Visalia Transit
2016 Short-Range Transit Plan

November 2017

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EXECUTIVE SUMMARY

The Short Range Transit Plan (SRTP) is an action plan developed to guide the implementation of transit service improvements over the next 5+ years. A SRTP of the City's transit routes is important to improve the efficiency of service within the City, address future land use development and transportation investments, and enhance connectivity to regional bus services. Overall, the analysis has culminated in recommendations for transit route revisions that would address future population growth and transit demand, transit-dependent needs, connectivity, and anticipated financial revenue and transit investment opportunities.

The service plan maximizes the performance of existing services while responding to additional community mobility needs. The focus of the recommendations is to concentrate service on strong routes to provide a foundation for increasing ridership and generating more fare revenue, while also preserving in areas with lower ridership potential.

Most importantly, the plan responds to key issues identified by Visalia Transit customers and others to create a system that will be more attractive to new riders in the years to come. The study process has included a great deal of outreach and facilitation with the public and key regional stakeholders. The service plan reflects input received from a variety of activities, including two public workshops, multiple interviews with several agencies, and on-board and community surveys.

The SRTP final report is presented in ten chapters. Chapters 1 and 2 describe the SRTP context and process; and provide a market analysis based on key community demographic and land use characteristics. Chapter 3 documents the extensive survey research (and outreach) process conducted for the study. Transit survey results are presented in Appendix A and public workshop/outreach presentation material is presented in Appendix B. It is important to note that the consensus among those who participated in the April 26, 2017 public workshops was supportive of the proposed changes, and favorable comments were received regarding the recommended approach.

Chapter 4 presents a primer on transit performance measurement. Performance metrics for fixed-route, Dial-A-Ride and Green Line services are presented.

Key performance indicators for Visalia Transit fixed route services are summarized in Exhibit ES-1. These metrics provide the basis for service evaluation and most directly influence proposed changes to the level of service operated on individual routes at various times of the service day. Visalia Transit monitors key performance indicators on an ongoing basis through monthly reports provided by their service contractor (MV).

Exhibit ES-1: Visalia Transit Fixed Route Key Performance Indicators

Key Performance Indicator	Measure	Standard
Cost Efficiency	Cost per revenue hour	Base year + CPI
Service Effectiveness	Passengers per revenue hour	15 per hour New service (< 2 yrs) – 10 per hour
Cost Effectiveness	Net cost per passenger Farebox recovery (% of total operating cost)	$x.xx per passenger 20%

Key performance indicators for Visalia Transit Dial-a-Ride services are summarized in Exhibit ES-2.

Exhibit ES-2: Dial-a-Ride Key Performance Indicators

Key Performance Indicator	Measure	Standard
Cost Efficiency	Cost per revenue hour Cost per revenue mile	Base year + CPI
Service Effectiveness	Passengers per revenue hour	3.0 >
Cost Effectiveness	Net cost per passenger Farebox recovery (% of total operating cost)	$x.xx per passenger 10%

Preferred outcome metrics for the Green Line call center are summarized in Exhibit ES-3.

Exhibit ES-3: Green Line Preferred Outcomes

Preferred Outcome	Measure	Target
	Percentage of calls answered w/in 5 seconds	65%
	Hold time	<30 seconds.
	Abandoned calls	10%
	Call service time	<90 seconds

Evaluation of Existing Fixed-Route Transit Services: Chapter 5 provides a comprehensive evaluation of existing fixed-route transit services including operational performance and opportunities for enhancements. Visalia Transit fixed route service covers a 40 square mile service area encompassing 133,151 residents of Visalia, neighboring cities of Exeter, Farmersville, Tulare, and unincorporated Goshen. The fixed route system is comprised of 12 local routes and one express route operated jointly with the City of Tulare. The network is a mostly "hub-and-spoke" design focused on the Visalia Transit Center (VTC) as the central transfer point for routes radiating from downtown into residential neighborhoods and commercial corridors located around the service area. The system has characteristics of the original radial network, but also those of an emerging grid network mainly in the south and west quadrants of the City.

At the outset of this project, the City was divided into four (4) different quadrants, for the purpose of assessing current and future service levels. The four quadrants were created using Mooney Boulevard as the North-South dividing line and Highway 198 as the East-West dividing line.

The cumulative effects of population growth, geographic expansion, lower density land use patterns, and dispersion of employment and shopping patterns tend to erode the applicability of the hub and spoke design over time. Although still primarily a radial system, the route network has taken on features of a grid network more comparable to Visalia's strongly grid-oriented roadway network. With the recent addition of Route 16 Demaree in August 2016, there are now two routes (Routes 12 and 16) following crosstown alignments that do not directly serve Downtown Visalia. Additionally, routes covering the south side of the City generally follow arterial streets and do not make as many turns as do the routes covering the north and east sides. Straight lines and few route deviations are significant attributes of transit grid networks serving many larger and mid-size urbanized areas.

Key design characteristics of the current network are compiled in Exhibit ES-4. The Visalia Transit Center (VTC) serves as a terminal point for 11 of 13 regular routes, and as both terminal points for the system's three loop routes (3, 7, and 8). The routes vary in end-to-end travel distance from 21 to 49 minutes. Operating schedules are built around 60-, 90- and 120-minute planned cycles, with one to four buses assigned to each route.

Exhibit ES-4: Network Characteristics, FY 2017

Route	Terminal A	Key Trip Generators Served	Terminal B	Schedule Composition (minutes)				
				Travel Direction A	Travel Direction B	Round Trip Travel	Planned Cycle	Recovery per Cycle
1 Mooney	VTC	Redwood HS, COS, Municipal Court, post office, Sequoia Mall, Visalia Mall, Packwood Plaza	Gov't Plz / TCAT	23	35	58	60	2
2 Caldwell	VTC	Convention Center, Kaweah Delta Hospital, KDH Urgent Care, Kimball Court Apts, Sequoia Mall, El Diamonte HS, La Joya MS	VMC	40	31	71	90	19
3 East Loop	VTC	Mary's Vineyard SC, Walmart, Social Security, R&N Market, Lovers Lane post office	VTC	40	--	40	45	5
4 Tulare	VTC	Kaweah Delta Hospital, Divisadero MS, Mt. Whitney HS, County Center SC, Brandman University, Mineral King Plaza	VMC	25	21	46	60	14
5 Walnut	VTC	Visalia Mall, Rancho Viejo Savemart, Mary's Vineyard SC	VMC	26	25	51	60	9
6 Goshen	VTC	Goshen Plaza; Country Club Plaza, Green Acres MS, Sequoia HS	Frontage @ Betty	45	45	90	105	15
7 Northwest Loop	VTC	Orchard Walk, Target, Riverway Sports Park, Village at Willow Creek, Northside SC, Fairway SC, Visalia Works, Hernandez CC	VTC	56	49	105	120	15
8 Northeast Loop	VTC	Golden West HS, Valley Oak MS, Visalia Adult School	VTC	39	39	78	90	12
9 - Exeter/Farmersville	VTC	Exeter Union HS, Citrus Plaza/Savemart, Farmersville post office, Farmersville HS, Visalia Flea Market (E Noble Avenue), R&N Market and Mary's Vineyard Shopping Center.	Palm @ Kaweah	37	40	77	90	13
11 Tulare Express	VTC	COS	Tulare TC	30	26	56	60	4
12 Caldwell-Visalia	Mooney @ Orchard	Exeter Union HS, Citrus Plaza/Savemart, Sequoia Mall, Costco, Packwood Creek SC	Palm @ Kaweah	32	28	60	60	0
15 Mineral King	VTC	San Joaquin Valley College, Fresno Pacific, Fedex, VMC	Airport	21	33	54	60	6
16 Demaree	Orchard @ Mooney	Sequoia Mall, Country Club Plaza	VMC	22	26	48	60	12

Schools and colleges are a major source of fixed route transit ridership. The College of the Sequoias (COS) Visalia campus is the largest single transit destination outside of downtown with over 275 weekday boardings on three routes (1, 11x, 15). Other post-secondary schools on the fixed route network include: Brandman University (Route 15); Fresno Pacific University (15); San Joaquin Valley College (15); and Visalia Adult School (8). Area middle and high schools also are significant transit destinations; notably: Divisadero (1, 4); Green Acres (2); La Joya (2); Valley Oak (8) Middle Schools; and Golden West (8); Mt. Whitney (4); Redwood (1); Sequoia (6); and El Diamante (2) High Schools.

Retail employment and shopping trips are a significant source of Visalia Transit ridership as well. Sequoia Mall (1, 2, 12, 16) and Visalia Mall (1, 5) are the largest trip generators among retail destinations located outside of the Downtown area; others include: County Center (4, 15); Mary's Vineyard/Walmart (3, 5, 9); Mineral King Plaza (15); North Pointe (3, 8); Orchard Walk/Target (7, 8); Packwood Plaza (1, 12); Town & Country Shopping Centers (1), Village at Willow Creek (7); Rancho Viejo Savemart (5); Country Club Plaza (6), and R&N Market (3). Institutional destinations such as hospitals, public offices, libraries, courts, human service organizations also generate significant transit ridership in Visalia. For example, Kaweah Delta District Hospital (KDDH); KDH Urgent Care (2), Visalia Medical Center (2,4,5,6,15,16); Tulare County Municipal Court (1); and Tulare County Government Plaza (1), Tulare County Public Library in Downtown Visalia; among others. Recreational destinations such as parks, pools and stadiums are trip generators as well. For example, Riverway Sports Park (7); Recreation Park (6); among others.

Ridership and Productivity: Key indicators of Visalia Transit system performance include average daily ridership, ridership per capita, ridership per revenue service hour, and passenger miles traveled. Total customer boardings increased incrementally through FY 2013, but more recently are trending downward from a peak of 1.82 million boardings to 1.23 million boardings in FY 2016. This reflects a 14.5% decline over the past three fiscal years; an average of 4.8% per year. Total passenger miles traveled on fixed route system declined 7.3% from 8.63 million miles to approximately 8.0 million miles; a 7.3% decrease over three years, or 2.4% annually. These data suggest that ridership decline is concentrated among customers who make relatively short transit trips. The average trip length of Visalia Transit customers increased from 4.6 miles in FY 2013 to 5.2 miles last year.

Two productivity measures displayed in Exhibit ES-5 illustrate recent trends in per capita transit ridership (*i.e.,* annual transit trips per service area resident) and service productivity (*i.e.*, average number of boardings per revenue service hour). Annual transit rides per capita have trended downward since a FY 2013 peak of 14.3 trips per service area residents to 12.0 trips in FY 2016. This reflects a 16.1% decline over the past three fiscal years and an average of 5.4% per year. The drop mirrors the decline in system ridership relative to constant 2016 service area population of almost 128,000 persons (2017 population of 130,977 persons). Similarly, service productivity trended downward from a FY 2013 peak of 16.0 boardings per revenue service hour to 13.8 boardings per hour last year. This represents a 13.7% decline and an average of 4.6% per year.

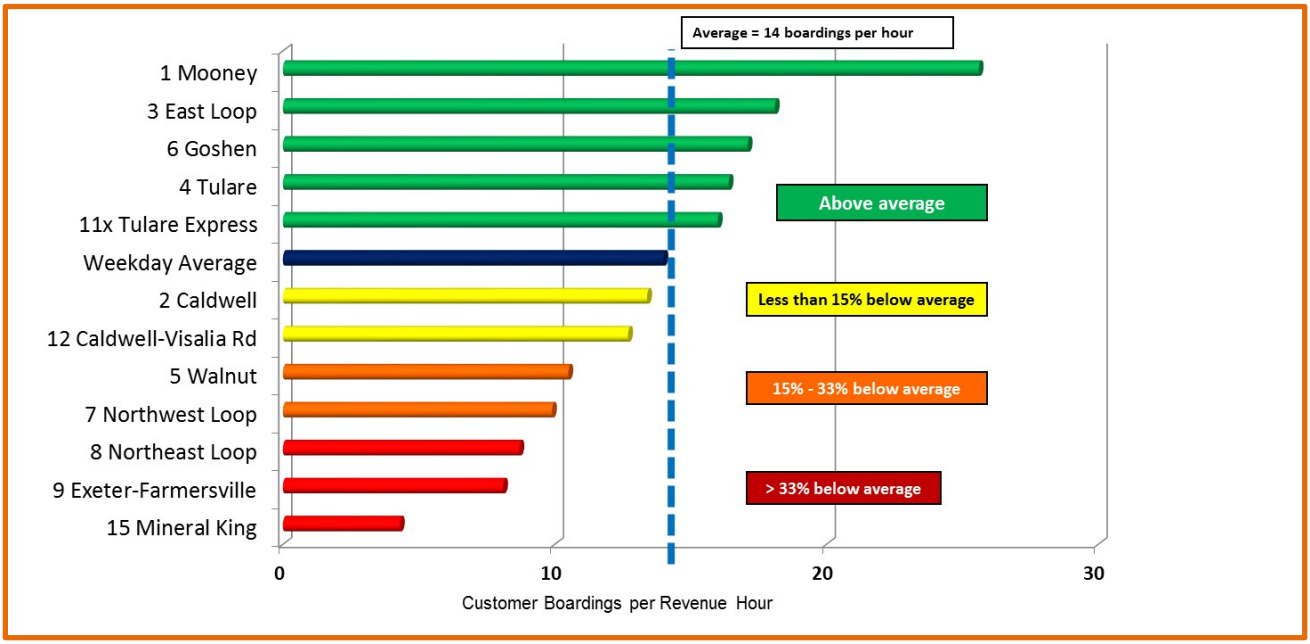
Exhibit ES-5: Ridership Productivity per Service Hour and per Capita, FY 2011-2016

Service productivity varies by service day. Overall, Saturday service is most productive, averaging 15.6 boardings per service hour. Weekday service averages 14 boardings per hour,

Sunday service averages 10.5 boardings per hour. The combined system average for all service days is 13.8 boardings per hour.

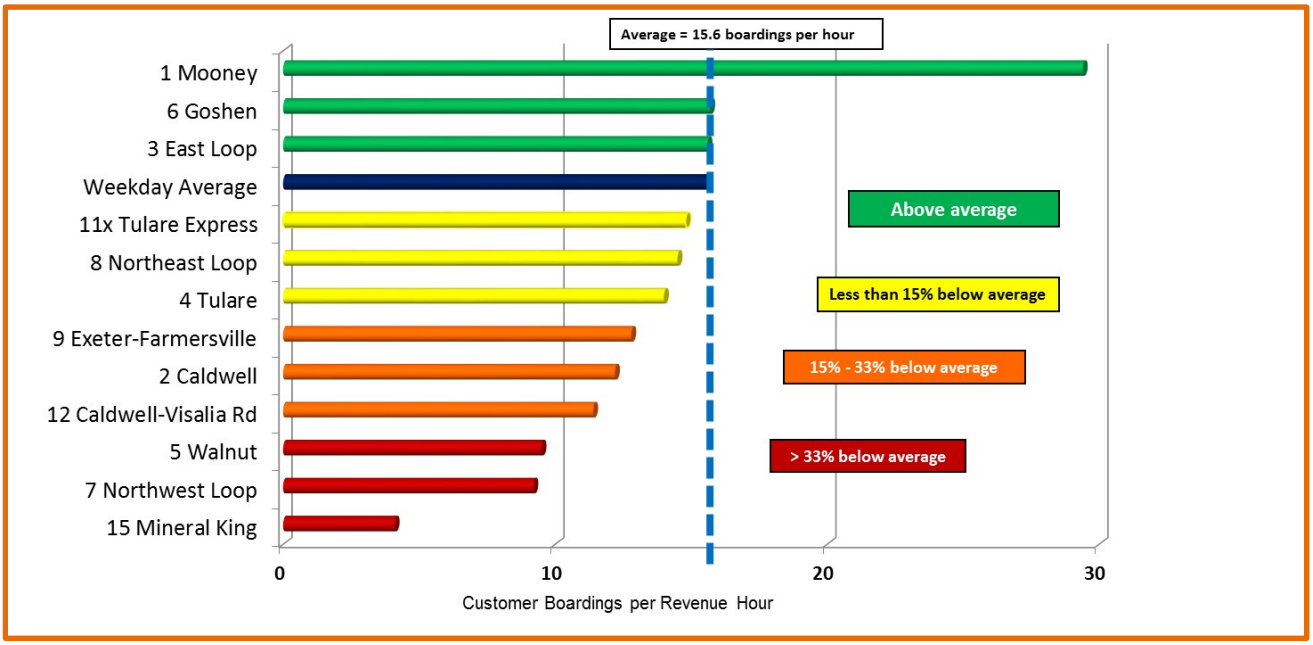
Weekday service productivity by route is displayed in Figure ES-6. The colors indicate the range of individual route performance relative to the weekday system average. Green denotes above average; yellow indicates slightly (i.e., less than 15%) below average; orange indicates significantly (i.e., 15%-33%) below average; and red indicates substantially (i.e., over 33% below average. Visalia Transit fixed routes average 14 customer boardings per revenue service hour on weekdays. Relatively productive routes include 1, 3, 6, 4 and 11x. The least productive routes in the network include 8, 9 and 15; these are substantially below average performers and should be considered prime candidates for modification in the near-term service plan. Routes 5 and 7 are significantly below average and warrant further attention as well.

Exhibit ES-6: Weekday Service Productivity, FY 2016



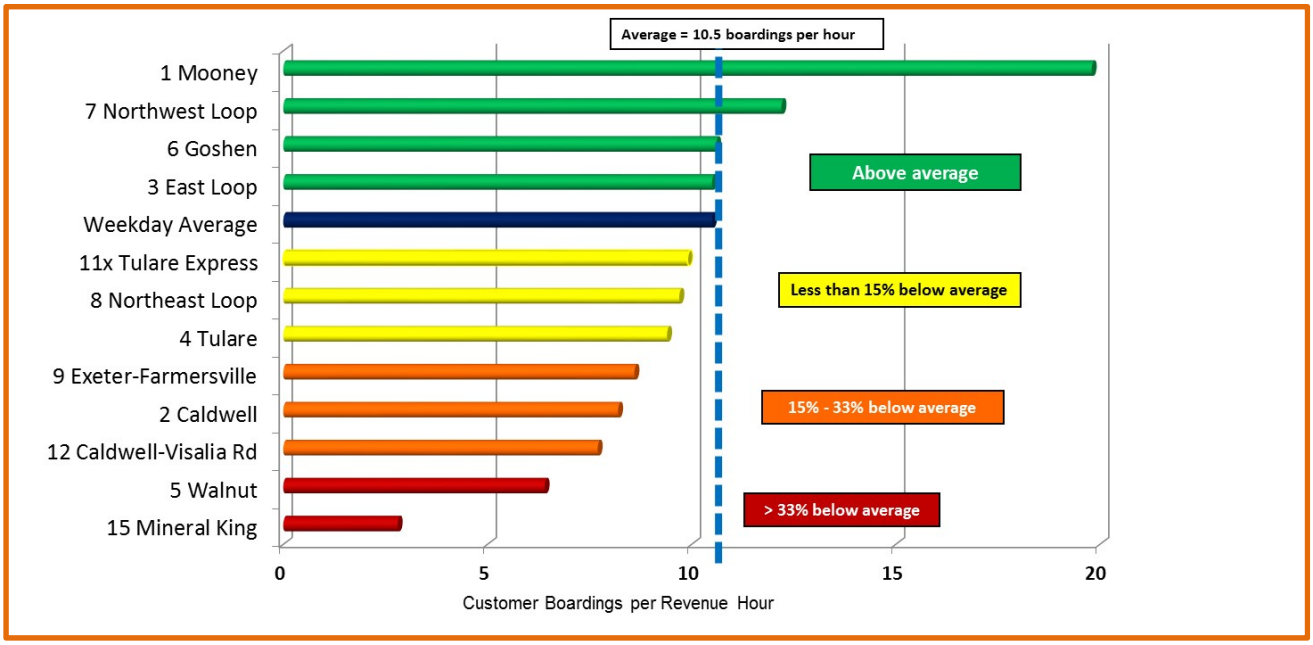
Saturday service productivity by route is displayed in Figure ES-7. Visalia Transit fixed routes average 15.6 boardings per revenue service hour on Saturdays; 11% greater than weekday average productivity, and 49% greater than Sunday average productivity. Relatively productive routes include 1, 6 and 3. The least productive routes in the network include 15, 7 and 5; these are substantially below the service day average. Routes 12, 2 and 9 are significantly below average range.

Exhibit ES-7: Saturday Service Productivity, FY 2016



Sunday service productivity by route is displayed in Figure ES-8. Visalia Transit carried 10.5 boardings per revenue service hour on Sundays. Relatively productive routes include 1, 7, 6 and 3. The least productive routes in the network include 15 and 5; these are substantially below the service day average. Routes 12, 2 and 9 are significantly below average.

Exhibit ES-8: Sunday Service Productivity, FY 2016



Dial-A-Ride: Chapter 6 presents a review of Dial-A-Ride services. Visalia Transit provides a supplemental service called Dial-A-Ride; a curb-to-curb para-transit service on a shared-ride/demand-response basis to locations within the city limits of Visalia, Goshen, Farmersville, and to/from Exeter. Inside Exeter's city limits, service is provided by Exeter Dial-A-Ride.

Visalia Transit (VT) Dial-a-Ride service is a coordinated and accessible "origin-to-destination" service designed to provide comparable paratransit service for ADA (Americans with Disabilities Act) certified individuals with disabilities that prevent them from riding the VT fixed-route buses. In addition, Dial-a-Ride provides same-day service to the general public (non-ADA passengers) on a space available basis.

Dial-A-Ride serves a population of approximately 127,800 providing close to over 35,000 annual trips. Salient operating characteristics include:

- Net operating cost of over $650k
- Fare revenue of $170k
- Over 10,000 annual revenue hours
- 3.5 trips per hour
- $18.45 net cost per trip
- $64.20 net cost per hour

Dial-A-Ride operates the same hours of service and days of week as VT fixed-route transit service. Service is operated under contract by MV Transportation, Inc.

A review of Dial-A-Ride operating statistics and key performance indicators (FY 2011 – 2015) resulted in the following salient observations of trending in a positive direction, as reflected by:

- 17.1% reduction of net operating cost;
- 56% increase in fare revenue;
- 15% reduction in the net cost per boarding;
- 11.1% reduction in the net cost per revenue hour; and
- 6% increase in the number of boardings per hour.

Current boardings per revenue hour are reported at 3.5.

In addition to the review of operating statistics, a review of MV quarterly performance summaries, indicates that Dial-A-Ride on-time performance may be problematic. With a performance target of 90% of passengers are to be picked up within a 30 minute window (+/- 15 minutes), Dial-A-Ride consistently falls below this metric and performs typically in the 78% to 81% range.

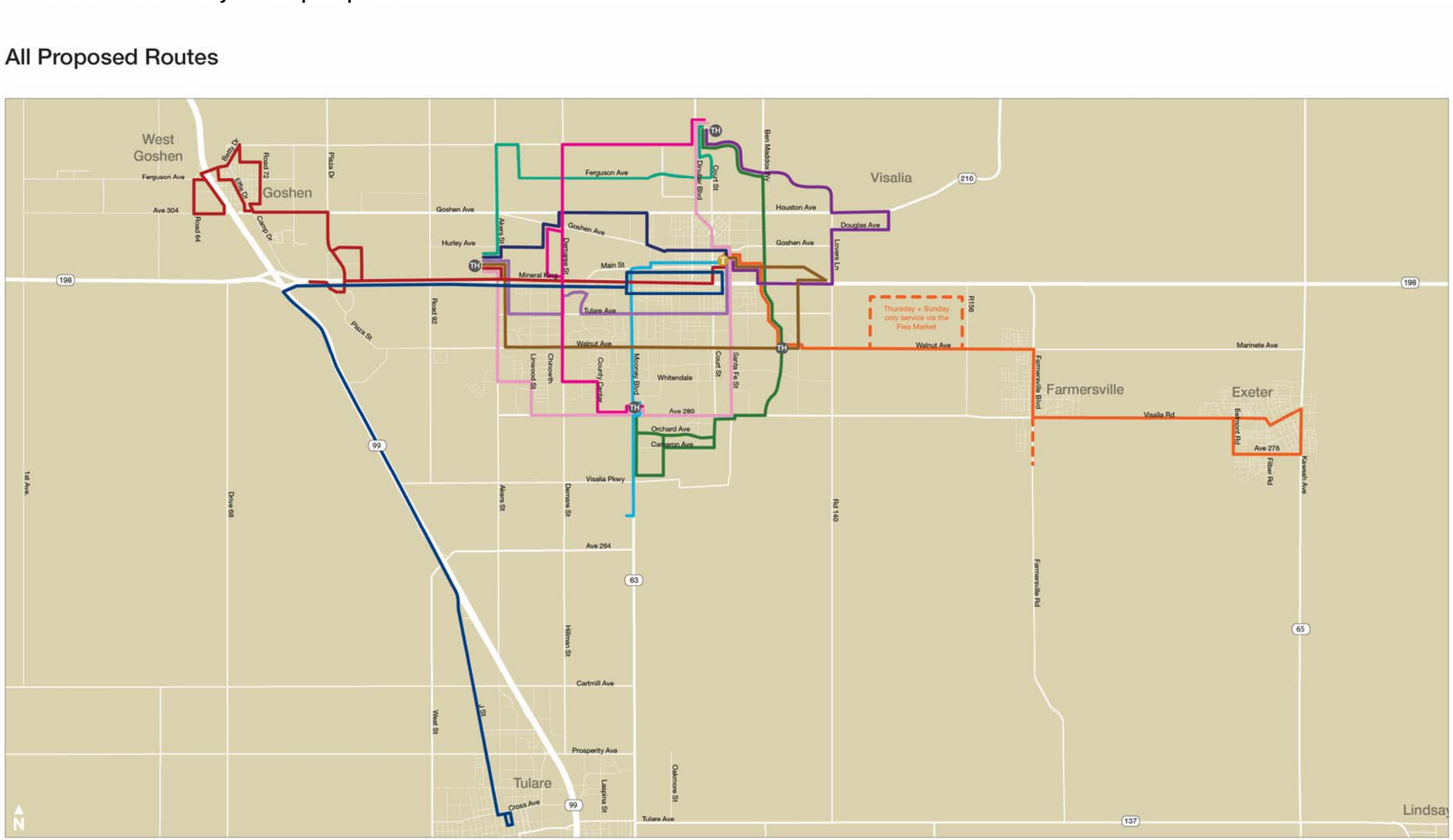
VT's Dial-A-Ride operation has a long standing history of ADA compliance and relatively productive and cost-effective service delivery. The City procured *Easy Rides* paratransit scheduling software, functional since November 2016, providing an opportunity for MV operations staff to be more diligent in monitoring on-time performance (adherence to the 30-minute scheduling window). The *Easy Rides* application now provides for automated call-reminders to customers.

Complementary Technological Enhancements: The following technology element is intended to enhance the Dial-A-Ride customer experience and lessen the administrative burden of MV staff:

- True on-line trip booking including real-time trip confirmations. Work with *Easy Rides* to incorporate true on-line trip booking capability that includes integration with the scheduling algorithm to facilitate the provision of trip confirmations at time of on-line booking.

Planned Improvements – Service Plan: Chapter 7 provides the proposed plan to restructure the Visalia Transit (VT) system as a grid network overlaying the transit service area. The plan maintains and enhances existing route alignments that form a grid covering much of South Visalia; and focuses service changes on "legacy" radial routes primarily in North and East Visalia. Completion of the grid network is recommended to make transit travel more comparable to personal vehicle travel in Visalia, where travel itineraries are chosen mainly to minimize travel distance and especially to avoid out-of-direction travel. Once the recommended network is in place, the City will have the ability to expand service span and frequency as customer demand warrants and funding levels permit. The proposed system map appears in Exhibit ES-9.

Exhibit ES-9: Visalia Transit System Map Proposed



Transit Hubs: Building on the success of the Visalia Transit Center (VTC) as a central hub where multiple routes meet and transfer conditions are better for customers, the service plan identifies four additional locations to function as secondary transfer points, or transit hubs. These locations in the north, east, south and west sides of the City will function as major transfer nodes and provide terminal facilities at the outer reaches of the grid network.

For short-range planning purposes, it is assumed that all four hubs will be developed at on-street locations. This should not limit planning to potentially relocate three of the hubs to off-street locations in anticipation of continuing transit system growth, land development intensity, and traffic conditions in the service area beyond FY 2022. For example, the City should be prepared to acquire property or enter into joint development arrangements as opportunities arise. It is recommended that the City undertake a needs assessment / site selection study within the next 12-18 months to determine project feasibility, minimum requirements, and preferred locations for three of four proposed transit hubs as described in Chapter 7, Section 7.1.

Proposed Route Changes: Chapter 7, Section 7.2 highlights recommendations for restructuring fixed route service consistent with design principles discussed earlier in this report. Descriptions of the modifications proposed are organized by geographic quadrant to facilitate understanding of the resulting route network. Quadrant boundaries are consistent with those used on City land use maps. The Northeast, Northwest, Southeast and Southwest quadrants are divided by Mooney running north-south, and the 198 Freeway running east-west. Exeter and Farmersville are included in discussion of the Southeast quadrant, and Goshen is included in discussion of the Northwest quadrant.

Service Plan Implementation: Two level of service (LOS) scenarios are presented in Section 7.3 to frame the discussion for funding the implementation of recommended service improvements through FY 2022.

- Scenario A reflects an assertive growth scenario designed to meet “short-range build-out” service levels without direct consideration of funding constraints. This option is meant to estimate the maximum expenditure of transit operating and capital costs needed to put Visalia Transit at the forefront of peer transit systems, in terms of three primary level of service (LOS) criteria: Network coverage; service span; and service frequency.
- Scenario B reflects a moderate growth scenario constrained to a 2.5% inflation-adjusted budget increase per year through FY 2022. This option is intended to estimate the cost of foundational improvements to the Visalia Transit route network, plus incremental enhancement of service span and frequency as affordable.

Both scenarios assume the completion of local route network restructuring described in Section 7.2. Their differences are in terms of span and frequency. Service span refers to the days and hours during which service is available; and frequency refers to the time interval between consecutive trips in published schedules.

Exhibits ES-10 and ES-11 presents a summary of the changes to service span and frequency associated with each scenario relative to base year conditions.

Exhibit ES-10: VT Service Span Current and Proposed

Service Day	Current FY 2017	Scenario A FY 2022	Scenario B FY 2022
Weekday			
Start Time	6:00 am – 6:30 am	5:30 am	6:00 am
End Time	9:30 pm – 10:30 pm	11:00 pm	10:00 pm
Saturday			
Start Time	8:00 am	5:30 am	8:00 am
End Time	6:16 pm – 7:56 pm	10:00 pm	7:00 pm
Sunday			
Start Time	8:00 am	7:00 am	8:00 am
End time	6:16 pm – 7:56 pm	10:00 pm	7:00 pm

Exhibit ES-11: VT Service Frequency Ranges Current and Proposed

Service Day	Current FY 2017	Scenario A FY 2022	Scenario B FY 2022
Weekday Peak	15 - 60	15 - 30	15 - 60
Weekday Base	15 - 60	15 - 30	15 - 60
Weeknight	30 - 60	30	30 – 60
Saturday Base	20 - 90	20 - 30	20 - 60
Saturday Early/Late	20 - 90	30 - 60	30 – 60
Sunday Base	20 – 90	20 - 30	30 - 60
Sunday Early/Late	20 - 90	30 - 60	60

Resource requirements for scenarios A and B are summarized in Exhibits ES-12 and 13, respectively.

Exhibit ES-12: Scenario A Resource Requirements

	Base Year Planned FY 2017	Scenario A Proposed FY 2022	Percent Change
Buses in Peak Service			
Weekday	28	34	26%
Saturday	22	33	50%
Sunday	22	33	50%
Revenue Service Hours			
Weekday	364	556	53%
Saturday	191	494	159%
Sunday	191	401	110%
Annual	127,767	207,539	62%

Exhibit ES-13: Scenario B Resource Requirements

	Current FY 2017	Proposed Scenario B FY 2022	Percent Change
Buses			
Weekday	27	28	3.7%
Saturday	22	25	13.6%
Sunday	22	25	13.6%
Revenue Service Hours			
Weekday	364	401	10.2%
Saturday	191	260	36.1%
Sunday	191	250	30.9%
Annual	127,767	141,676	10.9%

Depending on funding availability from year to year, it may be possible to incrementally improve LOS above Scenario B but short of Scenarios A. To the extent that incremental improvements above the Scenario B level are possible, the City should consider service span and frequency improvements on individual routes consistent with ridership generation and productivity performance. Candidate improvement categories include:

- Peak frequency improvements on routes currently operating 60- and 45-minute service frequencies.
- Selectively upgrade Saturday service frequencies to weekday LOS.
- Selectively improve weeknight service span.

Funding: Chapter 8 discusses funding. The Visalia Transit system relies on a variety of funding sources to operate and sustain its public transit services to the community. Those sources of revenue are derived from fare revenues generated by the various service modes as well as local, state and federal grant subsidy programs. The revenues discussed in this chapter reflect source data from the past six years (FY 2010-FY 2015).

Fleet – Existing and Replacement Plan: Chapter 9 provides for a suggested Visalia Transit fleet replacement plan for the five-year planning period. The intent of this plan is to provide a structured approach to vehicle replacement that is based on distributing replacements to more accurately maintain Federal Transit Administration replacement standards and provide for improved fiscal management, reflecting more evenly allocated annual capital expenditures.

Financial Plan: Chapter 10 provides a financial plan projected through FY 2022 supporting implementation of the recommended service plan as soon as fall 2017. The financial plan for transit operations and the capital program is prepared to ensure there is sufficient for funding for the proposed service, development, maintenance, and replacement of capital assets.

The City relies on a variety of funding sources to operate and sustain its public transit services to the community. Farebox and related revenues earned by VT comprise approximately one-fifth of total operating costs. The net cost of operations is funded through a combination of local, state and federal grant subsidy programs. Actual and projected transit system operating revenues and expenses for the period of FY 2018 through FY 2022 are compiled in Exhibit ES-14.

Exhibit ES-14: Financial Plan Summary – FY2018-2022

Visalia Transit - Financial Plan Summary, FY 2018 - 2022

Revenue Category	Scenario A					Base	Scenario B				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2016/17	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
FR Fare Revenue	$1,610,359	$1,921,643	$2,485,842	$2,886,611	$3,316,537	$1,526,244	$1,462,758	$1,549,270	$1,864,389	$1,965,908	$2,069,967
DR Fare Revenue	$172,906	$176,366	$197,842	$201,828	$205,878	$169,583	$172,906	$176,366	$197,842	$201,828	$205,878
Subtotal, Fare Revenue	$1,783,264	$2,098,009	$2,683,683	$3,088,439	$3,522,415	$1,695,827	$1,635,664	$1,725,636	$2,062,231	$2,167,736	$2,275,844
Local Funds (Measure R)	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200
TDA-LTF (sales tax)	$4,900,000	$4,949,000	$4,998,490	$5,048,475	$5,098,960	$2,500,000	$4,900,000	$4,949,000	$4,998,490	$5,048,475	$5,098,960
* STA	$890,000	$898,900	$907,889	$916,968	$926,138	$887,950	$890,000	$898,900	$907,889	$916,968	$926,138
FTA Section 5307	$3,800,000	$3,876,000	$3,953,520	$4,032,590	$4,113,242	$3,720,190	$3,800,000	$3,876,000	$3,953,520	$4,032,590	$4,113,242
* LCTOP	$200,000	$202,000	$204,020	$206,060	$208,121	$250,000	$200,000	$202,000	$204,020	$206,060	$208,121
5311 (consistent)	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000
CNG Sales	$600,000	$606,000	$612,060	$618,181	$624,362	$1,917,582	$600,000	$606,000	$612,060	$618,181	$624,362
* Carbon Credits	$400,000	$404,000	$408,040	$412,120	$416,242	$400,000	$400,000	$404,000	$408,040	$412,120	$416,242
Ad Revenue	$205,000	$207,050	$209,121	$211,212	$213,324	$205,000	$205,000	$207,050	$209,121	$211,212	$213,324
Facilities Leases	$200,000	$202,000	$204,020	$206,060	$208,121	$200,000	$200,000	$202,000	$204,020	$206,060	$208,121
Tulare City Admin & Dinuba assistance	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Investment Earnings	$150,000	$151,500	$153,015	$154,545	$156,091	$160,000	$150,000	$151,500	$153,015	$154,545	$156,091
CMAQ	$948,880		$1,355,540				$949,880		$1,355,540		
Total Revenue	$15,090,344	$14,607,659	$16,702,598	$15,907,850	$16,500,216	$12,949,749	$14,943,744	$14,235,286	$16,081,146	$14,987,147	$15,253,645
Expense Category											
FR Operating Expenses	$8,485,147	$9,427,035	$10,368,922	$11,310,874	$12,252,892	$7,542,788	$7,707,424	$7,871,719	$8,035,949	$8,200,178	$8,364,408
DR Operating Expenses	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029
Subtotal, Operating	$9,323,176	$10,265,063	$11,206,950	$12,148,903	$13,090,921	$8,380,817	$8,545,453	$8,709,748	$8,873,977	$9,038,207	$9,202,436
FR Capital Expenses	$6,220,342	$1,901,814	$4,569,840	$1,379,832	$1,448,824	$0	$4,952,466	$0	$4,569,840	$0	$1,448,824
DR Capital Expenses	$704,844	$0	$777,092	$0	$0	$0	$704,844	$0	$777,092	$0	$0
Wayside Infrastructure	$100,000			$200,000			$100,000			$100,000	
Mini Hubs - preliminary engineering & design study	$150,000						$150,000				
Subtotal, Capital	$7,175,186	$1,901,814	$5,346,932	$1,579,832	$1,448,824	$0	$5,907,310	$0	$5,346,932	$100,000	$1,448,824
Total Capital & Operating Expenses	$16,498,362	$12,166,877	$16,553,882	$13,728,735	$14,539,745	$8,380,817	$14,452,763	$8,709,748	$14,220,909	$9,138,207	$10,651,260
Surplus / Deficit	-$1,408,018	$2,440,782	$148,716	$2,179,115	$1,960,471		$490,981	$5,525,539	$1,860,237	$5,848,940	$4,602,385
Operating Characteristics											
FR Vehicle Revenue Hours (VRH)	129,941	144,365	158,789	173,214	187,640	115,516	118,031	120,547	123,062	125,577	128,092
DR Vehicle Revenue Hours (VRH)	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153
FR Annual Passengers	1,754,204	2,093,293	2,461,230	2,858,031	3,283,700	1,559,466	1,593,419	1,687,658	1,845,930	1,946,444	2,049,472
DR ADA Annual Passengers	36,022	36,743	37,470	38,225	38,992	35,316	36,022	36,743	37,470	38,225	38,992
Performance Characteristics											
FR Cost per Trip	$ 4.84	$ 4.50	$ 4.21	$ 3.96	$ 3.73	$ 4.84	$ 4.84	$ 4.66	$ 4.35	$ 4.21	$ 4.08
DR Cost per trip	$ 23.26	$ 22.81	$ 22.37	$ 21.92	$ 21.49	$ 23.73	$ 23.26	$ 22.81	$ 22.37	$ 21.92	$ 21.49
FR Trips/Hour	13.5	14.5	15.5	16.5	17.5	13.5	13.5	14	15	15.5	16
DR ADA Trips/Hour	3.50	3.50	3.50	3.50	3.50	3.47	3.50	3.50	3.50	3.50	3.50
* Fluctuates											
Assumptions/Inputs											
FR Cost/Hour	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30
DR Cost/Hour	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54
FR Avg Fare Passenger	$0.92	$0.92	$1.01	$1.01	$1.01	$0.92	$0.92	$0.92	$1.01	$1.01	$1.01
DR Avg Fare Passenger	$4.80	$4.80	$5.28	$5.28	$5.28	$4.80	$4.80	$4.80	$5.28	$5.28	$5.28
FR Trips per Hour	13.5	14.5	15.5	16.5	17.5	13.5	13.5	14	15	15.5	16

1.0 INTRODUCTION

The Short Range Transit Plan (SRTP) is an action plan developed to guide the implementation of transit service improvements over the next 5+ years. A SRTP of the City's transit routes is important to improve the efficiency of service within the City, address future land use development and transportation investments, and enhance connectivity to regional bus services. Overall, the analysis has culminated in recommendations for transit route revisions that would address future population growth and transit demand, transit-dependent needs, connectivity, and anticipated financial revenue and transit investment opportunities.

Key elements of the SRTP study approach included:

- Problem identification – an evaluation of the performance of existing Visalia Transit services;
- Identification of the City's unmet mobility needs;
- Identification of key local and regional origins and destinations;
- Identification of the critical markets in the study area;
- Address the type and level of transit service justified for the study area as well as future service requirements; and
- Consideration of all community input and addressed as appropriate.

The SRTP study process has included a great deal of outreach and facilitation with the public and key regional stakeholders. The alternative service scenarios described herein, reflect input received from a variety of activities, including a public workshop, multiple interviews with various agencies, and an on-board survey (546 responses) as well as a community survey that received 113 responses.

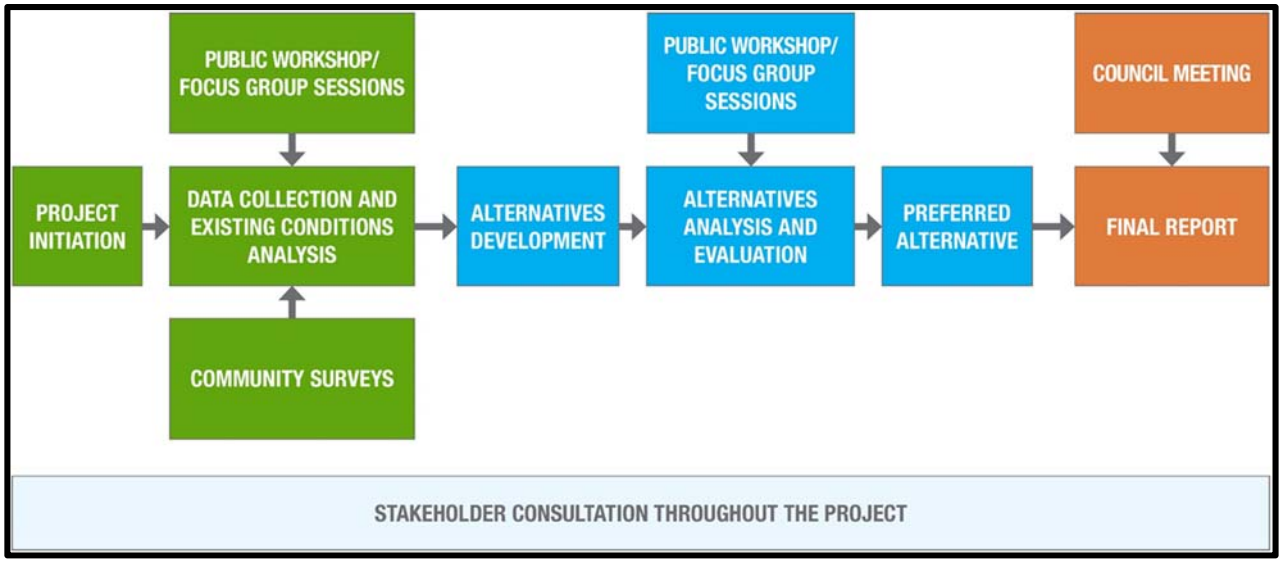
Further, these service scenarios were presented at a public workshop held on April 26, 2017. A copy of the presentation material is included as Appendix A.

SRTP outcomes provide the foundation (recommended service restructuring) for an Action Plan (Plan) to guide the implementation of transit service improvements over the next 5+ year period. The Plan will enhance the efficiency and effectiveness of Visalia Transit's existing transit services while responding to the changing demands for transit throughout the service area. As the population grows and demographics shift, it is important to reshape transit service to respond to new and changing transit demands. It is also important for transit service improvements to be implemented in a fiscally responsible (and financially sustainable) manner. The Plan maximizes the performance of existing services while responding to additional community mobility needs. The focus of the recommendations is to enhance service on strong routes to increase system ridership and generate more fare revenue, in addition to maintaining appropriate transit service in lower potential ridership areas. More importantly, the recommendations respond to key issues identified by passengers and the community to create a system that is more attractive to riders.

1.1 Study Process

The SRTP study began in November 2015, with a comprehensive data collection effort including historical operating and financial data, ancillary reports and a robust stakeholder and community outreach, and survey research effort. Key elements of the work plan are illustrated in Exhibit 1-1. The findings from the data collection and public outreach efforts provided the key inputs for an analysis of market and performance trends. This analysis was the basis of the Existing Service Evaluation report which identified key findings and strategies to improve VT's transit network. These findings and strategies were used to develop the service recommendations in the draft *Service Plan Working Paper* (October 2016).

Exhibit 1-1: SRTP Work Plan



1.2 Plan Organization

The SRTP is presented in six chapters, which are described below.

CHAPTER 2 – MARKET ANALYSIS: provides an overview of the City of Visalia study area including key community and demographic characteristics.

CHAPTER 3 – SURVEY RESEARCH: provides a summary of survey research efforts.

CHAPTER 4 – PERFORMANCE MEASUREMENT: provides a primer on transit performance measurement and fixed route and Dial-a-Ride performance metrics.

CHAPTER 5 – REVIEW OF EXISTING VISALIA TRANSIT FIXED ROUTE SERVICES: provides a comprehensive evaluation of existing fixed-route and Dial-a-Ride services including operational performance and opportunities for enhancements.

CHAPTER 6 – REVIEW OF EXISTING DIAL-A-RIDE SERVICES: provides an evaluation of existing Dial-a-Ride services including operational performance and existing policies and procedures.

CHAPTER 7 – PLANNED IMPROVEMENTS – SERVICE PLAN: presents a recommended system concept, service design guidelines, performance metrics, recommended network, and system resource requirements.

CHAPTER 8 – FUNDING: presents an overview of funding sources derived from fare revenues generated by the various service modes as well as local, state and federal grant subsidy programs. The revenues discussed in this chapter reflect source data from the past six years (FY 2010-FY 2015). Included is an exhibit providing a summary and total of revenues received over the six year period.

CHAPTER 9 – FLEET – EXISTING AND REPLACEMENT PLAN: presents a detailed inventory of the existing fleet roster, provides a commentary on regulatory and logistical elements that effect fleet replacement and presents a suggested vehicle replacement schedule and estimated annual costs for vehicle replacement.

CHAPTER 10 – FINANCIAL PLAN: presents five-year operating expenses and fare revenue projections, fare policy considerations and recommended fare structure and rates, and a five-year financial and capital plan.

APPENDICES:

A. Survey Summary – Community and On-Board Surveys
B. Public Meeting Presentation Material
C. Detailed Route Analysis

2.0 MARKET ANALYSIS

Visalia is a city situated in the agricultural San Joaquin Valley of California, approximately 230 miles southeast of San Francisco, 36 miles west of Sequoia National Park and 43 miles south of Fresno. The 2016 Department of Finance population estimate is 130,231. Visalia is the 5th largest city in the San Joaquin Valley. As the county seat of Tulare County, Visalia serves as the economic and governmental center to one of the single most productive agricultural counties in the country.

At the outset of this project, the City was divided into four (4) different quadrants, for the purpose of assessing current and future service levels. The four quadrants were created using Mooney Boulevard as the North-South dividing line and Highway 198 as the East-West dividing line.

Delving further into the analysis, the City is divided into neighborhoods, generally referring to the, into the following areas for the remainder of the Plan: Downtown Visalia, North Visalia, The Eastside, Southwest Visalia, the Industrial Area, Mooney, and the Westside .

Exhibit 2-1 shows the primary study area, the City of Visalia within the shaded boundary, and Goshen to the north-west and Farmersville and Exeter to the east of the City's boundary.

Exhibit 2-1: Visalia Study Area

2.1 Demographics

Based upon population estimates available from the California Department of Finance (DOF), the City of Visalia had a 2017 population of 130,977. Based on current data Visalia experienced an average annual growth rate of 2.52% between 1990 and 2010. While the recession of the late 2000's typically caused a reduction in population growth, with California losing population

between 2007 and 2010, the Central Valley added population at just less than 1 percent per year, and Visalia at 2.1 percent per year, during this period.

An annual average growth rate of 2.52%, results in a year 2020 population of approximately 159,620 and a 2025 population of approximately 180,778. By comparison, the *Proposed General Plan Land Use Element* estimates a population of 165,000 in the year 2020. Based upon these comparisons, it is concluded that the *General Plan Land Use Element* provides reasonable estimates of the City's population at General Plan build-out, projected to occur by year 2020.

According to the City of Visalia's Draft General Plan Update, the City will add 65,500 new residents over the next 20 years; a respective increase of 46 percent and 39 percent above existing levels. While increasing from the 2009 population of 123,670 to the projected 2030 population of 207,600, population is projected to grow at an annual rate of 2.6 percent.

Typically, market segments most likely to make use of public transit include youth, older adults, people who do not have access to an automobile and those who fall below the poverty line. The following table presents a community demographic profile reflecting the number of people in the previously noted market segments.

Exhibit 2-2: Demographic Profile Data

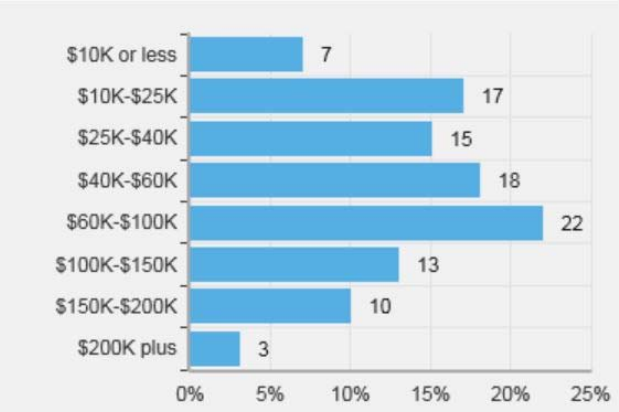
Subject	Number	Percent
Total population	130,977*	100
Median age (years)	31.6	(X)
18 years and over	87,036	69.9%
65 years and over	12,874	10.4%

Source: U.S. Census Bureau, 2010 Census.
* California Department of Finance, 2017

According to the 2006-2008 American Community Survey, the **income status** of residents was as follows:

Median household income:	$53,975
Mean household income:	$69,912
Median family income:	$61,823
Mean family income:	$77,590
Median non-family income:	$29,173
Mean non-family income:	$43,301

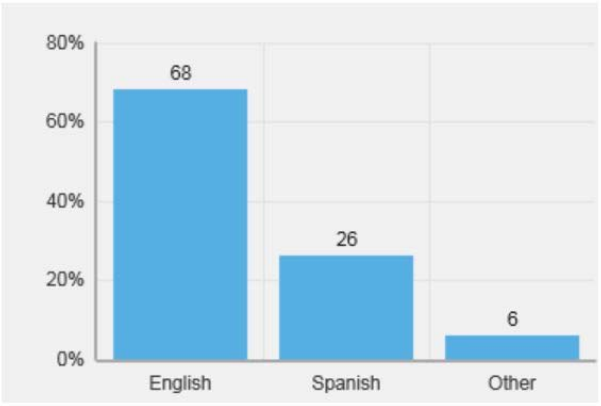
Household Income Distribution



According to the same survey, the **poverty status** of residents was as follows:

All families:	11.2%
Married-couple families:	7.2%
All people:	14.8%
Under 18 years:	21.4%
18 years and over:	12.0%
18 to 64 years:	12.4%
65 years and over:	9.4%

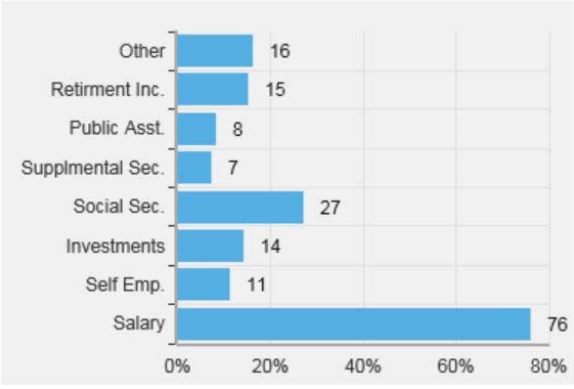
Languages Spoken



Employment Status

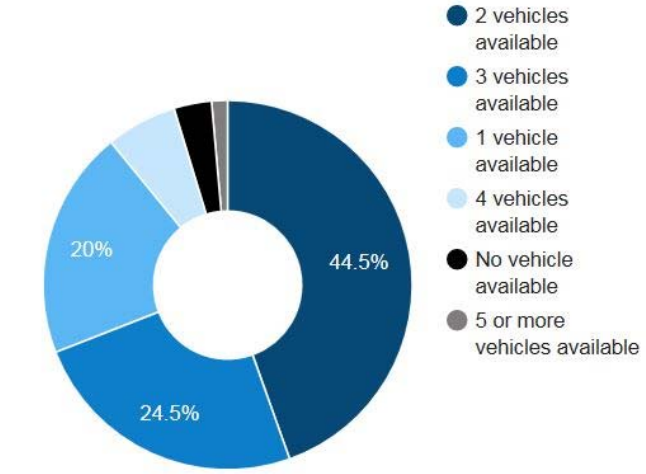
Population 16 years and over	65,741	100.0
In labor force	41,924	63.8
Civilian labor force	41,899	63.7
Employed	38,401	58.4
Unemployed	3,498	5.3
Percent of civilian labor force	8.3	(X)
Armed Forces	25	0.0
Not in labor force	23,817	36.2

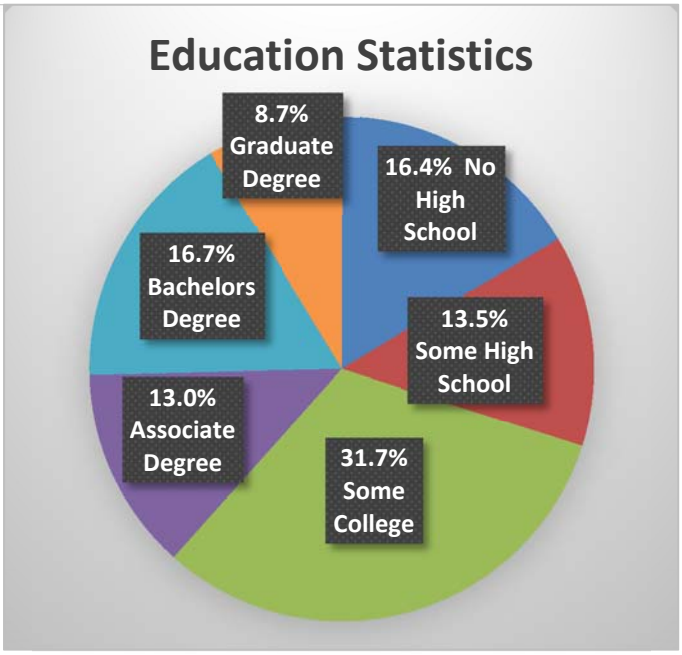
Source Of Income



Commuting to Work

Workers 16 years and over	37,766	100.0 %
Car, truck, or van -- drove alone	30,005	79.4
Car, truck, or van -- carpooled	4,680	12.4
Public transportation (including taxicab)	441	1.2
Walked	584	1.5
Other means	803	2.1
Worked at home	1,253	3.3
Mean travel time to work (minutes)	19.1	(X)





Salient household, economic and social characteristics include:

- 10.4% of the population is age 65+
- 6% of households have no vehicle available (20% have one vehicle available)
- 14.8% of individuals and 11.2% of households are below the federal poverty level
- Public transit currently captures just over 1% of commuting to work mode choice. Driving alone is close to 80%.

The relatively high percentage of older adults, households with no vehicle availability and individuals (and households) below the federal poverty level, suggests a sizable portion of the City's population are dependent on Visalia transit.

3.0 SURVEY RESEARCH

The SRTP study process has included a great deal of outreach and facilitation with the public and key regional stakeholders. The alternative service scenarios and recommended service plan (presented in Chapter 7), reflect input received from a variety of activities, including two public workshops, an on-board survey of passengers (546 responses), and a community survey that received 113 responses.

Transit survey results are presented in Appendix A. Public workshop/outreach presentation material is presented in Appendix B.

3.1 Community and On-Board Surveys

As a part of the initial planning process, a community survey was conducted to better understand the transit needs of the community. The survey provided information on travel behavior, quality of service, and user demographics. The survey also provided an opportunity for the community to express their concerns and make recommendation to improve transit services.

The survey was administered on-line via Survey Monkey and accessed through a link from the City's home page. To ensure maximum participation, surveys were made available to the community for a five-week period (early February through to March 4, 2016).

The community survey consisted of questions targeted to solicit feedback from community members on their preferred transportation mode, typical trip destinations by mode, opinions on the quality of transit service, recommendations on potential improvements to transit service, and individual demographic data.

The on-board survey was administered for a one-week period in mid-February 2016.

Results from the surveys were reviewed as a part of the comprehensive analysis and served as important input for the development of the recommended service enhancements.

Key observations from the survey results. Survey participants were generally satisfied with the quality of transit services. Most respondents expressed that the fares were reasonable and generally felt safe on the buses. Despite overall satisfaction with the quality of service, respondents did identify several areas for improvement. The following are some of the key observations from the survey results including the comments:

The Survey Monkey surveying technique providing for a statistically valid methodology given that:

1. **Public & anonymous** - It is important that the survey remain in the public domain (rather than a preselected survey population that could have been assigned a survey access "key") and permit anonymous responses.

   We recognize that IP addresses can be traced to a computer but not a person. People who share a computer share an IP address. Additionally, some IP addresses are tied to proxy servers, which means multiple computers can share the same IP address. An organization may have a single computer that is used to route Internet connections for all of the computers

in that organization's computer network. If we were to see multiple responses for the survey with the same IP address, it may be that a single person is responding to your survey multiple times, or it may be that multiple people in an organization are accessing the survey from within that organization's computer network. We would not want to discount either.

2. **Confidence coefficient** - Our survey research methodologies include an analysis considering a confidence level or confidence coefficient. Simply put, say +/- .05 (or 5%) we are 99% confident that the true value of a parameter (survey response) is in our confidence interval. A confidence level accounts for irregularities in survey responses. The desired level of confidence is set by the researcher (not determined by data).
3. **Other research methodologies** – As noted above, the use of confidence intervals has not provided effective survey data but the order of magnitude will be further validated by other outreach and research methodologies as part of the SRTP outreach/consultation work plan. For example, public meetings will enable direct dialogue addressing concerns and acceptance of improvement strategies.

Survey participants were generally satisfied with the quality of Visalia Transit services. Most respondents felt the fares were reasonable and generally felt safe on the buses. Despite overall satisfaction with the quality of service, respondents did identify a number of areas for improvement. The following are some of the key observations from survey results including the comments:

- The majority of respondents are regular VT customers and use for work purposes.
- The most common reason why survey respondents did not use Visalia Transit services was because the buses do not go close enough to where they want to travel to and from. Infrequent service and a feeling that it takes too long were also frequently mentioned.
- Results of the survey revealed that the most desired transit service improvement was a mobile app for real-time information followed by more frequent weekend service. Third was the desire for fewer required transfers.

A list of salient comments from the survey are presented in Appendix B.

4.0 PERFORMANCE MEASUREMENT

Transit industry performance measurement best practices are reflected in *TCRP Report 88: A Guidebook for Developing a Transit Performance-Measurement System*, and the *Report on California Transit Performance Measures* prepared for Caltrans by the Mineta Institute. TCRP Report 88 identifies over 400 transit performance measures divided into seven categories:

1. Service Availability measures the quantity of transit access based on when (*i.e.*, span), where (*i.e.*, coverage and stop location), and how often (i.e., frequency) transit services are available. These are primarily design criteria that do not fluctuate except when consciously reset by budgetary or policy changes. Therefore, they do not need to be monitored, measured and reported on a routine basis.

2. Service Delivery measures the quality of customers' day-to-day transit travel experience in terms of service reliability, comfort and convenience. Key service quality indicators include network coverage, service span and frequency, available capacity (loading condition), and utilization (ridership and productivity). This group includes both measures of dynamic conditions that require continual monitoring and frequent reporting on a monthly or quarterly basis; as well as relatively static design criteria.

3. Safety/Security measures the likelihood that an accident will occur involving customers, or that a customer or employee will become a crime victim while using transit. Examples of performance measures in this category include accident rates per 100,000 mile, injury accidents per passenger miles, and quantity of safety devices and personnel. These are dynamic measures of preferred outcomes that warrant continual monitoring and quarterly reporting.

4. Community Impact measures quality-of-life impacts on service area communities in terms of access to employment, economic growth and productivity, personal mobility and finances, pollution reduction, and equitable distribution of transit service. These are primarily preferred outcomes that are attainable over a multi-year timeframe. As such, they require regular monitoring and periodic reporting.

5. Maintenance measures the safety, reliability and condition of revenue vehicles in terms of average fleet age and mileage, road calls per 100,000 miles, conformance to scheduled maintenance inspections, among others. These are dynamic measures of preferred outcomes that warrant continual monitoring and quarterly reporting.

6. Financial Performance measures how efficiently resources are deployed to meet travel demand within budgetary constraints. Key performance measures include net cost per revenue hour and per customer boarding applied to individual routes, and farebox recovery generally applied to the system as a whole. Net cost per revenue mile, which

usually applies to commuter routes only, is not needed by Visalia Transit as a performance measure distinct from net cost per hour.

7. Agency Administration measures organizational efficiency in terms of employee productivity (*e.g.*, vehicle miles per employee), employee relations, and the percentage of the total operating budget consumed by general and administrative (G&A) expenses. These are dynamic measures of preferred outcomes that warrant ongoing monitoring and annual reporting.

The FY 2011-2016 SRTP provided Visalia Transit with a solid foundation for monitoring, measuring and reporting system performance. The broad framework is cast by organizational mission and vision statements:

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.*

Goals and objectives provide directions for action. Four goals were cited in the FY 2011-2016 SRTP. Being general in nature, these goals remain relevant to present and projected short-range future conditions.

Goal 1: Operate a high-quality public transportation system (safe, reliable, effective, efficient, and accessible).

Goal 2: Meet the growing demand for new services and implement innovative 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 community and individuals.

Each goal is supported by specified objectives, key performance indicators and measures, standards and targets. The SRTP compiled these in an extensive table containing key performance indicators (*i.e.*, those that influence level of service) as well as passive or static

design standards, preferred outcomes, management and marketing initiatives as a single body of information. This presents a complex view of performance measurement that may be difficult for stakeholders to absorb. Accordingly, the following discussion separates active measurement criteria from design criteria and preferred outcomes to focus attention on the key metrics underlying the evaluation of existing services presented in the next chapter.

4.1 Fixed Route Performance Metrics

Key performance indicators for Visalia Transit fixed route services are summarized in Exhibit 4-1. These metrics provide the basis for service evaluation and most directly influence proposed changes to the level of service operated on individual routes at various times of the service day. Visalia Transit monitors key performance indicators on an ongoing basis through monthly reports provided by their service contractor (MV).

Exhibit 4-1: Visalia Transit Fixed Route Key Performance Indicators

Key Performance Indicator	Measure	Standard
Cost Efficiency	Cost per revenue hour	Base year + CPI
Service Effectiveness	Passengers per revenue hour	15 per hour New service (< 2 yrs) – 10 per hour
Cost Effectiveness	Net cost per passenger Farebox recovery (% of total operating cost)	$x.xx per passenger 20%

Fixed route service design guidelines are summarized in Exhibit 4-2. These are static measures used to shape service design and optimize the distribution of system resources. The targets indicate desired FY 2022 attainment thresholds.

Exhibit 4-2: Visalia Transit Fixed Route Service Design Criteria

Design Criteria	Measure	Target
Service Coverage	Percent residents within ¾-mile of a bus stop	90%
	Bus stop spacing	
Service Span	Operating days / hours	Weekdays – 6 AM – 11 PM Saturday – 6 AM - 10 PM Sunday – 7 AM – 8 PM
Service Frequency	Minutes between scheduled trips	Weekdays - 30 minutes Saturday - 30 minutes Sunday – 60 minutes
Loading Condition	Maximum customers onboard	1.2x seated capacity
Transit Travel Time	Time relative to comparable travel via personal vehicle	< 1.5x personal vehicle travel time

Preferred outcome metrics are summarized in Exhibit 4-3. These are active indicators of dynamic performance of system functions such as transportation operations, maintenance, and administration. A new measure – annual transit rides per capita – replaces Percentage annual increase in total boardings as an indicator of ridership growth,

Exhibit 4-3. Visalia Transit Fixed Route Preferred Outcomes

Preferred Outcome	Measure	Target
Ridership Growth	Annual Rides per Capita	
Reliability	Schedule adherence (percent on-time)	95% >
	Missed trips	< 1%
	Miles between road calls	14,000
Safety	Preventable accidents per 100K miles	< 1.5
	Passenger injuries per 100K miles	< 1.0
Customer Service	Bi-annual survey results	Rating of 3.0 or better
	Complaints per 100K customer boardings	< 100

The SRTP also identified various management and marketing initiatives as part of the performance measurement system. These actions are inherent to transit system management and do not necessarily demand dynamic quantitative measurement. Examples cited in the SRTP include:

- Employ technology cost effectively
- Annual marketing program
- Public information program
- Community association memberships and attendance
- Participation in community events
- Participation in industry conferences

4.2 Dial-a-Ride Performance Metrics

Key performance indicators for Visalia Transit Dial-a-Ride services are summarized in Exhibit 4-4.

Exhibit 4-4: Dial-a-Ride Key Performance Indicators

Key Performance Indicator	Measure	Standard
Cost Efficiency	Cost per revenue hour Cost per revenue mile	Base year + CPI
Service Effectiveness	Passengers per revenue hour	3.0 >
Cost Effectiveness	Net cost per passenger Farebox recovery (% of total operating cost)	$x.xx per passenger 10%

Dial-a-Ride service design guidelines are summarized in Exhibit 4-5. These are static measures used to shape service design and optimize the distribution of system resources. The targets indicate desired FY 2022 attainment thresholds.

Exhibit 4-5: Dial-a-Ride Service Design Criteria

Design Criteria	Measure	Target
Service Coverage	Percent residents within ¾-mile of a fixed route bus route	100%
Service Span	Operating days of service	Same as fixed route system
Average Wait Time		
Loading Condition	Maximum customers onboard	1.2x seated capacity
Transit Travel Time	Time relative to comparable travel via personal vehicle	< 1.5x personal vehicle travel time

Preferred outcome metrics are summarized in Exhibit 4-6. These are active indicators of dynamic performance of system functions such as transportation operations, maintenance, and administration.

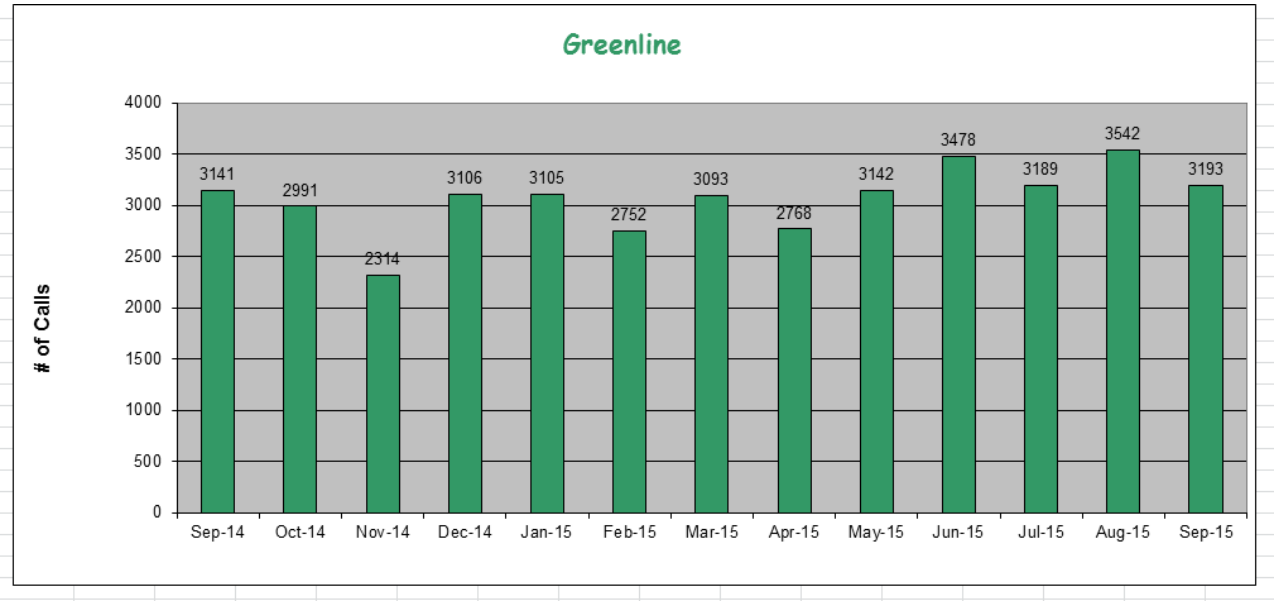
Exhibit 4-6: Dial-a-ride Route Preferred Outcomes

Preferred Outcome	Measure	Target
Ridership Growth	Percentage annual increase in total boardings	Population growth
Reliability	Schedule adherence (percent on-time)	90% >
	Missed trips	< 2%
	Miles between road calls	10,000
Safety	Preventable accidents per 100K miles	< 1.5
	Passenger injuries per 100K miles	< 1.0
Customer Service	Percentage of calls handled w/i 5 seconds	
	Bi-annual survey results	Rating of 3.0 or better
	Complaints per 100K customer boardings	< 100

4.3 Green Line Performance Metrics

The Green Line Call Center (877-40-GOGREEN) provides a countywide public transportation information number. 2014/15 Green Line call volumes averaged 2,800 to 3,100 per month (as illustrated in Exhibit 4-7), down from an average of 4,000 to 5,000 per month three years earlier. Declining call volumes may be attributed to the increased use of mobile phone apps providing transit trip planning and real-time transit information.

Exhibit 4-7: Number of Calls per Month



Preferred outcome metrics for the Green Line call center are summarized in Exhibit 4-8.

Exhibit 4-8: Green Line Preferred Outcomes

Preferred Outcome	Measure	Target
	Percentage of calls answered w/in 5 seconds	65%
	Hold time	<30 seconds.
	Abandoned calls	10%
	Call service time	<90 seconds

5.0 REVIEW OF *VISALIA TRANSIT* FIXED ROUTE SERVICES

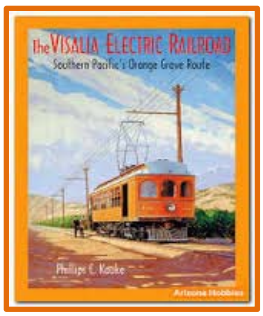
Visalia Transit operates public transportation to, from and within the communities of Visalia, Goshen, Farmersville, Exeter, and Tulare. Visalia Transit also provides Dial-A-Ride curb-to-curb para-transit service on a shared-ride, demand-response basis to locations within the city limits of Visalia, Goshen, Farmersville, and Exeter. The Visalia Towne Trolley serves the Downtown Visalia area.

The Tulare County Area Transit (TCAT) provides the public transit services between Visalia and smaller communities throughout the greater Visalia Area. Service includes Fixed Route and Demand Responsive services that are offered Monday through Saturday.

Amtrak has a bus stop in Visalia for commuting rail passengers with Visalia as their departure point or final destination. The nearest Amtrak station that offer commercial rail transportation service is located in Hanford. The Sequoia Shuttle provides an alternative form of transportation from Visalia and Three Rivers to Sequoia National Park.

The LOOP Bus provides local at-risk youth with free transportation from schools to near-by community and recreation centers The LOOP bus operates from June to August, Monday through Fridays from 11:30am to 6:00pm. The LOOP makes stops at the Anthony Community Center, The Boys & Girls Club, the Manuel F. Hernandez Community Center and the Wittman Village Community Center.

5.1 Overview



Visalia Transit fixed route service covers a 40 square mile service area encompassing close to 131,000 residents of Visalia, neighboring cities of Exeter, Farmersville, Tulare, and unincorporated Goshen. The fixed route system is comprised of 12 local routes and one express route operated jointly with the City of Tulare. Other transit systems operating within the service area include Tulare InterModal Express (TIME), Tulare County Area Transit (TCAT), Kings Area Regional Transit (KART), Greyhound, Orange Belt, and Amtrak.

Fixed route transit has a long history in Visalia, beginning with Visalia Electric Railroad streetcars operating from 1904 until 1924, and continuing with Orange Belt Stages intercity buses passing through Visalia from the 1930s forward to the present day. Visalia was fairly small geographically until the 1960s with development mostly contained within the area bounded by Houston Avenue, Ben Maddox Way, Tulare Avenue, and Mooney Boulevard. Visalia began to grow rapidly thereafter; from under 16,000 residents in 1960 to over 27,000 by 1970, and almost 50,000 by 1980. The City of Visalia assumed responsibility

for local transit in 1981 in response an expanding geographic footprint, diversification of travel patterns, and discontinuation of private sector service. Population growth and geographic expansion have continued to increase rapidly in recent decades; cumulatively, population grew by 160% between 1980 and 2016 at an average annual rate of 4.4% per year.

As in many Central Valley cities, Visalia's publicly operated route network was designed to radiate outward from the traditional downtown area where employment and regional services once were concentrated, into established neighborhoods and connecting to key destinations around the city. The radial design was well-suited to travel conditions prevailing at the time, which were characterized by relatively short trips made between mostly walkable residential neighborhoods and the predominant central business district. Over the years, the route network has expanded incrementally to reach out to newer development located mostly south and west of the older core city. Service to the outlying cities of Exeter and Farmersville, as well as to unincorporated Goshen were added through intergovernmental agreements. The Visalia Towne Trolley was introduced in November 1998 to provide circulation within downtown Visalia.

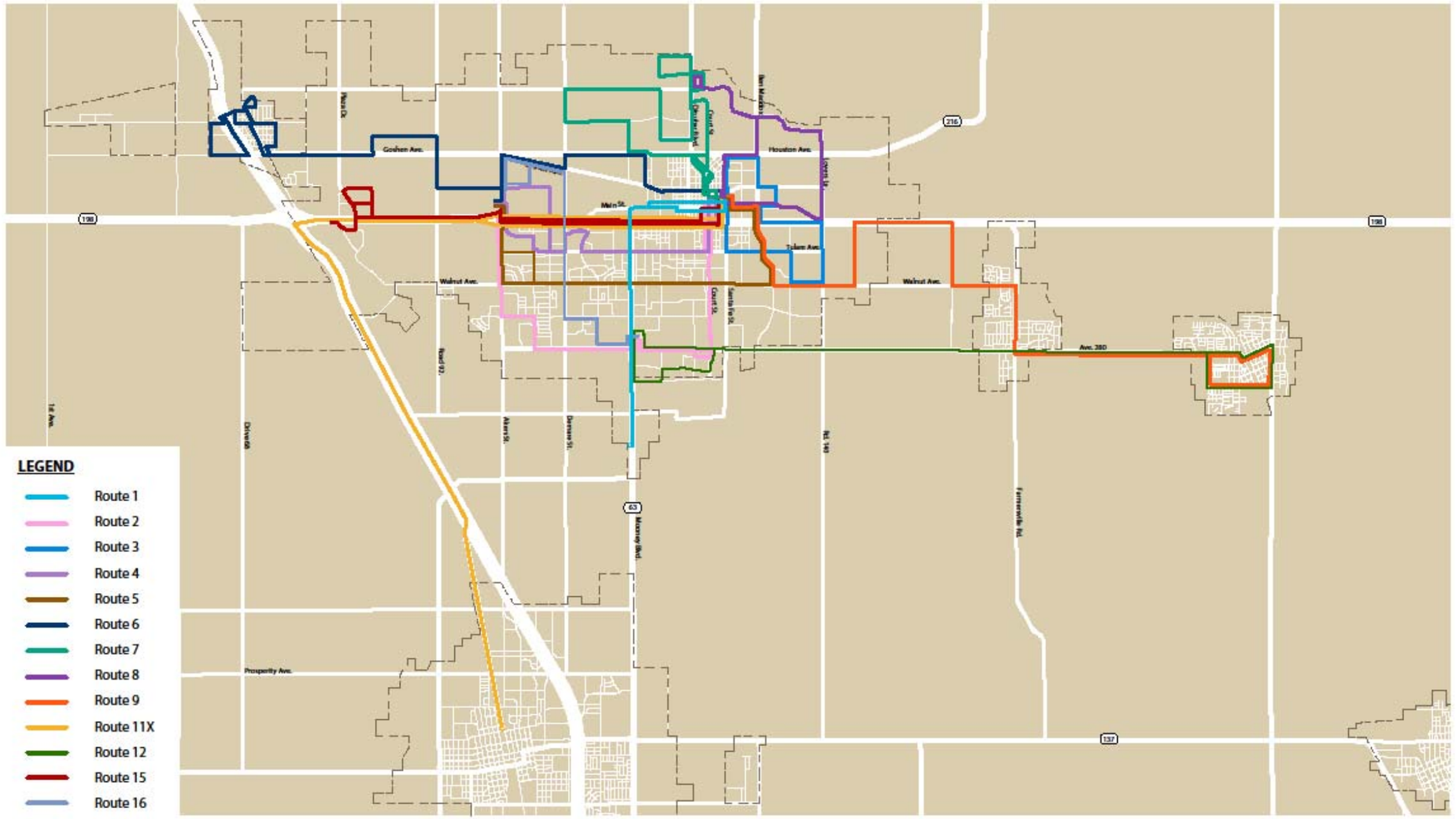
5.2 System Assessment

5.2.1 Network Coverage

Shown in Exhibit 5-1, the regular route network consists of 13 routes in the City of Visalia and neighboring communities of Exeter, Farmersville, Goshen, and Tulare. The network is a mostly "hub-and-spoke" design focused on the Visalia Transit Center (VTC) as the central transfer point for routes radiating from downtown into residential neighborhoods and commercial corridors located around the service area. The system has characteristics of the original radial network, but also those of an emerging grid network mainly in the south and west quadrants of the City.
At the outset of this project, the City was divided into four (4) different quadrants, for the purpose of assessing current and future service levels. The four quadrants were created using Mooney Boulevard as the North-South dividing line and Highway 198 as the East-West dividing line.

