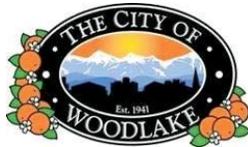


City of Woodlake Transit Development Plan 2015

***Updated through 2021**

June 2015

June 2019



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EXECUTIVE SUMMARY

TDP Objective

The objective of this TDP is to provide a strategic planning approach for the City of Woodlake to be used to improve the delivery of its transit service over the period FY2016-2020.

Community feedback regarding both the Dial-A-Ride service provided by the City of Woodlake and the TCaT service provided by Tulare County was overwhelmingly positive.

Plan Approach

The Plan was developed using a variety of methods and ensuring public participation by key stakeholders throughout the community. They include:

- Review current Dial-A-Ride transit system performance and service metrics.
- Review and understand demographic and economic changes and projections applicable to the City of Woodlake.
- Conduct public surveys and stakeholder interviews regarding current transit services and suggestions for improvement.
- Analyze the collected data and evaluate alternatives consistent with constraints from City of Woodlake budgets and resources.
- Identify unfunded needs and candidate sources and types of funding that might be available.
- Develop five-year recommendations for modifications to improve current Dial-A-Ride and Tulare County Area Transit (TCaT) services.

Key Findings

Community feedback regarding both the Dial-A-Ride service provided by the City of Woodlake and the TCaT service provided by Tulare County was overwhelmingly positive. Current economic and demographic trends and 2016-2020 projections indicate only small changes in demand for transit services.

In the area of unfunded needs, the Dial-A-Ride On-Board Survey findings show that respondents desire more weekday and weekend service.

- 39% of respondents ranked weekend service as the number one needed improvement.
- 29% of respondents ranked the need for later service as second.
- 16% of respondents ranked earlier service as third.

- Earlier weekend start times on TCaT's Route 30, which connects Woodlake to nearby locations in Tulare County, was requested.

Recommendations

The TDP provides specific recommendations related to Operations, Capital, Financial, Administration and Planning, Marketing, and Public Information. Key recommendations are:

- Maintain the current fare structure in the near term, monitoring changes to both ridership revenues and operating expenses that indicate fare increases may be necessary.
- Expand/improve monitoring and analysis of transit reliability/performance metrics with the specific goal of improving service.
- Initiate discussion with TCaT to provide earlier Saturday service beginning at 8:30 a.m. instead of the current 9:40 a.m. start.
- Identify and apply for funds for fleet replacement, upgrades to the Maintenance Facility and the Whitney Transit Center.

Service Implementation Schedule

The TDP presents a year-by-year schedule for implementation of City of Woodlake transit service improvements. Details are shown in Section 7.

SECTION 1 - INTRODUCTION

The City of Woodlake, California has been providing public transit service since the early 1980's; first, through an operating contract with the County of Tulare, and more recently by operating its own demand-response service. This Transit Development Plan (TDP) evaluates current transit services provided within Woodlake and offers data-based recommendations for improving them. This TDP covers the period fiscal years (FY) 2016-2020, as an extension to the previous TDP completed in 2010.

Purpose of the TDP

The purpose of the TDP is to provide a strategic planning approach for the City of Woodlake to improve the delivery of the City's transit services over a five-year planning period. The TDP identifies transit needs, considers alternative actions, and presents a blueprint for the delivery of future transit services. The Plan provides a means for evaluating, prioritizing, and addressing transit needs efficiently and effectively based on community input.

The TDP is designed to ensure that goals are attainable, recognizing the constraints of realistic service policies, fiscal projections and available resources. Moreover, the City's existing transit resources and services are used as a baseline for the recommendations.

The TDP provides a blueprint for the delivery of public transportation services for the Woodlake region. The purpose of this plan is to promote a comprehensive, coordinated, and continuous planning process for transit services in the Woodlake area over a five-year planning horizon. The TDP provides the community, policy makers, and City staff a means to understand current transit conditions, defines the demand for service within the area, and establishes an operational and capital plan to meet those demands.

Woodlake City staff and the City Council will use this TDP to help guide its short-range planning, policy making, programming, and budgeting of transit activities. The Tulare County Association of Governments (TCAG) will use this document for programming funding through the Federal Transportation Improvement Program (FTIP), and as documentation to support projects included in the long-range Regional Transportation Plan (RTP). The TDP will support efficient and effective use of federal, State, and local funds.

Plan Approach

The approach used to develop this TDP consists of six steps:

1. Baseline
Review Woodlake's 2010 TDP, its system goal and objectives for transit services, current system resources and constraints, and budgets and financial resources.
2. Data Update
Collect and review available data on population, demographic and economic changes, and transit service needs and changes from 2010 Census and 2009-2013 American Community Survey databases.

3. Public Outreach and Surveys

Design and conduct workshops and surveys to gauge satisfaction of current needs and suggestions for improvement.

4. Analysis

Analyze survey data.

5. Evaluation of Alternatives

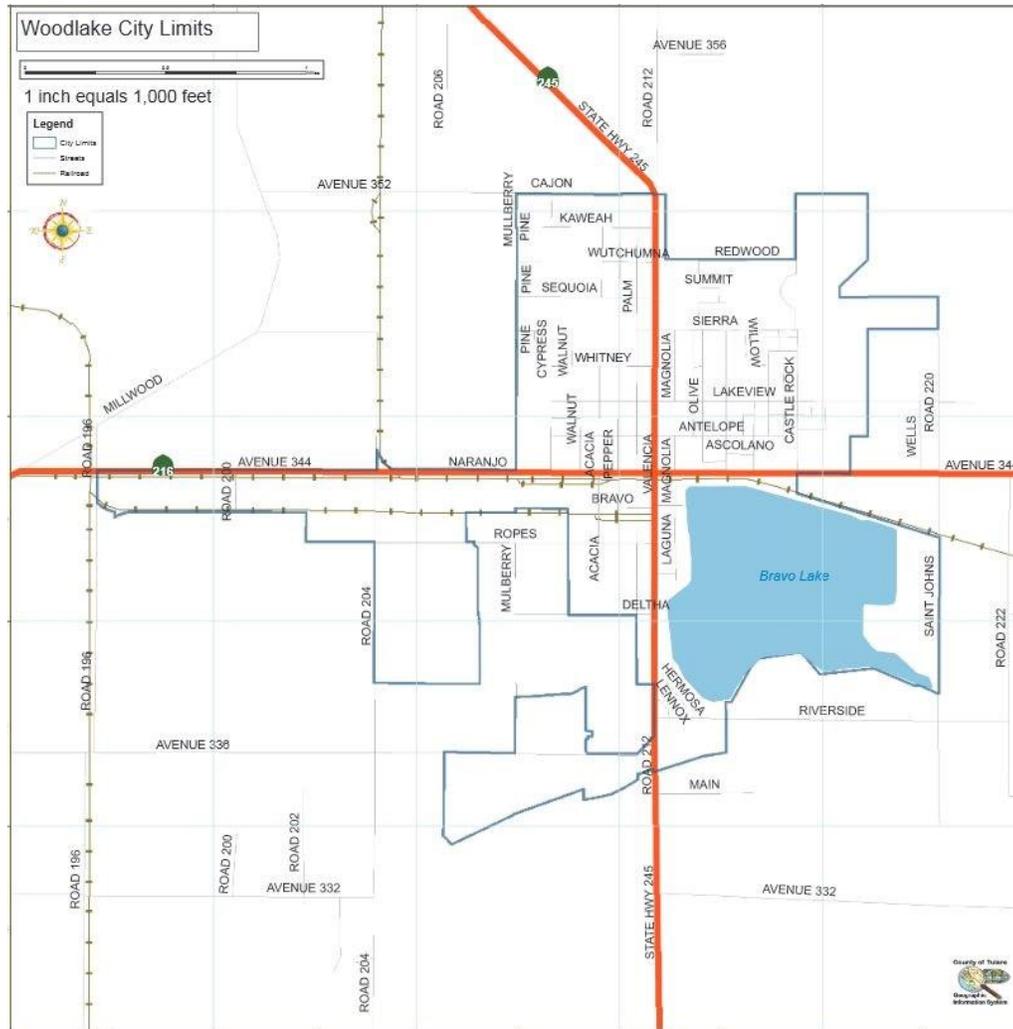
Develop a list of candidate changes to the current transit service plan, compare alternatives and select priority changes from the list consistent with the City's system goal and objectives, and subject to baseline constraints identified above in 1.

6. Recommendations

Document modifications to the current transit service plan in the TDP.



Figure 2: Woodlake City Limits



Government and Community - 2015 Plan Development

Woodlake was founded in 1912 by a Southern California land developer, Gilbert F. Stevenson, who envisioned it as a model planned community surrounded by citrus orchards. Bravo Lake (also known as Wood Lake) provided recreation for the community, and both the Santa Fe and Visalia Electric Railroad extended their rail lines through the City. Growing quickly, Woodlake was incorporated in 1941 as Tulare County’s seventh city. Woodlake has continued to prosper adding new housing, businesses and industrial operations as well as schools, parks and an airport. Every May, the City plays host to the famous Lion’s Rodeo.

Two elementary schools, one middle school, and two high schools serve the community. Woodlake Unified School District has an estimated combined enrollment of 2,500 students.

The City of Woodlake is governed by an elected five-member City Council. The Council also appoints representatives to other boards to represent Woodlake’s interests. Other boards include the Tulare County Association of Governments (TCAG), Tulare County Economic Development Corporation (EDC),

Tulare County Business Incentive Zone and the City Planning Commission. There is a strong history of partnership with community groups, and Woodlake’s downtown enjoys success as the community center. Many of the older buildings are being restored, and a new senior citizens’ apartment building has added vitality to the downtown environment. Woodlake has a number of service clubs and organizations that are involved in the local community--an active Lions Club, Rotary Club, Kiwanis Club and two non-profit organizations unique to the city, Woodlake Pride club, and The Homegrown Project.

Economy and Employment - 2015 Plan Development

Employment Status and Type of Employer

In 2013, 54 percent of the population 16 and over were employed; 34 percent were not currently in the labor force. An estimated 82 percent of the people employed were private wage and salary workers; 13 percent were federal, State, or local government workers; and 6 percent were self-employed in their own (not incorporated) business.

Table 1: Employment Status of Workforce

Employment Status	Number	Percent
Private wage and salary workers	2,233	81.9
Federal, State, or local government workers	341	12.5
Self-employed workers in own not incorporated business	151	5.5

Source: 2010 U.S. Census; American Community Survey.

Industries

The top four industries in Woodlake (2009-2013) are shown in Table 2.

Table 2: Industries in City of Woodlake

Industry	Percent of Workers
Educational services, and health care and social assistance	18.7
Agriculture, forestry, fishing and hunting, and mining	17.2
Retail trade	11.9
Construction	11.2

Source: 2010 U.S. Census; American Community Survey.

Occupations

Occupations for the civilian employed population 16 years and over in Woodlake, California in 2009-2013 are reflected in Table 3.

Table 3: Workforce Occupation

Civilian Employed Population 16 Years and Over	Number	Percent
Natural resources, construction, and maintenance occupations	746	27.4
Service occupations	692	25.4
Production, transportation, and material moving occupations	494	18.1
Sales and office occupations	439	16.1
Management, business, sciences, and arts occupations	354	13.0

Source: 2010 U.S. Census; American Community Survey.

Population and Demographics - 2015 Plan Development

Demographic profiles help to focus services on the principal needs of the community. Within the City of Woodlake and Tulare County, the population segments most dependent upon public transportation include people with disabilities, seniors, low-income families and those choosing public transit as their transportation means.

The demographic data for this TDP was extracted from the 2010 U.S. Census, unless otherwise noted. More recent data (e.g., through 2013) is in the form of estimates from the American Community Survey (ACS). Figure 3 shows the City of Woodlake Transit service area in relation to Census Block Tracts for Tulare County defined in the 2010 Census. The population distribution of the Woodlake area is shown in Figure 4.

Woodlake is the smallest of the eight cities in Tulare County, yet it was the fastest-growing city within the county from 1990 to 2000, when the population increased by 17%. That population growth rate has abated in recent years; between 2000 and 2010, the population of Woodlake increased by 9.4%, as shown on Table 4. Key demographic measures are compared in the table below. The 2013 data are ACS estimates while the 2010 and 2000 figures are drawn from actual Census data.

Although California as a whole has a greater proportion of people age 65 and older in comparison to the nation, Tulare County has a relatively low percentage of seniors in relation to the total population.

Woodlake follows this trend; only 531 residents were over the age of 65 in 2010. Figure 5 depicts the distribution of seniors within the Woodlake area.

Figure 3: Woodlake Transit Service Area and Census Block Tracts

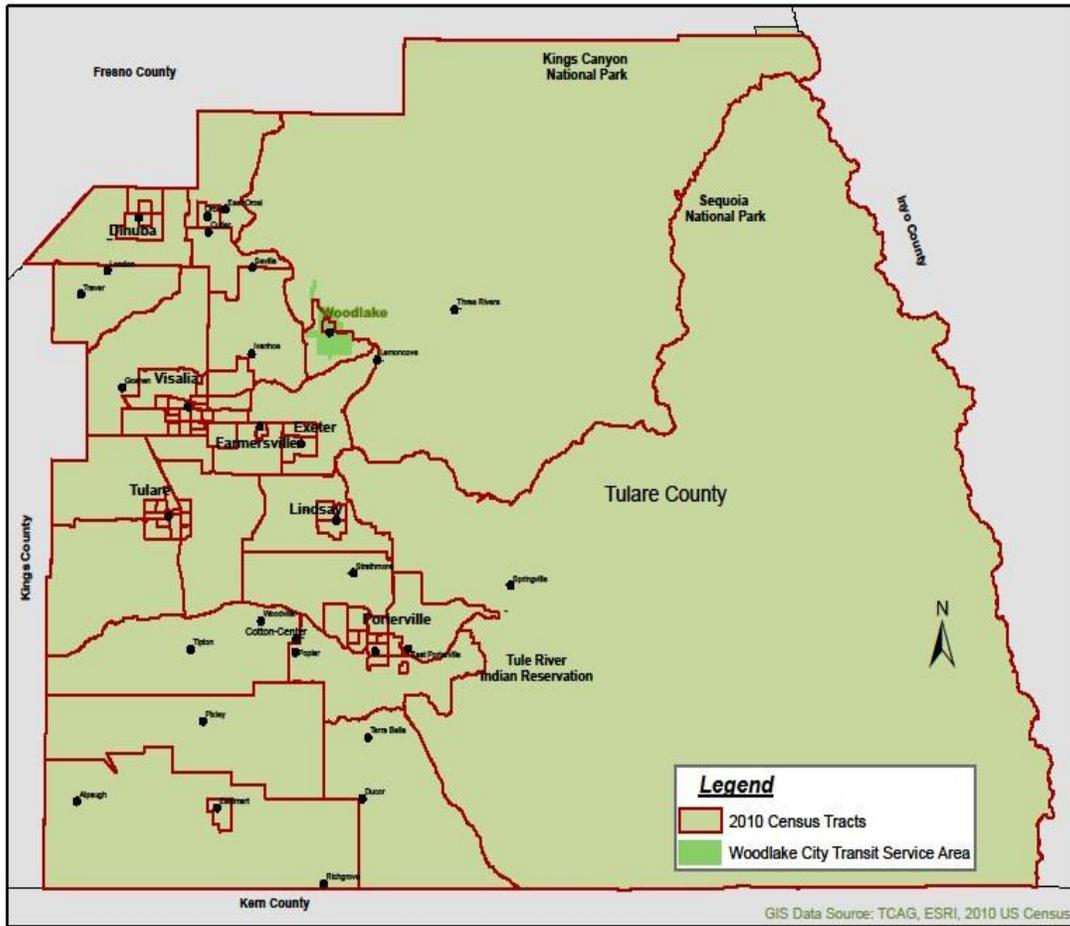
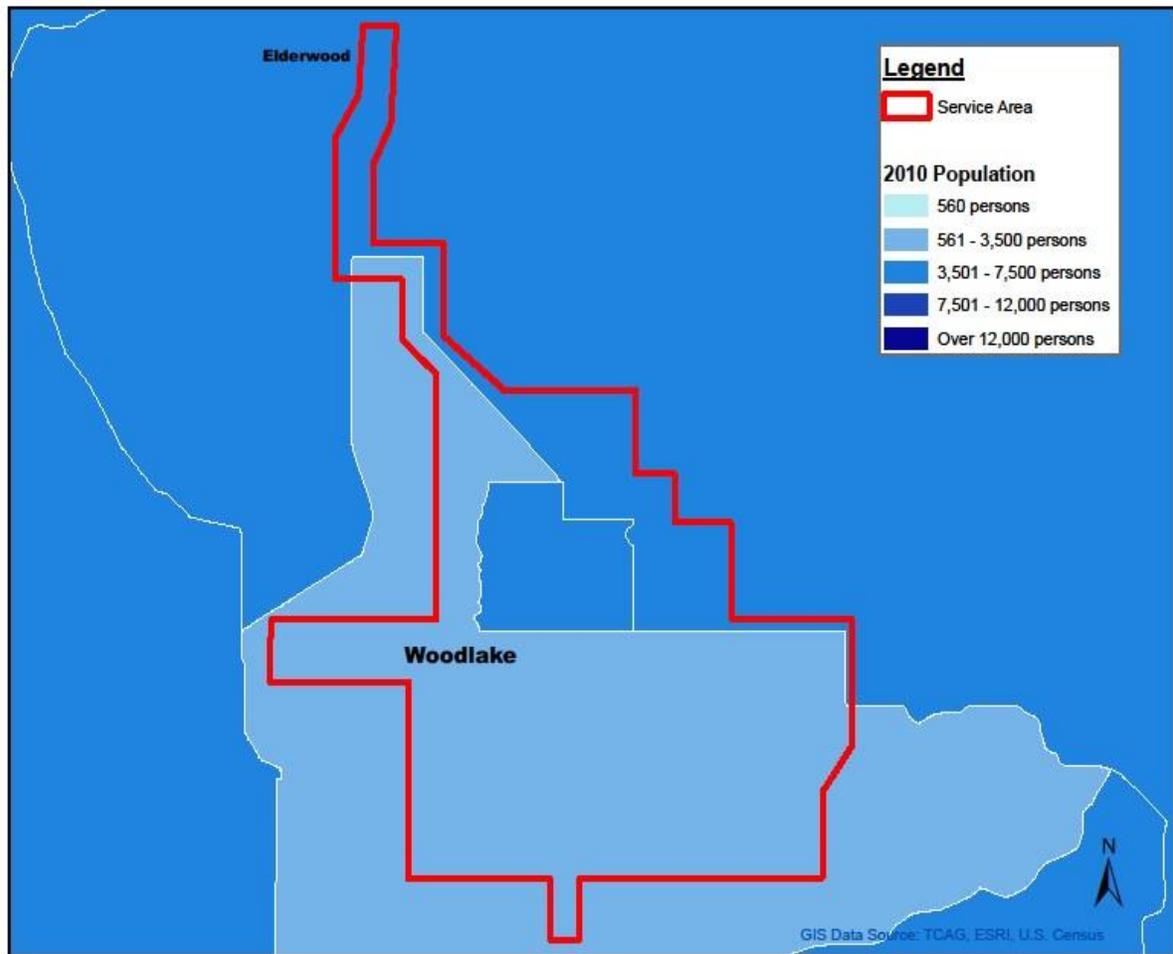


Table 4: Demographics Changes

City of Woodlake Demographics Changes, 2000 - 2013				
Item	2013 (Est.)	2010	2000	Change: 2000- 2010
Total Population	7,400	7,279	6,651	9.4%
Number of Households	1,900	1,966	1,777	10.6%
Population over 65	592 (8%)	531 (7%)	499 (8%)	6.4%
Population under 18	2,590 (35%)	2,626 (36%)	2,514 (38%)	4.5%
Median Age	25.9	26.4	25	5.6%
Number of Families	1,691	1,633	1,496	9.2%

Source: 2010 U.S. Census; American Community Survey.

Figure 4: Woodlake Population Density



Source: Tulare County Association of Governments, May 2015.

