.00		\$2,737,500.00		\$1,235,000.00		\$3,977,500.00		
Total in Year of Expenditure \$		\$1,369,900.00		\$0.00		\$2,819,625.00		\$1,272,050.00		\$4,096,825.00		
Fleet Type (Year/Make/Model)	Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$	Number	Cost in 2018 \$
2006 Orion Low Floor												
2008 Orion Low Floor												
2010 Orion Low Floor							5	\$2,737,500.00			7	\$3,852,500.00
2013 Gillig Low Floor												
2016 Gillig Low Floor												
2009 Gillig Low Floor												
2008 Starcraft Allstar									2	\$1,105,000.00		
2011 Elkhart Elkhart	8	\$1,200,000.00										
2008 Startrans Startrans												
2013 Supreme Supreme												
2007 Starcraft Allstar												
2009 Starcraft Allstar												
2012 Gillig Low Floor												
2013 Elkhart Elkhart												
2015 Starcraft Allstar											1	\$125,000.00
2004 Gillig Low Floor												
2007 Ford Glaval												
2016 Starcraft Allstar												
2015 MV-1 MV-1	2	\$130,000.00							2	\$130,000.00		
2018 Proterra Proterra												