The cumulative effects of population growth, geographic expansion, lower density land use patterns, and dispersion of employment and shopping patterns tend to erode the applicability of the hub and spoke design over time. Although still primarily a radial system, the route network has taken on features of a grid network more comparable to Visalia's strongly grid-oriented roadway network. With the recent addition of Route 16 Demaree in August 2016, there are now two routes (Routes 12 and 16) following crosstown alignments that do not directly serve Downtown Visalia. Additionally, routes covering the south side of the City generally follow arterial streets and do not make as many turns as do the routes covering the north and east sides. Straight lines and few route deviations are significant attributes of transit grid networks serving many larger and mid-size urbanized areas.

Exhibit 5-1: Visalia Transit Route Network



Key design characteristics of the current network are compiled in Exhibit 5-2. The Visalia Transit Center (VTC) serves as a terminal point for 11 of 13 regular routes, and as both terminal points for the system's three loop routes (3, 7, and 8). The routes vary in end-to-end travel distance from 21 to 49 minutes. Operating schedules are built around 60-, 90- and 120-minute planned cycles, with one to four buses assigned to each route.

Exhibit 5-2: Network Characteristics, FY 2017

Route	Terminal A	Key Trip Generators Served	Terminal B	Schedule Composition (minutes)				
				Travel Direction A	Travel Direction B	Round Trip Travel	Planned Cycle	Recovery per Cycle
1 Mooney	VTC	Redwood HS, COS, Municipal Court, post office, Sequoia Mall, Visalia Mall, Packwood Plaza	Gov't Plz / TCAT	23	35	58	60	2
2 Caldwell	VTC	Convention Center, Kaweah Delta Hospital, KDH Urgent Care, Kimball Court Apts, Sequoia Mall, El Diamonte HS, La Joya MS	VMC	40	31	71	90	19
3 East Loop	VTC	Mary's Vineyard SC, Walmart, Social Security, R&N Market, Lovers Lane post office	VTC	40	--	40	45	5
4 Tulare	VTC	Kaweah Delta Hospital, Divisadero MS, Mt. Whitney HS, County Center SC, Brandman University, Mineral King Plaza	VMC	25	21	46	60	14
5 Walnut	VTC	Visalia Mall, Rancho Viejo Savemart, Mary's Vineyard SC	VMC	26	25	51	60	9
6 Goshen	VTC	Goshen Plaza; Country Club Plaza, Green Acres MS, Sequoia HS	Frontage @ Betty	45	45	90	105	15
7 Northwest Loop	VTC	Orchard Walk, Target, Riverway Sports Park, Village at Willow Creek, Northside SC, Fairway SC, Visalia Works, Hernandez CC	VTC	56	49	105	120	15
8 Northeast Loop	VTC	Golden West HS, Valley Oak MS, Visalia Adult School	VTC	39	39	78	90	12
9 - Exeter/Farmersville	VTC	Exeter Union HS, Citrus Plaza/Savemart, Farmersville post office, Farmersville HS, Visalia Flea Market (E Noble Avenue), R&N Market and Mary's Vineyard Shopping Center.	Palm @ Kaweah	37	40	77	90	13
11 Tulare Express	VTC	COS	Tulare TC	30	26	56	60	4
12 Caldwell-Visalia	Mooney @ Orchard	Exeter Union HS, Citrus Plaza/Savemart, Sequoia Mall, Costco, Packwood Creek SC	Palm @ Kaweah	32	28	60	60	0
15 Mineral King	VTC	San Joaquin Valley College, Fresno Pacific, Fedex, VMC	Airport	21	33	54	60	6
16 Demaree	Orchard @ Mooney	Sequoia Mall, Country Club Plaza	VMC	22	26	48	60	12

Schools and colleges are a major source of fixed route transit ridership. The College of the Sequoias (COS) Visalia campus is the largest single transit destination outside of downtown with over 275 weekday boardings on three routes (1, 11x, 15). Other post-secondary schools on the fixed route network include: Brandman University (Route 15); Fresno Pacific University (15); San Joaquin Valley College (15); and Visalia Adult School (8). Area middle and high schools also are significant transit destinations; notably: Divisadero (1, 4); Green Acres (2); La Joya (2); Valley Oak (8) Middle Schools; and Golden West (8); Mt. Whitney (4); Redwood (1); Sequoia (6); and El Diamante (2) High Schools.

Retail employment and shopping trips are a significant source of Visalia Transit ridership as well. Sequoia Mall (1, 2, 12, 16) and Visalia Mall (1, 5) are the largest trip generators among retail destinations located outside of the Downtown area; others include: County Center (4, 15); Mary's Vineyard/Walmart (3, 5, 9); Mineral King Plaza (15); North Pointe (3, 8); Orchard Walk/Target (7, 8); Packwood Plaza (1, 12); Town & Country Shopping Centers (1), Village at Willow Creek (7); Rancho Viejo Savemart (5); Country Club Plaza (6), and R&N Market (3). Institutional destinations such as hospitals, public offices, libraries, courts, human service organizations also generate significant transit ridership in Visalia. For example, Kaweah Delta District Hospital

(KDDH); KDH Urgent Care (2), Visalia Medical Center (2,4,5,6,15,16); Tulare County Municipal Court (1); and Tulare County Government Plaza (1), Tulare County Public Library in Downtown Visalia; among others. Recreational destinations such as parks, pools and stadiums are trip generators as well. For example, Riverway Sports Park (7); Recreation Park (6); among others.

5.2.2 Service Span and Frequency

Service span and frequency characteristics are compiled by service day and route in Exhibits 5-3 through 5-5. Weekday schedules operate from 6:00 am until 9:30 pm to 10:30 pm on most routes; five routes (2, 3, 6, 7, and 9) operate past 10:00 pm. Peak period service frequencies range from 15 minutes (1) to hourly (12, 15). Most routes operate on either 30 or 45 minute frequencies. Midday and evening frequencies mostly are the same as during peak periods, with evening frequencies reduced only on two routes (1, 4). Weekday schedules require a total of 28 buses until 6:00 pm, and 24 buses in the evening.

Exhibit 5-3: Weekday Service Characteristics by Route, FY 2017

WEEKDAY	Service Span		Frequency			Schedule Cycle	Buses in Service			Revenue Service Hours FY 2017	Total Boardings FY 2016	Boardings per Revenue Hour *	Scheduled 1-way Trips per Day	Average Boardings per 1-way Trip *
Route	Begin	End	Peak	Midday	Eve		Peak	Base	Eve					
			minutes	minutes	minutes	minutes								
1 Mooney	6:00 AM	9:48 PM	15	15	30	60	5	4	2	16,528	423,834	25.6	131	12.8
2 Caldwell	6:00 AM	10:16 PM	30	30	30	90	3	3	3	11,542	154,524	13.4	62	9.9
3 East Loop	6:30 AM	10:10 PM	45	45	45	45	1	1	1	3,948	71,587	18.1	21	13.5
4 Tulare	6:00 AM	9:51 PM	30	30	60	60	2	2	1	7,232	118,585	16.4	59	8.0
5 Walnut	6:00 AM	9:55 PM	30-45	30	30	60	2	2	2	7,707	80,893	10.5	54	5.9
6 Goshen	6:00 AM	10:30 PM	52	52	52	104	2	2	2	4,158	71,008	17.1	36	7.8
7 Northwest Loop	6:00 AM	10:04 PM	30	30	30	120	4	4	4	15,498	154,009	9.9	62	9.9
8 Northeast Loop	6:00 AM	9:54 PM	45	45	45	90	2	2	2	7,636	66,089	8.7	42	6.2
9 - Exeter/Farmersville	6:00 AM	10:17 PM	45	45	45	90	2	2	2	7,640	62,058	8.1	40	6.2
11 Tulare Express	6:30 AM	9:30 PM	60	60	60	60	1	1	1	3,780	60,496	16.0	60	4.0
12 Caldwell-Visalia	6:00 AM	9:45 PM	60	60	60	60	1	1	1	3,969	50,413	12.7	32	6.3
15 Mineral King	6:00 AM	9:55 PM	60	60	60	60	1	1	1	4,011	17,231	4.3	32	2.1
16 Demaree	6:00 AM	9:55 PM	30	30	30	60	2	2	2	7,778	--	--	62	--
Subtotal, Weekday							28	27	24	93,648	1,330,728	15.5	693	8.4
Note * - Productivity calculations exclude Route 16 Demaree														

Saturday service operates from 8:00 am until 6:16 pm to 7:56 pm depending on the route. Six routes (2, 3, 6, 8, 9, 16) operating past 7:00 pm. Shown in Exhibit 5-4, service frequencies range from 20 minutes (1) to 90 minutes (9). Most routes operate frequencies of 30, 45 or 60 minutes. Service frequencies are constant across the service day. A total of 22 buses are required to fulfill published Saturday schedules.

Exhibit 5-4: Saturday Service Characteristics by Route, FY 2017

SATURDAY	Service Span		Frequency			Schedule Cycle	Buses in Service			Revenue Service Hours FY 2017	Total Boardings FY 2016	Boardings per Revenue Hour *	Scheduled 1-way Trips per Day	Average Boardings per 1-way Trip *
Route	Begin	End	Early	Day	Eve		Peak	Base	Eve					
			minutes	minutes	minutes	minutes	Hours per period							
1 Mooney	8:00 AM	6:58 PM	20	20	20	60	3	3	3	1,700	49,987	29.4	62	7.5
2 Caldwell	8:00 AM	7:16 PM	30	30	30	90	3	3	3	1,694	20,729	12.2	42	4.6
3 East Loop	8:00 AM	7:10 PM	45	45	45	45	1	1	1	614	9,603	15.6	15	6.0
4 Tulare	8:00 AM	6:51 PM	30	30	30	60	2	2	2	1,139	15,908	14.0	42	3.5
5 Walnut	8:00 AM	6:55 PM	30	30	30	60	2	2	2	1,146	10,851	9.5	42	2.4
6 Goshen	8:00 AM	7:02 PM	45	45	45	90	2	2	2	607	9,525	15.7	38	2.3
7 Northwest Loop (1-way)	8:00 AM	6:55 PM	30	30	30	60	2	2	2	1,142	20,660	18.1	21	9.2
8 Northeast Loop (1-way)	8:00 AM	7:09 PM	45	45	45	45	1	1	1	613	8,866	14.5	15	5.5
9 Farmersville-Exeter	8:00 AM	7:47 PM	90	90	90	90	1	1	1	648	8,325	12.8	16	4.9
11 Tulare Express	8:30 AM	6:30 PM	60	60	60	60	1	1	1	550	8,115	14.8	36	2.1
12 Caldwell-Visalia	7:57 AM	6:45 PM	60	60	60	60	1	1	1	594	6,763	11.4	22	2.9
15 Mineral King	8:00 AM	6:16 PM	45	45	45	45	1	1	1	565	2,311	4.1	28	0.8
16 Demaree	8:00 AM	7:56 PM	30	30	30	60	2	2	2	1,258	--	--	44	--
Subtotal, Saturday							22	22	22	12,269	171,644	15.6	423	8.2

Note * - Productivity calculations exclude Route 16 Demaree

As seen in Exhibit 5-5, Sunday service span and frequencies are the same as for Saturday service. However, Sunday average ridership and service productivity are about one-third lower than on Saturday.

Exhibit 5-5: Sunday Service Characteristics by Route, FY 2017

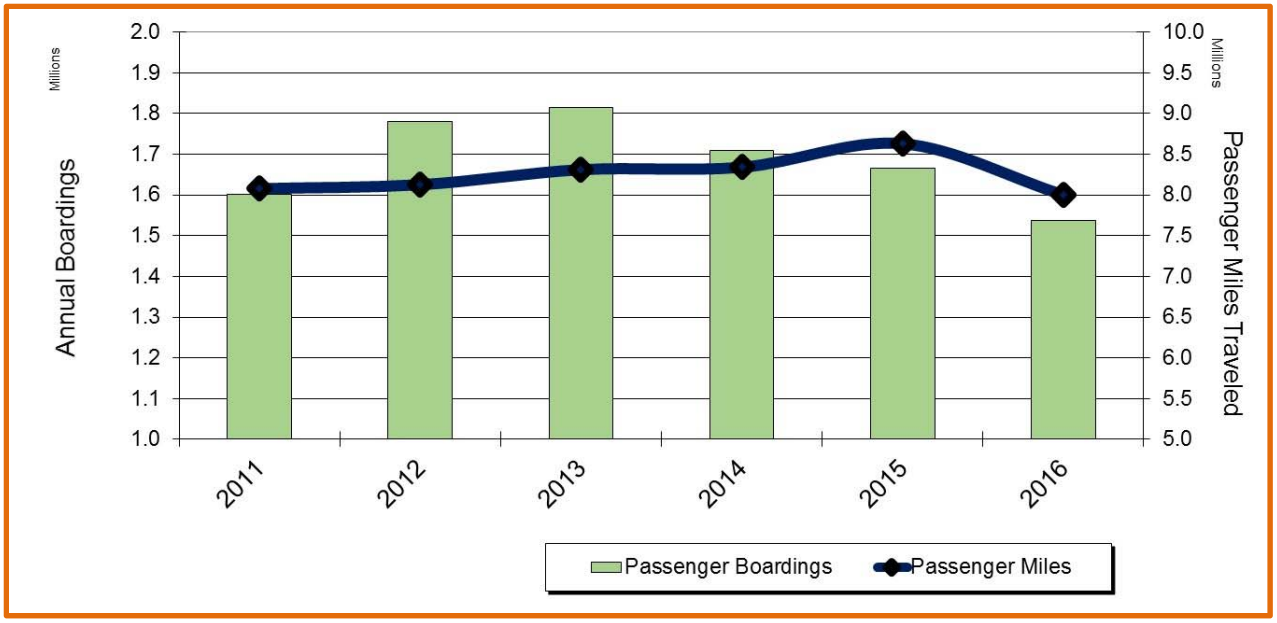
SUNDAY	Service Span		Frequency			Schedule Cycle	Buses in Service			Revenue Service Hours FY 2017	Total Boardings FY 2016	Boardings per Revenue Hour *	Scheduled 1-way Trips per Day	Average Boardings per 1-way Trip *
Route	Begin	End	Early	Day	Eve		Peak	Base	Eve					
			minutes	minutes	minutes	minutes	Hours per period							
1 Mooney	8:00 AM	6:58 PM	20	20	20	60	3	3	3	1,607	31,810	19.8	62	4.8
2 Caldwell	8:00 AM	7:16 PM	30	30	30	90	3	3	3	1,602	13,191	8.2	42	2.9
3 East Loop	8:00 AM	7:10 PM	45	45	45	45	1	1	1	581	6,111	10.5	15	3.8
4 Tulare	8:00 AM	6:51 PM	30	30	30	60	2	2	2	1,076	10,123	9.4	42	2.3
5 Walnut	8:00 AM	6:55 PM	30	30	30	60	2	2	2	1,083	6,905	6.4	42	1.5
6 Goshen	8:00 AM	7:02 PM	45	45	45	90	2	2	2	574	6,062	10.6	38	1.5
7 Northwest Loop (1-way)	8:00 AM	6:55 PM	30	30	30	60	2	2	2	1,080	13,147	12.2	21	5.9
8 Northeast Loop (1-way)	8:00 AM	7:09 PM	45	45	45	45	1	1	1	580	5,642	9.7	15	3.5
9 Farmersville-Exeter	8:00 AM	7:47 PM	90	90	90	90	1	1	1	613	5,298	8.6	16	3.1
11 Tulare Express	8:30 AM	6:30 PM	60	60	60	60	1	1	1	520	5,164	9.9	36	1.3
12 Caldwell-Visalia	7:57 AM	6:45 PM	60	60	60	60	1	1	1	562	4,304	7.7	22	1.8
15 Mineral King	8:00 AM	6:16 PM	45	45	45	45	1	1	1	534	1,471	2.8	28	0.5
16 Demaree	8:00 AM	7:56 PM	30	30	30	60	2	2	2	1,189	--	--	44	--
Subtotal, Sunday							22	22	22	11,599	109,228	10.5	423	5.5

Note * - Productivity calculations exclude Route 16 Demaree

5.3 Ridership and Productivity

Key indicators of Visalia Transit system performance include average daily ridership, ridership per capita, ridership per revenue service hour, and passenger miles traveled. Yearly fixed route system ridership and passenger miles traveled since FY 2011 are displayed in Exhibit 5-6. Total customer boardings increased incrementally through FY 2013, but more recently are trending downward from a peak of 1.82 million boardings to 1.23 million boardings in FY 2016. This reflects a 14.5% decline over the past three fiscal years; an average of 4.8% per year. Total passenger miles traveled on fixed route system declined 7.3% from 8.63 million miles to approximately 8.0 million miles; a 7.3% decrease over three years, or 2.4% annually. These data suggest that ridership decline is concentrated among customers who make relatively short transit trips. The average trip length of Visalia Transit customers increased from 4.6 miles in FY 2013 to 5.2 miles last year.

Exhibit 5-6: Fixed Route Ridership and Passenger Miles Traveled, FY 2011-2016



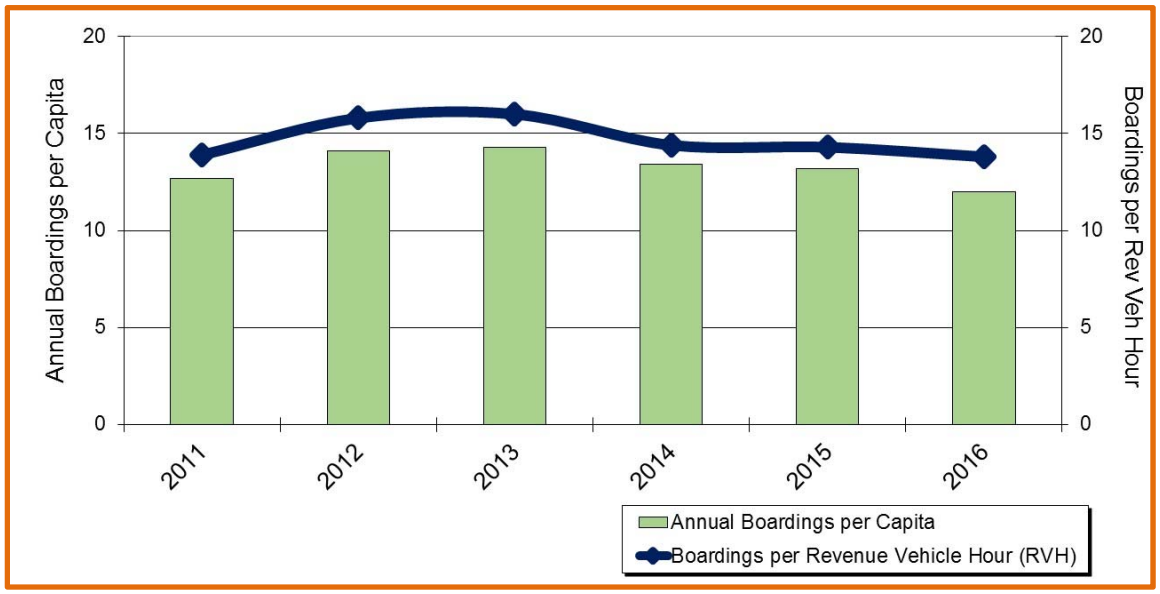
A six-year compilation of annual ridership by route is provided in Exhibit 5-7. Total ridership in FY 2016 was about the same as in FY 2011, although some distributions have changed significantly in part because Routes 3 and 15 were added to the system in FY 2014. In absolute terms, total boardings on Routes 1, 2, 4, 6 and 11x increased between FY 2011 and FY 2016, while total boardings on Routes 5, 7, 8 and 9 declined. Route 12 ridership was nearly unchanged. Routes 2 and 6 experienced the largest net ridership gains; each with about 25,000 more boardings than in FY 2011. Routes 5, 7 and 8 experienced the largest net ridership declines ranging from 40,000 to 70,000 boardings.

Exhibit 5-7: Fixed Route Ridership by Route, FY 2011-2016

Route	2011	2012	2013	2014	2015	2016	Percent of FY 16 Total
1 Mooney	435,027	478,981	500,323	486,761	477,238	448,032	29.1%
2 Caldwell	160,578	172,632	182,427	191,933	197,818	185,790	12.1%
3 East	0	0	0	92,605	94,464	86,070	5.6%
4 Tulare	134,472	159,640	166,522	156,168	157,068	142,580	9.3%
5 Walnut	167,833	187,755	194,079	100,339	103,013	97,261	6.3%
6 Goshen	60,663	64,013	64,004	86,796	94,332	85,376	5.5%
7 Northeast	242,640	259,504	269,613	221,787	210,132	185,172	12.0%
8 Northwest	119,877	131,392	111,074	100,496	84,918	79,461	5.2%
9 Farmersville-Exeter	75,885	85,507	85,824	80,395	77,967	74,615	4.9%
11 Tulare X	64,965	84,945	88,836	90,696	86,121	72,737	4.7%
12 Caldwell-Visalia Road	60,603	64,263	71,883	65,483	62,553	60,614	3.9%
15 Mineral King	0	0	0	14,795	20,347	20,717	1.3%
TOTAL	1,522,543	1,688,632	1,734,585	1,688,254	1,665,971	1,538,425	100.0%
Percent Change YoY	--	10.9%	2.7%	-2.7%	-1.3%	-7.7%	

Two productivity measures displayed in Exhibit 5-8 illustrate recent trends in per capita transit ridership (*i.e.,* annual transit trips per service area resident) and service productivity (*i.e.*, average number of boardings per revenue service hour). Annual transit rides per capita have trended downward since a FY 2013 peak of 14.3 trips per service area residents to 12.0 trips in FY 2016. This reflects a 16.1% decline over the past three fiscal years and an average of 5.4% per year. The drop mirrors the decline in system ridership relative to constant service area population of almost 128,000 persons. Similarly, service productivity trended downward from a FY 2013 peak of 16.0 boardings per revenue service hour to 13.8 boardings per hour last year. This represents a 13.7% decline and an average of 4.6% per year.

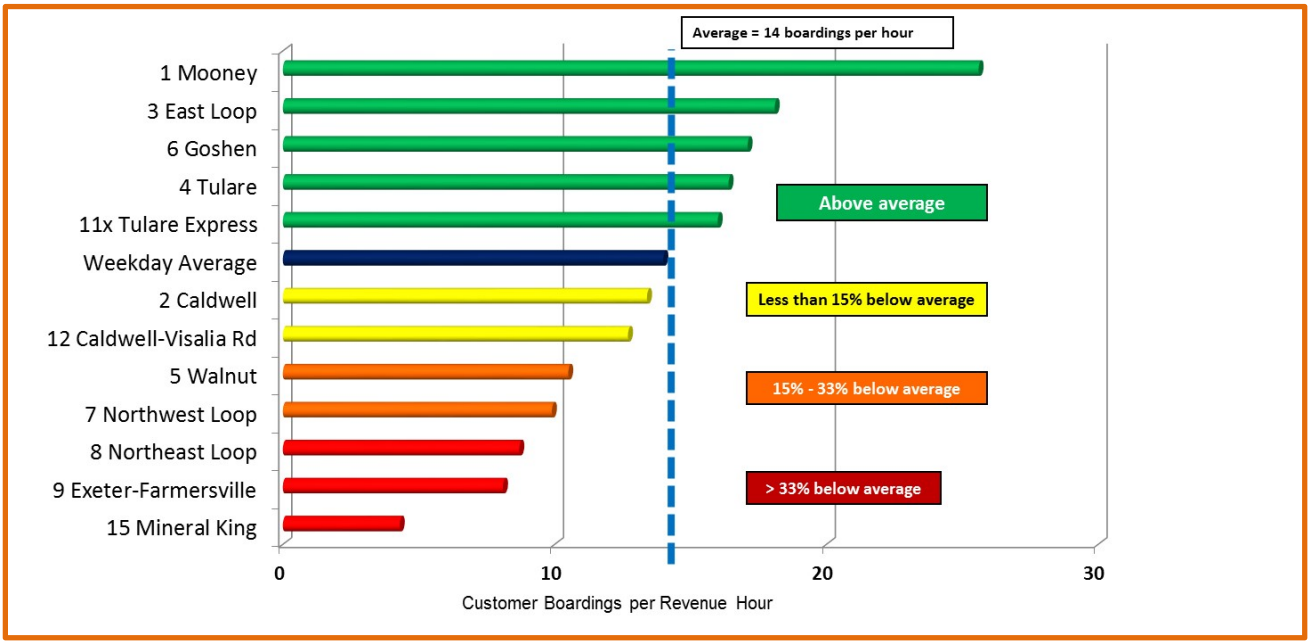
Exhibit 5-8: Ridership Productivity per Service Hour and per Capita, FY 2011-2016



Service productivity varies by service day. Overall, Saturday service is most productive, averaging 15.6 boardings per service hour. Weekday service averages 14 boardings per hour, Sunday service averages 10.5 boardings per hour. The combined system average for all service days is 13.8 boardings per hour.

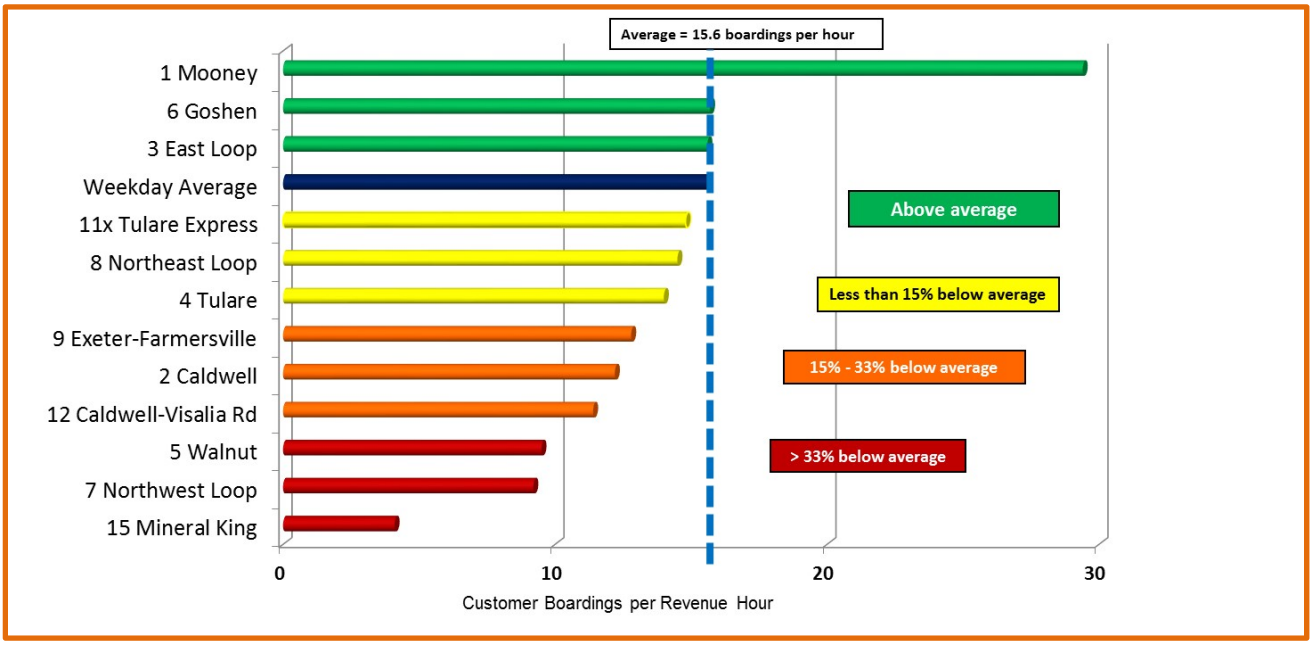
Weekday service productivity by route is displayed in Figure 5-9. The colors indicate the range of individual route performance relative to the weekday system average. Green denotes above average; yellow indicates slightly (i.e., less than 15%) below average; orange indicates significantly (i.e., 15%-33%) below average; and red indicates substantially (i.e., over 33%) below average. Visalia Transit fixed routes average 14 customer boardings per revenue service hour on weekdays. Relatively productive routes include 1, 3, 6, 4 and 11x. The least productive routes in the network include 8, 9 and 15; these are substantially below average performers and should be considered prime candidates for modification in the near-term service plan. **Routes 5 and 7 are significantly below average and warrant further attention as well.**

Exhibit 5-9: Weekday Service Productivity, FY 2016



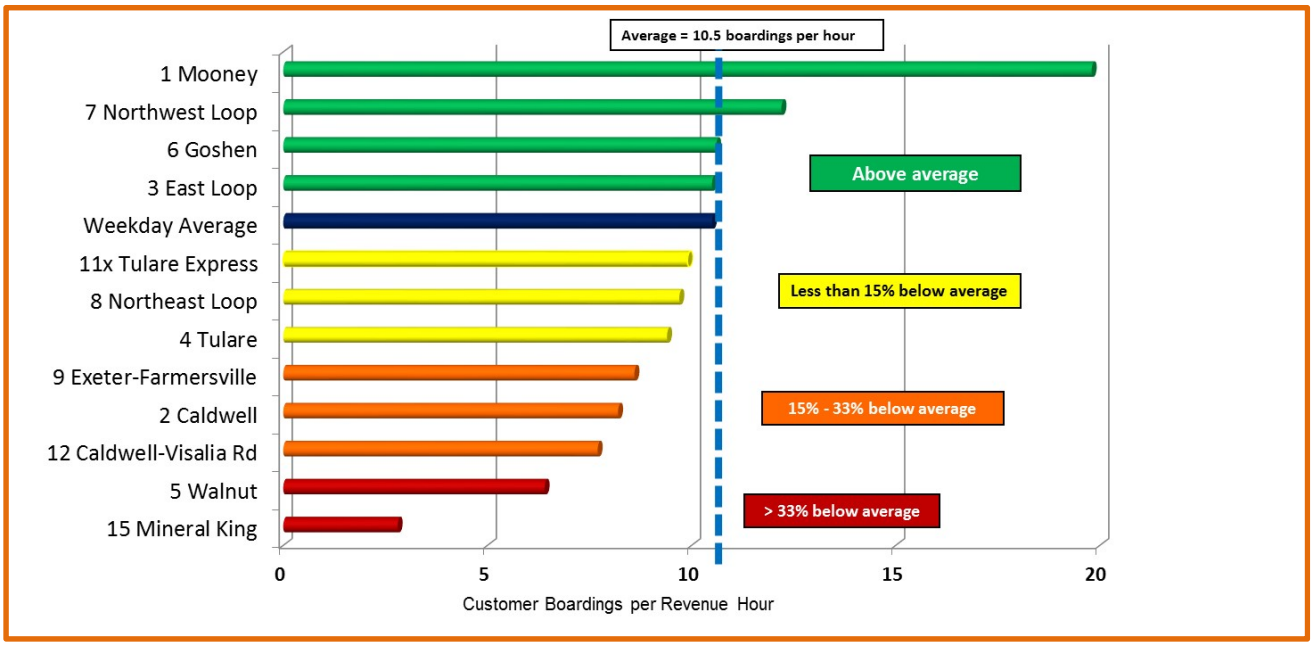
Saturday service productivity by route is displayed in Figure 5-10. Visalia Transit fixed routes average 15.6 boardings per revenue service hour on Saturdays; 11% greater than weekday average productivity, and 49% greater than Sunday average productivity. Relatively productive routes include 1, 6 and 3. The least productive routes in the network include 15, 7 and 5; these are substantially below the service day average. Routes 12, 2 and 9 are significantly below average range.

Exhibit 5-10: Saturday Service Productivity, FY 2016



Sunday service productivity by route is displayed in Figure 5-11. Visalia Transit carried 10.5 boardings per revenue service hour on Sundays. Relatively productive routes include 1, 7, 6 and 3. The least productive routes in the network include 15 and 5; these are substantially below the service day average. Routes 12, 2 and 9 are significantly below average.

Exhibit 5-11: Sunday Service Productivity, FY 2016



5.4 Route Analysis

This section presents a detailed assessment of each routes based on FY 2016 system-level operating data reported by Visalia Transit, and the results of a ridership survey conducted in February 2016 that recorded customer boardings and alightings (de-boarding) by bus stop and time of day on all weekday trips. Ridership counts were tabulated and graphed for analysis, and are compiled in Appendix C to this SRTP.

Route 1 S Mooney covers Visalia's principal commercial corridor between Main Street and Tulare County Government Plaza located south of Avenue 272. Service is very frequent relative to other routes, with buses running every 15 minutes on weekdays until 7:00 pm; 20 minutes all day Saturday and Sunday; and 30 minutes on weeknights after 7:00 pm. Five buses are assigned to Route 1 on weekdays, three on weekends, and two on weeknights. It is the top performing route in the network by a wide margin with FY 2016 total ridership of over 448,000 boardings and 29.1% of the system total. Annual boardings peaked above 500,000 in FY 2013, but has since receded consistent with overall system ridership. Estimated average daily ridership was 1,458 boardings per weekday, 815 boardings per Saturday, and 689 boardings per Sunday in FY 2016. Significantly, Route 1 average Sunday ridership is higher than the average weekday ridership of any other route in the network. Route 1 leads all routes in service productivity on both weekdays and weekends.

Route 2 Caldwell follows an "L"-shaped alignment covering areas of South Visalia between the VTC and VMC via primarily N Court Street, W Caldwell Avenue, S Fairway Drive, W Orchard Avenue, S Mooney Boulevard, W Caldwell Avenue, S Linwood Street, W Whitendale Avenue and S Akers Street to Hillsdale Avenue. Three buses operate 30-minute headways on a mostly bi-linear alignment. On Sundays, Route 2 operates via S Akers Street rather than S Linwood Street between W Caldwell Avenue and W Whitendale Avenue. It ranks second in total ridership with nearly 186,000 boardings in FY 2016, or 12.1% of the system total. Estimated average daily ridership is 605 boardings per weekday, 338 boardings per Saturday, and 286 boardings per Sunday. Key destinations outside the downtown area include KDH Urgent Care, Kimball Court Apartments, Sequoia Mall, El Diamonte HS and La Joya MS. Route 2 is below average in terms of weekday service productivity, and significantly below average on Saturdays and Sundays.

Route 3 East Loop operates a one-way loop from the VTC through east Visalia via N Santa Fe Street, E Houston Avenue, N Ben Maddox Way, E Murray Avenue, N Cain Street, E Main Street, S Ben Maddox Way, E Noble Avenue, S Lovers Lane, E Walnut Avenue, S Pinkham Street, E Tulare Avenue, and S Santa Fe Street returning to the VTC. The alignment overlaps Route 8 for 1.2 miles along N Santa Fe Street and E Houston Avenue between the VTC and North Pointe Shopping Center at N Ben Maddox Way and also overlaps Routes 5 and 9 for 0.5 mile along E Walnut Avenue between S Lovers Lane and S Pinkham Street. One bus operates every 45 minutes in the clockwise direction only on weekdays and weekends. Route 3 ranks seventh in total ridership with approximately 87,000 boardings in FY 2016, or 5.6% of the system total. Estimated average daily ridership is 280 boardings per weekday, 156 boardings per Saturday, and 130 boardings per Sunday. Key destinations outside the downtown area include the Walmart store at Mary's Vineyard, North Pointe Foodmaxx, DMV office, Social Security, R&N Market, Lover's Lane post office, and residential subdivisions adjoining S Pinkham Street between E Walnut and E Tulare Avenues. Together, the VTC and Walmart account for three-fifths of total weekday boardings on Route 3. Service productivity is above average on weekdays, and nearly average on Saturday and Sunday.

Route 4 Tulare Avenue covers a mostly bi-linear east-west alignment running between the VTC and VMC via S Court / S Locust Street couplet, W Tulare Avenue, S County Center Drive, and W Campus Avenue to S Demaree Street. The alignment splits west of Demaree as westbound buses use S Linwood Street, W Cypress Avenue, S Akers Street and Hillsdale Avenue to the VMC; and eastbound buses formerly on W Noble Avenue and S Chinowth Street prior to August 2016 currently use W Hurley Avenue and S Chinowth Street. Two buses operate 30-minute headways on weekdays and weekends. It ranks fourth in total ridership with approximately 142,600 boardings in FY 2016, or 9.3% of the system total. Estimated average daily ridership is 464 boardings per weekday, 259 boardings per Saturday, and 219 boardings per Sunday. Key destinations outside the downtown area include the VMC, County Center Shopping Center, Mineral King Plaza, Mt. Whitney HS, Divisadero MS, and Brandman University. Service productivity is above average on weekdays, but below average on Saturday and Sunday.

Route 5 Walnut Avenue covers a mostly bi-linear east-west alignment running between the VTC and VMC via S Santa Fe Street, E Main Street, S Ben Maddox Way, W Walnut Avenue, S Akers Street and W Hillsdale Avenue. The alignment splits west of S Linwood Street with westbound buses using W Walnut and S Akers Street, and eastbound buses using S Akers Street, W Tulare Avenue and S Linwood Street to W Walnut Avenue. Two buses operate alternating 30 and 45-minute headways on weekdays, and 30-minute headways on weekends. Westbound trips are designated "5A" and eastbound trips are designated "5B". Route 5 ranks fifth in total ridership with over 97,000 boardings in FY 2016, or 6.3% of the system total. Estimated average daily ridership is 316 boardings per weekday, 177 boardings per Saturday, and 150 boardings per Sunday. Key destinations outside the downtown area include the VMC, Visalia Mall, Rancho Viejo Save-mart, and Mary's Vineyard Shopping Center. Service productivity is significantly below average on weekdays, and substantially below average on Saturday and Sunday.

Route 6 Goshen covers a relatively long alignment connecting Downtown Visalia with areas of unincorporated Goshen via VMC. Within Visalia, Route 6 provides bi-linear service on segments of N Akers Street, W Goshen Avenue, W Hurley Avenue, W Houston Avenue, N Divisadero Street and W Murray Avenue between VMC and VTC. Coverage within Goshen is provided by a one-way clockwise loop extending north and west from the intersection of W Goshen Avenue and Camp Drive, and straddling both sides of Hwy 99. Two buses operate alternating 45- and 60-minute headways on weekdays, and 45-minute headways on weekends. Route 6 ranks seventh in total ridership with over 85,000 boardings in FY 2016, or 5.5% of the system total. Estimated average daily ridership is 278 boardings per weekday, 155 boardings per Saturday, and 131 boardings per Sunday. Key destinations outside the downtown area include the VMC, Country Club Plaza (Walmart), Sequoia HS and Green Acres MS. Ridership data indicates significant boarding and alighting activity between VTC and VMC; also on the Goshen loop. However, minimal activity is indicated along the mid-route segment through industrial areas located along W Doe Avenue and N Kelsey Street between N Akers Street and N Plaza Drive. Service productivity is slightly above average on weekdays, and average on Saturday and Sunday.

Route 7 Northwest Loop covers northwest Visalia with bi-directional service on a loop alignment linking mostly residential neighborhoods along W Riggins Avenue, W Ferguson Avenue and W Houston Avenue to Downtown Visalia. An already circuitous alignment was extended farther west from N Demaree Street to N Akers Street on W Riggin and W Ferguson Avenues in August 2016. Four buses operate 30-minute headways on weekdays with two buses running counter-clockwise (designated "7A") and clockwise ("7B") on the loop. Only 7A trips operate on weekends. Route 7 ranks third in total ridership with over 185,000 boardings in FY 2016, or 12% of the system total. Estimated average daily ridership is 603 boardings per weekday, 287 boardings per Saturday, and 285 boardings per Sunday. Key destinations outside the downtown area include Orchard Walk Shopping Center, Target, Riverway Sports Park, Village at Willow Creek, Northside Shopping Center, Fairway Shopping Center, [Visalia Works office, Manuel Hernandez Community Center. Service productivity is below average on weekdays and Saturdays, but slightly above average on Sundays.

Route 8 Northeast Loop covers northeast Visalia with bi-directional service on a loop alignment linking Downtown Visalia to Orchard Walk Shopping Center, Target, Valley Oak Middle School and Golden West High School. Two buses operate 45-minute headways on weekdays with one running counter-clockwise (designated "8A") and the other clockwise ("8B") around the loop. Only 8A trips operate on weekends. Counter-clockwise trips departing the VTC travel on E Main Street, E Mineral King Avenue, N Lovers Lane, St. John's Parkway to Target and Orchard Walk; and return to the VTC via Shannon Parkway, N Dinuba Boulevard, W Riggin Avenue to St. John's Parkway, N Ben Maddox Way, E Houston Avenue, and N Santa Fe Street. Trips designated "8B" travel clockwise via N Santa Fe Street, E Houston Avenue, N Ben Maddox Way, St Johns Parkway and E Riggin Avenue to Target and Orchard Walk; and return to the VTC via St. John's Parkway, N Lovers Lane, E Mineral King Avenue, and E Main Street. Route 8 ranks eighth in total ridership with almost 80,000 boardings in FY 2016, or 5.2% of the system total. Estimated average daily ridership is 259 boardings per weekday, 144 boardings per Saturday, and 122 boardings per Sunday. Key destinations outside the downtown area include Orchard Walk Shopping Center, Target, Valley Oak MS, Golden West HS, and North Pointe Shopping Center. Service productivity is below average on weekdays and weekends.

Route 9 Exeter-Farmersville connects the small cities of Exeter and Farmersville to Downtown Visalia via Visalia Road, Farmersville Boulevard, E Walnut Avenue, Road 156, E Noble Avenue, S McAuliff Street, E Walnut Avenue, S Ben Maddox Way and E Main Street. The alignment overlaps Route 5 for 1.9 miles along N Ben Maddox Way and Main Street between E Walnut Avenue and VTC. Effective August 2016, weekday service was upgraded to 45-minute weekday headways using two buses. A single bus operates 90-minute headways on weekends. Route 9 ranks ninth in total ridership with almost 75,000 boardings) in FY 2016, or 4.9% of the system total. Estimated average daily ridership is 243 boardings per weekday, 136 boardings per Saturday, and 115 boardings per Sunday. Key destinations outside the downtown area include Exeter Union HS, Citrus Plaza/Savemart, Farmersville post office, Farmersville HS, Visalia Flea Market (E Noble Avenue), R&N Market and Mary's Vineyard Shopping Center. Route 9 is in the bottom third of the fixed route network in terms of productivity performance on weekdays and weekends.

Route 11x Tulare Express is operated jointly by Visalia Transit and TCAT, with each agency operating one bus and one-half of the trips in daily schedules. The two buses provide 30-minute headways on weekdays and Saturdays on a mostly freeway alignment between the VTC and the transit center in Downtown Tulare. An intermediate stop at S Mooney Boulevard accommodates COS students. The Visalia portion of the schedule generated 73,000 boardings in FY 2016, which ranks 10th among 12 Visalia Transit routes and represents 4.7% of the system total. Average daily ridership was 237 boardings per weekday, 132 boardings per Saturday, and 112 boardings per Sunday. Weekday service productivity is above average, however Saturday and Sunday productivity is below average.

Route 12 Caldwell-Visalia Road is the first Visalia Transit route not directly tied to the VTC and Downtown Visalia. One bus operates 60-minute headways between Exeter and south Visalia via

Farmersville. The mostly bi-linear alignment follows Visalia Road and W Caldwell Avenue, partly overlapping Route 9 east of Farmersville Boulevard. The alignment splits west of S Court Street as westbound trips turn south on S Court Street, west on W Cameron Avenue, south on S Stonebrook Street, west on Visalia Parkway, north on S Mooney Boulevard, and east on W Orchard Avenue. Eastbound trips depart via W Orchard Avenue to S Fairway Street, turn east on W Caldwell Avenue and return to Farmersville and Exeter. Route 12 ranks 11th in total ridership with under 61,000 boardings in FY 2016, or 3.9% of the system total. Estimated average daily ridership is 197 boardings per weekday, 110 boardings per Saturday, and 93 boardings per Sunday. Key destinations along the route include Exeter Union HS, Citrus Plaza/Savemart, Sequoia Mall, Costco and Packwood Creek Shopping Center. Route 12 is below average in terms of weekday service productivity, and significantly below average on weekends.

Route 15 Mineral King covers the Hwy 198 corridor between Visalia Airport and Downtown Visalia. One bus operates 60-minute headways daily via W Mineral King Avenue (westbound) and W Noble Avenue (eastbound) between Downtown and VMC; and continuing via Hwy 198 to Plaza Drive and extending to San Joaquin Community College, Fresno Pacific University, and Brandman University. Route 15, which began service in 2014, ranks last in ridership with under 21,000 boardings) in FY 2016, or 1.3% of the system total. Estimated average daily ridership is 67 boardings per weekday, 38 per Saturday, and 32 per Sunday. It is the least productive route in the network, averaging about two boardings per service hour on weekdays and less on weekends.

Route 16 Demaree was added to the network in August 2016 and is the second route to adopt a crosstown alignment not directly serving Downtown Visalia. It covers areas of the southwest quadrant of the City between Sequoia Mall and VMC via W Caldwell Avenue, S County Center Drive, W Whitendale Avenue, S Demaree Street, W Goshen Avenue, N Akers Street, and W Hillsdale Avenue. Two buses operate 30-minute headways on weekdays and weekends, Westbound trips are designated “16A”) and eastbound trips are designated “16B”.

6.0 REVIEW OF DIAL-A-RIDE SERVICES

Visalia Transit provides a supplemental service called Dial-A-Ride; a curb-to-curb para-transit service on a shared-ride/demand-response basis to locations within the city limits of Visalia, Goshen, Farmersville, and to/from Exeter. Inside Exeter's city limits, service is provided by Exeter Dial-A-Ride.

Visalia Transit (VT) Dial-a-Ride service is a coordinated and accessible "origin-to-destination" service designed to provide comparable paratransit service for ADA (Americans with Disabilities Act) certified individuals with disabilities that prevent them from riding the VT fixed-route buses. In addition, Dial-a-Ride provides same-day service to the general public (non-ADA passengers) on a space available basis.

6.1 Profile of Existing Dial-A-Ride Operations

Dial-A-Ride serves a population of approximately 127,800 providing close to over 35,000 annual trips. Salient operating characteristics include:

- Net operating cost of over $650k
- Fare revenue of $170k
- Over 10,000 annual revenue hours
- 3.5 trips per hour
- $18.45 net cost per trip
- $64.20 net cost per hour

Dial-A-Ride operates the same hours of service and days of week as VT fixed-route transit service. Service is operated under contract by MV Transportation, Inc.

One-way Dial-A-Ride fares are as follows:

General Public $4.00

Seniors (65+)/Disabled/Medicare $2.25 / Monthly Fast Pass $75.00

10-Ride (General Public) Punch Pass $32.50 ADA 10-Ride Punch Pass $22.50

Eligibility and Certification

Eligibility: Under the ADA regulations, there are three categories under which a person may be eligible for ADA Dial-a-Ride service:

1. An individual with a physical or mental disability who, without the assistance of another individual (except the operator of a wheelchair lift or other boarding assistance device), is unable

to board, ride, or disembark from any vehicle on the VT fixed-route bus system which is readily accessible to and usable by individuals with disabilities.

2. Equipment and/or stops on the VT fixed-route system are not accessible to a person in a wheelchair or a person using a mobility device such as a walker.

3. An individual with a disability who has a specific impairment-related condition which prevents the individual from traveling to a boarding location or from a disembarking location on the VT fixed-route system.

ADA Application and Certification: The ADA application consists of two parts.

1. The first part must be completed by the applicant or a representative and requests information specific to the applicant (name, address, disability limitations, mobility aids, etc.).

2. The second part of the application must be completed by the applicant's doctor, rehabilitation counselor, physical therapist, or other licensed medical professional who can provide information regarding the applicant's disability.

ADA Application Review: Once an application is received, it will be reviewed by the ADA coordinator. A determination of ADA eligibility status will be made within 21 days. If Visalia Transit is unable to make a determination within 21 days, applicant will receive presumptive, temporary certification beginning on the 22nd day and continuing until official determination and written notice can be provided.

ADA Approval / Denial Process: Once a determination regarding eligibility status has been made, the applicant will be notified of the decision in writing. If the ADA application is approved, an appointment date and time will be made for a photo ID card to be created. The certification is not final until this step has been completed.

Visalia Transit reserves the right to make the final determination of eligibility of ADA applications. Should an application be denied, Visalia Transit will provide a written reason for the denial and a copy of the appeal process. An appeal may be filed with the City of Visalia, Transit Division, or a revised application may be submitted.

ADA Appeal Process: Applicants who are denied certification and disagree with the decision may request an appeal within 60 days of the initial eligibility decision. Individuals will have an opportunity to be heard in person and/or present additional information and arguments regarding their disability to the Transit Manager. If this adjudication is not satisfactory to the applicant, a further appeal can be made to the *City of Visalia Transit Advisory Committee*. The committee will review the case and make a final decision. Once the appeal process is completed, the applicant will be notified of the final decision in writing within 30 days.

ADA Recertification: All ADA certified applicants must undergo recertification every three (3) years. This allows the City of Visalia to update its records and to ensure accuracy of information regarding eligibility and contact information.

All applicants categorized as having a temporary disability will be given a specific date when ADA eligibility expires. Dates vary on a case-by-case basis. If the applicant's disability persists beyond the expiration date given, a new application must be completed.

Visitors: Visitors who have been ADA certified by an outside agency may use the VT Dial-a-Ride service for a 30-day period without providing proof of residency or completing a VT ADA application. A visitor using the service for more than 30 days may be required to complete an ADA application.

Reservations, Scheduling and Dispatch/Trip Management

As is common industry practice, Dial-A-Ride requires advanced booking for trips taken by registered users. Trips can only be booked via telephone. Trips are generally booked in real-time. While passengers are given a scheduled pick-up time, there is a 30-minute scheduling window whereby passengers are to be ready as early as 15-minutes prior to their scheduled time and the vehicle may arrive as late as 15-minutes following the scheduled pick-up time.

Advanced booked trips are able to be booked within the following parameters:

- Reservation hours:
  - Monday to Friday 6:00am to 6:00pm
  - Saturday and Sunday 8:00am to 6:00pm
- Next day reservations cannot be taken after 6:00pm on weekdays and weekends
- ADA reservations may be made up to two weeks in advance.
- All general public and non-ADA trips are limited to same day trip requests (and are accommodated on a space available basis)

Standing Reservations: ADA certified passengers traveling to the same location on a regular basis may establish a standing reservation (eliminating the need to call each time the person needs to travel and requires that a customer call only when a trip needs to be cancelled or altered)

Cancellations or a reservation change must be cancelled at least one hour in advance of a scheduled pick-up time or it will be considered a no-show. VT's Dial-A-Ride brochure clearly articulates service policies including the no-show and late cancellation policy including penalties for excessive no-shows and late cancellations.

The client database, trip bookings and the building of schedules are maintained in a Trapeze NOVUS[1] software application. Complementing this software is the availability of vehicle locating capabilities (AVL) to monitor vehicle location in real-time. Communication between dispatch and drivers/operators is done digitally through the use of portable tablets – mobile data terminals (MDTs/MDCs). Operators report that the portable tablets have insufficient battery life to make it through a full work shift. Device chargers, which are not permanently secured to the bus dashboard, frequently are not available.

Daily trip schedules are built (optimizing schedules and routes) after 6:00pm the night before with final batch scheduling taking place and subsequently generating (digital) driver manifests. The dispatch/trip management function involves the same-day management of scheduling, cancelled and no-show trips as well as trip insertions for same-day trip requests.

[1] It was reported that MV will be procuring an upgraded Dial-A-Ride (paratransit) scheduling software application.

Data Management/Management Reports

Following the completion of the SRTP analysis, new technologies are in the process of being implemented. MV generates both monthly and quarterly Dial-A-Ride operating statistical reports including key performance indicators and reports same to VT. Reports are used for monitoring performance and contract compliance.

Exhibit 6-1 presents Dial-A-Ride operating statistics and key performance indicators (FY 2011 – 2015). Salient observations from the five-year operating statistics and key performance indicators indicate a trending in a positive direction, as reflected by:

- 17.1% reduction of net operating cost;
- 56% increase in fare revenue;
- 15% reduction in the net cost per boarding;
- 11.1% reduction in the net cost per revenue hour; and
- 6% increase in the number of boardings per hour.

Current boardings per revenue hour are reported at 3.5.

In addition to the data illustrated in Exhibit 6-1, a review of MV quarterly performance summaries, indicates that Dial-A-Ride on-time performance may be problematic. With a performance target of 90% of passengers are to be picked up within a 30 minute window (+/- 15 minutes), Dial-A-Ride consistently falls below this metric and performs typically in the 78% to 81% range.

Exhibit 6-1: Visalia Transit Dial-A-Ride Service - Operating Statistics & Key Performance Indicators - FY 2011 - 2015

Annual Operating Statistics

FY	Total Operating Cost	Fare Revenue	Net Operating Cost	Annual Boardings	Passenger Miles	Revenue Vehicle Hours	Revenue Vehicle Miles	Peak Vehicles	Service Area Population
2011	$894,962	$108,466	$786,496	36,064	268,454	10,869	134,473	8	126,000
2012	$970,375	$131,464	$838,911	40,896	275,036	11,529	151,946	8	126,000
2013	$825,967	$140,037	$685,930	37,646	271,450	11,422	154,854	8	127,081
2014	$856,552	$158,048	$698,504	35,901	269,976	10,417	157,429	8	127,763
2015	$821,326	$169,583	$651,743	35,316	269,886	10,152	153,258	8	127,763

Key Performance Indicators

FY	Total Cost per Boarding	Average Fare	Farebox Recovery	Net Cost per Boarding	Net Cost per Revenue Hour	Boardings per Revenue Hour	Annual Boardings per 100 Residents	Annual Boardings per Peak Vehicle	Average Trip Length
2011	$24.82	$3.01	12.1%	$21.81	$72.36	3.3	28.6	4,508	2.0
2012	$23.73	$3.21	13.5%	$20.51	$72.77	3.5	32.5	5,112	1.8
2013	$21.94	$3.72	17.0%	$18.22	$60.05	3.3	29.6	4,706	1.8
2014	$23.86	$4.40	18.5%	$19.46	$67.05	3.4	28.1	4,488	1.7
2015	$23.26	$4.80	20.6%	$18.45	$64.20	3.5	27.6	4,415	1.8

Operating Statistics by Service Day

FY	Average Daily Ridership			Daily Revenue Hours			Daily Peak Vehicles		
	Average Weekday	Average Saturday	Average Sunday	Average Weekday	Average Saturday	Average Sunday	Weekday	Saturday	Sunday
2011	133	21	17	36	11	11	8	3	2
2012	152	20	17	41	12	10	8	3	2
2013	141	19	18	41	11	11	8	3	2
2014	133	19	21	37	11	11	8	3	2
2015	132	16	16	36	9	9	8	3	2

Performance Indicators by Service Day

FY	Ridership Productivity			Vehicle Productivity			Operating Days		
	Average Weekday	Average Saturday	Average Sunday	Average Weekday	Average Saturday	Average Sunday	Weekday	Saturday	Sunday
2011	3.7	1.9	1.5	17	7	9	257	50	52
2012	3.7	1.7	1.7	19	7	9	256	53	51
2013	3.4	1.7	1.6	18	6	9	253	52	54
2014	3.6	1.7	1.9	17	6	11	254	53	51
2015	3.7	1.8	1.8	17	5	8	254	54	51

Source: City of Visalia National Transit Database annual submittals to FTA, FY 2011 - 2015.

6.2 Mobility Vision – A Way Forward

VT Dial-A-Ride: shared ride public transit for those unable to use accessible public transit

Through multiple initiatives addressing quality of life considerations, the City ensures a healthy, connected, supportive environment for its residents. It is within this spirit that the following *guiding principles* will provide the foundation for recommended Dial-A-Ride service plan strategies:

Universal access including an accessible infrastructure;

Flexible mobility options with a cost-effective mix of accessible shared-ride, public transportation services; and

Maximize the utility and investment in accessible conventional transit (mobility management strategies) to encourage a shift from ADA paratransit to conventional public transit.

As a transit provider, Visalia Transit has facilitated a more integrated approach between accessible conventional transit services and Dial-A-Ride (ADA Paratransit) services. Transit has created a user friendly, accessible conventional transit service that may provide additional mobility options for many Dial-A-Ride (paratransit) service registrants. VT's accessible public transit system provides a higher degree of trip making flexibility and facilitates greater travel spontaneity and independence. A truly accessible transit system can become the preferred choice for many people with a disability.

The longer term vision is to move towards the concept of *universal access* to conventional public transit services. While preserving the integrity of Dial-A-Ride (paratransit) services for those with no alternatives, universal access to conventional transit services requires the need to address ancillary considerations including an accessible infrastructure, streetscape, audible signals, etc.

VT's Dial-A-Ride operation has a long standing history of ADA compliance and relatively productive and cost-effective service delivery. The City procured *Easy Rides* paratransit scheduling software, functional since November 2016, providing an opportunity for MV operations staff to be more diligent in monitoring on-time performance (adherence to the 30-minute scheduling window). The *Easy Rides* application now provides for automated call-reminders to customers.

Complementary Technological Enhancements: The following technology element is intended to enhance the Dial-A-Ride customer experience and lessen the administrative burden of MV staff:

- True on-line trip booking including real-time trip confirmations. Work with *Easy Rides* to incorporate true on-line trip booking capability that includes integration with the scheduling algorithm to facilitate the provision of trip confirmations at time of on-line booking.

7.0 PLANNED IMPROVEMENTS – SERVICE PLAN

This chapter provides the proposed plan to restructure the Visalia Transit (VT) system as a grid network overlaying the transit service area. The plan maintains and enhances existing route alignments that form a grid covering much of South Visalia; and focuses service changes on "legacy" radial routes primarily in North and East Visalia. Completion of the grid network is recommended to make transit travel more comparable to personal vehicle travel in Visalia, where travel itineraries are chosen mainly to minimize travel distance and especially to avoid out-of-direction travel. Once the recommended network is in place, the City will have the ability to expand service span and frequency (scalable) as customer demand warrants and funding levels permit. The proposed system map appears in Exhibit 7-1.

Supplemental Microtransit Solutions: Complementing the scalability of the recommended network, City staff may want to explore alternate microtransit solutions (community based, demand-response service) to provide supplemental service in areas and/or times of day of low travel density throughout the transit service area.

Microtransit is relatively new market niche with many start-ups resulting in recent business successes. Generally, the defining characteristics of microtransit service include: On-demand, shared-ride transportation service; a customized vehicle fleet ranging from individually-owned driven cars driven by independent contractors or operated by a transit agency, to electric carts, vans, small and large buses equipped with amenities such as Wi-Fi, USB outlets, and larger seats; and customer access facilitated using a mobile phone application to hail (e-hail) a ride or reserve a seat in a group service.

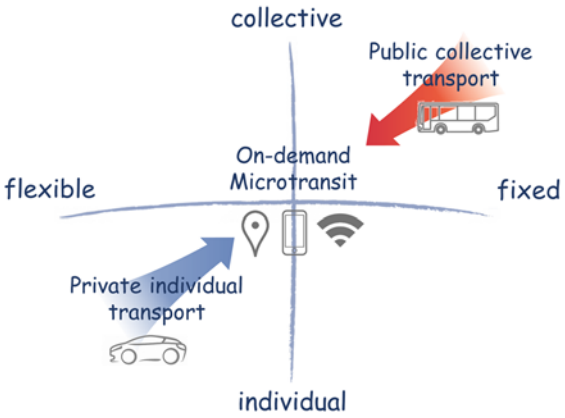
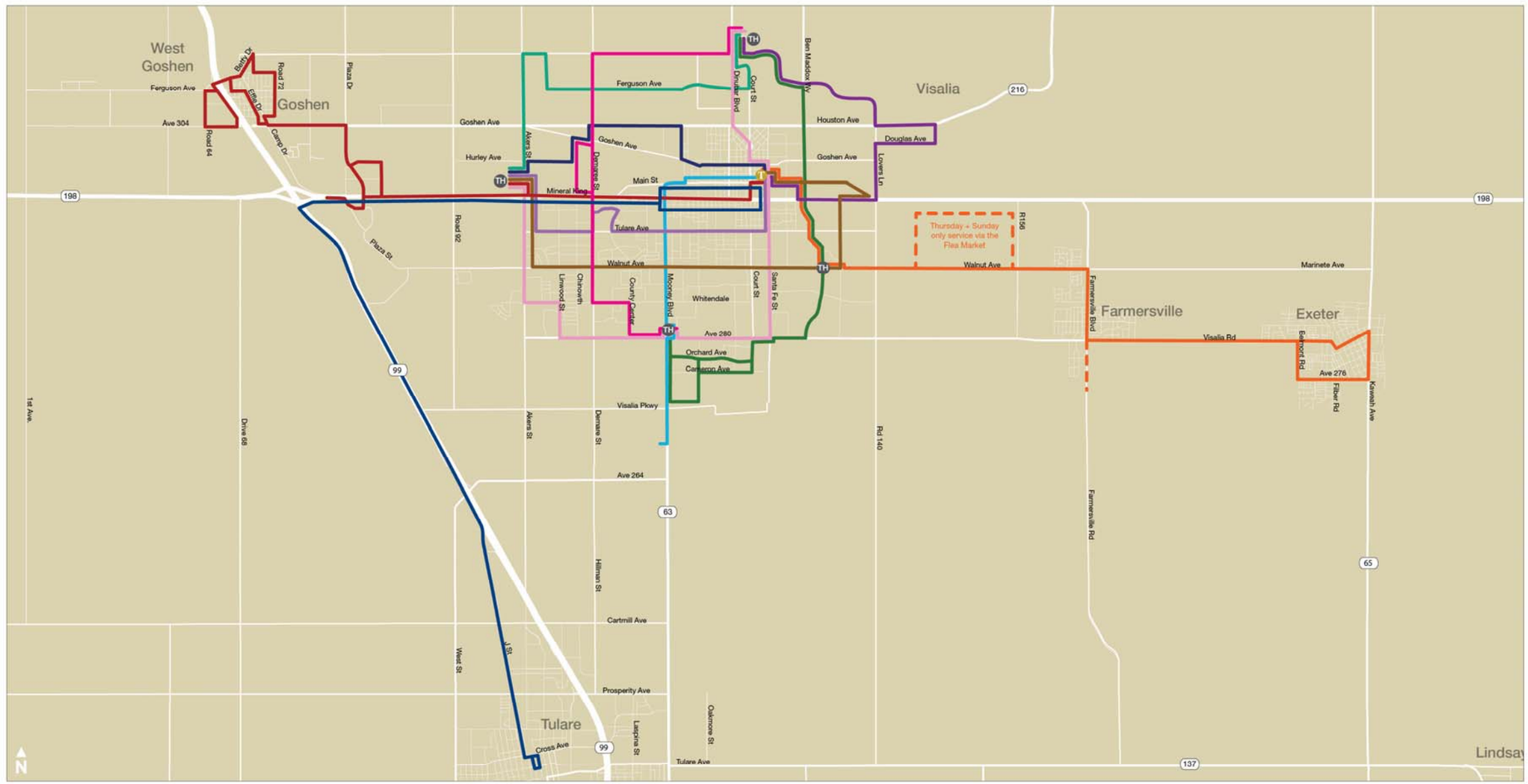


Exhibit 7-1: Visalia Transit System Map Proposed



7.1 Transit Hubs

Building on the success of the Visalia Transit Center (VTC) as a central hub where multiple routes meet and transfer conditions are better for customers, the service plan identifies four additional locations to function as secondary transfer points, or transit hubs. These locations in the north, east, south and west sides of the City will function as major transfer nodes and provide terminal facilities at the outer reaches of the grid network.

For short-range planning purposes, it is assumed that all four hubs will be developed at on-street locations. This should not limit planning to potentially relocate three of the hubs to off-street locations in anticipation of continuing transit system growth, land development intensity, and traffic conditions in the service area beyond FY 2022. For example, the City should be prepared to acquire property or enter into joint development arrangements as opportunities arise. It is recommended that the City undertake a needs assessment / site selection study within the next 12-18 months to determine project feasibility, minimum requirements, and preferred locations for three of four proposed transit hubs as described in the following paragraphs.

7.1.1 North Transit Hub

Development of an off-street transfer facility is recommended in the general vicinity of the intersection of N Dinuba Boulevard and W Riggin Avenue, adjacent to the Orchard Walk Shopping Center. The proposed facility would be served by five Visalia Transit routes (2, 7, 8, 12 and 16) terminating at this location, as well as TCAT's North County Route 10 passing through in both directions. It would replace the existing eastbound bus stop on Shannon Parkway, which is the terminal point for existing Routes 7 and 8.

Ideally, the facility should contain six bus stops to accommodate the proposed route network operating at enhanced service frequencies (e.g., 15 minutes) envisioned beyond the horizon of this SRTP, but within the expected life cycle of a transit center. This would require a rectangular site up to one acre in size (*e.g.*, 250'x175') with signal-protected access to the adjacent street network and pedestrian connections. The area is zoned for primarily commercial development and contains vacant parcels of sufficient size to accommodate project requirements.

7.1.2 East Transit Hub

Bus stop relocation and other physical improvements are recommended at the intersection of S Ben Maddox Way and E Walnut Avenue, where Routes 5, 9 and 12 as proposed will intersect. The proposed on-street transfer point would enable customers to transfer conveniently for crosstown service between South Visalia and Farmersville-Exeter.

Ideally, the two existing stops on S Ben Maddox Way situated between E Vassar and E Cambridge Avenues would be moved south to the E Walnut Avenue intersection; and the two existing stops on E Walnut Avenue would be moved east back to bring all four stops within line-of-sight distance of one another and minimize walking distances for customers. Walking distance between stops is of particular concern on E Walnut Avenue because of the culvert running parallel along the north side of the street. The stops should be sited in consideration of traffic conditions and availability of right-of-way behind the sidewalk to provide for installation of shelters and other

amenities. Improving the customer waiting experience at these bus stops is important in order to mitigate the loss of the direct connection between South Visalia, Farmersville and Exeter that currently is provided by Route 12.

7.1.3 South Transit Hub

Development of an off-street transfer facility is recommended in the general vicinity of the intersection of S Mooney Boulevard and W Caldwell Avenue, adjacent to Sequoia Mall. The proposed facility would be served by four Visalia Transit routes (1, 2, 12 and 16), three of which terminate at this location. Additionally, TCAT might consider extending South County Route 40 from its current northerly terminus at Government Plaza to a new South Visalia transit hub to improve customer access to the VT route network.

The area is zoned for commercial development and appears to be fully developed. Therefore, a joint development with an existing property owner, or an outright purchase of property from a willing seller would be necessary for project viability. Further exploration of these options is suggested as part of the proposed needs assessment.

Alternatively, an expanded use of existing bus stops located on both sides of W Orchard Avenue between S Mooney Boulevard and S Fairway Street could be considered. These mid-block stops are equipped with passenger shelters and accessible sidewalks, although there is no crosswalk or signal protection for pedestrians crossing between stops. Additional curb space would be required to accommodate four VT routes, and possibly TCAT South County Route 40.

7.1.4 West Transit Hub

Development of an off-street transfer facility is recommended in the general vicinity of the intersection of N Akers Road and W Hillsdale Avenue to replace the existing on-street bus stop on the north side of Hillsdale Avenue, adjacent to Visalia Medical Clinic. The proposed facility would be served by six Visalia Transit routes (2, 4 – 7 and 15), five of which terminate at this location.

Ideally the facility should contain six bus stops to accommodate the proposed route network operating at enhanced service frequencies (e.g., 15 minutes) envisioned within the planned life cycle of a transit center. This would require a rectangular site up to one acre in size (*e.g.*, 250'x175') with signal-protected access to the adjacent street network. The area is zoned for commercial development and contains vacant parcels, including one already owned by the City.

7.2 Proposed Route Changes

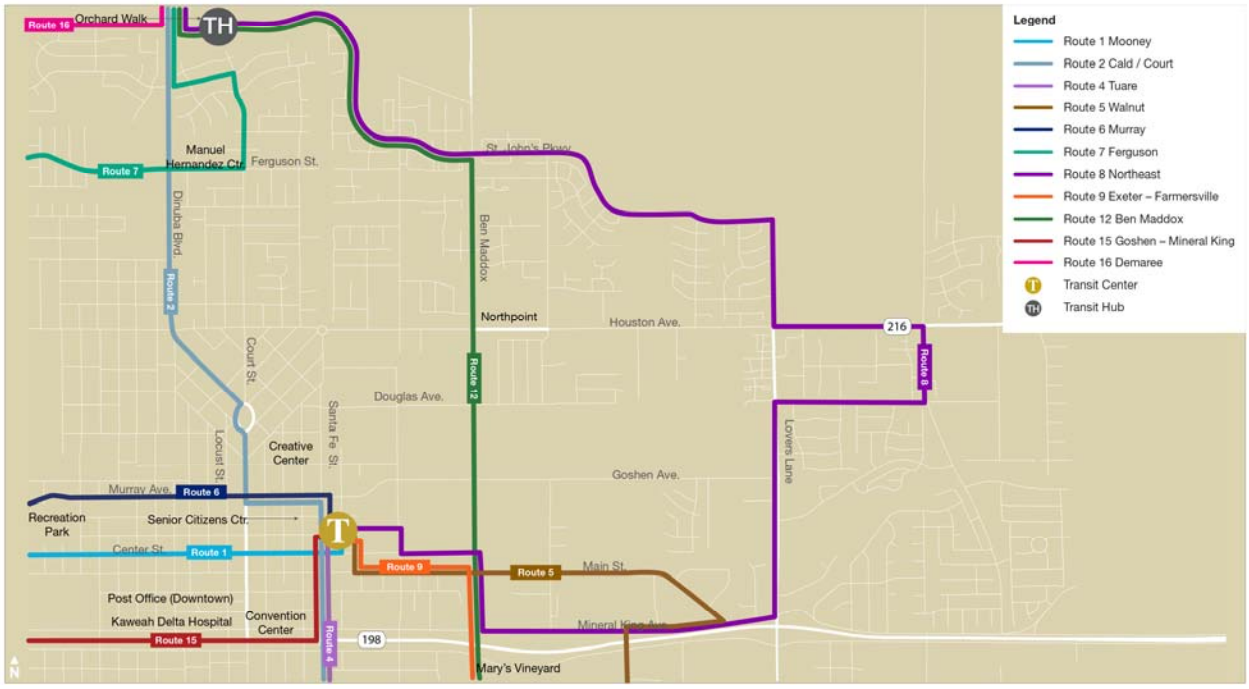
This section highlights recommendations for restructuring fixed route service consistent with design principles discussed earlier in this report. Descriptions of the modifications proposed are organized by geographic quadrant to facilitate understanding of the resulting route network. Quadrants boundaries are consistent with those used on City land use maps. The Northeast, Northwest, Southeast and Southwest quadrants are divided by Court Street running north-south, and the 198 Freeway running east-west. Exeter and Farmersville are included in discussion of the Southeast quadrant, and Goshen is included in discussion of the Northwest quadrant.

7.2.1 Northeast Visalia

The Northeast quadrant is covered mainly by Routes 3 East Loop and 8 Northeast Loop, and peripherally by Route 7 Northwest Loop. The present route structure focuses on local circulation and connectivity to Downtown Visalia. Proposed changes to the current network in the Northeast quadrant are displayed in Exhibit 7-2 and described in the following pages.

Exhibit 7-2: Northeast Quadrant VT Route Map - Proposed

Northeast Quadrant



Discontinuation of Route 3 is proposed with concurrent network adjustments to enhance the grid network in the Northeast quadrant. Key concerns with the existing alignment include one-way service coverage and the circuity of the loop, which combine to impose out-of-direction travel and longer onboard travel times for many customers, and minimize one-seat ride options for crosstown travelers. A majority of Route 3 customers make round trips between Downtown Visalia and the Walmart store in Mary's Vineyard area; however, the present alignment is not at all direct between these important trip generators.

Perceived benefits of discontinuation include an elimination of coverage duplication with Route 8B for 1.2 miles on N Santa Fe Street and E Houston Avenue between the VTC and North Pointe Shopping Center at N Ben Maddox Way; also an elimination of coverage duplication with Routes 5 and 9 for one-half mile along E Walnut Avenue between S Lovers Lane and S Pinkham Street. Simplification of Route 8 is proposed with bi-linear service operating between the proposed North transit hub and the VTC. Shown in Exhibit 7-3, the existing segment (drawn in green) from the North transit hub to the VTC via N Dinuba Boulevard, St. Johns Parkway, N Lovers Lane, E Mineral King and E Main Street is retained. The proposed alignment (shown in blue) deviates

east from N Lovers Lane via E Houston Avenue, N McAuliff Street, and Douglas Avenue back to N Lovers Lane. This change is intended to increase ridership among Golden West High School and Visalia Adult School students by bringing these destinations to within ¼-mile of the alignment. Discontinuation of coverage on N Santa Fe Street focuses on a segments where there is limited demand for the one-seat ride options offered by the existing alignment. For example, few VT customers who board along Lovers Lane alight along N Santa Fe Street.

Exhibit 7-3: Route 8 Northeast Existing & Proposed

Restoration of a direct connection between Northeast Visalia and the Walmart/Mary's Vineyard area is recommended. The linkage was severed in 2013 when the alignment was shifted from E Noble Avenue to E Main Street north of the 198 Freeway to save running time. However, total boardings on Route 8 have declined nearly 39% since FY 2012, and the trip presently cannot be made without transferring at the VTC and incurring significant out-of-direction time and travel. The proposed routing from Lovers Lane is via E Noble Avenue, N Ben Maddox Way, E Main Street and N Santa Fe Street to the VTC.

Extension of Route 2 north from VTC to the proposed North transit hub is recommended. Displayed in Exhibit 7-4, the proposed alignment (shown in blue) follows N Court/Locust Street, N 2nd/3rd Street and N Dinuba Boulevard to Shannon Parkway. This change forms a continuous north-south transit corridor through central Visalia with one-seat rides connecting the VTC and three transit mini-hubs (North South, and West). The extension replaces existing Route 7 on N Court/Locust Street, 2nd/3rd Street, and N Dinuba Boulevard. The new alignment is serviceable with a 120-minute schedule cycle add requires one additional bus (four total) to maintain the present 30-minute weekday headway. The route is renamed "2 Caldwell/Court". The change is

intended to improve overall service productivity without impacting ridership on the second highest volume route in the VT network.