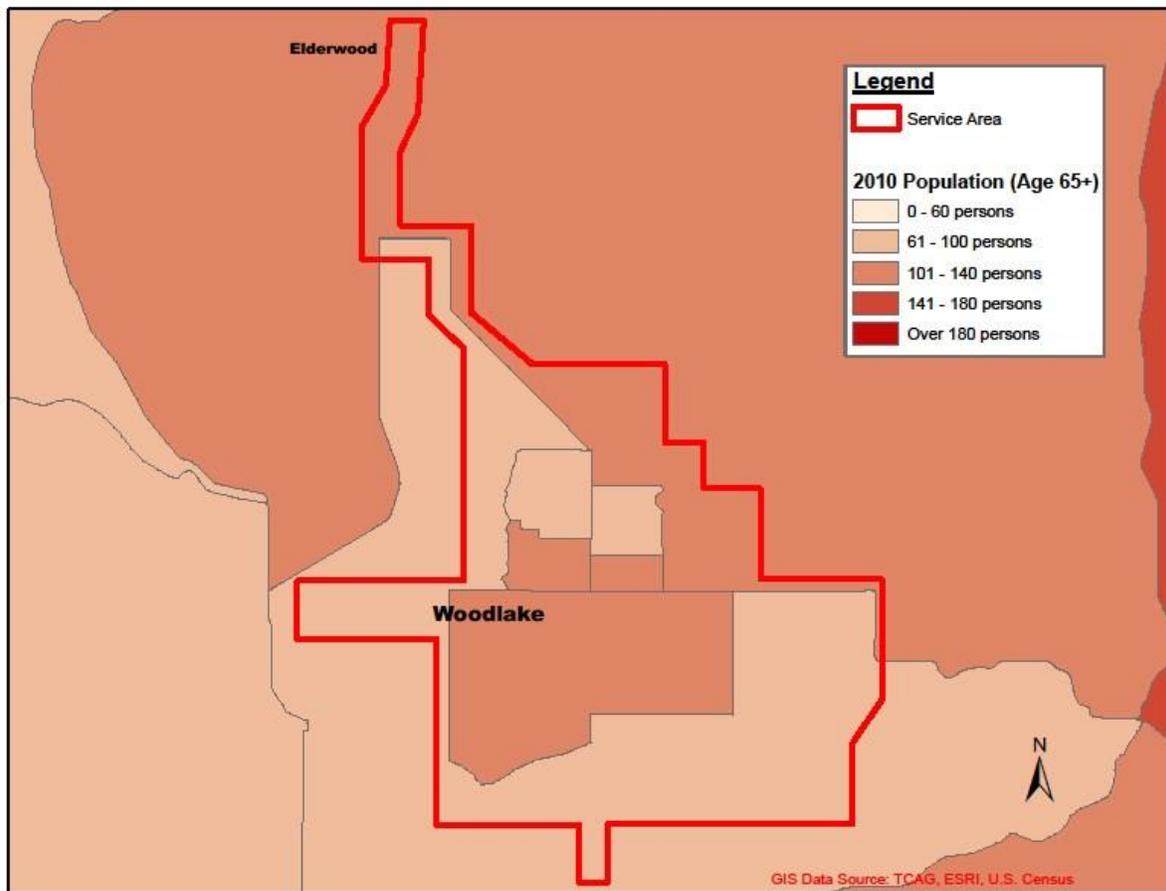
According to the ACS 2013 estimates, 2,607 Woodlake workers commute to work. Fully 75% of this working population drive alone to work, as shown in Table 5. Of this workforce, 2.1% are estimated to have no vehicle available for their commute to work. The distribution of households without access to a vehicle is greatest in the central portions of the City.

Table 5: Commuting Modes

City of Woodlake Workers over Age 16, 2009-2013	
Commuting Mode	Percent
Car, truck, van -- drove alone	75.4
Car, truck, van -- carpoled	17.5
Public transportation (excluding taxicab)	0.4
Walked	3.2
Other means	2.5
Worked at home	1.0

Source: 2010 U.S. Census; American Community Survey.

Figure 5: 65+ Population by Census Tract



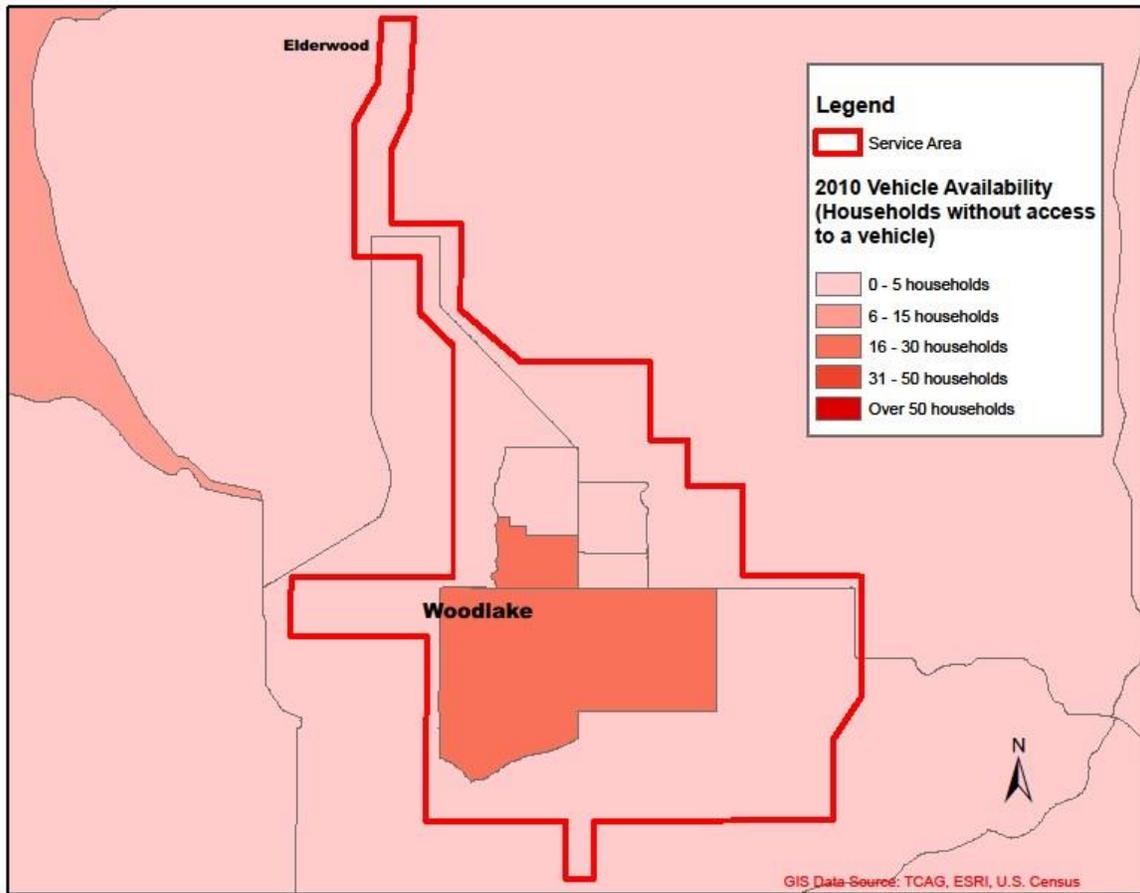
Source: Tulare County Association of Governments, May 2015.

The geographic distribution of households without access to a vehicle is shown in Figure 6. The median commute time to work in 2010 was 21.5 minutes, a possible indication that many Woodlake residents work outside the City.

Disability is another key population characteristic to explore when determining transit-dependent populations within an area. Physical, financial, legal, and self-imposed limitations arising from disability generally preclude individuals from driving, leaving public transit as a viable mode of transportation.

The U.S Census defines a disability as a significant limitation in sensory, physical, or mental functions, the ability to provide self-care, or the ability to function outside of one's home. According to the 2013 ACS estimates, 698 or 9.5% of Woodlake's total population has a disability. Of this population, 330 are working-age adults between the ages of 21 and 64, of which 221 are estimated to have ambulatory difficulties. Residents with disabilities are clustered in the northeast and southern portions of the City.

Figure 6: Households without Access to a Vehicle



Source: Tulare County Association of Governments, May 2015.

Transportation System Overview

Highways - The City of Woodlake is bisected by two California State Routes. State Route (SR) 245 runs north-south through the City and connects with the community of Badger and SR 180 to the north, and SR 198 to the south. SR 245 is known as Valencia Boulevard within the city limits. Woodlake is also served by SR 216, which runs through the City in an east-west fashion, connecting with the community of Ivanhoe and SR 63 to the west, and SR 198 to the east. SR 216 is known as Naranjo Boulevard within the City limits.

Truck - A variety of general transport and agricultural freight carriers provide service within the Woodlake area.

Rail - There is currently no rail freight service within the Woodlake area.

Air - General aviation service is available at the City-owned Woodlake Municipal Airport. The airport features one runway, a fueling facility, hangars, and a café.

Bus - Along with the City's transit system, Woodlake residents are served by Tulare County Area Transit (TCaT). These services will be discussed in more detail in Section 3.

Summary Profile - 2015 Plan Development

Population	7,619 (2013 estimate); 7,279 (2010 Census)
Persons under 18 years	36.1%
Persons over 65 years	7.3%
Households	1,866; average of 3.9 people per household
Land Area	2.5 Square Miles
Annual Population Growth	3.7% (2012-2013)

SECTION 3 – SYSTEM DESCRIPTION

Woodlake Dial-A-Ride

Background

The City of Woodlake began operating curb-to-curb Woodlake Dial-A-Ride in September 1999 within the City limits and to unincorporated areas of Tulare County. Prior to that time, Orange Belt Stages, a private carrier and Tulare County served the area with inter-city services.

Tulare County Area Transit (TCaT) operates inter-city services seven days a week linking Woodlake to Visalia, Ivanhoe, Lemon Cove, and Three Rivers. Tulare County also reimburses the City for Dial-A-Ride services provided in unincorporated areas, including the community of Elderwood.

Organizational Structure

The City Administrator's staff oversees Woodlake Dial-A-Ride operations. The Woodlake City Council is the policy-making body and adopts operating policies, budgets, and key planning and financial documents. Administrative offices are located at City Hall at 350 North Valencia Avenue.

The City's Management Analyst manages the overall system. Dial-A-Ride employs one full driver. All other employees, including management, operations, and maintenance staff are responsible for multiple City functions and work part-time for Woodlake Dial-A-Ride. The dispatch function occurs at City Hall and is the responsibility of two part-time staff providing full coverage during the day. The Public Works Supervisor and a City mechanic are responsible for maintaining the fleet. The mechanic also functions as a part-time Dial-A-Ride relief driver. Finance staff manages fiscal aspects of the system, including reconciliation of Dial-A-Ride fares. Figure 7 shows the City's transit organizational structure.

Transit Services and Areas Served

The Woodlake Dial-A-Ride service area encompasses the City Limits and adjacent unincorporated areas, as shown in Figure 8. Tulare County contracts with the City to provide Dial-A-Ride service in the unincorporated areas, including to the community of Elderwood located five miles north of Woodlake on SR 245.

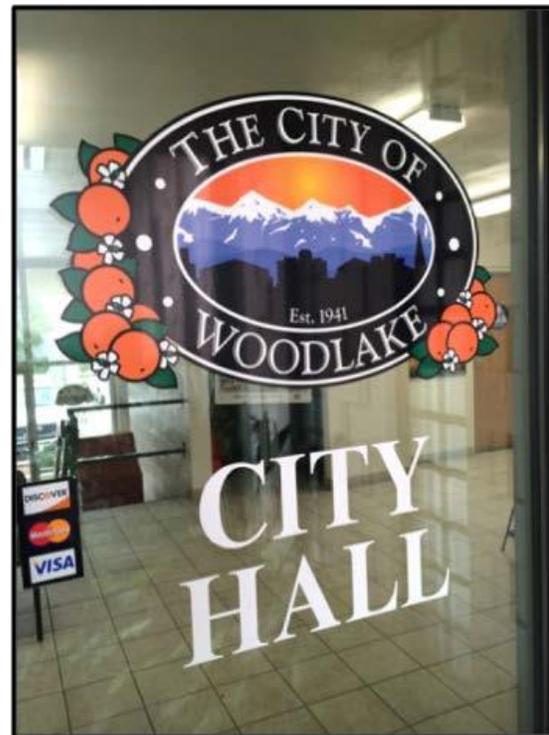
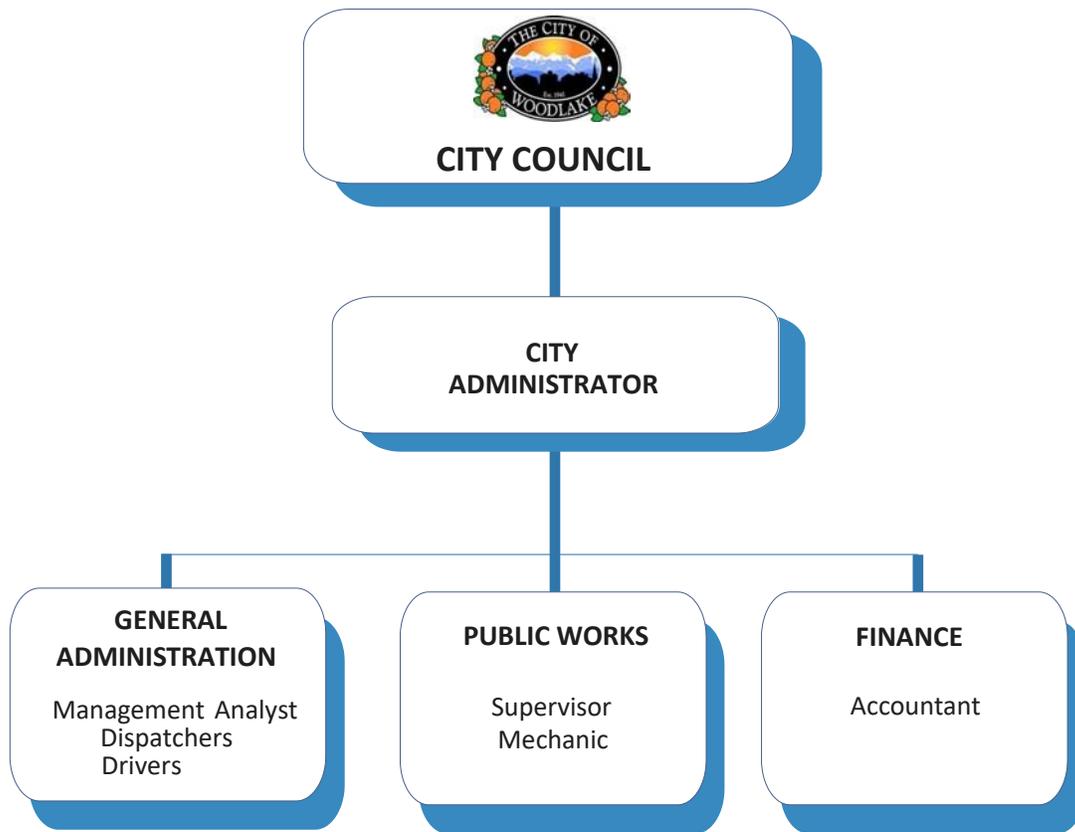


Figure 7: City of Woodlake Transit Organizational Structure



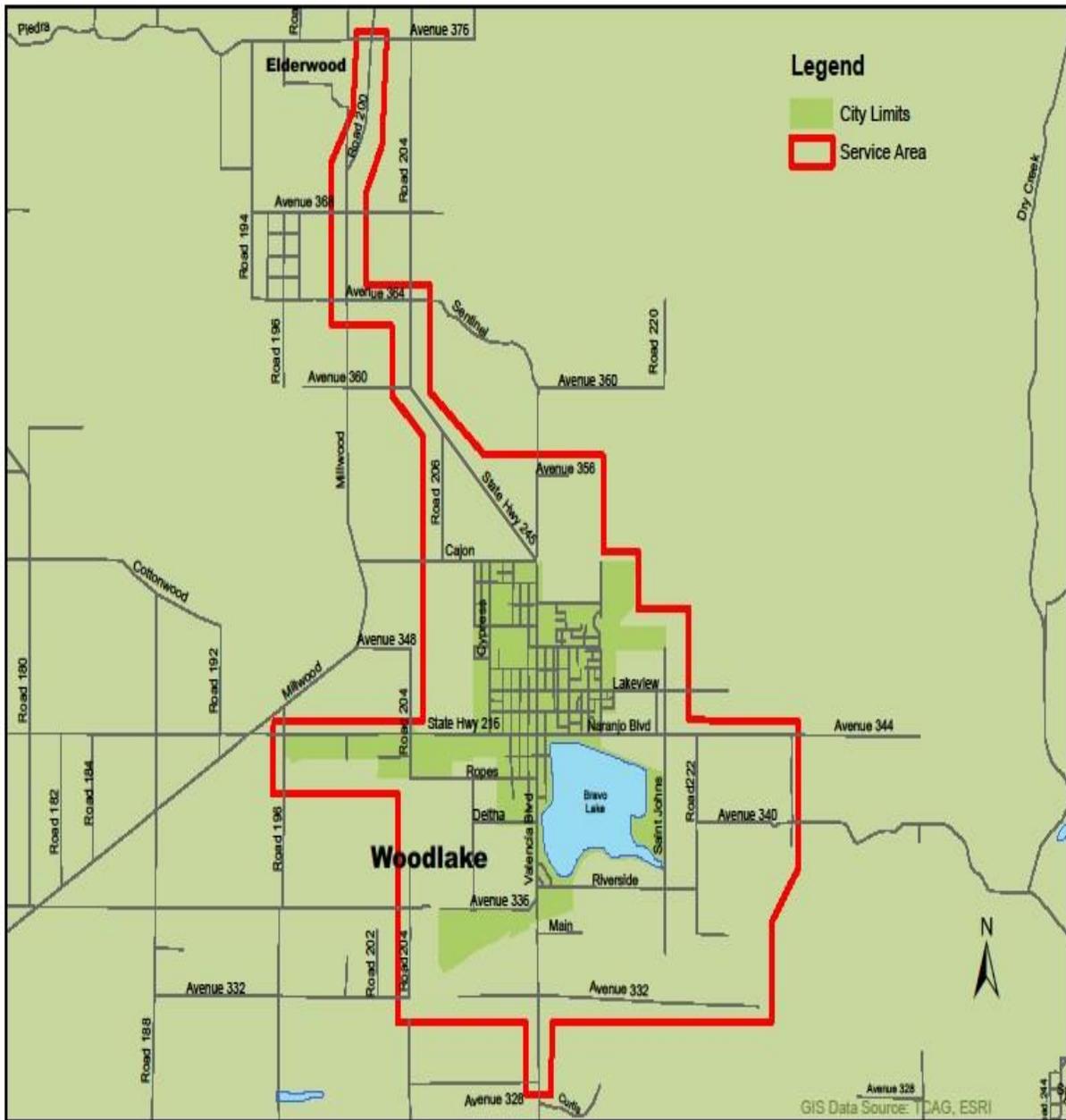
Days and Hours of Operation

Dial-A-Ride is offered Monday through Friday from 7:00 a.m. to 3:30 p.m. Service does not operate on New Year’s Day, MLK Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas Day; Dial-A-Ride runs for half the day on Christmas Eve and New Year’s Eve. Riders with reservations and subscription riders are given priority service.

Convenient connections to the County’s service, Tulare County Area Transit/TCaT, are provided in Downtown Woodlake at the Whitney Transit Center located at 201 E. Lakeview Avenue.



Figure 8: Woodlake Dial-A-Ride Service Area



Source: Tulare County Association of Governments, May 2015.

Scheduling

Dial-A-Ride trips are scheduled on a demand-response basis or with calls made to a single reservation number. Calls are directed to two dispatchers located in City Hall. The dispatchers serve other functions for the City and are able to handle the number of calls currently received throughout the day.

Given the high percentage of student riders with regularly-scheduled trips, the number of general public calls can be called in to the Dial-A-Ride driver who then schedules them in the daily trip sheet queue.

Fare Structure

Woodlake Dial-A-Ride’s fare structure offers cash payment or the use of a 20-ride general public or senior pass. The Community Services Employment Training (CSET) non-profit organization in Visalia, also offers complimentary senior tokens for Dial-A-Ride access to the Woodlake Senior Center. The fare structure is as follows:

Table 6: Woodlake Dial-A-Ride Fare Structure

Type	Cash Fare (One-Way)	Pass (20-Rides)
General Public	\$1.00	\$17.00
Disabled & Senior (> 65 yrs.)	\$0.25	\$5.00

Vehicle Inventory

Woodlake Dial-A-Ride has a total fleet of three paratransit buses. One bus is used in revenue service; and two serve as backup. Backup buses are used in high demand periods or when the primary revenue bus is undergoing routine preventive maintenance or is being repaired.

Table 7: Woodlake Dial-A-Ride Vehicle Inventory

Year	Make/Model	Fuel Type	Seating/ Wheelchair Capacity	VIN #	Mileage
2002	Ford, El Dorado	Unleaded Gas	14/2	1FDXE45S22HA16816	115,372
2006	Ford, E-450	Unleaded Gas	14/2	1FDXE45S16DB18797	102.670
2012	Ford	Unleaded Gas	15/1	1FDFF4FS8CDA17018	86.208

Existing Facilities

Operations and Administration

Woodlake Dial-A-Ride operations and administration are managed by the City Administrator's office located at Woodlake City Hall at 350 North Valencia Boulevard.

Maintenance

Vehicles are maintained by the Public Works Department and are parked at the City Corporation Yard at 595 South Valencia Boulevard when not in use. The facility provides maintenance for all City vehicles and has two service bays, one lift, and a wash facility.