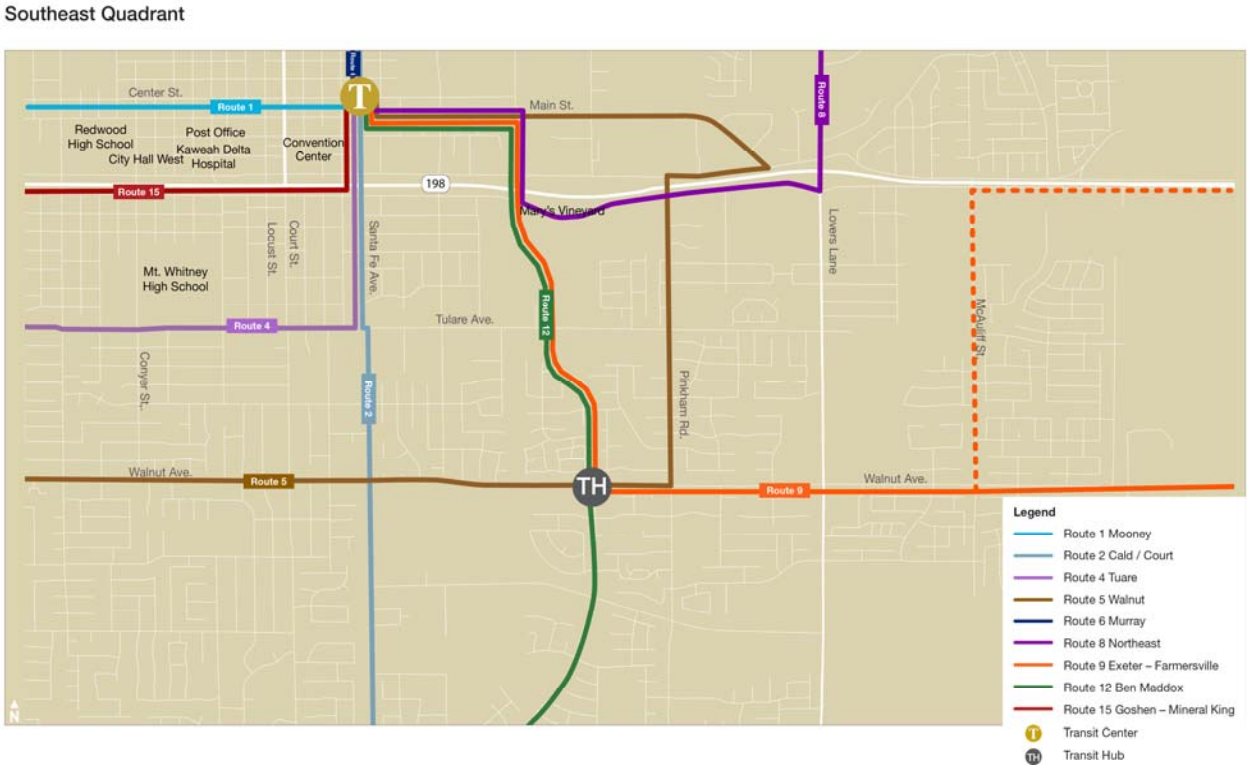
Exhibit 7-4: Route 2 Caldwell/Court - Existing & Proposed

7.2.2 Southeast Visalia, Exeter and Farmersville

The Southeast quadrant is covered primarily by Routes 3 East Loop, 5 Walnut Avenue, 9 Exeter/Farmersville, and 12 Caldwell-Visalia Road; and peripherally by Routes 2 Caldwell Avenue and 4 Tulare Avenue. The prevailing route structure reflects a mix of radial and crosstown characteristics. Routes 5 and 9 include grid-oriented segments along mostly Walnut Avenue, but also terminate at the VTC. As noted earlier, Route 3 is non-conforming to the grid, and partly overlaps other VT routes in ways that may be confusing to customers. Prior to the implementation of Route 16 Demaree in August 2016, Route 12 had the only non-downtown alignment in the network.

Proposed changes to the current network in the Southeast quadrant are displayed in Exhibit 7-5 and described in the following pages. Modifications are recommended to reinforce the grid network. Concurrent changes to Routes 2, 4, 5, 8, 9, and 12 are proposed. A new east side transfer point is formed at the intersection of E Walnut Avenue and S Ben Maddox Way.

Exhibit 7-5: Southeast Quadrant VT Route Map - Proposed



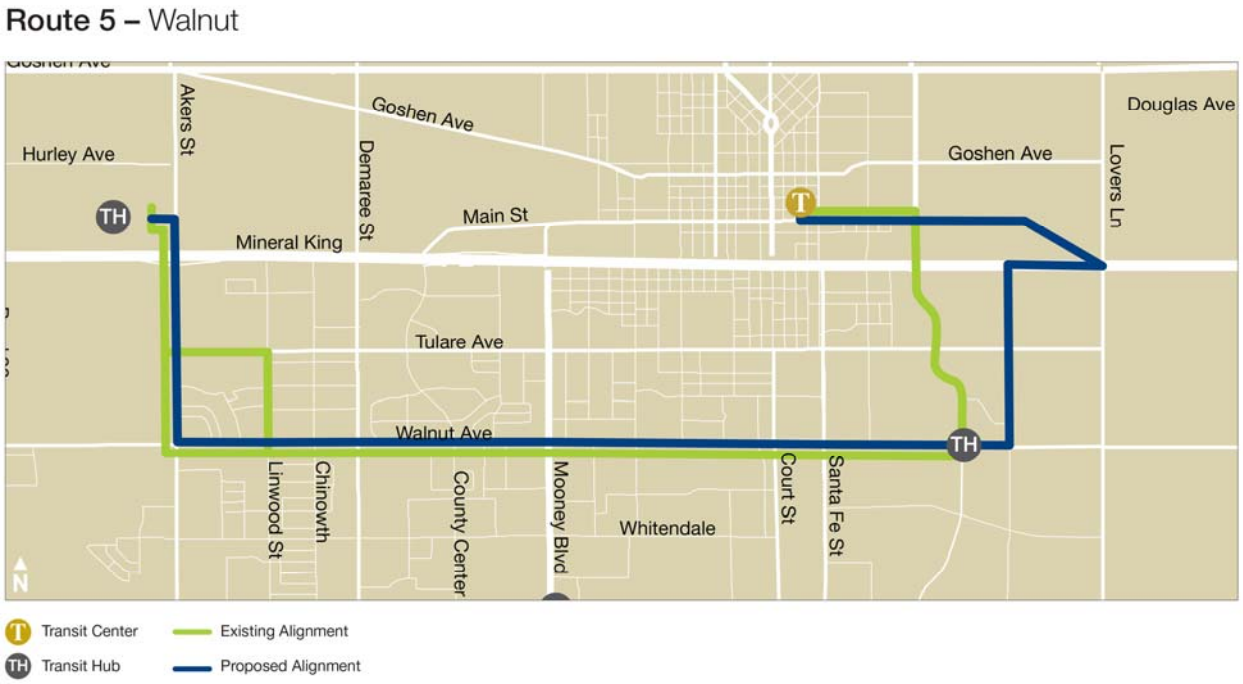
Modification of Route 4 is proposed as shown in Exhibit 7-6. In Southeast Visalia, relocation from the S Court/Locust Street couplet to S Santa Fe Street between E Tulare Avenue and E Mineral King Avenue is proposed. This relatively minor change would eliminate current duplication with Route 2 on S Locust and S Court Street, and replace and upgrade northbound-only service currently provided by Route 3.

Exhibit 7-6: Route 4 Tulare Avenue - Existing & Proposed

Extension of location of Route 5 is recommended to improve service productivity on an important crosstown line. Shown in Exhibit 7-7, the alignment shifts from a 1.3-mile segment of Ben Maddox Way between E Walnut Avenue and E Main Street to a new alignment comprised of E Walnut Avenue to S Pinkham Street, E Noble Avenue, S Lovers Lane, E Mineral King Avenue and E Main Street to the VTC. This proposal has three key purposes:

- Add several significant destinations located east of S Ben Maddox Way to Route 5, including Walmart, Social Security office, and R&N Market.
- Replace Route 3 northbound-only service on S Pinkham Street between E Walnut and E Tulare Avenue with two-way service extending north to E Noble Avenue;
- Replace Route 8 on E Mineral King Avenue and E Main Street between N Lovers Lane and Downtown Visalia.

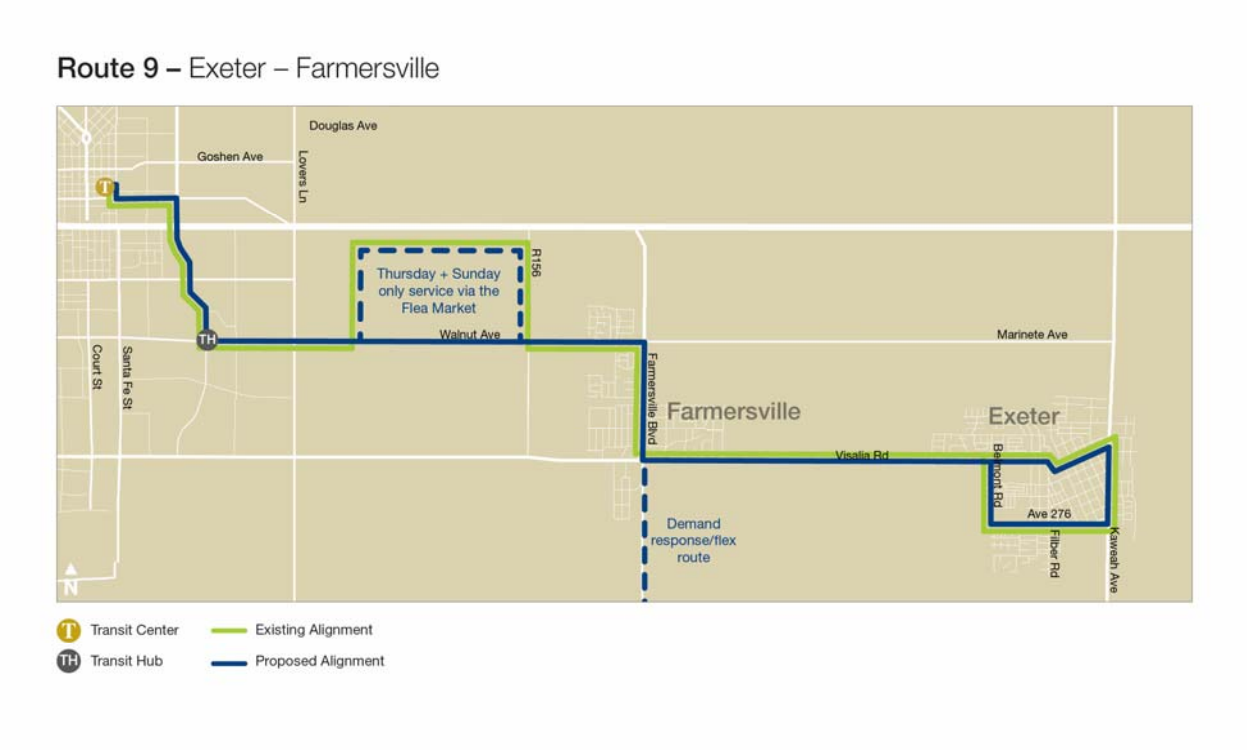
Exhibit 7-7: Route 5 Walnut Avenue - Existing & Proposed



Modification of Route 9 is proposed to reduce transit travel times for Exeter and Farmersville residents traveling to Downtown Visalia and other parts of the service area. Ridership data reflects travel predominantly between Downtown Visalia and the outlying cities with limited boarding and alighting activity on the middle segment between Road 156 and S Ben Maddox Way. Prevailing land uses in the area invite straightening the present alignment in order to reduce onboard travel times for the majority of customers using Route 9. Additionally, weekday service frequency would improve from the present 45 minutes to 30 minutes.

Shown in Exhibit 7-8, most trips would remain on E Walnut Avenue between Road 156 and S McAuliff Street. Retention of limited service on Road 156, E Noble Avenue and S McAuliff Street is recommended to maintain customer access to the flea market on E Noble Avenue west of Road 156. Two or more midday trips operating in both directions would be required on Thursdays and Sundays only. Service on Farmersville Boulevard south of Visalia Road will be available on an on-demand, call request basis.

Exhibit 7-8: Route 9 – Exeter - Farmersville



Restructuring Route 12 is proposed to improve north-south connectivity in Visalia, reinforce the grid network on the east side of the City, and improve service effectiveness in Exeter and Farmersville (and eliminates the duplication of Route 9). Renamed "12 Ben Maddox", the alignment changes from east-west to primarily north-south between W Caldwell Avenue and St. Johns Parkway. Shown in Exhibit 7-9, the proposed route extends 8.7 miles between the North and South transit hubs. Southbound buses depart the North transit hub via N Dinuba Boulevard to St. Johns Parkway and Ben Maddox Way to W Caldwell Avenue, where it turns west to S Court Street, W Cameron Avenue, S Stonebrook Street, Visalia Parkway, and S Mooney Boulevard to W Orchard Avenue. Northbound buses depart via Orchard Avenue to S Fairway Street; then west on W Caldwell Avenue and south on S Mooney Boulevard and reversing the southbound alignment.

A new on-street transfer point is created at the intersection of S Ben Maddox Way and E Walnut Avenue (*i.e.*, East transit hub) for Routes 5, 9 and 12. A convenient connection between Routes

9 and 12 are required to mitigate discontinuation of direct service between Exeter, Farmersville and South Visalia.

Exhibit 7-9: Route 12 Ben Maddox Way - Existing & Proposed

7.2.3 Southwest Visalia

The Southwest quadrant is covered primarily by Routes 1 Mooney, 2 Caldwell, 4 Tulare, 5 Walnut, 12 Caldwell-Visalia Road, and 16 Demaree, and peripherally served by Route 15 Mineral King. The transit grid network is most clearly apparent in this part of the VT service area, as shown in Exhibit 7-10. No route changes are proposed in the Southwest quadrant.

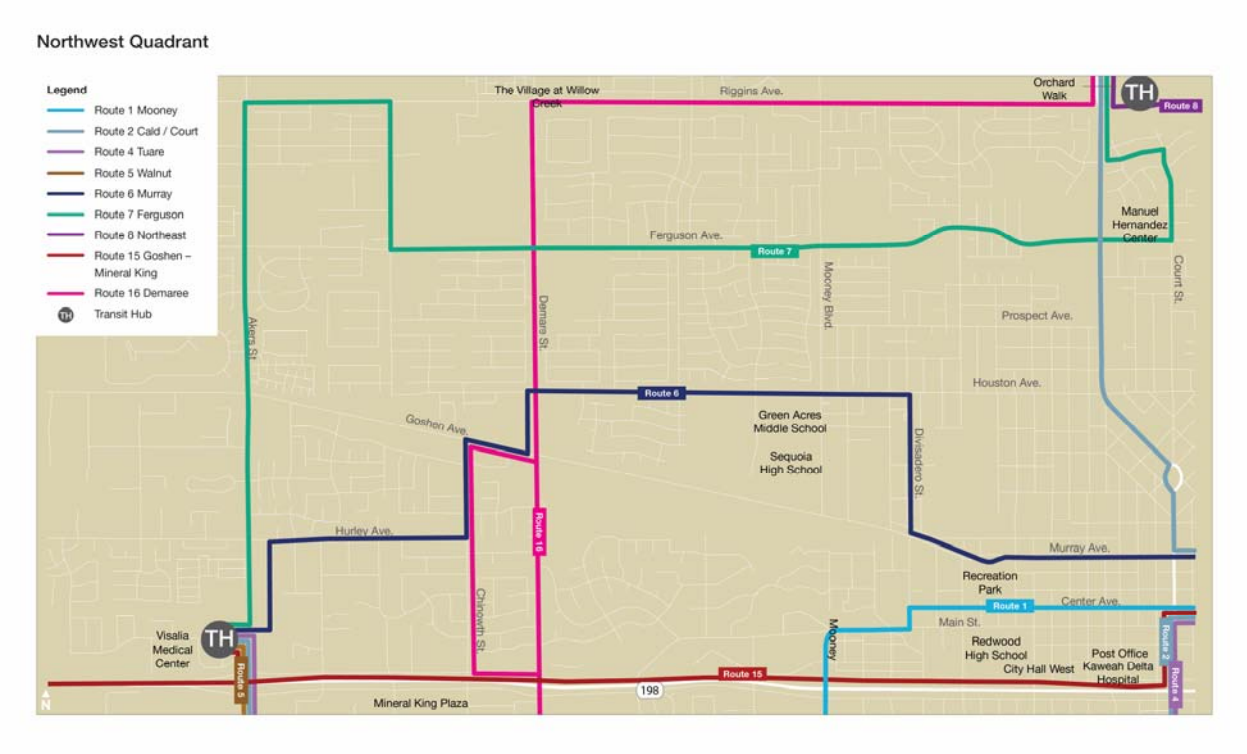
Exhibit 7-10: Southwest Quadrant VT Route Map - Proposed

Southwest Quadrant

7.2.4 Northwest Visalia and Goshen

The Northwest quadrant is covered primarily by Routes 6 Goshen, 7 Northwest Loop, 16 Demaree, and peripherally by Route 15 Mineral King. The current network is oriented to travel into Downtown. Systemic restructuring is proposed to integrate the area into the grid network. The transition from radial to grid brings the transit network into better alignment with the established street network in Northwest Visalia by replacing Route 7 with several routes running north-south (N Akers Road, N Demaree Street, N Divisadero Street, N Mooney Boulevard, and N Dinuba Boulevard) and east-west (W Riggin Avenue, W Ferguson Avenue, W Houston Avenue and W Murray Avenue) through the area. Displayed in Exhibit 7-12, the proposed network creates more one-seat ride options to major non-downtown destinations

Exhibit 7-12: Northwest Quadrant VT Route Map - Proposed



Truncation of Route 6 west of the VMC is proposed with replacement service in Goshen west of Plaza Drive to be provided by Route 15 Goshen-Mineral King. Renamed “6 Murray” and shown in Exhibit 7-13, the alignment is unchanged east of N Demaree Street, but shifts from Goshen Road to W Hurley Avenue between N Chinowth Street and N Akers Road.

Retention of selected trips is recommended to maintain access to the west side industrial zone bounded by N Shirk Street, W Goshen Avenue, N Plaza Drive and W Sunnyview Avenue. Specific routing and scheduling should be developed in consultation with employers and potential riders. Recent ridership data indicates nominal use of currently all-day service on W Hurley Avenue, N Shirk Street, W Doe Avenue and N Kelsey Street.

Exhibit 7-13: Route 6 Murray - Existing & Proposed

Extension of Route 15 to Goshen via N Plaza Drive and W Goshen Avenue is proposed to reduce transit travel times for Goshen residents traveling to Downtown Visalia and other parts of the service area. Renamed "15 Goshen/Mineral King" and shown in Exhibit 7-14, the alignment creates new one-seat ride options for Goshen residents traveling to the COS campus and destinations near Visalia Airport and along Mineral King. It also offers faster travel time to the S Mooney Boulevard commercial corridor with a transfer to Route 1 at W Noble/Mineral King Avenue and S Mooney Boulevard.

Within Goshen, the proposed alignment adds the Goshen Village residential complex located near Avenue 310 and Road 72 to the one-way loop alignment covering the area. Retention of a serpentine alignment is advisable despite the inconvenience of out-of-direction travel for some Goshen customers.

Exhibit 7-14: Route 15 Goshen-Mineral King Existing & Proposed

Simplification of Route 7 is recommended as part of systemic restructuring of the transit network covering Northwest Visalia. Renamed "7 W Ferguson" and shown in Exhibit 7-15, the alignment is confined to a single east-west corridor with bi-directional service on Riggin Ave., Linwood St. and W Ferguson Avenue between the North and West transit hubs.

Exhibit 7-15: Route 7 Ferguson - Existing & Proposed

Modification of Route 16 is proposed to improve transit connectivity between Northwest and Southwest Visalia. Shown in Exhibit 7-16, the alignment is refocused on north-south crosstown service across west Visalia via N Demaree Street between W Goshen Avenue and W Riggin Avenue; and east-west on Riggin Avenue from N Demaree to the proposed North transit hub. The one-way (northbound) use of N Chinowth Street between W Mineral King Avenue and W Goshen Avenue is required for buses to operate over the railroad tracks crossing N Demaree Street along the north side of W Goshen Avenue.

Exhibit 7-16: Route 16 Demaree - Existing & Proposed

7.3 Service Plan Implementation

Two level of service (LOS) scenarios are presented in this section to frame the discussion for funding the implementation of recommended service improvements through FY 2022.

- Scenario A reflects an assertive growth scenario designed to meet "short-range build-out" service levels without direct consideration of funding constraints. This option is meant to estimate the maximum expenditure of transit operating and capital costs needed to put Visalia Transit at the forefront of peer transit systems, in terms of three primary level of service (LOS) criteria: Network coverage; service span; and service frequency.

- Scenario B reflects a moderate growth scenario constrained to a 2.5% inflation-adjusted budget increase per year through FY 2022. This option is intended to estimate the cost of foundational improvements to the Visalia Transit route network, plus incremental enhancement of service span and frequency as affordable.

It is noted that both scenarios assume the completion of local route network restructuring described in the foregoing Section 7.2. Their differences are in terms of span and frequency. Service span refers to the days and hours during which service is available; and frequency refers to the time interval between consecutive trips in published schedules.

Exhibits 7-17 and 7-18 provide summarize the changes to span and frequency associated with each scenario relative to base year conditions. These changes are further described in the following paragraphs.

Exhibit 7-17: VT Service Span Current and Proposed

Service Day	Current FY 2017	Scenario A FY 2022	Scenario B FY 2022
Weekday			
Start Time	6:00 am – 6:30 am	5:30 am	6:00 am
End Time	9:30 pm – 10:30 pm	11:00 pm	10:00 pm
Saturday			
Start Time	8:00 am	5:30 am	8:00 am
End Time	6:16 pm – 7:56 pm	10:00 pm	7:00 pm
Sunday			
Start Time	8:00 am	7:00 am	8:00 am
End time	6:16 pm – 7:56 pm	10:00 pm	7:00 pm

Exhibit 7-18: VT Service Frequency Ranges Current and Proposed

Service Day	Current FY 2017	Scenario A FY 2022	Scenario B FY 2022
Weekday Peak	15 - 60	15 - 30	15 - 60
Weekday Base	15 - 60	15 - 30	15 - 60
Weeknight	30 - 60	30	30 – 60
Saturday Base	20 - 90	20 - 30	20 - 60
Saturday Early/Late	20 - 90	30 - 60	30 – 60
Sunday Base	20 – 90	20 - 30	30 - 60
Sunday Early/Late	20 - 90	30 - 60	60

7.3.1 Scenario A: Short-Range System Buildout

Scenario A is designed to achieve three LOS objectives that in combination would elevate Visalia Transit to the forefront of its peer group of mid-size cities in the western US:

1. Network Coverage - complete the grid network as described in this chapter.

2. Service Span - expand weekday and weekend operating hours; and apply daily start and end times uniformly to all routes in the system.

3. Service Frequency - improve daytime frequencies to 30 minutes or better on all routes seven days per week. This responds to transit industry best practices in service design that focus on reducing historical differences in weekday, Saturday and Sunday service levels.

Resource requirements for this scenario are summarized in Exhibit 7-19. Substantial increases in peak vehicles and revenue service hours are required to fully implement the plan. Weekday peak operations would increase by seven buses to a total of 34 buses; and weekend operations would increase by 50% to 33 peak vehicles. Including spare vehicles, Scenario A would require eight (8) additional buses with a FY 2022 local fleet size of 41 vehicles.

Exhibit 7-19: Scenario A Resource Requirements

	Base Year Planned FY 2017	Scenario A Proposed FY 2022	Percent Change
Buses in Peak Service			
Weekday	28	34	26%
Saturday	22	33	50%
Sunday	22	33	50%
Revenue Service Hours			
Weekday	364	556	53%
Saturday	191	494	159%
Sunday	191	401	110%
Annual	127,767	207,539	62%

Full implementation would require an average 12.5% increase in annual revenue service hours (RSH) operated through FY 2022. Total RSH would increase from 127,767 in FY 2017 to 207,539 in FY 2022. Detailed Scenario A level of service characteristics by route and service day are contained in Exhibit 7-20.

Exhibit 7-20: Scenario A Level of Service by Route and Service Day

WEEKDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Peak	Base	Eve		Peak	Base	Eve	Peak	Base	Eve	Daily	Annual
Existing Route	**Changes Proposed**	**Proposed Route**			minutes	minutes	minutes	minutes			Hours per period	6	8.5	3	17.5	252
1 Mooney	No significant changes	1 Mooney	5:30 AM	11:00 PM	15	15	30	60	5	4	2	30.0	34.0	6.0	70.0	days
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	5:30 AM	11:00 PM	30	30	30	120	4	4	4	24.0	34.0	12.0	70.0	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	5:30 AM	11:00 PM	30	30	60	60	2	2	1	12.0	17.0	3.0	32.0	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
6 Goshen	Truncate west of VMC	6 W Houston	5:30 AM	11:00 PM	30	30	60	60	2	2	1	12.0	17.0	3.0	32.0	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	5:30 AM	11:00 PM	30	30	60	60	2	2	1	12.0	17.0	3.0	32.0	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
11x Tulare Express	No significant changes	11x Tulare Express	7:00 AM	7:00 PM	60	60	--	60	1	1	--	6.0	8.5	--	14.5	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard Walk	12 Ben Maddox	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	5:30 AM	11:00 PM	30	30	60	120	4	4	2	24.0	34.0	6.0	64.0	
16 Demaree	Restructure along north-south grid	16 Demaree	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
Total Weekday									35	34	21	210	289	63	562	141,624

SATURDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Early	Day	Eve		Early	Day	Eve	Early	Day	Eve	Daily	Annual
Existing Route	**Changes Proposed**	**Proposed Route**			minutes	minutes	minutes	minutes			Hours per period	2.5	10	4	16.5	54
1 Mooney	No significant changes	1 Mooney	5:30 AM	10:00 PM	30	20	30	60	2	3	2	5.0	30.0	8.0	43.0	days
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	5:30 AM	10:00 PM	30	30	30	120	4	4	4	10.0	40.0	16.0	66.0	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	5:30 AM	10:00 PM	30	30	60	60	2	2	1	5.0	20.0	4.0	29.0	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
6 Goshen	Truncate west of VMC	6 W Houston	5:30 AM	10:00 PM	30	30	60	60	2	2	1	5.0	20.0	4.0	29.0	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	5:30 AM	10:00 PM	30	30	60	60	2	2	1	5.0	20.0	4.0	29.0	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
11x Tulare Express	No significant changes	11x Tulare Express	7:00 AM	7:00 PM	60	60	--	60	1	1	--	2.5	10.0	--	12.5	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard Walk	12 Ben Maddox	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	5:30 AM	10:00 PM	30	30	60	120	4	4	2	10.0	40.0	8.0	58.0	
16 Demaree	Restructure along north-south grid	16 Demaree	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
Total Saturday									32	33	21	80	330	84	494	26,676

SUNDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Early	Day	Eve		Early	Day	Eve	Early	Day	Eve	Daily	Annual
Existing Route	**Changes Proposed**	**Proposed Route**			minutes	minutes	minutes	minutes			Hours per period	2	9	4	15	52
1 Mooney	No significant changes	1 Mooney	7:00 AM	10:00 PM	30	20	30	60	2	3	2	4.0	27.0	8.0	39.0	days
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	7:00 AM	10:00 PM	60	30	60	120	2	4	2	4.0	36.0	8.0	48.0	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	7:00 AM	10:00 PM	60	30	60	60	1	2	1	2.0	18.0	4.0	24.0	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	7:00 AM	10:00 PM	60	30	60	90	1.5	3	1.5	3.0	27.0	6.0	36.0	
6 Goshen	Truncate west of VMC	6 W Houston	7:00 AM	10:00 PM	60	30	60	60	1	2	1	2.0	18.0	4.0	24.0	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	7:00 AM	10:00 PM	60	30	60	60	1	2	1	2.0	18.0	4.0	24.0	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	7:00 AM	10:00 PM	60	30	60	90	1.5	3	1.5	3.0	27.0	6.0	36.0	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	7:00 AM	10:00 PM	60	30	60	90	1.5	3	1.5	3.0	27.0	6.0	36.0	
11x Tulare Express	No significant changes	11x Tulare Express	7:00 AM	7:00 PM	60	60	--	60	1	1	--	2.0	9.0	--	11.0	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard Walk	12 Ben Maddox	7:00 AM	10:00 PM	60	30	60	90	1.5	3	1.5	3.0	27.0	6.0	36.0	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	7:00 AM	10:00 PM	60	30	60	120	2	4	2	4.0	36.0	8.0	48.0	
16 Demaree	Restructure along north-south grid	16 Demaree	7:00 AM	10:00 PM	45	30	45	90	2	3	2	4.0	27.0	8.0	39.0	
Total Sunday									18	33	17	36	297	68	401	20,852
Total Annual																189,152
															FY2017 Service Expansions	18,387
															Total - Scenario A	207,539

7.3.2 Scenario B: Incremental Growth

Scenario B is designed to achieve three LOS objectives that in combination would maintain a level of service close to FY 2017 conditions given route changes required to complete the grid network:

1. Network Coverage - complete the grid network as described in this chapter.

2. Service Span – maintain current weekday and weekend operating hours; and apply daily start and end times uniformly to all routes in the system.

3. Service Frequency – maintain the current combination of 15-, 30-, 45- and 60-minute daytime frequencies.

The objective of this approach is to complete the transition to the recommended grid network by FY 2022, while deferring significant increases in service span and frequency. Resource requirements for this scenario are summarized in Exhibit 7-21. Modest increase in peak vehicles and revenue service hours are required to fully implement the plan. Weekday peak operations would increase by one bus to a total of 28 buses; and weekend operations would increase by three buses. Including spare vehicles, Scenario B would require one (1) additional bus with a local fleet of 33 vehicles in FY 2022. Full implementation would require an average 2.2% increase in annual revenue service hours (RSH) operated through FY 2022. Total RSH would increase from 127,767 in FY 2017 to 141,676 in FY 2022.

Exhibit 7-21: Scenario B Resource Requirements

	Current FY 2017	Proposed Scenario B FY 2022	Percent Change
Buses			
Weekday	27	28	3.7%
Saturday	22	25	13.6%
Sunday	22	25	13.6%
Revenue Service Hours			
Weekday	364	401	10.2%
Saturday	191	260	36.1%
Sunday	191	250	30.9%
Annual	127,767	141,676	10.9%

Detailed Scenario B level of service characteristics by route and service day are contained in Exhibit 7-22.

7.3.2 Implementation Priorities

Depending on funding availability from year to year, it may be possible to incrementally improve LOS above Scenario B but short of Scenarios A. To the extent that incremental improvements above the Scenario B level are possible, the City should consider service span and frequency improvements on individual routes consistent with ridership generation and productivity performance. Candidate improvement categories include:

- Peak frequency improvements on routes currently operating 60- and 45-minute service frequencies.
- Selectively upgrade Saturday service frequencies to weekday LOS.
- Selectively improve weeknight service span.

Exhibit 7-22: Scenario B Level of Service by Route and Service Day

WEEKDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Peak	Base	Eve		Peak	Base	Eve	Peak	Base	Eve	Daily	Annual
Existing Route	**Changes Proposed**	**Proposed Route**			minutes	minutes	minutes	minutes			*Hours per period*	*6*	*6*	*4*	16	*252 days*
1 Mooney	No significant changes	1 Mooney	6:00 AM	10:00 PM	15	15	30	60	5	4	2	30	24	8	62	
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	6:00 AM	10:00 PM	30	30	60	120	4	4	2	24	24	8	56	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	6:00 AM	10:00 PM	30	30	60	60	2	2	1	12	12	4	28	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	6:00 AM	10:00 PM	45	45	45	90	2	2	2	12	12	8	32	
6 Goshen	Truncate west of VMC	6 W Houston	6:00 AM	10:00 PM	60	60	60	60	1	1	1	6	6	4	16	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	6:00 AM	10:00 PM	30	30	60	60	2	2	1	12	12	4	28	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	6:00 AM	10:00 PM	45	45	45	90	2	2	2	12	12	8	32	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	6:00 AM	10:00 PM	45	45	45	90	2	2	2	12	12	8	32	
11x Tulare Express	No significant changes	11x Tulare Express	7:00 AM	7:00 PM	60	60	60	60	1	1	1	6	6	1	13	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard \	12 Ben Maddox	6:00 AM	10:00 PM	45	45	45	90	2	2	2	12	12	8	32	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	6:00 AM	10:00 PM	60	60	60	120	2	2	2	12	12	8	32	
16 Demaree	Restructure along north-south grid	16 Demaree	6:00 AM	10:00 PM	30	30	45	90	3	3	2	18	18	8	44	
Total Weekday									28	27	20	168	162	77	407	102,564

SATURDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Early	Day	Eve		Early	Day	Eve	Early	Day	Eve	Daily	Annual
Existing Route	**Changes Proposed**	**Proposed Route**			minutes	minutes	minutes	minutes			*Hours per period*	*0*	*10*	*1*	11	54 days
1 Mooney	No significant changes	1 Mooney	8:00 AM	7:00 PM	20	20	30	60	3	3	2	0	30	2	32	
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	8:00 AM	7:00 PM	30	30	60	120	4	4	2	0	40	2	42	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	8:00 AM	7:00 PM	30	30	60	60	2	2	1	0	20	1	21	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	8:00 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
6 Goshen	Truncate west of VMC	6 W Houston	8:00 AM	7:00 PM	60	60	60	60	1	1	1	0	10	1	11	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	8:00 AM	7:00 PM	60	60	60	60	1	1	1	0	10	1	11	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	8:00 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	8:00 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
11x Tulare Express	No significant changes	11x Tulare Express	8:30 AM	7:00 PM	60	60	60	60	1	1	1	0	10	1	11	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard \	12 Ben Maddox	7:57 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	8:00 AM	7:00 PM	60	60	60	120	2	2	2	0	20	2	22	
16 Demaree	Restructure along north-south grid	16 Demaree	8:00 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
Total Saturday									24	24	20	0	240	20	260	14,040

SUNDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Early	Day	Eve		Early	Day	Eve	Early	Day	Eve	Daily	Annual
Existing Route	**Changes Proposed**	**Proposed Route**			minutes	minutes	minutes	minutes			*Hours per period*	*1*	*9*	*1*	11	52 days
1 Mooney	No significant changes	1 Mooney	8:00 AM	7:00 PM	30	20	30	60	2	3	2	2	27	2	31	
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	8:00 AM	7:00 PM	60	30	60	120	2	4	2	2	36	2	40	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	8:00 AM	7:00 PM	60	30	60	60	1	2	1	1	18	1	20	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	8:00 AM	7:00 PM	60	45	60	90	1.5	2	1.5	1.5	18	1.5	21	
6 Goshen	Truncate west of VMC	6 W Houston	8:00 AM	7:00 PM	60	60	60	60	1	1	1	1	9	1	11	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	8:00 AM	7:00 PM	60	60	60	60	1	1	1	1	9	1	11	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	8:00 AM	7:00 PM	60	45	60	90	1.5	2	1.5	1.5	18	1.5	21	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	8:00 AM	7:00 PM	90	45	90	90	1	2	1	1	18	1	20	
11x Tulare Express	No significant changes	11x Tulare Express	8:30 AM	7:00 PM	60	60	60	60	1	1	1	1	9	1	11	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard \	12 Ben Maddox	7:57 AM	7:00 PM	60	45	60	90	1.5	2	1.5	1.5	18	1.5	21	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	8:00 AM	7:00 PM	60	60	60	120	2	2	2	2	18	2	22	
16 Demaree	Restructure along north-south grid	16 Demaree	8:00 AM	7:00 PM	60	45	60	90	1.5	2	1.5	1.5	18	1.5	21	
Total Sunday									17	24	17	17	216	17	250	13,000
																129,604
														FY2017 Service Expansions		12,072
														Total Scenario B		141,676

8.0 Funding

The Visalia Transit system relies on a variety of funding sources to operate and sustain its public transit services to the community. Those sources of revenue are derived from fare revenues generated by the various service modes as well as local, state and federal grant subsidy programs. The revenues discussed in this chapter reflect source data from the past six years (FY 2010-FY 2015). The table at the end of this chapter provides a summary and total of revenues received over the six year period.

8.1 Local Transit Funding Sources

Fare Revenues
The largest local transit revenue source is fare revenues, which help support operations and meet State required performance measures. Fare revenues for combined Visalia Transit services include fixed route, Dial-a-Ride, Sequoia Shuttle, V-LINE and the Visalia Towne Trolley. Fare revenues no longer exceed the state farebox ratio requirement for Visalia to be fully eligible for TDA-LTF revenues. The minimum farebox ratio for Visalia Transit to meet each year is 20 percent[2].

Transportation Development Act - Local Transportation Funding (LTF)
Transportation Development Act (TDA) funds are the largest single source of operating revenue for most public transportation systems in the state. The spirit of the TDA statute, guiding use of Local Transportation Funds (LTF), intends for the revenue to be prioritized for transit. This means that the funds are intended to be spent on transit projects to the extent that such projects are needed to fill “unmet transit needs that are reasonable to meet” before any LTF is spent on local streets and roads. The unmet transit needs process, by law, is conducted by TCAG. TDA funds can be used for capital or operations expenditures or a combination thereof, and can provide an important source of local match for federal funding.

The LTF revenues are derived from a one-quarter cent sales tax, which is collected by the Board of Equalization, but administered locally through TCAG which allocates the revenue to local jurisdictions on the basis of population.

Measure R
Local county Measure R, a one-half cent sales tax has been in effect since April 2007. Measure R allows for each jurisdiction within the county to develop a priority list of projects based on community needs. In addition, 14 percent of the transportation measure funds are directed to transit, bike and environmental projects.

Measure R funding can be allocated toward transit service expansion beyond services provided at the time Measure R was approved in November 2006. In addition, Measure R funds cannot be used to replace other available types of transit funding, including federal transit funds, State

[2] Tulare County Association of Governments (TCAG) granted a temporary reduction of 2% (to 18%) in FY16/17 and FY 17/18.

Transit Assistance (STA) funds, transit advertising revenue received, fares received from riders or other parties, and other sources of funding provided for transit operations.

The purpose of allowing Measure R funds to supplement farebox revenues, required under the TDA, is to encourage new pilot routes or expanded service frequency when fares initially received for the expanded service may not initially meet the state-required amounts to offset operating costs. Measure R funds, if used to supplement actual farebox revenue, may not be used to exceed the farebox recovery requirement for the expansion service.

Eligible transit uses for Measure R may include:

- Adding new routes
- Adding new service days (e.g. weekend service)
- Increasing headways (frequency of routes)
- Adding bus shelters
- Building or expanding a Transit Center
- Farebox *supplement* for new routes/route expansion to achieve required farebox recovery requirements for *new routes/route expansion*
- Adding or replacing buses for new service. Bus replacement must clearly be demonstrated as necessary for the new service. If bus replacement is for a route that has both existing service and service expansion then a proportionate cost share must be calculated.

Advertising

The City of Visalia has a contract with a local firm to sell and manage the advertising signage on the sides and rear of the Visalia Transit bus fleet. The advertisements range from interior panels to full size bus wraps in the form of a direct vinyl application. The City's transit advertising contract is through the Kaltoft Company. The contractor's goal is to have every advertising spot filled at the lowest cost to the advertiser. The City includes those revenues received from advertising in its annual income.

Rents and Leases

The City's Transit Division receives revenue from rents and leases to tenants such as Greyhound and Visalia City Administration at the Visalia Transit Center and other transit-related facilities.

Local funding sources are presented in Exhibit 8.1.

Exhibit 8.1: City of Visalia - Local Transit Funding Sources

Formula Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Local Transportation Funds	$2,867,537	$3,123,566	$3,755,333	$3,425,897	$3,506,826	$3,640,053
Measure R (Non-Operating)	$598,150	$598,150	$598,150	$598,150	$663,150	$663,150
Farebox Revenues	$2,009,273	$2,454,279	$2,157,816	$2,708,470	$2,460,851	$2,854,675
Measure R Farebox Supplement	$120,050	$120,050	$120,050	$120,050	$120,050	$120,050
Facilities Rental	$150,469	$178,692	$67,829	$229,081	$234,374	$264,115
Advertising Space Revenues	$123,776	$135,615	$121,244	$130,795	$168,388	$163,218
Total Local Funding Received	**$5,869,255**	**$6,610,352**	**$6,820,422**	**$7,212,443**	**$7,153,639**	**$7,705,261**

Sources: Annual Fiscal & Compliance Audits, Transit Operators Financial Transactions Reports, City of Visalia Budget Status Reports

8.2 State Transit Funding Sources

State Transit Assistance Fund: The State Transit Assistance program is a second funding component of TDA. Revenues are derived primarily through the State sales tax on diesel fuel and are allocated by the State legislature. Fifty percent of statewide revenue is allocated by the State based on county population within the jurisdiction of the regional transportation planning agencies, and the remaining fifty percent is allocated based on qualifying revenue such as passenger fares and other local sources by the transit systems.

Historically, the STA has provided a relatively stable source of revenue for public transit service. However, in times of economic downturns and state fiscal issues, the legislature has leveraged STA funds during state budget negotiations resulting in uncertain funding levels. An example of those budget negotiations included the “gas tax swap” involving use of the revenues.

Proposition 1B (PTMISEA): On November 7, 2006, California voters approved Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006. This Act authorized the issuance of $19.925 billion in general obligation bonds to invest in high-priority improvements to the state's surface transportation system and to finance strategies to improve air quality. Among the programs contained in Proposition 1B is the $3.6 billion Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA). PTMISEA funds are to be used to fund various mass transportation projects, including rehabilitation, safety or modernization improvements, capital enhancements or expansion, rail transit improvement, bus rapid transit improvements, the acquisition of rolling stock, and other similar investments. The funds in the PTMISEA are to be dispersed according to the same formula used to distribute State Transit Assistance funds. Management and administration (M&A) costs are not eligible for Proposition 1B funds.

Visalia has applied for and received Proposition 1B PTMISEA funding for several projects. The grant funding was applied towards the purchase of two electric buses, an intelligent transportation systems (ITS) project, and expansion of the bus maintenance facility and Transit Center.

Cal OES – CTSGP-CTAF: Another component of the Proposition 1B program is the California Transit Security Grant Program, California Transit Assistance Fund (CTSGP-CTAF) administered by the Governor's Office of Emergency Services (Cal OES). Eligible activities under the CTSGP-CTAF include capital projects that provide increased protection against a security or safety threat; capital projects that increase the capacity of transit operators to prepare for disaster-response transportation systems that can move people, goods, emergency personnel and equipment in the aftermath of a disaster; and costs directly related to construction or acquisition including, but not limited to, planning, engineering, construction management, architectural, and other design work, environmental impact reports and assessments, required mitigation expenses, appraisals, legal expenses, site acquisitions, necessary easements, and warranties, as approved by Cal OES. Entities receiving an allocation of funds must expend those funds within three fiscal years of the fiscal year in which the funds were allocated.

Cal OES funds awarded to Visalia have been utilized toward bus stop enhancements, the installation of solar lighting on bus shelters, purchase and installation of new fareboxes and modems, automatic vehicle locator (AVL) equipment, and an emergency back-up generator.

Exhibit 8.2 presents a summary of Visalia Transit State Transit Funding Sources.

Exhibit 8.2: State Transit Funding Sources

Formula Funding	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
State Transit Assistance Funds	$617,025	$1,197,972	$54,450	$538,029	$1,157,461	$1,901,573
Discretionary Funding						
Proposition 1B - PTMISEA	$753,904	$0	$3,738,861	$0	$1,524,931	
Cal OES	$119,264	$119,264	$119,264	$128,196	$119,264	$119,961
Total State Funding Received	**$1,490,193**	**$1,317,236**	**$3,912,575**	**$666,225**	**$2,801,656**	**$2,021,534**

Source: Annual Fiscal & Compliance Audits, City of Visalia

8.3 Federal Revenue Sources

The Federal Transit Administration (FTA) provides financial and technical assistance to local public transit systems. Since 1964, FTA has partnered with state and local governments to create and enhance public transportation systems, investing more than $11 billion annually to support and expand public transit services. FTA provides annual formula grants to transit agencies nationwide as well as discretionary funding through competitive processes.

FTA Section 5307 Urbanized Area Formula Program: The Urbanized Area Formula Funding Program makes Federal resources available to urbanized areas for transit capital and operating assistance, and for transportation planning related planning in urbanized areas. An urbanized area is a Census-designated area with a population of 50,000 or more as designated by the U.S. Department of Commerce, Bureau of the Census. With the recent inclusion of the City of Tulare into the Visalia Urbanized Area, based on the 2010 Census data findings, Tulare has become a

recipient of the Urbanized Area Formula Program funding under FTA Section 5307. The Cities of Tulare and Visalia entered into a Memorandum of Understanding (MOU) in July 2013 that pertains to the coordination of ongoing FTA Section 5307 funded activities for the expanded urbanized area. The Visalia Urbanized Area also includes the Cities of Farmersville and Exeter, and the communities of Goshen and Ivanhoe.

ARRA Urbanized Area Program Funds: Pursuant to the American Recovery and Reinvestment Act of 2009 (ARRA), $5.4 billion was provided to urbanized areas through the Section 5307 program. Funds were apportioned directly to the 38 urbanized areas over 1 million population and 114 urbanized areas with populations between 200,000 and 1 million, and to 52 States and territories for urbanized areas under 200,000 in population. All projects funded are included in the Regional Transportation Improvement Program (RTIP) and the approved State Transportation Improvement Program (STIP) before grant award.

FTA Section 5308 Clean Fuels Program: The Clean Fuels Program has a two-fold purpose: to assist nonattainment and maintenance areas in achieving or maintaining the National Ambient Air Quality Standards for ozone and carbon monoxide (CO) and to support emerging clean fuel and advanced propulsion technologies for transit buses and markets for those technologies. Eligible applicants under this program are designated recipients of FTA Section 5307 funding. Applicants must be in areas that are maintenance or non-attainment for ozone or CO.

FTA Section 5316 Job Access and Reverse Commute Program (JARC): Under the Federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) projects selected for funding under the Elderly Individuals and Individuals with Disabilities (FTA Section 5310), Job Access and Reverse Commute (JARC) (Section 5316), and New Freedom programs (Section 5317) were to be derived from a locally developed, coordinated public transit-human services transportation plan and that the plan be developed through a process that includes representatives of public, private, and non-profit transportation and human services providers and participation by members of the public. These plans identify the transportation needs of individuals with disabilities, older adults, and people with low incomes, provide strategies for meeting these needs, and prioritize transportation services for funding and implementation. The *Tulare County Coordinated Transportation Plan* was adopted in October 2015 and submitted to Caltrans.

FTA Section 5317 New Freedom Program: The New Freedom Program was a new program authorized in SAFETEA–LU to support new public transportation services and public transportation alternatives beyond those required by the Americans with Disabilities Act (ADA) of 1990. The New Freedom Program grew out of the New Freedom Initiative introduced by the Administration under Executive Order 13217, “Community-Based Alternatives for Individuals with Disabilities,” on June 18, 2001. The New Freedom Program was intended to fill the gaps between human service and public transportation services previously available, and to facilitate the integration of individuals with disabilities into the workforce and full participation in the community.

FTA Section 5320 Transit in the Parks: The Paul S. Sarbanes Transit in Parks Program (Transit in Parks) was originally authorized under SAFETEA-LU, and has provided grants for alternative transportation in America’s national parks and federal lands since 2006. The Transit in Parks

Program was repealed by Congress under MAP-21, and FTA announced the final selection of competitive project awards in February 2013. Program funds were used to support capital and planning expenses for new or existing alternative transportation systems in the vicinity of an eligible area. Alternative transportation includes transportation by bus, rail, or any other publicly available means of transportation and includes sightseeing service. Operating costs, such as fuel and drivers' salaries, are not eligible expenses. FTA Section 5320 funds received by Visalia were applied to the seasonal Sequoia Shuttle route serving the Sequoia National Park.

Exhibit 8.3 presents a summary of VT Federal Transit funding.

Exhibit 8.3: Federal Transit Funding Sources

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Urbanized Area Formula Program (Section 5307)	$6,274,759	$5,431,053	$5,434,944	$4,014,538	$2,616,978	$2,795,682
Job Access & Reverse Commute Formula Program (Section 5316)	$0	$129,014	$129,756	$171,301	$133,655	$133,717
Discretionary Funding						
ARRA Urbanized Area Program Funds (5307)	$1,275,821	$1,524,073	$0	$0	$0	$0
FTA Clean Fuels Program (5308)				$179,761	$186,839	$106,113
FTA New Freedom Program (5317)	$0	$154,743	$103,670	$88,938	$29,527	$131,721
FTA Transit in the Parks (5320)	$0	$0	$0	$177,915	$0	$84,817
Total Federal Funding Received	**$7,550,580**	**$7,238,883**	**$5,668,370**	**$4,632,453**	**$2,966,999**	**$3,252,050**

Source: National Transit Database

8.4 Future Federal & State Funding Considerations

The most recent development concerning the provision of federal transportation funding support has been the passage of the Fixing America's Surface Transportation Act (FAST Act), signed into law by President Obama on December 4, 2015. The FAST Act is the first law enacted in more than a decade that provides long-term funding certainty for transportation. In FY 2016, the FTA has a funding allocation of $11,789 billion, which it disperses to states and other recipients through a combination of formula and discretionary grants. Retroactively effective on October 1, 2015, the FAST Act authorizes transit program funding for five years through September 30, 2020.

Exhibit 8.4 provides a listing of the formula and competitive discretionary grant opportunities under the FAST Act.

Exhibit 8.4: Formula and Competitive Discretionary Grant Opportunities

Formula	Discretionary
Section 5307: Urbanized Area Formula Program	Sections 5303, 5304, and 5305: MPO/Statewide/Non-MPO Transportation Planning
Section 5310: Enhanced Mobility of Seniors and Individuals with Disabilities	Section 5309: Capital Investment Grant (CIG) program (New Starts, Small Starts, Core Capacity)
Section 5311: Rural Formula Programs	Section: 5337: State of Good Repair (High Intensity Fixed Guideway and High Intensity Motorbus)
Section 5329: Public Transportation Safety and Oversight	Section 5339: Bus and Bus Facilities and No and Low Emission

Source: Michael Baker International, FTA

As an urbanized area (UZA) operator, the largest source of FTA funding Visalia receives comes through the Section 5307 program. Eligible activities include planning, engineering design and evaluation of transit projects; capital investments in bus and bus-related activities; crime prevention and security equipment; construction of maintenance and passenger facilities; and capital investments in existing fixed guideway systems. All preventive maintenance and some Americans with Disabilities Act complementary paratransit service costs are considered capital costs.

Some of the changes to the FTA Section 5307 program under the FAST Act of interest to the Visalia Transit system include:

- The ability to use up to 20 percent of the Section 5307 allocation (previously 10 percent) for the operation of paratransit service, if certain conditions are met;
- Recipients must maintain equipment and facilities in accordance with an adopted transit asset management plan;
- Recipients are no longer required to expend 1 percent of their funding for associated transit improvements. However, recipients are still required to submit an annual report listing projects that were carried out in the preceding fiscal year;
- Grantee may use up to 0.5 percent of their Section 5307 allocation on Workforce Development activities.

The federal funding share is not to exceed 80 percent of the net capital project cost. The federal share may not exceed 50 percent of the net project cost of operating assistance. For UZAs with populations of 200,000 or more, the funding 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. Fixed guideway criteria would not be applicable since Visalia does not operate rail transit such as a streetcar, light-rail line, monorail, commuter rail or subway.

The FTA Section 5310 *Enhanced Mobility of Seniors & Individuals with Disabilities* program (49 U.S.C. 5310) provides formula funding to states for the purpose of assisting private nonprofit

groups in meeting the transportation needs of older adults and people with disabilities when the transportation service provided is unavailable, insufficient, or inappropriate to meeting these needs. Funds are apportioned based on each state's share of the population for these two groups. Formula funds are apportioned to direct recipients; for rural and small urban areas, this is the state Department of Transportation, while in large urban areas, a designated recipient is chosen by the governor. Direct recipients have flexibility in how they select subrecipient projects for funding, but their decision process must be clearly noted in a state/program management plan. The selection process may be formula-based, competitive or discretionary, and subrecipients can include states or local government authorities, private non-profit organizations, and/or operators of public transportation. This funding can be used for the Regional Green Line Call Center.

California Air Resources Board's Cap-and-Trade Program: At the state level, California Air Resources Board's Cap-and-Trade Program provides new funding for transit that is part of the Transit, Affordable Housing, and Sustainable Communities Program established by the California Legislature in 2014 by Senate Bill 862 (SB 862). One new funding source is the Transit and Intercity Rail Capital Program, which is a discretionary grant program to modernize and integrate the state's transit and rail systems in an effort to increase ridership and reduce greenhouse gas emissions which lead to climate change.

Low Carbon Transit Operations Program: A second program is the Low Carbon Transit Operations Program (LCTOP), which was created to provide operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility, with an emphasis on serving disadvantaged communities. Approved projects in LCTOP support new or expanded bus or rail services, expand intermodal transit facilities, and may include equipment acquisition, fueling, maintenance and other costs to operate those services or facilities, with each project reducing greenhouse gas emissions. SB 862 continuously appropriates five percent of the annual auction proceeds in the Greenhouse Gas Reduction Fund for LCTOP, beginning in FY 2015-16. LCTOP funds were used to operate V-LINE in FY15 and FY16.

Senate Bill (SB) 1 - State of Good Repair (SGR) Program: The Road Repair and Accountability Act of 2017, Senate Bill (SB) 1 (Chapter 5, Statues of 2017), signed by the Governor on April 28, 2017, includes a program that will provide additional revenues for transit infrastructure repair and service improvements. This investment in public transit will be referred to as the State of Good Repair program. This program provides funding of approximately $105 million annually to the State Transit Assistance (STA) Account. These funds are to be made available for eligible transit maintenance, rehabilitation and capital projects.

SB 1 emphasizes the importance of accountability and transparency in the delivery of California's transportation programs. Therefore, in order to be eligible for State of Good Repair funding, potential agencies must comply with various reporting requirements. The State of Good Repair Guidelines will describe the general policies and procedures in carrying out the reporting requirements and other statutory objectives of the Road Repair and Accountability Act of 2017.

8.5 Summary of Transit Funding Sources

Exhibit 8.5 presents a summary of Visalia Transit funding (FY2010 – FY 2015), as discussed in the previous sections.

Exhibit 8.5: Visalia Transit - Combined Transit Funding Sources – FY 2010 – FY 2015

Transit Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Local Transportation Funds	$2,867,537	$3,123,566	$3,755,333	$3,425,897	$3,506,826	$3,640,053
Measure R (Non-Operating)	$598,150	$598,150	$598,150	$598,150	$663,150	$663,150
Farebox Revenues	$2,009,273	$2,454,279	$2,157,816	$2,708,470	$2,460,851	$2,854,675
Measure R Farebox Supplement	$120,050	$120,050	$120,050	$120,050	$120,050	$120,050
Facilities Rental	$150,469	$178,692	$67,829	$229,081	$234,374	$264,115
Advertising Space Revenues	$123,776	$135,615	$121,244	$130,795	$168,388	$163,218
Total Local Funding Received	**$5,869,255**	**$6,610,352**	**$6,820,422**	**$7,212,443**	**$7,153,639**	**$7,705,261**
State Transit Assistance Funds	$617,025	$1,197,972	$54,450	$538,029	$1,157,461	$1,901,573
Proposition 1B - PTMISEA	$753,904	$0	$3,738,861	$0	$1,524,931	$0
Cal OES (CTSGP-CTAF)	$119,264	$119,264	$119,264	$128,196	$119,264	$119,961
Total State Funding Received	**$1,490,193**	**$1,317,236**	**$3,912,575**	**$666,225**	**$2,801,656**	**$2,021,534**
Urbanized Area Formula Program (Section 5307)	$6,274,759	$5,431,053	$5,434,944	$4,014,538	$2,616,978	$2,795,682
Job Access & Reverse Commute Formula Program (Section 5316)	$0	$129,014	$129,756	$171,301	$133,655	$133,717

Transit Funding Source	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
FTA Clean Fuels Program (5308)				$179,761	$186,839	$106,113
FTA New Freedom Program (5317)	$0	$154,743	$103,670	$88,938	$29,527	$131,721
FTA Transit in the Parks (5320)	$0	$0	$0	$177,915	$0	$84,817
Total Federal Funding Received	**$7,550,580**	**$7,238,883**	**$5,668,370**	**$4,632,453**	**$2,966,999**	**$3,252,050**
TOTAL FUNDING FROM ALL SOURCES	**$14,910,028**	**$15,166,471**	**$16,401,367**	**$12,511,121**	**$12,922,294**	**$12,978,845**

8.6 Federal Transit Administration (FTA) Compliance

This section provides a commentary in response to Visalia Transit's request to review the Tulare/Visalia Memorandum of Understanding (MOU) Agreement, the Contractor's vehicle maintenance plan, facilities maintenance plan and ADA compliance.

The Federal Transit Administration (FTA) has prepared a compliance checklists that pertain to the FTA Section 5307 formula funding program. More recent checklists cover the asset management reporting requirements. The more recent checklists are in conformance with the new Transit Award Management System (TrAMS) grant reporting system that was implemented in 2016. TrAMS is FTA's platform to award and manage federal grants. TrAMS was created to provide greater efficiency and improved transparency and accountability.

Tulare/Visalia MOU: The Tulare/Visalia MOU pertains to the FTA Section 5307 formula funding that Visalia receives on behalf of Tulare, since Visalia's UZA now encompasses Tulare. The consultant team's review of the Agreement as executed July 16, 2013 and subsequently amended (to provide a grant management fee) July 22, 2014 has been deemed sufficient. No other amendments are suggested at this time.

FY2015 Triennial Review: The FTA's Triennial Review of Visalia Transit identified deficiencies in several areas including:

- Maintenance: No vehicle maintenance plan, and facility/equipment maintenance program lacking or inadequate; and
- ADA compliance: ADA service provisions deficiencies, and limits or capacity constraints on ADA complementary paratransit service.

In discussions with MV Transportation (contractor) officials, they report that while staffing has been a challenge, vehicle and maintenance facility programs are in place that address contract requirements and include: vehicle fleet maintenance - goals and objectives; preventive maintenance (PM) inspections and services (including Pre/Post Trip Inspections, and forms

including: Daily Inspection Checklist; Reporting Defects; PM Service Schedule; Maintenance Logs; etc.).

Further, MV officials report that their staffing includes responsibility for facility maintenance who is responsible for all aspects of the facility location including but not limited to, structure, HVAC, electrical, managing and documenting the regular preventive maintenance / repairs of the facility and documenting of those efforts on a computer based system.

In terms of deficiencies cited regarding ADA compliance, MV officials report that they are advancing measures to address limits or capacity constraints on the Dial-A-Ride (ADA paratransit service including plans to implement advanced technologies/scheduling system. Further, following the FY15 Triennial Review, MV had taken steps to enhance Dial-A-Ride ridesharing (increase the number of boardings per hour) by negotiating pick-up times and reportedly have virtually no trip denials.

9.0 FLEET – EXISTING AND REPLACEMENT PLAN

9.1 Introduction

This chapter provides for a suggested Visalia Transit fleet replacement plan for the five-year planning period. The intent of this plan is to provide a structured approach to vehicle replacement that is based on distributing replacements to more accurately maintain Federal Transit Administration replacement standards and provide for improved fiscal management, reflecting more evenly allocated annual capital expenditures.

This chapter is structured as follows:

- Section 9.2 presents a detailed inventory of the existing fleet roster; updated to include 7 new Gillig CNG buses that will be added in 2016.
- Section 9.3 provides a commentary on regulatory and logistical elements that effect fleet replacement.
- Section 9.4 presents a suggested vehicle replacement schedule and estimated annual costs for vehicle replacement.

The vehicle fleet profile was updated to include purchase date and current mileage. When used to compare to FTA standards, replacement years were established. The replacement schedule has been designed to turn over one third of the fleet every four to five years.

9.2 Existing Fleet

Currently, Visalia Transit has a total fleet of eighty-five (85) buses; thirty-nine (39) are utilized in fixed route services, twenty-four (24) in the Sequoia service, twelve (12) for the provision of Dial-A-Ride, five (5) Trolleys, and five (5) V-LINE.

9.2.1 Fixed Route Fleet

The fixed route fleet is comprised of three (3) types of buses ranging in age from two (2) to twelve (12) years, with all vehicles fueled by CNG by the end of 2016. The current roster includes a total of two (2) FTA funded Orion CNG buses transferred from Merced and seven (7) 2016 Gillig CNG buses were placed into service in 2016. Three (3) older Gillig diesel buses were disposed of in 2016, two (2) 2004 Gillig diesel buses were transferred to the Sequoia operation, and three (3) additional 2004 Gillig Diesel buses have been placed in the contingency/reserve fleet and are available for expansion but not presently in regular service. We have included two (2) Proterra Electric buses that are part of a 2016 grant award that are expected to arrive by 2018. Exhibit 9.1 provides a summary of Visalia Transit's fixed route fleet.

Exhibit 9.1: Fixed Route Fleet Roster

FLEET #	VEH YEAR	VEHICLE LENGTH	MAKE / MODEL	USEFUL LIFE	# of SEATS
6260	2006	35	Orion S50-35-102 CNG	2018	33
6261	2006	35	Orion S50-35-102 CNG	2018	33
6262	2006	35	Orion S50-35-102 CNG	2018	33
6263	2006	35	Orion S50-35-102 CNG	2018	33
6264	2006	35	Orion S50-35-102 CNG	2018	33
6265	2006	35	Orion S50-35-102 CNG	2018	33
6266	2006	35	Orion S50-35-102 CNG	2018	33
6267	2008	35	Orion S50-35-102 CNG	2020	32
6268	2008	35	Orion S50-35-102 CNG	2020	32
6269	2008	35	Orion S50-35-102 CNG	2020	34
6270	2008	35	Orion S50-35-102 CNG	2020	34
6271	2008	35	Orion S50-35-102 CNG	2020	34
6272	2008	35	Orion S50-35-102 CNG	2020	34
6273	2008	35	Orion S50-35-102 CNG	2020	34
6274	2008	35	Orion S50-35-102 CNG	2020	34
6275	2008	35	Orion S50-35-102 CNG	2020	34
6276	2008	35	Orion S50-35-102 CNG	2020	34
6283	2009	40	Orion S50-40-102 CNG	2022	41
6284	2009	40	Orion S50-40-102 CNG	2022	41
6285	2009	40	Orion S50-40-102 CNG	2022	41
6286	2009	40	Orion S50-40-102 CNG	2022	41
6287	2009	35	Orion S50-35-102 CNG	2022	34
6288	2009	35	Orion S50-35-102 CNG	2022	34
6289	2009	35	Orion S50-35-102 CNG	2022	34
1301	2013	40	Gillig BRT 40-ft	2025	39
1302	2013	40	Gillig BRT 40-ft	2025	39
1303	2013	40	Gillig BRT 40-ft	2025	39
1304	2013	40	Gillig BRT 40-ft	2025	39
1601	2016	40	Gillig-40-102 CNG	2028	33
1602	2016	40	Gillig-40-102 CNG	2028	33
6292	2009	35	2009 Orion VII	2018	33
6293	2009	35	2009 Orion VII	2018	33
1603	2016	40	Gillig-40-102 CNG	2028	33
1604	2016	40	Gillig-40-102 CNG	2028	33
1605	2016	40	Gillig-40-102 CNG	2028	33
1606	2016	40	Gillig-40-102 CNG	2028	33
1607	2016	40	Gillig-40-102 CNG	2028	33
1608	2018		Proterra Electric	2030	
1609	2018		Proterra Electric	2030	

9.2.2 Trolley Fleet

Five (5) CNG powered trolleys are used in service, three (3) 2008 models and two (2) 2013 models, with three reaching the end of their useful lives by 2018. Exhibit 9.2 shows the Trolley fleet roster.

Exhibit 9.2: Trolley Fleet Roster

FLEET #	VEH YEAR	MILEAGE	MAKE / MODEL	USEFUL LIFE	# of SEATS
1853	2008	5,852	Freightliner - Startrans	2018	32
1858	2008	7,571	Freightliner - Startrans	2018	32
1860	2008	71,927	Freightliner - Startrans	2018	32
1829	2013	13,427	Trolley	2018	22
1874	2013	56,206	Trolley	2018	22

9.2.3 Sequoia Fleet

The Sequoia route fleet is comprised of five types of buses ranging in age from one to twelve (12) years, with a total of sixteen (16) buses utilizing gasoline engines. All but three (3) of the gasoline buses will have reached the end of their useful lives in 2016, while the six hybrid diesel buses won't reach that milestone until 2024. A total of two (2) 2004 Gillig diesel buses were transferred to the Sequoia operation in 2016. There is no CNG fueling station available near Sequoia, necessitating the use of diesel and gasoline fuels. Exhibit 9.3 provides a summary of Visalia Transit's Sequoia fleet.

Exhibit 9.3: Sequoia Fleet Roster

FLEET #	VEH YEAR	MAKE / MODEL	USEFUL LIFE	# of SEATS
106	2007	Ford- Starcraft Allstar	2013	16
107	2007	Ford- Starcraft Allstar	2013	16
108	2007	Ford- Starcraft Allstar	2013	16
109	2007	Ford- Starcraft Allstar	2013	16
110	2007	Ford- Starcraft Allstar	2013	16
111	2007	Ford- Starcraft Allstar	2013	16
112	2007	Ford- Starcraft Allstar	2013	16
113	2007	Ford- Starcraft Allstar	2013	16
114	2008	Ford -Starcraft/Allstar	2014	16
115	2008	Ford -Starcraft/Allstar	2014	16
116	2009	Ford -Starcraft/Allstar	2014	16
117	2009	Ford -Starcraft/Allstar	2014	16
UT	2010	FORD F-450	2014	
1201	2012	GILIG Hybrid Diesel - 35FT	2024	31
1202	2012	GILIG Hybrid Diesel - 35FT	2024	31
1203	2012	GILIG Hybrid Diesel - 35FT	2024	31
1204	2012	GILIG Hybrid Diesel - 35FT	2024	31
1205	2012	GILIG Hybrid Diesel - 29FT	2024	26
1206	2012	GILIG Hybrid Diesel - 29FT	2024	26
118	2013	A-Z Buses Cutaway	2025	16
119	2013	A-Z Buses Cutaway	2025	16
120	2015	Ford - Starcraft/Allstar		20
6257	2004	Gillig S50-35-102	2016	31
6258	2004	Gillig S50-35-102	2016	31
6259	2004	Gillig S50-35-102	2016	31
121	2007	Ford Glaval Cutaway	2013	16
122	2007	Ford Glaval Cutaway	2013	16
123	2007	Ford Glaval Cutaway	2013	16
124	2007	Ford Glaval Cutaway	2013	16
125	2007	Ford Glaval Cutaway	2013	16
126	2007	Ford Glaval Cutaway	2013	16

9.2.4 Dial-A-Ride Fleet

The Dial-A-Ride fleet is comprised of two types of buses ranging in age from five (5) to eight (8) years, with all buses using CNG fuel. Six of the buses have reached the end of their useful life, while the other six will reach that milestone in 2017. Exhibit 9.4 summarizes the Dial-A-Ride fleet.

Exhibit 9.4: Dial-A-Ride Fleet Roster

FLEET #	VEH YEAR	MAKE / MODEL	USEFUL LIFE	# of SEATS
6277	2008	Type III, E450, Starcraft Allstar	2014	18
6279	2008	Type III, E450, Starcraft Allstar	2014	18
6280	2008	Type III, E450, Starcraft Allstar	2014	18
6281	2008	Type III, E450, Starcraft Allstar	2014	18
6282	2008	Type III, E450, Starcraft Allstar	2014	18
1101	2011	Elkhart Coach/EC II	2017	18
1102	2011	Elkhart Coach/EC II	2017	18
1103	2011	Elkhart Coach/EC II	2017	18
1104	2011	Elkhart Coach/EC II	2017	18
1105	2011	Elkhart Coach/EC II	2017	18
1106	2011	Elkhart Coach/EC II	2017	18

9.2.5 V-LINE Fleet

The V-LINE fleet is comprised of five 20-passenger body-on-chassis buses with relatively low mileage. All of the V-LINE fleet is CNG. Exhibit 9.5 summarizes the V-LINE fleet.

Exhibit 9.5: V-LINE Fleet Roster

FLEET #	VEH YEAR	MAKE / MODEL	USEFUL LIFE	# of SEATS
1501	2016	Starcraft Allstar	2022	20
1502	2016	Starcraft Allstar	2022	20
1503	2016	Starcraft Allstar	2022	20
6290	2006	2006 Orion VII	2018	33
6291	2006	2006 Orion VII	2018	33

9.2.6 LOOP Fleet

The LOOP service uses one bus as presented below in Exhibit 9.6

Exhibit 9.6: LOOP Bus

FLEET #	VEH YEAR	MAKE / MODEL	USEFUL LIFE	# of SEATS
6278	2008	Type III, E450, Starcraft Allstar	2014	18

9.3 Elements Affecting Fleet Replacement

This section provides a commentary on regulatory and logistical elements that influence fleet replacement schedules.

Climate and Operating Conditions: The generally mild and warm climate of Visalia, together with relatively flat topography (operating areas), act to extend a vehicle's useful life and allows for some flexibility in scheduling replacements as some vehicles will reach age and mileage milestones but may still be in good operating condition.

CARB and Zero Emission Focus: The California Air Resource Board (CARB) adopted the existing Fleet Rule for Transit Agencies in 2000. The transit fleet rule requires reductions in pollutant emissions and exposure to air contaminants from urban buses and transit fleet vehicles. The transit fleet rule also established a demonstration and purchase requirement of zero emission technologies for large transit agencies. In response to this ruling, Visalia Transit developed a plan to convert the entire local fleet to Compressed Natural Gas (CNG) by 2020. With the transfer of six (6) Orion CNG buses from Merced, the addition of seven (7) new Gillig CNG buses to the local fixed route fleet in 2016, and the retirement and reassignment of the remaining nine (9) Gillig diesel buses, Visalia Transit has already reached that objective.

In 2011, CARB introduced the "Zbus" mandate, which stipulates that 15% of all bus procurements for systems with 200 or more buses must be electric. Looking to the future, CARB is developing a proposal to further reduce emissions from the conventional bus fleet by requiring the use of renewable fuels and the cleanest available engines and phasing-in zero emission bus purchases. In anticipation of improved zero emissions bus technology and increased operator familiarity with the technology, the proposal seeks to transition all transit fleets to zero emissions by the year 2040.

In 2016 Visalia Transit was unsuccessful in an effort to gain grant funding for between two (2) and six (6) zero emission electric buses, which would have been used in regular service. Though the grant was unsuccessful, the effort demonstrates Visalia Transit's commitment toward the eventual conversion to a zero emission electric bus fleet by 2040 if the CARB staff proposal is approved.

In 2016 Visalia Transit was successful in an effort to gain grant funding for two (2) 40ft zero emission electric buses to be used for regular fixed route service. Funding is through the California Air Resource Board (CARB) Air Quality Improvement Program and Low Carbon Transportation Greenhouse Gas Reduction Funds (GGRF) Investments Zero-Emission Truck and Bus Pilot Commercial Deployment. These electric buses will be purchased from Proterra

Improvements in Electric Bus Technology: As much as the state regulatory environment impacts bus procurement decisions, so too does the improvement of electric bus technology. BYD, Proterra, and Green Power are leading the way in developing new technologies that include on board recharging capabilities, 200 plus mile operating range, and lower life cycle costs than diesel CNG, or hydrogen fuel cell buses. Electric buses are significantly less expensive than hydrogen-powered vehicles and only slightly more costly to purchase than CNG powered buses.

Electric bus fleets are prevalent throughout the world and the US, with the Seoul Metropolitan Government boasting the world's first commercial all electric bus service. In late 2015,

Washington State entered into a procurement agreement with BYD for more than 800 buses, paving the way for the most complete electric vehicle procurement in US history. Several California transit agencies currently use electric vehicles; including 25 ordered by LACMTA, 15 operated by AVTA, and 10 that are operated by Long Beach Transit. Additionally, BYD, one of China's largest companies and a technology front-runner, has opened a manufacturing facility in Lancaster, California.

Historical arguments against electric buses that included high initial purchase cost, short effective operating range, the need for expensive recharging infrastructure, and the need for multiple battery pack replacements over the life of the vehicle have diminished markedly in recent years, clearing the way for common use.

Preventive Maintenance: An aggressive Preventive Maintenance (PM) program will have an impact on the condition and life expectations of transit vehicles. The FTA has established guidelines that call for preventive maintenance schedules requiring that preventive maintenance be performed within +/- 10% of the adopted or manufacturer recommended mileage intervals. Additionally, it is required that at least 80% of all PMs are completed within the mileage range.

Visalia Transit has long had a preventive maintenance plan that adheres to Federal guidelines and has helped to maintain many vehicles well beyond their useful lives.

Transit Asset Management Program (TAMP): The Federal Transportation Administration has initiated action that will require transit providers to maintain assets in a "state of good repair" and implement a Transit Asset Management Program (TAMP) for Federal grant recipients near the end of 2016. The TAMP is in response to the relatively poor condition of transportation vehicle fleets and capital assets nationwide.

In 2015, the Fixing America's Surface Transportation Act (FAST) reauthorized the FTA to develop a rule to establish a strategic and systematic process of operating, maintaining and improving public transportation capital assets effectively through the life cycle of the assets. FTA is working on a National Transit Asset Management System Rule that will:

- Define "state of good repair";
- Require grantees to develop a TAMP;
- Establish performance measures;
- Establish annual reporting requirements to the NTD; and
- Require FTA to provide technical assistance.

Visalia Transit has begun the preparation of a TAMP in advance of the FTA rule taking effect. Beginning steps to developing a TAMP include preparing for implementation by gaining asset condition awareness and developing infrastructure, assessing the maturity of existing assets, developing a plan outlying how Visalia Transit will meet its chosen benchmarks, and then implementing the plan.

Vehicle Deployment: Vehicle deployment can have a profound impact on replacement strategies as some vehicle purposes and/or routes cover more distance than others. Additionally, how

vehicles are scheduled has an impact and should be considered while implementing operating plans and strategies. Visalia Transit typically runs higher mileage than is calculated in FTA's useful life standards on some buses, while others are not reaching the annual standard. This is likely the result of local preferences and perceptions on vehicle deployment. In order to effectively plan vehicle replacements (and where practical, given capacity requirements), it may be prudent to spread mileage evenly among vehicles by rotating them consistently within routes and services.

9.4 Vehicle Replacement Plan

9.4.1 Vehicle Acquisition History and Strategy

Presently, Visalia transit is replacing just over six vehicles per year on average, with no replacements in 2010 and 2014, and only one additional vehicle in 2015. Exhibit 9.7 details vehicle acquisitions by service from 2008 through 2015.

Exhibit 9.7: Visalia Transit Vehicle Acquisition History

Year	Fixed Route	Sequoia	Trolley	Dial-A-Ride	Annual Totals
2008	10	2	3	6	21
2009	7	2	-	-	9
2010	-	-	-	-	0
2011	-	-	-	6	6
2012	-	6	-	-	6
2013	4	2	2	-	8
2014	-	-	-	-	0
2015	-	1	-	-	1
Average	**2.6**	**1.6**	**0.6**	**1.5**	**6.4**

In looking at past aquisitions, the annual totals vary widely and likely contribute to both financial and maintenance difficulties over time. We are recommending a vehicle replacement strategy that:

- Introduces a two-year vehicle replacement cycle, with procurements timed every other year, beginning in 2018;
- Turns over about one third of the fixed route fleet every four to five years (5 buses in 2018, 5 buses in 2020, and average 5 every two years subsequently);
- Replaces an average of four Sequoia vehicles every two years;
- Replaces 4 Dial-A-Ride vehicles every two years; and
- Replaces V-LINE buses as needed.

This strategy allows for consistent fleet turnover and more consistent annual fleet expenditures.

9.4.2 Vehicle Replacement Schedules

Exhibit 9.8 depicts the proposed fleet replacement schedule for all vehicles in the fleet that will meet or exceed useful life benchmarks. Vehicle replacements have been timed at every other year, beginning in 2018.

A combination of useful life and mileage benchmarks were used to establish the recommended replacement of vehicles.

Annual vehicle costs were estimated by adding 5% each year to the total cost of the last purchase price of each vehicle.

9.4.3 Termination of Trolley Service

As a result of low ridership and an operating expense that may be reallocated to better performing fixed-route services, it is recommended that the Trolley service be terminated.

Transit staff may want to explore alternate microtransit solutions to provide a downtown shuttle service.