Transit Center

The Whitney Transit Center, located in the heart of Downtown Woodlake at 201 East Lakeview, opened in October 2013 and serves as a hub for Dial-A-Ride and TCaT service. The Transit Center was constructed with a combination of funding, including State Proposition 1B, and Local Measure R funds.



Bus Stop Shelters

Four Dial-A-Ride bus shelters are located at key locations in the City:

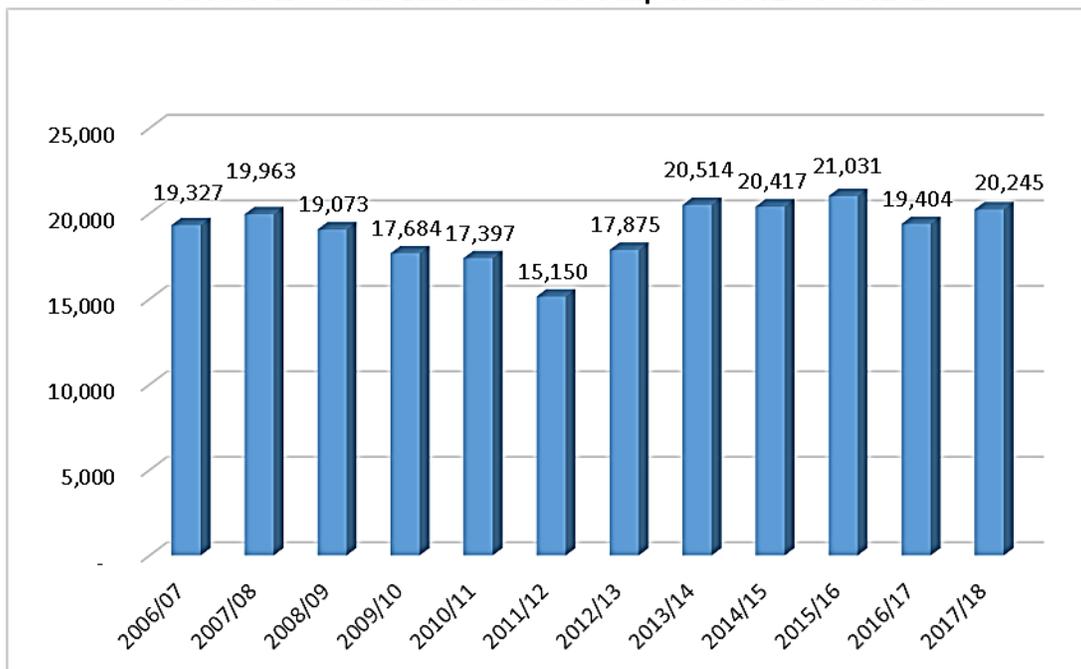


- Whitney Transit Center (201 E. Lakeview Avenue)
- Woodlake High School (400 W. Whiney Avenue)
- F.J. White Learning Center (700 N. Cypress Street)
- Castle Rock Elementary School (360 N. Castle Rock Street)

Woodlake Dial-A-Ride Ridership Trend

Woodlake Dial-A-Ride averaged over 19,000 riders over the past eight years. After reaching nearly 20,000 in FY2007/08, ridership declined the following four years with a low of 15,150 riders in FY2011/12 before rising to around 20,000 for five consecutive years. Over the past four years combined, general riders comprised 67% of riders, seniors 20%, and disabled 4%. The remaining 9% of riders was from no shows, cancellations, and trip denials.

Table 8: Woodlake Dial-A-Ride Ridership Trend FY2007– FY2018



SECTION 4 – GOALS, OBJECTIVES AND POLICIES

Goals, objectives and policies provide a framework to guide transit service planning and implementation. The goal is a generalized statement describing the outcome the City would like to achieve consistent with overall transit policies. The goal is supported by objectives and policies that should be regularly evaluated to determine progress and to identify areas for future improvement.

System Goal

Provide safe, affordable, reliable and efficient transit service that effectively meets the needs of Woodlake residents who have limited mobility option or those who choose transit for some or all of their local transportation needs.

Objectives and Policies

Objective A: Provide Increased Mobility to the Community Policies:

1. Provide Dial-A-Ride service to all areas of the City and designated unincorporated areas (Woodlake Dial-A-Ride service area), including newly-developing areas.
2. Ensure availability of wheelchair accessible vehicles at all times in order to accommodate service to the transit dependent (seniors, disabled, etc.).
3. Continue to work with the County of Tulare to ensure that adequate fixed-route regional service is provided to Woodlake residents.
4. Support the County-wide fare medium and fare reciprocity agreement.

Objective B: Provide Effective Service Policies:

1. Maintain affordable fares that are comparable to other area providers for low-income persons, seniors, and persons with disabilities on Woodlake Dial-A-Ride.
2. Provide subscription, advance trip booking, and same-day service on Woodlake Dial-A-Ride.
3. Operate Woodlake Dial-A-Ride on schedule within adopted on-time service performance standards.
4. Ensure adequate demand-response capacity to meet all confirmed trips within adopted Woodlake Dial-A-Ride wait times, maximum travel times, and on-time performance standards.

5. Ensure availability of sufficient safe and reliable in-service vehicles to meet the daily pullout requirements of Woodlake Dial-A-Ride.
6. Adopt and adhere to a zero-tolerance standard for the no-shows and cancellation of trips already confirmed with the passenger, unless they are due to circumstances beyond the reasonable control of the City.
7. Ensure adequate community knowledge of local and regional transit services through marketing efforts.

Objective C: Provide Efficient Service Policies:

1. Develop demand-response scheduling and trip assignment parameters and procedures that facilitate more ridesharing, linked trips, and more productive vehicle utilization.
2. Maintain adopted farebox recovery ratio standards by operating productive and efficient services to minimize fare increases.
3. Maintain a fleet coordination program to ensure adherence to the established preventive maintenance and vehicle inspection program, and to maximize the bus mileage and lifespan of the fleet.
4. Maximize the use of State, federal, and local funds available to the system.

Performance Measures, System Standards and Monitoring

Key performance measures or productivity indicators are commonly used in the transit industry to establish a means of monitoring performance and efficiency and effectiveness of services. Specific service standards or minimum and maximum levels to achieve by each measure can be established by individual transit operators.

These measures serve as a helpful policymaking tool to determine the need for operational improvements. The improvements could include increasing the number of passengers through more effective marketing, more efficient operations, and public outreach; reducing operating costs; expanding/reducing services; and/or increasing fares.

Performance measures and system standards can be developed at the local level. Acceptable levels of performance depend on a number of operating factors. These include the type of service, ridership characteristics, vehicle capacity, trips lengths, urban or rural service area, geographic dispersion of origins and destinations, and intra-city versus inter-city. Federal and State funding also can require or suggest best practice measures in monitoring performance.

Increases in passengers per hour, passengers per mile, and farebox return indicate positive productivity while decreases in cost indicators show increased efficiency. Performance indicators can be impacted by a number of factors such as the introduction of new, expanded or reduced service and/or fare increases.

The City has adopted three types of transit standards:

- Efficiency or performance standards
- Service quality/reliability standards
- Service design standards

Performance and Service Quality/Reliability Standards

The number of performance measures and service standards utilized by a transit operator is often directly proportional to the size of its operations. Given the size of City of Woodlake’s staff resources and operating parameters, four efficiency performance measures serve as reliable metrics to gauge the efficacy of Woodlake Dial-A-Ride. The City can at any time adopt additional measures to further refine monitoring of its services.

They are calculated as follows:

Operating Cost per Passenger: Total operating and administrative costs divided by total unlinked passengers. (A “subsidy cost per passenger” measure can be used as further refinement by subtracting total farebox revenue from gross operating and administrative costs and dividing by total passengers. Under certain circumstances, the definition of “operating costs” can exclude those costs specifically incurred by an entity to comply with Americans with Disabilities Act (ADA) requirements.)

Operating Cost per Revenue Hour: Total operating and administrative costs divided by the total number of vehicle revenue hours (for demand-response services, this is the time the vehicle is in passenger service or from first pick-up to last drop-off).

Passengers per Revenue Hour: Total number of unlinked passengers divided by the total number of vehicle revenue hours.

Farebox Recovery Ratio: Total farebox revenue divided by total operating and administrative costs. (The State Transportation Development Act/TDA, under Article 4, mandates a farebox recovery of ten percent for transit systems operating in non-urbanized areas or communities with an urbanized population of less than 50,000.)

Service Standards

Table 9: Woodlake Dial-A-Ride Performance Measures

Performance Measure	Description	Performance (FY17/18)	Standard
Operating Cost per Passenger	Total operating costs/total passengers	\$6.85	\$8.82
Operating Cost per Revenue Hour	Total operating costs/total revenue hours	\$73.72	\$90.00
Passengers per Revenue Hour	Total passengers/total revenue hours	10.77	10.5
Farebox Recovery Ratio	Total fare revenue/total operating costs	12.5%	10.0%

Table 10: Woodlake Dial-A-Ride Service Quality/Reliability Standards

Service Standard	Description	Standard
Service Eligibility	Availability of service to the general public.	Service shall be provided to the general public, including seniors, disabled persons and students.
Service Capacity/Constraints	Availability of vehicle and seating capacity.	No pattern of limiting trips or trip denials will be allowed due to vehicle or seating capacity constraints.
Pick-Up Window	Acceptable time in which a passenger will be picked up.	Confirmed passenger pick-up will not exceed 30 minutes, and will not begin beyond 60 minutes of the confirmed drop-off time.
Drop-Off Window	Acceptable time in which a passenger will be dropped off.	No passenger will be dropped off earlier than 20 minutes before the confirmed drop-off time, unless otherwise advised by the passenger.
Maximum On-Board Travel Time	Maximum time for a passenger to complete a one-way trip.	On-board travel times for passengers will not exceed 45 minutes.
Trip Scheduling Options	Type of booking and limitations for scheduling a trip.	All passengers shall be able to schedule subscription, advance, and same-day trips, with same-day trips subject to availability.
Telephone Wait Time	Number of minutes a passenger is on hold.	Calls shall be answered within less than two minutes.
On-Time Performance	Percentage of trips (pick-ups and drop-offs) considered on-time.	90% of all pick-ups must be within 30 minutes; 90% of all drop-offs must be no earlier than 20 minutes.
Missed Trips	Missed pick-up/drop-off.	No scheduled passenger trip shall be cancelled due to operator oversight and/or insufficient vehicles to meet the scheduled pullout requirement.
Trip Denials	Trips not scheduled or accommodated.	No pattern of trip denials will be allowed; and no advance bookings by ADA certified registrants shall be denied.
No-Shows	Bus arrives at pick-up point but passenger is not available.	A passenger will be considered a no-show is when a driver waits two minutes at a scheduled pick up but the passenger is not available.
Cancellations	Passenger cancels a trip.	A trip will be considered cancelled when a passenger calls at least one hour in advance; otherwise it will be a no-show.
Passenger Complaints per Boardings	Determined based on a note to exceed measurement of complaints received per boardings.	The number of complaints shall be no more than 3 complaints/1,000 boardings.
Complaint Response Time	Time in which complaints are addressed.	Written and oral complaints shall be addressed and documented within 3 days of receipt.

Table 11: Woodlake Dial-A-Ride Maintenance Standards

Maintenance Standard	Description	Standard
Maintenance Vehicle Specifications	Maintenance and repair per manufacturer and local vehicle specifications and requirements.	All transit vehicles will meet all applicable federal, State, and City safety, emissions, accessibility, and mechanical fitness requirements.
Preventable Accidents per Revenue Miles Operated	Accidents in which driver failed to do everything reasonable or defensively to prevent an accident despite the action of others or the presence of adverse conditions.	There shall not be more than 1 preventable accident/100,000 revenue miles.
Road calls per Revenue Miles Operated	Mechanical failure of a bus in revenue service that requires removing the bus from service until repairs are made.	There shall not be more than 1 road call/10,000 revenue miles.
Vehicle Preventive Maintenance Inspection (PMI)	Inspection conducted based on established intervals for various inspections and service work.	A PMI shall be performed no later than 500 miles beyond scheduled time.
Vehicle Replacement	Replacement of vehicle beyond its useful life.	Vehicles shall be replaced upon their useful life as defined by the FTA.

Monitoring of Performance Measures and Service Standards

Transit policymaking will benefit by regular, on-going monitoring of performance measures and service standards. Effective monitoring is accomplished through a data collection process that ensures appropriate system information is collected routinely and recorded accurately.

Exceeding the City’s adopted passengers per revenue hour service standard, for example, may indicate that the system is experiencing vehicle capacity constraints and that additional vehicles may be needed to meet on-time performance and other operating standards. Conversely, a decline in passengers per revenue hour may indicate reduced service demand; and/or on-street operating issues such as loading and unloading of passengers; driver productivity; no-shows; cancellations; and an increase in traffic congestion.

Failure to meet the State TDA farebox recovery ratio may indicate the need to reduce operating costs and/or increase fares. Evaluating how and when potential changes in Dial-A-Ride service would impact the farebox ratio also is important in the City’s TDA claims process. Monitoring should be conducted monthly and documented through the City’s monthly transit reports. The annual State Controller’s Report and State Triennial Audit Report also provide additional opportunities to evaluate and monitor overall performance of Woodlake Dial-A-Ride.

Another useful approach is to conduct periodic evaluation of the City’s performance relative to transit agencies of similar size and operating characteristics. A peer review of this nature will allow the City to quickly measure its productivity and identify areas that may need improvement.

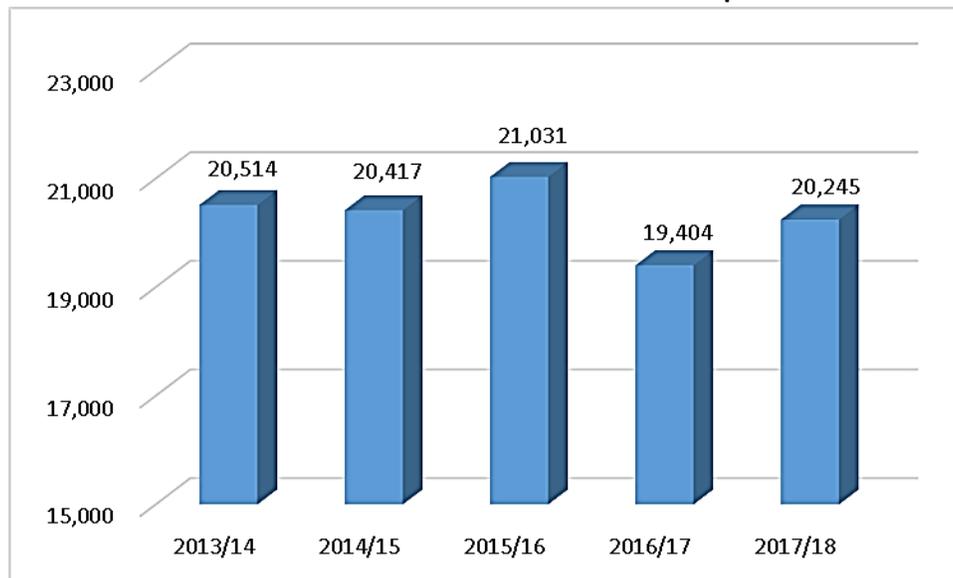
SECTION 5 – SYSTEM PERFORMANCE

Woodlake Dial-A-Ride: Demand-Response Service

Ridership

Woodlake Dial-A-Ride ridership has been approximately 20,000 for the last five years. FY2015/16 saw the highest ridership with 21,031 and FY2016/17 the lowest in recent years with 19,404. Total patronage is has surpassed levels experienced prior to FY2009/10 when riders exceeded 19,000. Ridership trends since the 2010 Short-Range Transit Development Plan reflect a sharp decrease in FY2011/12 before ridership increased to steady levels from FY2013/14 Senior riders comprise much of this growth as senior ridership rose from 16% in FY2014/15 to 26% in FY2017/18.

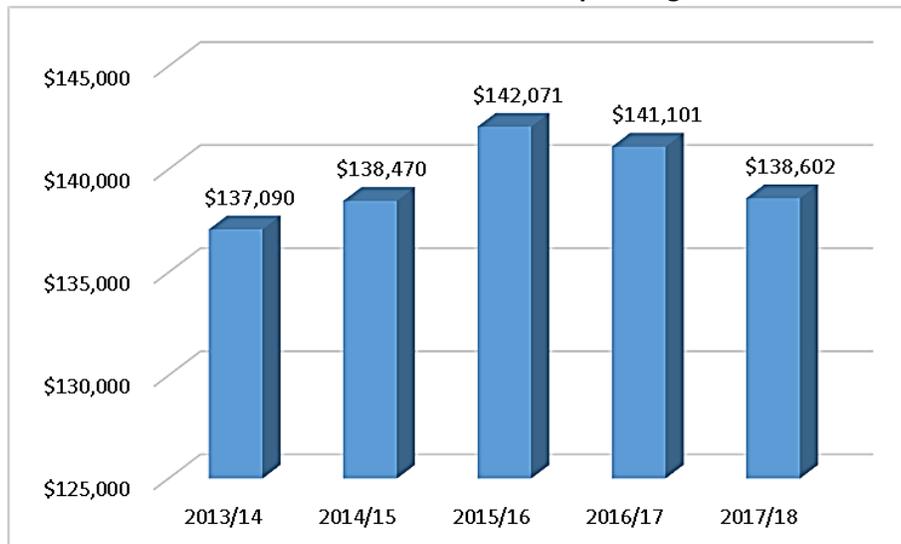
Table 12: Woodlake Dial-A-Ride Ridership



Operating Costs

Woodlake Dial-A-Ride operating costs have risen 13.1% from FY2010/11 costs of \$122,545 to \$138,602 in FY2017/18. The operating costs reflect fluctuations in the cost of fuel and equipment, ridership demand, changes to administration, and changes to labor laws. Fuel prices rose dramatically during FY2011/12 and FY2012/13 with regular-grade fuel in California rising to as high as \$4.187 per gallon; subsequently operating costs rose 14.2% between FY2010/11 and FY2012/13 and ridership rose 14%. During 2014, fuel prices declined to \$3.794 per gallon and operating costs declined by 2%.

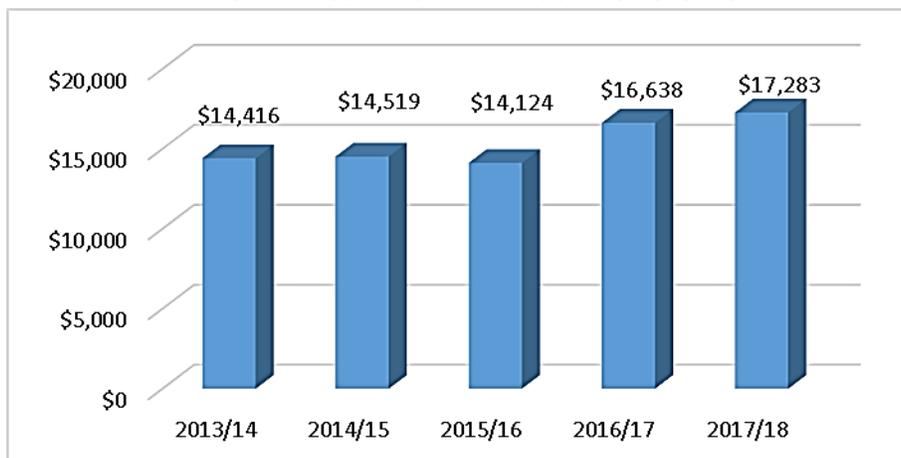
Table 13: Woodlake Dial-A-Ride Operating Costs



Fare Revenue

Fare revenue remained steady for three years from FY2013/14 to FY2015/16 with more than \$14,000 for each year, but increased to \$17,283 by FY2017/18.

Table 14: Woodlake Dial-A-Ride Fare Revenue



No Shows, Cancellations and Trip Denials

A large number of no shows and cancellations on a regular basis hinder a system’s productivity. A high number of trip denials indicate possible capacity constraints. As shown below, the City’s monitoring data, Transit Systems Records, for the period FY2014/15 to FY2017/18 reflects a total of 3,865 no shows and 3,589 cancellations. During this period, no shows and cancellations were 5% and 4% of total trips, respectively, decreased from the FY2008-2014 numbers. Trip denials were less than 1% of all passenger trips.

Table 15: No Shows, Cancellations and Trip Denials

Performance Measure	2014/15	2015/16	2016/17	2017/18	Total	% of Passengers
No Shows	1,068	918	915	964	3,865	5%
Cancellations	972	853	821	943	3,589	4%
Trip Denials	2	8	0	3	13	0.02%
Passengers	20,417	21,031	19,404	20,245	81,097	--

Other key performance data such as response time or on-time performance, complaints, travel time, missed pickups, road calls, and accidents are not routinely compiled on the Transit Systems Records or reported. City staff commented that overall complaints are minimal indicating that missed pickups, long travel times, or poor on-time performance are generally not an issue in the delivery of effective Dial-A-Ride services.