Exhibit 9.8: Total Fleet Five-Year Replacement Schedule

Fixed Route Vehicle Replacement Schedule									
Vehicle #	Make	End of Useful Life	Mileage	Replace Now	2017	2018	2019	2020	2021
6292	Orion VII-35-CNG	2016		-	-	$633,938	-	-	-
6293	Orion VII-35-CNG	2016		-	-	$633,938	-	-	-
6260	Orion VII-35-CNG	2018	354,879	-	-	$633,938	-	-	-
6261	Orion VII-35-CNG	2018	83,803	-	-	-	-	-	-
6262	Orion VII-35-CNG	2018	465,410	-	-	$633,938	-	-	-
6263	Orion VII-35-CNG	2018	7,134	-	-	-	-	-	-
6264	Orion VII-35-CNG	2018	46,928	-	-	-	-	-	-
6265	Orion VII-35-CNG	2018	5,454	-	-	-	-	-	-
6266	Orion VII-35-CNG	2018	142,069	-	-	$633,938	-	-	-
6267	Orion VII-35-CNG	2020	84,717	-	-	-	-	-	-
6268	Orion VII-35-CNG	2020	472,007	-	-	-	-	$689,916	-
6269	Orion VII-35-CNG	2020	377,243	-	-	-	-	-	-
6270	Orion VII-35-CNG	2020	467,326	-	-	-	-	$689,916	-
6271	Orion VII-35-CNG	2020	338,584	-	-	-	-	-	-
6272	Orion VII-35-CNG	2020	402,223	-	-	-	-	$689,916	-
6273	Orion VII-35-CNG	2020	380,497	-	-	-	-	-	-
6274	Orion VII-35-CNG	2020	392,146	-	-	-	-	$689,916	-
6275	Orion VII-35-CNG	2020	423,738	-	-	-	-	$689,916	-
6276	Orion VII-35-CNG	2020	352,805	-	-	-	-	-	-
Sequoia Vehicle Replacement Schedule									
106	Ford- Starcraft Allstar	2013	7,278	-	-	$102,980	-	-	-
107	Ford- Starcraft Allstar	2013	149,144	$93,406	-	-	-	-	-
108	Ford- Starcraft Allstar	2013	26,477	-	-	$102,980	-	-	-
109	Ford- Starcraft Allstar	2013	127,551	$93,406	-	-	-	-	-
110	Ford- Starcraft Allstar	2013	123,624	$93,406	-	-	-	-	-
111	Ford- Starcraft Allstar	2013	115,582	-	-	$102,980	-	-	-
112	Ford- Starcraft Allstar	2013	102,296	-	-	$102,980	-	-	-
113	Ford- Starcraft Allstar	2013	126,868	-	-	$102,980	-	-	-
114	Ford -Starcraft/Allstar	2014	124,760	-	-	-	-	$113,535	-
115	Ford -Starcraft/Allstar	2014	134,753	-	-	-	-	$113,535	-
116	Ford -Starcraft/Allstar	2014	132,599	-	-	-	-	-	-
117	Ford -Starcraft/Allstar	2014	117,909	-	-	-	-	-	-
6257	Gillig S50-40-102	2016	65,144	-	-	-	-	-	-
6258	Gillig S50-40-102	2016	149,144	-	-	-	-	$698,917	-
6259	Gillig S50-40-102	2016	26,477	-	-	-	-	-	-
120	Ford - Starcraft/Allstar	2021			-	-			-
Dial-A-Ride Vehicle Replacement Schedule									
6277	Type III, E450, Starcraft Allst	2014	129,581	$159,829	-	-	-	-	-
6278	Type III, E450, Starcraft Allst	2014	147,837	$159,829	-	-	-	-	-
6279	Type III, E450, Starcraft Allst	2014	134,467	$159,829	-	-	-	-	-
6280	Type III, E450, Starcraft Allst	2014	180,424	$159,829	-	-	-	-	-
6281	Type III, E450, Starcraft Allst	2014	101,378	-	-	$176,211	-	-	-
6282	Type III, E450, Starcraft Allst	2014	145,909	-	-	$176,211	-	-	-
1104	Elkhart Coach/EC II	2017	99,300	-	-	$176,211	-	-	-
1101	Elkhart Coach/EC II	2017	107,301	-	-	$176,211	-	-	-
1105	Elkhart Coach/EC II	2017	71,358	-	-	-	-	$194,273	-
1102	Elkhart Coach/EC II	2017	103,339		-	-	-	$194,273	-
1106	Elkhart Coach/EC II	2017	95,253	-	-	-	-	$194,273	-
1103	Elkhart Coach/EC II	2017	111,176	-	-	-		$194,273	-
V-LINE Replacement Schedule									
6290	Orion VII-35-CNG	2016		$575,000	-	-	-	-	-
6291	Orion VII-35-CNG	2016		$575,000	-	-	-	-	-
1501	Type III, E450, Starcraft Allst	2019*	45,527	-	-	-	-	$194,273	-
1502	Type III, E450, Starcraft Allst	2020*	11,966	-	-	-	-	-	-
1503	Type III, E450, Starcraft Allst	2021*	37,296	-	-	-	-	-	-
	Total Annual cost			**$2,069,534**	**$0**	**$4,389,434**	**$0**	**$5,346,932**	**$0**

9.4.4 Vehicle 5-Year Replacement Costs

The total cost to replace all vehicles proposed for replacement during the five-year plan horizon is estimated at $11,982,111, with $2,396,422 coming from local match of Federal Funds. Exhibit 9.9 details the annual and total expenditures expected from this replacement schedule. Annual costs are more than doubled by 2020 as more purchases are scheduled in 2018 and 2020 to coincide with end of useful life and mileage benchmarks, while purchase price is expected to increase by 5% per year.

It is important to note that vehicle replacement costs are based on a local match of 20%, though actual local match could be much lower based on capital programs such as LTF, which further reduces the local contribution. The estimates represent the worst-case local cost scenario and annual actual replacements will include all sources available to Visalia Transit in a given year.

Exhibit 9.9: Annual and Total Costs to Replace the Fleet

Annual Cost	2016	2017	2018	2019	2020	2021	Totals
Total Cost	$2,069,534	$0	$4,565,645	$0	$5,346,932	$0	$11,982,111
FTA (80%)	$1,655,627	$0	$3,652,516	$0	$4,277,546	$0	$9,585,689
Local Match (20%)	$413,907	$0	$913,129	$0	$1,069,386	$0	$2,396,422

9.5 Summary

Despite vehicle transfers from Merced and the addition of the 2016 Gilligs to the existing vehicle fleet, seven (7) vehicles remain on the fleet roster that have met or exceeded their useful life milestones and should be replaced as soon as feasible. An additional three (3) older Gilligs have been placed in the contingency fleet and eventually need to be replaced.

Suggested vehicle replacements for the five-year planning horizon total fifteen (15) in 2018 and thirteen (13) in 2020 to remain consistent with the two-year capital purchase cycle. No replacements are planned in 2017, 2019, or 2021.

10.0 Financial Plan

This chapter provides a financial plan projected through FY 2022 supporting implementation of the recommended service plan as soon as fall 2017. The financial plan for transit operations and the capital program is prepared to ensure there is sufficient for funding for the proposed service, development, maintenance, and replacement of capital assets. The City prepares a current 10-year capital and operations plan in compliance with TCAG TDA claim instructions. Retaining this project plan in the 10-year program is essential to receive funding from local, state, and federal sources.

Following are summary descriptions of the funding sources and assumptions for the financial plan. The assumptions are conservative in recognition of shifts in general economic conditions that impact actual revenue generation and the competitiveness of discretionary transit grant programs. Funding sources had previously been identified and described in Chapter 8. This chapter presents the financial plan tables and revenue strategies. The latter, to enhance transit's financial condition and meet performance standards.

10.1 Operating Expenses and Revenues

The City relies on a variety of funding sources to operate and sustain its public transit services to the community. Farebox and related revenues earned by VT comprise approximately one-fifth of total operating costs. The net cost of operations is funded through a combination of local, state and federal grant subsidy programs. Actual and projected transit system operating revenues and expenses for the period of FY 2018 through FY 2022 are compiled in Exhibit 10-1. Projections are based on service plan resource estimates contained in Exhibits 10-2 and 10-3 (Scenario A and Scenario B, respectively).

Exhibit 10-1: Financial Plan Summary – FY2018-2022

Visalia Transit - Financial Plan Summary, FY 2018 - 2022

Revenue Category	Scenario A					Base	Scenario B				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2016/17	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
FR Fare Revenue	$1,610,359	$1,921,643	$2,485,842	$2,886,611	$3,316,537	$1,526,244	$1,462,758	$1,549,270	$1,864,389	$1,965,908	$2,069,967
DR Fare Revenue	$172,906	$176,366	$197,842	$201,828	$205,878	$169,583	$172,906	$176,366	$197,842	$201,828	$205,878
Subtotal, Fare Revenue	$1,783,264	$2,098,009	$2,683,683	$3,088,439	$3,522,415	$1,695,827	$1,635,664	$1,725,636	$2,062,231	$2,167,736	$2,275,844
Local Funds (Measure R)	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200
TDA-LTF (sales tax)	$4,900,000	$4,949,000	$4,998,490	$5,048,475	$5,098,960	$2,500,000	$4,900,000	$4,949,000	$4,998,490	$5,048,475	$5,098,960
* STA	$890,000	$898,900	$907,889	$916,968	$926,138	$887,950	$890,000	$898,900	$907,889	$916,968	$926,138
FTA Section 5307	$3,800,000	$3,876,000	$3,953,520	$4,032,590	$4,113,242	$3,720,190	$3,800,000	$3,876,000	$3,953,520	$4,032,590	$4,113,242
* LCTOP	$200,000	$202,000	$204,020	$206,060	$208,121	$250,000	$200,000	$202,000	$204,020	$206,060	$208,121
5311 (consistent)	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000
CNG Sales	$600,000	$606,000	$612,060	$618,181	$624,362	$1,917,582	$600,000	$606,000	$612,060	$618,181	$624,362
* Carbon Credits	$400,000	$404,000	$408,040	$412,120	$416,242	$400,000	$400,000	$404,000	$408,040	$412,120	$416,242
Ad Revenue	$205,000	$207,050	$209,121	$211,212	$213,324	$205,000	$205,000	$207,050	$209,121	$211,212	$213,324
Facilities Leases	$200,000	$202,000	$204,020	$206,060	$208,121	$200,000	$200,000	$202,000	$204,020	$206,060	$208,121
Tulare City Admin & Dinuba assistance	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000	$30,000
Investment Earnings	$150,000	$151,500	$153,015	$154,545	$156,091	$160,000	$150,000	$151,500	$153,015	$154,545	$156,091
CMAQ	$948,880		$1,355,540				$949,880		$1,355,540		
Total Revenue	$15,090,344	$14,607,659	$16,702,598	$15,907,850	$16,500,216	$12,949,749	$14,943,744	$14,235,286	$16,081,146	$14,987,147	$15,253,645
Expense Category											
FR Operating Expenses	$8,485,147	$9,427,035	$10,368,922	$11,310,874	$12,252,892	$7,542,788	$7,707,424	$7,871,719	$8,035,949	$8,200,178	$8,364,408
DR Operating Expenses	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029
Subtotal, Operating	$9,323,176	$10,265,063	$11,206,950	$12,148,903	$13,090,921	$8,380,817	$8,545,453	$8,709,748	$8,873,977	$9,038,207	$9,202,436
FR Capital Expenses	$6,220,342	$1,901,814	$4,569,840	$1,379,832	$1,448,824	$0	$4,952,466	$0	$4,569,840	$0	$1,448,824
DR Capital Expenses	$704,844	$0	$777,092	$0	$0	$0	$704,844	$0	$777,092	$0	$0
Wayside Infrastructure	$100,000			$200,000			$100,000			$100,000	
Mini Hubs - preliminary engineering & design study	$150,000						$150,000				
Subtotal, Capital	$7,175,186	$1,901,814	$5,346,932	$1,579,832	$1,448,824	$0	$5,907,310	$0	$5,346,932	$100,000	$1,448,824
Total Capital & Operating Expenses	$16,498,362	$12,166,877	$16,553,882	$13,728,735	$14,539,745	$8,380,817	$14,452,763	$8,709,748	$14,220,909	$9,138,207	$10,651,260
Surplus / Deficit	-$1,408,018	$2,440,782	$148,716	$2,179,115	$1,960,471		$490,981	$5,525,539	$1,860,237	$5,848,940	$4,602,385
Operating Characteristics											
FR Vehicle Revenue Hours (VRH)	129,941	144,365	158,789	173,214	187,640	115,516	118,031	120,547	123,062	125,577	128,092
DR Vehicle Revenue Hours (VRH)	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153
FR Annual Passengers	1,754,204	2,093,293	2,461,230	2,858,031	3,283,700	1,559,466	1,593,419	1,687,658	1,845,930	1,946,444	2,049,472
DR ADA Annual Passengers	36,022	36,743	37,470	38,225	38,992	35,316	36,022	36,743	37,470	38,225	38,992
Performance Characteristics											
FR Cost per Trip	$ 4.84	$ 4.50	$ 4.21	$ 3.96	$ 3.73	$ 4.84	$ 4.84	$ 4.66	$ 4.35	$ 4.21	$ 4.08
DR Cost per trip	$ 23.26	$ 22.81	$ 22.37	$ 21.92	$ 21.49	$ 23.73	$ 23.26	$ 22.81	$ 22.37	$ 21.92	$ 21.49
FR Trips/Hour	13.5	14.5	15.5	16.5	17.5	13.5	13.5	14	15	15.5	16
DR ADA Trips/Hour	3.50	3.50	3.50	3.50	3.50	3.47	3.50	3.50	3.50	3.50	3.50
* Fluctuates											
Assumptions/Inputs											
FR Cost/Hour	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30
DR Cost/Hour	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54
FR Avg Fare Passenger	$0.92	$0.92	$1.01	$1.01	$1.01	$0.92	$0.92	$0.92	$1.01	$1.01	$1.01
DR Avg Fare Passenger	$4.80	$4.80	$5.28	$5.28	$5.28	$4.80	$4.80	$4.80	$5.28	$5.28	$5.28
FR Trips per Hour	13.5	14.5	15.5	16.5	17.5	13.5	13.5	14	15	15.5	16

Exhibit 10-2: Scenario A Resource Requirements

	Base Year Planned FY 2017	Scenario A Proposed FY 2022	Percent Change
Buses in Peak Service			
Weekday	28	34	26%
Saturday	22	33	50%
Sunday	22	33	50%
Revenue Service Hours			
Weekday	364	556	53%
Saturday	191	494	159%
Sunday	191	401	110%
Annual	127,767	207,539	62%

Exhibit 10-3: Scenario B Resource Requirements

	Current FY 2017	Proposed Scenario B FY 2022	Percent Change
Buses			
Weekday	27	28	3.7%
Saturday	22	25	13.6%
Sunday	22	25	13.6%
Revenue Service Hours			
Weekday	364	401	10.2%
Saturday	191	260	36.1%
Sunday	191	250	30.9%
Annual	127,767	141,676	10.9%

10.2 Capital Expenses

Actual and projected capital expenses from FY 2017 through FY 2022 are compiled in Exhibit 10-4. This table summarizes the capital asset acquisitions and priorities of the financial plan, which are based on VT's SRTP service plan (Chapter 7) and fleet acquisition/replacement plan and cost projections as identified in Chapter 9. Supplementing the capital expenses for vehicles are monies for wayside infrastructure that may include bus stop amenities (shelters, benches, enhanced customer information, etc.) and monies to advance the mini-hub concept. The latter will include the need for preliminary engineering and design studies.

Exhibit 10-4: Capital Expenses FY 2017-2022

VT Capital Expenses, FY 2017-2022

Asset Category	Scenario A FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	Base FY 2017	Scenario B FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Fixed Route											
Revenue Vehicles	$6,220,342	$1,901,814	$4,569,840	$1,379,832	$1,448,824	$0	$4,952,466	$0	$4,569,840	$0	$1,448,824
	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Subtotal, FR	$6,220,342	$1,901,814	$4,569,840	$1,379,832	$1,448,824	$0	$4,952,466	$0	$4,569,840	$0	$1,448,824
DAR Capital Expenses	$704,844	$0	$777,092	$0	$0	$0	$704,844	$0	$777,092	$0	$0
Wayside Infrastructure	$100,000			$200,000			$100,000			$100,000	
Mini Hubs - preliminary engineering & design study	$150,000						$150,000				
Total Capital Expenses	$7,175,186	$1,901,814	$5,346,932	$1,579,832	$1,448,824	$0	$5,907,310	$0	$5,346,932	$100,000	$1,448,824

10.3 Fare Policy

Fare revenue estimates are based on pricing fare policy objectives and strategies, rate structure, rules and fare collection procedures described in this section. Current fares for Visalia Transit fixed route service are summarized in Exhibit 10-5. Discount fares apply to senior citizens, persons with disabilities, Medicare recipients, and active military personnel.

Exhibit 10-5: Visalia Transit Fixed Route Fare Structure, FY 2017

Fare Type	Full Fare	Discount Fare
Cash Fare one-way	$1.50	$0.75
Children 6 & under (max. 2)	--	0.00
Day Pass	3.25	2.50
7-Day Pass	10.00	7.50
31-Day Pass	40.00	30.00
Monthly Regional Pass	50.00	--

Overall, the Visalia Transit fare structure is consistent with transit industry best practices, which have been shifting away from cash and paper transfers to pre-paid passes and smart cards for many years. The current fare structure is simplified with ample opportunities for customers to purchase multi-ride passes for daily, weekly and monthly use.

Transit pricing should use incentives to encourage the use of pre-paid fare instruments and achieve other outcomes such as improved revenue security, simplified fare collection and processing, fewer fare disputes among customers and front-line operating employees, reduced dwell times to accommodate onboard cash transactions, and rewards for customer loyalty. Onboard fare collection and processing is a significant cost function. Generally, cash fare transactions are more likely to require driver enforcement and increase potential for unfavorable customer experience. The City has the continuing obligation to ensure secure handing of revenues from the farebox to the bank, as well as for accounting and reconciliation. Industry best

practice continues to trend away from onboard cash fare transactions in favor of electronic or conventional pre-paid fare media purchased "upstream" prior to boarding the bus.

Recent History of Fare Changes

The City implemented fare adjustments in 2009, 2013, 2014 and 2016. Key changes are highlighted by fare type.

- One-way cash fare – The adult cash fare increased from $1.00 to $1.25 in August 2009; and from $1.25 to $1.50 in August 2014.
- Discount cash fare - The peak-period discount cash fare increased from $0.75 to $1.00 in August 2009; and from $1.00 to $1.25 in August 2014. In August 2016, discount fares were simplified with an all-day discount fare of $0.75 replacing the $1.25 peak and $0.50 off-peak fares for seniors, disabled, veterans and Medicare card holders. Additionally, the minimum age for senior citizens qualifying for discount fares and passes was raised from 61 to 65 years old in August 2016 to be consistent with other transit systems in Tulare County.
- Day Pass – currently priced at $3.25, or 2.2 times the cash fare. This discounts the Day Pass round-trip customers who transfer, but not necessarily for round trip customers who use only one bus per direction. Prior to August 2014, the Day Pass was more expensive (2.6x) relative to the cash fare ($3.25 vs $1.25 cash fare). Prior to August 2009, the Day Pass was priced at 2.0 times the cash fare. It is recommended that the 2.0 price multiplier be applied to all future fare increases to extend Day Pass convenience to all round-trip customers, as well as one-way customers who transfer.
- 7-Day Pass – priced at $10.00, which is a substantial discount with a price multiplier at 6.7 times the one-way cash fare. Discount fare customers pay $7.50, which is 10 times the discount cash fare. This pass was introduced in 2014 at the present fares. It is recommended that a price multiplier of eight (8) times the one-way cash fare be applied to future fare increases.
- 31-Day Pass – priced at $40, which is 26.7 times the one-way cash fare. Discount fare customers pay $30. The price increased from $30 to $40 in 2011. It is recommended that a price multiplier of eight (8) times the one-way cash fare be applied to future fare increases. It is recommended that a price multiplier of 30 times the one-way cash fare be applied to future fare increases.

When planning for fare adjustments in the next five years, the City's transit fare policy should reflect the cyclical nature of farebox recovery with planned fare increases having moderate impact (*e.g.*, 15%) occurring at regular intervals (*e.g.*, every fourth year). The transit revenue cycle is predictable to the extent that farebox recovery improves during the first and second years following a general fare increase, and declines in subsequent years as annual operating costs rise with inflation while the average fare remains flat. The proposed financial plan assumes fare adjustments at the beginning of FY 2019 (August 2018) and FY 2022 (August 2021) to maintain fixed route system cost recovery above 20%.

The proposed FY 2019 fare structure is summarized in Exhibit 10-6. The local cash fare would increase by 17% from $1.50 to $1.75. The Day Pass price would increase from $3.25 to $3.50 to re-establish a 2x multiple of the one-way cash fare. The 7-Day Pass would increase from $10 to $14 to establish an 8x multiple of the one-way cash fare. The 31-Day Pass would increase from $40 to $50 based on a 29x multiple of the one-way cash fare. It is assumed that no fares would be decreased to achieve the desired price multipliers.

Exhibit 10-6: Proposed Visalia Transit Fixed Route Fare Structure, FY 2019

Fare Type	Full Fare	Discount Fare
Cash Fare one-way	$1.75	$0.85
Children 6 & under (max. 2)	--	$0.00
Day Pass	$3.50	$2.50
7-Day Pass	$14.00	$7.50
31-Day Pass	$50.00	$30.00
Monthly Regional Pass	TBD	--

The proposed FY 2022 fare structure is summarized in Exhibit 10-7. The local cash fare would increase by 14% from $1.75 to $2.00. The Day Pass price would increase from $3.50 to $4.00 to maintain a 2x multiple of the one-way cash fare. The 7-Day Pass would increase from $14 to $16 to maintain an 8x multiple of the one-way cash fare. The 31-Day Pass would increase from $50 to $60 to establish a 30x multiple of the one-way cash fare.

Exhibit 10-7: Proposed Visalia Transit Fixed Route Fare Structure, FY 2022

Fare Type	Full Fare	Discount Fare
Cash Fare one-way	$2.00	$1.00
Children 6 & under (max. 2)	--	$0.00
Day Pass	$4.00	$2.50
7-Day Pass	$16.00	$8.00
31-Day Pass	$60.00	$30.00
Monthly Regional Pass	TBD	--

An evaluation of the regional T-Pass should be undertaken prior to a FY2022 fare increase.

The Americans with Disabilities Act (ADA) regulations require paratransit (VT's Dial-A-Ride) fares to be comparable to the fare for a trip between the same points on the regular fixed route transit system. "Comparable" is defined in DOT ADA regulations at 49 C.F.R. Section 37.131(c) as not more than twice the fare that would be charged to an individual paying full fare for a trip of similar length, at a similar time of day, on the entity's fixed route system, exclusive of discounts.

Appendix A:
Survey Summaries – Community & On-Board Surveys

TECHNICAL MEMO

Visalia Transit Community Survey Results

Prepared for Visalia Transit
by IBI Group

June 2016

Contents

1 Introduction

1.1 Overview

In a continued effort to best meet the transportation needs of residents, visitors, and businesses in Visalia, the City has embarked upon a review of the city's public transit services. The review will ultimately determine how public transit may better meet the short-term and longer-term needs of the community.

As a part of the initial planning process, a community survey was conducted to better understand the transit needs of the community. The survey was intended to provide information on travel behavior, quality of service, and user demographics. Information collected from the survey will be used to develop the *Short Range Transit Plan (SRTP)* including enahncements to existing local and commuter transit services.

1.2 Report Objective

The purpose of this report is to detail the results of a transit user community survey conducted on behalf of the City of Visalia. The survey was administered via SurveyMonkey accessed through a link from the city's home page. This report documents the results and key findings of the survey. Results from the survey will be reviewed as a part of the Short Range Transit Plan analysis of Visalia Transit services and serve as important input in to the development of service enahncements.

2 Survey Methodology

A community survey was conducted on behalf of the City of Visalia to better understand the qualitative aspects of Visalia Transit service delivery and the behavioral attributes that impact mode choice. The survey also provided an opportunity for the community to express their concerns and make recommendations to improve transit services.

The survey was administered on-line via SurveyMonkey accessed through a link from the city's home page. Paper copies were alo made available at select locations throughout the city. To ensure maximum participation, surveys were made available to the community for close to a five week period beginning on in early February through to March 4th.

The community survey consisted of eight questions targeted to solicit feedback from community members on their preferred transportation mode choice, typical trip destinations by mode, opinions on the quality of transit service provided by Visalia Transit, recommendations on potential improvements to transit service, and individual demographic data.

The SurveyMonkey surveying technique providing for a stastically valid methodology given that:

1. **Public & anonymous** - It is important that the survey remain in the public domain (rather than a preselected survey population that could have been assigned a survey access "key") and permit anonymous responses.

   We recognize that IP addresses can be traced to a computer but not a person. People who share a computer share an IP address. Additionally, some IP addresses are tied to proxy servers, which means multiple computers can share the same IP address. An organization may have a single computer that is used to route Internet connections for all of the computers in that organization's

computer network. If we were to see multiple responses for the survey with the same IP address, it may be that a single person is responding to your survey multiple times, or it may be that multiple people in an organization are accessing the survey from within that organization's computer network. We would not want to discount either.

2. **Confidence coefficient** - Our survey research methodologies include an analysis considering a confidence level or confidence coefficient. Simply put, say +/- .05 (or 5%) we are 99% confident that the true value of a parameter (survey response) is in our confidence interval. A confidence level accounts for irregularities in survey responses. The desired level of confidence is set by the researcher (not determined by data).

   The literature is replete addressing survey methodology and scrutiny including survey bias and individuals completing multiple times and potentially skewing results and the use of confidence levels to address.

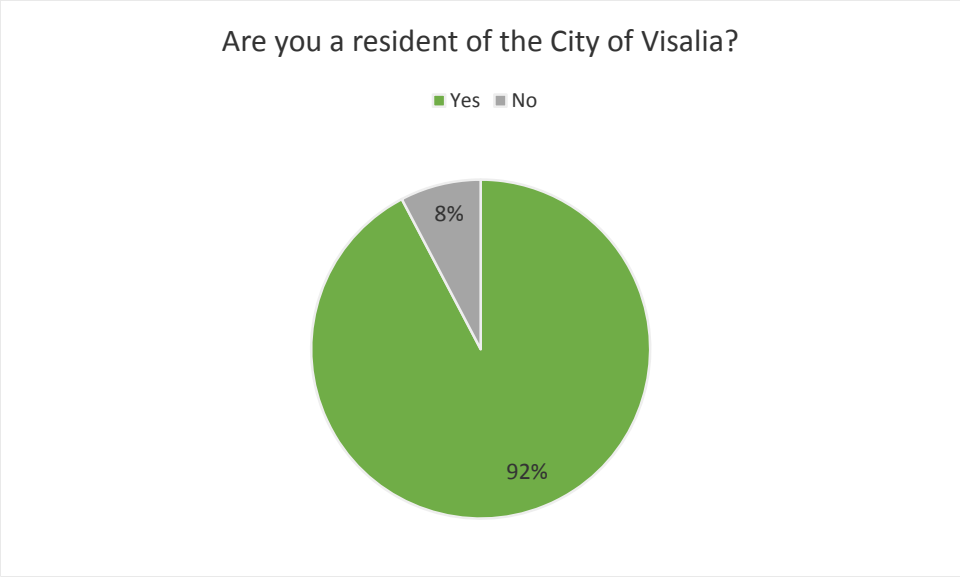
3. **Other research methodologies** – As noted above, the use of confidence intervals not has provided effective survey data but the order of magnitude will be further validated by other outreach and research methodologies as part of the SRTP outreach/consultation work plan. For example, public meetings will enable direct dialogue addressing concerns and acceptance of improvement strategies.

3 Survey Results

One hundred and thirteen responses were collected during the survey window ending on Friday, March 4th, 2016. Although 113 responses were collected from the survey, it should be noted that not all participants answered every survey question. Questions regarding demographic data such as household income and age of the survey participant were the most commonly skipped survey questions. The following sections detail the results of the survey.

Q1. Resident of Visalia?

92% of survey respondents are residents of the City of Visalia.



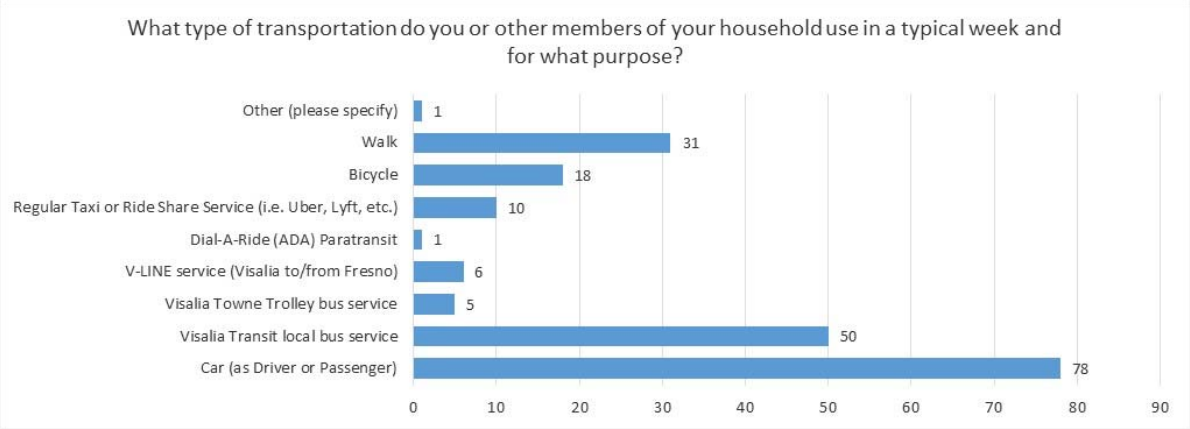
Q.2 Transportation Mode Choice

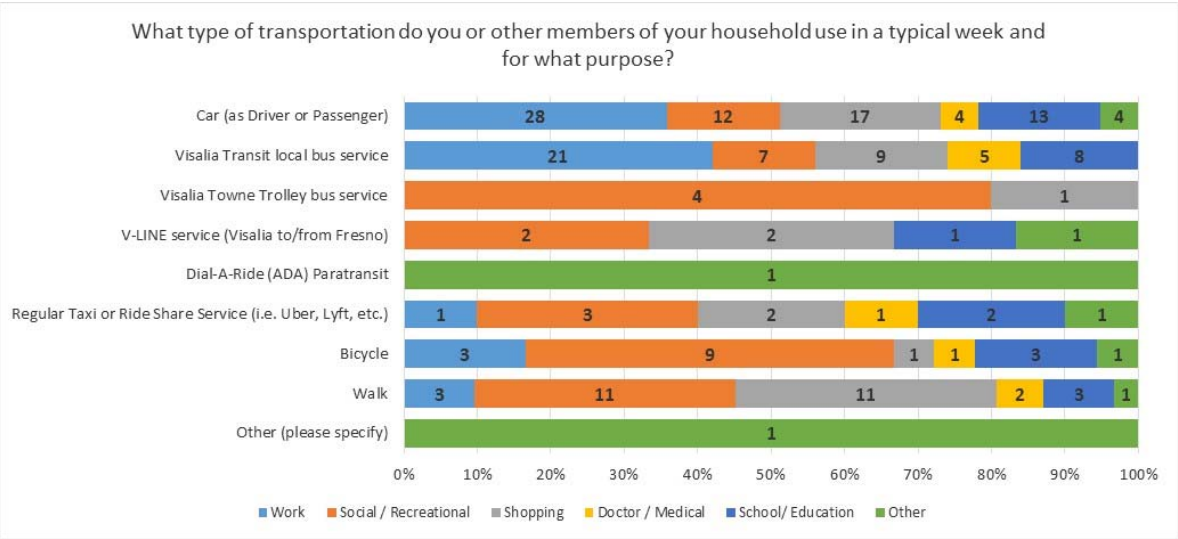
To better understand the travel behavior of the community, the community survey asked participants to identify which transportation mode they or members of their household utilize in a typical week and for what purpose. The transportation mode choices included: car (as a driver or passenger), VT local service, Towne Trolley, V-LINE, Dial-A-Ride (ADA) Paratransit, taxi or ride share service (i.e. Uber, Lyft, etc.), bicycle, walking, or other. Additionally, trip purpose choice options included: work, social/recreational, shopping, doctor/medical, school/education, and other. Survey participants could select more than one mode and more than one trip purpose for this question. 113 survey participants answered this question.

The results of the survey revealed that automobiles were the most frequently used mode of transportation in a typical week (for both survey methods) with 78 of 113 survey participants, identifying this mode choice. Similarly, 50 respondents indicated they use VT bus service. Over 40% of VT bus trips are for work purposes.

Figures 2.1 illustrates the results of the survey question.

Figure 2.1: Transportation Mode Choice and Trip Purpose





Q2 (a). Quality of Transit Service

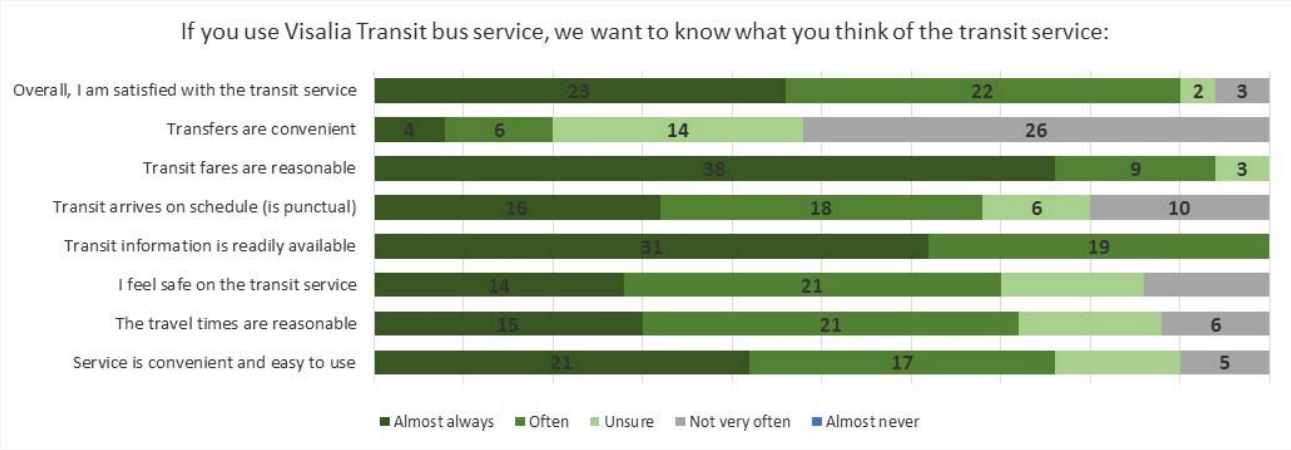
Understanding the qualitative aspects of Visalia Transit service delivery is important in the evaluation of current transit performance. As a part of the process, the survey asked participants to provide feedback on various qualitative factors including:

- Convenience of service
- Transit travel time
- Perceived safety on transit and waiting for transit
- Available transit information
- On-time performance
- Transit fares
- Overall satisfaction of transit service

The results of the survey revealed that VT customers were generally satisfied with the overall quality of services. More specifically, the survey results revealed that customers were the most satisfied with safety and transit fares. The area of least satisfaction is that of the convenience of transfers.

Figure 2.2 illustrates the results of the survey regarding the quality of Visalia Transit services.

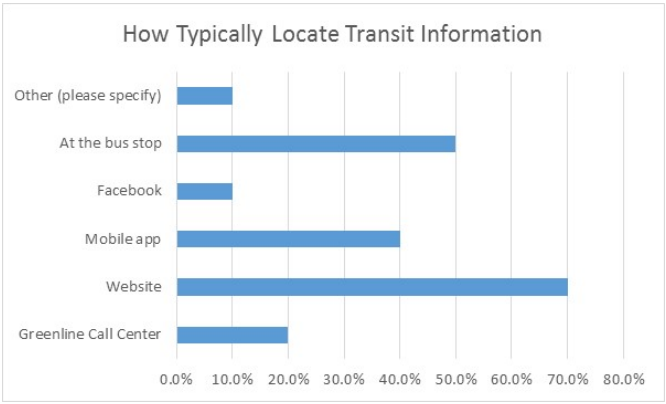
Figure 2.2: Quality of Transit Service



Q2 (b). How Typically Locate Transit Information

Seventy percent of survey respondents indicated they typically get transit information from VT's website.

Figure 2.4: How Typically Locate Transit Information



Q3 Reasons for Not Using Visalia Transit

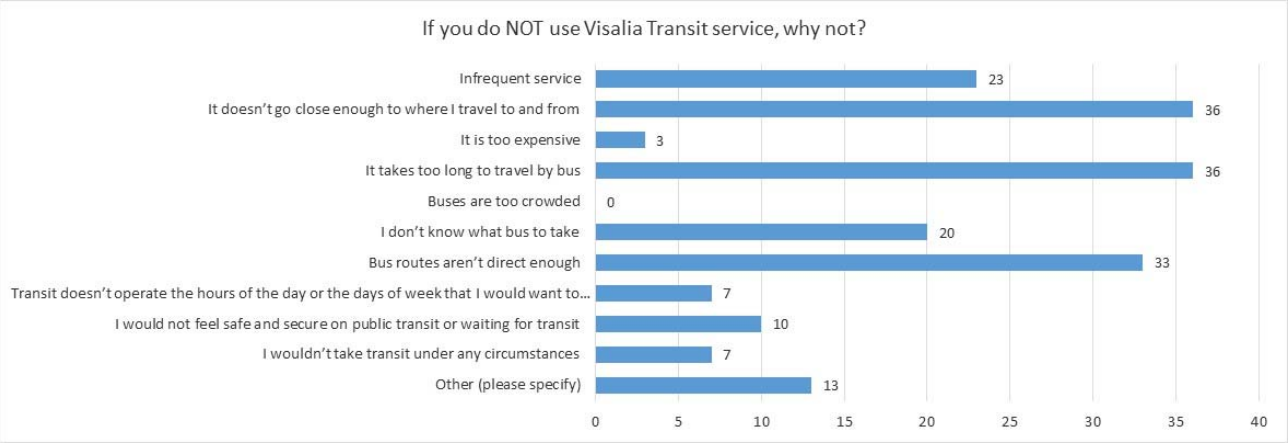
The survey also solicited feedback from participants that did not utilize VT services. A list of reasons why an individual chose not to use transit was given and participants were asked to select all that applied. The list included options such as a dislike for transit, infrequent service, doesn't go close enough to where travel to and from, too expensive, takes too long, buses are too crowded, do not feel safe, don't know what bus to take, bus routes aren't direct enough, transit doesn't operate the hours of the day or days of the week that want ot travel, or other.

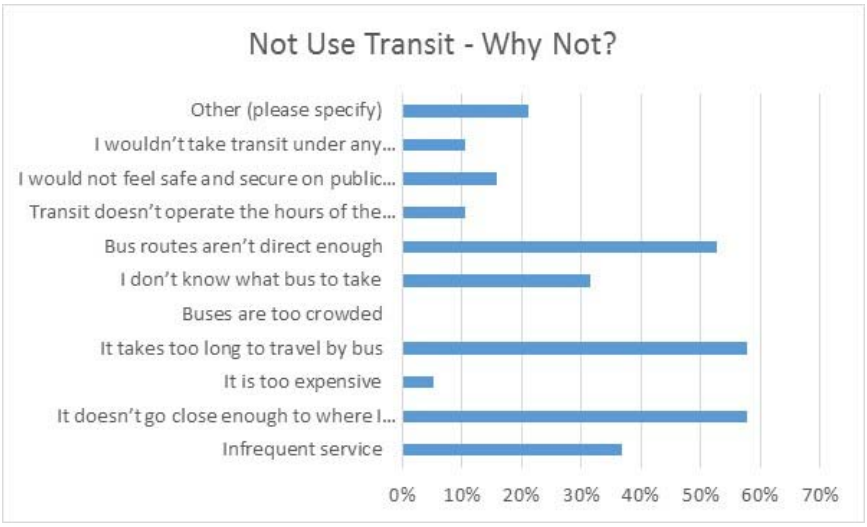
It is important to note that 62 respondents answered this question (51 skipped this question).

Results of the survey revealed that of the given choices, the most common reasons why survey respondents did not use VT services was because of the buses do not go close enough to where the want to travel to and from and that it takes too long to travel by bus. Bus routes aren't direct enough and infrequent service where also frequently mentioned.

Figure 3.1 illustrates the results of the survey regarding why survey participants do not use Visalia Transit.

Figure 3.1: Reasons for Not Utilizing Visalia Transit





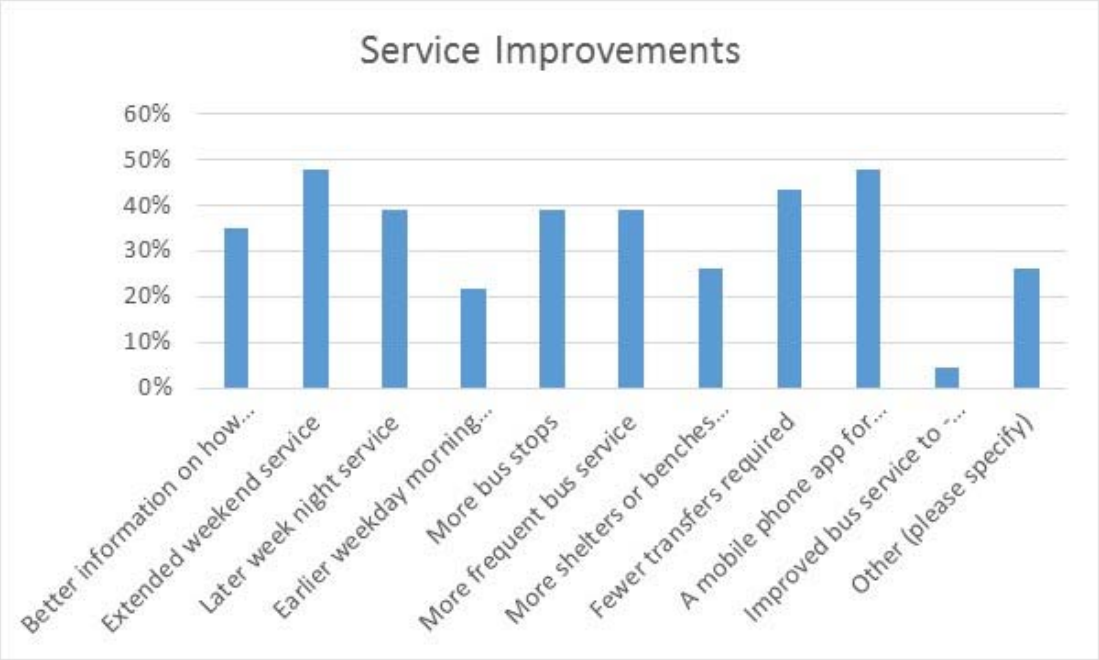
Q.4 Suggested Transit Service Improvements

The community survey provided an opportunity for respondents to make their own recommendations on how VT could improve its services. The survey provided a list of improvements that participants could choose from, such as improvements in the the information on how to use transit, later week night service, etc. Additionally, the survey also allowed participants to make their own recommendations for improving the transit service.

Results of the survey revealed that the most desired transit service improvement was a mobile app for real-time information followed by a desire for more frequent bus service. Third was the desire for later night service.

Figure 4.1 illustrates the survey results for suggested transit service improvements.

Figure 4.1: Suggested Transit Service Improvements



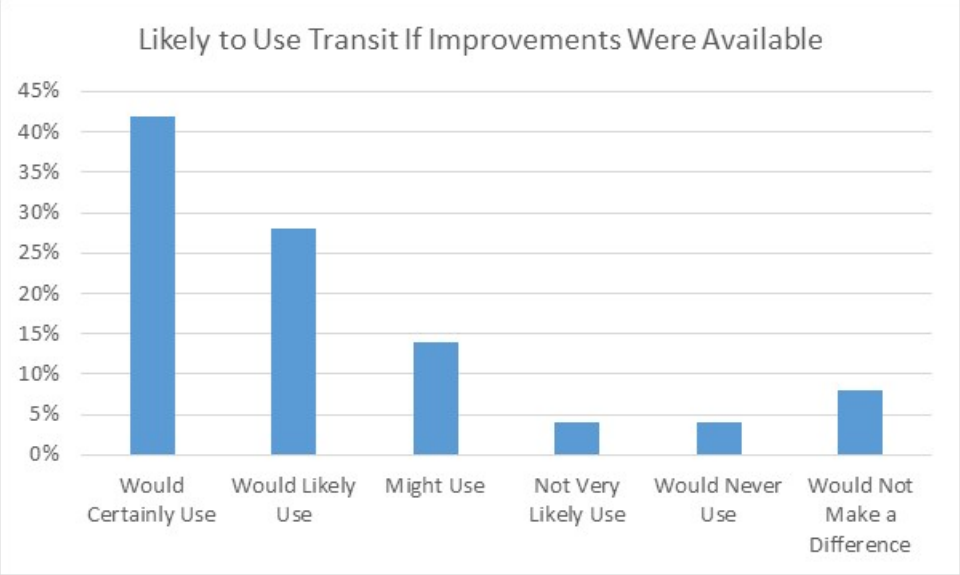
The types of Visalia Transit service improvements that I would like to see: (Please check all that apply)		
Answer Options	**Response Percent**	**Response Count**
Better information on how to use transit	35%	26
Extended weekend service	48%	35
Later week night service	39%	29
Earlier weekday morning service	22%	16
More bus stops	39%	29
More frequent bus service	39%	29
More shelters or benches at bus stops	26%	19
Fewer transfers required	44%	32
A mobile phone app for real-time	48%	35
Improved bus service to - specify	4%	3
Other (please specify)	26%	19
answered question		**74**
skipped question		**39**

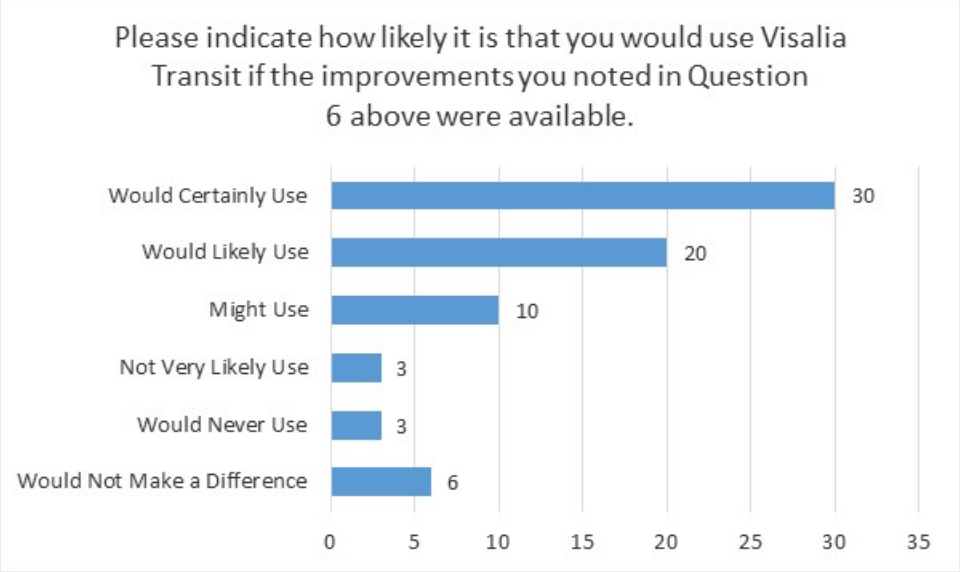
Q5. Future Transit Service Usage

In addition soliciting feedback on transit service improvements, survey participants were also asked how likely they would utilizeVisalia Transit if the suggested improvements were implemented. This survey question was asked to gage the likelihood of ridership increase with the aforementioned transit service improvements. Results of the survey indicated that most participants (74%) would certainly use Visalia Transit if the suggested improvements were implemented.

Figure 5.1 illustrates the likelihood of ridership increase if the suggested transit improvements were implemented.

Figure 5.1: Future Transit Service Usage

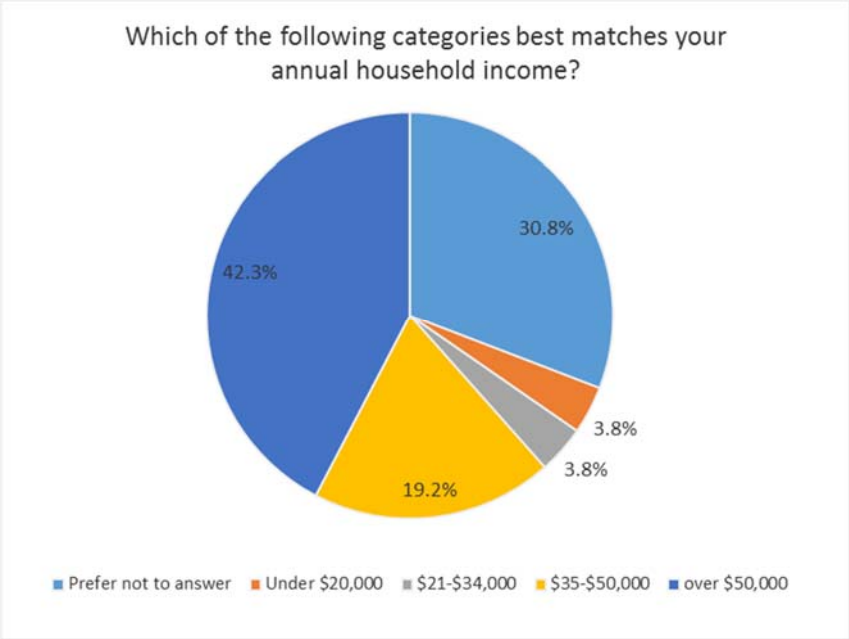


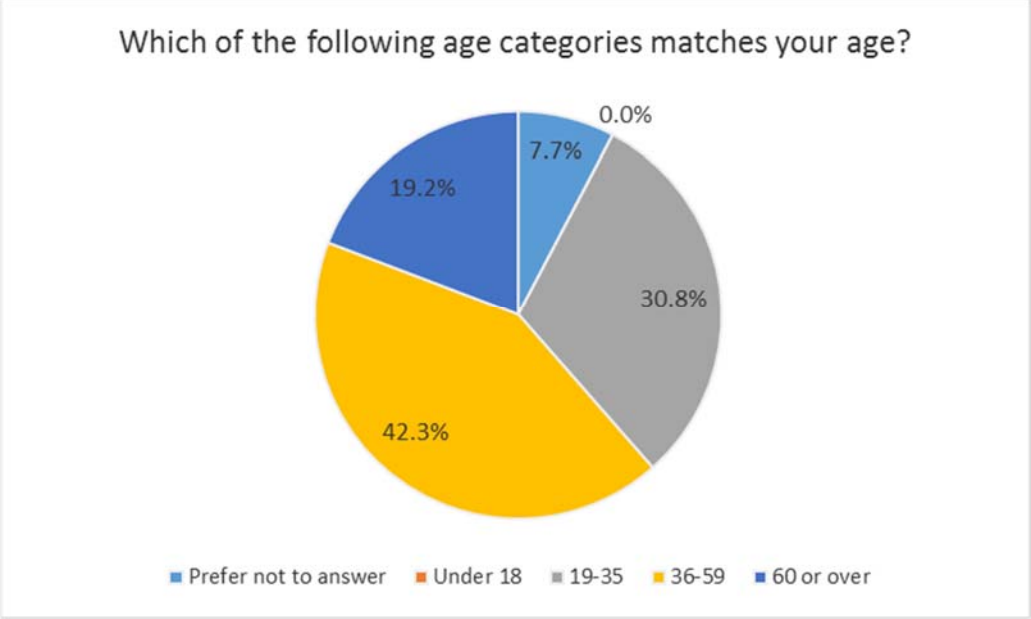


Demographic Data

To better understand the results of the community survey, the survey solicited demographic data from participants. The survey results indicated that on average, a survey participant lived in a household of 3 people and had 2 cars or SUVs in the household. Additionally, most survey participants reported an average household income over $50,000 and were between the ages of 36 to 59. Demographic results of the survey are illustrated in Figure 6.1 below.

Figure 6.1: Demographic Data





4 Summary

As a part of developing the Short Range Transit Plan, residents of the City of Visalia were asked to participate in a community survey to determine the local needs for improved transit services. The results from this survey provide the City with an initial assessment of local transit needs, which will be developed further through future interactive community meetings scheduled to be held throughout the course of this study.The following section describes the key observations from the survey results.

4.1 Key Observations

Survey participants were generally satisfied with the quality of Visalia Transit services. Most respondents felt the fares were reasonable and generally felt safe on the buses. Despite overall satisfaction with the quality of service, respondents did identify a number of areas for improvement. The following are some of the key observations from survey results including the comments:

- The majority of respondents are regular VT customers and use for work purposes.
- The most common reason why survey respondents did not use Visalia Transit services was because the buses do not go close enough to where the want to travel to and from. Infrequent service and a feeling that it takes too long where also frequently mentioned.
- Results of the survey revealed that the most desired transit service improvement was a mobile app for real-time information followed by more frequent weekend service. Third was the desire for fewer transfers required.

A list of salient comments from the survey are presented in Appendix B.

Appendix A: Transit Survey

Visalia Transit Survey

Take this Survey online by visiting:
www.visaliatransit.com or at:
https://www.surveymonkey.com/r/Visalia_Transit

Please return your completed survey by March 4, 2016 to the box or mail to Visalia Transit, 425 E Oak Ave, Suite 301, Visalia, CA 93291

We Need Your Input!

The City of Visalia's transit service provides local and regional public transit service. The City is conducting a *Short Range Transit Plan* to define the future of transit in our community, and this survey is one way for residents who may or may not use the bus to provide input about the system. We want to know your thoughts on current transit services and areas for improvement that may be important to you and our community.

What you have to say is important in helping to make improvements and plan for the future.
Thank you for your participation.

PLEASE TELL US ABOUT YOUR USE OF TRANSIT AND YOUR TRAVEL PATTERNS.

1. Are you a resident of the City of Visalia? Yes ☐ No ☐

2. What type of transportation do you or other members of your household use in a typical week and for what purpose? Please check all that apply.

	Work	Social / Recreational	Shopping	Doctor / Medical	School/ Education	Other
a. Car (as *Driver or Passenger*)	☐	☐	☐	☐	☐	☐
b. Visalia Transit **local** bus service	☐	☐	☐	☐	☐	☐
c. Visalia **Towne Trolley** bus service	☐	☐	☐	☐	☐	☐
d. V-LINE service (Visalia to/from Fresno)	☐	☐	☐	☐	☐	☐
e. Dial-A-Ride (ADA) Paratransit	☐	☐	☐	☐	☐	☐
f. Regular Taxi or Ride Share Service (i.e. Uber, Lyft, etc.)	☐	☐	☐	☐	☐	☐
g. Bicycle	☐	☐	☐	☐	☐	☐
h. Walk	☐	☐	☐	☐	☐	☐
i. Other (specify) _____	☐	☐	☐	☐	☐	☐

2. a) If you use Visalia Transit bus service, we want to know what you think of the transit service: (If you do not use Visalia Transit bus service, please go to Question 3).

	Almost always	Often	Unsure	Not very often	Almost never
a. Service is convenient and easy to use	☐	☐	☐	☐	☐
b. The travel times are reasonable	☐	☐	☐	☐	☐
c. I feel safe on the transit service	☐	☐	☐	☐	☐
d. Transit information is readily available	☐	☐	☐	☐	☐
e. Transit arrives on schedule (is punctual)	☐	☐	☐	☐	☐
f. Transit fares are reasonable	☐	☐	☐	☐	☐
g. Transfers are convenient	☐	☐	☐	☐	☐
h. Overall, I am satisfied with the transit service	☐	☐	☐	☐	☐

2.b) How do you typically locate information about Visalia Transit services?

☐ Greenline Call Center ☐ Website ☐ Mobile app ☐ Facebook ☐ At the bus stop

☐ Other (specify) _____

1 of 2 (over)

VISALIA

3. If you do NOT use Visalia Transit service, why not? (Please check all that apply)

- ☐ Infrequent service
- ☐ It doesn't go close enough to where I travel to and from
- ☐ It is too expensive
- ☐ It takes too long to travel by bus
- ☐ Buses are too crowded
- ☐ I don't know what bus to take
- ☐ Bus routes aren't direct enough
- ☐ Transit doesn't operate the hours s of the day or the days of week that I would want to travel. Specify_____
- ☐ I would not feel safe and secure on public transit or waiting for transit
- ☐ Other (please state) _____
- ☐ I wouldn't take transit under any circumstances

4. The types of Visalia Transit service improvements that I would like to see: (Please check all that apply)

- ☐ Better information on how to use transit
- ☐ Extended weekend service
- ☐ Later week night service
- ☐ Earlier weekday morning service
- ☐ More bus stops
- ☐ More frequent bus service
- ☐ More shelters or benches at bus stops
- ☐ Fewer transfers required
- ☐ A mobile phone app for real-time information
- ☐ Improved bus service to - specify location(s) _____
- ☐ Other (please state) _____

5. Please indicate how likely it is that you would use Visalia Transit if the improvements you noted in Question 4 above were available.

Based on the improvements noted in Q.4- above	Would Certainly Use	Would Likely Use	Might Use	Not Very Likely Use	Would Never Use	Would Not Make a Difference
	☐	☐	☐	☐	☐	☐

IN THIS SECTION PLEASE TELL US ABOUT YOU AND YOUR HOUSEHOLD [OPTIONAL]

6.a) How many people live in your household? _____ **6. b) How many cars or SUVs?** _____

7.Which of the following categories best matches your annual household income?

☐ Prefer not to answer ☐ Under $20,000 ☐ $21-$34,000 ☐ $35-$50,000 ☐ over $50,000

8.Which of the following age categories matches your age?

☐ Prefer not to answer ☐ Under 18 ☐ 19-35 ☐ 36-59 ☐ 60 or over

COMMENTS

_____

_____

_____

2 of 2

Thank you for your participation

Appendix B: Transit Survey Comments

Visalia Transit Survey
Other/Comments/Please Specify Responses

The following provides a sampling of (verbatim) comments provided by respondents.

Happy to see V-Line up and operating!

The bus is often running late on the weekend mornings and I have to be to work by 8:15 so it is difficult for me to get there on time. I wish the busses started earlier so I could get on an earlier bus

You are doing a great job.

visalia needs to think about what the people want and not what the council wants, most of the time not the same agenda.

I've lived in several cities. Such low ridership is no surprise...Most inadequate bus service I've ever come across!

Would like to see a commuter system (bus or train) to Hanford. Many of my fellow employees live in Visalia.

We shouldn't even have this bloated waste of money for our size and population. It's not cost effective. And passengers should pay the full unsubsidized cost and it would be obviously unsustainable.

You didn't ask about bike routes, but I'd REALLY like a bike route system that had all the various bike paths fit together. I don't feel safe riding on busy streets, but I would considering biking to work if I could do it most of the way on bike paths. (I work at College of the Sequoias.)

I do not use the bus service all the time, but do need it and have found it very convenient and punctual. Would like it to start a bit earlier though.

If Visalia Transit provided better service routes then it would be a better option. At this time the transit routes are not convenient.

Transit does not have a bus that will supporter my travel or times

1. Customer service should be stressed. Some driver are very good at it, but some look, sound and have the body language that says they are just doing a job. 2. If the air conditioning is working, it is usually on so high the riders have jackets on. In winter, the bus is usually so warm that on buses with windows that open, riders open them. 3. Instruct drivers to remain professional and ot ride their horn no matter how irritated they are with other divers who may cut them off or do some other poor move. I have seen drivers hit the horn for an extended time, not to warn the other driver, but as retaliation after the fact.

Midday times available for those working half day or have appointments in town. More direct routes with less stops so commute isn't to long.

Saturday, Sunday, & Holidays service around Visalia isn't convenient

Service needs to be more frequent.

Benches are not comfortable or covered, not enough shade or seating.

Bus routes are very circuitous and take very long time and most of the time don't get you to where you want to go.

Buses always seem to run late. This is unacceptable. Once in a while is understandable, but the problems seem to occur daily per the emails I receive.

It would be nice to get information on what bus to take for certain locations.

Infrequent service makes it impractical for local commuting and makes for long or impossible trips between the hours it is available. The local service is expensive for short trips. Also no cover at many stops. I prefer a long walk when possible to riding the bus.

Please instruct the bus drivers to demonstrate professionalism at all times.

Better timing. Drivers show up at the stops 5-10 minutes early and do not wait.

I commute by transit or car, depending on my schedule. The biggest impediment to selection of trasnit on a daily basis is whether I can catch a bus that will get me to work when I need to be there and/or if there is an available bus to get me home at a time other than my normal departure time. For commute hours, I urge you to expand service so that buses are available every 15 mins rather than the periodic 30 min waits. Also, drivers need to be sure to keep on schedule. Arriving late is inconvenient but departing early is unacceptable, particularly if it is a 30 min wait between. Beyond that, not sure why I'm seeing so many late buses in the late afternoon - I don't rely on this one for commute but if I did, I probably would stop taking the bus based on a lack of reliability.

I am appreciative that the service exists. Small changes would make the experience so much better.

Improvements to security from Unruly passengers.

Transfers on buses don't work. The timing of when the buses arrive at transfer stops need to be closer together. Drivers need to be aware of transfer scenarios and be more service friendly rather than worrying about being off schedule by a couple of minutes.

Overall, I am pleased with the service Visalia provides. I am able to get to work in a timely manner, the buses are clean, and there is a sense of safety on the bus.

Improvement is needed for the customer service reps who answer the phones.

Overall good service, feel safe, Drivers are wonderful.

Overall I like the bus service but wish they offered more routes and even on the weekend would be nice!!!

I am fine with the transit service and enjoy riding it. I would consider light rail if there was local bus service from the Franklin light rail station.

I would prefer to use public transit, but our transit service drastically pales in comparison to other local transit systems I've used; forcing me to often drive to work and other locations. Often, the bus is late on my morning commuter route.

I am very satisfied with service, I feel safe at stops, on the busses, and with your drivers. Busses are clean.

Can the public view the survey results in a graphical format before a written analysis can be done by hired professionals or city officials.

SHORT RANGE TRANSIT PLAN

On Board Customer Survey

Transit Customer Profile*

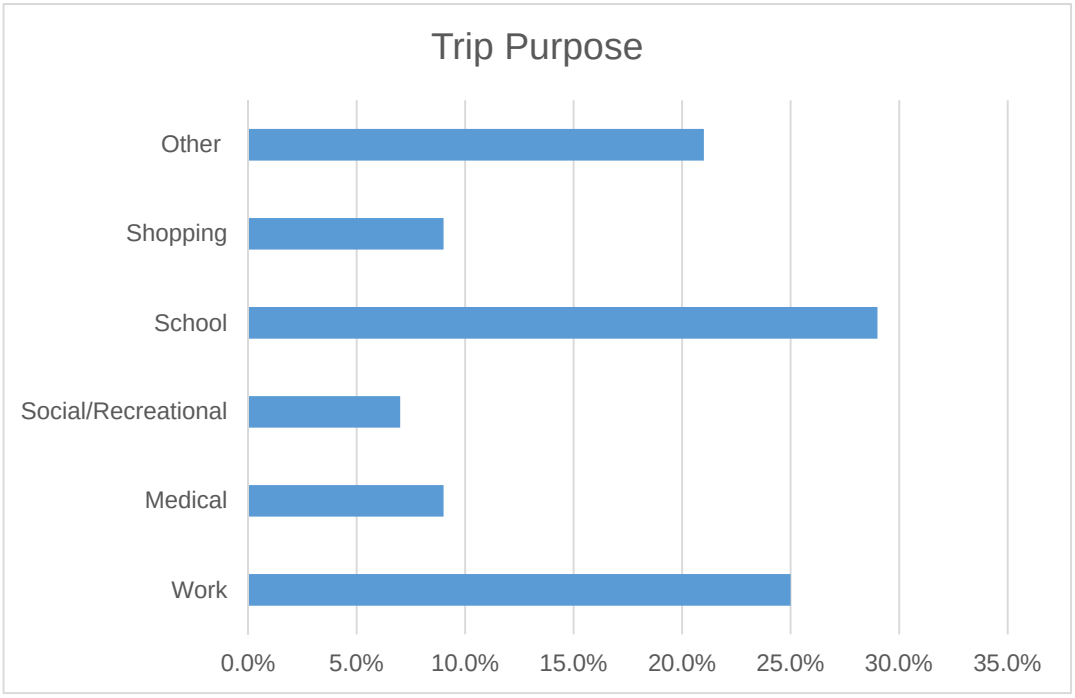
- ✓ 63% ride daily (86% ride at least once per week)
- ✓ 91% make a round trip
- ✓ 54% ride to work or school
- ✓ 68% walk to get to/from the bus stop
- ✓ 45% pay cash fare (17% use day pass. 21% use monthly pass)
- ✓ 47% get transit info at bus stop (24% from Greenline. 19% Website)
- ✓ 63% did not have a personal vehicle available

* Based on 546 total survey responses

Trip Purpose

"What is the main reason for your trip today?"

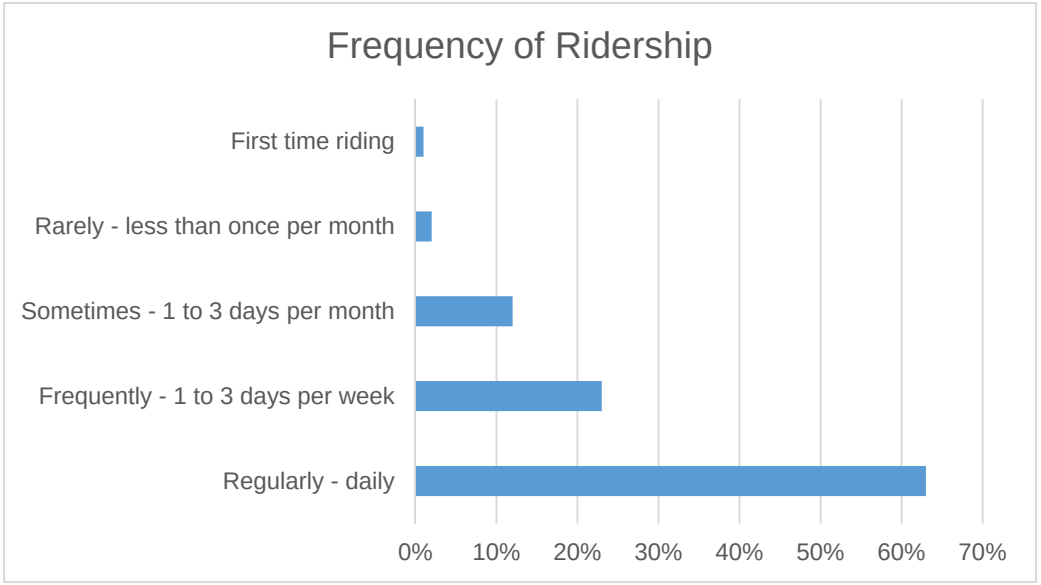
- ✓ Trip purposes reflect utilitarian uses of local transit service.
  - 25% are to/from the workplace.
  - One of every three trips are for personal business activities: e.g., errands & appointments.
  - Close to 30% of trips to/from school.



Frequency of Use

"How often do you use VT buses?"

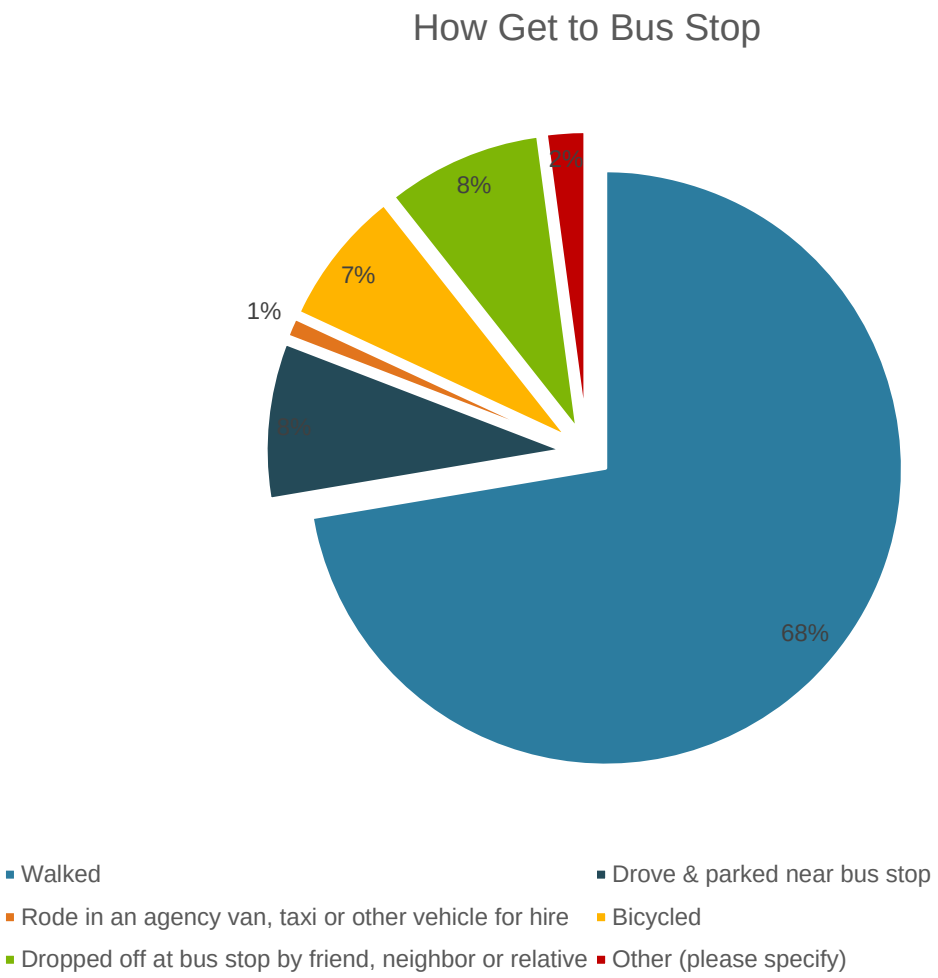
- ✓ A majority (63%) of transit customers ride daily:
  - Commuters
  - Students
- ✓ One of every four ride 1-3 days per week:
  - Shoppers
  - Medical appointments
  - Personal business
- ✓ 47% will transfer to complete trip



Access Mode

How did you get to the bus stop?

Originating Trip

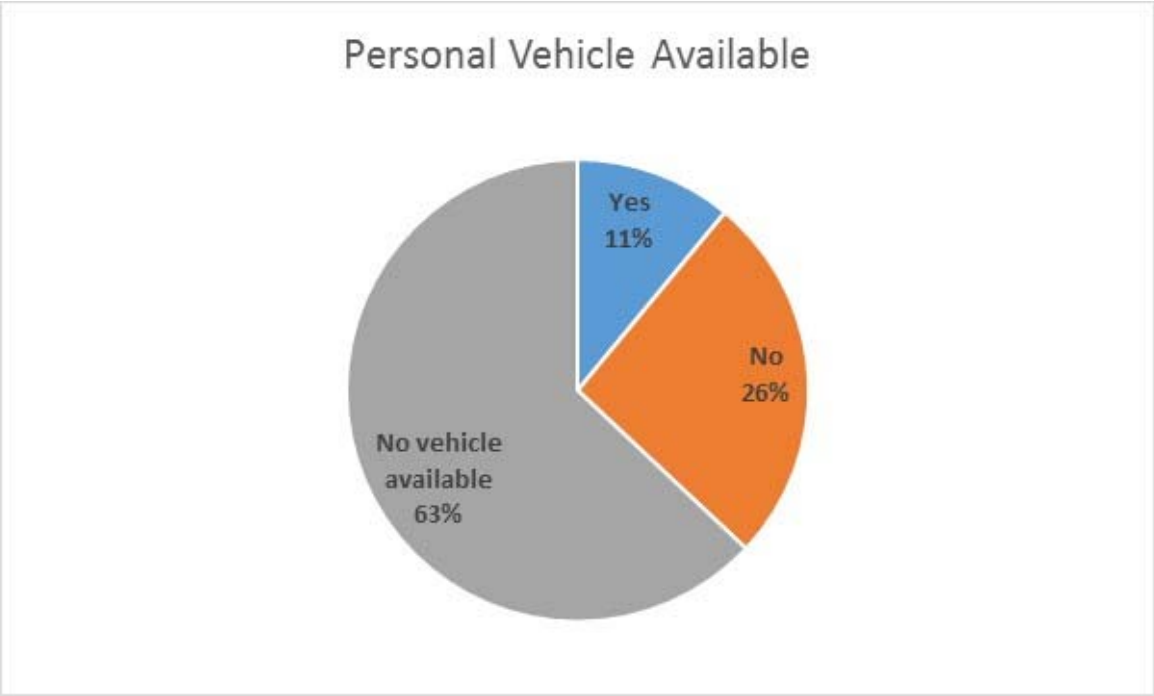


- ✓ Majority (68%) walk to the bus stop.
- ✓ 7% use a bike to get to the bus stop.

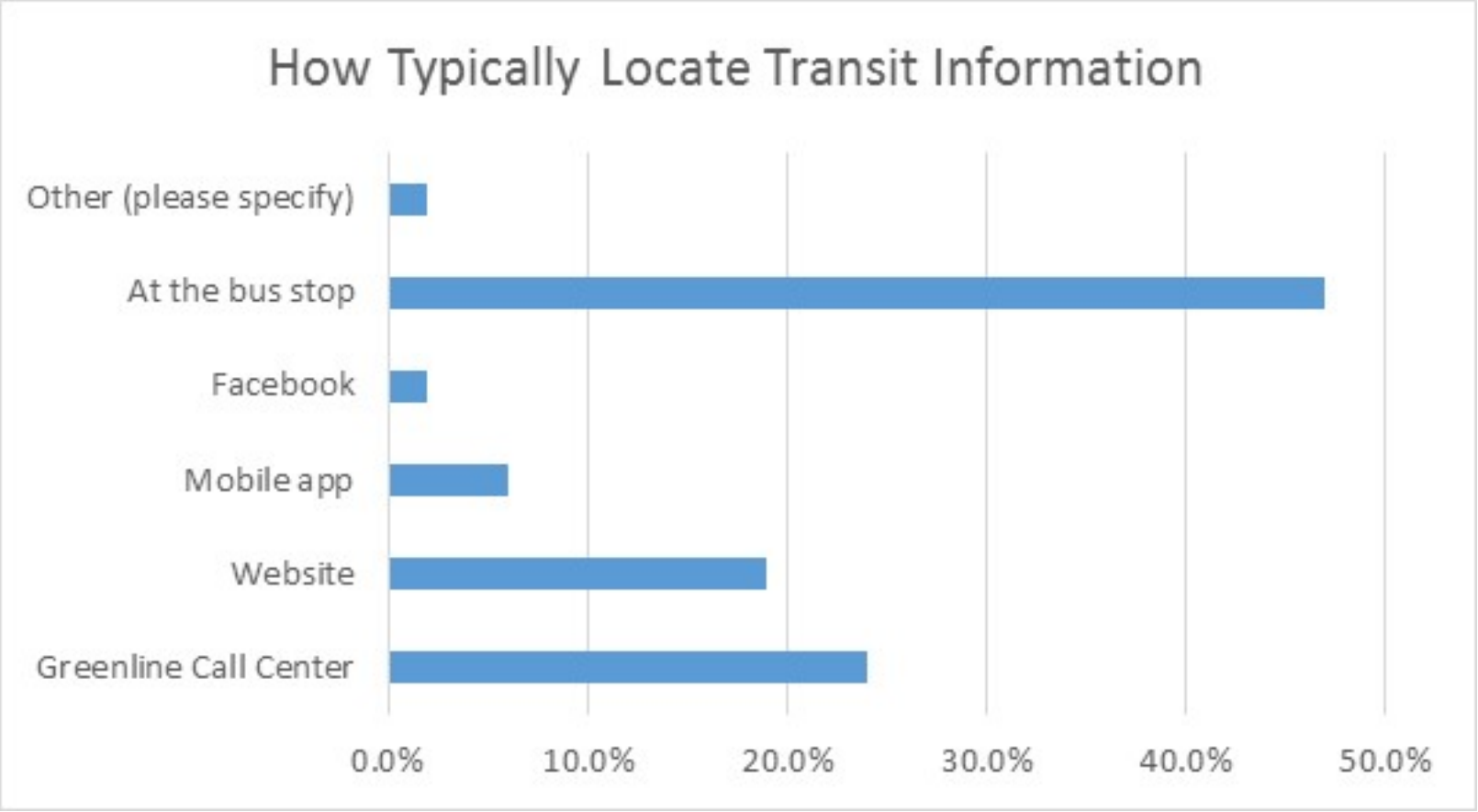
Alternate Use of Personal Vehicle

If you have a personal vehicle, could you have used it instead of riding transit today?

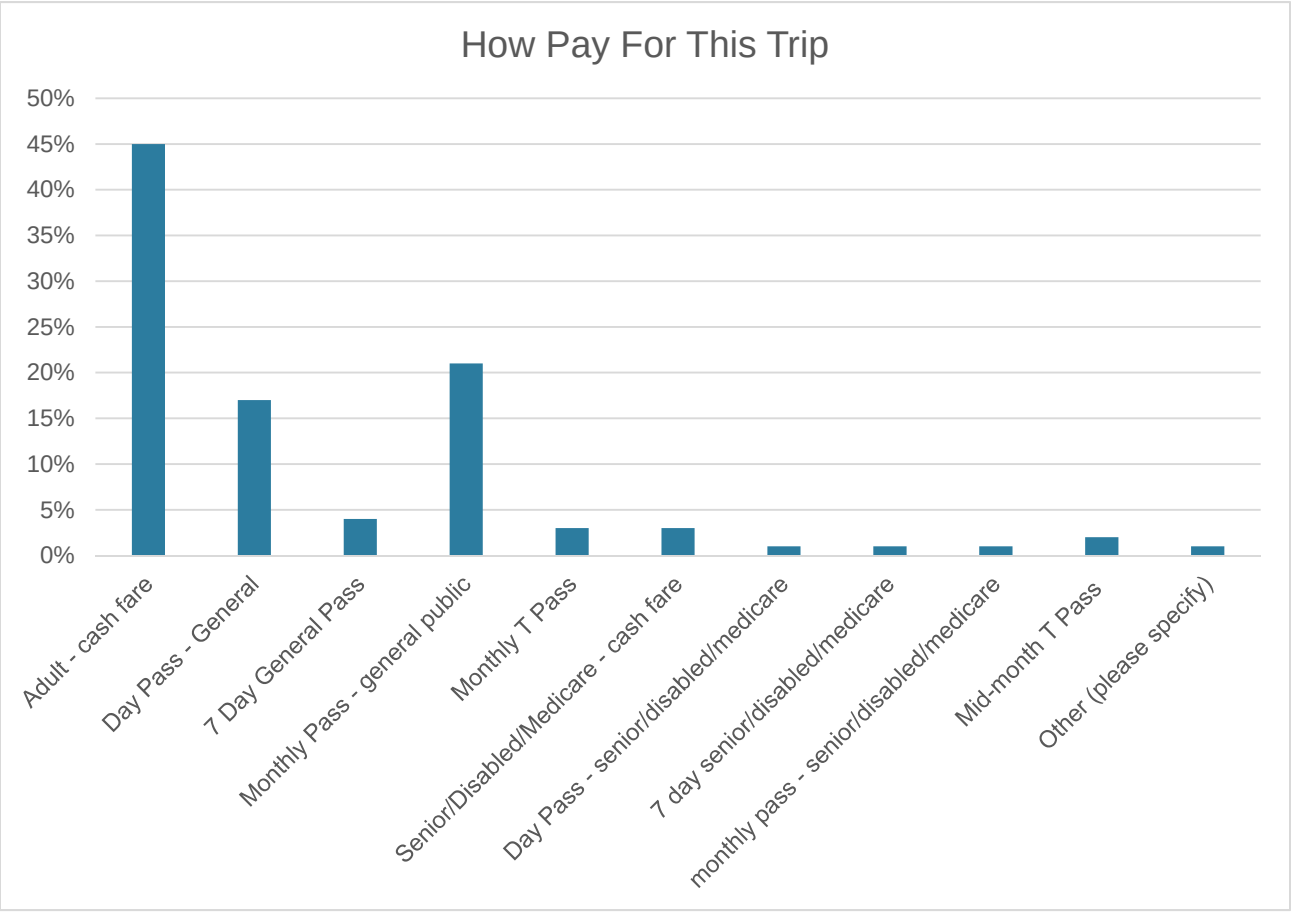
- ✓ Most transit customers (63%) use the bus for primary local transportation.
- ✓ 11% of transit customers could have used a personal vehicle instead of riding the bus.



How Typically Locate Information About Visalia Transit

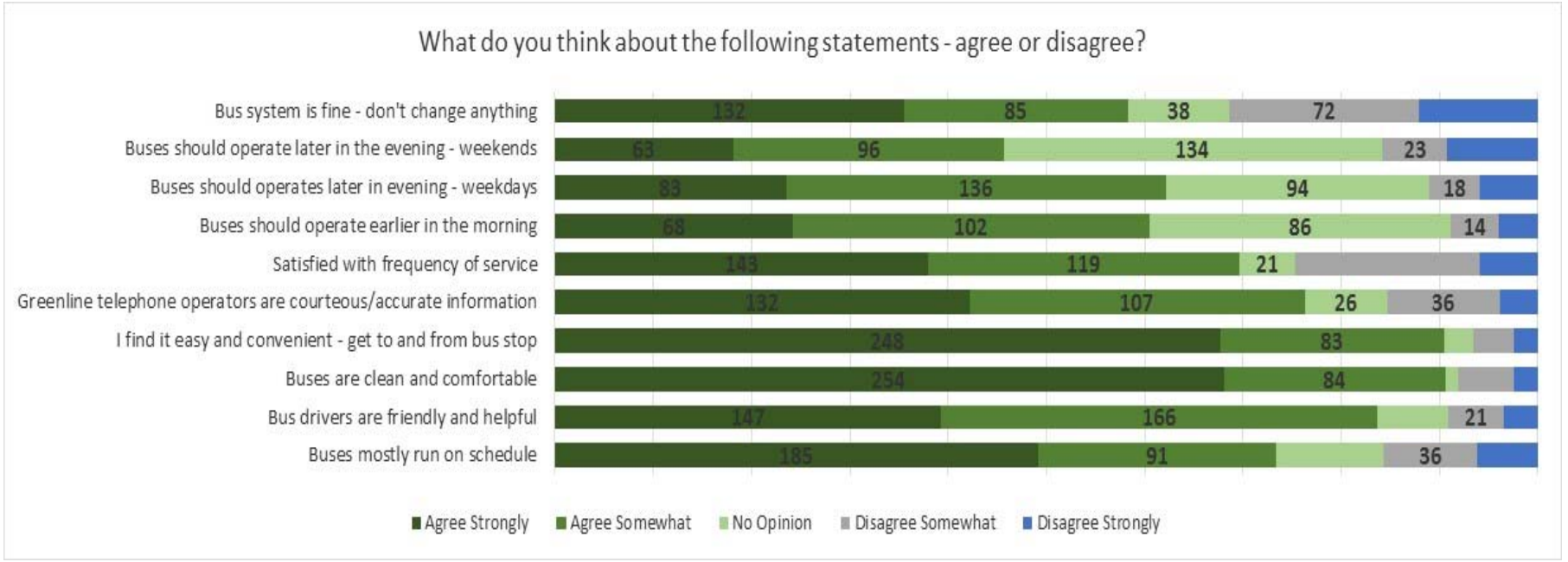


Fare Payment

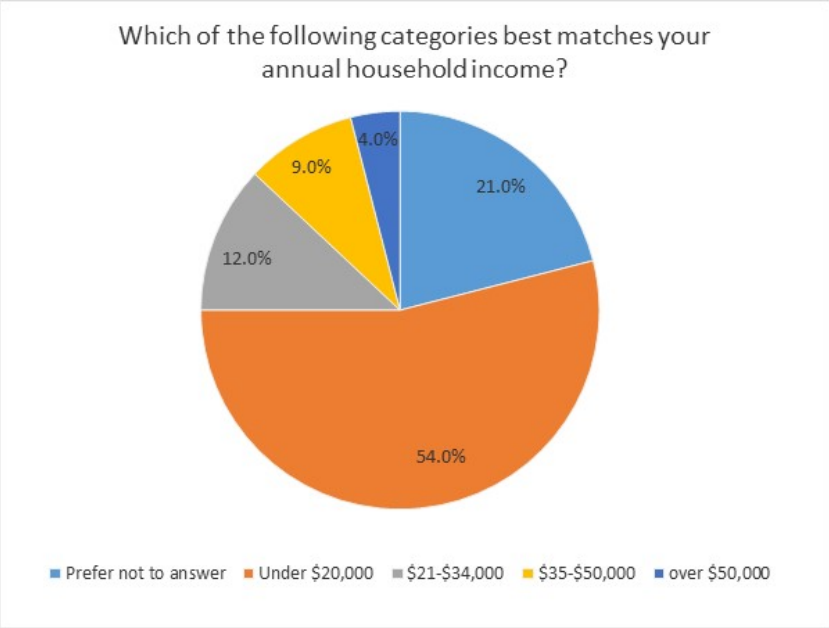


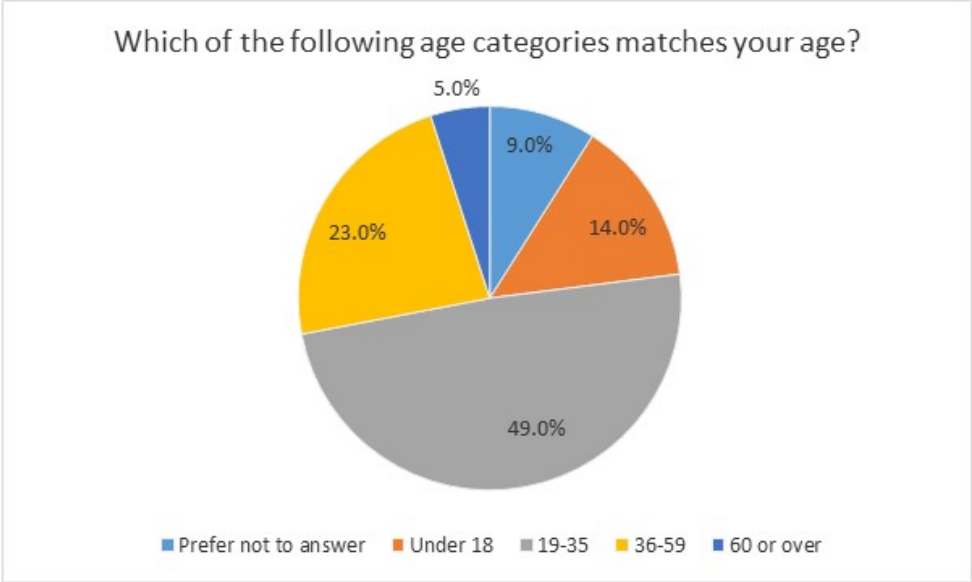
- 45% pay cash fare
- 17% use Day Pass - General
- 21% use Monthly Pass – General Public

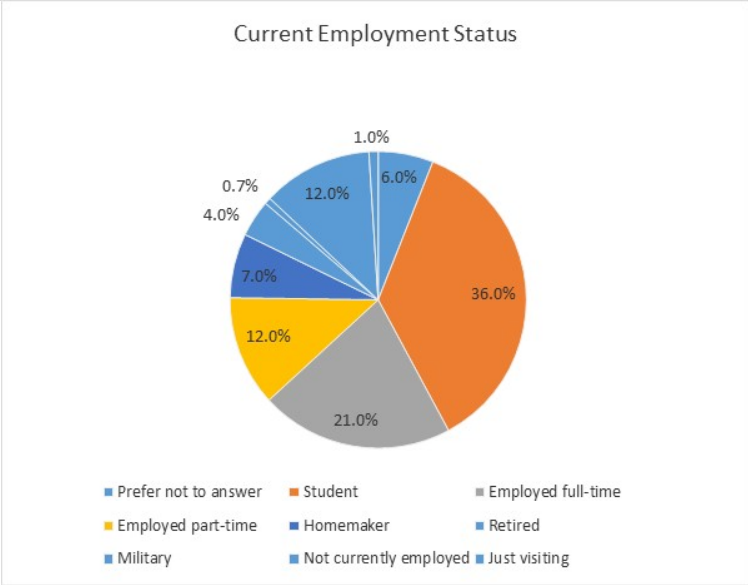
Customer Perceptions of Transit Service



Respondent Profile







- 57% do not have a drivers license

Appendix B:
Public Meeting Presentation Material

SHORT RANGE TRANSIT PLAN

Open House

Public Transit in Our Community

Short Range Transit Plan

- To determine how public transit may better meet the short-term and longer-term needs of the community
- An Action Plan to guide the implementation of transit service improvements over the next 5+ year period.

Analysis of Services:

- Fixed route
- Dial-a-Ride
- V-Line
- Towne Trolley
- Sequoia Shuttle
- Loop

Visalia Towne Trolley

SEQUOIA SHUTTLE

V-LINE

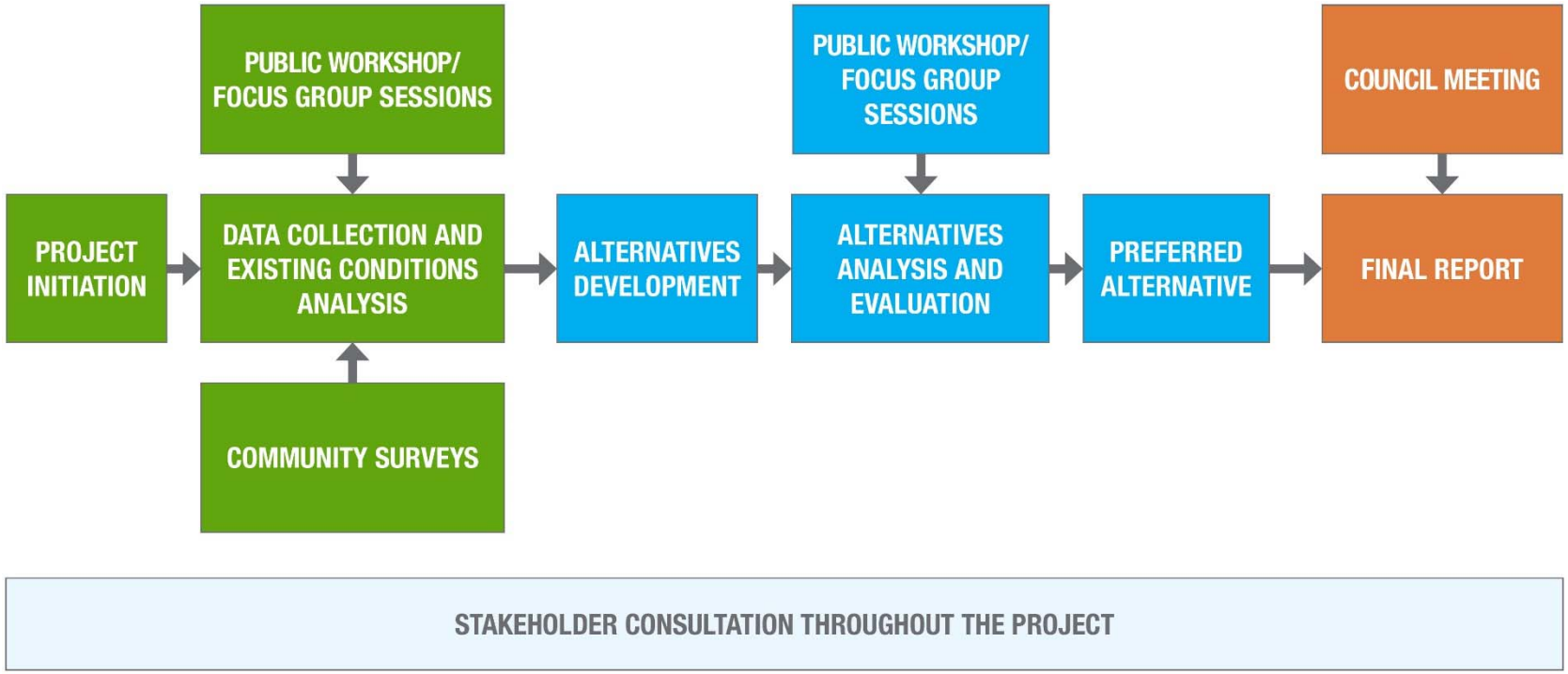
- ❑ Route Design?
- ❑ Local vs. Regional Service?
- ❑ Regional Coordination?
- ❑ Fare Policy & Rates?
- ❑ Enhancing Technology?

IBI

Project Understanding & Approach – Key Considerations

- Problem identification – what is working and what is not?
- What are the City's unmet mobility needs? Regional needs?
- What are the key local and regional origin & destinations?
- What are the critical markets in the study area?
- What kind of service is justified for the study area? Future service requirements?
- What does the community want?

Workflow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Visalia Transit – Current Operations

VISALIA TRANSIT

- 12 bus routes that serve Visalia, Farmersville, Exeter, Goshen, and Tulare.
- Monday – Friday – 6:00am-9:30pm
  Weekend – 8:00am-6:00pm

Fare Type	General Public	Senior/Disabled/ Medicare
Cash Fare	$1.50	$1.25 or $.50
Transfer	$0.50	$0.25
Day Pass	$3.25	$2.50
7-Day General Pass	$10.00	$7.50
Monthly Pass	$40.00	$30.00
Monthly T-Pass	$50.00	-

FIXED ROUTE OPERATING PERFORMANCE

- Close to 1.7 million passengers/year
- $6m annual net operating cost
- $3.58 net operating cost/passenger

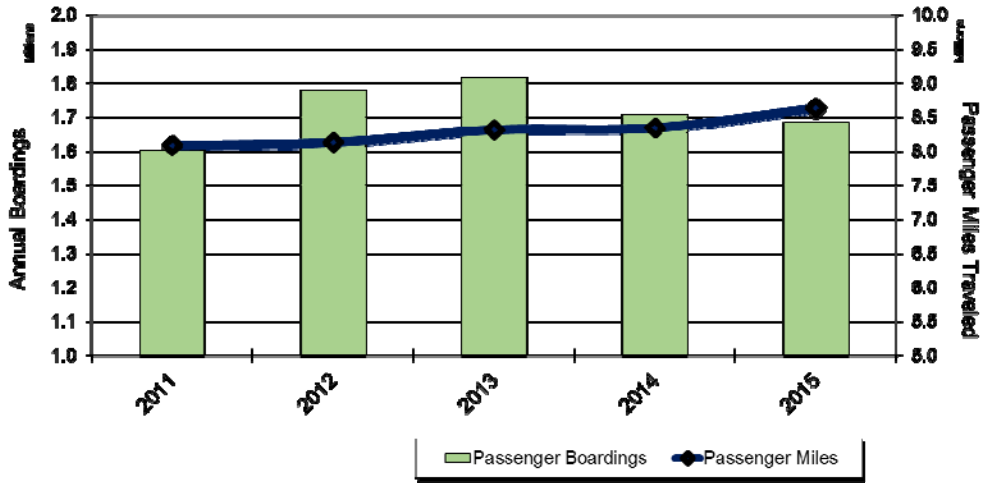
THE GREEN LINE
1-877-40 GO GREEN
Your Bus Info Help Line. 1-877-404-6473

DIAL-A-RIDE OPERATING PERFORMANCE

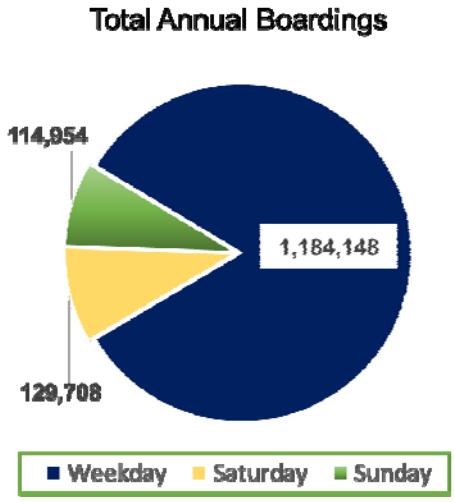
- 35,000 passengers/year
- $650K annual net operating cost
- $18.45 net operating cost/passenger
- 3.5 trips/hour

Visalia Transit – Fixed Route

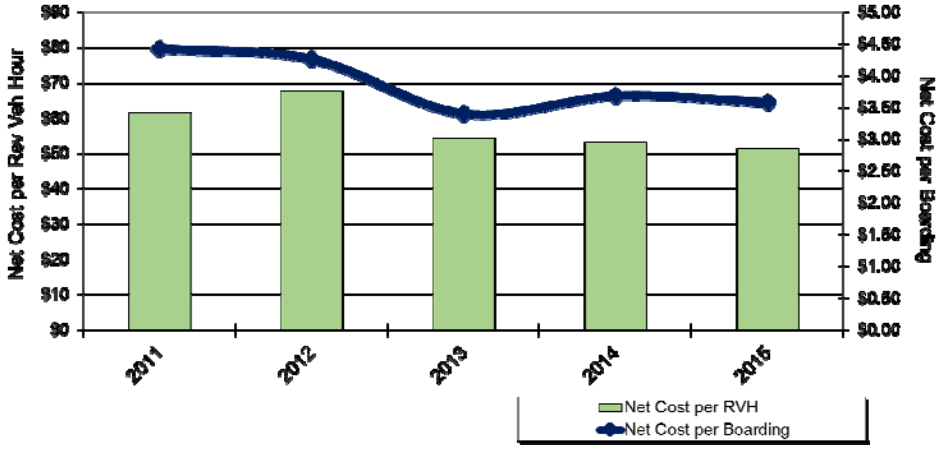
Fixed Route Ridership and Passenger Miles Traveled



Fixed Route System Ridership

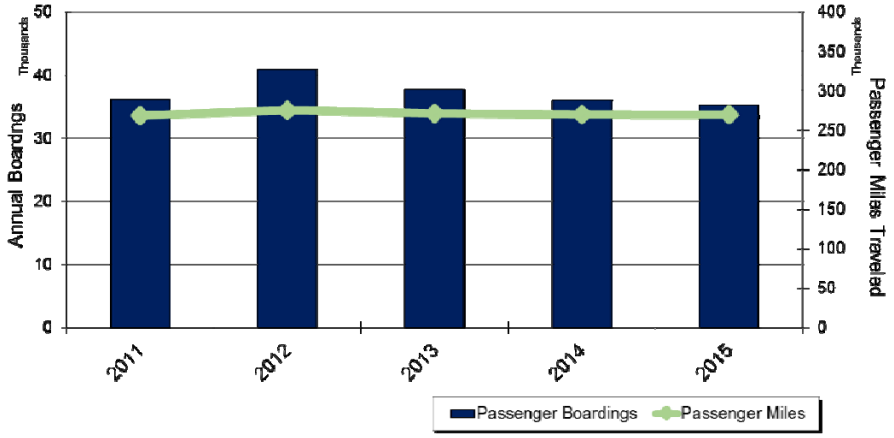


Fixed Route Financial Performance

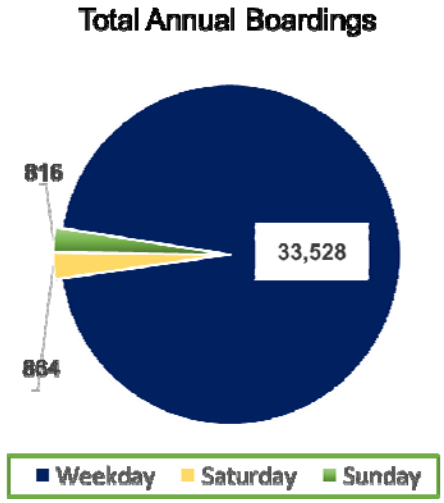


Visalia Transit – Dial-a-Ride

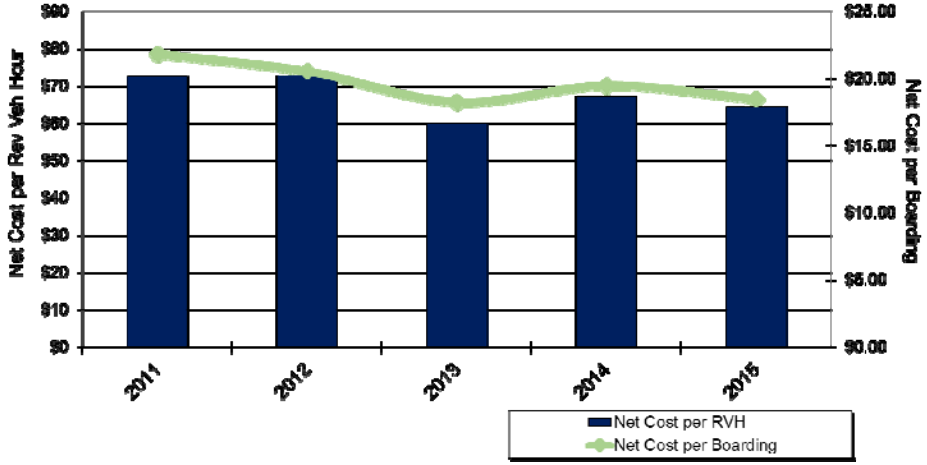
Dial-a-Ride Ridership and Passenger Miles



Dial-a-Ride Ridership



Dial-a-Ride Service Financial Performance



Dial-A-Ride (ADA Paratransit)

"When barriers get in the way of people with disabilities participating fully in society as a result of their disabilities, everyone loses."

Americans with Disabilities Act (ADA)

Specific standards for fixed route and paratransit services

What do you think about?

- Eligibility criteria?
- Availability of service?
- Advance booking requirements?
- Scheduling windows?
- On-time performance? Service reliability?
- Travel times?
- Fares?
- Passenger information?
- Ease of booking a trip?
- Technology - opportunities?

Anything else?

What is an accessibility standard?

An accessibility standard is a rule (set of measures, policies & practices) that organizations have to follow to identify, remove and prevent barriers.

Service Improvements?

What types of *Visalia Transit* service improvements would you like to see?

- Better information on how to use *Visalia Transit*?
- Later night service?
- Earlier morning service?
- More bus stops?
- More frequent bus service? Local? Regional?
- Premium service?
- More shelters or benches at bus stops?
- Fewer transfers required?
- A mobile phone app for real-time information?
- Improved bus service to (any specific location)?
- Other?

OPPORTUNITIES TO BEST MEET YOUR TRANSIT/MOBILITY NEEDS

WHAT ATTRIBUTES WOULD ENCOURAGE YOU TO USE TRANSIT FOR SOME OF YOUR TRIPS?

- Cost?
- Convenience?
- Travel Time?
- Flexibility?
- Other?

We Need You Input!

THE ROLE OF PUBLIC TRANSIT IN:

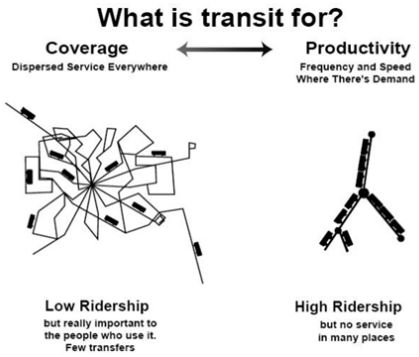
Meeting the transport/mobility requirements of residents including students, employees/job access, older adults, people with a disability, etc.?

"Complete streets" initiatives – balancing pedestrian infrastructure with traffic and parking needs?

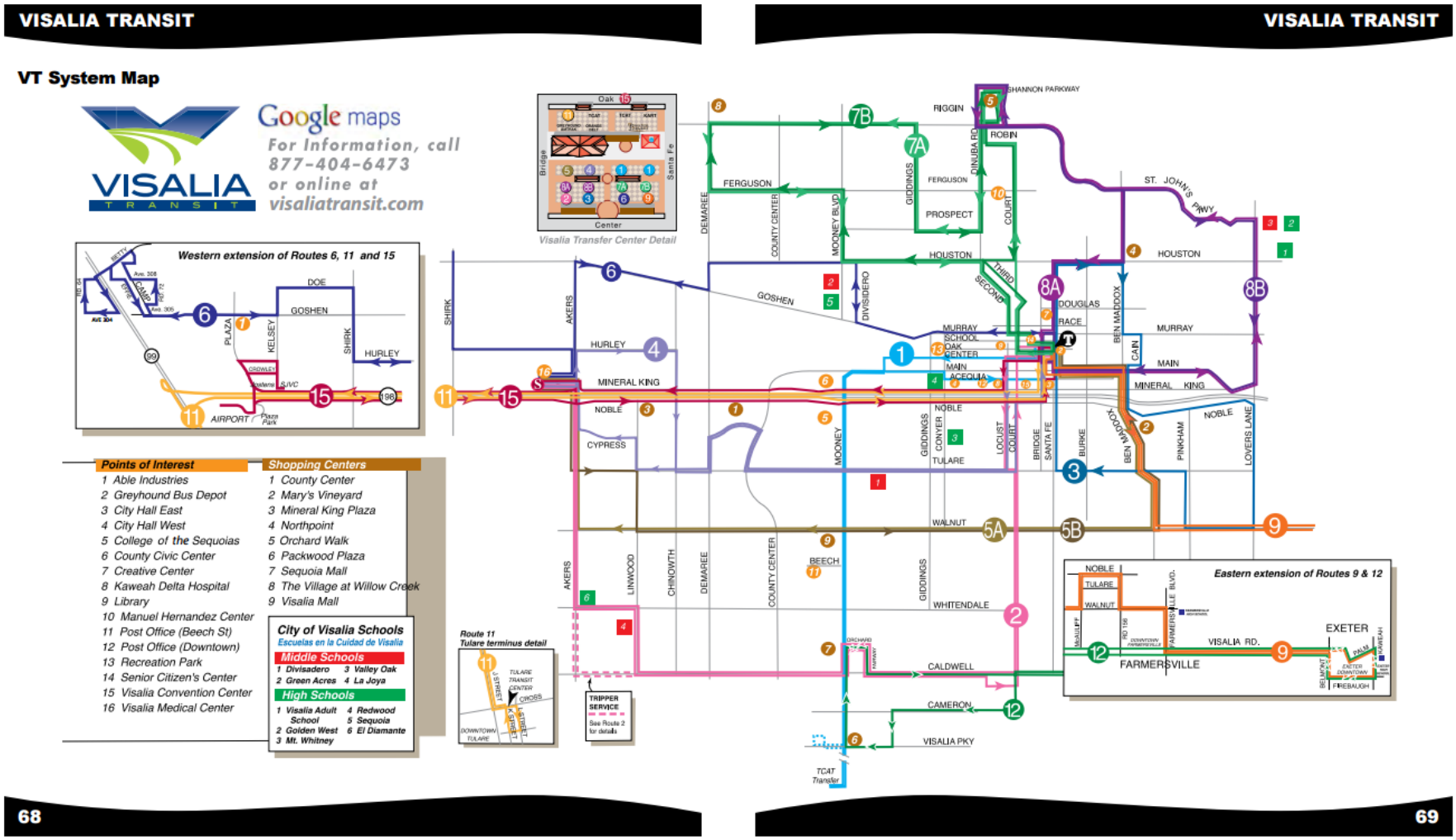
THOUGHTS ON THE CURRENT DELIVERY OF VISALIA PUBLIC TRANSIT SERVICES?

- Problem identification – what is working and what is not?
- What are the City's unmet mobility needs?
- What are the key local and regional origin and destinations?
- What are the critical markets in the study area?
- What kind of service is justified for the study area? Future service requirements?

THOUGHTS AND YOUR IDEAS ON SERVICE AND PROGRAM IMPROVEMENT STRATEGIES?



Visalia Transit



SHORT RANGE TRANSIT PLAN

Open House

April 2017

Public Transit in Our Community

Short Range Transit Plan

- To determine how public transit may better meet the short-term and longer-term needs of the community
- An Action Plan to guide the implementation of transit service improvements over the next 5+ year period.

Analysis of Services:

- Fixed route
- Dial-a-Ride
- V-Line
- Towne Trolley
- Sequoia Shuttle
- Loop

Visalia Towne Trolley

SEQUOIA SHUTTLE

V-LINE

- ❑ Route Design?
- ❑ Local vs. Regional Service?
- ❑ Regional Coordination?
- ❑ Fare Policy & Rates?
- ❑ Enhancing Technology?

IBI

Project Understanding & Approach – Key Considerations

- Problem identification – what is working and what is not?
- What are the City's unmet mobility needs? Regional needs?
- What are the key local and regional origin & destinations?
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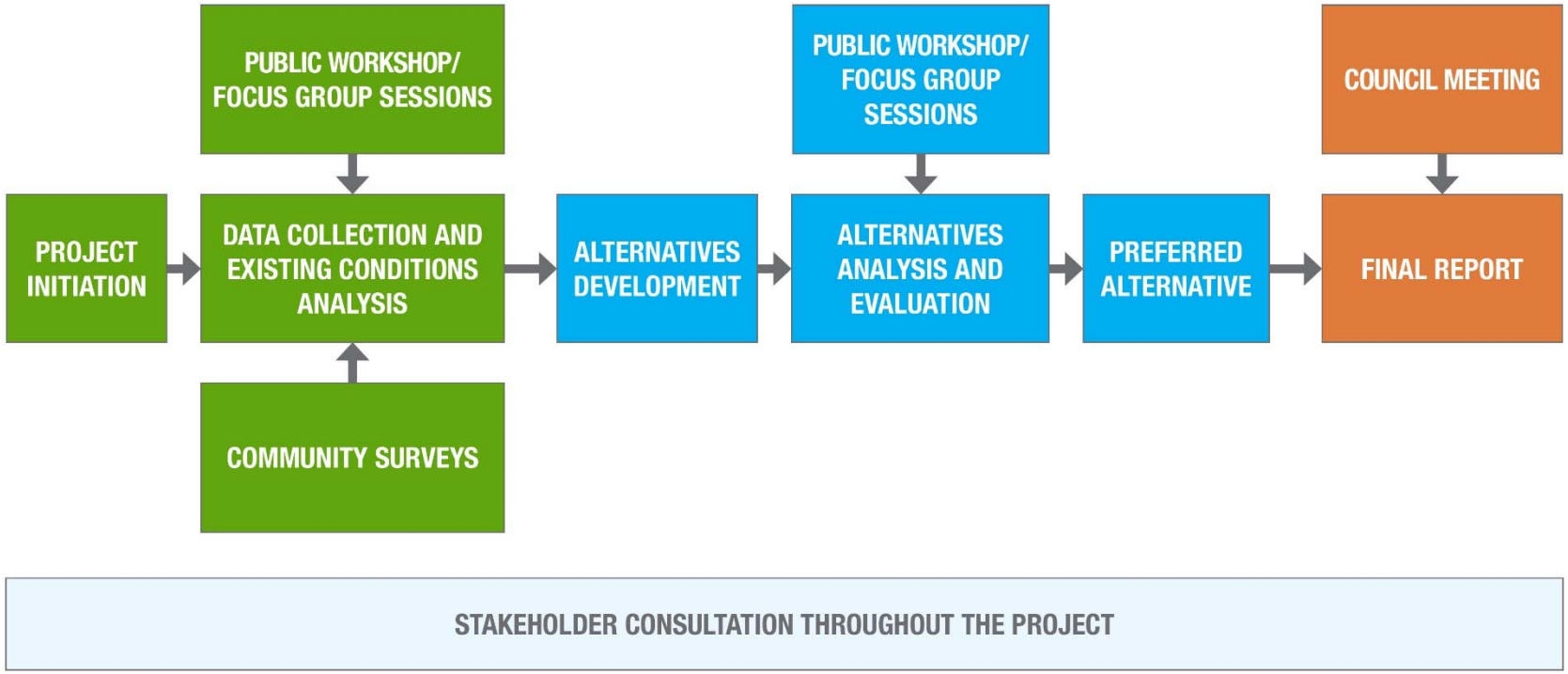
- What kind of service is justified for the study area? Future service requirements?
- What does the community want?

Workflow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OPERATING PERFORMANCE

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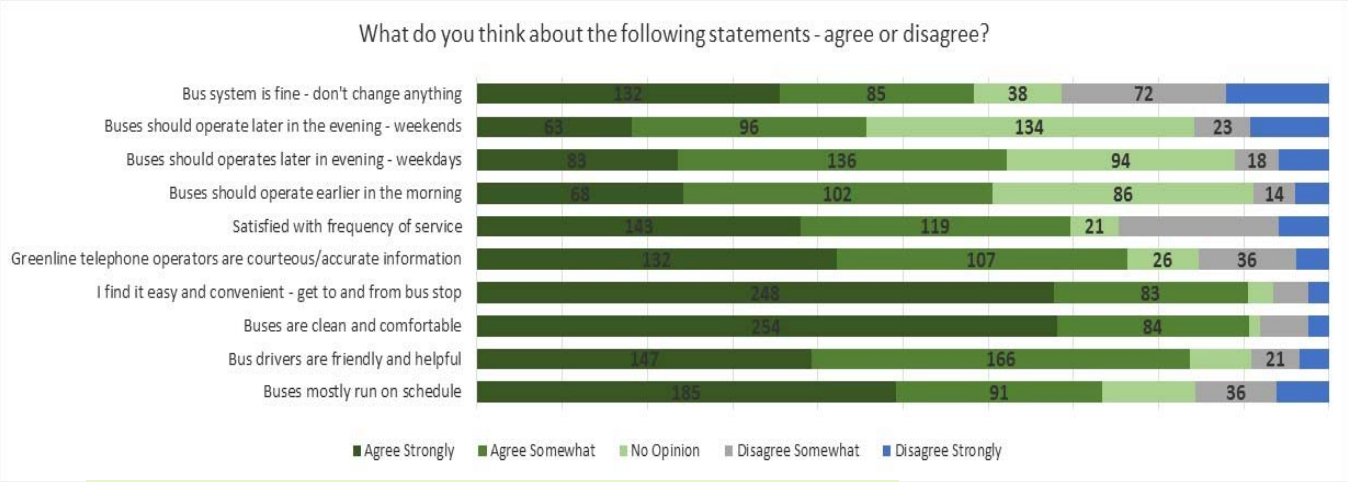
On-Board & Community Surveys

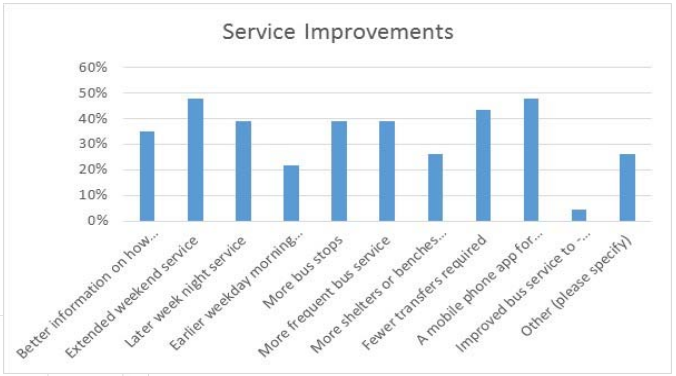
ON-BOARD SURVEY

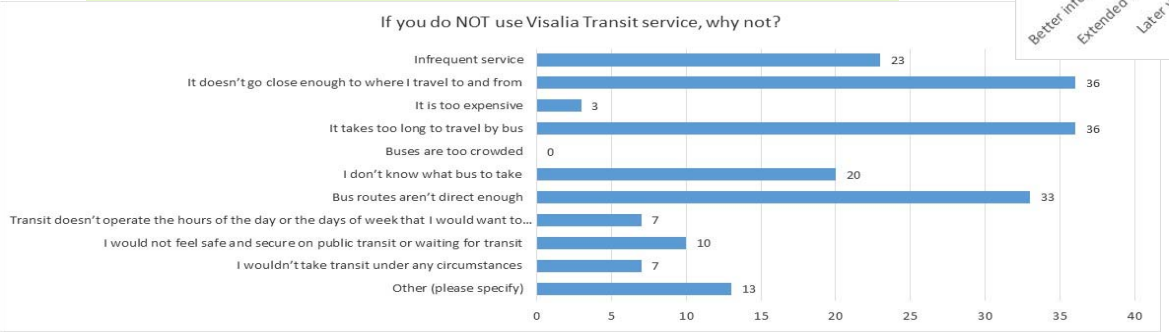


COMMUNITY SURVEY

Transit Customer Profile

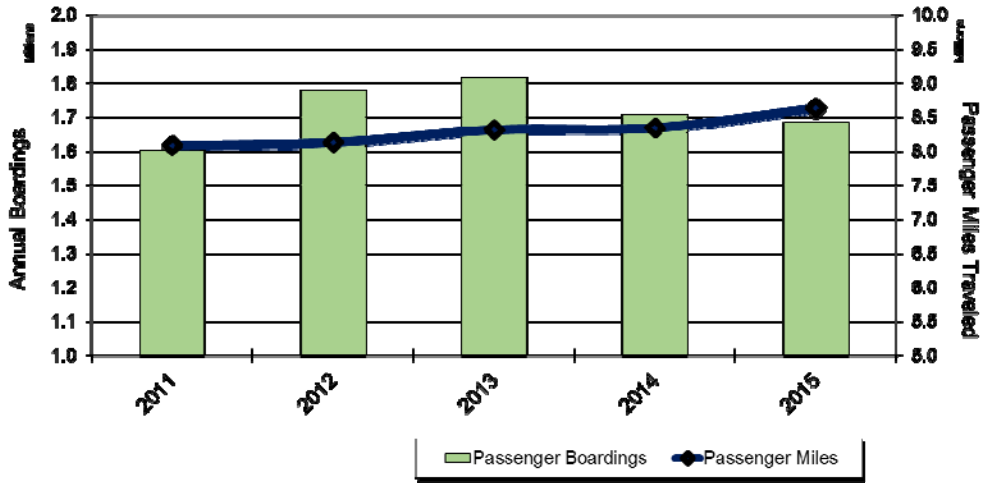
- ✓ 63% ride daily (86% ride at least once per week)
- ✓ 91% make a round trip
- ✓ 54% ride to work or school
- ✓ 68% walk to get to/from the bus stop
- ✓ 45% pay cash fare (17% use day pass. 21% use monthly pass)
- ✓ 47% get transit info at bus stop (24% from Greenline. 19% Website)
- ✓ 63% did not have a personal vehicle available



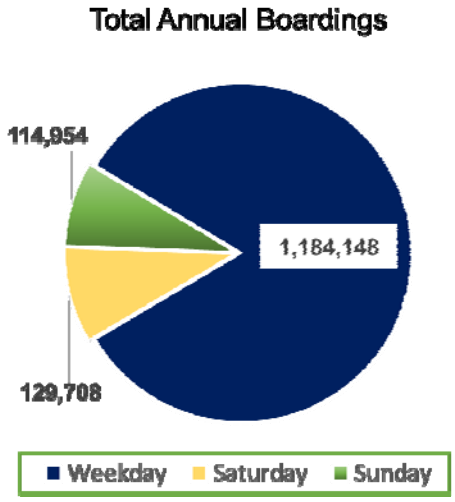


Visalia Transit – Fixed Route

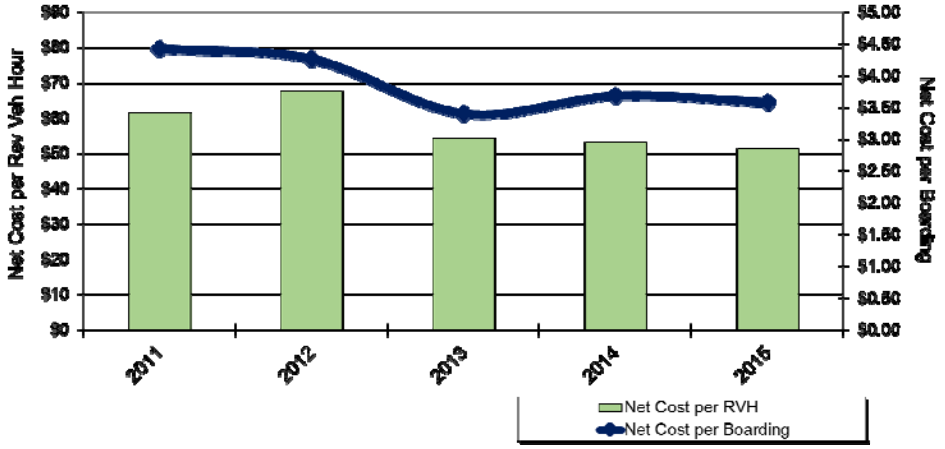
Fixed Route Ridership and Passenger Miles Traveled



Fixed Route System Ridership

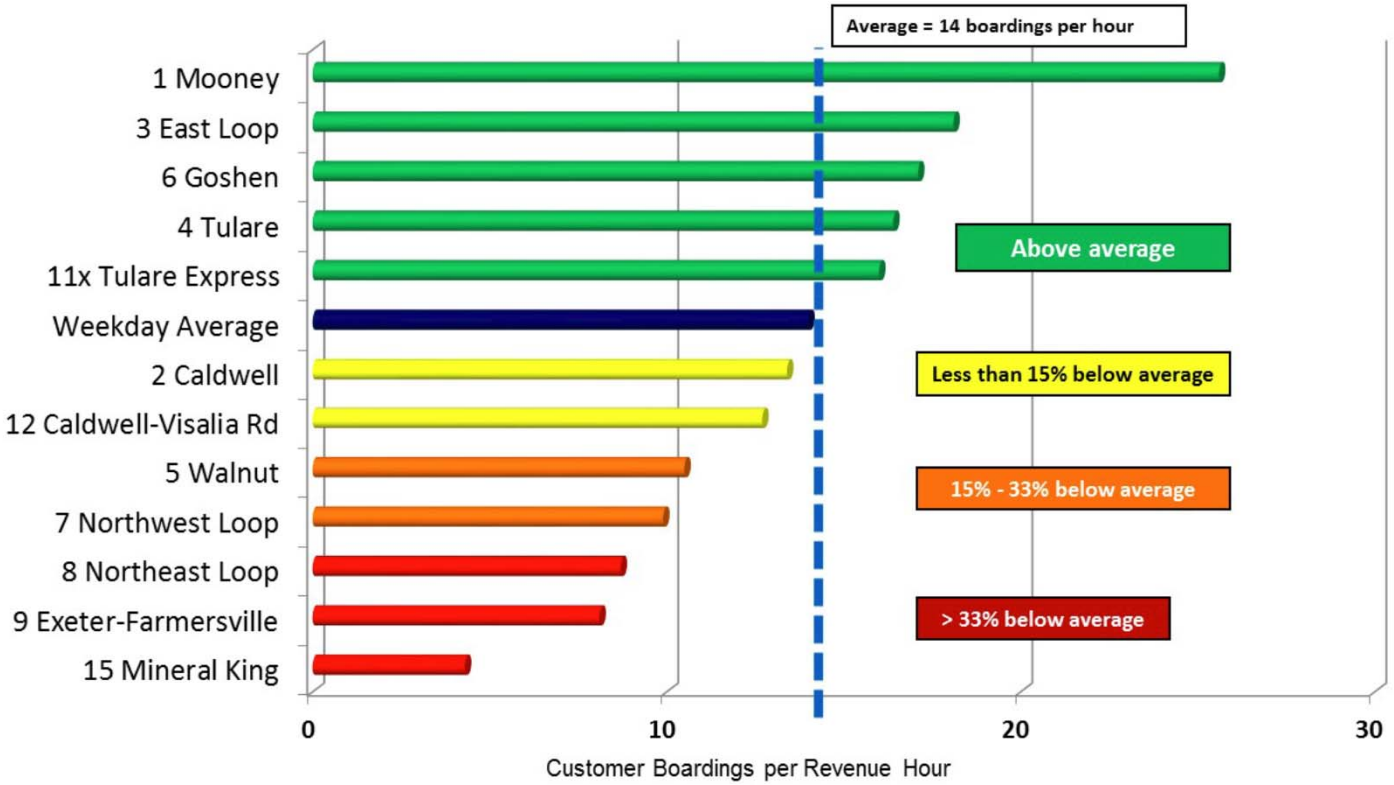


Fixed Route Financial Performance



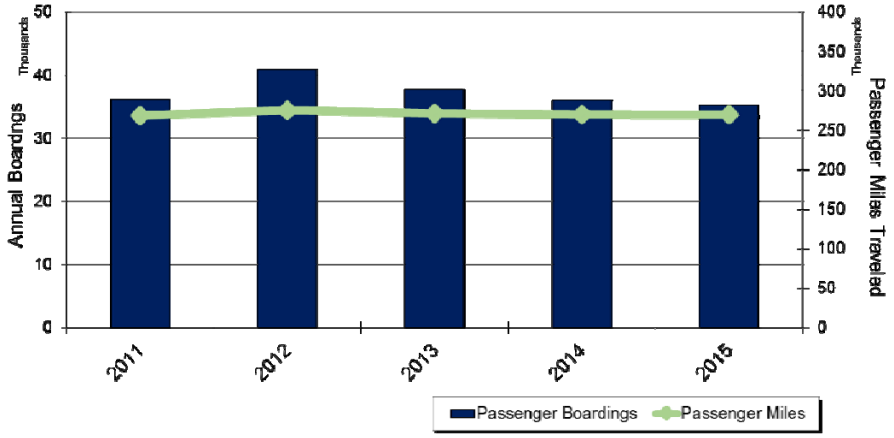
Visalia Transit – Fixed Route

Weekday Service Productivity, FY 2016

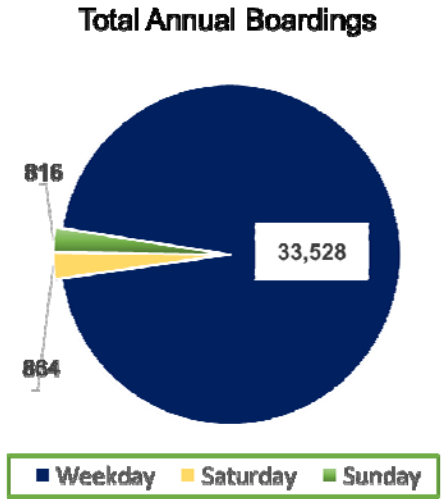


Visalia Transit – Dial-a-Ride

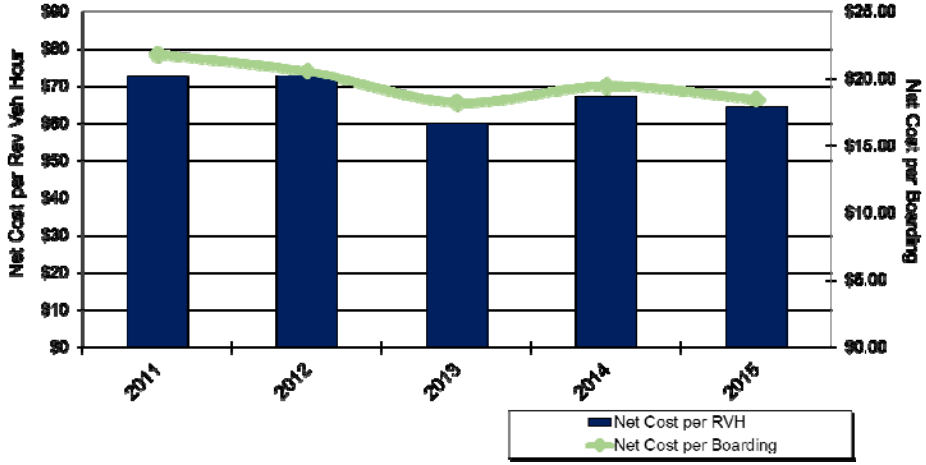
Dial-a-Ride Ridership and Passenger Miles



Dial-a-Ride Ridership



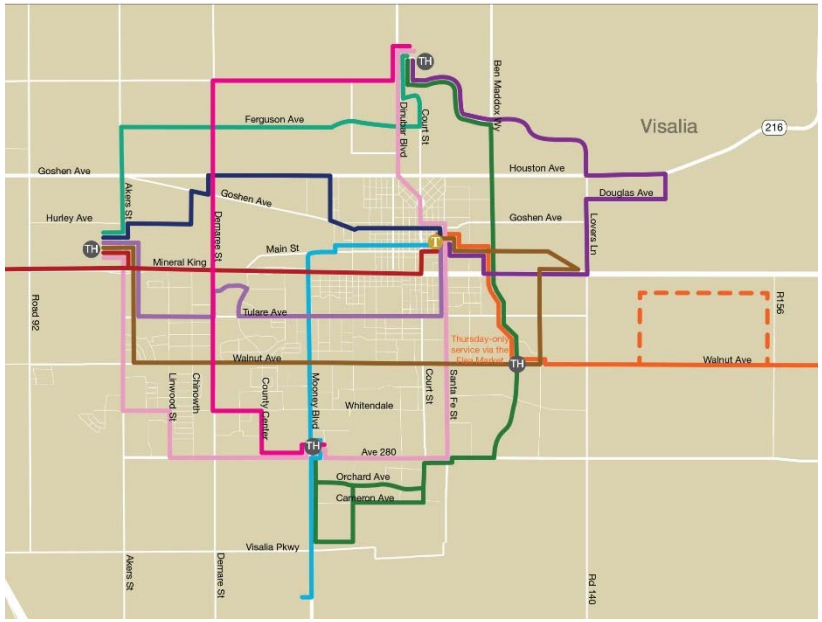
Dial-a-Ride Service Financial Performance



Planned Improvements – SERVICE PLAN

Restructure VT system as a grid network

- ✓ Maintains & enhances existing route alignments in much of South Visalia
- ✓ Focuses service changes on “Legacy” radial routes in North & East Visalia
- ✓ Completion of grid network to make travel more comparable to personal vehicle travel – minimize travel distance and avoid out-of-direction travel
- ✓ Fully scalable – ability to expand service span and frequency as customer demand warrants (& funding levels permit)

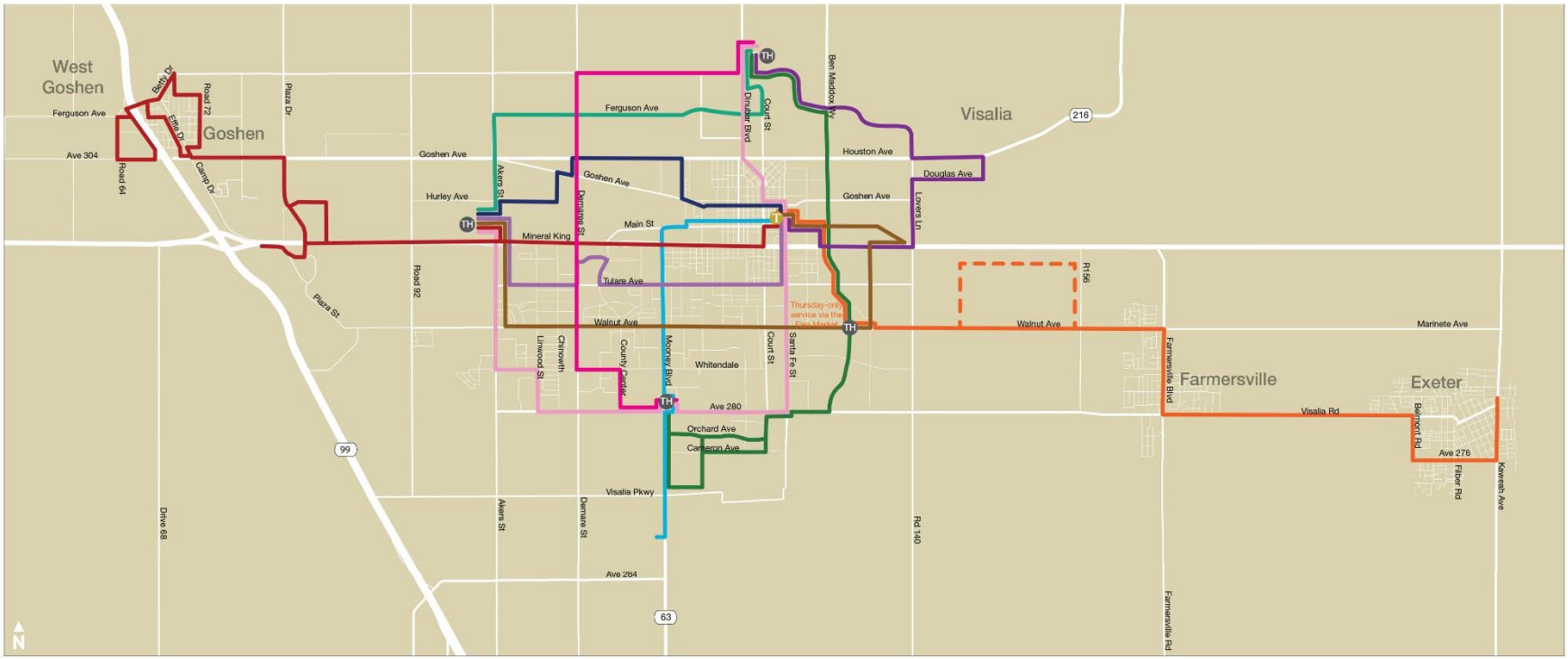


TRANSIT HUBS

- ✓ Four additional locations – function as secondary transfer points

Visalia Transit – System Map - PROPOSED

All Proposed Routes



Legend

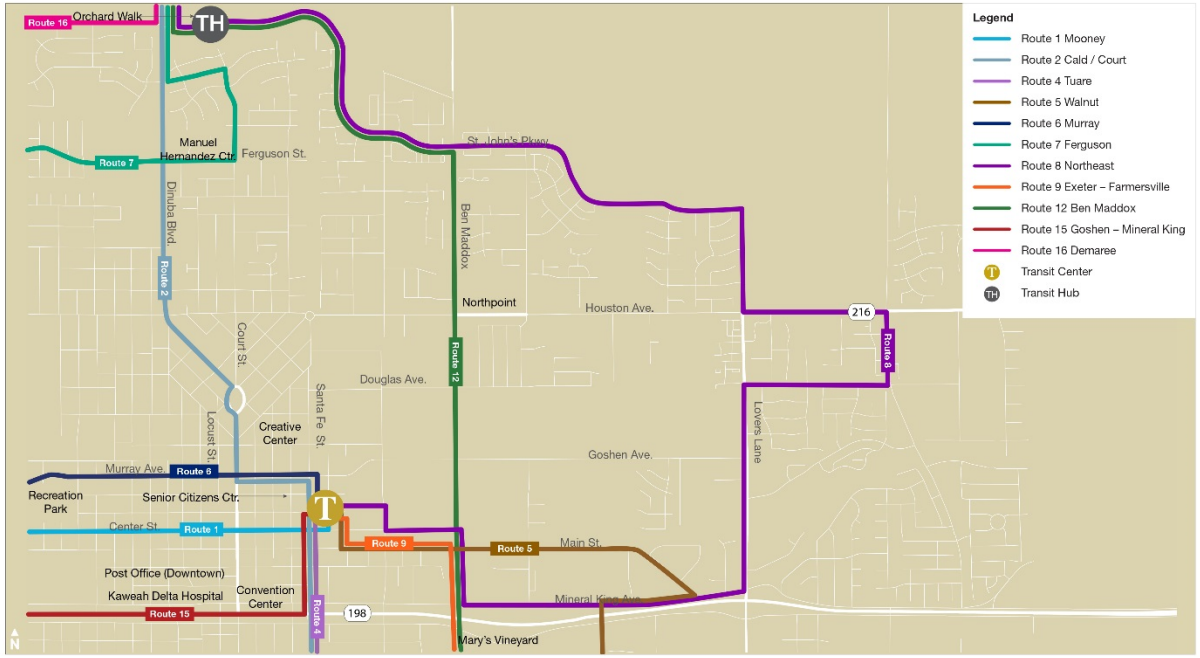
- Route 1 Mooney
- Route 2 Cald / Court
- Route 4 Tuare
- Route 5 Walnut
- Route 6 Murray
- Route 7 Ferguson
- Route 8 Northeast
- Route 9 Exeter – Farmersville
- Route 12 Ben Maddox
- Route 15 Goshen – Mineral King
- Route 16 Demaree
- Transit Center
- Transit Hub

IBI

Short Range Transit Plan

Restructured - Northeast

Northeast Quadrant

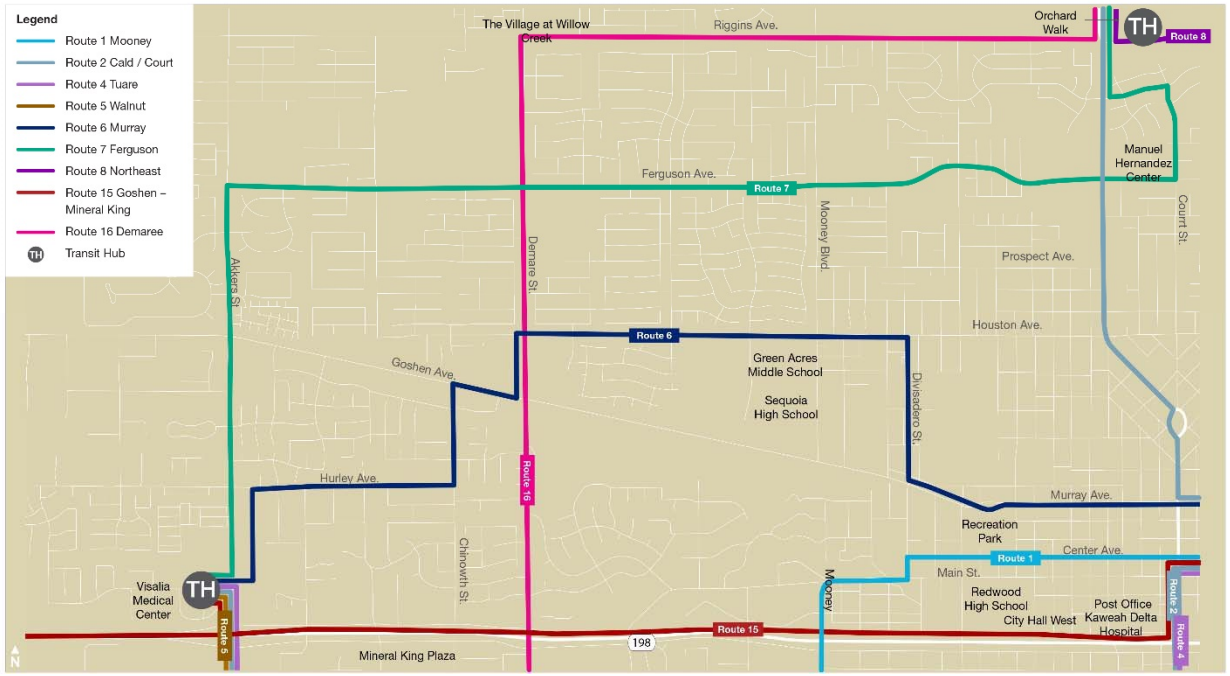


- **Discontinue Route 3**
  - To enhance grid network in NE quadrant
  - Eliminate duplication with Rt. 8B

- **Simplification of Route 8**
  - 2-way service between proposed North Transit Hub & VTC
  - Direct connection between NE Visalia & Walmart/Mary's Vineyard area
- **Extension of Route 2**
  - North from VTC to proposed North Transit Hub
  - Extension replaces existing Route 7 on N Court/Locust St.

Restructured - Northwest

Northwest Quadrant



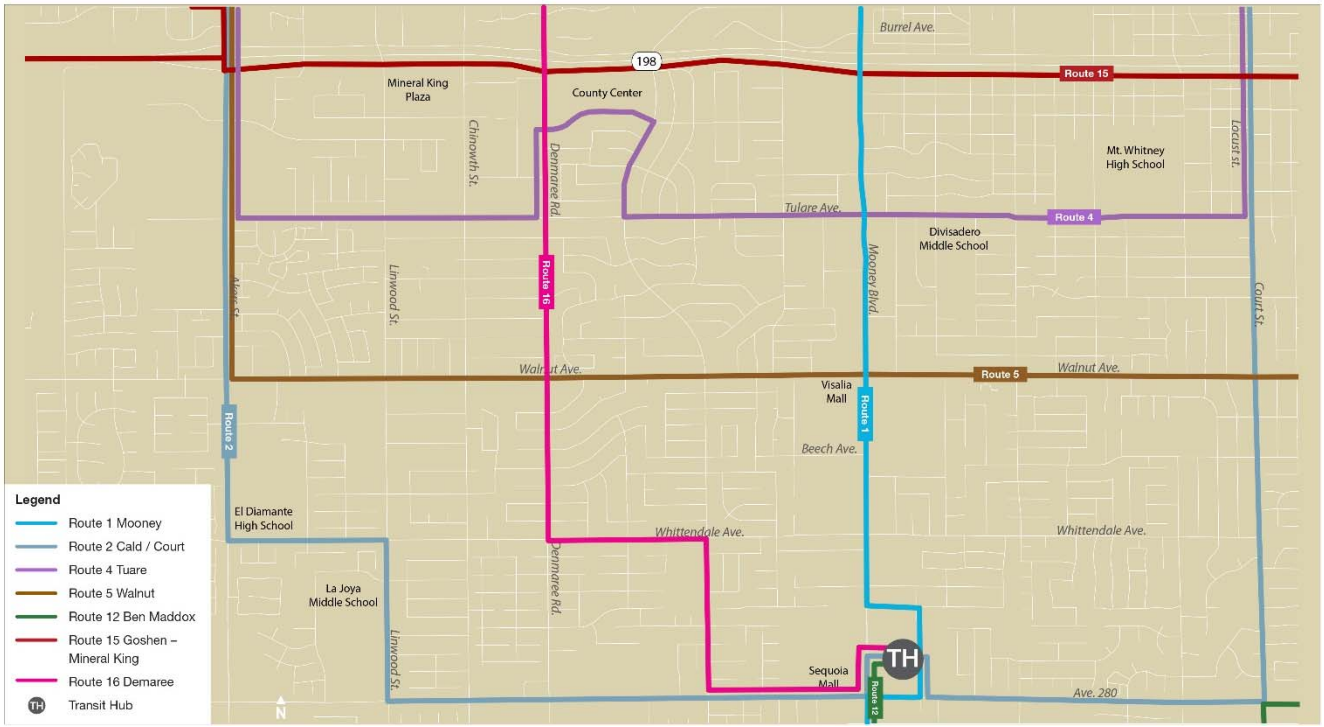
Restructuring to integrate area into grid network

- **Creates more one-seat ride options to major non-downtown destinations**
- **Shorten Route 6 west of VMC with replacement service provided by Route 15 Goshen-Mineral King**

- **Extension of Route 15 to Goshen**
  - Reduce travel times for Goshen residents (and within Goshen - adds the Goshen Village residential complex to one-way loop alignment)
- **Simplification of Route 7**
  - Single east-west corridor on W Ferguson Ave. (2-way service) between North & West Transit Hubs
- **Modification of Route 16**
  - Improve connectivity between Northwest & Southwest Visalia

Restructured - Southwest

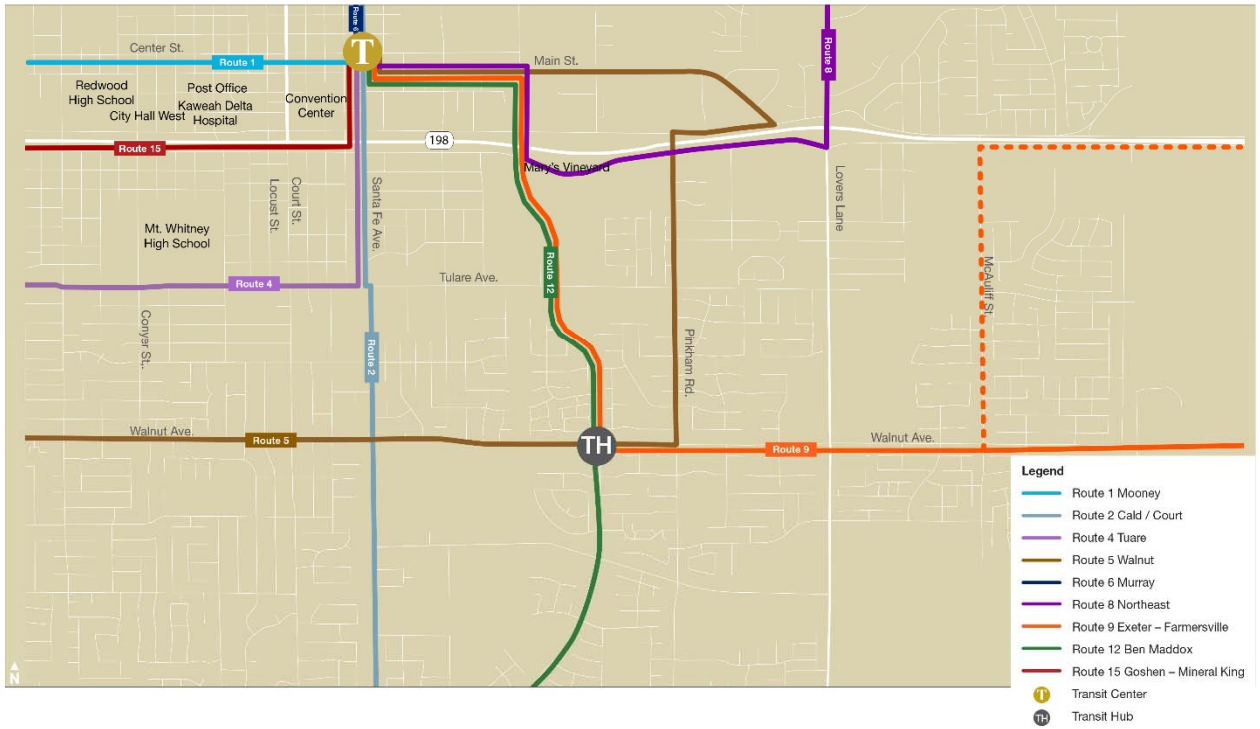
Southwest Quadrant



- **No route changes proposed in the Southwest quadrant**

Restructured - Southeast

Southeast Quadrant



- **Modification of Route 9**
  - Reduce travel times for Exeter & Farmersville
  - Thursday only deviation
- **Restructuring Route 12**
  - Improve north-south connectivity
  - New on-street transfer point – East Transit Hub (S Ben Maddox Way & E Walnut Ave.)