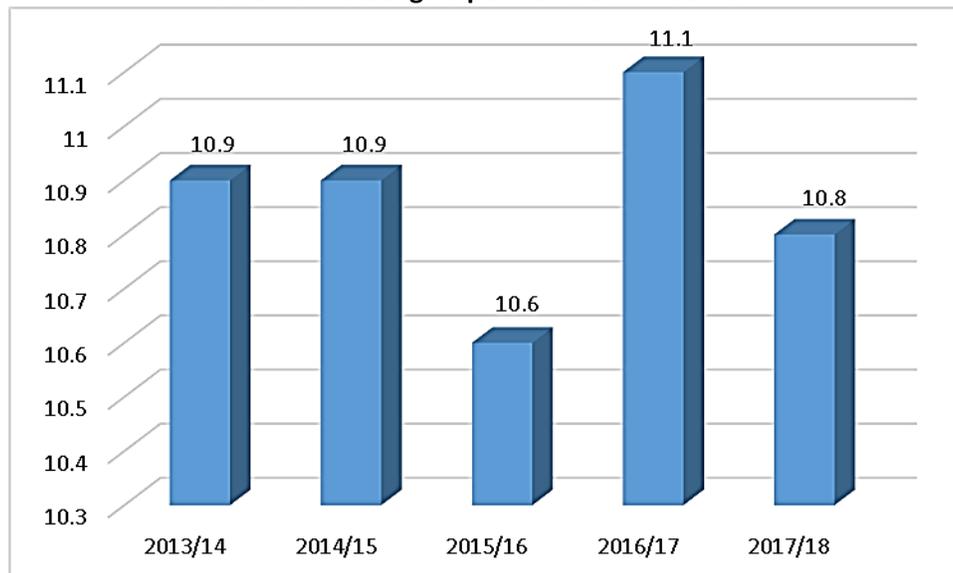
Summary of Woodlake Dial-A-Ride System Productivity

Performance data below exhibit a positive trend in the number of passengers transported per revenue service hour and service mile. The cost per passenger and service hour reflect rising operating costs. The cost per mile decreased dramatically following a high cost of \$9.43 in FY2013/14. The farebox recovery ratios exceed the State-mandated ten percent ratio.

Passengers per Vehicle Service Hour

The following summary graph of Woodlake Dial-A-Ride’s performance shows that ridership is maintaining the service of approximately 11 passengers per vehicle service hour.

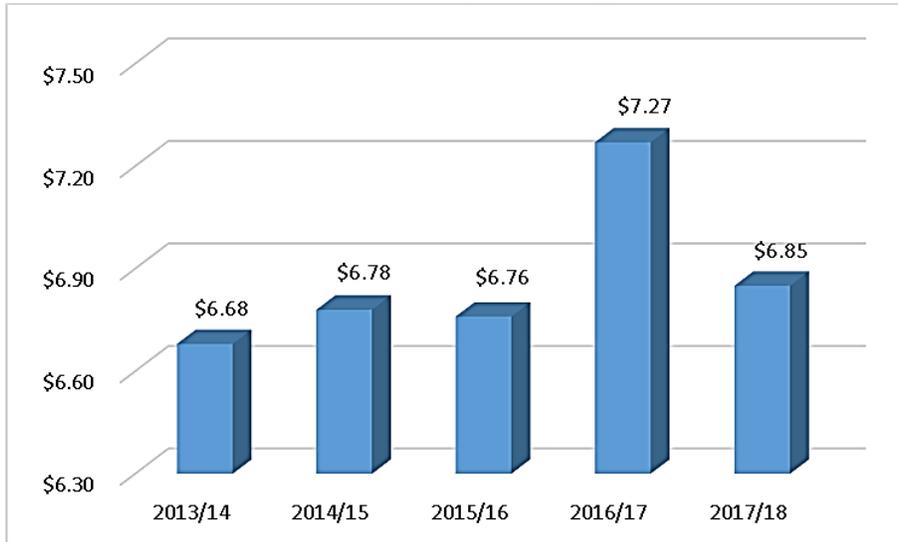
Table 16: Passengers per Vehicle Service Hour



Cost per Passenger

The average cost per passenger from FY2010/11 to FY2013/14 was \$7.35, while the average cost per passenger from FY2013/14 to FY2017/18 was \$6.87. The lower cost per passenger correlates to the increased ridership seen in the corresponding years, with the exception of FY2016/17 which saw the highest passengers per vehicle service hour but lower ridership overall.

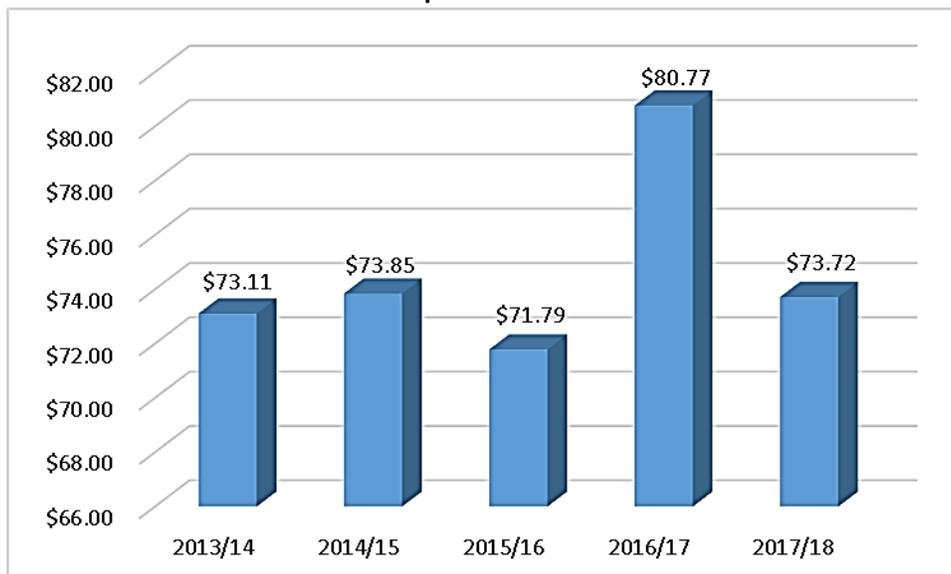
Table 17: Cost per Passenger



Cost per Vehicle Service Hour

The cost per vehicle service hour is correlated to ridership, but not to rising operating costs. For FY2016/17 both the cost per passenger and the cost per vehicle service hour were notably higher than other years and ridership was at its lowest for the last five years, but operating costs had been highest in FY2015/16.

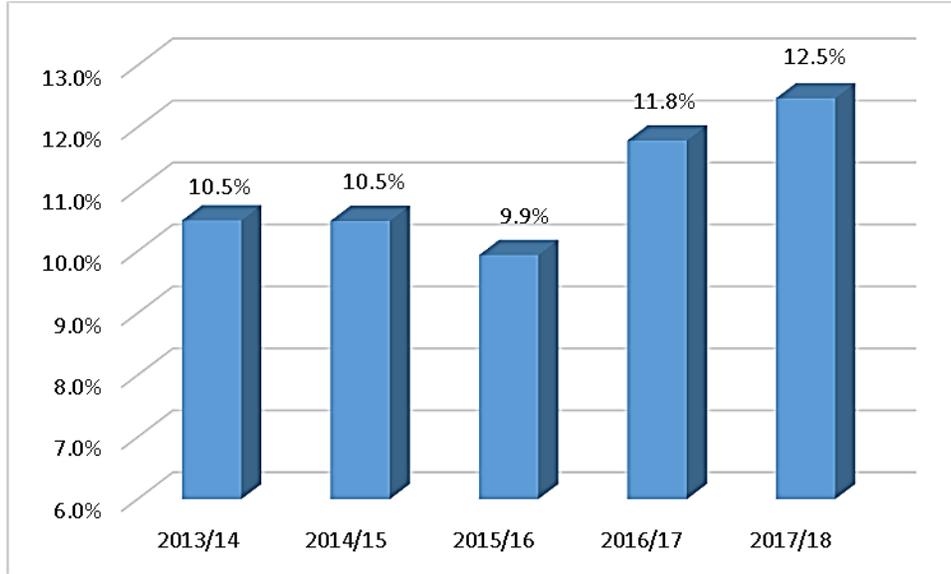
Table 18: Cost per Vehicle Service Hour



Farebox Ratio

Farebox recovery ratio is a measurement of fares as a percentage of operating costs. The State Transportation Development Act requires a recovery ratio of ten percent for rural transit operators. Growth in passengers and fare revenue (with no subsidy) is reflected in a positive trend in Dial-A-Ride’s farebox ratio exceeding 12% in FY2017/18.

Table 19: Farebox Ratio



The following tables summarize Woodlake Dial-A-Ride’s performance.

Table 20: Performance Measures

Performance Measure	Fiscal Year					% Change FY2014-2018
	2013/14	2014/15	2015/16	2016/17	2017/18	
Passengers	20,514	20,417	21,031	19,404	20,245	-1.3%
Vehicle Revenue Hours	1,875	1,875	1,979	1,747	1,880	0.3%
Vehicle Revenue Miles	14,540	19,138	18,071	17,871	19,184	31.9%
Operating Costs*	\$137,090	\$138,470	\$142,071	\$141,101	\$138,602	1.1%
Fares	\$14,416	\$14,519	\$14,124	\$16,638	\$17,283	19.9%
Local Contribution	\$0	\$0	\$0	\$0	\$0	n/a

* City of Woodlake Dial-A-Ride FY2014-18 Triennial Performance Audit; State Controller’s Reports (less depreciation).

Table 21: Performance Indicators

Performance Indicator	Fiscal Year					% Change FY2014-2018
	2013/14	2014/15	2015/16	2016/17	2017/18	
Passengers/Vehicle Service Hour	10.9	10.9	10.6	11.1	10.8	-0.9%
Passengers/Vehicle Service Mile	1.3	1.4	1.1	1.2	1.1	-16.5%
Cost/Passenger	\$7.15	\$6.68	\$6.78	\$6.76	\$7.27	1.7%
Cost/Vehicle Service Hour	\$73.00	\$73.11	\$73.85	\$71.79	\$80.77	10.6%
Cost/Vehicle Service Mile	\$9.41	\$9.43	\$7.24	\$7.86	\$7.90	-16.1%
Average Fare/Passenger	\$0.70	\$0.71	\$0.67	\$0.86	\$0.85	21.5%
Farebox Recovery Ratio (no local)	10.50%	10.49%	9.94%	11.79%	12.47%	18.8%

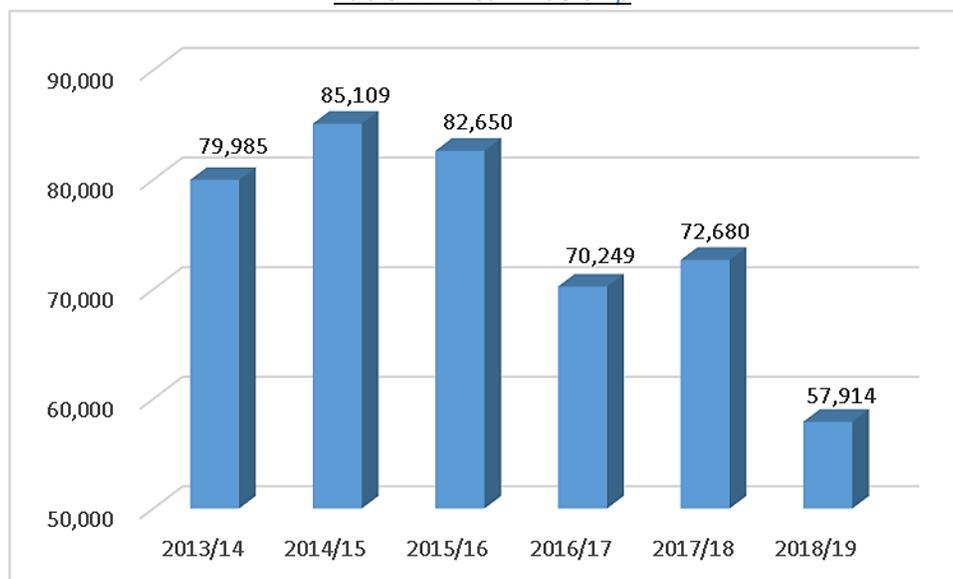
* FY2010/11 and FY2011/12 per City of Woodlake Triennial Performance Audit FY2010-12; FY2012/13 and FY2013/14 reflect minimum or no local contribution.

Tulare County Area Transit: Route 30 Fixed-Route Services

Route 30 Woodlake Ridership

TCaT Route 30 is the third highest productive route in the TCaT system. Route 30 has a large presence in the City of Woodlake with 18 daily weekday trips. Woodlake riders comprise an estimated 50% of annual riders or nearly 40,000 based on the 2015 TCaT On-Board Survey results.

Table 22: TCaT Ridership



Unmet Transit Needs

The Tulare County Association of Governments (TCAG) conducts an annual Unmet Transit Needs Hearing. The hearing provides an opportunity for citizens to inform TCAG and public transit operators of potential

unmet transit needs, concerns, issues, and comments on transit services in Tulare County. There have been no significant comments regarding the City of Woodlake transit services.

Triennial Performance Audit

The State Transportation Development Act (TDA) requires that a Triennial Performance Audit be conducted of public transit agencies receiving TDA funds--Local Transportation Funds (LTF) and State Transit Assistance (STA). TCAG is responsible for distributing these funds and monitoring Tulare County planning agencies and transit operators to ensure accountability and efficient use of these funds.

TCAG retained Moore & Associates to conduct the FY2016-2018 Triennial Performance Audit of Woodlake Dial-A-Ride (April 2019). The audit found the City of Woodlake had implemented two of three and partially implemented the third requirement from the FY2013-2015 Triennial Performance Audit. The FY2016-2018 audit made the recommendations shown below.

Table 23: Triennial Performance Audit FY2016 - 2018

Recommendation	Recommended Actions
Submit all future State Controller Reports on time.	Given the FY 2016/17 report was submitted on time, it is likely this issue is already resolved. Regardless, all employees involved in the preparation of the State Controller Reports should be aware of the deadline and strive to complete and submit the report on time each year.
Ensure future TDA fiscal audits are completed and submitted on time.	Given the FY 2017/18 TDA fiscal audit was completed on time, continue to work with the TDA auditor to ensure future TDA fiscal audits are completed and submitted within the timeframe identified by the TDA.
The City should use a consistent method for determining operating cost for the transit program.	The same sources should be used for reporting operating cost in all internal and external reports. If figures are substantially revised at the time the data is audited, then this should be documented so inconsistencies with the State Controller and NTD reports can be substantiated. In addition, all adjustments to operating cost should be clearly identified within the TDA fiscal audit's compliance review.

SECTION 6 – PUBLIC OUTREACH AND SURVEY FINDINGS

Public Outreach and Participation - 2015 Plan Development

Understanding the City’s unique public transit needs is critical to developing meaningful, realistic transportation options. Four public outreach approaches were used to elicit valuable information on the strengths, weaknesses of existing Woodlake Dial-A-Ride and TCAT transit services.

- Community Public Workshop
- Dial-A-Ride On-Board Surveys
- TCAT On-Board Surveys
- Stakeholder Interviews

Perceptions and feedback from these efforts provide a foundation for feasible improvements and recommendations included in this plan.



A Community Public Workshop was held at the Woodlake Senior Center to provide opportunities for the Woodlake citizens to voice their concerns or satisfaction with current transit services. A Transit Needs and Satisfaction Survey in English and Spanish was distributed to participants at the Public Workshop for their input. On-Board Surveys in English and Spanish were conducted on Dial-A-Ride and TCAT for rider feedback. Key stakeholders in the Woodlake community were interviewed to help gain a better understanding of their organizational and client transportation needs.

Community Public Workshop

A Community Public Forum was held at the Woodlake Senior Center on April 7, 2015 as an effective means of eliciting community feedback and input on the City’s transit services. A Public Meeting Notice (see Appendix A) was included in the monthly utility billing mailed to residents in the City. This ensured that a broad spectrum of the community was informed and invited to participate in the workshop.

A total of 49 people attended the workshop the majority of which were seniors. A brief overview of the Woodlake Dial-A-Ride and TCAT services was presented in both English and Spanish followed by questions and answers and the distribution of a transit needs and satisfaction survey. When asked with a show of hands, approximately twenty percent of attendees indicated that they use Dial-A-Ride and/or TCAT.

During the question-and-answer session, attendees generally expressed a high degree of satisfaction with the City’s current transit services and were complimentary of the drivers. Some stated that the Dial-A-Ride hours of 7:00 a.m. to 3:30 p.m. should be extended beyond the 2:00 p.m. pickup for the general public while others commented that a second bus running all day would be preferred. One attendee

expressed the need for Sunday service to Farmersville. Several commented that they would like to see earlier Saturday runs on TCAT, starting at 8:30 a.m. instead of 9:40 a.m.

Community Public Workshop Survey Findings

Attendees were asked to complete a survey (Appendix A) to better inform the City of their transit needs and perceptions of current services. A total of 19 surveys were completed. The findings generally indicate that the majority of respondents are very satisfied with existing Dial-A-Ride and TCAT services. The majority of ratings were “good to excellent.”

When asked to rank various aspects of the Dial-A-Ride service (i.e., bus comfort, driver courtesy, dispatch services, etc.), the average satisfaction level was 6 with 1 being “Very Dissatisfied” and 7 “Very Satisfied.” The Dial-A-Ride improvements that respondents desired most were, by priority, (1) more frequent service; (2) later and weekend service; (3) earlier service; and (4) fixed-route service.

Although the majority of respondents did not use TCAT, the desired improvements rated highest were for (1) Sunday service; (2) more frequent service to and from Woodlake; (3) more stops in Woodlake; (4) earlier and later service; (5) more benches/shelters.

Survey results of respondents are summarized below.

1. Do you Use Woodlake Dial-A-Ride?	
Yes	62.5%
No	37.5%

If "No," why not?	
Drive Alone	57.1%
Walk	28.6%
Bike	0.0%
Get a ride	14.3%
Carpool	0.0%
Taxi	0.0%
Other	0.0%

A. If "Yes," what is your satisfaction level? (1)=Very Dissatisfied; (4)=Satisfied; (7)=Very Satisfied		Average
Bus comfort		5.9
Driver courtesy		6.1
Dispatch services		6.6
Bus safety		5.8
Bus cleanliness		5.8
On-time arrival of bus		5.7
Availability of bus passes/type of fare payment		6.4
Information about Dial-A-Ride		6.3

B. If "Yes," how would you rate Dial-A-Ride?	
Excellent	70.0%
Good	30.0%
Fair	0.0%
Poor	0.0%

2. Which of the following Woodlake Dial-A-Ride improvements would you most like to see?	
More frequent service	36.8%
Fixed-route service	15.8%
Earlier service	21.1%
Later service	31.6%
Weekend service	31.6%
Other	0.0%

3. Do you use Tulare County Area Transit Express/TCAT?	
Yes	42.9%
No	57.1%

If "No," why not?	
Drive alone	60.0%
Walk	40.0%
Bike	0.0%
Get a ride	0.0%
Carpool	0.0%
Taxi	0.0%
Other	0.0%

4. Which of the following TCAT improvements would you most like to see?	
More frequent service to/from Woodlake	36.8%
Later service in Woodlake	26.3%
More stops in Woodlake	31.6%
Earlier service in Woodlake	26.3%
Sunday service in Woodlake	47.4%
More benches/shelters in Woodlake	15.8%
Other	0.0%

5. What are the best ways to get information on Dial-A-Ride and TCAT services?	
Bus driver	42.1%
Transit Guide	15.8%
Friend/family	36.8%
Website	5.3%
Printed flyers	10.5%
City Hall/Green Line	5.3%
Newspaper ad	0.0%
Other	0.0%

6. Do you have any other concerns with Dial-A-Ride and/or TCAT?	
- Need service 5:00 a.m. to 7:00 p.m.	NA
- Good drivers in Woodlake.	NA



Woodlake Dial-A-Ride On-Board Survey Findings - 2015 Plan Development

Woodlake Dial-A-Ride on-board surveys were conducted during March and April 2015 (see Appendix B). A total of 30 surveys were completed. This response rate and the overall survey findings generally are consistent with the past two Woodlake Transit Development Plans. Although Dial-A-Ride transports 60 to 70 riders per day, many are repeat riders and nearly half are young students.

RIDER CHARACTERISTICS

Survey results show that the typical Woodlake Dial-A-Ride user continues to be highly dependent on the service. They are predominantly Hispanic females with an average household income below \$10,000 with no access to an automobile.

Gender

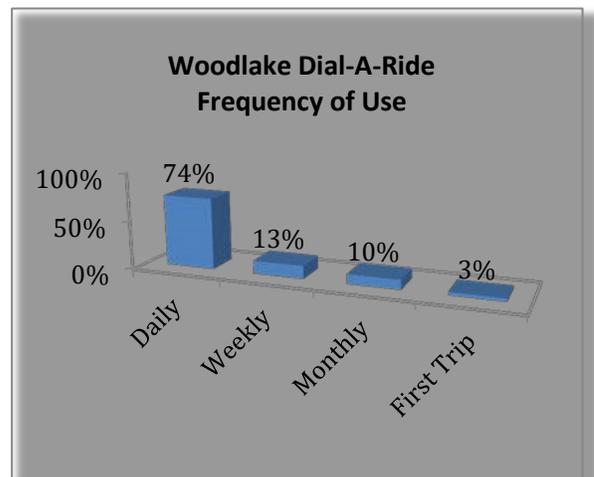
The majority or 96% of respondents were female consistent with findings from the 2010 on-board survey.