- **Modification of Route 4**
  - Relocate to S Santa Fe St. between E Tulare Ave. & E Mineral King Ave. – to eliminate duplication with Rt. 2
  - Replace & upgrade northbound-only service currently provided by Route 3
- **Extend location of Route 5**
  - Improve service productivity on important crosstown line

Service Plan Implementation

Two *level of service* (LOS) scenarios

- **Scenario A:** Assertive growth to meet short-range build-out
- **Scenario B:** Moderate growth

VT Service Span Current and Proposed

Service Day	Current FY 2017	Scenario A FY 2022	Scenario B FY 2022
Weekday			
Start Time	6:00 am – 6:30 am	5:30 am	6:00 am
End Time	9:30 pm – 10:30 pm	11:00 pm	10:00 pm
Saturday			
Start Time	8:00 am	5:30 am	8:00 am
End Time	6:16 pm – 7:56 pm	10:00 pm	7:00 pm
Sunday			
Start Time	8:00 am	7:00 am	8:00 am
End time	6:16 pm – 7:56 pm	10:00 pm	7:00 pm

VT Service Frequency Ranges Current and Proposed

Service Day	Current FY 2017	Scenario A FY 2022	Scenario B FY 2022
Weekday Peak	15 - 60	15 - 30	15 - 60
Weekday Base	15 - 60	15 - 30	15 - 60
Weeknight	30 - 60	30	30 – 60
Saturday Base	20 - 90	20 - 30	20 - 60
Saturday Early/Late	20 - 90	30 - 60	30 – 60
Sunday Base	20 – 90	20 - 30	30 - 60
Sunday Early/Late	20 - 90	30 - 60	60

Scenario A – Level of Service by Route & Service Day

WEEKDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Peak	Base	Eve		Peak	Base	Eve	Peak	Base	Eve	Daily	Annual
Existing Route	Changes Proposed	Proposed Route			minutes	minutes	minutes	minutes			Hours per period	6	8.5	3	17.5	252
1 Mooney	No significant changes	1 Mooney	5:30 AM	11:00 PM	15	15	30	60	4	4	2	24.0	34.0	6.0	64.0	days
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	5:30 AM	11:00 PM	30	30	30	120	4	4	4	24.0	34.0	12.0	70.0	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	5:30 AM	11:00 PM	30	30	60	60	2	2	1	12.0	17.0	3.0	32.0	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
6 Goshen	Truncate west of VMC	6 W Houston	5:30 AM	11:00 PM	30	30	60	60	2	2	1	12.0	17.0	3.0	32.0	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	5:30 AM	11:00 PM	30	30	60	60	2	2	1	12.0	17.0	3.0	32.0	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
11x Tulare Express	No significant changes	11x Tulare Express	7:00 AM	7:00 PM	60	60	--	60	1	1	--	6.0	8.5	--	14.5	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard Walk	12 Ben Maddox	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	5:30 AM	11:00 PM	30	30	60	120	4	4	2	24.0	34.0	6.0	64.0	
16 Demaree	Restructure along north-south grid	16 Demaree	5:30 AM	11:00 PM	30	30	45	90	3	3	2	18.0	25.5	6.0	49.5	
Total Weekday									34	34	21	204	289	63	556	140,112

SATURDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Early	Day	Eve		Early	Day	Eve	Early	Day	Eve	Daily	Annual
Existing Route	Changes Proposed	Proposed Route			minutes	minutes	minutes	minutes			Hours per period	2.5	10	4	16.5	54
1 Mooney	No significant changes	1 Mooney	5:30 AM	10:00 PM	30	20	30	60	2	3	2	5.0	30.0	8.0	43.0	days
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3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	5:30 AM	10:00 PM	30	30	60	60	2	2	1	5.0	20.0	4.0	29.0	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
6 Goshen	Truncate west of VMC	6 W Houston	5:30 AM	10:00 PM	30	30	60	60	2	2	1	5.0	20.0	4.0	29.0	
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8 Northeast Loop	Restructue along north-south grid	8 Northeast	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
11x Tulare Express	No significant changes	11x Tulare Express	7:00 AM	7:00 PM	60	60	--	60	1	1	--	2.5	10.0	--	12.5	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard Walk	12 Ben Maddox	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	5:30 AM	10:00 PM	30	30	60	120	4	4	2	10.0	40.0	8.0	58.0	
16 Demaree	Restructure along north-south grid	16 Demaree	5:30 AM	10:00 PM	30	30	45	90	3	3	2	7.5	30.0	8.0	45.5	
Total Saturday									32	33	21	80	330	84	494	26,676

SUNDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Early	Day	Eve		Early	Day	Eve	Early	Day	Eve	Daily	Annual
Existing Route	Changes Proposed	Proposed Route			minutes	minutes	minutes	minutes			Hours per period	2	9	4	15	52
1 Mooney	No significant changes	1 Mooney	7:00 AM	10:00 PM	30	20	30	60	2	3	2	4.0	27.0	8.0	39.0	days
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	7:00 AM	10:00 PM	60	30	60	120	2	4	2	4.0	36.0	8.0	48.0	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	7:00 AM	10:00 PM	60	30	60	60	1	2	1	2.0	18.0	4.0	24.0	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	7:00 AM	10:00 PM	60	30	60	90	1.5	3	1.5	3.0	27.0	6.0	36.0	
6 Goshen	Truncate west of VMC	6 W Houston	7:00 AM	10:00 PM	60	30	60	60	1	2	1	2.0	18.0	4.0	24.0	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	7:00 AM	10:00 PM	60	30	60	60	1	2	1	2.0	18.0	4.0	24.0	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	7:00 AM	10:00 PM	60	30	60	90	1.5	3	1.5	3.0	27.0	6.0	36.0	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	7:00 AM	10:00 PM	60	30	60	90	1.5	3	1.5	3.0	27.0	6.0	36.0	
11x Tulare Express	No significant changes	11x Tulare Express	7:00 AM	7:00 PM	60	60	--	60	1	1	--	2.0	9.0	--	11.0	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard Walk	12 Ben Maddox	7:00 AM	10:00 PM	60	30	60	90	1.5	3	1.5	3.0	27.0	6.0	36.0	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	7:00 AM	10:00 PM	60	30	60	120	2	4	2	4.0	36.0	8.0	48.0	
16 Demaree	Restructure along north-south grid	16 Demaree	7:00 AM	10:00 PM	45	30	45	90	2	3	2	4.0	27.0	8.0	39.0	
Total Sunday									18	33	17	36	297	68	401	20,852
Total Annual																187,640

Scenario B – Level of Service by Route & Service Day

WEEKDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Peak	Base	Eve		Peak	Base	Eve	Peak	Base	Eve	Daily	Annual
Existing Route	Changes Proposed	Proposed Route			minutes	minutes	minutes	minutes			Hours per period	6	6	4	16	252
																days
1 Mooney	No significant changes	1 Mooney	6:00 AM	10:00 PM	15	15	30	60	4	4	2	24	24	8	56	
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	6:00 AM	10:00 PM	30	30	60	120	4	4	2	24	24	8	56	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	6:00 AM	10:00 PM	30	30	60	60	2	2	1	12	12	4	28	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	6:00 AM	10:00 PM	45	45	45	90	2	2	2	12	12	8	32	
6 Goshen	Truncate west of VMC	6 W Houston	6:00 AM	10:00 PM	60	60	60	60	1	1	1	6	6	4	16	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	6:00 AM	10:00 PM	30	30	60	60	2	2	1	12	12	4	28	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	6:00 AM	10:00 PM	45	45	45	90	2	2	2	12	12	8	32	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	6:00 AM	10:00 PM	45	45	45	90	2	2	2	12	12	8	32	
11x Tulare Express	No significant changes	11x Tulare Express	7:00 AM	7:00 PM	60	60	60	60	1	1	1	6	6	1	13	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard \	12 Ben Maddox	6:00 AM	10:00 PM	45	45	45	90	2	2	2	12	12	8	32	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	6:00 AM	10:00 PM	60	60	60	120	2	2	2	12	12	8	32	
16 Demaree	Restructure along north-south grid	16 Demaree	6:00 AM	10:00 PM	30	30	45	90	3	3	2	18	18	8	44	
Total Weekday									27	27	20	162	162	77	401	101,052

SATURDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Early	Day	Eve		Early	Day	Eve	Early	Day	Eve	Daily	Annual
Existing Route	Changes Proposed	Proposed Route			minutes	minutes	minutes	minutes			Hours per period	0	10	1	11	54
																days
1 Mooney	No significant changes	1 Mooney	8:00 AM	7:00 PM	20	20	30	60	3	3	2	0	30	2	32	
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	8:00 AM	7:00 PM	30	30	60	120	4	4	2	0	40	2	42	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	8:00 AM	7:00 PM	30	30	60	60	2	2	1	0	20	1	21	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	8:00 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
6 Goshen	Truncate west of VMC	6 W Houston	8:00 AM	7:00 PM	60	60	60	60	1	1	1	0	10	1	11	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	8:00 AM	7:00 PM	60	60	60	60	1	1	1	0	10	1	11	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	8:00 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	8:00 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
11x Tulare Express	No significant changes	11x Tulare Express	8:30 AM	7:00 PM	60	60	60	60	1	1	1	0	10	1	11	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard \	12 Ben Maddox	7:57 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	8:00 AM	7:00 PM	60	60	60	120	2	2	2	0	20	2	22	
16 Demaree	Restructure along north-south grid	16 Demaree	8:00 AM	7:00 PM	45	45	45	90	2	2	2	0	20	2	22	
Total Saturday									24	24	20	0	240	20	260	14,040

SUNDAY			Service Span		Planned Frequency			Schedule Cycle	Planned Buses in Service			Planned Revenue Service Hours				
			Begin	End	Early	Day	Eve		Early	Day	Eve	Early	Day	Eve	Daily	Annual
Existing Route	Changes Proposed	Proposed Route			minutes	minutes	minutes	minutes			Hours per period	1	9	1	11	52
																days
1 Mooney	No significant changes	1 Mooney	8:00 AM	7:00 PM	30	20	30	60	2	3	2	2	27	2	31	
2 Caldwell	Extend from VTC to Orchard Walk	2 Caldwell-Court	8:00 AM	7:00 PM	60	30	60	120	2	4	2	2	36	2	40	
3 East Loop	Discontinue	--	--	--	--	--	--	--	--	--	--	--	--	--	--	
4 Tulare	Reroute via S Santa Fe Street	4 Tulare	8:00 AM	7:00 PM	60	30	60	60	1	2	1	1	18	1	20	
5 Walnut	Reroute via S Pinkham, E Noble, Lovers Lane, E Mineral King & E Main	5 Walnut	8:00 AM	7:00 PM	60	45	60	90	1.5	2	1.5	1.5	18	1.5	21	
6 Goshen	Truncate west of VMC	6 W Houston	8:00 AM	7:00 PM	60	60	60	60	1	1	1	1	9	1	11	
7 Northwest Loop	Restructure along east-west grid	7 W Ferguson	8:00 AM	7:00 PM	60	60	60	60	1	1	1	1	9	1	11	
8 Northeast Loop	Restructue along north-south grid	8 Northeast	8:00 AM	7:00 PM	60	45	60	90	1.5	2	1.5	1.5	18	1.5	21	
9 - Exeter/Farmersville	More direct alignment through East Visalia	9 - Exeter/Farmersville	8:00 AM	7:00 PM	90	45	90	90	1	2	1	1	18	1	20	
11x Tulare Express	No significant changes	11x Tulare Express	8:30 AM	7:00 PM	60	60	60	60	1	1	1	1	9	1	11	
12 Caldwell-Visalia	Reroute via Ben Maddox Way to Orchard \	12 Ben Maddox	7:57 AM	7:00 PM	60	45	60	90	1.5	2	1.5	1.5	18	1.5	21	
15 Mineral King	Extend to Goshen	15 Goshen-Mineral King	8:00 AM	7:00 PM	60	60	60	120	2	2	2	2	18	2	22	
16 Demaree	Restructure along north-south grid	16 Demaree	8:00 AM	7:00 PM	60	45	60	90	1.5	2	1.5	1.5	18	1.5	21	
Total Sunday									17	24	17	17	216	17	250	13,000
																128,092

Fares

VT Fixed Route Fare Structure, FY 2017

Fare Type	Full Fare	Discount Fare
Cash Fare one-way	$1.50	$0.75
Children 6 & under (max. 2)	--	0.00
Day Pass	3.25	2.50
7-Day Pass	10.00	7.50
31-Day Pass	40.00	30.00
Monthly Regional Pass	50.00	--

Proposed Fixed Route Fare Structure, FY 2019

Fare Type	Full Fare	Discount Fare
Cash Fare one-way	$1.75	$0.85
Children 6 & under (max. 2)	--	$0.00
Day Pass	$3.50	$2.50
7-Day Pass	$14.00	$7.50
31-Day Pass	$50.00	$30.00
Monthly Regional Pass	TBD	--

Proposed Fixed Route Fare Structure, FY 2022

Fare Type	Full Fare	Discount Fare
Cash Fare one-way	$2.00	$1.00
Children 6 & under (max. 2)	--	$0.00
Day Pass	$4.00	$2.50
7-Day Pass	$16.00	$8.00
31-Day Pass	$60.00	$30.00
Monthly Regional Pass	TBD	--

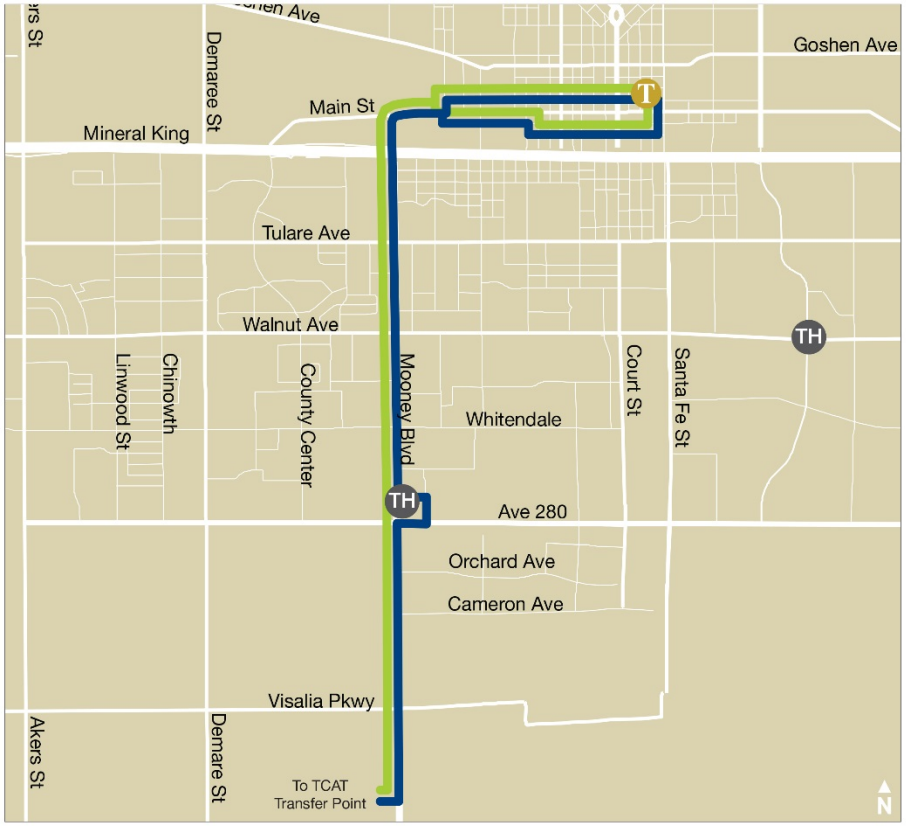
Financial Plan Summary – FY2018-2022

Visalia Transit - Financial Plan Summary, FY 2018 - 2022

Revenue Category	Scenario A					Base	Scenario B				
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2016/17	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
FR Fare Revenue	$1,610,359	$1,921,643	$2,485,842	$2,886,611	$3,316,537	$1,526,244	$1,462,758	$1,549,270	$1,864,389	$1,965,908	$2,069,967
DR Fare Revenue	$172,906	$176,366	$197,842	$201,828	$205,878	$169,583	$172,906	$176,366	$197,842	$201,828	$205,878
Subtotal, Fare Revenue	$1,783,264	$2,098,009	$2,683,683	$3,088,439	$3,522,415	$1,695,827	$1,635,664	$1,725,636	$2,062,231	$2,167,736	$2,275,844
Local Funds (Measure R)	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200	$783,200
TDA-LTF (sales tax)	$4,900,000	$4,949,000	$4,998,490	$5,048,475	$5,098,960	$2,500,000	$4,900,000	$4,949,000	$4,998,490	$5,048,475	$5,098,960
* STA	$890,000	$898,900	$907,889	$916,968	$926,138	$887,950	$890,000	$898,900	$907,889	$916,968	$926,138
FTA Section 5307	$3,800,000	$3,876,000	$3,953,520	$4,032,590	$4,113,242	$3,720,190	$3,800,000	$3,876,000	$3,953,520	$4,032,590	$4,113,242
* LCTOP	$200,000	$202,000	$204,020	$206,060	$208,121	$250,000	$200,000	$202,000	$204,020	$206,060	$208,121
5311 (consistent)	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000	$200,000
CNG Sales	$600,000	$606,000	$612,060	$618,181	$624,362	$1,917,582	$600,000	$606,000	$612,060	$618,181	$624,362
* Carbon Credits	$400,000	$404,000	$408,040	$412,120	$416,242	$400,000	$400,000	$404,000	$408,040	$412,120	$416,242
Ad Revenue	$205,000	$207,050	$209,121	$211,212	$213,324	$205,000	$205,000	$207,050	$209,121	$211,212	$213,324
Facilities Leases	$200,000	$202,000	$204,020	$206,060	$208,121	$200,000	$200,000	$202,000	$204,020	$206,060	$208,121
Investment Earnings	$150,000	$151,500	$153,015	$154,545	$156,091	$160,000	$150,000	$151,500	$153,015	$154,545	$156,091
Total Revenue	$14,111,464	$14,577,659	$15,317,058	$15,877,850	$16,470,216	$12,919,749	$13,963,864	$14,205,286	$14,695,606	$14,957,147	$15,223,645
Expense Category											
FR Operating Expenses	$8,485,147	$9,427,035	$10,368,922	$11,310,874	$12,252,892	$7,542,788	$7,707,424	$7,871,719	$8,035,949	$8,200,178	$8,364,408
DR Operating Expenses	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029	$838,029
Subtotal, Operating	$9,323,176	$10,265,063	$11,206,950	$12,148,903	$13,090,921	$8,380,817	$8,545,453	$8,709,748	$8,873,977	$9,038,207	$9,202,436
FR Capital Expenses	$6,220,342	$1,901,814	$4,569,840	$1,379,832	$1,448,824	$0	$4,952,466	$0	$4,569,840	$0	$1,448,824
DR Capital Expenses	$704,844	$0	$777,092	$0	$0	$0	$704,844	$0	$777,092	$0	$0
Wayside Infrastructure	$100,000			$200,000			$100,000			$100,000	
Mini Hubs - preliminary engineering & design study	$150,000						$150,000				
Subtotal, Capital	$7,175,186	$1,901,814	$5,346,932	$1,579,832	$1,448,824	$0	$5,907,310	$0	$5,346,932	$100,000	$1,448,824
Total Capital & Operating Expenses	$16,498,362	$12,166,877	$16,553,882	$13,728,735	$14,539,745	$8,380,817	$14,452,763	$8,709,748	$14,220,909	$9,138,207	$10,651,260
Surplus / Deficit	-$2,386,898	$2,410,782	-$1,236,824	$2,149,115	$1,930,471		-$488,899	$5,495,539	$474,697	$5,818,940	$4,572,385
Operating Characteristics											
FR Vehicle Revenue Hours (VRH)	129,941	144,365	158,789	173,214	187,640	115,516	118,031	120,547	123,062	125,577	128,092
DR Vehicle Revenue Hours (VRH)	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153	10,153
FR Annual Passengers	1,754,204	2,093,293	2,461,230	2,858,031	3,283,700	1,559,466	1,593,419	1,687,658	1,845,930	1,946,444	2,049,472
DR ADA Annual Passengers	36,022	36,743	37,470	38,225	38,992	35,316	36,022	36,743	37,470	38,225	38,992
Performance Characteristics											
FR Cost per Trip	$ 4.84	$ 4.50	$ 4.21	$ 3.96	$ 3.73	$ 4.84	$ 4.84	$ 4.66	$ 4.35	$ 4.21	$ 4.08
DR Cost per trip	$ 23.26	$ 22.81	$ 22.37	$ 21.92	$ 21.49	$ 23.73	$ 23.26	$ 22.81	$ 22.37	$ 21.92	$ 21.49
FR Trips/Hour	13.5	14.5	15.5	16.5	17.5	13.5	13.5	14	15	15.5	16
DR ADA Trips/Hour	3.50	3.50	3.50	3.50	3.50	3.47	3.50	3.50	3.50	3.50	3.50
* Fluctuates											
Assumptions/Inputs											
FR Cost/Hour	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30	$65.30
DR Cost/Hour	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54	$82.54
FR Avg Fare Passenger	$0.92	$0.92	$1.01	$1.01	$1.01	$0.92	$0.92	$0.92	$1.01	$1.01	$1.01
DR Avg Fare Passenger	$4.80	$4.80	$5.28	$5.28	$5.28	$4.80	$4.80	$4.80	$5.28	$5.28	$5.28
FR Trips per Hour	13.5	14.5	15.5	16.5	17.5	13.5	13.5	14	15	15.5	16

Restructured – Routes 1 & 2

Route 1 – Mooney

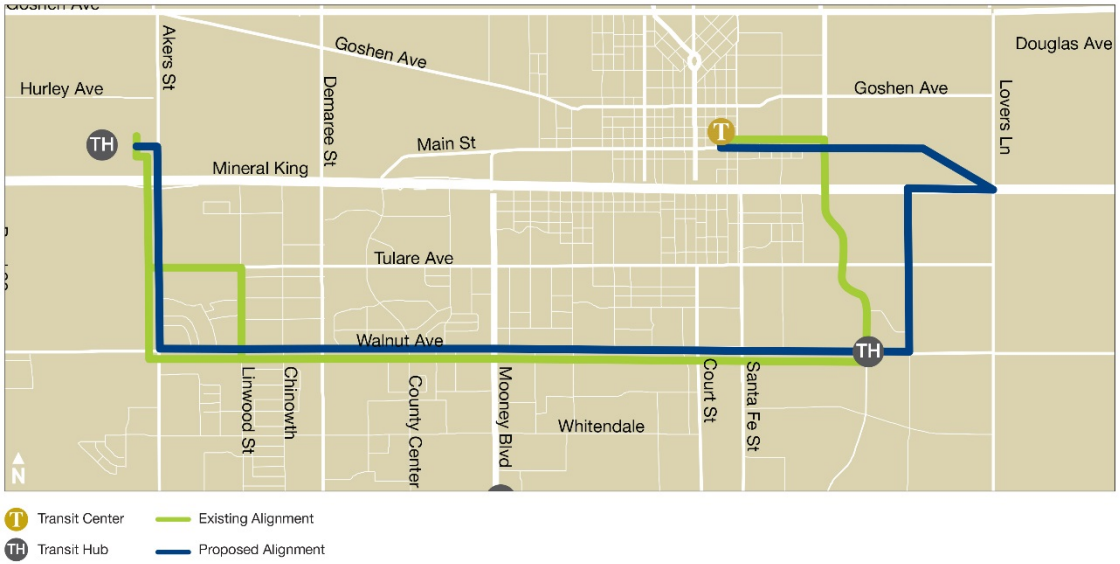


Route 2 – Caldwell / Court

Restructured - Routes 4 & 5

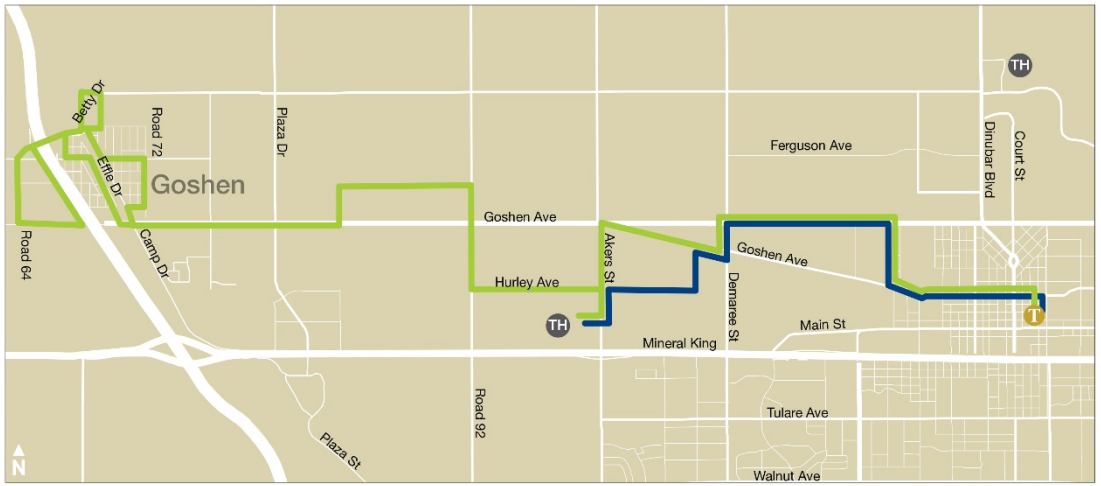
Route 4 – Tulare

Route 5 – Walnut



Restructured - Routes 6 & 7

Route 6 – Murray



T Transit Center — Existing Alignment

TH Transit Hub — Proposed Alignment

Route 7 – Ferguson

T Transit Center — Existing Alignment

TH Transit Hub — Proposed Alignment

Restructured - Routes 8 & 9

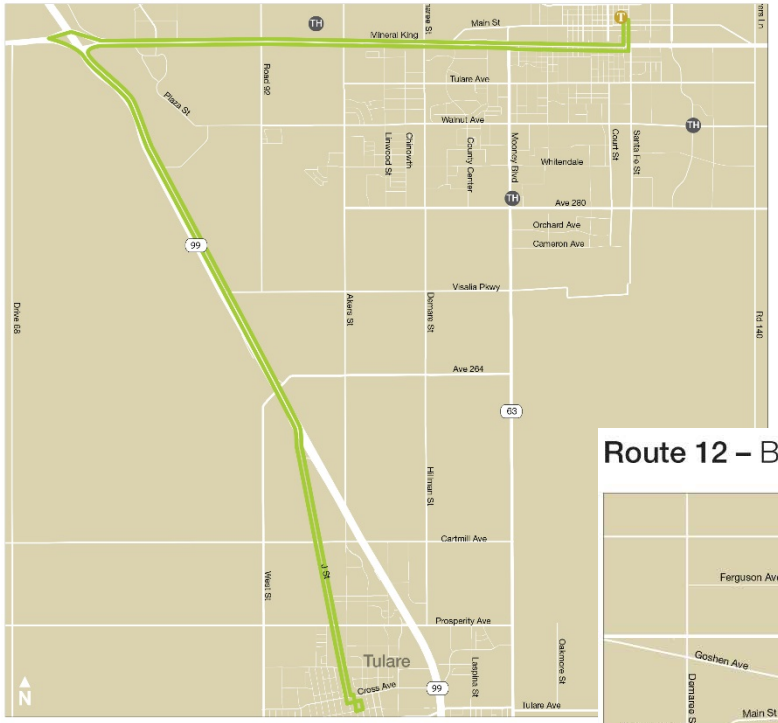
Route 8 – Northeast

Route 9 – Exeter – Farmersville

IBI

Restructured - Routes 11X & 12

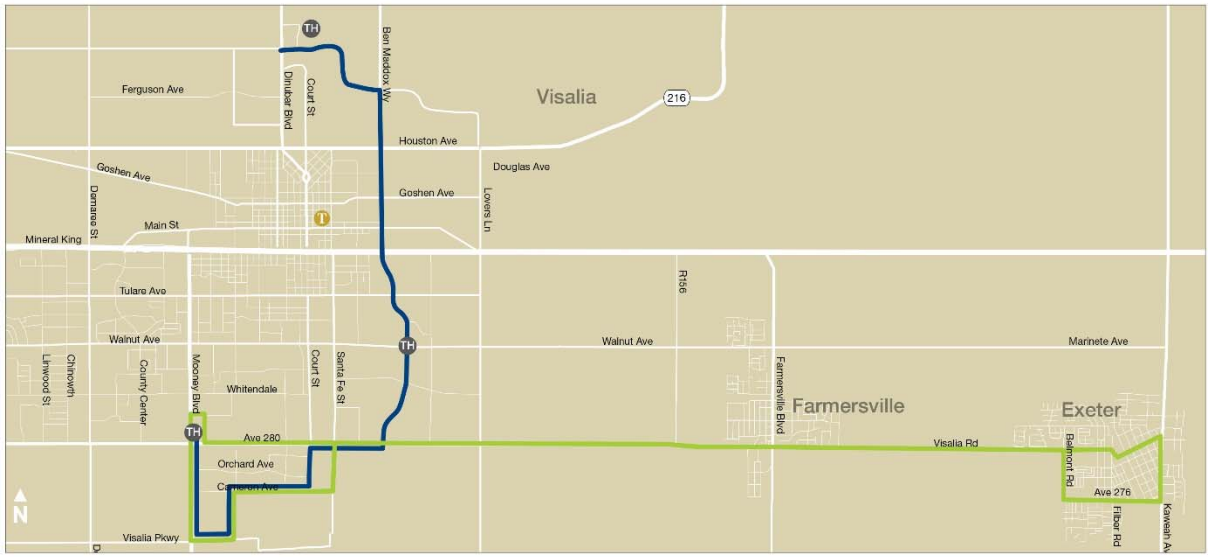
Route 11X – Tulare Express



Transit Center — Existing Alignment

Transit Hub

Route 12 – Ben Maddox



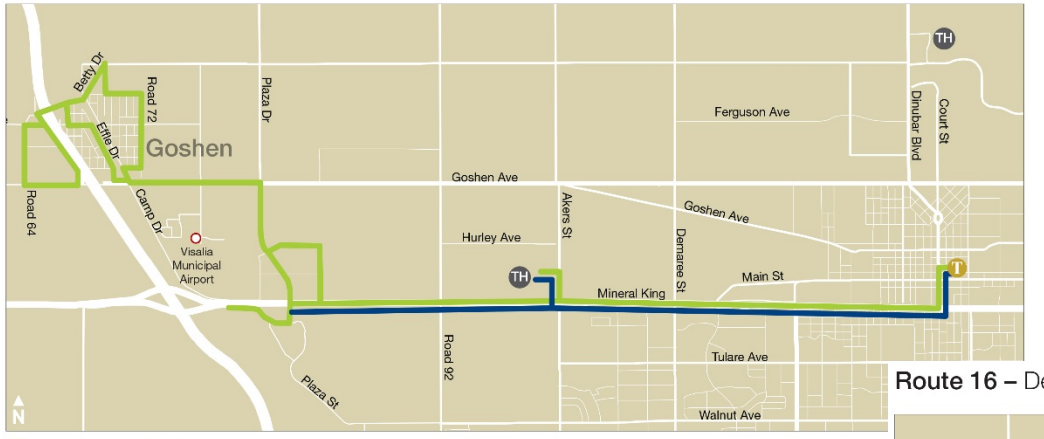
Transit Center — Existing Alignment

Transit Hub — Proposed Alignment

IBI

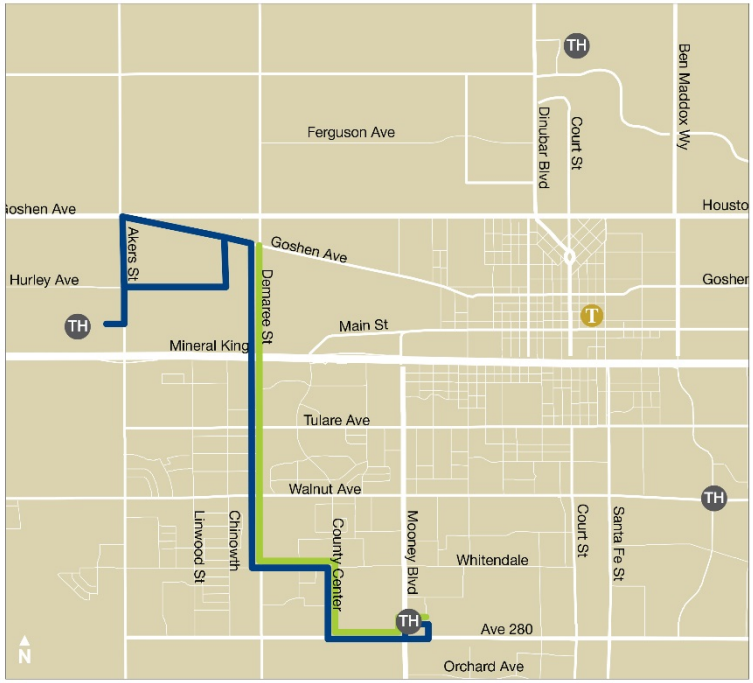
Restructured - Routes 15 & 16

Route 15 – Goshen - Mineral King



Transit Center — Existing Alignment
Transit Hub — Proposed Alignment

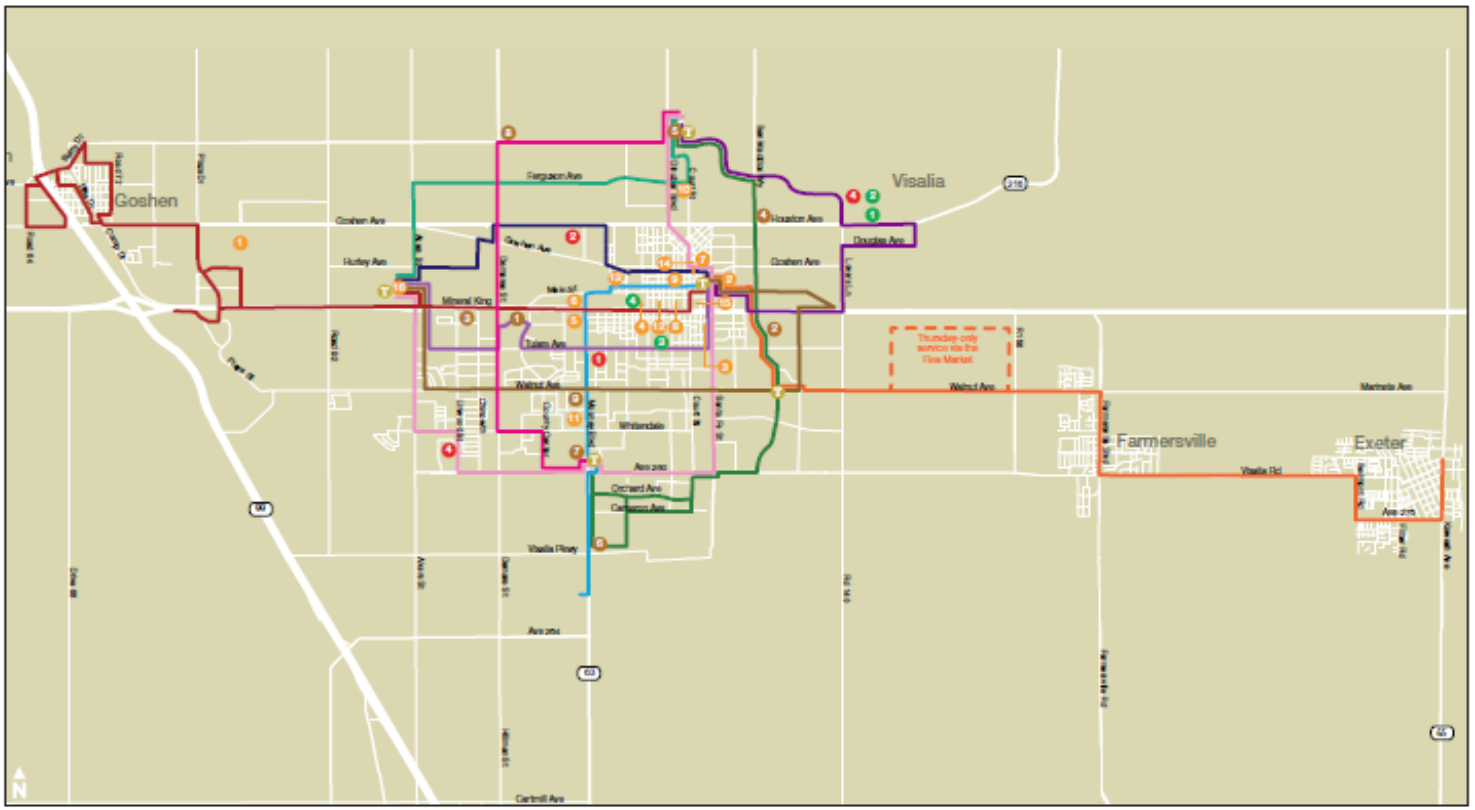
Route 16 – Demaree



Transit Center — Existing Alignment
Transit Hub — Proposed Alignment

Short Range Transit Plan

Visalia Transit – System Map - PROPOSED



Legend

- Route 1 Mooney
- Route 2 Cald / Court
- Route 4 Tuare
- Route 5 Walnut
- Route 6 Murray
- Route 7 Ferguson
- Route 8 Northeast
- Route 9 Exeter – Farmersville
- Route 12 Ben Maddox
- Route 15 Goshen – Mineral King
- Route 16 Demaree

Points of Interest

1. Able Industries
2. Greyhound Bus Dept.
3. City Hall East
4. City Hall West
5. College of Sequoias
6. County CM Center
7. Creative Center
8. Kaweah Delta Hospital
9. Library
10. Manuel Hernandez Center
11. Post Office (Beech St.)
12. Post Office (Beech St.)
13. Recreation Park
14. Senior Citizen's Center
15. Visalia Convention Center
16. Visalia Medical Center

Shopping Centers

1. County Center
2. Mary's Vineyard
3. Mineral King Plaza
4. Northpoint
5. Orchard Walk
6. Packwood Plaza
7. Sequoia Mall
8. The Village at Willo Creek
9. Visalia Mall

Middle Schools

1. Divisadero
2. Green Acres
3. Valley Oak
4. La Joya

High Schools

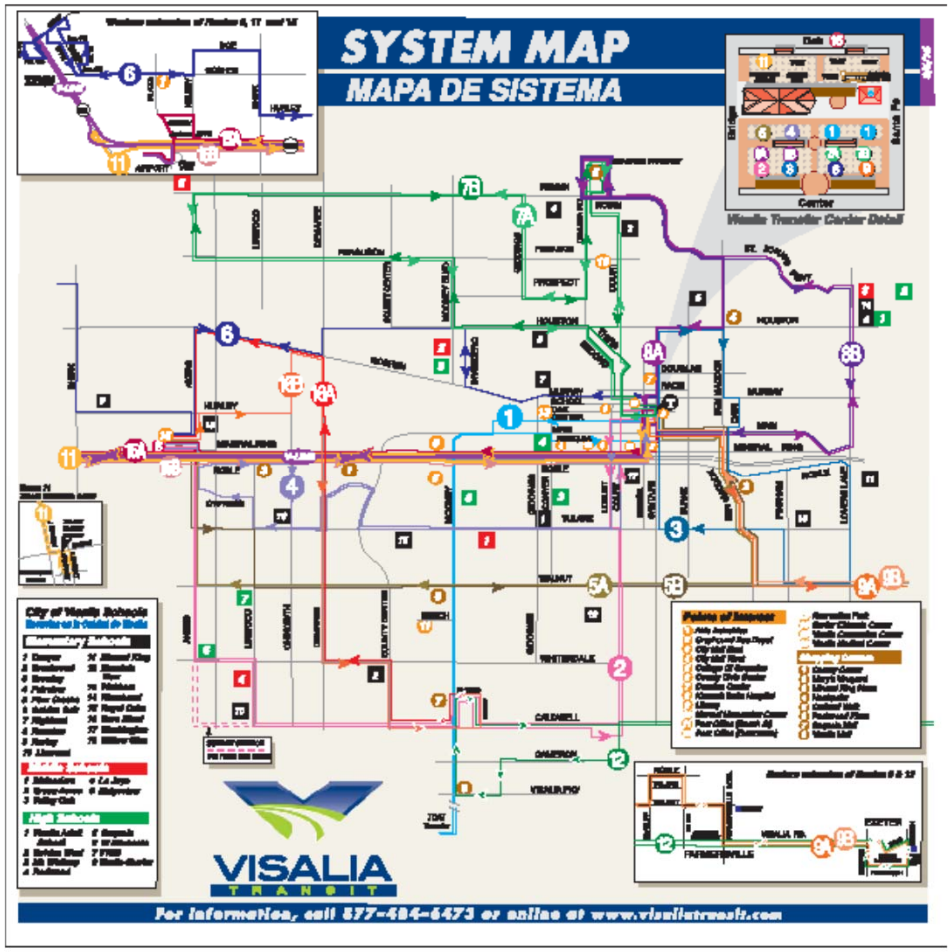
1. Visalia Adult School
2. Golden West
3. Mt. Whitney
4. Redwood
5. Sequoia
6. El Diamante

T Transit Center

IBI

Short Range Transit Plan

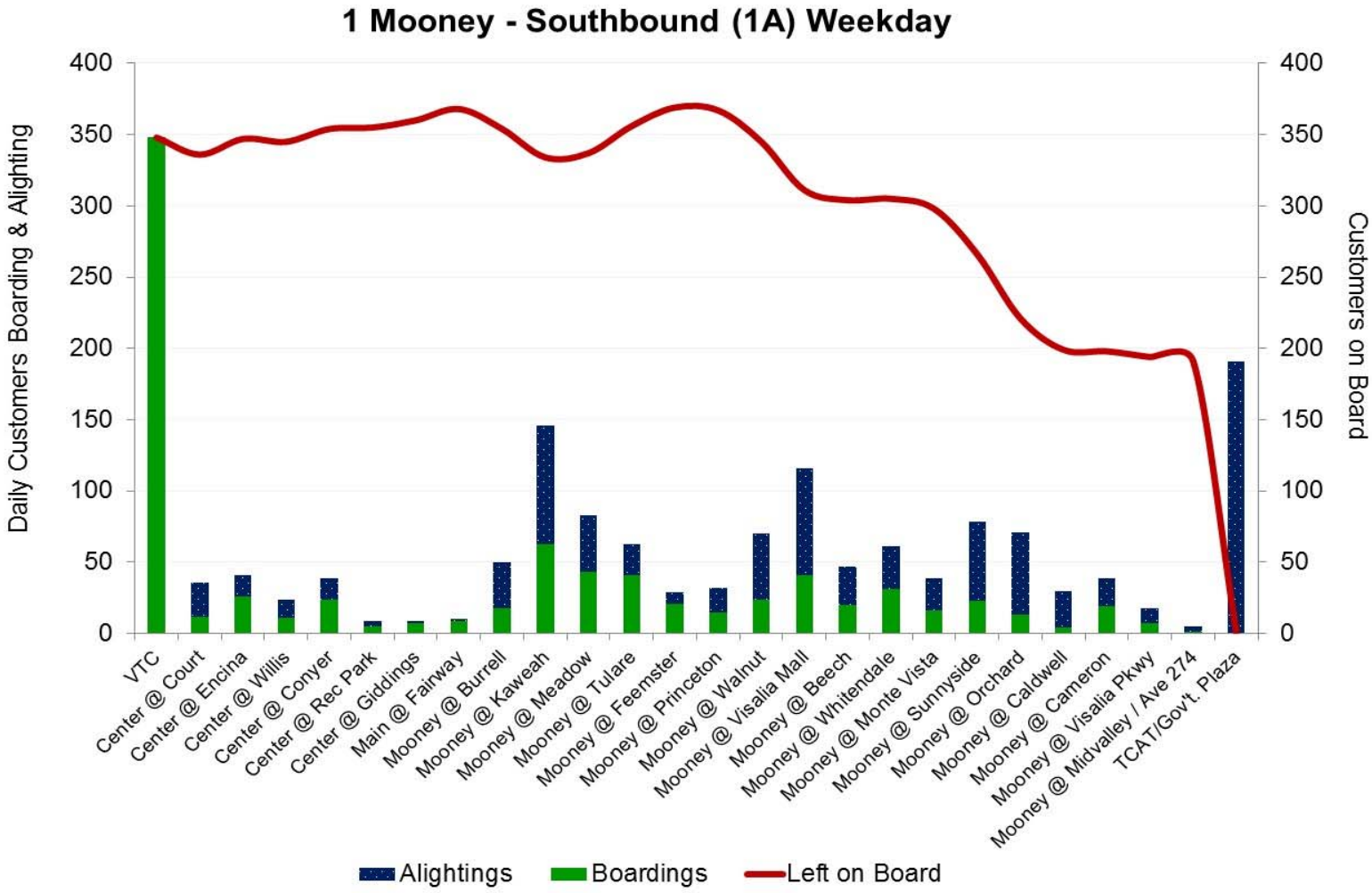
Visalia Transit

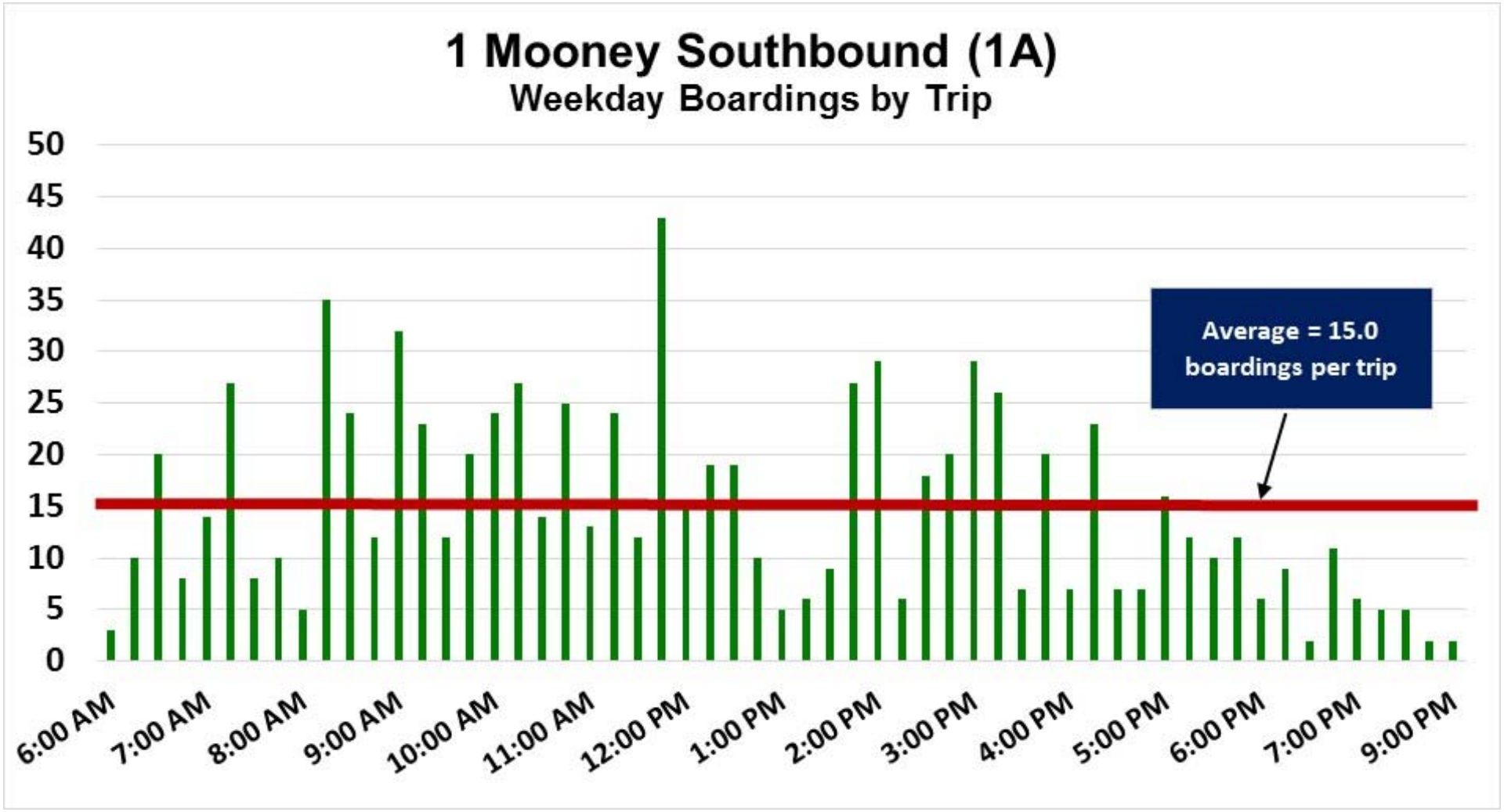


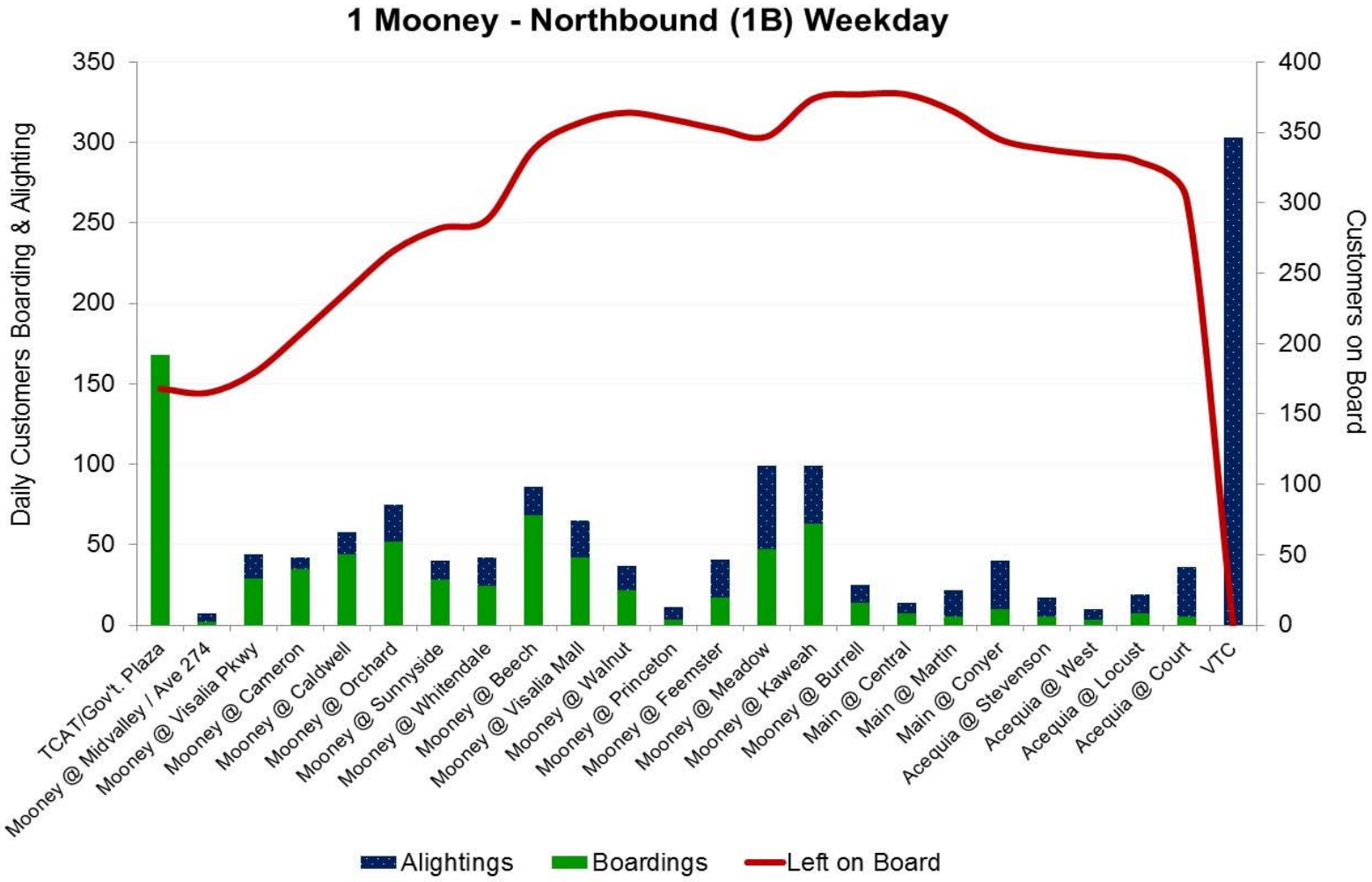
Appendix C:
Detailed Route Analysis

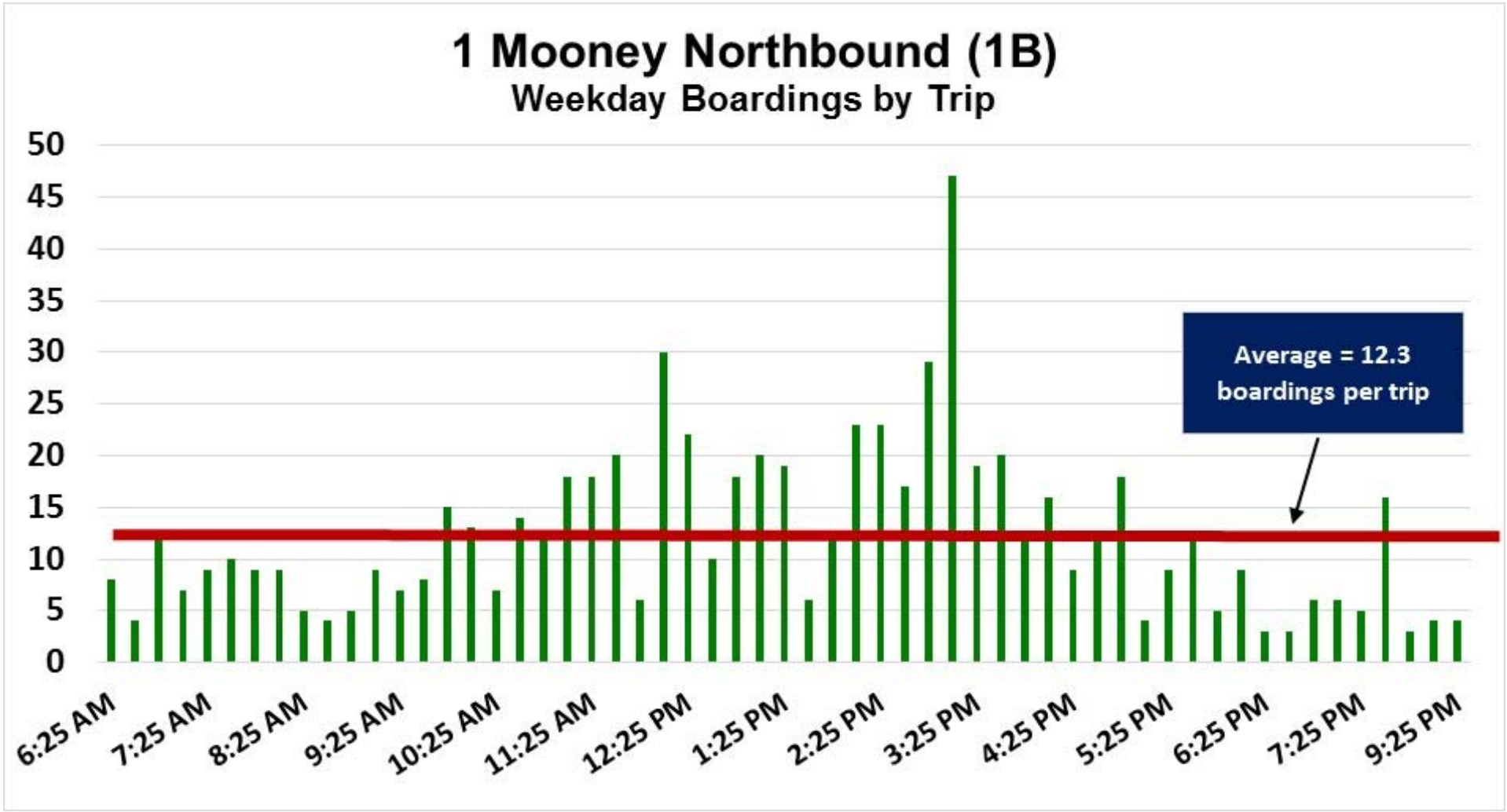
Weekday Ridership by Route & Direction
February 2016

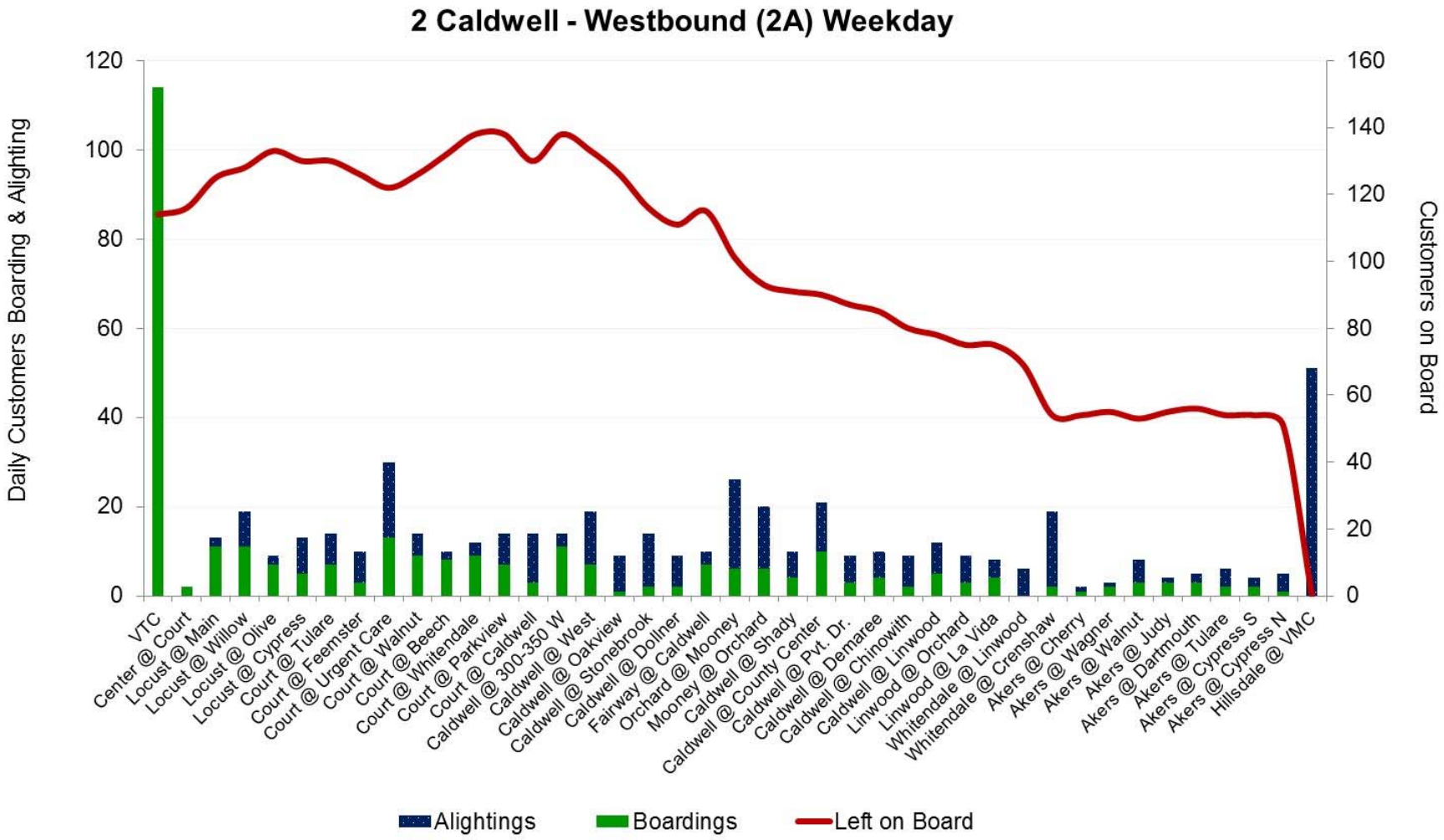
June 15, 2016

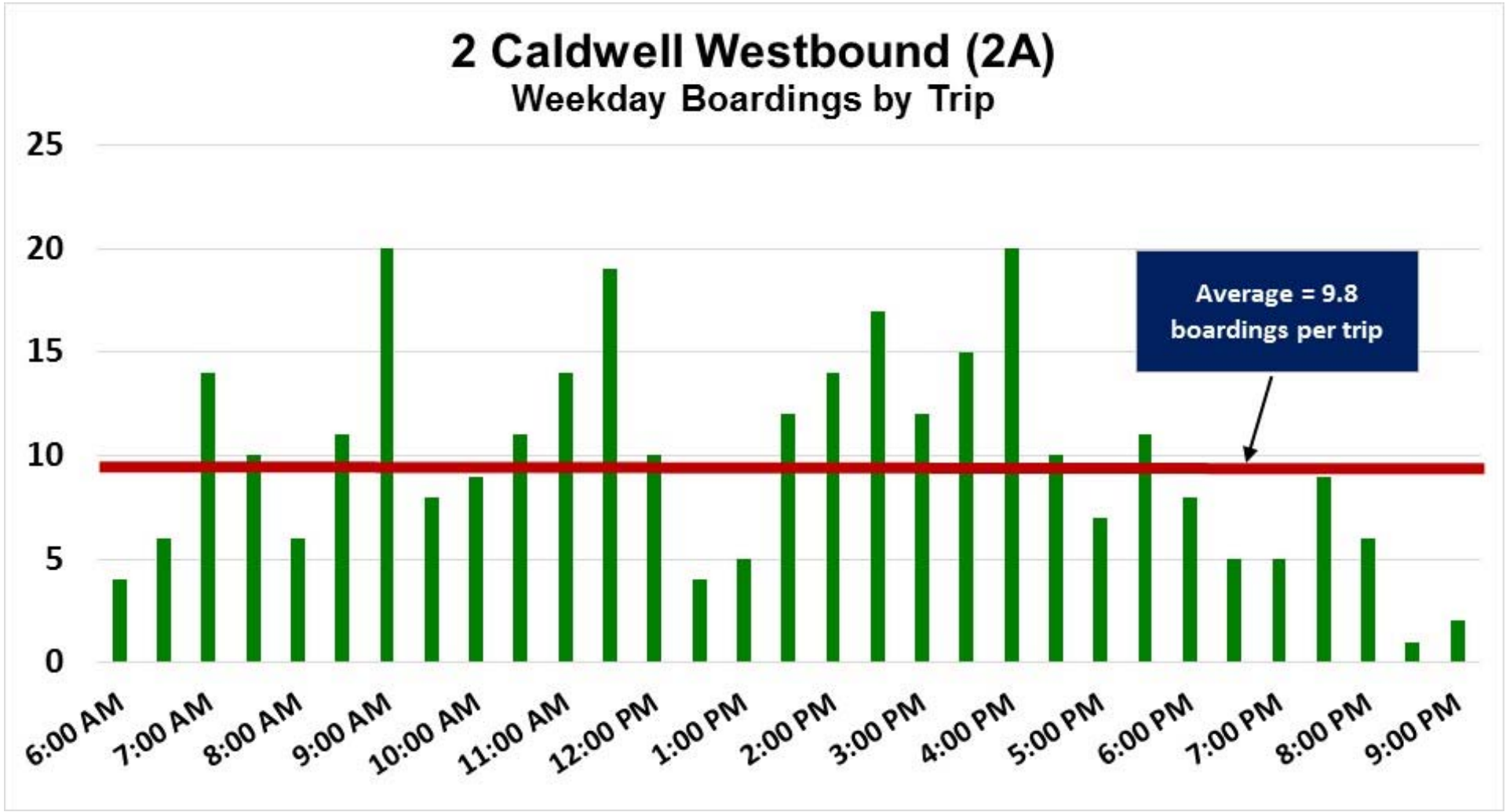

1 Mooney - Southbound (1A) Weekday
Daily Customers Boarding & Alighting
Customers on Board
400
350
300
250
200
150
100
50
0
VTC
Center @ Court
Center @ Encina
Center @ Willis
Center @ Conyer
Center @ Rec Park
Center @ Giddings
Main @ Fairway
Mooney @ Burrell
Mooney @ Kaweah
Mooney @ Meadow
Mooney @ Tulare
Mooney @ Feemster
Mooney @ Princeton
Mooney @ Walnut
Mooney @ Visalia Mall
Mooney @ Beech
Mooney @ Whitendale
Mooney @ Monte Vista
Mooney @ Sunnyside
Mooney @ Orchard
Mooney @ Caldwell
Mooney @ Cameron
Mooney @ Visalia Pkwy
Mooney @ Midvalley / Ave 274
TCAT/Gov't. Plaza
Alightings
Boardings
Left on Board

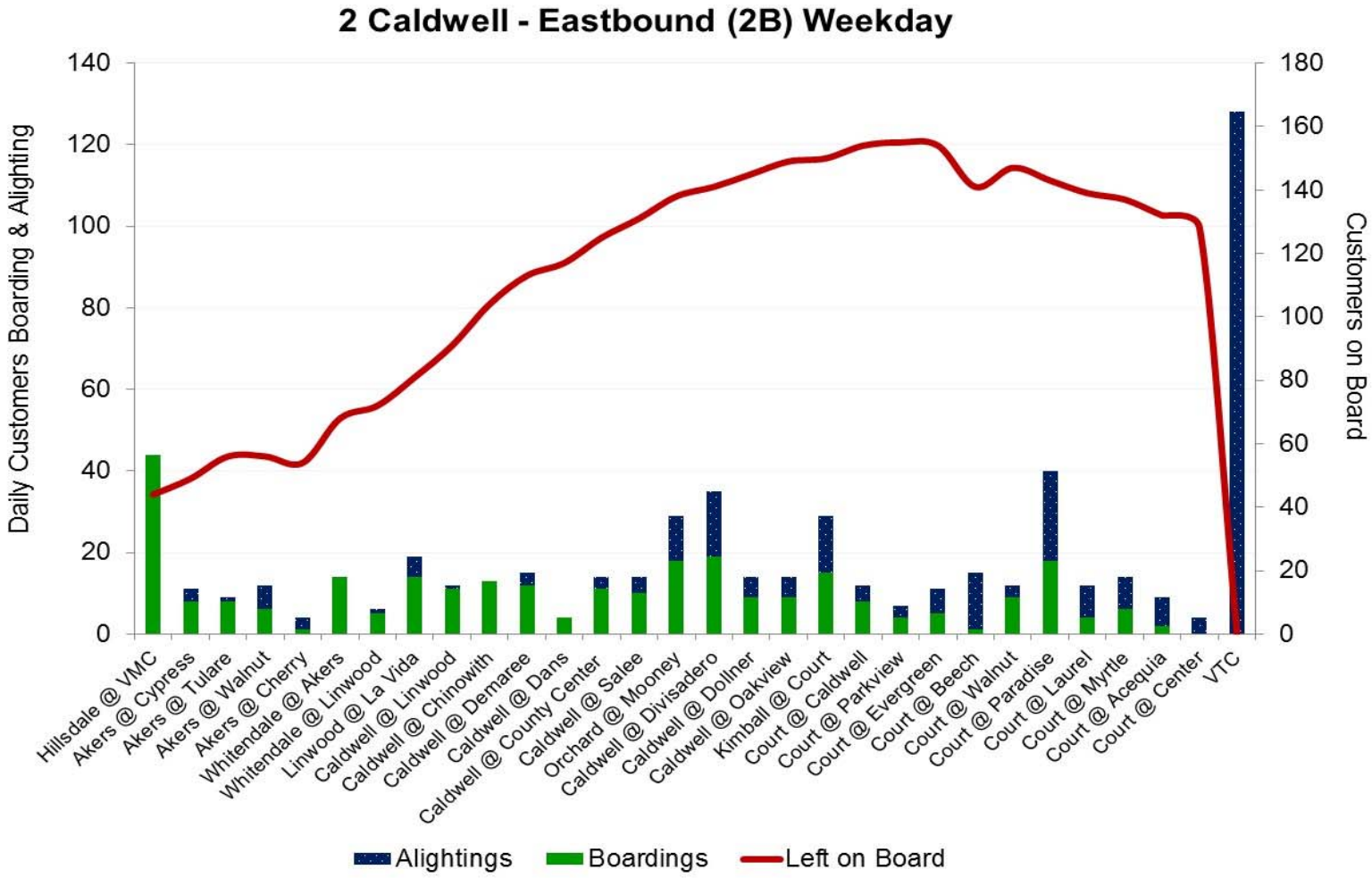

1 Mooney Southbound (1A)
Weekday Boardings by Trip
50
45
40
35
30
25
20
15
10
5
0
Average = 15.0
boardings per trip
6:00 AM
7:00 AM
8:00 AM
9:00 AM
10:00 AM
11:00 AM
12:00 PM
1:00 PM
2:00 PM
3:00 PM
4:00 PM
5:00 PM
6:00 PM
7:00 PM
9:00 PM

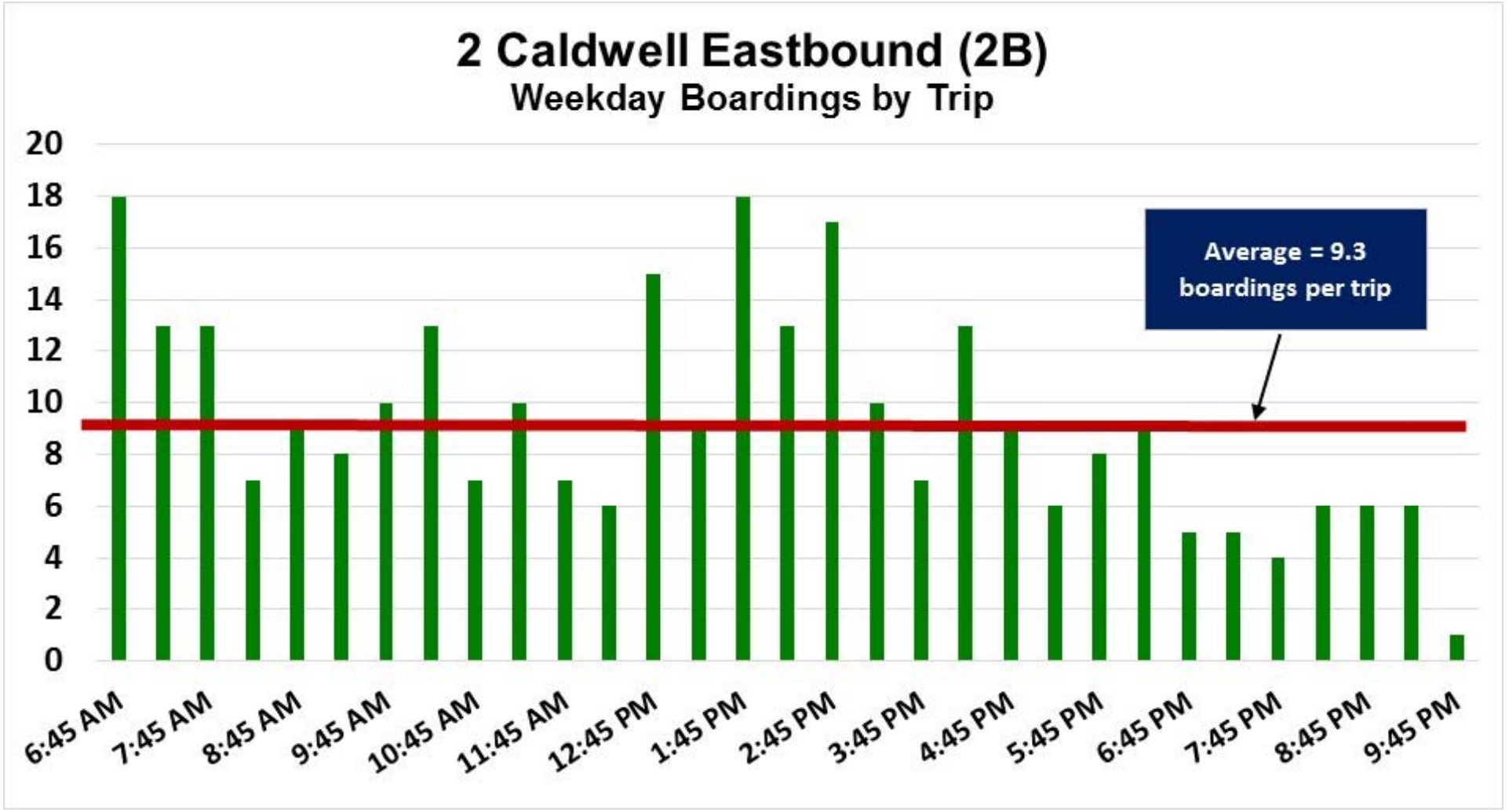

1 Mooney - Northbound (1B) Weekday
Daily Customers Boarding & Alighting
Customers on Board
350
300
250
200
150
100
50
0
400
350
300
250
200
150
100
50
0
TCAT/Gov't. Plaza
Mooney @ Midvalley / Ave 274
Mooney @ Visalia Pkwy
Mooney @ Cameron
Mooney @ Caldwell
Mooney @ Orchard
Mooney @ Sunnyside
Mooney @ Whitendale
Mooney @ Beech
Mooney @ Visalia Mall
Mooney @ Walnut
Mooney @ Princeton
Mooney @ Feemster
Mooney @ Meadow
Mooney @ Kaweah
Mooney @ Burrell
Main @ Central
Main @ Martin
Main @ Conyer
Acequia @ Stevenson
Acequia @ West
Acequia @ Locust
Acequia @ Court
VTC
Alightings
Boardings
Left on Board

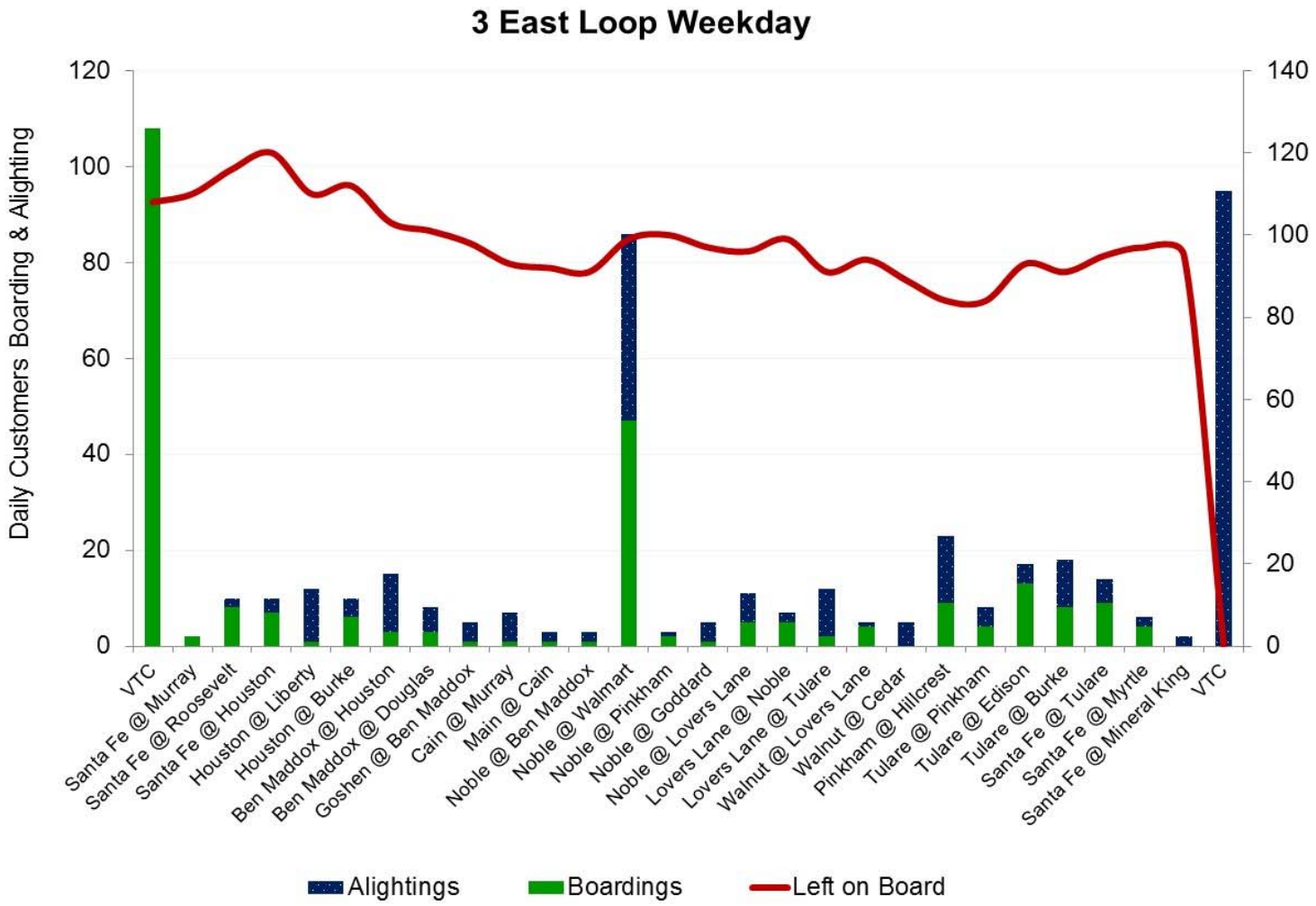

1 Mooney Northbound (1B)
Weekday Boardings by Trip
50
45
40
35
30
25
20
15
10
5
0
Average = 12.3
boardings per trip
6:25 AM
7:25 AM
8:25 AM
9:25 AM
10:25 AM
11:25 AM
12:25 PM
1:25 PM
2:25 PM
3:25 PM
4:25 PM
5:25 PM
6:25 PM
7:25 PM
9:25 PM

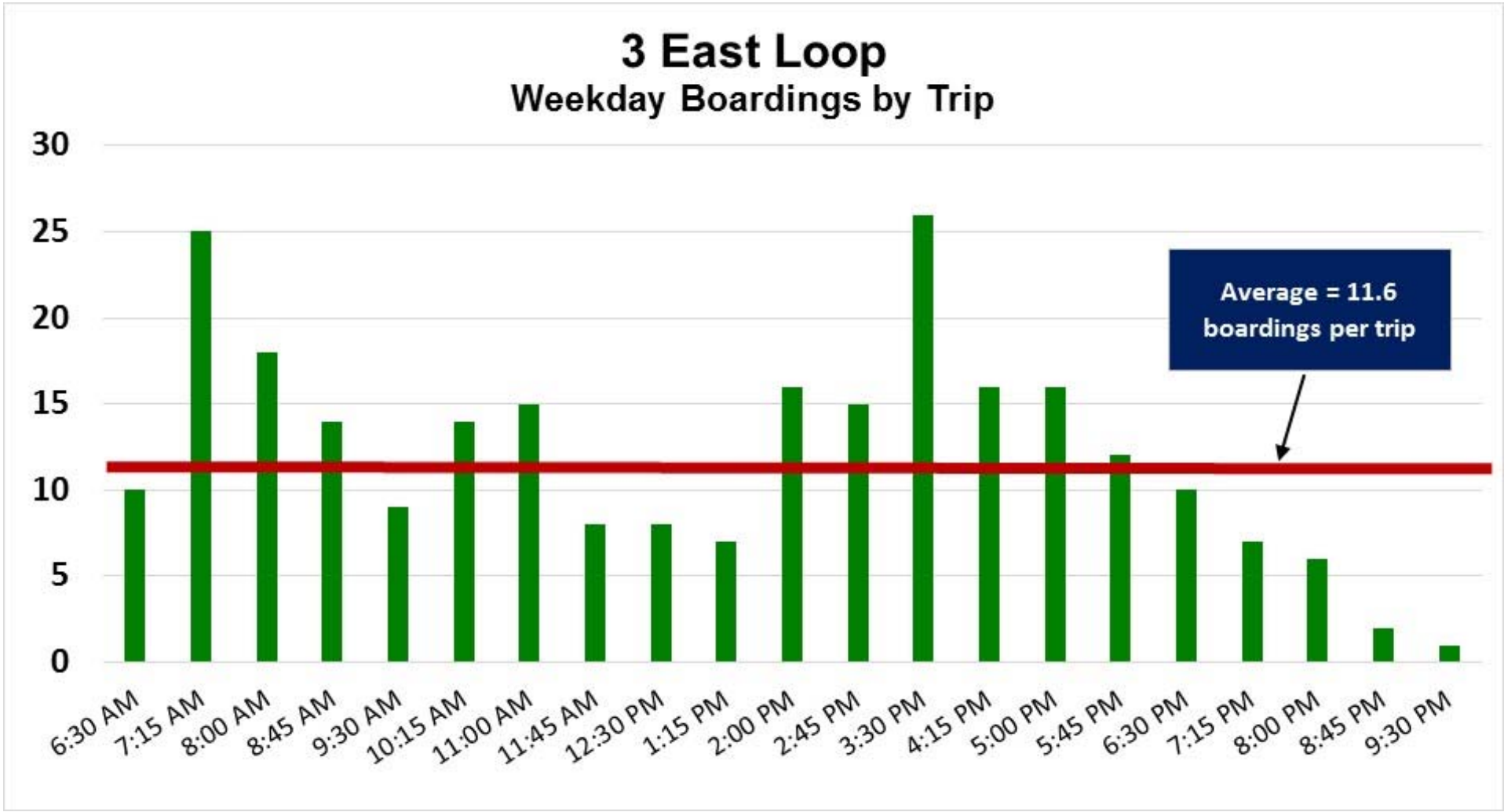

2 Caldwell - Westbound (2A) Weekday
Daily Customers Boarding & Alighting
Customers on Board
120
100
80
60
40
20
0
160
140
120
100
80
60
40
20
0
VTC
Center @ Court
Locust @ Main
Locust @ Willow
Locust @ Olive
Locust @ Cypress
Court @ Tulare
Court @ Feemster
Court @ Urgent Care
Court @ Walnut
Court @ Beech
Court @ Whitendale
Court @ Parkview
Court @ Caldwell
Caldwell @ 300-350 W
Caldwell @ West
Caldwell @ Oakview
Caldwell @ Stonebrook
Caldwell @ Dolliner
Fairway @ Caldwell
Orchard @ Mooney
Mooney @ Orchard
Caldwell @ Shady
Caldwell @ County Center
Caldwell @ Pvt. Dr.
Caldwell @ Demaree
Caldwell @ Chinowith
Caldwell @ Linwood
Linwood @ Orchard
Linwood @ La Vida
Whitendale @ Linwood
Whitendale @ Crenshaw
Akers @ Cherry
Akers @ Wagner
Akers @ Walnut
Akers @ Judy
Akers @ Dartmouth
Akers @ Tulare
Akers @ Cypress S
Akers @ Cypress N
Hillsdale @ VMC
Alightings
Boardings
Left on Board