Ethnicity

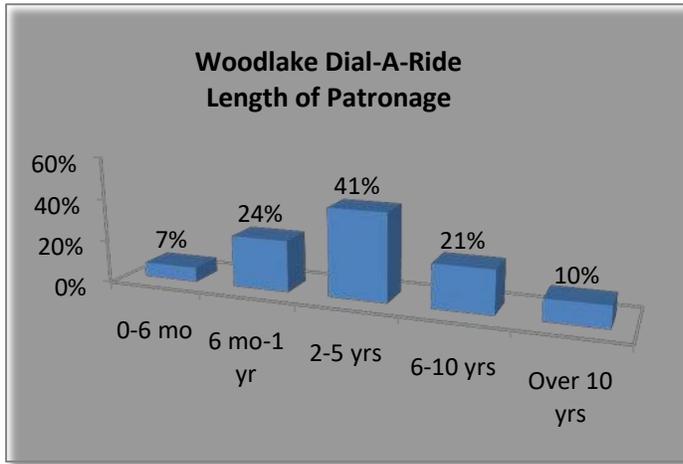
Over 77% of Woodlake Dial-A-Ride respondents indicated they are Hispanic while 20% are White and 3% American-Indian.

Frequency of Use

Survey responses show a high degree of dependence on Woodlake Dial-A-Ride services. Riders using Woodlake Dial-A-Ride daily comprise 74% of ridership



while those using it weekly comprise 13%. Monthly users are 10% of ridership with the 3% balance of respondents being first-time users.

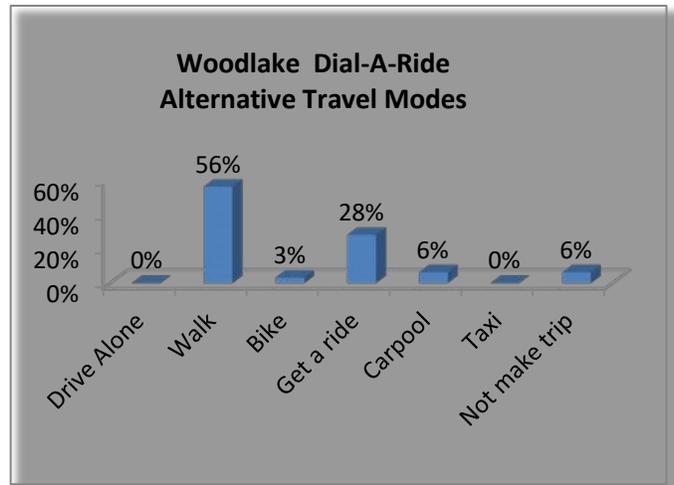


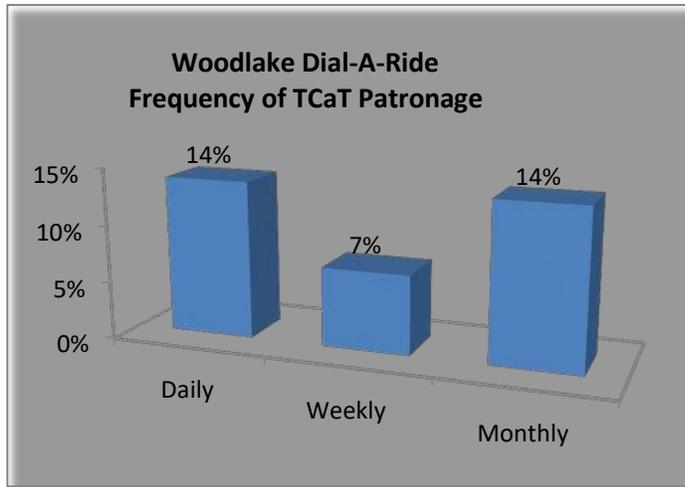
Length of Patronage

Woodlake Dial-A-Ride passengers are generally long-time users of the system. Twenty-one percent have been using Dial-A-Ride for 6 to 10 years. Forty-one percent have been riding for 2 to 5 years and 31% for under a year.

Alternative Travel Modes

The majority of surveyed riders use Woodlake Dial-A-Ride regularly because they have very limited transportation alternatives. This indicates a high level of transit dependence. If Woodlake Dial-A-Ride were not available, over 56% of respondents would walk to their destination while 34% would get a ride or carpool. Two riders, or 6% of those surveyed, would not be able to make the trip.



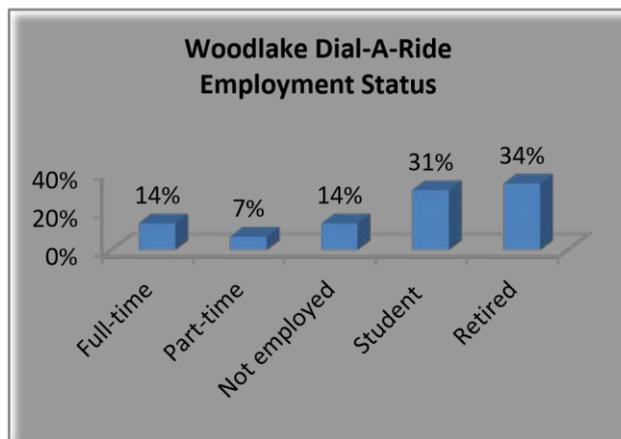
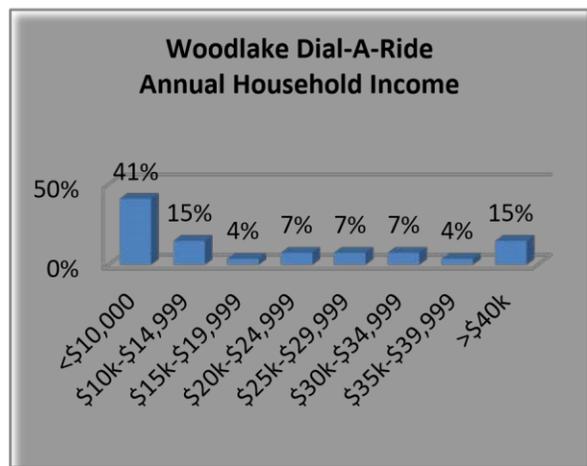


Use of Tulare County Area Transit/TCaT

Thirty-five percent of respondents, or 10 riders, indicated that they use TCaT. Four riders use TCaT daily; two weekly; and four monthly.

Income

Forty-one percent of respondents have household incomes below \$10,000, with 15% reporting a household income of between \$10,000 and \$14,999. Eleven percent indicated a household income between \$15,000 and \$24,999, and 14% reported between \$25,000 and \$34,999. Nineteen percent indicated a household income over \$35,000. The high percentage of household incomes below \$10,000 reflects the large number of young students using Woodlake Dial-A-Ride.



Employment Status

Students and seniors comprise the highest ridership. A majority or 34% of respondents indicated that they are retired while 31% are students. Fourteen percent indicated they are employed full-time and 14% are unemployed. Seven percent of respondents reported working part-time.

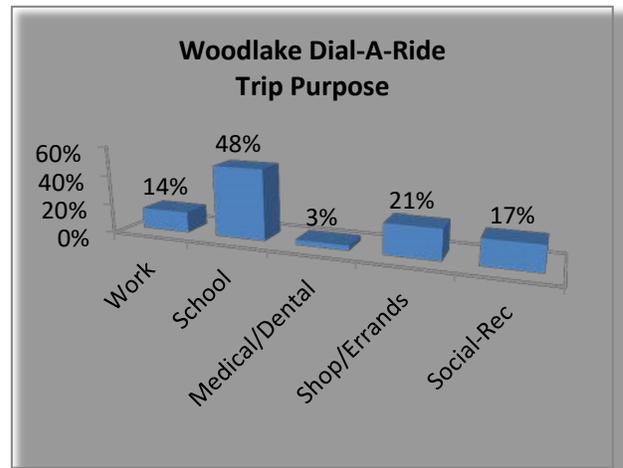
Disability Status

A total of six riders or 21% responded that they have a disability; and one indicated needing a wheelchair. All responded that they are satisfied that their mobility needs are being met.

TRIP CHARACTERISTICS

Trip Purpose

Survey results show that school trips comprise 48% of trips. Other trip purposes include shopping/errands and social/ recreational trips which comprise 38% of trips. Work and medical/dental trips are 17% of trips.

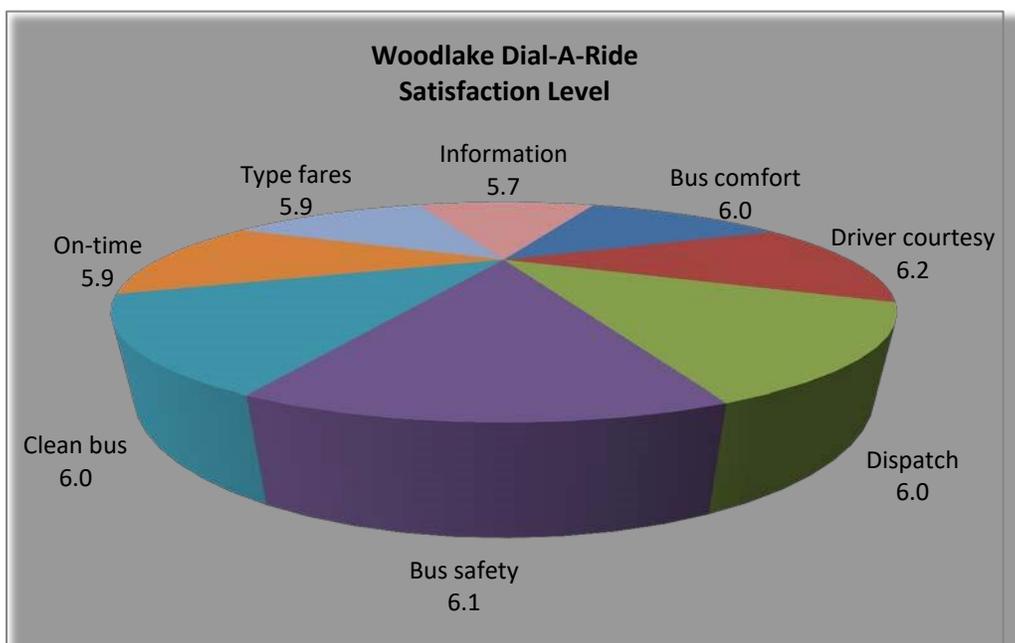


RIDER SATISFACTION

Satisfaction Rating

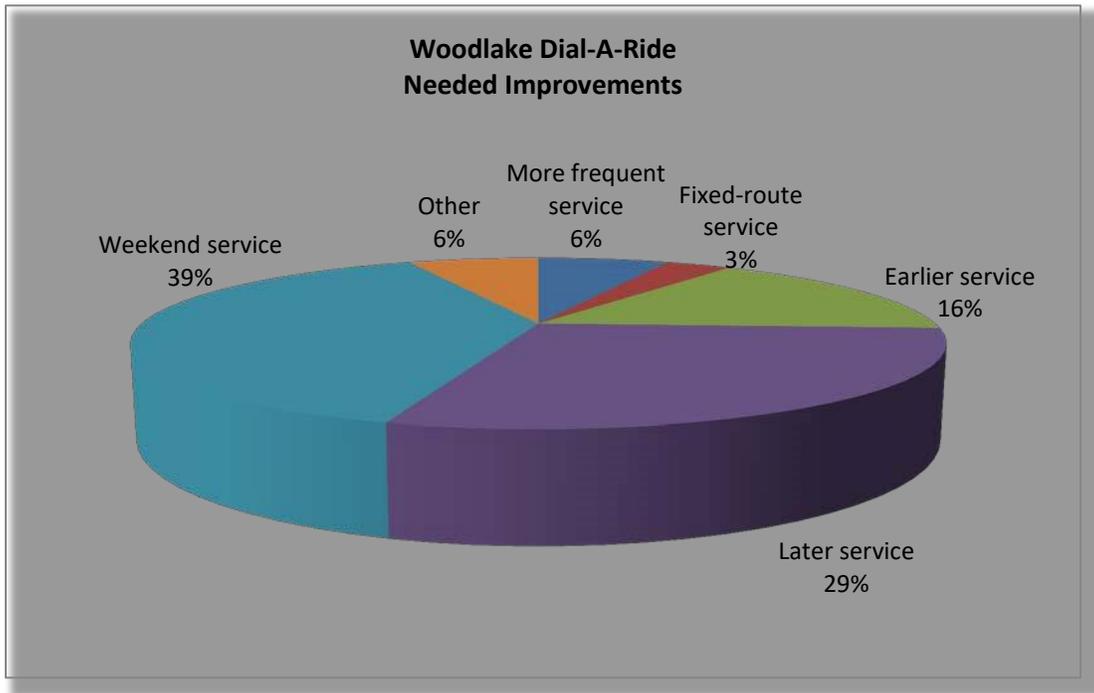
Respondents were asked to assess their satisfaction level, or experience with different aspects of Woodlake Dial-A-Ride service. With a rating of 1 being “Very Dissatisfied” and 7 being “Very Satisfied,” the rating of eight satisfaction factors averaged 6.3, a very favorable rating overall.

“Driver courtesy” had the highest positive rating of 6.2 followed by “Bus safety” at 6.1. “Bus comfort,” “Dispatch services,” “Bus cleanliness” all ranked 6.0. “On-time arrival of bus,” “Availability of bus passes/types of fare payment” ranked 5.9, and “Information about Woodlake Dial-A-Ride” received the lowest rating at 5.7.



Needed Improvements

When asked to indicate Woodlake Dial-A-Ride improvements they would most like to see, weekend and later service ranked highest. Thirty-nine percent indicated a desire for weekend service while 29% wanted later service. Sixteen percent would like to see earlier service, 6% of respondents would like more frequent service, and another 6% indicated “other” but did not provide specific improvements. Three percent wanted fixed-route service.



TCaT On-Board Survey Findings - 2015 Plan Development

TCaT on-board surveys were conducted during March and April 2015 (see Appendix C). A total of 93 surveys were completed. This response rate and the overall survey findings generally are consistent with the 2010 Woodlake Transit Development Plan. The survey reflects a much higher degree of diversity on the TCaT system compared to the ethnic composition of riders using Woodlake Dial-A-Ride.

RIDER CHARACTERISTICS

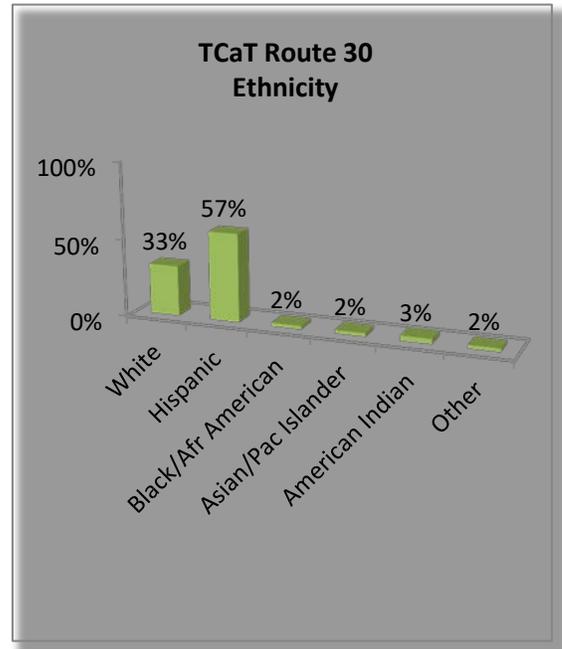
Survey results show that TCaT Route 30 users are highly dependent on the service. Unlike Woodlake Dial-A-Ride users, their ethnicity and trip purpose are more diverse. They are predominantly Hispanic females with an average household income below \$10,000, with limited access to an automobile. Of those surveyed on TCaT Route 30, 56% lived in Woodlake.

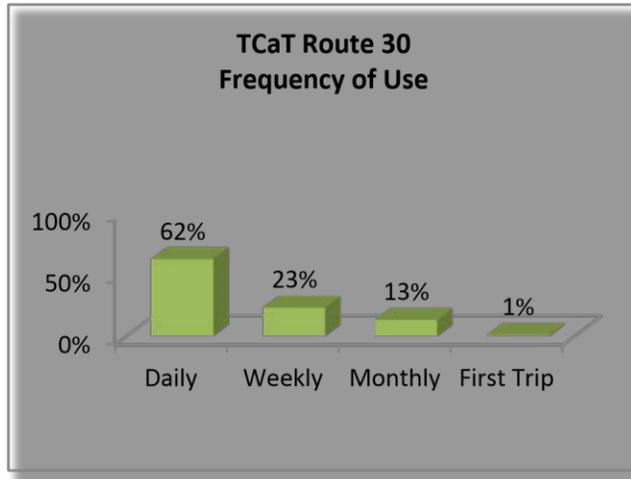
Gender

Of those riders who responded, 57% were female and 43% were male.

Ethnicity

Fifty-eight percent of TCaT respondents indicated they are Hispanic; 34% White; 2.6% Asian/Pacific Islander; 2.6% American Indian; 1.3% Black/African American; and 1.3% Other.



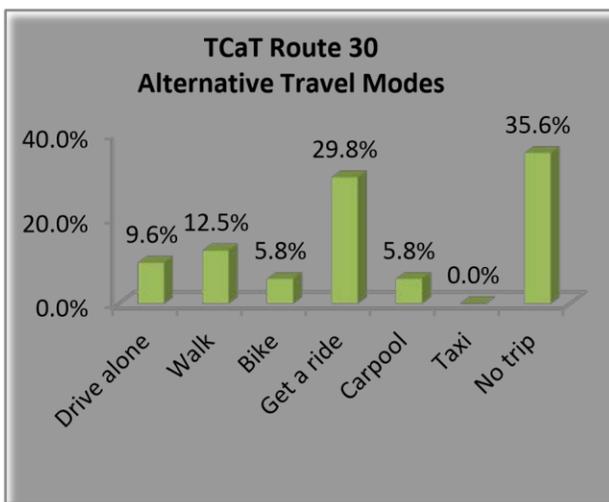
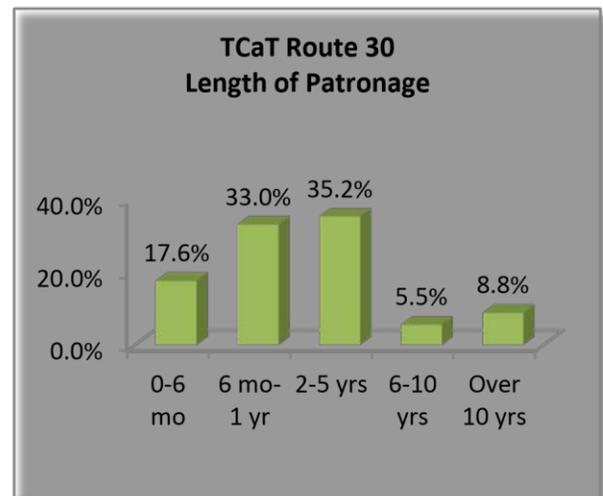


Frequency of Use

A majority or 85% of respondents use TCaT daily or weekly showing a high degree of transit dependence. Sixty-two percent use TCaT daily; 23% weekly; and 13% monthly with 1% first-time users.

Length of Patronage

Passengers were asked to indicate how long they have been using TCaT. Thirty-five percent have been using TCaT for 2 to 5 years with 33% using it for 6 months to one year. Nearly 6% have been using the system for 6 to 10 years while 9% have been riding for over 10 years.



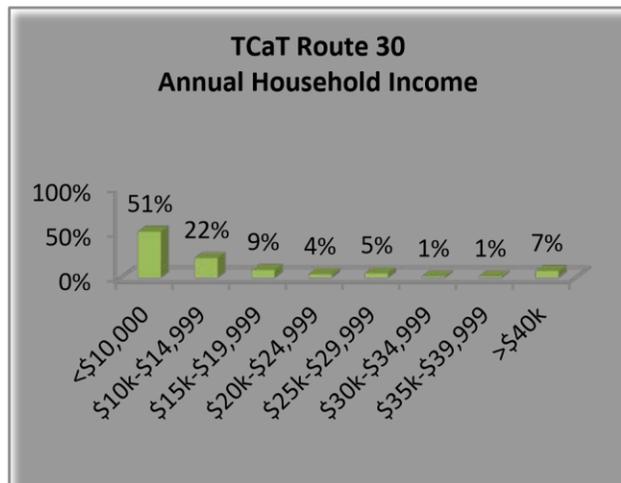
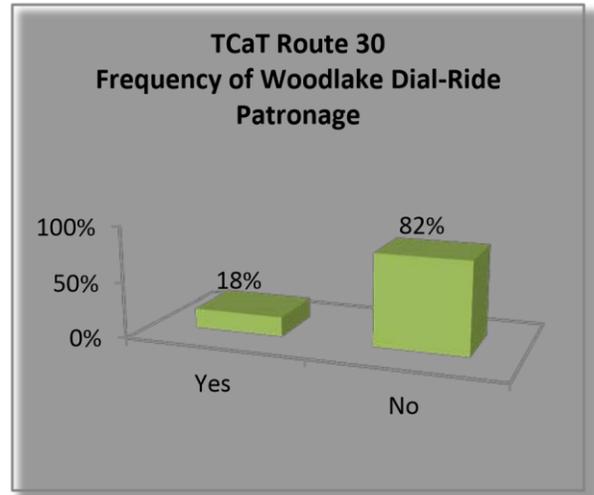
Alternative Travel Modes

Like Woodlake Dial-A-Ride riders, a large percent of TCaT riders depend on TCaT for their mobility. They have limited transportation alternatives. If TCaT were not available, nearly 36% of respondents would not be able to make the trip. This is understandable given the longer distances between destinations on TCaT. This compares to only 6% of Dial-A-Ride respondents who would not be able to make the trip if Dial-A-Ride were not available, since over half of respondents said they would walk to their destination. Thirty percent of TCaT respondents would get a ride if TCaT service were not available; 13% would walk; 10%

would drive; 6% would bike and 6% would carpool.

Use of Woodlake Dial-A-Ride

The majority or 82% of TCaT respondents do not use Woodlake Dial-A-Ride. Eighteen percent do use the system. (Approximately 25% of Dial-A-Ride survey respondents indicated that they use TCaT.)



Income

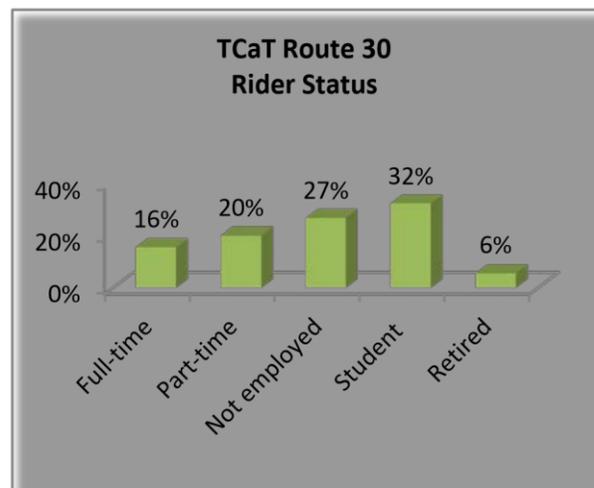
Over 51% of respondents have household incomes below \$10,000. Twenty-two percent reported household incomes of between \$10,000 and \$14,999; 9% were between \$15,000 and \$19,999; 9% \$20,000 and \$29,999; 1% \$30,000 and \$34,999; and 8% over \$35,000.

Employment

Students comprise the majority or 32% of TCaT riders. Twenty-seven percent are unemployed, 20% are employed part-time; 16% full-time; and 6% are retired.

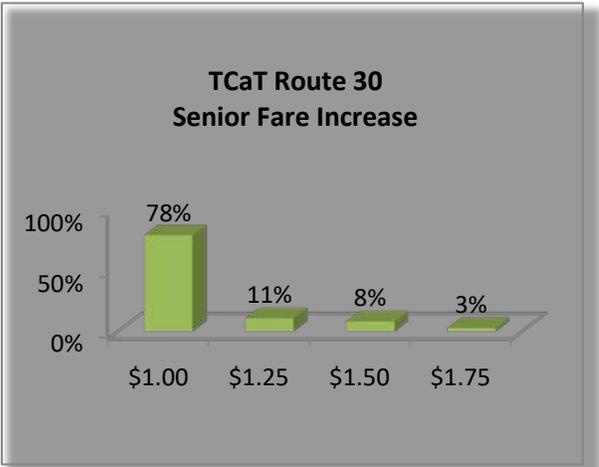
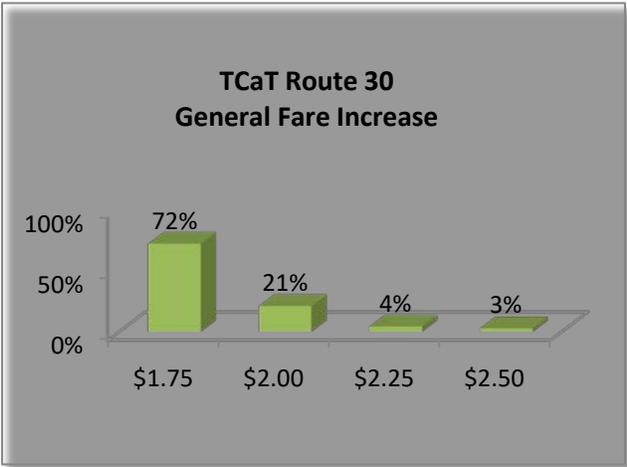
Disability Status

Seventeen percent, or 13 respondents, has a disability. Two of the 13 riders indicated needing a wheelchair. A total of 10 respondents find that TCaT meets their mobility needs.



Fare Payment

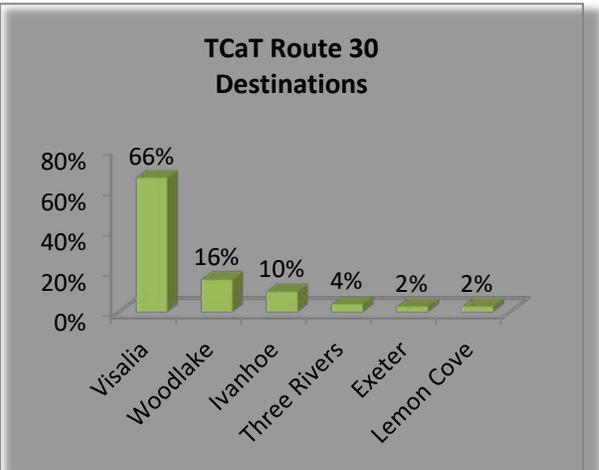
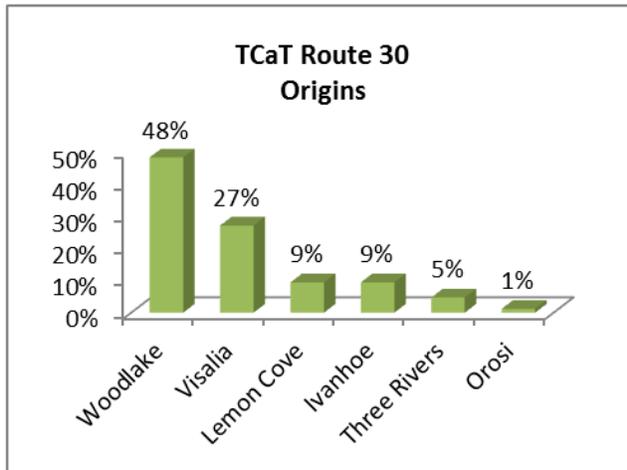
Respondents were asked what they would be willing to pay if fares were raised. The TCaT general public fare currently is \$1.50 for a one-way trip while the senior one-way fare is \$0.75. A majority or 72% of respondents indicated a willingness to pay \$1.75 with 21% willing to pay \$2.00. Four percent indicated a willingness to pay \$2.25 and 3% \$2.50. With respect to the senior fare, 78% indicated a willingness to pay \$1.00; 11% \$1.25, 8% \$1.50 and 3% \$1.75.



TRIP CHARACTERISTICS

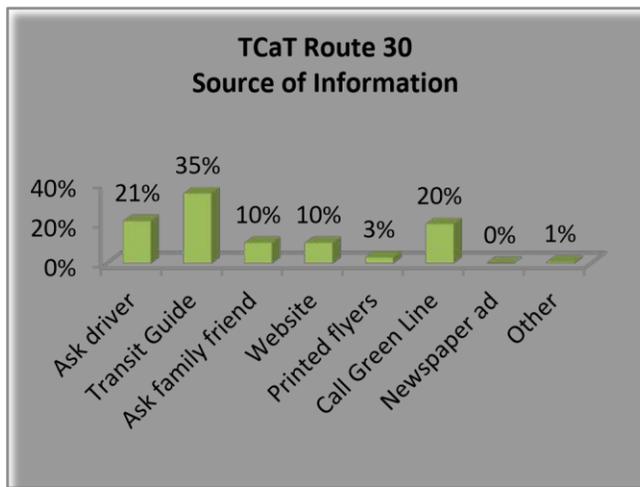
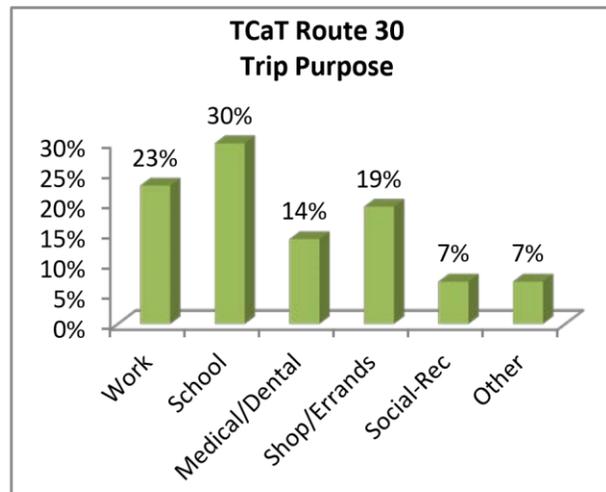
Trip Origins and Destinations

Respondents were asked where they boarded the bus and where they were headed. The tables below reflect all respondents surveyed on Route 30. Survey results show that 48% of trips originated in Woodlake; 27% in Visalia; 9% in Lemon Cove; 9% in Ivanhoe; 5% in Three Rivers; and 1% in Orosi. The majority, or 66% of trip destinations were to Visalia; 16% to Woodlake; 10% to Ivanhoe; 4% to Three Rivers; 2% to Exeter; and 2% to Lemon Cove.



Trip Purpose

TCaT respondents are using TCaT for a variety of purposes with the majority using it for school and for work. Thirty percent are using TCaT for school; 23% for work; 19% for shopping/errands; 14% for medical/dental; 7% for social/ recreational; and 7% for other reasons.



Information about TCaT

Survey results show that riders get most of their information on TCaT from three sources—the Transit Guide, from the driver and by calling the Green Line. Thirty-five percent get information about TCaT from the Transit Guide; 21% by asking the driver; and 20% by calling the Green Line. Ten percent use the website, 10% ask a family friend, 3% rely on printed flyers, and 1% indicated other.

RIDER SATISFACTION

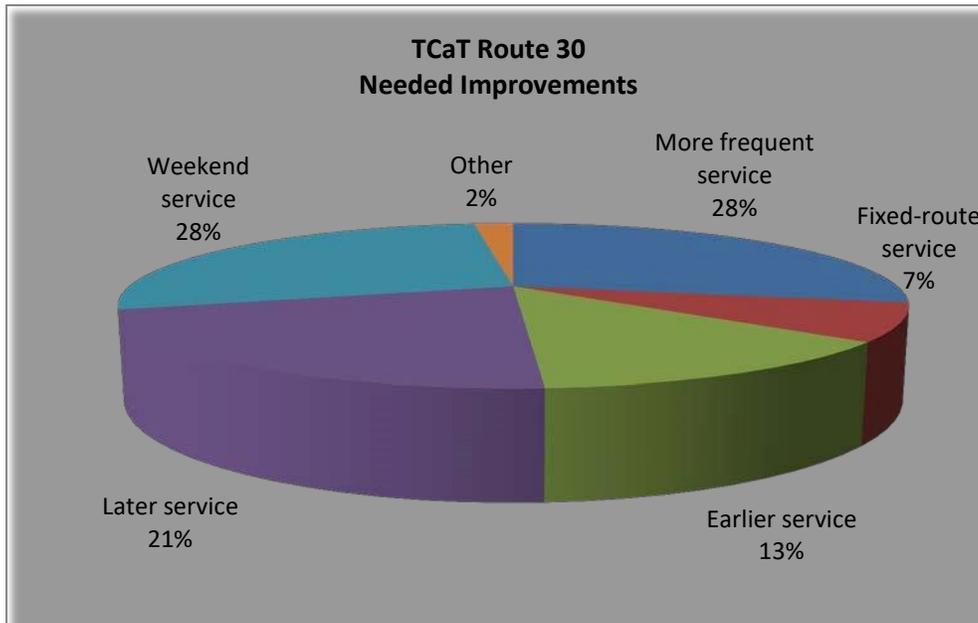
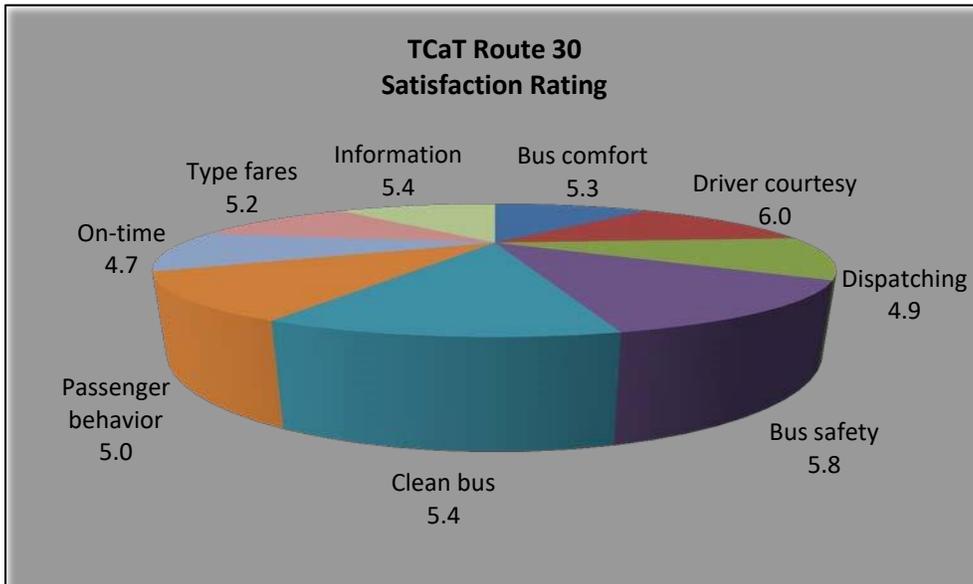
Satisfaction Rating

TCaT respondents were asked to assess their satisfaction level, or experience with different aspects of the service. Each factor was rated with 1 being “Very Dissatisfied” and 7 being “Very Satisfied.” TCaT’s ten satisfaction factors averaged 5.3 indicating areas for improvement. When asked about their overall satisfaction, however, respondents rated the service at 5.6.

“Driver courtesy” had the highest positive average rating of 6.0 followed by “Bus safety” at 5.8. “Bus cleanliness” and “Information about TCaT” were rated at 5.4 while “Bus comfort” received a 5.3. Respondents rated “Availability of bus passes/types of fare payment” at 5.2 and “Passenger behavior” at 5.0. “Dispatching” and “On-time arrival of bus” received the lowest ratings of 4.9 and 4.7, respectively.

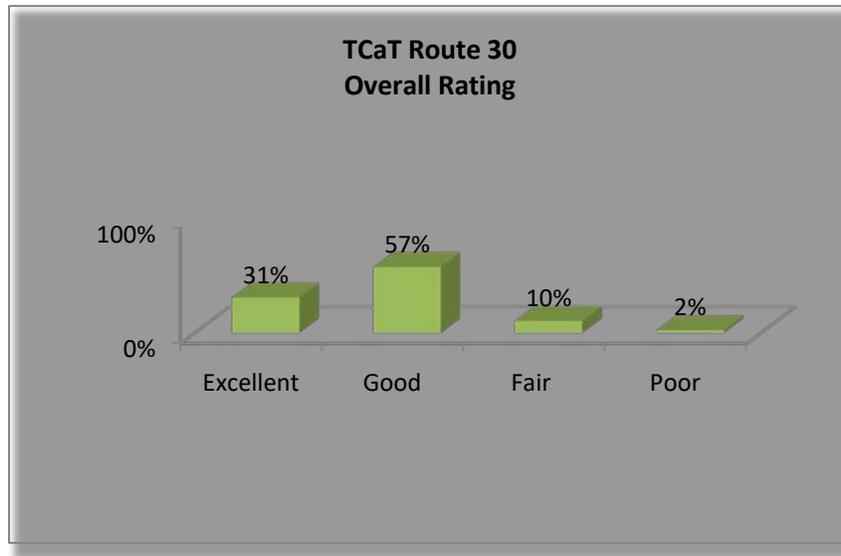
Needed Improvements

Passengers completing the survey were asked to indicate TCaT improvements they would most like to see. Weekend service, more frequent service, and later service were the top responses at 28%, 28%, and 21%, respectively. Thirteen percent of respondents indicated that they would like earlier service; 7% fixed-route service, and 2% other improvements.



Overall Rating

Respondents were asked to rate their overall satisfaction with TCaT. Although respondents conveyed specific areas for improvement, overall 88% gave TCaT an “Excellent” to “Good” rating. Fifty-seven percent rated it “Good,” 31% “Excellent,” 10% “Fair,” and 2% as “Poor.”



Key Stakeholder Interviews

Social service agencies with operations in the City of Woodlake were interviewed to elicit opinions on the transportation needs and challenges of their clients. Telephone interviews were conducted with three agencies, including the Family Healthcare Network, Family Resource Center, and Community Services Employment Training (CSET).

Stakeholder Findings

Stakeholders were asked about the most significant transportation needs of their clients; the typical modes of transportation used by clients; their perspective on current transit services; whether they provide a transportation subsidy; and what they believe are the most significant transit needs.

Stakeholders agree that reliable transportation to their sites and other key destinations is one of the primary concerns of their clients. For example, clients need transportation to and from their medical and/or employment appointments both in town and out of town. Seniors need transportation to access Woodlake Senior Center activities, the on-site Hot Meals Program, and other regional activities.

The Family Healthcare Network, located at 201 East Lakeview in Woodlake, provides medical services and operates one van to pick up and drop off clients at its site. The van currently has sufficient capacity given that many clients drive themselves or walk. The agency also provides TCaT tokens and Visalia Transit Day Passes for its clients to travel seamlessly to Porterville and Visalia for appointments. Staff commented that they would like to see more hours of operation for Dial-A-Ride and more drop-off locations for TCaT.

The Family Resource Center provides services ranging from nutrition to health and education as well as housing, utility assistance and employment training. The Center, operated by CSET, serves as many as 500 to 700 clients per month. The Center, located at 168 North Valencia in Woodlake, does not provide transportation for its clients, the majority of whom live in Woodlake. Most clients walk to their site with some increased usage of Dial-A-Ride in the summer when it is too hot to walk. Staff indicated that clients sometimes have to wait too long for Dial-A-Ride and that more morning and afternoon hours are needed.

CSET is an umbrella agency that oversees Senior Centers throughout Tulare County. The Woodlake Senior Center, located at 179 North Magnolia in Woodlake, provides activities and hot meals four days a week. CSET has two vans used primarily for field trips rather than for individual scheduled client trips. Dial-A-Ride tokens and TCaT punch passes are available to seniors. Staff indicates that an additional Dial-A-Ride bus would help address capacity constraints in the morning and afternoon.

A common theme emerging from the stakeholders' feedback indicates that their clients are generally satisfied with the level of Dial-A-Ride and TCaT service. They would, however, welcome additional Dial-A-Ride hours to provide more opportunities for their clients to travel throughout the day and to reduce wait times.

SECTION 7 – SERVICE PLAN

This section recommends key operational, planning, and administrative strategies and actions to be initiated over the next five years to enhance Woodlake Dial-A-Ride and improve overall transit services and mobility in the City. These strategies and actions are based on observations and an evaluation of services and facilities, findings from the Public Workshop, Dial-A-Ride and TCaT On-Board Surveys, administrative and transit staff input, stakeholder interviews, TCAG Unmet Transit Needs testimony, Triennial Performance Audit, and regional transportation studies.

Attracting and maintaining steady and loyal transit riders requires dependable, reliable, safe, and affordable services. The City of Woodlake is sensitive to the community’s demographics and the dynamics of transit demand. Dial-A-Ride has evolved to respond to rider needs while maximizing staff and funding resources. Ridership is returning to pre-recession ridership levels with stable staff resources. Development of the Whitney Transit Center now offers increased accessibility and connectivity to Dial-A-Ride and TCaT transit services. The TDA farebox recovery requirement is being met with minimal local contribution while maintaining an affordable fare structure.

Implementing future transit service improvements will require balancing projected transit demand with available operating and capital costs and complying with State-mandated farebox recovery requirements. Given the continued post-recession funding constraints, thoughtful planning and efficient operations will be needed to invest in transit improvements that require sustained and reliable funding.