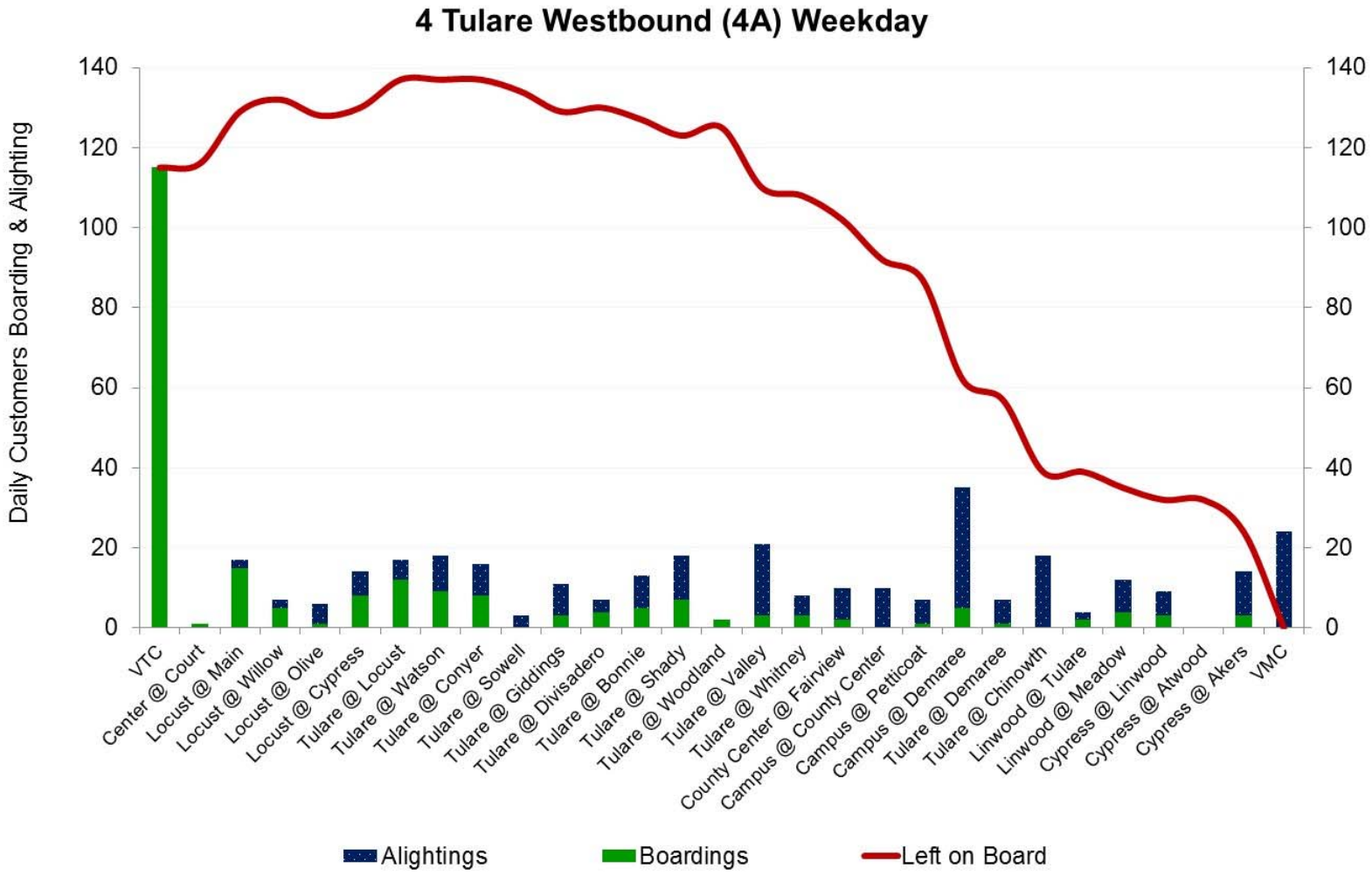

2 Caldwell Westbound (2A)
Weekday Boardings by Trip
25
20
15
10
5
0
Average = 9.8
boardings per trip
6:00 AM
7:00 AM
8:00 AM
9:00 AM
10:00 AM
11:00 AM
12:00 PM
1:00 PM
2:00 PM
3:00 PM
4:00 PM
5:00 PM
6:00 PM
7:00 PM
8:00 PM
9:00 PM

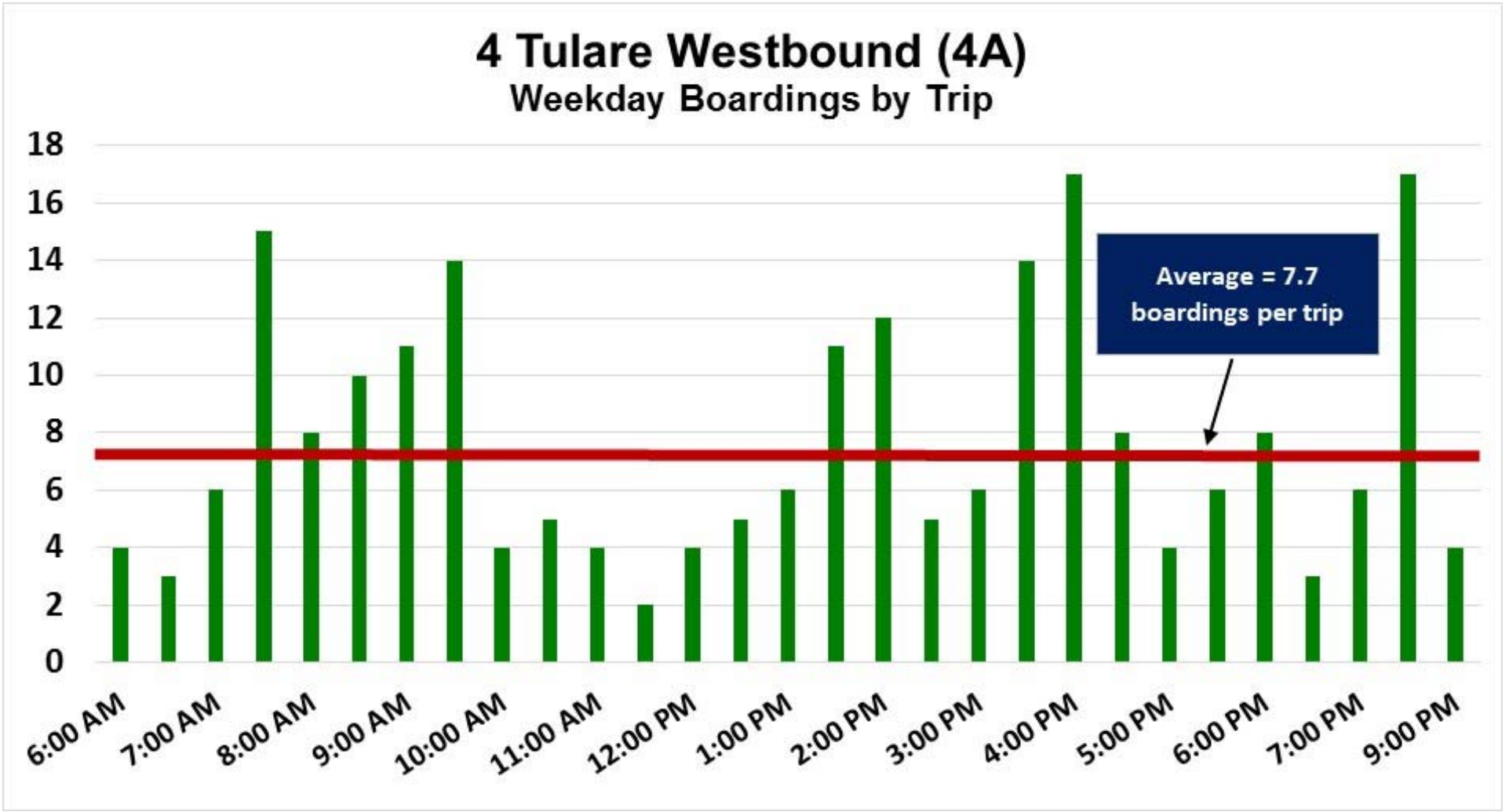

2 Caldwell - Eastbound (2B) Weekday
Daily Customers Boarding & Alighting
Customers on Board
0
20
40
60
80
100
120
140
160
180
Hillsdale @ VMC
Akers @ Cypress
Akers @ Tulare
Akers @ Walnut
Akers @ Cherry
Whitendale @ Akers
Whitendale @ Linwood
Linwood @ La Vida
Caldwell @ Linwood
Caldwell @ Chinowith
Caldwell @ Demaree
Caldwell @ Dans
Caldwell @ County Center
Caldwell @ Salee
Caldwell @ Mooney
Orchard @ Divisadero
Caldwell @ Dollner
Caldwell @ Oakview
Kimball @ Court
Court @ Caldwell
Court @ Parkview
Court @ Evergreen
Court @ Beech
Court @ Walnut
Court @ Paradise
Court @ Laurel
Court @ Myrtle
Court @ Acequia
Court @ Center
VTC
Alightings
Boardings
Left on Board

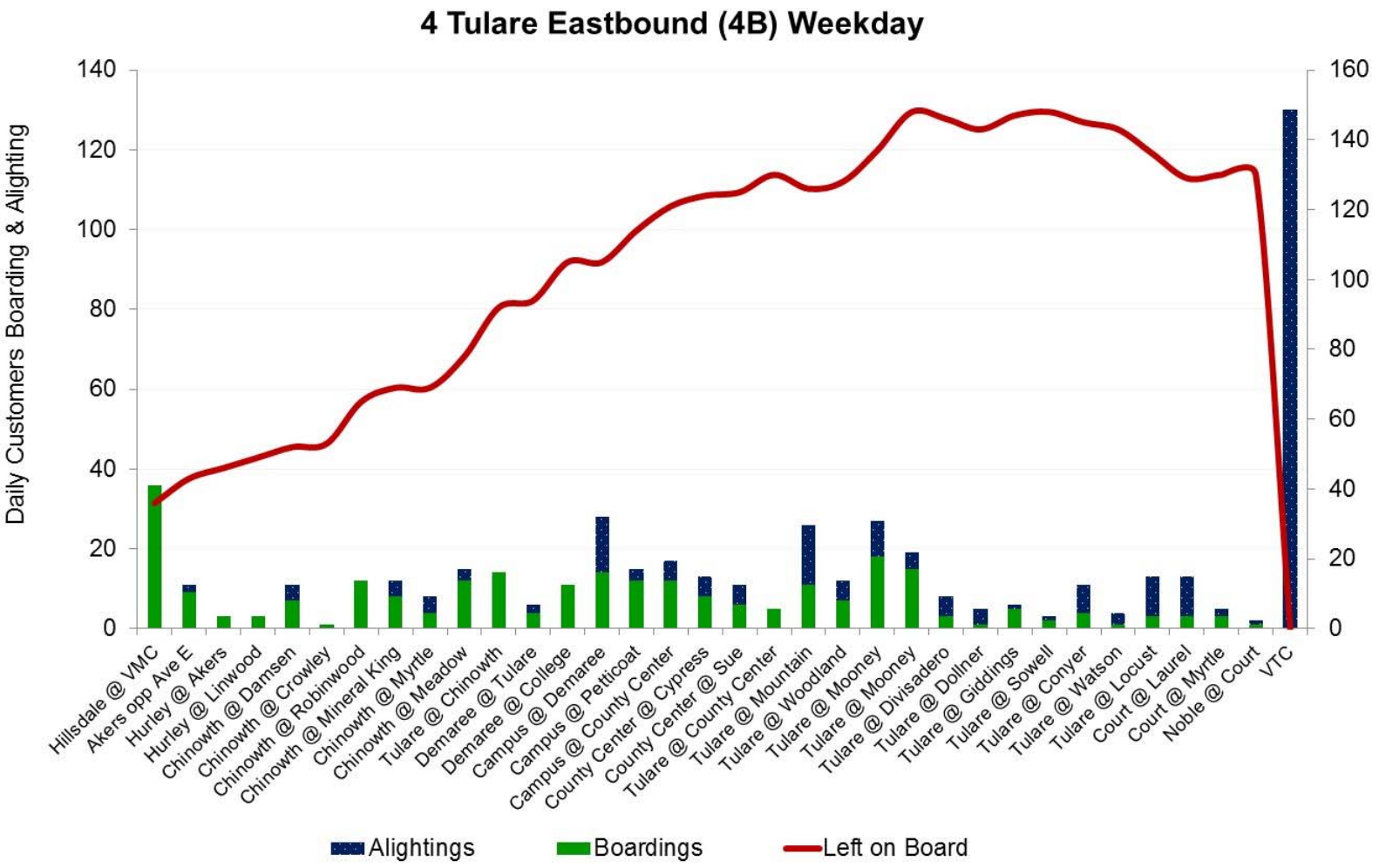

2 Caldwell Eastbound (2B)
Weekday Boardings by Trip
20
18
16
14
12
10
8
6
4
2
0
Average = 9.3
boardings per trip
6:45 AM
7:45 AM
8:45 AM
9:45 AM
10:45 AM
11:45 AM
12:45 PM
1:45 PM
2:45 PM
3:45 PM
4:45 PM
5:45 PM
6:45 PM
7:45 PM
8:45 PM
9:45 PM

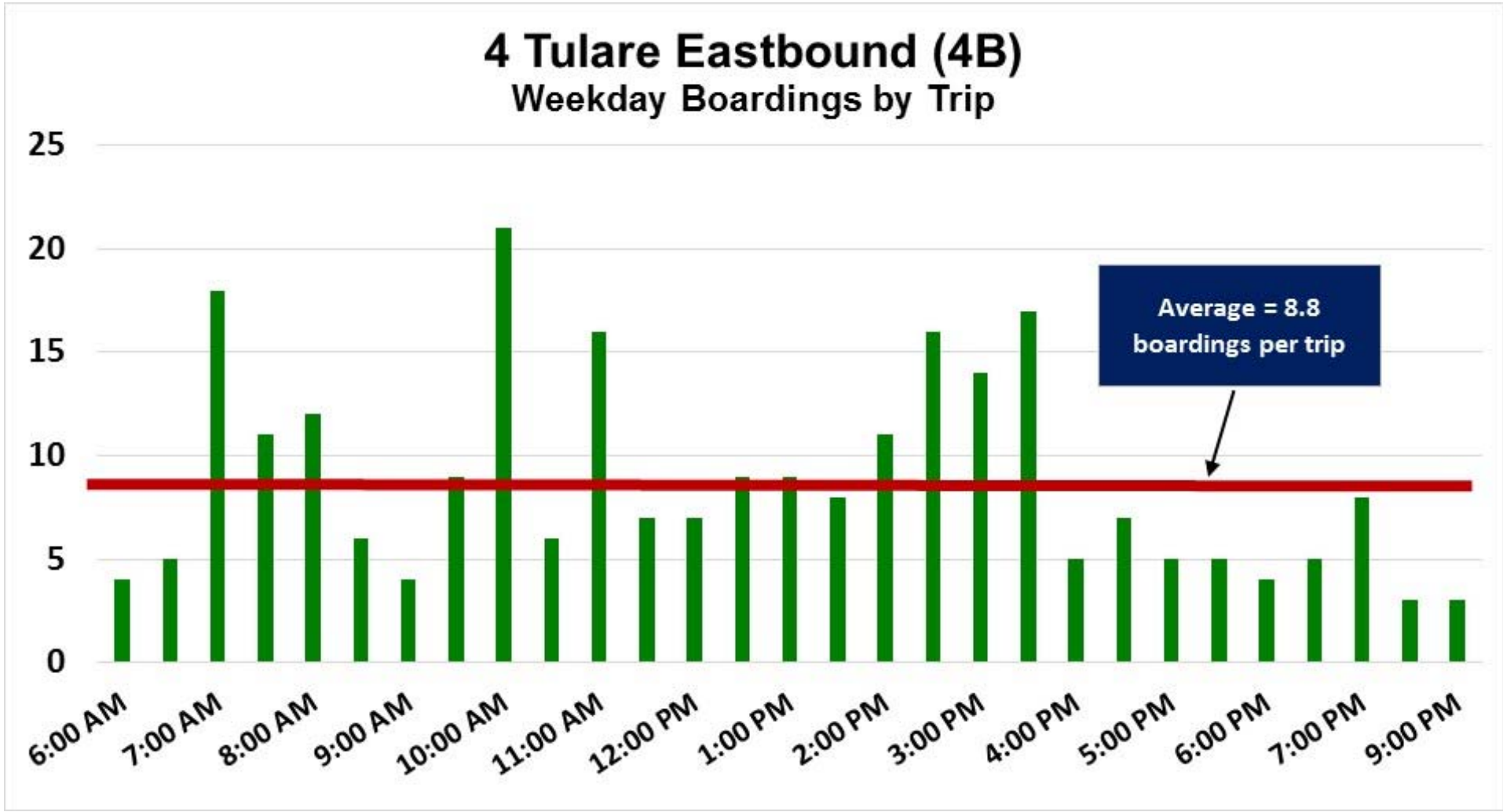

3 East Loop Weekday
Daily Customers Boarding & Alighting
120
100
80
60
40
20
0
140
120
100
80
60
40
20
0
VTC
Santa Fe @ Murray
Santa Fe @ Roosevelt
Santa Fe @ Houston
Houston @ Liberty
Houston @ Burke
Ben Maddox @ Houston
Ben Maddox @ Douglas
Goshen @ Ben Maddox
Cain @ Murray
Main @ Cain
Noble @ Ben Maddox
Noble @ Walmart
Noble @ Pinkham
Noble @ Goddard
Noble @ Lovers Lane
Lovers Lane @ Noble
Lovers Lane @ Tulare
Walnut @ Lovers Lane
Walnut @ Cedar
Pinkham @ Hillcrest
Tulare @ Pinkham
Tulare @ Edison
Tulare @ Burke
Santa Fe @ Tulare
Santa Fe @ Myrtle
Santa Fe @ Mineral King
VTC
Alightings
Boardings
Left on Board

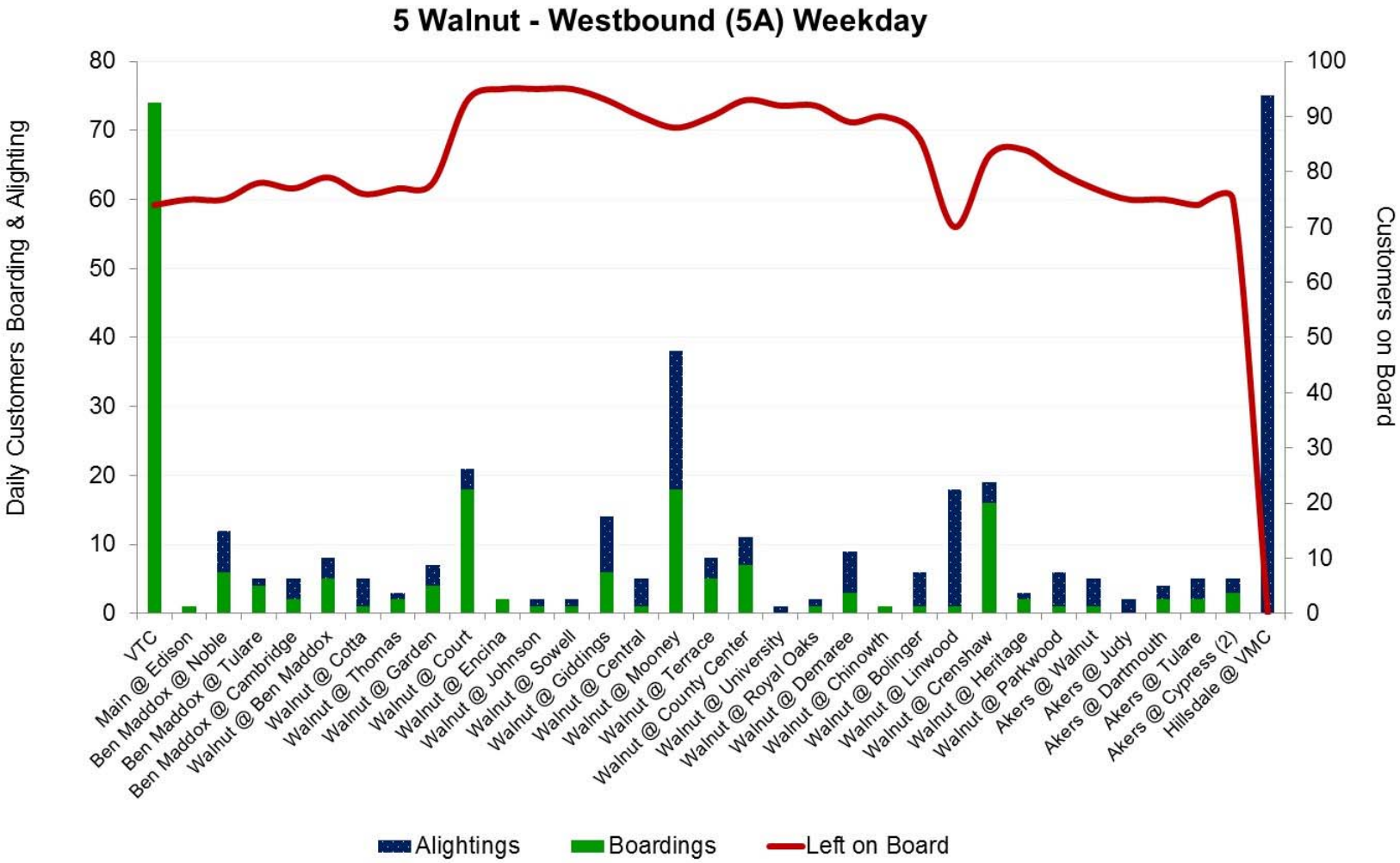

3 East Loop
Weekday Boardings by Trip
30
25
20
15
10
5
0
Average = 11.6
boardings per trip
6:30 AM
7:15 AM
8:00 AM
8:45 AM
9:30 AM
10:15 AM
11:00 AM
11:45 AM
12:30 PM
1:15 PM
2:00 PM
2:45 PM
3:30 PM
4:15 PM
5:00 PM
5:45 PM
6:30 PM
7:15 PM
8:00 PM
8:45 PM
9:30 PM

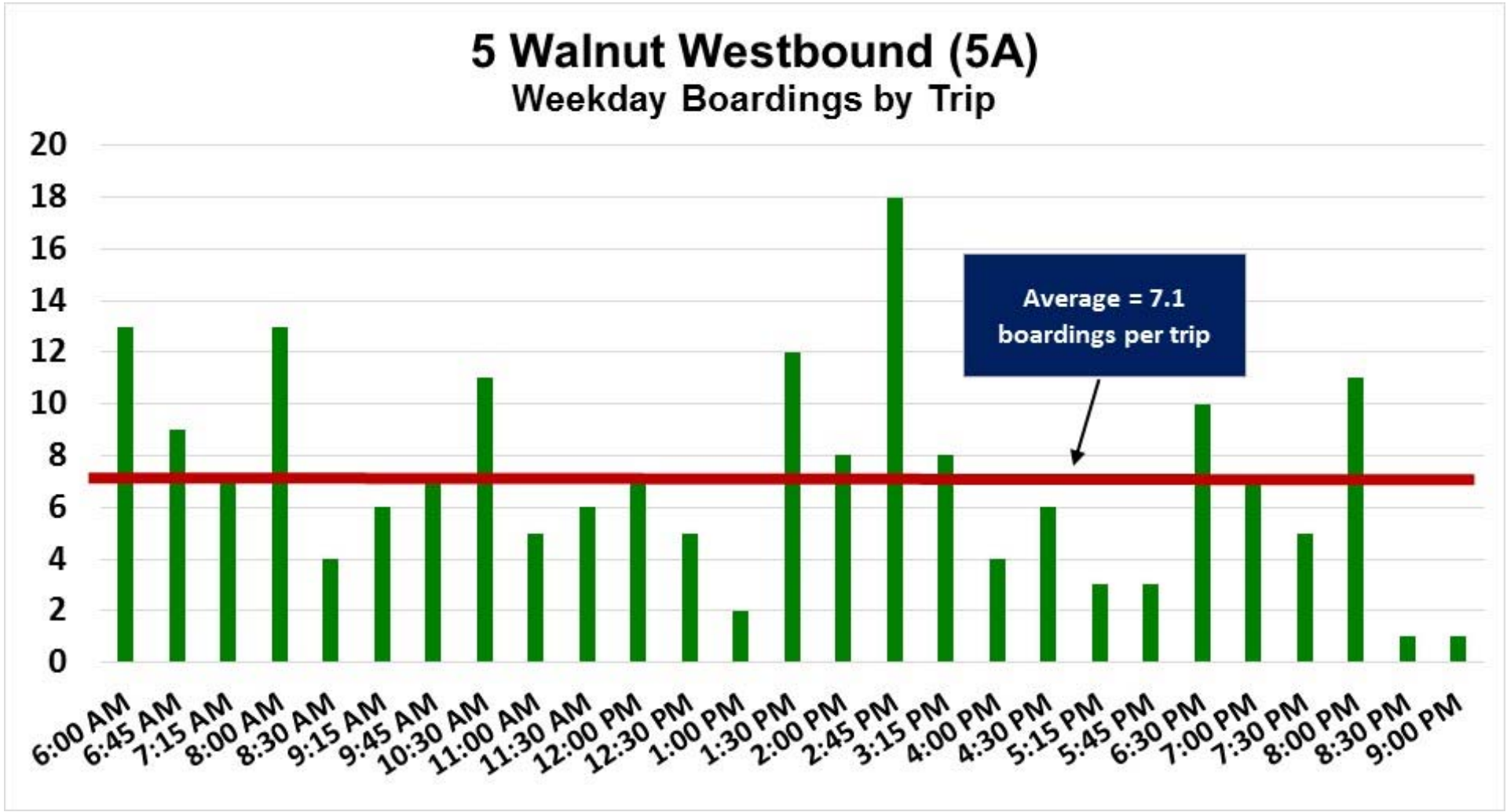

4 Tulare Westbound (4A) Weekday
Daily Customers Boarding & Alighting
140
120
100
80
60
40
20
0
VTC
Center @ Court
Locust @ Main
Locust @ Willow
Locust @ Olive
Locust @ Cypress
Locust @ Locust
Tulare @ Watson
Tulare @ Conyer
Tulare @ Sowell
Tulare @ Giddings
Tulare @ Divisadero
Tulare @ Bonnie
Tulare @ Shady
Tulare @ Woodland
Tulare @ Valley
Tulare @ Whitney
County Center @ Fairview
Campus @ County Center
Campus @ Petticoat
Campus @ Demaree
Tulare @ Demaree
Tulare @ Chinowth
Linwood @ Tulare
Linwood @ Meadow
Cypress @ Linwood
Cypress @ Atwood
Cypress @ Akers
VMC
Alightings
Boardings
Left on Board

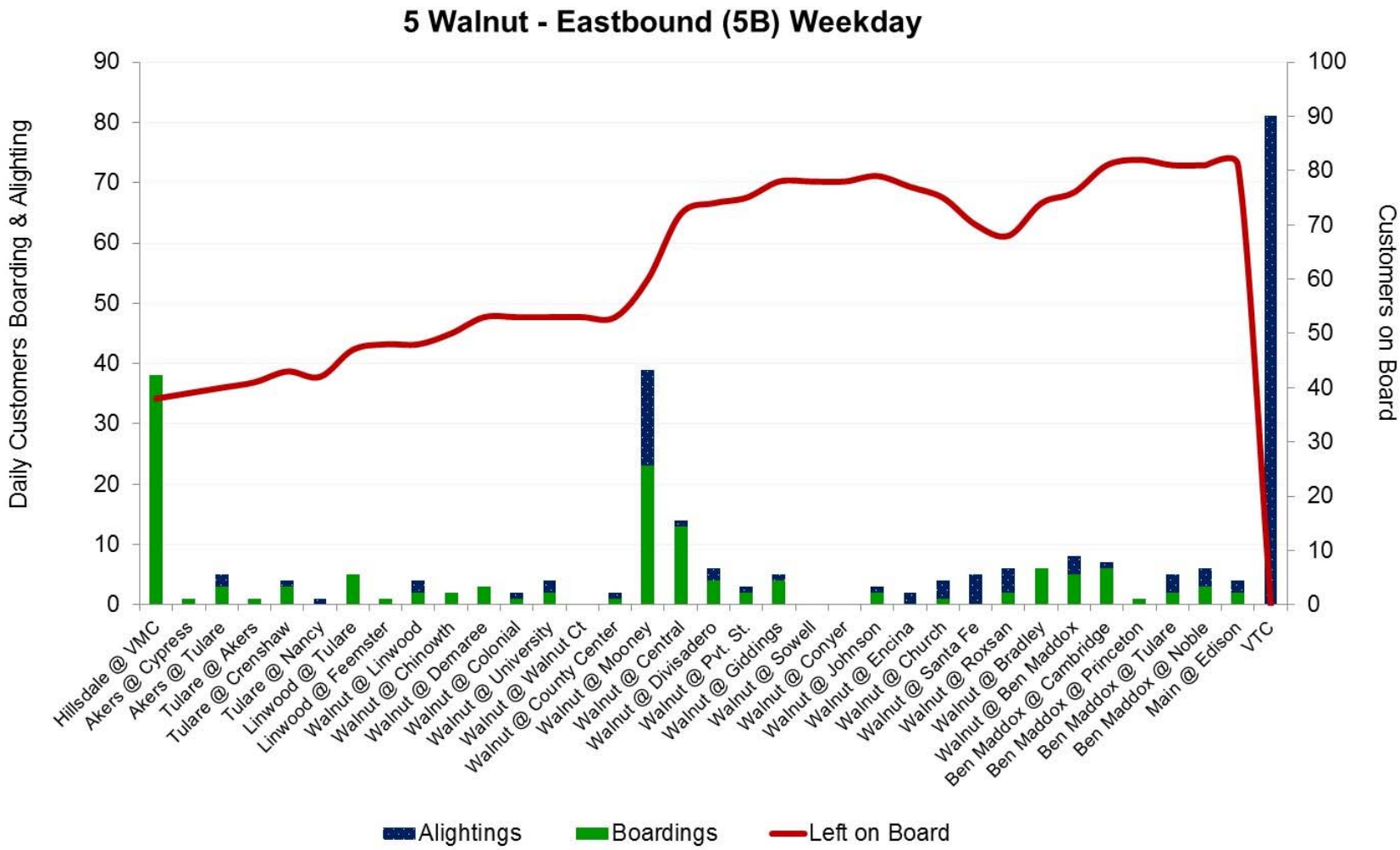

4 Tulare Westbound (4A)
Weekday Boardings by Trip
18
16
14
12
10
8
6
4
2
0
Average = 7.7
boardings per trip
6:00 AM
7:00 AM
8:00 AM
9:00 AM
10:00 AM
11:00 AM
12:00 PM
1:00 PM
2:00 PM
3:00 PM
4:00 PM
5:00 PM
6:00 PM
7:00 PM
9:00 PM

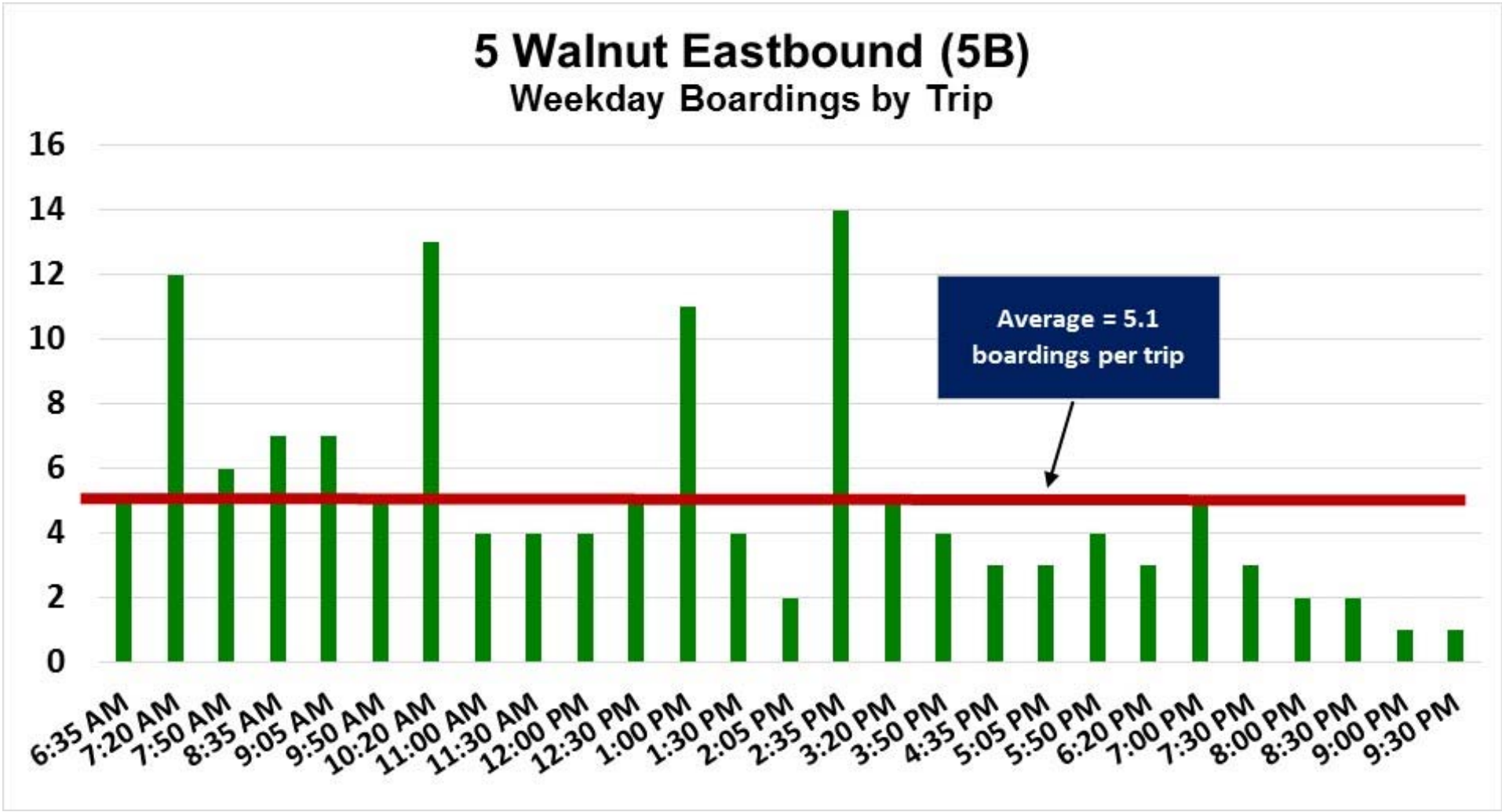

4 Tulare Eastbound (4B) Weekday
Daily Customers Boarding & Alighting
140
120
100
80
60
40
20
0
160
140
120
100
80
60
40
20
0
Hillsdale @ VMC
Akers opp Ave E
Hurley @ Akers
Hurley @ Linwood
Chinowth @ Damsen
Chinowth @ Crowley
Chinowth @ Robinwood
Chinowth @ Mineral King
Chinowth @ Myrtle
Chinowth @ Meadow
Tulare @ Chinowth
Demaree @ Tulare
Demaree @ College
Campus @ Demaree
Campus @ Petticoat
Campus @ County Center
County Center @ Cypress
County Center @ Sue
County Center @ County Center
Tulare @ Mountain
Tulare @ Woodland
Tulare @ Mooney
Tulare @ Mooney
Tulare @ Divisadero
Tulare @ Dollner
Tulare @ Giddings
Tulare @ Sowell
Tulare @ Conyer
Tulare @ Watson
Tulare @ Locust
Court @ Laurel
Court @ Myrtle
Noble @ Court
VTC
Alightings
Boardings
Left on Board

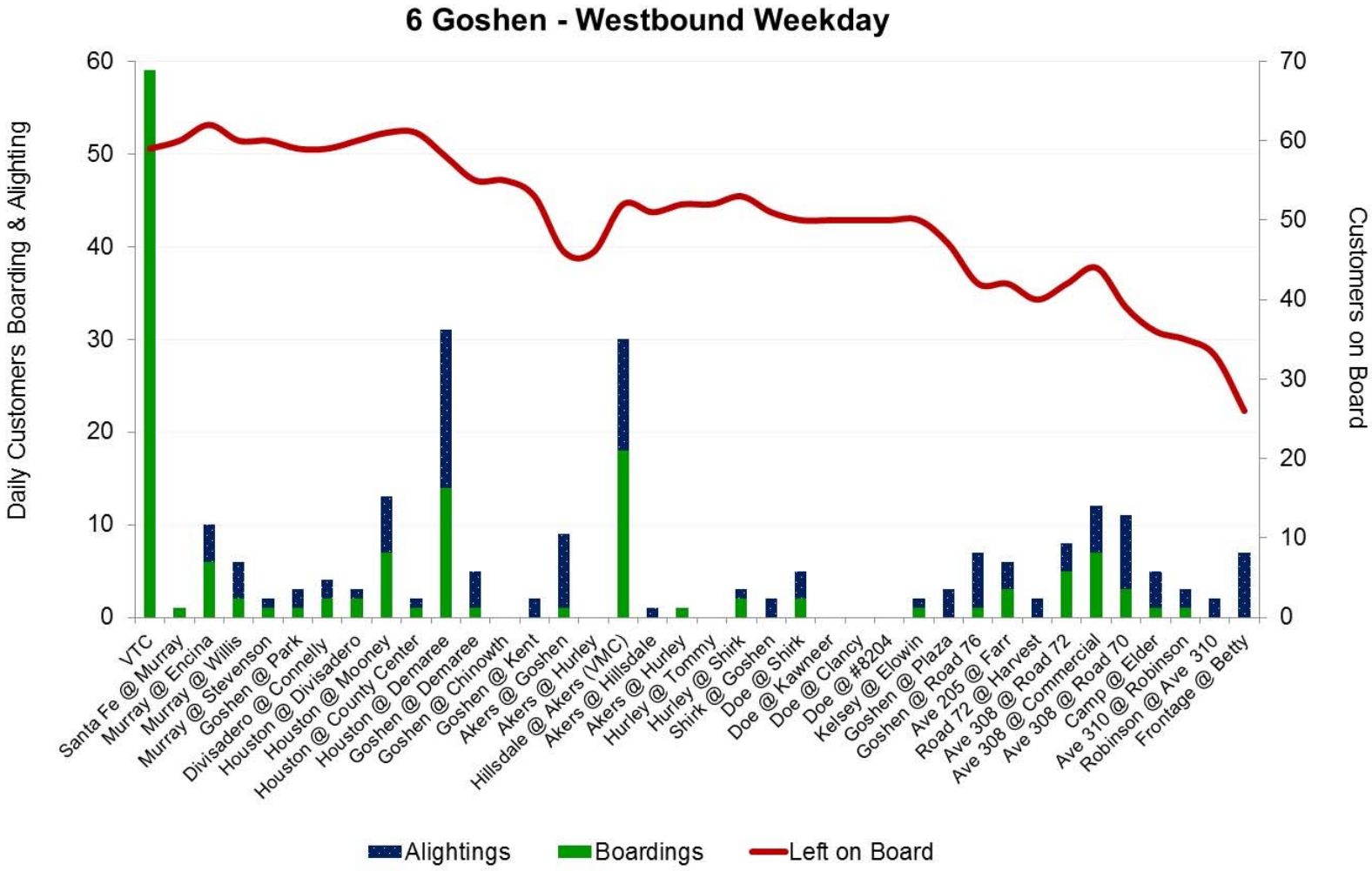

4 Tulare Eastbound (4B)
Weekday Boardings by Trip
25
20
15
10
5
0
Average = 8.8
boardings per trip
6:00 AM
7:00 AM
8:00 AM
9:00 AM
10:00 AM
11:00 AM
12:00 PM
1:00 PM
2:00 PM
3:00 PM
4:00 PM
5:00 PM
6:00 PM
7:00 PM
9:00 PM

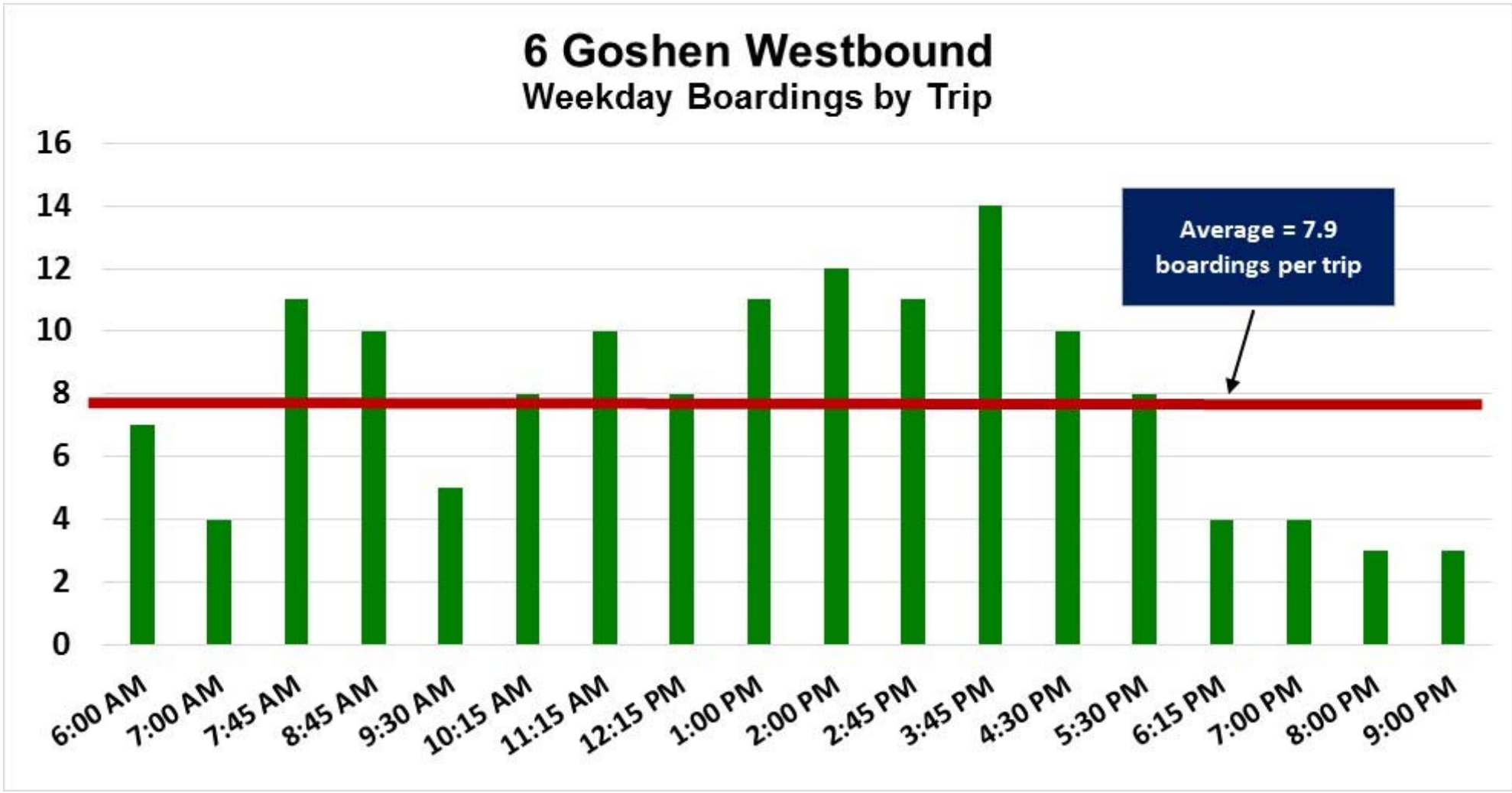

5 Walnut - Westbound (5A) Weekday
Daily Customers Boarding & Alighting
Customers on Board
0
10
20
30
40
50
60
70
80
90
100
VTC
Main @ Edison
Ben Maddox @ Noble
Ben Maddox @ Tulare
Ben Maddox @ Cambridge
Walnut @ Ben Maddox
Walnut @ Cotta
Walnut @ Thomas
Walnut @ Garden
Walnut @ Court
Walnut @ Encina
Walnut @ Johnson
Walnut @ Sowell
Walnut @ Giddings
Walnut @ Central
Walnut @ Mooney
Walnut @ Terrace
Walnut @ County Center
Walnut @ University
Walnut @ Royal Oaks
Walnut @ Demaree
Walnut @ Chinowth
Walnut @ Bolinger
Walnut @ Linwood
Walnut @ Crenshaw
Walnut @ Heritage
Walnut @ Parkwood
Akers @ Walnut
Akers @ Judy
Akers @ Dartmouth
Akers @ Tulare
Akers @ Cypress (2)
Hillsdale @ VMC
Alightings
Boardings
Left on Board

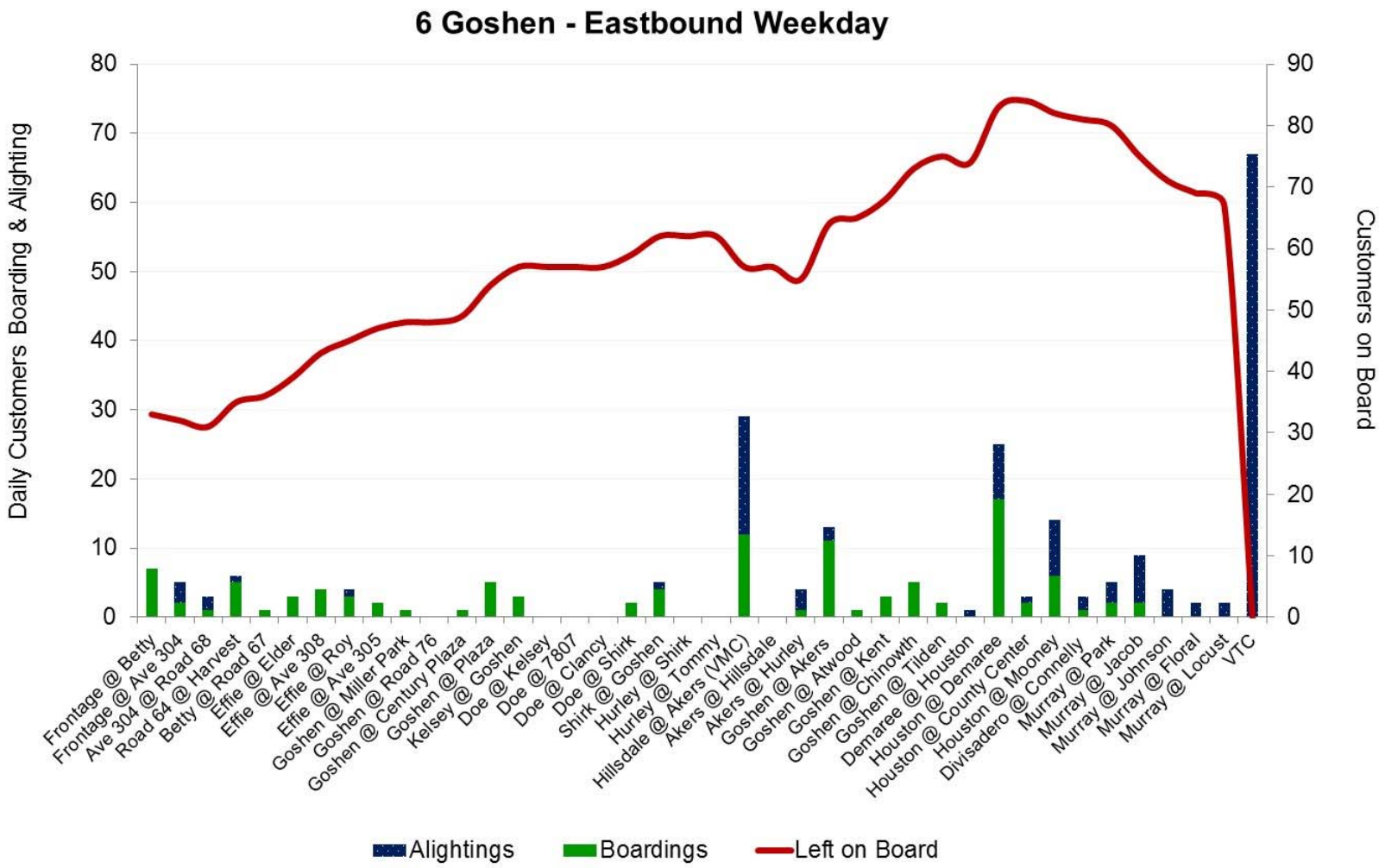

5 Walnut Westbound (5A)
Weekday Boardings by Trip
20
18
16
14
12
10
8
6
4
2
0
Average = 7.1
boardings per trip
6:00 AM
6:45 AM
7:15 AM
8:00 AM
8:30 AM
9:15 AM
9:45 AM
10:30 AM
11:00 AM
11:30 AM
12:00 PM
12:30 PM
1:00 PM
1:30 PM
2:00 PM
2:45 PM
3:15 PM
4:00 PM
4:30 PM
5:15 PM
5:45 PM
6:30 PM
7:00 PM
7:30 PM
8:00 PM
8:30 PM
9:00 PM

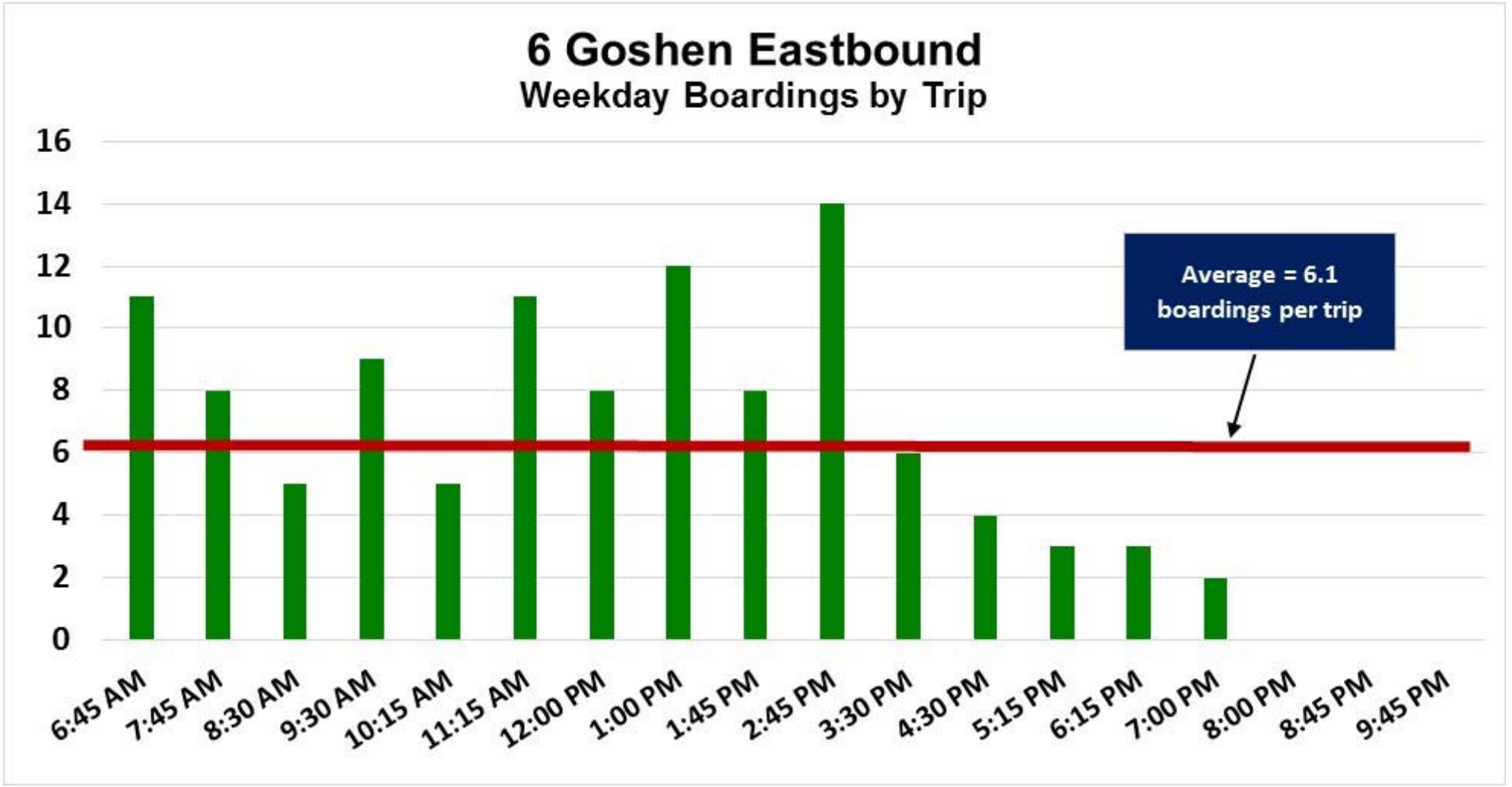

5 Walnut - Eastbound (5B) Weekday
Daily Customers Boarding & Alighting
Customers on Board
0
10
20
30
40
50
60
70
80
90
100
Hillsdale @ VMC
Akers @ Cypress
Akers @ Tulare
Tulare @ Akers
Tulare @ Crenshaw
Tulare @ Nancy
Linwood @ Tulare
Linwood @ Feemster
Walnut @ Linwood
Walnut @ Chinowth
Walnut @ Demaree
Walnut @ Colonial
Walnut @ University
Walnut @ Walnut Ct
Walnut @ County Center
Walnut @ Mooney
Walnut @ Central
Walnut @ Divisadero
Walnut @ Pvt. St.
Walnut @ Giddings
Walnut @ Sowell
Walnut @ Conyer
Walnut @ Johnson
Walnut @ Encina
Walnut @ Church
Walnut @ Santa Fe
Walnut @ Roxsan
Walnut @ Bradley
Walnut @ Ben Maddox
Ben Maddox @ Cambridge
Ben Maddox @ Princeton
Ben Maddox @ Tulare
Ben Maddox @ Noble
Main @ Edison
VTC
Alightings
Boardings
Left on Board

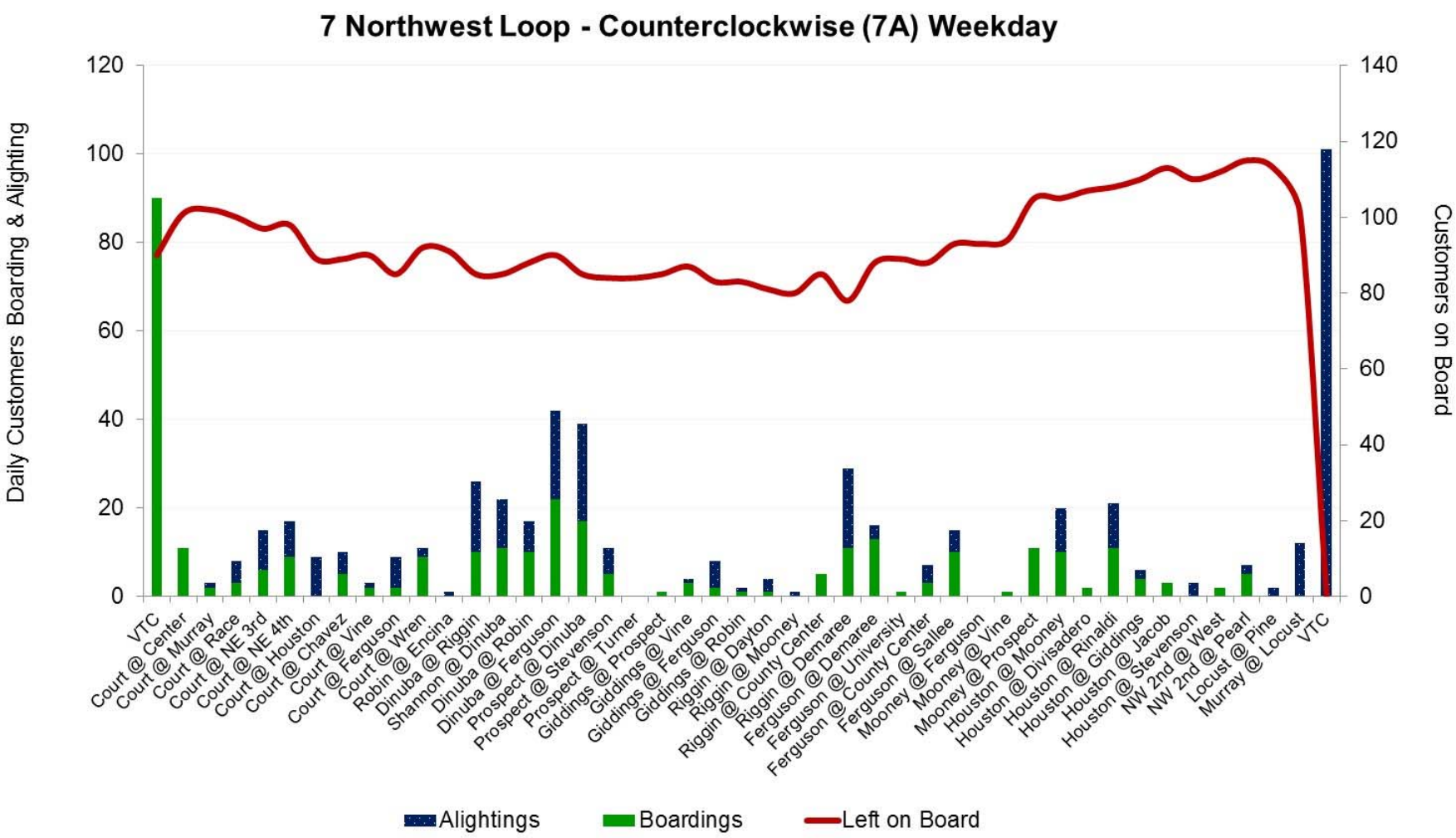

5 Walnut Eastbound (5B)
Weekday Boardings by Trip
16
14
12
10
8
6
4
2
0
Average = 5.1
boardings per trip
6:35 AM
7:20 AM
7:50 AM
8:35 AM
9:05 AM
9:50 AM
10:20 AM
11:00 AM
11:30 AM
12:00 PM
12:30 PM
1:00 PM
1:30 PM
2:05 PM
2:35 PM
3:20 PM
3:50 PM
4:35 PM
5:05 PM
5:50 PM
6:20 PM
7:00 PM
7:30 PM
8:00 PM
8:30 PM
9:00 PM
9:30 PM

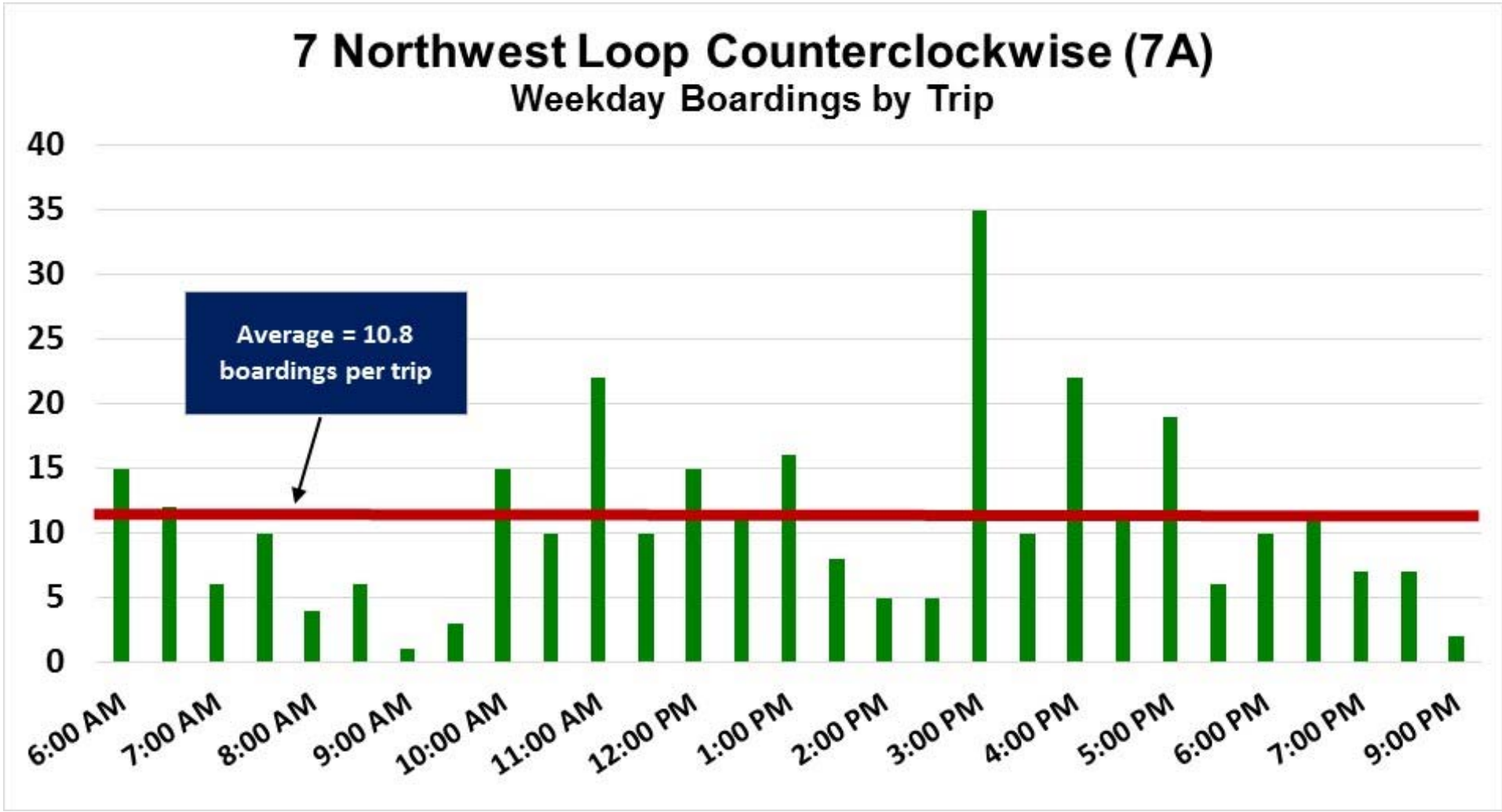

6 Goshen - Westbound Weekday
Daily Customers Boarding & Alighting
Customers on Board
0
10
20
30
40
50
60
70
VTC
Santa Fe @ Murray
Murray @ Encina
Murray @ Willis
Murray @ Stevenson
Goshen @ Park
Divisadero @ Connelly
Houston @ Divisadero
Houston @ Mooney
Houston @ County Center
Houston @ Demaree
Goshen @ Demaree
Goshen @ Chinowth
Goshen @ Kent
Akers @ Goshen
Akers @ Hurley
Hillsdale @ Akers (VMC)
Akers @ Hillsdale
Akers @ Hurley
Hurley @ Tommy
Hurley @ Shirk
Shirk @ Goshen
Doe @ Shirk
Doe @ Kawneer
Doe @ Clancy
Doe @ #8204
Kelsey @ Elowin
Goshen @ Plaza
Goshen @ Road 76
Ave 205 @ Farr
Road 72 @ Harvest
Ave 308 @ Road 72
Ave 308 @ Commercial
Ave 308 @ Road 70
Camp @ Elder
Ave 310 @ Robinson
Robinson @ Ave 310
Frontage @ Betty
Alightings
Boardings
Left on Board

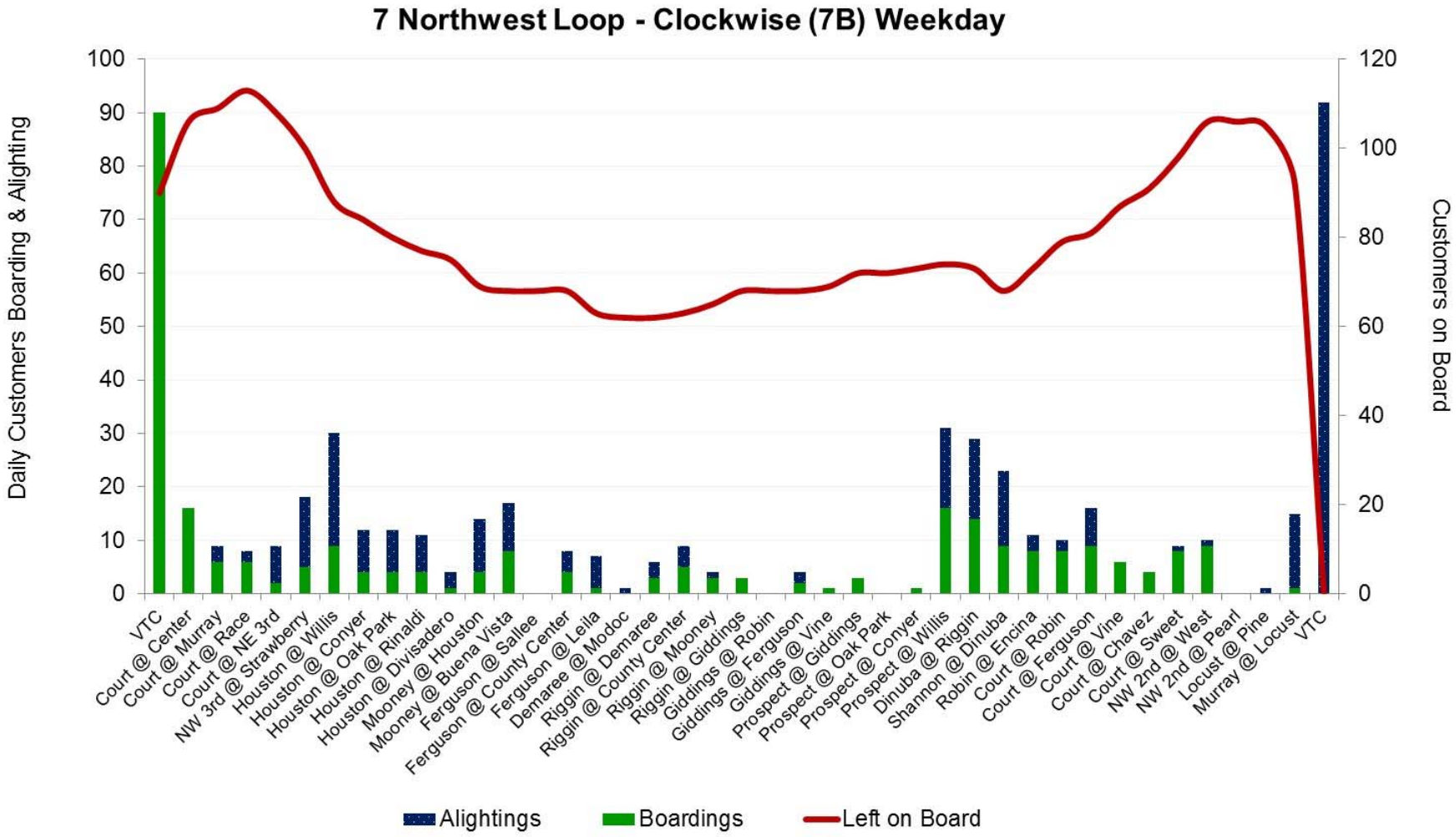

6 Goshen Westbound
Weekday Boardings by Trip
16
14
12
10
8
6
4
2
0
Average = 7.9
boardings per trip
6:00 AM
7:00 AM
7:45 AM
8:45 AM
9:30 AM
10:15 AM
11:15 AM
12:15 PM
1:00 PM
2:00 PM
2:45 PM
3:45 PM
4:30 PM
5:30 PM
6:15 PM
7:00 PM
8:00 PM
9:00 PM

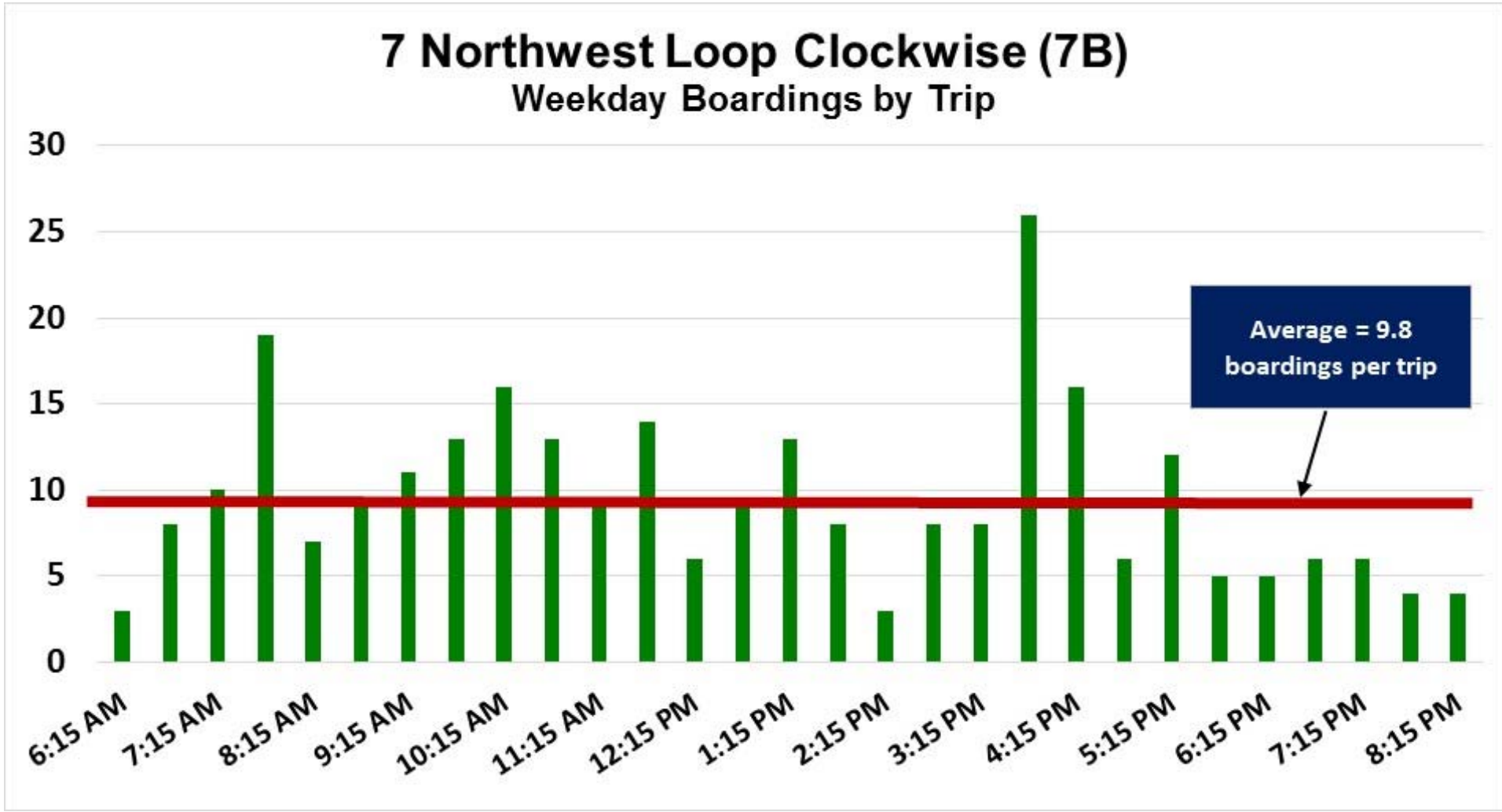

6 Goshen - Eastbound Weekday
Daily Customers Boarding & Alighting
Customers on Board
0
10
20
30
40
50
60
70
80
90
Frontage @ Betty
Frontage @ Ave 304
Ave 304 @ Road 68
Road 64 @ Harvest
Betty @ Road 67
Effie @ Elder
Effie @ Ave 308
Effie @ Roy
Effie @ Ave 305
Goshen @ Miller Park
Goshen @ Road 76
Goshen @ Century Plaza
Goshen @ Plaza
Kelsey @ Goshen
Doe @ Kelsey
Doe @ 7807
Doe @ Clancy
Doe @ Shirk
Shirk @ Goshen
Hurley @ Shirk
Hurley @ Tommy
Hillsdale @ Akers (VMC)
Akers @ Hillsdale
Akers @ Hurley
Goshen @ Akers
Goshen @ Atwood
Goshen @ Kent
Goshen @ Chinowth
Goshen @ Tilden
Demaree @ Houston
Houston @ Demaree
Houston @ County Center
Houston @ Mooney
Divisadero @ Connelly
Murray @ Park
Murray @ Jacob
Murray @ Johnson
Murray @ Floral
Murray @ Locust
VTC
Alightings
Boardings
Left on Board

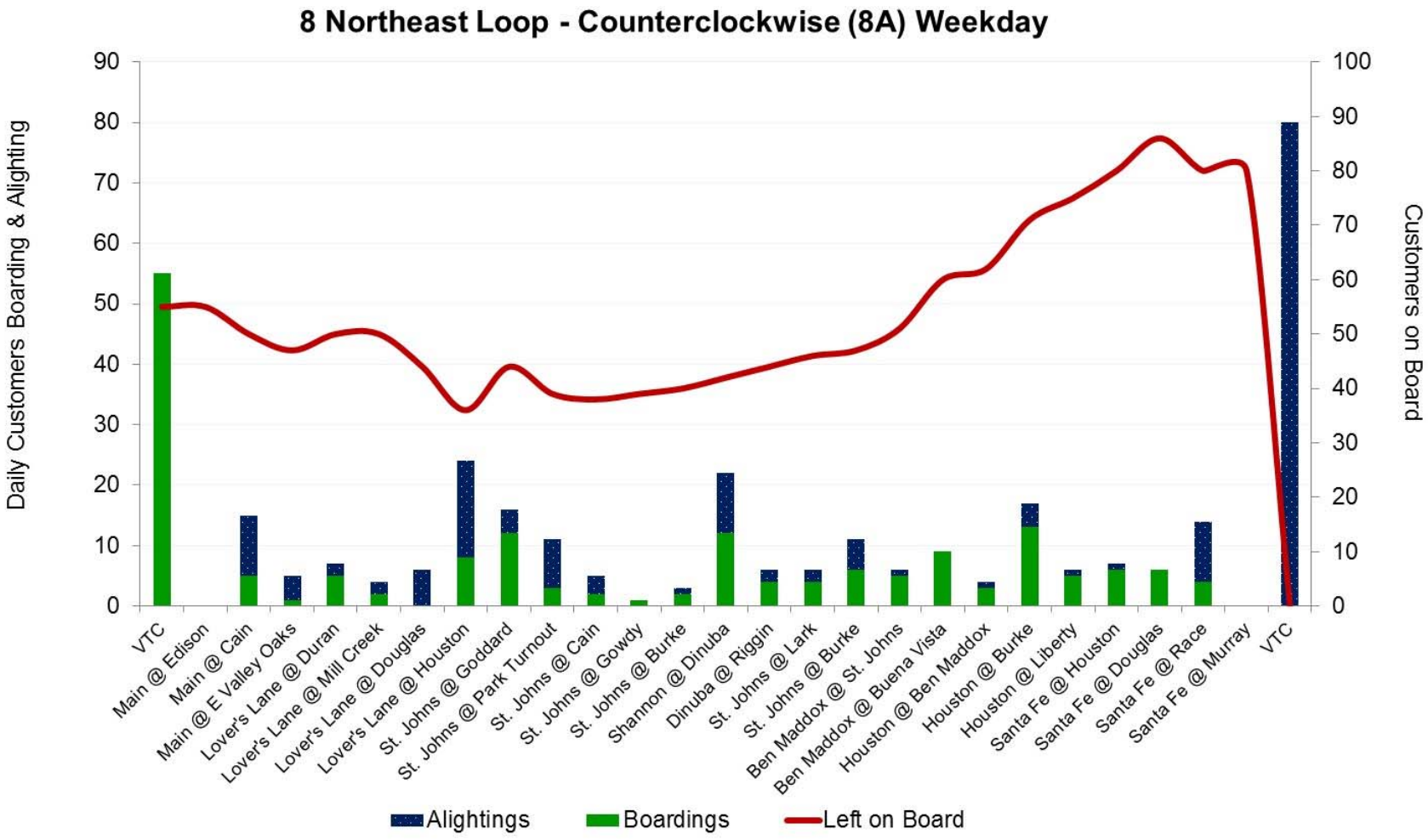

6 Goshen Eastbound
Weekday Boardings by Trip
16
14
12
10
8
6
4
2
0
Average = 6.1
boardings per trip
6:45 AM
7:45 AM
8:30 AM
9:30 AM
10:15 AM
11:15 AM
12:00 PM
1:00 PM
1:45 PM
2:45 PM
3:30 PM
4:30 PM
5:15 PM
6:15 PM
7:00 PM
8:00 PM
8:45 PM
9:45 PM