Key Findings

Operations

Days and Hours of Operation

Dial-A-Ride currently operates weekdays only while TCaT Route 30 operates inter-city, fixed-route weekend service. The Dial-A-Ride On-Board Survey findings show that respondents desire more weekday and weekend service.

- 39% of respondents ranked weekend service as the number one needed improvement.
- 29% of respondents ranked the need for later service as second.
- 16% of respondents ranked earlier service as third.

Weekend Service

An analysis of weekend service shows that it would cost approximately \$29,000 annually to operate Saturdays from 9:30 a.m. to 4:30 p.m. Traditionally, transit ridership on Saturday’s drops to 80 percent or less compared to weekdays and 50 percent or less on Sundays. Dial-A-Ride ridership would be no exception and may likely experience an even greater reduction in ridership due to the high number of students riding on weekdays and would result in the need for higher City transit subsidies.

The City should monitor demand for these enhanced services but should perform a detailed long term cost-benefit analysis before initiating services. Higher operating costs without ridership growth and comparable increase in fares and/or subsidies will impact the City's ability to meet the State-mandated ten percent farebox recovery ratio.

Expanded Hours

Peak capacity on buses generally occurs during peak work and school hours. Dial-A-Ride experiences high subscription ridership demand from 7:00 a.m. to 8:00 a.m. and 2:00 p.m. to 3:30 p.m. that has the effect of limiting general public riders. Although latent demand from the general public may exist, many defer trips until midday. This may deter potential riders from using the service entirely.

The number of Dial-A-Ride trip denials is very low but this may in part be due to deferral of general public trip requests rather than actual need or desire. Capacity limitations can be addressed by increasing service when demand is highest. The City's backup driver could be tapped to address additional demand as warranted. An incremental phased approach to extended weekday hours beginning at 2:00 p.m., while easier to implement operationally, would cost an estimated \$21,000 annually. These costs are based on an estimated \$80 per hour to operate the Dial-A-Ride an additional 255 hours, but could be reduced if the City's current back up driver is used.

Increasing and sustaining a higher level of Dial-A-Ride service hours over the five-year planning horizon of the Transit Development Plan ultimately will be largely determined by community support and available funding. The impact of expanding services weighed against the City's ability to comply with the ten percent fare ratio with minimal subsidy and system productivity should be priority considerations. An evaluation of services and community input indicates that an increase in service hours to accommodate additional general public and non-subscription riders beyond 8:00 a.m. and 2:00 p.m. is desirable and should be closely monitored.

New Growth Areas

The City of Woodlake should ensure that Dial-A-Ride services are accessible to new developments and growth areas and that bus stops and passenger amenities are considered where warranted.

Ridership Projections

The updated 2010 U.S. Census demographic data and American Community Survey shows that Woodlake's population and economy are stable. As a small, rural agricultural community and given the current economy, ridership growth is expected to grow at a steady rate of approximately two percent annually.

Capital

Whitney Transit Center

Since the 2010 TDP, the City developed the Whitney Transit Center that enhances the Downtown and serves as an inviting and convenient location for Dial-A-Ride and TCaT boardings, deboardings and transfers with nearly half of all TCaT Route 30 trips originating in Woodlake.

Over the next five years, additional enhancements (i.e., informational signage/schedule kiosks, etc.) to the Whitney Transit Center may be considered. Upgrades to the Maintenance Yard proposed in the 2010 TDP were deferred until adequate funding could be identified. The cost of upgrading the Yard, including construction of dedicated bus bays and bus wash facilities also should be refined and evaluated for feasibility of implementation. Depending on the extent of the improvements, TDA, Measure R, FTA Section 5311 and/or Section 5339 Discretionary capital assistance and other potential funding sources should be investigated.



Fleet

Bus replacement intervals are based on the type of bus and its age or mileage. Dial-A-Ride buses have a gross vehicle weight of 14,050-14,500 and are categorized as medium-size (25’-35’), light-duty buses and may be replaced after five years or an accumulation of at least 150,000 miles. Dial-A-Ride’s three vehicles are sufficient to meet the current level of demand. Based on FTA replacement criteria, the 2012 Ford could be replaced in FY2021 or later depending on the operating condition of the bus.

The following five-year Fleet Replacement Plan shows Dial-A-Ride’s 2012 bus is due for replacement starting in FY2020/21; and the 2002 bus is scheduled for disposal.

Table 24: Fleet Replacement

Year	Make/ Model	Mileage	Years Old	Replacement Criteria		Status	Year Replaced	Proposed Status
				Years	Mileage			
2002	Ford, El Dorado	115,372	17	NA	NA	Backup	2006	Dispose (FY2021)
2006	Ford, E-450	102,670	13	NA	NA	Backup	2012	Backup
2012	Ford, E-450	86,208	7	5	150,000	Active	NA	Replace (FY2021)

Bus Stop Shelters and Amenities

The City and TCaT have been proactive in installing bus stop shelters at locations with the highest boardings. The City should continue to monitor boarding sites that warrant bus stop signs, shelters, and amenities, including trash receptacles and information kiosks. For greater cost-effectiveness and to avoid duplication, the City and TCaT should consider co-locating future bus stops where feasible.

Financial

Fare Ratio

The City attained the required State-mandated ten percent fare ratio during its last Triennial Audit period FY2013 to FY2015 with an average system-wide fare ratio of 10.2 percent. The FY2014/15 ratio was 12.47 percent.

The City's FY2010-2012 Triennial Performance Audit and the 2010 TDP both recommended raising the senior fare from \$0.25 to \$0.50. Based on FY2014 ridership data, doubling the senior fare to \$0.50 would generate approximately \$750 in additional revenue; and a \$0.75 fare would generate \$1,450.

Based on minimal funds that would be generated and the desire to maintain goodwill with its senior citizens, the City maintains the \$0.25 fare level and is able to meet the farebox requirements with no significant impact on its overall budget. The City, however, should continue to focus on increasing ridership while reducing or limiting operating costs.

Administration and Planning

Operating Statistics

The City maintains a monthly "Transit System Records" that documents ridership by passenger type (general, seniors, handicap, and free); vehicle miles; fuel used; trip denials; no shows; and cancellations. The monthly report does not document some key statistics that help enhance monitoring and identification of potential areas of improvement.

Compilation of statistics can be burdensome for a small transit system but can serve as a means to monitor and measure productivity and achievement of goals, objectives and performance standards; passenger satisfaction levels (trip denials, on-time performance); passenger complaints; and regulatory compliance (such as the Office of Civil Rights, Title VI requirements). For example, as reflected in the On-Board Ridership Survey, there is a need for continual improvement in Dial-A-Ride's on-time performance and in seeking ways to reduce passenger wait times. Riders also should be educated on the City's no show and cancellation policy to help reduce unproductive revenue hours and improve scheduling. This effort can be initiated by both dispatchers and drivers.

The City should ensure that its existing transit policies and standards are enforced. Increasingly, FTA and Caltrans have shown through their monitoring and grant approval and reporting process that compliance with federal and State requirements is being more closely scrutinized.

Coordination with TCaT

TCaT Agreement

The City's TCaT agreement to provide Dial-A-Ride service to unincorporated residents is a win-win relationship benefitting City and County area residents. The formula used to determine the County's contribution to the City is based on a number of factors, including operating costs, farebox revenue, and City/County ridership ratios. This relationship should continue.

TCaT Level of Service

The level of TCaT Route 30 service in the City has doubled from nine weekday round-trips per day in FY2012/13 to the current 18 weekday round-trips per day at two stops (SH216/N. Cypress and Whitney Transit Center). Nearly ninety percent of Route 30 riders surveyed rated the service Excellent or Good.

Weekend service on six runs start at 9:40 a.m. at the Whitney Transit Center with the last drop off at 4:25 p.m. Some riders expressed the desire for an earlier weekend run. The City should pursue the possibility of an 8:30 a.m. start up with TCaT.

Funding Opportunities

The City has successfully demonstrated its ability to identify transit needs, to pursue funding opportunities, and to implement projects expeditiously. The City utilized State Proposition 1B PTMISEA, Cal OES, and Measure R funds for the Whitney Transit Center, bus shelters, and surveillance cameras. New federal and State transit capital funding opportunities are available that may provide additional opportunities for the City to enhance its operations, including for bus replacement and facilities improvements.

Growing transit demand also will require that the City maximize all potential funding sources through prudent planning and operations. As part of an air quality non-attainment area, the City of Woodlake should continue to coordinate with TCAG in efforts to promote public transit as a key transportation control measure and as a means to achieve greenhouse gas reductions.

Marketing and Public Information

The City recognizes its target markets and environs and has implemented a number of appropriate marketing tools to advertise both Dial-A-Ride and TCaT services. Information on both systems currently is available on the City's website at www.cityofwoodlake.com. A Dial-A-Ride schedule is available year round and services are advertised monthly in the local Sun-Gazette. On a regional level, Dial-A-Ride is advertised in English and Spanish in the Tulare County Transit Guide that is published twice per year by TCAG. The City's website also references the TCAG website at www.tularecog.org and directs interested callers to the City at 559-564-8055 or Transit staff at 559-280-2736. A County-wide toll-free "Green Line" number (1-877-40GOGREEN) provides the general public with one-stop transit assistance Monday through Saturday. The line is staffed by City of Visalia Transit Department staff at the Visalia Transit Center.

A system's identity is important in establishing a "product brand name" that is easily recognized. Branding of Dial-A-Ride should be consistent in all published schedules, brochures, transit guides, public service announcements and other written materials and website information. Bus stop signs and shelters provide

opportunities for the City to advertise through consistent use of a Dial-A-Ride's name, logo, system information, and telephone number.

Like many other rural communities, the City of Woodlake has limited staff and marketing resources. General marketing approaches currently being used, however, can be complemented with special campaigns to advertise special transit projects or activities or targeted marketing with major employers or agencies in the area as warranted. The City should continue to undertake regularly-scheduled low cost marketing efforts, including ads in local newspapers, free advertising (community newsletters, bulletin boards, utility bill inserts), free public service announcements, website information, or direct bulk mail. New and or expanding transit services will require separate advertising campaigns and more targeted efforts.

Plan Recommendations

The recommendations reflected in this TDP recognize the current constrained funding environment with the understanding that unfunded needs exist and must be reviewed annually for their economic viability. The recommendations ultimately reflect a balanced approach to ensure the City can sustain Dial-A-Ride services within reasonable budget constraints required to meet the State-mandated farebox recovery while minimizing impacts on the fare structure and the City's local contributions.

The following recommendations for the years FY2015/16 to FY2020/21 are based on several factors. These include findings from Dial-A-Ride and TCaT On-Board Surveys, a Community Public Workshop, social service agencies' stakeholder interviews, and an evaluation of the City's Dial-A-Ride goal and objectives and current operating and capital trends.

Operations

- Improve monthly monitoring and reporting by tracking additional key operating data, including City versus County passengers based on point of origin or destination; preventable and non-preventable accidents/injuries; response time or on-time performance; complaints; travel time; missed pickups; and road calls.
- Reduce no-shows through dispatcher and driver monitoring and by educating passengers.
- Monitor trip denials in combination with no-shows to evaluate potential trends in capacity constraints.
- Track on-time performance to determine if late or too early pickups are a potential cause of no shows and/or if additional capacity can be achieved by reducing no-shows and cancellations through improved dispatcher tracking and educating of repeat offenders.
- Ensure reliable Dial-A-Ride coverage to new growth areas in the City.
- Monitor demand for additional capacity during morning and afternoon peak hours and expanded weekday service.
- Monitor demand for weekend service.

Capital

- Identify funds for fleet replacement.
- Co-locate bus stop locations with TCaT where feasible.
- Install bus stop shelters/amenities.

Financial

- Maintain the current fare structure. If local contributions rise to a level that negatively impacts the City budget, however, consideration should be given to raising fares and/or reducing costs to decrease or eliminate subsidies and increase productivity.

Administration and Planning

- Maintain and monitor additional monthly operating statistics on a regular basis.
- Continue TCaT agreement to provide Dial-A-Ride service to unincorporated area residents.
- Initiate discussion with TCaT to provide earlier Saturday service beginning at 8:30 a.m. instead of the current 9:40 a.m. start.
- Pursue available FTA 5339 Discretionary funds for capital purposes, including bus replacement and facilities improvements.

Marketing and Public Information

- Undertake regularly-scheduled, low-cost marketing efforts, including ads in local newspapers, free advertising (community newsletters, bulletin boards, utility bill inserts), free public service announcements, website information or direct bulk mail.

Unfunded Needs

The public outreach findings from this study found that there are many improvements that are desired by residents. These include weekend service on Dial-A-Ride and expanded weekday hours particularly in the afternoon to provide more service to non-subscription riders. The City's ability to provide these improvements will primarily depend on the availability of funding and impact on the overall City budget.

Implementation Timeline

FY2015/16

- Maintain current Dial-A-Ride service level.
- Improve overall system monitoring and reporting.
- Ensure reliable Dial-A-Ride coverage to new growth areas in the City.
- Continue TCaT agreement to provide Dial-A-Ride service to unincorporated area residents.
- Initiate discussion with TCaT to start Saturday service on Route 30 at 8:30 a.m. instead of 9:40 a.m.
- Maintain regularly-scheduled, low-cost marketing efforts.
- Review and adjust fare structure to meet funding needs.
- Monitor demand for expanded weekday service (i.e., additional morning and afternoon peak hours) and weekend service.

FY2016/17

- Evaluate feasibility of upgrading the Whitney Transit Center to include additional passenger amenities (i.e., informational signage/schedule kiosks, etc.), and if feasible, identify funding and initiate project.

FY2017/18

- Evaluate feasibility of renovating the Maintenance Yard to include dedicated bus bays and improved bus washing facilities, and if feasible, identify funding and initiate project.

FY2018/19

- Evaluate the cost and fare recovery impact of expanding Dial-A-Ride service from 2:00 p.m. to 3:00 p.m.
- Install bus stop shelters/amenities at key locations.
- Pursue higher levels of FTA 5311 operating funds consistent with budget and maximum allowable reimbursement levels.
- Maintain current Dial-A-Ride service level.
- Improve overall system monitoring and reporting.
- Ensure reliable Dial-A-Ride coverage to new growth areas in the City.
- Continue TCaT agreement to provide Dial-A-Ride service to unincorporated area residents.
- Maintain regularly-scheduled, low-cost marketing efforts.
- Review and adjust fare structure to meet funding needs.
- Monitor demand for expanded weekday service (i.e., additional morning and afternoon peak-hours) and weekend service.

FY2019/20

- Continue operating Dial-A-Ride service at the same level of service.
- Review and adjust fare structure to meet funding needs.
- Evaluate feasibility of upgrading the Whitney Transit Center to include additional passenger amenities (i.e., wireless internet access at the Transit Center, etc.), and if feasible, identify funding and initiate project.

FY2020/21

- Evaluate feasibility of renovating the Maintenance Yard to include improved bus washing facilities, and if feasible, identify funding and initiate project.
- Consider replacing 2012 Ford bus if condition warrants; and dispose of 2002 bus.

FY2021/22

- Install bus stop shelters/amenities at key locations.
- Pursue higher levels of FTA 5311 operating funds consistent with budget and maximum allowable reimbursement levels.

FY2022/23

- Continue operating Dial-A-Ride service at the same level of service.
- Review and adjust fare structure to meet funding needs.

Five-Year Ridership and Operating Cost Projections

Based on the recommendations outlined above, the following table reflects three-year projections of Dial-A-Ride performance data and performance measures. Revenue miles are projected to increase four percent annually. Revenue hours are projected to increase by less than one percent annually.

Operating costs have fluctuated but have been projected to remain steady, giving a three-year total of \$600,000. Fares are likewise projected to stay the same, for a three-year total of \$51,570. If ridership stays consistent, the farebox ratio with no local support is projected at approximately ten percent.

Table 25: Ridership and Operating Cost Projections

Performance Measure	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Passengers	21,031	19,404	20,245	20,245	20,245	20,245	121,415
Vehicle Revenue Hours	1,979	1,747	1,880	1,936	1,994	2,054	11,591
Vehicle Revenue Miles	18,071	17,871	19,184	19,951	20,749	21,579	117,406
Operating Costs	\$142,071	\$141,101	\$138,602	\$138,602	\$138,602	\$138,602	\$837,580
Depreciation	\$62,654	\$63,227	\$63,227	\$63,227	\$63,227	\$63,227	\$378,789
Operating Costs (less deprec.)	\$121,830	\$124,670	\$127,566	\$127,566	\$127,566	\$127,566	\$756,764
Fares (no local support)	\$14,124	\$16,638	\$17,283	\$17,283	\$17,283	\$17,283	\$99,894
Cost/Passenger	\$6.78	\$6.76	\$7.27	\$7.39	\$7.52	\$7.64	\$7.23
Cost/Vehicle Service Hour	\$73.85	\$71.79	\$80.77	\$89.37	\$98.88	\$109.40	\$87.34
Cost/Vehicle Service Mile	\$7.24	\$7.86	\$7.90	\$6.62	\$5.56	\$4.66	\$6.64
Passengers/Vehicle Service Hour	10.6	11.1	10.8	10.7	10.6	10.5	10.7
Passengers/Vehicle Service Mile	1.1	1.2	1.1	0.91	0.76	0.63	0.9
Farebox Ratio (no local support)	9.94%	11.79%	12.47%	13.0%	13.5%	14.0%	12.45%

Note: Farebox ratio based on operating costs less depreciation consistent with State Controller's Office and Triennial Performance Audit FY2016-2018.

SECTION 8 - FINANCIAL PLAN

Woodlake Dial-A-Ride five-year operating and capital budget projections are presented in this section. Projections are based on the Plan Recommendations outlined in Section 7. The Financial Plan reflects operating and capital costs by year and identifies potential funding sources.

Financial Assumptions

The following assumptions were made in developing the financial plan:

- Historical funding sources are assumed to continue to be available.
- Ridership and farebox revenue are assumed to remain the same.

Five-Year Budget

Table 26 reflects the City's operating and capital budget for the three-year period FY2018/19 to FY2020/21. Over the three-year TDP period, total operating costs (including depreciation) are projected to be \$642,145. Capital costs for the same period are projected at \$0.

Operating Costs

Woodlake Transit's operating budget is estimated to be approximately \$180,000 each year.

Capital Costs

There are no anticipated capital costs between FY2018-2021. Capital costs, at a minimum, may be funded by FTA 5311 or FTA 5339 funds, Measure R, and TDA. For future capital costs, other potential capital funding opportunities should be monitored regularly as the federal and State emphasis on reducing greenhouse gases increasingly relies on alternative transportation modes such as public transit.

Fare Ratio

Fares, without City subsidy, over the next three years are estimated to be \$14,000. The fare ratio exceeds the ten percent fare ratio requirement in every year. If ridership remains steady as projected, use of local supplemental funds is not anticipated.

Table 26: Five-Year Operating and Capital Budget

	Fiscal Year			
	YEAR 1 2018/19	YEAR 2 2019/20	YEAR 3 2020/21	TOTAL
REVENUE				
<u>Operating</u> FTA 5311	\$90,000	\$90,000	\$90,000	\$270,000
State - TDA	\$66,000	\$66,000	\$66,000	\$198,000
Local - Measure R	\$ -	\$ -	\$ -	\$0
Fares	\$14,000	\$14,000	\$14,000	\$42,000
State of Good Repair	\$10,465	\$10,465	\$10,465	\$31,395
Other (interest income, etc.)	\$550	\$100	\$100	\$750
Total Operating:	\$181,015	\$180,565	\$180,565	\$542,145
<u>Capital</u>				
FTA 5311 or 5339	\$0	\$0	\$0	\$0
State - TDA	\$0	\$0	\$0	\$0
Local - Measure R	\$0	\$0	\$0	\$0
Total Capital:	\$0	\$0	\$0	\$0
Total Revenue	\$181,015	\$180,565	\$180,565	\$542,145
OPERATING EXPENSES				
Personnel	\$87,175	\$90,064	\$94,567	\$271,806
Services and Supplies	\$93,840	\$90,501	\$85,998	\$270,339
Total Operating:	\$181,015	\$180,565	\$180,565	\$542,145
CAPITAL EXPENSES				
Replacement Buses	\$0	\$0	\$0	\$0
Bus Shelters & Amenities	\$0	\$0	\$0	\$0
Maintenance Yard Renovation	\$0	\$0	\$0	\$0
Whitney Center Amenities	\$0	\$0	\$0	\$0
Total Capital:	\$0	\$0	\$0	\$0
Total Oper. & Capital Expenses	\$181,015	\$180,565	\$180,565	\$542,145

Section 9 – Sources of Funding

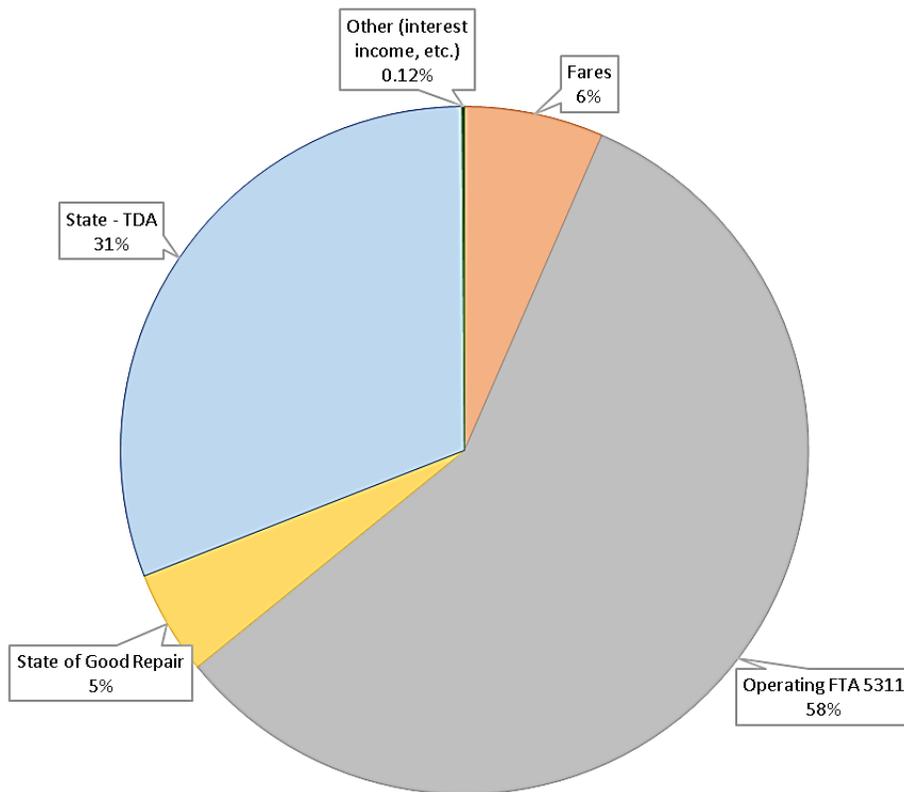
This section describes programs that currently fund Woodlake Dial-A-Ride and other relevant funding programs. Transit funding sources are dynamic and changes or new programs may arise or be introduced at the federal, State and local levels over the next five years. A description of relevant federal, State, and local funding sources is provided below. The City of Woodlake should monitor these programs on a regular basis to maximize its financial position.

Sources of Funding

A variety of federal, State, and local public transit funds are available for eligible agencies and projects in addition to fares. Woodlake Dial-A-Ride currently is supported by four primary sources of funds, as follows:

- Federal Transit Administration (FTA) Section 5311 Funds
- State Transportation Development Act Funds
 - Local Transportation Funds (LTF)
 - State Transit Assistance (STA)
 - State of Good Repair (SGR)
- Measure R Local Sales Tax Funds
- Fares

City of Woodlake Sources of Funding FY2018/21



Federal Funds

Federal Transit Administration (FTA) Section 5311

FTA Section 5311 rural funds are administered by Caltrans and are available annually for public transit projects in non-urbanized areas. These funds may be used for operating and capital purposes. TCAG annually prepares a Program of Projects to reflect projects for eligible transit operators in Tulare County. This list is then compiled at the State level into a Statewide Program of Projects. The City annually relies heavily on these funds to support both operating and capital costs.

FTA Section 5339 – Discretionary

The Section 5339 program was created under MAP-21, and continued under the FAST Act. This program funds urban and rural capital projects, including buses for fleet and service expansion, bus replacement, passenger amenities such as passenger shelters and bus stop signs, and miscellaneous equipment (mobile radio units, supervisory vehicles, fareboxes, computers, and shop and garage equipment).

The rural Section 5339 Discretionary program is administered by Caltrans through an annual competitive process and requires a fifteen percent local match for buses and a twenty percent local match for other bus and bus facilities related projects. Caltrans completed the first cycle of this program in FY2013/14.

Congestion Mitigation and Air Quality (CMAQ) Program

The CMAQ program funds transportation projects that contribute to attainment of national ambient air quality standards, with a focus on ozone, PM-2.5, and their precursors. Eligible projects include construction of facilities, alternative-fuel vehicles, or new services and programs that have a positive air quality impact. CMAQ funding is apportioned approximately every four years and are administered and programmed by TCAG. There is an 11.47% local match requirement.

Construction of new facilities or improvements to facilities that increase or enhance transit capacity or service are eligible projects. These funds in particular could benefit the City if it plans to convert to electric vehicles, and/or update transit facilities.

State Funds

Transportation Development Act (TDA)

The Transportation Development Act has been a stable source of public transit funding since 1972 and is an important funding source for the City's transit services. TDA provides funding for transit through Local Transportation Funds (LTF), State Transit Assistance (STA) funds, and State of Good Repair Funds.

Local Transportation Fund (LTF)

The State Legislature passed the Transportation Development Act (TDA) in 1971. TDA generates funds from one-quarter cent of statewide general sales tax. The tax is collected by the State and apportioned to

each County. TCAG allocates LTF for transportation purposes, including public transit, streets and highways, and bicycle and pedestrian projects.

State Transit Assistance (STA)

The STA program funds, authorized in 1979, are derived from the statewide sales tax on diesel fuel. Fifty percent of the funds are allocated according to population and the remaining fifty percent according to operator revenues for the prior fiscal year.

State of Good Repair (SGR)

The SGR program was established in 2017 as a subset of State Transit Assistance (STA) funds through SB1. SGR funds may be used for capital and maintenance projects only.

Low Carbon Transit Operations Program (LCTOP)

A major focus area for the California Legislature is to reduce greenhouse gas emissions and improve mobility with a priority on serving disadvantaged communities. In 2014, Senate Bill 862 was passed creating the Transit, Affordable Housing, and Sustainable Communities Program. The LCTOP is one of several programs under this program to support new or expanded bus or rail services, expand intermodal transit facilities, equipment acquisition, fueling, maintenance and other costs to operate those services or facilities with the goal of reducing greenhouse gas emissions. Funds are administered by Caltrans and require submittal of eligible projects through a formal application process.

The first cycle of LCTOP funds was announced in FY2014/15. Tulare County was apportioned \$167,017 for nine jurisdictions. LCTOP funds are administered locally by TCAG and are anticipated to grow significantly. Given the relatively small amount of funds available for each agency the first year (City of Woodlake's allocation was \$2,513), funds were directed to the City of Visalia for a single project. The City of Woodlake may choose to swap out LCTOP with another jurisdiction for other types of funds, such as LTF, or may want to propose an eligible transit project in the future if sufficient funds are allocated.

Local Funds

Fare Revenue

Fares collected by Woodlake Dial-A-Ride help offset operating expenses. The City of Woodlake is required to meet a minimum farebox recovery ratio of ten percent to comply with TDA regulations. Urban operators must recover a minimum of twenty percent of their operating expenses from fares.

Measure R

Measure R is a 30-year half-cent local sales tax approved by Tulare County voters in November 2006 to provide a dedicated local revenue stream to fund a variety of transportation projects in the region. Eligible projects include road widening, streets and roads renovation, new interchanges, traffic management, signalization, public transit, and bicycle and pedestrian facilities. The program is administered by TCAG and is projected to generate a total of \$653 million. Measure R funds are distributed by formula with 50

percent for regional projects, 35 percent for local projects, and 14 percent for public transit, bicycle and pedestrian facilities and environmental mitigation projects.

The Measure R Strategic Work Plan identifies specific transit operating and capital projects and programs eligible to receive these funds. Measure R funds may be used for transit projects that demonstrate an expansion of services and/or projects that attract new riders. The City of Woodlake has used Measure R funds for capital purposes, specifically to construct the Whitney Transit Center enhancing accessibility to Woodlake Dial-A-Ride and TCaT.

Other Funding Sources

Funding opportunities are available through other agencies and programs. The California Air Resources Board (CARB), Caltrans, and San Joaquin Valley Air Pollution Control District (SJVAPCD) administer various competitive grants for planning and capital projects.

APPENDIX A

Community Public Workshop

Announcement and Survey



You Are Invited to Help Us Improve Transit Services in the City of Woodlake

PUBLIC WORKSHOP "TRANSIT DEVELOPMENT PLAN"

Tuesday, April 7th
11:00 AM – 12:00 PM
Woodlake Senior Center
179 N. Magnolia Street
Woodlake, California

We are developing a Transit Development Plan and would like to hear your ideas and suggestions. Please join us to help us understand your transit needs and to improve services.



Refreshments will be available.

If you are a senior over 60 years of age, a complimentary meal will be reserved for you by calling Hilda Cano at 564-3251 before 11:30 AM on Monday, April 6th.

*For more information, contact Jason Waters at (559) 564-8055.
(If you are unable to attend, written comments may be mailed to:
City of Woodlake, ATTN: Transit, 350 N. Valencia, Woodlake, CA 93286.)*



**CITY OF WOODLAKE PUBLIC WORKSHOP
TRANSIT DEVELOPMENT PLAN
APRIL 7, 2015**

1. Do you use Woodlake Dial-A-Ride? Yes No
 If "No," why not?
 Drive alone Bike Carpool Taxi
 Walk Get a ride Other _____

A. If "Yes," circle the best indicator of your satisfaction level with Woodlake Dial-A-Ride for the following, on a scale of:

	(1)=VERY DISSATISFIED	(2)	(3)	(4)=SATISFIED	(5)	(6)	(7)=VERY SATISFIED
Bus comfort	1	2	3	4	5	6	7
Driver courtesy	1	2	3	4	5	6	7
Dispatch services	1	2	3	4	5	6	7
Bus safety	1	2	3	4	5	6	7
Bus cleanliness	1	2	3	4	5	6	7
On-time arrival of bus	1	2	3	4	5	6	7
Availability of bus passes/types of fare payment	1	2	3	4	5	6	7
Information about Woodlake Dial-A-Ride	1	2	3	4	5	6	7

B. If "Yes," overall, how would you rate Woodlake Dial-A-Ride?
 Excellent Good Fair Poor

2. Which of the following Woodlake Dial-A-Ride improvements would you most like to see?
 More frequent service Earlier service Later service Weekend service
 Fixed-route service Other (specify) _____

3. Do you use Tulare County Area Transit Express/TCAT? Yes No
 If "No," why not?
 Drive alone Bike Carpool Taxi
 Walk Get a ride Other _____

If "Yes," overall, how would you rate TCAT?
 Excellent Good Fair Poor

4. Which of the following TCAT improvements would you most like to see?
 More frequent service to/from Woodlake Earlier service in Woodlake
 Later service in Woodlake Sunday service in Woodlake
 More stops in Woodlake More benches/shelters in Woodlake
 Other (specify) _____

5. What are the best ways to get information on Dial-A-Ride and TCAT services? (May be more than one)
 Bus driver Friend/family Printed flyers Newspaper ad
 Transit Guide Website City Hall/Green Line Other _____

6. Do you have any other concerns with Dial-A-Ride and/or TCAT?

THANK YOU FOR COMPLETING THIS SURVEY.

Form en Español por detrás

APPENDIX B

Woodlake Transit On-Board Survey Template

(English form on reverse side)

Agradecemos sus comentarios para ayudar a mejorar los servicios de transporte. Por favor, complete la encuesta una sola vez y volver al conductor del autobús.

1. ¿Dónde tomaste el autobús hoy? (lugar/dirección) _____

2. ¿A dónde vas en el autobús hoy? (lugar/dirección) _____

3. ¿Qué es el propósito de tu viaje hoy?
 Trabajo Medico/Dental Social/Recreación
 Escuela Compras Otro _____

4. ¿Cómo habría hecho usted este viaje si un autobús de tránsito no estaba disponible?
 Conducir sólo Bicicleta Compartiendo una camioneta Taxi
 Caminando Consiguir en paseo No haría el viaje Otro _____

5. ¿Cón qué frecuencia utiliza usted servicios de tránsito de Woodlake Dial-A-Ride?
 Diario (3-5 días/semana) Semanal (1-2 días/semana) Mensual (1-3 días/mes) Este es mi primer viaje

6. ¿Cuánto tiempo tienes utilizando servicios de tránsito de Woodlake Dial-A-Ride?
 0-6 meses 6 meses-1 año 2-5 años 6-10 años Más de 10 años

7. ¿También utiliza usted el Condado de Tulare (TCAT) servicios de tránsito propociondos dentro del área de Woodlake; y si eso el caso, con qué frecuencia y a dónde?
 Diariamente Semanalmente Mensualmente
 Destino (especifica) _____

8. Circula en mejor indicador de su nivel de satisfacción con Woodlake Dial-A-Ride para lo siguiente, es una escala de: (1)=MUY INSATISFECHO (4)=SATISFECHO (7)=MUY SATISFECHO

Confort bus	1	2	3	4	5	6	7
Cortesía conductor	1	2	3	4	5	6	7
Servicios de despacho	1	2	3	4	5	6	7
Seguridad en el autobús	1	2	3	4	5	6	7
Limpieza de autobuses	1	2	3	4	5	6	7
En la hora llegada del autobús	1	2	3	4	5	6	7
Disponibilidad de pases de autobús y formas de pago de tarifas	1	2	3	4	5	6	7
Información acerca de Woodlake Dial-A-Ride	1	2	3	4	5	6	7

9. ¿Cuál de las mejora mientes siguientes te gustaría ver (verifica todos que los aplicar)?
 Más servicios frecuentes Servicio más temprano Servicio más tarde
 Servicio de fin de semana Servicio de ruta fija Otro _____

10. ¿En términos generales, cómo clasificarías los servicios de tránsito de Woodlake Dial-A-Ride?
 Excelentes Buenos Justos Pobres

11. ¿Qué es su género? Macho Hembra

12. ¿Es usted?: Empleados a tiempo completo Empleados a tiempo parcial No empleados Estudiante
 (Más que 30 hrs/semana) (Menos de 30 hrs/semana) Jubilado

13. ¿Qué es su etnicidad?
 Blanco Negro / Africano Norteamericano Indio Norteamericano
 Hispano Asiático / Isleño Pacifico Otro _____

14. ¿Qué son los ingresos anuales estimados de todos los miembros de su hogar?
 Menos de \$10,000 \$10,000-\$14,999 \$15,000-\$19,999 \$20,000-\$24,999
 \$25,000-\$29,999 \$30,000-\$34,999 \$35,000-39,999 \$40,000 o más

15. ¿Tiene usted una incapacidad o desventaja? Si No
 Si usted contestó "Si," ¿necesita usted un ascensor de sillón de ruedas para completar su viaje? Si No
 Y ¿tiene Woodlake Dial-A-Ride satisfacer adecuadamente sus necesidades de movilidad? Si No

GRACIAS POR COMPLETAR ESTE ESTUDIO.

APPENDIX C

Tulare County Area Transit/TCaT

On-Board Survey Template

**WOODLAKE TRANSIT 2015 SURVEY
(FOR TCaT RIDERS)**

The City of Woodlake would appreciate your input to help improve transit services. If you are traveling to or from the City of Woodlake today, please answer the following questions and return this form to the bus driver. If you have already filled out a survey form, you do not need to fill out another.

1. Do you live in the City of Woodlake? Yes No
2. Where did you board the bus today? (City location) _____
3. Where are you taking the bus to? (City location) _____
4. What is the main purpose of your trip?
 Work Medical/Dental Social/Recreational Social/Recreational
 School Shopping/Errands Other (specify) _____
5. Did you have a car available for this trip? Yes No
6. How would you have made this trip if a bus were not available?
 Drive alone Bike Carpool Taxi
 Walk Get a ride Would not make trip Other _____
7. How do you usually get information about TCaT services?
 Ask a bus driver Ask a family friend Printed flyers Newspaper ad
 Transit Guide Website Call the Green Line Other (specify) _____
8. How often do you use TCaT to get to/from Woodlake?
 Daily (3-6 days/week) Weekly (1-2 days/week) Monthly (1-3 days/month) This is my first trip
9. Do you also use Woodlake Dial-A-Ride? Yes No
10. How long have you been using TCaT to get to/from Woodlake?
 0-6 months 6 months-1 year 2-5 Years 6-10 years More than 10 years
11. Circle the best indicator of your satisfaction level with TCaT services for the following, on a scale of:

(1)=VERY DISSATISFIED (4)=SATISFACTORY (7)=VERY SATISFIED

a) Bus comfort	1	2	3	4	5	6	7
b) Driver courtesy	1	2	3	4	5	6	7
c) Dispatch services	1	2	3	4	5	6	7
d) Bus safety	1	2	3	4	5	6	7
e) Bus cleanliness	1	2	3	4	5	6	7
f) Behavior of other passengers	1	2	3	4	5	6	7
g) On-time arrival of bus	1	2	3	4	5	6	7
h) Availability of bus passes & fare payment methods	1	2	3	4	5	6	7
i) Information about TCaT	1	2	3	4	5	6	7
j) Overall satisfaction	1	2	3	4	5	6	7

12. Which of the following improvements would you most like to see (check all that apply)?
 More frequent service Earlier service Later service Weekend service
 Fixed-route service Other (specify) _____
13. Overall, how would you rate TCaT?
 Excellent Good Fair Poor
14. If TCaT needs to raise transit fares, what would you be willing to pay for the service?
 General \$1.75 \$2.00 \$2.25 \$2.50
 Seniors \$1.00 \$1.25 \$1.50 \$1.75
15. What is your gender? Male Female
16. Are you: Employed full-time (More than 30 hrs/week) Employed part-time (Less than 30 hrs/week) Not employed Student Retired
17. What is your ethnicity?
 White Black/African American American Indian
 Hispanic Asian/Pacific Islander Other
18. What is the estimated annual income of all members of the household?
 Less than \$10,000 \$10,000-\$14,999 \$15,000-\$19,999 \$20,000-\$24,999
 \$25,000-\$29,999 \$30,000-\$34,999 \$35,000-\$39,999 \$40,000 or more
19. Do you have a handicap/disability? Yes No
 If 'Yes,' do you need a wheelchair lift to complete your trip? Yes No
 If 'Yes,' does TCaT adequately meet your mobility needs? Yes No

THANK YOU FOR COMPLETING THIS SURVEY.

1. ¿Utiliza Woodlake Dial-A-Ride? Sí No

Si no, ¿por qué no?

- Conducir sólo Bicicleta Compartiendo una camioneta Taxi
 Caminando Consiguir en paseo No haría el viaje
 Otro (específica) _____

A. Si es así, un círculo el mejor indicador de su nivel de satisfacción con Woodlake Dial-A-Ride para lo siguiente, en una escala de:

(1)=MUY INSATISFECHO (4)=SATISFACTORIO (7)=MUY SATISFECHO

a) Confort bus	1	2	3	4	5	6	7
b) Cortesía conductor	1	2	3	4	5	6	7
c) Servicios de despacho	1	2	3	4	5	6	7
d) Seguridad en el autobús	1	2	3	4	5	6	7
e) Limpieza de autobuses	1	2	3	4	5	6	7
f) El comportamiento de los demás pasajeros	1	2	3	4	5	6	7
g) En la hora llegada del autobús	1	2	3	4	5	6	7
h) Disponibilidad de pasas de autobús y formas de pago de tarifas	1	2	3	4	5	6	7
i) Información acerca de Dial-A-Ride	1	2	3	4	5	6	7

B. Si es así, ¿en términos generales, cómo clasificarías los servicios de tránsito de Woodlake Dial-A-Ride?

- Excelentes Buenos Justos Pobres

2. ¿Cuál de las siguientes mejoras de Woodlake Dial-A-Ride que más te gustaría ver (verifica todos que los aplicar)?

- Más servicios frecuentes Servicio más temprano Servicio más tarde
 Servicio de fin de semana Servicio de ruta fija Otro _____

3. ¿Utiliza Tulare County Area Transit/TCAT? Sí No

Si no, ¿por qué no?

- Conducir sólo Bicicleta Compartiendo una camioneta Taxi
 Caminando Consiguir en paseo No haría el viaje
 Otro (específica) _____

Si es así, ¿en términos generales, cómo clasificarías los servicios de tránsito de TCAT?

- Excelentes Buenos Justos Pobres

4. ¿Cuál de las siguientes mejoras de TCAT que más te gustaría ver (verifica todos que los aplicar)?

- Más servicios frecuentes a/desde Woodlake Servicio más temprano a/desde Woodlake
 Servicio más tarde a/desde Woodlake Servicio de Domingo a/desde Woodlake
 Más paradas en Woodlake Más bancas/refugios en Woodlake
 Otro (específica) _____

5. ¿Cuáles son las mejores maneras de obtener información sobre el Dial-A-Ride y / o TCAT?

- Pregunto a un conductor de autobús Pregunto a un amigo/familia Hojas de propoganda
 Anuncio periodístico Guía de tránsito Sito de internet
 Llamo la Green Line Otro (específica) _____

6. ¿Tiene alguna otra preocupación con Dial-A-Ride y / o TCAT?

GRACIAS POR COMPLETAR ESTA ENCUESTA.

Form Inglés por detrás