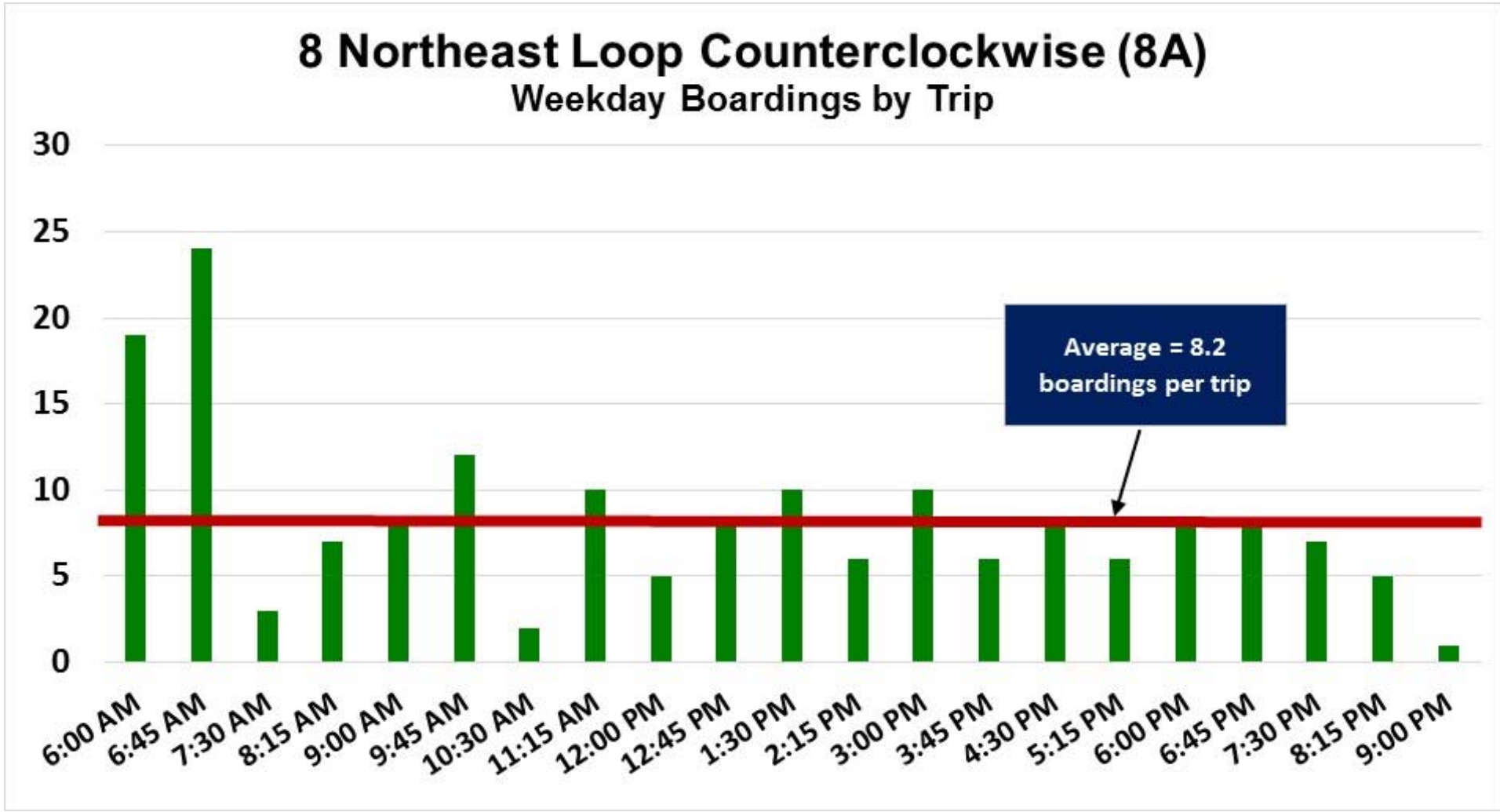

7 Northwest Loop - Counterclockwise (7A) Weekday
Daily Customers Boarding & Alighting
Customers on Board
120
100
80
60
40
20
0
140
120
100
80
60
40
20
0
VTC
Court @ Center
Court @ Murray
Court @ Race
Court @ NE 3rd
Court @ NE 4th
Court @ Houston
Court @ Chavez
Court @ Vine
Court @ Ferguson
Court @ Wren
Robin @ Encina
Dinuba @ Riggin
Shannon @ Dinuba
Dinuba @ Robin
Dinuba @ Ferguson
Prospect @ Dinuba
Prospect @ Stevenson
Prospect @ Turner
Giddings @ Prospect
Giddings @ Vine
Giddings @ Ferguson
Giddings @ Robin
Riggin @ Dayton
Riggin @ Mooney
Riggin @ County Center
Riggin @ Demaree
Ferguson @ Demaree
Ferguson @ University
Ferguson @ County Center
Ferguson @ Sallee
Mooney @ Ferguson
Mooney @ Vine
Mooney @ Prospect
Houston @ Mooney
Houston @ Divisadero
Houston @ Rinaldi
Houston @ Giddings
Houston @ Jacob
Houston @ Stevenson
NW 2nd @ West
NW 2nd @ Pearl
Locust @ Pine
Murray @ Locust
VTC
Alightings
Boardings
Left on Board

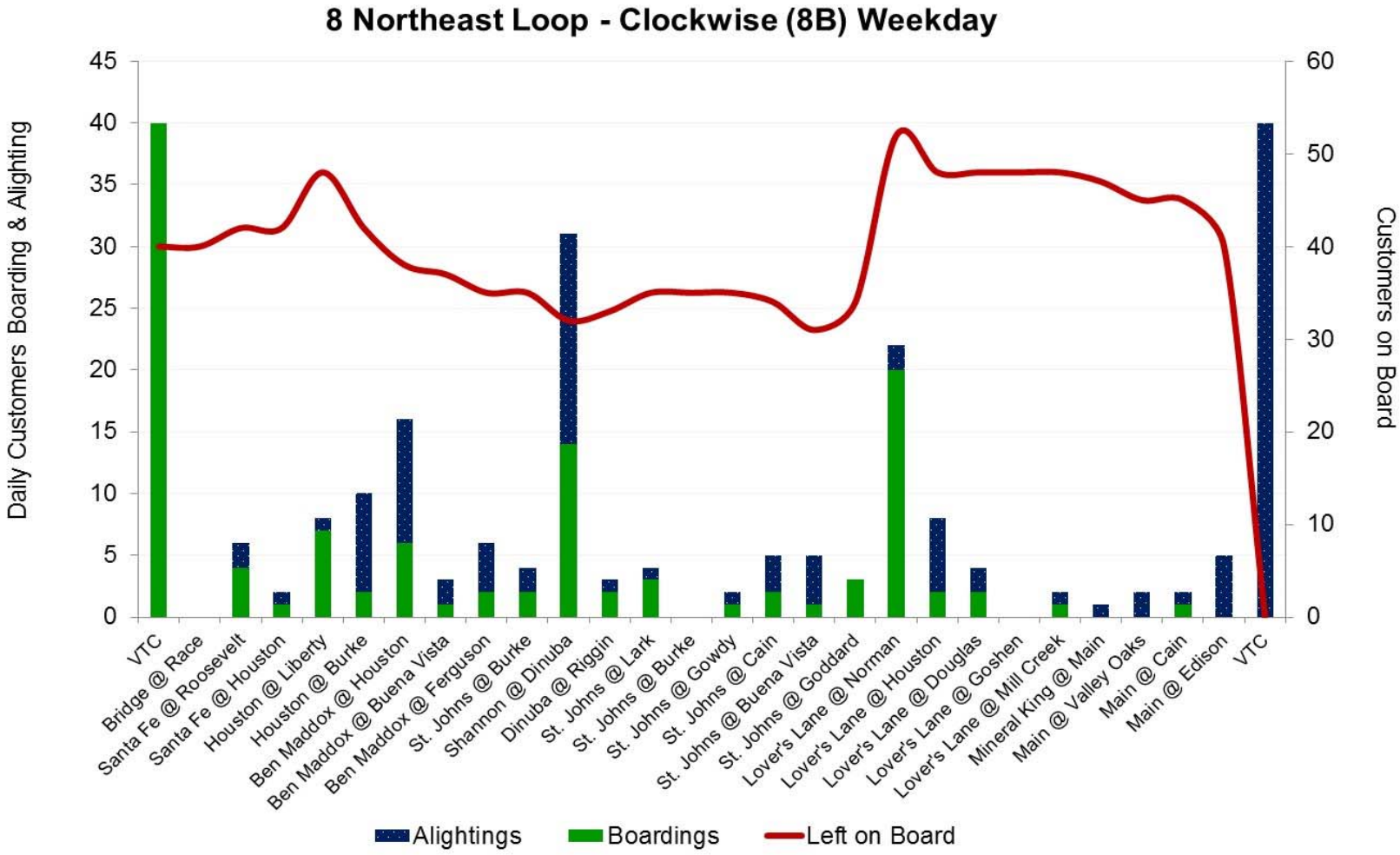

7 Northwest Loop Counterclockwise (7A)
Weekday Boardings by Trip
40
35
30
25
20
15
10
5
0
Average = 10.8
boardings per trip
6:00 AM
7:00 AM
8:00 AM
9:00 AM
10:00 AM
11:00 AM
12:00 PM
1:00 PM
2:00 PM
3:00 PM
4:00 PM
5:00 PM
6:00 PM
7:00 PM
9:00 PM

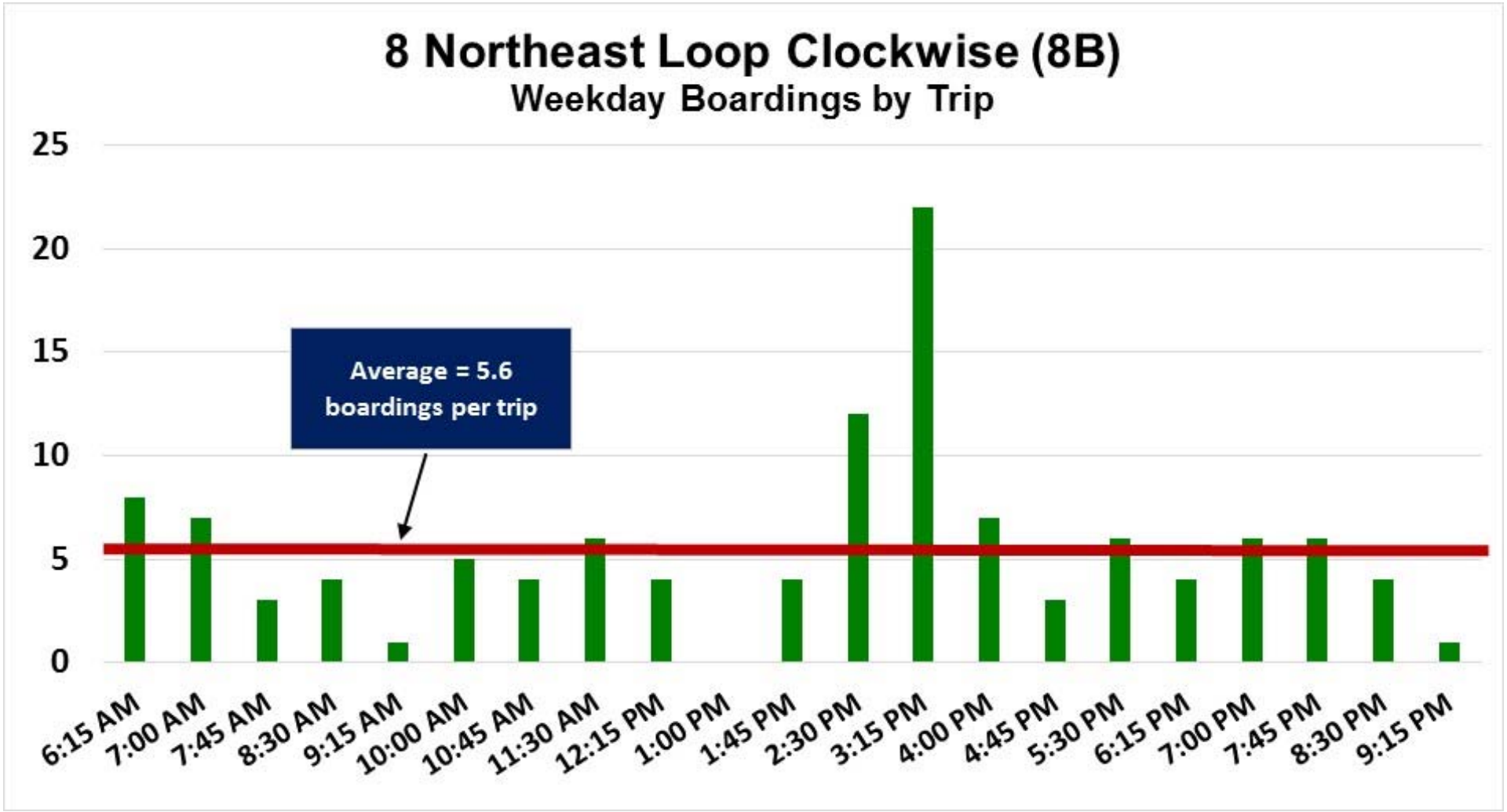

7 Northwest Loop - Clockwise (7B) Weekday
Daily Customers Boarding & Alighting
Customers on Board
100
90
80
70
60
50
40
30
20
10
0
120
100
80
60
40
20
0
VTC
Court @ Center
Court @ Murray
Court @ Race
Court @ NE 3rd
NW 3rd @ Strawberry
Houston @ Willis
Houston @ Conyer
Houston @ Oak Park
Houston @ Rinaldi
Houston @ Divisadero
Mooney @ Houston
Mooney @ Buena Vista
Ferguson @ Sallee
Ferguson @ County Center
Ferguson @ Leila
Demaree @ Modoc
Riggin @ Demaree
Riggin @ County Center
Riggin @ Mooney
Riggin @ Giddings
Giddings @ Robin
Giddings @ Ferguson
Giddings @ Vine
Prospect @ Giddings
Prospect @ Oak Park
Prospect @ Conyer
Prospect @ Willis
Dinuba @ Riggin
Shannon @ Dinuba
Robin @ Encina
Court @ Robin
Court @ Ferguson
Court @ Vine
Court @ Chavez
Court @ Sweet
NW 2nd @ West
NW 2nd @ Pearl
Locust @ Pine
Murray @ Locust
VTC
Alightings
Boardings
Left on Board

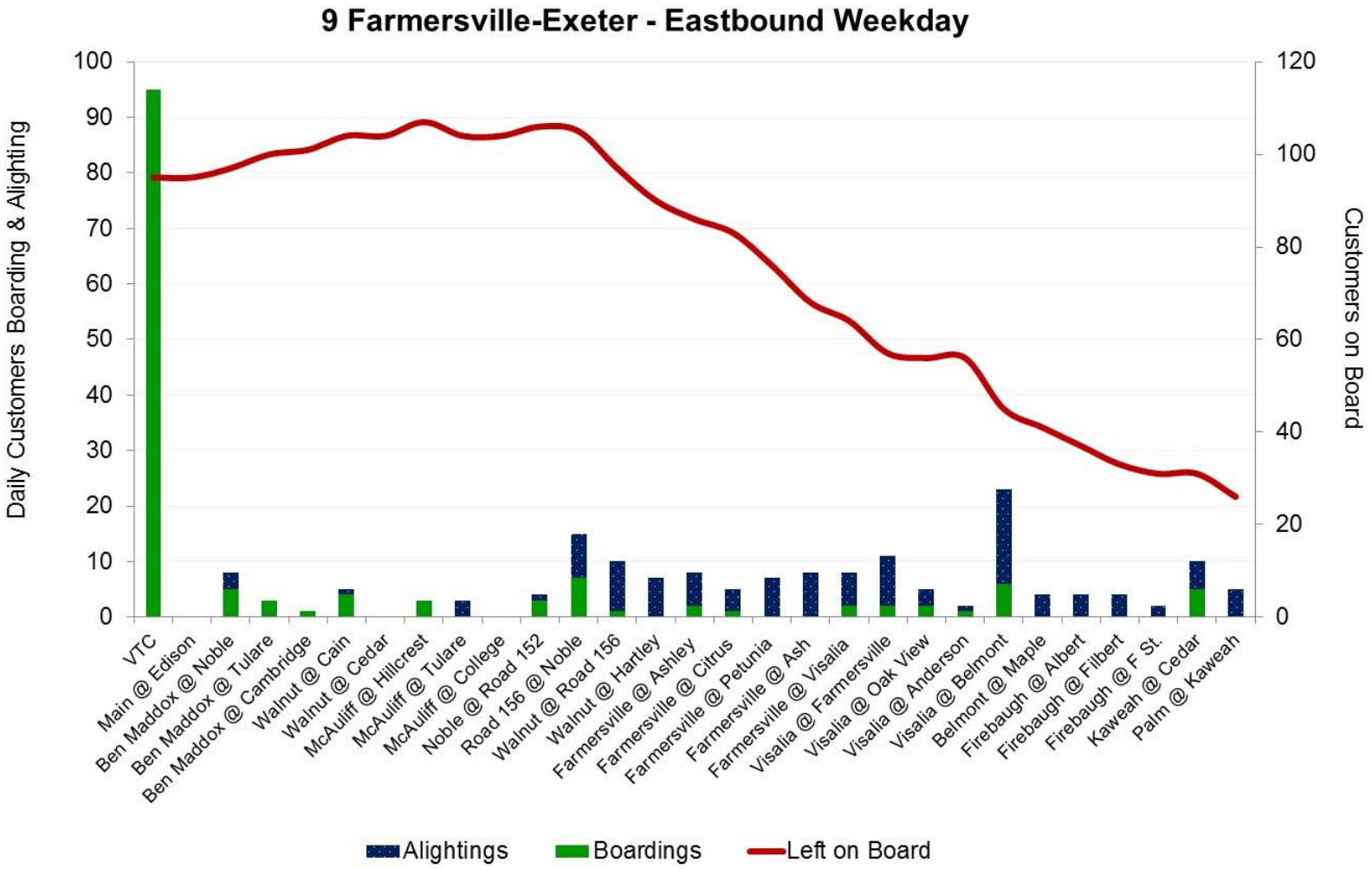

7 Northwest Loop Clockwise (7B)
Weekday Boardings by Trip
30
25
20
15
10
5
0
Average = 9.8
boardings per trip
6:15 AM
7:15 AM
8:15 AM
9:15 AM
10:15 AM
11:15 AM
12:15 PM
1:15 PM
2:15 PM
3:15 PM
4:15 PM
5:15 PM
6:15 PM
7:15 PM
8:15 PM

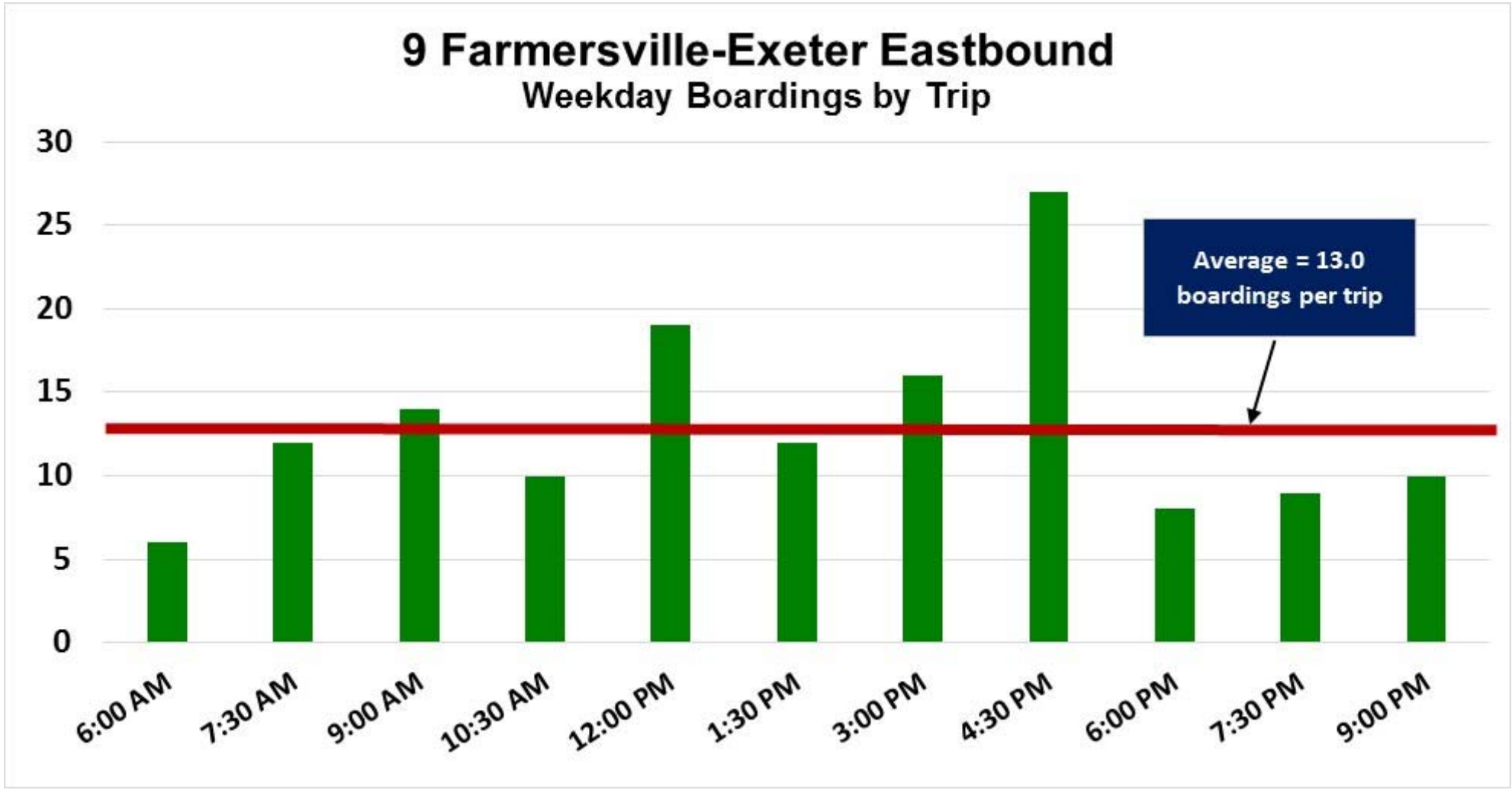

8 Northeast Loop - Counterclockwise (8A) Weekday
Daily Customers Boarding & Alighting
Customers on Board
0
10
20
30
40
50
60
70
80
90
100
VTC
Main @ Edison
Main @ Cain
Main @ E Valley Oaks
Lover's Lane @ Duran
Lover's Lane @ Mill Creek
Lover's Lane @ Douglas
Lover's Lane @ Houston
St. Johns @ Goddard
St. Johns @ Park Turnout
St. Johns @ Cain
St. Johns @ Gowdy
St. Johns @ Burke
Shannon @ Dinuba
Dinuba @ Riggin
St. Johns @ Lark
St. Johns @ Burke
Ben Maddox @ St. Johns
Ben Maddox @ Buena Vista
Houston @ Ben Maddox
Houston @ Burke
Houston @ Liberty
Santa Fe @ Houston
Santa Fe @ Douglas
Santa Fe @ Race
Santa Fe @ Murray
VTC
Alightings
Boardings
Left on Board

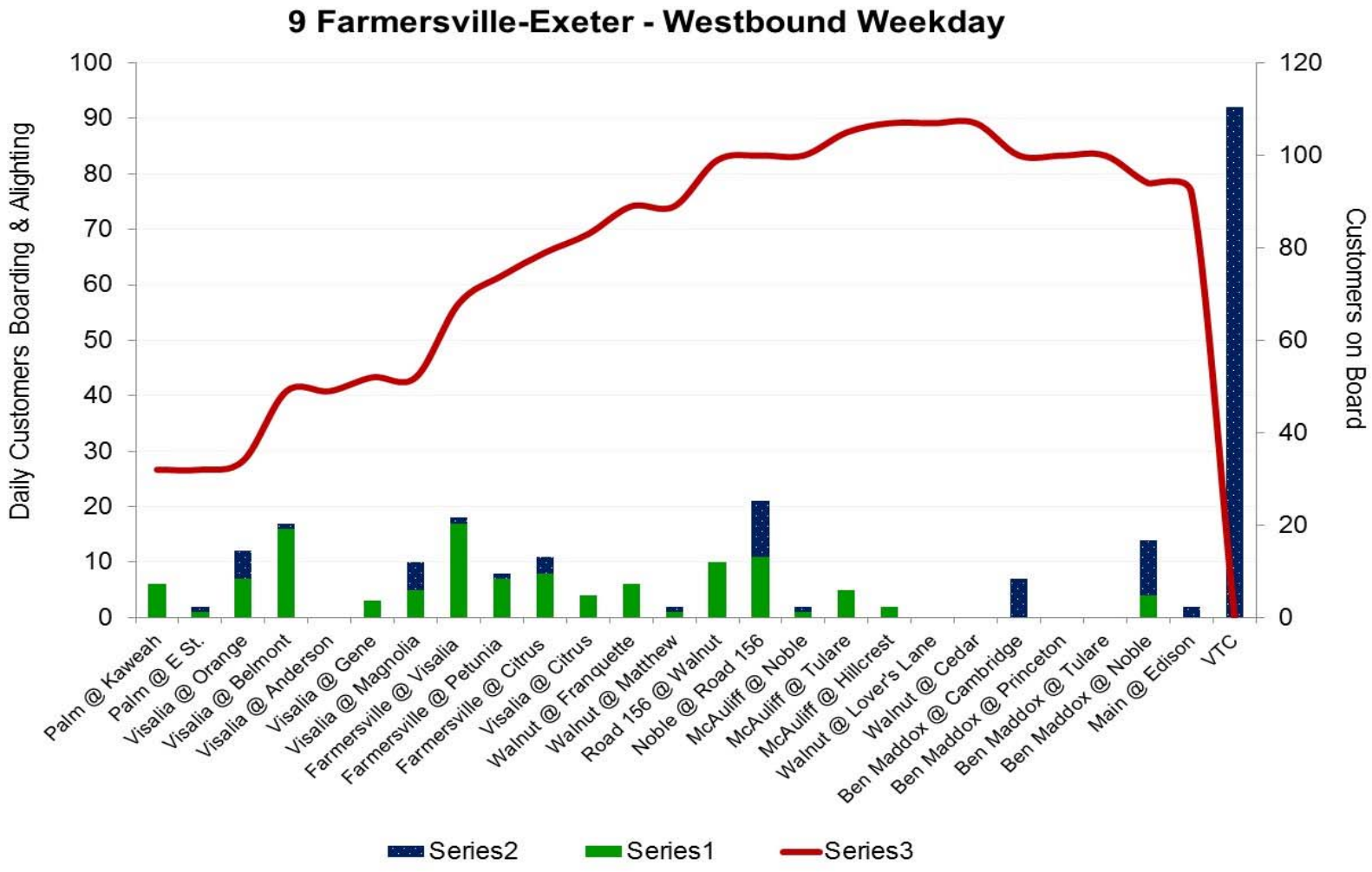

8 Northeast Loop Counterclockwise (8A)
Weekday Boardings by Trip
30
25
20
15
10
5
0
Average = 8.2
boardings per trip
6:00 AM
6:45 AM
7:30 AM
8:15 AM
9:00 AM
9:45 AM
10:30 AM
11:15 AM
12:00 PM
12:45 PM
1:30 PM
2:15 PM
3:00 PM
3:45 PM
4:30 PM
5:15 PM
6:00 PM
6:45 PM
7:30 PM
8:15 PM
9:00 PM

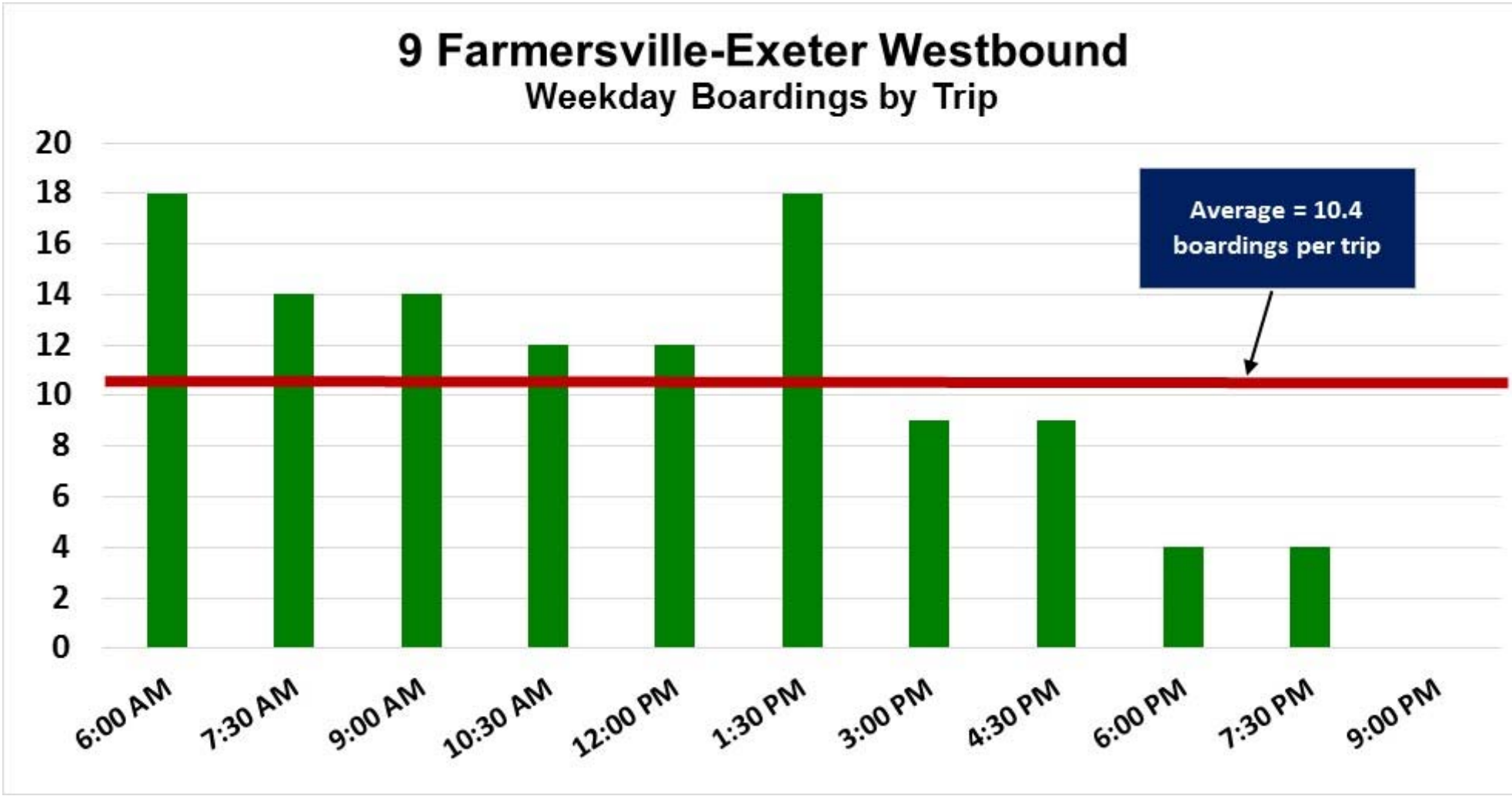

8 Northeast Loop - Clockwise (8B) Weekday
Daily Customers Boarding & Alighting
Customers on Board
0
5
10
15
20
25
30
35
40
45
0
10
20
30
40
50
60
VTC
Bridge @ Race
Santa Fe @ Roosevelt
Santa Fe @ Houston
Houston @ Liberty
Houston @ Burke
Ben Maddox @ Houston
Ben Maddox @ Buena Vista
Ben Maddox @ Ferguson
St. Johns @ Burke
Shannon @ Dinuba
Dinuba @ Riggin
St. Johns @ Lark
St. Johns @ Burke
St. Johns @ Gowdy
St. Johns @ Cain
St. Johns @ Buena Vista
St. Johns @ Goddard
Lover's Lane @ Norman
Lover's Lane @ Houston
Lover's Lane @ Douglas
Lover's Lane @ Goshen
Lover's Lane @ Mill Creek
Mineral King @ Main
Main @ Valley Oaks
Main @ Cain
Main @ Edison
VTC
Alightings
Boardings
Left on Board

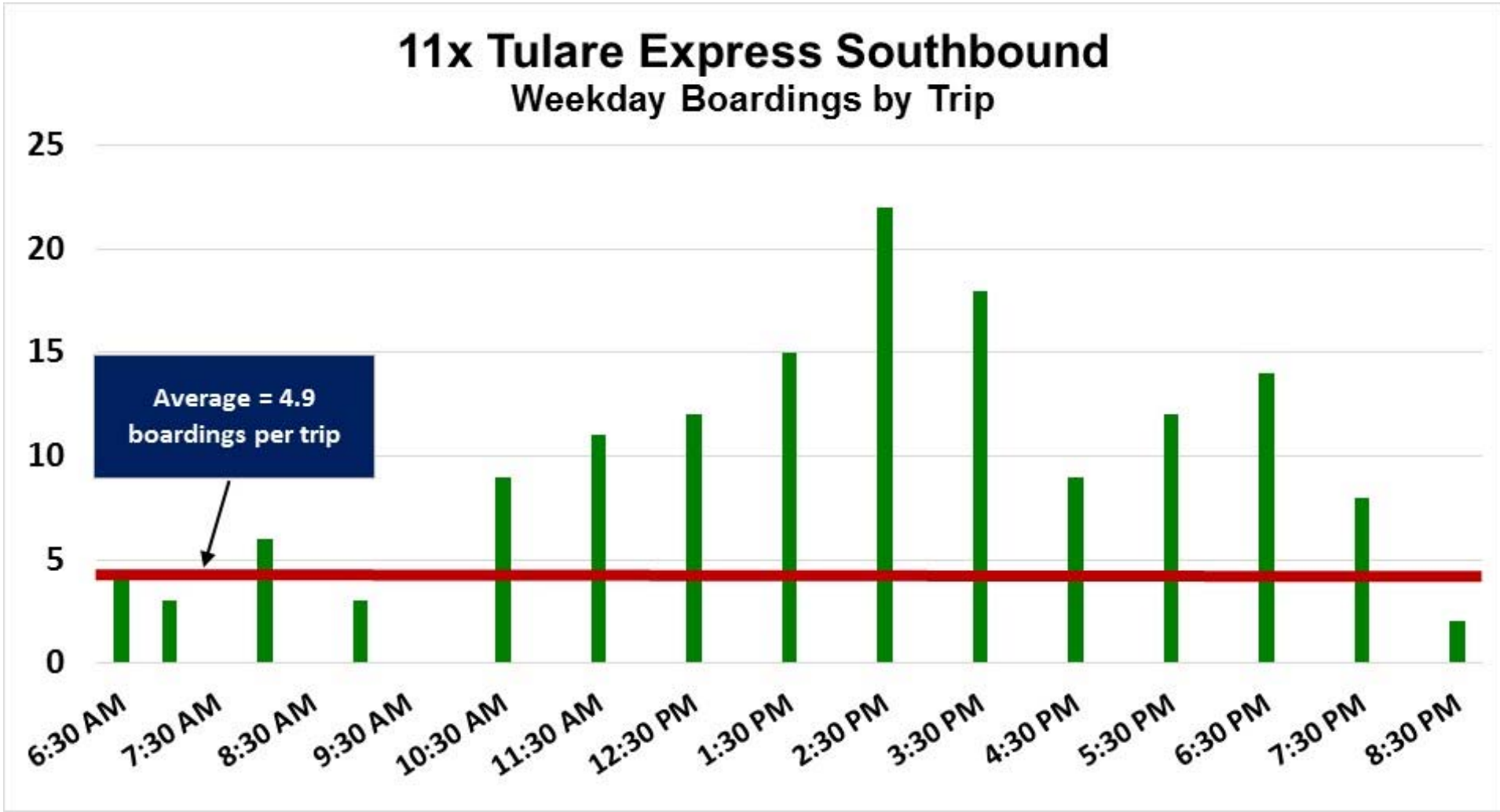

8 Northeast Loop Clockwise (8B)
Weekday Boardings by Trip
25
20
15
10
5
0
Average = 5.6
boardings per trip
6:15 AM
7:00 AM
7:45 AM
8:30 AM
9:15 AM
10:00 AM
10:45 AM
11:30 AM
12:15 PM
1:00 PM
1:45 PM
2:30 PM
3:15 PM
4:00 PM
4:45 PM
5:30 PM
6:15 PM
7:00 PM
7:45 PM
8:30 PM
9:15 PM

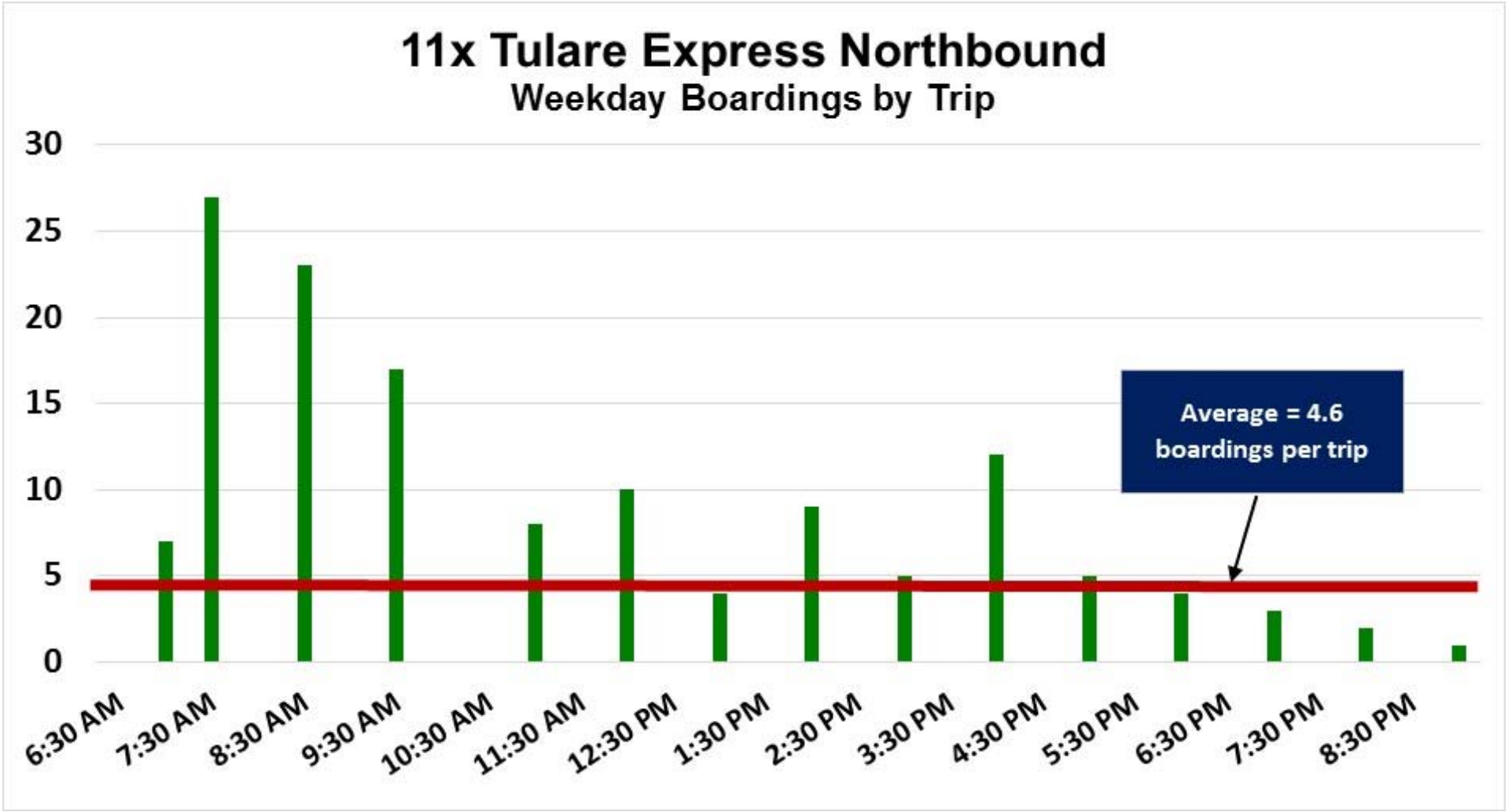

9 Farmersville-Exeter - Eastbound Weekday
Daily Customers Boarding & Alighting
Customers on Board
100
90
80
70
60
50
40
30
20
10
0
120
100
80
60
40
20
0
VTC
Main @ Edison
Ben Maddox @ Noble
Ben Maddox @ Tulare
Ben Maddox @ Cambridge
Walnut @ Cain
Walnut @ Cedar
McAuliff @ Hillcrest
McAuliff @ Tulare
McAuliff @ College
Noble @ Road 152
Road 156 @ Noble
Walnut @ Road 156
Walnut @ Hartley
Farmersville @ Ashley
Farmersville @ Citrus
Farmersville @ Petunia
Farmersville @ Ash
Farmersville @ Visalia
Visalia @ Farmersville
Visalia @ Oak View
Visalia @ Anderson
Visalia @ Belmont
Belmont @ Maple
Firebaugh @ Albert
Firebaugh @ Filbert
Firebaugh @ F St.
Kaweah @ Cedar
Palm @ Kaweah
Alightings
Boardings
Left on Board

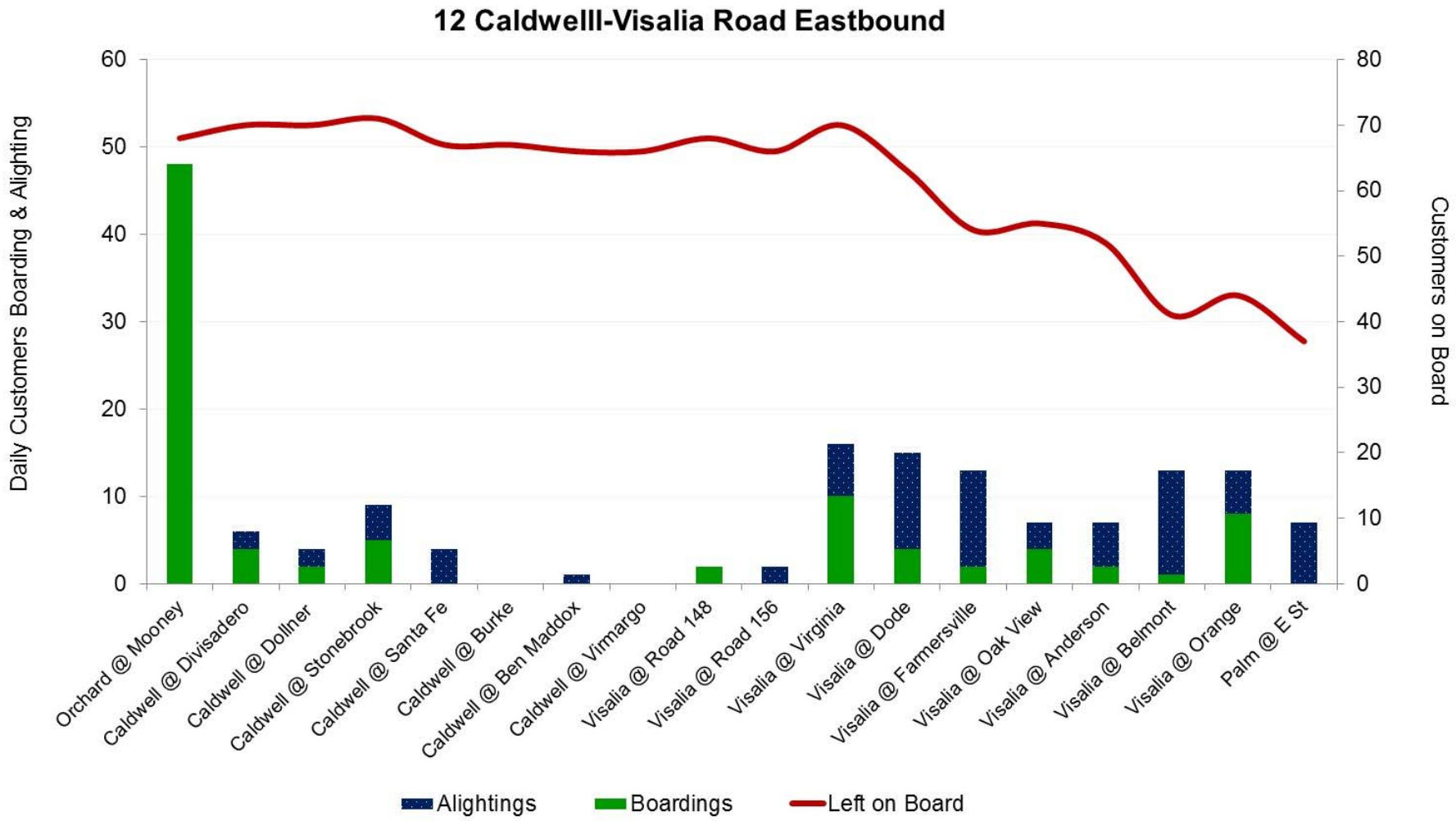

9 Farmersville-Exeter Eastbound
Weekday Boardings by Trip
30
25
20
15
10
5
0
Average = 13.0
boardings per trip
6:00 AM
7:30 AM
9:00 AM
10:30 AM
12:00 PM
1:30 PM
3:00 PM
4:30 PM
6:00 PM
7:30 PM
9:00 PM

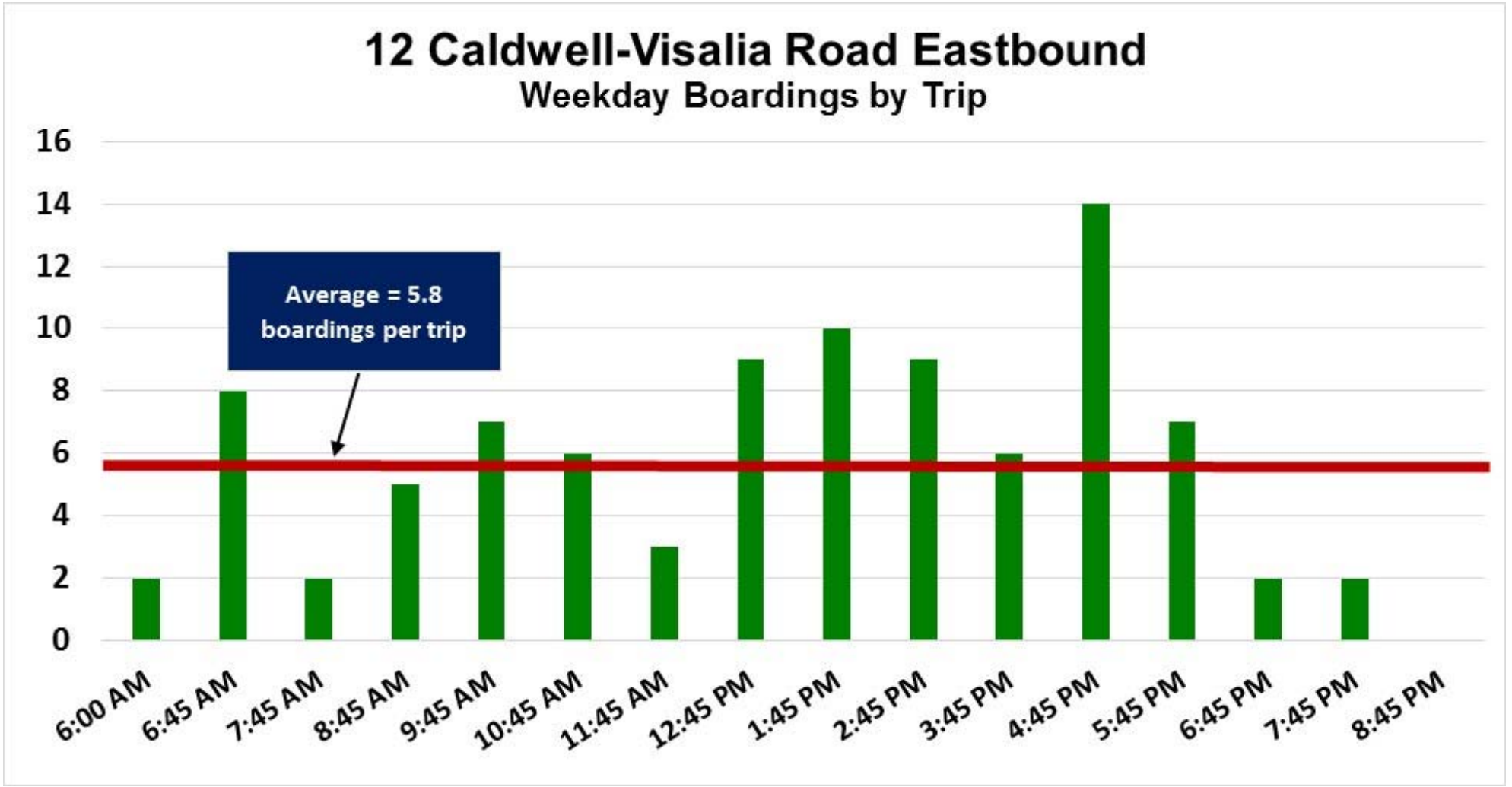

9 Farmersville-Exeter - Westbound Weekday
Daily Customers Boarding & Alighting
Customers on Board
100
90
80
70
60
50
40
30
20
10
0
120
100
80
60
40
20
0
Palm @ Kaweah
Palm @ E St.
Visalia @ Orange
Visalia @ Belmont
Visalia @ Anderson
Visalia @ Gene
Visalia @ Magnolia
Farmersville @ Visalia
Farmersville @ Petunia
Farmersville @ Citrus
Visalia @ Citrus
Walnut @ Franquette
Walnut @ Matthew
Road 156 @ Walnut
Noble @ Road 156
McAuliff @ Noble
McAuliff @ Tulare
McAuliff @ Hillcrest
Walnut @ Lover's Lane
Walnut @ Cedar
Ben Maddox @ Cambridge
Ben Maddox @ Princeton
Ben Maddox @ Tulare
Ben Maddox @ Noble
Main @ Edison
VTC
Series2
Series1
Series3

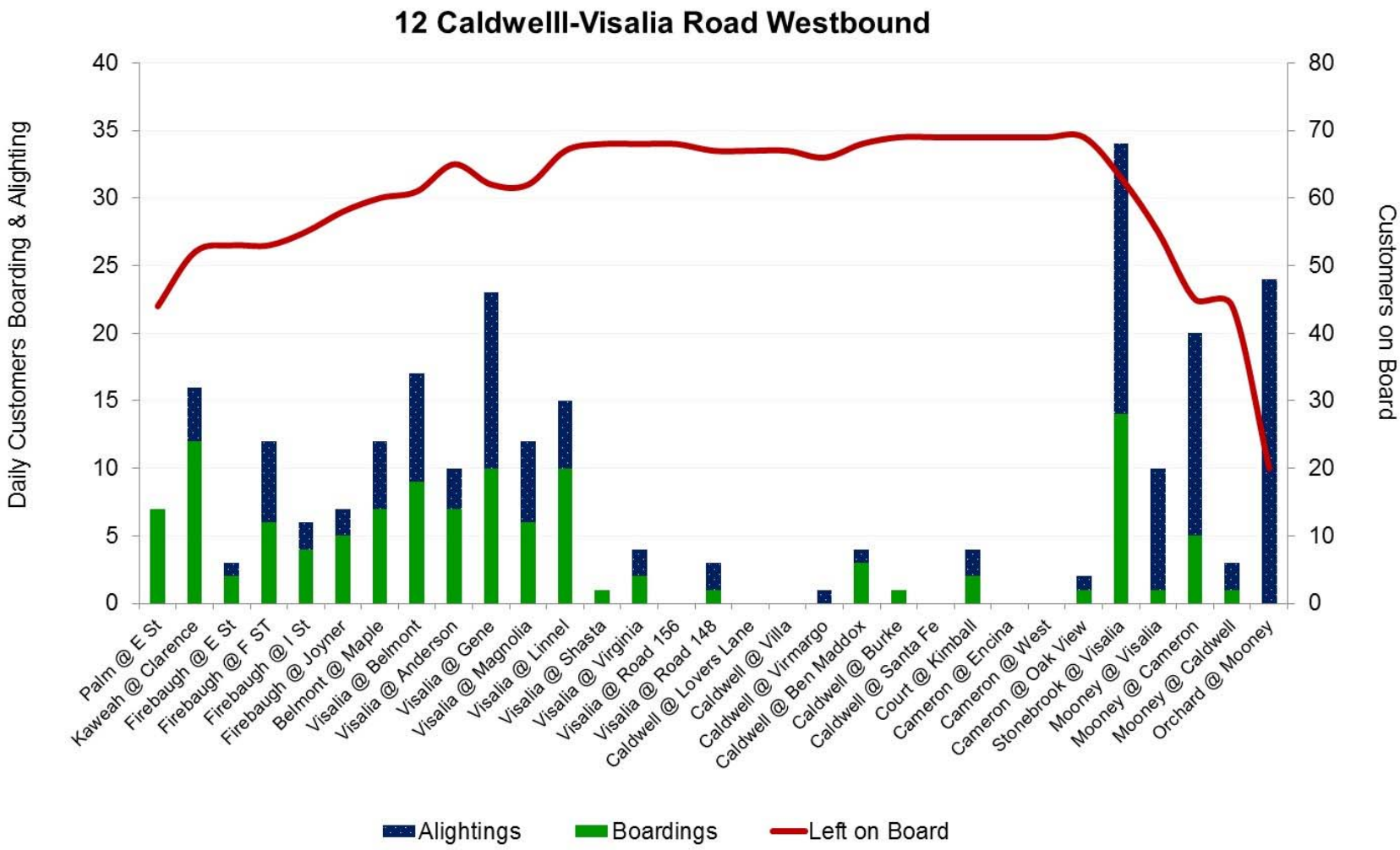

9 Farmersville-Exeter Westbound
Weekday Boardings by Trip
20
18
16
14
12
10
8
6
4
2
0
Average = 10.4
boardings per trip
6:00 AM
7:30 AM
9:00 AM
10:30 AM
12:00 PM
1:30 PM
3:00 PM
4:30 PM
6:00 PM
7:30 PM
9:00 PM

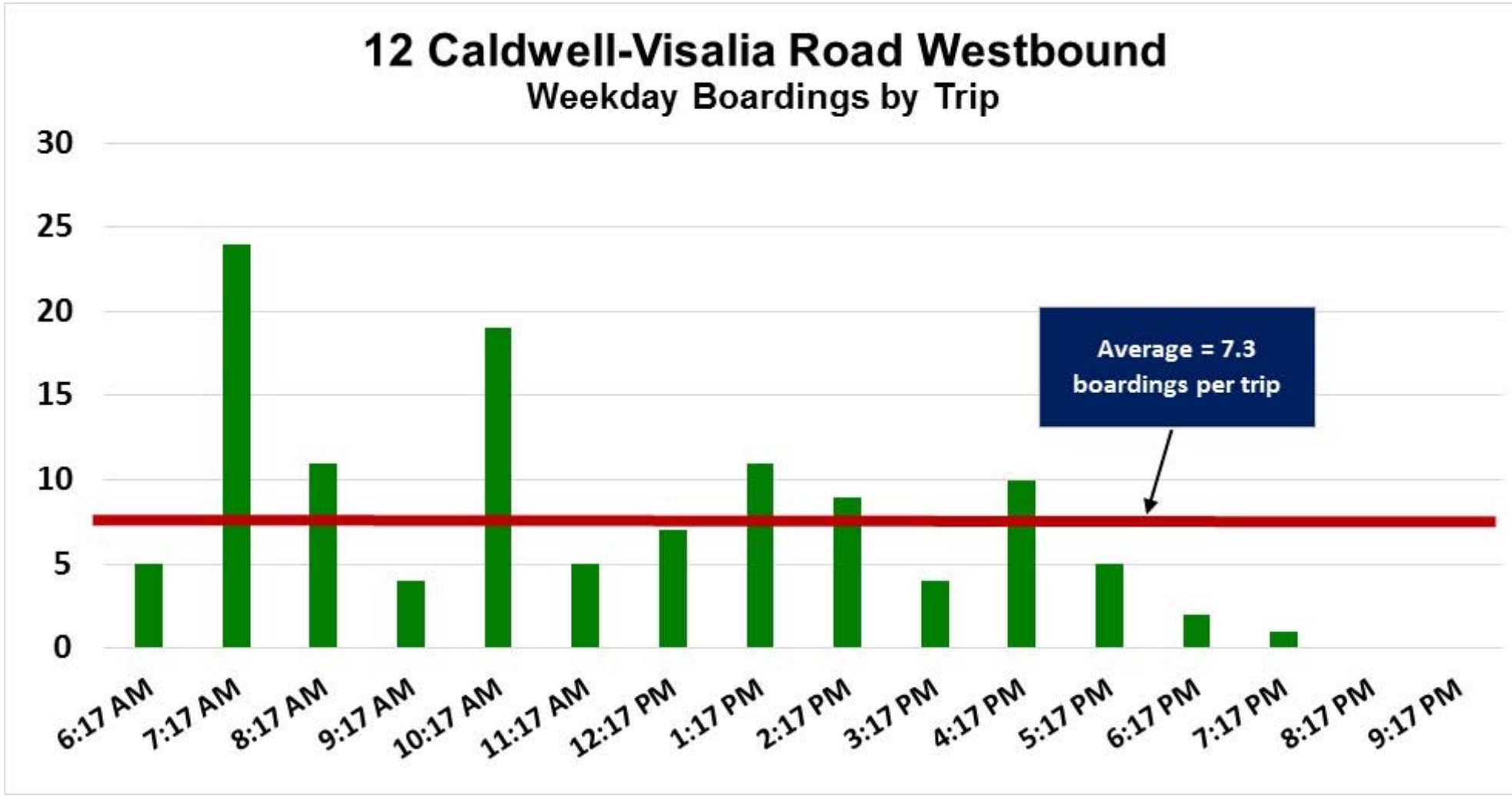

11x Tulare Express Southbound
Weekday Boardings by Trip
25
20
15
10
5
0
Average = 4.9
boardings per trip
6:30 AM
7:30 AM
8:30 AM
9:30 AM
10:30 AM
11:30 AM
12:30 PM
1:30 PM
2:30 PM
3:30 PM
4:30 PM
5:30 PM
6:30 PM
7:30 PM
8:30 PM

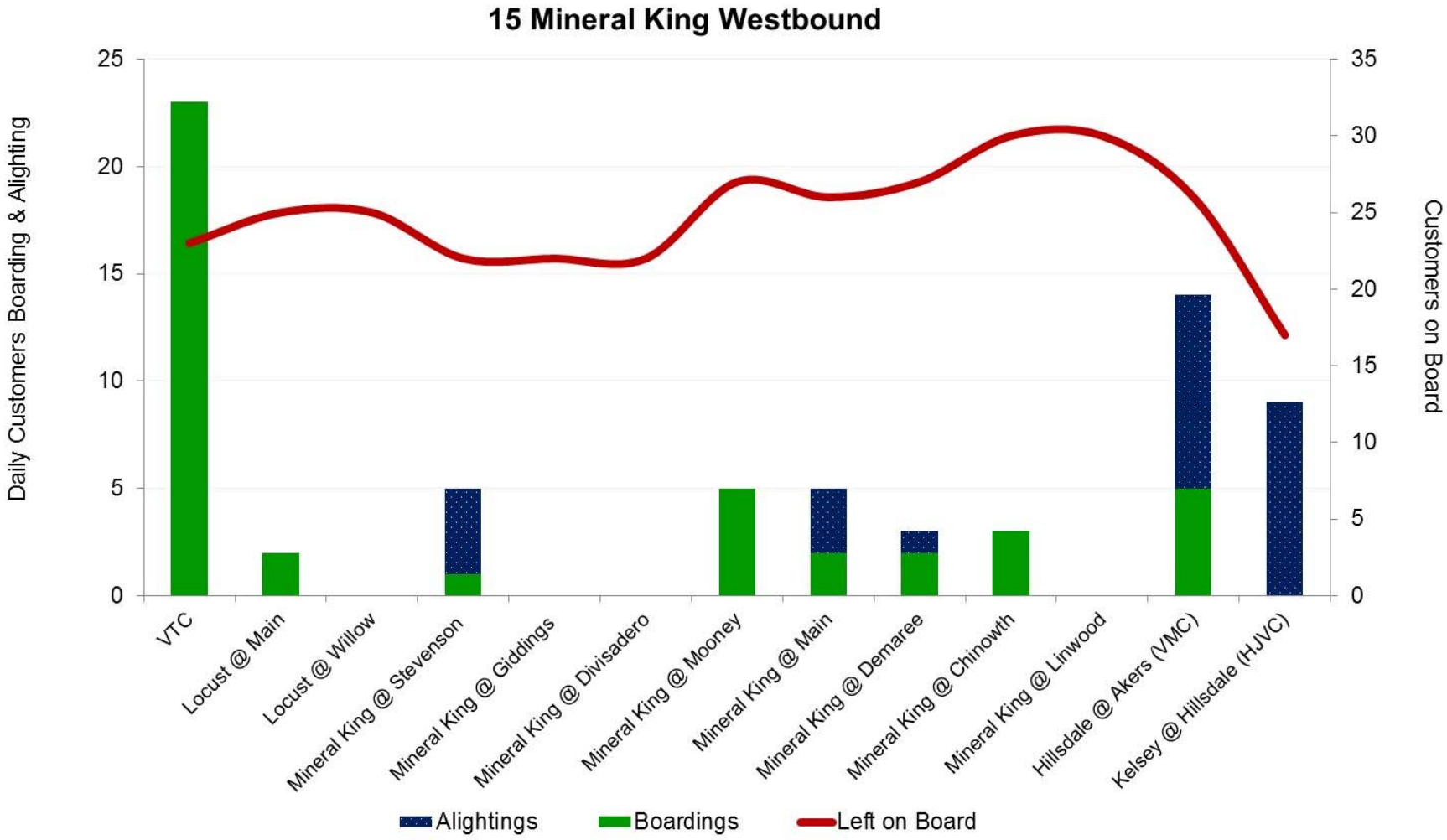

11x Tulare Express Northbound
Weekday Boardings by Trip
30
25
20
15
10
5
0
Average = 4.6
boardings per trip
6:30 AM
7:30 AM
8:30 AM
9:30 AM
10:30 AM
11:30 AM
12:30 PM
1:30 PM
2:30 PM
3:30 PM
4:30 PM
5:30 PM
6:30 PM
7:30 PM
8:30 PM

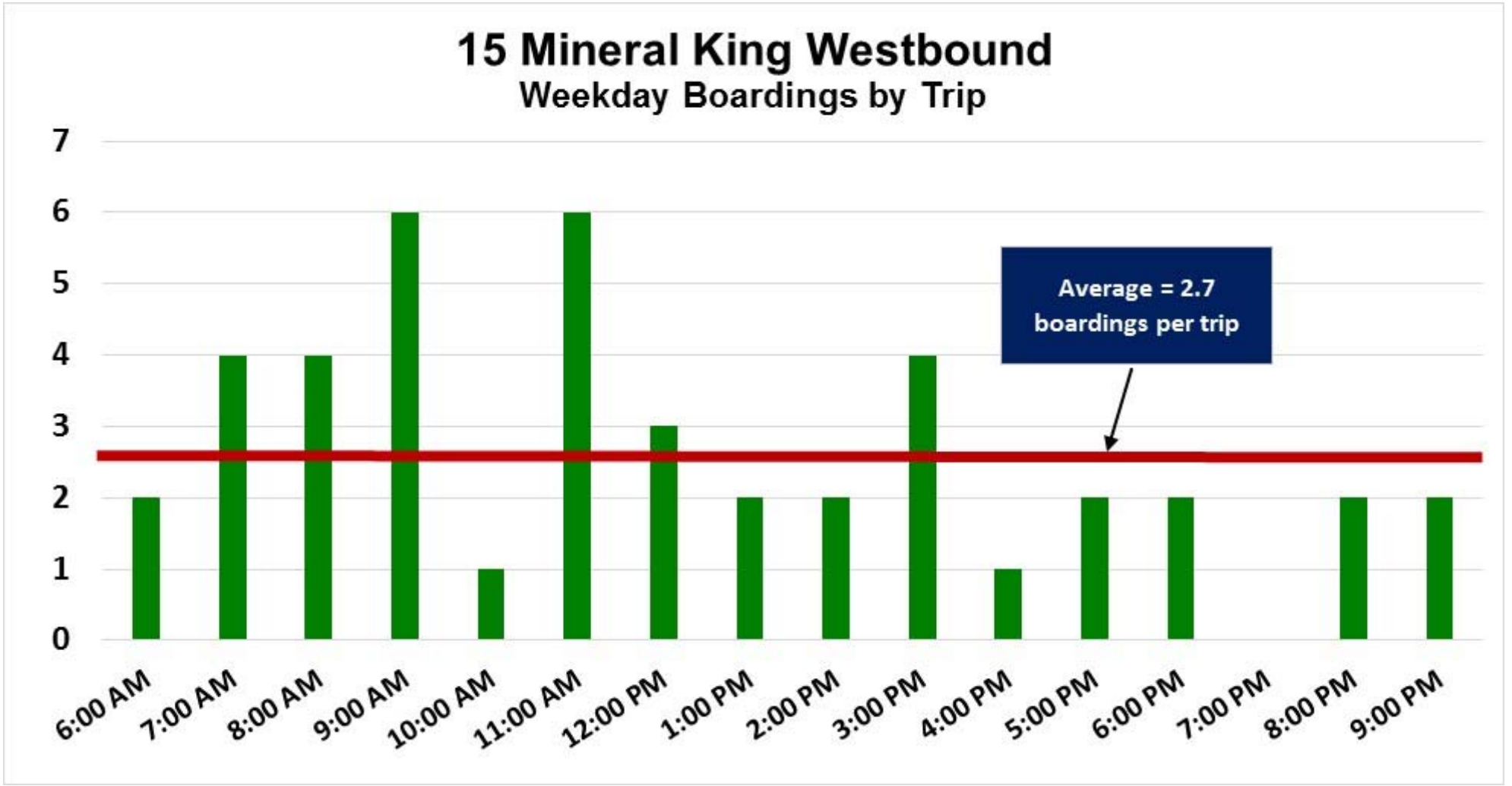

12 Caldwelll-Visalia Road Eastbound
Daily Customers Boarding & Alighting
Customers on Board
60
50
40
30
20
10
0
80
70
60
50
40
30
20
10
0
Orchard @ Mooney
Caldwell @ Divisadero
Caldwell @ Dollner
Caldwell @ Stonebrook
Caldwell @ Santa Fe
Caldwell @ Burke
Caldwell @ Ben Maddox
Caldwell @ Virmargo
Visalia @ Road 148
Visalia @ Road 156
Visalia @ Virginia
Visalia @ Dode
Visalia @ Farmersville
Visalia @ Oak View
Visalia @ Anderson
Visalia @ Belmont
Visalia @ Orange
Palm @ E St
Alightings
Boardings
Left on Board

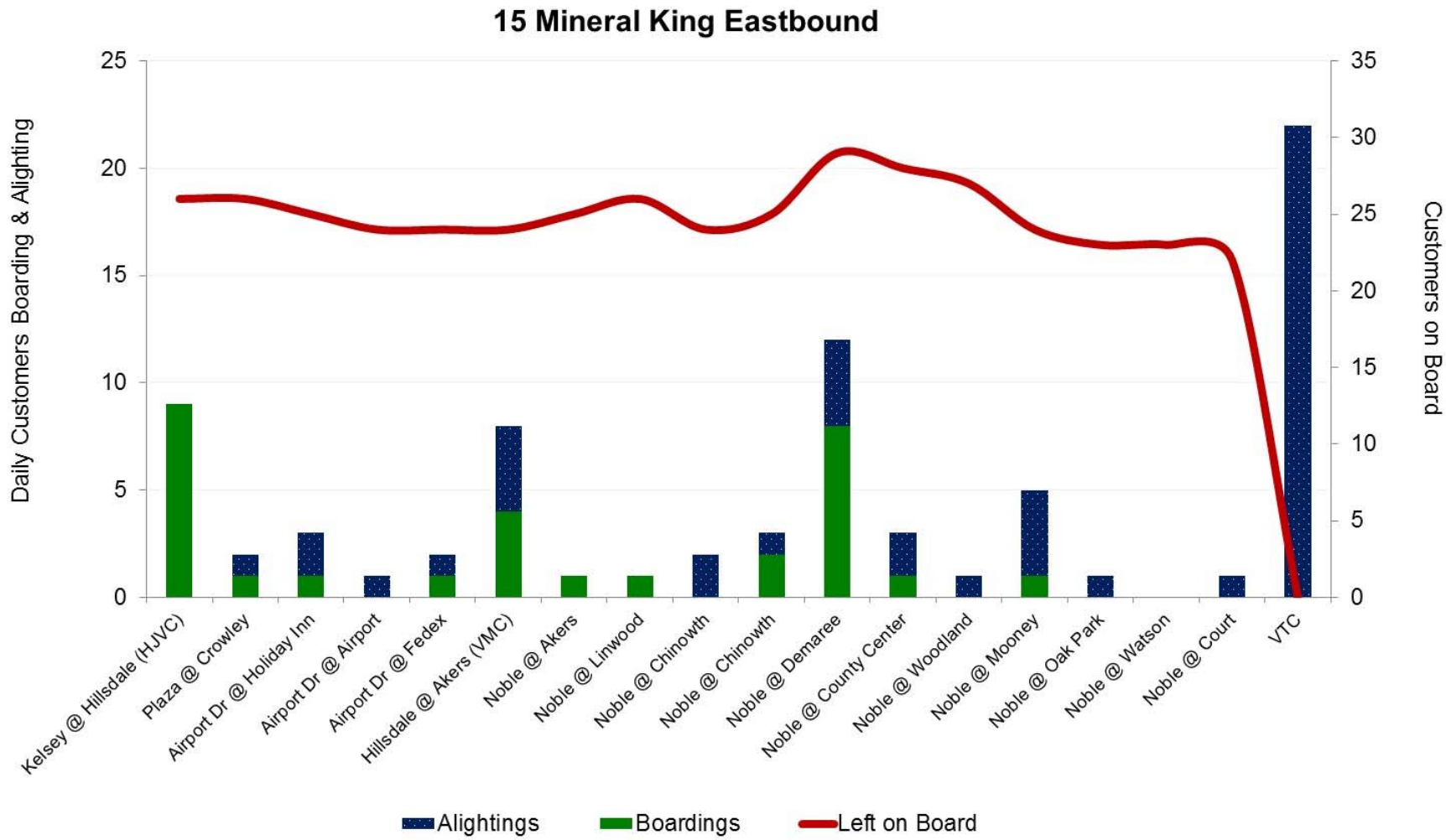

12 Caldwell-Visalia Road Eastbound
Weekday Boardings by Trip
16
14
12
10
8
6
4
2
0
Average = 5.8
boardings per trip
6:00 AM
6:45 AM
7:45 AM
8:45 AM
9:45 AM
10:45 AM
11:45 AM
12:45 PM
1:45 PM
2:45 PM
3:45 PM
4:45 PM
5:45 PM
6:45 PM
7:45 PM
8:45 PM

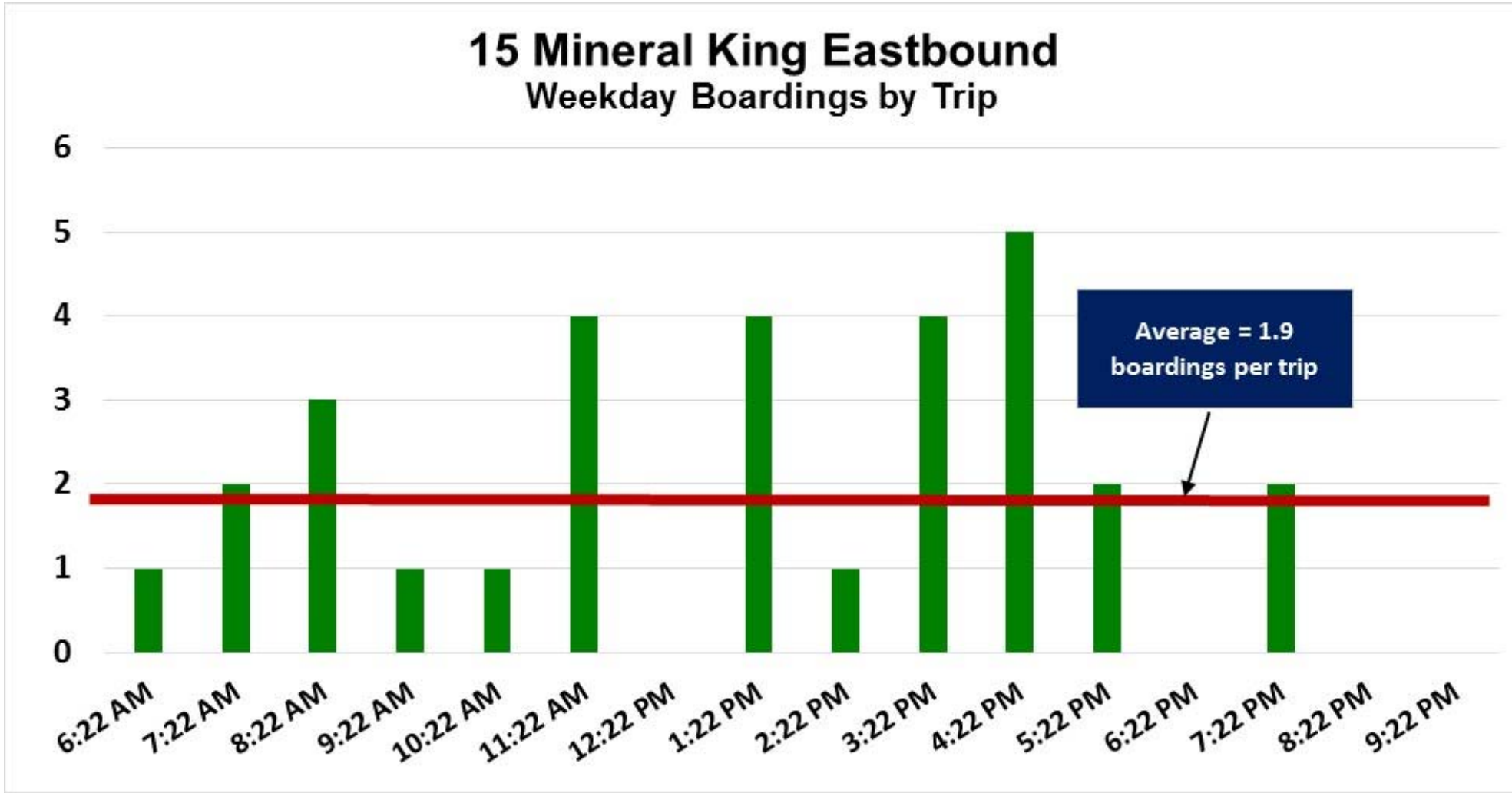

12 Caldwelll-Visalia Road Westbound
Daily Customers Boarding & Alighting
Customers on Board
0
5
10
15
20
25
30
35
40
0
10
20
30
40
50
60
70
80
Palm @ E St
Kaweah @ Clarence
Firebaugh @ E St
Firebaugh @ F ST
Firebaugh @ I St
Firebaugh @ Joyner
Belmont @ Maple
Visalia @ Belmont
Visalia @ Anderson
Visalia @ Gene
Visalia @ Magnolia
Visalia @ Linnel
Visalia @ Shasta
Visalia @ Virginia
Visalia @ Road 156
Visalia @ Road 148
Caldwell @ Lovers Lane
Caldwell @ Villa
Caldwell @ Virmargo
Caldwell @ Ben Maddox
Caldwell @ Burke
Caldwell @ Santa Fe
Court @ Kimball
Cameron @ Encina
Cameron @ West
Cameron @ Oak View
Stonebrook @ Visalia
Mooney @ Visalia
Mooney @ Cameron
Mooney @ Caldwell
Orchard @ Mooney
Alightings
Boardings
Left on Board


12 Caldwell-Visalia Road Westbound
Weekday Boardings by Trip
30
25
20
15
10
5
0
Average = 7.3
boardings per trip
6:17 AM
7:17 AM
8:17 AM
9:17 AM
10:17 AM
11:17 AM
12:17 PM
1:17 PM
2:17 PM
3:17 PM
4:17 PM
5:17 PM
6:17 PM
7:17 PM
8:17 PM
9:17 PM


15 Mineral King Westbound
Daily Customers Boarding & Alighting
Customers on Board
25
20
15
10
5
0
35
30
25
20
15
10
5
0
VTC
Locust @ Main
Locust @ Willow
Mineral King @ Stevenson
Mineral King @ Giddings
Mineral King @ Divisadero
Mineral King @ Mooney
Mineral King @ Main
Mineral King @ Demaree
Mineral King @ Chinowth
Mineral King @ Linwood
Hillsdale @ Akers (VMC)
Kelsey @ Hillsdale (HJVC)
Alightings
Boardings
Left on Board


15 Mineral King Westbound
Weekday Boardings by Trip
7
6
5
4
3
2
1
0
Average = 2.7
boardings per trip
6:00 AM
7:00 AM
8:00 AM
9:00 AM
10:00 AM
11:00 AM
12:00 PM
1:00 PM
2:00 PM
3:00 PM
4:00 PM
5:00 PM
6:00 PM
7:00 PM
8:00 PM
9:00 PM


15 Mineral King Eastbound
Daily Customers Boarding & Alighting
Customers on Board
25
20
15
10
5
0
35
30
25
20
15
10
5
0
Kelsey @ Hillsdale (HJVC)
Plaza @ Crowley
Airport Dr @ Holiday Inn
Airport Dr @ Airport
Airport Dr @ Fedex
Hillsdale @ Akers (VMC)
Noble @ Akers
Noble @ Linwood
Noble @ Chinowth
Noble @ Chinowth
Noble @ Demaree
Noble @ County Center
Noble @ Woodland
Noble @ Mooney
Noble @ Oak Park
Noble @ Watson
Noble @ Court
VTC
Alightings
Boardings
Left on Board


15 Mineral King Eastbound
Weekday Boardings by Trip
6
5
4
3
2
1
0
Average = 1.9
boardings per trip
6:22 AM
7:22 AM
8:22 AM
9:22 AM
10:22 AM
11:22 AM
12:22 PM
1:22 PM
2:22 PM
3:22 PM
4:22 PM
5:22 PM
6:22 PM
7:22 PM
8:22 PM
9:22 PM